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Updated August 20, 2021

Company: **Novabrink**
Country: Brazil
Website: https://novabrink.com.br
Instagram: www.instagram.com/novabrink_/?hl=en
Facebook: www.facebook.com/novabrinkbrinquedos
YouTube: www.youtube.com/user/BBRAbrinquedos
Company profile and Rosita Catalogue and Baby Brink Catalogue

Question: If you have further questions, please direct them to Admin@X-Culture.org.

Webinars: Webinar schedule and recordings here

COMPANY DESCRIPTION

Novabrink is a toymaker. It has been making toys for over 70 years.

The company sells toys under two brands:

- Rosita: Plastic toys, figures, boys' products, launched in 1970
- Baby Brink: Dolls, plush girls' products, launched in 1988

The toys are made by over 400 employees working in a state-of-the-art factor of over 8,500 sq. meters in the city of Lauro de Freitas.

The main sales office is located in San Paulo.
The company's production facilities are certified by the Brazilian regulation agency Inmetro (similar to ISO).

License agreements

Novabrink has licensing agreements with Disney, Marvel Studios, Warner Bros, Zag, SBT, Turma da Monica and other global players in the entertainment industry.

Successful Products

The most popular products:
Chiquititas: launched in 1998, over 450,000 units sold

Rebelde: launched in 2006, over 440,000 units sold

Patati Patata: launched in 2011, over 200,000 units sold.

MIRACULOUS LADYBUG (since 2016) - over 1,400,000 units sold. This particularly popular product line is currently exporting to France, Mexico, Arab Emirates, and Argentina.

Awards

Novabrink won the “Brazilian Product of the Year” 1st place award in 2016, 2017, and 2018, with the Miraculous dolls line, helping to build the brand in Brazil since the beginning!!!

Novabrink won the Product of the Year prize in Brazil 2019 with Luccas Neto feature doll, the first YouTuber product in the country’s history and one of the best seller toy items in revenue of all time! It took only eight months to sell the first million units of this toy!

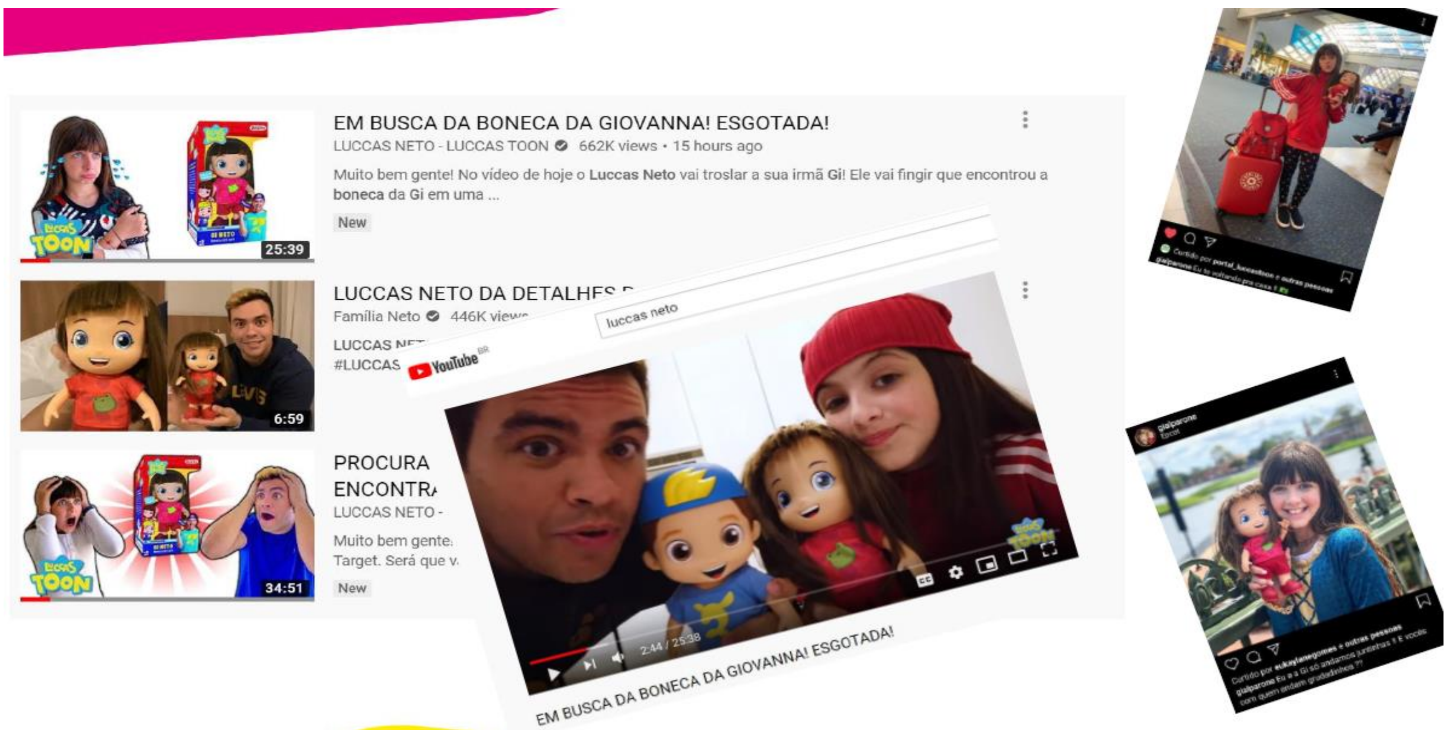
Novabrink won again the “Product of the year” prize in Brazil 2020 with Gi Neto feature doll! And the second place was Maria Clara doll, also a Novobrink product, consolidating Novabrink as one of the main toy manufacturers of YouTubers toys of the world. Novabrink finished November with 5 products on the list of 10 best seller items of Ri Happy!

Retailers

Novabrink already works with many retailers, including Warmart, Ri Happy, B Mart, and more.

Social Media

Social media are fast becoming critical to the success of the company. Not only dolls of popular YouTubers are among the best-selling products, but the support of YouTubers is critical to promoting the company's entire line of products.



THE CHALLENGE

The company is already successfully distributing its product in Brazil and beyond – and it is ready for global expansion. Accordingly, the company is seeking your help with the following:

Section 1. The Market: Product and Competition Analysis

1. Industry and Competition Analysis

Learn as much as possible about the industry the company operates in. Be explicit on how you define their market, who the customers are, and who the competitors are.

How does the company compare to its competition? What are the pros and cons compared to the competition?

To provide a foundation for your analysis, consider surveying potential customers, distributors, and retailers. The purpose of the consumer survey is to have an in-depth understanding of the factors influencing purchase and distribution decisions of products similar to those produced by the company, the buying and consumption patterns, the effect of promotional activities on purchasing habits, and the extent of brand loyalty among consumers.

Since toys are the product that manufacturers do not sell directly, but only via distributors/retailers, of particular interest is the opinions/practices of retailers. Consider surveying local sellers of toys in your country to better understand:

- Which manufacturers are they working with and why?
- Do they know about Novabrink, and would they consider selling Novabrink toys? Why or why not?
- How they make the purchasing/distribution/partnership decisions?
- What would it take to convince them to consider starting selling Novabrink toys?

It may also be a good idea to survey your friends and ask for their ideas for new "blockbuster" toys. These interviews may help you identify new trends, ideas for new "hot" toys.

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 company and competition, identify the most promising new market for your client. There are many countries you could select, so be sure to justify your recommended country relative to competing alternatives.

Be sure to specify if you see the potential in the market for all products made by the company or just one or a few.

With the most promising market identified, provide an in-depth analysis of that market in terms of factors relevant to the success of your client in the market; provide all the information about the proposed market that your client needs to know to successfully operate there, including:

- Differences in the demographic, economic, political, legal/regulatory, and cultural environment that your client must understand to ensure they can successfully 'navigate' in that market;

- The competitors in the proposed market and their pros and cons compared to your client;
- Consumer tastes, preferences, and buying criteria with respect to your client's product;
- Consumer preferences in terms of their process and packaging when buying your client's or similar products;
- The wholesale, distributor, retail, and direct (social media) landscape that the client would have to navigate when getting the product from its factory in Brazil to the consumer in the foreign market.

3. Market 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 or retailers would be more effective? Or perhaps the product should be sold via large online retailing platforms, such as Amazon, Alibaba, or the like? Recommend the optimal market entry mode and explain your suggestion.

If a partnership with a local distributor, retailer, or partner is advised, what companies would be the best candidates for such partnership (list at least three, with contacts, descriptions, and tips for how to approach them)?

How could we get even closer to the final consumer (Eg: experience in physical stores, virtual interactivity, etc.)?

Evaluation Rubrics
7 – Clear definition of the market(s); concise list of the client's strengths and weaknesses, threats and opportunities for; review of the market selection criteria, the recommended new market clearly matches the criteria, positioning the product/service within the market, brief but insightful market analysis, the recommended market entry mode is viable and clearly explained, 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

4. Promotion Channels:
What is the best way to promote the proposed products and services, such as online advertisement, mailing lists, social media groups, professional associations, and meetings, via bloggers or opinion leaders, industry periodicals, or similar channels that are not as expensive as TV or radio?

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

Can specialized digital influencers be considered an effective channel of communication with our consumers?

5. Message
- What is the best way to convince consumers to buy the product?
- What should be the main message of the marketing campaign, and how should it be presented?
- What are 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.

6. Promotional Materials

To interest 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 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 or ad is offered, 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

7. Pricing Strategy:

How could the company become more competitive in its pricing policy (e.g.,, working with local distributors, selling in "combos," etc.)?

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.), and corresponds well with the marketing strategy suggested earlier.

Commodity items like canola can vary in price and supply throughout the year. Current price changes are driven by supply and demand and many other factors. How to remain the end price-stable when the commodity price is volatile?

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

8. Certification

Does the product need to be certified to be sold in the proposed market? If so, how such certification could be obtained? Any other legal requirements or cultural necessities with respect to the product packaging, labeling, branding, etc.?

9. Trade regulations:

Are there import tariffs, customs duties, or other trade restrictions on the product in the suggested new market? Is the product required to undergo an inspection and certification before it can be sold in the proposed market? If so, how exactly are they applied and what does the company need to do to comply with the rules.

10. Logistics:

What is the best way to ship the product to the new market? Should it be shipped directly to the end-user, or first to a warehouse or distributor? What shipping options allow for the best combination of price, time, and reliability?

Are there import tariffs, customs duties, or other fees that the buyer or seller needs to pay, and if so, how much and how such payments can be made?

Evaluation Rubrics

7 – The recommended pricing strategy is creative, effective, and well-articulated, the review of the certification requirements and procedures, trade regulations, and logistics options is thorough, accurate, well-presented, and the sources of information are provided.

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: A real-life test of the proposed market expansion strategy: Get a contract for your client

If you want to go the extra mile, we are also looking to not only identify new promising markets and develop the market entry strategy but also try to contact local retailers or distributors to see if they would be interested in working with your client. Basically, we try to get a contract in the new market.

If you would like to pursue this option, try to approach potential local distributors or retailers, tell them about our product, and see if they would be interested in buying from us.

It would be a great real-life experience for the student and potentially a sales contract for the client.

The company offers a 5 percent after-market commission on the first contract (paid to the students after the contract is executed and the client receives the money). Most successful students may be offered a permanent company representative position for the market.

This part is optional, and your decision to try it or your success or failure, if you try, will not affect 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, authentic and very practical international business experience but will also lead to tangible rewards and a much stronger resume in the case of your success.

REPORT STRUCTURE AND FORMATTING

Report structure:

- 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.

- Executive Summary (1 page)
  The executive summary must provide a short review of your key findings and recommendations.
  The executive summary should not be saying what the Report will be about (list of topics), but rather summarize your key recommendations (the recommended new market, key findings of the industry analysis, key features of the recommended marketing and pricing strategies, etc.). It should allow the executives to review your recommendations, even if they do not have time to read the rest of the Report.

  These two videos can teach you how to write a professional executive summary:
  - Episode 2 of The University Matrix Series, the SCQA technique used by leading businesses and consulting firms to compose a compelling executive summary: https://vimeo.com/429161367,
  - Minto Pyramid Principle https://vimeo.com/497494688

- Report sections corresponding to each question listed above.
  Start each report section with a short bullet-list summary of the key recommendations presented in the section (2-4 bullets, each 4-10 words long), followed by 2-5 pages of more detailed explanations and supporting arguments.

- References: if you cite any sources in the text of the report, provide full references in this section. Please use APA-6 citation style (google how to cite sources using APA-6 if you are not sure).

- Appendixes: If needed, add additional information in appendices, within the page limit.

Formatting:

- The report must be 15-25 single-spaced pages (7,000-15,000 words), including the title page, executive summary, references, and appendices. Each section should be 1-4 pages long. Generally, shorter is better, so be as concise and focused as possible. Design your report for easy navigation and scanning for key ideas.
- Number all pages in your team report.
- Portrait page orientation.
- 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.
- Single-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 the use of figures, graphs, pictures, as well as tables is encouraged. It is recommended these are included in the main body of the report.
- Know your client: Which English spelling dictionary and paper size (A4/US Letter) varies based on which country your client's business is headquartered.

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 understand better 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 the 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, October 4

As long as you 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, October 7

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 member's performance and provide additional information we need to understand better 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, October 10

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 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

Due: Sunday, October 17

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.

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.

5. Section I

Due: Sunday, October 24

This week, your team is expected to submit a draft of your *Section I*. See above for the details on what should be included in Section I of your report. 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 I* (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).

6. Section II

Due: Sunday, October 31

This week, your team is expected to submit a draft of your *Section II*. See above for the details on what should be included in Section I of your report. 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 *Section II* (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).

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7. Section III

Due: Sunday, November 7

This week, your team is expected to submit a draft of your *Section III*. See above for the details on what should be included in Section I of your report. 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 *Section III* (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).

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8. Complete Draft

Due: Sunday, November 14

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 (it 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.

The 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.

9. Final Report

Due: Friday, November 19

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.

10. Post-Project Survey

Due once report submitted, but no later than Sunday, Due: Sunday, November 21

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:
   Class ID: **30592507** (class enrollment key: xculture)

Note: If you already have a TurnItIn account, 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 sure 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.