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*Updated February 13, 2018*
*2018-1b*

**Challenge Presented by**: Charmtech Labs, USA, www.captivoice.com

**Webinars:**

- Live Webinar 1, Company Introduction: Friday, January 26, 10 am EST
  Registration and access link here

- Live Webinar 2, Intermediate Feedback: Thursday, March 8, 11 am EST
  Registration and access link here

**Questions**: If you have further questions, please direct them to Admin@X-Culture.org. Your questions will be directed to the company representatives.

## COMPANY DESCRIPTION

**Business Summary:** Charmtech Labs LLC is a for-profit company operating out of a research park at Stony Brook University, NY with a branch in Ukraine. Our mission is to empower people to process information more effectively, overcome learning disabilities and language barriers, and make reading more interactive and accessible for everyone. We would like to change the way everyone reads and learns.

Charmtech Labs was founded in 2010 by computer science professors and Ph.D. students who wanted to go beyond academic research and make a difference in the real world. We started as 5-person team trying to commercialize our research and bring our screen-reading technology for blind people to the market. We expanded from the assistive technology to the mainstream market, and from the consumer to the institutional sales. And today, we are a team of 20 focused on research and development of universally-accessible tools that can personalize reading experience, make reading more interactive, and improve productivity.

Our **long-term vision** is to develop a personal reading assistant that you could converse with to find and process information effectively. Imagine being able to read and listen to any texts, from any sources, anywhere, and on any device. Imagine texts dynamically simplified and adapted to the reader's need, level, and abilities. Imagine talking to the assistant about what you have read to better understand the materials. Imagine being able to acquire new vocabulary through reading effortlessly, with the assistant learning with you to better help you.

However, when going to Mars, you first have to get to the orbit (I hope you get this reference to Musk ☺). So, today, our flagship product is Capti Voice (captivoice.com), a personalized reading support tool that uses AI to:

1) Help K-12 teachers personalize learning for all students
2) Help college students keep up with their reading
3) Help everyone increase their reading productivity

Capti saves teachers time and frustration by enabling them to differentiate effectively for students of all abilities. Capti helps students develop active reading strategies, improve their vocabulary, and keep up with reading. Capti offers a number of innovative supports that use Machine Learning, Artificial Intelligence, and Natural Language Processing, including adaptive vocabulary games, contextual translation, language detection, etc. Capti is universal in that it works across content sources, content formats, devices, student abilities, age groups, instructional goals, and subject areas. Capti is for students, educators, auditory learners, busy professionals, visually impaired, avid readers, commuters, travellers, dyslexic, athletes, language learners, etc.

**Competition.** Capti is unique in providing personalized supports for all student populations, as well as consumers. Products such as Read & Write, Snap & Read, and Kurzweil have some of Capti's features, but not the integration and universality which are key value drivers for teachers. Curriculum based products such as Achieve 3000 and Newsela do not have Capti's unlimited sourcing of content, which is another key value driver. The existing EdTech products helped us validate the market need and pricing. Publishers such as Pearson, have their own platforms and a focused on their own content. There are a number of small apps with some similarities. Capti replaces 5+ types of common EdTech tools with a single integrated solution.

**Traction:** We have exceeded $100k in ARR. Capti has 80k+ registered consumer users around the world currently paying $2k+ monthly. In the U.S., 70+ schools and colleges across 25+ states purchased Capti licenses. We got a statewide NY BOCES contract that will help NY schools pay for Capti. We just launched "Capti Loves NY" Program, giving away the product for free till summer 2018 exclusively to NY Educators.

In the first week, 300 teachers from 200 schools signed up! Meanwhile, EdTech Digest named Capti the "Best Special Needs Solution of 2017". Slant named Capti "the best text-to-speech software". Capti has had 50+ features in press and media. To date, we raised $3.4M in SBIR grants from DoEd, NSF, NIH, and NIDILRR. And we raised $250k from founders and Stony Brook University Computer Science professors.

**Education Market:** 130k k-12 schools in the U.S. spend $11B on various EdTech tools to support 55M students. At $4k per school or $10 per student per year on average, we have a total addressable market of $500M in the U.S. K-12 alone. Considering there are 7.2k colleges attended by 20M college students U.S., our addressable market in the U.S. could be expanded by another $100-$200M. We also want to find a way to enter to the global $5B+ EdTech and $10B consumer markets.

**Business Model:** We have a SaaS model with 50%+ profitability. Our sales team sells annual subscription licenses to K-12 and higher ed. institutions at group ($20/student), school ($4k), and district ($3-$5/student) levels. K-12 schools pay for their students. Colleges can pay for some services, while students can individually purchase additional features. We have a freemium model for consumers who pay $20 per year for the premium plan and more for additional in-app purchases such as OCR scans and premium text-to-speech voices. But we have not found a cheap scalable way to acquire consumers. We believe our best beachhead strategy is to pursue a hybrid model with revenue from both consumer and institutional customers in the education market.

**Priorities:** Our top business objective for 2018 is to find the most receptive market and prove a business model in it by reaching $500k in annual sales. Our software development priority is to improve the salability of Capti; so far, this includes: improving the usability of the product to remove frictions, integration with Learning Management Systems (LMS) and, Student Information Systems (SIS), and bundling publisher content in Capti.

**If you choose to work with us, you will learn how to:**
- Use Capti Voice for personal reading productivity
- Conduct customer discovery and usability interviews
- Do market and operations management analysis
- Market and sell education technology products

**If you choose to work with us, you will also:**
- Help your fellow students be more productive
- Help improve literacy and access to education
- Help English language learners study effectively
- Help improve the lives of people with disabilities

You will also earn a 10% commission on institutional sales and get a shot at an internship/employment

## THE CHALLENGE

Charmtech Labs LLC already operates and is known in several countries and is ready to expand to new locations around the world. It has already identified that K-12 Schools, Colleges/Universities, and college students consumers are the most promising markets. Accordingly, the company is seeking your help with the following:

## Section I: Market Analysis

### 1. Industry and Competition Analysis

- To provide a foundation for your analysis, start with a survey of the industry. Who are your client's main competitors? What are your client's strengths and weaknesses compared to the competition, and what are the threats and opportunities for your client?
- Which School/College/University departments would find Capti most useful to them and in what way?
- E.g., tutoring, disability support / special education, ESL / ELL, foreign language, Athletics, instructional support, technology department, subject programs, student orientation, etc.
- Who is the best person to present Capti to at School/College/University?
- E.g., in College: Disability Support Director, ADA / AT Coordinators, CIOs, Provosts; Directors of Technology, Academic Affairs, Tutoring Centers, ESL, Academic Advisor, etc.
- E.g., in School: Principals, Superintendents, Technology and Instruction, Directors of: ELL/Bilingual, English Language Arts, Foreign Language, Special Education, Social Studies, Guidance and Counseling
- Which University/College/K-12 students are more receptive to Capti and would benefit from using it?
- E.g., students with print disabilities, ESL students, foreign language students, athletes, commuters, undergraduates, graduate students, students in specific subject areas, etc.
  - Who makes the purchasing decisions about the product in question in the proposed market?
  - What is the best time to approach them about purchasing Capti?

When assessing your client's competitive position, you may find this short guide and this 5-min video on SWOT analysis helpful.

### 2. New Market Selection and Analysis

Based on your analysis of the client and competition, identify most promising new market for your client. Where would the product be in most demand (people who want and can afford it)?

Please first consider the market characteristics that are essential to the success of the product in the market, such as the economic, political, institutional and cultural factors. Based on a comparison of the countries that fit your criteria, select one most promising market that you believe has the greatest potential. **Pick one!** K-12 schools can be hard to reach, unless you have a way in. You may find colleges/students to be easiest to work with. Outside of the U.S. the main use case will be ESL and disability support. If you see another easy-to-enter market – **go for it!**

Conduct an analysis of the market in terms of:
- Key competitors in the proposed market, their strengths and weaknesses, their pricing and promotion strategies, etc.
- Provide an in-depth analysis of the factors relevant to the success of your client in the market, including:
  - Cultural, legal, political, and economic factors that your client must understand to ensure the success in that market;
  - Consumer tastes and preferences with respect to your client's product.

*Evaluation Rubrics*

*7 - Clear and concise list of the client's strengths and weaknesses, threats and opportunities for its product, review of the market selection criteria, the recommended new market clearly matches the criteria, brief but insightful market analysis, strong supporting arguments, sources properly cited.*

*4 – A good analysis and recommendation, but some elements are not strongly supported, some parts are irrelevant or redundant.*

*1 - Impossible to figure out what the recommendation is, supporting arguments are absent or completely off the point, not supported by credible sources.*

## Section II. Marketing

### 3. Promotion Channels

- What are the cheap or free promotion channels that allow reaching the customers, such as mailing lists, social media groups, professional associations and meetings, industry periodicals, or similar channels that are not as expensive as TV, but allow to get directly to the decision makers?

If applicable, provide a clear step-by-step guide for how to place an ad or distribute a message through the channel, how much it will cost, how frequently should it be done, etc. For example, do not simply say "Advertise via Facebook". Provide the exact steps, cost, contacts and other tips for maximum effectiveness.

### 4. Message

- What are the main value propositions for the buyer?
- What is the best way to convince the consumers to buy the product?
- What should be the main message of the marketing campaign and how should it be presented?
- What is the best message, slogan, and other marketing campaign elements?
- 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.

### 5. Promotional Materials

To interest the potential customers, your client will need to present information about its products. Illustrate your knowledge of the target consumers in your chosen new market by developing a mock-up locally-tailored marketing brochure, email or webpage template, or social media post that your client can use to promote the product. It does not need to have the perfect graphic design. It should only serve as a concept sketch for what the promo material should look like to be effective with the target market segment.

*Evaluation Rubrics*

*7 – The recommended promotion channel(s) is inexpensive and allows to precisely target the potential customers, there is a clear step-by-step guide for how to place an ad there and how much it will cost, an appealing and convincing marketing brochure with strong supporting arguments for each element.*

*4 – Good suggestions, but not enough detail and weak supporting arguments, some parts are irrelevant or redundant, the formatting is inconsistent.*

*1 - Impossible to figure out what the recommendation is, supporting arguments are absent or completely off the point, not supported by credible sources.*

## Section III. Operations Management

### 6. Entry Mode

- Are direct sales the optimal market entry mode, or a joint venture, franchising, wholly owned subsidiary, or a partnership with the local distributors, government agencies, or other forms would be more effective?
- If a partnership with a local distributor, retailer, or company is advised, what entities would be the best candidates for a partnership (list at least three, with contacts, descriptions, tips for how to approach them).

### 7. Pricing

- Develop the pricing strategy that will result in the highest profits in the proposed market, including the optimal price point, as well as the way the price should be charged (fixed price, subscription, bulk pricing, retention bonus, repeat customer discounts, financing, etc.).
- What is the most attractive business model for the buyer (for free, for pay, or hybrid)?

This blog and this article offer a good overview of some of the available pricing strategy options.

### 8. Product Design

- Is there anything missing in Capti that critically inhibits the purchase?
- What would make Capti more useful and easier to use?
- Conduct usability interviews with end users

### 9. Certification

- Does Charmtech Labs/Capti need to be certified to be sold in the proposed market? If so,
- how could such certification be obtained? Are there any other legal requirements or cultural necessities with respect to the product packaging, labeling, branding, etc.?

*Evaluation Rubrics*

*7 – The proposed entry mode, pricing strategy, product design, and recommendations with respect to the project certification are clearly articulated, are viable, and are supported by convincing arguments, if a local partner/distributor recommended, at least three are suggested with company contacts and description, the proposed pricing strategy is explained in sufficient detail and supported by convincing arguments and credible sources.*

*4 – Good suggestions, but not enough detail and weak supporting arguments, some parts are irrelevant or redundant, the formatting is inconsistent.*

*1 - Impossible to figure out what the recommendation is, supporting arguments are absent or completely off the point, not supported by credible sources.*

**OPTIONAL**

**(Optional) A real-life test of the proposed expansion strategy: Get a contract for your client**

To make the project more realistic, gain further business experience, and to put to a real-life test the claimed demand for the product in the new proposed market, teams are encouraged to try get a real purchasing contract for the product. You can try to do it individually or as a team.

If you succeed at securing a sales contract for your client, you will receive a prize commensurable with the amount of 10% of the contract value, offered as a gift or post-market commission (after the deal is closed and the customer pays for the product).

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

1. Find potential customer.
2. Share information about *Capti Voice* with the potential customer (*Charmtech* will provide guidance).
3. If the client shows interest, connect the potential client with the *Charmtech Labs*. Be prepared to assist in the negotiations between *Charmtech Labs* and the prospective customer with respect to the terms of the contract, price, and support options.

This part is optional and your decision to try it or your success or failure if you try will have no effect on your evaluation in this project. However, we encourage you to try to secure a contract and facilitate its execution as this will not only offer you a unique, very real and very practical international business experience, but will also lead to tangible rewards and a much stronger resume in the case of your success, and a shot at an internship!

**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.

*Evaluation of the Formatting*

*7 – The report has a clear structure, visual appeal, the sections are consistently formatted, sources are properly cited, the formatting guidelines are followed exactly with respect to the page limit, font and other requirements.*

*4 – The formatting guidelines are generally followed, but there are some deviations, there are some signs of sloppiness in document formatting.*

*1 – The document looks very unprofessional, different report sections are formatted differently, the document is very hard to read and navigate.*

## 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.

**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.

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

### 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 5

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 with Your Teammates

Due: Thursday, March 8

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. 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 communicated with all of your team members. Team members who fail to establish contact with their teams may be removed from the project.

***Note:***

This and all other weekly surveys will also ask to evaluate your team members' performance 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.

**3. Meet Your Teammates**

Due: Sunday, March 11

Meet your team members: Please learn as much as possible about your teammates (background, interests, hobbies, experiences, etc.). Research shows that spending a little time on getting to know team members greatly improves team effectiveness. It is also strongly recommended that you try a live video call (e.g., Skype).

***Deliverables:*** A few days before the deadline, you will receive an email with your personal weekly survey link. The survey will test how well you got to know your team members. It will contain a few questions about your team members, such as their background, interests, etc. The acquaintanceship test will not be graded, so do not feel obliged to reveal any personal information to your team members or insist that your team members reveal their personal information to you. However, try to get to know your teammates as much as you can.

**4. Select the Client Company, Team Charter**

Due: Sunday, March 18

By this date, your team is expected to review all available challenges and select your client organization. Before you choose your client organization, please carefully review the challenges presented by each organization and try to attend (or watch the recordings of) the webinars with each of the client companies, which will be held in the first week of the project.

Team Charter: Discuss with your team members and collectively write a one-page Team Charter that details how your team will operate. It is recommended that the Team Charter includes the following sections:

- *Distribution of roles and tasks*. Many teams divide the workload by the report section. Research shows teams perform better when they divide the workload by function: one person is tasked with coordinating team efforts, checking everyone's progress, sending reminders, redistributing tasks if needed; another person, usually a native English speaker, serves as a copyeditor, and so on. Many teams also select a person whose role is to question everything and force the team to weigh their options more carefully. Some teams assign a person whose job is to make sure nobody is ignored. Some people are shy or may have a hard time keeping up the pace and it is important they are not left behind and their opinions are voiced and given full consideration.
- *Dealing with conflicts*. How conflicts (interpersonal, task, process) will be resolved.
- *Dealing with free-riders*. In most teams, someone is always late, produces low-quality work, or underperforms otherwise. Sometimes, a team member stops working altogether (gets sick, busy at work, family problems, or simply drops the course). How will the team deal with a loss of team member? Who will redo the work, if needed?

***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 the name of your client organization, as well as ask each team member to submit the same copy of the Team Charter.

**5. Initial Individual Research and Ideas**

Due: Sunday, March 25

Conduct your initial research and try to learn as much as possible about the industry your client operates in: Who are the main players? What the most popular products and technologies? What new technologies and approaches are likely to dominate the industry in the future? Is the industry regulated by the government and how? What are the differences in different regions of the world? How does your client compare to the competitors? What are your client's strengths and weaknesses? Try to interview 2-3 potential customers of your client company to better understand how they make purchasing decisions and if (and why) they would choose your client over the completion.

Review the challenge questions listed in the three sections earlier and, based on your initial research, jot down your personal initial answers to each of them. You do **not** have to write more than a few words in response to each question at this point; just your initial ideas and possible answers. This will prepare you for the team discussions when your team will be collectively developing the best answers to each question. Even if your team decides to assign different report section to different team members, it is very important that each team member shares his/her suggestions for each question. This will give the team member responsible for the report section more to work with and help develop better final answers.

***Deliverables***: A few days before the deadline, you will receive an email with your personal weekly survey link. The weekly survey will ask you to report the results of your initial individual research and your initial individual suggestions for responding to each block of questions listed earlier. Specifically, you will be asked to:

- Report the results of your industry analysis, including a brief description of the industry, your client's strengths and weaknesses compared to the completion, etc. (bullet list of key findings, half a page total)
- Your initial recommendations for the most promising market, market entry mode, key elements of the promotion and marketing strategy, and key elements of the operation strategy (1-2 points in response to each question, a paragraph per question).

## 6. Block 1: Market Analysis

Due: Sunday, April 1

This week, your team is expected to submit a draft of your Section 1. It does **not** have to be a fully finished report section. However, try to complete as much as possible. The more you complete now, the less work your team will have to do later. The drafts will not be graded by X-Culture and will not affect your chances of winning the completion (we only evaluate the final reports). However, the instructors will have access to these documents in case they would like to review your work and provide feedback.

***Deliverables***: A few days before the deadline, you will receive an email with your personal weekly survey link. The survey will ask you to submit a draft of your Report Section 1 (the survey will contain a document upload link). Although your team is expected to develop the section draft collectively, only one team member will be asked to upload the document on behalf of the team. However, every team member will be asked to complete the rest of the progress survey (questions about how your team is doing and peer evaluations).

## 7. Block 2: Marketing

Due: Sunday, April 8

This week, your team is expected to submit a draft of your Section 2. It does **not** have to be a fully finished report section. However, try to complete as much as possible. The more you complete now, the less work your team will have to do later. The drafts will not be graded by X-Culture and will not affect your chances of winning the completion (we only evaluate the final reports). However, the instructors will have access to these documents in case they would like to review your work and provide feedback.

***Deliverables***: A few days before the deadline, you will receive an email with your personal weekly survey link. The survey will ask you to submit a draft of your Report Section 2 (the survey will contain a document upload link). Although your team is expected to develop the section draft collectively, only one team member will be asked to upload the document on behalf of the team. However, every team member will be asked to complete the rest of the progress survey (questions about how your team is doing and peer evaluations).

## 8. Block 3: Operations Management

Due: Sunday, April 15

This week, your team is expected to submit a draft of your Section 3. It does **not** have to be a fully finished report section. However, try to complete as much as possible. The more you complete now, the less work your team will have to do later. The drafts will not be graded by X-Culture and will not affect your chances of winning the completion (we only evaluate the final reports). However, the instructors will have access to these documents in case they would like to review your work and provide feedback.

***Deliverables***: A few days before the deadline, you will receive an email with your personal weekly survey link. The survey will ask you to submit a draft of your Report Section 3 (the survey will contain a document upload link). Although your team is expected to develop the section draft collectively, only one team member will be asked to upload the document on behalf of the team. However, every team member will be asked to complete the rest of the progress survey (questions about how your team is doing and peer evaluations).

## 9. Complete Draft

Due: Sunday, April 22

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.

***Deliverables:*** **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 27

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 29

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.

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## 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:
   Class ID: **17240538** (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.
   **Make certain to select "Draft" assignment for the report draft and "Final Report" for the final report.**

6. Choose Single File Upload.
   Make certain the file name only contains your team number.
   Wrong: "~~Final report 123.pdf~~", "~~Team Report.pdf~~", "~~Team 123.pdf~~", "~~John Smith.pdf~~"
   Right: "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.
10. 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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If you not wish to grant the right to use the de-identified anonymous data that you provide during the project for research-related purposes or disseminate the data through a publication in scholarly journals or in any other form, please fill out this form:

https://uncg.qualtrics.com/jfe/form/SV_39Hu41lah50VeaF

Your decision to not allow the use of your data for scholarly research will have no effect your course grade.