1. **BACKGROUND**

**Welcome to Central America**

- 202,000 square miles.
- 0.1% of the Earth’s surface.
- Belize, Guatemala, El Salvador, Honduras, Nicaragua, Costa Rica, and Panama.

**The small-sized business situation**
Welcome to Central America

- 202,000 square miles.
- 0.1% of the Earth’s surface.
- Belize, Guatemala, El Salvador, Honduras, Nicaragua, Costa Rica, and Panama.
The small-sized business situation

- Average life: six years.
- 50% don't make it to the third year.
  ~Samuelson and Nordhaus

- 7% make it to their second year.
- 5% make it to their fifth year.
  ~Argentinean Association for the Development of Small and Medium-sized Businesses

Why try to solve it?

- Small sized businesses are not non-GON.
  ~Small Business Development and Support in Europe
- Functionality of value + marketability of commercial objective = increase the economic viability of developing nations.

What is being done

~Content in analysis chart.
• Average life: six years.
• +30%: don’t make it to the third year.

Samuelson and Nordhaus

• 7%: make it to their second year.
• 3%: make it to their fifth year.

Argentinean Association for the Development of Small and Medium-sized businesses
Why do they fail?

Low connectivity

Regional adoption of technologies of information.
Exposure and growth limitations.

Lack of attention/training

5 main areas in C.A.

• Planning/marketing
• Management
• Quality control
• Production
• Operation
Why do they fail?

Low connectivity

Regional adoption of technologies of information. Exposure and growth limitations.

TICs en las PYMES de Centroamérica.
Why do they fail?

Low connectivity
Regional adoption of technologies of information.
Exposure and growth limitations.
TICs en las PYMES de Centroamérica.

Lack of attention/training
5 main areas in C.A.

- Planning/marketing
- Management
- Quality control
- Production
- Operation

CONAMYPE (National Commission of the Micro and Small-scale Businesses) from El Salvador
Why try to solve it?

- Small-sized businesses = up to 50% GDP.
  CEPAL (Economic Commission for Latin America and the Caribbean)

- Functionality value + marketability of commercial offerings = improve the economic viability of developing nations.
What is being done

Competitive analysis chart.

<table>
<thead>
<tr>
<th>USERS</th>
<th>Small/medium sized</th>
<th>Entrepreneurs</th>
<th>Cooperatives/rural producers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>○○○○○○○○○○○○○○○○○○</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>TOOLS</th>
<th>Workshops, seminars</th>
<th>Network connections</th>
<th>Automated systems</th>
<th>Design thinking</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>○○○○○○○○○○○○○○○○○○</td>
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</table>

<table>
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<tr>
<th>TOPICS</th>
<th>Innovation</th>
<th>Exports, international markets</th>
<th>Entrepreneurship, business and administrative basic tools</th>
<th>Loans, donations, legal aid</th>
<th>Design process</th>
</tr>
</thead>
<tbody>
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The chart provides a competitive analysis of different tools and topics for various user categories, such as small/medium-sized enterprises, entrepreneurs, and cooperatives/rural producers. The symbols ○○○○○○○○○○○○○○○○○○ indicate the level of focus or availability of specific tools and topics across these categories.
Understanding users

a) Inside the head of entrepreneurs & small-sized business owners

- Reasons and motivations.
- Obstacles and worries.
- Mission statement.
- Looking forward.

b) Persona development

"A persona is a fictional representation of the target user(s) as a guide for design decisions. It is a tool for understanding the goals, needs, challenges, motivations, and behaviors of a specific user or group of users in a particular context. Personas help designers empathize with users, make user-centered decisions, and communicate design decisions to others.

Guidelines for Designing for the Digital Age"
Inside the head of entrepreneurs & small-sized business owners

- Reasons and motivations.
- Obstacles and worries.
- Mission statement.
- Looking forward.
I started my own business because...
1. I want to have:
   - Financial Independence
   - Personal and professional growth
   By doing something:
   - I'm passionate about
   - Preferably, on-the-side while keeping my current job

My work philosophy is...
2. Providing something I can enjoy
   - Quality of product and service
   - Keeping up with what's out there
   - Satisfying my customer
   - Being different

My main concerns are...
3. Finding adequate channels of distribution for my business
   - Targeting the right market
   - Scaling up
   - Certifications & licenses
   - Funding & loans

In 5 years I would like to...
- Have my own production plant & delivery/distribution channel
- Be well positioned in the market
- Be financially stable and auto-sustainable
**Persona development**

“A persona encapsulates and explains the most critical behavioral data in a way that designers and stakeholders can understand, remember, and relate to... personas use storytelling to engage the social and emotional aspects of our brains.”

Goodwin in Designing for the Digital Age

---

**I would like to learn how to...**

- Identify my strengths and weaknesses
- Differentiate myself
- Sell my product
- Find my place in the market
- Reach out to potential clients or investors
- Understand my users
- Make them fall in love with me
**Lorena**

**Beginner Entrepreneur**

My name is Lorena and I’m 31 years old. I love organizing events, from picking the right place, to selecting decorations, finding entertainers and sending out invitations. I enjoy the whole experience, it is my passion.

**NOW:**

Currently, 2 of my friends and I get together to make things happen whenever we get a client. But things might change soon.

**GOAL:**

We’ve gotten a lot of clientele and want to plan events full-time. We want to be known as the best planners out there. Where to begin? I need a little guidance to get me started.

---

**Carlos**

**Small-sized Business Owner**

My name is Carlos. I’m 45 years old and have a bakery shop. I worked at a local bread shop for 25 years. Then I decided I wanted to create my own pastry recipes, and opened the store 3 years ago.

**NOW:**

Starting up hasn’t been easy; but I have great clients that enjoy my pastries. I’m even considering opening another store next year to get more clients in another part of town.

**GOAL:**

It’s good business, but there is a lot of competition and I want to be different from the rest of the shops. I need to figure out what to change and how to do it.

---

**I would like to learn how to...**

- Identify my strengths and weaknesses
- Differentiate myself
- Sell my product
- Find my place in the market
- Reach out to potential clients or investors
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Differences

Beginner Entrepreneur

- Full-time job + profits from his/her passion or hobby on the side.
- Not an established formal business, starting to define a business model or might be on his/her first year of operation.
- Eager to start their own ventures on the right foot.
- Financial independence doing something they enjoy.

Small-sized business owner

- Depends on business to make a living = full-time dedication invested in venture.
- Business formally constituted. Need differentiation + better market positioning to compete.
- More experience = know more about their competition + might have an understanding of target customers.
- Take venture to the next level.

• Professional background
• Have formal or informal experience in the field they wish to develop
3. **punto. PROPOSED SOLUTION**

**a. Design Training Center**

- Design Thinking
- Facilitated Workshops

**b. Training Program**

- Stage 1: Design Thinking
- Stage 2: Development
- Stage 3: Design Thinking
- Stage 4: Evaluation
- Stage 5: Implementation

**c. Stage 1 Workshop**

- **Engagement**
- **Empowerment**
- **Innovation**
- **Implementation**

**d. Stage 1 Outcomes**

- **Empowerment**
  - Design thinking mindset in the business realm.
- **Innovation**
  - Empowers businesses to be an active part in the design process, in order to transform and innovate.
- **Implementation**
  - Becoming part of a community of design-focused businesses, design thinkers, and problem solvers.
- **Engagement**
  - Importantly, info about their business, their user needs and goals to innovate.
**Mission**

Training + empowering small-sized business owners and entrepreneurs to identify problems + develop solutions through design-thinking methods.

**How?**

User-centered approach to improve/develop product-customer relationships.

Participants will gain access to extended design guidance + networking through punto’s website community of trained businesses.
Mission

Training + empowering small-sized business owners and entrepreneurs to identify problems + develop solutions through design-thinking methods.
How?

User-centered approach to improve/develop product-customer relationships.

Participants will gain access to extended design guidance + networking through punto.’s website community of trained businesses.
Training Program

Stage 1 Design Planning

Stage 2 Development

Stage 3 Networking

Stage 1 Goals
- Understanding and implementation of design philosophies and practices among business owners.
- Access to late-stage design data and methods. Best-case scenarios to fill gaps in the service and provide solutions.
- Designers with broader understanding of clients:
  - Their ideas
  - Their needs
  - Areas they are interested in.

Stage 2 Overview
- Knowledge:
  - Advanced version of Design thinking.
  - Integration of complementary design tools for more accurate and relevant results.
- Analysis: Stage 1 outcomes -> newly-revised proprietary training.
- Secondary viewpoint to reinforce the training process.

Stage 3 Overview
- Goal:
  - Provide the opportunity to present their design concepts and offerings to potential partners, customers or investors.
  - Bridge between what participants can accomplish on their own and the tools they will need to achieve these individual projects.
  - Info on how to use networking tools to advance their business objectives.
- Design teams, business owners, differentiation of quality and results of design innovation in their organizations.

Stage 1 Overview
Stage 1 Goals

- Understanding on design concepts and practices among business owners.
- Access to basic design tools and methods they can implement in their search for service and product innovation.
- Design plan with broader understanding about: 
  - Their businesses
  - Their user's needs
  - Areas they need to innovate in
Day 1: ThinkDesign
- Analysis of their businesses and their users.
- Introduction of design & types of innovation that can be implemented in their organizations.

Day 2: DoDesign
- Participants transform ideas into tangible solutions.
- Prototypes = users’ feedback + develop better products and/or service models.

Day 3: BeDesign
- Develop presentations on findings (design plan).
- Introduction to online community.

Connect the dots
- Development of ppt: business overview, identified innovation areas, prototype/test/future iterations, goal/next steps.

Why Design
- Design for business
- Types of innovation
- Transformations

A Can I design
- Co-creation
- Brainstorm solutions
- Desirable/feasible functional models
- Selecting best solution
Day 1

- Analysis of their businesses and their users.
- Introduction of design + types of innovation that can be implemented in their organizations.
Goal: empowerment through self-awareness.
- Understand where the organization stands.
- Develop an outline for potential routes to achieve future milestones.

Goal: identifying usages
- Analyze tendencies
- Find similarities + differences
- Identify gaps in the process

Know yourself
- Motivation
- Mission/vision
- Strengths/weaknesses
- Goals: Short/medium long term

Know
- Use
- Understanding
- The process
Know your user

- User vs Market understanding
- Tendencies
- Competition analysis

Goal: identifying users + competitive matrix.
- Analyze tendencies that drive users' decision process.
- Find similarities + differences within their industry category.
- Identify gaps in the market = potential areas to enter or innovate.
Why Design?
- Design thinking
- Types of innovation
- Transformation design

Goal: viewing design as a tool that drives innovation:
- Design-thinking tools.
- Innovation = impact on diverse processes + implementation in several levels of the organization.
- Designers + participants = identify and solve problems.
Design Thinking / Design process

Linear model of the design-thinking process created by Jeanne Liedtka and Tim Ogilvie.
Framework model by © 2012 Doblin, all rights reserved
Day 1
ThinkDesign
- Analysis of their businesses and their users.
- Introduction of design and types of innovation that can be implemented in their organizations.

Day 3
BeDesign

A
Know yourself
- Motivation
- Mission/vision
- Strengths/weaknesses
- Goals: Short/medium long term

B
Know your user
- User vs Market understanding
- Tendencies
- Competition analysis

C
Why Design?
- Design thinking
- Types of innovation
- Transformation design

OUTCOMES
I need to improve...
My user really wants this.
I can innovate on these.
I need help changing these.

- Concrete ideas on their user needs.
- Areas they need to innovate in their businesses.

Goal: Empowerment through self-awareness.
- Understand where the organization stands.
- Develop an outline for potential results to achieve future milestones.

- Analyze tendencies that drive users’ decision process.
- Find similarities and differences within their industry category.
- Identify gaps in the market: potential areas to enter or innovate.
- Concrete ideas on their user needs.
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A Can I design?
- Co-creation
- Brainstorm solutions
- Desirable/feasible functional models
- Selecting best solution

Why Design?
- Design
- Types of design
- Transformations

Connect the dots
Development of ppt:
- Business overview
- Fell innovation area
- Prototype/test/future iterations
- Goal/next steps

Database
- Presentations
- Participants present
- Peer feedback
- To’s overall evaluation
**Day 3 Design**
- Introduction of design + types of innovation that can be implemented in their organizations.

**Day 2 DoDesign**
- Participants transform ideas into tangible solutions.
- Prototypes = user feedback + develop better product and/or service models.

**A Can I design?**
- Co-creation
- Brainstorm solutions
- Desirable/feasible functional matrix
- Selecting best suited solutions

**B Prototype & Test**
- Fast prototyping
- Test/feedback recording methods
- Role playing testing
- Feedback

Goal: Introducing designers as guides to achieve business transformation.
- Brainstorm for identified areas to innovate in.
- Filter to select.

**OUTCOMES**
- My classified set of solutions
- My first prototype
- My user's opinion matters

Goal: Work with design teams to prototype a concept into a tangible representation that users can understand and give feedback on.
- Rapid prototyping unfinished look = comfortable to express their ideas visually.
- First step of several iterations in the design process.
- Work groups to test prototypes on one another, record testing process and gather feedback.

Actionable ideas vs. long-term goals that need further planning and consideration.
- Basic applicable tools to gain user insights + constantly improve their product and/or service.
Day 2

DoDesign

- Participants transform ideas into tangible solutions.
- Prototypes = users’ feedback + develop better product and/or service models.
Goal: introducing designers as guides to achieve business transformation.

- Brainstorm for identified areas to innovate in.
- Filter to select.

Can I design?

- Co-creation
- Brainstorm solutions
- Desirable/feasible functional matrix
- Selecting best suited solutions

Action needed for:
- Basic analysis
- Constant monitoring
Goal: work with design team to prototype a concept into a palpable representation that users can understand and give feedback on.
- Rapid prototyping unfinished look = comfortable to express their ideas visually.
- First step of several iterations in the design process.
- Work groups to test prototypes on one another, record testing process and gather feedback.

Prototype & Test
- Fast prototyping
- Test/feedback recording methods
- Role playing testing
- Feedback
OUTCOMES

My classified set of solutions
My first prototype
My user’s opinion matters

- Actionable ideas vs. long-term goals that need further planning and consideration.
- Basic applicable tools to gain user insights and constantly improve their product and/or service.
Day 3

BeDesign

- Develop presentation on findings (design plan)
- Introduction to online community
Goal: learning how to present design findings in a relevant and compelling way.
- Presenting steps as storytelling of design process.
- Important information for goal development.
- Understanding and communicating the "big picture".

A
Connect the dots

Development of ppt:
- Business overview
- Identified innovation area
- Prototype/test/future iterations
- Goal/next steps
Goal: working on presentation skills and providing design feedback.

- Design plan presentation for further development in next stages.
- Before-after overall evaluation from punto.
OUTCOMES

- Design thinkers: Details to bigger picture
- Problem solvers: Identify and take action
- Trained community: Participate, update, learn
Stage 1 Outcomes

“Eye-opener” to design thinking mindset in the business realm.

Empower business owners to be an active part in the design process in order to transform and innovate their ventures.

Becoming part of a community of design-trained businesses, design thinkers, and problem solvers.

Design plan: important info about their business, their user needs and areas to innovate.
Training Program

Stage 1: Design Planning
- Understanding and design concepts and practices among business owners.
- Access to hands-on design work and methods. carousel includes feedback in the service and design feedback.
- Design with a focus on designing with business needs.

Stage 2: Development
- Design for business owners.
- Design or implement feedback in their organizations.
- Design work on the Gabbitt framework.

Stage 3: Networking
- Stage 3 Overview
  - Goal
  - Provide the opportunity to present their design innovation offering to potential partners, customers or investors.
  - Bridge between what participants can accomplish on their own in the skills they will need to achieve their individual projects.
  - Info on how to use networking tools to advance their business objectives.
  - Design team/business owners: Differences of journey and reality of design innovation in their organizations.
Stage 2 Development

Stage 2 Overview

- Goals:
  - Advanced version of design prototype.
  - Integrate complementary design tools = placement of new concepts into the market.

- Analysis Stage 1 Outcomes = ready resources needed to develop identified innovations.

- Specialized workforce to implement the training process.
Stage 3 Overview

- **Goal:**
  - Provide the opportunity to present their design-innovated offering to potential partners, customers or investors.
  - Bridge between what participants can accomplish on their own + the links they will need to advance their individual projects.
  - Info on how to use networking tools to advance their business objectives.
  - Design team + business owners = presentation of journey and results of design innovation in their organizations.
Marketing Plan Summary

Direct selling to distribution channels.

- Organizations with on-going projects: Valuable addition to their current tools and workshops.
- Universities (design + business programs): Integrative approach between programs.

Direct appeal to customers.

- Entrepreneurial events, fairs and expositions: Exposure to target customers
- “Spread the word” about punto: Former participants receive incentives by referring new customers to the program.
punto. is an effort to:
• Integrate design thinking into different areas of business.
• Create a new mindset, in which co-creation and design = identify innovation areas.
• Accomplish coherent solutions that meet real needs.

• Implement a different entrepreneurship approach in the Central American region, hoping to increase success possibilities for small-sized businesses.