

# Roadmap for Media Growth

**Handbook**

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# ***Introduction***

Media serve an important function in society. They bring vital information to people and hold power to account. But media around the world struggle to survive; authoritarian regimes close down newsrooms, populist politicians erode the trust in the media, and with the rise of digitalization people are less and less willing to pay for news.

The issues affecting the viability of media are complex, and require different interventions, from advocating at the level of governments to educating the public about the importance of reliable information. In other words, work should be done on various levels, and in various ways, to improve media viability worldwide.

At the level of the media business itself, media viability challenges require a high level of flexibility from managers. There is a continuous need to innovate, for example to reach (untapped) audiences, develop new formats and find alternative income streams. Despite this need, studies show that many independent media lack the business skills needed to become more resilient.

For this reason, Free Press Unlimited developed this handbook called “Roadmap for Media Growth”. This handbook guides media through the important steps of business development and helps them pivot new ideas and create a business model that works for them. In this process, they can (best) be supported by a coach.

## ***The goal of the programme***

Business modelling is not a one-off process. In this fast-changing world, especially as a result of digitalization, updating a business model is a continuous process. For this reason, the programme aims to instil an entrepreneurial culture and mindset in the media organisations, as well as to capacitate the teams to conduct business model development without (much) external assistance.

Ultimately, this should render a media business more resilient and adaptable - and in effect less vulnerable.

The Roadmap for Media Growth also aims to, as the name indicates, establish growth from the holistic perspective of the business model canvas. This means that the toolkit stimulates transformation on many different levels, and can achieve growth in various ways, including an increase of audience reach, finding new partnerships, creating more visibility, or gaining more income.

# Content of the handbook

This handbook contains the following content:

1. Guidelines for using this handbook (for a coach, or the person initiating and managing the team process);
2. An introduction document for the participating teams;
3. (An outline of) the Roadmap for Media Growth toolkit itself, which consists of six “sprints” (steps) with for each sprint:
  - an explanation why this sprint is important for the growth process
  - the tools suggested in this sprint, including links to the manual and video explaining each tool (for use by the team)
  - the reference books suggested for this sprint, including links to each complete reference book
  - further suggested reading for the sprint and suggested reference book(s);
4. A glossary of terms used in this handbook or any of the tools / reference books;
5. A source list for the visuals used in the tools.

## Programme Overview



Environmental	Organisational	Team	Customer	Marketing	Presentation
PESTEL Analysis	Organisational SWOT	Team Badging	Customer Segmentation	Marketing Mix	Value Proposition Canvas
Five Forces Model	Ideation	Team Canvas	Customer Persona	Golden Circle	Pitch Template
Environmental SWOT	Business Model Canvas	Coaching document	Customer Journey	Marketing Cards	Prototype
	Product Roadmap		Customer Survey		
	Scenario Thinking		Riskiest Assumption		
Coaching	Coaching	Coaching	Coaching	Coaching	Coaching
Manual	Manual	Manual	Manual	Manual	Manual
Team work	Team work	Team work	Team work	Team work	Team work
Upload	Upload	Upload	Upload	Upload	Upload
Feedback	Feedback	Feedback	Feedback	Feedback	Feedback
Coaching	Coaching	Coaching	Coaching	Coaching	Coaching
Questions	Questions	Questions	Questions	Questions	Questions

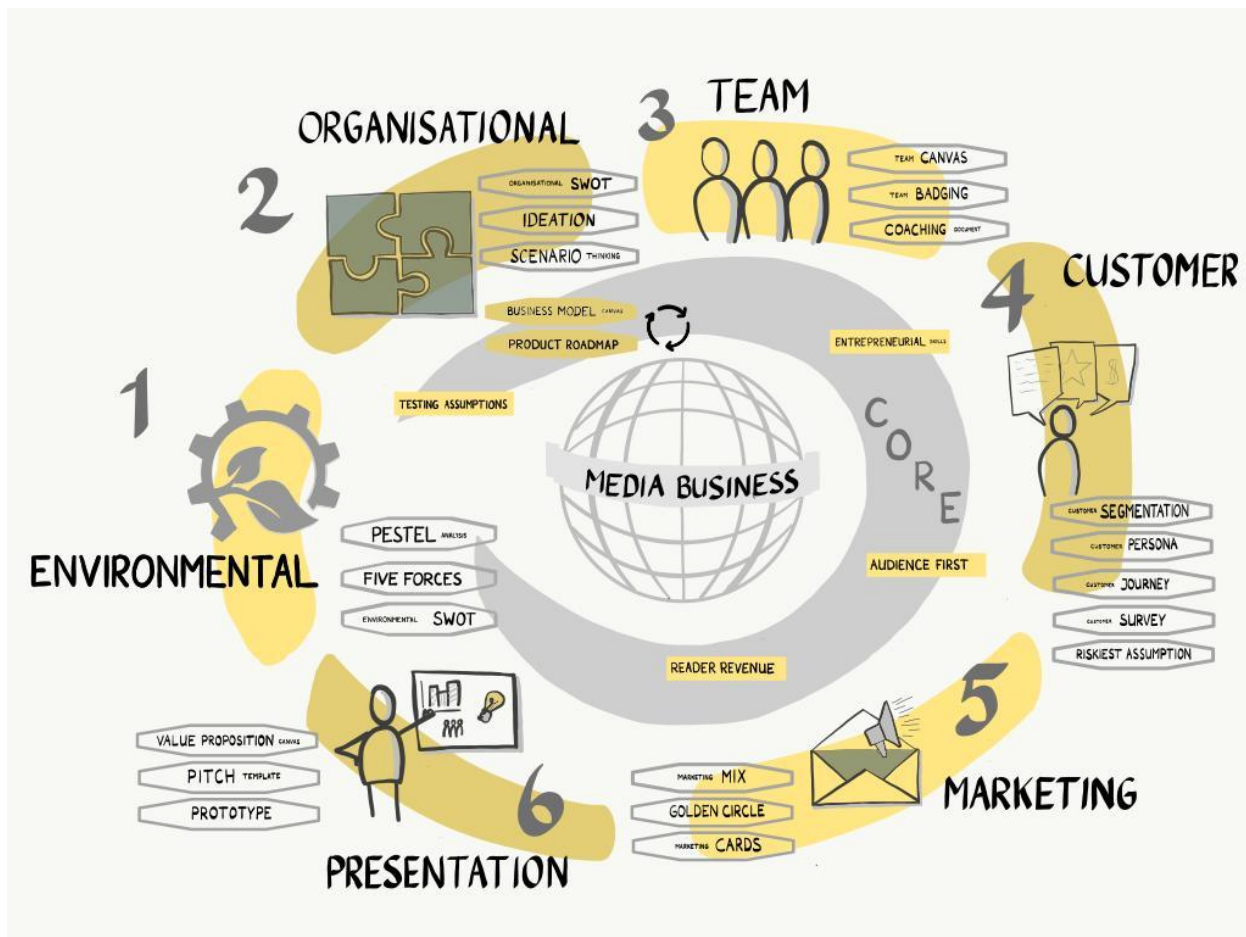
Here we would like to explain the difference between the sprints, tools, manuals, and reference books.

The sprints in the programme each focus on a different aspect of analysis (or alternatively research or reflection) by the team. This starts very broad, focusing on the environment in which the medium operates, and becomes narrower as the programme progresses. The six sprints are: (1) environmental, (2) organisational, (3) team, (4) customer, (5) marketing, and (6) presentation.

In each of these sprints, the analysis can be done using a wide variety of tools that are often freely available on the internet. However, we have selected some tools that

we believe are simple yet effective and developed for each of these tools a manual. The manuals contain explanations of what the tool is used for, and how teams can work together to correctly use the tool to their advantage. To increase understanding of these manuals they are also available as videos with a spoken explanation.

Finally, we have also developed a few reference books. These reference books contain additional information that is relevant either to the business development process in general, or to business development in the media sector. The reference books thus are short informational documents that help to contextualise the tools and the business development process.



The visualisation above presents the content of the toolkit. It consists of six sprints, and is presented as a circle, because this is a process that continuously repeats and is

iterative. In a way, all the documents that are the outputs of the toolkit are living and breathing documents.

Each of the sprints have tools, which are developed into manuals and that the teams, with coaching support can work on. In the middle of the visualisation, two particularly important (and iterative) tools feature - underneath the organisational scan. These are the Business Model Canvas and the Product Roadmap. There are also four reference books visible at the core: Testing

Assumptions, Entrepreneurial Skills, Audience First and Reader Revenue. The first two of these reference books provide general information vital to the business modelling process, and the last two emphasises two important trends in the media sector, that highlight the importance of audience members in the business model development.

### **For more information**

Please contact ([kq@freepressunlimited.org](mailto:kq@freepressunlimited.org)) about the use of this handbook, and Rutger Schuurman ([rutgerschuurman@gmail.com](mailto:rutgerschuurman@gmail.com)) for more information about business model innovation and coaching.

# ***Guidelines for setting up the process***

## **Approach**

Roadmap to Media Growth was developed first and foremost for the media partners of Free Press Unlimited. Consequently, the approach taken in coaching on business model development differs from the many accelerator programmes around the world. Rather than selecting media based on their potential success in the accelerator, media coached with Roadmap to Media Growth are already pre-selected as Free Press Unlimited partners based on the value that they offer to the media sector in the context in which they work.

This difference with accelerators is reflected both in the toolkit itself and in the approach that Free Press Unlimited has emphasised in the coaching process. Three points in specific are important to mention here:

- 1 Media are stimulated to take ownership over their own business development process; the coaches do not suggest ideas themselves, but rather follow up on suggestions of the teams.
- 2 The toolkit aims to find and foster the business skills that are already represented in the media organisation. It is based on the idea that most teams have multi-talented people - and that a person with all needed business talents does not necessarily need to be sought outside of the current team. This way, budget can be saved at the earlier stages of business development.
- 3 The goal and approach ensure that media understand how to tap into opportunities that are in line with (or at least do not contradict to) their mission and their DNA.

As with other capacity support initiatives set up by Free Press Unlimited, there is a continuous need to be aware of the unequal power relationship that any development organisation has with partner organisations. The coaching efforts done with the toolkit should therefore follow the approach guidelines above closely, thereby not intervening with the (editorial) independence of the medium. Ultimately the coach guides the teams to make sure that they keep an open view towards opportunities and possibilities and support them in the process to further explore them in a systematic and measurable way. We believe this will lead to sustainable transformations and viable ideas.

## **Good to know**

From the work done so far with the toolkit, there are a few important take-aways for future use.

First of all, business model development is a time-consuming and demanding process, both from the perspective of the team involved, as well as from the perspective of the coach. There is no one size fits all result, and the process therefore requires flexibility and patience. To ensure that this is present with everyone involved, a feeling of ownership and the motive to change are important factors that the coach should always strive to stimulate. A certain entrepreneurial and open mindset is needed to really take the business to the next level. Often, it is sufficient to have at least one instigator with this mindset on board in the team. However, it is good to ensure that this person also has the decision-making power to make the transformation happen.

An initial conversation with the decision-maker or instigator is recommendable when starting a coaching process with a team. In this conversation the following things should be discussed:

- why the team would like to start the process of business (model) development
- which of the staff members of the organisation should be part of the process to ensure proper development and follow-up (see also below more information on team composition)
- which element of business (model) development the coaching should like focus on
- how and why the business was founded or started, and in which situation the business is today
- which sprints and tools are particularly useful for the team, and whether the order of sprints as indicated in this handbook is preferred or should be changed
- if there are any challenges that could impede the process
- the timeline and a planning; including where possible fixed appointments for delivering the tools and have a coach meeting (e.g., every other Thursday at 11 am)
- how and what the decision-maker or instigator will bring back to the team about this process

Secondly, and connected to the first point, trust and commitment are of essence. It is therefore important to focus on a good start to the coaching. A coach should ensure a safe space, and inclusive conversations from the first contact moment with the team. It is good to start any coaching process with an open conversation about the motivation of people to work in the media sector. This will also provide the coach with understanding of the daily challenges that the media workers face in the contexts in which they operate.

## **Impact**

The impact that can be reached with this programme is very diverse; from transforming institutional processes, to starting with the habit of testing assumptions or trying out a new format. There are no fixed outcomes of what can be reached when following the sprints in this handbook. Ultimately, each business can define growth for themselves.

## **Follow-up**

This handbook ends with the Presentation Sprint. In this sprint, media are asked to pitch their idea in detail. Of course, the process does not really end here. Ideally, media with a solid pitch receive seed funding, and where needed follow up coaching, to really implement and adjust their idea until it delivers the anticipated growth.

## **Team composition**

Before the start, and during the process of guiding the teams, consider the following guidelines and rules to ensure full participation of every team member:

- Be aware of gender unbalance in the room
- Be aware of hierarchical unbalance in the room
- Pay attention to team members that remain more in the background
- If the team dynamic results in input from only a few team members, try out other tactics, such as letting people write down their answers first individually, and then presenting it back to the group, or breaking up the team into smaller groups
- Pair up mixed groups (based on position and gender) or only female/male groups for assignments to address possible sensitive issues, and/or to enable safe spaces and room to voice opinions



- Only women groups can also be beneficial in situations in which men occupy decision making positions

## **Inclusivity**

Make sure that your coaching is sensitive towards inclusion.

The following suggestions were developed by a working group at Free Press Unlimited:

- Be aware of contextual circumstances and differences, including legal context, for instance when talking about LGBTQI+ issues in countries where homosexuality is illegal and have consequences for the coach and the group, also when talking about abortion, FGM, among others.
- In the case of women and men coaches, both should address the topic. In some instances, it is desirable that men openly show solidarity and bring up gender equality issues more prominently (see below in questions).
- Use inclusive language such as his/her or they/their (nonbinary) pronouns, (congressman—> legislator etc.) if contextually appropriate and relevant.
- Start by some triggering questions on gender myths to spark reflection through out the training. If a male co-coach is available, it is best he introduces these questions to break the stereotype that “gender is a women’s topic”.

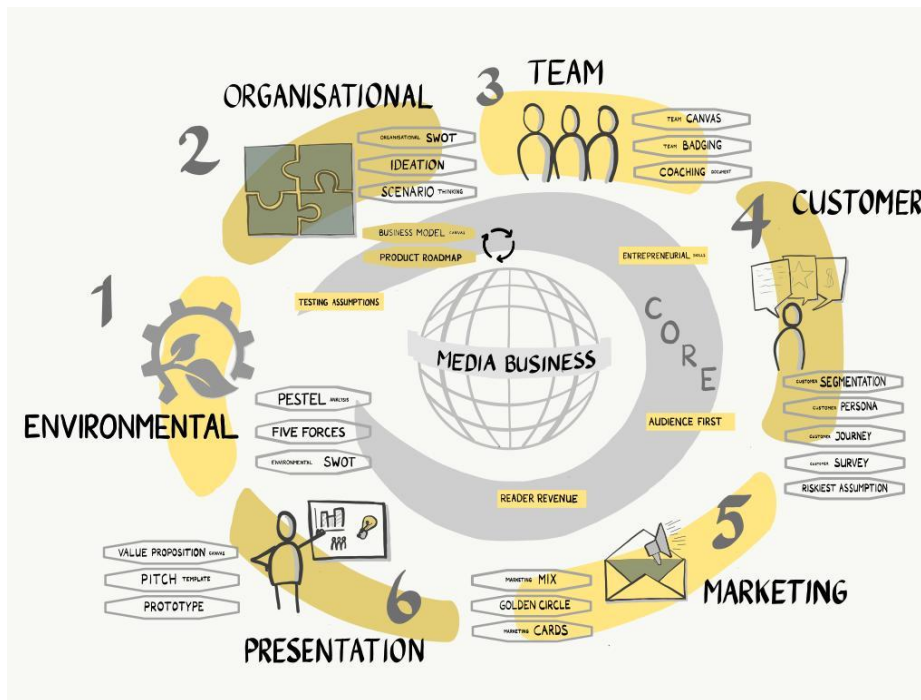
For instance:

- Does your team reflect society in its diversity? How does it impact the quality of your work? audience reach?
- Does your team contain gender balance and diversity?
- Does your medium / business produce gender sensitive content?
- Do you think having a gender policy and applying it could increase the quality of the work you do and the well-being of individual team members?
- Does your business have any women in decision making positions?

# Introduction document for participating teams

Welcome to the Roadmap for (Media) Growth. In this introduction document you will find everything you need to know about this programme.

The **goal** of this programme is to stimulate business model development and entrepreneurial progress. It **consists** of six steps ('sprints'), with corresponding tools that help you analyse your current business model and innovate (certain elements of) the model, as well as reference books. The sprints of the programme are designed to approach the work on your organisation holistically. Each sprint lasts approximately 1 month. So the entire programme will take about 6 months.



During the process, you will receive **coaching** as a team. The coaching sessions serve to deepen the understanding of the tool or subject. Also, the coaching facilitates the process of translating the tools to the context of your media business and team.

# ***The toolkit***

This full toolkit of Roadmap for (Media) Growth consists of:

1. An introduction document for participant teams (which you are reading right now);
2. A glossary of terms used throughout the programme;
3. Reference books (indicated in yellow rectangles central in the visualisation below) with general information about (trends in) media business model development;
4. Six sprints with for every sprint 3-5 tools, each of which are explained and explored through:
  - a manual explaining the tool;
  - a video explaining the tool;
  - a list of resources (external articles or videos) relevant to the tool or subject at hand;
  - (where necessary) examples of completed tools by other media businesses.

## **Good to know & recommendations**

In this programme, you participate as a team, and not as an individual. There is a reason for this: together you see more. It is good to think about the team composition to make sure you have different talents, capacities and job positions represented. With a more diverse team you are also able to see more opportunities!

It is important to keep in mind that, while this programme lasts for 6 months, this does not mean that the work ends after six months. Working on your business model is a continuous process. Factors in the environment might change, for better or for worse, which means you keep revisiting the different elements of your business model. Also, this programme is about growth and transformation. This can mean increasing your audience, finding new partnership, improving the way you work, creating more visibility or gaining more income. Often, changes or growth in one area lead to new opportunities that can be explored. Iteration is therefore a key word in this process.

Finally, you might wonder: how much time should we commit to this process? very much dependent on wishes and needs of you as a team. However, we recommend having a coaching meeting approximately every 2 weeks and to reserve weekly at least 1,5 hours as a team to work together on the tools. A schedule that already fixes coaching appointments as well as deadlines for the tools works best in our experience.

**Good luck and enjoy!**

## Sprint 1: Environmental Sprint

The Environmental Sprint focuses on understanding the environment in which the business operates. The **tools** selected for this sprint, the **PESTEL analysis** and the **Five Forces Model**, ensure that this is done from a holistic perspective. PESTEL discusses all different elements of the environment, including for example legal, political, and economic aspects one by one. Five Forces Model assesses the market in which the business operates in more detail, looking also at the competition.

This sprint and these tools are integrated in this toolkit for different reasons. First, it allows the team to start the process with a helicopter view. This helicopter view brings forward challenges in the operating environment, but potentially also opportunities that were previously overseen. Secondly, this sprint helps the teams to analyse their market position – something that media often focus on insufficiently. Finally, if the team is guided by an external coach, the environmental sprint can help the coach to better understand the business, the team, and the operating environment.

The **reference book Scenario Thinking** is also suggested for this sprint. With scenario thinking, the teams can also select factors that come up in the other tools of the environmental sprint that could potentially become relevant if something in the context changes. This is particularly important for businesses operating in volatile environments, where the political, legal, or economic situation can quickly change – but can also be relevant for businesses who expect to see an improvement in their situation (for example, the possibility to return from exile). These changes could affect both the challenges and the opportunities faced by the business.

*Further reading for this sprint and reference book:*

- [Fragile Finance: The Revenue Models of Oppositional News Outlets in Repressive Regimes](#) [sprint]
- [Financially Viable Media in Emerging and Developing Markets](#) [sprint]
- [How 4 Media Companies Approach Their Business Models](#) [sprint]
- [Crisis and Opportunity: How Independent Media Can Learn from the Pandemic](#) [reference book Scenario Thinking]
- [Media Turn to Engagement and Creativity to Confront COVID Crisis](#) [reference book Scenario Thinking]
- [Case Study: How a Medium Can Grow during Crisis](#) [reference book Scenario Thinking]

## Sprint 2: Organisational Sprint

The Organisational Sprint focuses on how the business works and functions (today) as well as which ideas are worth exploring. This sprint starts with a smooth transition from the Environmental Sprint with a **SWOT Analysis**, which combines elements from the environment with organisational characteristics to have a holistic view of where the organisation stands. From there, the team can work on the **Business Model Canvas**, describing in detail how the business creates value currently. In this sprint, the team also works with several **Ideation** tools to come up with new ideas that can help the organisation grow or improve. From these ideas, the team selects one idea to work with. Here, additional tools that are not featured in this handbook, such as the Six Thinking Hats, could be helpful. The planning around working with the selected idea is made concrete in the **Product Roadmap**.

This sprint is one of the most important sprints in this handbook. This is because it features the business model canvas, which is an iterative and live document for every business. The canvas can be filled out to describe how the business creates value for its customers today, but it can also be used to describe the position of a new idea for the business. It helps teams to understand what changes should be made to the business model if one element is changed or a new element introduced. Furthermore, the product roadmap is also of particular importance because it constitutes an action plan that can form the basis of the rest of the business development process.

The reference books suggested for this sprint are **Entrepreneurial Mindset** and **Finding Assumptions**. Finding Assumptions helps team to identify assumptions underlying their business model and their ideas. As such, this reference book can support teams in assessing the feasibility of certain business model elements as well as new ideas. The reference book Entrepreneurial Skills discusses the skills that are commonly found among entrepreneurs. Recognising these skills can be useful before assessing the capacities present among team members in the next sprint (Team Sprint).

*Further reading for this sprint and reference books:*

- [231 ways publishers can make media pay](#) [sprint]
- [The need for product management in media](#) [sprint]
- [Journalist entrepreneurs: These are the three skills you need to start developing now](#) [reference book Entrepreneurial Skills]
- [#5 Common Assumptions Made About Businesses](#) [reference book Finding Assumptions]

## Sprint 3: **Team Sprint**

The Team Sprint focuses, as is clear from the name, on the team itself. It assesses which skills, capacities and talents are present in the business. To identify these, the **Team Canvas** and **Team Badging** are the tools used in this sprint. A third tool in this sprint is the **Coaching Document**. The Coaching Document is a unique tool in this handbook in the sense that it is not filled out by the team, but individually. It serves to gain understanding in the personal motivations of each team member, and to assess whether all team members have the same understanding of where they are in the process. As such, the answers given by the individual team members in the coaching document can also provide important information for the coach. Possibly, based on this information, a coach will decide to slightly adjust the approach used, or to have separate individual meetings to discuss certain challenges.

There are two main reasons that the team sprint is incorporated in this handbook. As indicated earlier, the approach taken in this handbook is that businesses can try to work first with the capacities, skills, and talents already available internally. This can be done only when the team is fully aware of these capacities. Secondly, the experience of accelerators around the world shows that a good team (dynamic) can form a push for business development, or alternatively undermine this development. The team itself should therefore also receive proper attention in this process.

### *Further reading*

- [Revenue Roles in Local News: Case Studies from Exemplary Civic News Organizations](#)

## Sprint 4: Customer Sprint

The fourth sprint, the Customer Sprint is next to the Organisational Sprint the most important sprint in the business modelling process. It is important because it helps the team to put the 'customer' (reader/end-user) at the centre of everything (see also the Reference Book Audience First) which is very important for business model development, the design thinking approach and for media in general. Only with the end-user in mind a business can develop 'product' (content) that is really in line with customer wishes. Also, many assumptions in a business model can only be validated or debunked in contact with the end-user. This is also the reason why the Customer Sprint is logically positioned after the Environmental and Organisational Sprints, which both result in assumptions that need testing. Finally, because many media today need to deal with multiple 'customer types', such as readers, other businesses, and funders, it is particularly important and useful to separate the needs of these different customers, and how the business can fulfil these needs (with preservation of editorial independence!).

The **tools** of this sprint help the team to take a deep dive into the wants and needs of the 'customer'. These tools are the **Customer Persona**, **Customer Segmentation**, **Customer Journey** and **Customer Survey**. All these tools are intended to take the perspective of (different types of) customers and understand better what their lives look like, and how they (want to) interact with you. Also, this sprint holds the **Riskiest Assumption**, which helps the teams identify which assumption(s) need testing mostly, because new or existing plans could become a risk to the business if these assumptions are incorrect.

There are also two **reference books** suggested for this sprint. These are **Audience First** (incl. audience engagement & community support) and **Reader Revenue**. Both touch on the relationship between media and their audience, and specifically focus on recent trends in media business models. For example, how media can increase and improve their engagement with their audiences to create a loyal and potentially paying customer base.

### *Further reading*

- [Don't Listen to the Customers \(short video\)](#) [sprint]
- [Journalists know they need to get better with data and statistics, but they have a long way to go](#) [sprint]
- [Know your "unit economics" to reshape revenue and content](#) [sprint]
- [Lessons on Building Lasting Revenue and Relationships through Crowdfunding Campaigns](#) [reference book Audience First]
- [How News Events Foster Engagement and Expand Revenue](#) [reference book Audience First]
- [Lessons in Innovation: How International News Organisations Combat Disinformation Through Mission-Driven Journalism](#) [reference book Audience First]
- [Case Study: How a Medium Can Grow during Crisis](#) [reference book Audience First]
- [The business case for listening to your audience is still murky \(but early results are promising\)](#) [reference book Audience First]

- [Increasing video engagement: Brazilian publishers share their strategies](#) [reference book Audience First]
- [Audio Articles are Helping News Outlets Gain Loyal Audiences: How Harvard Business Review, The New Yorker, and The Economist use audio to boost reach and retention](#) [reference book Audience First]
- [How DoR organized an all-team pop-up newsroom in Transylvania](#) [reference book Audience First]
- [When Community Becomes Your Competitive Advantage](#) [reference book Audience First]
- [Five essential ingredients to make your community-driven journalism more resilient](#) [reference book Audience First]
- [Resources and takeaways from Engagement Explained Live: Building resilience](#) [reference book Audience First]
- [Colombian start-up goes beyond reporting, launches public conversation around current issues](#) [reference book Audience First]
- [Email Newsletters bring in loyal audiences: here's how publishers can improve their newsletter strategy](#) [reference book Audience First]
- [Digital Monetization for Publishers: New Ways to Capture Consumer Revenue](#) [reference book Reader Revenue]
- [How to Make it Easier for Readers to Subscribe](#) [reference book Reader Revenue]



## Sprint 5: **Marketing Sprint**

In the Marketing Sprint, the teams are supported in how to best convey their message; to promote their business or product. The most basic but important tool in this sprint is **The Golden Circle**. Through this tool, the teams learn, as one of the programme's participants once described it, to "develop a mini elevator pitch". The other two tools, the **Marketing Mix** and the **Marketing Cards**, help the teams to align their marketing efforts and how they can convey an effective message.

### *Further reading*

- [How to create a newsletter](#)
- [The Golden Circle](#) explained by Simon Sinek (video)

## Sprint 6: **Presentation Sprint**

In the final sprint, the Presentation Sprint, all that has been discussed in the previous sprints come together in one Pitch or Presentation. Here, the team comes together to tell the full story of the business, its product or service, and how it makes an impact. In this sprint the team learns how to best develop their presentation in the **Pitch Template**. The **Value Proposition Canvas** tests whether the idea developed is a proper fit for the market which it aims to serve and can be integrated in the pitch itself. Finally, the **Prototype** gives the audience of the presentation a more tangible idea of what the final product will look like.

### *Further reading*

- [Why prototype media products?](#) (short video)
- Four different videos on how to do paper prototyping (no financial investment needed):
  - [How to Make Paper Prototypes](#)
  - [Mobile Application Design: Paper Prototype Video](#)
  - [Prototype testing of an app](#)
  - [7 Myths About Paper Prototyping](#)
- [12 Storytelling Techniques to Supercharge Your Pitch](#)

# ***Glossary of terms***

This glossary is based mainly on the following resources: Deutsche Welle's handbook for digital media start-ups "From Start to Success" and the Board of Innovation's "Corporate Innovation Glossary". Please consult either of these resources if there is a term for which the definition seems to be missing.

## **ASSUMPTION**

Something that is assumed to be true (without evidence or prior proof). It is typically based upon individual or team biases, routine behaviours or experiences, and/or projected desires that are hoped to be true. Assumptions can make or break an innovation and therefore need to be validated in order to remove the risks of launching a new idea.

## **AUDIENCE ENGAGEMENT**

The interaction between the audience and the medium (or its content). Engagement with the audience can take place virtually or in-person (e.g., calls by listeners of the radio, during events organised around a topic). Regular and quality interaction with the audience results in a win-win situation; the media is trusted and builds a loyal audience, and the audience receives content that is more relevant.

## **BRAINSTORMING**

Brainstorming is a combination of techniques designed to help people break out of traditional thinking patterns in order to come up with new ideas or creative solutions to a specific problem or around a specific theme.

## **BUSINESS MODEL**

A description of how a business creates, delivers, and captures value to customers (or audience members).

## **BUSINESS MODELLING**

The process of exploring the different possibilities within a new or existing business model. This process includes the development and testing of multiple prototypes intended to create, deliver, and capture value to the customer (or audience member).

## **BUSINESS-TO-BUSINESS (B2B)**

B2B means that a business provides products and services to other businesses rather than to the consumer. In the case of media businesses, this can for example refer to providing (economic) analyses or communication advice to other companies or agencies.

## **BUSINESS-TO-COMMUNITY (B2C) MODEL**

A business model that describes how a business delivers/sells products and services directly to the end-users / consumers / audience, without intermediary.

## **CRITICAL ASSUMPTION**

A high-risk assumption that needs to be proven true for a potential solution or idea to be a success.

## **CROWDFUNDING**

Collecting small donations from many individuals. Usually this is for a specific project (idea) and/or something very concrete (end goal / or something practical such as equipment). Often, crowdfunding is done through an online platform, on which the initiator presents the idea or project that needs funding and indicates the amount that needs to be raised. Individuals are attracted to the sites by different marketing platforms. Crowdfunding actions are generally running for a limited time frame and are not used as a continuous fund-raising effort.

## **CUSTOMER**

The individual or business who will be purchasing or engaging with a particular valuable solution (product or service). Their needs and wants must be solved sufficiently to adopt the value created (i.e., to purchase or engage with the product or service).

## **DESIGN THINKING**

Refers to strategic and practical processes by which new design ideas or products are developed. There is a special focus on users. It demands constant feedback between the developer of a solution and its target group. Solutions and ideas are made visible as early as possible (e.g., prototypes), so that potential users can test them - long before they are completed or launched - and provide feedback.

## **DIVERSITY**

The understanding that everyone is unique and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies.

## **DONOR**

A person, organisation, government, or other entity that grants money to other organisations it deems worthy of support.

## **END-USER**

The person, individual or buyer (business/organisation) who ultimately uses a product or service.

## **FOUNDATION**

A type of donor. For media start-ups, international foundations have played a key role in financing. Many foundations started by very wealthy individuals will invest in media because of a personal belief in the benefits of strengthening democracy and freedom of expression and help start-ups with core funding and/or project funding. Well known foundations in the space include Luminate, the Bill and Melinda Gates Foundation and the Open Society Foundation.

## **FUNDRAISING**

The process of generating / raising funding, which is necessary to set up or sustain an organisation/business or to achieve a specific goal or finalise a specific action (such as a project).

## **GENDER MAINSTREAMING**

Gender mainstreaming means integrating a gender equality perspective at all stages and levels of policies, programmes, and projects. Gender mainstreaming aims to solve – sometimes hidden - gender inequalities. It is therefore a tool for achieving gender equality.

## **GROWTH**

Growth – in this toolkit - refers to increase or improvement. Increase can be in terms of (audience) reach, supporters base, revenue, staff members, or content. Improvement can be in terms of efficiency or professionalisation of the business.

## **INCLUSIVE LANGUAGE**

Inclusive language is language that is free from words, phrases or tones that reflect prejudiced, stereotyped, or discriminatory views of particular people or groups. It is also language that doesn't deliberately or inadvertently exclude people from being seen as part of a group.

## **INNOVATION**

The process of creating value through new ideas and improved solutions.

## **ITERATION**

The continuous refining and improving ideas and solutions to achieve the desired quality and outcome.

## **MINIMUM VIABLE PRODUCT (MVP)**

The most basic version of a new product or service that can be offered to satisfy customer needs. It serves as a learning vehicle (i.e., test case) to ask questions about the most critical (i.e., high risk) (customer desirability) assumptions before continuing to develop the product or service further.

## **PERSONAS**

Fictional profiles, developed to represent customers based upon their shared interests, needs, problems and daily routines. Personas allow teams to better understand their target customers, and what they think and feel.

## **PROTOTYPE**

A tangible representation or sample of an idea used as a vehicle to ask questions about the critical assumptions within a new concept, product, or service for customers.

## **REVENUE STREAM**

A source of income for a business or organisation. Businesses or organisations often attempt to diversify their revenue streams, i.e., have several different sources of revenue, to prevent dependency on a single source or revenue.

## **SPRINT**

An iteration of a development cycle (of a product or service) used usually in "Agile development". In a sprint a planned amount of work is completed by a team and made ready for review.

## **SUBSCRIPTION**

A business model in which a customer pays money at regular intervals or for a longer period, to gain continued access to a product or service. In the media sector, this could mean that a subscriber pays to receive or have access to (the digital version of) a newspaper, magazine or website, video, or audio stream.

**VALIDATION**

The process of discovering if an idea has the potential to survive in the market. Typically, only the most critical assumptions related to an idea, prototype, or hypothesis are tested and reported on within a project team.

**VALUE CREATION**

The process of creating a product or service offering that solves a job to be done, need, pain or problem for a customer to such a degree that it will be purchased/consumed.

**VALUE PROPOSITION**

A clear and concise description of the key value a solution provides to a customer or user.

# **Source list for visuals used in tools / videos**

## **PESTEL Analysis**

Slide 1:

<https://assignmentstudio.net/pestel-analysis-assignment/>

<https://www.ims-productivity.com/page.cfm/content/PESTEL-analysis/>

## **Five Forces Model**

Slide 1:

<https://www.pinterest.fr/pin/622200504746405453/>

## **SWOT**

Slide 1:

<https://www.shellypalmer.com/2020/07/swot-analysis/>

<https://study.com/academy/lesson/applying-swot-analysis-case-study.html>

Icons on slides 3, 4, 5 and 6 are from 24slides:

<https://24slides.com/templates/slides?search=swot>

## **Ideation**

Slide 1:

<https://makeit.com/the-ideation-process/>

## **Business Model Canvas**

Source: the BMC is developed [Alex Osterwalder](#), who works in close collaboration with [Strategyzer](#).

The images used for this manual are from:

<https://kromatic.com/blog/business-model-canvas-for-user-experience/>

and from:

<https://www.instructables.com/How-to-Make-a-Business-Model-Canvas/>

## **Roadmap**

Slide 1:

<https://mytracknet.com/roadmap-q3-2020/>

Slide 7:

Photograph of a start-up connected to the minor SYBIT of the Amsterdam University College.

Slide 8:

<https://roadmunk.com/roadmap-templates/product-roadmap>  
<https://venngage.com/blog/inspiration-marketing-product-roadmap-templates/>

## **Team Badging**

Slide 1:  
<https://imgbin.com/png/ywDAC3e2/21st-century-skills-digital-badge-education-png>

Slide 5:  
Source unknown.

Slide 6:  
<http://quotespictures.com/i-may-not-be-there-yet-but-im-closer-than-i-was-yesterday-sport-quote/>

Slide 7:  
Source unknown.

Slide 8:  
<https://www.pngegg.com/en/png-botsl>

Slide 9:  
Source unknown.

Slide 10:  
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Slide 11:  
[https://www.123rf.com/photo\\_565504\\_ancient-communication-cans-connected-by-string.html](https://www.123rf.com/photo_565504_ancient-communication-cans-connected-by-string.html)  
<https://www.canstockphoto.nl/groenteblik-telefoons-3019449.html>

Slide 12:  
<https://www.kayafm.co.za/being-a-young-entrepreneur-vs-climbing-the-corporate-ladder/>

Slide 13:  
<https://www.kidacne.com/2009/12/everyones-a-winner/>

## **Team Canvas**

Slide 1:  
<https://www.hrreview.co.uk/focus/hr-infographics/infographic-anatomy-great-business-team/58546>  
<http://theteamcanvas.com>

## **Customer Scan**

Slide 1:  
<https://www.missionmarketing.today/how-to-identify-your-target-audience/>

Slide 6:  
<https://www.smartinsights.com/email-marketing/email-targeting/how-to-segment-your-prospects-with-email-marketing-automation/>

Slide 11:  
<https://uxpressia.com/personas-online-tool>



Slide 12:

<https://businessmakeover.eu/tools/persona>

Slide 19:

<https://uxpressia.com/customer-journey-map-online-tool>

Slide 20:

[https://www.mindtools.com/media/Diagrams/CON\\_Customer-Journey-Mapping-Worksheet.pdf](https://www.mindtools.com/media/Diagrams/CON_Customer-Journey-Mapping-Worksheet.pdf)

## **Riskiest Assumption**

Slide 1:

<https://cogent.co/blog/building-your-validation-muscle-how-testing-your-riskiest-assumptions-early-leads-to-a-better-product/>

Slide 4:

<https://www.flexjobs.com/blog/post/questions-ask-informational-interview-v2/>

Slide 10:

[https://www.researchgate.net/figure/Build-Measure-Learn-loop-Ries-2011\\_fig5\\_327022641](https://www.researchgate.net/figure/Build-Measure-Learn-loop-Ries-2011_fig5_327022641)

Slide 11:

[https://docs.google.com/spreadsheets/d/1k5fU8c1r\\_si8iUo7LLEe1R3nnYmQ2Uqc-5su4ka\\_kVY/edit#gid=449462581](https://docs.google.com/spreadsheets/d/1k5fU8c1r_si8iUo7LLEe1R3nnYmQ2Uqc-5su4ka_kVY/edit#gid=449462581)

Slide 12:

<https://uxdesign.cc/riskiest-assumption-canvas-73ec0e2e0abc>

## **Marketing Scan**

Slide 1:

<https://modernmarketingtoday.com/tweets-2018-marketing-nation-summit/#.X71tpi1x81l>

Slide 13:

<https://www.smartinsights.com/digital-marketing-strategy/online-value-proposition/start-with-why-creating-a-value-proposition-with-the-golden-circle-model/> (Simon Sinek)

Slide 17 - slide 34:

<https://businessmakeover.eu/tools>

## **Presentation Scan**

Slide 1:

<https://www.bridgebc.edu.au/event/up-to-the-pitch-workshop-4/>

Slide 14:

<https://vulcanpost.com/591899/startup-pitches-help-you-land-next-job/> (Pitchdeck)

Slide 17:

<https://www.strategyzer.com/canvas/value-proposition-canvas>

Slide 18:

<https://www.youtube.com/watch?v=aN36EcTE54Q> (Strategyzer)

Slide 19:

<https://www.youtube.com/watch?v=ReM1uqmVfP0&t=99s> (Strategyzer)

Slide 23:

[https://www.researchgate.net/figure/Build-Measure-Learn-loop-Ries-2011\\_fig5\\_327022641](https://www.researchgate.net/figure/Build-Measure-Learn-loop-Ries-2011_fig5_327022641)

Slide 24:

<https://www.justinmind.com>

<https://www.mockplus.com>

<https://miro.com>

<https://www.canva.com>

## **Scenario Thinking**

Slide 1:

<http://www.otcpas.com/advisor-blog/video-scenario-planning-prepare-for-the-unexpected/>

Slide 6:

<https://online.visual-paradigm.com/knowledge/scenario-planning/scenario-planning-templates-and-examples/>