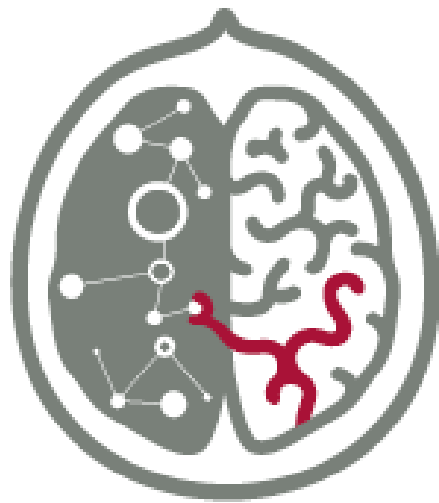




# Tools for the business model development POLIMI WP 4\_ Deliverable N° 4.7 \_ February 2016



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 644988.



**crea**  
summer academy

## INDEX

### **Business model development**

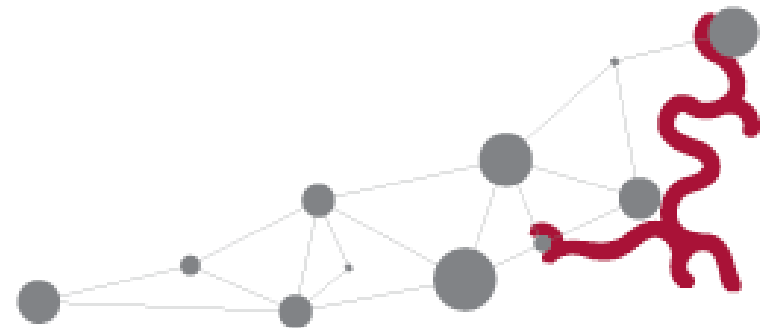
- The Business Model Canvas
- The Value Proposition Canvas
- The Customer Journey Canvas

### **Pitch cooking Tool**

### **Unpack creativity canvas**

### **Me and my start-up team**

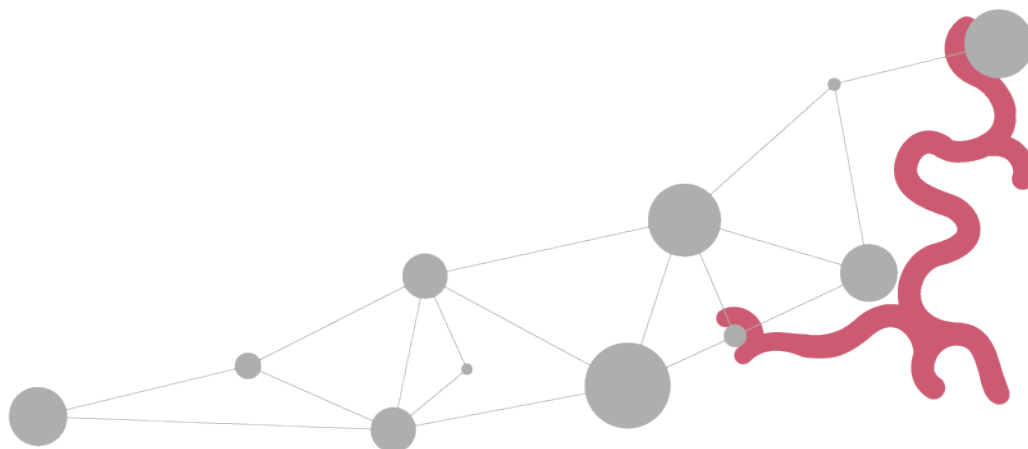
### **How to create a video - Video Tutorials**





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Business model development  
**Tools**



European  
Commission

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the European Union's Horizon 2020  
research and innovation programme  
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# **CREA SUMMER ACADEMY**

## **Business model development**

### **Useful TOOLS**

- The Business Model Canvas
- The Value Proposition Canvas
- The Customer Journey Canvas



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Business model development  
**Tools**



# The Business Model Canvas










## The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

<b>Key Partners</b>  Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?  <b>MOTIVATIONS FOR PARTNERSHIPS</b> Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities	<b>Key Activities</b>  What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?  <b>CATEGORIES</b> Production Problem Solving Platform/Network	<b>Value Propositions</b>  What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?  <b>CHARACTERISTICS</b> Newness Performance Customization "Selling the Job Done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability	<b>Customer Relationships</b>  What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?  <b>EXAMPLES</b> Personal assistance Dedicated Personal Assistance Self-Service Automated Services Communities Co-creation	<b>Customer Segments</b>  For whom are we creating value? Who are our most important customers?  <b>EXAMPLES</b> Mass Market Niche Market Segmented Diversified Multi-sided Platform
<b>Key Resources</b>  What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Stream?  <b>TYPES OF RESOURCES</b> Physical Intellectual (brand, patents, copyrights, data) Human Financial		<b>Channels</b>  Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?  <b>CHANNEL PHASES</b> 1. Awareness How do we raise awareness about our company's products and services? 2. Evaluation How do we help customers evaluate our organization's Value Proposition? 3. Purchase How do we allow customers to purchase specific products and services? 4. Delivery How do we deliver a Value Proposition to customers? 5. After sales How do we provide post-purchase customer support?		
<b>Cost Structure</b>  What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?  <b>IS YOUR BUSINESS MORE</b> Cost Driven (lowest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (focused on value creation, premium value proposition)  <b>SAMPLE CHARACTERISTICS</b> Fixed Costs (salaries, rents, utilities) Variable costs Economies of scale Economies of scope		<b>Revenue Streams</b>  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?  <b>TYPES</b> Asset sale Usage fee Subscription Fees Licensing/Renting/Leasing Licensing Brokerage fees Advertising  <b>FIXED PRICING</b> List Price Product feature dependent Customer segment Volume dependent  <b>DYNAMIC PRICING</b> Negotiation (bargaining) Yield management Real-time-Market		



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DESIGNED BY: Strategyzer AG  
The makers of Business Model Generation and Strategyzer

 **Strategyzer**  
strategyzer.com

# The Business Model Canvas

The Business Model Canvas, is a strategic management and entrepreneurial tool. It allows you to describe, design, challenge, invent, and pivot your business model.

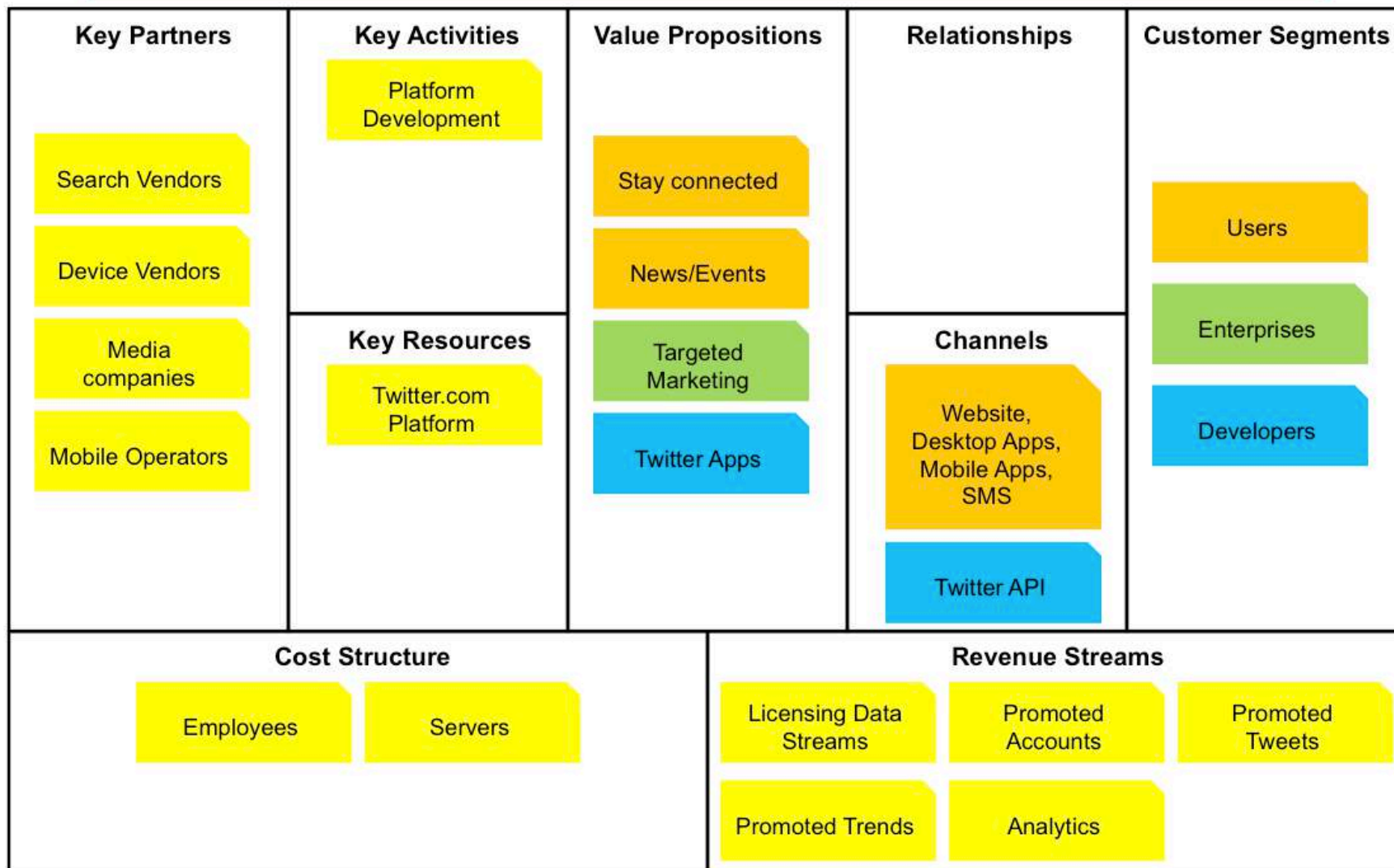


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Business model development  
**Tools**

# The Business Model Canvas

## Twitter Business Model



# The Business Model Canvas



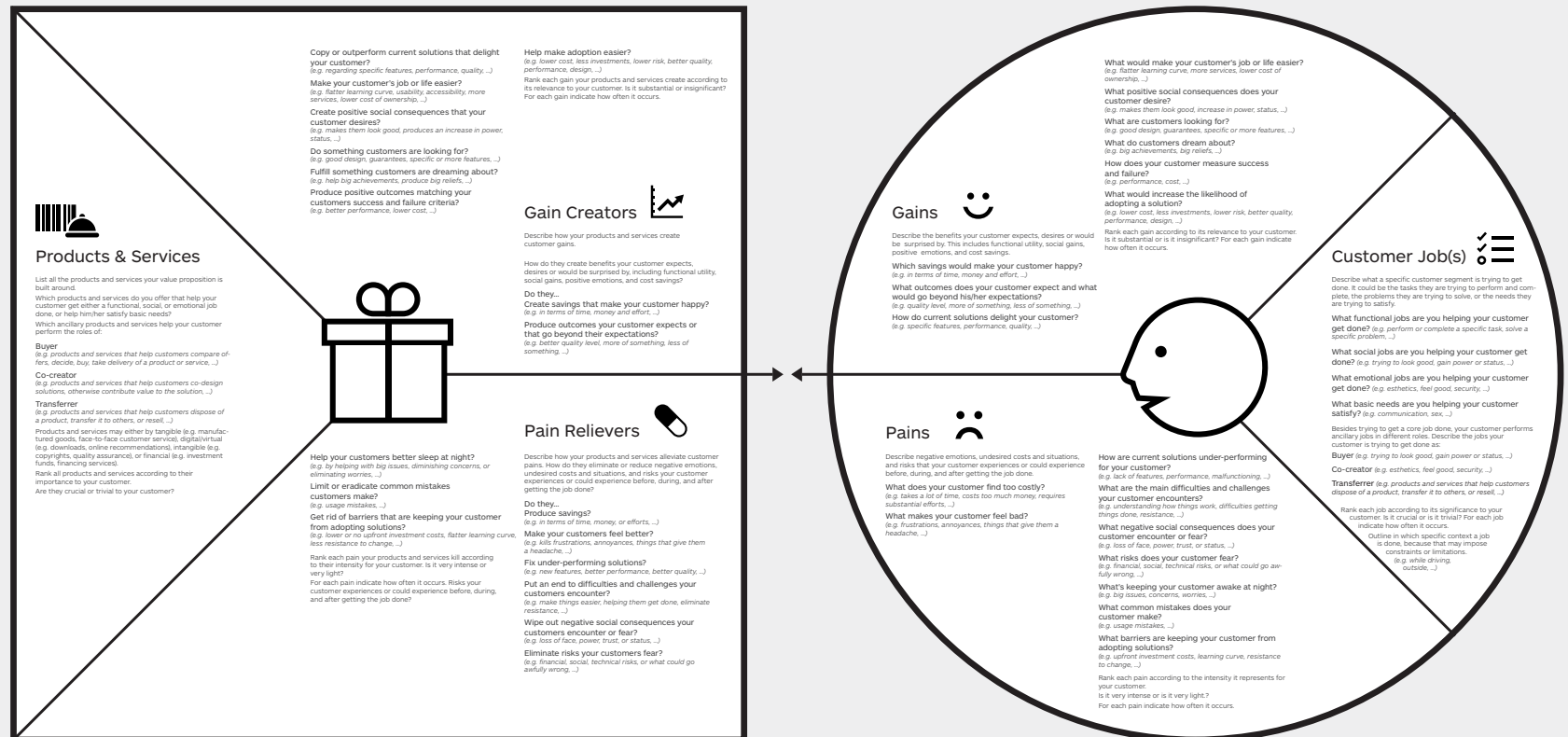


# The Value Proposition Canvas

## The Value Proposition Canvas

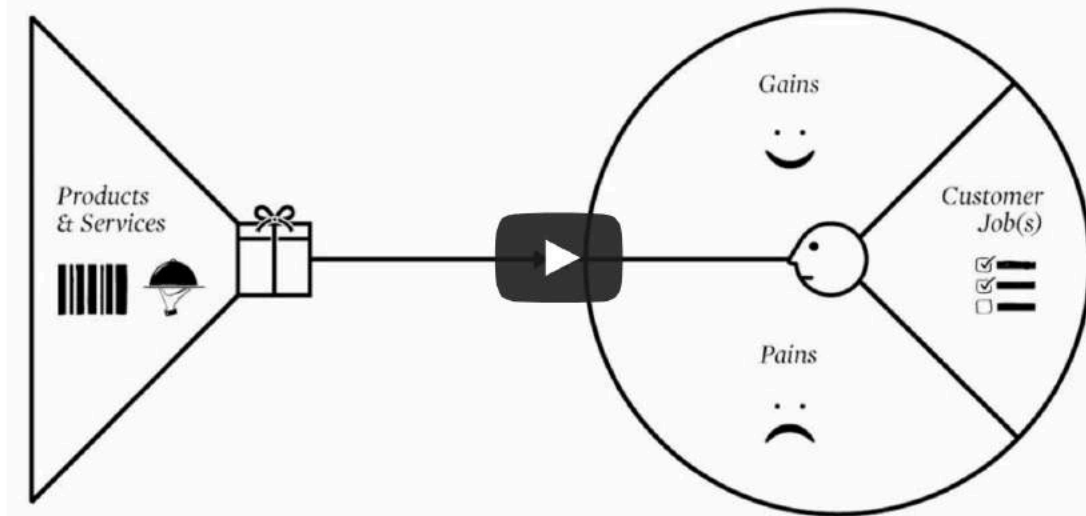
Value Proposition

Customer Segment



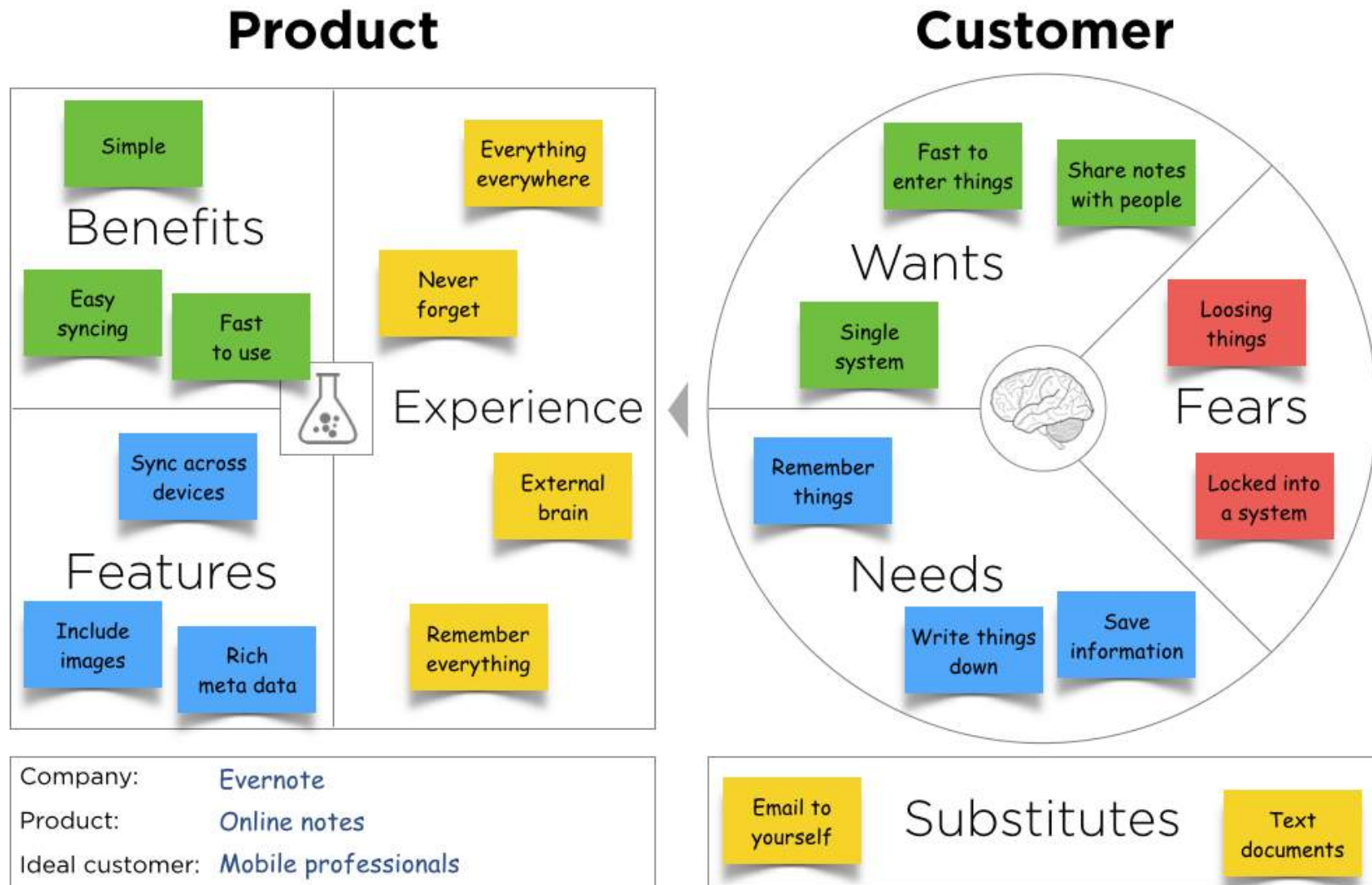
# The Value Proposition Canvas

The Value Proposition Canvas makes explicit how you are creating value for your customers. It helps you to design products and services your customers want.



# The Value Proposition Canvas

## Value Proposition Canvas



# Business model development To understand in depth

WE SUGGEST TO WATCH THIS USEFUL SHORT SERIES





# The Customer Journey Canvas

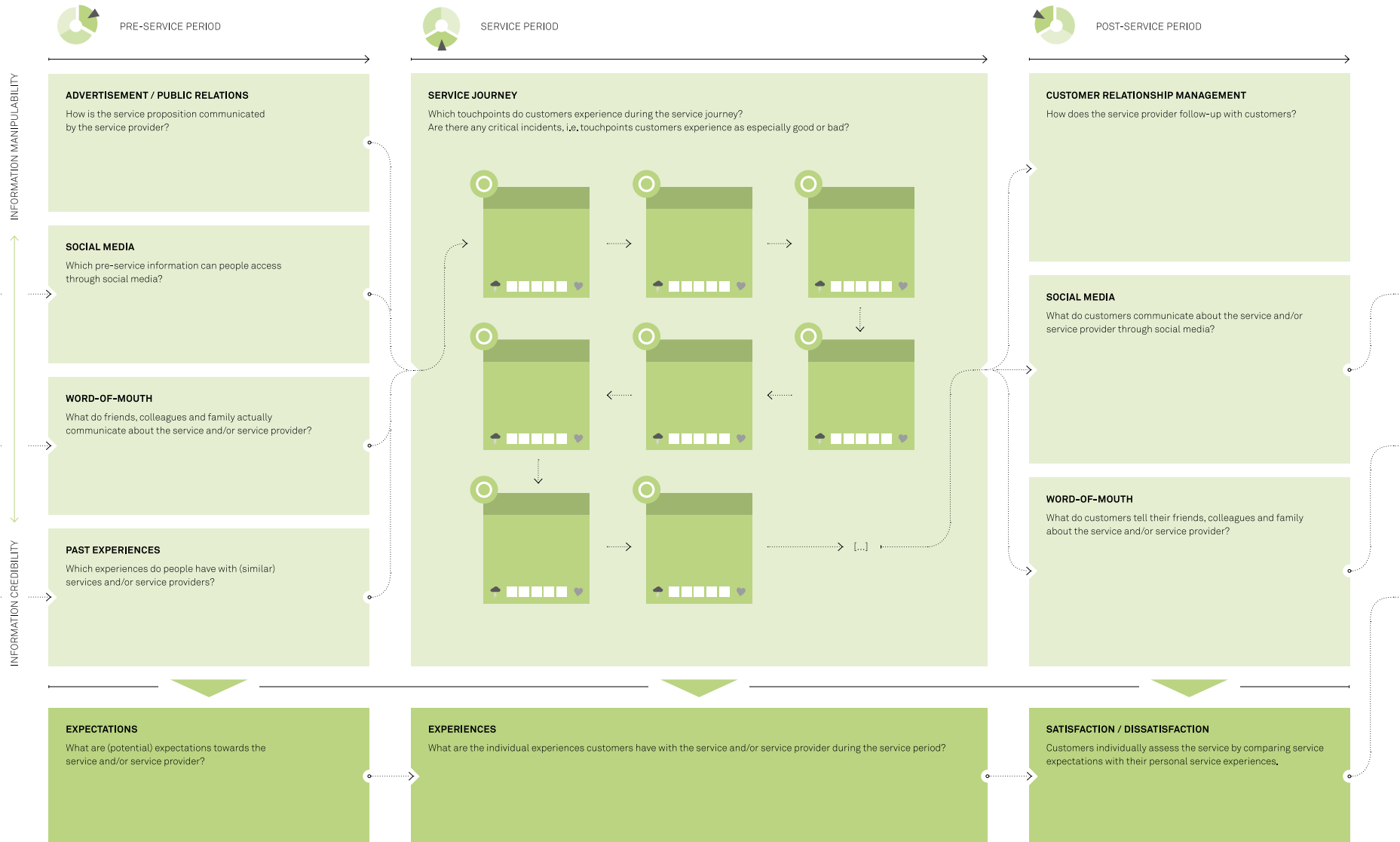
## The Customer Journey Canvas

Persona

Service

Service Provider

Design Team



# The Customer Journey Canvas

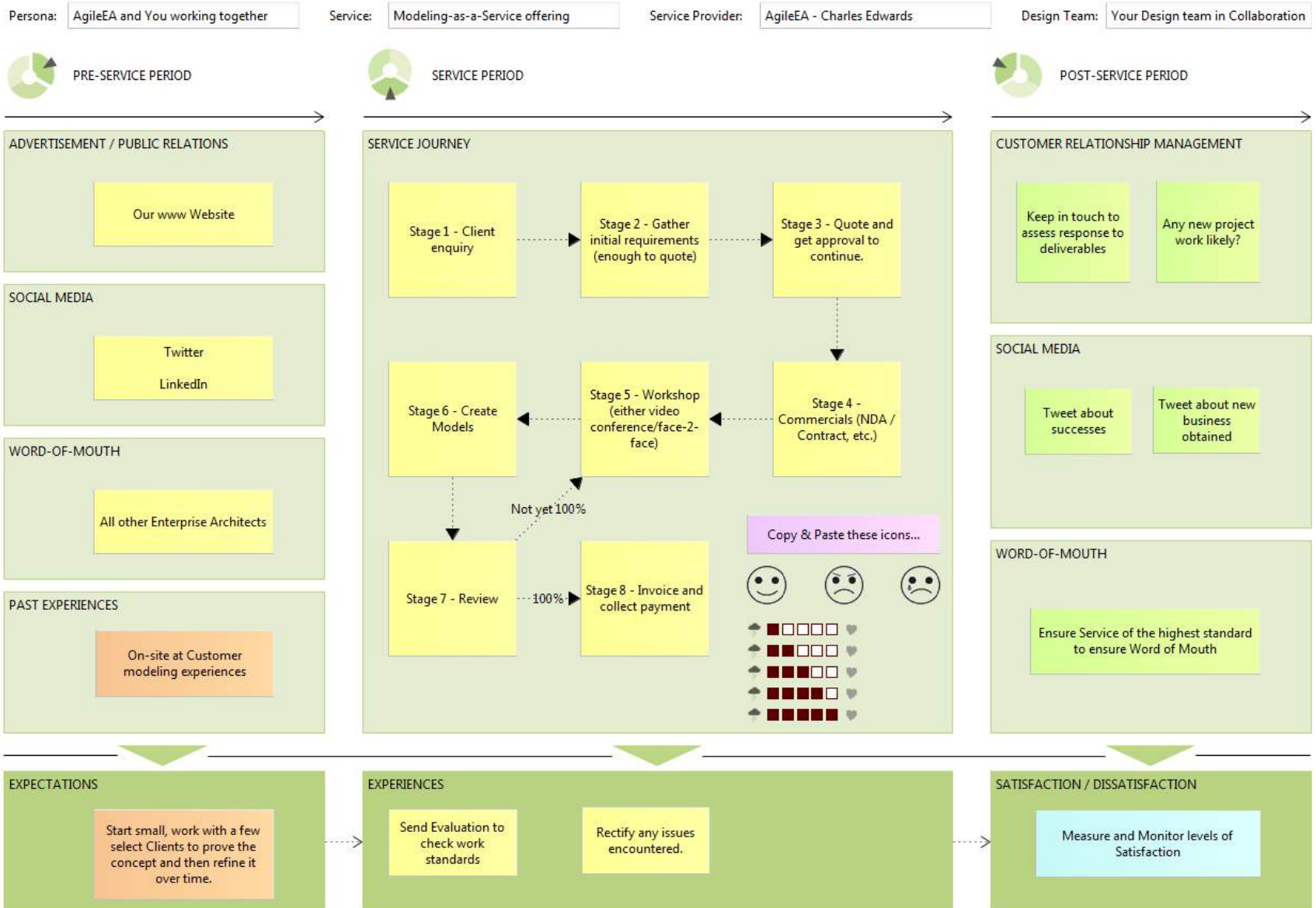
The Canvas has been developed to support you when **designing services**. You can use it not only for yourself to get a quick overview of certain service **processes**, but also with providers for a self—portrayal and with customers and other stakeholders to explore and **evaluate** services.



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Business model development  
**Tools**

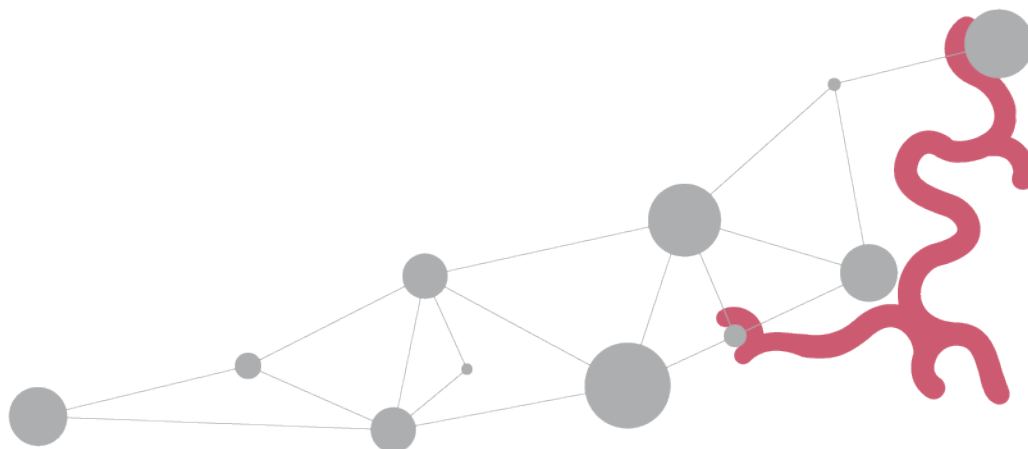
# The Customer Journey Canvas





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Pitch cooking  
**Tool**




European  
Commission

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research and innovation programme  
under grant agreement No 644988.

# Pitch cooking tool

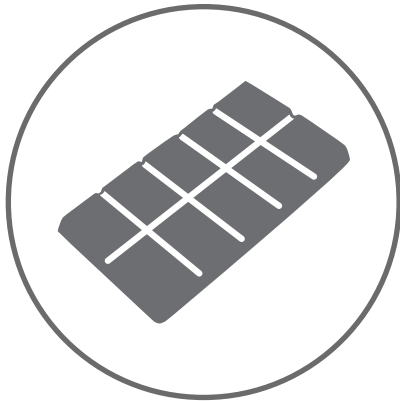
**chocolate cake = Your pitch**



There is **no fixed recipe** to cook a good pitch/cake, but rather the different combinations of the various elements can be a distinctive point of each single idea. As with any recipe, there are some ingredients that can not miss others that will serve as additional spices to flavor the pitch/cake.

Do not forget that **to get a "tasty" pitch** you need good ingredients but also good tools and methods to cook.

# Pitch/cake cooking system



- LEADING INGREDIENTS

What in your pitch/cake can NOT MISS

- 1 - Value & Meaning
- 2 - The problem
- 3 - What
- 4ab - Creativity and ICT
- 5 - How it works
- 6 - Your customer
- 7 - Team



- ADDITIONAL INGREDIENTS

What could give a special flavor to your pitch/cake

- +1 Marketing strategy
- +2 Look around
- +3 Planning



- TOOLS and METHODS

How and with what you can cook and show your pitch/cake

- A - Start
- B - Be lean and effective
- C - 20X20
- D - NABC

# CREA SUMMER ACADEMY

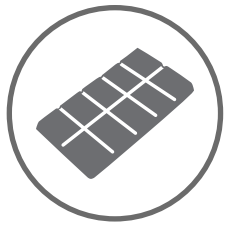
## Pitch **LEADING** ingredients

What in your pitch/cake can NOT MISS



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**Tool**



**Ingredients/1**

# **VALUE & MEANING**

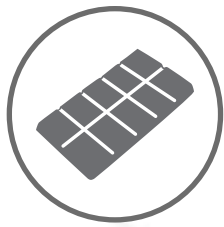
**Why will people pay for your solution?**

**What are the primary meanings that your idea respect?**

What is your value proposition? What pain are you eliminating?







## Ingredient/2

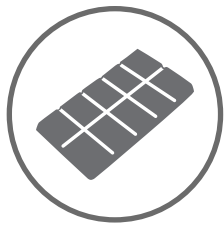
# THE PROBLEM

Focus on why it matters



**Make your audience feel the pain.**

Without yet getting into your product or service, describe the nature of the problem you address, why is needed, and provide some context for your project.



## Ingredient/3

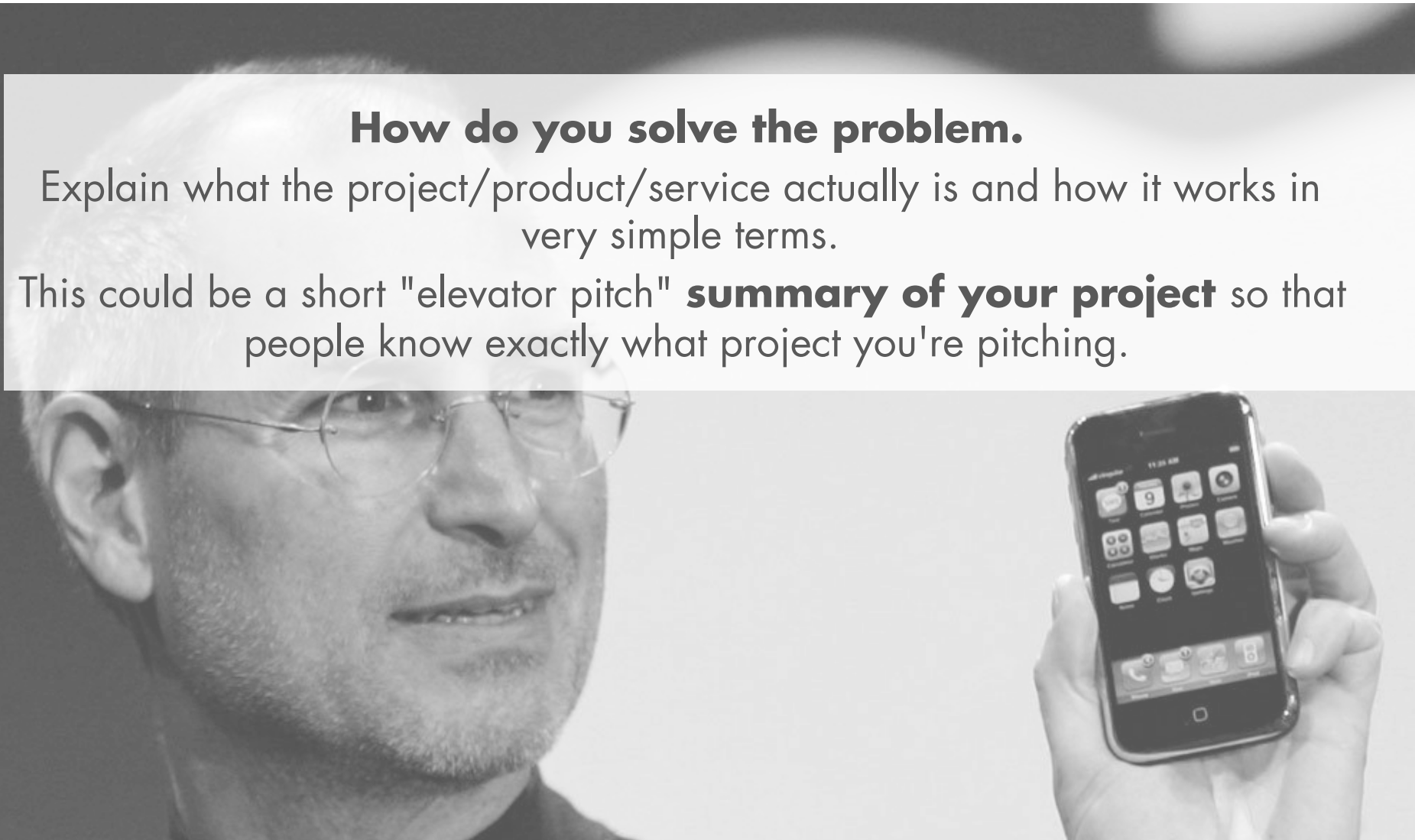
# WHAT

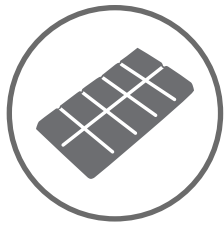
### Define the proposition.

#### How do you solve the problem.

Explain what the project/product/service actually is and how it works in very simple terms.

This could be a short "elevator pitch" **summary of your project** so that people know exactly what project you're pitching.



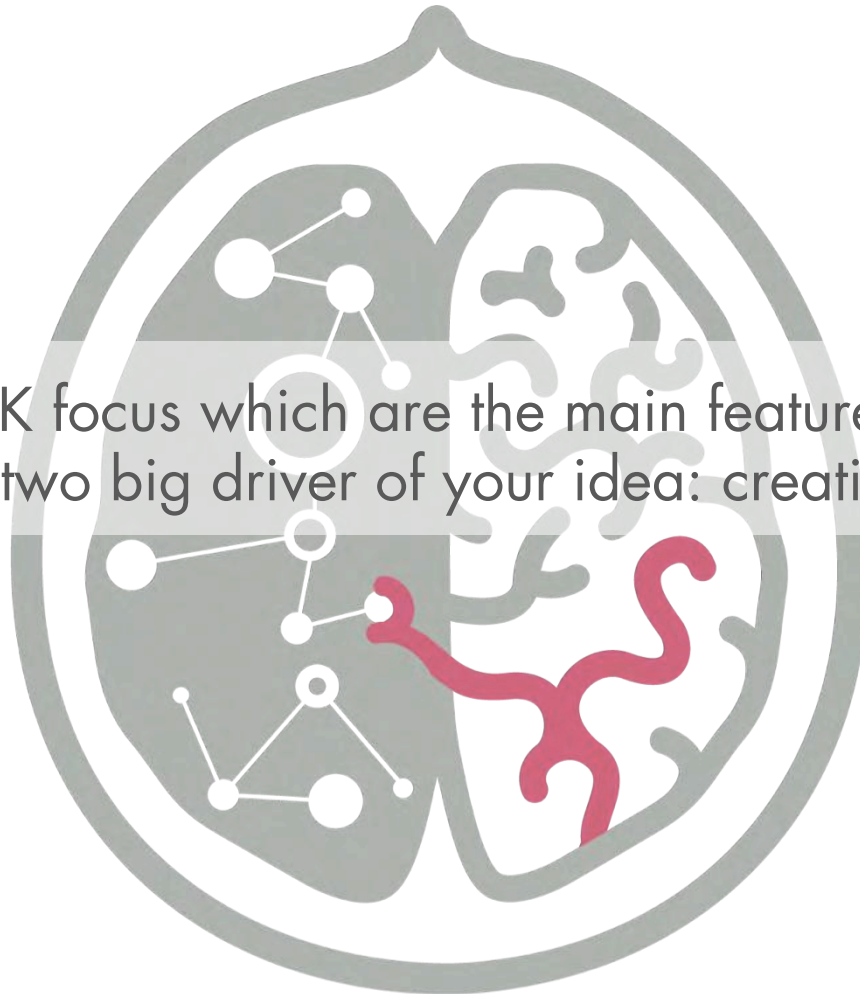


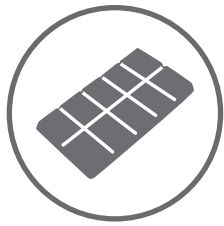
# Ingredients/4a & 4b

## **CREATIVITY AND ICT**

### **Two faces of your project**

Explain in a QUICK focus which are the main features and contents relating to the two big driver of your idea: creativity and ict.





## Ingredients/5

# HOW IT WORKS

### Experience and story

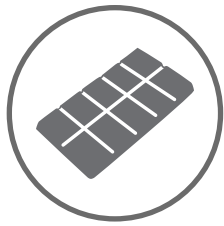
**Be lean, clear and effective describing the project .**

How your idea works?

What are your strong points but also those aspect of your idea you need to improve? This is the heart of your pitch, try to involve with your storytelling.







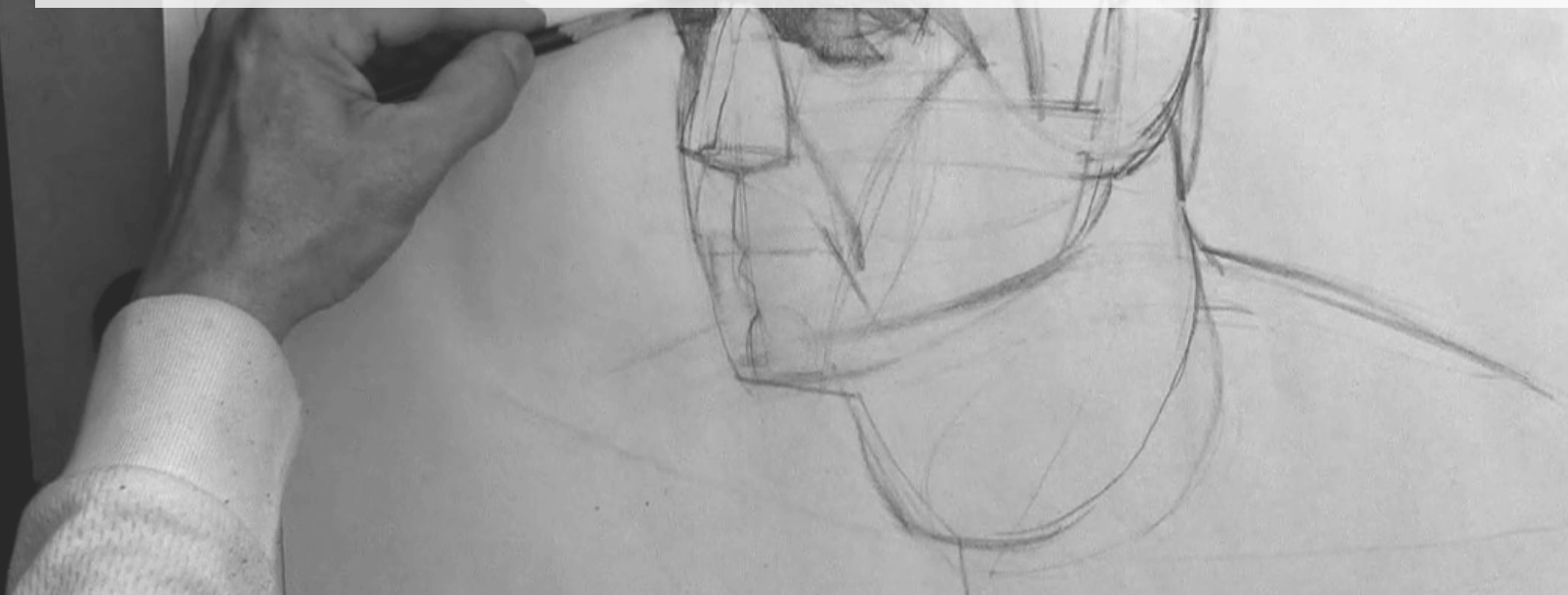
# Ingredients/6

## **YOUR CUSTOMER**

### **Who it serves**

#### **Make clear who you are aiming at.**

Who is your customer? What defines an "ideal" customer prospect? Who actually writes you the check? Make clear who you are building this product/service/project for, so that it's clear who will benefit from it. What do you expect the size of your customer base to be? Use specific customer examples where possible.





# Ingredients/7

## TEAM

### Why you?

**What does your team look like, and why are you the one to do this?** Why are you well-suited to succeed in this venture? How will others help you, and what relevant skills/experience will they bring to the project? How will you go about building your team from here and adding necessary expertise?

# CREA SUMMER ACADEMY

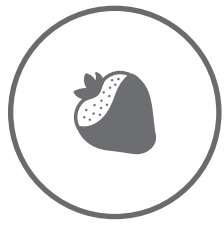
## Pitch **ADDITIONAL** ingredients

What could give a special flavor to your pitch/cake



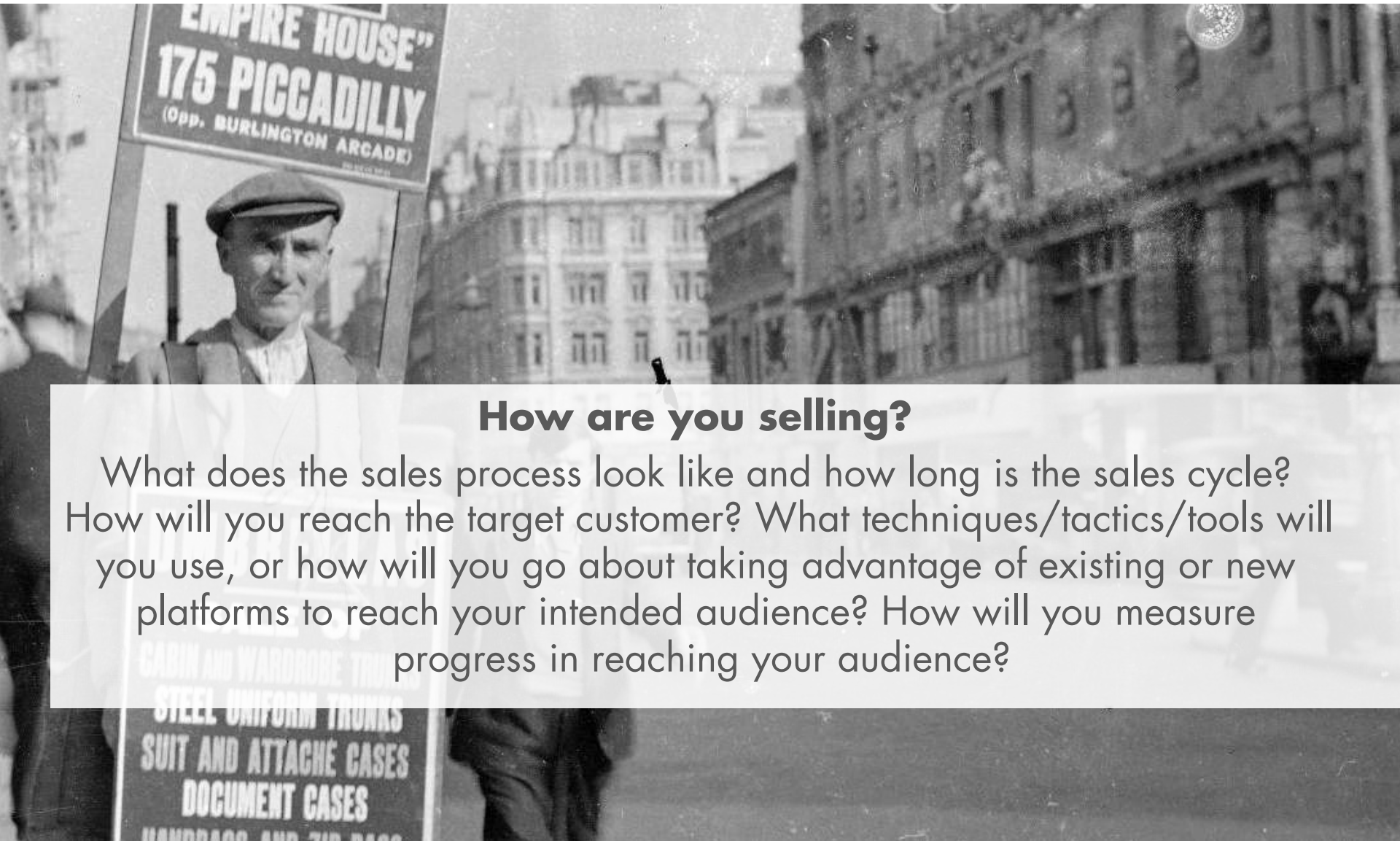
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Pitch cooking  
**Tool**



# Ingredients/+1

# MARKETING STRATEGY



## How are you selling?

What does the sales process look like and how long is the sales cycle? How will you reach the target customer? What techniques/tactics/tools will you use, or how will you go about taking advantage of existing or new platforms to reach your intended audience? How will you measure progress in reaching your audience?





# Ingredients/+2

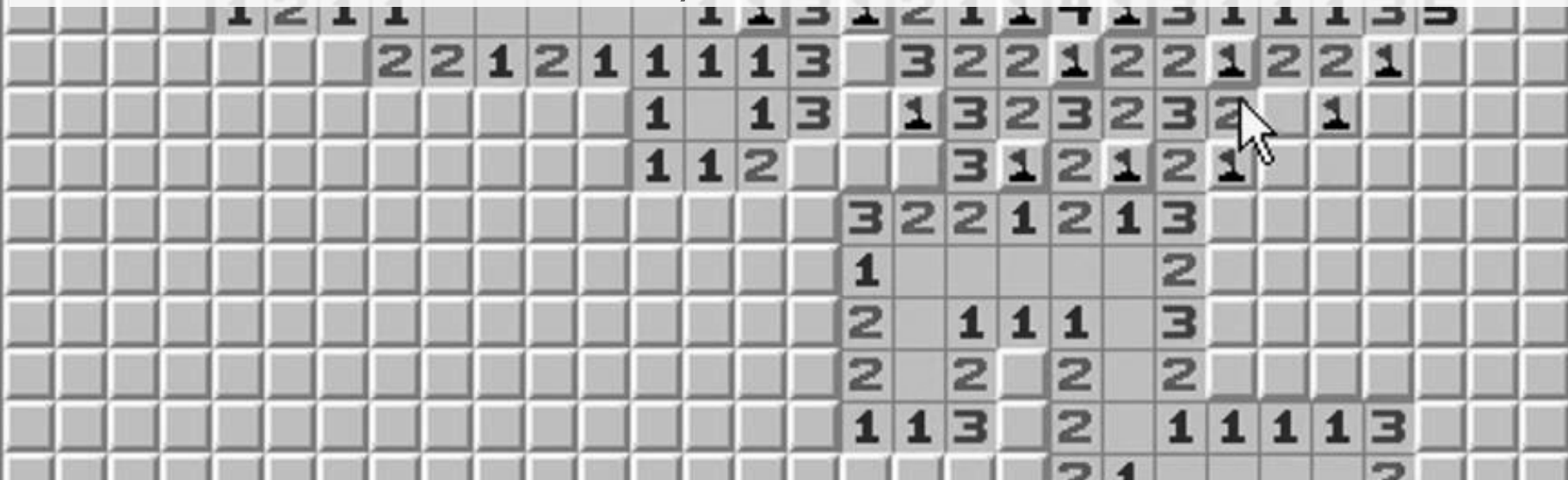
## LOOK AROUND

Minesweeper Clone 2007

Game Options Help

### What does the competitive landscape look like?

Who is adjacent to you (in the market) that could enter your market (and compete) or could be a co-opted partner? What are their strengths/weaknesses? How will your design approach distinguish your project? Who are your key distribution and technology partners? How dependent are you on these?





# Ingredients/+3

## PLANNING

### State of the art and roadmap



What stage of development are you at? Technology/product? Team?  
What are the future milestones you need to meet? What are the key things you need to do to advance the project in the coming weeks and months?  
What does the roadmap for your project look like?  
**What are your goals for the upcoming period?**

# CREA SUMMER ACADEMY

## Pitch “COOKING” tools and methods

How and with what you can cook and show your pitch



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# Tool /A

# START

## keep it simple and captivating

Know what you're trying to achieve

**Explain what your team is doing in the first minute.**

In some cases, you will like to start with an attention-grabbing opening, an anecdote, a dramatic stat or fact, or a question for the audience. These devices help to engage the audience, grab everyone's attention, and establish your confidence as you get going.



This is  
your oven  
**SWITCH  
ON**

# Tool /B

## BE LEAN AND EFFECTIVE

This is the  
way you  
KNEAD  
THE  
DOUGH

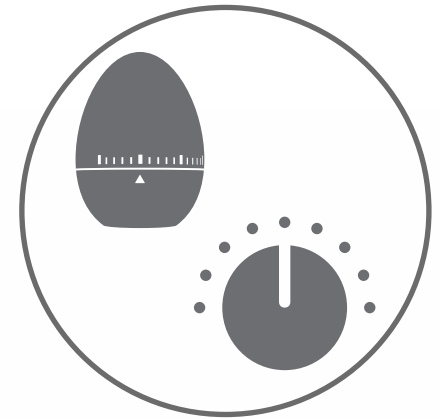


The goal of a pitch isn't to close the deal. Instead, the goal is merely to get a conversation started; to **convince** The Audience that **your Idea is something they need to know more about**. In the wise words of Winston Churchill, "Be clear. Be brief. Be seated."

Let your passion show and tell a story.



# Tool /C 20X20



This is your  
**COOKING  
TIME AND  
TEMPERATURE**

20x20 is a simple presentation format where you show 20 images, each for 20 seconds. The images advance automatically and you talk along to the images. **Use this as useful constraint.**

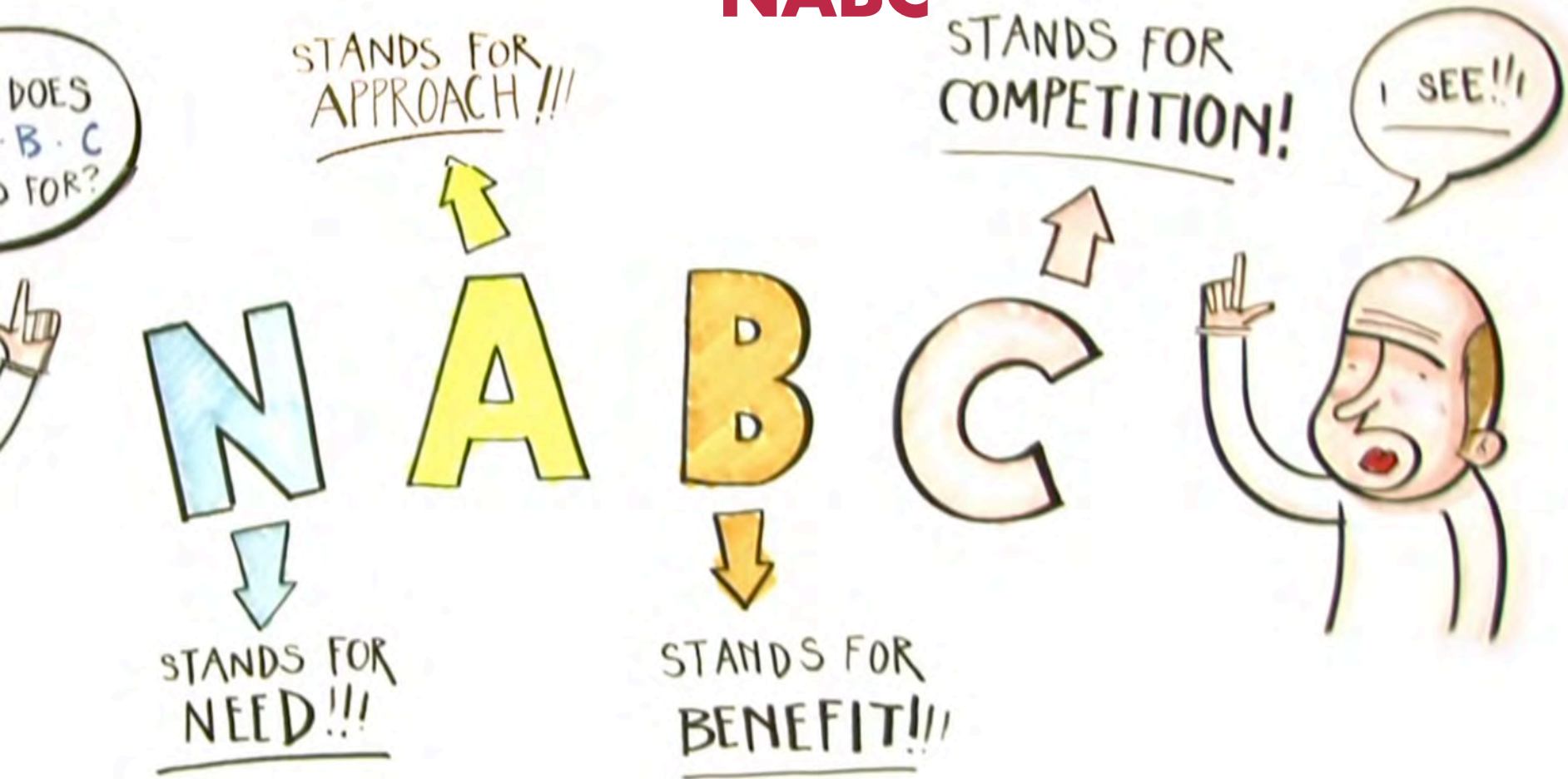


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summer academy

Pitch cooking  
**Tool**

[www.pechakucha.org](http://www.pechakucha.org)

# Tool /D **NABC**



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summer academy

Pitch cooking  
**Tool**

Stanford Research Institute ([www.sri.com](http://www.sri.com))

# Tool /D NABC



NABC is a method for acquire a more systematic approach to the understanding of value propositions, in other words, the value of original thinking. This method enables the idea-makers to present their ideas while at the same time it assesses their value using a range of central parameters.



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Pitch cooking  
**Tool**

*Stanford Research Institute ([www.sri.com](http://www.sri.com))*



# PITCH PRACTICAL CONSTRAINTS

OPENING slide must contains:

- Crea Summer Academy logo
- Summer Academy location and topic
- Title of your project
- Name and Surname of all the team members

CLOSING slide must contains:

- Crea Summer Academy logo
- Your Contacts Name, Surname and mail



**crea**  
summer academy

Pitch cooking  
**Tool**

# PITCH PRACTICAL CONSTRAINTS

OPENING slide must contains:

- Crea Summer Academy logo
- Summer Academy location and people
- Title of your project
- Name and Surname of all the team members

CLOSING slide must contains:

- Crea Summer Academy logo
- Your Contacts Name, Surname and mail

**DO NOT FORGET:  
PITCH COOKING MUST BE UP TO 3 - 5  
MINUTES**



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Pitch cooking  
Tool



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## UNPACK CREATIVITY CANVAS



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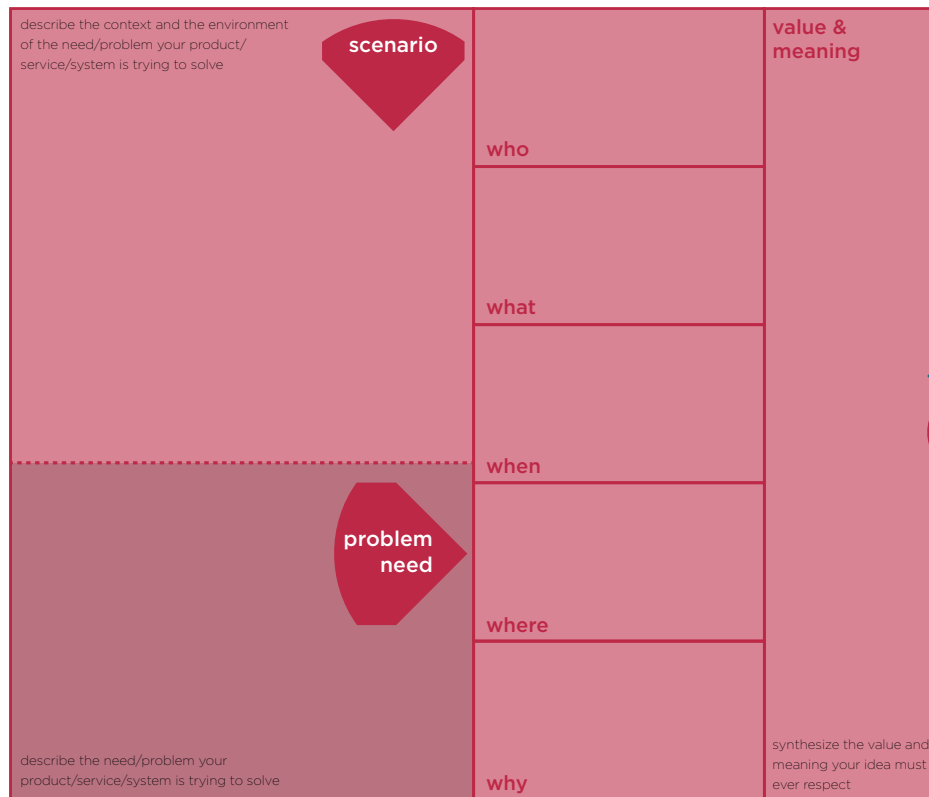
**STARTUP  
EUROPE**



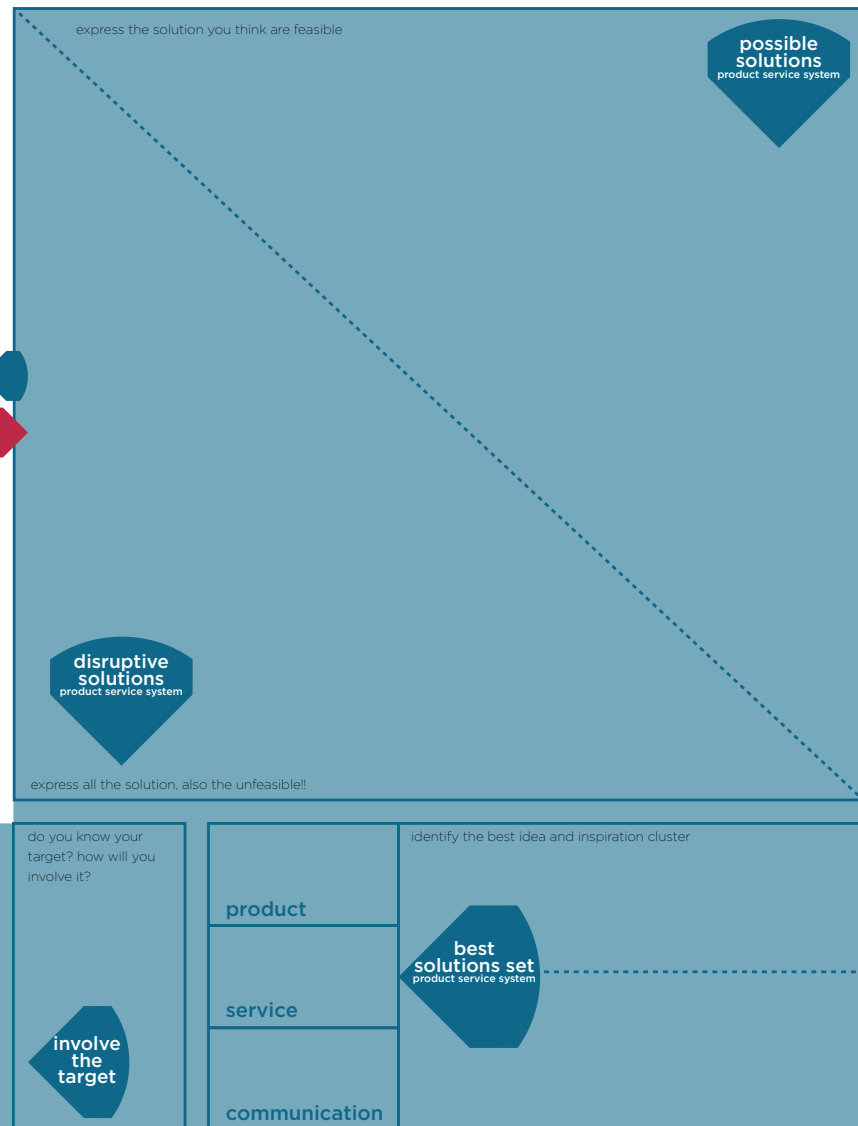
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# UNPACK CREATIVITY CANVAS - from thinking to making

## Design thinking



## Design making

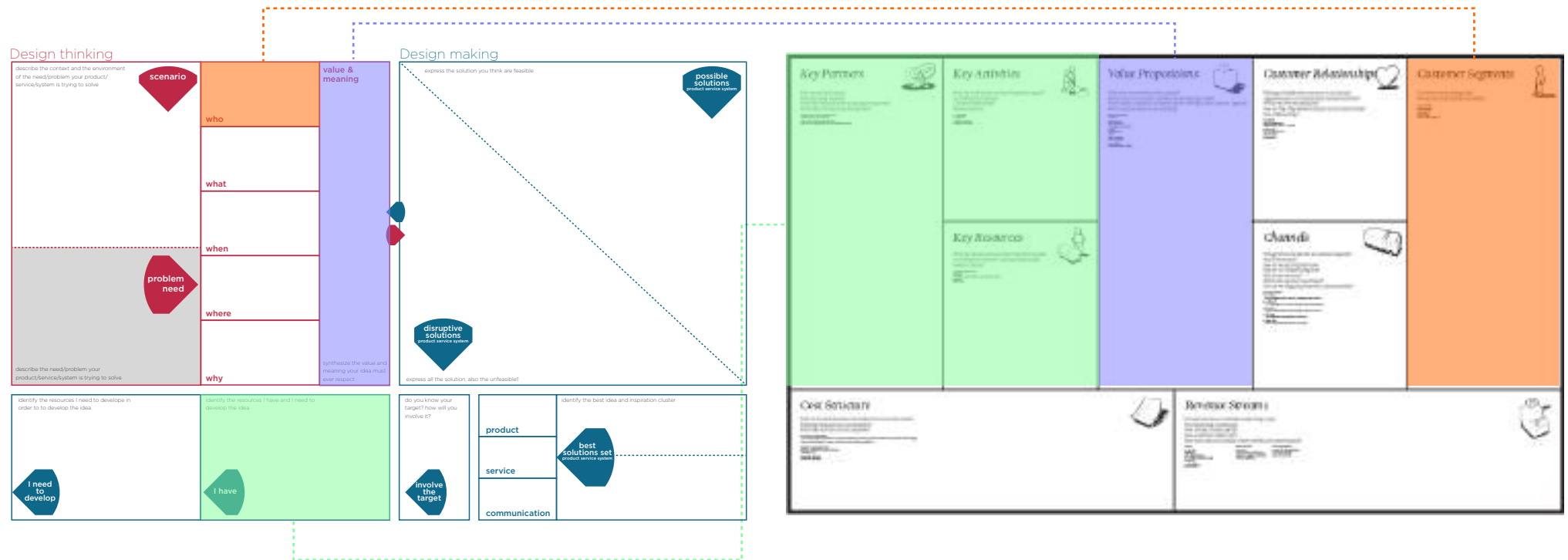


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# from idea to start-up



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# UNPACK CREATIVITY CANVAS

Designed by:

Designed for:

Date:

## Design thinking

describe the context and the environment of the need/problem your product/service/system is trying to solve	scenario		value & meaning
	who		
	what		
	when		
describe the need/problem your product/service/system is trying to solve	where		synthesize the value and meaning your idea must ever respect
	why		

## Design making

express the solution you think are feasible	possible solutions product service system
express all the solution, also the unfeasible!!	
disruptive solutions product service system	

identify the resources I need to develop in order to to develop the idea	identify the resources I have and I need to develop the idea
I need to develop	I have

do you know your target? how will you involve it?	identify the best idea and inspiration cluster
involve the target	best solutions set product service system
product	
service	
communication	



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# Design thinking



scenario

A cheapest way to reach a place fast even in the worst condition!

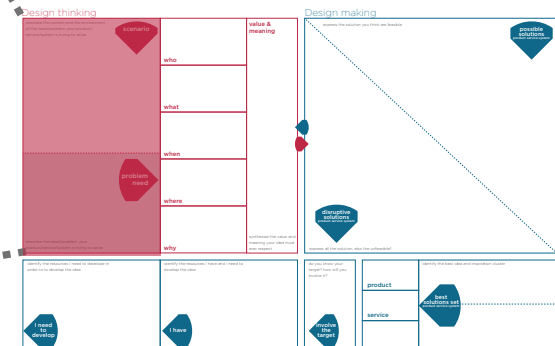


problem  
need

rain / time / money / luggage

describe the context and the environment of the need/problem your product/service/system is trying to solve

describe the need/problem your product/service/system is trying to solve



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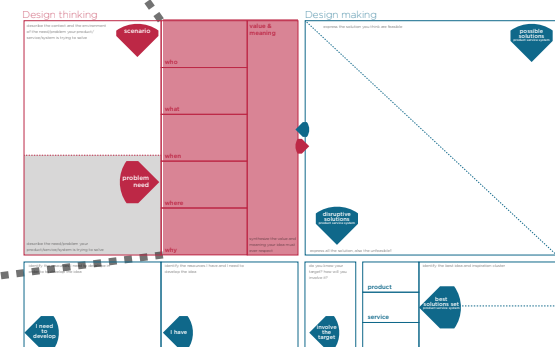
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# Design thinking

who does not have a car available	<b>value &amp; meaning</b>  <b>A transportation system economic as the public service but comfortable as the private one.</b>
<b>who</b>	
reach a place fast in every condition and in the cheapest way	
<b>what</b>	
24H	
<b>when</b>	
in the city	
<b>where</b>	
work personal interest leisure	
...	
<b>why</b>	

synthesize the value and meaning your idea must ever respect

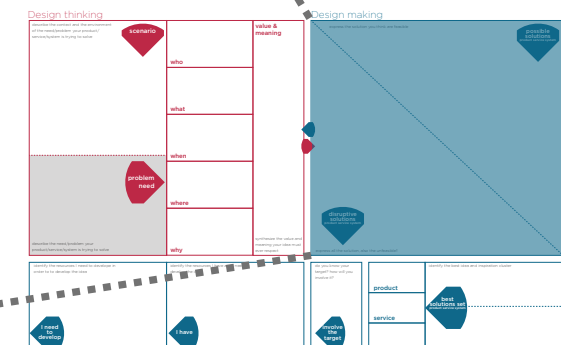
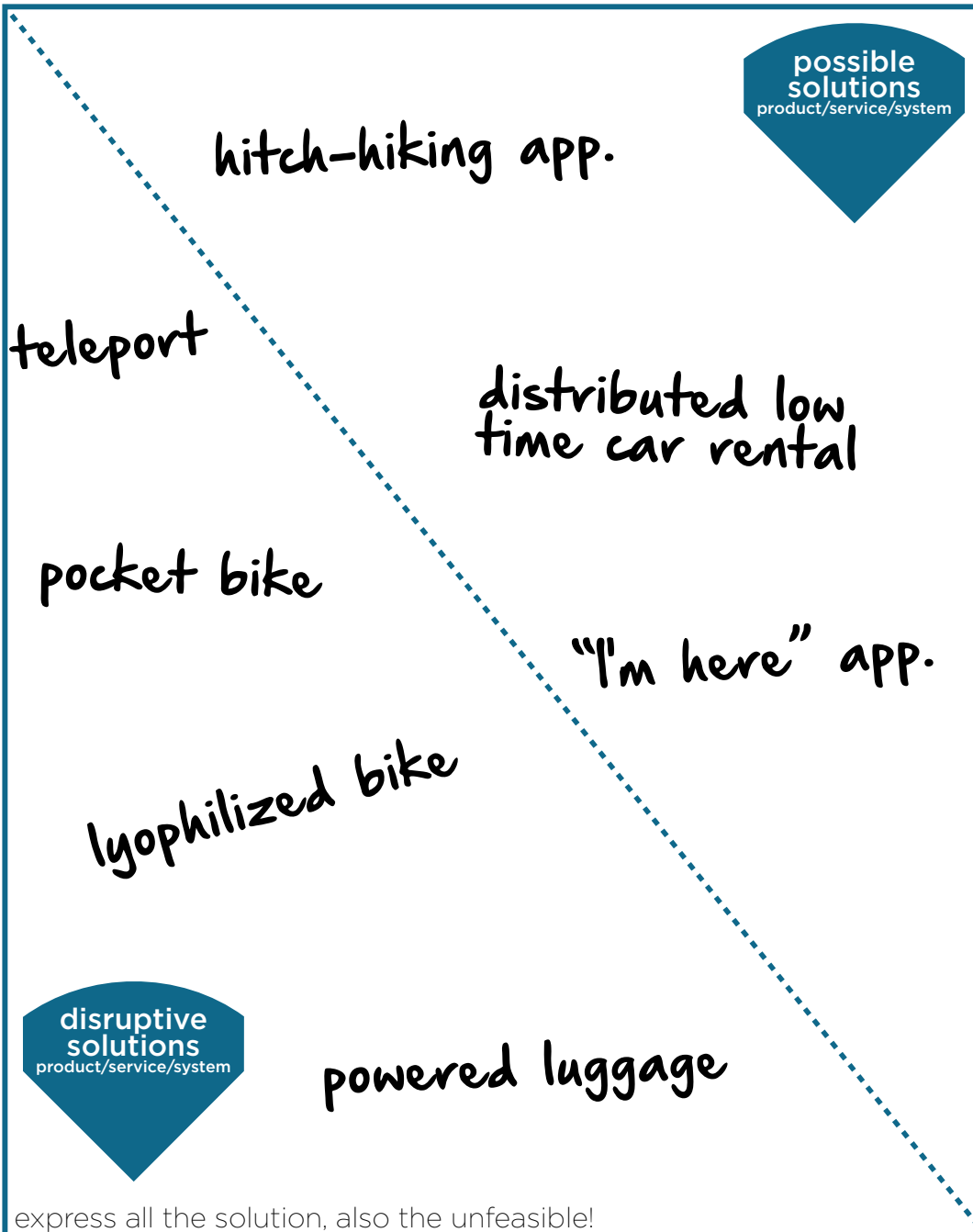


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# Design making

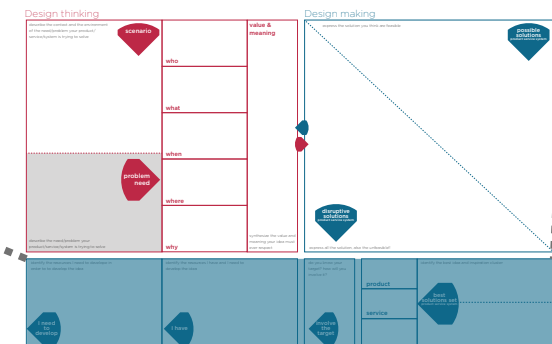
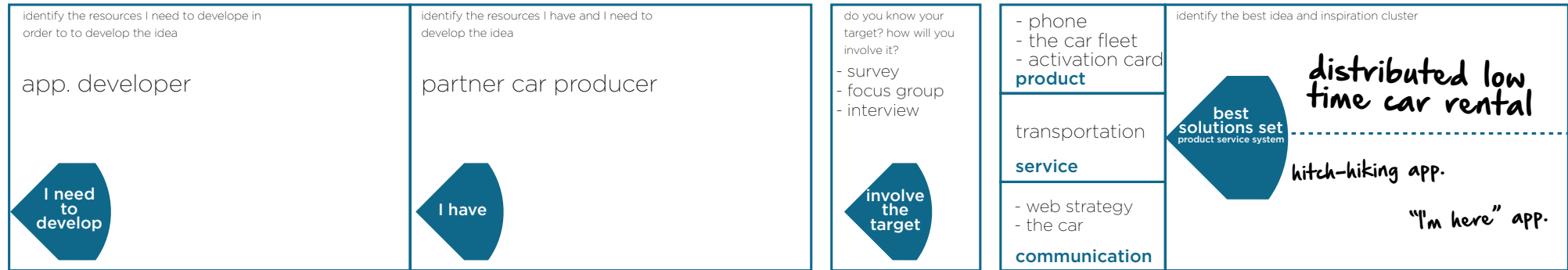


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# Design making




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# UNPACK CREATIVITY CANVAS

## Design thinking

describe the context and the environment of the need/problem your product/service/system is trying to solve   A cheapest way to reach a place fast even in the worst condition!	<b>scenario</b> who does not have a car available <b>who</b>	<b>value &amp; meaning</b>  A transportation system economic as the public service but comfortable as the private one.  synthesize the value and meaning your idea must ever respect
	reach a place fast in every condition and in the cheapest way <b>what</b>	
<b>when</b> in the city	<b>where</b> work personal interest leisure ... <b>why</b>	
rain / time / money / luggage describe the need/problem your product/service/system is trying to solve	<b>problem need</b>	

## Design making

express the solution you think are feasible  hitch-hiking app. teleport distributed low time car rental pocket bike lyophilized bike "I'm here" app. powered luggage	<b>possible solutions</b> product service system
express all the solution, also the unfeasible!!	<b>disruptive solutions</b> product service system

identify the resources I need to develop in order to develop the idea  app. developer  <b>I need to develop</b>	identify the resources I have and I need to develop the idea  partner car producer  <b>I have</b>
---	---

do you know your target? how will you involve it?  - survey - focus group - interview  <b>involve the target</b>	- phone - the car fleet - activation card <b>product</b>  transportation <b>service</b>  - web strategy - the car <b>communication</b>	identify the best idea and inspiration cluster  distributed low time car rental hitch-hiking app. "I'm here" app.  <b>best solutions set</b> product service system
--	--	--






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## Design thinking

<small>Describe the context and the environment of the need/problem your product/service/system is trying to solve</small>  <p>A cheapest way to reach a place fast even in the worst condition!</p>		<b>scenario</b> who does not have a car available <b>who</b> reach a place fast in every condition and in the cheapest way <b>what</b> 24H <b>when</b> in the city <b>where</b> work personal interest leisure <b>why</b>	<b>value &amp; meaning</b> A transportation system economic as the public service but comfortable as the private one. synthesize the value and meaning your idea must ever respect
<small>Describe the need/problem your product/service/system is trying to solve</small>  <p>rain / time / money / luggage</p>			
<small>Identify the resources I need to develop in order to develop the idea</small> app. developer 		<small>Identify the resources I have and I need to develop the idea</small> partner car producer 	

## Design making

<small>Express the solution you think are feasible</small> teleport pocket bike lyophilized bike hitch-hiking app. distributed low time car rental "I'm here" app. powered luggage 		<small>Express all the solution, also the unrealistic!</small> distributed low time car rental hitch-hiking app. "I'm here" app. 
<small>Do you know your target? How will you involve it?</small> - phone - the car fleet - activation card <b>product</b> transportation <b>service</b> - web strategy - the car communication 		<small>Identify the best idea and inspiration cluster</small> distributed low time car rental hitch-hiking app. "I'm here" app.

<b>Key Elements</b> 	<b>Key Activities</b> 	<b>Value Propositions</b> 	<b>Customer Relationships</b> 	<b>Channels</b> 
<b>Cost Structure</b> 		<b>Revenue Streams</b> 		



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# UNPACK CREATIVITY CANVAS

Designed by:

Designed for:

Date:

## Design thinking

describe the context and the environment of the need/problem your product/service/system is trying to solve



A way to have a craftsmanship experience in the Italian labs with international tourists

scenario

tourists / designer /stranieri e non

who

try an Italian craftsmanship experience

what

during a trip

when

in the Italian craftman's labs

where

personal interest  
leisure  
work training tools

why

value & meaning

Experience craftsmanship with passionate artisans in inspiring and creative locations.

synthesize the value and meaning your idea must ever respect

problem need



lack of offer / service not naturally developed / language problem

describe the need/problem your product/service/system is trying to solve

## Design making

express the solution you think are feasible

an organization to arrange courses in labs

possible solutions  
product service system

an app to connect craftman and tourists

recreate a real Renaissance workshop

Only Videotutorial

labs Video conference

disruptive solutions  
product service system

create the global village of artisan workshops

express all the solution, also the unfeasible!!

identify the resources I need to develop in order to develop the idea

internet site  
social network  
strategy

I need to develop

identify the resources I have and I need to develop the idea

6 craftsmen visited and tested in Lumbardy  
founders from 3 different countries

I have

do you know your target? how will you involve it?

- focus group
- beta test

involve the target

- welcome kit
- hand-made product

experience designed and tested

- web platform
- application

identify the best idea and inspiration cluster

an organization to arrange courses in labs

best solutions set  
product service system

an app to connect craftman and tourists





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## Design thinking

describe the context and the environment of the need/problem your product/ service/system is trying to solve.  A way to have a craftsmanship experience in the Italian labs with international tourists	<b>scenario</b> tourists / designer / stranieri e non	<b>value &amp; meaning</b> Experience craftsmanship with passionate artisans in inspiring and creative locations.
	<b>who</b> try an Italian craftsmanship experience	
 lack of offer / service not naturally developed / language problem describe the need/problem your product/service/system is trying to solve	<b>what</b> during a trip	<b>problem need</b> in the Italian craftsman's labs
	<b>when</b> personal interest leisure work training tools	
<b>where</b> founders from 3 different countries	<b>why</b> synthesize the value and meaning your idea must ever respect	

identify the resources I need to develop in order to develop the idea internet site social network strategy <b>I need to develop</b>	identify the resources I have and I need to develop the idea 6 craftsmen visited and tested in Lombardy founders from 3 different countries <b>I have</b>
--	--

## Design making

express the solution you think are feasible an organization to arrange courses in labs recreate a real Renaissance workshop Only Videotutorial create the global village of artisan workshops labs Video conference possible solutions product service system
---

do you know your target? how will you involve it? - welcome list - hand-made product - focus group - beta test <b>involve the target</b>	identify the best idea and inspiration cluster an organization to arrange courses in labs an app to connect craftsman and tourists <b>best solutions set product service system</b>
---	--

Key Features 	Key Activities 	Value Propositions 	Customer Relationships 	Channels 
Cost Structure 	Revenue Streams 			

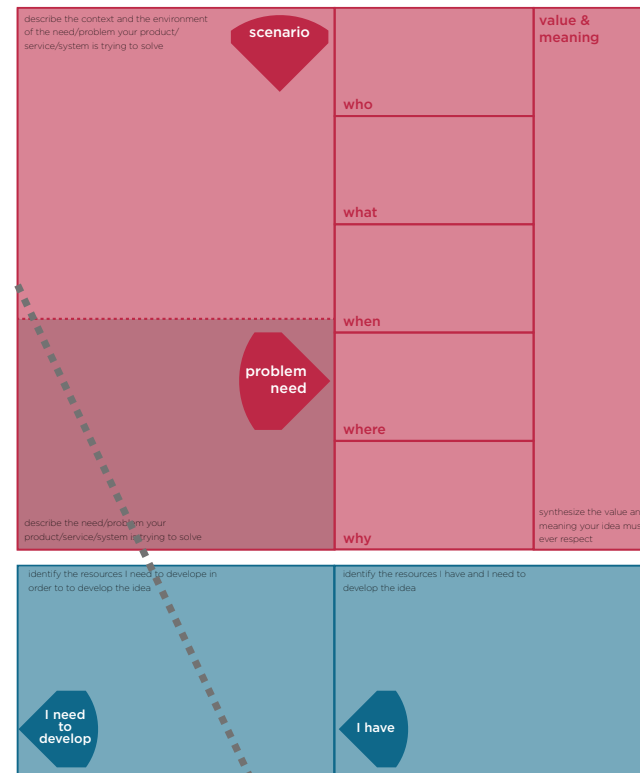


# UNPACK CREATIVITY CANVAS - Workshop timing schedule

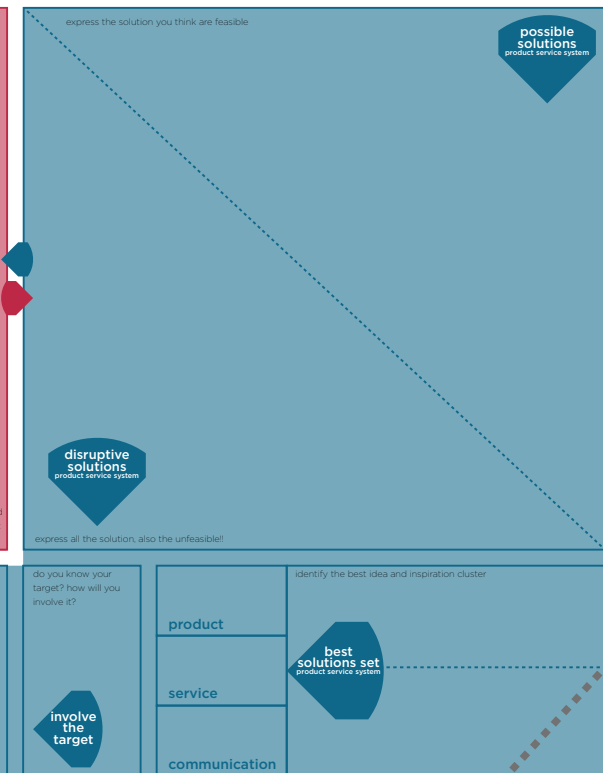
Mentor introduction lecture

30 min

Design thinking



Design making



1,5 Hours  
Design thinking

2 Hours  
Design making

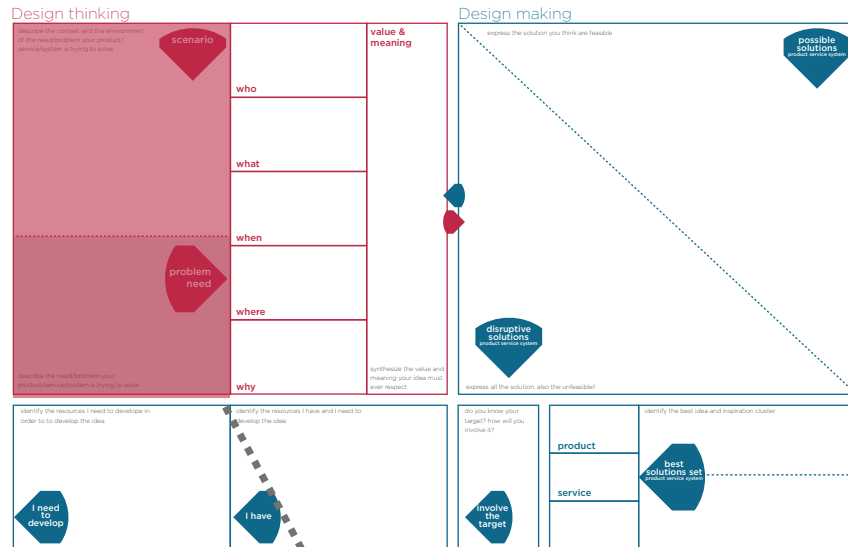


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# UNPACK CREATIVITY CANVAS - Workshop timing schedule



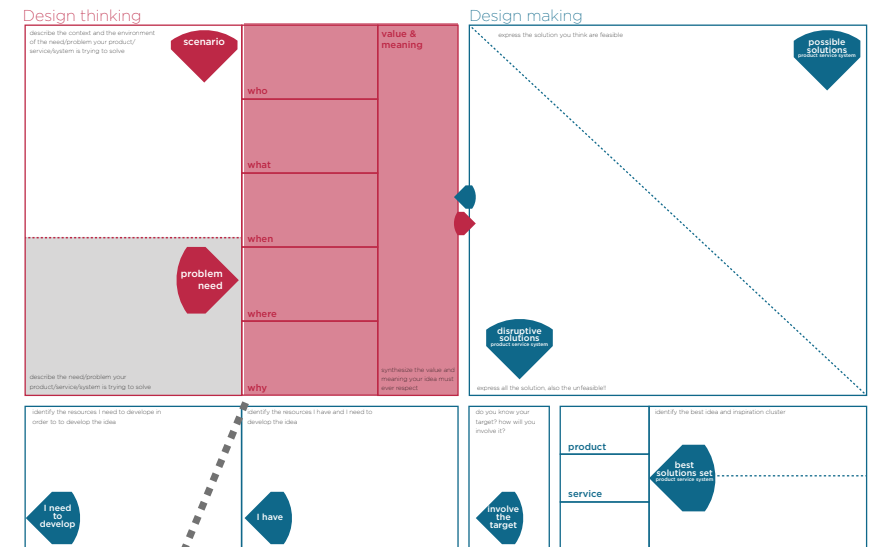
**30 min**

Scenario + problem/need

15 min - group work

5 min - review

10 min - definition



**60 min**

5W

15 min - group work

5 min - review

10 min - definition

Value&meaning

15 min - group work

5 min - review

10 min - definition

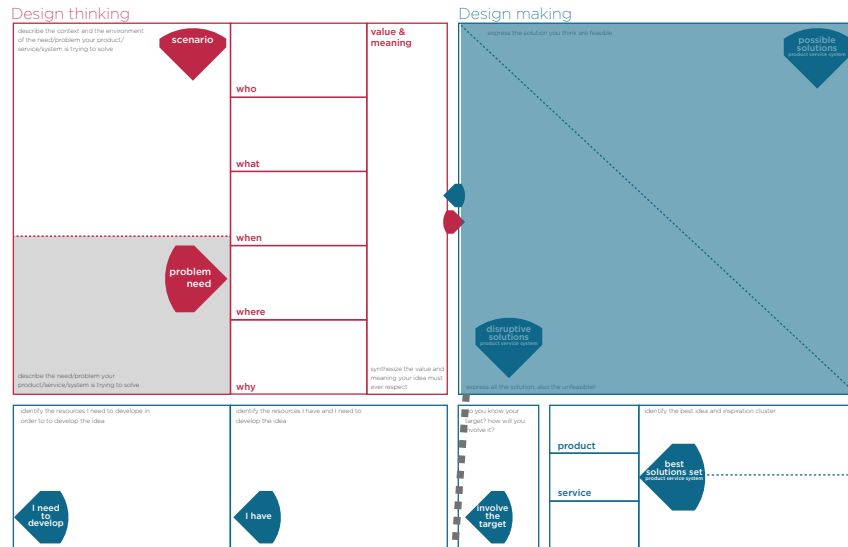


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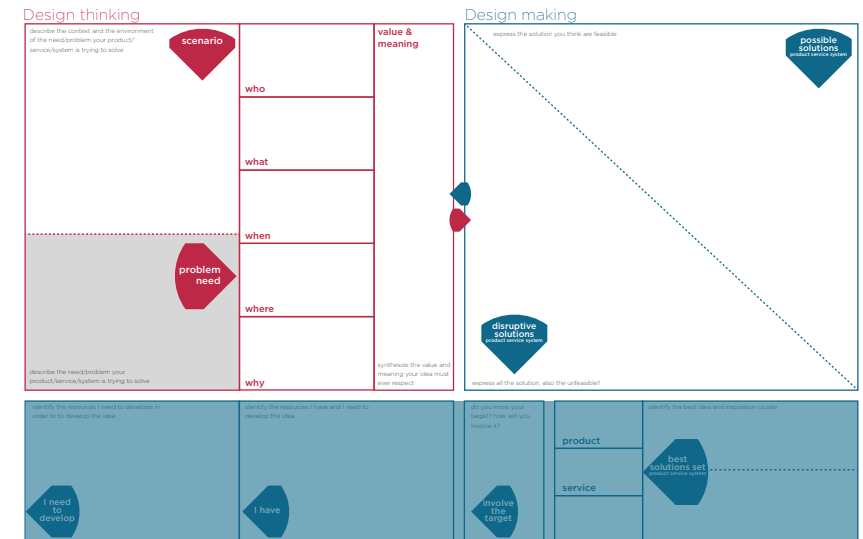
# UNPACK CREATIVITY CANVAS - Workshop timing schedule



**40 min**

Brainstorming session

15 min free brainstorming  
5 min mentor support  
15 min free brainstorming  
5 min mentor review



**80 min**

10 min Best solution selection  
10 min Product/Service/Communication  
10 min mentor review

15 min Involve the target  
15 min I have/I need to develop

10 min mentor review  
10 min general overview



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**crea**  
summer academy

## ME AND MY START-UP TEAM

**STARTUP  
EUROPE**



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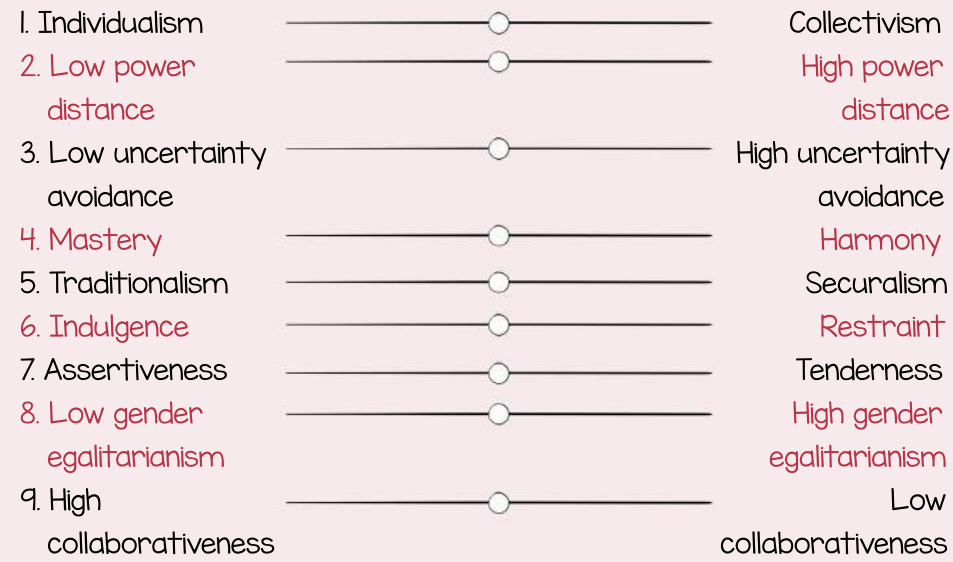


# Me and my start-up team

## Cultural dimensions

WORKING WITH DIFFERENCES BETWEEN INDIVIDUALS

Culture is defined as the collective mental programming of the human mind which distinguishes one group of people from another. This does not imply that everyone in a given society is programmed in the same way; there are considerable differences between individuals. The dimensions, mentioned below, are based on research of Maleki and de Jong.

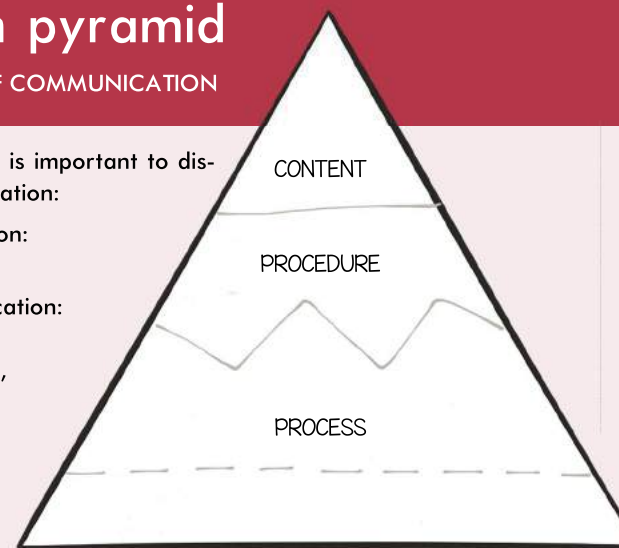


## Communication pyramid

PROCESS IS THE FUNDAMENT OF COMMUNICATION

To support communication well, it is important to distinguish three layers of communication:

1. the content of the communication: what someone is saying;
2. the procedure of the communication: how the communication is conducted. Such as the agenda, roles, time frame, etcetera.
3. the process : the interaction between the people and their emotions.



### About me

- Where lies the focus of your communication most often?
- Are you aware of the different levels of communication?
- How could you as a member of a start-up team improve this awareness?

### About my team

- On which layers does good collaboration take place?
- In your start-up, your fellow students have different professional, cultural, and language backgrounds and various skill sets (creativity, ICT and entrepreneurship). How can your busy start-up team pay attention to good communication?

## Core quadrants Ofman

CRITICISMS WE RECEIVE REFLECT OUR CORE QUALITIES

Daniel Ofman's model helps you strengthen your positive characteristics. Know your core qualities, be aware of what happens when you overdo them (pitfalls), and figure out what you should do (challenges) to avoid that.

This model also helps you understand why other people, or their behaviour, trigger a negative reaction in you (allergies) and which core qualities of those people are reflected there.



### About me

- Try to construct two of your own core quadrants. Start with a quality or start with an allergy and then figure out the other three quadrants.
- Which qualities will you benefit from as a starting entrepreneur?

### About my team

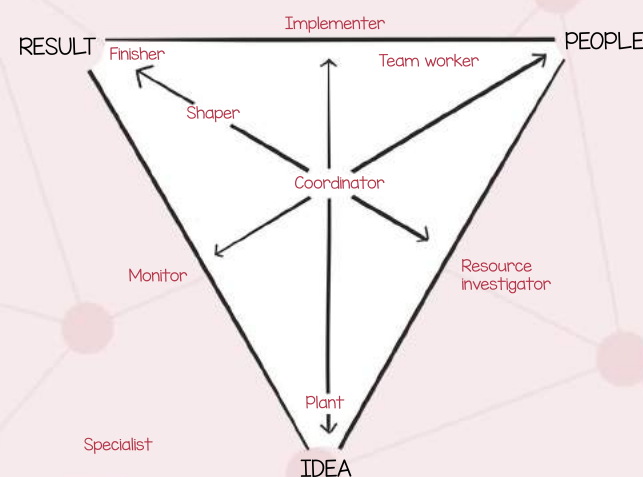
- Make an overview of the qualities and the pitfalls in your team.
- Which overlap do you find between allergies and pitfalls? What solutions do you see for that?
- How can your team benefit from each quality in the group in this dynamic and creative phase of your start-up team?

## Belbin Team roles

BENEFIT FROM DIVERSITY

For a team to improve its performance by working together more effectively, it is important to learn how to use the diversity in the team to its fullest potential.

In order to achieve maximum performance, the team should have a mix of different roles that the team members play.



### About me

- Which two or three team roles fit you naturally?
- Do you see a link with your core quadrants?
- If you look back at a conflict you had in a team before, can you relate it to these roles?

### About my team

- Which roles are present in your team and is there enough diversity?
- Which roles are under represented and what will be the consequence of that? Can you come up with solutions?
- In which way are the functional roles and skills (creativity, ICT and entrepreneurship) distributed over the roles?

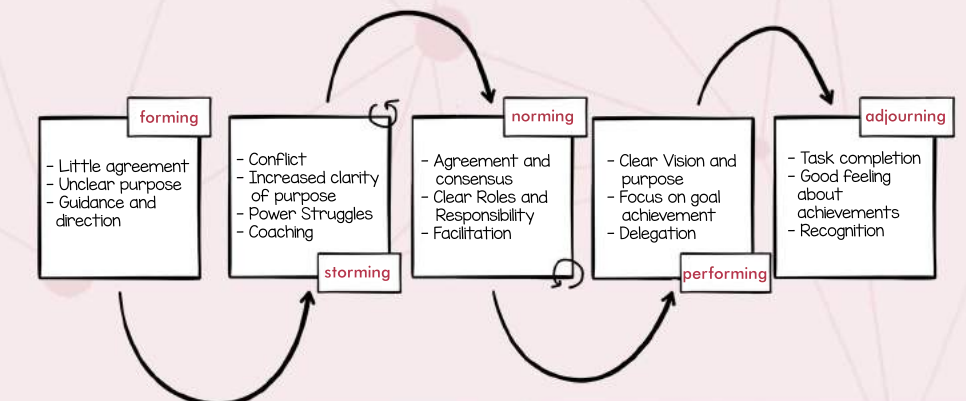
A team role describes the style of work of a team member. The team role originates from the personality of the team member. Each role has a specific contribution to the teamwork and an (allowable) weakness.

Type	Positive Qualities	Allowable Weakness
Implementer	Organising ability, practical common sense, hard-working, self-discipline.	Lack of flexibility, unresponsiveness to proven ideas.
Coordinator	A capability for treating and welcoming all potential contributors and their merits and without prejudice. A strong sense of objectiveness.	No more than ordinary in terms of intellect or creative ability.
Shaper	Drive and readiness to challenge inertia, ineffectiveness, complacency or self-deception.	Proneness to provocation, irritation and impatience.
Plant	Genious, imagination, intellect, knowledge	Up in the clouds, inclined to disregard practical details or protocol.
Resource investigator	A capacity for contacting people and exploring anything new. An ability to respond to challenge.	Liable to loose interest once the initial fascination has passed.
Monitor	Judgement, discretion, hardheadedness.	Lacks inspiration or the ability to motivate others.
Team worker	An ability to respons to people and to situations, and to promote team spirit.	Indecisiveness at moments of crisis.
Finisher	A capacity for follow-through, perfectionism.	A tendency to worry about small things. A reluctance to let go.
Specialist	Provides knowledge and skills in short supply. Single-minded, dedicated.	Contributes only on a narrow front. Dwells on technicalities.

## Team development

TOGETHER EVERYONE ACHIEVES MORE

Forming a team takes time, and members often go through recognisable phases as they change from being a 'collection of strangers' to a united group with joint objectives. Bruce Tuckman's model describes these phases. When you understand them, you can help your team to become effective more quickly.



### About me

- Which (+ and -) experiences in each phase of team development have you gone through? (can be in different teams)
- Which phase(s) do you prefer? Which link is there with your core quadrants?
- Which phase is the most challenging for you? Can you find a link with your core quadrants?

### About my team

- Which phase(s) is your team going through now?
- Which phases, in your opinion, will be important when working in this early stage of an innovative start-up that uses creativity?
- In which way can your dynamic start-up team pay attention to team-development?

# How to create a video - Video Tutorials

How to download the 30 days trial version of Adobe Premiere Pro CC  
<https://youtu.be/tZGoU825ZYY>

How to get started and create a video made by video clips  
<https://youtu.be/zWUNJoRJZNQ>

How to make a stop motion video in Premiere Pro  
<https://youtu.be/6tlfzjCpTbk>

How to write texts and add audio to your video in Premiere Pro  
[https://youtu.be/j\\_s8PEQh2Gg](https://youtu.be/j_s8PEQh2Gg)

How to export video in Premiere Pro  
<https://youtu.be/ln1fFfhwHiQ>

