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Case Study One: The Value Creation Wheel Applied to an Artisanal Book Publishing Company: Pangaea and the problem of targeting.

Appendix 1 \ Internal Diagnostic – Facts

Company	Team	Product
<ul style="list-style-type: none"> The name Pangaea, came from the supercontinent, serving as a reminder of the fact that the portuguese language is present across the world. Founded in August 2016 in Lisbon, Portugal. Philosophy: <i>“now that the digital era has released it from the necessity of carrying all the information, the book can now again assume itself as a work of art”</i>. Online (their own website) is the only distribution channel/ no physical store. 	<ul style="list-style-type: none"> The team is entirely composed by the founders/ key decision makers, Alexandra Santos and Lino Santos. Passion Project, coming from long standing interest in portuguese literature and beautiful books. Professors at IADE, Creative University in Lisbon, Portugal. Love for quality books, that are passed on though generations. Found a hole in the market, where the tradition of artisanal books is somewhat lost. No employees so far. Focus on portuguese language, even if not from Portugal, but portuguese written literature. 	<ul style="list-style-type: none"> Fine printing books. Book as luxury art piece. High value- High price, in comparison with mass printed books. Written in Portuguese. Time consuming, artisanal process that requires knowledge on the techniques. One book, Mensagem, by Fernando Pessoa- 2 Editions. 10 Sold so far (in 1 year).

Source: Alexandra and Lino Santos, founders of Pangaea (Developed by the VCW team)

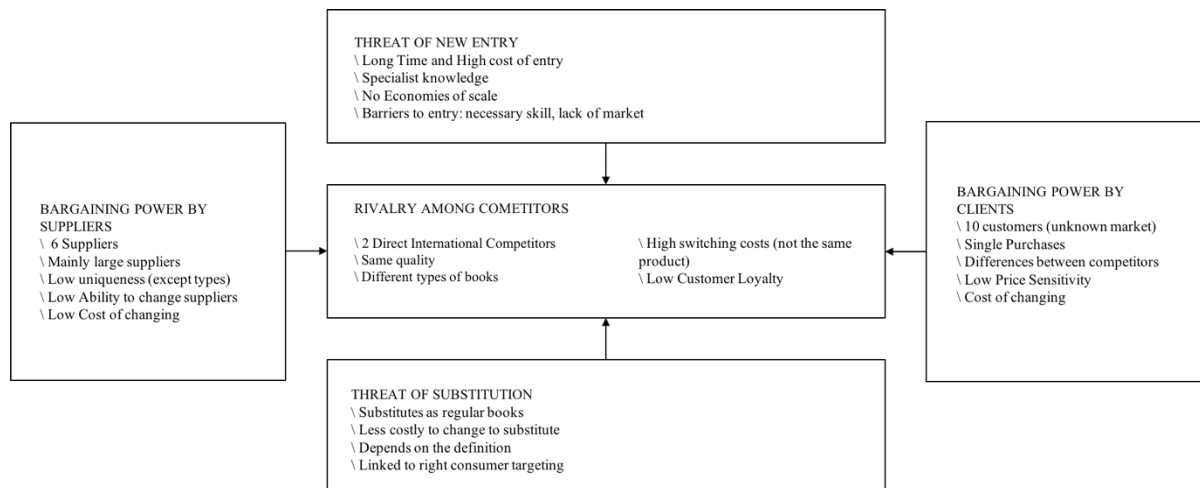
Appendix 2 \ Marketing Mix

PRODUCT	PHYSICAL EVIDENCE	PRICE
<ul style="list-style-type: none"> Fine printing books. Book as luxury art piece. High value- High price, in comparison with mass printed books. Written in Portuguese. One book, Mensagem, by 	<ul style="list-style-type: none"> Pangaea Website Stock of books Facebook Page 	<ul style="list-style-type: none"> Set prices per edition of the book 875€ for the Artist Edition 515€ for the Limited Edition

<p>Fernando Pessoa</p> <ul style="list-style-type: none"> • 2 Editions 		
<p>PROMOTION</p> <ul style="list-style-type: none"> • Social media communications- Facebook • Communication on company website • Networking/ PR 	<p>PROCESS</p> <ul style="list-style-type: none"> • Order is placed online <ul style="list-style-type: none"> ○ Shipping ○ Delivery • Personal selling through contact <ul style="list-style-type: none"> ○ Delivery 	<p>PLACE</p> <ul style="list-style-type: none"> • Online purchase from the website • Personal selling through networking
<p>PEOPLE</p> <ul style="list-style-type: none"> • 2 Founders of the company • 0 employees so far 		

Source: Alexandra and Lino Santos, founders of Pangaea (Developed by the VCW team)

Appendix 3 \ Porter's Five Forces



Source: Developed by the VCW team.

Appendix 4 \ Results from Poker Method – Ideas/Solutions

Kill	Review	Keep	Multiply
<ol style="list-style-type: none"> 1. Use IDEO cards, to give ideas to understand a potential user/market 2. Offer it to Universities that teach poetry, literature 3. People who like aesthetic/ design or collecting and have a love for literature 	<ol style="list-style-type: none"> 1. Book Clubs in high-earning environments 2. Amazon Data on book sales 3. Advertise in local websites, save and explore the data requests- who clicked on the ad, etc. 4. Pangaea's potential consumers have a 	<ol style="list-style-type: none"> 1. People who have portuguese literature highly rated on Goodreads 2. Analyze and target the competition, know who they are and how they attract costumers 3. Attend book fairs with your stand and see what kind 	<ol style="list-style-type: none"> 1. YouTube book communities (not very developed in Portugal) 2. Do field analysis in bookstores, interviewing people 3. See what's the target market in the other countries 4. 50 women and men, above

<ol style="list-style-type: none"> 4. Do research in portuguese-speaking countries, and other parts of the world 5. Analyze markets in countries where demand in this field already exists 6. Got to a place where intellectual people go and set up a stand there- Gulbenkian 7. Benchmark on companies doing it. Crowdfunding platforms, collectors, auctions, tv morning shows 8. Public gardens- read to children, see how people around react 9. Make a poll/ survey in the street to know who's interested in it 10. Try to go in some places (library, supermarket, campus) with a pop up store 11. Go to a book event where potential readers can be 12. Use adwords and analyze clicks 13. Take part in literature exhibitions and be present at universities 14. Create an online contest so people can win the book. 15. To be more customized to meet people's needs since the book is expensive. People that spend this much on a book, can have specificities preferred 16. Go to public events at libraries with a stand and talk to the different people 	<p>very specific lifestyle, they usually attend nice events, they're interested in art/culture. Try finding them at cultural events, museums, festivals, etc.</p> <ol style="list-style-type: none"> 5. Offer it at art auctions 6. Social media: create a questionnaire and spread it via Facebook, etc. ("Would you consider buying a book at X price?") Find common criteria of people who said yes 7. Go online or offline to different platforms and see where people are more receptive 8. See how people act, for themselves or as a gift? 9. Place the books on sale websites like Amazon 10. Create an online contest so people can win the book. 11. Seminars and book-sharing workshops 12. Contact bookstores: cooperation to get data (not personal, just general data) 13. Market survey to find target market 14. Consumption of this type of books per region 15. Base strategy on rented services online as a multi-channel approach as marketing strategy 16. Do a business analysis related to what kind of book the marketing are more interested to have hand made books instead of mass made 	<p>of people actually seem attracted and interested in the books</p> <ol style="list-style-type: none"> 4. Find some official figures: % of people who read the books + how old they are 5. Market study= to define the market and customers' needs 6. Define keys of success 7. Contact and work together with book clubs, libraries and book shops locally and worldwide in order to define the group of people which are interested in books, supported by them create a possible customer profile 8. Find portuguese reading communities that love books, through social media 9. Organize free reading sessions of the books in Portugal, Brazil, Mozambique, etc. You will target people that are not online but may be able to afford the book. 10. Take part in literature exhibitions and be present at universities 11. Enrich the marketing channel, so far, Pangaea only has the website, presence in bookstores and workshops is encouraged 12. Connect with a luxury brand, integrate the books in exhibitions and sell them in luxury shops 13. Brazil: connect 	<p>average income (above 2000€ after taxes), high education level, interested in reading, literature poetry, art, interested in unique gifts, book shops, art exhibitions and calligraphy classes</p>
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<p>to understand their preferences</p> <ol style="list-style-type: none"> 17. Value based pricing- what are potential customers willing to pay 18. Market analysis- interview people in book conferences 19. Do a Google AdWords through google search 20. Post sponsored ads on websites that relate to the topic of literature 21. Search the common interactions of the people that go to the website 22. Fnac, Bertrand-exclusivity 23. Launch translated literature 24. Launch smaller cheaper versions 25. Display at Berardo museum 26. Museums and Cultural Events 27. Target the market according to interests, gender, social hierarchy, money, etc.... 28. Sell the book not to individuals, but to institutions (museums, libraries) 29. Make a market study with a round table and with a potential reader 30. Book fairs 31. University level literature students may have interest 32. Young authors may have interest 33. Age groups interested in the product 34. Potential Points of sale of the product 35. Find the age interval of people interested 36. Find who is able to pay for the product 37. Start at a flea 	<ol style="list-style-type: none"> 17. New advertisement channels 18. Open a physical store and see what kind of people go there 19. Find coffee shops that are also unique in style (classic ones,...) and display the books that can be read by the coffee shops' clientele 	<p>with libraries, try to do a library-tour. Be there with the books</p> <ol style="list-style-type: none"> 14. Speak with people that make antiques to see if they are interested in the books 15. Advertising in libraries 16. Book collectors as information sources 17. Start by defining which are the types of people who like to read and collect the books 18. Reach out to previous customers and ask them what they liked about the books 19. Invite very diverse people to the production site and hear their thoughts 20. Start a Pinterest site and observe which people start following 21. Go to exhibitions and ask them to present the book with an order list at the customer 22. Ask a library to include some books in the portfolio and observe who's borrowing it 23. Clearly identify richer areas and more educated 24. Target B2B 25. Go to every book store and expose the book while asking customers how much they'd be willing to pay for that book , then agglomerate the ones that gave it an equal or higher value when compared to the real one (Book tour) 26. Use some sort of TED talk with 	
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<p>market and observe the demography of interest</p> <p>38. Go to book fairs and present the books</p> <p>39. Do a marketing research about handmade books to see where are the main competitors and find the customers that may be interested in their product</p> <p>40. Put books in a different light to examine potential customers</p> <p>41. Vary the price when investigating market structure</p> <p>42. Make survey for students</p> <p>43. On street, group discussion, online questionnaires; location, age, gender, daily habits</p> <p>44. Make cheap version to give away</p> <p>45. Gather information in trade exhibitions</p> <p>46. Partnerships with some events. Example: festival and mixing reading & listening to music</p> <p>47. Quizzes on the Internet (social media)</p> <p>48. Do an analysis of the people who are googling for terms like "authentic books" etc.</p> <p>49. Try to find out what's the target group of similar businesses around the world</p> <p>50. Go to expositions to show the results of the Portuguese work to actual final consumers</p> <p>51. Go to offline to talk to final</p>		<p>interactive questions to analyze how many people would buy the book if you applied some sort of Marketing into the project</p> <p>27. Develop profile of a typical buyer, marketing research</p> <p>28. identify age group on the Facebook group</p> <p>29. search for appropriate hashtags on Instagram (Explore Instagram marketing option)</p> <p>30. Study segmentation used by publishers</p> <p>31. List all the readers "pain" and "issues"</p> <p>32. Qualitative studies on social media</p> <p>33. Making some conferences around the world to talk to people who are interested</p> <p>34. Develop new markets- show people the value of the product</p> <p>35. Search for forums on book lovers</p> <p>36. Collaborate with some famous online bookshops and put links in the websites to get attention from book lovers</p> <p>37. Sample different segments to find the best features of the target consumer base</p> <p>38. Present the books as luxury items in famous bookstores</p> <p>39. Look up world collectors</p> <p>40. Ask for consumer info at Fnac, Bertrand</p> <p>41. Find major</p>	
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<p>consumers</p> <p>52. Launch Lusíadas</p> <p>53. Digital promotion</p> <p>54. Create a niche of gourmet books</p> <p>55. Understand the market and behavior of book collectors in Portugal and Brazil</p>		<p>contributors of museums</p> <p>42. Understand and find different types of libraries in Portugal and Brazil- some of them might me interested in having different books</p> <p>43. Search for high reviews of People who have "Mensagem" highly rated on Goodreads and get their demographic info (which his available on the website).</p> <p>44. Analyze the target market of Arion Press and Folio Society. Know who they are and how they attract costumers. Apply the same method to Pangaea.</p> <p>45. Attend book fairs with a stand and see what kind of people actually seem attracted and interested in the books and make a correlation between these people.</p> <p>46. Find demographic statistical studies on readers of portuguese literature.</p> <p>47. Order a market study for the target market</p> <p>48. Present book at Culturgest's book club and interview the people present in that session for their reasons to be there. (The books are announced months before, so the people present are there on purpose for the specific book)</p> <p>49. Attend art and/or literature auctions</p>	
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		<p>and show the book, registering the type of people that are interested</p> <p>50. Describe the general target market for luxury brands and the target market for books and create a persona based on the characteristics that overlap in both.</p> <p>51. Connect with a portuguese luxury brand, selling the book in their store to understand if the wealthy consumer is the target. (If it still doesn't sell, that may mean that the target is more focused on the literature part, than the book as a luxury good to possess)</p> <p>52. Do a book tour in the wealthiest city in Brazil to test the interest for Brazilians and see which types of people buy the book</p> <p>53. Gather experienced antique makers and talk over their experiences with the general market and create a persona based on the overlap of indications by them.</p> <p>54. Create impactful campaign (poster) in select book stores and hire someone to watch who takes the time to read it and then interview these people on demographical aspects</p> <p>55. Create a schedule of presence at artistic events in Lisbon, interviewing the participants for</p>	
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		<p>interest. Compare the results of the different events to create the customer persona, based on the level of interest correlated with the target of each event.</p> <p>56. Reach out to previous customers and ask them what they liked about the books</p> <p>57. Invite very diverse people to the production site and hear their thoughts and interest in the book. Make a workshop on the printing and gather the information again to see if the people feel different when they know how the books are made.</p> <p>58. Start a Pinterest site and observe which people start following in terms of interests to have na idea of where to find these people.</p> <p>59. The book is being considered for state/ country gift. Understand the reasons why it is being considered, how do they see it, as piece of art, as high end piece of portuguese history?</p> <p>60. Segment Portugal based on statistics on average wage, education level and age and contact people in these places, comparing the levels of interest.</p> <p>61. Contact big portuguese companies, inquiring whether they would be interested in</p>	
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		<p>buying the book to give out as business gifts. Serving as direction on whether b2b makes sense or not.</p> <p>62. Go to museums and expose the book while asking customers how much they'd be willing to pay for that book, then agglomerate the ones that gave it an equal or higher value when compared to the real one (small interview as well)</p> <p>63. Organize a small conference with interactive questions to analyze how many people would buy the book if you applied some sort of Marketing into the project</p> <p>64. Gather focus groups of different types of individuals and introduce the discussion of: Would you buy "Mensagem" from Pangaea rather than a mass copy? Why?</p> <p>65. Identify the age group on the Facebook group and other demographics in order to extrapolate the target market.</p> <p>66. Create Instagram campaign, use Instagram's new marketing tools to get info on the reach of the campaign (Instagram tools provides demographic data)</p> <p>67. Study segmentation used by</p>	
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		<p>publishers and implement it for Pangaea.</p> <p>68. Interview the people who already bought the books, in terms of their reasons for purchase and if any, what were the reasons they had for hesitation prior to purchase</p> <p>69. Use Instagram Stories to engage with followers in terms of their reasons for following the page and analyze the profile of who engages back, in order to create an overall consumer profile</p> <p>70. Create International Survey to understand if foreign people would be interested in buying the book.</p> <p>71. Interview librarians to understand the demographics of the readers of portuguese literature.</p> <p>72. Search for forums on book lovers and gather non personal data</p> <p>73. Collaborate with some famous online bookshops and put links in the websites to get attention from book lovers</p> <p>74. Sample different segments to find the best features of the target consumer base</p> <p>75. Organize a book tour during the summer, showing the book in different antique coffee shops, analyzing the interested demographics, possibly making</p>	
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		<p>sales</p> <p>76. Look up review information of Amazon on books</p> <p>77. Ask for consumer info at Fnac, Bertrand on demographic information on portuguese literature shoppers.</p> <p>78. Create referral program, where each client if refers someone else that may have interest, will have a discount on their purchase. Over time, a profile can be created by the types of people that are being referred.</p> <p>79. Contact the most high-end bookstores around the world and get information on the type of consumer for that store.</p>	
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Source: Developed by the VCW team.

Appendix 5 \ Results from Poker Method – Ideas/Solutions

Kill	Review	Keep	Multiply
<ol style="list-style-type: none"> 1. Examines in a detailed way, the people who already purchased 2. The target reached is unique 3. Considers literature enthusiasts, even if seemingly not in the right wage segment 4. Shows all the different appeals the books can have and how they may appeal to potential costumers 5. Even with well defined target, the company has the capabilities to communicate with the market 6. Takes into account various different 	<ol style="list-style-type: none"> 1. Is coherent within the cultural reality 2. Fast and simple process 3. Takes into account market trends 4. Understands life event cycles to match opportunities 5. Segments luxury consumers 6. Takes into account trends in the future for the target market 	<ol style="list-style-type: none"> 1. Within the budget set 2. Defines a broad group of consumers 3. Considers non-portuguese speaking consumers 4. Includes all the different characteristics that potential consumers have 5. Clearly defines the target. Easily understandable. 6. Analyzes all different types of people 7. Considers international consumers 8. Looks at, non individual consumers (museums, government, etc.) 9. Looks into wage segments of the population 10. Considers all the possible distribution channels possible. With this, different types of consumers can be found 11. Is similar to the competitors' 	

<p>ideas/opinions</p> <ol style="list-style-type: none"> 7. Keeps questioning the target market in terms of accurateness 8. Narrow enough to have small ad budget (well targeted) 9. Gets a target big enough to be profitable 10. Results in objective data 11. Sees what people are buying similar products 12. Illustrates all the users of the book 13. Up to date with current trends of communication 		<p>strategy to find the target market</p> <ol style="list-style-type: none"> 12. Takes into consideration your ideal customer 13. Takes into consideration the needs of the target 14. Involves research on online behavior 15. Is a different strategy than what already attempted? 16. Creates a customer persona 17. Examines past interactions with the brand 18. Allows for continuous deeper understanding of the target market 19. Makes use of targeting tools, such as Google Ads 20. Expands target audience outside obvious customers 21. Integrates A/B testing to tailor the communication 22. Company has access to necessary tools to achieve results 23. Does not affect pricing strategy 24. Provides hard, factual data 25. Looks at both B2B and B2C 26. Considers vary different types of consumers (Age, gender, wage segment, field of interest)/ Diverse sample. 27. The team has the time to implement the activity. 	
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Source: Developed by the VCW team.

Appendix 6 \ Final List of Solutions

<p>Search for high reviews of People who have "Mensagem" highly rated on Goodreads and get their demographic info (which his available on the website).</p>
<p>Analyze the target market of Arion Press and Folio Society. Know who they are and how they attract costumers. Apply the same method to Pangaea.</p>
<p>Attend book fairs with a stand and see what kind of people actually seem attracted and interested in the books and make a correlation between these people.</p>
<p>Find demographic statistical studies on readers of portuguese literature.</p>
<p>Order a market study for the target market</p>
<p>Present book at Culturgest's book club and interview the people present in that session for their reasons to be there. (The books are announced months before, so the people present are there on purpose for the specific book)</p>
<p>Attend art and/or literature auctions and show the book, registering the type of people that are interested</p>

Describe the general target market for luxury brands and the target market for books and create a persona based on the characteristics that overlap in both.
Connect with a portuguese luxury brand, selling the book in their store to understand if the wealthy consumer is the target. (If it still doesn't sell, that may mean that the target is more focused on the literature part, than the book as a luxury good to possess)
Do a book tour in the wealthiest city in Brazil to test the interest for Brazilians and see which types of people buy the book
Gather experienced antique makers and talk over their experiences with the general market and create a persona based on the overlap of indications by them.
Create impactful campaign (poster) in select book stores and hire someone to watch who takes the time to read it and then interview these people on demographical aspects
Create a schedule of presence at artistic events in Lisbon, interviewing the participants for interest. Compare the results of the different events to create the customer persona, based on the level of interest correlated with the target of each event.
Reach out to previous customers and ask them what they liked about the books
Invite very diverse people to the production site and hear their thoughts and interest in the book. Make a workshop on the printing and gather the information again to see if the people feel different when they know how the books are made.
Start a Pinterest site and observe which people start following in terms of interests to have an idea of where to find these people.
The book is being considered for state/ country gift. Understand the reasons why it is being considered, how do they see it, as piece of art, as high end piece of portuguese history?
Segment Portugal based on statistics on average wage, education level and age and contact people in these places, comparing the levels of interest.
Contact big portuguese companies, inquiring whether they would be interested in buying the book to give out as business gifts. Serving as direction on whether b2b makes sense or not.

<p>Go to museums and expose the book while asking customers how much they'd be willing to pay for that book , then agglomerate the ones that gave it an equal or higher value when compared to the real one (small interview as well)</p>
<p>Organize a small conference with interactive questions to analyze how many people would buy the book if you applied some sort of Marketing into the project</p>
<p>Gather focus groups of different types of individuals and introduce the discussion of: Would you buy "Mensagem" from Pangaea rather than a mass copy? Why?</p>
<p>Identify the age group on the Facebook group and other demographics in order to extrapolate the target market.</p>
<p>Create Instagram campaign, use Instagram's new marketing tools to get info on the reach of the campaign (Instagram tools provides demographic data)</p>
<p>Study segmentation used by publishers and implement it for Pangaea.</p>
<p>Interview the people who already bought the books, in terms of their reasons for purchase and if any, what were the reasons they had for hesitation prior to purchase</p>
<p>Use Instagram Stories to engage with followers in terms of their reasons for following the page and analyze the profile of who engages back, in order to create an overall consumer profile</p>
<p>Create International Survey to understand if foreign people would be interested in buying the book.</p>
<p>Interview librarians to understand the demographics of the readers of portuguese literature.</p>
<p>Search for forums on book lovers and gather non personal data</p>
<p>Collaborate with some famous online bookshops and put links in the websites to get attention from book lovers</p>
<p>Sample different segments to find the best features of the target consumer base</p>
<p>Organize a book tour during the summer, showing the book in different antique coffee shops, analyzing the interested demographics, possibly making sales</p>
<p>Look up review information of Amazon on books (available)</p>

Ask for consumer info at Fnac, Bertrand on demographic information on portuguese literature shoppers.
Create referral program, where each client if refers someone else that may have interest, will have a discount on their purchase. Over time, a profile can be created by the types of people that are being referred.
Contact the most high-end bookstores around the world and get information on the type of consumer for that store.

Source: Developed by the VCW team.

Appendix 7 \ Final Ranked List of Filters

Filter #1. Within the Budget Set .
Filter #2. Company has access to necessary tools/ people/ know-how to achieve results.
Filter #3. The team has the time to implement the activity.
Filter #4. Creates sale opportunities.
Filter #5. Takes into consideration the needs of the target.
Filter #6. Considers vary different types of consumers (Age, gender, wage segment, field of interest)/ Diverse sample.
Filter #7. Considers non-portuguese speaking consumers.

Source: Developed by the VCW team.

Appendix 8 \ Business Model Canvas

<p>Key Partners</p> <ul style="list-style-type: none"> • Invicta Livro: artisanal binder of the books in 24 caret gold; • Carlos Torres: artist responsible for the illustration in the books; • Rainer Gerstenberg: supplier of the specific types Pangaea uses. 	<p>Key Activities</p> <ul style="list-style-type: none"> • Printing • Quality assessment • Sales • Post sale assistance/follow-up 	<p>Value Proposition</p> <ul style="list-style-type: none"> • Luxury Books • Art Piece • Delivering history • Fulfilling the need for some decadence and beauty 	<p>Customer Relationship</p> <ul style="list-style-type: none"> • Close relationship • Not costly because it's a small niche market (may change) 	<p>Customer Segments</p> <p>Individuals (short-term):</p> <ul style="list-style-type: none"> • Lovers of Literature • Lovers of Art • Book Collectors <p>Long Term:</p> <ul style="list-style-type: none"> • Companies • Political Entities
<p>Cost Structure</p> <ul style="list-style-type: none"> • Materials cost • Binding cost • Cost of Illustrations • Cost of post sale assistance service 		<p>Revenue Stream</p> <ul style="list-style-type: none"> • Direct product selling • Totality of the revenue stream 		

Source: Developed by the VCW team.

Appendix 9 \ Questionnaire for the Workshops



Livros
Pangaea



- Name: _____
- Age : 20-30 30-40 40-50 >50
- E-mail address: _____
- Profession: _____
- Have you purchased a Pangaea book? Yes No
- How do you see the product: Book Luxury product
 Piece of Art Other
- If Other, what? _____
- How satisfied were you with the workshop organization





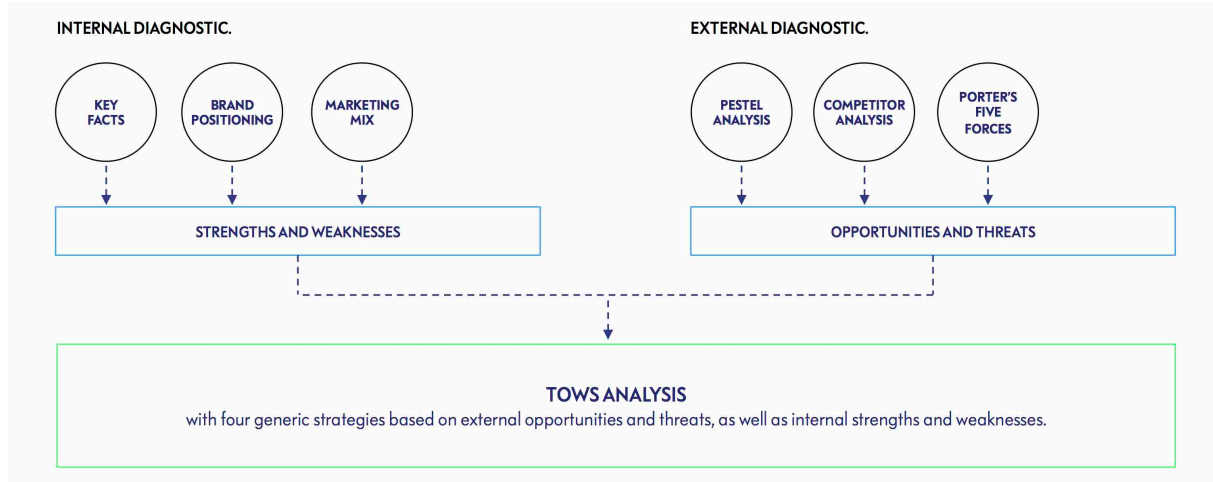


Thank you for your Participation and we look forward to hearing from you in the near future!

Source: Developed by the VCW team.

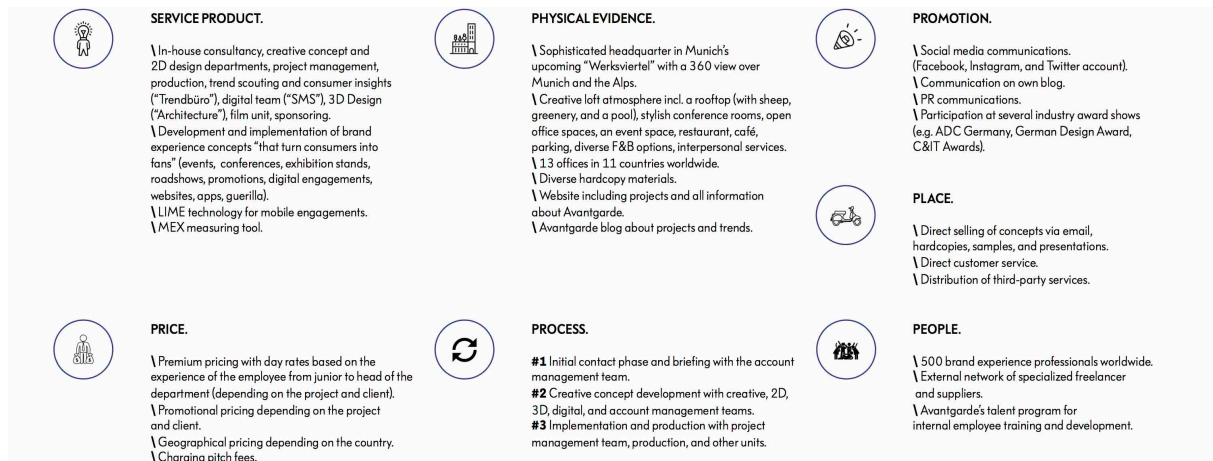
Case Study Two: Avantgarde: Innovating Brand Experiences to Acquire Multinational Clients, applying the Value Creation Wheel.

Appendix 10 \ Internal and External Diagnostic about Avantgarde and the Creative Agency Industry



Source: Developed by the VCW team.

Internal Diagnostic: Avantgarde's Current Marketing Mix.

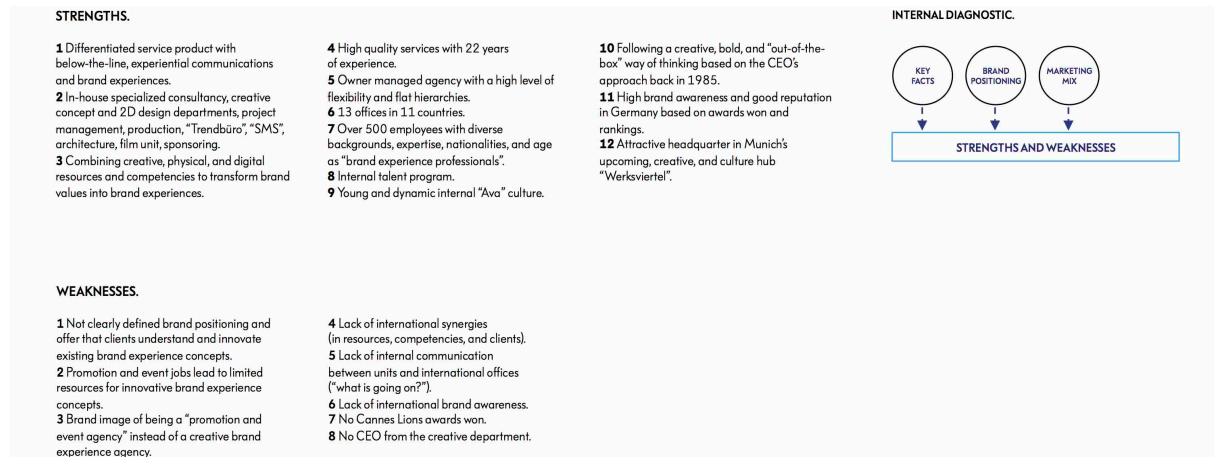


Source: Developed by the VCW team.

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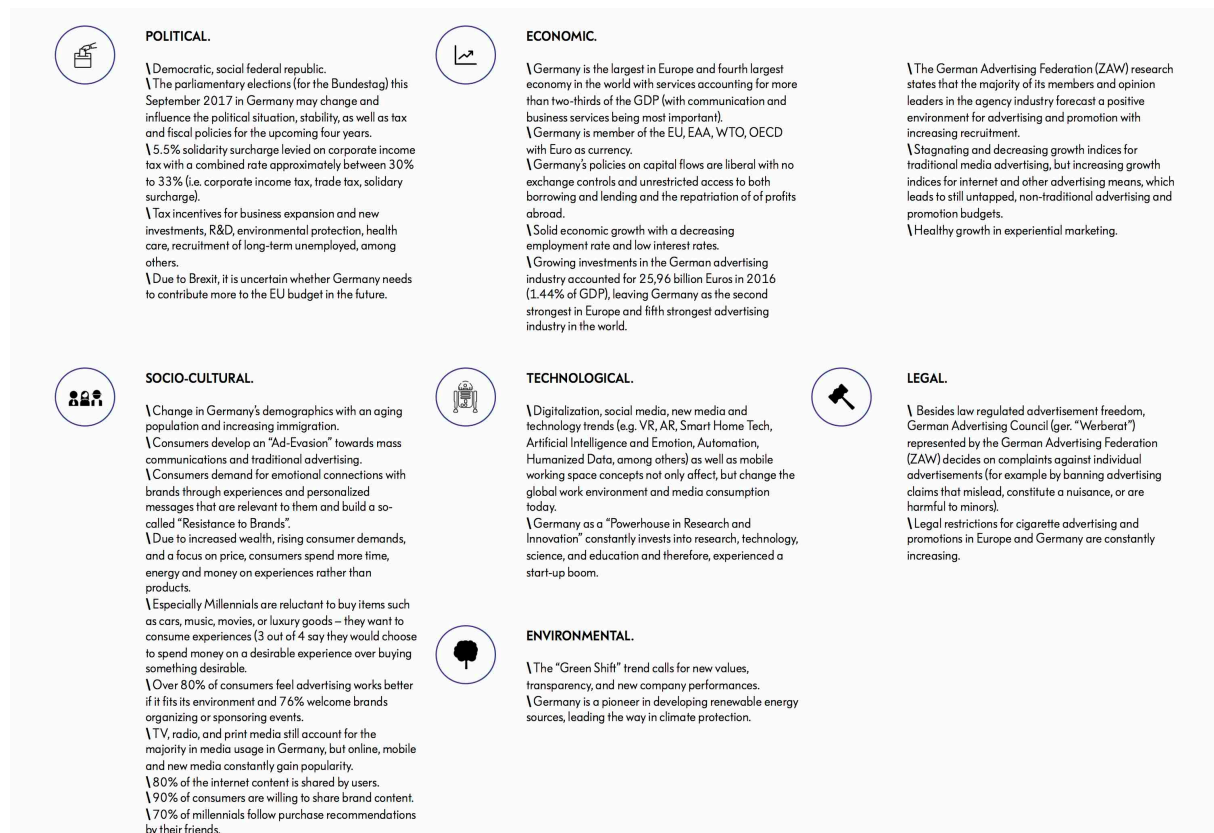
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Internal Diagnostic: Avantgarde's Strengths and Weaknesses.



Source: Developed by the VCW team.

External Diagnostic: PESTEL Analysis in the Creative Agency Industry.



Source: Developed by the VCW team.

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External Diagnostic: Competitor Analysis in the Creative Agency Industry.

<p>AVANTGARDE.</p> <p>About International and creative brand experience agency that turns consumers into fans. We believe in one touchpoint: Life. We convey one emotion: Excitement. We have one goal: Empowering brands. We combine every aspect of creative, physical, and digital resources into engaging brand experiences.</p> <p>Key Clients Philip Morris International, Mercedes Benz, Porsche, Volkswagen, Samsung</p> <p>Sectors Automotive, tobacco, arts and culture</p> <p>Number of Staff 32</p> <p>Global Offices Munich, Berlin, Cologne, Dresden, Dubai, London, Sao Paolo, Shanghai, Vienna, Zurich</p> <p>Experiential Billings £6 Mio.</p> <p>Gross Turnover £6 Mio.</p>	<p>JACK MORTON.</p> <p>About Global brand experience agency creating experiences that connect brands to the people who matter most to them. Because how brands act is more important than what they say; proof matters more than promises; happy humans are the world's best advertisers; and great brands aren't B2C or B2B—they're B2E (brand to everyone).</p> <p>Key Clients Samsung, GM, Ericsson, P&G, GLA</p> <p>Sectors Automotive, telecoms, electronics, pharmaceutical</p> <p>Number of Staff 90</p> <p>Global Offices London, Singapore, Sydney, Seoul, Hong Kong, Dubai, Dusseldorf, New York, Sao Paolo</p> <p>Experiential Billings £55 Mio. (Event forecast)</p> <p>Gross Turnover N/A</p>	<p>GEORGE P. JOHNSON.</p> <p>About Experience marketing agency that invented experiential marketing, helping the world's most well-known, respected brands attract, engage, and thrill audiences with experiences that drive business results and build lasting consumer relationships by creating experiences that connect with target audiences.</p> <p>Key Clients Cisco, Statoil, IBM, One Young World, Gartner</p> <p>Sectors Automotive, charity, energy, pharmaceutical</p> <p>Number of Staff 100</p> <p>Global Offices Kingston upon Thames, San Francisco, Silicon Valley, Sao Paolo, Mumbai, Delhi, Paris, Brussels, Stuttgart, Beijing, Kuala Lumpur, Sydney, Tokyo</p> <p>Experiential Billings £52 Mio.</p> <p>Gross Turnover £52 Mio.</p>	<p>TRO.</p> <p>About Leading experiential marketing/global event agency, that is passionate about creating those memorable moments that help brands reach their audience and inspire real change. Bringing brands to life.</p> <p>Key Clients BMW, General Motors, Nissan, Volvo, Suntory</p> <p>Sectors Automotive, energy, retail, sport</p> <p>Number of Staff 199</p> <p>Global Offices Norwich, Manchester, London, Amsterdam, Barcelona, Bangkok, Frankfurt, Melbourne, Shanghai, Sydney</p> <p>Experiential Billings £33 Mio. (Event forecast)</p> <p>Gross Turnover N/A</p>	<p>TBA.</p> <p>About Experiential agency. Brand understanding, bright ideas and brilliant execution successfully help clients to bring brands worlds to life through meaningful experiences. #1 Excite consumers #2 Inspire business partners #3 Engage employees #4 Creating outstanding experiences.</p> <p>Key Clients Syngenta, Clarks, The Football Association, Diageo, Samsung</p> <p>Sectors Aerospace, legal, retail, telecoms</p> <p>Number of Staff 33</p> <p>Global Offices Leicester, Doncaster, AP Delft, Sydney, Sao Paolo, Palmetto, Satu Mare, Dusseldorf</p> <p>Experiential Billings £17,5 Mio.</p> <p>Gross Turnover £17,5 Mio.</p>
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Source: Developed by the VCW team.

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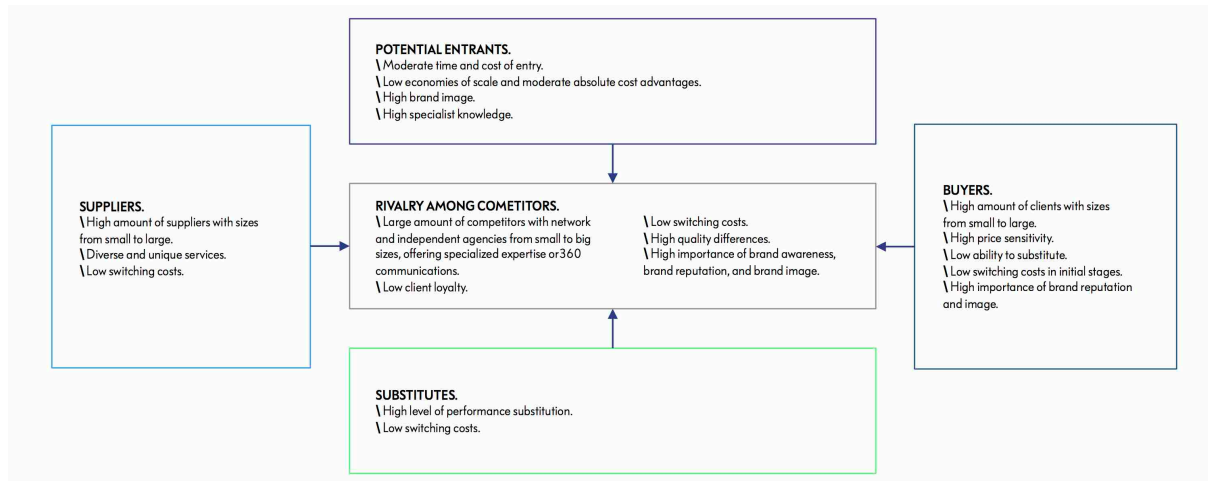
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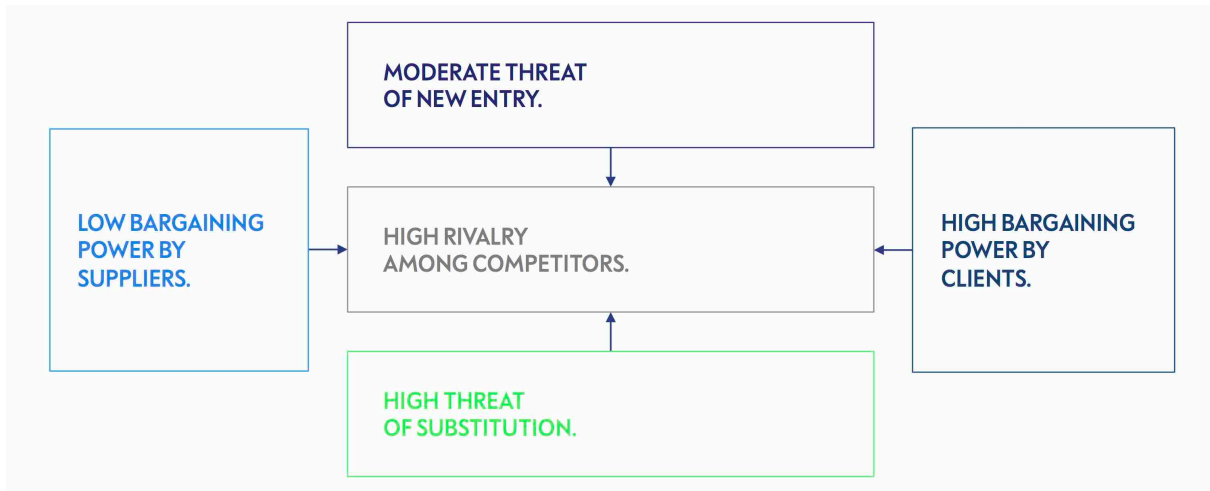
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External Diagnostic: Porter's Five Forces in the Creative Agency Industry.





Source: Developed by the VCW team.

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External Diagnostic: Opportunities and Threats in the Creative Agency Industry.



Source: Developed by the VCW team.

Internal and External Diagnostic: TOWS Analysis.

		OPPORTUNITIES.	THREATS.
STRENGTHS.		SO "MAXI-MAXI STRATEGIES". Strategies that use strengths to maximize opportunities.	ST "MAXI-MINI STRATEGIES". Strategies that use strengths to minimize threats.
WEAKNESSES.		WO "MINI-MAXI STRATEGIES". Strategies that minimize weaknesses by taking advantages of opportunities.	WT "MINI-MINI STRATEGIES". Strategies that minimize weaknesses and avoid threats.
		<p>OPPORTUNITIES.</p> <p>1 "Untapped" marketing budgets. 2 Clients demands. 3 Ad-Evasion. 4 Demand for emotional connections with brands through experiences. 5 Shift in consumer media usage.</p> <p>6 Rapidly developing digitalization, social media, new media and technology trends. 7 Attractive German (advertising) economy and experiential growth. 8 German tax incentives. 9 Demand for multinational work experiences and attractive, dynamic work environments.</p>	<p>THREATS.</p> <p>1 Highly competitive industry with a high rivalry among competitors. 2 High threat of substitution. 3 High bargaining power of clients. 4 Global dominance of network agencies. 5 Competitor's creative resources and competencies.</p> <p>6 High fluctuation. 7 Threat of new entry. 8 Majority of marketing budgets still spent in traditional media advertising. 9 Pressure of winning international awards. 10 "Resistance to Brands" trend. 11 Political uncertainty in Germany.</p>
<p>STRENGTHS.</p> <p>1 Differentiated service product with below-the-line, experiential communications and brand experiences. 2 In-house specialized units. 3 Combination of creative, physical, and digital resources and competencies. 4 High quality services with 22 years of experience. 5 Owner-managed agency.</p> <p>6 13 offices in 11 countries. 7 Over 500 employees. 8 Internal talent program. 9 "Ava" culture. 10 "Out-of-the-box" way of thinking. 11 Brand Awareness and Reputation. 12 Attractive headquarter.</p>		<p>1 Invest in the creative department to leverage on creative brand experiences and below-the-line marketing solutions (S1O1O3O4). 2 Constantly invest in excellent client services in order to meet client demands (S4O2). 3 Train the creative department about new trends and offer trend scouting as add-on services (S2S3O5O6).</p> <p>4 Reinforce international (mobile) working space and an internal reward program to attract and retain employees (S6-S12O9). 5 Launch new marketing and communication services to meet new trends, to leverage on tax incentives, and to consult clients (S1S2S4O2O8).</p>	<p>1 Follow a differentiation strategy (S1T1). 2 Leverage on internal talent programs to reduce the threat of substitution and fluctuation (S8T2T6). 3 Invest in quality of services to minimize threat of substitution and fluctuation (S4T2T6). 4 Invest in in-house units with creative workshops in order to be ahead of competition (S2T1).</p> <p>5 Minimize the "award pressure" by encouraging an internal "out-of-the-box" way of thinking (S1O1T9). 6 Consult clients about consumer's demand and the opportunities of non-traditional advertising and promotion (S1S1O1T8T10). 7 Retain employees by developing and communicating internal career opportunities (S6-S12T6).</p>
<p>WEAKNESSES.</p> <p>1 Brand Positioning and innovative brand experience offer. 2 Primarily promotion and event jobs. 3 Brand image of being a "promotion and event agency". 4 Lack of international synergies. 5 Lack of internal communication.</p> <p>6 Lack of international brand awareness. 7 No Cannes Lions awards. 8 No CEO from the creative department.</p>		<p>1 Change the current brand positioning and image by taking advantage of the demand for brand experiences (W1O4). 2 Make use of the new trends and media to create international synergies and internal communications, and to raise brand awareness (W4W5W6O5O6).</p> <p>3 Recruit international talents from developed and developing countries to create diverse teams with a high level of creativity (W4W7O7O9). 4 Recruit/promote a creative employee as CEO in order to enhance internal creative processes and to meet client demands (W5O2).</p>	<p>1 Consult clients about below-the-line marketing activities in order to change the current brand image and enhance brand awareness (W1W3T8). 2 Hire or promote a creative employee for CEO in order to lower the bargaining power of clients and reduce the threat of substitution and new entry (W8T2T3T7).</p> <p>3 Create internal new business units to shift from promotions/events to innovative communications with the chance to win awards (W1-W4T9). 4 Develop international synergies and communication to lower fluctuation, to enhance the quality of services and to lower network agencies' dominance (W4T4T6).</p>
		OPPORTUNITIES.	THREATS.
STRENGTHS.		INVEST IN BRAND EXPERIENCES. Invest in the creative department to create innovative brand experience concepts as well as below-the-line and experiential marketing communications.	ACQUISITION AND RETENTION. Expand the internal talent program and introduce client retention and acquiring concepts to face competition, new entrants, and substitution.
WEAKNESSES.		INNOVATE YOUR POSITIONING. Adapt the current brand positioning as a basis to innovate and recruit and train high potentials (internally/externally), for international synergies and client acquisition.	CONSULT THEM TO GET THEM. Consult clients about brand experiences, below-the-line and experiential marketing communications in order to change the current brand image and increase brand awareness.

Source: Developed by the VCW team.

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Appendix 11 \ Key Performance Indicators (KPIs) to Measure the Success of the Project



Source: Developed by the VCW team.

Appendix 12 \ Ideas and Criteria to Adapt the Brand Positioning and to Acquire Multinational Clients

First VCW \ Adapting the Brand Positioning: Brainwriting Questions.

- 01 How is the target group?
- 02 What is Avantgarde?
- 03 What is the offer that makes Avantgarde truly unique?
- 04 How would you rename Brand Platforms?
- 05 What are the "proof points" of the uniwque offer?
- 06 What kind of criteria are important when thinking about brand positioning?

Source: Developed by the VCW team.

First VCW \ Adapting the Brand Positioning: Ideas.

- | | | | |
|---|--|---|---|
| 1 Multinational corporations | 15 Members of the board | 27 Looking for immersive brand experiences that are measurable to increase their ROI | 43 Entrepreneurial actor in brand communications |
| 2 Global corporations | 16 Seeking for fans for their brands | 28 Seeking for brand experiences with central control yet localized activation | 44 Zeitgeist |
| 3 With offices worldwide | 17 Seeking for long-term partnerships with creative consultancy agencies | 29 Brand experience agency | 45 Global |
| 4 With strong global brands | 18 Seeking for long-term brand solutions | 30 Experiential marketing agency | 46 Lively |
| 5 C-level contact persons (cf. CMO) | 19 Seeking for the next big brand story | 31 Global/international | 47 Vivid |
| 6 Multinational corporations with a branch/office in Germany | 20 Seeking for agencies that manage multi-stakeholder projects globally and locally | 32 With offices worldwide | 48 Agile |
| 7 Seeking for new ways of communication | 21 Seeking for disruptive brand solutions | 33 German | 49 Flexible |
| 8 Seeking for agencies that consult them in terms of global brand experience solutions | 22 Seeking for partnerships to shape the future of brand experiences | 34 Based in Germany with expertise worldwide | 50 The address for creativity |
| 9 Seeking for agencies with integrated marketing solutions to adapt worldwide | 23 That want to shape their brand for future challenges | 35 Life experience agency | 51 Progressive |
| 10 Line managers | 24 Making their brand come alive | 36 Center of new brand communications | 52 Specialized |
| 11 At client headquarters | 25 Looking for experiential marketing solutions | 37 Center of innovative brand communications | 53 Differentiated |
| 12 Seeking for future concepts to develop their brand in the future | 26 Seeking for a good price-performance ratio in brand communications | 38 Hub of innovative brand experiences | 54 Niche |
| 13 Brand or marketing management directors | | 39 Multi-channel agency | 55 Pirate agency |
| 14 Global/Senior brand or marketing management directors | | 40 Omni-channel agency | 56 Dynamic |
| | | 41 Brand orchestra agency | 57 Visionary |
| | | 42 Integrated | 58 Modern |
| | | | 59 Multidisciplinary marketing across channels |
| 64 Disrupting | 84 Dare to consult clients | 102 Shaping a brand's life | 60 Shaping the world with ideas |
| 65 Forward-thinking | 85 Inspiring clients | 103 Integrated brand experiences | 61 Global boutique agency |
| 66 Fresh | 86 Creating new value for clients | 104 Real-life brand communication | 62 Problem-solving |
| 67 Bold | 87 Creating emotions | 105 Enabling emotions/excitement | 63 Inspiring |
| 68 Trendsetting | 88 Creating new ways of communication | 106 Moving people | |
| 69 Pirate agency | 89 Creating a new era of brand communication | 107 Tailor-made/customized concepts for brand communications | 120 Doing it differently |
| 70 The story-teller of innovative brand solutions | 90 Connecting brands and consumers | 108 Creating inspirations | 121 Seeing problems from another angle |
| 71 The story-teller of innovative brand solutions | 91 Creating digital and physical touchpoints and connections | 109 Dare to change | 122 Holistic brand experiences |
| 72 Game changing/game changers | 92 Creating fans | 110 Shaping worlds with ideas | 123 Shaping the future of brand communications |
| 73 Live marketing | 93 Listening to client's needs and problems | 111 Shaping brands with ideas | 124 Unseen creative solutions |
| 74 Life marketing | 94 Engaging consumers | 112 Creating immersive brand solutions | 125 Changing the rules of the game |
| 75 Independent | 95 Turning consumers into fans | 113 Disrupting the communication and advertising industry | 126 Across borders |
| 76 Creative | 96 Building emotional connections | 114 Creating meaningful and impactful connections | 127 "We do not stand in line, we are the first in line" |
| 77 Consultancy agency | 97 Creating love brands | 115 Creating the Zeitgeist | 128 Breaking the wheel |
| 78 Engaging | 98 From storytelling to storydoing | 116 Creating Trends | 129 Game-changing |
| 79 Interactive | 99 Triggering excitement | 117 Creating Dreams | 130 Translating the intangible asset of a brand into something to experience emotionally |
| 80 Authentic | 100 Evolving a brand | 118 Never been done before | 131 Long-term solutions |
| 81 Innovative | 101 Making brands come alive | 119 Surprise | 132 Sustainable solutions |
| 82 Creating brand experiences | | | 133 Omni-channel brand experiences |
| 83 Creating excitement | | | 134 Excitement under one roof |
| | | | 135 Personalized strategies in brand communications |

<p>136 Offering pioneering brand properties</p> <p>137 Offering pioneering concepts that play the power of technology advancements</p> <p>138 Picking up pain points of multinational clients to offer solutions with a central control yet localized activation</p> <p>139 Developing a unique and authentic voice for multinational brands</p> <p>140 We don't sell ideas, we sell emotions</p> <p>141 Turning brands into experiences that excite and are worth sharing</p> <p>142 Disrupting the event and sponsoring industry</p> <p>143 Creating engaging, holistic, powerful, interconnected, impactful, meaningful, and consumer-centric CX Ecosystems</p> <p>144 Embracing the experience industry</p>	<p>145 Creating a real impact on consumers' lives</p> <p>146 Embracing fans as the new channel</p> <p>147 Creating relevant and powerful touchpoints in people's lives</p> <p>148 Transforming the whole experience into a brand's property</p> <p>150 Brand Lives</p> <p>151 Life+</p> <p>152 Life/Styles</p> <p>153 Experiencables</p> <p>154 Supervenes</p> <p>155 (Brand) Happenings</p> <p>156 Brand Hubs</p> <p>157 Brand Ships (cf. Mother ship)</p> <p>158 Brand Stages</p> <p>159 Life Stages</p> <p>160 Life Happenings</p> <p>161 CAB (= Cure against Boredom)</p> <p>162 Brand Points</p> <p>163 Brand Touchpoints</p>	<p>164 Life/Live Brands</p> <p>165 Brand Cosmos</p> <p>166 Megacosmos</p> <p>167 The Touchpoints</p> <p>168 WHOA</p> <p>169 Life Platforms</p> <p>170 Brand Sandbox</p> <p>171 Brand Worlds</p> <p>172 The 3rd Channel</p> <p>173 Marketing Bridges</p> <p>174 Brand Pads</p> <p>175 Brand Pots (cf. Melting Pot)</p> <p>176 Brand Pods</p> <p>177 Brand Labs</p> <p>178 Content Labs</p> <p>179 UBF (= Unique Brand Formats)</p> <p>180 Brand Networks</p> <p>181 Touchpoint: Life (= TL)</p> <p>182 Fanbase</p> <p>183 Open Communications (cf. Open Innovation)</p> <p>184 Multi-Brandings</p>	<p>185 Blockbusters</p> <p>186 Brand(ed) Innovations</p> <p>187 Brand Units</p> <p>188 UBE (= Unified Brand Experiences)</p> <p>189 Brand Spaces</p> <p>190 Omni-Events</p> <p>191 Omni-Experiences</p> <p>192 DNA (= Daring national wide activations)</p> <p>193 Brand Ups</p> <p>194 Brand Marvels</p> <p>195 Brand Episodes</p> <p>196 Brand Series</p> <p>197 Brand Connections</p> <p>198 Brand Plays</p> <p>199 Brand Stories</p> <p>200 Brand Hearts</p> <p>201 Brand Cores</p> <p>202 Titaniums</p> <p>203 Content Machines</p> <p>204 Content Labs</p> <p>205 Brand Actions</p>
<p>206 Brand Boxes (= BBs)</p> <p>207 Brand Base</p> <p>208 Fan Touchpoints</p> <p>209 Brand Symphonies</p> <p>210 Brand Installations</p> <p>211 CX Ecosystems</p> <p>212 Brand Properties</p> <p>213 Worldwide units with specialized expertise</p> <p>214 Resources based on In-house Trendbüro, SMS, Architecture, Sponsoring, Creative, Design, Consultancy, and Project Management</p> <p>215 Experience since 1985</p> <p>216 Competencies in creative concept development and implementation</p> <p>217 Motivation</p> <p>218 Dedication</p> <p>219 Authenticity</p> <p>220 Experts/Specialists</p> <p>221 International network</p>	<p>222 Out-of-the-box, Inside-of-the-box and with no-box-at-all approach</p> <p>223 Trendsetting</p> <p>224 Zeitgeist</p> <p>225 Flexibility/Agility/Fast moving due to owner-managed agency</p> <p>226 Flat hierarchies</p> <p>227 Hands-on approach</p> <p>228 In-house environment of "Ava culture"</p> <p>229 Dare to consult</p> <p>230 Over 500 employees worldwide</p> <p>231 Team spirit</p> <p>232 External Network</p> <p>233 13 offices in 11 countries</p> <p>234 Internal talent program</p> <p>235 Emotion-enablers</p> <p>236 Worldwide brand experience leadership</p> <p>237 Attractive headquarter in Munich's upcoming, creative, and culture hub "Werksviertel"</p>	<p>238 Hub of creating creative strategies</p> <p>239 Taking risks</p> <p>240 We are bold</p> <p>241 Custom-made concepts</p> <p>242 Understanding and listening to clients, brands, problems and needs</p> <p>243 Avantgarde pioneering technology tools</p> <p>244 Consumer-centric</p> <p>245 Involving the client in the process</p> <p>246 "Thinking global, acting local"</p> <p>247 Your brand is our passion</p> <p>248 We excite</p> <p>249 We believe in one touchpoint: Life</p> <p>250 Forward-thinking approach</p> <p>251 Dynamic</p> <p>252 Fast-moving</p> <p>253 Emphasizing on new trends</p> <p>254 Big vision and mission</p>	<p>255 Awards won</p> <p>256 Reputation</p> <p>257 Client portfolio</p> <p>258 Story-tellers</p> <p>259 Entertainers (as marketing experts)</p> <p>260 Believe in creating holistic and pioneering concepts, where all kinds of actions are integrated that are measurable to increase a brand's value and ROI</p>

Source: Developed by the VCW team.

First VCW \ Adapting the Brand Positioning: Criteria.

- | | | |
|--|--|---|
| 1 Defining the Target Group, Frame of Reference, Points of Difference, Reasons to Believe | 19 Fresh | 40 100% coherent with other brand positioning statements |
| 2 Different | 20 Modern | 41 Internally accepted |
| 3 Unique | 21 Long-term | 42 Reflecting internal capabilities and resources |
| 4 Compelling | 22 Adaptable | 43 Authentic |
| 5 Outstanding | 23 Meaningful | |
| 6 Understandable | 24 Relevant | |
| 7 Admirable | 25 Desirable | |
| 8 Seamless integration in the agency's mission and vision | 26 Sustainable | |
| 9 Finding a proper "location" in the target's mind to maximize the company's benefits | 27 Exciting | |
| 10 Inspiring | 28 Trustworthy | |
| 11 Aspirational | 29 Stirring curiosity | |
| 12 Sexy | 30 Attention-grabbing | |
| 13 Innovative | 31 Conveying clear statements | |
| 14 Customer-based brand equity | 32 Right balance between being unique and overpromising | |
| 15 From the target's point of view | 33 Up-to-date | |
| 16 Defining values | 34 Differentiated positioning | |
| 17 Emotional | 35 Niche positioning | |
| 18 Edgy | 36 Convincing | |
| | 37 WOW | |
| | 38 Unseen | |
| | 39 Appealing | |

Source: Developed by the VCW team.

Second VCW \ Acquiring Multinational Clients: Brainwriting and Interview Questions.

- 01** How can Avantgarde acquire potential multinational clients?
- 02** Think with no box at all. What can Avantgarde do differently than any other "normal" client acquisition programs and tools (anything else than a powerpoint presentation)?
- 03** What kind of criteria are important when thinking about client acquisition?

Source: Developed by the VCW team.

Second VCW \ Acquiring new Clients: Ideas.

- | | | | |
|--|---|---|---|
| 1 Introduce your people in person via meetings, the website, and social media | 11 Invite clients to an experience at the headquarter (dinner, lunch, festival, sports event, picnic, coffee, bars, outdoors, rooftops, to an Avantgarde event that is happening or via live-stream) | 19 Kick-ass website that shows the value that Avantgarde brings in a creative and unexpected way | 28 Internal data base with data collection/management to keep account managers up to date and to personalize communication to client |
| 2 Create client IDs (interests, dislikes, needs, background, brand and company insights) | 12 Invite clients to Avantgarde workshops, conferences, events, "TED Talks" | 20 Put success stories out there (blogs, social media) | 29 Show diversity on as many levels as possible (within the team, with the service offering, contact possibilities, and portfolio) |
| 3 Give clients a face that the contact person knows who to talk to | 13 LinkedIn contacting | 21 Make use of guerilla marketing activities for the first contact | 30 Listen carefully, ask the right questions, see the problem, define the problem, and give solutions for the problem |
| 4 Create an acquisition plan to acquire new clients | 14 Cooperate with Influencers | 22 Be visible at creative and/or revenue rankings, EFFIE ranking | 31 Make the price-performance ratio clear and transparent |
| 5 One dedicated contact person as expert with sympathy, authenticity, trustworthiness, reliability, passion and "different" appearance (bring people to meetings that know how to smile; no blue suit people) | 15 Contact clients at business and industry events, conferences, award shows, sports events, speaker events, other consultancy events | 23 Approach clients via social media | 32 Personalize client communications |
| 6 Excite the client in an emotional way | 16 Contact clients via rainmakers and pitch consultancy agencies (Observatory, Agencyscan, Ebiqity, Francis Drake, Michael Enzenauer) | 24 Propose one hour chemistry meetings at first at the headquarter, where clients can get to know the agency, its people, the environment, and workplaces without talking about the briefing | 33 "Doer" mentality |
| 7 Approach clients with teasers | 17 Introduce Avantgarde as a "brand platform" | 25 Bring a "hot add-on" | 34 Explain to clients what your pitch strategy is |
| 8 Do it like the Lidl Sweden case | 18 Promote Avantgarde at employee's personal network | 26 Hire people with a minimum of five LinkedIn contacts working at multinational corporations | 35 Be straight to the point and make your approach clear |
| 9 Create pop-up events and festivals to become the "talk-of-the-town" | | 27 Present industry, market, and brand insights | 36 Be bold to consult and tell the client what he does not expect and show different problem-solutions and the value to increase the ROI |
| 10 Sending physical hardcopies/ gifts/little engagements for first impression | | | |

- 37** Provide strong, strategic creative thinking, problem-solutions, fresh ideas, a clear budget, and execution plan that are emotional and measurable (KPIs, ROI, improvements, outcome) and the client actually needs
- 38** Be honest and authentic with what you can and cannot do
- 39** Show team and cost structure
- 40** Create a strategy that clients didn't hear before/is not "out-of-the-books" (= a true "Avantgarde approach")
- 41** Create ideas and concepts based on trends, the industry, and the client problem
- 42** Focus on one concept instead of providing several concepts that confuse clients
- 43** Add testimonials during the presentation/via Skype calls/ testimonial statements in the presentation and on the website
- 44** Make it personal (based on the client's needs, motivation, personal data and the brand's information and problems, provide different ppts, films, and experiences)
- 45** Omni-channel approach to be always reachable through different channels, making use of AI and data management with one clear contact person and a dedicated and solid team structure (internally and externally for the client)
- 46** Invite clients to the headquarter
- 47** Invite clients to an experience at the headquarter (dinner, lunch, festival, sports event, picnic, coffee, bars, outdoors, rooftops, to an Avantgarde event that is happening or via live-stream)
- 48** Make use of Gamification
- 49** Exciting social media presence and content
- 50** Propose and elevator pitch instead of a full detailed concept
- 51** Off-site meetings for breaks
- 52** Create an emotional story about Avantgarde's brand positioning and make the story come alive through multiple channels in an engaging way
- 53** Use the ppt as your business card, but convince the client with real and personal experiences
- 54** Make use of online surveys
- 55** Take the client's target group with you to the presentation
- 56** Create an "online and physical book" about Avantgarde
- 57** Create prototypes of the concept (physical/digital idea samples) that the client can experience (customized/recycled prototypes for each client/pitch)
- 58** Engage clients in the process and invite them to the idea generation as creative workshops
- 59** Create different films with emotional stories (portfolio, the team (e.g. Caroline is our GOT victim, Martin sings in the shower, etc), about Avantgarde as "trailer", in which world do we live in, client's target group, follow up "takeouts"/ insights about the process, etc.
- 60** Create structured and visually attractive presentations (visuals/ info graphics/consumer journeys/"top hot problems" barometer)
- 61** Propose Avantgarde's pioneering technology tools that justify client's ROI
- 62** Make use of new media (AR, VR, Hololenses etc. and make clients feel as they are already part of the project)
- 63** Question-answer game with Alexa/Google Home/other Ais
- 64** Create a clear ""Problem > Solution > Vision/Mission > Why? > Outcomes" manifesto
- 65** Show the WOM about Avantgarde
- 66** Make the whole strategic, creative, executive process easy understandable (give guidance on the website, ppt, and videos)
- 67** Show that to clients Avantgarde's efficient pitch process
- 68** Use the ppt as a read-through after the meeting
- 69** Pitch presentation including an executive summary as film or VR experience (5-12min) with the concept/idea and some ppt slides that go into detail with a question-answer session afterwards
- 70** Virtual tour though the office to meet the people behind the agency
- 71** Real-time Snapchat/Insta-Story snaps about the creative process (including polls, etc.)
- 72** Book/create one off-site room where the agency and clients can meet frequently ("Idea generator")
- 73** Take the client on a virtual or physical journey though the steps of the process
- 74** Create a "day-to-day" plan where Avantgarde's strategy is clear
- 75** Take clients to their product places (e.g. grocery store, event location, showrooms, "Lufthansa plane" etc.)

Source: Developed by the VCW team.

Second VCW \ Acquiring new Clients: Criteria.

- | | | | |
|---|--|---|--|
| <p>1 Measures to successfully acquire three clients per annum</p> <p>2 Measures to contact minimum 50 clients per new business employee in one year</p> <p>3 Every four months one new acquired client</p> <p>4 Based on an Acquisition plan with long-term and short-term strategic goals</p> <p>5 Personalized client communication and acquisition programs</p> <p>6 Unconventional client acquisition tools that excite</p> <p>7 Full insights about the company, the brand, and contact persons</p> <p>8 Multiple language speaking people in the team (English C-level)</p> <p>9 Timeframe of one year/client</p> <p>10 Timeframe of 3-4 months to acquire a new client</p> <p>11 Interesting and relevant measures that excite clients</p> <p>12 Charge Pitch fees</p> | <p>13 Do not charge pitch fees</p> <p>14 Measures that justify an agency fee of EUR 500.000 per client to cover client acquisition expenses</p> <p>15 Headquarter Account</p> <p>16 Long lasting relationship with client</p> <p>17 Internal motivation, dedication, flexibility, excitement</p> <p>18 8% of revenue/annum to spend on agency marketing</p> <p>19 6% company growth/annum</p> <p>20 Client's trust in Avantgarde</p> <p>21 Client selection (overall fit with the agency in terms of values, vision, mission, communication, reputation, no automotive or tobacco) with an internal importance and prioritization and relevance of each client/pitch</p> <p>22 Internal reward program for new business team</p> <p>23 Customized communication/ concepts</p> | <p>24 Fit to Avantgarde's brand positioning</p> <p>25 Acquisition of new talents</p> <p>26 Making use if Open Innovation</p> <p>27 Measures for a fast execution</p> <p>28 Measures that increase revenue to EUR 1 Mio per annum per new client</p> <p>29 Social Media metrics</p> <p>30 Implementation of activations in more than one market</p> <p>31 One dedicated new business team with account director, senior accountant, junior accountant, intern with a clear hierarchy of decision-makers (who makes the call and when) in a comfortable work environment</p> <p>32 Fit to Avantgarde's vision/ mission/size/people</p> <p>33 Internal acceptance by all board members and offices worldwide</p> <p>34 Internal employee training and development</p> | <p>35 Work Efficiency</p> <p>36 Fit to Avantgarde's resources and capabilities in size, people, financials</p> <p>37 Reduce Employee turnover to 5%/annum</p> <p>38 Efficient and fast communication internally within</p> <p>39 Allocation of many creative people from different units</p> <p>40 Reporting for learning effects</p> <p>41 Project Management</p> <p>42 Feasibility to pitch for 3-5 new clients at the same time</p> |
|---|--|---|--|

Source: Developed by the VCW team.

Appendix 13 \ Selection of Blogs, Industry Events as well as Award Shows and Rankings

SELECTION OF BLOGS.

MARKETING LAND.

<https://marketingland.com/>
Marketing Land is a daily publication that covers all aspects of the digital marketing industry, including breaking stories, industry trends, feature announcements, and product changes.

HUBSPOT.

<https://blog.hubspot.com/>
HubSpot has a massive marketing and a sales blog, where data-driven blog posts, case studies, templates, guides, expert opinions, and everything about inbound marketing can be found.

BUSINESS INSIDER.

<http://www.businessinsider.com/>
A rising star in the content world, Business Insider publishes daily on markets and strategy – like a Huffington Post for business and marketing professionals.

SETH GODIN.

<http://sethgodin.typepad.com/>
Seth Godin is the wittiest man in marketing. Featuring short, highly digestible posts, Godin frequently gives marketing life lessons marketers of any age or skill level can benefit from.

MARKETING PROFS.

<https://www.marketingprofs.com/>
From industry trends, topical overviews, or professional development, MarketingProfs is a blog for marketers that is supported and read by marketers.

VENTURE BEAT.

<https://venturebeat.com/>
VentureBeat is the leading source for news, events, groundbreaking research, and perspective on technology innovation including marketing.

MARKETO.

<https://blog.marketo.com/>
Marketo is a leading marketing blog that publishes extremely valuable and insightful articles on all types of marketing.

CAMPAIGN.

<https://www.campaignlive.co.uk/>
Campaign is the world's leading business media brand for marketing, advertising and media communities to provide professionals from across the marketing, advertising and media communities with the creative firepower needed to attract and delight consumers.

ADWEEK.

<http://www.adweek.com/>
Adweek is the leading source of news for marketing, media, and advertising professionals as a must-read for CMOs, creatives, media buyers, content creators, and agency heads.

ADS OF THE WORLD.

<http://www.adssoftheworld.com/>
Visiting the Ads of the World blog is like visiting an advertising museum, with quite possibly the most comprehensive archive of ads anywhere.

AD AGE.

<http://adage.com/>
Advertising Age is one of the leading global source of news, analysis and inspiration for the marketing and media community, covering strategic topics for marketers from mid to large companies complemented by breaking news and a database of the world's best creative.

SELECTION OF EFFECTIVENESS RANKINGS.

EFFIE EFFECTIVENESS INDEX

<https://www.affieindex.com/>
The Effie Index identifies and ranks the most effective agencies, marketers, brands, networks, and holding companies by analyzing finalist and winner data from Effie Award competitions around the world. Announced annually, it is the most comprehensive global ranking of marketing effectiveness.

SELECTION OF CREATIVE AWARD SHOWS.

CANNES LIONS.

<https://www.canneslions.com/>
Cannes Lions is five days of talks, workshops, networking events, classes, and awards shows for people in the branded communications, marketing, design, tech, media and entertainment industries. Winning a Cannes Lions represents one of the greatest honors and highest awards for creativity in the industry.

ADC ANNUAL AWARDS.

<http://www.adcawards.org/>
The ADC Annual Awards is the oldest continuously running industry award show in the world, celebrating the very best in advertising, digital media, graphic and publication design, packaging, motion, photography, and illustration.

ADC EUROPE.

<http://www.adceurope.org/>
ADCE produces and collaborates on a calendar of events, awards, and publications aimed at industry professionals and students, including ADCE Awards.

ADC GERMANY.

<http://www.adc.de/>
ADC Germany is the German art directors club that accounts for the creative elite in Germany with its mission to foster, award, and communicate German creativity and best campaigns to the outside world to see. It is the creative award show in Germany for advertising, communication, digital media, design, editorial, event, photography, illustration, film, and music.

SELECTED INDUSTRY EVENTS.

BRAND INNOVATORS EVENTS.

These summits arm marketers with tactics and case studies from best brands. Brand Innovators host plenty of summits throughout the year on topics ranging from content marketing to customer experience.

ADVOCAMP.

Unique in its focus on customer marketing, the Advocamp is a all-in-one concept: the customer experience. The 1,000+ attendees allow you network with other innovative business leaders passionate about customer experience.

ADVERTISING WEEK NYC.

The iconic AdWeek NY brings together over 1,100 speakers at 200 events over 4 days. There are plenty of seminars and workshops, and at night you can enjoy concerts by the music scene's best. You don't want to miss one of the biggest weeks in advertising in New York.

AD:TECH NYC.

The home of industry shaping advertising and marketing technology. For over 20 years, this is where leading marketers go to get hands-on with the latest marketing and advertising innovations.

DMEXCO.

More than 50,700 visitors and 1,013 exhibitors from all over the world came to Cologne. Within just a few years, dmexco has developed into an important meeting point for the global digital economy. Visitors conduct direct business deals, make valuable new contacts and evaluate business ideas. The focus is on dialogue — and that certainly pays off.

CONSUMER MARKETING CONFERENCE.

More than 40 sessions led by industry professionals and analysts give the opportunity to network with more than 750 marketing leaders, innovators, and event attendees (the majority being at the director level or above).

CONTENT EXPERIENCE.

This conference brings those together, who understand the importance of experience to the buyer journey. By matching "curious minds and groundbreaking presentations", the Content Experience delivers just that — an experience — to all attendees.

MARKETING NATION SUMMIT.

Past speakers have included Will Smith, Hillary Clinton, and John Legend. The Marketing Nation summit boosts engaging breakouts in marketing, consumer behavior, and brand growth through storytelling.

THE MARKETING FORUM.

The Marketing Forum builds its program based on the feedback from its clients — senior marketing leaders — so it's sure to speak directly to the needs of marketing professionals. Focused on hands-on learning, this event limits each session to 25 attendees or fewer to make collaboration and connection easier.

INBOUND.

This network event brings thousands of attendees together to learn from leaders in inbound marketing and content creation, providing tactical advice and inspiration to fuel marketing.

BRAND MANAGE CAMP.

At Brand Manage Camp, attendees learn from industry leaders in hands-on sessions focused on areas like brand strategy, innovation, content marketing, and consumer behavior.

BRAND MARKETING SUMMIT.

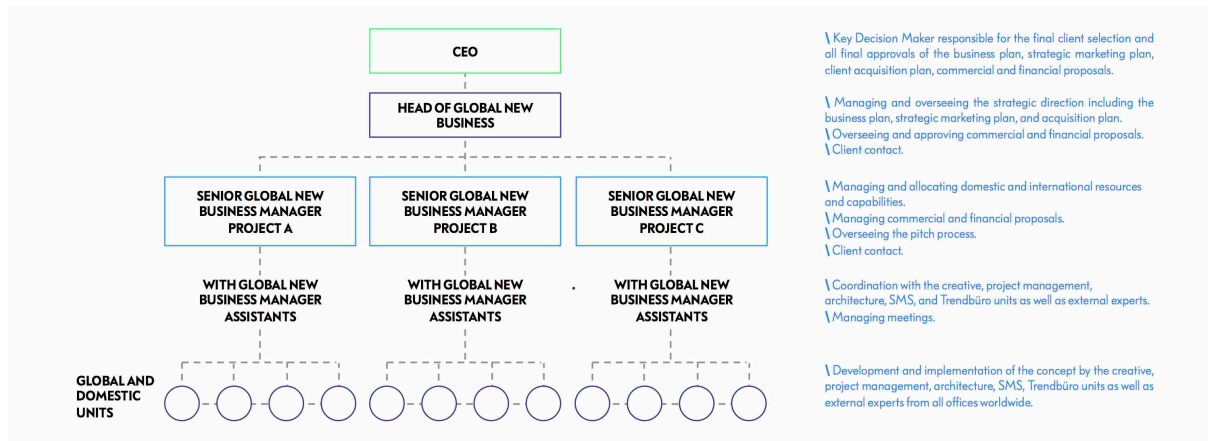
The best brand-focused marketing conference is all about personalization and experience, attribution and insights, content and storytelling, where CMOs and marketing leaders from over 45 innovative brands map out the future of marketing.

Source: Developed by the VCW team.

References:

ADC. (2017). ADC. Retrieved from <http://www.adcawards.org/>.
 Art Directors Club für Deutschland. (2017). Retrieved from <http://www.adc.de/>.
 Cannes Lions. (2017). Retrieved from <https://www.canneslions.com/>.
 Carbarry, J. (2017, August 9). 27 of the Best Marketing Conferences in 2017 (and 2018). *Oath Inc*. Retrieved from https://www.huffingtonpost.com/entry/26-of-the-best-marketing-conferences-in-2017-and-2018_us_598a8e6ce4b0f25bdfb32099.
 Dervan, B. (2017, March 16). Your Guide to the Must-Attend Advertising Conferences in 2017 [Blog post]. Retrieved from <http://www.skyhookwireless.com/blog/company/adtech-event-guide-2017>.
 Effie Effectiveness Index. (2017). Retrieved from <https://www.effieindex.com/>.
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 Hall, J. (2017, January 22). Marketing Conferences To Check Out In 2017. *Forbes Media LLC*. Retrieved from <https://www.forbes.com/sites/johnhall/2017/01/22/marketing-conferences-to-check-out-in-2017/#45794cec23a9>.
 Inbound.org. (n.d.). Inbound 50: The Top 50 Marketing Blogs On The Web [Blog post]. Retrieved from <https://inbound.org/top/blogs>.
 Wright, T. (2016, February). 16 Top Marketing Blogs and Publications You Need To Be Following". *Inc*. Retrieved from <https://www.inc.com/travis-wright/16-top-marketing-blogs-and-publications-you-need-to-be-following.html>.

Appendix 14 \ New Business Team Structure



Source: Developed by the VCW team.

References:

Veyrat, P. (2017, June 12). Organizational Structures: But which to use? [Blog post] Retrieved from <https://www.heflo.com/blog/business-management/small-business-organizational-structure-examples/>.

Appendix 15 \ Paid and Organic Endorsements on LinkedIn

LINKEDIN.

ADVERTISE ON LINKEDIN.

- \ Sponsored Content: Promoting company updates to targeted audiences to drive awareness.
- \ Sponsored InMail: Delivering personalized messages on targeted audience's LinkedIn inbox.
- \ Text Ads: 50x50 image and headline to reach out for targeted audience.

Targeting based on:

- Location (required)
- Company Name (current employer listed on member's profile)
- Company Industry
- Company Size
- Job Title
- Job Function
- Job Seniority
- Member Skills
- Member Schools
- Degrees
- Fields of Study
- Member Groups - up to 100 active groups
- Member Gender
- Member Age

ENHANCE THE COMPANY PAGE AND PERFORMANCE.

- \ Promote LinkedIn Company Page by linking it to emails, newsletters, blogs, and other marketing channels with a company page follow button.
- \ Engage colleagues to link their profile with the LinkedIn Company Page to like, share, and comment to expand the viral reach.
- \ Post daily company news, industry articles, thought leadership topics, or ask followers to weight "hot topics".

BECOME A TRAINER.

- \ Register (global new business) employees and the CEO as LinkedIn trainer to share knowledge and expertise to position Avantgarde as a specialist in brand experiences and CX Ecosystems.

ENABLE PREMIUM ACCOUNTS.

- \ Enable LinkedIn's Sales Navigator Professional memberships for global new business team to contact potential clients (even if you're not connected), to get sales insights and custom lead lists with advanced search filter to receive prospects who's interested in your business, with an unlimited people browsing and lead recommendations and saved sales.

DISCOVER GROUPS.

- \ Engage (global new business) employees to enter LinkedIn groups to post, share, comment, and like industry related topics, articles, and opinions.

Source: Developed by the VCW team.

References:

- LinkedIn. (n.d. a). *Advertise on LinkedIn*. Retrieved from <https://business.linkedin.com/marketing-solutions/ads>.
- LinkedIn. (n.d. b). *Get started with LinkedIn Company Pages*. Retrieved from <https://business.linkedin.com/marketing-solutions/company-pages>.
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- LinkedIn. (n.d. d). *IN Premium*. Retrieved from https://www.linkedin.com/premium/products?upsellOrderOrigin=premium_nav_upsell_text.

Appendix 16 \ Storyboard and Mood Board of Avantgarde's Image Film

PART ONE.

Brands seamlessly integrate themselves into people's life. Think about Google, think about Uber, think about Apple, think about Netflix... these are brands that created ecosystems people cannot life without any more. They created platforms, where you do not differentiate anymore between strong brands and an offering that has a real purpose in people's daily life. Why not do that when it comes to brand communications? Don't create brand experiences – create lifestyle experiences!

- \ Display brand logos and offerings in a pop-art design with accelerated speed
- \ Display stand-alone statements in capital letters

PART TWO.

We believe in one touchpoint: Life. We are convinced that no real barriers exist between all types of physical or digital brand communications, channels, design, architecture, sports, art, and music. We create a lifestyle offering, where people do not differentiate between their world and a brand world. A place, where both worlds merge in one holistic experience. We create consumer-centric, holistic, and interconnected Consumer Experience Ecosystems that turn brands into experiences. On a large scale. On a global scale. Reaching thousand of consumers worldwide.

- \ Display scenes of state-of-the-art and edgy physical or digital brand communications, channels, design, architecture, sports, art, and music
- \ Display past projects and cases
- \ Display stand-alone statements in capital letters

PART THREE.

Who are we? We are storytellers and storydoers. Experience Badasses and Digital Overloads. Design Rockstars and Money Maestros. And we have trend prophets and our chief cheerleaders. We are a global brand experience agency Made in Germany that turns brands into experiences and creates fans for brands. We overthink and sometimes don't think at all. We look across industries and add a little bit of drama to your experience goals. We are the one agency that truly finds solutions for your hot problems and makes the success measurable. You might think: Can Avantgarde actually do this? Yes we can! We are the global brand experience leaders. We have 13 offices worldwide. And 500 experts, 10 sheep, and 3 dogs that inspire each other to turn your brand into a badass experience on a large and global scale.

- \ Display the people behind Avantgarde with "behind-the-scenes" and "takeouts"
- \ Display the headquarter
- \ Display offices worldwide
- \ Display client portfolio
- \ Display stand-alone statements in capital letters

PART FOUR.

It is our vision to create powerful consumer experience ecosystems for brands to unveil their full tangible and intangible assets. We turn brands into experiences that are emotional, impactful, and worth sharing. It is our mission to disrupt the event and sponsoring industry and to embrace the experience economy in order to create fans for brands. Let's get excited! Avantgarde / Creating fans.

- \ Display fun and edgy moods for the vision and mission statement
- \ Display stand-alone statements in capital letters
- \ Display Avantgarde's logo and claim

Source: Developed by the VCW team.

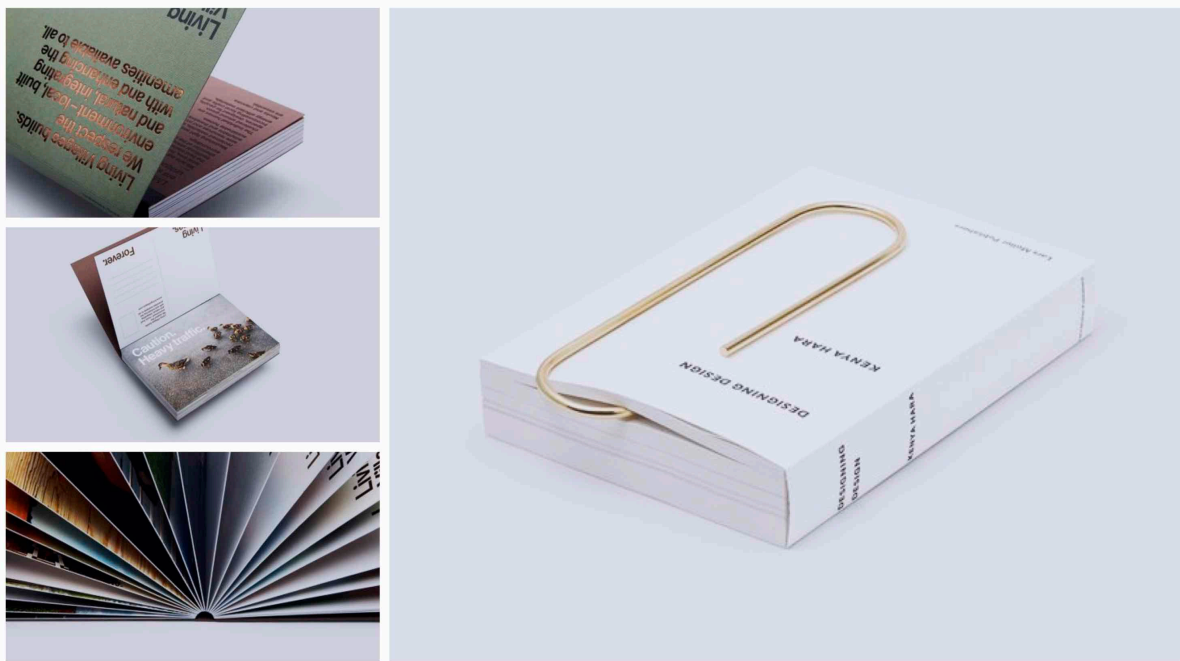
Appendix 17 \ Moods for the Avantgarde Dice Engagement and Cookbook

Dice Engagement: Mood Board.



Source: Developed by the VCW team.

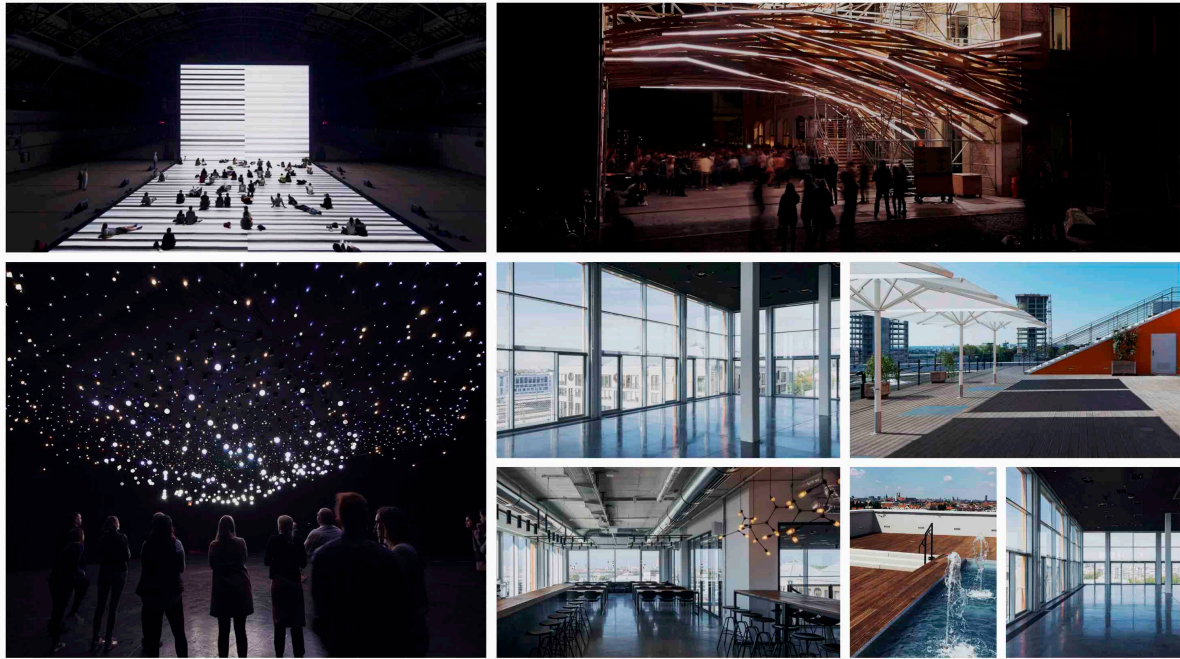
Cookbook: Mood Board.



Source: Developed by the VCW team.

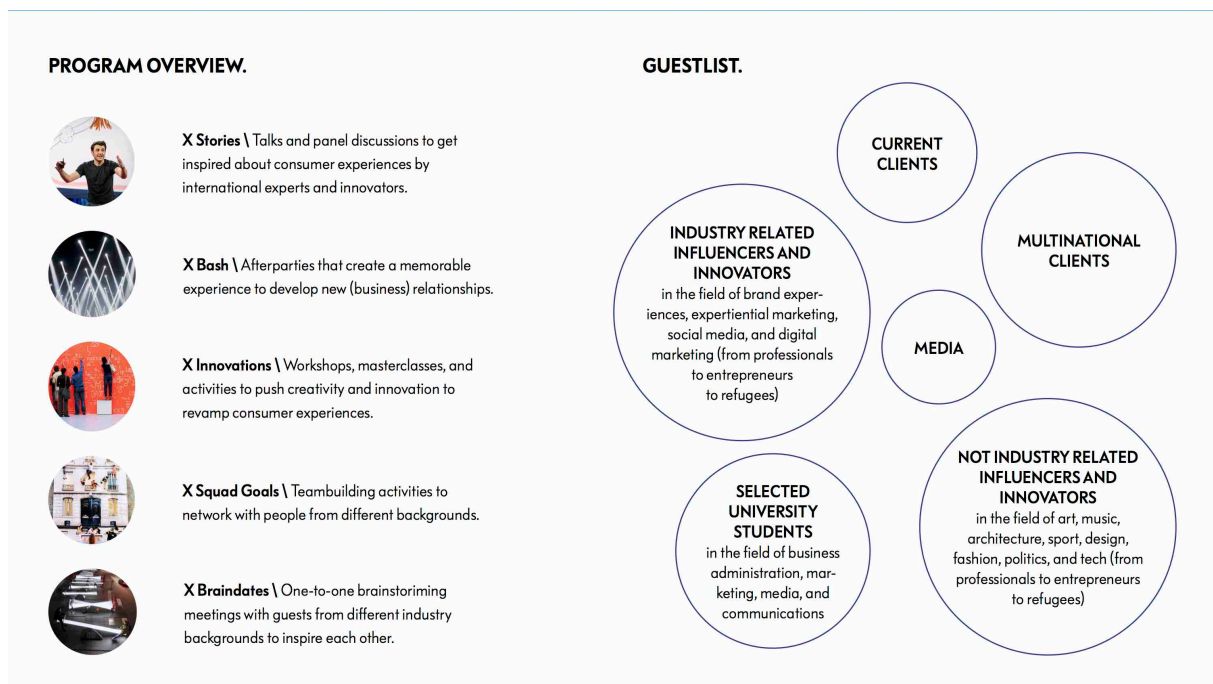
Appendix 18 \ The Studio X Munich Mood Boards, Program, and Guest List

The Studio X Munich: Mood Board.



Source: Developed by the VCW team.

The Studio X Munich: Program and Guest List.



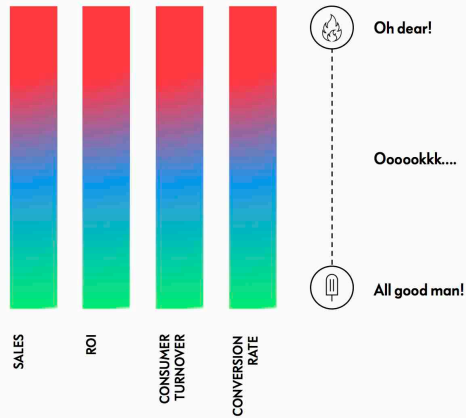
Source: Developed by the VCW team.

Appendix 19 \ The Pitch Presentation

The Pitch Presentation: From the “Hot-Problem Barometer” to Avantgarde’s Manifesto.

“Hot, hotter, your brand’s problem”: Avantgarde can create a Hot Problem Barometer in order to demonstrate multinational clients, where their brand does not perform well in regards to sales, ROI, consumer turnover, conversion rate, and others that can be individually adapted. The barometer lays the foundation to introduce CX Ecosystems as the solution for the problem.

THE HOT-PROBLEM BAROMETER



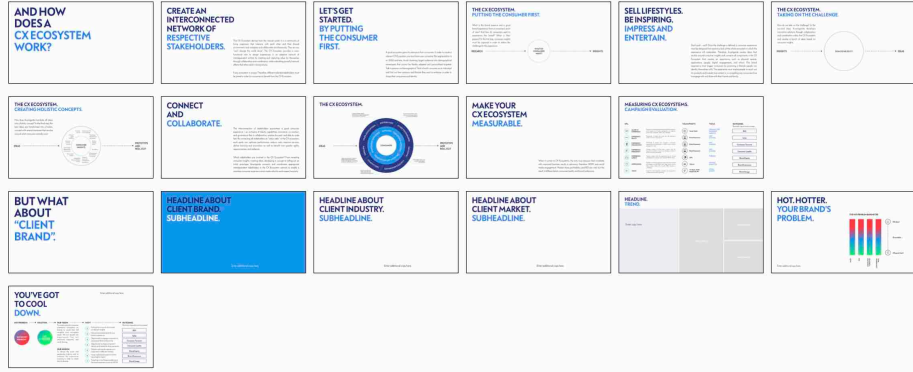
Source: Developed by the VCW team.

The Pitch Presentation: Overview of the Pitch Presentation Template.

DERIVATION TO CX ECOSYSTEMS.
A rationale as a catchy introduction that leads to CX Ecosystems with facts and figures about the experience economy

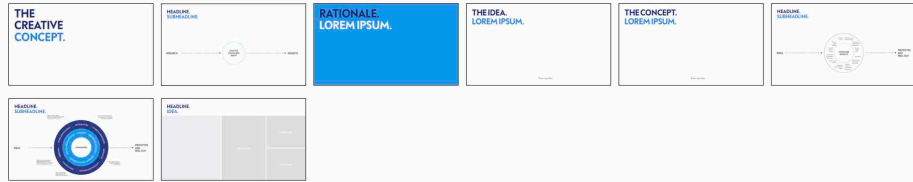
ABOUT CX ECOSYSTEMS.

\ The CX Ecosystem model with its strategic approach



ABOUT THE CLIENT'S BRAND.

\ Industry, market, and brand insights, as well as current trends
 \ A "Hot-Problem-Barometer" and clear Avantgarde manifesto to justify the need for CX Ecosystems

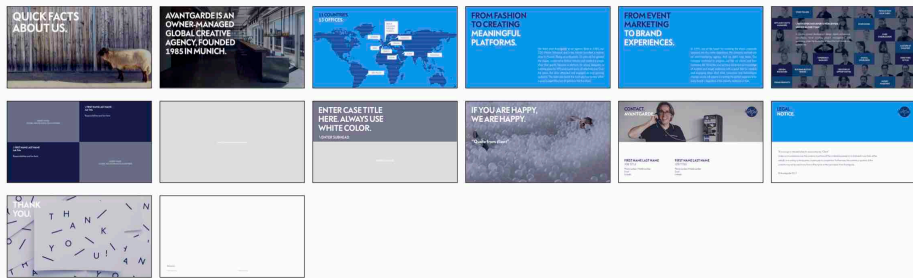


THE CREATIVE CONCEPT.

\ Creative concept including fresh ideas based on the industry, market, and brand insights, as well as current trends, where the CX Ecosystem is applied
 \ Customized prototypes of the concept ideas (physical or digital prototypes, from a small installation to an app) that clients can experience
 \ Avantgarde's pioneering technology tools as measurement tools to justify the outcomes

ABOUT AVANTGARDE.

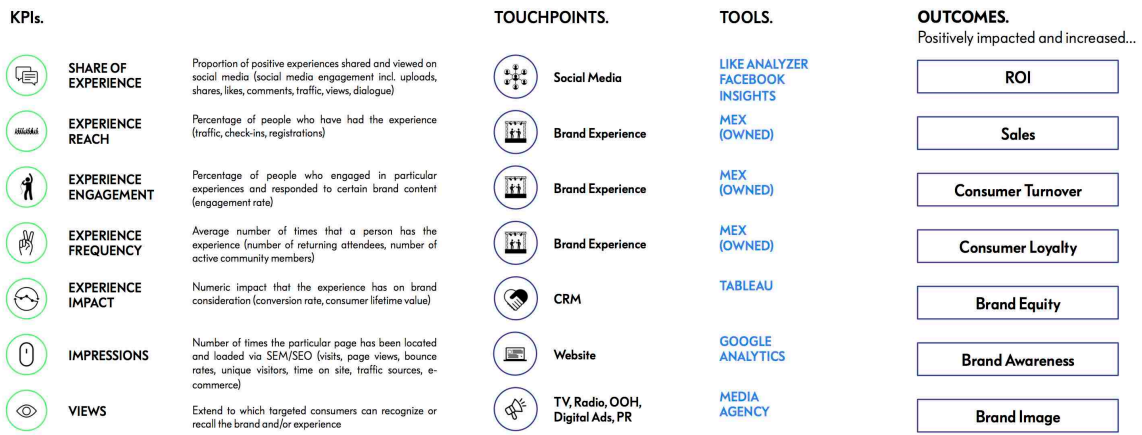
\ Quick facts about Avantgarde
 \ The team
 \ An emotional story in an image film about Avantgarde
 \ Best cases
 \ Client statements
 \ Contact
 \ Legal notice
 \ Thank you
 \ Bibliography



Source: Developed by the VCW team.

Appendix 20 \ Measurement, Implementation, and Financial Plan

Measurement: Overview of CX Ecosystems' KPIs and Measurement Tools.



Source: Developed by the VCW team.

References:

Blades, F. (2015). Experience Driven Marketing: A new framework that is revolutionizing the way marketers are investing in advertising and media. Paper presented at the MRS Awards. London, England.
 Branding Strategy Insider. (2016, February 12). 7 Customer Experience Mistakes Brands Make [Blog post]. Retrieved from <https://www.brandingstrategyinsider.com/2016/02/7-customer-experience-mistakes-brands-make.html#.WfdZTRNSz-Y>.

Implementation: Template for the Implementation Plan Structure.

IMPLEMENTATION PLAN STRUCTURE						
	COMMENT	TEAM/UNIT	RESPONSIBLE	DONE	DUE DATE	CALENDAR WEEK
Overall Status & Milestones						
Conceptual Phase						
Invoices & Budget balancing						
Final Set-Up						
Digital Office Sending tender						
Tender return construction supplier						
Assignment construction supplier						
Kick-Off Meeting construction supplier						
Production & Planning						
Construction supplier detail planning						
Material selection						
Final approval construction plans						
Fine-tuning production & timing						
Building						
Purchase building supplies						
Clear building site						
Preparing building site						
Building Start						
Cutting new floor electricity spots						
Ground electricity installation						
Painting Closing old floor electricity spots Floor workings						
Building End						
Cleaning building site						
Final approval building site						
Technical Installation						
Approval project delivery						
Furniture						
Furniture proposal update						
Furniture test						
Furniture final approval						
Furniture order						
Furniture production						
Furniture delivery						
Special furniture (carpenter)						
Furniture installation						
Location						
Co-ordinate details with Facility Management						
Approval Facility Management						

Source: Developed by the VCW team.

Financials: Template for the Financial Plan Structure.

FINANCIAL PLAN STRUCTURE					
POSITION	UNITY PRICE	QUANTITY	FACTOR (e.g. days)	TOTAL	PURPOSE
AGENCY FEE NEW BUSINESS					
Month A					
Head of New Business					
Senior New Business Manager					
New Business Manager Assistant					
Month B					
...					
AGENCY FEE PROJECT MANAGEMENT					
Month A					
Senior Project Manager					
Project Manager Assistant					
Production Manager					
Technical Director					
Technical Project Manager					
Technical Planner					
Month B					
...					
AGENCY FEE CONCEPTION & CREATION					
Month A					
Creative Director Digital					
Creative Director					
Senior Art Director Digital					
Senior Copywriter					
Copywriter					
Senior Art Director					
Month B					
...					
AGENCY FEE ARCHITECTURE					
Month A					
Head of Brand Architecture					
Senior Architect					
Architect					
Month B					
...					

Source: Developed by the VCW team.

FINANCIAL PLAN STRUCTURE					
POSITION	UNITY PRICE	QUANTITY	FACTOR (e.g. days)	TOTAL	PURPOSE
DIGITAL INTERACTIONS					
Avantgarde MEXX					
VR/AR					
Pre and Post Communication					
STAND BUILDING					
Build-Up					
Walling					
Flooring					
Construction					
Barrier					
Décor/Furniture					
Technical Equipment					
Digital Animations					
Other rooms					
Technical Equipment					
Lighting					
Electricity					
Wi-Fi connection					
Transportation					
Cars					
Logistics					
Ramp					
THIRD PARTY COSTS					
Hostesses					
Team					
Travel					
Training					
Security					
Cleaning					
Travel					
Others					

Source: Developed by the VCW team.

Appendix 21 \ A Detailed Description of the Strategic Marketing Plan

Strategic Marketing Plan: Five Steps.

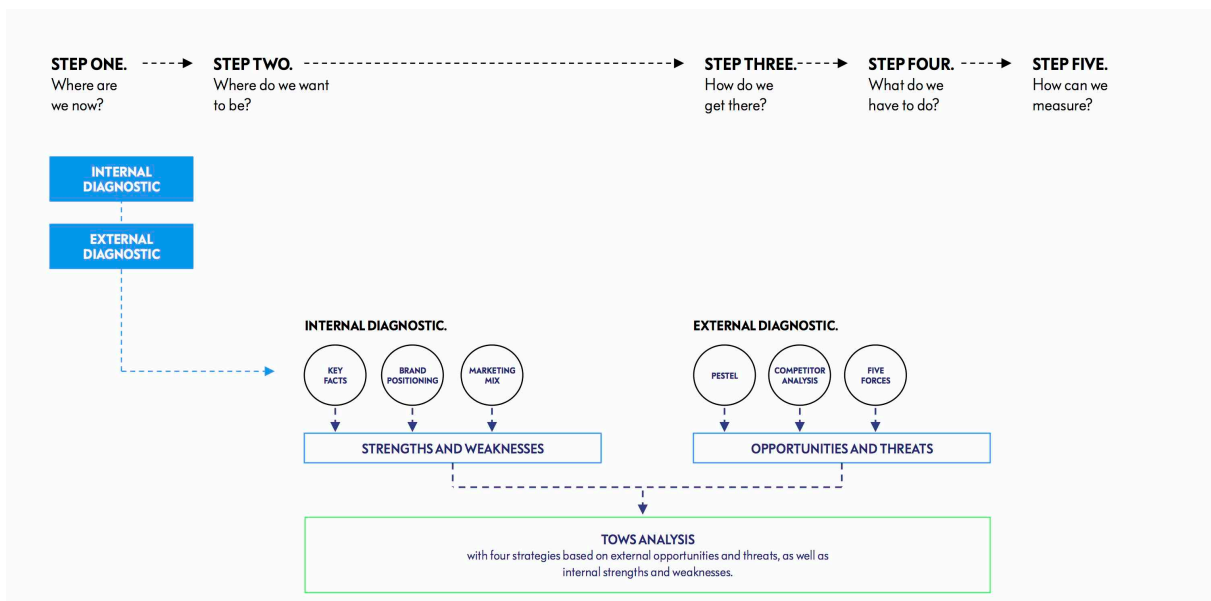


Source: Developed by the VCW team.

References:

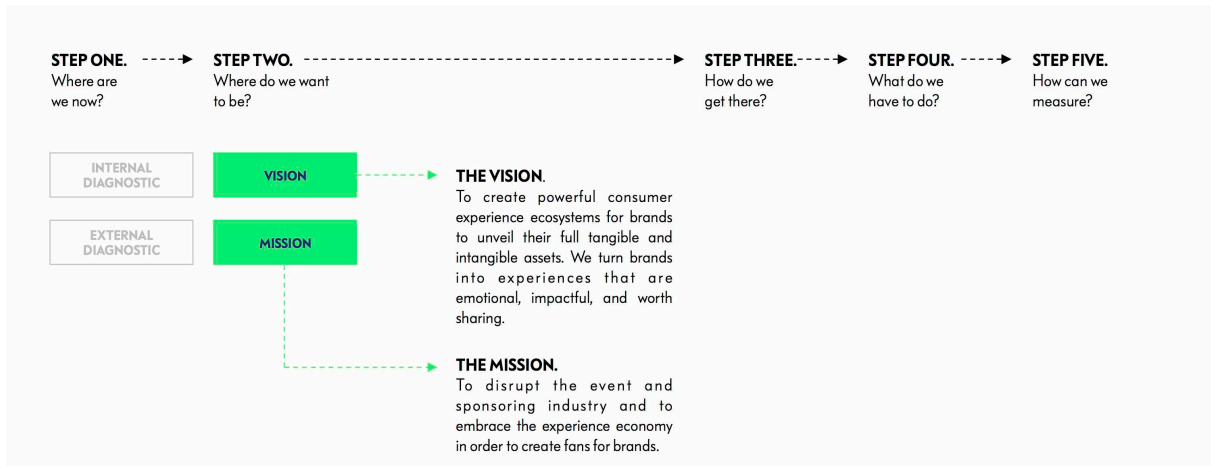
Egan, C., & Thomas, M. J. (1998). *Strategic Marketing, A practical guide for designing and implementing effective marketing strategies.* Oxford, England. Reed Educational and Professional Publishing.

Strategic Marketing Plan: Step One \ Internal and External Diagnostic.



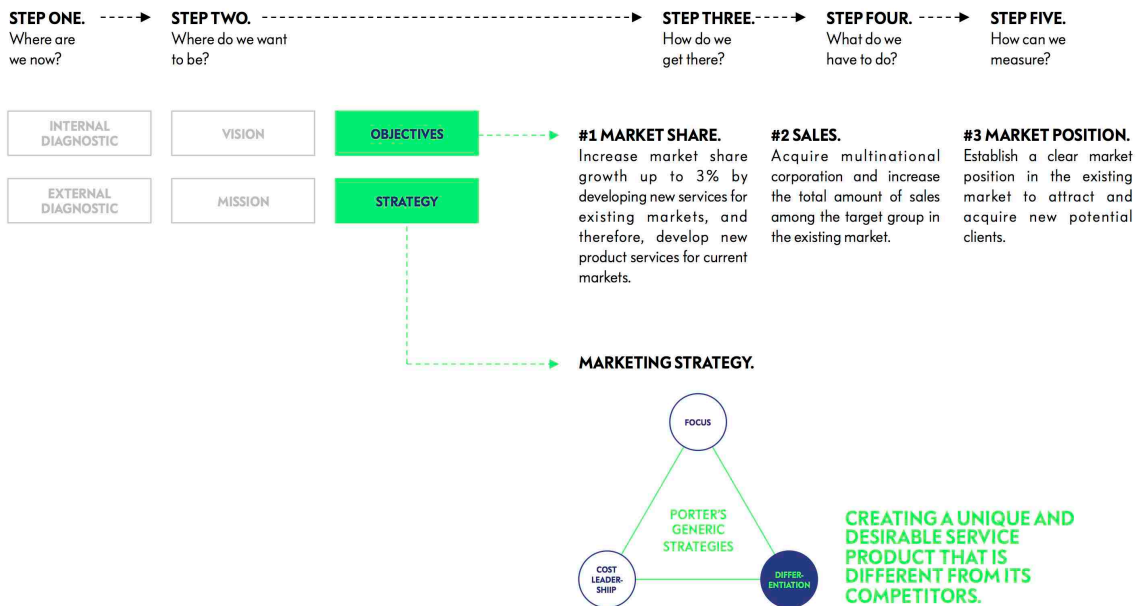
Source: Developed by the VCW team.

Strategic Marketing Plan: Step Two \ Vision and Mission Statement.



Source: Developed by the VCW team.

Strategic Marketing Plan: Step Two \ Marketing Objectives and Marketing Strategy.



Source: Developed by the VCW team.

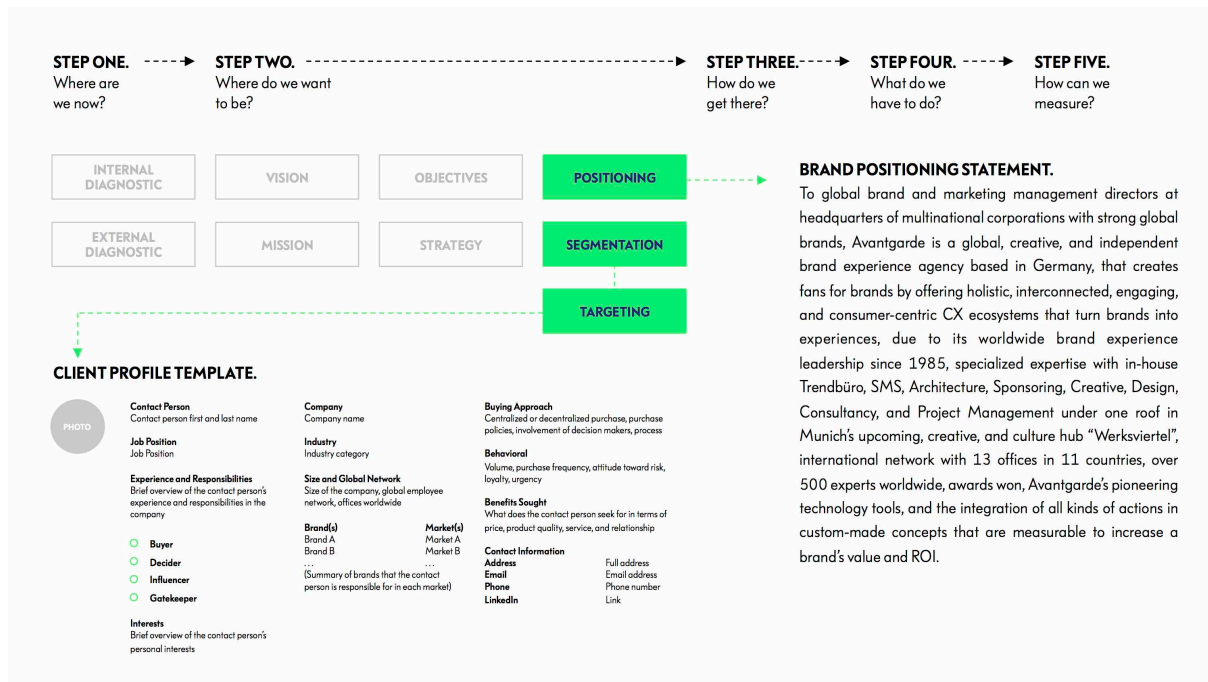
References:

Egan, C., & Thomas, M. J. (1998). *Strategic Marketing, A practical guide for designing and implementing effective marketing strategies.* Oxford, England. Reed Educational and Professional Publishing.

Mind Tools. (n.d. b). *Porter's Generic Strategies.* Retrieved from https://www.mindtools.com/pages/article/newSTR_82.htm.

Wilson, R. M., Gilligan, C., & Pearson, D. (1992). *Strategic Marketing Management: Planning, implementation and control.* Oxford, England: Reed Elsevier.

Strategic Marketing Plan: Step Two \ Positioning, Segmentation, and Targeting.



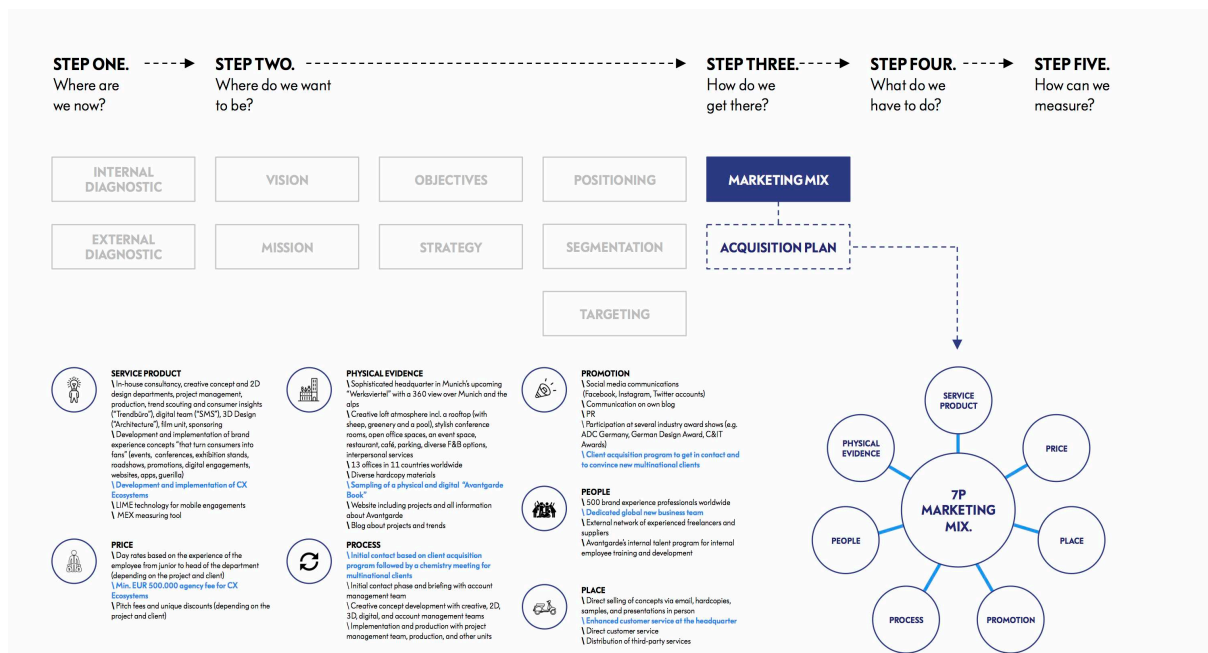
BRAND POSITIONING STATEMENT.
To global brand and marketing management directors at headquarters of multinational corporations with strong global brands, Avantgarde is a global, creative, and independent brand experience agency based in Germany, that creates fans for brands by offering holistic, interconnected, engaging, and consumer-centric CX ecosystems that turn brands into experiences, due to its worldwide brand experience leadership since 1985, specialized expertise with in-house Trendbüro, SMS, Architecture, Sponsoring, Creative, Design, Consultancy, and Project Management under one roof in Munich's upcoming, creative, and culture hub "Werksviertel", international network with 13 offices in 11 countries, over 500 experts worldwide, awards won, Avantgarde's pioneering technology tools, and the integration of all kinds of actions in custom-made concepts that are measurable to increase a brand's value and ROI.

Source: Developed by the VCW team.

References:

Gupta, S. (2014). Marketing Reading: Segmentation and Targeting. *Harvard Business Publishing Core Curriculum Readings Series*, 8219.
Keller, K. L. (2013). *Strategic Brand Management. Building, Measuring, and Managing Brand Equity* (4th ed.). Essex, England: Pearson Education England.
Wilson, R. M., Gilligan, C., & Pearson, D. (1992). *Strategic Marketing Management: Planning, implementation and control*. Oxford, England: Reed Elsevier.

Strategic Marketing Plan: Step Three \ Marketing Mix.

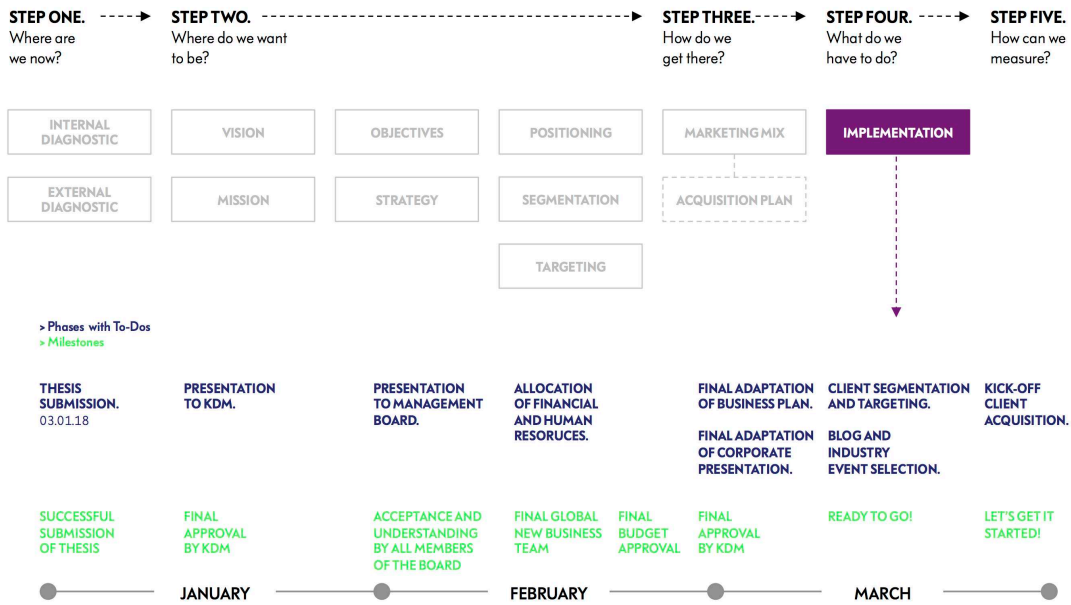


Source: Developed by the VCW team.

References:

Khan, M. (2014). The Concept of "Marketing Mix" and its Elements. *Internal Journal of Information, Business and Information*, 6, 1-3.

Strategic Marketing Plan: Step Four \ Implementation Plan.

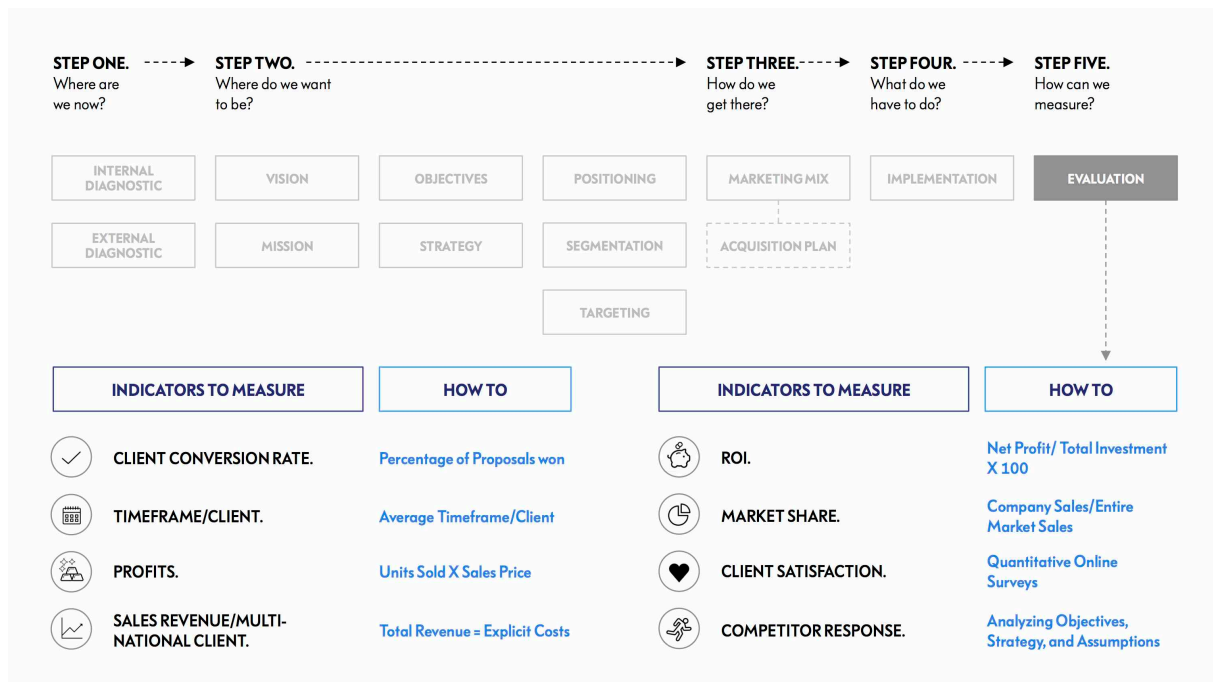


Source: Developed by the VCW team.

References:

Wilson, R. M., Gilligan, C., & Pearson, D. (1992). *Strategic Marketing Management: Planning, implementation and control*. Oxford, England: Reed Elsevier.

Strategic Marketing Plan: Step Five \ Evaluation.



Source: Developed by the VCW team.

References:

Morello, R. (n.d.). 7 Ways to Evaluate Your Marketing Plan. *Small Business Chron*. Retrieved from <http://smallbusiness.chron.com/7-ways-evaluate-marketing-plan-58331.html>.

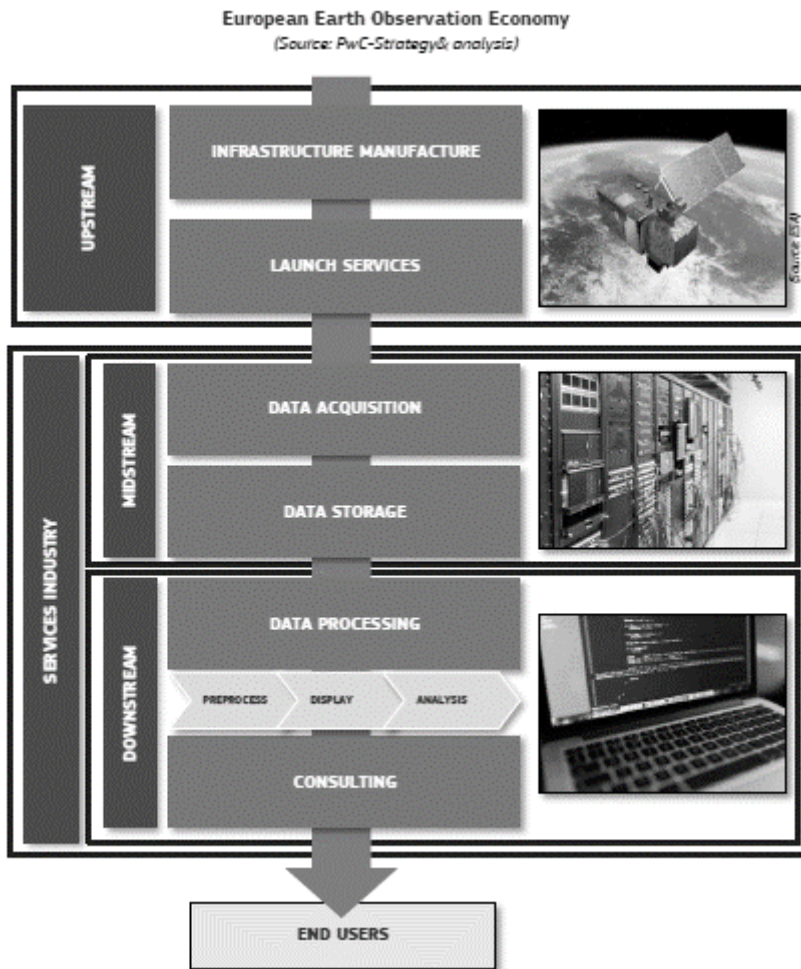
3Ms: Money.

COST CENTERS.	AMOUNT.	COMMENT.
COSTS OF PROMOTIONAL ITEMS.		
Avantgarde Book	EUR 1.464,00	EUR 4,30/book; 350 pieces; DIN A5; high quality print and paper; incl. packaging
Cube Game	EUR 500,00	EUR 0,50/piece; 1.000 pieces; 6 cubes/package; incl. packaging
Business cards	EUR 113,00	3 sets of 1000 pieces
COSTS OF EXTERNAL COMMUNICATION EFFORTS.		
Industry events and conferences	EUR 9.600,00	Average of EUR 400,00/pass; 24 regular passes; 12 events
Linked-In Advertising	EUR 6.000,00	Average of EUR 5,00/cost-per-click
Linked-In Premium Accounts	EUR 876,00	EUR 72,99/month LinkedIn Sales Navigator for up to ten people
Cannes Lions Awards	EUR 5.000,00	EUR 2.705,00/case submission in three categories; EUR 1.500/pass; three passes
ADC Germany	EUR 2.530,00	EUR 1.830,00/case submission in three categories; EUR 700,00 for ten all-access passes
Effie Effectiveness Ranking	EUR 2.245,00	EUR 1.495,00/ case submission in one category; EUR 250,00/pass; three gala passes
Website Maintenance	EUR 500,00	Adding CX Ecosystem content, new image film, and client statements
Image Film	EUR 5.000,00	2min; stock content and own production
Studio X Munich	EUR 200.000,00	EUR 800,000/PAX
COSTS OF HUMAN RESOURCES.		
Costs of recruitment	EUR 3.000,00	External recruitment of one senior new business manager and two new business assistants
Costs of salaries	EUR 204.000,00	Head of new business, two senior new business managers, and two new business assistants
Costs of incentives	EUR 23.000,00	13 th month's salary for each new business employee; three acquired clients/year
Travel costs	EUR 12.500,00	Average of 15 round trip flights
COSTS OF CONCEPT DEVELOPMENT.		
Creative Concept Development of CX Ecosystems	EUR 102.000,00	EUR 17.000,00/pitch presentation; six pitches; booking creative concept, design, architecture units
Market research	EUR 20.000,00	Stakeholder, consumer, industry, market, brand reports and data
Total estimation marketing costs	EUR 598.328,00	

Source: Developed by the VCW team.

Case Study Three: NextGEOSS: How to attract new users to the platform, applying the Value Creation Wheel.

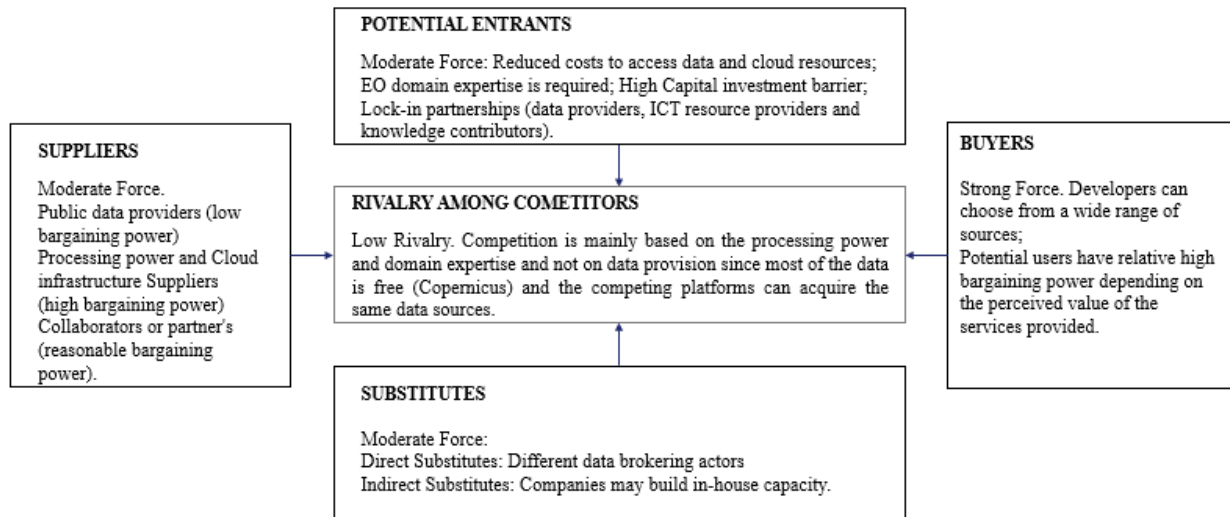
Appendix 23 \ Industry Value Chain



Source: (PwC, 2016)

Reference: PwC. (2016). Copernicus - Market Report 2016. Retrieved from:
http://www.copernicus.eu/sites/default/files/documents/Copernicus_Market_Report_11_2016.pdf

Appendix 24 \ Porter 5 forces



Source: Developed by the VCW team.

References:

EARSC. (2017). A Survey into the State and Health of the European EO Services Industry. Retrieved from <http://earsc.org/news/results-eo-industry-survey-september-2017>

PwC. (2016). Space Tech and Services | Big Data in Earth Observation. European Union.

Appendix 25 \ PESTEL Analysis



POLITICAL.

1. Strong governmental influence with institutional funding.

Resulting on highly dependency on the political agenda and strategic priorities

2. LT Geological challenges SDG's Current international pressure (climate change, refugees crisis)

Opportunity to leverage EO-based products and services focusing on solving global relevant challenges (i.e. climate change, refugee's crises, etc)

3. European Space Agency (ESA) focus on promoting competitive market for EO)

A more competitive market for EO means that new products & services are emerging, creating awareness of the importance and potential of EO industry



ECONOMIC.

1. Investment growth in civil and commercial Earth observation, due to increasing funding from governments

Business opportunities will arise to capitalise on ever-increasing amounts of EO data

2. Lack of public support initiatives early along the value chain

Companies lack reliable, continuous access to the data collected in order to develop sustainable innovations

3. Due to highly technical aspect of the applications developed innovations do not reach their potential visibility on the market.

Potential users have limited overview of potential benefits, thus return on investment in such technologies is low.

**SOCIO-CULTURAL.**

1. There are cultural and communications barriers between space researchers and data users that are often difficult to overcome. It is challenging to collaborate along the value chain, since dissemination of information is highly limited.
2. There is an increasing cultural shift towards the adoption of technology in daily life. Such trend represents an important trigger for downstream Value Added Service (VAS) market.
3. Growing adoption rate base for green, sustainable products and services. Opportunity to get media attention, thus, investors interest.

**TECHNOLOGICAL.**

1. Scattered nature of data sources and respective infrastructures. It is difficult for developers to discover and explore data.
2. Massive data amounts being sent from satellites. EO raw data needs to be processed and made available to become exploitable.
3. Emerge of digital services such as cloud computing, Big Data (including data-driven science and geo- spacial data) and the Internet of Things. Innovative solutions offered by data brokering actors are necessary to bridge the gap of cloud-based infrastructure imposed by Amazon.
4. New disrupting technologies. Adding new and more dispersed types of data sources (UAVs, Nano satellites, citizen science). Opportunity to integrate more data sources to services in the downstream.

**LEGAL.**

1. Publicly funded big data thus increasingly require open access.

Open data policies allows universities and institutions, researchers, scientists, technology experts to create an exponential number of data/geo applications and generate high economic value.

**ENVIRONMENTAL.**

1. 7th Environment action program (EAP) goals of the EU commission) Funding programs are being created to promote the development of VAS to achieve these goals
2. Poor implementation of environment legislature across member states. Opportunity to promote EO-based services that governments to better monitor laws monitoring.
3. Lack of eco-innovation. EO based products can be used to create eco-innovative products/services.

Source: Developed by the VCW team.

References:

NextGEOSS's Internal Documents;

PwC. (2016). Copernicus - Market Report 2016. Retrieved from:

http://www.copernicus.eu/sites/default/files/documents/Copernicus_Market_Report_11_2016.pdf

Appendix 26 \ Competitors Analysis

Name	Intensity of Competition	Background Info	PoD
Cloud EO	High	Limited processing power, risk of failure, insufficient capacity.	One-stop marketplace for ready-to-use GeoServices; In-situ data (space, airborne imagery, Lidar data, height data, land cover analysis, feature layers or any other data with geospatial relevance)
EODC	High	Collaborative IT infrastructure for archiving, processing, and distributing EO data. EODC acts as a community facilitator and organizer for the processing of big EO data sets; R&D focused, applications, processing power, thematic (water management).	Data procurement, management and comprehensive competence in processing large volumes of EO data
SAP	High	Backed by ESA Powered by SAP HANA	It is in a very early stage to define; the platform is public right now
Cloud Ferro	High	ESA handed them a project to build a repository of EO data, ESA is the current user; Both Commercial and scientific community focus; Application building capability; Very high level of intensity of competition.	Started recently with 1.8 PB of data; Experience in Cloud Computing.
ATOS Sparkindata	High	The objectives are similar with NGEOSS, Driven by 11 Partners, satellite and other sensory information; Cloud computing and big data analytics Platform; ATOS - Experience in Cloud Computing; Very high level of intensity of competition.	Community Driven Approach; Multiple data sources (Including IoT); Secure and Open - standard application dev Env, e.g.- Hadoop; Based on Atos's cloud environment; Atos's industry experience in Digital Technologies.

Source: NextGEOSS' Internal Documents

Reference: NextGEOSS' Internal Documents

Appendix 27 \ VCW 1: Final Ideas and Filters

List of Final Ideas:

1. Integrated Platform for Earth Observation
2. Sandbox Service Specialized in EO
3. EO Data Platform
4. Tailored experience for users
5. Cooperation and support from EC
6. Cooperation and support from EC at a regional scope (Data access, Support, Users)
7. European Driven Platform
8. Data Hub
9. Processing platform
10. Cloud Resources
11. Integrated offer comprising data, cloud resources and processing infrastructure
12. Facilitate access and discovery of data
13. Search Engine for EO data
14. Specialized Tools to be used by developers
15. Service Support
16. Pilot Integration Support
17. Helpdesk (Support)
18. Ticketing System
19. Connected to GEO
20. Supporting the Sustainable Development Goals
21. Feedback is incorporated via User Feedback
22. Good quality of service (Quality of Service activity) 23. Reproducibility
24. NextGEOSS empowers "EO data experts" with solutions for compute-intensive tasks
25. NextGEOSS supplies "Modellers" with simpler EO data management workflows
26. NextGEOSS is a matchmaking platform between data providers, systems and developers
27. Facilitates B2B Partnerships
28. Facilitates innovation for EO products and services
29. NextGEOSS engages with key actors in the private sector
30. NextGEOSS creates value for the private sector
31. Integration of "EO-based" products & services in their processes
32. Advanced discovery tools for Copernicus related data and Information for thematic areas (for semantic search)
33. Any Geodata at global scale, including commercial data, can be made accessible from the DataHub
34. Pilots are used as champion users to lead adopters in communities
35. Support is offered for external pilots (NextGEOSS is open for adopters, trials without any costs or commitment)
36. Federated platform
37. Enables new services offers to public and commercial users
38. Helping service companies develop new products and services
39. Providing the tools to connect GEO data with European users.
40. Single Access Point to all European GEOSS related data
41. Efficient access and processing of European EO open data
42. Next generation infrastructure for EO services (cataloguing, processing, access, user management, community feedback)
43. Data freely available to science, citizens and business open data

44. One of the largest open data initiative in the EU
45. Connected to the largest EO data sets
46. One of the largest open data initiative in the EU, with joint forces larger than national approaches
47. Broker of cloud processing
48. Data discoverability
49. Collaboration platform
50. Community enhancement (Open data and processes)
51. GEOSS Community Catalogue for Europe
52. NextGEOSS supports Data Cube vision
53. Demonstration Pilots for the communities of practice

List of Final Filters:

1. What is NextGEOSS's point of difference
2. Respects the level of maturity of the technology needed to provide a service
In case you consider filter 2 important, please define what should be the minimum level of maturity of the technology/concept (using TRL scale, or other scales)
3. Alignment with NextGEOSS strategic orientation
4. What EO developers value the most
5. Promotes innovation towards decision makers in the public & private sectors
6. Number of reachable organizations/persons
In case you consider filter 6 important, please indicate the minimum number of reachable organizations/persons that should be taken into account
7. Characteristics that demonstrate the technological advancement of Europe
8. Relevant for the Group of Earth Observations
9. High degree of proximity to communities of practice
11. Characteristics that reflect functionality of NextGEOSS
10. What NextGEOSS's competitors are not doing
12. Characteristics that reflect usability of NextGEOSS
13. Concepts that are well known/equally named in the different communities

Source: Developed by the VCW team.

Appendix 28 \ NextGEOSS' Poster

NEXTGEOSS
Contributing to the Vision of GEO

Next Generation European GEOSS Data Hub and Cloud Platform

Supporting The Sustainable Development Goals
Increased monitoring capacity and information based on Earth observations

SUSTAINABLE DEVELOPMENT GOALS
17 GOALS TO TRANSFORM OUR WORLD

INNOVATION

PILOT ACTIVITIES

- Agricultural Monitoring
- Biodiversity
- Space & Security
- Cold Regions
- Air Pollution in Mega Cities
- Disaster Risk Reduction
- Territorial Planning
- Food Security
- Smart Cities
- Energy

BUSINESS

User Feedback Mechanism
Enabling users to efficiently deliver and find fit-for-purpose GEOSS data and information.

Advanced Discovery Tools
Increased discoverability of Earth observations and related information for thematic areas

Community Enhancement
Developing solutions with the communities for the communities, creating relevant tools tailored to meet community specific needs.

Open, Inclusive, and Agile Development Strategy
The NextGEOSS approach and methodology are aligned with the EU openness policies and the GEO open data sharing policy. Multiple releases allow extensive collaboration.

Alpha release Summer 17 | Data release Winter 17/18 | 1. release Summer 18 | 2. release Summer 19 | 3. release Summer 20

NextGEOSS Project Facts
HG006 project, 2016 – 2020, 37 partners from 13 countries
Budget 10M EUR
* NextGEOSS is a starting point for the GEOSS VCS 2019 call.

Source: Developed by Bente Lija Bye

Reference: NextGEOSS' Internal Documents

Appendix 29 \ VCW 2: Final Ideas and Filters

Final Ideas:

GEO CRADLE:

Adaptation to Climate Change (ACC)

Improved Food Security – Water Extremes Management (IFS-WEM)

Access to Raw Materials (ARM)

Access to Energy (SENSE)

H2020 Espresso:

Rotterdam, Case 1: Parking Spaces

Rotterdam, Case 2: Ground Water Level

Tartu, Case 1: Energy (it might be an opportunity with Bart)

Tartu, Case 2: City Information Modelling

Co-ReSyF:

Co-ReSyF Platform (for research)

Bathymetry Determination from SAR Images

Determination of bathymetry, benthic habitat classification and water quality from optical sensors

Time-series processing for hyper-temporal optical data analysis

Ocean coastal altimetry

Hypertemporal Analysis

MELOA:

MELOA Platform

Marine EO – SATOCEAN:

Ocean biotic and abiotic parameters, climatological information and historical statistics;

Regular monitoring of Marine Protected Areas (MPAs);

Fish farm monitoring;

Arctic based services – Level of trust for Vessels and Icebergs detection..

Marine EO – SATSURVEILLANCE:

Unusual/Irregular activity monitoring around a Critical Infrastructure

Enhanced Change Detection

SIMOcean:

Pilot "Sustainable Fishing"

European Climatic Energy Mixes (ECEM):

European Climatic Energy Mixes

ERA-PLANET:

Smart Cities & Resilient Societies

Resource Efficiency and Environmental Management

Global Change and Environmental Treaties

Polar Areas and Natural Resources

CLIM4ENERGY:

Windpower

Generation- demand balance

Bioenergy

Hydropower

Freezing rain

Oil & gas offshore assets

OpenLand Use:

Open Land Use Map Through VGI

SDI 4 Apps:

Open INSPIRE4Youth

Ecosystem services evaluation

EVER EST:

Natural Hazards

Supercities

Land Monitoring

Sea Monitoring

DATABIO:

Precision Horticulture

Arable Precision Farming

Subsidies and Insurance

Melodies:

Melodies Project

Emissions Inventories Services

Urban Accounting Services

Land Management Services

Ocean Status Assessment Services

Desertification Indicators Services

Crisis Mapping Services

Marine Transport Services

Groundwater Modeling Services

GLOBDIVERSITY:

GLOBDIVERSITY Project

ECOPOTENTIAL:

Ecopotential Project

GDIS:

Global Drought Information System

Call Evolution of Copernicus Land Services based on Sentinel data:

E2mC

SENSAGRI

CEASELESS

Copernicus App Lab

ECoLaSS

ECoLaSS - Indicators and variables from high spatial and temporal resolution data, for both the Continental and Global component products

ECoLaSS - Incremental update strategies for the main pan-European products (i.e. the HRLs)

ECoLaSS - Improved permanent grassland identification

ECoLaSS - Crop area and crop status/parameters monitoring

ECoLaSS - Further novel LC/LU products

Copernicus App Lab

EuroGEOSS, Call for Commercial Pilots (out in 2018):

CE-SC5-03-2018: Demonstrating systemic urban development for circular and regenerative cities

CE-SC5-04-2019: Coordinated approaches to funding and promotion of research and innovation for the circular economy

SC5-17-2018: Towards operational forecasting of earthquakes and early warning capacity for more resilient societies

Call: Greening the Economy in line with the sustainable development goals (SDGS) H2020:

SC5-17-2018: Towards operational forecasting of earthquakes and early warning capacity for more resilient societies

SC5-15-2018: Development of commercial activities and services through the use of GEOSS and Copernicus data

Data Science for Social Good:

Ocean.ai project

List of Final Filters:**Category 1) Funding**

1. Funded by ESA
2. Funded by H2020
3. Funded by a specific institution
In case you consider filter 3 relevant, please indicate what specific institution you consider it should be take into account
4. Developed in the scope of GEO
5. Existing financing support from the EU to the target industry
6. Existing EU Directives (H2020) to tackle the specific challenge that the pilot is proposing to addressed
7. Developed by a SME
8. Developed by an European organization (e.g. public institution)
9. Developed by corporations
10. Developed by existing partnerships with NextGEOSS
11. Private Pilot (i.e. that has a private funding rather than dependent on European/regional-related public funds)
12. Attractive Industry for Investment by Private Institutions
13. Pilots that guarantee a period of financing above 2 years

Category 2) Market and Macro Trends

14. Operating in Europe
15. Operating in a specific country/region
If you consider filter 15 important, please define what country/region
16. High forecast value of target market
17. Size of target market (number of communities involved)
18. High industry growth of target market
19. Services with mediatic exposition in the downstream market
20. Pilots in the education sector (education value to students undergrads and general public)
21. Pilots targeting the Agriculture market
22. Pilots targeting the Oil & Gas market
23. Pilots targeting the Air Quality market
24. Pilots with focus on industries not explored by main competitors (niche markets)
25. Level of scalability inside of the market (if the pilot can be replicated in more geographies)
26. Services that use Copernicus Sentinel Data
27. Pilots with high reach of users
28. High industry impact (the products generated by the pilot can be used and reused by industries for building new services and products on top of them)
29. High Research impact (the pilot foster the development of new researches also outside its original scientific field)

Strategic & technical fit, Capabilities, Maturity & timing

30. Pilots aligned with the Sustainable Development Goals (Urban Monitoring; Agriculture; Renewable Energies; Air Quality)
31. Pilot in need of User Feedback Mechanism
32. Pilot in need of Open resources and Processes
33. Pilot in need of Quality of Service (QoS) assessment
34. Need for Processing Power

35. Good synergies among current pilots (in terms of data resources)
36. Need of integration expertise
37. Need of thematic support
38. Need of brokering of ICT tools
39. Need of expertise related to Cloud Resources (target pilots whom institutions involved don't have cloud resources in their value chain)
40. Usage of a variety of different data sources (insitu, satellites, usavs)
41. Projects using citizen data
42. Pilots that use data available in NextGEOSS's catalogue, which has not been explored yet
43. Pilots from thematic areas which were not explored by NextGEOSS yet
44. Can make use of the NextGEOSS Data hub in a valuable way (users demonstrate that they are using the pilot for decision making)
45. Service is replicable for other sensors (not dependent on a specific mission or in-situ source)
46. Pilots that bring a new service which does not exist in NextGEOSS
47. Pilots with need of more than 2 components of NextGEOSS
48. Maturity of service offered (TRL 6 or above)

Source: Developed by the VCW team.

Appendix 30 \ Market Opportunity Assessment

Who cares?	What do they care about?	What can NextGEOSS offer?
Bidders applying for Marine EO open call	<ol style="list-style-type: none"> 1) Tools to help them develop and build incremental or radical innovations that meet Marine-EO requirements 2) Focus on Open Standards 3) Access to datasets that are not available anywhere 	<ol style="list-style-type: none"> 1) Service development in cloud environment customized to their specific needs 2) Data Coverage and interoperability (using OCG standards) 3) Unique single entry point with wide range of sources such as CMEMS
SME & Public Institutions involved in research projects	<ol style="list-style-type: none"> 4) Quality of Service (in terms of access do data sources & processing power resources) 5) Ratio Price/Quality 6) Access to near real time data (NRT) & Very high resolution data 	<ol style="list-style-type: none"> 4) QoS ensured by data analytics capabilities (optimize data access and BI capabilities); Service support desk to provide guidance on the use of the platform; Federated cloud resources 5) Access do federated cloud resources that ensure cost optimization (EGI) 6) Flexibility in integrating new data sources & commercial data (i.e. Deimos 2)

Source: Developed by the VCW team. (Results from Brainstorming Session with Nuno Grosso)

About the Ocean Monitoring Market:

(In Million €)	Overall EO downstream market	Intermediate users' revenues for Ocean Monitoring
2015	911	103.9

From Ocean Monitoring Sector, the Marine Ecosystems & Coastal subsector are the ones with higher number of active players in the European market for ocean monitoring-related EO products.

Potential Target Market in Europe	Source:
Number of companies active in the domain of EO services in Europe	460 EARSC Survey
12% of the total number of companies active providing Marine EO-based Services	Copernicus 55 Market Report
Marine ecosystems & coastal Subsector account for 82% of the companies in the Marine EO-based Services	Copernicus 45 Market Report
Estimate Growth Rate 7.3%	48 EARSC Survey

References:

PwC. (2016). Copernicus - Market Report 2016. Retrieved from:

http://www.copernicus.eu/sites/default/files/documents/Copernicus_Market_Report_11_2016.pdf.

EARSC. (2017). A Survey into the State and Health of the European EO Services Industry. Retrieved from <http://earsc.org/news/results-eo-industry-survey-september-2017>

Appendix 31 \ Adapted Marketing Mix

Product:

NextGEOSS Data Hub:

- Data Hub for Marine Community

Data Hub for Marine, with wide range of community relevant data sources as: Copernicus Marine Environment Monitoring Service (CMEMS); World Meteorological Organization Extranet (WMO) data sets, and others.

NextGEOSS Cloud Platform:

- Users Integration Support

Developers can create applications using in a cloud development environment with specialized.

tools to easily discover and explore Marine Copernicus data sets & Services.

- Cloud Resources Broker Service

Federated Cloud Resources which allows scalability of the services.

- Service Desk

Developers may request support from highly specialized engineers.

Pricing:

Pricing Strategy for Market Penetration:

1 - Special package for services with strategic orientation aligned with the Sustainable

Development Goals:

- Service Support
- Engineering and Service Integration Support - offer discount rate (20%)
- Helpdesk Service
 - Brokering of Cloud Resources & ICT Resources
 - Integration of other Commercial Data: price established by data provider

2 - Regular Package

- Service Support
- Engineering and Service Integration Support
- Helpdesk Service

- Integration of other Commercial Data: price established by data provider; no fee for NextGEOSS

- Brokering of Cloud Resources & IT Resources
- Integration of other Commercial Data: price established by data provider

Note: Final price can't be disclosed yet

Distribution:

- NextGEOSS Data Hub
Available by invitation in 2018
Open and public in 2019
- NextGEOSS Platform
Available by invitation in 2018
Commercialized in 2019

Access will be available via NextGEOSS.eu

Promotion:

Focus on acquiring paying users through creating brand awareness

NextGEOSS will develop an extended communications plan to increase the awareness of the platform among the Marine EO community. To accomplish this goal, various tools will be used. The prevalent focus of the campaign will be online, but other channels are also important since Networking has a strong influence on decision making process for Marine EO community.

Source: Developed by the VCW team.

Appendix 32 \ Marine Campaign 6 M's Framework

General Framework:

Mission: Attract contact requests from Marine EO potential bidders, by increasing NextGEOSS Marine awareness in the community (include the platform in their consideration set, thus, increase the probability of engagement)

Market: Bidders applying for Marine Monitoring Open Tenders

Message: NextGEOSS has the resources needed to enhance your ability to develop and create innovative services that will strongly impact and create awareness about the marine environment and climate change

Media: Online Channels (Social Media: Facebook; LinkedIn; Twitter;); Public Media/ Relations (Attendance at NextGEOSS and public events/press releases (in public release, for instance)/Newsletters); Email Marketing; Direct Marketing

Money: 12. 260€

Measurement:

KPI: Number of contact requests from bidders for NextGEOSS Marine Service; Target: 25 Contact Requests from Marine Community

The campaign will consist in 2 main initiatives:

- 1) “Discover how you can innovate your Marine Services with NextGEOSS!”
- 2) “Join NextGEOSS network, and explore ideas for your Marine services!”

Initiative 1 – “Discover how you can innovate your Marine Services with NextGEOSS!”

Mission: Attract contact requests from Marine EO potential bidders, by increasing NextGEOSS Marine awareness in the community (include the platform in their consideration set, thus, increase the probability of engagement)

Market: Bidders applying for Marine-EO SATOCEAN

Message: NextGEOSS has the resources needed to enhance your ability to develop and create innovative services that will strongly impact and create awareness about the marine environment and climate change

Media: Online Channels (Social Media: Facebook; LinkedIn; Twitter;); Public Media/ Relations (Attendance at NextGEOSS and public events/Press releases (in public release, for instance)/Newsletters); Email Marketing; Personal Selling; Promotions (Demos)

Money: 5,910€ (Men hour Software Engineer; EO Experts; Marketing Manager; Demos Preparation)

Measurement:

KPI: Number of contact requests from bidders with the aim to develop a pilot for Marine Services; Target: 13 Contact Requests

The following activities will be promoted throughout the campaign:

A) Webinars – Discover how you can bring to the market innovative marine services with NextGEOSS!

1st Webinar: Trigger: Taxonomy with examples of the Marine sector (EARSC)

2nd Webinar: NextGEOSS benefits, reinforcing the ones more relevant for the community

3rd Webinar: “How-to-use” Guide for Marine Data Hub Catalogue and NextGEOSS Platform

B) Provide special customized demos for Marine EO community to learn how to use the platform the NextGEOSS Marine Service. Viewers will have the opportunity rate and provide feedback about the demo, on the respective link on NextGEOSS website (show case user experience, promote transparency, compromise with user experience improvement and induce positive WOM)

The initiative should be promoted on LinkedIn groups;

C) Frequently Asked Questions (FAQ)

Personalized support to potential users

D) E-Mail Marketing

Send promotional mails in database can useful for this campaign, to create awareness (pre launch) and inform or offer of opportunity to get free customized demos. NextGEOSS has already a database in place. Direct mail is also important when targeting the corporate buyers, and provides them with detailed information about the service and the campaign activities such as webinars.

E) Personal Selling will be carried out by a selling team (2) who in advance should have been trained to be familiar with the NextGEOSS Marine service (dealership launch material, conferences) and its advantages and how to overcome objections. Personal selling will also be of major importance when targeting the corporate buying segment, because these users make large investments, they expect to be given personalized offers. Moreover, it allows to get direct feedback regarding the potential customers concerns about the service, and make improvements if necessary.

Initiative 2 – “Join NextGEOSS Network, and explore ideas for your Marine Services!”

Mission: Attract contact requests from Marine EO potential bidders, by building a Marine community around NextGEOSS (get the change to bring the Marine community close to NextGEOSS and get valuable insights about their needs)

Market: Bidders applying for Marine-EO SATOCEAN

Message: NextGEOSS is a powerful intermediate between Data providers, researchers, and developers. Such strong network will help you to bring your solutions to the market (attract partners and investors)

Media: Online Channels (Social Media: Facebook; LinkedIn; Twitter); Public Media/Relations

Money: 6,350€

Measurement:

KPI: Number of contact requests from bidders with the aim to develop a pilot for Marine Services; **Target:** 12 Contact Requests

A) Build a strong social media community on LinkedIn by creating a **LinkedIn group** and invite all partners and contacts from NextGEOSS data base. Invite **strategic players in marine environment and climate change community**, to discuss relevant topics such as the marine environment and climate change.

B) Attendance at public events in order to represent and increase chances of being considered as a choice. During each event, **share posts on social media accounts and tag people to increase visibility**. Moreover, promote the current campaigns and invite them to join the initiatives.

C) NextGEOSS Summit can be used to create awareness in the Marine community. Invite strategic players and use roll ups to get attention. Teasers on social media during the event may also be used to increase visibility.

Source: Developed by the VCW team.

Appendix 33 \ Implementation Plan

Men		
Type of Effort		Main Responsibilities
Marketing Effort	Marketing Manager Marketing Manager Assistant Marketing Effort at Events*	Campaign Management (Prepare both initiatives, and ensure that it is executed); E-mail Marketing Support the monitoring and implementation of the campaign; Manage the social media community and public / media relations Direct Marketing
Technical Effort	EO Experts Software Engineer Senior Software Engineer	Data Hub Webinars Platform Webinars Responsible for Frequently Asked Questions (FAQ) Development of customized demos

MINUTE

	January	February	March	Abril	May	June
Campaign Preparation	[Gantt bar: January]					
Initiative 2 Execution	[Gantt bar: January to June]					
Social Media Activities (LinkedIn Group Discussions)	[Gantt bar: January to June]					
Marketing E-mail and Direct Marketing Activities	[Gantt bar: January to June]					
Attendance at Events (incl. NextGEOSS Summit)	[Gantt bar: June]					
Initiative 1 Execution	[Gantt bar: January to June]					
Promotion of Webinars	[Gantt bar: January to June]					
1st Webinar	[Gantt bar: February to March]					
2nd Webinar	[Gantt bar: March to April]					
3rd Webinar	[Gantt bar: April to May]					
Promote & Offer customized demos	[Gantt bar: January to June]					
FAQ	[Gantt bar: January to June]					
Campaing Evaluation (KPI's)	[Gantt bar: June]					
Marketing Strategic Adjustments	[Gantt bar: June]					

Cost Center: **Amount:** **Observations:**

Cost in Men hours

Marketing Manager 4,680 €

Marketing Manager Assistant	2,860 €	
EO Expert	750 €	EO Experts on Webinars
Software Engineer	200 €	Software Engineer on FAQ (2 hours/week)
Direct Marketing Effort	0 €	Effort already envisioned in the scope of the project (Business Development)
Cost in Promotional Activities		
Dissemination Material for the Summit	495 €	Printed Flyers (50); Roll up (1)
Displacement to Event	2.475 €	1 Event (Men hour, Per diem, Flight, Accommodation, Transport)
Demos Preparation	800 €	1h/Customized Demo allocated to software engineer; 20 Demos
Total Cost	=12. 260€	

Source: Developed by the VCW team.

Case Study Four: The Value Creation Wheel applied to Deimos Engenharia:
Market Selection and Internationalization of Ground Stations.

Appendix 34 \ Competitor's Analysis

DigitalGlobe/MDA	
Administrative HQ	Colorado, USA
Operating Satellites	Near polar LEO (app. 700km) constellation of four large hi-res (31cm) satellites (GeoEye/QuickBird and Worldview); planned augmentation by 6 smallsats in 2019. Optical Spectrum LEO satellites operating in polar orbits at 800 km; Radarsat 2 in 2007. Radar wavelengths.
Ground Stations	8 strategically located Direct Access Stations provided by MDA (including Svalbard, Norway and Troll, Antarctica)
Revenues	Most revenues (64%) come from a single customer, the US government, plus 500 million subscribers from China Mobile.
Subscriber Base	USAF, ESA, Canadian Space Agency, DARPA, etc.
ImageSat (ISI)	
Administrative HQ	Tel Aviv, Israel
Operating Satellites	EROS-A and –B 500-km LEO providing very-high-resolution optical, then EROS-C due for 2019 launch with 30-cm resolution. Optical spectrum
Ground Stations	Primary hub in Limassol, Cyprus.
Revenues	\$5.2 million
Subscriber base	Mainly governments for national security and intelligence purposes (e.g., USAF, ESA, Canadian Space Agency, DARPA)
SPOT Image/AIRBUS	


Country/region	Global
Administrative HQ	Toulouse, France and Friedrichshafen, Germany
Operating Satellites	Near polar LEO satellites (Spot 2, 4, 5, 6, 7) and Formosat, Tandem-X, Terrastar-X, Pleides and Sentinel (1300km LEO). Optical and radar spectrum
Ground Stations	30 direct receiving stations
Revenues	\$94 million (2007. Now is blended with Airbus Group)
Subscriber base	Unknown
Planet (former Planet Labs)	
Country/region	Global
Administrative HQ	California, USA
Operating Satellites	Constellation of approximately 67 “Dove” (3U) cubesats in 400-km LEO orbits. 12 launched in June 2016. Optical spectrum
Ground Stations	Network of 6 ground stations operating 5-m X-bands antennas, to be increased to 28 for full constellation.
Subscriber base	Market segments include agriculture, resource extraction, and mapping industries. 100+ clients, although Planet also act as a satellite manufacturer.
Revenues	Unknown (private company). However, \$206 million in investments, and reportedly \$200 million in new business booked in 2015. Company valued at \$1.1 billion

Source: Developed by the VCW team.

References: Webber, D. (2016). No Bucks, No Buck Rogers: The Business of Commercial Space. Universal-Publishers

Appendix 35 \ Brainwriting Template

www.VCW.pt



**DEFINE GEOGRAPHIC MARKET WITH HIGHEST
POTENTIAL TO EXPAND DEIMOS' GROUND STATION
BUSINESS**

What criteria/filters do you suggest to use in order to select most suitable geographic market to install a Ground Station?

Thank you for your collaboration!

Source: Developed by the VCW team.

Appendix 36 \ List of Induced Filters (162)

Business/Project Related

Market structure (demand side/number of possible customers)

Global players (multinationals) operating that could demand the ground stations in other markets

Number of stations needed to monitor the area

Market consumption power

Available partners or possible synergies; potential to arrange a strategic partnership

Available online data from different organizations that will prejudice GS business

High costs (materials, maintenance, production, installation, location, transportation)

Sustainability of the project (for how long is the satellite going to work)

Identified product need

Easiness to implement ground stations in final site (in terms of time, available infrastructure, etc)

Is marketing strategy adaptable to the country?

Does Deimos propose an unique selling proposition in that country?

Accessibility to local market (low barriers of entrance)

Possibility to install a pilot project: how long will take to install it and positive impact to government and global community

Attractiveness of market to companies who are DEIMOS' customers

Estimated high ROI

Presence of competitors (# of EO companies operating in the country)

Reduced need of additional partners (e.g. Intermediaries)

Necessity to observe Earth autonomously regarding several purposes (disaster management, defence, resources management)

Existing contract/partnerships with other providers that might be complementary (e.g. with SAR missions)

Country member of Group on Earth Observation

Presence of ELECENOR in that country (to know about country specific issues, problems, risks)

Economic/Demographic Aspects

GDP/capita < \$ 10.000 us dollars

Countries with high rates of crime

Density of population: countries with > 100 000 000

Level of education of the country's people

Nº robberies/year; Nº deaths/robbery

Country's development level: Developed, emerging, non-developed country

Countries with economic availability to invest/pay ground stations

High volume of investment in in the country regarding the aerospace sector

Countries belonging to economic blocks

Availability to maintain the ground station/service in medium/long term

Country's main sector of investment (agricultural, climate,...) benefits from EO products

Share of Agriculture on total GDP

Price affordability - may be too expensive for some countries

years for payback

Relevance of information/data received to the country's economy

Number of private investors per country (the more, the better)

Number of institution/organizations that may benefit from EO imagery

Economic growth expectation to the country

Potential sponsorship funding at chosen country

Governments available to subsidize projects with the necessity of a ground station

Public allocation applied to Public Security/Defence

Weight of Public Security/Defence sector in country's economy (GDP)

Economic power in relation to the rest of world

Sector in need for GS has an important share in the domestic economy? (Whether 1st, 2nd, 3rd)

Medium/Long term perspective of growth (economically, technologically)

Indicators of economical/financial stability (such as inflation, % debt)

Concentration of large companies in the country (large business volume)

Countries with the necessity to control business routes (in order to optimize those routes to exporting countries)

Budget of each country/institution to EO images

Governmental Spending in Space Sector

GDP > median GDPs of the world

% of private business community < median percentage of private enterprises in the total business community of that country

Annual government spending in space imagery > median of annual government spending with space imagery in all the countries of the world

Annual government spending with research in natural disasters > median of annual government spending in research to natural disasters in all countries of the world

Economical Stability: impacts available budget, payment risks, legal aspects (taxes, import duties)

Natural/Physical Environment

Countries with high exposure to natural hazard and vulnerability)

> 80% of times with clear skies

Lightest countries > 8h of sun/day (or above average)

Average rainfall/sunny days per year

Sun exposure/hour

Average cloudy hours/day

Diversity in flora & fauna

Country's interest in environmental data

Area's affected by external damages (example: n° of wood fires/year)

Countries with natural disasters: necessity of monitoring damages afterwards or even prevent before.

Percentage of days per year in which the sky is cloudy < 3rd quartile of the percentage in which the sky is cloudy in all countries of the world (the country should be between the 25% less cloudy countries in the world)

Propensity to suffer from natural disasters (measured by past occurrences) > median of propensity to suffer from natural disasters across countries of the world

Monitoring of global warming - level of water, ozone hole and its influence in emerging/non-developed countries

Exclude countries with high level of pollution

Areas with huge potential and quantities of natural resources

Type of vegetation on the area of interest

Level of oxygen, quality of air, level of pollution

Large surface Area

Owns good infrastructures to facilitate implementation and construction of ground stations (lower costs)

Land condition and availability

Number of border countries
Area's percentage of unpopulated land
Percentage of water surface
Stable infrastructure for energy delivery
Price of land (m ² price)
Area's percentage of land without infrastructure
Near oceans & wildlife & natural park
Geographic distance to the control centre/head office (distance from origin)
Good infrastructure of logistics/transport method
Closeness to other countries with similar systems
Countries which carry constructive projects and development of urban areas
Significant distance from other ground stations
Country size km ² (the bigger it is, the more it compensates to buy GS instead of lose images)
Availability of existing infrastructure that might be reused (other antennas, building)
Countries with enough area to enjoy the reach of the area of interest
Proximity to other signal reception stations

Legal/Political Environment

Low Corruption Level
Countries facing the same legal system as Portugal/Spain (Civil Law)
Global Peace Index: countries identified as "medium/low/very low"
Crime/cyber security
Politically stable countries - data security and safety of investments
Countries at war zone or affected by it
Country relationship with other countries (mainly borders)
Foreign investment acceptance by political context
Inserted on a geopolitics' agreement (EU, etc) or International treaties
High activity in military sector
High impact on a political level if ground station is placed
Political constraints or legal restrictions to EO products/services
Authorization: Agreement of local government/government is willing to give access to such project
Legal difficulties to invest in country
Is it likely that the government will be sharing important data obtained with Deimos with other countries/identities?
Is the country present in international organizations of defence? (Such as NATO, etc)
National security level index
High necessity of mapping due to security and defence issues
Level of risk of Terrorism
Indicators of "ease of doing business" of the country. Include: level of corruption, quality of infrastructures
Environmentally protected areas

Bureaucratic and/or legal barriers

Does the local government "deviate" funds? (if yes, won't likely be willing to spend so much)

No export limitations (i.e. some countries are forbidden)

Defence/security Stability: provides opportunities in this area

Easiness to negotiate and/or possibility/necessity of intermediation/economic diplomacy

Political Stability: might impact availability of funds or changes in priorities

Social/Cultural Environment

Local human resources available to the job

Would you have a qualified team to understand the technology and install the system?
(Employees' ability to handle technology)

Cultural differences and mentality

English-adoption or knowledge in the country

Civil society openness - data collection is not always favoured

Low wage country (cheap labor costs)

Social consequences/impact of having a system that allows access to data

Level of Education - local skilled people to install, implement and maintain the ground stations

Peoples' interest/willingness to have EO services/products

Efficiency and competency of manpower

Quality of life of local staff

Presence of native tribes

Potential newspaper visibility & customer awareness

Tech-savvies among the workforce

Technological Environment

Access to technology (network readiness level)

Network (telecommunication)

Countries with non-existing EO capacity

Countries with the high number of space related university degrees

Technology openness/acceptance

Technologic incentives within the area

Countries with high number of articles related to space stations

Countries with high investment on research related to space

Of people with bachelor degree (or other advanced degree) in engineering/technology

#Universities of engineering/technology

Investment in innovations €/year avg.

Country's R&D investment

Existence of similar products in the country
Talent supply in big data
High sensitivity of data needed
of projects in the country that can potentially need ground stations
Country need of data at a fast speed?
High-tech oriented country/technology driver
Access to the internet & electricity
Installation of similar systems already in place in this country
Countries that have access to technology in order to maximize the analysis of the collected data
Data of EO requested per year (per image or €)
Competitiveness/complementarity with systems at which the final client could potential have access to
Adequate emerging technology level (i.e. not too advanced, but eager to get into the "space race"). This is important, they need to have had previous contact with space tech, but not too much to have developed full internal capacity to develop their own satellite missions.
National User base able to use Earth Observation data (i.e. national laboratories, government agencies) who can take profit from National coverage (i.e. by re-selling services or by using the data for internal purposes of national interest)
Existing plans for more ambitious systems, such as full satellite systems for which the ground station might be a predecessor
Interest in entering into tech transfer programmes, using the Ground Station contract to train local team.
Existence of Agency/Space Program

Source: Developed by the VCW team.

Appendix 37 \ List of Selected Filters (51)

Political/Legal Environment
Democracy status (cycles and perspectives)
Governments available to subsidize projects with a need for ground station's products
Low export limitations
Presence in international organizations of defence (Such as NATO)
Countries at war zone or affected by it
Safeness of country (safe enough for employees?)
Bureaucratic and/or legal barriers
Economic/Demographic Aspects
Economic stability: Perspective of positive economic growth (in medium/long term)
Emerging and non-developed countries
Countries that belong to economic blocks/International treats
Burden of Import Taxes (legal and tax security)
No export limitations (i.e. some countries are forbidden)
Annual public spending with Public Security/Defence/Military sectors
High level of investment and resources to apply to monitoring and protection programs

English-adoption or knowledge in the country

Density of population

Good access to funding (via internal budget appropriations or International Financial Institutions)

Business/Project Related

Reduced need of additional partners (e.g. intermediaries). e.g. countries with subsidiaries of Elecnor)

Existence of potential strategic partners to install ground stations/to gain proximity and accessibility to the government

Member of GEO

Existing contract/partnerships with other providers that might be complementary (e.g. with SAR missions)

Natural/physical Environment

Number of border countries

Risk of becoming a victim of a disaster as a result of vulnerability and natural hazards

Propensity to suffer from natural disasters (measured by past occurrences) > median of propensity to suffer from natural disasters across countries of the world

Area affected by external damages (example: n° of wood fires/year)

80% of time without cloudy weather

Surface and water surface: existence of significant Exclusive Economic Zone and islands

Existence of forests and natural protected areas

Availability of existing infrastructure that might be reused (other antennas, building)

Costs (materials, maintenance, production, installation, location, transportation)

Stable infrastructure for energy delivery

Access to the internet & electricity

Quality of network infrastructures of telecommunication

Technology Environment

National User base able to use Earth Observation data (i.e. national laboratories, government agencies) who can take profit from National coverage (i.e. by re-selling services or by using the data for internal purposes of national interest)

Interest in entering into tech transfer programmes, using the Ground Station contract to train local team.

Technological development of the country

Adequate emerging technology level (i.e. not too advanced, but eager to get into the "space race"). This is important, they need to have had previous contact with space tech, but not too much to have developed full internal capacity to develop their own satellite missions.

Existing know-how (e.g. to prepare training plans) / Knowledge of agents or consultants in that country

Competitiveness/complementarity with systems at which the final client could potential have access to

Previous existence of activities related to space/satellites/EO

Countries with non-existing EO capacity

Existence of a Space agency/program in the country

Country's current investment in the space industry and EO products (thousand \$)

Country's main sector of investment benefits from EO products (defence, environment,...)

Existence of programs/projects that may benefit from satellite imagery (as Environmental Protection Programs/Natural disasters monitoring...)

Current use of satellite data from direct competitors

Existence of ground stations currently functioning in the country (contract with a competitor: status, expiration date...)
Closeness to countries with Space programs/access to EO products (Proximity to other signal reception stations)
Data of EO requested per year (per image or €)
Matching between EO applications/products and country interests (e.g. agriculture, desertification, oil, security..)
Existing plans for more ambitious systems, such as full satellite systems for which the ground station might be a predecessor

Source: Developed by the VCW team.

Appendix 38 \ Ranking of High Potential Filters (22)

High Potential Filters	Rank
GDP/capita X Surface Area X Expenditure in Defence (%GDP)	5,00
Member of the Group on Earth Observation	4,70
# Data of EO requested per year (per image or €)	4,55
Low export limitations	4,55
Current use of satellite data from direct competitors	4,45
Existence of EO ground stations currently functioning in the country	4,40
Existing plans for more ambitious systems (Space Agency/Program)	4,30
Economic stability: Perspective of positive economic growth (in medium/long term)	4,15
80% of time without cloudy weather	4,10
Countries at war zone or affected by it	4,10
No/few political constraints or legal restrictions to EO products/services	4,10
High level of investment and resources to apply to monitoring and protection programs	4,00
Low bureaucratic and/or legal barriers	3,95
Good access to funding (internal budget appropriations or international financial institutions)	3,85
Countries with non-existing EO capacity	3,85
Matching between EO applications/products and country interests (e.g. agriculture, desertification, oil, security..)	3,85
Surface area & water surface: significant EEZ (exclusive economic zone) and islands	3,85
Country's main sector of investment benefits from EO products (defence, environment,)	3,80
Low costs (materials, maintenance, production, installation, location, transportation)	3,80
Adequate emerging technology level (i.e. not too advanced, eager to get into the "space race")	3,75
Stable infrastructure for energy delivery	3,70
Democracy status (cycles and perspectives)	3,70

Source: Developed by the VCW team.

Appendix 39 \ Bahrain's Map & Geography



Source: Google Maps & Worldatlas.

Appendix 40 \ PESTEL Analysis

Political

The Kingdom of Bahrain is a former British protectorate, which became independent in 1971. It is ruled by a Constitutional Monarchy, by the king HAMAD bin Isa Al-Khalifa. The Executive Power belongs to the king, the prime minister, and the Council of Ministers. Both the king and the prime minister belong to the same family – the Al Khalifa family, who has been ruling the country since 1783.

Although the country does not allow for opposition parties, it consents the existence of opposition societies. Nevertheless, during 2016, the nation faced a decline of its human rights situation, as the authorities dismantled the opposition society, al-Wifaq, and revoked the citizenship of its spiritual leader, Sheikh Isa Qassim. The unstable situation encouraged peaceful protests from Shia clerics, who were consequently prosecuted along with numerous human rights activists. Bahrain's law predicts the revocation of the citizenship to the enemies of the kingdom, or individuals that are considered to harm the interests of the country, as it was the case of the al-Wifaq leader, accused of preaching theocracy.

Further fierce conflicts between protesters and authorities continued, forcing military presence mainly in predominant Shiite regions, as Shia population is the main opposition of the Al Khalifa government. According to the Freedom House organization, Bahrain is one of the most repressive states of the Middle East and is considered to be "Not Free", with no political rights, and weak civil rights.

In what regards the spatial industry, the country became a member of the Group on Earth Observation (GEO) in 2006, and a member of the UN Committee on the Peaceful Uses of Outer Space (COPUOS) in 2017.

Economic

According to the World Bank data, Bahrain's economy has grown 2,9% over 2016, and the country's GDP reached to \$31,9B, while the GDP/capita was \$22,4k (OEC, 2017).

Bahrain is the 60th largest export economy in the world, presenting a positive trade balance of \$1,09B. Accordingly, among the leading exports are goods such as Refined and Crude Petroleum, Iron Ore, Aluminium Wire, and Plating. On the other hand, the main imports include Cars, Aluminium Oxide, and Special Purpose Ships (OEC, 2017).

Regarding its critical commercial partners, Saudi Arabia (19%), the UAE (18%), USA (11%), Japan (8,9%) and Qatar (4,9%) were the main destinations of Bahrain's exports. On the contrary, the country imported majorly from the China (12%), the USA (11%), the UAE (9,5%), Japan (7,8%), and the Saudi Arabia (7%) (OEC, 2017).

The majority of Bahrain's income, 86%, comes from the oil production and refining industry (Nordea Trade, 2017). As the crude oil price decreased 57,75% in just two years, from \$96,29/barrel in 2014 to \$40,68/barrel in 2016 (Statista, 2017), the government's main ambition became to increase its competitiveness. As such, the country is becoming a key participant in the Islamic financial industry, as well as it is investing in the telecommunications and transportations sectors.

Concerning expenditure, the Defence sector is a sector of high investment, as approximately 4,6% of its GDP is spent on military activities. The military expense growth rate was positive in the last six years (World Bank, 2017), underlying the availability of the country to invest in this sector.

Furthermore, The country was ranked 63/191 in the Ease of Doing Business Index (World Bank, 2017), which takes into account the regulatory environment of each economy to the starting and operation of a local firm. In fact, the consistent growth of the country can be justified by the implementation of liberal economic policies, over the past ten years (eGovernment Bahrain, 2017).

Social

Bahrain's population growth has been relatively constant over the last years. In 2016, the World Bank registered 1 425 171 Bahraini people. Following the trend of the increasing growth rate of population, the labour force has also been increasing in absolute and relative values, accounting for 782 055 citizens in 2016. Nonetheless, the percentage of females being a part of this group stood at 19,80%, in 2016. Concerning the previous years, this percentage has decreased, and projections to 2017 estimate that the rate will continue to decline (World Bank, 2017). The unemployment rate at Bahrain stood at 1,28% in 2016, although female unemployment rate was approximately 4,30% in that year (World Bank, 2017).

Concerning the Education Sector, and according to the Higher Education Council of Bahrain (2012), there are several Higher Education Institutions in the country. On that year, there were 13 Private Higher Education Institutions, three Public Higher Education Institutions, and one Regional Higher Education Institution. Furthermore, according to the same source, 21% of total student's were international students. One key driver for this is the high percentage of Bahrain's population of expatriates (50%), as the majority of policies concerning visa are favourable. Moreover, the country is considered one of the most flexible in the Middle East (PWC, 2016).

Concerning religions, Islam is the state religion, as 70,3% of the population is Muslim, according to CIA World Factbook (2017). Within the branches of Islam, Sunni and Shi'i have a conflicted relationship, as the majority of the population is Shi'i, and Sunni is the religion followed by the political and economic elite.

Technological

In 2014, Bahrain's National Space Science Agency was announced and the inaugural meeting was carried out. The long-term goal was to turn Bahrain into a leader in space science and technology, in order to develop scientific research in the country, and encourage technical innovation. The government demonstrated special interest in remote sensing satellites. (Geospatial World, 2014) Nonetheless, current activities are still not strongly developed, besides the clear efforts of the country to integrate within the international scope of space, given its participation in organizations like GEO and COPUOS.

Furthermore, according to the World Bank (2015), the country has little progress regarding technological development within doors, as only eight patents from residents were registered during 2015.

Environmental

The Kingdom of Bahrain is a small Arab state in the Middle East, located on the southwestern coast of the Persian Gulf. The country is an archipelago with more than 30 small islands, and one main island, Bahrain Island. (Britannica, 2017)

The chance for clear skies over the year is, approximately, 75% (Weather Spark, 2017), which represents a significant characteristic to deliver excellent Earth Observation services. Moreover, the country is characterized as having an arid climate, which means, it "ranges from hot and dry deserts that see almost no rain to semiarid scrubland where rain falls intermittently" (Patrick, 2017)

The Supreme Council for Environment (SCE) is the government institution responsible for the development of Bahrain's strategy regarding the environment and sustainability. Furthermore, the entity is also in charge of natural habitat's protection and human environment. (SCE, 2017)

Legal

Bahraini law is a complex combination of the royal decree, Civil and Criminal codes, and Islamic Shari'a law. (Bahrain Center for Human Rights, 2017) The Bahrain civil code regulates civil transactions, particularly when dealing with business negligence lawsuits and practices. (PWC, 2016)

According to a PWC Report (2016), Bahrain has available eight options to an investor who wants to take a business in Bahrain:

- a) With limited liability company: between two and 50 shareholders must share the burden of the company's debt. Local operations are allowed, and a local office is required, as well as an external auditor;
- b) Partnership company: without limited liability. General partnership is an association of two or more partnerships
- c) Bahrain shareholder company - public
- d) Bahrain shareholder company - closed
- e) Simple commanded company
- f) Single person company
- g) Branch of a foreign company
- h) Holding company

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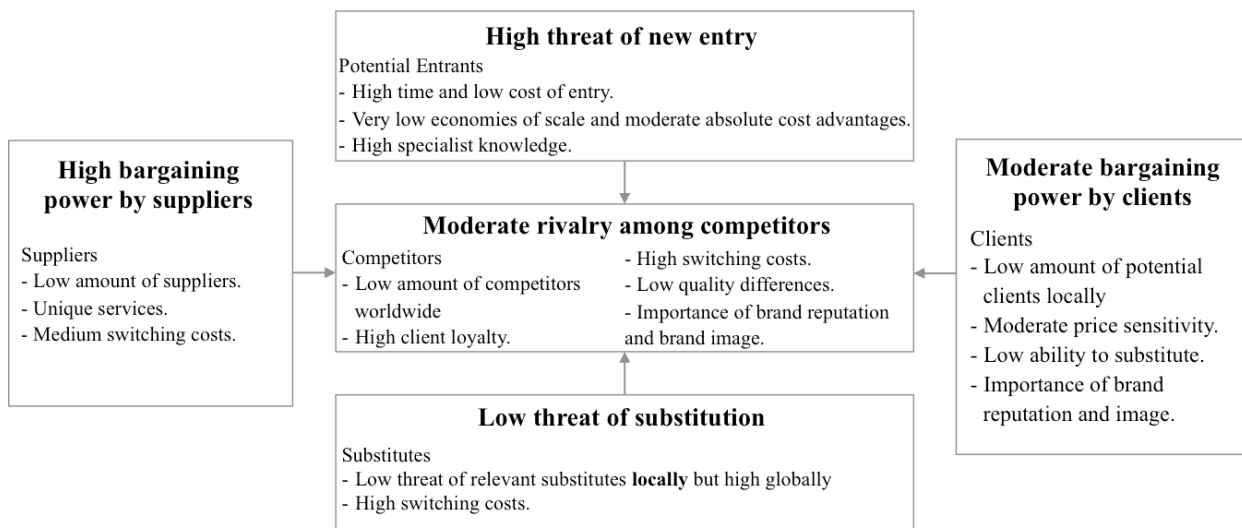
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Appendix 41 \ Porter's Five Forces



Source: Developed by the VCW team.

Appendix 42 \ Business Model Canvas

Key Partners  Embassy of Spain Consulate of Portugal Economic Development Board Bahrain AeroMap Technology Systems Space Regulatory Authority	Key Activities  - Implement and manage the GS - Support the local team	Value Propositions  - Cost-effective service of imagery supply - Highly responsive service - Access to imagery of a very-high resolution, full colour optical satellite - Anonymous service	Customer Relationships  - Assistance to the customer (training and support) during the implementing phase - Support during contract	Customer Segments  Kingdom of Bahrain's Governmental institutions (Ministry of Defence)
	Key Resources  - Technology and components under a GS (DRS & User Ground Segment) - Specialized team		Channels  - Online contact and calls - Face-to-face meetings - EO conferences/ business fairs	
Cost Structure  - Local partner payments and/or translation expenses - Travel expenses w/ negotiation and training purposes - Costs incurred during the implementing phase - Costs of adaptation to the local legislation and procedures		Revenue Streams  (Variable according to the client and characteristics of service provided) - 2 times/year payments for service fees		

Source: Developed by the VCW team.

Appendix 43 \ Preliminary 3M's Analysis (Manpower, Money, Minute)

Manpower		
Business Development team	Elsa Alexandrino Carlos Fernandez	Commercial Management: Development of business opportunities
Technical team	Antonio Gutierrez Oscar González	Developing the technical proposal customized to the Ministry of Bahrain Training and supporting the local team
Local Partner	TBD	Point of contact with the final client. Arrange meetings
Money		
Travelling Expenses	10 000€	Flight + Hotel + Daily Expenses + Visa
International Affair Services	2300€	Lawyer + Translator
Salaries	N/A	N/A
Minute		

