

Task One SME Report-Task two- Poster Presentation

by Michael Thomas

Submission date: 31-Jul-2023 12:14AM (UTC+0100)

Submission ID: 210882356

File name: 17192_Michael_Thomas_Task_One_SME_Report-Task_two-Poster_Presentation_503903_565873984.odt (688.88K)

Word count: 5458

Character count: 33315

Programme: ⁹BA Leadership and Management

Module Title: Strategic Management for SME's

Module Code: BMSW6104_BIRM

Student Name: Michael Thomas

Student Number: 1908080

Lecturer: Dr. Sampath Liyanage

Assignment Title: Portfolio of work (written report and a poster presentation)

Task One: Strategic plan

Submission deadline: 31-07-2023

1.0 EXECUTIVE SUMMARY

Here we discuss (MTC) Coaching business and strategic direction. The company intends to provide courses and programs that are differentiated from their competitors. The whole basis of the report includes that Small and Medium Enterprises account for ninety-nine per cent of the business residents (5.5 million businesses). Furthermore, James (2009). Coaching is not supervised in England, so anyone can work as a coach if they have the necessary skills and qualities. Consequently, the business idea was born from previous experiences.

One key aspect is conducting and Using Environmental scanning; both SWOT and VIRO models focus on internal factors at any given time. In addition, the external environment encompasses PESTEL and FIVE FORCES for MTC Coaching business, identifying, and understanding the external influences and risks the business faces. A business model is how we clearly define our competitive strategy through product/ service design and how to determine the cost, and primarily how they differentiate the solution from other coaches (Bocket,2014).

The strategy involves factors such as the competitive landscape, market trends, and customer preferences. Accordingly, business start-ups need to be aware of technological advancements, and regulatory government changes to remain strategically competitive. Furthermore, Mendelow's and Ansoff's Models were used to devise a strategic plan, and the SAF model was included to justify choices made for the (MTC) Coaching business to help guide on achieving competitive sustainability in the industry (Ansoff, 2007).

1 TABLE OF CONTENTS

1.0 Executive Summary.....	Page 2
2.0 Introduction.....	Page 4
2.1 Business Idea.....	Page 5
2.2 Business Model.....	Page 5
2.3 Business Model (MTC) Coaching.....	Page 5
2.4 Uniqueness.....	Page 5
3.0 Strategic direction.....	Page 6
3.1 Vision.....	Page 6
3.2 Mission Statement.....	Page 6
3.3 (MTC) Objectives.....	Page 6
4.0 SWOT analysis (Internal environment)	Page 7
4.1 VIRO Model.....	Page 8
4.2 Competitive advantage.....	Page 8
4.3 (MTC) Coaching business (VIRO).....	Page 8
5.0 PESTLE external analysis.....	Page 9
5.1 PORTERS Five Forces.....	Page 9-11
5.2 How the Five Forces connects to (MTC) Coaching business.....	Page 11
6.0 Stakeholder Internal and External analysis Mendelow's Matrix.....	Page 11
6.1 Stakeholders Mendelow's analysis.....	Page 11
6.2 Discuss four quadrants Mendelow's Matrix.....	Page 12
6.3 Evaluate growth Ansoff Matrix.....	Page 12-13
6.4 Existing Market Penetration.....	Page 13
6.5 New Market development.....	Page 13
6.6 New product development.....	Page 13
6.7 New Diversification.....	Page 13-14
6.8 Select and Justify best fit (SAF Model)	Page 14
7.0 Justification use of SAF Model.....	Page 14-15
8.0 Balance Scorecard.....	Page 15
8.1 Implementation Plan (MTC Coaching business)	Page 15-16
8.2 Monitor progress.....	Page 16
9.0 Strategic Plan and competitive sustainability for (MTC Coaching business)	Page 16
10.0 Conclusion.....	Page 17
11.0 Reference List.....	Page 18-19
12.0 Appendices.....	Page 20-24

2.0 INTRODUCTION

Mintzberg (2019) comments SMEs comprise 99.9% of the business population (5.5 million firms that our European neighbors, the vast majority of small to medium size, with micro-sized enterprises accounting for 21.6 million of the 23.2 million SMEs in the European Union.

Starting a small business is the best way to gain freedom from your 9-5 employment. Why do so many people decide to become entrepreneurs? They are longing for independence. Small business helps one manage their time in the way they want. They can produce the goods, products, and services their target market needs and wants. Small business is significant for the economy of every state. Small companies and entrepreneurs contribute to the state budget on a large scale (Lynch. 2018).

2.1 THE BUSINESS IDEA

Unlike the medical profession of doctors, physiotherapists, and psychologists, within the Coaching field, there is an academic qualification required to become a coach, and no governing body to monitor or regulate the industry. Coaching is not supervised in England, so anyone can work as a coach if they have the necessary skills and qualities. You can work towards accreditation from a professional coaching body to improve attracting more clients to your business. Still, most importantly, it gives our customers confidence that they are getting an accredited professional (Duff,2002).

Paige (2002) argues that without a coaching accreditation, it's harder for individuals to distinguish top coaching professionals from less able ones. For example, potential risks of working with an unaccredited coach, such as receiving ineffective or even harmful advice.

The business idea was born from previous experiences. Being a successful coach provides the opportunity to help, guide and support people who want to move forward. As a Coach, you don't just spend time discussing their problems, but you can give them proactive and proven ways to create a business and a life they truly desire. for example, improved interpersonal skills – coaching, influencing, motivating, communicating, inspiring, handling conflict. Managing complex relationships; managing upwards and Team-building skills. (Lynch. 2018).

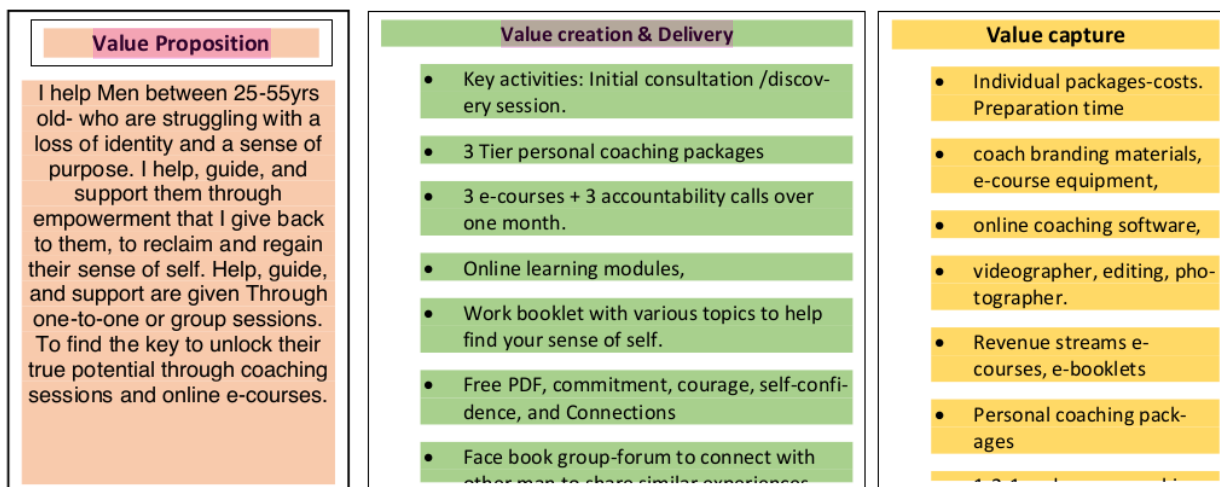
Keywords: (MTC) Michael Thomas Coaching

2.2 BUSINESS MODEL

2.3 BUSINESS MODEL (MTC) COACHING

A business model is how we clearly define our competitive strategy through product/ service design and how to determine the cost, and primarily how they differentiate the solution from other coaches (Bocket,2014).

Figure No 1: shows the Business model (MTC) Michael Thomas Coaching (Bocket ³⁸et al., 2014)



2.4 UNIQUENESS

The uniqueness of the (MTC) business will focus on (the four pyramids business model- coaching, mentoring, teaching, and training) ⁴on unlocking their client's full potential by teasing out what the client already knows and identifying the traits and abilities the client may have forgotten: latent skills, talents, and ways of thinking that will positively change and improve how they perform in their role. Having been accredited as an International Coach, courses/programs will ultimately be accredited, primarily focusing on students who lack the presentation skills required for the world of work. A six-week course that will help students to build their confidence help to empower and use their voice to communicate better. Furthermore, improve their Presentation Skills and Advance their careers; students are accredited with a certificate at the end (Duff,2002). See Business Model Canvas-**appendix 3A (on page 22)** for a Business Model for Students Speaking Skills course.

3.0 STRATEGIC DIRECTION

Mission and vision statements for start-ups are seen as essential business tools and a clear indication of the company's intended purpose with an inspirational vision for its future sustainability (James, 2009).

3.1 VISION:

Our vision and why is to unlock more human potential to take them positively forward in ways that they did not believe were possible in the world to prosper and be profitable while growing, learning, and developing into the people and organisations they would like to be for future success.

3.2 MISSION:

We are committed to helping business owners, managers, and leaders to realize their full potential. Everyone has skills and talents. They just need help, guidance, and support to harness success.

With the company's practical tips, step-by-step processes, and action plans (such as helping clients increase productivity, better decision-making, or improved work-life balance.), as a Coach, I love to contribute, make a difference, and impact businesses and careers that support the lives they love (Barney, 2018)

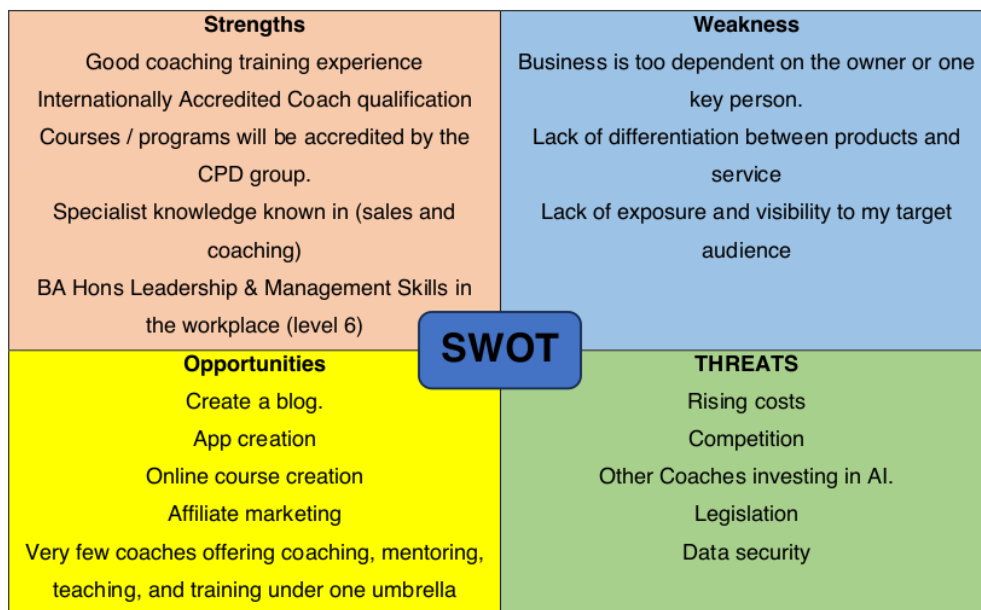
3.3 OBJECTIVES

1. To Provide help and support to break those encountered negative belief patterns during interactions with customers and conflict at work by 5% within three years
2. As a trained, internationally accredited coach, we support clients to learn the most effective ways to help people achieve them in their businesses and careers. Aim to Help clients act more decisively in their professional and personal lives by 5% within 2-3 years.
3. In the future, build a team to create opportunities to increase revenue, and visibility both locally and globally, help the business to grow, and scale by 5% in 5 years
4. Increase market share by improving innovation, building, and solidifying customer loyalty, employing a talented, dedicated team, and creating partnerships with other companies. Position effective advertising, branding pricing, courses, training programs, and services efficiently by 5% within 3-4 years (Jeffs, 2008). See appendix One for SMART goals on (page 20)

4.0 SWOT ANALYSIS (INTERNAL ENVIRONMENT)

Environmental scanning is an important element of strategic planning as it specifies information on factors that will affect the organization in the future. A SWOT analysis is a developing tool which seeks to recognise the strengths, weaknesses, Opportunities and Threats involved especially needed as a start-up as there are many unknowns and pitfalls. Its framework for matching the business's goals. Mission, vision, and capacities ensure they align with the environment in which it operates (Mintzberg 2020).

Figure No 2: diagram below shows the four sections of a SWOT analysis (Morden, 2007).



Lynch (2018) argued that **SWOT** investigation can be arduous-intense, and it can be difficult. It will depend on Influences, such as competition in the marketplace. It can be challenging to correctly evaluate external forces affecting strategic growth in (MTC). On the other hand, Mintzberg (2009) disagrees with (Lynch, 2018). Despite this, **SWOT** analysis is still a powerful tool for (Michael Thomas's Coaching business) to gain insight into their position and change strategies that will maximize the success and minimize the risks of the start-up.

4.1 VIRO MODEL

In this section, we will discuss the (VRIO Model) value, rarity, imitability, and organization framework, a strategic planning tool devised to help (MTC) find out and protect the sources and resources that give them a long-term competitive advantage in the marketplace (Barney et al., 2018).

Figure No 3: diagram displays the **VIRO MODEL ANALYSIS MTC COACHING BUSINESS** (Barney et al., 2018).

Michael Thomas Coaching					
					
Resource or Capability	Valuable 	Rare 	Inimitable 	Organization 	Impact on competitive advantage
Strong global presence	YES	YES	YES	YES	Realised Sustainable competitive advantage
Speciality courses/ programs	YES	NO	NO	YES	Realised competitive parity
Upsell-upscale to existing and loyal customers	YES	YES	NO	YES	Realised temporary competitive advantage

4.2 COMPETITIVE ADVANATAGE

4.3 MTC COACHING BUSINESS

The VIRO gives (MTC) Coaching businesses a competitive advantage if the courses and training programs are valuable, rare, and very hard to imitate. The model allows the company to take advantage of any resources considered a competitive advantage if they're useful, rare, and hard to replicate. However, (MTC) gains a competitive advantage by either having a cost advantage or by differentiating its products and services in ways that are meaningful to its target customers (Ansoff, 2007) See appendix 4A for value chain on (pages 23-24) (MTC Coaching business).

5.0 PESTLE EXTERNAL ANALYSIS

In this section, the PESTLE analysis for a small business (MTC) is a valuable tool for understanding the market growth or decline, for example, the company's position. In other words, the PESTEL analysis identifies the critical external forces of the business. As a small business, we can use the information gathered to plan for contingencies with the marketing strategy (Lynch, 2018).

Figure No 4: The diagram below shows the PESTLE analysis of the Business (Morden, 2007).

Political	Government policies & laws international trade restrictions) taxes Political stability or instability, Labour laws Corruption Impact on Education (Lynch, 2018).
Economic	Growth, Scale Exchange currency rates Inflation rates Interest rates Disposable incomes of consumers Unemployment rates / trends Purchasing power of consumers (Morden, 2007).
Social	Demographics Population, age, gender, Career aspirations Lifestyle Cultural barriers, Adversity, Traditions Family makeup Attitudes Safety emphasis (Morden, 2007).
Technological	AI Technology Incentives Level of Innovation Automation R&D Development Technology Changes, Global Incentives (Mintzberg, 2009)
Legal	Discrimination laws Equality and Inclusion laws Employment laws Consumer protection laws Copyright and patent laws Health and Safety laws Compliance Potential changes in legislation Legal advisor or attorney (Mintzberg, 2009)
Environmental	Resources, Pollution targets, Government targets Net Zero by 2030 Carbon footprint. Environmental aspects such as adverse weather conditions-Climate Change CO2 Recycling 6R's (Reduce, Refuse, Reduce, Reuse, Recycle & Repair (Lynch, 2018)

For this reason, a PESTEL helps (MTC) Coaching businesses to identify and understand the external influences and the risks the company faces. The business can make informed decisions, develop strategies, and respond proactively to the changing external environment by analysing these factors (Porter, 1990).

5.1 PORTERS FIVE FORCES EXTERNAL

³ Porter's Five Forces is a simple but powerful tool you can use as an entrepreneur to identify the main sources of competition in the personal development sector. As a start-up recognises the forces and adjusts its focus, ³ you can change your strategy, increase profitability, and stay ahead of the competition (Jeffs, 2008).

COMPETITIVE RIVALRY

As a Coach selling online e-courses on an online platform, (MTC) may face the threat of new entrants from other coaching businesses who may enter the market and sell similar courses and programs at a comparable discounted price (Johnson, 2013)

SUPPLIER POWER

(MTC) Coaching produces high and premium quality courses, and programs typically attract more buyers. Equally, the factor increases demand for the supplier, giving them more bargaining power to set pricing (Johnson, 2013).

BUYER POWER

In the Coaching sector, clients or investors can drive prices up or down depending on demand. Buyers' bargaining power allows them to compare prices across various search engines and websites. Customers do not have to limit themselves to one price; they can shop around (Ansoff, 2007).

THREAT OF SUBSTITUTIONS

MTC Coaching, our company, sells self-confidence courses, and we may find our position in danger due to the rise of AI intelligence. This enables systems and programs to purchase from various outlets, ³ sometimes at a fraction of the cost of traditional methods. If our competitors get it right, our position in the marketplace will be severely weakened and threaten our productivity (Jeffs, 2008).

THREAT OF NEW ENTRY

In addition, if (MTC) has ²⁶ little protection for key technologies, then rivals can quickly enter the market and weaken our position; however, if we ³⁰ can preserve a favourable position and take fair advantage of it. These barriers can include difficulty finding suppliers who still need to be committed to competitors. Mintzberg, (2009) argues. ¹⁰ If it costs customers too much to switch between one supplier and another, this can also be a significant barrier to entry. So can extensive government regulation of an industry.

Similarly (Jeffs, 2008), if competition is intense, (MTC) could face price wars, reduced profits, and increased marketing expenses. Although the coaching industry is not controlled due to politics, if implemented, this would be too much for the government to handle as extensive regulation would weed out the unregulated coaching businesses practising unlawfully.

5.2 HOW THE FIVE FORCES CONNECTS TO (MTC) COACHING BUSINESS

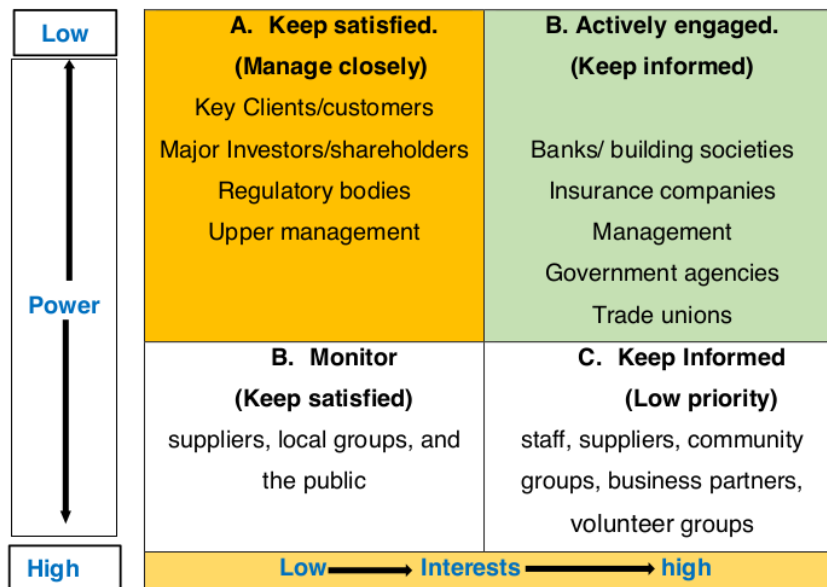
A Five Forces analysis can help our company measure industry attractiveness, look at how trends will affect industry competition, how (MTC) as a business should compete—and how start-ups can position themselves for success. Developing a sound business strategy can greatly help (MTC) profitability and competitiveness. Forces that can measure the long-term attractiveness of an industry and the future sustainability of MTC Coaching (Johnson, 2013)

6.0 STAKEHOLDER INTERNAL AND EXTERNAL ANALYSIS MENDELOW'S MATRIX

6.1 STAKEHOLDER MENDELOW'S ANALYSIS

(MTC) Coaching will use Mendelow's Matrix to map out the stakeholders. It's a tool used to analyse and categorize the stakeholders based on their power and interest in the business (Mintzberg, H. (2009).

Figure No 5: below illustrates Mendelow's four quadrant matrix (Thompson, 2010).



6.2 DISCUSS FOUR QUADRANTS MENDELOW'S MATRIX

Additionally, **High power, High interest** these stakeholders have a significant level of control and interest in the organization. They require close attention and engagement as they can strongly win the success or failure of the organization (Ansoff, 2007).

Similarly, **High Power, Low Interest**: These interested parties may be able to impact the business, but they may need to be actively engaged or interested in doing so. It is important that (MTC) coaching keeps these stakeholders Informed and satisfied to prevent any potential negative impacts on the business.

Moreover, **Low Power, high Interest** Although these stakeholders may have little authority, they are highly interested in the organization's activities. These stakeholders should be kept informed and involved in decision-making to maintain their support and prevent issues that may affect the company's profile.

Correspondingly, **Low Power, Low Interest** these people have minimal influence on (MTC) coaching operations and are less likely to be prioritized; however, it is still important to monitor their needs and wants and expectations (Johnson, 2013).

By using Mendelow's matrix and placing the stakeholders into the relevant quadrants (MTC), coaching can develop a targeted strategy to manage their relationships and maximize stakeholder satisfaction effectively (Ansoff, 2007).

6.3 EVALUATE STRATEGIC GROWTH OPTIONS FOR (MTC) COACHING BUSINESS-USING THE ANSOFF MATRIX

The Ansoff matrix consists of four quadrants representing growth strategies that (MTC) Coaching can adopt based on the combination of new and existing products and markets.

One dimension of the matrix considers "product" (existing and new), and the other measurement considers "markets" (existing and new) (Ansoff, 2007).

Figure No 6: The Illustration below shows the Ansoff Matrix (Ansoff, 2007).



6.4 EXISTING MARKET PENETRATION

The strategy focuses on selling or upselling more of the existing (courses, programs). Although in its infancy stage, (MTC) coaching can achieve market penetration by increasing advertising and promotions and offering discounts or loyalty schemes for the most loyal customers. We could also offer immediate and special access to new products or events, rewards, and merchandise as an incentive (Mintzberg, 1978).

6.5 NEW MARKET DEVELOPMENT

Furthermore, the strategy involves (MTC) Coaching introducing existing courses/programs into new markets. Expansion can be done by targeting new customer demographics and segments, advancing into various geographical regions, or entering new distribution (Ansoff, 2007).

6.6 NEW PRODUCT DEVELOPMENT

Alternatively, the strategy relies on selling more of the existing (courses and training programs) to existing markets. MTC coaching can develop new creative products and provide innovative services. For example: by adding new features, improving quality, adapting to changing customer needs and wants, or diversifying the product and service. The main aim is to attract existing customers with offerings and increase profitability and market share (Johnson, 2013).

6.7 NEW DIVERSIFICATION

As a result, to have a competitive advantage and remain a sustainable business (MTC), Coaching strategies involve introducing new creative courses/ training programs into new local and global markets. (MTC) Coaching is aware that the strategy is risky, especially for a start-up, as it requires significant investment in research and development, market research, and operational capabilities. Diversification is related to the core business and aims to

reduce reliance on one single course/ training program offered to the marketplace (Johnson, 2013).

In a similar manner, the Ansoff Matrix helps (MTC) Coaching to identify growth opportunities and make educated decisions about which strategy to follow. Provides a formation for evaluating the risks and rewards associated with each growing strategy; the Matrix encourages business to think beyond its current offerings and explore different avenues for growth. Overall, market penetration for (MTC) Coaching involves actively seeking new clients, expanding the reach of innovative services, and differentiating one's business from competitors to gain a larger share in the coaching marketplace (Barney,2018).

6.8 SELECT AND JUSTIFY BEST FIT STRATEGY(S)-USE SAF MODEL

According to Kaplan (1996), the SAF framework is a way to give (MTC) Coaching visibility to the company's decision-making process and compare options using a set of criteria. SAF analysis uses three assessments for making good decisions: Suitability, Acceptability, and Feasibility

Figure No 7: Documenting the SAF Model (analysis for MTC Coaching Business)

SFA Matrix	Strategic Options		
	Option 1	Option 2	Option 3
Suitability	7	6	5
Feasibility	3	2	4
Acceptability	5	4	2
Total	15	12	11

7.0 JUSTIFICATION USE OF THE SAF MODEL

Jeffs (2013) states Justification, based on the SAF model, the (MTC) Coaching business can justify its existence and success by highlighting the demand and opportunity in the market (Situation), the actions it takes to offer valuable coaching services (Action), and the positive impact it has on individuals and organisations feelings of growth, fulfilment, and achievement

(emotions). (MTC) Coaching business has decided to use the Ansoff Matrix to align with (MTC) vision and mission, as the framework focuses on growth opportunities. The continued growth of the coaching industry further supports the Justification by demonstrating the ongoing need and satisfaction of the clients in the field who encounter or work with MTC Coaching products and services on offer (Johnson, 2013).

8.0 BALANCE SCORE CARD

Figure No 8: the diagram below illustrates the Balance Scorecard (Kaplan, 1996).

13	Objectives	Goals	Indicators	Initiatives
Financial Perspective	Increase profitability and revenue	Increase financial profits of (MTC) coaching by 5%	Financial documentation, invoices, or statements	Negotiating instalment With partnerships and credit card companies
Customer perspective	Have a high average client loyalty base	To include more high ticket and premium courses and training programs 13 rease by 5%	Volume of interest by potential customers	Improve products mix and create V.I.P combination courses/training programs deals.
Internal Process Perspective	Offer various courses/programs and sales channels	To be a benchmark in customers service	Increase the number of compliments in customer service by 15% and reduce complaints by 80%	Percentage of sales per channel
Learning growth perspective	Invest in CPD-continuous personal development for all staff members	Form a skilled team	Train 100% of the admin, customer service and sales teams.	Number of certificates acquired by team members.

8.1 IMPLEMENTATION PLAN (MTC COACHING BUSINESS)

Mintzberg (2009) To Implement the balanced scorecard, first define the MTC coaching business objectives. Firstly, these goals need to be aligned with the organization's overall strategy. Secondly, identify (KPIs). Key performance Indicators determine the specific statistics that will be used to measure progress toward the company's objectives. Thirdly, set specific targets for each (KPI), which define each perspective's desired performance level.

Additionally, Barney (2018) adds that These targets should be challenging but achievable. Fourthly collect data on the identified (KPIs) and analyze it regularly to track the performance against set targets. Fifthly regularly communicate the balanced scorecard results and progress to employees at all levels of the business. Most Importantly, cascade the objectives

and (KPIs) downwards to individual departments and employees, ensuring alignment and accountability.

8.2 MONITOR PROGRESS

(MTC) Coaching businesses can effectively monitor and manage their performance by regularly collecting data. The process can be done using various methods like surveys, financial reports, client feedback, and internal performance indicators. Furthermore, data can be used to compare actual performance to identify trends and understand any gaps in the business that may need improving (Kaplan, 1996). Equally, the company can develop periodic reports or dashboards to communicate balance scorecard performance to relevant stakeholders. This can be done in many ways through presentations, meetings, or digital platforms, ensuring the information is easily digestible and actionable (Barney,2018).

9.0 STRATEGIC PLAN AND COMPETITIVE SUSTAINABILITY FOR (MTC) COACHING BUSINESS

Morden (2016) Below is the strategic plan for (MTC) Coaching business. They should focus on achieving competitive sustainability in the industry: Identify a specific target market or coaching niche that differentiates the company from its competitors. Develop a strong brand; clearly articulate the unique value proposition and brand positioning of the (MTC) coaching business.

Subsequently, Johnson (2013). For example: determining the core values, mission and vision statements and brand personality. Build a credibility network; establish a strong network of clients and industry contacts to enhance credibility and reputation. Fourthly offer and create tailored coaching programs; that meet the specific needs of individuals or organisations. This helps differentiate from generic coaching services and demonstrates expertise in addressing unique challenges.

Likewise, Barney (2018) mentions investing in personal and professional development to improve coaching skills and stay current with industry trends continually. Just as important (MTC) must focus on delivering exceptional customer service and outstanding coaching experience through the products and services offered. Also, continue to track competitor offerings, pricing, market tactics, and industry trends to stay ahead of the curve. This plan outlines the actions and initiatives enabling (MTC) to build a sustainable competitive advantage and continuously outperform its market rivals. **Appendix 2 B:** six week Speaking Course from Zero to Hero (**on page 21**)

10.0 CONCLUSION

In summary, Small and Medium Enterprises ⁵ account for 99.9% of the business residents (5.5 million businesses). SMEs account for three-fifths of the employment and around half of the staff turnover in the UK private sector. Moreover, ¹ starting a small business is the best way to gain freedom from your 9-5 employment. Furthermore, Coaching is not supervised in England, so anyone can work as a coach if they have the necessary skills and qualities. The business idea was born from previous experiences.

Being a successful Internationally accredited coach provides the opportunity to help, guide and support people who want to move forward. A business model is how we clearly define our competitive strategy through product/ service design and how to determine the cost, and primarily how they differentiate the solution from other coaches (Bocket,2014)

Additionally, the uniqueness of the (MTC) business will focus on (the four pyramids business model-coaching, mentoring, teaching, and training) to unlock their client's full potential. Mission and vision statements for start-ups are seen as essential business tools and a clear indication of the company's intended purpose. Environmental scanning is an important element of strategic planning. Specifically, SWOT and VIRO were carried out to explore the various models and theories alongside external PESTLE and FIVE FORCES to identify and understand the company's external influences and risks.

Also, it specifies information on factors that will affect the organization. The choice between Mendelow's Matrix and Ansoff Matrix ultimately depends on the specific business and its goals. MTC coaching decided to go with the Ansoff Matrix as it aligned with the vision and business mission. Incorporating various elements into strategy gives MTC a competitive advantage. The business can aim for competitive sustainability by offering a unique value establishing a strong brand, and consistently delivering exceptional products and services to clients.

11.0 REFERENCE LIST

1. Ansoff, H. Igor. (2007) Strategic Management. ISBN:9780230590601;0230590608.
Classic ed. 1 online resource (xv,233 pages): Palgrave Macmillan. Basingstoke
- 11 2. Bocken, N. M., Short, S. W., Rana, P., & Evans, S. (2014). A literature and practice review to develop sustainable business model archetypes. *Journal of Cleaner Production*, 65, 42-56.
- 37 3. Barney, Jay B et.al; (2018) *strategic Management and Competitive Advantage: Concepts and Cases*, Pearson Education ISBN:9781292258041
- 16 4. Duff, P.J.J. (2002). *The role of personal coaching in enhancing leadership confidence and learning capability*. Unpublished master's dissertation, Royal Roads University.
- 12 5. James, H., & Huisman, J. (2009). Missions' statements in Wales: *The impact of markets and policy on congruence between institutions*. *Journal of Higher Education Policy and Management*, 31 (1), 23-35.
6. Jeffs, C. (2008), strategic Management. ISBN:1412947693; Sage Publications
7. Johnson, G et al; (2013) Fundamentals of Strategy ISBN: 9780273757252; Person Education UK, Welwyn Garden City.
- 15 8. Kaplan R.S. and Norton D.P. (1996). *The Balanced Scorecard: Translating Strategy into Action*. Harvard Business Review Press.
9. Lynch, R. (2018) *Strategic Management*, Pearson Education ISBN: 1292211407
- 28 10. Mintzberg H., (1978). Patterns in strategy formation. *Management Science*. 24 (9), 934- 948.
- 17 11. Mintzberg, H., Quinn, J. B., & Ghoshal, S. (1995). *The strategy process: Concepts, contexts, and cases* (European ed.). Englewood Cliffs, NJ: Prentice Hall.
- 39 12. Mintzberg, H. (2009). *The Complete Guide through the Wilds of Strategic Managements*:(PBK.);9780273719588(PBK.); second edition. 1 online resource
- 40 13. Morden, T. (2007) *Principles of Strategic Management*, Ashgate, series Edition 3rd Pages 627 EAN 9780754685685
14. National Federation (2023) of *Self Employed & Small Businesses*.

- 22
15. Paige, H. (2002). *Examining the effectiveness of executive coaching on executives*. International Education Journal, 3(2), 61-70.
- 18
16. Porter, M. E. (1985a). *Competitive advantage: Creating and sustaining superior performance*. New York: Free Press.
17. Porter EM. 1990. *Competitive Advantage of Nations*. Macmillan: New York.
- 36
18. SAF Model retrieved from: <https://getlucidity.com/strategy-resources/guide-to-the-sfa-matrix> accessed on: 29-07-2023.
- 23
19. Thompson, J. and Martin, F. (2010). *Strategic Management: Awareness & Change*. 6th ed. Cengage Learning EMEA, p. 140, 817

12.0 APPENDIX LIST

Appendix: 1A: SMART Goals

Setting goals are a very important for any successful start-up.

Specific	Interview and train students to Overcome their Fears of Presenting. Help build students confidence by (5%-10%) to deliver presentations, so they manage their stress with less anxiety.
Measurable	Complete 4-6 LinkedIn articles per month for the next 12 months by 5%
Achievable	Work with the Business Hub to make sure MTC Coaching business to ensure alignment with Mission ad vision by 5% within the next 12 months.
Realistic	Find the personnel a videographer and content creator to produce and edit a video for the business to develop exposure and visibility increasing social media profile by 10% within 12-18months
Time bound	We will release 3-4 courses over the next 12-18 months by 10%

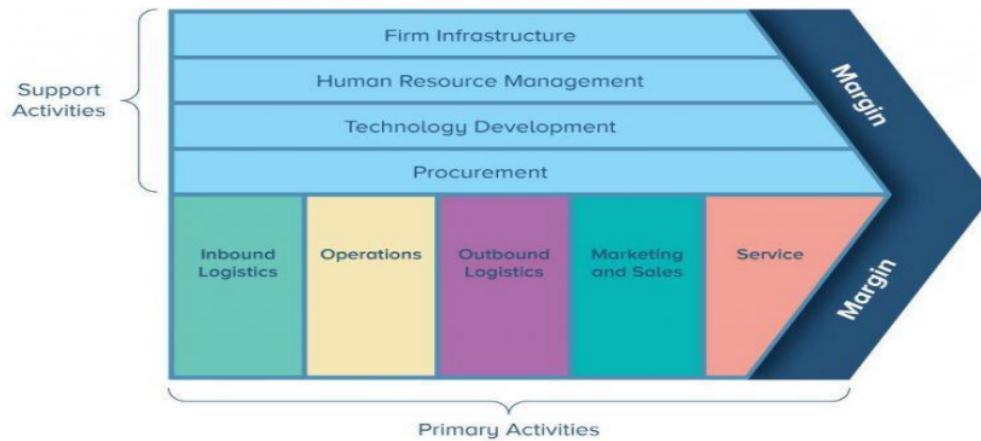
Appendix 2 B: Six Week Course from Zero to Hero individual students to deliver a Talk/ speech to a live audience at the university.

Value	Value creation & Delivery	Value capture
As a Coach I help students to develop their public speaking skills to boosts a student self-confidence, but also help them to become better leaders and communicators. Also, to empower them to successfully give presentations in class or at work, or in other professional environments.	• Key activities: students to fill out questionnaires. • Initial interview with a panel • Coaching, mentoring, teaching, and training • Six-week course • 1-2-1 and group coaching • Face to face sessions in a location suggested by the client. (university) or an organisation • Course delivered by PowerPoint. • Course accompanied by work booklet with activities. • Certificate given to individual students after completion of course. • Accredited course • 12 students to take part. • Online learning modules to be eventually delivered online on a global scale.	• Individual packages-costs. Preparation time, • coach branding materials, e-course equipment, • online coaching software, • videographer, editing, photographer. • Revenue streams e-courses, e-booklets • Personal coaching packages • 1-2-1 and group coaching • Work booklets • Merchandising-business cards • Streaming across various

Appendix 3A: Michael Thomas Coaching (Coaching, Mentoring, Teaching and Training)-Business Model Canvas

Customer relationship Accredited Professional business Internationally Accredited Coach Competent Trustworthy Professional Caring coach Emotional Intelligence Authentic Honest Open, tolerant Equality & Inclusive Customer loyalty Upsell, or cross sell a client they chose a particular course or program.	Value Proposition Tagline: Empowering Clients/You to Create the Life You Desire. As a Coach, I help, guide and support clients to attain their goals and personal milestones, overcome challenges, and transform their lives professionally and personally. Challenges/Problem: Managers communicating effectively with employees, Listening, and speaking skills. As a leader- providing inspiration. As a leader, Leading change your team Solution: Personal development, career change, self-esteem, self-confidence. Developing listening and speaking skills Support young people through mentoring. Improved behaviour, stronger relationships, with parents, peers, and Interpersonal skills. Working with managers and leaders-: being encouraged and empowered in personal development. being helped identify and achieve career goals. being helped to identify and correct gaps in generic skills and knowledge.	Revenue stream 1. Coaching on a one-on-one basis with regular clients. 2. Group coaching. 3. Public speaking at events or conferences. 4. Creating and selling life coach programs to clients. 5. Monetising online content, such as a blog or social media channels. 6. Writing books. (a publisher author) 7. Become an KPI In the field of coaching (Key Person of Influence the 5 P's Pitch, Publish,
Distribution channels Facebook Instagram LinkedIn TIKTOK Twitter Online Webinars Online Workshops Public speaking/ Keynote talks. Eventbrite		Customer Segment Universities-students on various programs Businessmen and women (Managers & Leaders) Entrepreneurs Small SME's Youth programs and young people Creative Individuals Inclusive: LGBT
Key Activities Coaching, Mentoring, Teaching and Training Coaching Courses, Mentorship Programs Teaching & Training Face to face, online programs, e-courses Online client action plans	Key Partners APC (Association of Professional Coaches) CPD Group-Continuous Professional Development Speak-up-Membership of Speakers- public speaking and presenting challenges. Master Coach Academy Strategic Alliances for Coaches (Collaborations)	Cost Structure Printing work booklets, Merchandising, Banners, Staff, Compliance, Insurance, Banks, HMRC, Legal aspects. Technology. Business cards. Photographer, videographer. Define how payments can be made. Electronic payments, website. Course Accreditation. CPD

Appendix No 4A: Value Chain Diagram (MTC)-Coaching Business



A value chain for MTC Coaching business would typically involve the following steps:

1. **Market Research:** Identify the target market and determine the demand for life coaching services.
2. **Marketing and Promotion:** Develop marketing strategies to reach the target audience, including social media campaigns, website development, content creation, and networking.
3. **Lead Generation:** Attract potential clients through various channels such as online advertising, word-of-mouth referrals, partnerships with other professionals, and attending networking events.
4. **Client Acquisition:** Engage with potential clients through free initial consultations or discovery calls to understand their needs, build rapport, and sell coaching services.
5. **Assessment and Goal Setting:** Conduct in-depth assessments to determine the clients' current situation, strengths, weaknesses, goals, and aspirations. Create personalized coaching plans based on this analysis.
6. **Coaching Sessions:** Provide one-on-one coaching sessions to help clients improve personal and professional aspects of their lives. These sessions could be in-person, over the phone, or via video conferencing.
7. **Monitoring and Feedback:** Regularly assess clients' progress towards their goals, provide feedback, and adjust coaching strategies if needed.
8. **Resources and Tools:** Provide clients with resources, tools, and exercises to assist their personal development journey, such as worksheets, books, articles, and online courses.
9. **Accountability and Support:** Assist clients in staying accountable to their goals through regular check-ins, encouragement, and support during challenging times.

10. **Continuous Education and Training:** Stay updated on the latest coaching techniques, theories, and industry trends by participating in workshops, webinars, conferences, and other forms of professional development.
11. **Business Operations:** Manage administrative tasks such as scheduling sessions, invoicing, record-keeping, maintaining client confidentiality, and complying with legal and ethical standards.
12. **Evaluation and Optimization:** Continually assess the effectiveness of coaching programs and strategies, seek client feedback, and make necessary adjustments to improve outcomes and client satisfaction.

Overall, the aim of the value chain for (MTC) business is to provide a comprehensive and seamless experience for clients, ensuring personalized coaching, transformative results, and ongoing support.

Programme: ⁹BA Leadership and Management

Module Title: Strategic Management for SME's

Module Code: BMSW6104_BIRM

Student Name: Michael Thomas

Student Number: 1908080

Lecturer: Dr. Sampath Liyanage

Assignment Title: Portfolio of work (written report and a poster presentation)

Task Two: Poster presentation

Submission deadline: 31-07-2023

Task 02 – Poster Presentation



Task One SME Report-Task two-Poster Presentation

ORIGINALITY REPORT

15%

SIMILARITY INDEX

11%

INTERNET SOURCES

4%

PUBLICATIONS

12%

STUDENT PAPERS

PRIMARY SOURCES

1

www.coursehero.com

Internet Source

1%

2

Submitted to Sheffield Hallam University

Student Paper

1%

3

www.mindtools.com

Internet Source

1%

4

www.hillcoachingcompany.co.uk

Internet Source

1%

5

www.dependablepickup.com

Internet Source

1%

6

Submitted to Glyndwr University

Student Paper

1%

7

Submitted to University College Birmingham

Student Paper

1%

8

Submitted to Bahrain Institute of Banking and Finance

Student Paper

1%

9

Submitted to University of Wales, Lampeter

Student Paper

1%

10	Submitted to Westford School of Management Student Paper	1 %
11	ojs.excelingtech.co.uk Internet Source	<1 %
12	publikaciotar.uni-bge.hu Internet Source	<1 %
13	www.studypool.com Internet Source	<1 %
14	chatterjeesayantan62.medium.com Internet Source	<1 %
15	Submitted to Victoria University Student Paper	<1 %
16	mafiadoc.com Internet Source	<1 %
17	www.uk.sagepub.com Internet Source	<1 %
18	elar.urfu.ru Internet Source	<1 %
19	Submitted to University of Ulster Student Paper	<1 %
20	businessdevelopmentadvice.com Internet Source	<1 %
21	Submitted to Bishop Burton College Student Paper	

<1 %

22

files.eric.ed.gov

Internet Source

<1 %

23

www.scribd.com

Internet Source

<1 %

24

www.statista.com

Internet Source

<1 %

25

Poul Lykkesfeldt, Laurits Louis Kjaergaard.
"Investor Relations and ESG Reporting in a
Regulatory Perspective", Springer Science and
Business Media LLC, 2022

Publication

<1 %

26

Submitted to Richfield Graduate Institute of
Technology

Student Paper

<1 %

27

Submitted to Coventry University

Student Paper

<1 %

28

Submitted to University of Northampton

Student Paper

<1 %

29

Submitted to Canterbury Christ Church
University Turnitin

Student Paper

<1 %

30

Submitted to The Language Gallery

Student Paper

<1 %

31	rowkish.files.wordpress.com Internet Source	<1 %
32	www.investopedia.com Internet Source	<1 %
33	www.sandlerconsulting.co.uk Internet Source	<1 %
34	Submitted to University of Surrey Student Paper	<1 %
35	dokumen.pub Internet Source	<1 %
36	www.citethisforme.com Internet Source	<1 %
37	iiste.org Internet Source	<1 %
38	Sandra Naomi Morioka. "A framework proposal on business model for sustainability performance: Creating value to competitive advantage and to global sustainable development", Universidade de Sao Paulo, Agencia USP de Gestao da Informacao Academica (AGUIA), 2016 Publication	<1 %
39	beyondalignment.com Internet Source	<1 %
40	dergipark.org.tr	

<1 %

41

Mackay, David, Arevuo, Mikko, Meadows, Maureen. "Strategy", Strategy, 2023

Publication

<1 %

42

Marc Helmold, Warda Samara. "Progress in Performance Management", Springer Science and Business Media LLC, 2019

Publication

<1 %

Exclude quotes Off

Exclude matches Off

Exclude bibliography Off