

セルビア共和国：経済省（MOE）、セルビア地域開発庁（RAS）

ボスニア・ヘルツェゴビナ：海外貿易経済関係省（MOFTER）、サラエボ経済地域開発庁（SERDA）

モンテネグロ：中小企業開発庁（DDSME）

# 西バルカン地域（セルビア、ボスニア・ヘルツェゴビナ、モンテネグロ）における 中小企業メンターサービス構築・普及促進 プロジェクト

## 業務完了報告書

### 資料編Ⅱ

2016年5月

独立行政法人  
国際協力機構（JICA）

株式会社野村総合研究所  
基軸コンサルティング株式会社

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# Mentoring for Start-Ups

February 29th, 2016 09:00 to 15:00

## Aim and Objectives for Today

- Aim** Learn the key points on providing mentoring service to Start-Ups
- Objectives**
- 1) The characteristics of Start-Ups are understood.
  - 2) The standardized mentoring process for Start-Ups is understood.
  - 3) The fifth key points on marketing to support Start-Ups are understood.
  - 4) The key points on "Interview" and its "Reflection method" are understood.
- In order to clearly understand the beneficiary's business.

Time	Contents	Training Tool
	09:00am Orientation	
20	<b>Orientation</b>	■ Agenda
	<ul style="list-style-type: none"> <li>• Introduction of the training</li> <li>• Sharing the aim and objectives of the training</li> </ul>	
20	<b>I Introduction</b>	■ PPT
	<ol style="list-style-type: none"> <li>1 Characteristics of Start-Ups</li> <li>2 Definition of Start-Ups</li> <li>3 Why mentoring for Start-Ups should focus on marketing?</li> </ol>	
20	<b>II Standardized mentoring process for Start-Ups</b>	■ Mentoring Guideline for Start-Ups
10	10:00am Short Break	
60	<b>III The fifth key points on marketing to support Start-Ups</b>	■ Mentoring Tool
	<ol style="list-style-type: none"> <li>1 Market Definition                             <ul style="list-style-type: none"> <li>• Wide or Narrow?</li> <li>• Positioning Map</li> </ul> </li> <li>2 Focus on core target                             <ul style="list-style-type: none"> <li>• PERSONA Marketing</li> </ul> </li> </ol>	Positioning map PERSONA sheet
10	11:10am Short Break	
60	<ol style="list-style-type: none"> <li>3 Product differentiation                             <ul style="list-style-type: none"> <li>• Value Curve</li> </ul> </li> <li>4 Strengthening Sales                             <ul style="list-style-type: none"> <li>• B-FAB</li> </ul> </li> </ol>	Value Curve sheet B-FAB sheet
40	12:20am Lunch Break (12:20-13:00)	
30	<ol style="list-style-type: none"> <li>5 Plan creation                             <ul style="list-style-type: none"> <li>• Key Performance Indicator</li> <li>• Action Plan</li> <li>• PDCA</li> </ul> </li> </ol>	Planning sheet
30	<b>IV Interview and its Refrection</b>	
	<ol style="list-style-type: none"> <li>1 Clarify Vision and Status Quo</li> <li>2 Identify Challenges to be focused</li> <li>3 Refrect the answers and give feedback.</li> </ol>	Interview sheet 1 Interview sheet 2 Reflection sheet
10	14:00pm Short Break	
30	<b>V Examination</b>	
	Regard Mentoing service in Montenegro as a Start-Ups and draw Positioning Map, PERSONA sheet, Value Curve and B-FAB.	
20	<b>VI Wrap up</b>	■ Feedback Sheet
360	Complete feedback sheet	

Japan International Cooperation Agency



## Chapter 1 Introduction

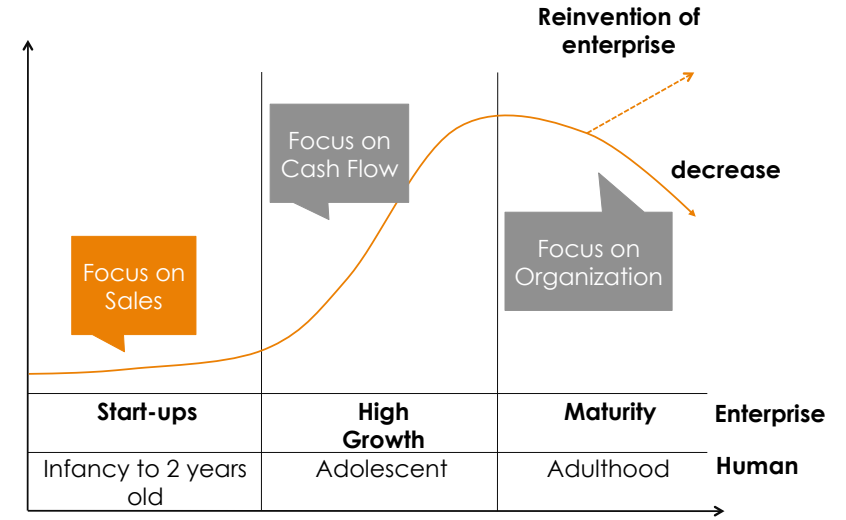
A door to start-up mentoring





# Guideline

## Enterprise Life Cycle



## Standardized mentoring process for Start-Ups

Steps in the process	Time	Goal	Aim of the step	Tools and Methods	Main activities
<b>Orientates</b>					
1 Explanation of Mentoring service	0.5	1	Get trust from the owner Build good relationship with the owner Make sure what is mentoring	Explanation of mentoring service Mentoring Schedule	Introduce yourself to the owner. Explain the aim and objectives of mentoring. Explain the mentoring process.
2 Collect fundamental information.	0.5	1	Get information to understand the company Get reliable information of the company Get financial information	Kick-off Report Brochure B/P, other figures	Get fundamental information on the company. Get fundamental information about business environment of the company. Get general financial statements and other significant figures.
3 Interview to the owner	2	1	Understand the owner's character, personality, wishes, the outline of the business.	Client Interview Sheet 1	Ask the necessary information based on client interview sheet. (Business Domain, Products & Services, Customer, Channel, Distribution/Sales, Accounting)
<b>Collect information</b>					
4 Interview to identify main challenges	2	2	Identify the points the owner is interested in.	Client Interview Sheet 2	Ask the necessary information based on client interview sheet. [Market Definition, Focusing on core targets, Making products different from others, Strengthening Sales, Plan Creation]
5 Collect facts	3	3	Identify what are facts and what are assumptions among the owner's opinions collected in the previous interview.	Genchi Genbutsu	Collect solid data in order to understand the real status of the business.
<b>Analysis</b>					
6 Reflect on the interview with the beneficiary	3	4	Check all the information collected and identify the reliable data. Understand the meaning of the information.	Reflection sheet	Evaluate each topic with the facts collected through discussion with the beneficiary. [Self-grade evaluation, from "Can be challenged" to "No problem"]
7 Identify the most important challenges	2	-	Identify the most important challenges.	Reflection sheet	Draw a radar chart and identify the most important key challenges.
8 Agreement on the Key Challenges	2	5	Make consensus with the owner to challenge them in following mentoring.	Reflection sheet	Explain to the beneficiary your evaluation results towards each topic. Make an agreement with the owner on challenging them in the following mentoring.
<b>Diagnosis Report</b>					
9 Draw Diagnosis Report	3	-	Identify the most important point within the SME's business and lead them to focus their management resources towards it.	Diagnosis Report	Write Diagnosis Report Clarify the SME's mission, vision, objectives, the most important problem, the key to success, concrete action plans to achieve the goal.
10 Diagnosis reporting	2	6	Help the SME understand the current status, actions to be taken. Encourage the SME to challenge the actions.	Diagnosis Report	Explain the result of company diagnosis. Encourage the SME to believe in the actions planned and challenge them.



## Chapter 2 Five keys of start-up growth

How to increase sales

# Five Keys

- Frameworks -



But we need to check if that ocean is **red** or not. Attractive markets usually have many competitors.

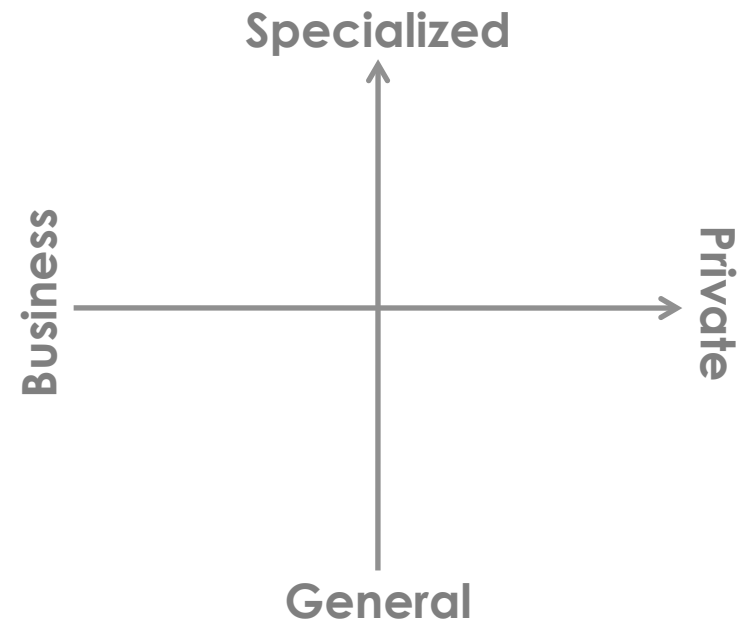
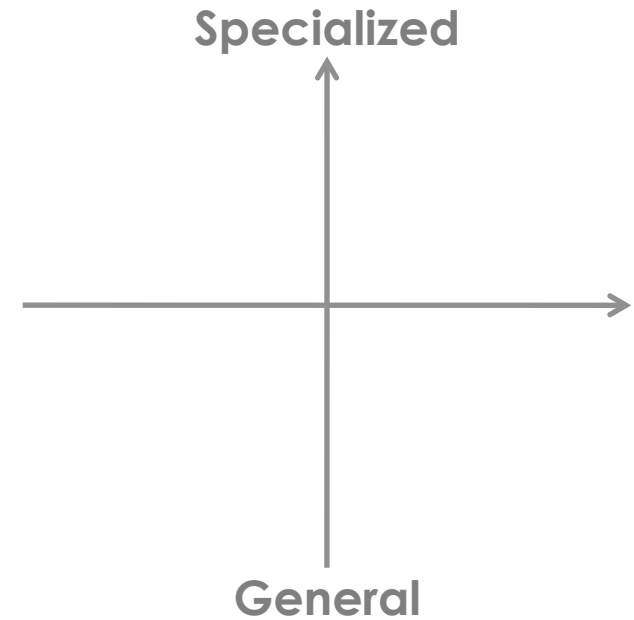
To appeal people, you need to “**limit**” your target:

**Positioning Map** P10

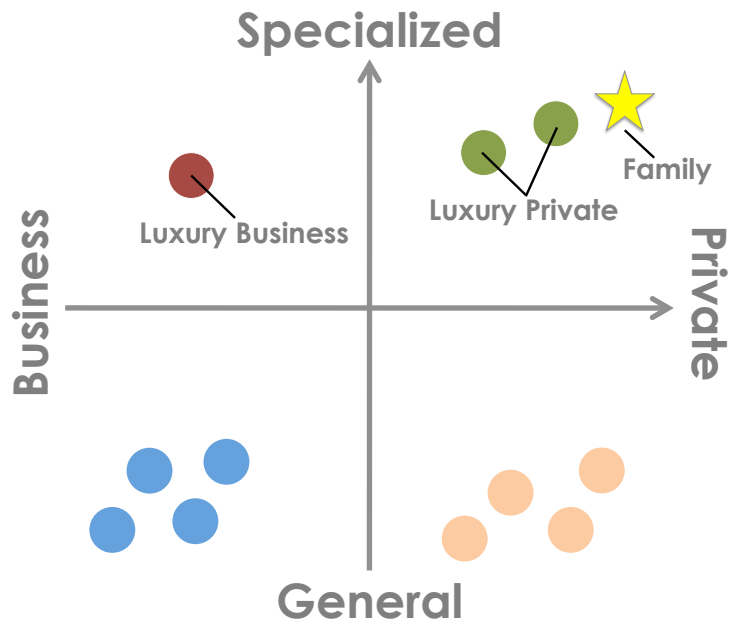
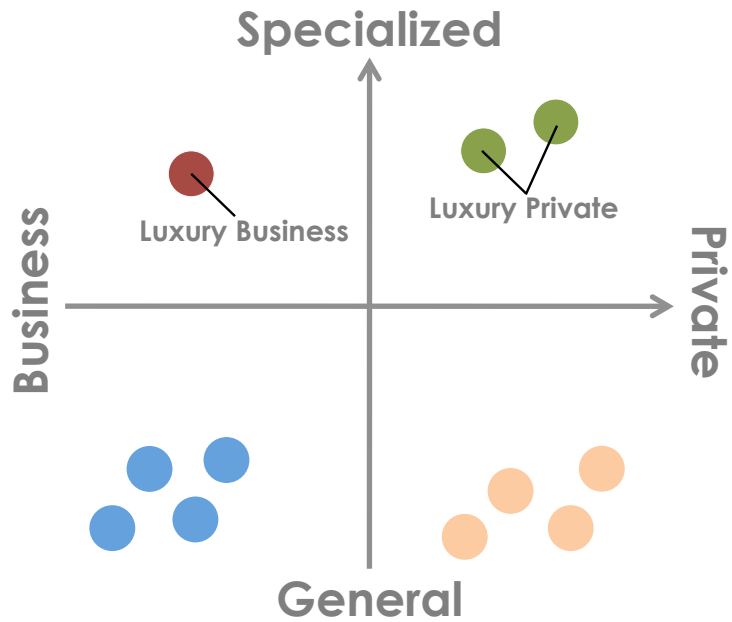
# Travel Agency



- Expensive – Reasonable
- Hi-quality – Low-quality
- Specialized-General
- Local - Worldwide
- Sightseeing - Educational
- Business - Private
- Senior - Young
- Sophisticated - Casual
- Traditional - Modern
- Conservative - Liberal
- Consumable - Durable
- Masculine - Feminine







OK, but what should be the **service menu**?



To find **crucial needs**,  
imagine a person **specifically**



Of course we can imagine  
what they want **GENERALLY**

- Generally kids want to play outside
- Generally women love beautiful clothes
- Generally men love football
- Generally kids like juice

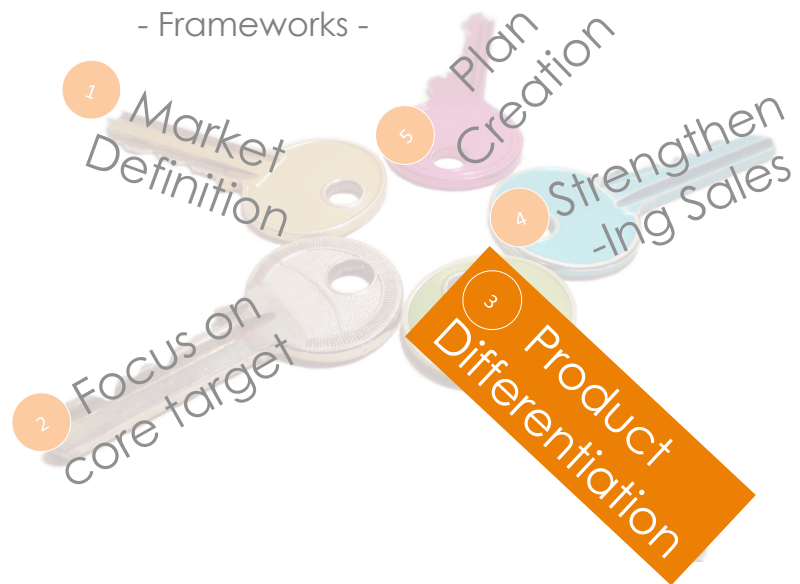


## PERSONA Marketing

P14

## Five Keys

- Frameworks -



But we have to **Eliminate/Reduce** something to realize the new service in the same price



Let's **Brainstorm** the ideas to appeal our customers

- Day-care service
- Attraction for kids
- Relaxation for parents
- Photo&Video
- Communication with the other kids
- Study Program



## Value Curve

P14

## Five Keys

- Frameworks -



## B-FAB

P25

The beginning is the client's **Benefit.**

## Five Keys

- Frameworks -



KPI: Key Performance Indicator

To take all,  
there is **the Pin** we have to hit.

PDCA Cycle

**P D C A**

Which part is most difficult?



Action Planning

## Start-Ups

Resource is limited.  
Start small, proceed steadily.



**3** Poglavlje Intervju i analiza  
Kako razumeti korisnike