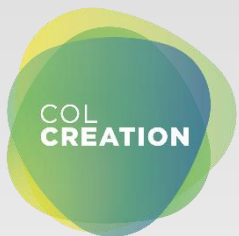




TRAINING ACTIVITY 1. DISCOVERY

1.1 Presentation Training Course



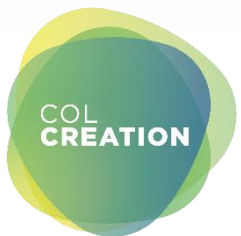
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COL-CREATION Training Course

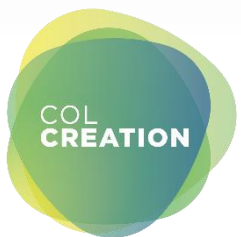
The COL-CREATION Training Course has launched with the main **objective** of increasing the competences of Professionals in the Creative Industry on how to develop successful Business Models based on Collaboration supported by Co-Creation, innovative Sharing Economy Platforms and Open Innovation and promoting the proper use of these models and platforms as part of global and sustainable self-employment and entrepreneurship project.



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COL-CREATION Training Course

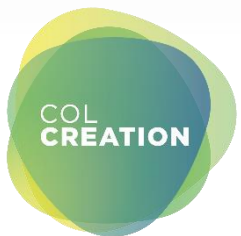
- The Training Course is divided in several Experiential Training Activities, to be supported by the training materials that you can find in the Student Manual and additional assignments, questionnaires and other tools which are also available in the e-Training Platform.
- They include Face-to-Face (F2F) Sessions and Online Sessions to be implemented with the support of the e-Training Platform, with an estimated duration of 30 to 40 hours, although the training course is flexible and could be adapted to different duration, depending on the characteristics of the training group, availability or areas where the trainer would like to make more stress.



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COL-CREATION Training Course

- Experiential Training Activities are based in collaboration among trainees and “learning by doing”, where they put into practice the knowledge and tools along the training course, focusing in the development of creative solutions to real market problems while they develop the targeted collaborative competences
- In the COL-CREATION learning process, trainees will tackle in a team a real-world problem put forward by a client and will “col-create” a solution. To do so, we will use the methodology called Human-Centered design.

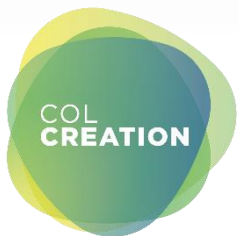


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COL-CREATION Training Course

The Experiential Training Activities are structured as follows

- **1. DISCOVERY** *(1 F2F + 1 Online Session)*.
- **2. DEVELOPING COLLABORATIVE AND TEAMWORK COMPETENCES** *(1 F2F + 1 Online Session)*.
- **3. HUMAN CENTERED DESIGN METHODOLOGY; INTRODUCTION, DIVISION OF LABOUR AND CLIENT BRIEFING** *(2 F2F + 2 Online Session)*.
- **4. FINDING THE PROBLEM; RESEARCH AND DEFINE** *(2 F2F + 2 Online Session)*.
- **5. FINDING SOLUTIONS AND PROTOTYPE;** *(2 F2F + 1 Online Session)*.
- **6. IMPLEMENTATION AND PRESENTATION** *(2 F2F + 2 Online Session)*.



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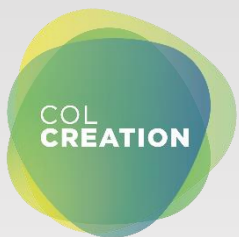


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TRAINING ACTIVITY 1. DISCOVERY

1.3 Creative Industries and Trends



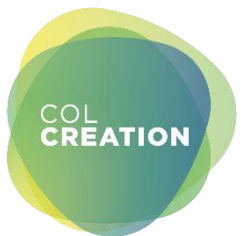
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Creative Industries and Trends

- Creative work is often presented as a model of the project-based and freelance economy. As a consequence, flexible and temporary cooperation often go hand in hand with relatively high levels of autonomy at work. Self-employment may include working for only one customer at least for a certain period of time. This blurs the boundaries between freelancing and dependent employment.
- Atypical and precarious forms of employment are generally becoming more frequent, as well as multiple (simultaneous) employments and new forms of self-employment. The growing insecurity and rising demands on employees require a continuous re-orientation in regard to knowledge, labour practices and labour relations, requiring the workers to act self-reliantly
- Creative work is strongly embedded in a social context and social connections among the creators and artists, as well as among businesses, are a constitutive aspect of the creative industry



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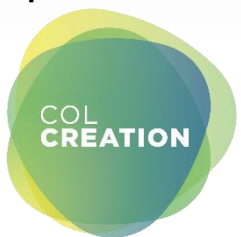
Creative Industries and Trends

- Research shows that technology and digitalisation in particular is the main driver in the creative industries in the future. The options for new business for creative people increase with increasing digitalisation. Digital competences are seen as the key element for adaption to the digital change – they open the door for new business models.
- ICTs enable outsourcing and relocation, facilitate cooperation over long distance and allow the digital delivery of immaterial products helping to overcome restrictions of transport giving room for new business models such as e-commerce and crowdworking platforms

Creative Industries and Trends

The central directions of the digital transformation impacts in the work in the creative industries through:

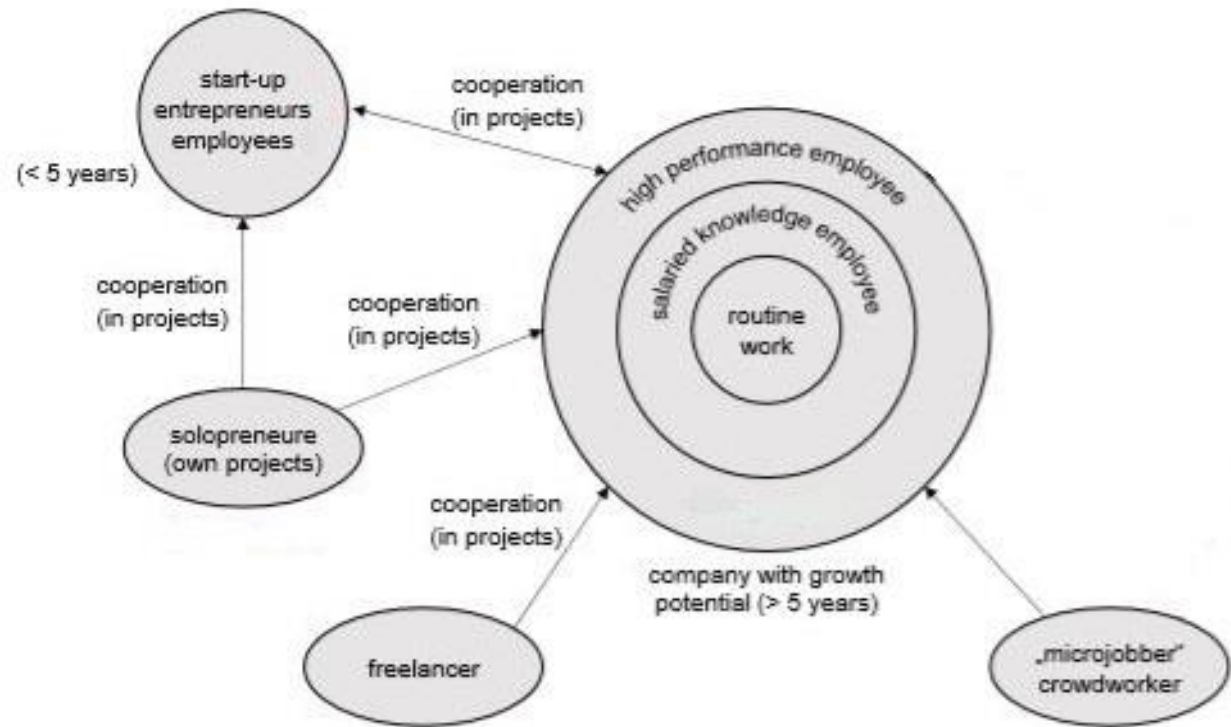
- Individualised products and services (“job lot 1”).
- Marketing via digital channels (social media).
- Distribution via online-shops/online-channels.
- Routine-jobs are mostly automated.
- Real-time information increases efficiency.
- Logistic processes are automated.
- Cloud-computing becomes usual.
- High-demand on data privacy protection.
- Big data is central – artificial intelligence, deep learning and data analytics deliver hints for (individualised) new products and services.



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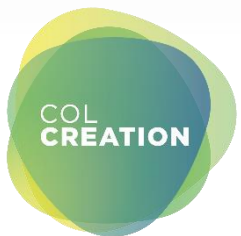
Creative Industries and Trends

- The company of the future will be organised as a "fluid organisation" – often you can't differentiate who belongs to the enterprise and who doesn't: agencies, consultants, external experts are involved in business processes as well as permanent staff. A new innovation-ecosystem evolves



Creative Industries and Trends

- The digitalisation creates **4 new modes of working**:
 - Solopreneur
 - High performance employee
 - Salaried knowledge-worker
 - Digital day-labourer or clickworker; Fulfills routine-functions. Mostly this kind of work is poorly paid.



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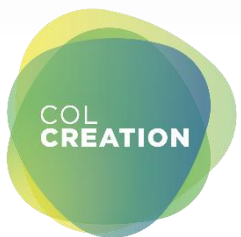
Creative Industries and Trends

- **Opportunities for employees:**

- Work-life-learn-balance becomes more and more important and can be put into practice much easier in the era of digitalisation.
- Digitalisation and platforms open prospects for working on one's own projects.
- Job change is easier.
- Assisting technologies offer more working opportunities for older employees.

- **Challenges for employers:**

- Recruiting may become more difficult – requirements of employees are challenging and manifold.
- Organisation of work becomes more complex.
- Incentives gain importance for retention management.
- New organisational structures must reduce hierarchies and have to facilitate extensive participation of employees in development and decision-making processes.



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Creative Industries and Trends

- Crowdwork is currently still a relatively small phenomenon within the Creative Industries. This pertains to both the number of enterprises sourcing out creative work through crowdworking platforms and the number of creative workers who look for and take on jobs over such platforms. However, platforms like Upwork, Freelancer or 99 designs show great potential for growth and demand closer attention.
- Crowdwork can be seen as a form of outsourcing in which the working relationship is entirely digital, while sometimes being quite dispersed spatially. Typically, the cost is below the level for performing the respective task offline. The platforms present themselves as brokers who don't contribute to the tasks being fulfilled, but only bring together supply and demand

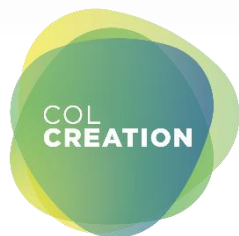
Creative Industries and Trends

- In the Creative Industries, mainly two kinds of crowdwork can be found:
 - The allocation of work assignments can either be done through “pitching”. This means that products more or less close to completion are submitted in a competition. Only the winner gets paid.
 - Alternatively, a tender is issued with offers being submitted based on which one bidder is chosen and the assignment is completed after this process. Moreover, some platforms offer additional models of distribution like online shops where completed products (e.g., logos, video intros, other designs) can be purchased for a fixed price

Creative Industries and Trends

What's your experience and opinions as professionals linked to the Creative Industry?

What's happening in your close environment and networks?



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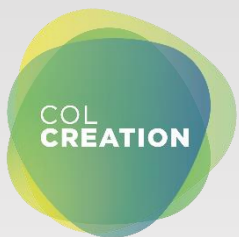


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TRAINING ACTIVITY 1. DISCOVERY

1.4 Collaboration, Co-Creation, Open Innovation, Collaborative Business Models



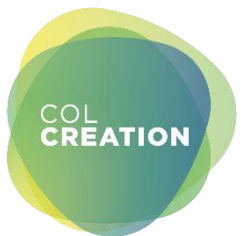
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Collaboration, Co-Creation, Open Innovation, Collaborative Business Models

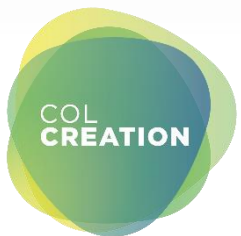
- Collaboration can be defined as *“the process of two or more people or organizations working together to complete a task or achieve a goal.”*
- Collaboration is well defined as *“a strategic mode of integration in which two or more organizations co-operate on parts or all stages of production, from the initial phase of research to marketing and distribution. Collaborative agreements can be short-term or long-term and encompass a spectrum of co-operation that lies between outright merger/acquisition and arms-length market transaction”*



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Collaboration, Co-Creation, Open Innovation, Collaborative Business Models

- *“A Business Model describes the rationale of how an organization creates, delivers and captures value”* (Osterwalder, 2009).
- During the last decades changes in the competitive environment forced firms to adopt new business models increasingly focused on partnering with different actors within complex ecosystems. Competitiveness is not only between enterprises, but between enterprise networks.
- Collaboration is a necessary strategy, especially for SMEs, both of them to overcome their limitations of resources and to balance the size/power asymmetry. The strategy of collaboration is, in some cases, the only way to survive and compete in the market.



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Collaboration, Co-Creation, Open Innovation, Collaborative Business Models

We can classify the collaborative business models into **Sharing, Specialization and Allocation**. Each of these models has specific characteristics for value creation, value capture and value delivery.

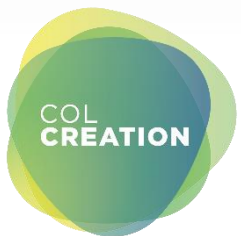
Table 1. Primary collaborative models compared

	Sharing	Specialization	Allocation
Value creation			
Economies of	Scale	Skill	Risk
Capabilities	Similar	Complementary	Overlapping
Relationship of the partners	Horizontal	Diagonal	Vertical
Value creation potential	Predictable	Unpredictable	Increased predictability
Value capture			
Mechanisms	Pre-agreed split	Each partner carries own revenue/cost	Incentives tied to performance
Value delivery			
Interdependence	Reciprocal	Pooled	Sequential
Level of integration	High	Low	Focused

Collaboration, Co-Creation, Open Innovation, Collaborative Business Models

Example of the Sharing Model within the Creative Industries

- The cooperation developed between print media company Grand and communication company Traffic&Co. Grand is focussed on design, they create flyers, magazines, books envelopes and stationery in their own design studio. But also: photography, print (offset or digital) and finishing. Traffic& Co is advising on a communication issues: designing and building websites, realizing a magazines or corporate film. But also, consultancy on a complete process of communication-strategy and execution.
- In this case the both partners see the advantage to share their network and clients to generate more profit. The two companies have different services but also similar services.
- Through the partnership they can give their customers more services. So, they can create the image of a total package to fore fill the needs of their customer. By using each other's network, they can offer services they (partly) do not deliver by themselves. They also share costs in supporting services as administration, sales, etc.

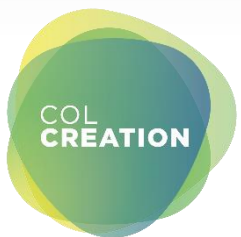


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Collaboration, Co-Creation, Open Innovation, Collaborative Business Models

Example of the Specialization Model within the Creative Industries

- Rodix and Infostart are working from different business disciplines but they developed “Real Games” for urban promotion. Rodix by publishing municipal information guides and Infostart by interactive information systems, both aimed at the tourist visitor.
- By the development of Real Games, both companies ensured a new communication product that gives direction to the existing business activities in the future. The companies believe that communication will increasingly focus on the experience of the product than on its function.
- The product “Real games” connects the tourist destinations in a city. The city will be offered to the visitor more as a whole instead of each destination individually.
- The product “Real games” has a game form element as a basis, making it challenging for children and young people and in the wake of the elderly to use the game as a guideline to visit the sights and attractions of a city. It is a combination of using interactive information connected to information guides in print.

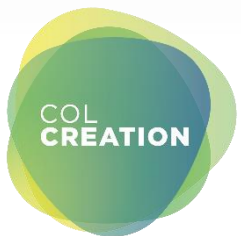


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Collaboration, Co-Creation, Open Innovation, Collaborative Business Models

Example of the Allocation Model within the Creative Industries

- Safety-Print is a company specialized in secure printed products, such as the national school exams for secondary education. They work together with Security Logistics that have services on storage and distribution of materials that need to be secured. Safety-Print has, due to security problems with exams in schools, started to cooperate with their partner to deliver “just in time” the exams to the schools. Safety-print is responsible for securing all activities in the printing company until the secured printing product leaves the company premises. Security Logistics is responsible to store and deliver the exams at the schools on the right moment. This ensures that there is no chance that the content of the exams can leak out at an early stage or that exams can be stolen, so that exam candidates can benefit. The organization with the best competences bears the right risks in this collaboration.



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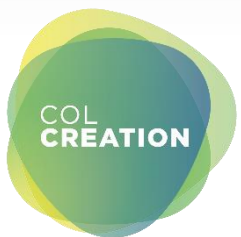
Collaboration, Co-Creation, Open Innovation, Collaborative Business Models

Research has distilled a core set of **competencies and capabilities for collaborative practice**; an ability to work skillfully across boundaries, to frame the operating context in a way that prepares members for joint working, and the nimbleness to work with an emerging set of norms, roles and values.

Getting things done through others	Analysis and planning	Driving the process	Personal attributes
Communication skills	Listening and learning	Vision setting	Able to 'read' interactions and exchanges
Relationship skills	Problem assessment	Resources	Trustworthy
Build and maintain	Strategic planning	Linking and leveraging relationships	Sense of humour
Nurturing	Strategic relationship building	Getting 'buy-in' from members	Empathy (step in shoes)
Leadership skills	Work planning	Energise and mobilise	Flexibility
Process catalyst	Performance measurement and evaluation	Building coalitions	Patience
Group Process skills	Alignment of top down and bottom up processes	Modelling elaborative practice	Perseverance
Change Management skills		Community building	Commitment
Negotiation skills (interest based)		Managing relationships/ expectations	Cooperative spirit
Deal constructively with conflict		Assignment of tasks and people	Strong personal presence
			Politically astute/savvy

Collaboration, Co-Creation, Open Innovation, Collaborative Business Models

- The term “**Co-Creation**” is not fully homogeneous in the literature. In the framework of the “COL-CREATION” project several definitions will apply.
- “Co-Creation” is a process which brings various stakeholders together and they engage with solving a problem and finding a solution to it, create something or look for an innovation. The process may involve stakeholders from different social groups or backgrounds (e.g., policymakers and representatives of a business sector or simply citizens) and different techniques can be used like open discussions, exchange of best practices, exchange of knowledge, collaboration, etc.
- “Co-Creation” is the collaborative development of new value (concepts, solutions, products and services) together with experts and/or stakeholders (such as customers, suppliers etc.)
- There are some equivalences to the term “Co-Creation” that could better sound in the framework of the Creative Industries, like “Co-Design” or “Participatory Design”, focusing in the cooperation between designers and other creative professionals while Co-Creation seems to be a broader innovation management tool that could be implemented by any company of any sector.



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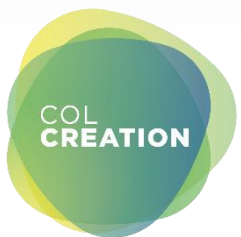
Collaboration, Co-Creation, Open Innovation, Collaborative Business Models

- **Open-innovation** is about bringing external ideas or input to an innovation process and is described as *“combining internal and external ideas as well as internal and external paths to market to advance the development of new technologies”*.

Closed Innovation Principles	Open Innovation Principles
The smart people in the field work for us.	Not all the smart people work for us, so we must find and tap into the knowledge and expertise of bright individuals outside our company.
To profit from R&D, we must discover it, develop it, and ship it ourselves.	External R&D can create significant value: internal R&D is needed to claim some portion of that value.
If we discover it ourselves, we will get it to the market first.	We don't have to originate the research to profit from it.
The company that gets an innovation to the market first will win.	Building a better business model is better than getting to the market first.
If we create the most and the best ideas in the industry, we will win.	If we make the best use of internal and external ideas, we will win.
We should control our intellectual property (IP) so that our competitors don't profit from our ideas	We should profit from others' use of our IP, and we should buy others' IP whenever it advances our business model.

Collaboration, Co-Creation, Open Innovation, Collaborative Business Models

- **Collaboration in the creative industry** is indeed very important. The creative industry is characterized by many SMEs and Freelancers. They lack resources to leverage their creativity to bring successful products to the (global) market. Bigger companies and multinationals do have the possibilities to bring creative products to the market, however often lack creativity and entrepreneurial spirit. Collaboration between these heterogeneous parties could therefore create interesting opportunities for both parties. Other heterogeneous collaborations can be established with cultural institutions, knowledge institutes, etc.
- There are heterogeneous collaborations in the creative industry;
 - a) between different type of partners: e.g., Freelancers, SME, start-ups, large corporations, knowledge institutes, cultural institutes
 - b) between partners from different disciplines.
 - c) with different positions in the value chain/on different topics: e.g., concept development, marketing and customer involvement, supply chain, etc.

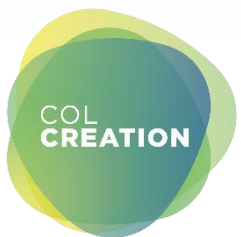


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Collaboration, Co-Creation, Open Innovation, Collaborative Business Models

Important **problems** recognized in collaborations in the creative industry are:

- a) economic valuation of creative/cultural value is difficult since this value is to a great extent intangible, which often rises problems with the protection of Intellectual Property or in the attraction of money.
- b) differences in culture and approach between partners (e.g., formality, hierarchy, scale).
- The collaboration problems are not incidental but structural.
- Important enablers for collaborations in the creative industry seem to be development environments (like co-working labs), networks (like social networks), and communication and trust (versus formalization, contracts and Intellectual Property management).

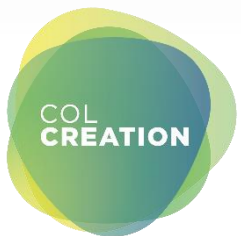


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Collaboration, Co-Creation, Open Innovation, Collaborative Business Models

The next aspects have been identified as critical for the management of collaborative business models and co-creation in the creative industry.

- Communication & Trust Having a network; a network allows the professionals to tap into new knowledge, and it can create brokerage opportunity by linking people, firms, or technologies to create new products.
- Intellectual property rights (IPR).
- Budget management.
- Heterogeneity in size and discipline.



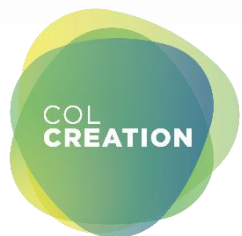
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Collaboration, Co-Creation, Open Innovation, Collaborative Business Models

What's your experience and opinions as professionals linked to the Creative Industry?

What's happening in your close environment and networks?

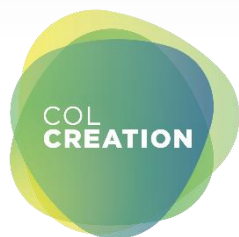


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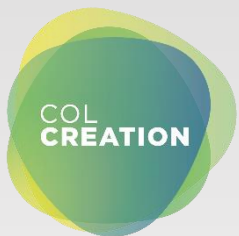


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TRAINING ACTIVITY 1. DISCOVERY

1.5 Online Platforms/Sharing Economy



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Online Platforms/Sharing Economy

- Online platforms are mediating the interaction between people, existing in many different sectors and for a variety of services (space-bound and space-independent alike) this way of brokering services or tasks between people increasingly impacts the communal life.
- In recent years, online platforms have increased in economic significance and attracted widespread attention from policy-makers, media and industry (European Commission, 2016). At the center of these developments are continuous improvements of information and communication technologies, especially the widespread availability of broadband connections and spread of smartphone usage.
- Through the integrating effects of information and communication technologies outsourcing and relocation of labour is facilitated, and for digitisable goods the information space on the Internet becomes a new place of production

Online Platforms/Sharing Economy

- Online platforms provide employers or customers with access to a large pool of labour, qualifications and creativity but also the opportunity to profit from higher flexibility, often lower costs without long-term commitment to the workforce.
- This mode of work offers workers new job opportunities, the possibility to be one's own boss and to flexibly arrange working time, including when and how long to work, which jobs to accept and which to decline. Importantly, such online platforms may offer opportunities to cooperatively solve problems and bridge physical distances between creatives who strive to cooperate.

Online Platforms/Sharing Economy

- In a recent policy brief the OECD (2016) highlights *“as workers in the platform economy are more likely to have multiple jobs and income sources, the role and meaning of traditional labour market institutions are being challenged”*. Research shows that the impact the clients of online platforms have on the working and private lives of workers, i.e. in respect to working time or availability or to health and safety issues, is tremendous.
- Classification of employer and employee is complex and the platforms frequently deny their role of an employer. For the workers this means that they are formally self-employed, however, clauses and terms and conditions may be contradictory to existing regulations or are not reflecting reality.
- One crucial aspect certainly is online reputation through platforms’ rating systems and the rules for workers’ profiles

Online Platforms/Sharing Economy

In the COL-CREATION project the collaboration and co-creation between workers and between clients and workers is crucial for selecting appropriate online platforms.

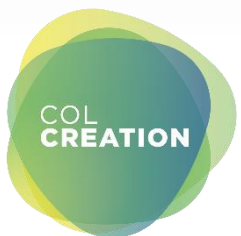
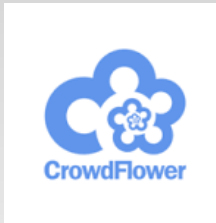
Contest-based platforms are likely to be more common for larger creative projects than bid-based platforms. Automated matching is very unlikely to be found for this kind of professional creative work.

For the European context some important bid-based platforms are;

Freelancer, Upwork, Crowdfunder, Topcoder

For contest-based some important platforms are;

99designs, Jovoto and Threadless

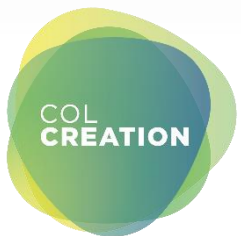


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Online Platforms/Sharing Economy

What's your experience and opinions as professionals linked to the Creative Industry?

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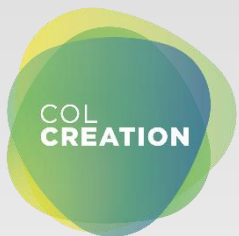


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TRAINING ACTIVITY 1. DISCOVERY

1.5 Online Platforms/Sharing Economy



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Online Platforms/Sharing Economy

- Online platforms are mediating the interaction between people, existing in many different sectors and for a variety of services (space-bound and space-independent alike) this way of brokering services or tasks between people increasingly impacts the communal life.
- In recent years, online platforms have increased in economic significance and attracted widespread attention from policy-makers, media and industry (European Commission, 2016). At the center of these developments are continuous improvements of information and communication technologies, especially the widespread availability of broadband connections and spread of smartphone usage.
- Through the integrating effects of information and communication technologies outsourcing and relocation of labour is facilitated, and for digitisable goods the information space on the Internet becomes a new place of production

Online Platforms/Sharing Economy

- Online platforms provide employers or customers with access to a large pool of labour, qualifications and creativity but also the opportunity to profit from higher flexibility, often lower costs without long-term commitment to the workforce.
- This mode of work offers workers new job opportunities, the possibility to be one's own boss and to flexibly arrange working time, including when and how long to work, which jobs to accept and which to decline. Importantly, such online platforms may offer opportunities to cooperatively solve problems and bridge physical distances between creatives who strive to cooperate.

Online Platforms/Sharing Economy

- In a recent policy brief the OECD (2016) highlights *“as workers in the platform economy are more likely to have multiple jobs and income sources, the role and meaning of traditional labour market institutions are being challenged”*. Research shows that the impact the clients of online platforms have on the working and private lives of workers, i.e. in respect to working time or availability or to health and safety issues, is tremendous.
- Classification of employer and employee is complex and the platforms frequently deny their role of an employer. For the workers this means that they are formally self-employed, however, clauses and terms and conditions may be contradictory to existing regulations or are not reflecting reality.
- One crucial aspect certainly is online reputation through platforms’ rating systems and the rules for workers’ profiles

Online Platforms/Sharing Economy

In the COL-CREATION project the collaboration and co-creation between workers and between clients and workers is crucial for selecting appropriate online platforms.

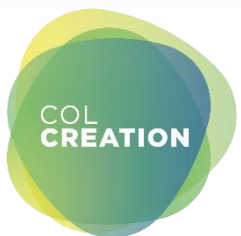
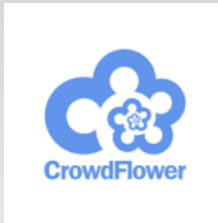
Contest-based platforms are likely to be more common for larger creative projects than bid-based platforms. Automated matching is very unlikely to be found for this kind of professional creative work.

For the European context some important bid-based platforms are;

Freelancer, Upwork, Crowdfunder, Topcoder

For contest-based some important platforms are;

99designs, Jovoto and Threadless

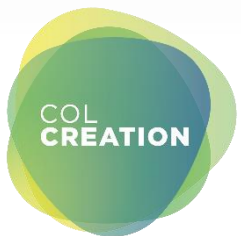


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Online Platforms/Sharing Economy

What's your experience and opinions as professionals linked to the Creative Industry?

What's happening in your close environment and networks?

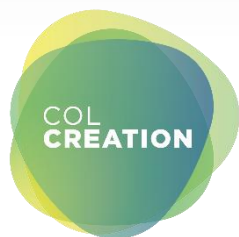


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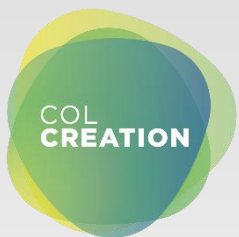


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TRAINING ACTIVITY 2. DEVELOPING COLLABORATIVE AND TEAMWORK COMPETENCES

2.1 Collaborative Skills



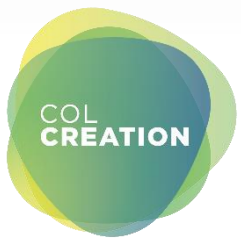
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Collaborative Skills

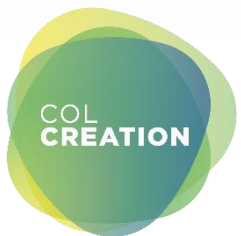
X & Y Group Dynamic



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Collaborative Skills

- *“A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.”*
- Team dynamics are critical for organizational success. Without positive team dynamics, your business or project can't fully leverage the potential of your employees or partners and tap into their skills and experience.
- No two teams are exactly the same, so improving team dynamics starts with identifying any issues and formulating a tailored strategy for your team.

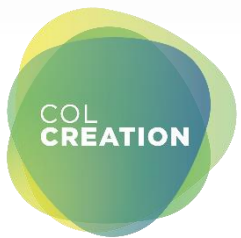


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Collaborative Skills

Group leaders and team members can contribute to a **negative group dynamics**. Let's look at some of the most common problems that can occur:

- Weak leadership
- Excessive deference to authority:
- Blocking
- Groupthink
- Free riding
- Evaluation apprehension

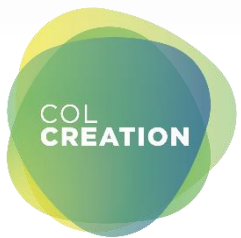


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Collaborative Skills

Use these approaches to improve group dynamics:

- Know Your Team. Conduct a diagnosis and get to know your team
- Create a team charter. Define roles and responsibilities
- Enhance team culture
- Tackle problems quickly
- Break down barriers
- Build and focus on communication;
- Pay attention

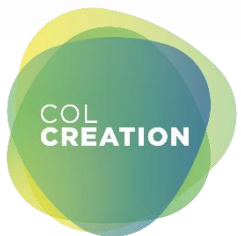


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Collaborative Skills

Based on Patrick Lencioni's there are 5 key elements to a cohesive team. In order of importance, they are:

- Trust
- Healthy conflict
- Commitment
- Accountability
- Results focus

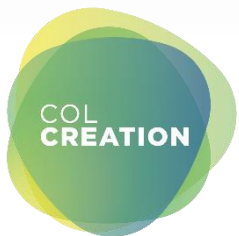


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Collaborative Skills

What's your experience and opinions as professionals linked to the Creative Industry?

What's happening in your close environment and networks?

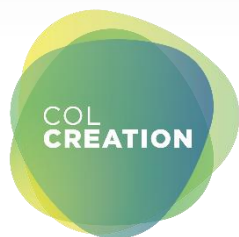


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MERCY



Cámara
Valencia

ccordina
Strategy and Sustainable Results

STIVAKO

FORBA

**diensten
centrum**

**RUSE CHAMBER OF
COMMERCE AND INDUSTRY**

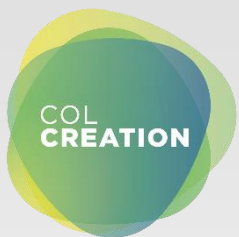


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TRAINING ACTIVITY 2. DEVELOPING COLLABORATIVE AND TEAMWORK COMPETENCES

2.3 Communication Skills



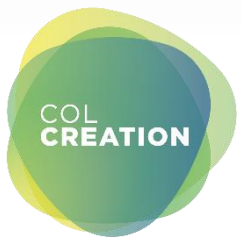
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Communication Skills

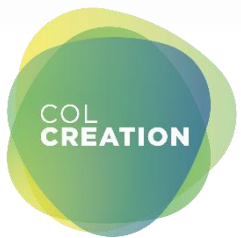
X & Y Group Dynamic



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Communication Skills

Main Conclusions?

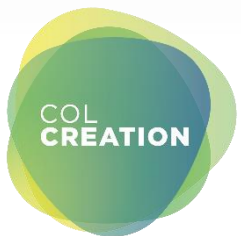


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Communication Skills

Communication Skills

- a) Active and Empathic Listening
- b) Feedback
- c) Assertiveness

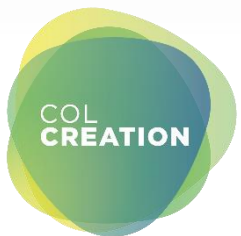


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Communication Skills

Communication Skills

- a) Active and Empathic Listening
- b) Feedback
- c) Assertiveness



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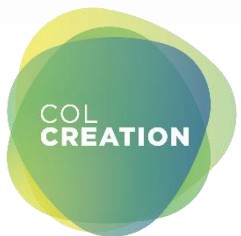
Communication Skills

Active and Empathic Listening

The 5 steps of the active or empathic listening:

1. Forget your point of view just for a moment:
2. Focus on his/her point of view:
3. Investigate his/her point of view until you understand it:
4. Show him or her that you have understood his/her point of view/feeling:
5. Look for an agreement, total or partial:

Now ... you can show your point of view.



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Communication Skills

Feedback

The Feedback consists, in the case of a team member, in giving opinions about the action or conduct of a teammate. The utility is twofold: to say which behavior is appropriate (to continue doing) or which is not (to correct). Therefore, it's a very powerful tool to apply in practice the coordination function within a team.

Be descriptive

Be positive and balance;

Be specific

Say things in the right moment

Make it useful

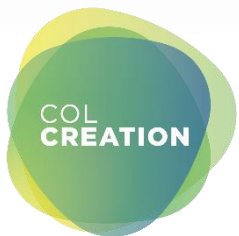
To be requested

Order it to the present and the future

Admit that you can be in an error

Check that they understand you

Listen by system



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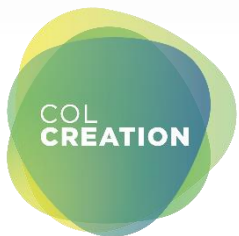
Communication Skills

Assertiveness

It is having the ability to defend one's rights without violating those of others under any circumstances. It's the appropriate behavior style for conflict management without damaging the relationship. Being assertive implies:

- Defend your rights and respect those of others.
- Express your opinions and views openly.
- Act in favor of my interests without feeling guilty.
- Knowing how to say NO when that is the answer you want or understand what you should give. Avoid being taken advantage of.

IF I AM ASSERTIVE, I KEEP MY SELF-ESTEEM. I RESPECT ME AND RESPECT OTHERS



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Communication Skills

Assertiveness

- Steps to be assertive in the management of a conflict
- Describe the situation, what is happening being objective and as descriptive as possible. Avoid judgments or assessments of the other's behavior (do not label).
- Say how you feel about this situation.
- Say what you have decided to do, or what you ask or suggest to the other person to do.
 - ***"WHEN IT HAPPENS ..., I FEEL ... I HAVE DECIDED OR I ASK YOU ..."***

Communication Skills

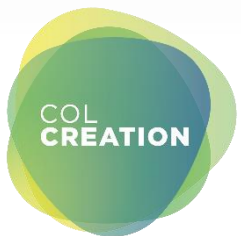
Normally, being assertive in any situation requires five stages:

1. Describe the behavior ("When you behave like this ...")
2. Express feelings ("Before your intervention, I felt ...")
3. Emphasize ("I understand why you ...")
4. Negotiate a change ("I want you ...")
5. Indicate the consequences ("If you do that ...")

Communication Skills

Basic Styles of Interpersonal Conduct

- Aggressive Style
- Passive Style
- Assertive Style

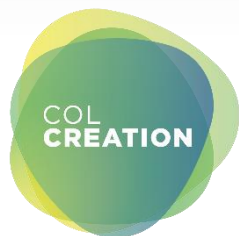


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Communication Skills

What's your experience and opinions as professionals linked to the Creative Industry?

What's happening in your close environment and networks?

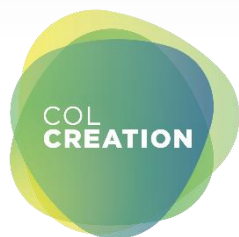


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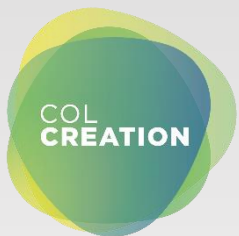


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TRAINING ACTIVITY 2. DEVELOPING COLLABORATIVE AND TEAMWORK COMPETENCES

2.4 Team Building Skills



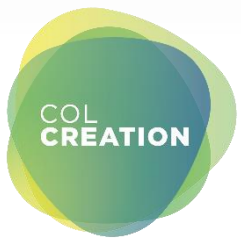
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Team Building Skills

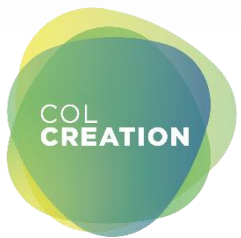
A Competitive Tender Group Dynamic



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Team Building Skills

Main Conclusions?

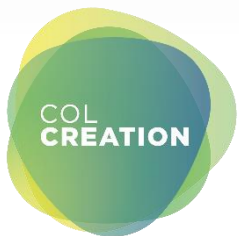


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Team Building Skills

What's your experience and opinions as professionals linked to the Creative Industry?

What's happening in your close environment and networks?

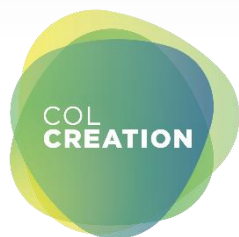


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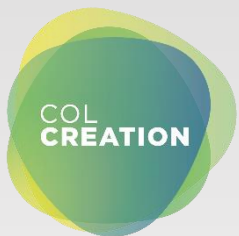


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COL CREATION HUMAN CENTERED DESIGN METHOD

Background Col-Creation



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Targetgroup

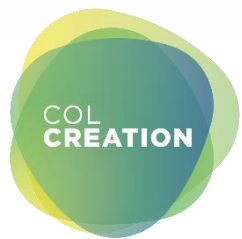
- Professionals with skills with(out) experience
- Persons with start qualification or basic knowhow
- Persons with experience/interest looking for new opportunities

Learning materials summary HCD

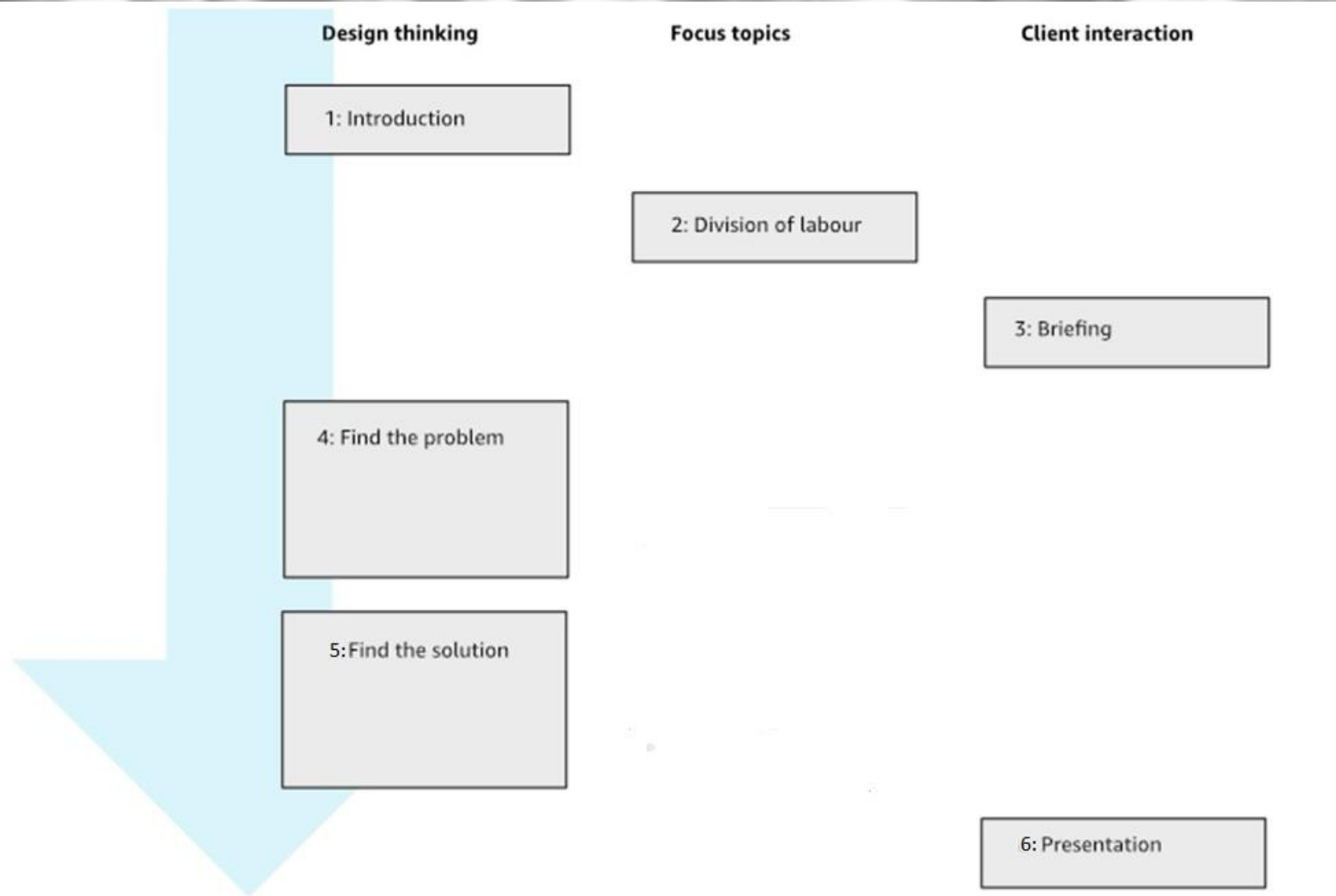
- 7 lessons ex student home-work
- Based on human-centered design / design thinking
- Students mostly work in groups and duo's
- Teacher acts mainly as a coach

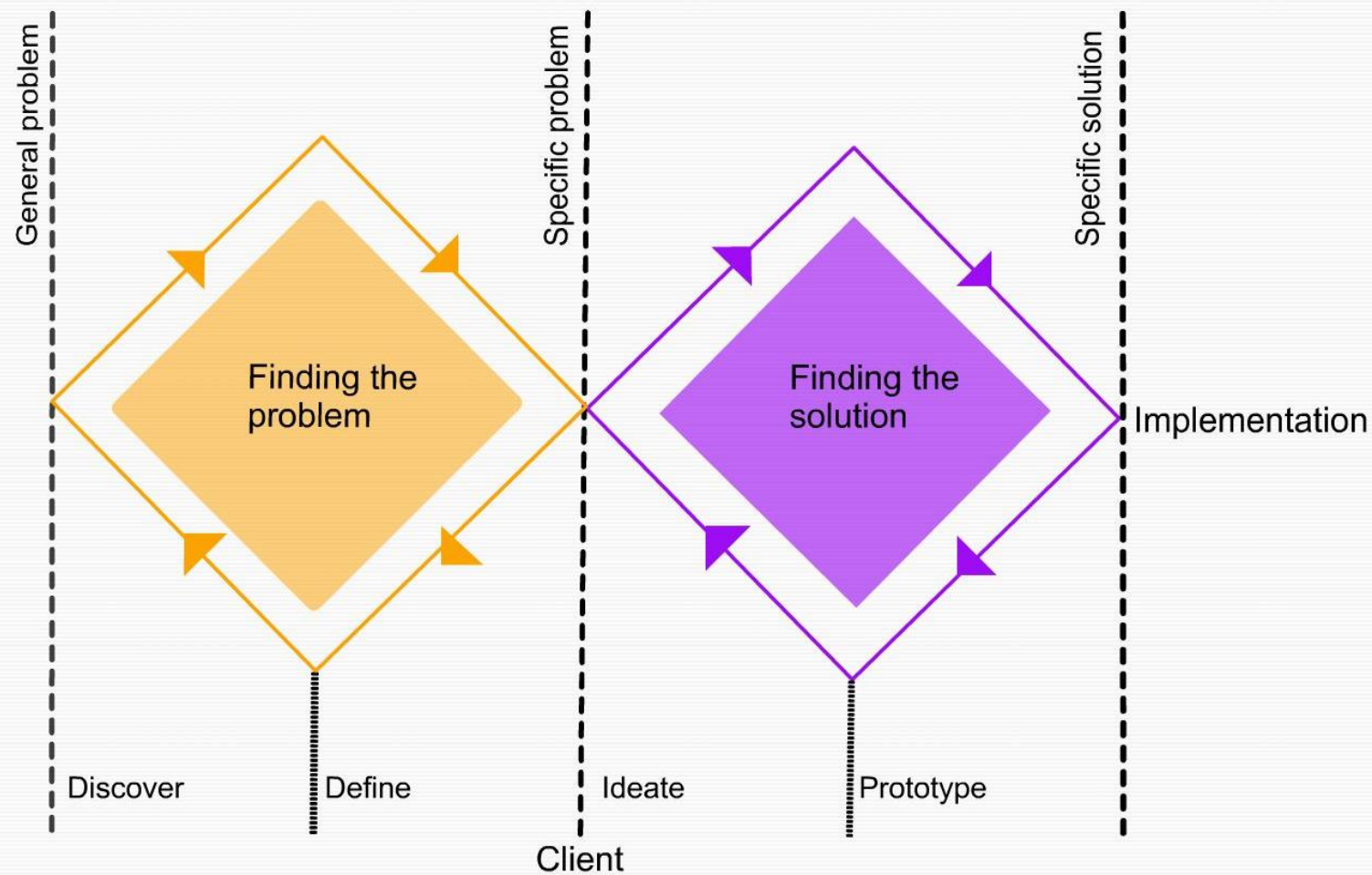


Structure of the HCDCM



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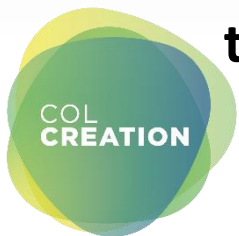
Human Centered Design Method

What is a wicked problem?

A **wicked problem** is a problem that is not straightforward to solve, due to a variety of reasons, like:

- incomplete or contradictory information,
- a complexity involving a variety of stakeholders,
- changing or unknown requirements,
- a relation with other problems, obscuring the root cause.

Ideally, they are questions starting with 'How...'. **They should not point towards one immediate solution but be open for wide interpretations.**

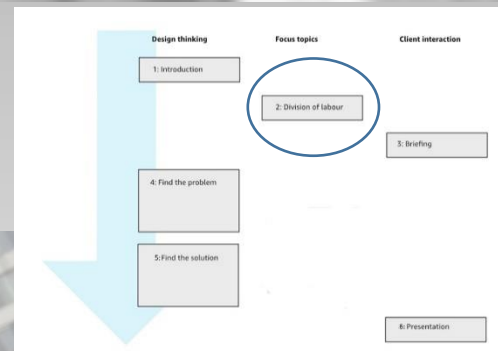


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Good examples of wicked problems

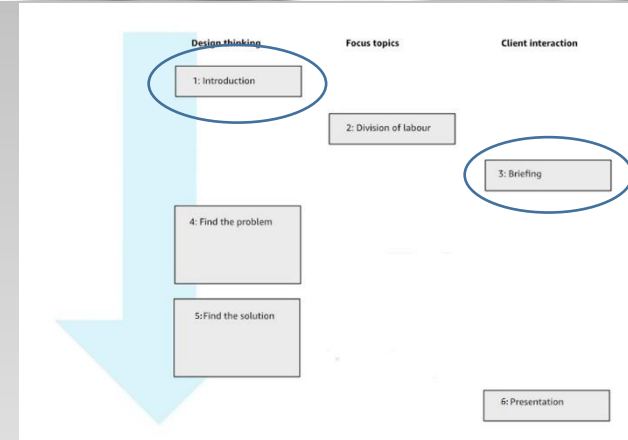
- How can we improve the ecological footprint of print shops in region X?
- How can we spark an interest in art and design in school for learners between the ages of 12 and 16?
- How can we create more visibility for marketing agency Y?

Getting to know each other, compose the team



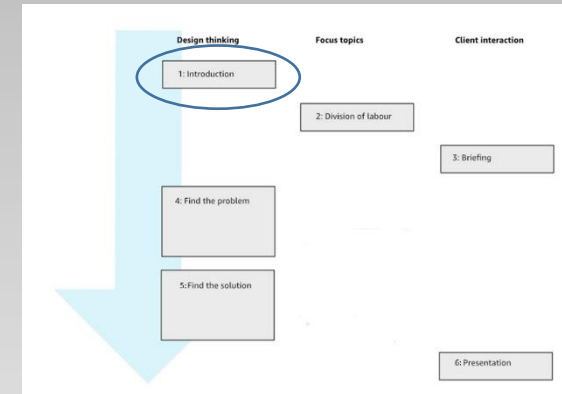
Getting to know each other

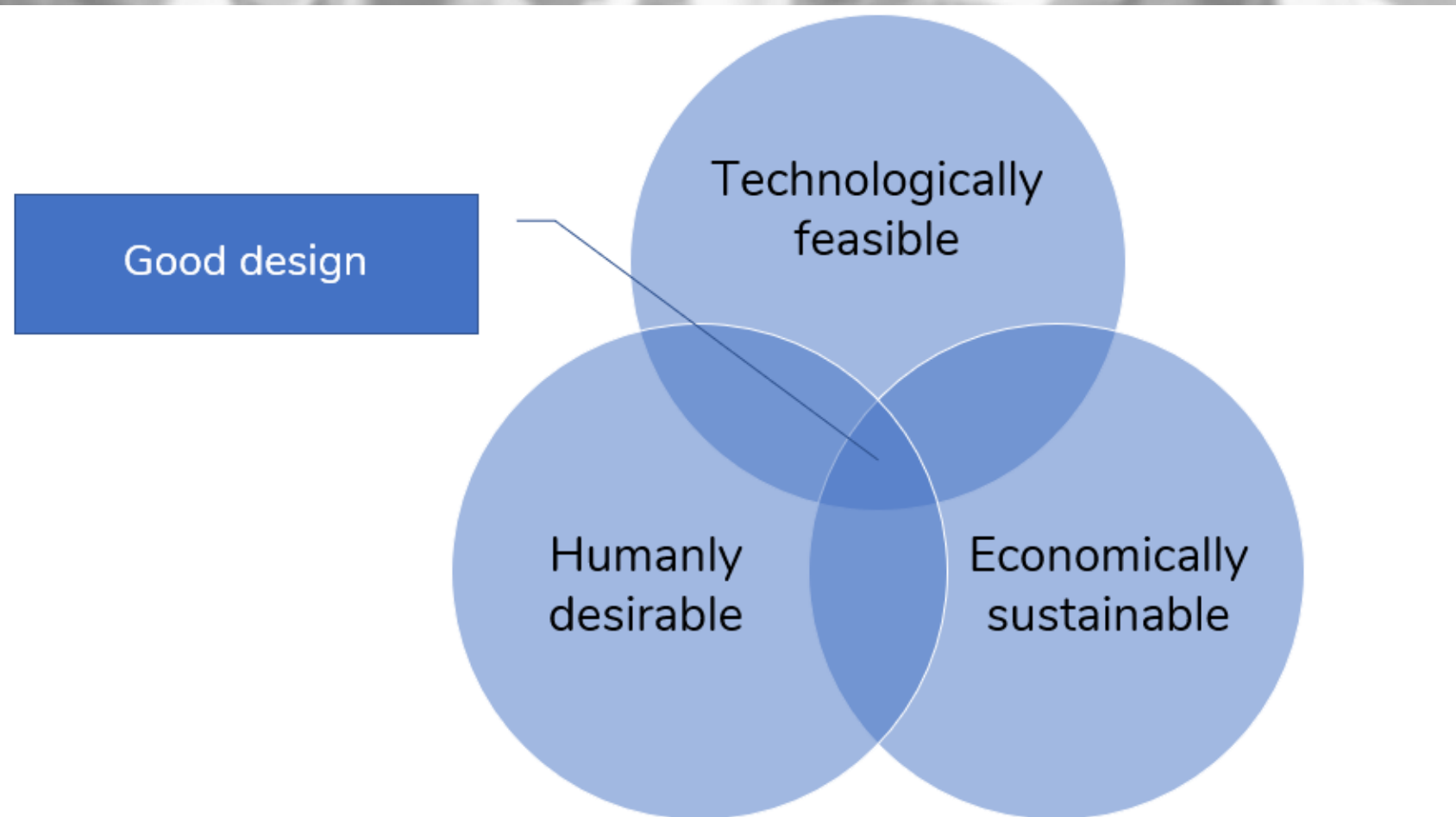
- Introduce yourself to a team mate (3 min.)
- This person makes a poster about you
- Reverse
- Introduce each other to the whole team
- For each team member, identify **two unique expertises**.
- For the team, find **three shared expertises or ambitions**.
Something that the whole team identifies with.



Introduction and Briefing

Human-Centered Design

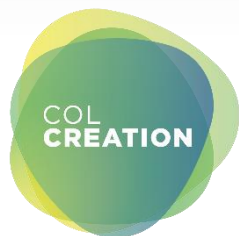






~~Designing the thing right.~~

Designing the right thing!

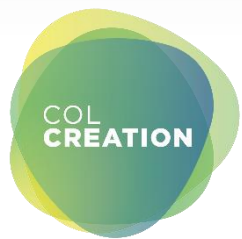


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A grayscale background image at the top of the slide shows a group of people in a meeting. Some are holding up papers, and one person is wearing a face mask. The image is slightly blurred and serves as a header for the slide.

*“Research is
the fuel for your ideas.”*

DesignKit: The Course for Human-Centered Design



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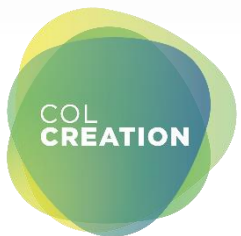


Design challenge:

.....

or

**How might we improve
sustainability in everyday life?**



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NETWORK SPIN



My customers



Who is involved with
my company



My partners
subcontractors, accounting,
suppliers, formal network

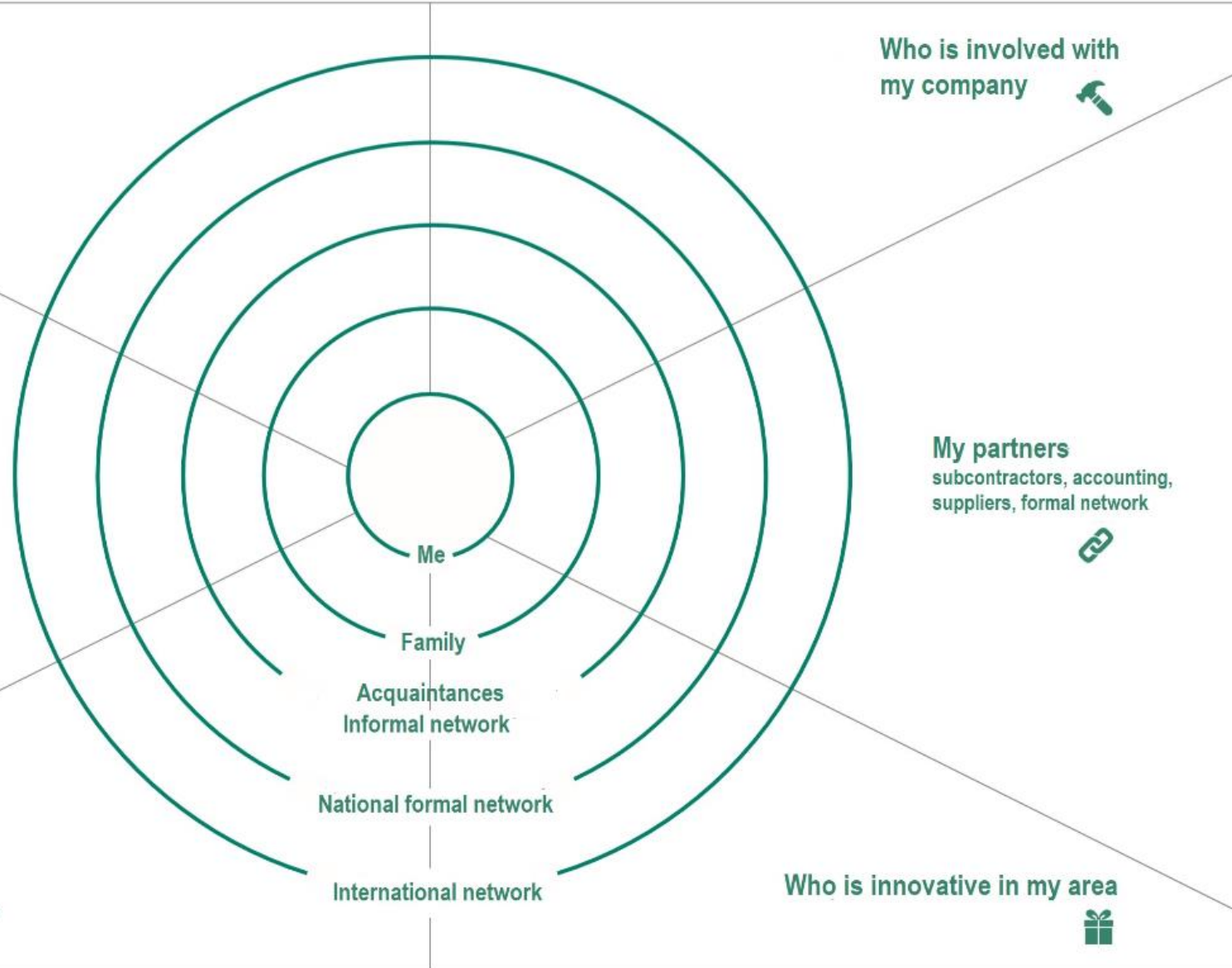


Who is innovative in my area

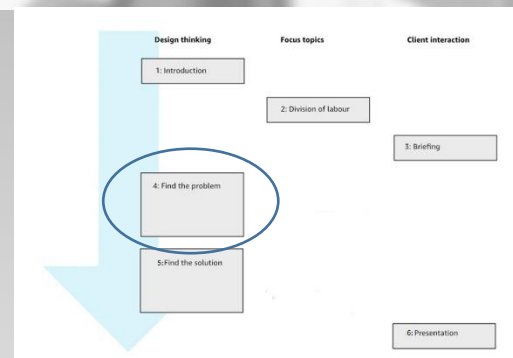


My channels

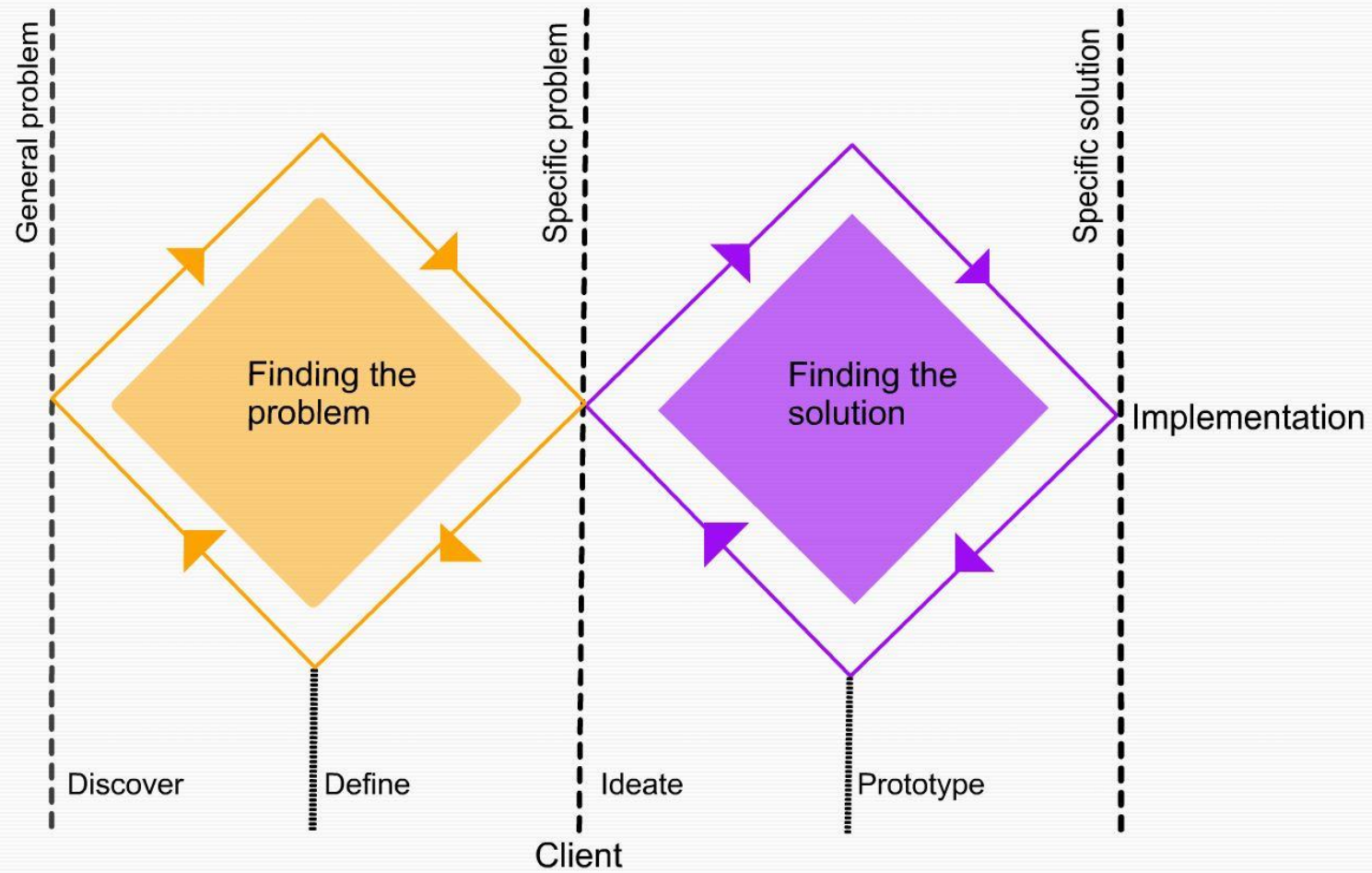
Sales, distribution, communication



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Part 1: finding the problem



Human Centered Design Method

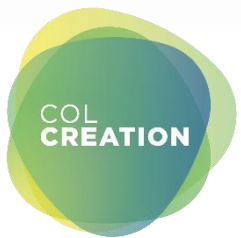


1A Discover

Explore for inspiration

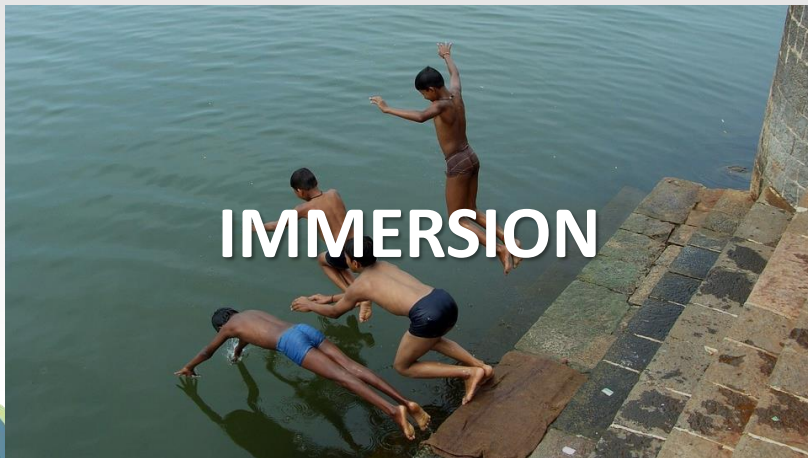
In the Inspiration phase,
you'll explore different ways
to **understand people**.

You'll observe and ask about
their hopes, needs, feelings,
and desires, all of which will
**inspire ideas that improve
lives.**



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Where to look for inspiration



Who to learn from

Extremes and outliers can be as useful as the average user. Are you looking for representation or something special?



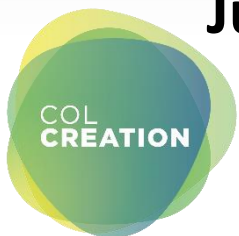
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Understanding the whole person

- Understand values, needs, desires, aspirations.
- How do they spend their time and money? It shows their priorities.
- People are experts on their own lives.

Don't judge. Don't steer.

Just listen and learn.




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Understanding context

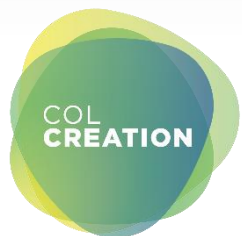


- Empathize with people in their homes, workplace, or other natural surroundings.
- It helps them feel comfortable; it helps you understand them better.



Interview exercise

**Ask the person next to you:
What is stopping you from being a more
sustainable person?**



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Some interview techniques

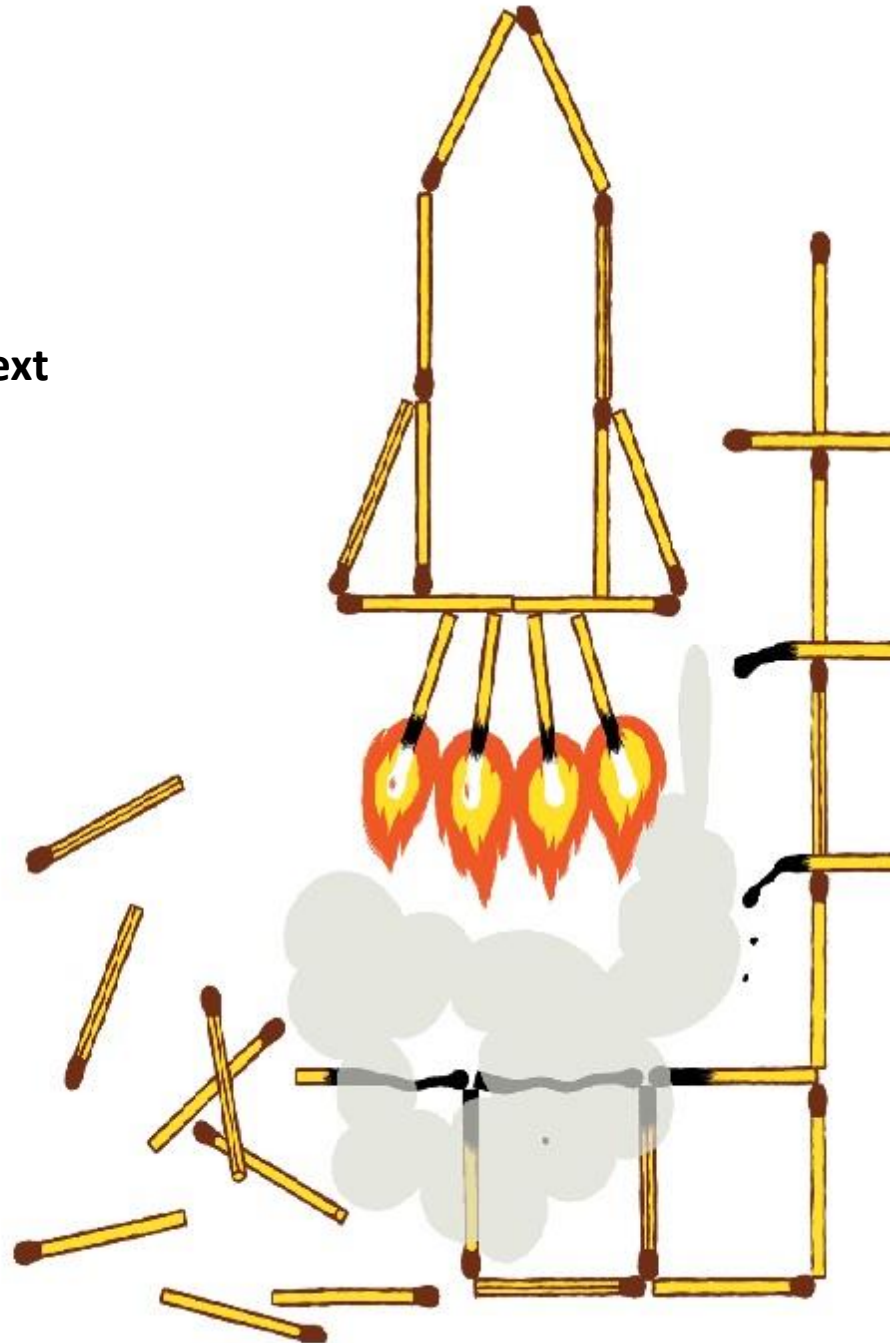
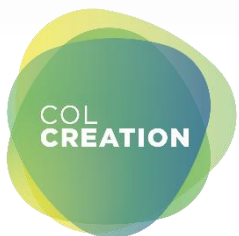


Interview exercise

Using the new techniques, ask the person next to you:

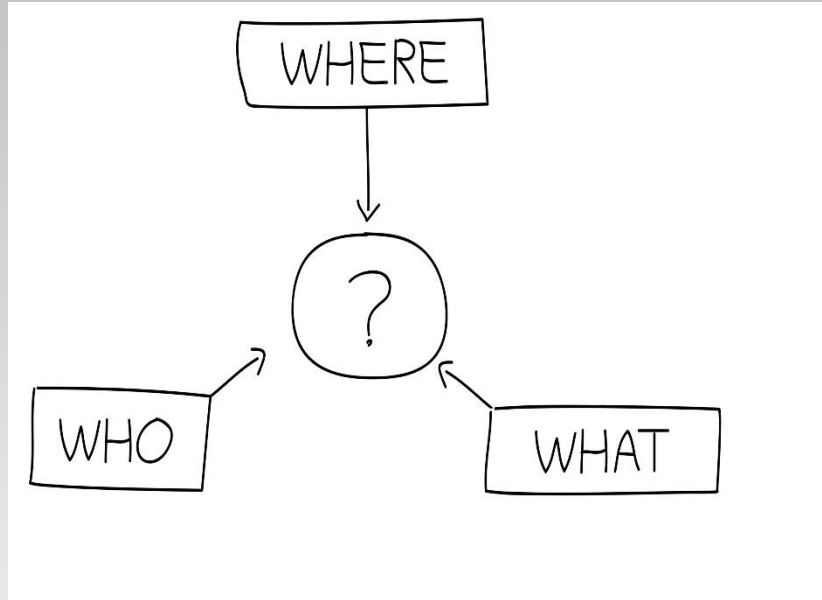
What is stopping you from being a more sustainable person?

- Dig deeper
- Draw it
- Show it
- Tell a story



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Plan your research



- Who do you want to talk to?
- Where might you find them?
- What questions do you want to ask?

Plan Your Research

Work with your design team to identify potential people you want to talk with and places or activities you want to observe as part of your field research. Then, brainstorm questions you would like to ask.

Who?
When considering who to talk to and learn from, seek out the voice of both extreme as well as mainstream users.

Where?
Think of where you might go and what you might observe to get a fresh perspective. Consider learning from analogous experiences, too!

What are you curious to learn?
Before heading out to talk with people and make observations, capture some of the questions you want to ask. Start off with easy, nonintrusive warm-up questions and make people feel comfortable before jumping into some of the larger, aspirational questions relevant to your design challenge. Try asking "Draw me", "Show me", "Tell me a story", and "5 Whys?" questions.

DESIGN KIT Human-Centered Design Resources

Tips

- Be pro-active, don't be shy.
- Introduce yourself and explain why you want to talk to them.
- Make the other feel comfortable.
- Respect their expertise.
- Capture what you learn.
- Ask before taking pictures.
- Improvise.



Roles – agree before each interaction

WHO LEADS



WHO DOCUMENTS

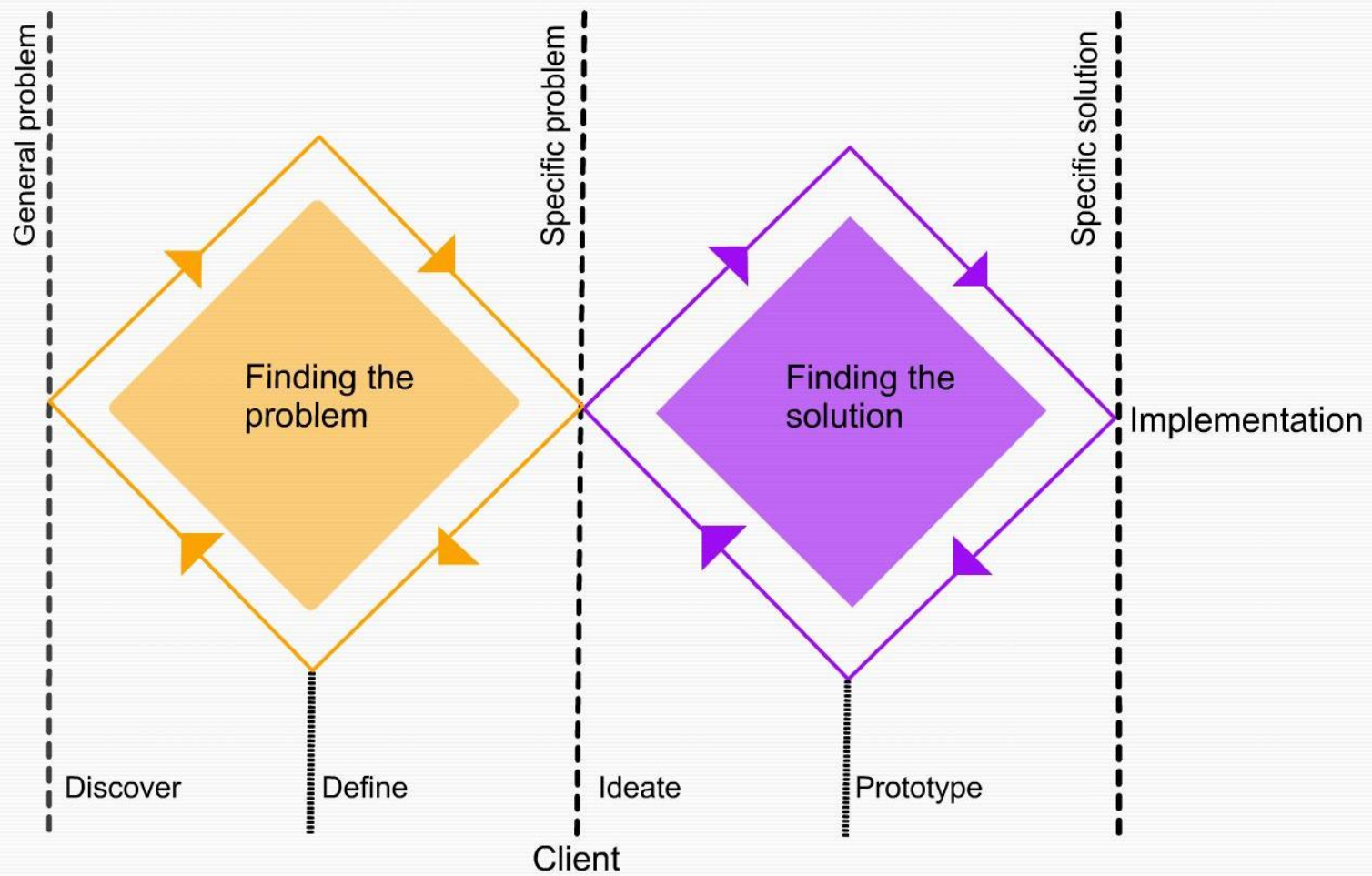
A person with a backpack is walking away from the camera on a dirt path in a mountainous, forested area. The person is wearing a blue and white checkered shirt, blue jeans, and a purple and blue backpack. The background shows green hills and evergreen trees.

Time to hit the road.

Please be back at.....!

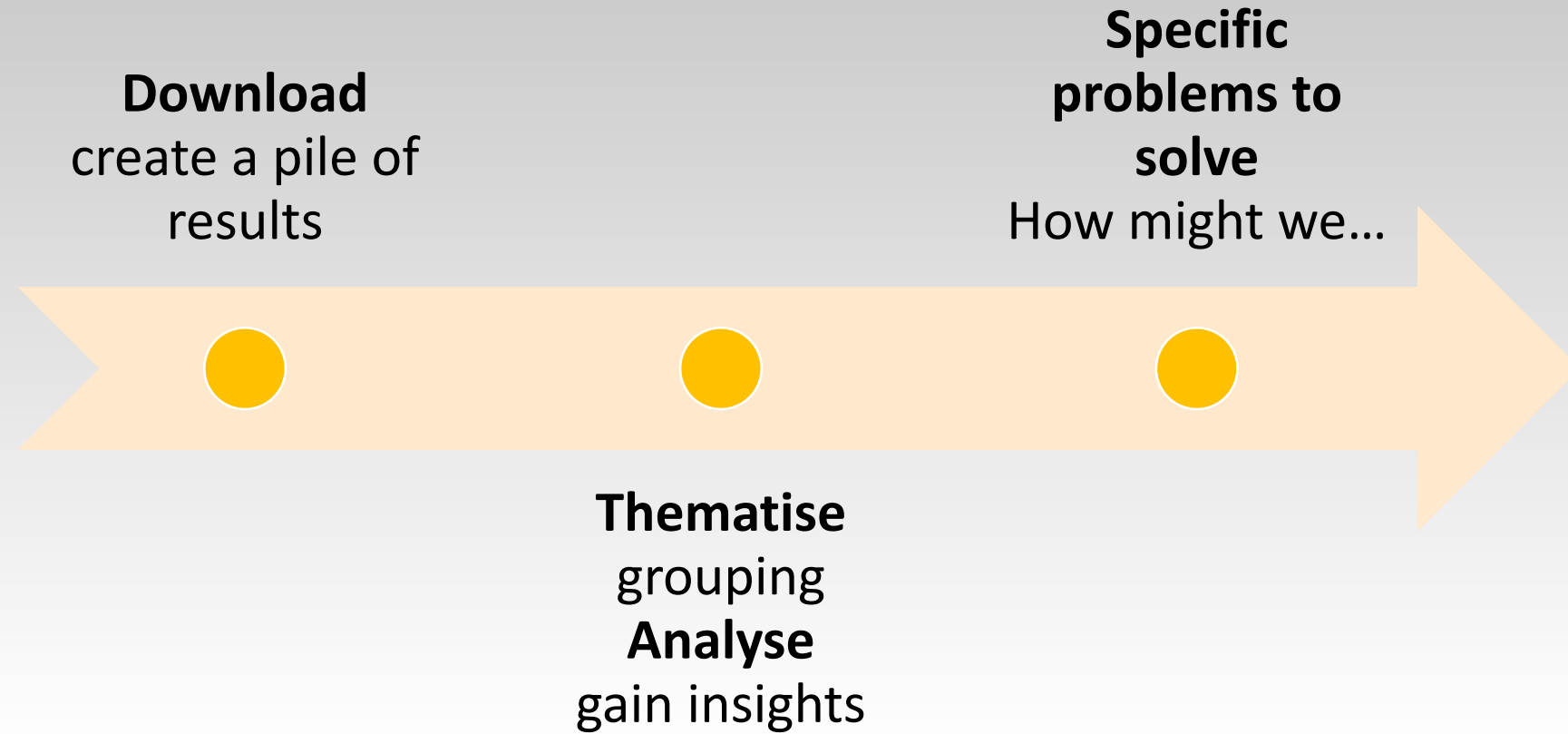


1B Define



Human Centered Design Method

Steps in synthesis

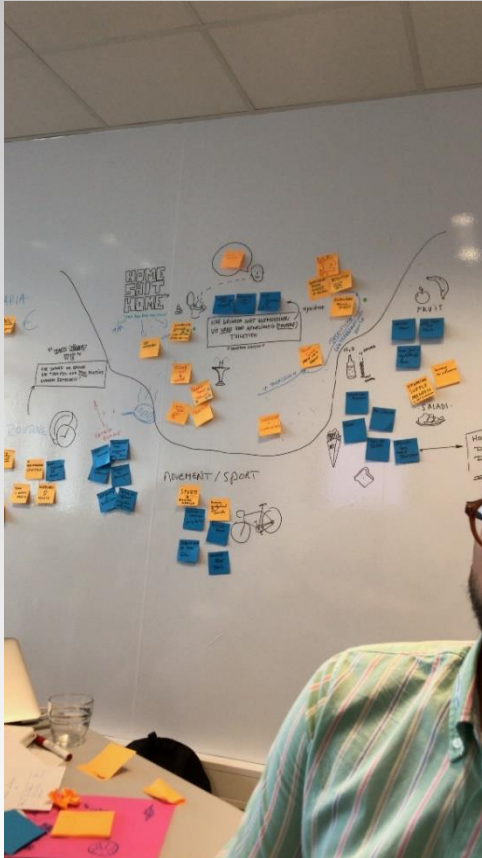


Download

- Discuss your interactions with the group
- Write down anything you find **interesting, important, strange** or **surprising** on a post-it.
- One post-it, one idea.
- Just create a whole bunch of post-it's. Don't worry about importance or structure.



Thematise and analyze



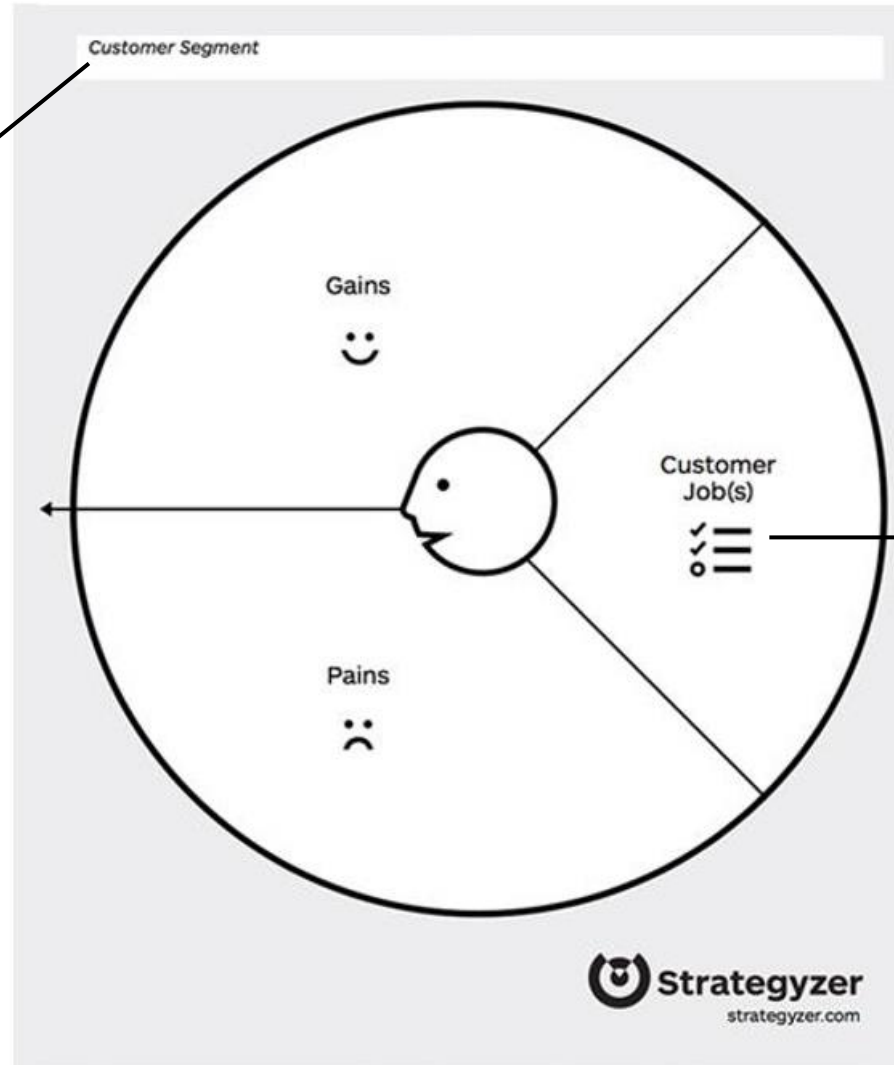
- Move post-its so that related topics are close to each other.
- Continue until you have between 5 and 10 clusters.
- Give your clusters a good title. These are your themes.
- Try to write one or two insights or conclusions per theme.

Crafting 'How might we'- questions

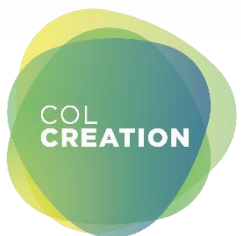
- Identify the most interesting themes and insights
- Turn them into HMW questions.
- A good HMW is like a tap:
 - Too narrow?
Ask 'Why do we want this?'
 - Too broad?
Ask 'What's stopping us?'



The end user



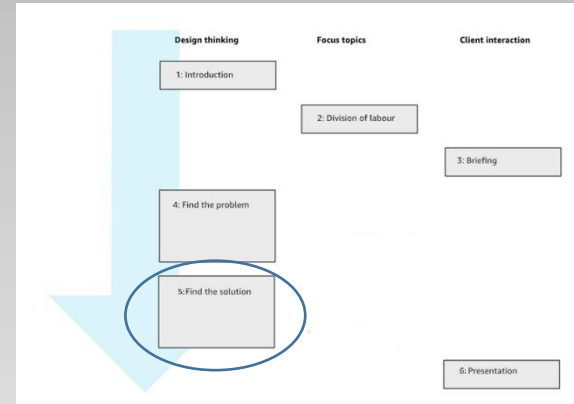
Activities the
end user
concerns
themselves
with



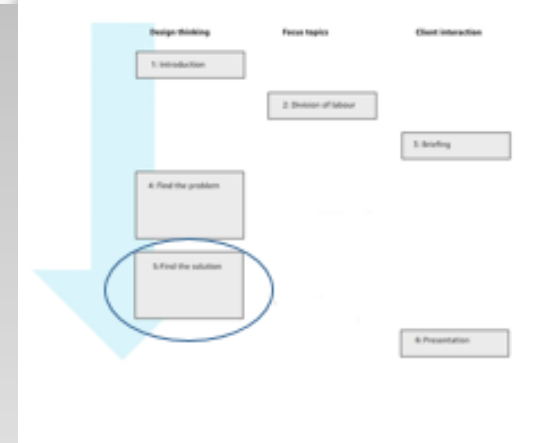
Part of the Value Proposition Canvas from Alexander Osterwalder (strategyzer.com).



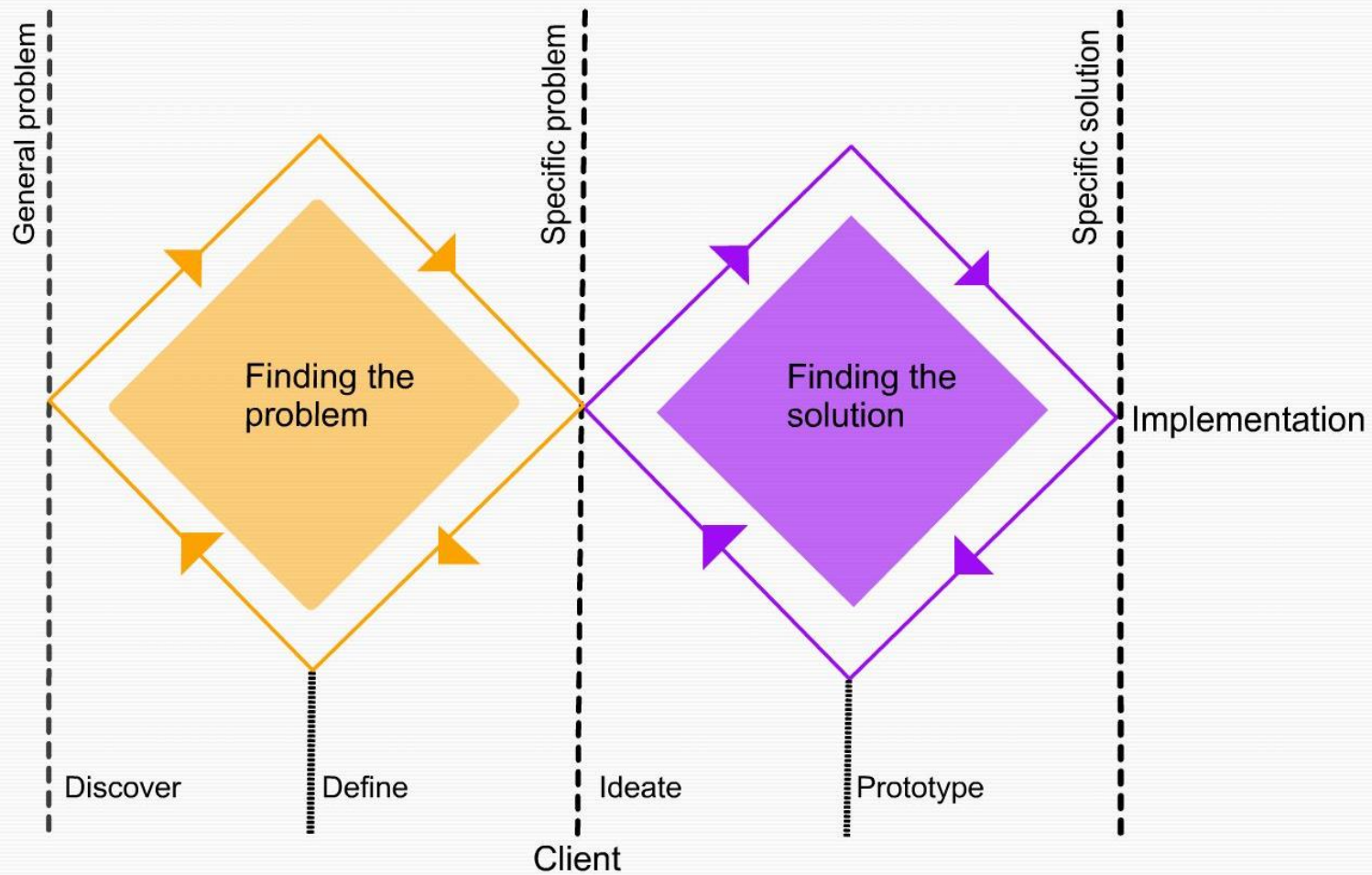
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2 Finding the solution



2A Ideate



Human Centered Design Method

Brainstorm ideas for you to develop

- One HMW (How Might We) question at a time.



Rules

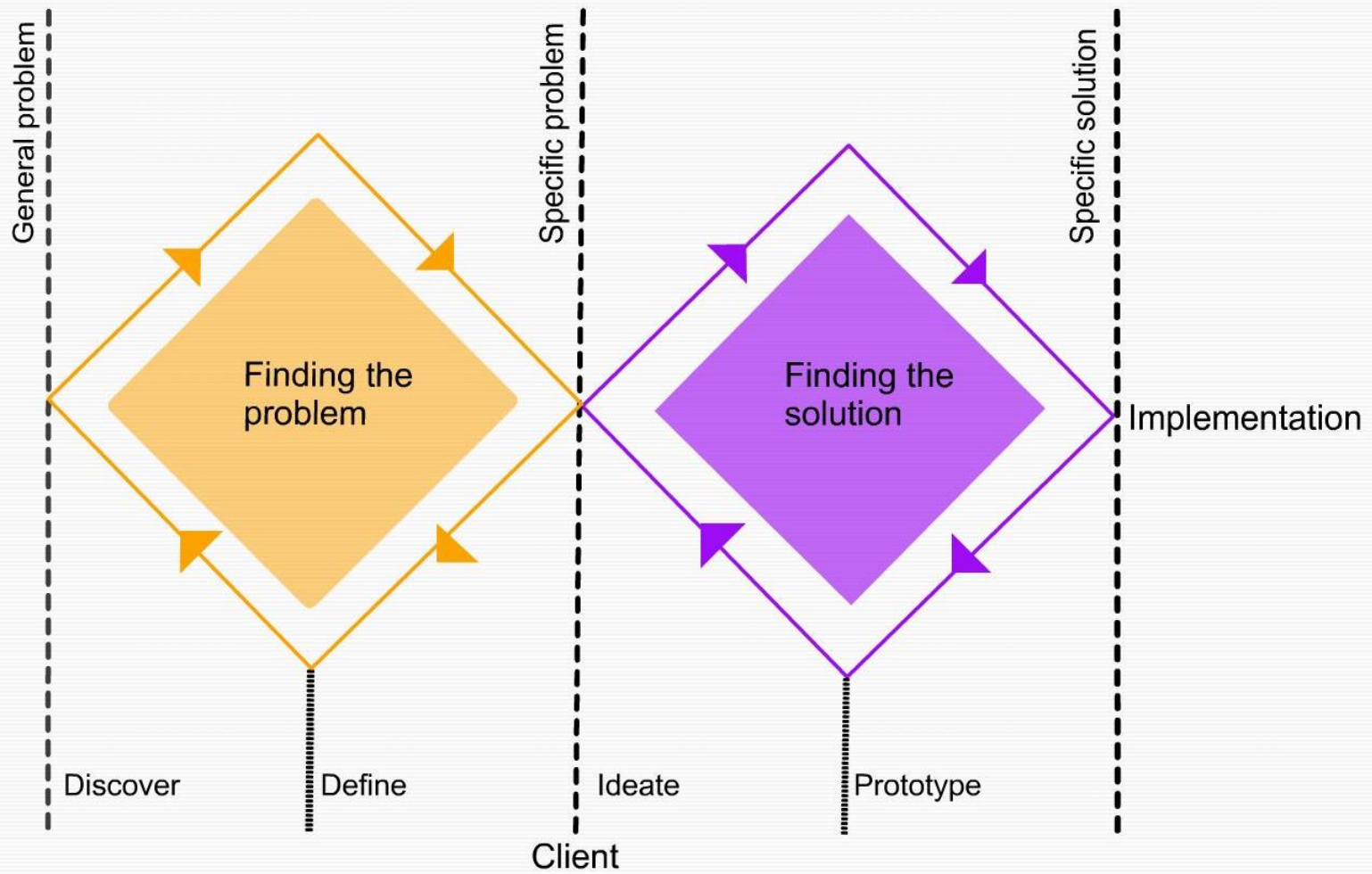


Selecting ideas

- Select two to three ideas you feel might be useful. Try to include both blue and red ideas.
- Discuss each idea with your group. Give them a short title and get agreement on the following questions:
 - How this idea would contribute to the original design challenge.
 - The specific target group of the idea.
 - One or more ways the idea could be implemented.



2B Prototype



Human Centered Design Method

Prototype

- Try to create a prototype for at least one of your ideas.



Prototype

- A fast and cheap version of (a part of) your solution.
- Brings an idea to life.
- Allows your target audience to try it out and detect problems.
- Continuous improvement.



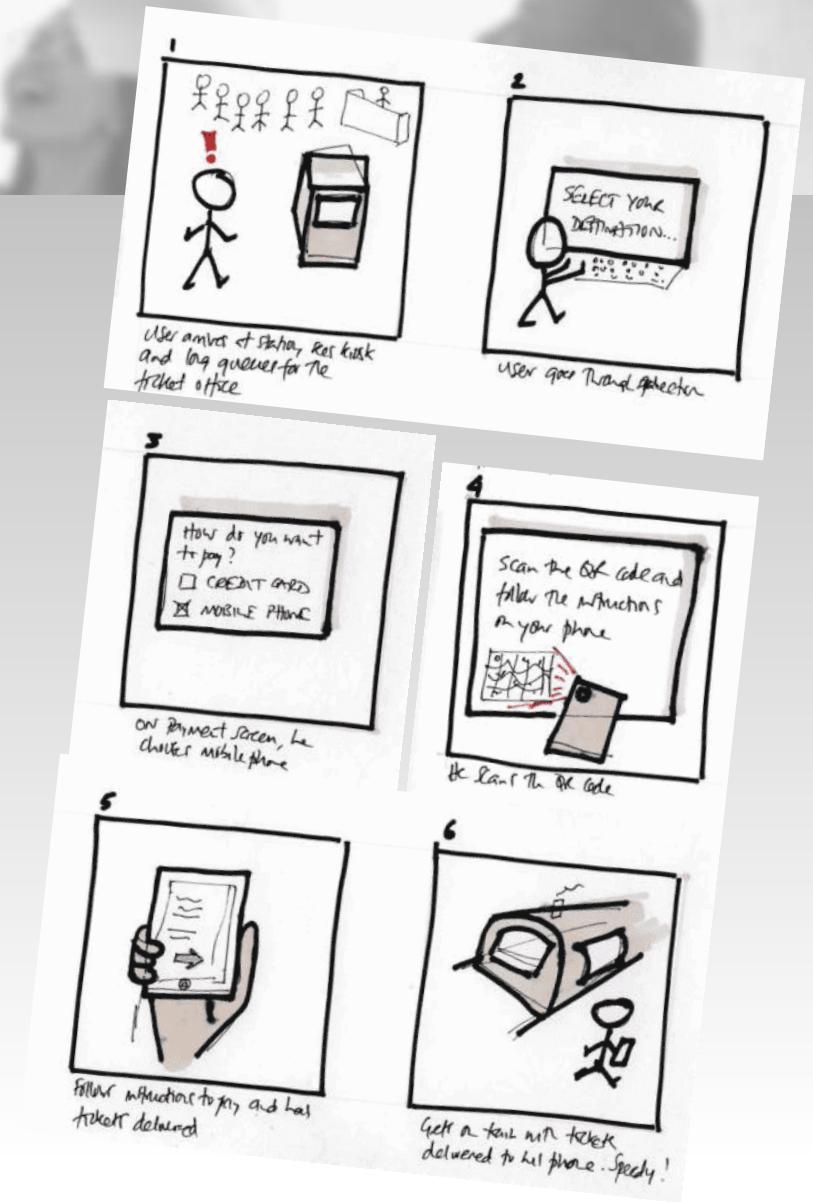
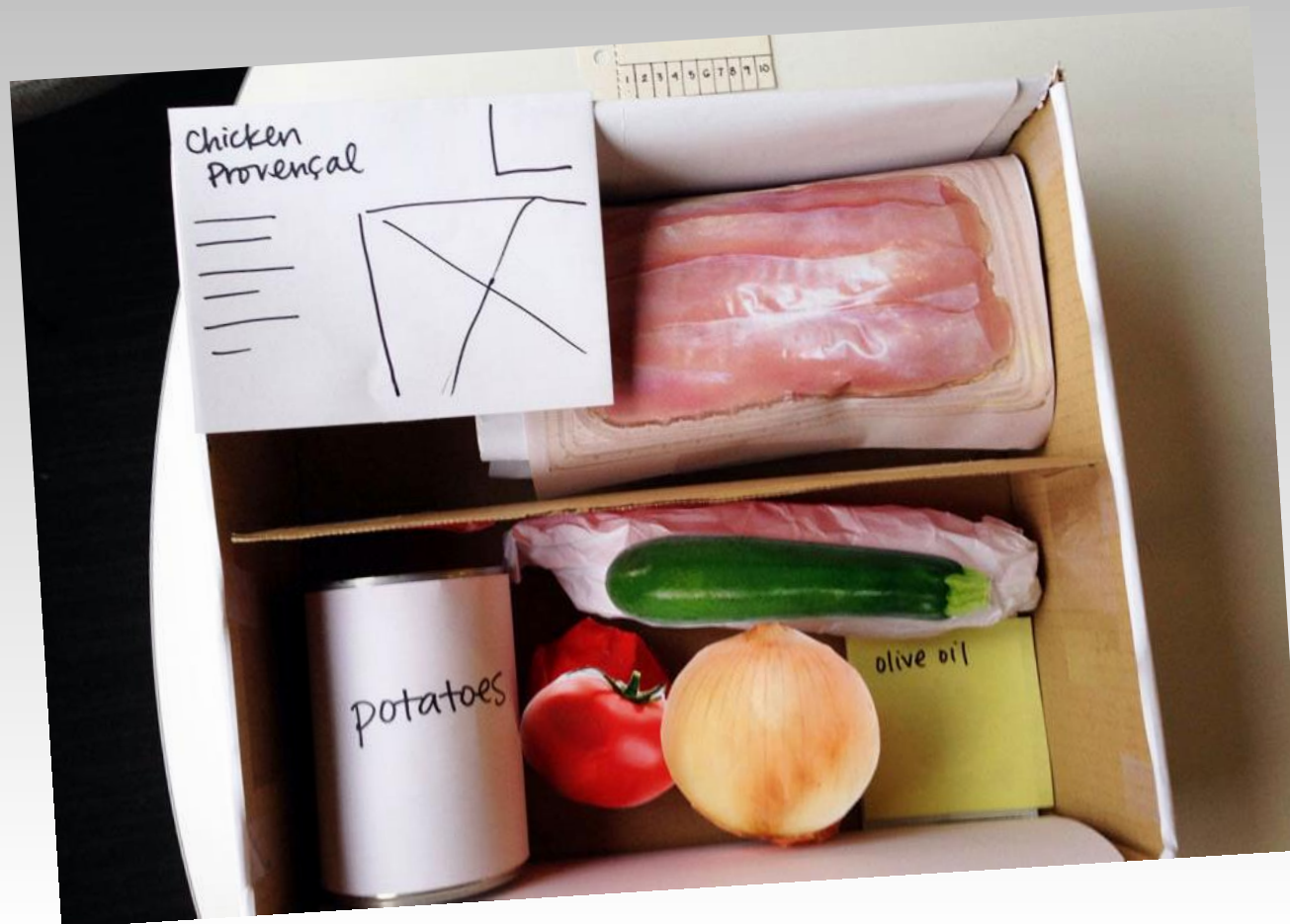


Fail fast
Fail cheap
Fail often



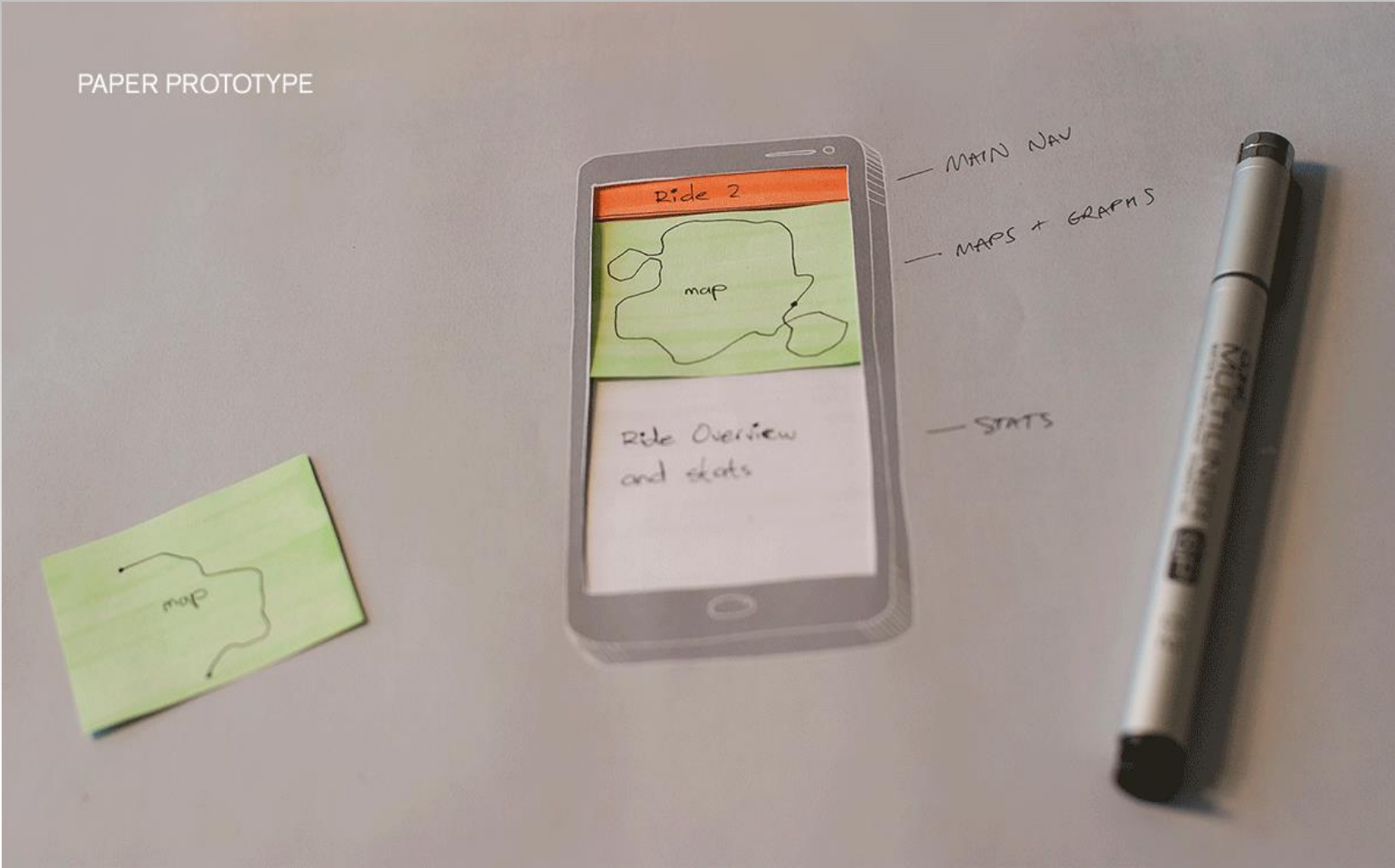
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Don't make it perfect!





PAPER PROTOTYPE



Other prototyping ideas

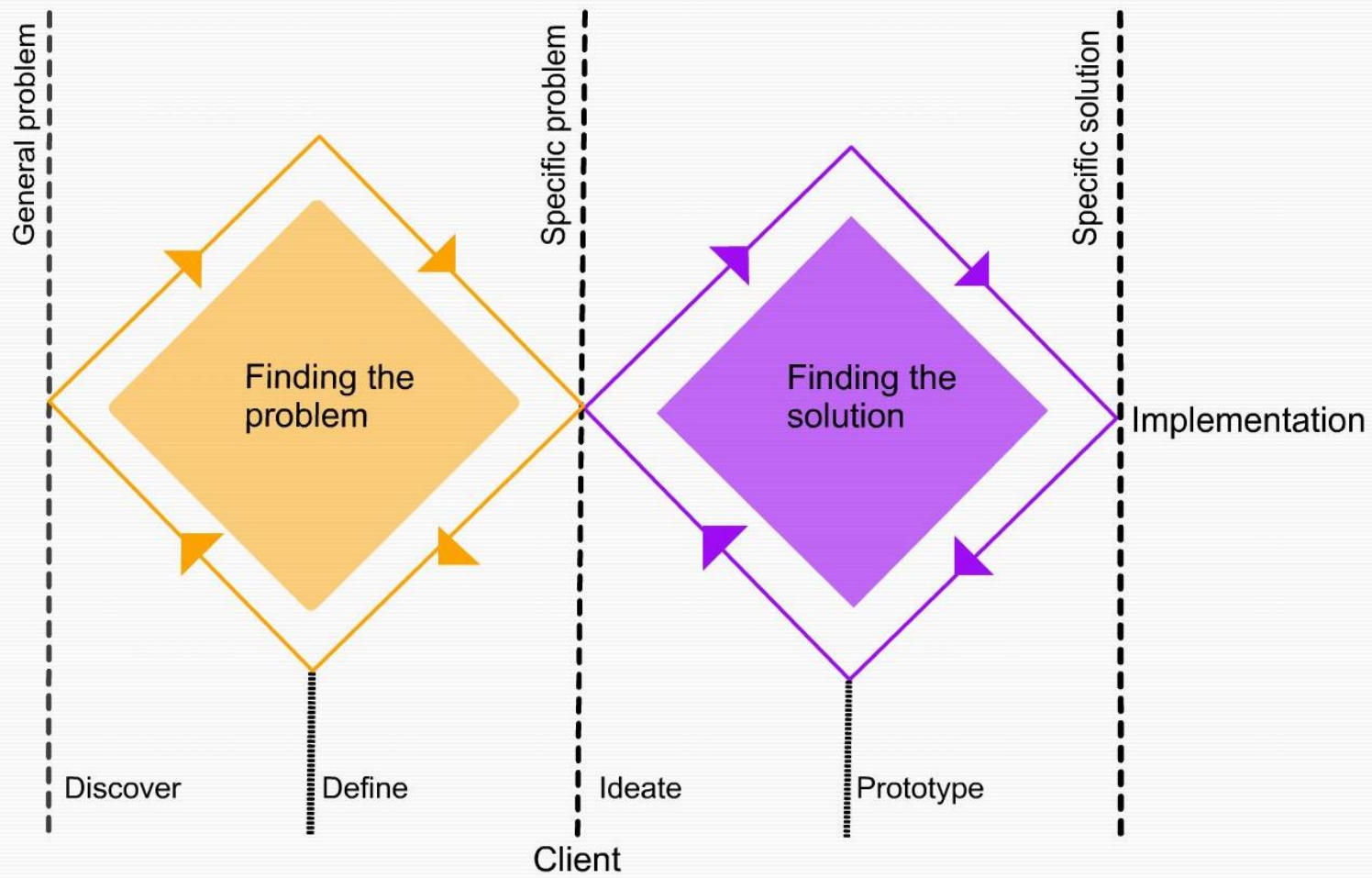
- Use lego, use cardboxes
- Role-playing
- Fake newspaper article
- Promotion poster or video



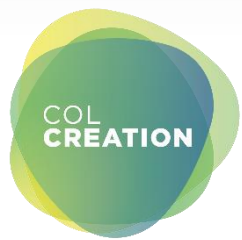
Prototyping

- Create at least one prototype of your idea.
- Go out and test it.



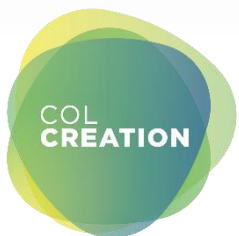
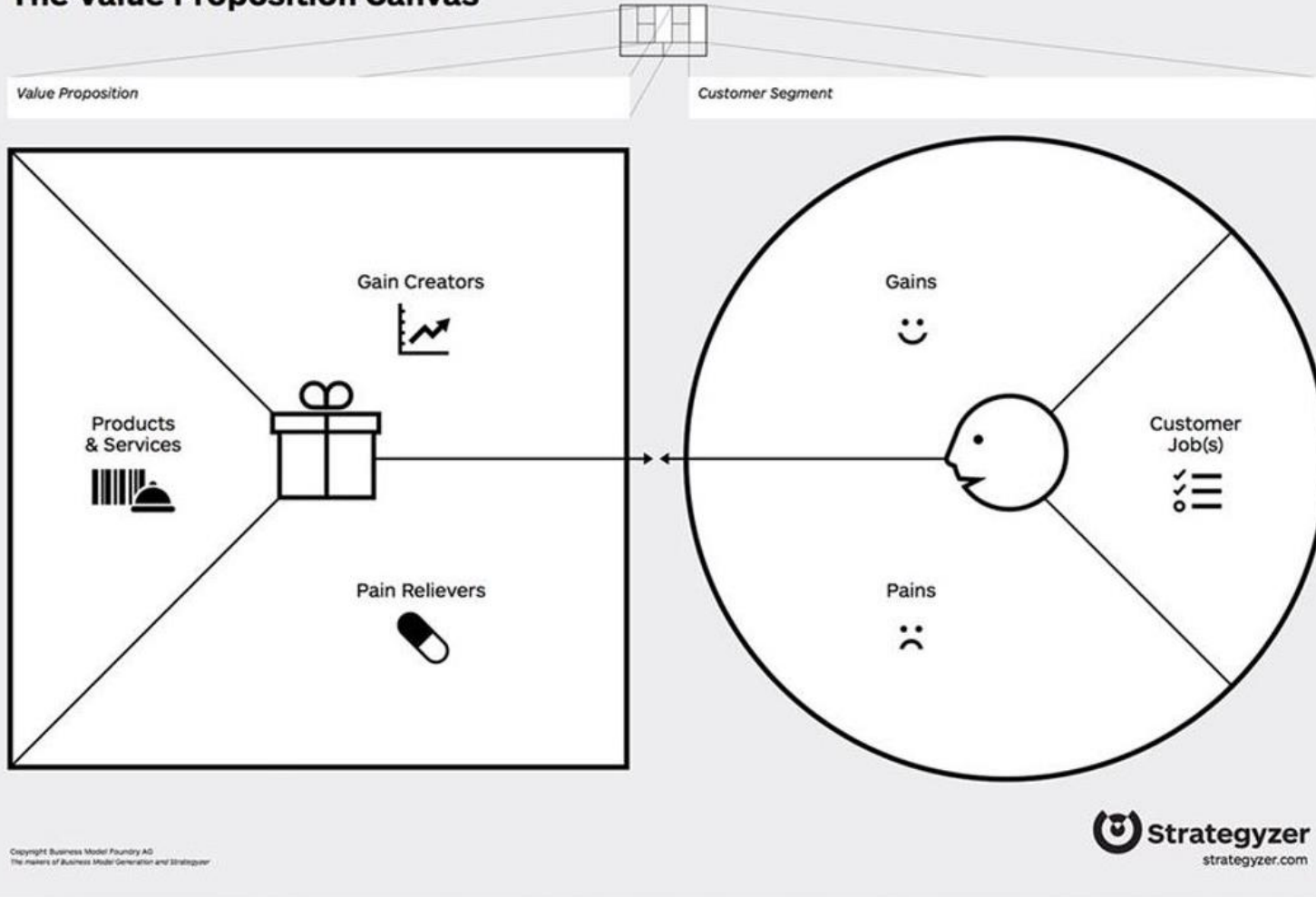


Human Centered Design Method



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The Value Proposition Canvas

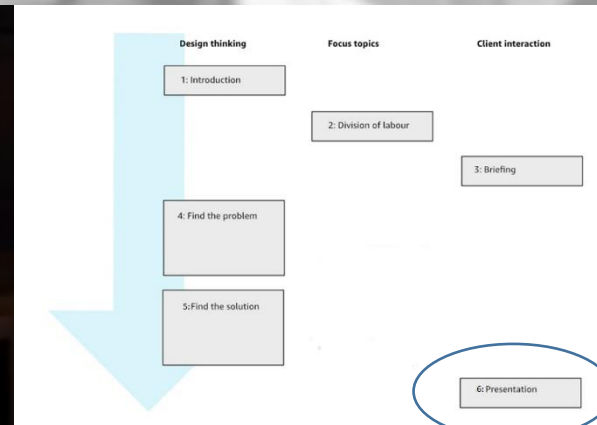


The full Value Proposition Canvas from Alexander Osterwalder (strategyzer.com).



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Presentation



Rules for a good presentation

Be Entertaining – Speeches should be entertaining and informative

Slow Down – Nervous and inexperienced speakers tend to talk way too fast

Eye Contact – Match eye contact with everyone in the room

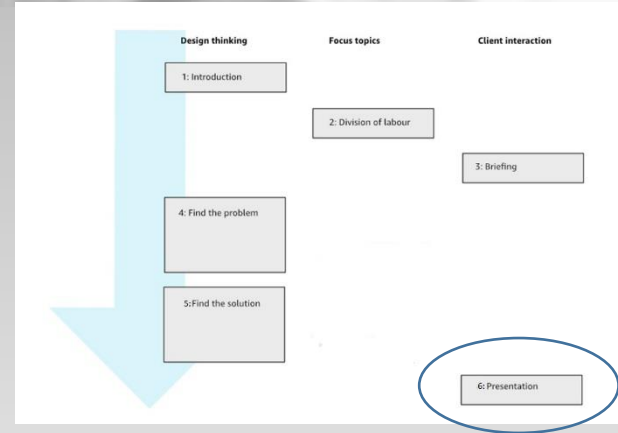
Project Your Voice – Nothing is worse than a speaker you can't hear

That's a Good Question – You can use statements like, "that's a really good question," to buy yourself a few moments to organize your response

Put Yourself in the Audience – When writing a speech, see it from the audience's perspective

Breathe In Not Out – Feeling the urge to use presentation killers like 'um,' 'ah'? Replace those with a pause taking a short breath in

Speeches are About Stories – If your presentation is going to be a longer one, explain your points through short stories, quips and anecdotes



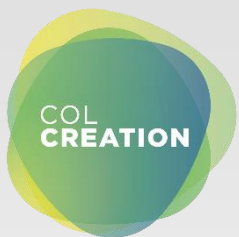
Questions on HCD Method?





TRAINING ACTIVITY 6. IMPLEMENTATION AND PRESENTATION

6.1. How to Build a Proper Marketing Strategy?



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Definition of the Term “Marketing Strategy”

Marketing refers to *„any activities undertaken by a company to promote the buying or selling of a product or service. Marketing includes advertising, selling, and delivering products to consumers or other businesses”.*

Marketing Strategy represents the *“business' overall game plan for reaching prospective consumers and turning them into customers of the products or services the business provides. It contains the company's value proposition, key brand messaging, data on target customer demographics, and other high-level elements”.*



How to Build a Proper Marketing Strategy?

- **Identify your goals** – What do you want your business to achieve now and in the future. Your goals must be always linked to sales, and they can be formulated as a percentage of the market, sales turnover, units of products sold or as profits.
- **Identify your competitors** - Observing the competition helps you understand what your competitors are doing in terms of marketing, which are the products and services similar to yours and how they interact with their clients.
- **Identify your customers** - Customer market analysis will help you to learn as much as you can about your target clients, e.g. who are they and what do they want.

How to Build a Proper Marketing Strategy?

- **Identify your strengths (SWOT Analysis)**

SWOT Analysis is practical method which is frequently used planning tool that examines the Strengths, Weaknesses, Opportunities and Threats and assesses challenges and opportunities by both internal and external factors.



The SWOT analysis, if used correctly, can direct attention and reflection toward aspects of the context that may have been overlooked or underappreciated and the results can become substantial raw material for further product marketing.

The Elements of the Marketing Mix

Marketing Mix is a general expression used to describe the various types of marketing decisions, which need to be taken to bring your product or service to the target market.

The 4 elements of the Marketing Mix are:

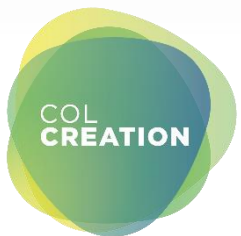
- Product - Should meet the customers' specific expectations or needs.
- Price - What you expect the customers to pay for your products.
- Placement - How the product will be made available to your customers.
- Promotion - Marketing strategies and communication techniques used to advertise your product to the targeted customers.



The Role of Marketing Communication

Marketing Communication *“refers to the means adopted by the companies to convey messages about the products and the brands they sell, either directly or indirectly to the customers with the intention to persuade them to purchase”.*

The proper usage of marketing communication will help you deliver your message in the most effective way, while at the same time will engage with the creation of good corporate image and retaining high level of customer satisfaction.



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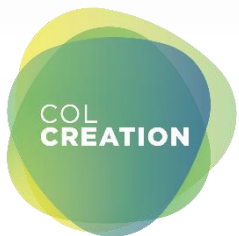
The Role of Personal Branding

Personal branding refers to the “conscious and intentional effort to create and influence public perception of an individual by positioning them as an authority in their industry, elevating their credibility, and differentiating themselves from the competition, to ultimately advance their career, increase their circle of influence, and have a larger impact”.



How can you benefit from the Personal branding?

- It will help you build and maintain positive image and reputation among society;
- It will help you demonstrate the value of the products and services you offer;
- It will help you improve your online identity.

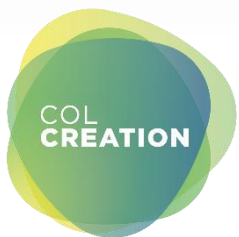


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The Role of Personal Branding

How to develop successful Personal brand?

- Make sure you have focus and specialization;
- Find out the values and the way of thinking of your target audiences;
- Believe in what you offer;
- Make sure you have online presence;
- Take care of all information about you in the Internet;
- Build your self-branding based on your interests.



PERSONAL BRANDING: 10 STEPS TOWARD A NEW PROFESSIONAL YOU

A snapshot of ideas from a new book by Mel Carson, Founder & Principal Strategist at Delightful Communications

- 1 GET A PROFESSIONAL HEADSHOT**
Your new professional image starts with an image. Squinting, smiling and dressing sharply make you more competent, likable and influential.
- 2 BE DISCOVERABLE ONLINE**
Someone somewhere will be searching for you at some point in your career. Use your real name on the Internet and optimize your social media profiles for discovery!
- 3 HAVE A PROFESSIONAL PURPOSE**
What gets you out of bed in the morning? What helps you be better at what you do? A professional purpose is way more than a paycheck.
- 4 LEARN TO LISTEN & PRACTICE EMPATHY**
To have a well-rounded personal brand, you need to strike the balance between what you know and what you have yet to learn and understand.
- 5 PRACTICE WRITING**
Think before you jot down and share your thoughts online and hone your writing skills over time.
- 6 REENGINEER YOUR DIGITAL PRESENCE**
Keep all your social profiles up to date and add social channels to all your professional touch points.
- 7 ANALYZE YOUR COMPETITORS**
Make time to understand what other people in your niche are doing, saying and how successful they are.
- 8 CRAFT YOUR PERSONAL BRANDING STATEMENT**
Include your audience, mission, value, and avoid using buzzwords!
- 9 EMBRACE AND EXPOUND YOUR EXPERIENCE**
We all have great experience and stories. Start weaving a professional narrative more completely!
- 10 BE SOCIAL BY DESIGN**
Use social media tactics to boost discoverability, speaking engagements, in-person interaction, and more.



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The Role of Personal Branding

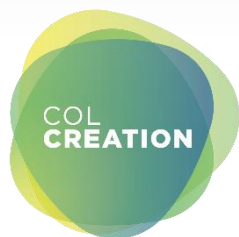
Personal Branding Strategy Lessons with Bigfoot





THANK YOU

GRACIAS
ARIGATO
SHUKURIA
JUSPAXAR
DANKSCHEEN
TASHAKKUR ATU
YAQHANYELAY
SUKSAMA
EKGHMET
BIYAN
SHUKRIA
TINGKI
BOLZIN
MERCY



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Strategy and Sustainable Results

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FORBA

**diensten
centrum**

**RUSE CHAMBER OF
COMMERCE AND INDUSTRY**

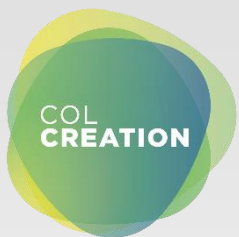


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TRAINING ACTIVITY 6. IMPLEMENTATION AND PRESENTATION

6.2. Fill in a BM canvas



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Business Model Canvas (The Lean Canvas)

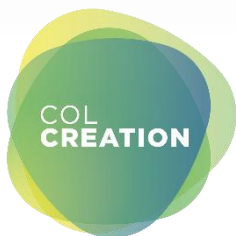
The Business Model Canvas mostly serves as a check-list for your ideas, as it lists 9 aspects to think about. The most important is to have a plan for each of these aspects and make sure that they are coherent with each other.

1. Unique Value Proposition
2. Customer Segments
3. Channels
4. Unfair advantage
5. Problem & Solution
6. Key metrics
7. Cost structure
8. Revenue streams

Business Model Canvas (The Lean Canvas)

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

Try to completely fill in the Lean Canvas with your team for your idea. If you run into problems or unknowns, investigate to find an answer. Make sure your canvas is coherent and logical.



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Business Model Canvas (The Lean Canvas)

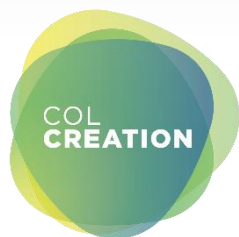
You can fill in the BMC by printing the table presented on the previous slide, or you can do this digitally, using one of the following online resources:

- <https://trello.com/b/Mj3ARCrP/business-model-canvas-template>
- <https://miro.com/templates/business-model-canvas>
- <https://next.canvanizer.com/demo/business-model-canvas>



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YAQHANYELAY
SUKSAMA
EKKHMET
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TINGKI
BOLZIN
MERCY

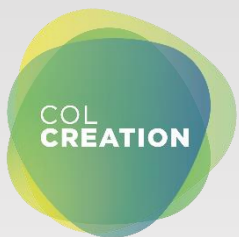


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TRAINING ACTIVITY 6. IMPLEMENTATION AND PRESENTATION

6.3. How to Use the Unique Selling Proposition for the Promotion of Your Created Solution?



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Definition of the term “Unique selling proposition (USP)”

What is Unique selling proposition and what does it mean?

https://www.youtube.com/watch?v=Z5IN2K5Lb4Q&feature=emb_logo



How to define your Unique selling proposition?

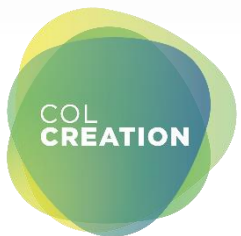
- **Always put yourself in your customer's shoes** - Conduct a research among your clients and ask for their opinion on what they like or dislike about your product or service.
- **Find what motivates your customers' buying decisions** - Try to understand which are customers' motives to buy and what are the most important aspects from their customer experience.
- **Define your strengths** - Use the SWOT analysis in order to find which are the most important positive features of your product or service
- **Formulate your Unique selling proposition** – Be simple, short and very clear, so that your audience can understand you.

Example of Unique selling proposition

The Unique selling proposition of “DeBeers” Company:

In 1948, “DeBeers” company was a monopolist in diamond mining and trading, but the sales to individuals were not that common at that time. The reason for that was simple – during these years, the diamond ring was not a symbol of marriage and engagement. People did not see it as an appropriate gift or a sign of bonding between lovers. “DeBeers” decided to create their slogan “A diamond is forever” and this proved to be such a successful formulation of their USP, that later on, the “Advertising Age” magazine distinguished it as the most successful advertising slogan for 20th century.

Why the USP of “DeBeers” turned out to be so successful?



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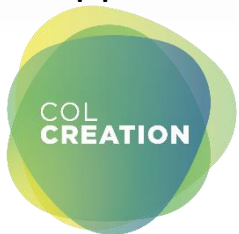
Example of Unique selling proposition in the Creative Industry

The Unique selling proposition of “Vistaprint” Company:

Vistaprint, a Cimpres company, helps small business owners create professionally designed, modern marketing tailored with the range of products they need to appear professional and prepared.

Their Mission is: “Where small entrepreneurs get big ideas”. They have started to print business cards on 70x100 offset presses. They did this in an organization that focused on the business model “cost price leader”. The organization was also focused on efficiency in which employees produced through strict rules for quality, the environment and working conditions. They are best known for their business cards and they have printed billions of these since Vistaprint was founded in 1995.

But today Vistaprint offers so much more: an extensive range of customizable marketing products for small entrepreneurs; expert ideas and assistance for those who could use some help; and a simple, intuitive process for those who know exactly what they want. Taken together, their customers can easily design a consistent, cohesive look that runs through their business, whether in a store, online, on location, or on the go. With that, they can come out confident, knowing that they are not inferior to the competition, and take matters into their own hands. So Vistaprint do not create only a challenge for their customers but an opportunity. And Vistaprint helps entrepreneurs seize their opportunities.



Why the USP of “Vistaprint” turned out to be so successful?



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TRAINING ACTIVITY 6. IMPLEMENTATION AND PRESENTATION

6.4. How to Use the Elevator Pitch Technique?



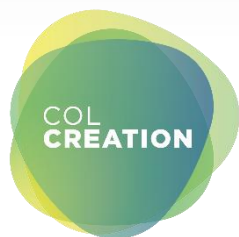
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