CHALLENGE INSTRUCTIONS

Challenge Presented by: **Odyseed, Belgium, www.odyseed.com**

X-Culture Webinars: We are trying to organize live Webinars with all client companies. The Webinars will allow you to meet the company managers, learn more about the company, and ask your questions. The webinars will be scheduled for:

Early March, the exact time to be confirmed
Early April, the exact time to be confirmed

Additional Questions: If you have further questions, please direct them to admin@X-Cuture.org. We will create a FAQ database for each partner company and will likely have an answer to your question there. If a new question is presented, we will contact the company for more information and will add the question to the FAQ database.

ABOUT THE COMPANY

During the last century, the urbanization of the world population, especially across western countries, has led to large-scale industrialized agriculture and an increase in transportation costs for fruit and vegetables. Modern agriculture has often been accused of harming bio diversity and being harmful to the environment.

Odyseed envisions a world where sustainable organic alimentation and self-sufficiency is a reality for everybody. To reach this goal, Odyseed aims to develop urban and domestic agriculture by reducing people's dependency on supermarkets.

Odyseed was created by two young Belgian entrepreneurs in 2014. They teamed up to devise a method the most efficient way to grow fresh herbs at home.

The Problem and the Odyseed Solution

We all know how hard it is to keep home-grown, indoor herbs alive and how often they perish from too much or too little care. Unfortunately, the mass-produced herbs sold in supermarkets, the most readily available alternative, rely on high levels of pesticides and fertilizer that are bad for us and for the environment.

The intensive crop production systems also reduce biodiversity and deplete our soils. Aware of these dangers, people everywhere are looking for new ways to produce fresh, organic foods in ways that respect and protect the environment.

Odyseed offers an easy way to grow food in your own home or workspace.

Why limit yourself to what supermarkets offer when you can choose from a much wider range of varieties? Growing your own herbs also reduces your carbon footprint by minimizing transportation, packaging and packaging disposal.

Odyseed greenhouses offer a way to grow fresh, organic, substance-free herbs all year round in your home - without having to rely on the weather.

It is especially suitable for people who are always busy and those who do not have a garden or terrace to grow aromatic herbs, and those who simply find it difficult to keep potted herbs healthy and productive.

Odyseed greenhouses allow for harvesting herbs several times throughout the year. By using this simple, effective system you will also discover the full array of aromatic herbs available, as you can use seeds and seedlings from your local gardening store! Herbs grown with our smart garden also grow faster, without the need for fertilizer.

How it works

Odyseed Eden system is very simple to set up and use. It consists of a water basin, an LED light, two growing pods and a charger – all aesthetically designed and easy to assemble.0

Add water to the water basin to the indicated level, add a nutrient base to the growing pods (either from Odyseed Eden or of your own choice), sow the seeds of your choice, plug in the light and let your Odyseed Eden take care of the rest. When you need to add water, the system will notify you by making a beeping sound and flashing red. This will occur every two to three weeks, giving you plenty of time to go on holiday without having to worry about your plants.

What makes it stand out

Odyseed greenhouses are fully personalized. Where other similar products oblige buyers to purchase the necessary nutrients, substrate and seeds from their website – Odyseed Eden allows you to choose. Clients can buy these items from Odyseed if they wish, or they can obtain them from gardening shops or the gardens of family and friends.

Odyseed is seeking help with developing its market expansion strategy. Please present your recommendations in a form of a strategy proposal that contains the following sections:

1. Industry and Competition Analysis

Research the products for growing herbs and vegetables at home and conduct an analysis of Odyseed's strengths, weaknesses compared to its competition and the threats and opportunities the company faces. You may find this short guide and this 5-min video helpful.

It may be a good idea to also interview your friends who might be interested in growing herbs at home, as well as potential distributors of Odyseed products. You can simply contact potential distributors or buyers, tell you are working on a project related to these products and that you want to interview them. It will be a great opportunity for you to meet business managers, or just have an insightful conversation with your friends. Not only will you learn new things, it could also be beneficial for your future career, too. If each of your team member interviews 3-5 people, you will have a sizable sample to much better understand how people make decisions with respect to these products and what can Odyseed to do grow its market share. If you choose to conduct such survey, focus on these questions:
- Are you open to the idea of growing herbs and vegetables in your house? Why or why not?
- Have you heard of/tried any indoor greenhouse products?
- Would you consider using the Odyseed products? Why or why not?
- What would make such a product more appealing to you?
- Do you find the current price (about $90) reasonable?
- What do you see as strengths/weaknesses of Odyseed products?

You can include any other questions you feel may relevant to your project.

In your final report, this section should include the following information:
- A list of main competitors
- A list of company's strengths compared to competition
- A list of company's weaknesses compared to competition
- Opportunities and a brief explanation for why these particular factors could help this particular company grow in the near future
- Threats and a brief explanation for why these particular factors could impede growth of this particular company in the near future
- Summary of your survey (if applicable).

Suggested report section length: 1-3 pages.
Evaluation:
 7 - Clear and concise review of the industry and insightful comparative analysis of strengths and weaknesses compared to competition, and opportunities and threats. The sources are cited. If the team conducted a survey of the potential buyers or distributors, the section describes the sample size and characteristics and presents the findings in a clear and concise way.
 4 - A good overview, but leaves out some important elements; too general; too long or too short. If a survey was conducted, the sample description and the findings are not clear.
 1 - Impossible to figure out what the company does, how it operates, and how it compares to competition.

2. Market Success Criteria

Consider key market characteristics that are critical to the economic success of your client's product. For example, the product may be successful only if the market is characterized by geographic proximity or ease of shipping/transportation, or certain income level, or other factors such as religion, ethnic composition, population density, climate, culture, etc.

The following are some of the factors that you may find relevant, although most of these probably will not be relevant and there may be factors that are relevant but are not on this list:

a. Geography and demographics: location, ease of access and transportation, climate, size, age distribution, education level, etc.
b. Economic environment: Trade regulations, income levels, unemployment, infrastructure development, ease of doing business, lack of competition, etc.
c. Political and legal environment: political and legal systems, political risk, government policy toward trade and foreign direct investment, property rights and intellectual property right protection, corruption, political freedom, etc.
d. Cultural environment: cultural values, predominant religion(s), language(s), social class structure, customer preferences and tastes, other factors that may play a role in the design, packaging and marketing of your product/service.
e. **Competitive environment**: how many competitors operate in this market? Is the market dominated by global or local brands? How established is the industry?

Which of these (or any other factors) are important for success of your client and *why*?

> *Suggested report section length: 1 page.*
> *Evaluation:*
> *7 - Excellent choice of 3-5 market characteristics that are clearly necessary for the proposed product to be successful in the new market and strong supporting arguments; how convincing is the explanation is more important than the actual success factors.*
> *4 - Some of the proposed success factors seem irrelevant (or no explanation for why they are important for the success of the product), some explanations are weak. There are too many or too few success factors (less than 3 or more than 5)*
> *1 - The provided success factors are clearly irrelevant, the explanations are not provided or make no sense*

3. Market Selection and Analysis

Based on your analysis of the essential market success factors (Report Section 2), choose one new market where your client is most likely to succeed. Provide an analysis of the markets focusing on the success criteria listed in Report Section 2.

Devote special attention to the competition and their strengths and weaknesses, market size, characteristics of the potential customers, relevant features of the cultural, legal, political, and economic environments, trade and labor regulations that your client must understand to ensure the success of the product in that market.

Make certain to review *only* issues that are relevant for your client's market entry strategy. Do not describe the country in general, but focus on key factors that your client must take into account when offering the product in this new market. Everything you say here must be linked to your recommendations with respect to the product pricing, distribution, promotion, market entry mode and staffing that you will provide in subsequent report sections. The focus must be not on description but on the analysis. It's not about what market you recommend, but why this market is better than other markets and what the client must know about the market to be successful there.

It is recommended that your data are presented in tables and charts and the accompanying text provides further support as needed. Please make sure to cite all of your sources. The more sources, the more credible your analysis. See Evaluation Guidelines below for how this section will be evaluated.

> *Suggested report section length: 2-5 pages.*
> *Evaluation:*
> *7 – The selected market seems promising and the decision is clearly explained. The suggested market is described in sufficient detail and every point is tied to the recommendations in subsequent report sections (not a collection of*

general facts about the country, but only factors that are really important for this particular product in this particular market)

4- Some of the countries/regions on the short list seem like good markets for the proposed product, but some do not; not clear why these and not other countries were selected. The market description is incomplete or not properly supported. Some of the information is irrelevant and is not used to support recommendations in subsequent report sections.

1 - Clearly poor choice of markets for the proposed product; explanations are not provided or make no sense; information is not used in subsequent report sections.

4. **Entry Mode, Distributors**

Recommend specific companies that might be interested in distributing or retailing Odyseed products in the suggested new market. Odyseed is a young company and is open to different forms of market entry, from direct exporting and online retailing, to partnership with local distributors or retailers.

This page provides a review of pros and cons of different market entry modes and could aid your analysis.

We encourage you to contact the distributors/retailers/sales agents that you believe may be interested in selling the products and inquire about their interest and possibility of a distribution contract. This would give you a much better practical understanding of whether such distribution contract is even possible in principle. If your research is correct and the distributor confirms their initial interest that would be the best at testament to the viability of your proposal, and will uniquely position you to secure a contract for your client and receive the aftermarket commission, as per the "real-life test" of your proposal detailed above. If you instead suggest online retailers, make sure they would be interested in selling a product like this and provide details on their distribution contracts (fees, percentages, etc.).

Suggested report section length: 1-3 pages.
Evaluation:
7 – Suggested market entry mode offers a good balance of risk and control and the decision is supported by convincing arguments; three distributors/retails/sales reps are recommended and their contacts are provided, and the partners seems like a good match.
4 – The choice of entry mode is not convincingly argued, the recommended partners do not appear to be the best fit, or there is not enough information about them.
1 - Clearly poor choice of the market entry mode; explanations are not provided or make no sense; no local partners are suggested, or the suggested ones are clearly a poor choice.

5. **HR**

Optional: If you believe the company should hire permanent or temporary sales staff, please provide your recommendations with respect to:
- Optimal ways to recruit and select such staff
- Optimal compensation system that will ensure the highest level of long-term motivation and productivity at the lowest cost. Keep in mind the local labor laws and compensation regulations.
- Optimal coordination and management structure

Make sure that your recommendations are rooted in the analysis of the culture and institutions of the proposed market.

Suggested report section length: 1-2 pages.
Evaluation
7 – Recommend recruitment, selection, organization, and compensation structures are clearly explained, fit with the local culture and labor laws, and supported by convincing arguments;
4 – Some of the recommendations do not seem to be optimal, or are not supported by convincing arguments.
1 – Clearly poor recommendations or no details provided to make such judgement.

6. **Logistics and Trade Regulations**

Logistics may be a very challenging issue, particularly if the product were to be shipped directly to individual buyers. The shipping cost may be high and the delivery timing may be slow.

What are the best ways to deliver the products to the new market? How much will the shipping/transportation cost? Could a local distribution center be useful for lowering the cost and delivery time and if so, how could it be set up? Are there any custom duty, licensing, certification or registration requirements? If so, how and when the payments are made and the certification obtained?

What are the logistics risks and challenges and how could they be minimized?

> *Suggested report section length: 1-3 pages.*
> *Evaluation*
> *7 – The recommended transportation option makes sense and the choice is supported by convincing arguments; the relevant trade regulations (import tariffs, quotas, certification requirements) are discussed in sufficient details, all points supported by references to credible sources.*
> *4 – The recommended logistics decisions make sense, but lack strong analysis or are insufficiently detailed.*
> *1 – The suggestions make no sense or are not provided; the explanations are not provided or are not convincing; cultural, legal, and economic factors specific to the market are completely ignored.*

7. Pricing

Recommend a pricing strategy for the new market. First, recommend the price point. The product is currently priced as about $90. Would it make business sense to adjust this price for the proposed market? Why?

Further, recommend a strategy that would ensure long-term success with distributors and end-buyers. You may suggest that the product is sold at a fixed price, or consider more creative pricing strategies, such promotional pricing, bulk pricing, loyal customer programs, coupons, financing, pre- and post- payment, and other options that may make the product more attractive to the customers even if the price point does not differ much from that of the competition. This blog and this article offer a good overview of some of the available pricing strategy options.

Lastly, should the price include shipping and handling, technical support and service, warranty or should those be offered at extra charge?

> *Suggested report section length: 1-3 pages.*
>
> *Evaluation*
> *7 – The suggested price point and technical support included in the price is supported by analysis of the market and competition; the pricing strategy is creative and it is clearly articulated how this pricing strategy will increase sales; cultural, legal, and political environments are considered and accounted for.*
> *4 – The suggestions make sense but are not supported with strong arguments, insufficient details provided; the strategy does not take into account market specifics.*
> *1 – The suggestions make no sense, the explanations are not provided or are not convincing, cultural, legal, and economic factors specific to the market are completely ignored.*

8. Promotion Channels

Identify the most efficient and inexpensive ways to reach the potential buyers in the proposed market. Keep in mind, such commonly used channels like TV or radio may be too expensive for a small company like Odyseed. More creative solutions may need to be devised, such as promotion via social media, targeted mailing lists, local shows and exhibitions, enthusiast groups, and the like.

Try to not only identify the general channels, but actually find out the specifics. For example, do not simply recommend professional email distribution lists, targeted social media campaigns, or professional associations as a way to reach the decision makers. Find out the actual email distribution lists and research how one can send

out a promotional message to its recipients; suggest which social media allow for sending information directly the decision makers and how exactly this could be done; or which professional associations or conferences the decision makers belong or go to. If you are recommending advertising on TV, radio, or in newspapers, provides the names of the possible channels or stations, programs or sections that are likely to attract the target audience, and the cost of placing promotion materials there.

Your recommendations must be rooted into market analysis provided earlier, particularly with respect to the cultural, economic, and legal environments of the market.

> *Suggested report section length: 1 page.*
> *Evaluation:*
> *7 – Clearly identified the target audience and suggests inexpensive ways to reach it; provides the necessary details to access the promotion channel, such as specific names, links, prices, and contacts;*
> *4 – The proposed promotion channels make sense, but not enough information is provided to use them;*
> *1 – Clearly wrong recommendations, too costly, does not reach the target audience, or no details provided.*

9.   Marketing and Branding

How should the product be advertised in the new market?
What should be the main message of the marketing campaign and how should it be presented?

If applicable, discuss if the brand name or its presentation should be modified to make the product more appealing to the tastes and traditions of the consumers in the new market
Does the name Odyseed or Odyseed Eden have any negative connotation in the local language or should it be changed for any other reasons? What would be a better brand name?
Would any other adjustments with respect to the product presentation, graphics, or other branding features help with penetrating the market?

What is the total annual marketing budget to support product advertisement and promotion in the new market? How should your marketing budget be allocated across different expense categories? For example, you can recommend to spend 40% on trade show events, 25% on social media engagement, 25% on sales incentives (i.e. coupons, contests, giveaways), and 10% on launch party. Keep in mind, this is a small company with a limited advertising budget. The best answers will recommend very inexpensive yet effective ways to promote the product.

Many Internet resources can provide guidance on marketing budgets in different countries. One useful resource is provided by entrepreneur.com.

Your recommendations must be rooted into market analysis provided earlier, particularly with respect to the cultural, economic, and legal environments of the market.

> *Recommended length: 1-3 pages.*
> *Evaluation*
> *7 – The recommended marketing strategy is creative, inexpensive, and effective, the proposed budget and allocation makes good sense and is supported by strong arguments for how this strategy will increase sales; cultural, legal, and political environments are considered and accounted for.*
> *4 – The recommendations make sense but are not supported with strong arguments or do not take into account market specifics.*
> *1 – The recommendations make no sense, the explanations are not provided or are not convincing, cultural, legal, and economic factors specific to the market are completely ignored.*

10. Product Design

Optimal: If you believe Odyseed's existing products can be improved or new products should be added to the Odyseed line, provide your recommendations here.

Recommended length: 1-3 pages.
Evaluation
7 – Very useful and creative design ideas.
4 – Interesting but not economically viable or not likely to be appealing to the buyers.
1 – Not creative and not original, or not viable at all.

OPTIONAL
Real-life test of the proposed expansion strategy: Get a Contract for Your Client

To make the project more realistic and gain further business experience, teams or individual team members are encouraged to put to a real-life test the proposed market expansion strategy. If you believe there is a considerable demand for the product in the proposed new market and if you believe your strategy will allow Odyseed to successfully expand into the market, try to demonstrate the viability of your proposal by securing a distribution contract or product sale in the suggested new market.

Teams or individual team members who initiate and succeed at facilitating a sale of Odyseed products in the new market will receive a prize commensurable with the amount of 15% of the first contract, offered as a post-market commission (after the deal is closed, shipment concluded, and Polaris receives the full contract payment).

Again, this part is optional. We encourage you to try to secure a contract as this will not only offer you a unique, very real and very practical international business experience, but will also lead to a tangible rewards and a much stronger resume in the case of your success.

If you would like to give it a try, please do the following:

1. Find an individual buyer or a potential distributor or retailer in the proposed market and share information about the company/product with them. The company is particularly interested in the B2B options.
2. If the person/company expresses interest, send the contacts of the prospective buyer to admin@X-Culture.org. We will connect you with the company representatives who will review the business lead and provide the necessary support to close the deal. In B2B cases, be prepared to assist in the negotiations between the company and the prospective buyer/partner with respect to the terms of the contract, shipment volume, price, and delivery and distribution options.

Again, part of the challenge is optional and your team's decision to attempt or not to attempt to get a contract for the client company will not affect your performance evaluation. However, we encourage you to try putting your ideas to this optional ultimate test of effectiveness of your proposed market expansion plan. Your ability to sell the product will greatly improve your credibility in the eyes of the client and may lead to a long-term collaboration with the company. If you succeed, you will be properly rewarded in the form of the post-market commission, but even if you fail to secure a contract, you will still gain valuable business experience in the process.

Report Structure and Formatting Guidelines

Structure:

- Include an **Executive Summary** (300-400 words, bullet-list format preferred) that provides a short review of your key findings and recommendations. Please remember, the busy company owners and executives will not have the time to read hundreds of the reports, so they must be able to get a quick summary of the content of your report from the Executive Summary. Most managers will make a decision on whether to continue reading the report if the Executive Summary catches their attention. Therefore, make sure this important part makes it easy to see your key recommendations.
- At the beginning of each report section include a bullet list of the key recommendations and figures presented in the section (2-4 bullets, each 4-10 words long). Again, when presented with hundreds of the reports, busy executives must be able to get key figures and recommendations from these summaries.
- The Title Page must contain team number, client company name, names, emails, and countries of residence of all the team members and a short summary (5-15 words) of the role and work completed by each team member. If any of the team members dropped out or did not contribute to the report, please still list them, but add a note "Did not participate" by their names.

   Evaluation of the Executive Summary
   7 - Short but gives a very good idea about the key ideas presented in the business proposal or corresponding section
   4 - Gives some idea about the key suggestions, but some points remain uncertain; a bit too long; not to the point.
   1 - Not possible to figure out the key ideas of the business proposal from the summary, too short or too long

Formatting:

- The report must be 20-35 pages (5,000-8,000 words) including the title page, executive summary, and references. Each section should be 1-3 pages long. Generally shorter is better, so be as concise and focused as possible.
- Number all pages in your team report.
- Margins should be 2.5 cm (one inch) at the top, bottom, and sides of the page.
- Font type should be 12-point Times New Roman throughout the report.
- Double-space all body text.
- Indent the first line of a new paragraph.
- The text should be left-aligned.
- All citations used must be cited in the text and in a reference list at the end of each report. In-text citations should include only the name of the author(s) and the date of the publication. Full references should be provided at the end of the report. Please use APA reference style.
- A picture is worth a thousand of words, so use of figures, graphs, pictures, as well as tables is encouraged. It is recommended these are included in the main body of the report.

TASKS AND DEADLINES

Each week, you will be asked to fill out a short survey to report your team's progress, evaluate the performance of your team members and provide other information we need to better understand why some teams perform better than others. Please see the informed consent form at the end of this document for more details.

Important: Participants who receive peer evaluations below 2.0 (out of 5.0) will first receive a warning. If their peer evaluations stay below 2.0 two weeks in a row, they will be automatically excluded from the team.

All deadlines are set for 11:59 pm (23:59), New York time.

Important: Occasionally emails with invitations to take a survey are filtered into the Junk/Spam email folder. Please check your Junk/Spam email folder (search for messages with "X-Culture" in subject line) if you don't receive a survey invitation message around the date specified in the table above.

1. Pre-project Readiness Test
Due: Any time before the official project start

Before the project starts, all participants must review project materials and take a Readiness Test. The test will include questions about the project and online collaboration tools, as well as questions about your prior international experience and background. You must successfully pass the Readiness Test (80% or more correct answers) to participate in X-Culture. If your semester starts after the official start of the project or you do not complete the Readiness Test on time for another reason, do so as soon as you can – we will continue adding new participants for about ten days after the project start.

Official Project Start, Teams Formed
Monday, March 6

As long as you successfully completed the Readiness Test, you will receive the names and contact information of your team members on this day. Please reach out to your teammates immediately to establish contact. Introduce yourself, and start working on the project. Students whose semester starts later will be added to the existing teams once their semester starts, so it is likely an additional student may be added to your team in the first two weeks.

2. Establish Contact and Meet Your Teammates
Due: Thursday, March 9

By this date, you are expected to have exchanged at least a few messages with your teammates. If some teammates are not responding, you are expected to send at least three email reminders to them by this date. Team members who fail to establish contact with their teams will be excluded from the project. Once contact is established, please learn as much as possible about your teammates (background, interests, hobbies, interesting facts, etc.). Your communication starts via email, but once the initial contact is established, your team can use any means of communication.

Deliverables: A few days before the deadline, you will receive an email with your personal weekly survey link. The survey will ask you to report whether or not you have met all your team members. Team members who fail to establish contact with their teams may be removed from the project.

This and all other weekly surveys will also ask about your fellow team members' performance and other information we need to better understand why some teams perform better than others. Please see the informed consent form at the end of this document for more details.

3. Select the Client Company
Due: Sunday, March 12

By this date, your team is expected to review all available challenges and select your client organization.

A few days before the deadline, you will receive an email with your personal weekly survey link. The survey will ask you to report the name of your client organization, as well as ask a few questions about your progress so far. We will

also test how much you have learned about your team members, their background, interests, and skills. So make sure to meet your team members and find out as much as you can about their interests, hobbies, skills, etc.

Every team member must complete the weekly progress survey.

4. Industry and Competition Analysis (a.k.a. SWOT Analysis)
Due: Sunday, March 19

By this date, your team is expected to conduct a thorough survey of the industry and analyze your client's strength, weaknesses, threats and opportunities. It is recommended that you not only conduct an extensive online research but also try to survey or interview potential partners, clients, or competitors in your area.

It is critically important that your team collects as much information as possible and conducts a comparative analysis of your client vs. the competition. This will provide a foundation for developing effective solutions for the subsequent sections of the report.

A few days before the deadline, you will receive an email with your personal weekly survey link. The survey will ask you to report the key findings of your industry survey and competition analysis, including:
-   A list of main competitors
-   A list of company's strengths compared to competition
-   A list of company's weaknesses compared to competition
-   Opportunities and a brief explanation for why these particular factors could help this particular company grow in the near future
-   Threats and a brief explanation for why these particular factors could impede growth of this particular company in the near future

Keep your answers as short as possible, preferably provided in a form of bullet list with 2-5 points each.

Every team member must submit the same text in this weekly progress survey so make certain you all discuss and agree on your analysis conclusions before submitting your work.

5. Brainstorming
Due: Sunday, March 26

By this date, your team is expected to conduct the initial brainstorming of each strategy component. Our research shows that brainstorming sessions work best live (e.g., via Skype), but it is perfectly acceptable if you exchange your initial ideas via email, instant messengers, or any other communication tools.

A few days before the deadline, you will receive an email with your personal weekly survey link. The survey will ask you to provide a bullet-list of the viable ideas your team has considered with respect to each report section (e.g., all strengths and weaknesses if your client, all new markets you have considered, and so on for each report section).

You will be asked to present all your ideas as bullet-lists, just the main ideas or numbers, no explanations at this point.

Every team member must submit the same text in this weekly progress survey.
Important: you need to submit not *your personal* ideas, but your *team's* initial ideas. So make sure to *collectively* brainstorm your options, compile them, and submit the collection of the initial viable ideas discussed by your team.

6. Initial Decisions and Choices
Due: Sunday, April 2

By this date, your team is expected to make your initial decision and choices with respect to each question.

A few days before the deadline, you will receive an email with your personal weekly survey link. The survey will ask you to provide your initial suggestions with respect to each report section. For each of these you will be asked to provide only one or a few words, no explanations or details (e.g., Country: Canada; Entry mode: exporting; Price: $100; etc.).

Your team is encouraged to continue debating your recommendations throughout the project and you can change your recommendations if your analyses suggest a better recommendation.

Every team member must submit the same text and figures in this weekly progress survey so make certain you all discuss and agree on your recommendations before submitting your work.

7. Extended Outline and Explanations
Due: Sunday, April 9

By this date, your team is expected to have a more finished list of your key recommendations with respect to each report section and brief explanations for each of them. You do not have to have a complete report sections yet, only the list of main points you are planning to include in the report (recommendations, reasons, figures, etc.).

A few days before the deadline, you will receive an email with your personal weekly survey link. The survey will ask you to provide an extended outline of your business proposal. Please include your key recommendations and very short explanations for each of them (e.g., Country: Canada and a short explanation why it is the most promising market; Entry mode: exporting and a short explanation why it is the optimal choice, and so on). Your explanations should be only 1-2 sentences at this time. A bullet-list format is preferred at this time. Focus on listing all key points and recommendations rather than providing detailed explanations.

Your team is encouraged to continue debating your recommendations throughout the project and you can change your recommendations and explanations if your analyses suggest a better recommendation.

Every team member must submit the same text in this weekly progress survey so make certain you all discuss and agree on your extended outline before submitting your work.

8. Rough Draft
Due: Sunday, April 16

By this date, your team is expected to have a very rough draft of your business proposal. It can still be in a form of an extended outline or bullet list, but it now must contain all key points, recommendations, figures, and explanations.

A few days before the deadline, you will receive an email with your personal weekly survey link. The survey will ask you to provide the initial rough draft of each of the section of the business proposal. It does not have to be a finished report and it can be only a few pages long. The explanations can still be very short, sentences unfinished, references and figures missing, but it now has to start looking more like a report rather than just a bullet list of your key ideas.

Your team is encouraged to continue debating your recommendations throughout the project and you can still change your recommendations and explanations if your analyses suggest a better recommendation.

Every team member must submit the same text in this weekly progress survey so make certain you all discuss and agree on your extended outline before submitting your work.

9. Complete Preliminary Draft
Due: Sunday, April 23

By this date, your team is expected to have a complete draft of your report. It does not have to be a finished report, but it should be as complete as possible, including Title Page and an Executive and Chapter Summaries, and correct formatting throughout the document.

One team member should submit the draft via TurnItIn.com on behalf of the entire team (see step-by-step submission guidelines below). After your document is submitted, TurnItIn will generate a plagiarism report that will show you if any parts of the report have been plagiarized (takes several hours to produce). Usually, up to 20% similarity is acceptable, provided that copy-and-pasted materials are properly referenced. If plagiarism is detected, your team will have until the Final Report deadline (see below) to fix the problem and submit a plagiarism-free final report.

This draft will not be graded and the plagiarism statistics will not be shared with your instructors. This is only for your information. You should continue editing the report until the final deadline and you can still make any changes or additions.

However, it is strongly encouraged that you submit as complete a document as possible, You will be able to submit your draft and check it for plagiarism only once, so the more complete the draft, the less the chance that the final report will contain plagiarism.

Also, **every team member** will be asked to submit your usual weekly progress survey. A few days before the deadline, you will receive an email with the usual questions about your team.

10. Final Report
Due: Friday, April 28

By this date, your final report must be submitted via TurnItIn.com (see Submission Guidelines below). Please note, the plagiarism statistics for final reports will be generated by TurnItIn and shared with the instructors, but the plagiarism report will **not** be shared with the students.

Only one team member must submit the final document via TurnItIn.com on behalf of the team.

11. Post-Project Survey
Due once report submitted, but no later than: Sunday, April 30

A few days before the deadline, you will receive an email invitation with a link to your post-project survey.
This is the **most important** survey.

The survey will ask about your experiences in X-Culture and evaluate the performance of your teammates. Your answers are extremely important and will help us improve the project in the future.
Every team member must complete the survey.

Submission Guidelines
The report draft and the final report documents must be submitted via www.TurnItIn.com. Only one team member must submit the documents on behalf of the entire team. The team member who will be submitting the draft and final report must follow these steps:

Part 1. Create a TurnItIn account (time required: 60-90 seconds).
1. On www.turnitin.com and click on the link "Create Account".
2. On the next window, under the "Create a New Account" heading, click on the "Student" link.
3. Enter the Class ID. Note the Draft and Final report submissions have different Class IDs:
   Report **Draft** Class ID: **14827361** (password xculture)
   Final report: Class ID: **14827366** (password xculture)
Note: if you already have a TurnItIn account, simply log on using your "old" login information, click on the "Enroll in Class" tab on the top, and repeat step 3.

Part 2: Submitting the paper (time required: 60-120 seconds)
4. Once the account is created, you can log into your account. Your home page will list your classes.
5. Select the correct class and click on the "Submit" button.
6. Choose Single File Upload. Make certain the file name only contains your team number (e.g., "123.pdf")
7. Click on "browse" to locate the paper saved to your computer.
8. Click on the file and click "open".
9. Click the "upload" button at the bottom.
Click "submit" to confirm your submission. Once the submission is finalized, you will see "Your submission was successful" on the top of the page. If you wait a few hours, you will see your "originality report" that shows how much and what parts of your report have been plagiarized.

Consent to Act as a Human Participant

Project Title: International Student Collaboration Project: Dynamics and Performance in International Virtual Teams
Project Director and Principal Investigator: Dr. Vasyl Taras.

One of the requirements of your International Business course is to complete an international collaboration exercise. You will be teamed up with several other students who are enrolled in similar International Business courses at universities around the world. Working as a team, you will be required to develop a business plan for an international company.

To help you better understand and interpret your experiences and to give you a chance to compare your own experiences with those of other students participating in the exercise, data about your prior international experiences and perceptions about international collaboration will be collected before and after the exercise. In addition, you will be asked to provide peer evaluations once the project is over, and the quality of the team reports will be evaluated by the instructor. A summary will be presented to you at the end of the project, so you can see how your experiences compare to those of other students, how attitudes and perceptions about international collaboration have changed, on average, over the course of the project, and how team composition and prior international experiences tended to affect group dynamics and performance.

Once the project is over, all personal information will be deleted from the dataset, and the data will be completely unidentified, making it impossible to match responses with the names of the people who provided them.

Most of the data will be collected online. Absolute confidentiality of data provided through the Internet cannot be guaranteed due to the limited protections of Internet access. Please be sure to close your browser when finished, so no one will be able to see what you have been doing.

The risks associated with your participation in the study are minimal.

Please note the data collected during the project may be used for the purposes of research, the results of which may be published in scholarly journals. Any publication will contain only a general summary of the results. No personal information will be reported or shared.

Because your performance in the exercise is counted towards your course grade, the research project is treated as one of the required course exercises/tests. You have the right to refuse to participate or to withdraw at any time. Your grade in the course will be adjusted accordingly, just as it would if you chose not to write a test or complete a homework assignment. If you choose to withdraw, you may request that any of your data which has been collected be destroyed unless it is in an unidentifiable state.

While participation in the project is required as part of your course, it is your right to disallow the use of the de-identified data you provide for research-related purposes. If you do not object that the data you provide during the project can be used for research-related purposes, and the results of the study can be disseminated through scholarly publications, keep this consent form for your records. If you object to the use of the data you will provide during the course project, please indicate so at the bottom of this form. Return the form to your instructor, and your data will not be used for any research-related purposes. The results of the study based on the data you provided will not appear in any resulting publications. Your decision to allow or to deny the use of the data you provide during the project for research related purposes will have no effect on your grade.

If you have any concerns about your rights, how you are being treated or if you have questions, want more information or have suggestions, please contact Eric Allen in the Office of Research Compliance at UNCG at (336) 256-1482. Questions, concerns or complaints about this project or benefits or risks associated with being in this study can be answered by Dr. Vasyl Taras who may be contacted at (336) 256-8611 or v_taras@uncg.edu.

If significant new information relating to the study becomes available which may relate to your willingness to continue to participate, this information will be provided to you.

For a copy of the approval letter from the Office of Research Compliance of the Institutional Research Board, please visit www.vtaras.com/11-0260_IRB_Approval.pdf

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I do not grant the right to use the de-identified data I will provide during the project for research-related purposes or disseminate the data through a publication in scholarly journals or in any other form. I understand that my decision to not allow the use of the data for scholarly research will have no effect on my course grade.	Name: _____ Signature: _____