



مشروع تسهيلات ضمان القروض  
Jordan Loan Guarantee Facility

JLGF

# SME Startup & Entrepreneurship Workshop

September 2017

HELPING SMEs ACCESS FINANCE FOR START-UP AND EXPANSION

تمكين المشاريع الصغيرة والمتوسطة من الحصول على التمويل لتأسيس مشاريع جديدة وأعمال التوسعة



# **Introduction to Startups Business Planning**

## **– Company Profile and Business Model Canvas**

**«Failure to plan is planning for failure»**

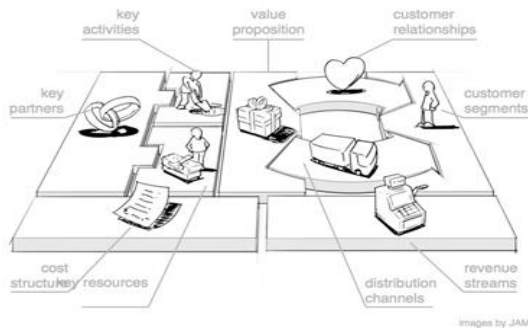
# Tasks that are executed



**Mission**



**SMART Goals**



**Business Model (BMC)  
Current status and  
Future situation**



**Expansion strategy**

# Principles of Business Planning

- Smart Goals
- Action Items
- Financial Resources and Other Resources.
- Responsibilities
- Time frame
- Assumptions and Risks
- Success Criteria
- Evaluation, Review and Development

## Business Profile

Item	Description
<b>Product / Service</b>	Manufacturer, wholesaler, trader, distributor, seller? What products / services do you offer and what are their main advantages?
<b>Customer / target market</b>	Who are your customers and what are their needs? Demographic and geographic distribution of the target market.
<b>Competition</b>	Who are your competitors and what are the competitive products / services for your that compete with your products / services in the same target market?
<b>Competitive Advantage</b>	What are the reasons customers will pay for your products / services? How can you differentiate between competitors and competing products / services?
<b>Price</b>	How are your products / services priced?
<b>Distribution</b>	How can customers get your products / services?
<b>Promotion</b>	How customers know about your products / services.
<b>Inputs &amp; Suppliers</b>	What are the main inputs for your products / services? Which are your most important suppliers?
<b>Production</b>	How is the final product accessed?
<b>Management</b>	Experience and qualifications possessed by the Department and enable them to run the business successfully?
<b>Finance</b>	What is the financial situation and financial performance of your business, and how is your business funded?

# Feasibility Study Plan

- **Executive Summary**

- **Overview**

- Introduction
- the letter
- Objectives
- Products / Services
- Competitive features
- the key of success
- Property
- Legal structure

- **Analysis of opportunities**

- Market analysis
- Internal analysis

- **Marketing Strategy**

- Marketing mix
- Market division
- Target Market
- Market positioning

- **Operations**

- Locations and facilities
- Suppliers
- Capacity
- Availability of resources
- Executive Plan

- **Administration**

- **Finance**

- Financial Plan
- Key assumptions
- Expected income statement
- Expected cash flow statement
- Expected balance sheet
- Break-even point analysis (profit threshold)
- Ratio analysis

# Business Model Canvas - BMC





# Business Model Canvas - BMC



### **Zara Business Model**

[https://www.youtube.com/watch?v=13Zltq8r\\_g0](https://www.youtube.com/watch?v=13Zltq8r_g0)

### **Disney's Business Model:**

<https://www.youtube.com/watch?v=Dqakc-VuKjs>



### **Starbucks Business Model**

Canvas

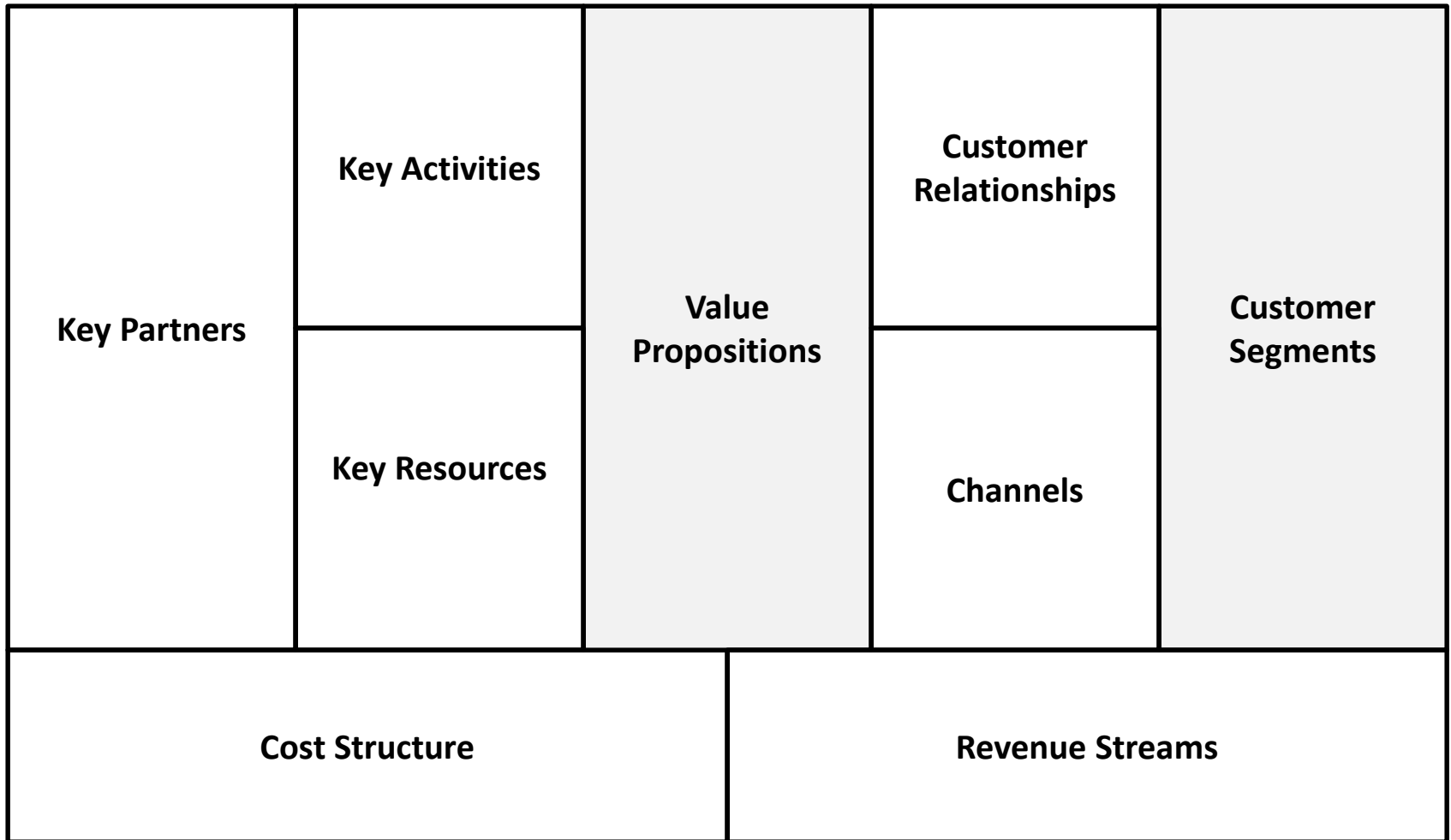
<https://www.youtube.com/watch?v=3TWfp1pvxHY&t=11s>

### **Business Model Canvas**

of **Nespresso**

<https://www.youtube.com/watch?v=dhQh-tryXOg>

# Business Model Canvas



## Customer Segments

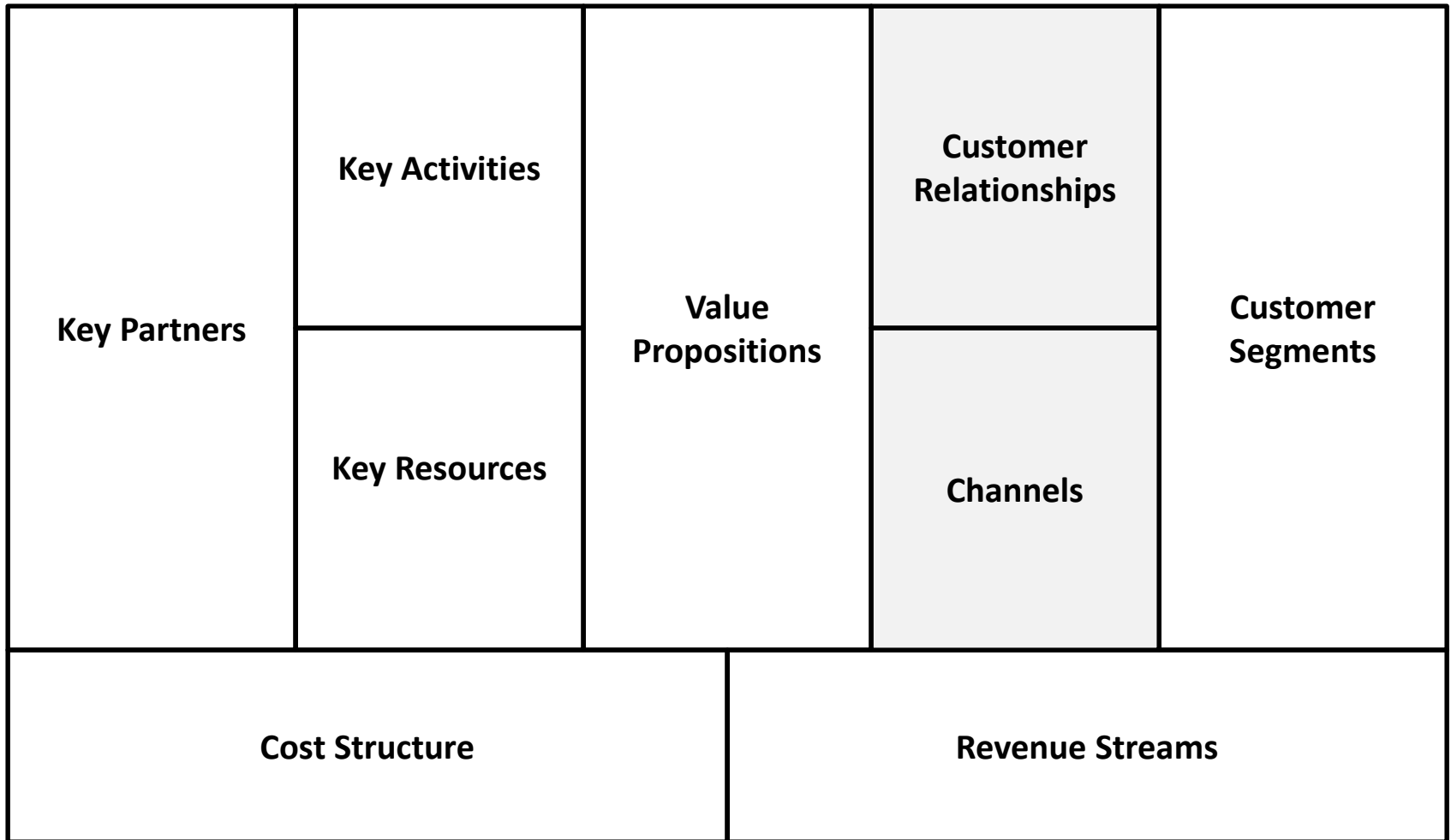
- Groups of people or organizations you are creating value for.
- Customers don't exist to buy; but you exist to serve them.
- Who is your most important customer and why would they buy?

- ☐ Mass market
- ☐ Niche market
- ☐ Segmented
- ☐ Diversified
- ☐ Multi-sided

## Value Propositions

- *What* are you building and *for whom*?
- Its NOT about your IDEA or PRODUCT → its about SOLVING a problem or SATISFYING a need.
  - ☐ Function - Getting the job done
  - ☐ Performance
  - ☐ Newness
  - ☐ Customization
  - ☐ Design
  - ☐ Brand / Status
  - ☐ Price
  - ☐ Cost reduction
  - ☐ Risk reduction
  - ☐ Accessibility
  - ☐ Convenience/Usability

# Business Model Canvas



# Channels

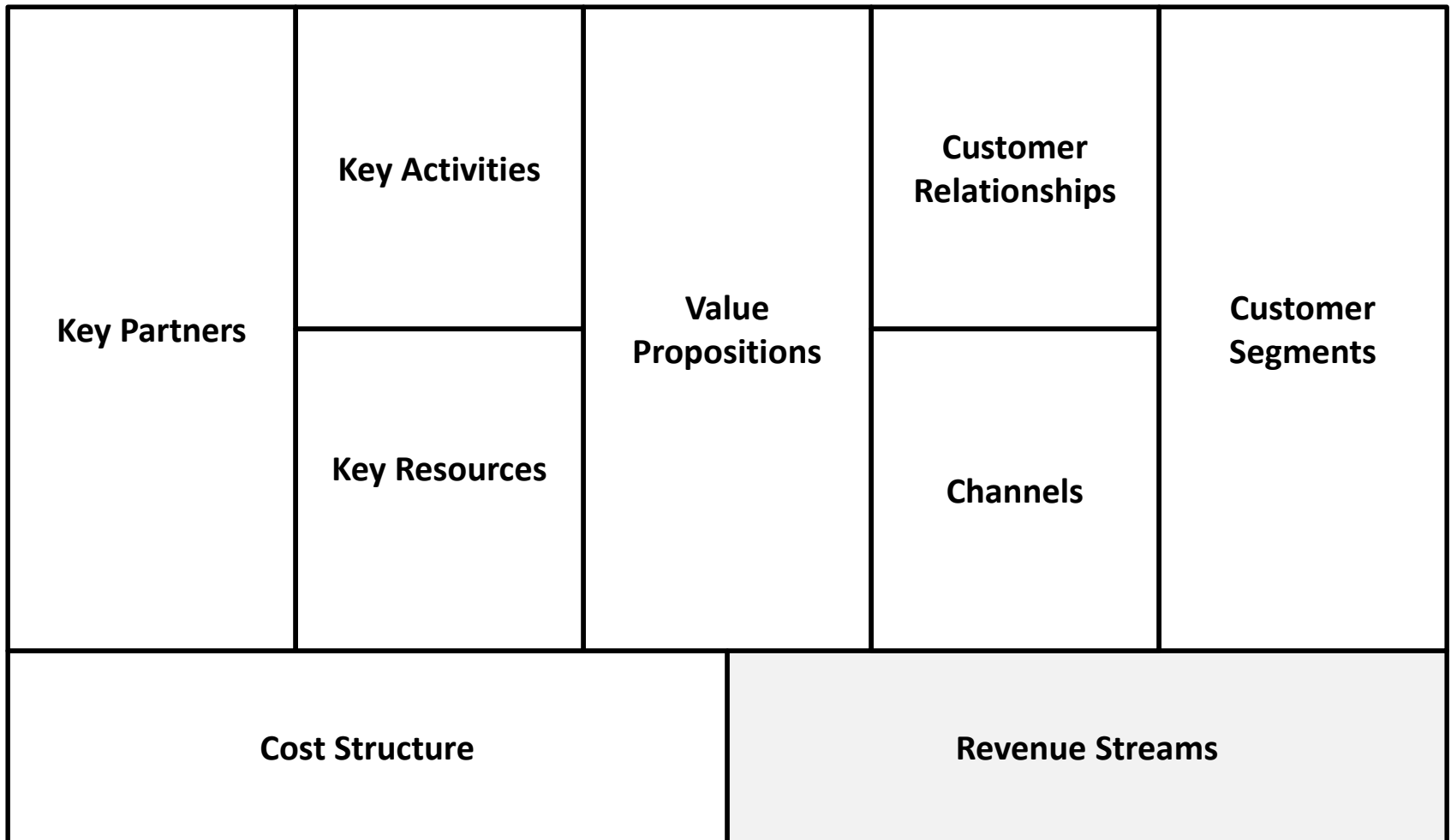
- Communicating and delivering value proposition to customer segments.
- Phases:
  - ☐ Awareness
  - ☐ Evaluation
  - ☐ Purchase
  - ☐ Delivery
  - ☐ After sales
- Physical versus WEB / Direct versus indirect / Partner versus Own
  - ☐ Sales force
  - ☐ Web sales
  - ☐ Stores
  - ☐ Wholesalers

# Customer Relationships

- How you acquire, retain, and grow customers?
- What relationship that the target customer expects you to establish?
- How can you integrate that into your business in terms of cost and format?
  - ☐ Personal assistance
  - ☐ Dedicated Personal Assistance
  - ☐ Self service
  - ☐ Automated
  - ☐ Communities
  - ☐ Co-creation



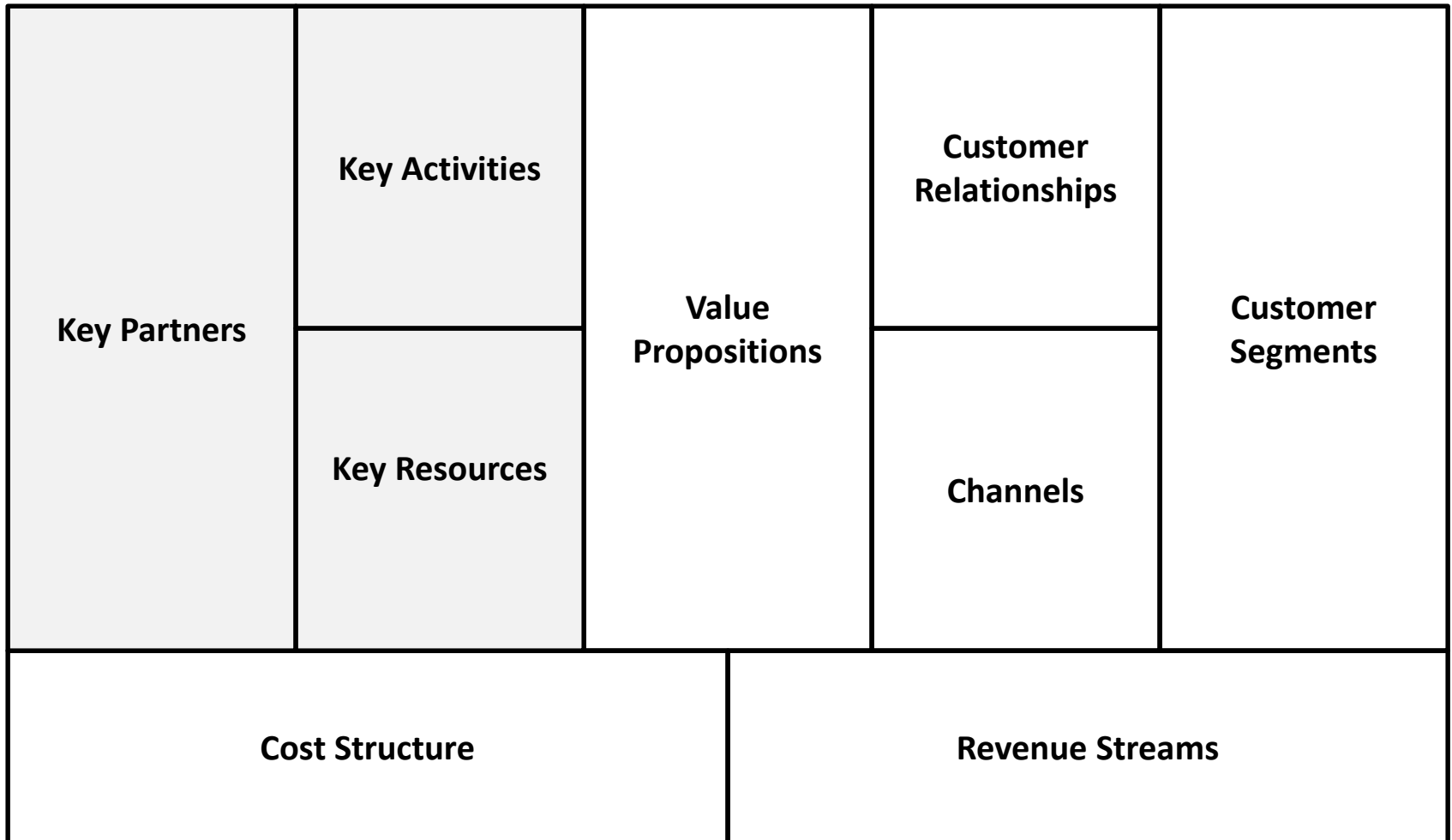
# Business Model Canvas



## Revenue Streams

- For what value are our customers really willing to pay?
- For what do they currently pay?
- How are they currently paying?
- How would they prefer to pay?
- How much does each Revenue Stream contribute to overall revenues?
  - ☐ Asset sale
  - ☐ Usage fee
  - ☐ Subscription fee
  - ☐ Renting/leasing
  - ☐ Lending
  - ☐ Licensing
  - ☐ Brokerage
  - ☐ Advertising

# Business Model Canvas



## Key Resources

Most important assets needed to make the business model work.

- ☐ Physical - land, equipment, inventory
- ☐ Human - engineers, scientists
- ☐ Financial - capital, line of credit
- ☐ Intangible - brand, patents, copyright, trademarks, intellectual property

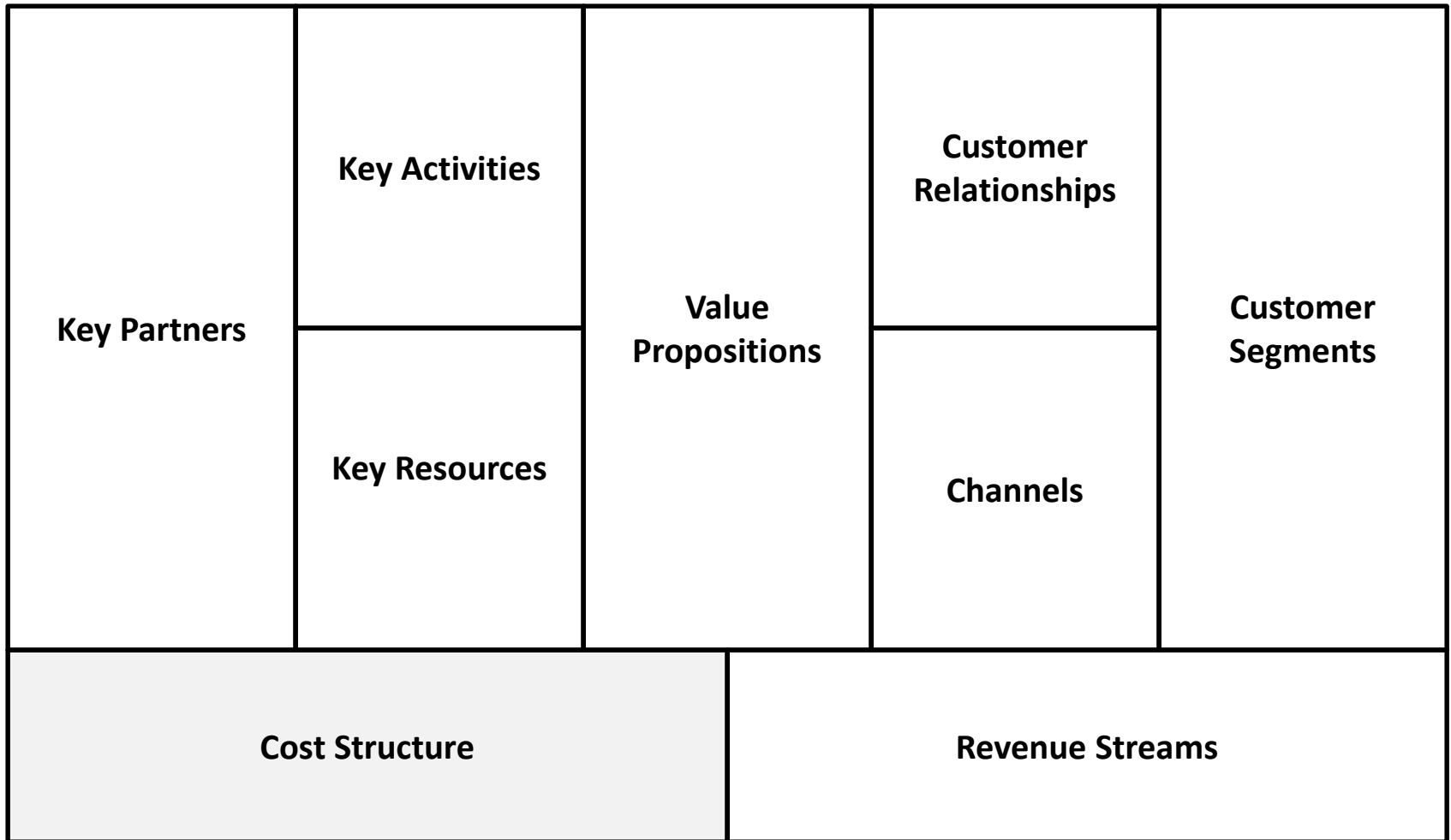
## Key Activities

- Most important things that the company needs to do to make the business model work.
- What key activities you need to become expert at?
- What activities are important the most in distribution channels, customer relationships, revenue stream...?
  - ☐ Are you production company?
  - ☐ Are you problem solving business - consulting, engineering?
  - ☐ Are you managing supply chain?

## Key Partners

- Who are your key partners & suppliers needed to make the business model work?
- What key resources are we acquiring from them?
- What key activities are they going to perform and when?
- What are the motivations for the partnerships?
  - ☐ Buyer / supplier
  - ☐ Strategic alliances between competitors or non competitors
  - ☐ Joint ventures partnership

# Business Model Canvas



## Cost Structure

- What are the entire costs of to operate the business model? What are the most important costs?
- What are the most expensive resources? What key activities are the most expensive?
- Economies of scale / Economies of scope
- Direct versus indirect / Fixed versus variable
  - ☐ Cost of goods sold (Inventory)
  - ☐ Human resources
  - ☐ Production
  - ☐ Marketing
  - ☐ Distribution
  - ☐ Legal / regulatory
  - ☐ Utilities
  - ☐ Transportation
  - ☐ Taxes



## Business Model Canvas for Your Expansion Plan


# **Practical cases**

## **Evaluation of business plans**

# Case study 1 - Business model - organic products and handicrafts sector

Target segments	Customer Relationships	The proposed values	Main activities	Key partners
<b>Companies and institutions</b> <ul style="list-style-type: none"> <li>Companies and banks</li> <li>Non-governmental organizations</li> <li>Associations</li> <li>Embassies</li> </ul> <b>Individuals</b> <ul style="list-style-type: none"> <li>Gift shops</li> <li>Special occasions (wedding, henna, children's bath)</li> <li>Individuals who have a passion for handmade products.</li> <li>Foreigners and tourists</li> </ul> <b>Local market</b> <b>Export markets</b> <ul style="list-style-type: none"> <li>United States of America</li> <li>Gulf States</li> <li>Europe</li> </ul>	<b>Companies and institutions</b> <ul style="list-style-type: none"> <li>Customize the product based on customer preference (free sample) to suit their own convenience.</li> <li>Email List</li> <li>Direct feedback</li> <li>Calls and meetings</li> <li>Effective building and enabling relationships</li> <li>After sales service</li> </ul> <b>Individuals</b> <ul style="list-style-type: none"> <li>Direct feedback</li> <li>After sales service</li> </ul>	<b>Crafts Products</b> <ul style="list-style-type: none"> <li>New ideas while preserving the touch of heritage</li> <li>The audacity in creativity</li> <li>good price</li> </ul> <b>Organic Products</b> <ul style="list-style-type: none"> <li>Local resources</li> <li>Attractive packaging</li> <li>Good taste</li> </ul>	<ul style="list-style-type: none"> <li>Product design</li> <li>Trademarks</li> <li>Quality control of organic products</li> <li>Packaging</li> <li>Use promotion tools (PR, sales promotion ..... etc)</li> </ul>	<ul style="list-style-type: none"> <li>Graphic designer</li> <li>Olive wood makers</li> <li>Embroidery makers</li> <li>Ceramic makers</li> <li>Women's associations specialized in organic foods and handicrafts</li> <li>Farmers</li> <li>Travel &amp; Tourism Agency</li> </ul>
	<b>Communications channels</b> <b>Companies and institutions</b> <ul style="list-style-type: none"> <li>Direct sales through field visit</li> <li>website</li> <li>Calls and meetings</li> </ul> <b>Individuals</b> <ul style="list-style-type: none"> <li>Social media</li> <li>Exhibition (POS)</li> </ul>		<b>Key Resources</b> <ul style="list-style-type: none"> <li>Exhibition (Showroom)</li> <li>Small Carpentry</li> <li>A place for packaging</li> <li>New staff (sales, marketing, designers, suppliers chain)</li> </ul>	

# Case study 1 - Business model - organic products and handicrafts sector

<b>Sources of income</b>  <b>Companies and institutions</b> <ul style="list-style-type: none"><li>• Tenders (credit extends from one – two months)</li><li>• Average price</li></ul> <b>Individuals</b> <ul style="list-style-type: none"><li>• Wholesale (cash payment, by check)</li><li>• Online sales (cash equivalents)</li><li>• Sales through POS (exhibition) – cash, Visa card</li></ul>	<b>Cost structure</b>  <b>Production costs</b> <ul style="list-style-type: none"><li>• Cost of the worker</li><li>• Cost of the designer</li><li>• Rent</li><li>• Salaries</li><li>• Facilities (telephone, internet, electricity ...)</li></ul> <b>Cost of raw materials</b>  <b>Cost of promotion</b> <ul style="list-style-type: none"><li>• Promotion through social media</li><li>• Special events</li></ul>
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## Case study 2 - Business model - Services sector

<b>Key partners</b> <ul style="list-style-type: none"><li>• Design and preparation of contractors who need a consultant partner</li><li>• International Consulting Companies</li><li>• Local Engineering Companies</li><li>• Use of a group of external consultants</li><li>• Advertising agency for the design and development of the website</li></ul>	<b>Main activities</b> <ul style="list-style-type: none"><li>• Engineering consulting services</li><li>• Training and capacity–building</li><li>• Provide technical support</li><li>• Environmental impact assessment</li><li>• Contracts and purchases</li><li>• Bidding and evaluation</li><li>• Pre–build management</li><li>• Project management</li><li>• Supervision of construction works</li></ul> <b>Key Resources</b> <ul style="list-style-type: none"><li>• Team and qualified experts</li><li>• Quality Procedures Manual</li><li>• Reliable program</li><li>• trade mark</li><li>• Professional knowledge</li></ul>	<b>The proposed values</b> <ul style="list-style-type: none"><li>• High quality services</li><li>• Accounts and designs are safe and reliable</li><li>• Control and quality assurance</li><li>• Specialist in the water sector</li><li>• A core team with extensive experience in the water management sector</li><li>• Value Engineering Analyzer</li></ul>		<b>Customer Relationships</b> <ul style="list-style-type: none"><li>• Personal relationship</li><li>• website</li><li>• Long–term relationship supported by customized quality services</li><li>• Response to reference items</li></ul> <b>Communications channels</b> <ul style="list-style-type: none"><li>• Good reputation and experience</li><li>• Published reference items</li><li>• Customer satisfaction</li><li>• website</li><li>• Social media</li><li>• Effective building and enabling relationships</li></ul>	<b>Target segments</b> <b>Donor community</b> <ul style="list-style-type: none"><li>• Ministries</li><li>• Private companies</li></ul>
<b>Cost structure</b> <ul style="list-style-type: none"><li>• Service charges</li></ul>			<b>Sources of income</b> <ul style="list-style-type: none"><li>• Human Resources – Recruitment (full or part time)</li><li>• Facilities and rent</li><li>• Classification fee</li><li>• Marketing costs</li><li>• Office supplies and consumables</li></ul>		

## Case Study 3 - Business Model - Engineering Education Sector

Key partners	Main activities	Proposed value	Customer Relationships	Target segments
<ul style="list-style-type: none"> <li>• <b>Institution:</b> Schools, school room, summer camps</li> <li>• <b>Franchise</b></li> <li>• <b>Strategic Partners:</b> International Companies: Airbus Companies / SABIC / Abdul Latif Al Jameel</li> <li>• <b>Suppliers:</b> Manufacturer of educational toys, computer stores, stationery stores, shipping agencies, travel agencies, social media platform including Facebook and Google.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous training for teachers, hands-on learning of innovative activities, innovative workshop for schools, CSR workshop for SABIC, Aramco and Airbus, tracks for different age groups</li> <li>□ Track 1: Age 4–6</li> <li>□ Track 2: Age 6–9</li> <li>□ Track 3: Age 10–15</li> <li>□ Track 4: Age 16+</li> <li>• Multiple courses in each track to ensure customer retention</li> <li>□ Track 1: 4 courses</li> <li>□ Track 2: 4 courses</li> <li>□ Track 3: 4 courses</li> <li>□ Track 4: 4 courses</li> <li>• In total: 16 courses to maintain customers from the age of 4 years until joining the university</li> <li>• Professional educational activities are in line with the curriculum</li> <li>• Mobile station to provide our services outside our centers in different regions</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Full Courses:</b> The Young Engineer, an educational institution for after-school activities and summer activities to invest in small minds, instills in them a passion for engineering through hands-on activities supported by courses designed specifically to suit different age groups focused on robots, renewable energy, aerospace industry. We seek to reach active learners to be prepared to meet the challenges of tomorrow.</li> <li>• <b>School visits:</b> The small engineer, an educational institution that collaborates with schools and summer camps, provides hands-on learning activities focused on robotics, renewable energy, aerospace and aerospace, with the aim of instilling enthusiasm in students and unleashing their full potential and creativity. In the future, through future talent.</li> </ul>	<ul style="list-style-type: none"> <li>• Friendly ambience</li> <li>• Implement CRM software to track performance</li> <li>• SMS notifications</li> <li>• Marking customers through social media</li> <li>• Paths for all age groups</li> <li>• On-site and off-site service</li> <li>• Free Annual Competition for Motivation</li> <li>• Special prices for loyal customers</li> </ul>	<ul style="list-style-type: none"> <li>• Educated parents aged 6–15 as a visit or centers</li> <li>• Learners aged 16 and over</li> <li>• School administrators, activity coordinators, and science teachers</li> <li>• Marketing staff in companies interested in our service within CSR activities</li> </ul>
	<b>Key Resources</b> <ul style="list-style-type: none"> <li>• Qualified and certified trainers</li> <li>• Curriculum updated</li> <li>• Innovative activities and workshops</li> <li>• Delivery on time</li> <li>• Custom Offers</li> <li>• Brand workshops</li> <li>• Trainer training service</li> <li>• On-site and off-site services</li> <li>• Department of Research and Development in order to maintain sustainability</li> <li>• A strong and big team</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Corporate workshops:</b> Is an educational institution with strategic partnerships within the framework of CSR, which catalyzes the minds of young people and creates enthusiasm for engineering through dedicated workshops designed to support different industries to inspire young people with the latest innovations and enable them to build pre-engineering skills for sustainable engineering, , The automotive industry and space industries.</li> </ul>	<b>Communications channels</b> <ul style="list-style-type: none"> <li>• Self-test sessions</li> <li>• Full courses</li> <li>• School visits in our centers</li> <li>• School visits on site</li> <li>• Local workshops</li> <li>• Regional workshops</li> <li>• Seasonal activities and activities</li> <li>• School Clubs</li> <li>• Christmas Parties</li> </ul>	

## Case Study 3 - Business Model - Engineering Education Sector

### Cost structure

- Cost of supplies and tools to provide service by 20%
- Cost of Marketing and Trademarks (Facebook, SMS, Email) 15%
- Cost of service delivery (HR and response to telephone inquiries) 30%
- The cost of R & D and its cost is very high due to the change in technology 10%
- Depreciation cost and it is very high due to change in technology 10%
- Cost of sites (rent and maintenance) 10%
- Franchise cost 5%

### Sources of income

- Direct sales (self-test sessions, courses and birthdays in our centers) 10%
- Sales of school visits in our centers or in schools 20%
- Sales of courses in schools through school clubs 20%
- Seasonal events in cooperation with non-governmental organizations 5%
- Regional workshop in collaboration with major companies such as Airbus, SABIC in Saudi Arabia 38%
- Local workshop in cooperation with local companies and universities 5%
- Franchise and royalties from franchise 2%

## Case study 4 - Business model - Real Estate

Target segments	Customer Relationships	Proposed values	Main activities	Key partners
<ul style="list-style-type: none"> <li>• In order of importance:</li> <li>• Multinational companies with executives transferred to Panama</li> <li>• Individual customers are looking to buy or rent real estate from Panama</li> <li>• Modernized companies are looking for full legal assistance including immigration documents, corporate banking needs</li> <li>• Individual families that moved to Panama</li> </ul>	<ul style="list-style-type: none"> <li>• Our relations are all based on human relations</li> <li>• We keep our customers up-to-date with our social networking platforms</li> <li>• Transactions are from individual to individual through meetings, phone, and email support</li> <li>• Send newsletters that provide useful information on the market, banks, and lifestyle solutions (decoration, networks, health, events, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• There is no time frame for our resettlement program: we do not set a time limit for our resettlement programs and thus give our customers a sense of comfort</li> <li>• Personal assistance for all our services</li> <li>• We are dealing with most of the pressures in resettlement, when we deal with these pressures through international movements by focusing on details and government bureaucracy</li> <li>• Complete assistance in selling or buying property through support for negotiations, payment of taxes, closing at Notary Public, and Registry all within our company</li> <li>• We will offer a unique presentation about life support through our initial community approach for newcomers and also Panama</li> <li>• Expatriates will be able to check online directly from their operations by providing them with access to their operations freely via the Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Search for real estate through other intermediaries and direct sellers</li> <li>• Marketing</li> <li>• Effective building and enabling relationships</li> <li>• Prepare documents and process manuals to be able to document each of our services as a standard</li> <li>• Provide each customer with a personal assistant or a contact ring for their resettlement</li> <li>• Provide each customer with a password to verify their resettlement (each client's service leads to being registered)</li> </ul>	<ul style="list-style-type: none"> <li>• Other Real Estate Brokers</li> <li>• List of companies investing in Internet</li> <li>• Good and experienced developers in Panama</li> <li>• Social networking platforms</li> <li>• Consulates from other countries</li> <li>• Professional associations</li> <li>• Web pages that promote Panama as a destination</li> <li>• International schools that receive foreign families</li> <li>• Resettlement Associations</li> </ul>
	<b>Communications channels</b> <ul style="list-style-type: none"> <li>• Shopping via e-mail</li> <li>• List of companies investing in Internet</li> <li>• Facebook ads and promotion tools</li> <li>• Meetings</li> <li>• Participation in the activities of building and enabling international relations, exhibitions and conferences</li> <li>• Send up-to-date information about our services, in a timely manner</li> </ul>		<b>Key Resources</b> <ul style="list-style-type: none"> <li>• Human resources are considered the most important, where they rely on those who have a broad knowledge, good attendance, and enthusiastic people of our work</li> <li>• Networks building relationships</li> <li>• Company brand</li> <li>• Buy or employ CRM for a customer database where it is available to all employees</li> <li>• Purchase or employ a proprietary database for cloud management and project management</li> <li>• Send automated mailings for marketing purposes (Mailchimp for example)</li> </ul>	



## Case study 4 - Business model - Real Estate

### Sources of income

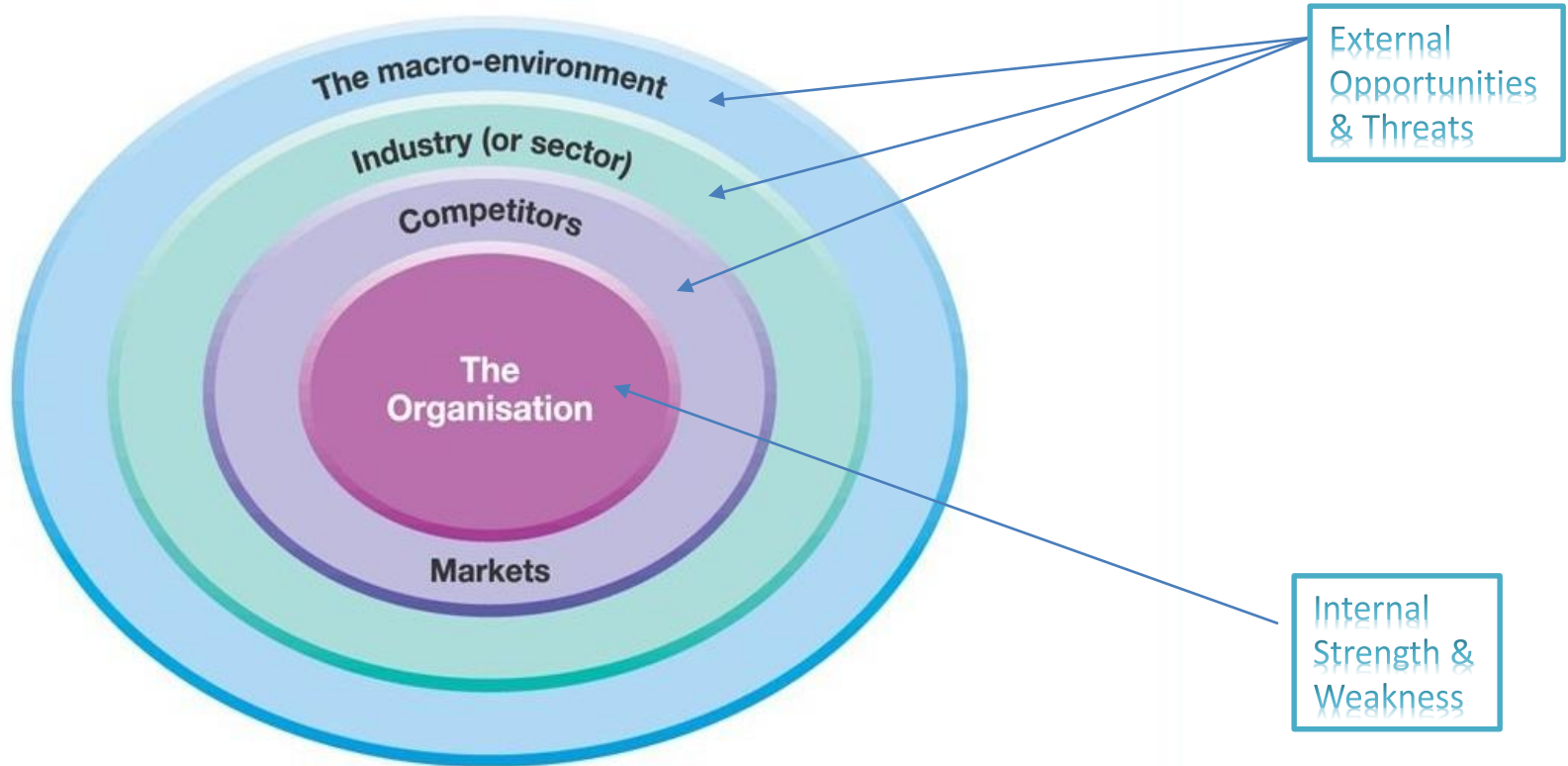
- Real estate transactions, including rental and sale
- Resettlement Programs
- Legal services including immigration documents, corporate and contract negotiation
- Virtual office services
- Properties Management
- Commissions and the signing of bonds of companies on the mark of our own style

### Cost structure

- Top to bottom
- Salaries, wages and commissions of other intermediaries who are dealt with
- Office rental fees
- Facilities: electricity, internet and telephone
- Cost of goods sold: Invoices only for specific services, including stamps, registration and documentation fees (this is variable)
- Marketing costs: Internet advertising, Internet listings, cost of customer database and property

# **Internal and external analysis**

## Layers of the business environment



# Understanding Layers of Business Environment

## 1) The Macro Environment:

**PESTEL:** environmental factors that are likely to have high impact on the success or failure of business

## 2) Industry or sectors:

Analyze the group of firms producing the same principal product or service

**Porter's Five Forces Framework**

## 3) Competitors and markets:

Identify close and remote competitors → strategic groups

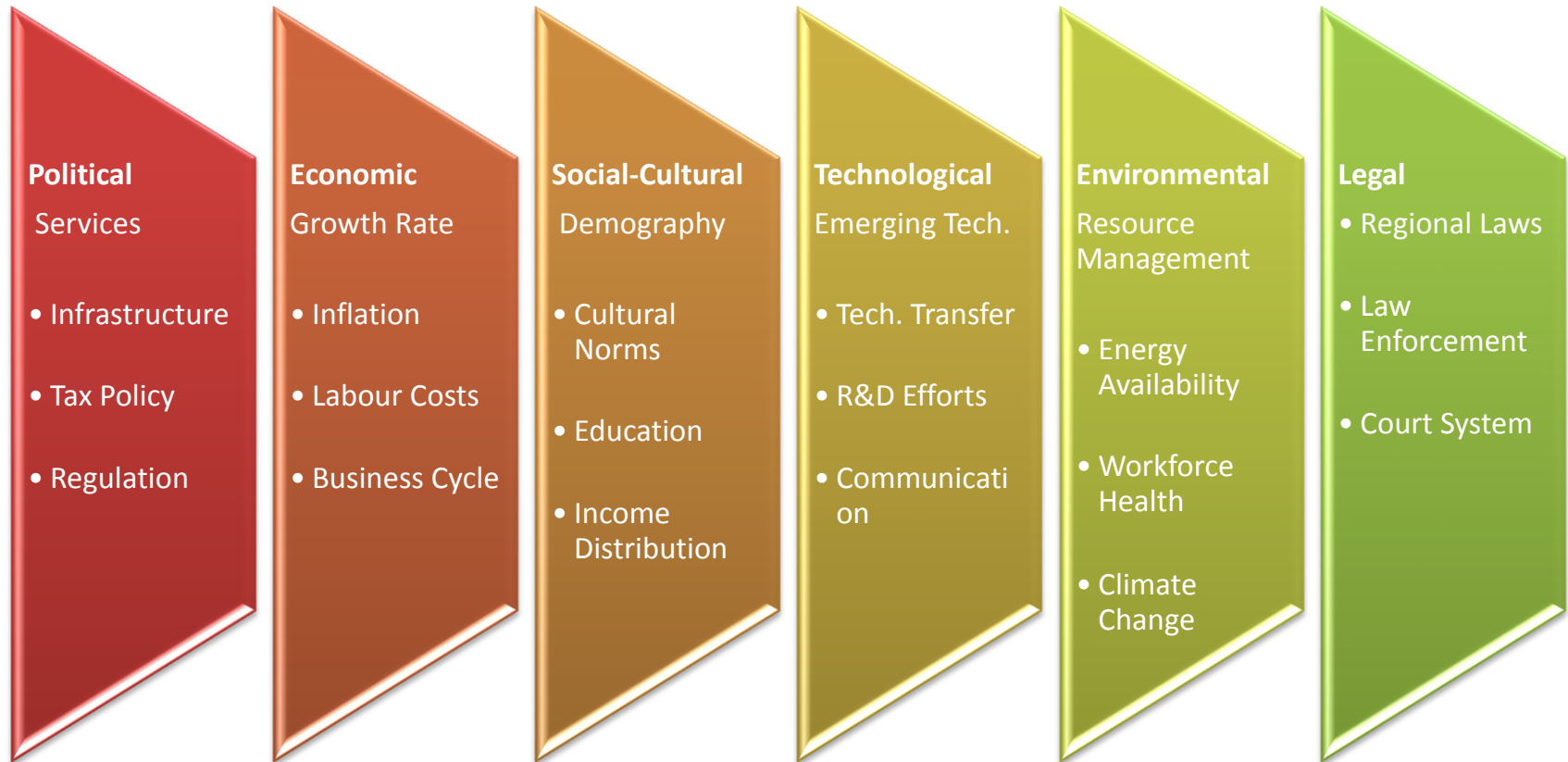
## 4) Organizational Analysis:

Resources, competencies, target market, and product and / or service

Identify customer expectations (**4P's**) → market segments , critical success factors

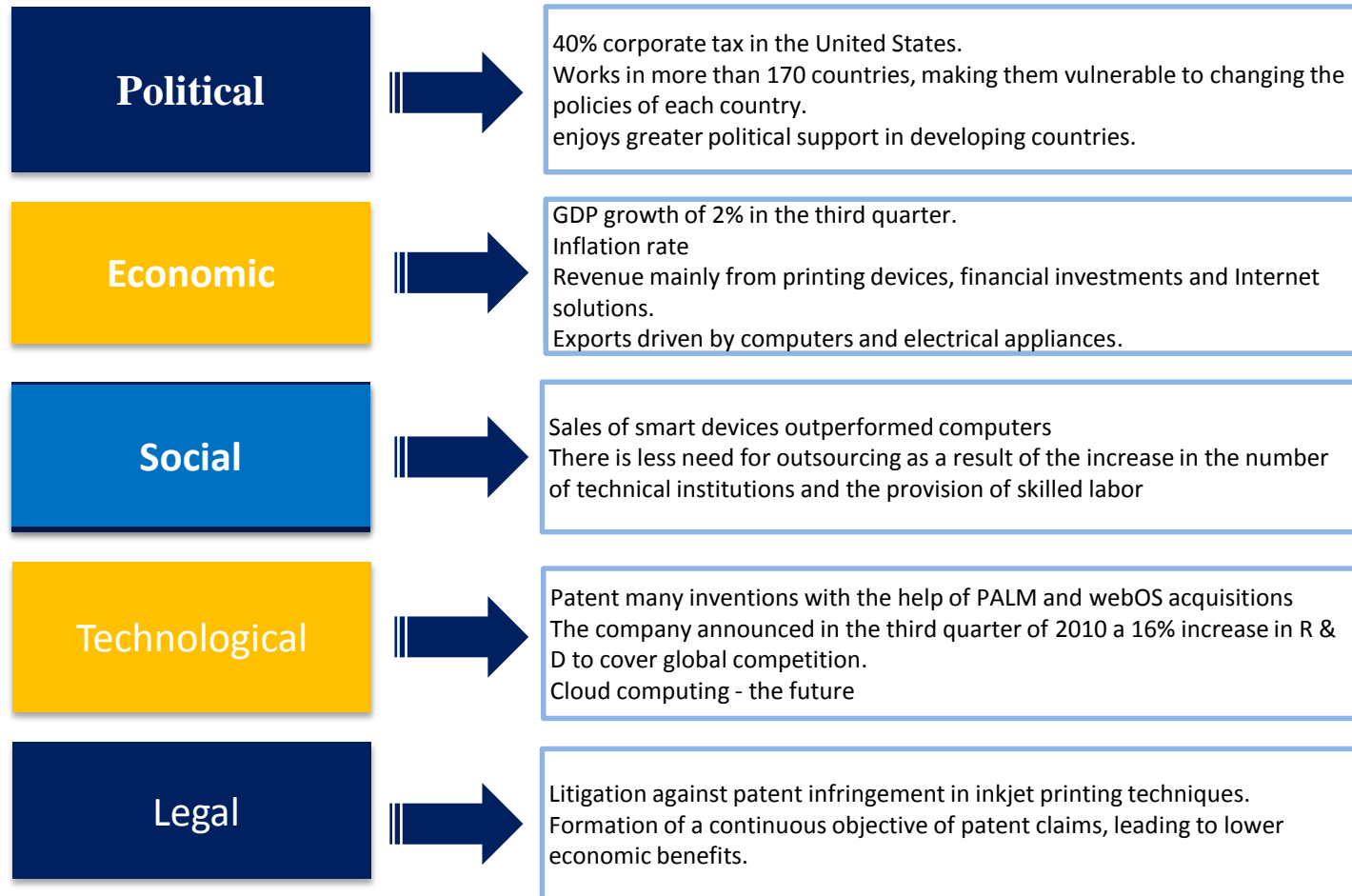
# PESTEL Analysis

*Simple and effective tool used in situation analysis to identify the key external (macro environment level) forces that might affect an organization. These forces can create both opportunities and threats for an organization.*



**PESTEL**

# PESTEL Analysis - Case

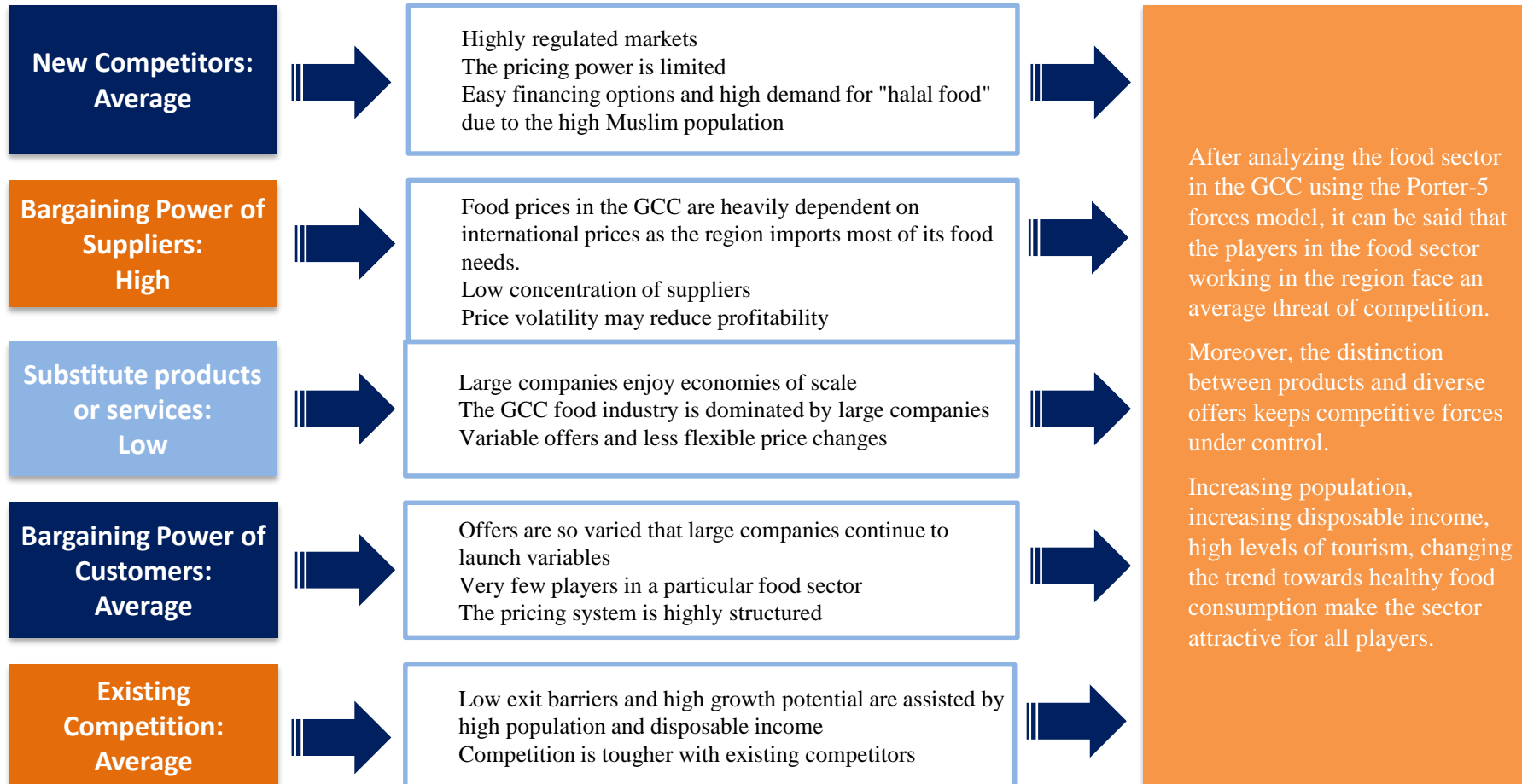


# Porter's Five Forces Analysis



*Porter's Five Forces*

# Porter's Five Forces Analysis - Case





# Business strategies

Competitive situation	Quadratic analysis	Strategy	Description
Aggressive	Strengths & Opportunities	Market Penetration	Produce more of current products and sell more to current markets
		Market Development	Provision of existing products in new markets or through the use of new channels
		Product Development	Improve existing products or offer other relevant products to existing customers
		Diversification – Innovation	Continuously offering new products and entering new markets
Diversification	Strengths & Threats	Focused Diversification	Create or obtain a separate internal business with a synergy and interconnection between them
		Diversification through collective integration	The acquisition of unrelated businesses with a future investment opportunities
		Mergers	Formation of joint ventures, alliances and strategic alliances
Transformation	Weaknesses & Opportunities	Horizontal Integration	Growth by acquiring similar companies of the same production and marketing stage
		Vertical Integration	Acquisition of companies that supply production inputs or purchase production process outputs
		Adaptation	Saving by reducing cost and / or assets
		Mergers	Formation of joint ventures, alliances and strategic alliances
Defensive	Weaknesses & Threats	Bankruptcy	Require protection from creditors under the Bankruptcy Law or the Restructuring Act
		Clearance	Sell main components of the company
		Sell out	Selling the entire company or parts thereof (including debt repayment)

## **Growth Strategies**

**Mergers &  
Acquisitions**

**New Products**

**New Markets**

**Market Penetration**

**Partnerships**

**Franchising**

# SWOT Analysis

A tool to identify the advantages and disadvantages within the enterprise (strengths and weaknesses) and identify the pros and cons outside the enterprise (opportunities and threats), which helps to develop a full understanding of the company's situation, strategic planning and decision making.



# SWOT Analysis – Practical Case

## *Opportunities*

- Increase awareness of the use of gourmet salts in food due to cooking programs.
- There is an increasing demand for salt in both public consumption and the requirements of the food industry and non-food manufacturing industries around the world.
- There is always a good opportunity for the company to serve the segment that fits its strategy.
- Minimum threat of alternatives to the fact that salt is a commodity with no competitive alternative.

Access to a wide range of distribution channels and technological advances to ensure the quality of salt product.

The growing demand for traditional flavored foods and the demand for gourmet salt from the food and food industry manufacturers.

## *Threats*

- Salt is largely considered a threat element and this supplies people to ignore the fact that it is an essential element. There is increasing evidence that the use of salt in food can cause high pressure, stomach cancer, osteoporosis, obesity, kidney stones and renal failure.
- Maximize the value chain and create valuable salt products easier to achieve at cheap prices.

## *Strength*

- Founders have good experience in the food market, wholesale goods and food processing, which ensures a clear understanding of the business processes required in both technical and commercial aspects.
- clarity of the vision and the company's message and business processes
- Machinery and equipment are supplied from leading food processing plants, which guarantee the quality of production.
- All processes and practices are environmentally friendly
- Wide range of unique products in taste, healthy and beautiful design.
- The origin of the products offers a unique feature no competitor can match with such access to the unique core resources.
- The ability to achieve economies of scale and financial stability to enable the founders to gain more market share in the Gulf countries by wholesale.

## *Weaknesses*

- Excessive workers in the local market that require investment in building their capacity.
  - Lack of reputation and fame in the local market and in the Gulf countries.
  - Continued need to differentiate products against competing channels and long distribution channels that increase time and costs associated with them.
- Gourmet salts are more expensive than ordinary salt and the expenses required for different stages of harvesting, packaging, labeling, promotion, and top marketing.

## Prepare a quadruple analysis to choose the right business strategy

<p><b>Weaknesses</b></p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<p><b>Opportunities</b></p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <div style="border: 1px solid black; width: 100px; height: 100px; margin: 10px auto; position: relative;"> <div style="position: absolute; top: 0; left: 0; width: 50%; height: 50%; background-color: #e0e0e0;"></div> <div style="position: absolute; top: 0; right: 0; width: 50%; height: 50%; background-color: #e0e0e0;"></div> <div style="position: absolute; bottom: 0; left: 0; width: 50%; height: 50%; background-color: #e0e0e0;"></div> <div style="position: absolute; bottom: 0; right: 0; width: 50%; height: 50%; background-color: #e0e0e0;"></div> </div> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <p><b>Threats</b></p>	<p><b>Strengths</b></p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
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# **Market Positioning**

Battle of Establishment ..... where it will determine its own rules of engagement



## Practical Case – Services Sector





Leader

**Hertz**

Challenger



**AVIS**®

Follower

 **Budget**®

Nicher

**SIXT**  
rent a car

## Practical Case – Smart Phones



Leader



Challenger



Follower

**lenovo**

Nicher



**BlackBerry**

## Words to fortify your position statement



Leader

First

Only

#  
one

Unique

Option