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SCAPE DREAM TEAM



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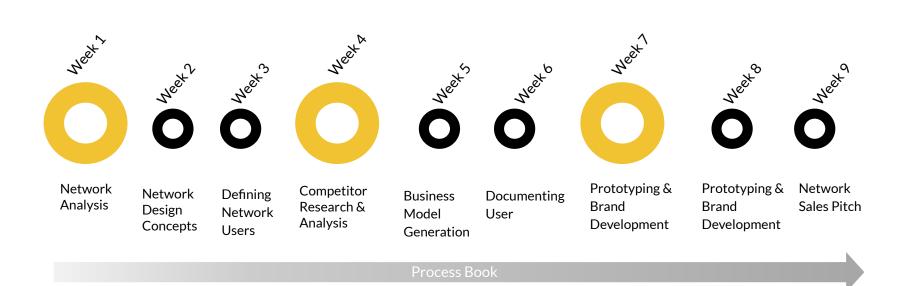
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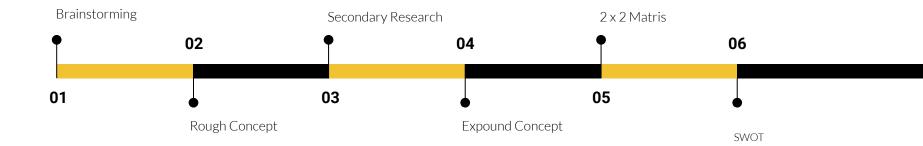


NETWORK ANALYSIS

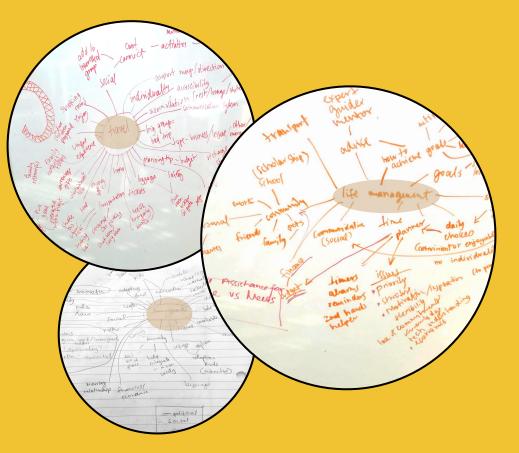
Network Analysis/ Brainstorming/ Rough Concepts/ 2x2 Matrix/ SWOT Analysis/ Research Results/ Working Wall

Network Analysis

As a group, we decided to study 3 different markets using market research tools to find out the gaps in those respective markets which we would like to fill-in with our innovation development.



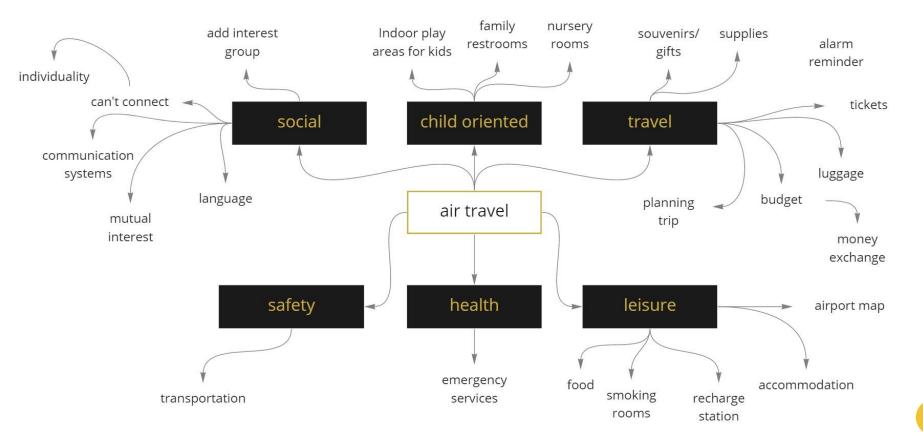
Brainstorming



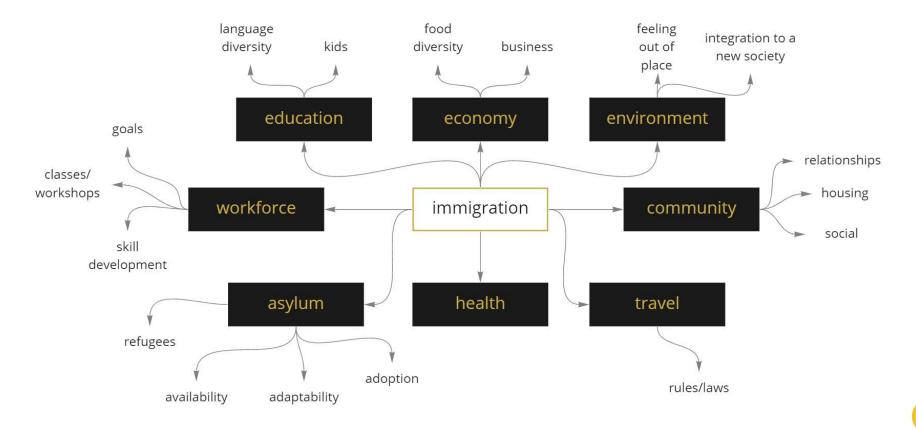
The three market segments that we chose were Immigration, Travel and Life Management. A common interest towards social innovation led to these topics.

We then brainstormed using mind maps to construct a 'social network' in that market. This 'social network' described various people, products, tools and tasks that related to each market.

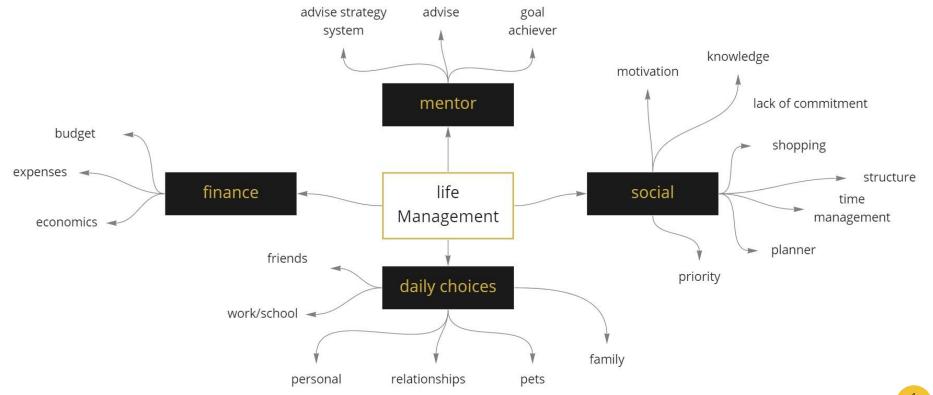
Brainstorming: Air Travel



Brainstorming: Immigration



Brainstorming: Life management



Rough Concepts



- 1. Special edition products at duty-free stores
- 2. Limited access to internet
- 3. Safe Luggage storage for transit



Immigration

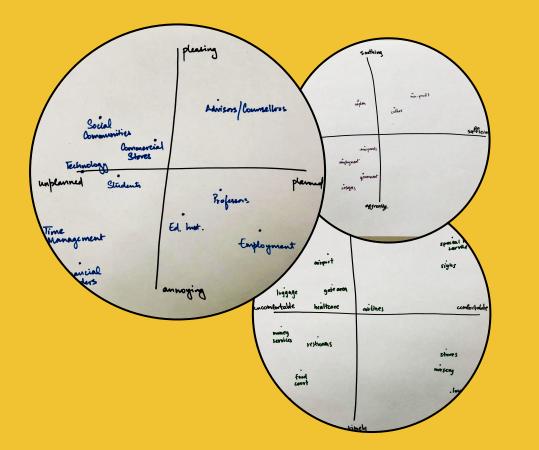
1. Immigration assistance and education and job opportunities



Life Management

- 1. Product / Service related to holistic life management
- 2. Consultation

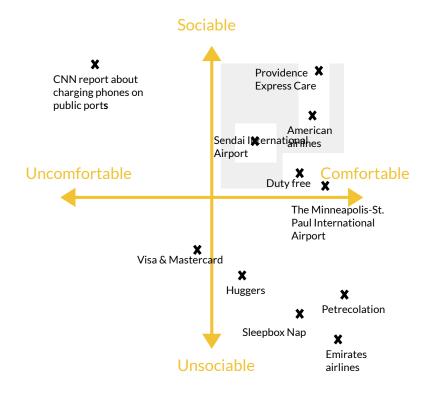
2x2 Matrix



2x2 Matrices help in **finding opportunity** areas within a market segment by plotting existing players within a market on a qualitative and a quantitative axis.

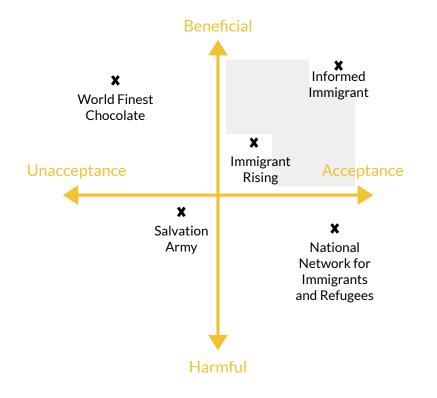
Once plotted, the gaps in the industry can be seen as opportunity areas.

2x2 Matrix: Air Travel



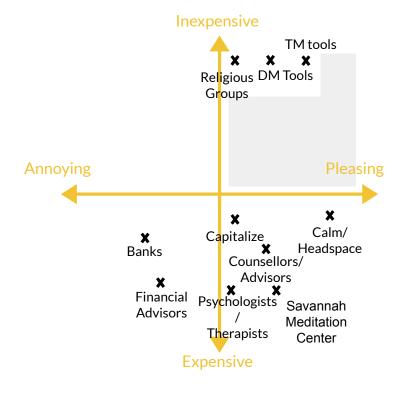
- **Emirates airlines:** Take gusts luggages from their home
- Petrecolation: Take care of pets shipping
- American airlines : Bag delivery service to the hotel
- The Minneapolis-St. Paul International Airport: screens of flights in the restrooms
- **Sendai International Airport:** Provide a nursery service rooms in different locations
- **CNN report about charging phones on public ports:** The security could be closed by using public port to charging phone
- **Duty free:** Berlin airport is the cheapest duty free comparing with Dubie
- **Providence Express Care:** Health care at the Portland International Airport, the customer can meet a doctor online and make diagnosis and treatment.
- **Sleepbox Nap: S**mall, quick service at the San Diego, Dallac, and Atlanta airports
- **Huggers:** Deliver food at the gates
- Visa & Mastercard: Money solutions

2x2 Matrix: Immigration



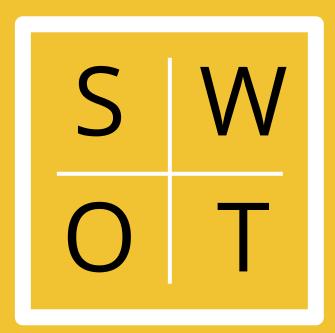
- Informed Immigrant Non-profit Org.: Environment for education opportunities and platforms for jobs establishments
- Immigrant Rising Non-profit Org.
- **Salvation Army:** Retail store provides aid through donations and merchandise sale profits
- World Finest Chocolate Non-profit Org.: Fundraiser for a cause through \$1 chocolate sales
- National Network for Immigrants and Refugees: Provide safety, education and health for their recognition of human rights

2x2 Matrix: Life Management



- Counsellors: American Counselling Association
- **Religious groups:** First American Baptist Church
- Financial Advisors
- Banks: Bank of America, Wells Fargo
- **Decision-making tools:** Decision matrix
- **Time management tools:** Schedules, Calendar
- Spiritual Activities for mental health: Savannah Meditation Center
- Psychologists/Therapists
- Comparison apps: Capitalize
- Meditation apps: Headspace, Calm

SWOT Analysis



SWOT analysis helped us find out the strengths, weaknesses, opportunities and threats related to the three markets.

Strengths and weaknesses are intrinsic and opportunities and threats are extrinsic.

This gave us a holistic view of the three markets.

SWOT: Air Travel

Strength	Weakness
- Travelers make their choices. - People have access of travel information on hand.	-Travel insurance policies are a pain - Many processes like security check at airports are done individually even when travelling as a group. - Long process makes people stressful - Internet services are limited
- Social activities at the terminals - Free services (like wifi) are needed - Businessmen are good customers	- Following safety regulations is a protocol - Health care is limited - Pets could be a threat to some people
Opportunity	Threat

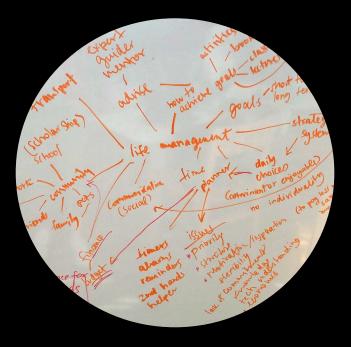
SWOT: Immigration

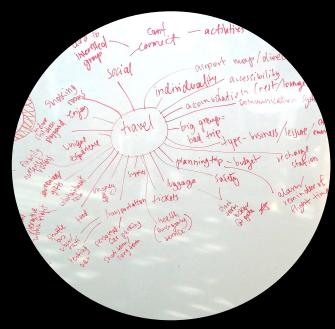
Strength	Weakness
 Most of the people sympathize with the situation Law protects immigrants rights Less competition Low/zero profits 	- Unacceptance from citizens - The support is limited - Starting business is not easy
- Bring immigrants at front line - Build their personal attitude - Help them get jobs/ start a business	- Politicians against the idea - Limited support for the organizations that help immigrants - Lack of knowledge about new place: laws, rights, how various systems work
Opportunity	Threat

SWOT: Life Management

Strength	Weakness	
- Goals are important in everyone's life - Growing interest in the market - No major competitors	 People lack motivation People don't trust others with their decisions Appointments Costly services Confusing choices for people in the market 	
- Connectivity and Social Media - Scope for services/tools/products - Scope for using technologies like AR, VR, IoT etc. - Profitable market - Ongoing Trend	 No guarantee for right decisions Intertwined with many broad markets Wrong decision-making 	
Opportunity	Threat	

Working Wall





Research Results

We used contextual design inquiry to discover opportunities in which a new company, strategy or opportunity space could be established. This included competitor analyses of existing social networks, as wells as, analyze current market leaders' business models for successes and need states, defining specific strategies.

NETWORK DESIGN CONCEPT

User Groups/ Porter's 5 Forces/ Decision Matrix/ Stakeholder Map/ Working Wall/ Life Management Definition/ Creative Brief

User Groups: Air Travel

Tourists, family, individual, business travelers, animals, cargo, disabilities, kids, patients, influencers, athletes, Employee; pilot, cabin crew, entrepreneurs, children



	Patients	Businessmen	Children	Tourists
Demographics	With/ without family travelling for healthcare	Individual, business groups	Age between 7-12	Individual, group, family
Occupation	Employed/ Unemployed, retiedrs, military, student	Business managers, investors, collaborator	Students, participants at competitions	Employed/ Unemployed, retiedrs, military, student
Communication methods	Email, social media, face-to-face,blogs, podcasts, traditional media, apps, health insurance, special assistance	Email, social media, traditional media, apps	Student advisor, parents, school authorities	Blogs, social media, tourism offices, customer reviews, apps, words of mouth
Existing networks	Doctors, trainer/coach, family, friends, airlines services, place of worship	ground meetings, online meeting, business events, famly, friends, community, customers	Phone, apps, students association, family, friends, school	Family, friends, celebrities, influencers, adventurist,
Future communication needs	Design, Artificial Intelligence, VR, AR, IoT, conferences, events	Designers, Artificial Intelligence, VR, AR	VR, AR, community	VR, design, globalization

User Groups: Immigration

International students, professional immigrants, immigrant families, pets, plants, enturuners, citizens, politicians



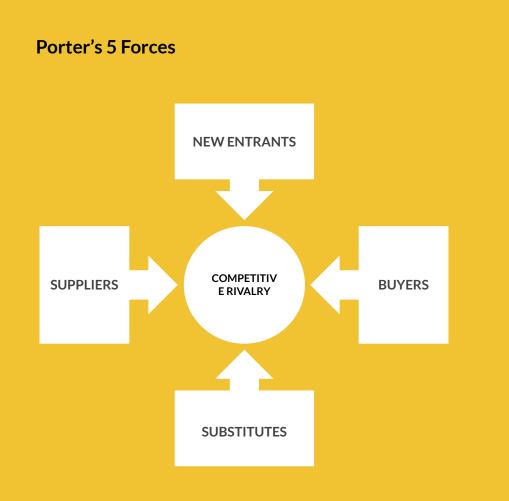
	Immigrant Families	International Students	Refugees	Flora/Fauna	
Demographics	Married with or without children	Individuals; Life partner; Parents; Friends	Families; Individuals; Children without parents	Individual; groups	
Occupation	Professionals; entrepreneurs; businessman;	Full-time student; student/work; part timers; research students; intern; T.A.	Unemployed	Farmers; pets markets; scientist; zoologist; biologists; researchers	
Communication methods	Immigration officer; Government networks; Embassy	Academic advisor; Career advisor; International student services; Culture mission; Immigration officer; Government networks; Embassy	Immigration officer; Government networks; Embassy	Trade market; Import goods; email; phone	
Existing networks	Social media; Digital communications; Non-profit organizations	Academic advisor; Career advisor; Financial advisor; Social media;	Social activist; Non-profit organizations; Journalist; Influencers; Social media; volunteers; Citizens	Department of Agriculture; community; animal shelters;	
Future communication needs	Citizens; Politicians; 'Ex-immigrants';	Citizens; Politicians; 'Ex-immigrants';	Citizens; Politicians; 'Ex-immigrants';	-	

User Groups: Life Management

Employee, students, part-time work, mentors/ advisor, active duty: military, doctor, fireman, police, professors, teens, entrepreneurs, professionals, elderly, parents, single parent athletes



	College Students	Athletes	Professional	Active Duty	
Demographics	Undergrad and grad students, international students, students living with families, individuals, dorms	Age: 16-39, aspirants, professionals	Working professionals with more than 5 years of experience: individuals/ with family,	Single or married professionals who work for emergency services.	
Occupation	Full-time students, students with part-time jobs, research students, interns, T.A.	Athletes	Employees, entrepreneurs, businessmen, co-workers	Medical professionals, military, policemen, firemen	
Communication methods	Email, phone, social media, face-to-face, decision-making tools, radio, podcasts, traditional media, apps	Email, social media, phone, face-to-face, strategizing tools, traditional media, apps, therapeutic activities	Email, phone, management tools, apps, face-to-face, social media, traditional media, internet, vacation homes, therapeutic activities	Emergency services, email, phone, radio, face to face, consulting services, planning and strategizing tools, apps, social media, traditional media	
Existing networks	Academic advisor; Career advisor; international student services; professors, mentors, friends, families, student clubs, conference, career events, trainer/coach	Coach/Trainer, advisors, managers, assistants, family, friends, colleagues, journalists, professional events	Meetings, work network, social circles, journalists, government, economists, family, competitors, conferences, exhibitions, investors, banks, meditation retreats	Government, Public events, non-profit organizations, medical platforms, journalists,	
Future communication needs	Artificial Intelligence, Augmented Reality, Virtual Reality, apps, social clubs	Coach/Trainer, Virtual training, apps, events	Design, Artificial Intelligence, VR, AR, IoT, conferences, events	Design, public events	



Porter's 5 forces, namely: **buyers**, **suppliers**, **existing competitors**, **substitutes and new entrants** gives us a glance of how saturated a market is. This helps us predict the viability of a product.

The three markets were analysed using Porter's 5 forces and then plotted on a scale of opportunities from high to low.

Porter's 5 Forces: Air Travel



Porter's 5 Forces: Immigration

High opportunity

Substitutes like education programs create opp. for young adults that lead to adaptation to a new environment and job opp.

Existing services that provide limited opp. that still follow suppliers capabilities

Buyers are limited to only interested individuals/families that are considered immigrant

New Entrance

allows opp. To increase awareness, rights and aid for immigrant supporting existing businesses **Suppliers** limit their support based on regulations placed to have better control of distributed assistance

Low opportunity

Porter's 5 Forces: Life Management



Latest technology provides new opportunities for **new entrants** in this market Large number of **substitutes** are present but no dominating competition

At the **suppliers**

stage, market still relies on knowledge as main resource, so no additional resources The existing

services are all around experts, people do not trust amateurs Everyone needs decision-making and life management. Low opportunity in terms of increasing **buyers**

Low opportunity

3 2

Decision Matrix

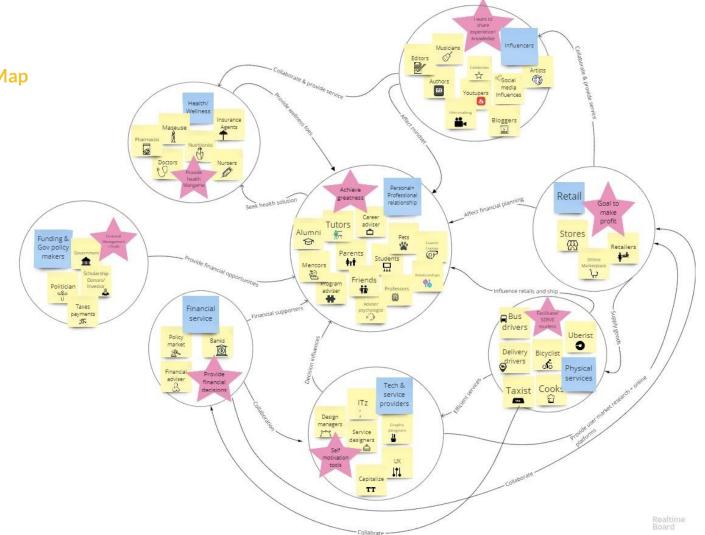
The decision matrix directed the projects focus into what concept would be more feasible. We evaluated the impact of each market on people and environment, how profitable could our innovation be, how accessible the stakeholders were (for the purpose of design research) and the team's preference towards a topic. Each evaluation was scored on a scale from 1 to 5.

The decision matrix helped us decide the final topic for the purpose of this project: Life Management.

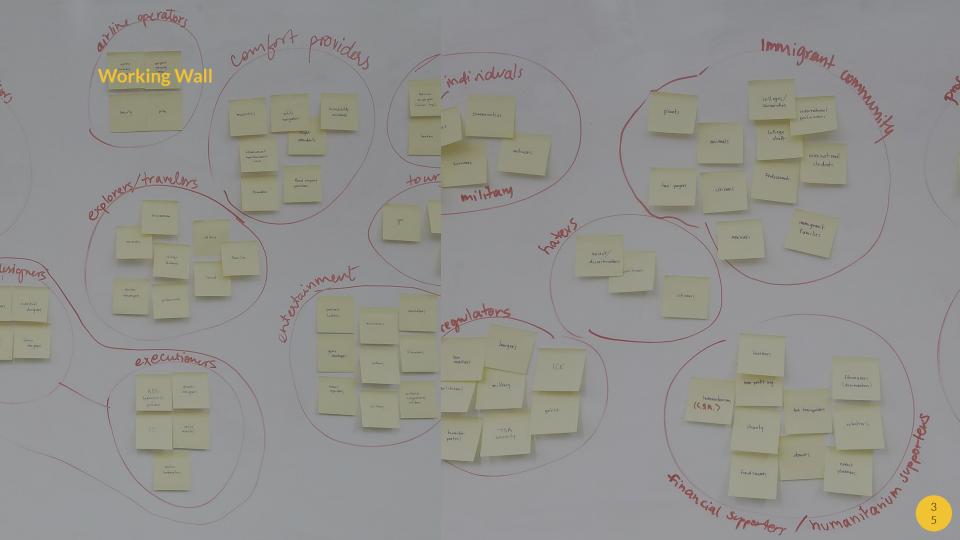
		Planet/	\$		Team	=
	People	Environment	Profitability	Accessibility	preference	Total
Life Management	5	4	4	5	4	22
Immigration	4	4	2	3	3	16
Travel	2	2	5	3	4	16

Stakeholder Map

Life Management



3 4





Working Wall

establish law

We identified the three potential market segments for our social network by defining their main user groups within each market segment for each social-networking concept. As a result, we ended up creating a research plan and proposal for addressing the needs of the segment for which a creative brief could be formed into. With this we established a design strategy, which outlines the creation of a network in the form of a creative brief.

and the series

collab.

E.

delivers drivers

Life Management

Life management is about creating the right balance between personal goals and relationships. This includes various aspects of life such as health, finance, time and stress management.



Creative Brief

What is the problem identified?

People can't seem to balance their priorities in life. Being to user's lost connection with close relationships or social network relations; to their completion of tasks and achievements at work or personal life.

Who are the users?

The focus on individuals in need of management will benefit the most out of services providing them with tools and techniques to can be apply to their lives for improvement.

Why are we doing that?

Everyone has 24 hours in a day. Why is it then that some people are really successful and some aren't? Why is it that some people, even with limited financial resources, still make it big? We feel that everyone can achieve their dreams if they activate, manage and prioritize certain aspects of their life properly; leading them to reach their full potential and success.

Where will research apply?

The research will apply within the Savannah, GA community.

Creative Brief

Problem Statement

In the present day and age, when everything is progressing so aggressively, it's really important to manage your personal health and relationships in order to focus on your chosen career paths and goals. Although we have many tools to make the right decisions and many services to have good mental state of well-being, most people find it difficult to maintain a work-life balance. This in-turn hampers our social relationships which can also affect our mental health. And the cycle of problems continues. **How can one escape this cycle of life 'mismanagement' to focus on their ambitions and goals?**

Opportunity finder

Life management can be an applied tool adaptable to people around the world. With the right motivation, proper tools and easy understanding, people will be able to strategize their workload, social relationships and personal needs to provide the right focus for success. The extent of how people prioritize and organize their choices can affect their outlook in life. If done right, no dream will be too far to reach.

How Might We...

How might we use design tools to help young driven individuals balance their personal relationships and future goals?



How might we help students make the right decisions?



How might we provide information to young professionals to be successful?



How might we motivate individuals to complete their goals?



- How might we provide young professionals with a structure for financial stability?
- How might we help individuals track and manage their time wisely?

How might we improve individuals work/study and social balance?

PRIMARY RESEARCH

Surveys/Interviews

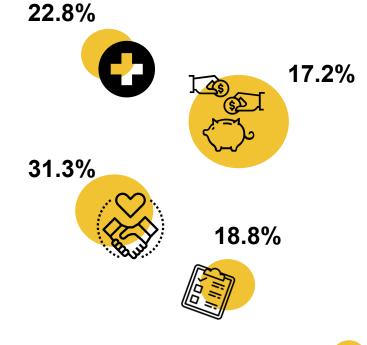
Life Management Survey

The survey results provided an 53.1% of females and 46.9% of males, high rate of the ages of 25 between 34 (53.1%), second highest ages between 18 to 24 (42.2%) and lower rate of ages 54 and up.

While 53.1% believed financial status affected their decision making, only 7.3% of the people said that they took regular financial help.

75.7% people said that their decisions depend on their mental health status. In contrast, people value most relationships with a 31.3% in comparison to managing their finance in their life with a 17.2%.

And 60.9% of people helped make the right decisions based on their personal knowledge and goals while 18.8% help them decide based on their financial stability.



64 Participants

Survey Results

"How can one maintain a balance between relationship and goals?"

> "How does your mental health status affect your decision making?"

"Does your financial status affect your decision making?"

'What is the most important thing in your life?" "Do you believe you have a balance between your goals and your relationships?"

"How often you ask your friends/ family members/ lose-ones to help you make a decision?" "How often do you plan for your goals?"

'Everyone has 24 hours in a day. Why do you think is it then that some people are really successful and some aren't?"

Life Management Interview Questions

Interview gave insights from people's background and perspectives in active duty, professionals career and students.

Most of the insights related to their lack of **health unstability, time, financial** and **social management**

challenged within their work environment and their personal life to make the right decisions. As a result, their goals would differ in changing or prevent them from achieving it.

6 Participants

Life Management Interview Questions

How would you define life management?

How do you plan your goals in life?

How do you plan on achieving your goals?

What obstacles are you facing? How do you deal with it?

What helps you to make the right decisions? (time mgmt, relationships, Health, financial, goals, beliefs/ethics, knowledge)

Based on the last question, what do you value the most when making choices for important thing in your life?

What makes you try to balance your financial status and life's goals? Does your financial status affect your decision making?

Tell me about a challenge in which you faced when managing your finances?

Have you faced a hard time about a health issue you had/have and made you worry on how this might affect you in other areas? How did you deal/dealt with it at that time?

How does your mental health status affect your decision making?

How do you feel when close relationships help you make decisions?

Life Management Interview Questions

How often you ask your friends/ family members/ close-ones to help you make a decision?

Do you plan ahead? If yes, how often? Ask details.

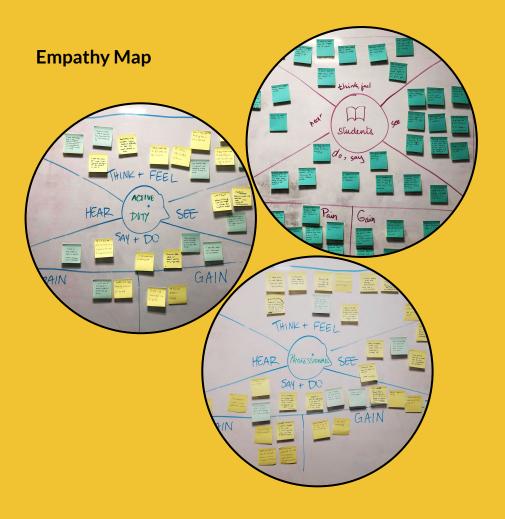
How often do you have a B plan for unexpected results?

Everyone has 24 hours in a day. What do you think is it then that some people are really successful and some aren't? Ask details.

How do you manage your financial goals?

USER INSIGHTS

Empathy Map/User Profiles Insights/Personas/Working Wall

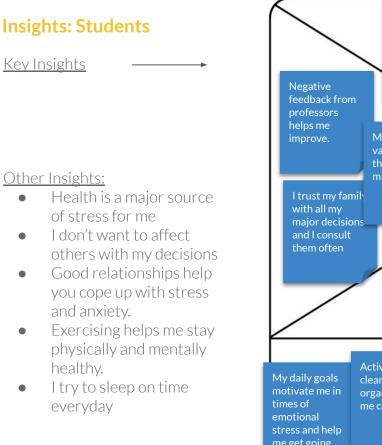


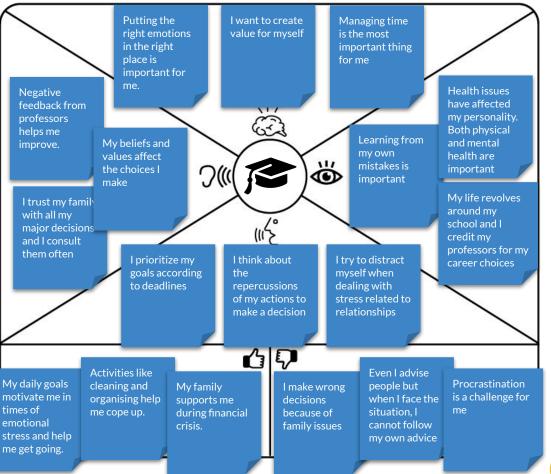
Empathy map is a tool which used to organise insights from primary research data.

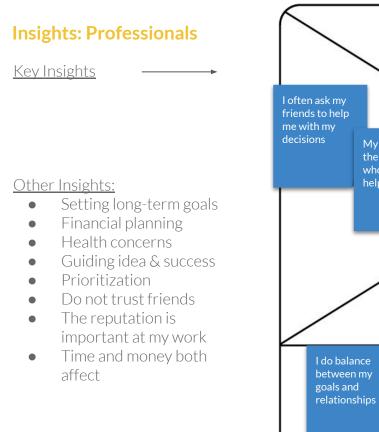
Each user group has its own empathy map. The respective user data is mapped on a chart consisting of the following sections: what users **think and feel**, what users **hear from others**, what users **see** and what users **say and do**.

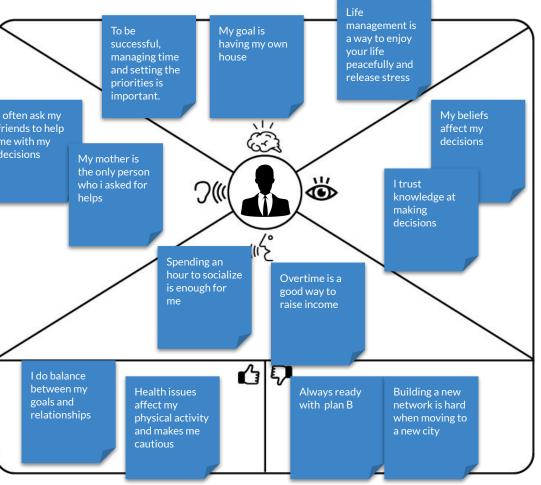
On the bottom of the chart there is a **gains and pains** section where data about users' relievers and frustrations are respectively mapped.

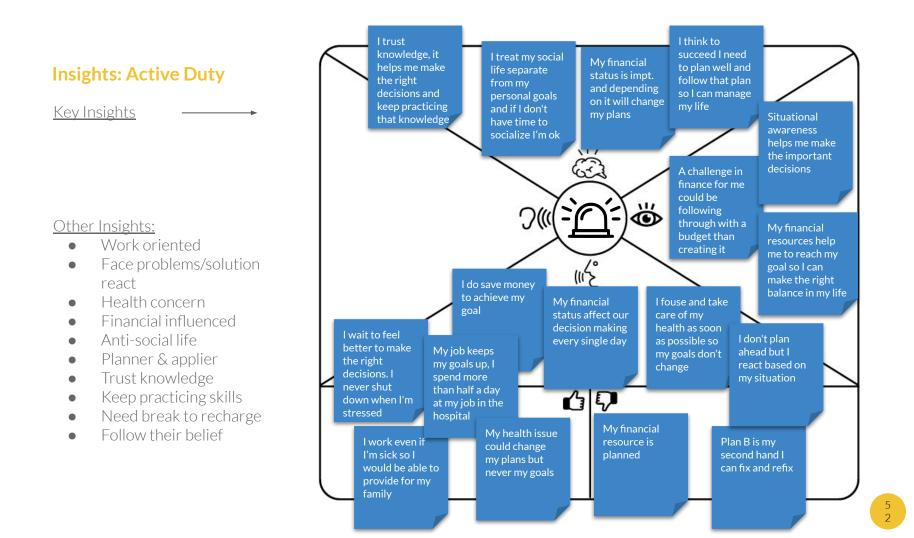
This data is then clustered to give us emergent insights about the user. These insights are then translated to form user-centered **personas**.













Ben

Age: 23 years old

Occupation: MS Student at Georgia Tech

Status: In a relationship

Location: Atlanta, GA

Bio[.]

Goals:

-Maintaining health

-Build back some confidence

and personal relationships

-Balance between student work

-Excel at his field

Expectations:

-A break from stress

-Better social interactions

Ben is an ambitious student and has serious goals for his future. However, a series of medical issues since the last 5 years have destroyed his personality and self-confidence. He is in a constant state of stress and anxiety which has impacted his performance at school and his social relationships especially with his girlfriend and parents.

Frustrations

projects

girlfriend

health.

Motivations⁻

-Keeps getting sick -Stress and anxiety

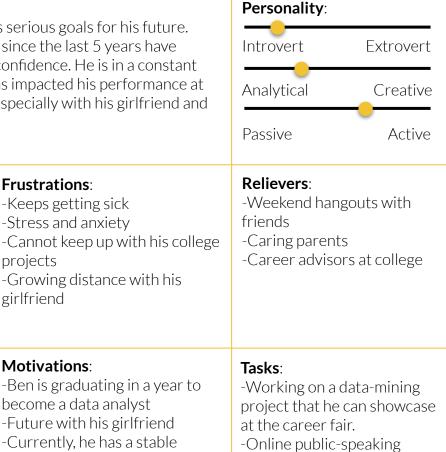
-Growing distance with his

-Ben is graduating in a year to

become a data analyst

-Future with his girlfriend

-Currently, he has a stable



course -Go out with girlfriend thrice a week

5

Ruh

Age: 20 years old

Occupation: Undergrad

Status: Single

Location: Portland, Oregon

Bio:

Ruh is a cheerful and active young individual who has just started undergrad college (journalism and media) in Portland, Oregon. She has lived in Portland ever since she was brought to the US by her parents. She is an empathetic individual who uses her emotions to think. These emotions can at times become overwhelming but at the same time she values them. She believes putting the right emotions in the right place can help her succeed in life.

Personality:

_	
Introvert	Extrovert
Analytical	Creative
Passive	Active

Goals: -Good grades -A stable relationship -Balancing the time between friends, boyfriend and family	Frustrations: -Overbearing expectations from relationships. -Health concerns -Parents and family who don't understand how busy the new college-life keeps her. -Time-management	Relievers : -Her boyfriend is as serious about their relationship as her. -Her best-friend, Maria, who always gives her the right advise
Expectations: -She wants her boyfriend to give her more time than he does, at the same time she understands that his life is probably much more hectic than hers. -Her parents should understand she's not a kid anymore.	Motivations: -She wants to be a loving partner and a caring child. -She is determined to become a social activist.	Tasks: -Daily chores -College assignments -College parties -Family time

Ibrahim

Age: 43 years old

Occupation: Faculty member at Computer since college

Status: Married

Location: Saudi Arabia

Bio[.]

Goals:

Ibrahim has spent most of his life amidst computers and books. His work experience is about 17 years in the education sector. He is a logical thinker. At a social level, he is eager to accept a friend's invitation but he's probably the first person to leave a party! However, he prefers to socialize digitally, he is an avid Twitter user. He often asks his friends for advice. Life management for Ibrahim is a way to enjoy his life.

Personality: Introvert Extrovert Analytical Creative Passive Active **Relievers**

Frustrations -Limited but trustworthy -Build his own house -Time management -Moving to a new city means friends -Research in computer science start from **ZERO** -Trust in his own knowledge -Be financially secure -Sparse social life -Loves his job and his never-ending thirst for research. Expectations: Motivations: Tasks: -Weekends are for rest -Reading articles -Teaching -Social life is going easy -Watching News -Research adviser -Having another income -Goal setting -Twitter resource before retirement. -Financial planning



Mohammed

Age: 32 years old

Occupation: Nurse at Obstetrics Hospital

Status: Married

Location: Saudi Arabia

Bio:

Mohammed has 10 years of work experience, he is currently practicing his nursing skills. Work is greater than social life for him. It's okay for him if he misses a family gathering but he wishes to attend such events. Mohammed, naturally deals with unexpected events. He trusts only his close friends with his career decisions. Mohammed has a planned financial resources.

Personality: Introvert Extrovert Analytical Creative Passive Active

Relievers Goals. Frustrations: -Cannot devote a lot of time for -Taking a break -Secure career -Creating a secure future for his family. -Financial security his family. -Missing out on his social life **Expectations**: Motivations: Tasks: -He expects his family to -Cherishing the little family-time -Nursing understand the limitations of his that he gets to enjoy -Taking care of my family -Revisit his goal-list and see profession. -Learning new skills -Concrete financial planning where it goes -Family's support in decision making

Farah

Age: 24 years old

Occupation: Graduate student at HRM

Status: Single

Location: Milan, Italy

Bio:

Goals:

-Find a job related to her major

-Attend Tomorrowland Festival

-Financial security

Expectations:

-Learning faster

-Time management

-Make a right decision for her

career when the time is right

Farah's life revolves around her school. She trusts her graduate advisor for decisions related to her career. She lives with passion of learning from her own as well as others' mistakes. Farah is confused about her direction in life. She keeps looking for inspiration from others around her. Farah believes that it is okay to not have a direction in life at 24, some people get it early and some don't. She's a fun-loving, social person.

> **Frustrations**: -Making mistakes

-No time for hobbies

-Connecting with family

Personality:

Introvert	Extrovert
Analytical	Creative
Passive	Active
Relievers : -Her great friend -Talking to others new friends -Work-out session	and making

Motivations: -Positive feedback from professors -Gym -Inspiration from her peers **Tasks**: -Assignments -Stay in touch with here family --Attending social events

> 5 7



Maria

Age: 26 years old

Occupation: Police Law Enforcement

Status: Single

Location: Orlando, FL

Bio[.]

Goals:

-Time management -Become a professional

-Pass her bar tests

Expectations:

job

-Financial stability

-Learning opportunities

-Get a position in forensics -Have someone to rely on

-Accessible resources to do her

-Build meaningful relationships

Maria is a hard working young professional coming from a le income family. Her whole life she's struggled to balance her and professional life due to inconsistencies in her time and relationship management by working long shifts at her job i station.

Personality⁻

essional coming from a low struggled to balance her personal stencies in her time and ng long shifts at her job in the	Introvert Extrovert Analytical Creative Passive Active
Frustrations: -No debrief on forms -Not a lot of family time -Can't go out and have fun -Working overtime -Working long shifts	Relievers : -Being with family -Taking care of her grandma -Breaks at work
Motivations : -Income -Meeting new people -Interesting cases -Out of office activities -Promotion	Tasks : -Enforce safety -Review/update tasks chart -Make rounds -Assist law enforced procedures

ICAO

Aya

Age: 34 years old

Occupation: US Air Force Military

Status: Divorced

Location: Colorado Springs, Co

Bio[.]

Goals:

-Travel

-Get award

-Take time off

Expectations:

-Making better decisions

-Improving in her career while

-Having stronger bonds

balancing her social life

-Taking it easy at working

-Make new friends

-Get promoted in her ranks

Aya is a determined US Air Force Military worker with many Her impulse to be a workaholic and make plans only in the m led her to a divorce and distanced her from close friends. No trying to fix her relationships and learning to balance her go relationships with her friends.

-Promotion -Being busy

Personality:

filitary worker with many goals. I make plans only in the moment her from close friends. Now she's	Introvert Extrovert		
earning to balance her goals and	Analytical	Creative	
	Passive	Active	
Frustrations: -Taking PT tests -Not taking sick days or days off to relax -Maintaining relationships -Not having a plan b -Working long hours	Relievers : -Workout -Go out -Engage in a hob	by	
Motivations: -Motivative feedback -Support from others -Comfortable environment -Eating healthy -Promotion	Tasks : -Do assigned dai job -Managing cargo -Review/update t -Exercise		



João

Age: 28 years old

Occupation: Homemaker

Status: Married

Location: Los Angeles, Ca

Bio:

João is a recently stay-a-home husband who seems to hold his household's best interest at heart. His role is to not only support his spouse's needs in their personal life but also provides a strategic management for his spouse's job work load. His focus is to maintain their relationship strong and support his spouse's success.

Personality: Introvert Extrovert Analytical Creative

Passive

Goals : -Getting a house -Setting long-term goals -Moving to a new city -Have family vacations -Starting a family	Frustrations: -Planning -Budgeting for different interest -Staying on budget -Unexpected expenses	Relievers: -Spending time with his wife -Sharing happy moments together -Going out
Expectations : -Building up their savings -Paying off debts ahead of time -Focus on family -Stronger bond -Happier married life	Motivations: -Holidays -Spouse's days off -Road trips -Quality time together -Partner's happiness	Tasks : -Household budget -Save money -Lists needs -Prioritizing -House choirs -House maintenance

Active

We established our user's interest based in the design research that was gathered through the user-group information. The development of the personas within our targeted user groups, helped us identify an audience through the creation of user profiles. Documenting and sharing user analysis, insights, conclusions, and marketing strategies of a network also helped creating the margins to what our design evolution would evolve into.

Working Wall

DESIGN INSIGHTS

Affinitization/ Design Insights

Affinitization

Affinitization is a design research process that is used to find emergent user insights and develop a design criteria.

All user observations from primary research laid out in a random fashion and then clusters are formed based on meaning behind those observations. The clusters are then iterated and reiterated so that they lead us to emergent insights coming directly from the users.



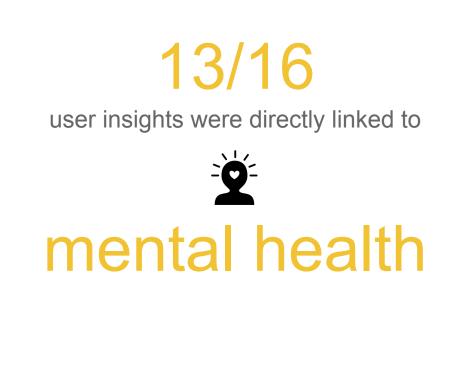
	colori molorico		
MUST HAVE		Being Heedful	
	Thirst for knowledge	Emotional control	Financial stability
SHOULD HAVE	Goal prioritization	Maintaining professional relationships	Trusted Advice
	Taking time off-work		Creating value
_	Minimize distractions	Persistence	Health
NICE TO HAVE	Coping up with demotivation	Serendipity	Dealing with crisis
		Preparing for crisis	

Design Insights

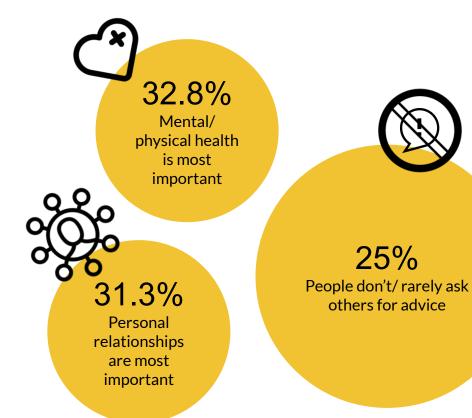
MUST HAVE		Being Heedful	
		Emotional control	
SHOULD HAVE	Goal prioritization	Maintaining professional relationships	Trusted Advice
	Taking time off-work		Creating value
	Minimize distractions	Persistence	Health
NICE TO HAVE	Coping up with demotivation	Serendipity	Dealing with crisis
Ζ			

Design Insights

Preparing for crisis



Life Management Survey Insights



68.6%

Believe mental health affects the decisions they make.

MARKET ANALYSIS

Business Model Canvas / Competitors SWOT/

Competitor Exemplary Model Selection

Duolingo Business Model

"We believe true equality is when spending more can't buy you a better education"

-Duolingo Founders

Duolingo is a mobile and web app for **learning new languages (24 languages).**

It has a gamified user experience to help users learn a new language in a fun, interactive way.

The service is 100% free and ad-free. Duolingo relies on crowdsourcing **translations for** businesses to earn their revenues.

Users can take paid tests to earn a **certificate**.

It offers another service for **schools** to help students learn a new language.



Monthly active users: 25 million

Value: \$700 million

Duolingo Business Model Canvas

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
-Investors -Translation customers (CNN, BuzzFeed) -Partnerships (Uber) -Universities	-Creating and maintaining IT -Managing partners -Managing learning community -Managing Translations	 Free service for learning Interactive/fun Motivative streaks Informative Easy accessible Status/progress tracker Collab/practice with others 	-Community -Universities and schools -Self-service -News media -Newspapers	-Mass market -Millennials -Intellectuals -Students -Travelers -Business people -Professionals
	Key Resources -Digital software -Designers -Engineers -Language experts -Developers	-Intuitive -Variety of languages to choose from -Task based by unlockable levels	Channels -App -Online platform -Reminder (email+app) -Activity and progress (email+app)	-Professionals Diversity culture integrators/seekers

Cost Structure

-Fixed cost for premium/ free for non-premium

- -Partnership management
- -Business operations

Revenue Streams

-Provide language learning courses to universities and schools
-Sell translations to businesses
-Paid certificates recognized globally

Head Space Business Model

"Life is sometimes difficult. While we can't control what happens, we do have the potential to transform the way in which we relate to those things." -Andy Puddicome

Heads Space is a mobile and web app for people that can experience the benefits of **meditation** anytime, anywhere.

Headspace sessions are transmitted through: guided meditations, animations, articles and videos, all in the distinct Headspace style. Their mission is stated to improve the health and happiness of the world one day at a time.

They also offer **corporate wellness** to boost user growth in work spaces.

Business relies on **freemium model** for independent users and **subscription model** for businesses.



Subscribers (2018): 1 million

Value: \$250 million

Head Space Business Model

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
-Corporates -Meditation experts	-App development -Research and design -Customer service -Building relationships	-Simple animations -Intuitive -Free Basics course -Annual Subscription -Accessible to anyone/anywhere -Reliable	-Atomization -Self-service -New topic/features -update	-Stress relief seekers -Emotional/mental self-care -Help seekers -Wellness conscious -Students -Professionals
	Key Resources -Voice Actors -Digital Software -Audio software -Developers -Designers -Meditation experts	-Reliable -Motivative -Lesson progress tracker -Performance attractive -Self-help -Self-care	Channels -App -Website -Advertisement (youtube,pop-up) -5 E's awareness in wellness	-Workforce -Niche markets

Cost Structure

-Fixed cost structure

-Wellness and self-care value driven

Revenue Streams

-Corporate wellness programs

-Subscription fixed month \$5 or \$8 or \$15 plan/ad free ongoing payment

7 2

-Counseling fee

Facebook Business Model

Facebook is an online social networking platform.

Facebook has a **multi-platform b**usiness model for the facebook platform. It also owns other brands and platforms like WhatsApp and Instagram.

For revenues, it relies on selling data, ads and marketing solutions to help brands reach out to their customers.

It also offers various software development tools and cross-platform integrations for IT solutions.



Monthly active users: 2.27 billion

Value: \$70 billion

Facebook Business Model

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
-Instagram -Whatsapp -Buyer supplier relationship (users and companies/businesses)-source of info -Financial platform -Content partners	-Platform development -Technology development -Cross platform -Data management -Build algorithms Key Resources -Subsidiaries -IT infrastructure -Developers -Designers	 -Communication platform -Social and career networking -Sales platform -Ad platform -Planner/reminder -Free service -Expose -Info news -Entertainment -Customization of profile/personal information 	-Community -Update/new features -Complementary services (insta/snapchat) -Assist you (reminders) Channels -App -Messenger -Website -Businesses	-Mass market -Business owners -Organization groups -Corporations -Advertisers -Marketers -Developers
	-Data storage -Platform		-Businesses -Social media -Ads -Pages	

Cost Structure

- -Economies of scale (towards outsider businesses-gaming+ads)
- -Data center management
- -R&D

Revenue Streams

-Ads

-Gaming features (on going promotion payments)

-Payment revenues

Credit Karma Business Model

Credit Karma is a free online and mobile app that makes its users aware of their **credit score** and provides tools and personalized information to help them understand their credit score.

Business relies on **ads**. By assessing a user's credit reports, history and score, it suggests credit products.

Thus its revenues come from **tailored**, **targeted advertising for financial companies**.



credit karma

User base: 80 million

Value: \$4 billion

Credit Karma Business Model

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
-Strategic alliance between non-competitors:banks, accounts, student loans, gov (Equafax, Experian, TransUnion)	-Credit status,tracker,score -Task tracker -Planner -Counselor -Account manager Key Resources -Financial intel -Algorithms -IT -Customer service -Financial advisor/intellectual -Human/people	 Free service Financial Status Account manager(anytime, anywhere) Self-problem solving Accessible Sync with all accounts Personalized steps to improve your score Free tax filing service Improve on-time payments 	 -Personal Assistant -Self-service -Atomization Channels -App -Website -Ad(youtube/radio/pop-up) -Sign-up free (notification feedback email) 	-Adults -Elderly -Bankers -Accountants -Families -Professionals -Financial improve seekers -Financial conscious

Cost Structure

-Economies of scope (user's all account breakdown credit, management and easily accessible)

Revenue Streams

-Targeted Ads -Lead generation

American Counselling Association (ACA) Business Model

ACA is **a not-for-profit** organization that is dedicated to the growth and enhancement of the counseling profession.

It partners with various counsellors, educators and lawyers to provide **counselling services.** It also hosts various counselling-related **events and conferences.**

Being a not-for-profit organisation, it relies mainly on investors and donors for revenues and spends mainly on relationship-building and administration.



AMERICAN COUNSELING ASSOCIATION

> Members: 150 million

Not-for-profit

American Counselling Association Business Model

Key Partners -Lawyers -Educators -Corporation	Key Activities -Counseling services -Conference & Expo -Education -Training -Provide resources	Value Propositions -Membership -Access to : Journals of consulting & development, job center, discounted educational courses, provide	Customer Relationships -Trust -Individualized services -Networking	Customer Segments -Students -New professional -Professional counselors -Regular counselors -Retired counselors
	Key Resources	educational courses, provide tools of consulting, participate at politics matter, be connected and build relationship	Channels	
-Professional counselors	-Website -Social media -Physical location -Phone -FAX			
				1

Cost Structure

-Value driven

-Maintaining customer relationships

Revenue Streams

-Subscription -Ads -Donators -Investors

Evernote Business Model

Evernote is a tool designed for note taking, organizing, task lists, and archiving. **Evernote is designed to be a cross-platform/ platform-independent tool.**

The value proposition consists of fast syncing and back-up so that users can access their notes seamlessly. Evernote has grown out to become **a productivity tool** from a note-taking tool.

Their capabilities extended in word recognition in specific words searches on scanned notes, making it the first company with this neat feature.

Revenues are generated from subscription model service for independent customers and businesses. It has proved to be an efficient **tool for developers and a great broadcasting service for newsletters.**

EVERNOTE

Monthly active users: 220 million

Value: 1 billion

Evernote Business Model

Key Activities	Value Propositions	Customer Relationships	Customer Segments
-Software development and maintenance -Marketing and promotion -Customer service -Product updates Key Resources -Cross-platform integrations -Software -Data storage and	-Everything, everywhere -Simple -Easy-syncing -Fast to use -Take notes- remember everything -Search through scanned notes	-Account management -Tech support -Online sync and backup -Integrations with browsers Channels -App -Website -SDK	-Mass market -Companies who want collaborative tools -Developers
management -Developers -Engineers		-API -Gift cards	
	-Software development and maintenance -Marketing and promotion -Customer service -Product updates Key Resources -Cross-platform integrations -Software -Data storage and management -Developers	 Software development and maintenance Marketing and promotion Customer service Product updates Key Resources Cross-platform integrations Software Data storage and management Developers A storage and management Developers 	 Software development and maintenance Marketing and promotion Customer service Product updates Key Resources Cross-platform integrations Software Data storage and management Developers

Cost Structure

-Fixed cost structure

-Operations and maintenance

-Development and storage

Revenue Streams

-Free/ Premium/ Premium Plus plans

Competitor's Business Model

After evaluating and analyzing research behind the different competitor's business models in: finances, wellness, social support and task managers for people's everyday use in decision making.

Services like: facebook, Duolingo, Credit Karma, Heads Space, American Counselling Association and Evernote were noted to be reliable sources within our research based on their user's task tracking, progress, organization and guidance.

However, companies like Evernote and Heads Space stood out the most. They share common denominator of task management and mental health and represented a diverse set of usable techniques and strategies. As a result, we concluded in believing these methods could direct us into an innovative self-care business.





SWOT Headspace

Strength

Weakness

-Simple interface -Self-guided -Segregated packs -stress, anxiety, relationship etc. -Skills for VPAs -World-of-mouth publicity -Meditation as a part of their team	-Interface is not customizable -Marketing- not the focus currently -Meditation is difficult to pick up as a habit by many people
-Corporate subscribers -Trusting investors -Diagnosis -Electronic Health Record (EHR) system -Growing demand for wearables -Growing need for M.H -Partnerships with other apps-Uber, Airbnb	- Calm- masterclass -Calm- Sleep stories -Calm's' cheaper yearly sub -Physical meditation classes -Meditation retreats
Opportunity	Threat

SWOT Evernote

Strength

Weakness

All platforms -Sharing notes
Search abilities -Developer focused
Web clippers
-Fast
-Tags
-Partnership-Post-it,Uber, etc
-Business subscriptions

Poor note-taking using a stylus
Composition abilities
Complex interface
Security
Management of notes
Very diverse business - no focus
User and market research

-Voice notes with research -Search using images -Integrating VPA Management tool -Templates

Opportunity

-Cheaper/ free competitors -Substitutes - Otter -Microsoft OneNote has emerged as the main competitor from a giant. -No tool for adding references

Threat

The use of the business model generation techniques helped us build business model canvases (i.e., nine building blocks) for two competitors within your industry or comparatively (competitors). We analyzed current businesses to

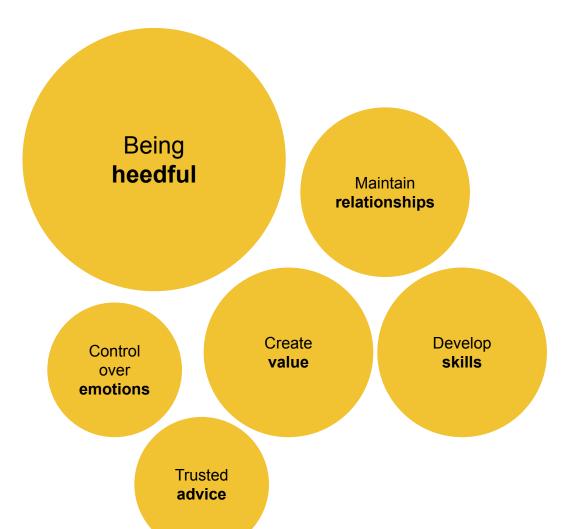
Affinitization Process

uncover their business models' strengths and weaknesses using Porter's 5 Forces, SWOT etc. As a result, we evaluated the strengths, weaknesses, opportunities and threats of the chosen business models.

mashroom5

BUSINESS MODEL STRATEGY

ZAG's "17-Step Process" / Value Proposition Canvas/ Business model / A,B,C & Q



When we did our user research, which comprised mostly of students and professionals, we found out that people want to be in **control of their emotions**, they want **trusted advice**, they want to **develop more skills** and, most importantly, they want to be **aware of** how their decisions will affect **others** around them, whether its their family, their organization or the society. Who are we? We are a group of people who share a common passion of empowering others.

What do we do? Make people control their life through social awareness.

What is our vision? Bring people together to foster social awareness so that they can take control of their emotions, goals and decisions. We see students and young professionals taking advantage of our service to unmask their inner leaders.

What waves are we riding? Self-care, self-learning, tech: AR, VR, gamified apps and platforms, social gatherings, demand for leadership, skills like empathy and social awareness

Who shares the brandspace? TED, HEADSPACE, CALM

What makes us the only? We are the only mindfulness service to provide social awareness for students in the U.S. To help them make better decisions in an era that demands global leaders.

What should you add or subtract? *Festival*: social awareness activities, gamified experience, inspiring stories from motivational speakers, therapeutic activities avoid formal counselling, unappealing, chaotic. *App*: stories from peers, communicative platform, tools for social awareness, avoid complicated interface, social network, sessions

Who loves you? Schools/Colleges/Universities, students, mental health experts (therapist/counselors/ psychologist/ psychiatrist), corporations and professionals

Who's the enemy? Rejectors of mindfulness: People who believe mindfulness for "non-monks" is nothing more than a fad.

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What do they call you? Listen, Empathize, And Do it. We are LEAD.

How do you explain yourself? Take the lead, empower yourself.

How do you spread the world? School channels (campus ads, notice boards, radio channel), App, word of mouth, recommendation by professors, student associations, social Media

How do people engage with you? We sell our service to schools, colleges and universities who are our customer to promote this event as a social event within their campus. They encourage and recommend this service to their students who would be our end users. The students can use this opportunity to improve their mental health and develop mental skills to become better leaders.

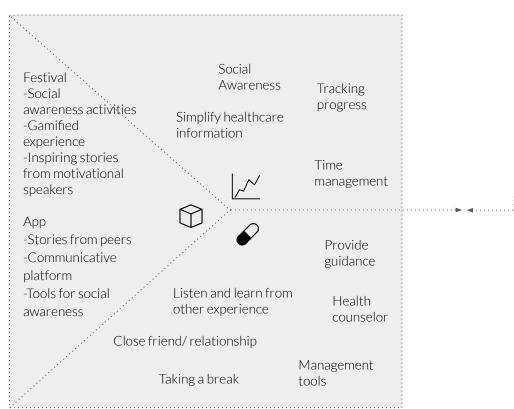
What do they experience? *Festival*: [Day 1] Influential speakers, gamified learning, physical workshops. [Day 2] Therapeutic activities. *App*: social platform to share experiences and inspire people, self help guide on social awareness

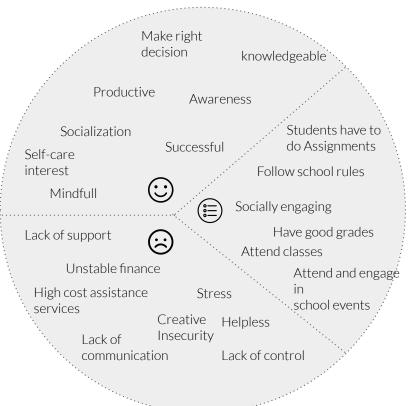
How do you earn their loyalty? Mindfulness, schools/ Colleges / Universities

How do you extend your success? Lead will extend the event experience through the app. Starting with school, organizations, and community.

How do you protect your portfolio? Protecting user blogs to avoid cyber-bullying. Start with schools that value leadership. Have intellectual property protection

Value Proposition Canvas





Lead's Business Model

Key Partners -Schools/universities/colleges -Corporations -National Institute of -Mental	Key Activities -Festivals -Platform to communicate -Data collected from	Value Propositions Festival -Social awareness activities -Gamified experience	Customer Relationships -Changeable activity variety -Self service virtual therapy	Customer Segments -Universities / Colleges -(Students as end users) -Organizations
-Guest speakers -Develop App -Develop Activities App -Stories from pee -Communicative		-Collaborative community -№ -Feedback	-Mass market	
	-Stories from peers -Communicative Platform -Tools for social awareness	Channels -App/Website. -Physical location -School channels -Word of mouth -School social media		

Cost Structure

-Value driven -Economy of Scale

Revenue Streams

-Subscription for Educational Facilities -Investors (health specialists)

SWOT

Strength	Weakness
-Motivative interactive learning -Empathy and Social awareness -Guidance/advice -Sharing experiences -Expert partners -Blue Ocean	-Resource limitation -Festivals are available occasionally -User's non-direct contact with LEAD
-Extended support (mentor) -Community platform -Transportable festival -New approaches to therapy -Corporate companies	-New entrants -Copyrights -Negative press -Private treatments -Utilizing student data respectfully
Opportunity	Threat





Initial offering.

Creating empathy, social awareness, skill develop and mental well-being for students within campus seeking guidance

Services:

- A gamified learning method
- Self awareness
- Social awareness
- Daily challenge scenario

Channels:

- App
- School campus advertisements

Extension of App feature.

University-specific peer-to-peer support community for inspiration and motivation consisting of professors, counselors, advisers and students.

Blog post

Video post

Services:

Channels:

• App

School social media.

Services:

- Step into others' shoes
- Food bring people together
- Musical therapy

From digital to

physical learning.

Festival: a physical

environment

representation of the app.

Learning skills at a school

Personal development

Channels:

- App
- Word of mouth
 - School campus advertisement

Q

Extension beyond boundaries.

Extend this from school to companies, then to beyond communities world wide

Services:

- Develop empathetic Al for assisting mental well-being
- Specific therapeutic activities customized by region

Channels:

- App
- AR
- Word of mouth
- Social media
- Business to business

Research Results

The use of ZAG's "17-Step Process" to answer questions about the interested network at hand helped us define the nine building blocks to create a large-scale business model. Evaluated the strengths, weaknesses, opportunities, and threats of the developed business model for the network. As a result, we ended up creating a pitch to potential clients and investors. This pitch reflected gaps in competitors' business models to our advantage. mashroom5

BRAND DEVELOPMENT

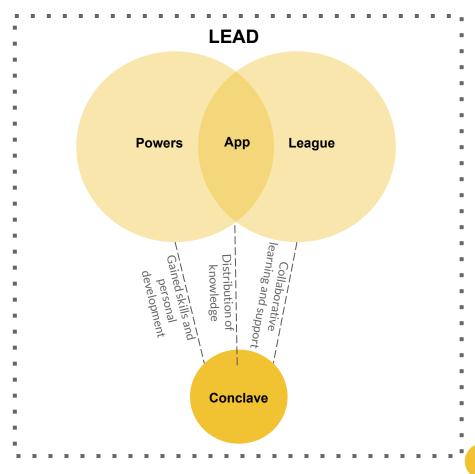
Brand Concept/ Brand Pyramid/ Mission & Vision/ Brand Logo/ Brand Experience/ Product Vision Board/ Value Proposition Canvas/ Empathy Map insights/ LEAD's Impression to Memory/ User-journey

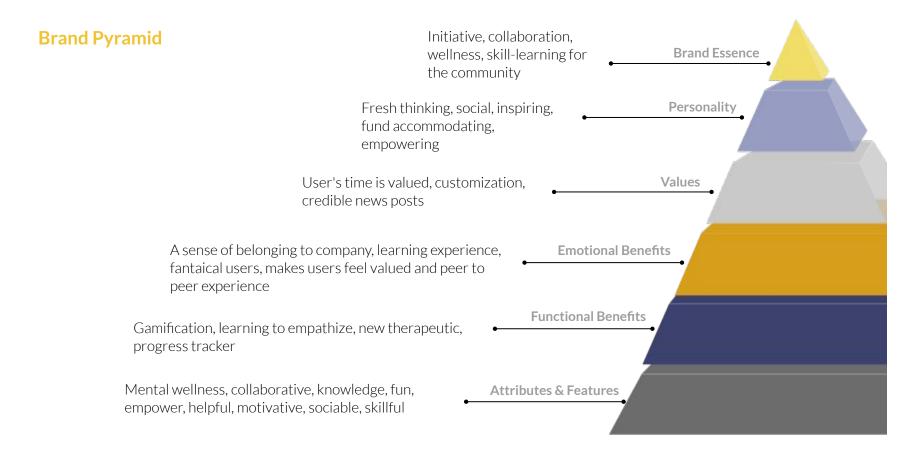
Brand Concept

LEAD is a **multi-faceted** brand that offers a series of services for the empowerment of its customers through social awareness. These services include an app and a festival.

The LEAD app features gamified skill learning for the mental well-being improvement of students. They can choose to learn the skills they want, we call these skills **'Powers'**. Along with powers, LEAD app also features a peer-to-peer support blog, we call this blog '**League'**. This blog helps students find inspiration from their peers as well as inspire others.

The festival, or LEAD **Conclave**, is a physical representation of the LEAD **app**. It features talks by motivational speakers for inspiration, collaborative workshops and many other therapeutic activities to imbibe new skills through social awareness.





LERD

Take the lead. Empower yourself.

Mission

We are a group of people who share a common passion of **empowering** others and make people control their life through **social awareness**.

Vision

Bring people together to foster social awareness so that they can **take control** of their **emotions**, **goals** and **decisions**. We see students and young professionals taking advantage of our service to unmask their **inner leaders**.

Brand Logo

LEAD's logo focuses on the awareness of **diversity** in **students** that represent schools all around the US. The inclusion aims to target all types of students struggling with establishing a balance within their mental wellness.

These are not limited and are extended to be easily accessible and engaging for the consideration of students with **disabilities** and **different backgrounds**.

The red cape calls for the attention of students feeling the need to be empowered and embrace their **inner leaders** to make the right decisions.

"Take the lead and empower yourself too!"

LERD

Take the lead. Empower yourself.

Brand Logo



Take the lead. Empower yourself.



Take the lead. Empower yourself.



Take the lead. Empower yourself.



Take the lead. Empower yourself.



Take the lead. Empower yourself.



Take the lead. Empower yourself.

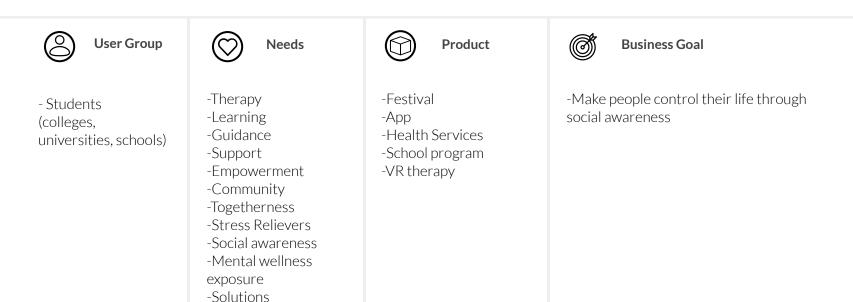
Brand Experience



Product Vision Board

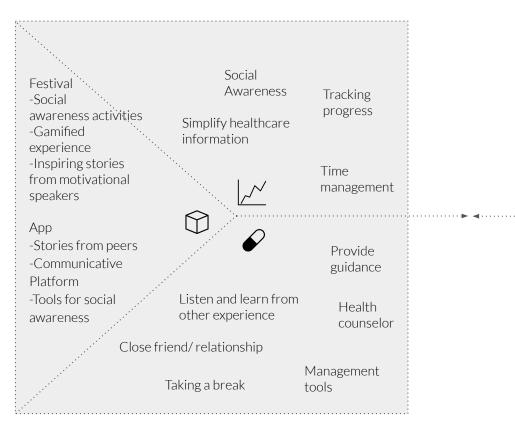


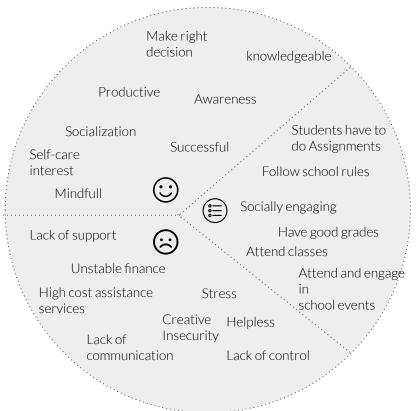
Vision - We are a group of people who share a common passion in empowering others



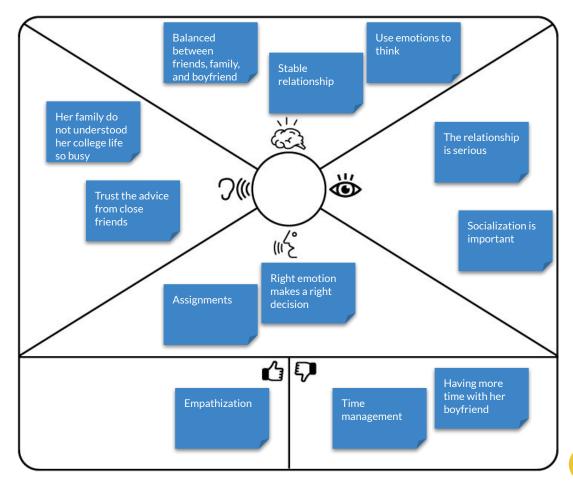


Value Proposition Canvas



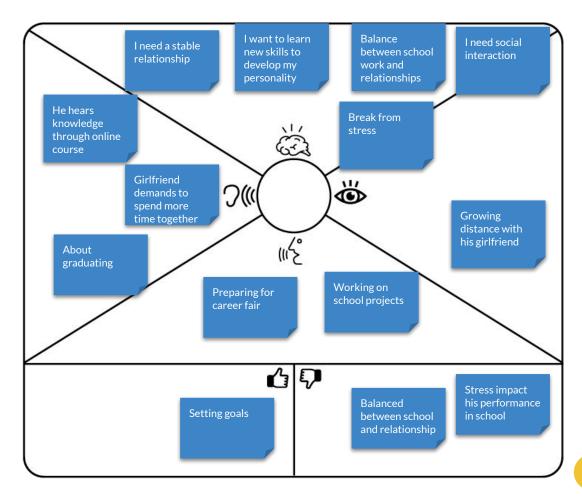


Insights: Undergrad Student Ruh 20

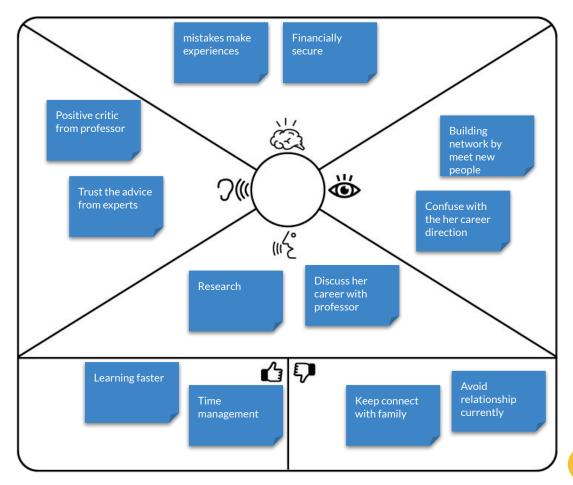


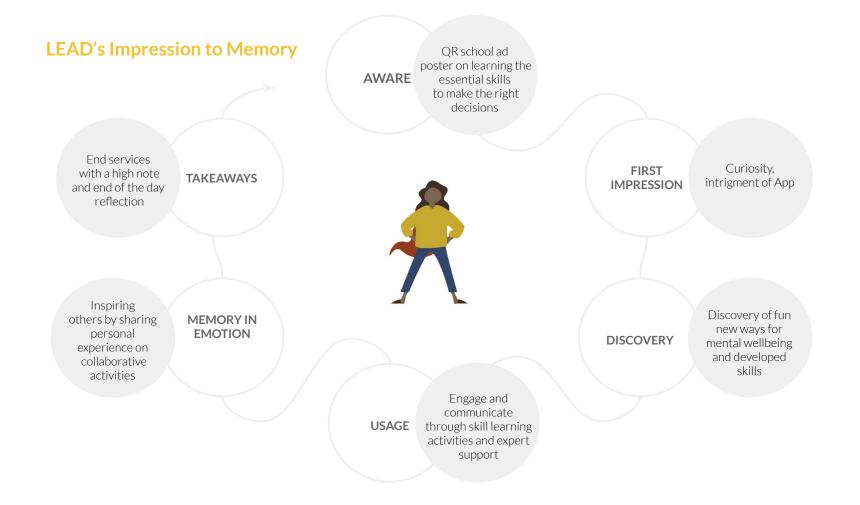
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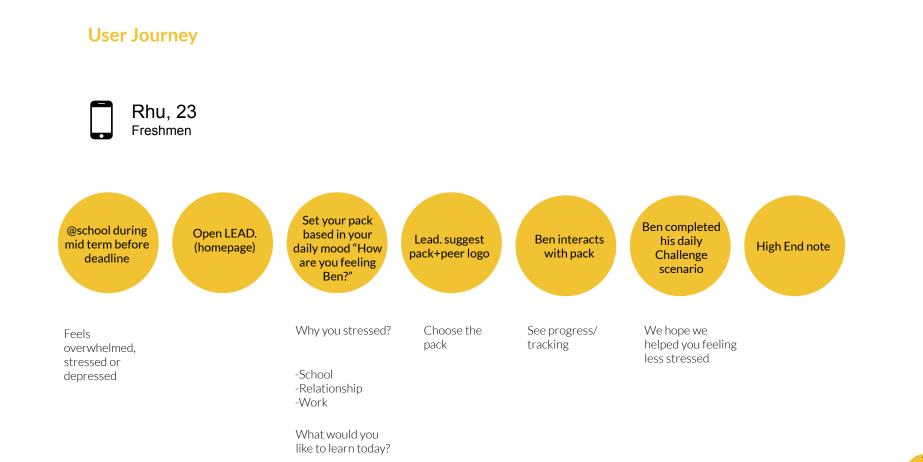
Insights: Grad Student Ben, 23



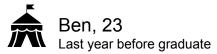
Insights: Grad Student Farah, 24







User Journey

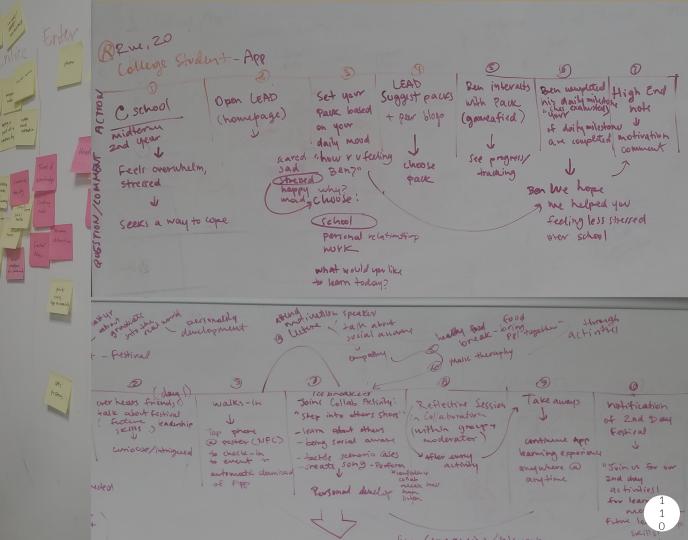




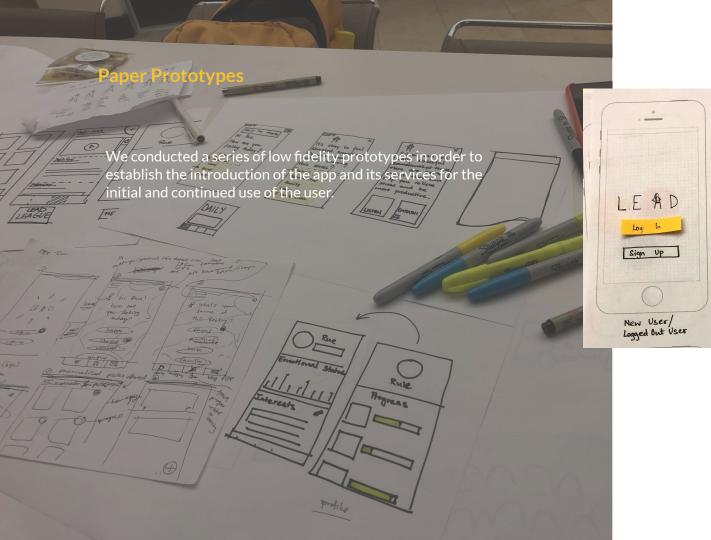
LOW FIDELITY APP PROTOTYPE

Working Wall/ Paper prototype

Working Wal









New User User

How one you today?

Hi Ruh. How ore you We agreed that the introduction to our service should be a questioned that could follow up with a series of the user's feelings in order to suggest packs and collect data of the user's timeline of moods/concerns.

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School can be

stresful at times.

Here are some

you down.





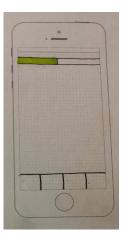


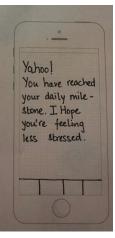
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Paper Prototype

The gamified activities within the app will sync to the user's progress tracking. There is a daily limit to every pack, we call this limit a 'Daily Milestone'. Once this milestone is reached, the experience ends at the home screen of the app with a high end-note that relates to the start of the journey (user's mood/concern). The user will also be given a choice to explore other packs, which have their own milestones, and other content within the app. Milestones help us limit the screen-time of the app while ensuring daily active usage.









Paper Prototype

1 th Roll Million

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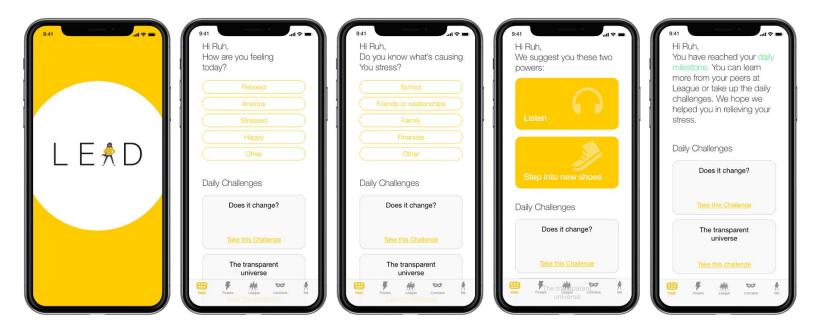
WERS



HIGH FIDELITY APP PROTOTYPE

Digital prototype

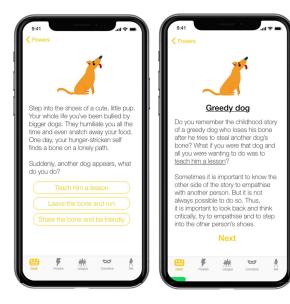
Digital Prototype

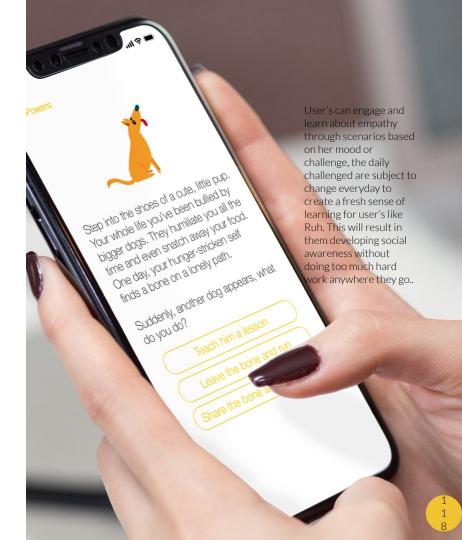


When users logs in, the app asks her what she feels like and what's the cause of her feeling that way. Based on their answers, the app suggests her 'power' packs to calm them down. As a part of this prototype, we have developed 8 Powers (Listen, Empathize, Step Into Their Shoes, Self-awareness, React, Social Awareness, Focus and Get Inspired).

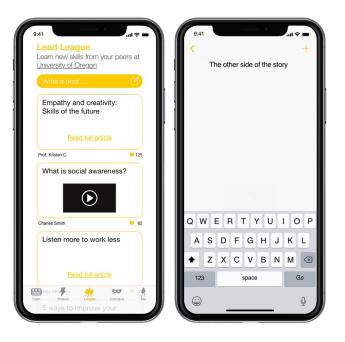
Digital Prototype

Every Power has a specially curated gamified interface. This is an example of a situation-based Power pack (Step into their shoes) which focuses on looking at things from a different perspective to ease out daily frustrations.





Digital Prototype



Along with Powers, the app features a university-specific, peer-to-peer blog. We call this blog 'League' This blog can be used to share inspiring stories with peers. Peers include students, university counselors, advisors and professors.

League is designed to prevent cyber-bullying by omitting the option of down-votes and surveilling the comments and posts section. It is designed to spread positivity and inspiration.



nashroom5

SCENARIO

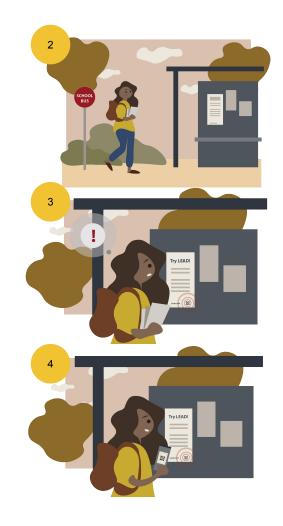
Storyboarding/ High Fidelity Prototype/ Lead League Poster

Storyboarding: App and Conclave

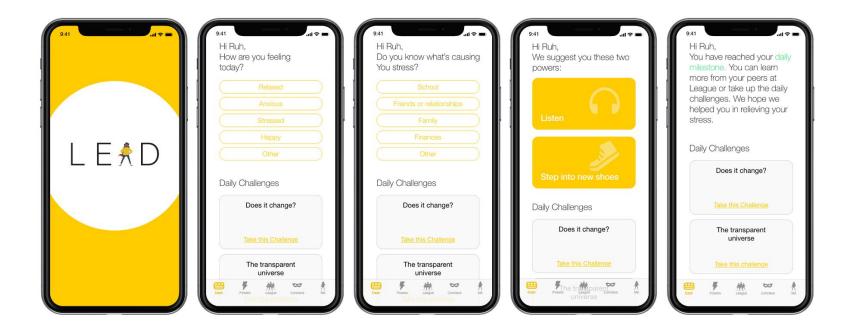


Take the case of Ruh, she's having a hard time with her boyfriend. Even right now they're arguing. She wants to focus on her assignments and he wants to watch a movie. He never understands!

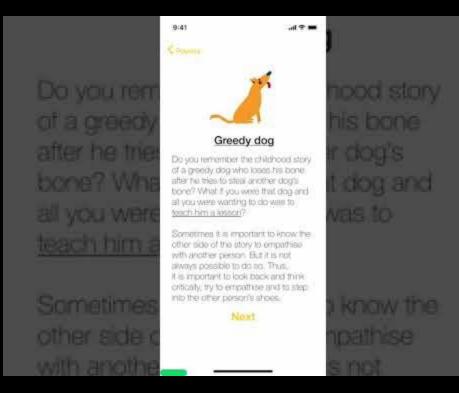
She's stressed about her relationship. She leaves his place in the middle of the argument. She spots a Lead poster at the bus stop. She downloads the app by scanning the QR code.



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When Ruh logs in, the app asks her what she feels like and what's the cause of her feeling that way. Based on her answers, the app suggests her 'power' packs to ease her out. She starts playing a situation based game and once she crosses her daily milestone for that particular power, the app gives her a comforting note.



https://youtu.be/u96nauZ789U





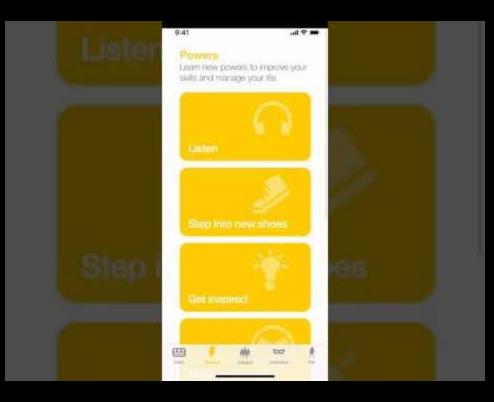


Ruh starts to explore the app and discovers that the 'Lead Conclave' is coming to her university next week. She's excited.

There she discovered fun, socially-engaging events and therapeutic activities. One of those was about a card trade of interesting facts about each person. This allow Rue to share and learn about others in a new way.

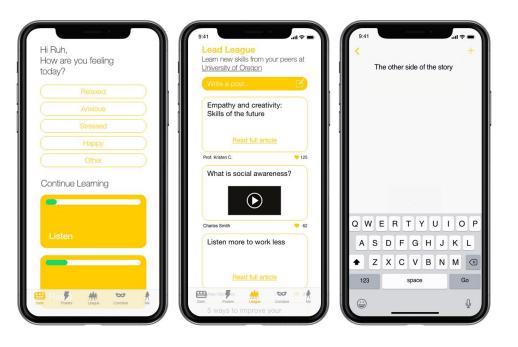


She met her boyfriend in the evening. She offered to take him to the movies. She understood that he was stressed about this relationship too and he just wanted to spend some time with her. They got back happy, just the way they were a few months back. A little empathy and better decision-making, that's all it took.



https://youtu.be/mNrIMW-metl





Ruh opened her app and noticed two new powers had been added to her learning list. This was because she took part in those activities at the conclave. She was now ready to inspire her peers. Her article was titled 'The other side of the story'.

This is Ruh and she has **empowered** herself!







https://www.youtube.com/watch?v=womjIZfSNCg

mashroom5

COST STRUCTURE

Proposed Cost Structure

Coste Structure

Fixed cost	
Expenses	
Marketing	\$150,000.00
Guest speaker	\$5,000.00
Food catering	\$67,944.00
Activities	\$120,000.00
Event organisation	\$500,000.00
Total Expense	\$842,944.00

Operations/ salary	4 Developers					
	3 Designers					
	2 Experts					
	2 psychologists					
	2 Event					
	Managers					
	2 Marketing	\$1,050,000.00				

Year			Total	
2019	14	\$75000	1050000	
2020	25	\$75000	1875000	
2021	30	\$75000	2250000	

Profit share for investors	Money paid to investors	The ask	Profit made by investors
20%	\$361,934.40	500000	-\$138,065.60
30%	\$542,901.60	500000	\$42,901.60
40%	\$723,868.80	500000	\$223,868.80



Coste Structure

Year	Subscription s	No. of festivals	Festival Expenses	Other Expenses	Total Expenses	Income	Profit (Loss)
201	9 1Y	1	\$842,944.00	1050000	\$1,892,944.00	\$1,500,000	-\$392,944.00
202	0 1 BY + 2 Y	4	\$3,371,776.00	1875000	\$5,246,776.00	\$5,700,000	\$453,224.00
202	1 2 BY+3Y	7	\$5,900,608.00	2250000	\$8,150,608.00	\$9,900,000	\$1,749,392.0 0
							\$1,809,672.0 0

Year			Income from yearly			income from biyearly	total income
2019	2 1	\$125	\$1500000	0	\$225	0	\$1500000
2020) 2	\$125	\$3000000	1	\$225	\$2700000	\$5700000
2021	. 3	\$125	\$4500000	2	\$225	\$5400000	\$9900000

References

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