



TOPIC 4.1. TRANSVERSAL COMPETENCES. MANAGEMENT SKILLS



DETA 4.1; Management Skills

- Main Target Group: Unemployed
- Structure and Estimated Duration:
 - Face2Face Session: 4 hours
 - Online Session: 4 hours

DETA 4.1; Management Skills

- **Objectives:**
- Increase the knowledge and skills of trainees about basic management skills.
- Facilitate that trainees can apply basic management skills into real environments.

DETA 4.1; Management Skills

- **Training contents**
- **Management Skills.**
 - Setting Strategy.
 - Identifying the potential market's needs and expectations.
 - Defining my business proposal.
- Main skills to manage my activity (how to set prices, how to control margins, forecast of income and expenses, etc.)

FACE TO FACE SESSION 1

- **Why is this Topic interesting?**
- A key success factor for getting profit from the existing opportunities within the Sharing Economy framework is to be able to align them with your future vision as employee or self-employed. Therefore, is essential to define the *positioning and business proposal* in a way that your *strengths and opportunities* are maximized in order that you can be competitive into the Sharing Economy framework. This includes, of course how to *manage with pricing and own costs* in order to make this experience sustainable and again oriented with the short term vision.



FACE TO FACE SESSION 1

Strategy & Strategic Diagnosis Main Concepts



STRATEGY

Strategy could be understood as continuous search of an **Action Plan** focused in the development and exploitation of those competitive advantages which allow differentiating from competitors, getting profit from the personal structural and functional strengths, with a clear and unique final aim: **create more value for their customers.**

Setting Strategy requires taking into account the **key factors** around which the entire process of strategic analysis revolves; the **person**, the **customers**, the **competitors** and the **environment**.

STRATEGIC DIAGNOSIS. PESTLE ANALYSIS

PESTLE Analysis

PESTLE analysis is used as a tool by companies and/or persons to track the environment they're operating in or are planning to launch a new project/product/service etc.

PESTLE is a mnemonic which in its expanded form denotes **P for Political**, **E for Economic**, **S for Social**, **T for Technological**, **L for Legal** and **E for Environmental**

STRATEGIC DIAGNOSIS. PESTLE ANALYSIS

PESTLE Analysis

Political: These factors determine the extent to which a government may influence the economy or a certain industry

Economic: These factors are determinants of an economy's performance that directly impacts a company and have resonating long term effects

Social: These factors scrutinize the social environment of the market, and gauge determinants like cultural trends, demographics, population analytics etc.

Technological: These factors pertain to innovations in technology that may affect the operations of the industry and the market favorably or unfavorably

Legal: These factors pertain to impact of legislations, standards...

Environmental: These factors include all those that influence or are determined by the surrounding environment

STRATEGIC DIAGNOSIS. PESTLE ANALYSIS

ACTIVITY 4.1.1

HOW SHARING ECONOMY INFLUENCES IN THE ENVIRONMENT WHERE PROFESSIONALS OPERATES?

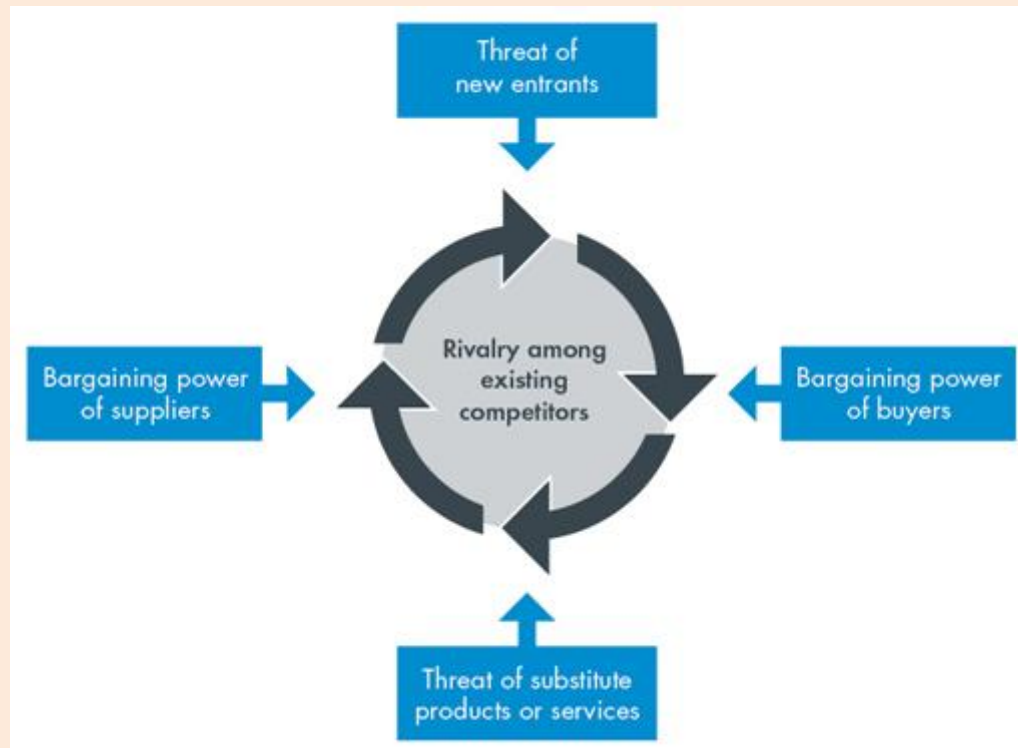
PLEASE, DEVELOP A PESTLE ANALYSIS SPECIFICALLY CONSIDERING THE IMPACT OF SHARING ECONOMY

Individual and Group Discussion

Trainer shows his proposal and close the discussion

STRATEGIC DIAGNOSIS. Porter's Five Forces

Porter's Five Forces Framework is a tool for analyzing competition of a business



STRATEGIC DIAGNOSIS. Porter's Five Forces

In the SHE context;

- Evaluation of **Supplier Power** must consider issues like the positioning of the owners of Online Platforms, that could fully condition your activity
- **Buyer Power** must consider issues like the crowd competition, taking to a price reduction
- **Competitive Rivalry** must consider issues like the problem of undifferentiated products and services, which ask for differentiation strategies
- **Substitution** must consider issues like the easy access to substitutive products
- **New Entry** must consider issues like the low entry barriers, which is a good characteristic for starting the self-employed activity but is negative when the activity must be consolidated

SWOT ANALYSIS

SWOT analysis is a strategic planning technique used to help a person or organization identify the Strengths, Weaknesses, Opportunities, and Threats related to business competition or project planning

Strengths: characteristics of the business or project that give it a *strategic advantage* over others

Weaknesses: characteristics of the business that place the business or project at a *strategic disadvantage* relative to others

Opportunities: elements in the environment that the business or project could *exploit to its advantage*

Threats: elements in the environment that could cause *trouble for the business or project*

SWOT ANALYSIS

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	S Strengths	W Weaknesses
External origin (attributes of the environment)	O Opportunities	T Threats

SWOT ANALYSIS

Offensive Strategies (To Exploit): *Strengths + Opportunities*. Growth strategies that seek to relate internal and external strengths to improve the situation.

Defensive Strategies (To Keep): *Strengths + Threats*. Reactive strategies that relate internal strengths to counter external threats.

Adaptive Strategies (To Correct): *Weaknesses + Opportunities*. Reorientation strategies in which some element is changed in the weaknesses to take advantage of the opportunities.

Survival Strategies (To Face): *Weaknesses + Threats*. It seeks to relate the internal and external weaknesses to know the situation of the company with respect to the competition and the mechanism to be used to reverse this situation.

STRATEGIC DIAGNOSIS. PESTLE ANALYSIS

ACTIVITY 5.3.2

IDENTIFY AT LEAST 2 S-W-O-T APPLICABLE TO YOUR SELF-EMPLOYMENT PLAN

SHARE THEM IN SMALL GROUPS

TRAINER OPENS A DISCUSSION AND DRAWS ON THE BOARD A SWOT MATRIX

UPDATE YOUR SELF-EMPLOYMENT PLANS WITH PROPER STRATEGIES

DEFINING THE BUSINESS PROPOSAL

- As a conclusion of the strategic analysis developed, **Mission, Vision, Values** and **Value Proposition** must be constructed, which refers to the unique mixture of products, services and benefits that the project or company offers its clients and which makes it different in the market and appreciated by the customers.
- A **good value proposition** should convey the following:
 - ❖ How your company, product or service solves the problem or need of your customer.
 - ❖ What benefits the customer should expect from your service?
 - ❖ Why you should choose yourself and not your competition. What is your differential value?

DEFINING THE BUSINESS PROPOSAL

CANVAS TEMPLATE is a powerful tool for structuring the business model

Infrastructure

- *Key Activities*
- *Key Resources*
- *Partner Network/Key Partnership*

Offering

- *Value Propositions*

Customers

- *Customer*
- *Segments*
- *Channels*

Finances

- *Cost Structure*
- *Revenue Streams*



DEFINING THE BUSINESS PROPOSAL

ACTIVITY 4.1.3

**CHECK CASE STUDY OF A SHARING ECONOMY BASED
COMPANY**

**REVISION OF MODEL OF CANVAS TEMPLATE FOR A POSSIBLE
SHARING ECONOMY COMPANY**

DEVELOPMENT OF YOUR OWN CANVAS TEMPLATE

Template SWOT Analysis



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SWOT ANALYSYS

STRENGHTS	WEAKNESS
OPPORTUNITIES	THREATS

Template PORTER'S Analysis



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PORTER'S ANALYSIS

SUPPLIER POWER	
BUYER POWER	
COMPETITIVE RIVALRY	
THREAT OF SUBSTITUTION	
THREAT OF NEW ENTRY	

Template PESTLE Analysis



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PESTLE ANALYSIS

POLITICAL FACTORS	
ECONOMICAL FACTORS	
SOCIAL FACTORS	
TECHNOLOGICAL FACTORS	
LEGAL FACTORS	
ENVIRONMENTAL FACTORS	

Template CANVAS Analysis



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KEY PARTNERSHIP	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
	KEY RESOURCES		CHANNELS	
COST STRUCTURE			REVENUE STREAM	

Template SWOT Analysis



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CAME MATRIX

ADAPTIVE STRATEGIES (TO CORRECT) W+O	SURVIVAL STRATEGIES (TO FACE) W+T
DEFENSIVE STRATEGIES (TO KEEP) S+T	OFFENSIVE STRATEGIES (TO EXPLOIT) S+O