

SALES- AND
MARKETING TOOLS

BUSINESS
MODEL TOOLS

STRATEGY
TOOLS

SELF-LEADERSHIP TOOLS

INDUSTRY- &
COMPETITOR
ANALYZE TOOLS

MANAGEMENT
TOOLS

PURPOSE

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

WHEN TO USE?

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

HOW TO USE?

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

STRENGTHS

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

WEAKNESSES

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

MORE INFORMATION

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

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

_____	%
_____	%
_____	%
_____	%
_____	%
_____	%

TOGETHER 100%

Time thief in my own life (at work and freetime):

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

What could I do for that?:

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

PURPOSE

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

WHEN TO USE?

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

HOW TO USE?

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

STRENGTHS

Helps to focus your development efforts.

WEAKNESSES

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

MORE INFORMATION

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

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

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

PerfectPersona

AGE
TITLE
TIME IN JOB
WORKS WITH
TARGETED
RESOURCES:

DAILY TASKS/RESPONSIBILITIES

LIKES ABOUT HER JOB

DISLIKES ABOUT HER JOB

NEEDS (TOPICS, GAPS IN KNOWLEDGE)

WHERE CAN WE HELP?



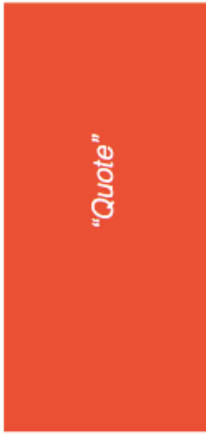
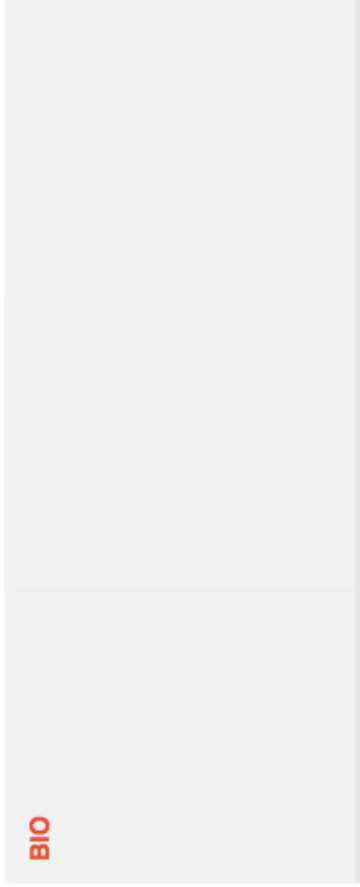
PERSONALITY

Extrovert Introvert
Sensing Intuition
Thinking Feeling
Judging Perceiving

TECHNOLOGY

IT and Internet
Software
Mobile Apps
Social Networks

BIO



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PURPOSE

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

WHEN TO USE?

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

HOW TO USE?

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

Value Chain Analysis is a three-step process:

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

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

STRENGTHS

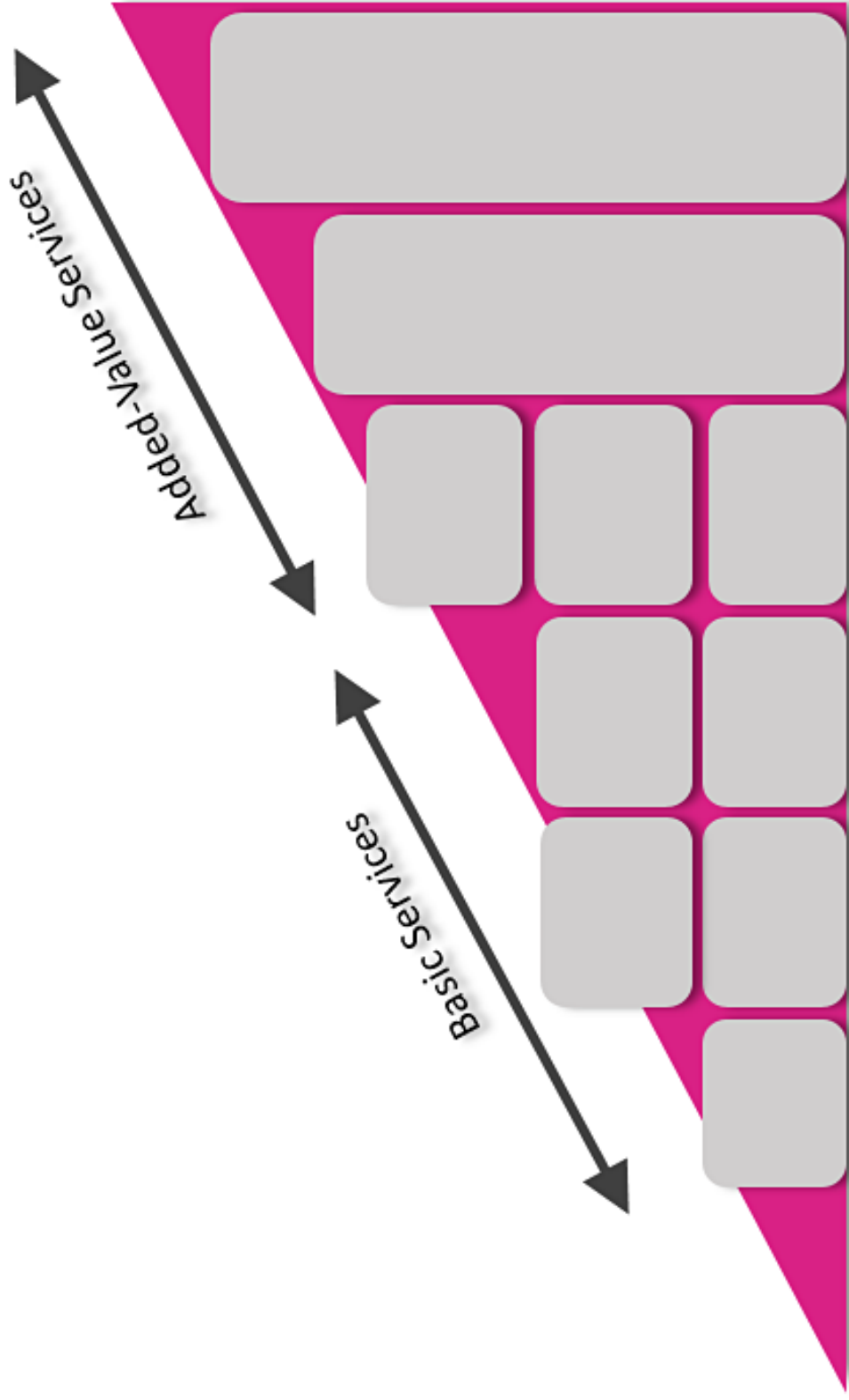
- The value chain is a flexible strategy tool for looking at your business, competitors and the respective places in the company's value system.
- Can be used to diagnose and create competitive advantages on both cost and differentiation.
- Helps to understand the company's issues involved with the promise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

WEAKNESSES

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

MORE INFORMATION

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



THE WHOLE SPECTRUM OF SERVICE DELIVERY

To succeed, we must move up in the value chain... or not...?

PURPOSE

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

WHEN TO USE?

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

HOW TO USE? To apply: answer following questions.

- Force 1: Threat of New Entry?

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

- Force 2: Buyer Power?

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

- Force 3: Threat of Substitution?

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

- Force 4: Supplier Power?

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

- Force 5: Competitive Rivalry?

The level and situation of competition in this sector?

STRENGTHS

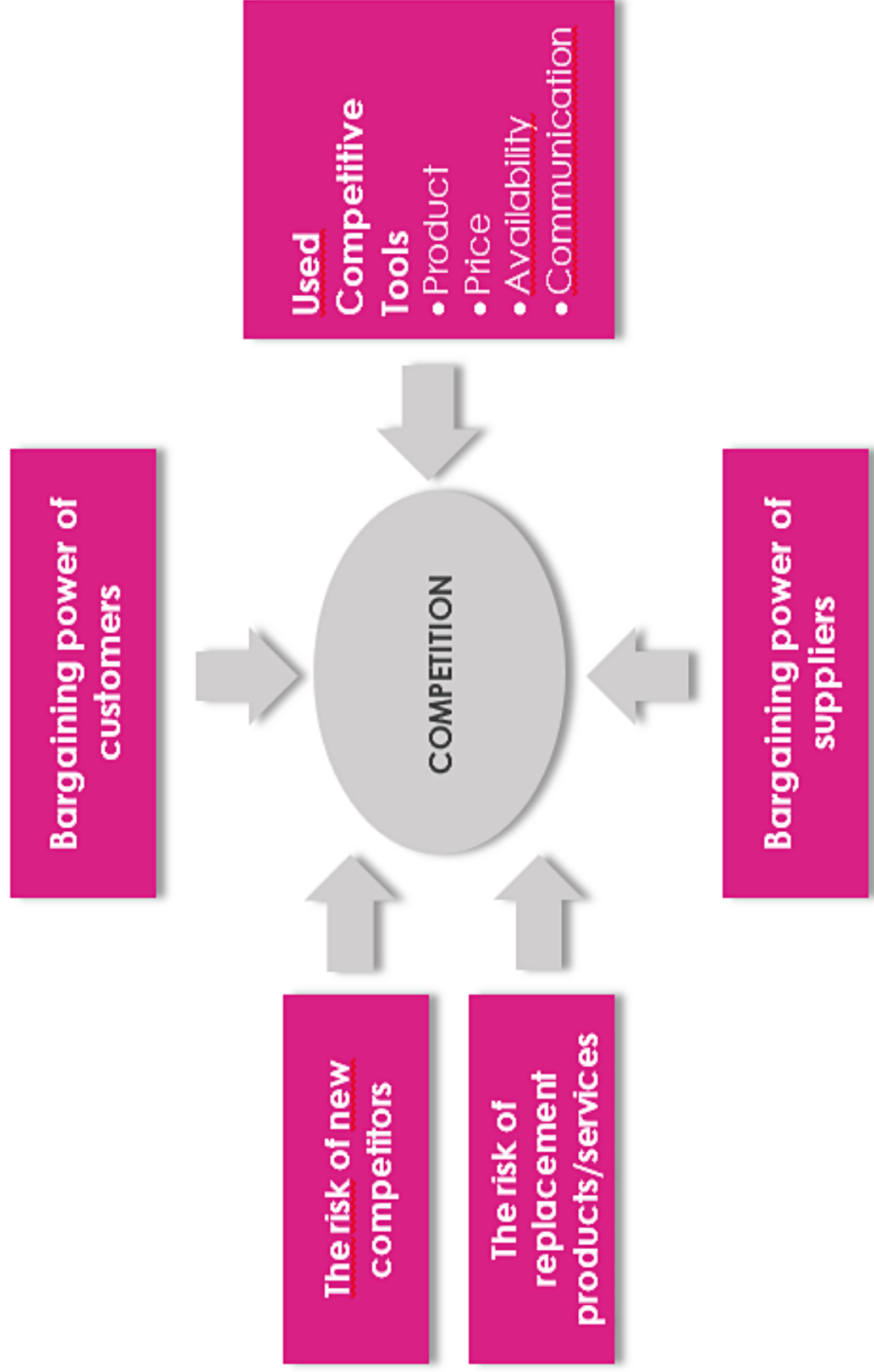
- Porter's Five Forces model helps to start a new business and to analyze the competition.
- Model looks at five specific factors that help determine whether or not the business can be profitable, based on other businesses in the industry.

WEAKNESSES

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

MORE INFORMATION

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



PURPOSE

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

WHEN TO USE?

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

HOW TO USE?

Three perspectives to help testing the true core competences:

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

STRENGTHS

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

WEAKNESSES

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

MORE INFORMATION

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

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

PURPOSE

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

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

WHEN TO USE?

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

HOW TO USE?

By answering certain questions:

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

All the aspects of this technique are crucial.

STRENGTHS

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

WEAKNESSES

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

MORE INFORMATION

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

2018

2017

2016

POLITICAL

ECONOMIC

SOCIAL

TECHNOLOGICAL

ECOLOGICAL

CONSUMER

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PURPOSE

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

WHEN TO USE?

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

HOW TO USE?

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

STRENGTHS

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

WEAKNESSES

Does not solve resourcing problems.

MORE INFORMATION

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

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

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

PURPOSE

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

WHEN TO USE?

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

HOW TO USE?

- A) Continuous way of working (Kanban) or
- B) Iterative way of working (Agile).

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

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

STRENGTHS

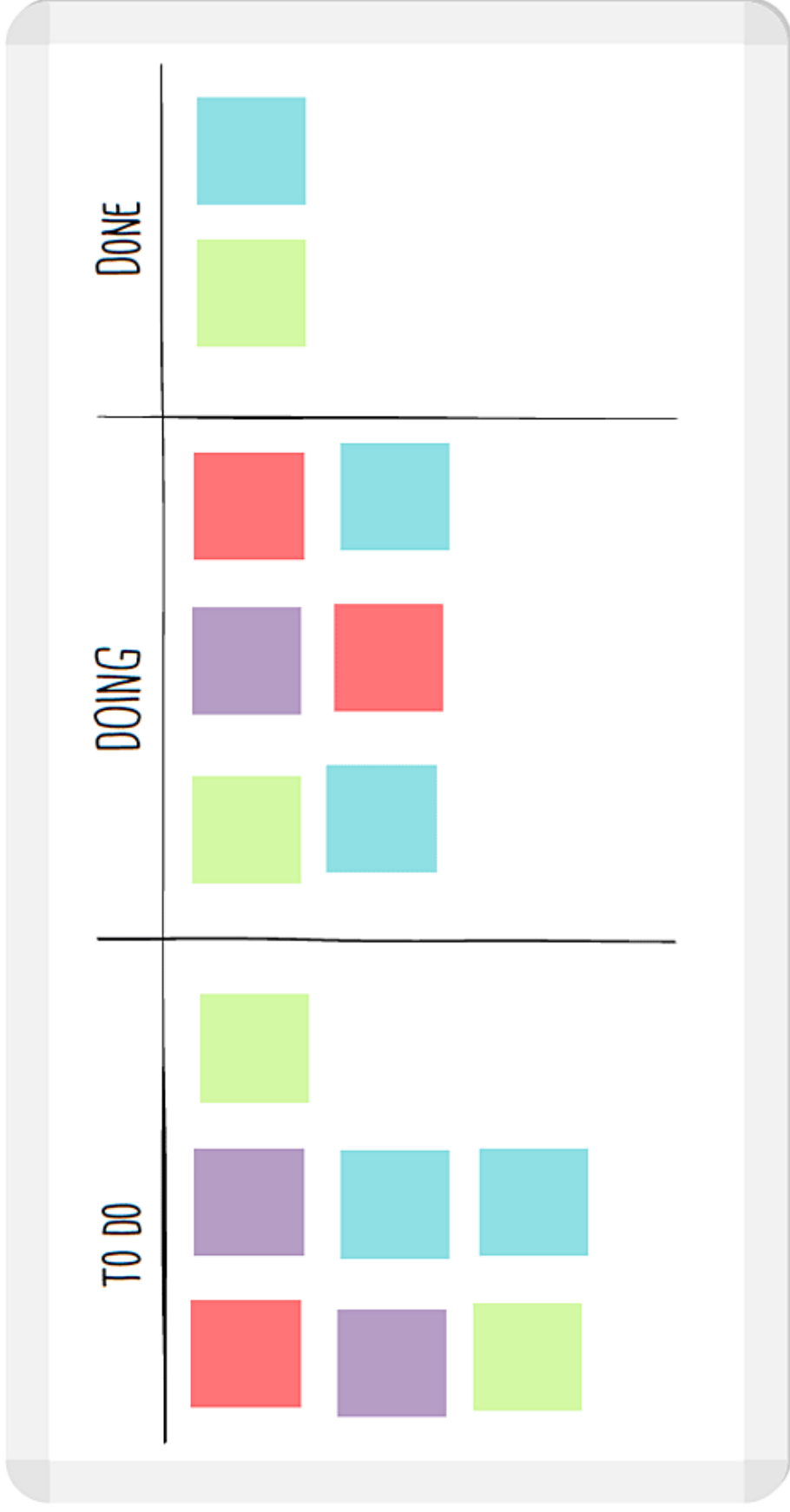
Easy way of working, gives (customer's) priorities to every person in a team. No need for excessive planning and reporting, "as is" situation and progress is always visible for the team (and customer and other stakeholders). Agile way of working is best in dynamic, chaotic and changing environments.

WEAKNESSES

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

MORE INFORMATION

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



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

PURPOSE

- BSC is a multi-dimensional control system of organization's operation, which allows organizations to look at their activities from different perspectives:

1) financial perspective, 2) customer perspective, 3) process of perspective and 4) learning and growth perspective.

- With these elements BSC model is intended to provide a view of the short- and long-term objectives of the organization between economical, non-economical, as well as future-looking and the review of past.

WHEN TO USE?

- It is used for the company's strategic management system.

- The idea of creating BSC system is to highlight the clarity of vision and strategy.

- Implementation process of BSC helps all the organizational levels to understand the meaning of the process.

HOW TO USE?

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

STRENGTHS

- The biggest advance of BSC is when exploiting it in the process of changes.

- Offers an umbrella for the company's strategic planning and process of budgeting.

- The balanced scorecard offers a full picture of the company.

- Makes it possible to integrate short and long time operational and financial targets.

- The whole organization's strategic management system.

WEAKNESSES

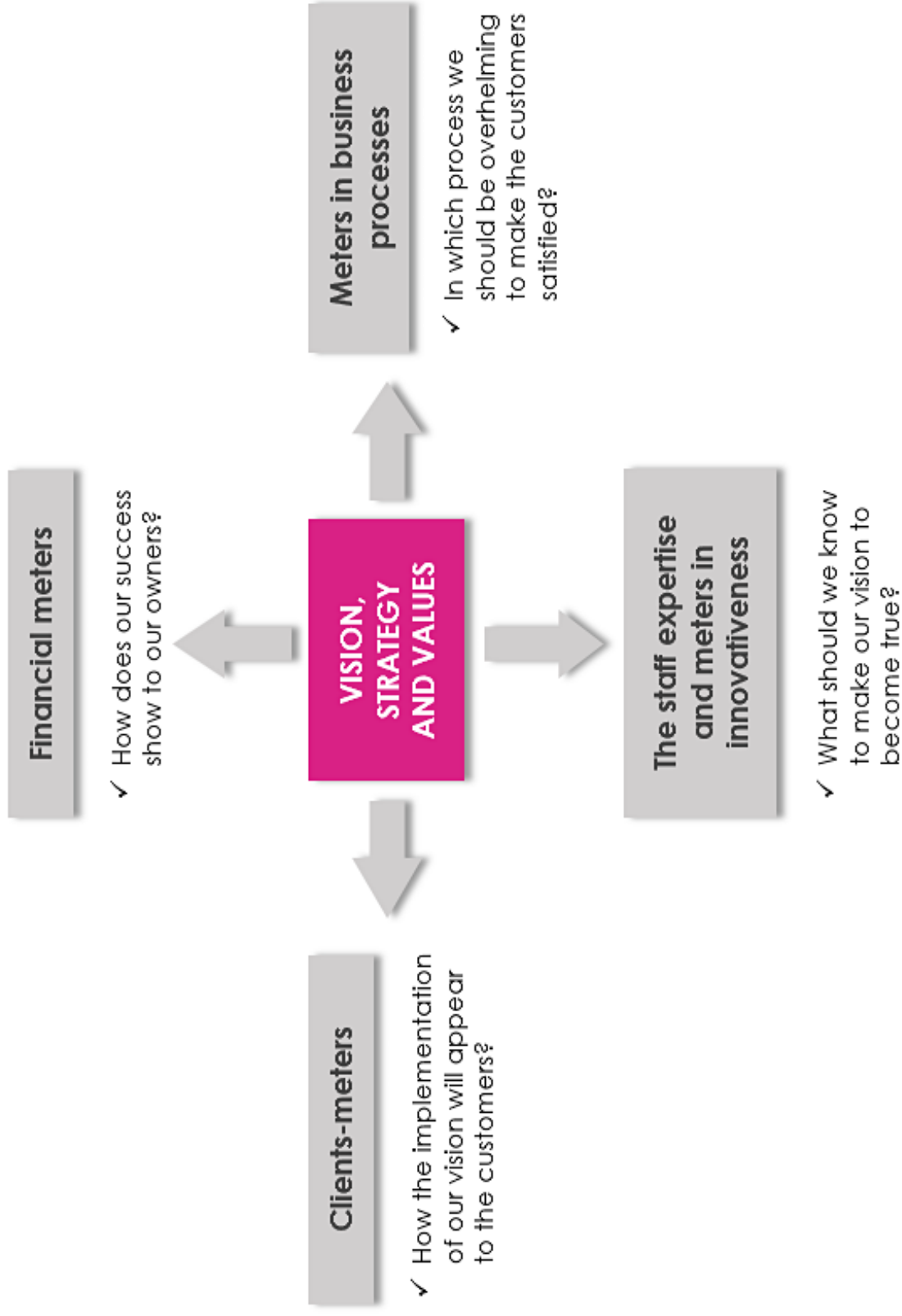
- The balanced scorecard is based on consideration. The model needs time and planning!

- Four areas BSC views do not paint the whole picture. The financial information included on the scorecard is limited.

- The implementation of BSC needs to be carefully planned as the challenge is to use metrics that are not applicable to company's own situation.

MORE INFORMATION

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





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