

# **MANAGEMENT AND MARKETING BRANDING PLAN**



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EC  
MA NDRY SHE



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# MANAGEMENT AND MARKETING BRANDING PLAN

EC MA Ndryshe's initiative for Filigran Enterprise  
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## **ENTRANCE**

### **1. VISION AND DEVELOPMENT ORIENTATION**

Where we are and where we aim to get

Vision, mission and values

Strategic objectives

### **2. IDEA**

Our idea and concept

Market segmentation

Who are the buyers?

Intellectual Property and Rights

### **3. PRICE/ VALUE**

Identification of stakeholders

Artistic and hereditary value

Price setting policy

Forecast of revenues and expenses

### **4. SKILLS**

Our team and the set of skills

Craft Entrepreneurial Mindset

Identifying the strengths and weaknesses (SWOT analysis)

Consolidation of capacities and craft skills

### **5. THE BUSINESS**

Current business performance parameters

Understanding and improving essential financial information

Risk analysis

### **6. BRANDING**

Current brand and consolidation needs

Necessary improvements

Elementary criteria for successful branding

## **7. MARKETING**

Seven criteria for successful marketing

How marketing works?

Digital marketing

How to monitor and evaluate marketing?

## **8. OPERATION**

CRM model for managing customers Communication

Stakeholder analysis

Business process

The creative process

Revenue, cash flow and pricing policy

Planning and managing programs/projects

Quality standards

Networking

Time management

Risk management

The process of change

## **9. CLIENTELE**

Buyer customers and non-buyer customers

Loyalty - the behavior of loyal customers

Measuring customer's mood

## **10. INOVACION**

Change

Legal and ethical aspects

Innovation

The document will set the framework for the sustainable development of Filigran, as an enterprise and as a (proclaimed) cultural heritage. The Management Plan component will carefully identify the current resources of the enterprise and the values that the filigree craft represents, on the basis of which it will propose a sustainable management model. The Branding and Marketing component will emphasize the importance of both categories to the success of the enterprise. Branding and Marketing remain among Filigran's weaknesses in Prizren and a professional approach that has been set out in the document will aim to improve the company's market indicators in the following years.

The development of this management plan has followed a highly structured process of discussion and evaluation, based on the "Artisan Enterprise Workbook" developed by Gecko Programs Limited, with the support of the European Commission (Erasmus + Program). This practical guide is designed to assist craft enterprises in their internal strategic planning processes. The document provides practical steps in ten steps to develop the planning process, ensuring a comprehensive participation. The document is accessible in the link <https://bit.ly/35shg77>.

Defining strategic objectives is a must of the development planning process. For the needs of this planning process and this management document, the SMART method has been followed in defining objectives (specific, measurable, achievable, realistic and timely). In the next ten years, Filigran will work to meet these three strategic objectives:

1. Filigree an enterprise financially stable and present in regional and global markets (long-term)
2. Traditional craft of filigree is preserved and passed on to younger generations through the Filigree School (medium to long term)
3. The enterprise has consolidated its internal structure, acts on strategic planning documents and increased production and sales revenue in Kosovo (short to medium term).

### *Where we are and where we aim to get*

A good management and branding plan helps to turn an idea into a business. You have to think about all parts of the business, and that requires planning how everything works. Artisans are driven by a passion to concretize their creative vision. But earning a living means adapting your creative skills and comparing them to key business skills that lead to success and goal achievement. Business plans and individual lesson plans will always change, as things often do not go as planned. Essential is updating plans to make sure the business is on track to meet the long-term vision.

### *Vision, mission, values*

**Vision:** What will be our impact? In defining our vision we have taken these elements into account: Our artistic reputation among clients and stakeholders, our status as artisans in local art circles and beyond, Our impact as an employer or business partner on the people we work with, Our impact in the business and artistic profile of our community.

**Mission:** What do we want to achieve as an enterprise? As artisans we want to see our offer being purchased by customers, in order to provide our livelihood and the opportunity to develop and innovate to improve our artistic offering and advance our enterprise.

### *Strategic objectives*

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3. The enterprise has consolidated its internal structure, acts on strategic planning documents and increased production and sales revenue in Kosovo (short to medium term).

### *Our idea and concept*

Our commitment is to transform the idea into a reality by identifying markets and customers (market segmentation), meeting customer expectations, intellectual property, and defining success criteria. We start from the premise that product development is a matter of identifying a need in the market and then fulfilling that need. However, our enterprise is not a typical business, as it is distinguished by its creative process and vision. In this sense, we are committed to carefully study the customers' desire for craft products, along with their willingness to pay (and how much). In this way, the company will market products that will be profitable and sustainable, ensuring financial sustainability for Filigran.

### *Market segmentation*

As artisans, we are first creators and then business people. But we correctly understand that the life cycle of a product does not exist as an isolated reality, since the way people consume and use our products determines our creative cycle as well. The next step in this process is business process management, which includes production, pricing, refinement of skills and experience as well as planning.

Exposure to the public is the next step, where the company informs the customer about its offer, refining its pricing and marketing, and communicating skills with other clients and stakeholders. After evaluating how customers have consumed the product and the offer, the production process resumes. Throughout these stages it is essential to work closely with others in order to advance production and to incorporate innovation. In parallel, the enterprise must conduct permanent research and networking to discover and improve its position as artisans in market.

### *Who are the buyers?*

We are aware that it is not enough to have a creative idea, but in terms of business sustainability a group of people who may be interested in that product must be identified. Evaluating market segments (age, income, residence, and gender) will determine who will buy our products, including how specific groups will behave towards certain products. In the process of market segmentation we will distinguish these elements: sharing our artistic



vision with others, the appreciation that people make for craft products, the willingness of people to pay for craft products, the promotion of craft products among people. Our company will very carefully identify the segments of its clientele (age, place of residence, income, degree of education). Furthermore, throughout this process we will identify their beliefs and behavior towards craft products (artistic beliefs, purchasing power and expenditure structure, political, social and economic factors, access to culture and travel, etc.).

### *Intellectual Property and Rights*

Enterprise is committed to the protection of copyright. Works and products of the enterprise are the result of a creative artisanal work and as such should enjoy copyright protection. The Enterprise will utilize Kosovo's existing legal framework to ensure adequate copyright protection.

### *Identification of stakeholders*

The role and importance of stakeholders are essential in defining a sustainable pricing strategy for craft products. The company uses revenue forecasting, purchasing and cash flow techniques to accurately understand the business situation. Planning is a very important practice in the craft sector and requires special focus. Handicrafts are no different from other products in the market in terms of planning and evaluating whether there will be market penetration.

The company has a long history of operation and a significant number of stakeholders have been and continue to be part of and have an impact on business running. For the needs of consolidation and strategic development of the enterprise, stakeholder analysis will also serve to identify those who are not currently part of the process. Due to its special nature, the map of the stakeholders of the enterprise is quite extensive and includes from school institutions to private businesses, from local and central government institutions to civil society organizations, international organizations, artisans, cultural heritage professionals to journalists and related companies around the world.

### *Price setting policy*

The company has applied different pricing models, aiming at market stability. Handicrafts (creative and artistic) are among the most difficult ones to place a price on, as they go beyond profit margin analysis to production and distribution costs. It is important for our company to sell the product on the market at a price that represents the long-term viability of Filigran. For this reason, in pricing we take into account: the risk of losses to market certain products, the high costs on getting associated with networks, cultural and artistic events and other potential partners and the focus on quality before profitability as a strategy for maintaining reputation.

The key questions to ask in determining pricing policy are: what do we offer our customers, who else is in this business/sector, what distinguishes us from others, what are our perceptions (reputation), what are our consumption patterns (purchase, which is the most appropriate pricing strategy, how to adapt to market dynamics and review prices.

*The revenue forecast and expenditure*

<b>QUESTIONS</b>	<b>THE RESPONSIBILITIES OF THE ENTERPRISE</b>
How can you describe Filigree Enterprise taking only one paragraph?	Filigree is the art which has been cultivated for centuries in these lands, and for many years it has been preserved as it was. Prizren Filigree School is distinguished from other schools because it cultivates a unique working technique.
What is your product or service?	Filigree is a dynamic art which gets transformed everyday, except for standard products such as rings, bracelets, earrings, necklaces, trays. Unique or custom works are also made based on the requirements we receive. There are lots of unique products that have been made for important politicians from different parts of the world such as the eagle that was made for the former President Clinton, brooches for Ms. Albright, Prizren's key for the former Chancellor Shredder and so on.
Who will buy it? (who are the customers)	Our articles are purchased more by youth and they appear more interested in silver. Before the war, Filigree had shops throughout the former Yugoslavia, and especially on the Adriatic coast, where tourism was developed.
Where is the enterprise located and operating?	The company is located in Prizren and trades within Kosovo but considering that our market is very narrow for our products we have established contacts and manage to export abroad.
How can you attract more customers?	We are trying to attract the clients by developing the tourism. We have created an interesting opportunity where we allow tourists to spend time with us, work with filigree and finally buy the created product.
What is your	We are trying to penetrate into the market of

competition?	foreign countries as prices are more favorable, and lately we are having an increased interest in exporting.
How much do your products or services cost?	Our products for the citizens of Kosovo have high prices, but outside Kosovo they are considered to be low.
What advice do you need and who can offer it?	We need to get marketing support in order to get more promotion for our products.
How will you organize the managers and / or employees of the enterprise?	By penetrating the market we will increase the number of young people who are hired and our leaders will be committed to empowering these young people.
How will you share the profits? Who is responsible for the losses?	Right now we are all shareholders and we share both losses and profits together.
How many clients do you have per month and how much do they spend per month?	We have more clients during the tourist season, and when cultural events are organized during the summer.
How do you plan to increase customer numbers and sales revenue?	With the development of tourism and market penetration abroad the country.
How much does it cost to make the product or provide the service?	The product that is made for the first time needs more time, the same stands for the products that are ordered, so the price is higher.
What are the operating costs?	Operating costs are high, most of the materials have to get imported from abroad.
How much investment will you need to increase enterprise and profits?	The Filigree school should be established and later on get the all the production equipment.
What is your potential profit per year for the next three years?	For the next three years it should be over EUR 20000.00.
How will you make the	We will only increase production by investing in

business grow in the future?	these three things; opening the vocational school of filigree, equipment, and in market
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4.

SKILLS

### *Our current team and the skill set*

Filigree arrived in Kosovo in the 15th century and has been produced in the region by hundreds of artisans since. Filigran was established in 1947 along with local craftsmen. The company went through many difficulties before being forced to close after the privatization process that followed the war. The remaining group of nine artisans now work on producing delicate work for clients inside the country and abroad. Only a handful of artisans remain, as trade that once flourished has diminished due to competition from much cheaper, mass-produced goods.

### *Craft Entrepreneurial Mindset*

In defining the strategic and developmental objectives of a craft enterprise, skills and competencies take a special place. These skills are also closely linked to the craft mindset of the enterprise, and above all to the people who make up the enterprise. Identifying the personal qualities and mindsets of enterprise people and analyzing them are extremely important actions in relation to the strategic development. The description of the existing skills and competences and their applicability to the creative process, production and sales also determine eventual gaps in competence. As a result, the enterprise will have a clearer need for skills by directing future investments. The enterprise will build permanent skills assessment system so that needs are identified and addressed in a timely manner. Drafting concrete plans for skills and competence needs should target groups but also individuals within the enterprise. Such skills of consolidation programs are aimed primarily at new employees of the enterprise.

### *Identifying strengths and weaknesses (SWOT analysis)*

Strengths	Weaknesses
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
Opportunities	Threats
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.

### *Consolidation of craft capacities and skills*

The company is making continuous efforts to consolidate its artisanal capacities and skills. This implies that enterprise artisans are keen to understand craft and intangible heritage as a process of lifelong learning and perfection. In this sense, the artisans of the enterprise have been and will continue to be part of various national and international programs for the consolidation of artisan capacities and skills.

Specifically, the enterprise will engage in the transfer of filigree craft to younger generations by recruiting enthusiastic people (mostly youngsters) who will ensure the continuity of both the enterprise and the craft. In this regard, after a successful number of short-term workshops on filigree crafting, the company will establish a special filigree school, which will be transformed into the unique production address of new generations possessing the skill of working on filigree products.

### *Current business performance parameters*

The enterprise will ensure that the management is informed at all times on the business situation, so that effective and timely decisions can be made. For this reason, the enterprise will develop a business performance measurement system whenever the need arises. This process necessarily touches on two extremely neuralgic points of all enterprise activity, pricing policy (and the ability to adapt to market dynamics), and identifying risks.

Predictability is a key element in the success of an enterprise. In the analysis of risks should be taken into account the level of their impact on the company's activities, including sales, reputation, revenue and similar. Making quick and proper decisions in difficult situations can produce negative consequences. To reduce their likelihood, the enterprise must have an internal information system that feeds management's decision-making with based and reliable data.

### *Understanding and improving essential financial information*

The enterprise will develop an internal system that will at all times provide up-to-date information on costs and benefits (costs and benefits). Decision-making on price changes, sales, costs, and the impact of these changes on enterprise profits is easier and more effective if the enterprise accurately knows their impact on overall performance.

*Fixed cost is a basic operating expense of the enterprise that cannot be avoided, such as rent, utilities or similar. Variable costs are those costs that vary depending on the volume of enterprise productivity; they grow with increasing production and reduce when there is less output. Variable costs differ from fixed costs such as rent, marketing insurance, office supply, which largely remain the same regardless of production volume. Fixed and variable costs constitute the total cost.*

### *Risk analysis*

Unpredictable circumstances and their negative impact are part of the risk analysis. Predicting the future performance of the enterprise is an opportunity to reduce and mitigate the adverse effects of these circumstances. In the current dynamics of the free market, a craft company faces multi-layered risks. However, risk is not a factor that should be avoided

at all costs, but the right approach should be found. The other side of risk is opportunity, and in business the concept of the relationship between risk and reward is known.

<b>RISK</b>	<b>Impact</b> <b>S – M - B</b>	<b>Chances</b> <b>L – M – H</b>	<b>Excess</b>
1.			
2.			
3.			
4.			
5.			



### *Current brand and need for consolidation*

The company may have a visual identity over the years, but the whole thing remains at a modest level. However, as part of the overall planning and protection process, you will put a new orientation on visual identity. The Enterprise understands Branding Process Service as one of the indispensable pillars of business success.

### *Necessary improvements*

A branding strategy is a plan that incorporates specific, long-term goals that can be achieved with the evolution of a successful brand - the combined components of the enterprise character that make it identifiable. A well-defined and executed brand strategy touches on all aspects of an enterprise and is directly related to customer needs, emotions and competitive environments.

### *Elementary criteria for successful branding*

The company will follow these seven actions for a comprehensive brand strategy

1. Purpose - in the functional sense it is immediate and utilitarian, it relates to the commercial side is profitability. While Filigran is more than just a business aimed at profit, the goal focuses on success as it relates to the ability to make money and influence the general good (in our case preserving and nurturing spiritual cultural heritage).
2. Consistency - enterprise public messages will be cohesive, as consistency contributes to brand recognition, which fosters customer loyalty.
3. Emotion - people have an innate desire to build relationships and feel connected to others, and this is a key part of human behavior. The craft product offers exactly this tool that keeps people connected to each other.
4. Flexibility - because previous enterprise branding and promotion tools have not been very successful, they will adapt to market circumstances and dynamics.
5. Employee Involvement - A genuine branding strategy necessarily requires the involvement of all people in the enterprise, from the conceptual stage to the implementation of the strategy.

6. Loyalty - people love filigree and promote out of desire, telling their friends about the enterprise and products and acting as filigree ambassadors. Cultivating loyalty by these people means more clients and more revenue for the enterprise.

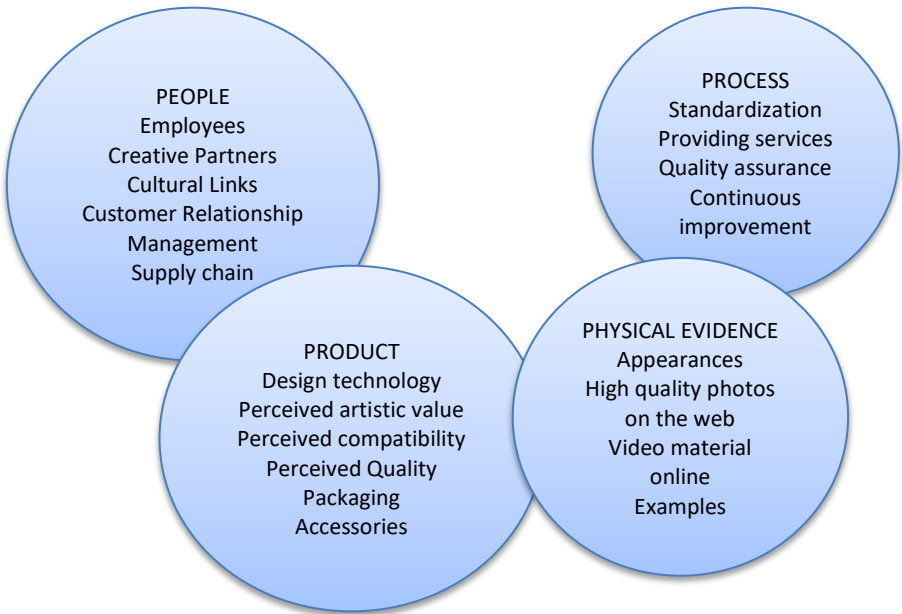
7. Competitive Awareness - Competition (other companies and other filigree artists in Kosovo) is a challenge to improve our strategy and create greater value in the filigree brand.

### *Seven criteria of successful marketing*

This marketing planning model will help bring the enterprise closer to the customer. The seven-criterion model presents a comprehensive overview of marketing activity:

- **Product:** An artisan product is often not difficult to describe in terms of value. Is it what you think is worth it in terms of your artistic vision, or is there a certain value your customer is willing to pay?
- **Venue:** Is it at a designated creative site, such as a craft store or an artistic or tourist destination, do you have a workshop that can be viewed or are you just online, sometimes appearances matter,
- **Promotion:** Who will help, what should be the message you send?
- **Price:** What will be the price point that makes a business sustainable?
- **Physical evidence:** Is it a product to that should be touched to be desired?
- **People:** Can you sell, be part of the offer, for art lovers, can you be a major part of the attraction? Are there others who can recommend you?
- **Process:** The key aspect of the craft, how is it done, how well do you control and deliver the product to the customer?





### *How Marketing Works*

It's not just creative talent and the ability to create craft products, as they do not automatically translate into business success. The key in this case is marketing, which ensures business viability. We will generally focus the marketing of the enterprise on the strengths of our craft product, creating a cohesive and consistent public message. This type of message will be short, easily accessible, compelling as to why people should buy our product and should distinguish us from competitors. Enterprise marketing has now not been sufficiently structured and consistent. The future of the enterprise is closely linked to effective marketing. The marketing techniques outlined above are guides to enterprise performance in the years ahead.

### *Digital marketing*

One of the focuses of the enterprise in the coming years will be digital marketing, mainly due to the considerable number of advantages it offers, creating opportunities for opening up in foreign markets as well. Digital

marketing will be an integral part of the enterprise marketing activity because:

- It is easy for people to use if they are already familiar with the new technology
- It can reach a large audience all over the world, much faster than traditional marketing.
- Messages can be sent instantly, and most social networking sites are free of charge
- Sending newspapers or catalogs is of more cost than sending mail
- Using the internet allows us to collect more customer data that is easily measurable
- Customers have control over how they interact with the brand.

#### *How to monitor and evaluate marketing*

As part of the marketing plan, the company will also organize and participate in artistic and cultural activities. These activities help maintain and consolidate our market profile. We need to carefully evaluate each event to see what went well and what can be improved. People's interest and reactions should always be measured and valued in every way possible. Some of the success indicators that are measurable and help evaluate an enterprise's marketing activity are:

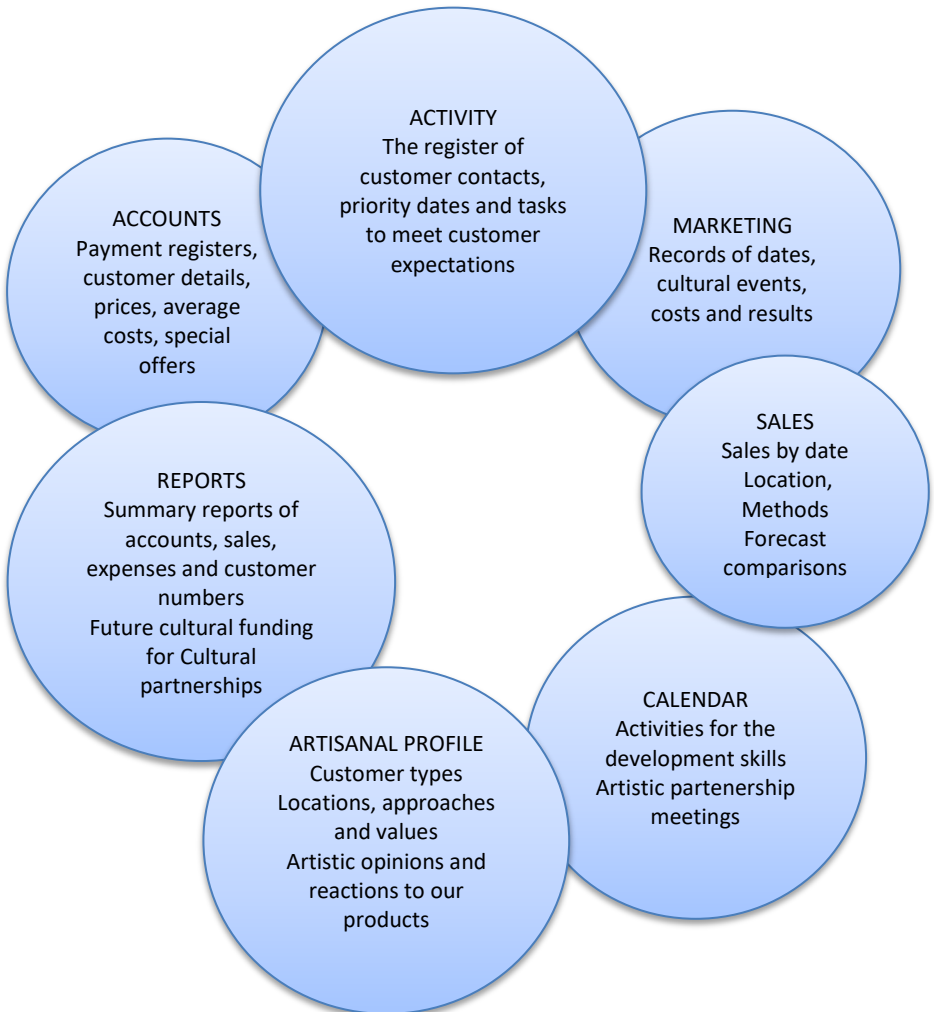
- Number of positive reviews in the media and social media
- Sales at cultural events
- Request for Collaboration at Cultural Events
- Number of participants in the event.

Being online will give us more detailed and measurable information on the success of our marketing efforts. As a craft company, the way we build relationships is a key part of marketing success. Controlling sales, customer feedback, digital activity, and social media influence can all help build awareness and interest, but as artisans, it is usually us and the perceived value of our product that can drive the customer into action. These are other aspects to measure in order to evaluate your marketing activity:

- Average client costs
- Repeated client visits
- Which products produce the most profit
- Which is the main product that maintains our reputation
- Top clients that will spread the word

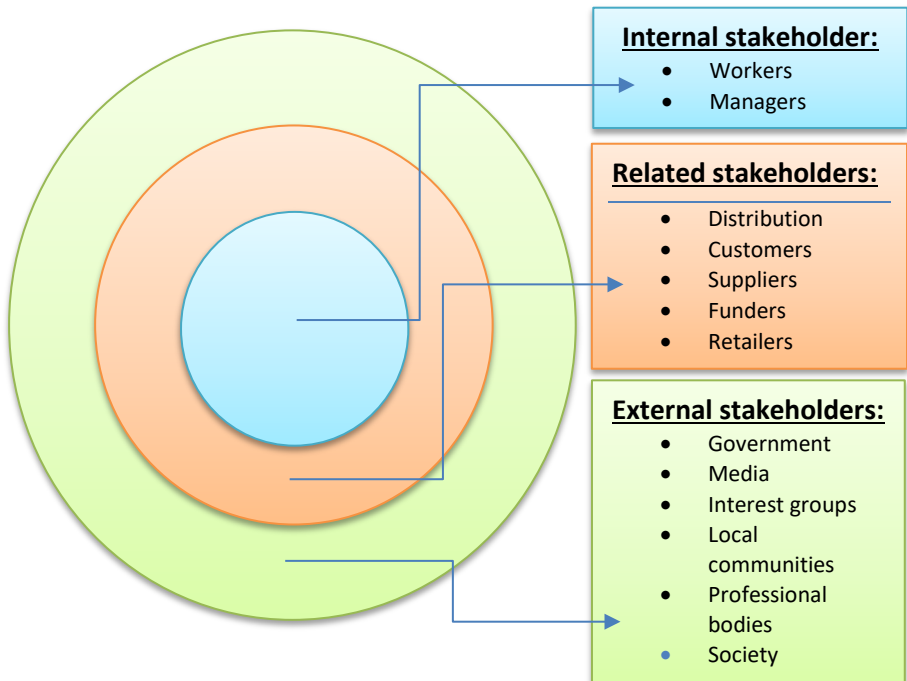
*CRM model for managing customer communication*

The Customer Relationship Management (CRM) model provides up-to-date information on the type of customer (date of birth, place of residence, gender) as well as access and artistic spending patterns. The company will use this planning tool to assess the impact of the artistic offering, while continuously investing in improving customer relationships.



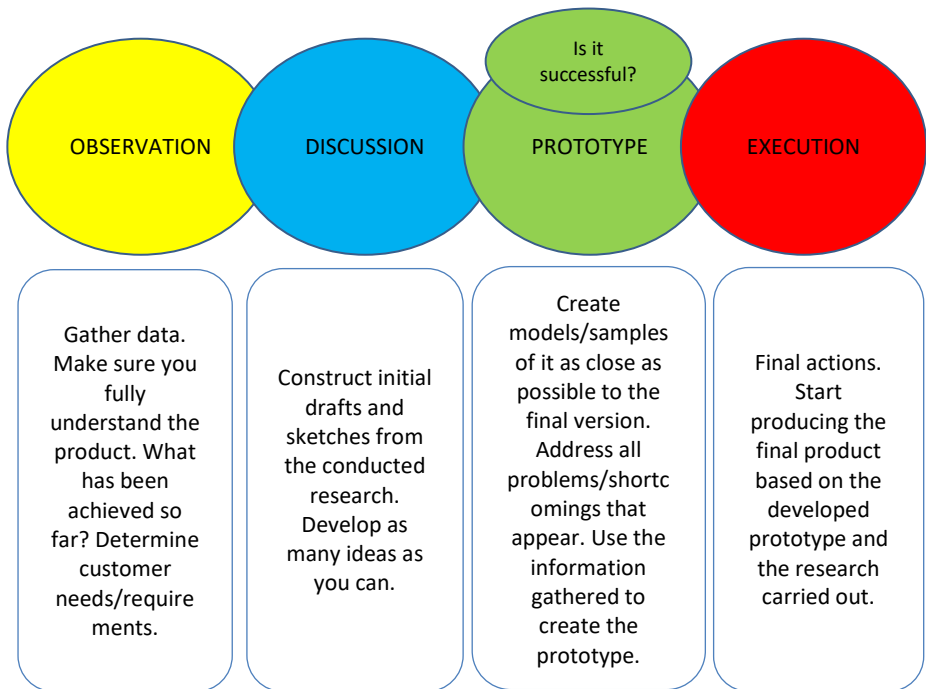
### *Stakeholder analysis*

A stakeholder for our company is any person, organization, social group or society which has an interest in our activities. Thus, stakeholders may be internal or external to the enterprise. In other words, anything can help and/or hinder the success of the enterprise depending on their view of our business.



### *Business process/creative*

We are aware that many companies in the creative or craft field focus all of their energies on their artistic vision, yet the lack of focus on business processes on a daily basis is often the leading cause of the failure of the creative businesses. For this reason, our creative process will follow a meticulous management model to ensure continuity of the production process, permanent liaison with market dynamics and changes, and maintenance of artistic vision by establishing permanent relationships with the client.



### *Revenue and cash flow and pricing policy*

As a craft enterprise where people pay for their product right away, we need to know when and how the money will flow. Costs can be paid at different times of the year, so it is important to have accurate forecasts. The company will develop a financial plan that forecasts sales and costs for the coming months, addressing the cash flow. If things change and the market has other dynamics, the enterprise needs to be prepared to assess the impact in order to plan appropriate actions.

In defining pricing policy, we start from the principle that prices, especially in the creative field, are not simply based on the cost of materials, overheads and labor. Both the artistic competition and the cost of notifying the customer with the artistic value of creativity (marketing) will greatly influence the pricing of our products. Both of these may force us to change the price only to stay and ensure the continuity of the company and its filigree products.

The enterprise will exercise good control over our financial processes, developing the ability to have an idea of the immediate impact of a pricing decision. This makes us be able to respond to market changes.





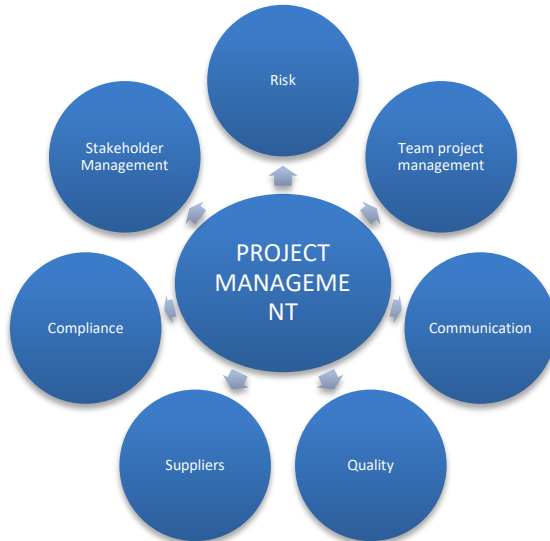
### *Planning and managing programs/projects*

There have been many years that the company has installed the logic of project and program management, which is mainly implemented with external partners. Project and program planning is a way of ensuring continuity of work, evaluating and improving every stage of performance. In planning each project or program, the company analyzes whether ideas and objectives can work, who to work with and who are the stakeholders, beneficiaries and clients, and how we will move toward building a successful implementation plan.

Planning, implementation and monitoring occur, as the model the enterprise uses is an ongoing process, according to which at each stage of delivering our artistic vision, the enterprise develops, evaluates and changes (depending on external needs and influences). The essential element here is a constant return to planning and this is accomplished through continuous monitoring. Changes are always necessary, especially in the creative sector, so our enterprise understands planning as a process that never ends.

Project management is not just about developing a project to accomplish a single task, it is an "art form" in itself, and especially important to us as a craft enterprise, but also to the individual artisan. It's not enough that the

artisan donates a product on time, creative people are part of different networks, selling an idea or concept to a wide range of people. The enterprise model applied to project and program planning and management takes into account a number of factors and stakeholders to ensure permanent production and ever-increasing sales and revenue.



### *Network*

Networking is one of the key skills that enterprise people have. From now on, networking will be structured and with clear strategic objectives. It is extremely important for an enterprise to continue to build and develop skills in this area. Networking domestically and internationally are among the most strategic actions of enterprise growth and consolidation and real financial sustainability opportunities.

### *Time management*

In order to ensure the smooth running of all internal processes and especially the production process, it is important to compile and maintain checklists. On the contrary, the enterprise may have difficulty coping with the challenges and often lose time.

### *Risk management*

Risk management is the art and science of thinking about what can go wrong, and what needs to be done to mitigate those risks in a cost effective way. In order to identify risks and understand how best to mitigate them, the

enterprise used a risk classification framework (see chapters above). All risks are broken down into two dimensions: the likelihood of occurrence and the severity of the potential consequences. These two dimensions form four quadrants, which in turn suggest how we can try to mitigate those risks.

### *The process of change*

As a craft enterprise, while it is important to stay true to our artistic vision, we must have the courage and ability to change our business to ensure sustainability. As we go through planning, doing, we see opportunities and threats to our enterprise and may need to make changes in the process.

### *Buyer customers and non-buyer customers*

The enterprise already has a certain clientele; although there is present a lack of accurate data on the structure and other details of filigree purchasers. The success of an enterprise is closely linked to understanding exactly who the customers are. With this strategic document, we set out to focus on our client. In many ways all of our stakeholders are our clients, because the way we treat them and engage with them is the foundation of our success.

Within the economy and doing business, we have some particularities as artisans, as in many ways our artistic values and vision are an integral part of the product and service we offer. The way we build our reputation towards others will have a significant effect on the way we develop the foundations of our future business.

We are guided by the principle that the customer is not the only person buying our product. Many people have helped, continue to help, and will help us in the future in advancing our filigree business and activity. They do not necessarily buy our product, but they help in many ways to be a successful enterprise.

All colleagues in the enterprise are clients. Non-paying stakeholders are also clients and require a level of service if the enterprise is to succeed. These internal clients and external stakeholders must meet their addressed needs, as this is just as important as meeting the needs of the paying customer.

## Non-buying costumers

<b>Category</b>	<b>Impact</b>
Tutor/Placement Mentor	Assists in refining IDP (Individual Development Plan)
Colleagues of placement	Help understand the business
Artisan colleagues	Help with ideas, provide from their business experience, provide collaboration
Financing agencies	They help you be punctual with funding regulations
Public support for businesses	Assists with legal and business advice
Creative agencies	Assist with networking and exposure opportunities
Cultural agencies	Events and marketing

### *Loyalty - the behavior of loyal customers*

Loyal clients should be studied in particular. Their behaviors, beliefs, and spending and buying patterns provide valuable information to further deepen their relationship with them. Loyal customers are not only good buyers; they are also the most effective promoters of our products. The enterprise will create targeted approaches to loyal customers, aiming at maintaining their loyalty, as well as enhancing this client group.

### *Measuring customer's mood*

Some stakeholders may not buy, but they refer us to the people they will buy, so it is important for the company to keep in touch with them. We must be able at all times to know about the conviction and approach of our buyers and non-buyers. Here are some of the methods we will use to gather feedback: Other Artisans, Media, Social Media, Staff and Volunteers, Word of mouth, Surveys, Funders, Networks and Communities.

### *Change*

The enterprise will develop the ability to generate fresh ideas, solve problems and discover new opportunities. Market dynamics imposes the need for permanent change to provide adequate solutions to problems, generate side thoughts/ideas, create new opportunities for enterprise, and harness innovation for development.

### *Legal and ethical aspects*

As an enterprise implements innovative technology there are legal and ethical issues that can arise at any time. Intellectual property, privacy, copyright and fair use are some of the legal and ethical issues that enterprises may face. For our creative enterprise, reputation is extremely critical and can easily be shaken if stakeholders believe that there is a problem with the legitimacy or management of funds, the artistic and business value of our offer may be impaired.

### *Innovation*

Innovation is sometimes an improvement of an existing idea, not an original idea. Our company will focus on innovation for a number of reasons: Online sales and marketing: anyone can reach any market, anytime, Social Media: Customer views and desires change faster due to constant new things for sales and wanting something different, The digital market for creative and artistic products is just getting started, the future is exciting but quite scary, Clients may want more and different things from us, New Clients may like new products.