



*Updated February 25, 2023*



**Company profile:**

Company: Grenada Co-operative Nutmeg Association (GCNA)  
Country: Grenada  
Website: <http://www.grenadanutmeg.com> (under construction)  
Instagram: <https://www.instagram.com/grenadanutmeg/>  
Facebook: <https://www.facebook.com/gcnanutmeggrenada>

Question: If you have further questions, please direct them to [Admin@X-Culture.org](mailto:Admin@X-Culture.org).

Webinars:

[Webinar schedule and recordings here](#)

**COMPANY DESCRIPTION**

The Grenada Co-operative Nutmeg Association (GCNA) was established on March 27, 1947, by an Act of Parliament called the Nutmeg Industry Act Chapter 215 of 2010 laws of Grenada.

It is a quasi-co-operative formed by farmers for farmers to safeguard and promote the interest of the nutmeg industry and to help farmers develop and market their produce locally, regionally, and internationally.

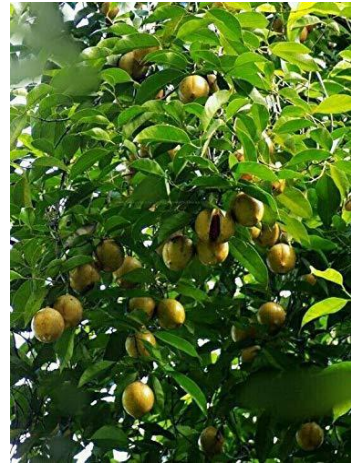
Presently the GCNA has an active membership of approximately 3,500 farmers. It consists of a 9-member Board of Directors, with six elected by farmers at its general meeting held annually and three nominated by the Government of Grenada.

The GCNA employed over 138 employees, with its principal Head Office located at Kirani James Boulevard, St. George's. The Association also rents the unused building and its commercial complex to various businesses operating offices, shops, bakeries, and gyms.

The core values of the GCNA focus on the following: Sustainability, Total Quality, Accountability, Good Governance, Social Responsibility, and Ethical and Moral principles, Prudent Management, Transparency.

## The Nutmeg Tree

The Nutmeg tree is described as tropical evergreen, and dioecious. It grows up to about 10 meters (30 feet) in height with a spreading or conical canopy, the leaves are thick, and the root network is shallow.



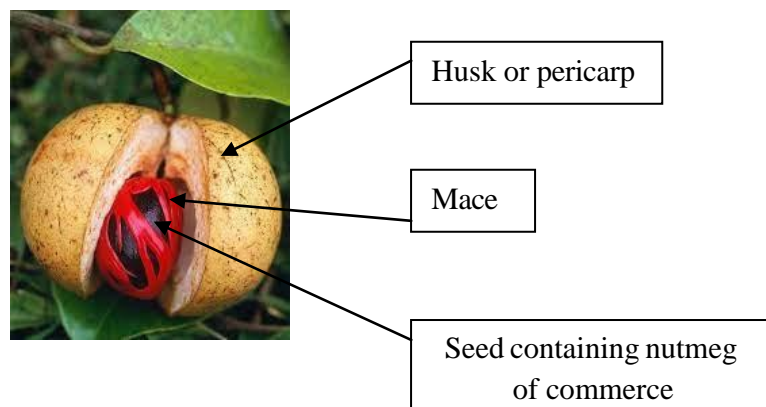
Cultivation is in the three climactic belts: the lowland tropical rainforest, the middle belt, and the mountainous upper belt. At five years old, the tree will flower, and the sex will be determined.

Male to female trees tend to be to a ratio of 1:10. Commercial production commences at about the 7th–8th year; by age 15 years, trees will reach their maximum productivity (~2,000 nutmeg/year) and attain a height up to 40–50 feet (10–15 meters). Fruiting continues for another 40 to 80 years.

## The Nutmeg Fruit

The nutmeg fruit (*myristica fragrans*) is a fleshy drupe, variable in size and form, with large fruits being about 6.25 cm long and the shape varying from round to oval. When ripe, the fleshy husk or pericarp, about 1.25 cm thick, splits into two halves, revealing the seed. The kernel (nutmeg of commerce) is enclosed in a deep brown shining seed coat or shell. Surrounding this seed coat is a striking crimson network called mace, which is an arillus or outgrowth from the base of the seed.

When fresh, the nutmeg fills up the shell, but on drying, it shrinks and rattles within. The nutmeg is oval-shaped, hard and woody, variable in size, and aromatic. The image below shows a close-up view of the nutmeg and its parts as is highlighted by the arrows and the accompanying labels.



## **Service To Members**

The purpose of GCNA is to purchase nutmegs and mace from its members and provide markets for these products worldwide. There are a total of seven active receiving stations where farmers can deliver and sell their nutmeg and mace. The Association's main Processing Station is located in Gouyave, in the parish of St. John.

Processing involves the mechanical cracking of the shells of the nutmegs to release the nuts (kernel), which are then graded, bagged, and shipped as whole nutmegs. In addition, the association also operates a processing plant that produces broken nutmeg kernels sold as Grenada Processed Nutmeg (GPN).

The GCNA provides agriculture extension services and technical support to Nutmeg farmers to assist them in producing quality nutmeg.

## **Nutmeg Production**

Up to 2004, before the passage of Hurricane Ivan, which devastated over 95% of Grenada's agriculture, Grenada was number two behind Indonesia in the world for nutmeg production. Then, Grenada produced in excess of 2000 metric tons of nutmegs annually. Since the passage of Hurricane Ivan, production has increased gradually, with Grenada occupying the number eight position in the world and producing approximately 500 metric tons annually.

The current annual production of the GCNA stands at approximately 550 metric tons and 40 metric tons maces.

## **The Products**

Mace is received from the farmers in the dried form and comprises three grades for which the farmers are paid per pound delivered according to the grades. The various grades are outlined further below. Nutmegs are received with the shell but in what is referred a green stage.



Photo of green nutmegs received from farmers



Photo of Mace received from farmers

These nutmegs are dried on drying racks for six to eight weeks to attain a moisture level of below 10% by weight, following which the shells will be cracked mechanically, and the kernel is separated from the shells. The kernels will be floated in water to select the sound (solid) kernels from the corky ones. The dried kernels will then be assorted type of nutmeg that is required for the market.





Photo of nutmegs in drying racks/trays



Dried nutmegs in poly bags ready from cracking

The following in this section provides details of the nutmeg and mace products that are being produced by the GCNA for sale to its customers. The details are accompanied by images of the products and corresponding descriptions. Jute bags or poly bags are used for packaging these bulk products.

PRODUCT:	Whole Nutmeg - SUNS
BOTANICAL NAME:	Myristica fragrans
ORIGIN:	Grenada, West Indies
GENERAL:	Whole sound nutmeg is well formed and classified as a function of size.
Classification:	Sound Unassorted Nutmeg (SUNS)
Description:	A mixture of all shapes and sizes of nuts not graded according to size.
PART USED:	Dried kernel of the seed out of the shell
PHYSICAL:	Well-formed whole seeds; firm and slightly textured with a contoured surface.
COLOUR & SHAPE:	Grayish-brown colour and slightly more elongated than the Siau-w-type or Banda-type nutmeg.
AROMA & TASTE:	Characteristic aromatic odour of nutmeg. The flavour is bitter, acrid and hot.



### Ground Nutmeg Specification

PRODUCT:	Ground Nutmeg
BOTANICAL NAME:	Myristica fragrans
ORIGIN:	Grenada, West Indies
GENERAL DESCRIPTION:	The particulate powder produced by the grinding of cracked whole seeds.
PART USED:	Dried kernel of the seed
PHYSICAL:	Powder

COLOUR & SHAPE:

Oily powder mid-brown in colour with darker speckling visible as a result of grinding and internal characteristics of the seeds.

AROMA & TASTE:

Characteristic aromatic odour of nutmeg. The flavour is bitter, acrid and hot.



### Mace Specification

PRODUCT:

Mace (Cured)

BOTANICAL NAME:

Myristica fragrans

ORIGIN:

Grenada, West Indies

GENERAL:

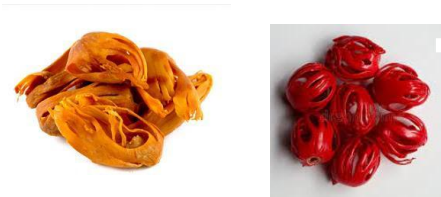


Mace is the dried aril surrounding the seed of the fruit Myristica fragrans

PART USED:

Dried aril

PHYSICAL:

See Classifications below

Classification	Description	Appearance
Mace #1	Whole form	
Mace #2	Broken form	
Mace #3	Small fragments of mace which are neither whole nor broken.	

**COLOUR & SHAPE:**

Pale orange to brownish colour

**AROMA & TASTE:**

The odour of mace is characteristic, warm and aromatic. The flavour is bitter, acrid and hot.

## **Marketing And Sales**

### ***Overseas***

GCNA sells its nutmeg and mace mainly as a commodity in bulk to importers in various regions of the world on the futures market. Small quantities are sold on the local market to visitors and residents either directly or through local supermarkets, vendors, and tourist gift shops. Over 85% of nutmegs are exported, and the main export markets are Europe (predominantly Netherlands, UK, Belgium, and Germany), Asia, North America (Canada and indirectly to the USA), India, Argentina, and the Caribbean countries such as Jamaica, Trinidad, Antigua, and Dominica.

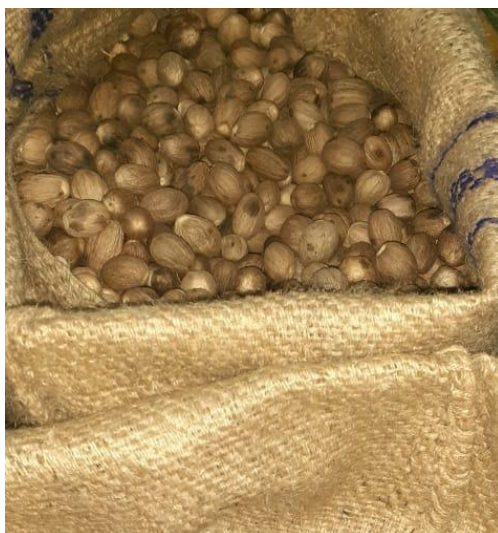


Photo of Jute bags with nutmegs for export

The importers are of nutmegs and are resellers and traders, and some are processors/grinders who are involved in grinding the nutmegs and mace to be sold standalone or mixed with other spices and ingredients to make seasoning and condiments. Overall, nutmeg and mace are used either as a spice for flavoring foods at the consumer level. Additionally, bakeries utilize nutmeg and mace in making their bakery products, while agro-processing utilizes it to produce sausages, meat processing, beverages, and other food products and condiments.

Marketing arrangements, particularly in Europe and North America, are done via marketing agents who act in plan and collaborate with the GCNA to develop market strategies and approaches, advise on the market situation as they are in touch with the buyers on the ground, find new buyers, advance sales in those markets and also address any challenges that may arise from time to time. These agents receive commissions on sales. Almost all cargo is exported using dry containers from the port of St. George, Grenada, while smaller quantities are exported to the Caribbean via air. Exports to Trinidad and Tobago are done mainly by as break-bulk (non-containerized) small inter-island cargo schooners, which ply weekly trips between the two countries.



Photo of Jute bags with nutmegs in a container at Port of St.George - Grenada

### *Locally*

At the local level, nutmeg and mace are sold directly by the GCNA as a spice to local supermarkets, tourist shops, bakeries, and public markets. Locally, Mace 1, whole nutmeg, and ground nutmeg are the predominant nutmeg and mace products.



Photo showing a suite of GCNA's value-added products on display with a young nutmeg tree included in the background



## New Product Development

In 2019, as a product extension strategy, the company diversified its product offering by adding value from the raw material that would have gone to waste in order to increase the utilization of these products.

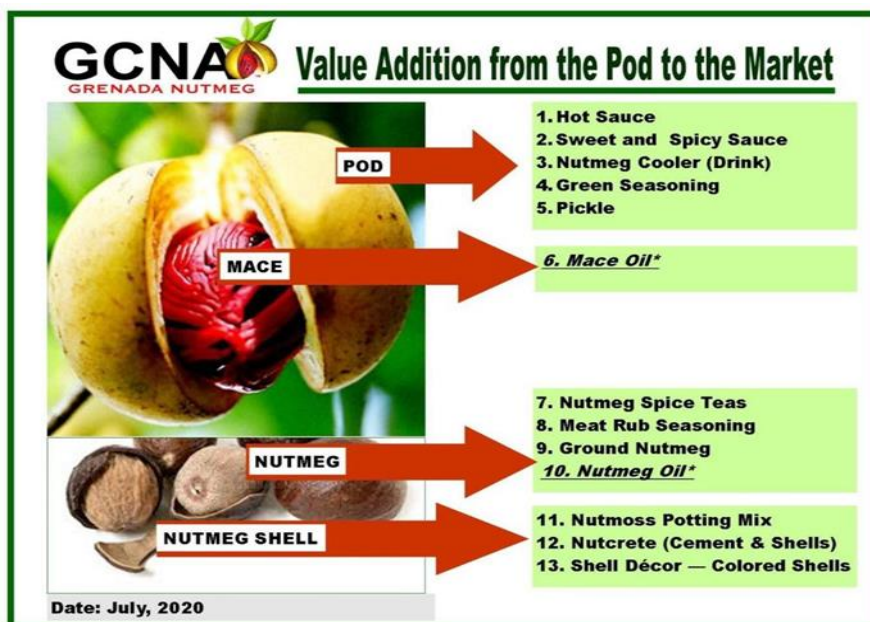
GCNA's Value Added nutmeg products consist of condiments such as seasoning and sauces, Potting mix, and juices. The GCNA value-added products are made from fresh herbs and other local spices grown by local framers right in Grenada.

The production of this production has been small due to limited space. The GCNA is now in the process of migrating to its recently refurbished production plant in order to maximize production and develop its value-added products.

It is our goal to offer these niche products to a wider audience with a greater distribution network and partners in other parts of the regional and international regions.



The image on the top shows one of GCNA's marketing material for its value added products. The image below shows the various products that the GCNA makes from the various parts of the nutmeg with the goal of being a circular crop.





## **Agro-Tourism Linkage**

In July of 2022, the GCNA established its Tourist attraction site, “The Grenada Nutmeg Museum,” in Victoria, St. Mark’s. This facility offers the locals and tourists a farm-to-table interactive experience highlighting from the time nutmeg was introduced into Grenada to showcasing steps that the nutmeg goes through in preparation for market and sampling of the value-added products. The figure on the right shows a portion of the Grenada Nutmeg Museum.

The Museum allows patrons to buy souvenirs, art, and craft for loved ones after their spice experience. Complimenting the Museum is our “All things Nutmeg shop” at Kirani James Boulevard, where a wide array of nutmeg and other spices and their value-added by-products are offered for sale.

Our objective is to offer these Niche products to a wider audience with a greater distribution network and partners in other parts of the regional and international regions.



## **Growth Strategy**

GCNA sees the future of the Grenada Nutmeg lies in maximizing the earning potential of the entire nutmeg, including its value-added derivatives, by incorporating strategic market intelligence backed by proactive response and implementation to benefit its members.

Additionally, there is significant potential for the marketing of the Grenada Nutmeg brand as an origin-linked product utilizing geographic indication methodologies and sold as a premium product with premium quality on the international market.

At the same time, a key overarching issue to be addressed for the Association is the need for a proactive market intelligence framework, particularly for the bulk nutmeg which is sold on the commodity market while it advances its diversification process with the value-added products. Having a dynamic market information system in place will allow the GCNA to extract much more value from its current bulk sales by being better able to negotiate prices and find higher-value markets and higher income for its members and the country. Moreover, this will allow for market penetration into markets geographic markets and consumer segments that are currently untouched.



Image showing one of GCNA's marketing materials for its products

## THE CHALLENGE

One of the key business challenges facing the Association is the lack of a dynamic market and production monitoring mechanism or index to result in profit maximization for its membership.

In this regard, GCNA considers information pertaining to commodity market pricing and trends, trade journals, production data, and trade data is included in the suite of tools and indices that would be developed.

Consequently, GCNA envisages a template with tools and indices to guide its decisions to maximize profits from its marketing and sales arrangements for nutmeg and mace on the international market.

Finally, recommendations as to the directions and opportunities for new markets opportunity for both bulk and value-added products should also be considered.

## *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.

Who are the competitors of the client company?

How do they operate? Where do they buy their product? How do they find their suppliers?

When assessing your client's competitive position, you may find this [short guide](#) and this 5-min [video](#) on SWOT analysis helpful. And [this longer video](#) by X-Culture professors reviews SWOT, PEST, and other models.

### **2. New Market Selection and Analysis**

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

There are many countries you could select from, so make sure to justify your recommended country relative to competing alternatives.

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

Please first consider the market characteristics essential to the product's success in the market, such as the geography, shipping cost, cultural, economic and political factors, trade regulations, certification requirements, etc. Based on comparing the countries that fit your criteria, select one most promising markets that you believe has the greatest potential. Please note, the market is usually a country, but it can be a region or a country or a multi-country region.

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 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:
  - Cultural, legal, political, and economic factors that your client must understand to ensure success in that market;
  - Consumer tastes and preferences concerning your client's product.
  - 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;
  - Consumer tastes, preferences, and buying criteria with respect to your client's product;
  - Consumer preferences in terms of packaging when buying your client's or similar products;

Keep in mind, that GCNA's customers are businesses or even governmental agencies, not the end consumers. So, your analysis should focus on B2B model, not on B2C.

#### *Evaluation Rubrics*

- 7 – Clear definition of the market(s); concise list of the client's strengths and weaknesses, threats and opportunities; 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. Operations Management**

### **3. Market Entry Mode**

What is the best way to enter the market?

Are direct B2B sales the best option, or perhaps a joint venture, franchising, wholly-owned subsidiary, or a partnership with the local distributors or retailers be a viable choice?

Recommend the optimal market entry mode and explain your suggestion.

If a partnership with a local company (distributor, retailer, or agency) 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)?

### **4. 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 must pay, and if so, how much and how can such be made?

### **5. Trade regulations**

Are there import tariffs, customs duties, technical requirements, 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 must the company do to comply with the rules?

### **6. Pricing Strategy**

Are your client's current prices appropriate for the international markets?

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.



[This blog](#), [this article](#), and this [video guide](#) offer a good overview of some of the available pricing strategy options. But keep in mind that most of these pricing strategies are developed for B2C companies, not for B2B companies like GCNA.

#### *Evaluation Rubrics*

- 7 – The review and recommendations related to online platforms is thorough and practical, the recommended market-entry mode is well-argued, the recommended pricing strategy is creative, effective, and well-articulated, the insights into logistics and trade regulations are 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.*

### **Section III. Marketing**

#### **7. Promotion Channels**

When it comes to B2B purchases of nutmeg, who are the decision-makers who decides what to buy, from whom, and for how much?

What is the best way to reach the decision-makers to promote the GCNA products? That is, what are the less expensive or free promotion channels that allow reaching the decision-makers? Clearly, it's not the kind of product that would be advertised on TV. What channel would work better? Would it be social media groups, professional associations, meetings, ads via bloggers or opinion leaders, industry periodicals, or similar channels that are not as broad (and expensive) as TV or radio, but allow to get directly (and ethically) 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 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.

This [video guide](#) might be useful as you're selecting the optimal promotion channel.

#### **8. 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 messages, slogans, 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.

#### **9. Promotional Materials**

To interest potential customers, your client will need to present information about its products. Review your client's website and promotional materials and share your insights into how they could be improved.

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, a script for a viral video, 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.*

## REPORT STRUCTURE AND FORMATTING

### Report Structure:

- 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.

- **Executive Summary (2-3 pages)**

This is the most important part of your report. The busy executives may not have the time to read every page of every report. So, they must be able to receive all the key details from your executive summary. If they find the information in the executive summary interesting enough, they will likely read the rest of the report. Accordingly, the executive summary should not be saying what your 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.), and the logic behind your recommendations.

We strongly recommend that your executive summary is clearly separated into sections and use bullet points to make navigating the document easier. See [this sample](#) as a guideline.

- 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 the 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.
- Font type: 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 sources must be cited in the text, and the complete list of references to cited sources must be provided at the end of the report. Please use the [APA reference style](#).
- A picture is worth a thousand 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.

You can find examples of old winning reports [here](#) (open semester, and scroll down to “download finalist reports here”). Note: the report formatting guidelines are changing every year, in particular with respect to the Executive Summary. Be sure to use the guidelines provided above.



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## 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).*

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### 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 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.

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### Official Project Start, Teams Formed

Monday, February 27

As long as you complete the Readiness Test, you will receive your team members' names and contact information 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.

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### 2. Establish Contact with Your Teammates

Due: Thursday, March 2

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:**

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This and all other weekly surveys will also ask you 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.

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### **3. Meet Your Teammates**

Due: Sunday, March 5

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

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### **4. 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. 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.

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### **5. Initial Individual Research and Ideas**

Due: Sunday, March 19

This week each team member is expected to carefully review all questions in your client's challenge instructions (all three sections – see below) and provide your initial personal suggestions for how to answer each question. Each team member has to complete this task individually.

You do NOT need to provide detailed answers. Only your initial ideas for how you would answer each question. A bullet list of suggestions with short explanations is sufficient, just a few lines of text per question is enough. You will then continue working on each question as a team and provide full-text detailed answers to each question by the end of the project.

***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 your initial research results and individual suggestions for responding to the questions listed below. Your input can be limited to just a few lines of text or bullet points summarizing your initial answers/suggestions to each question listed below.

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### **6. Section 1**

Due: Sunday, March 26

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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 if they want 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).

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### 7. Section 2

Due: Sunday, April 2

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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### 8. Section 3

Due: Sunday, April 9

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 if they want 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, April 16

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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 should be as complete as possible, including Title Page, Executive and Chapter Summaries, and correct formatting throughout the document.

**Deliverables:** One team member should submit the draft [via TurnItIn.com](https://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.

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### 9. Final Report

Due: Friday, April 21

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.

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### 10. Post-Project Survey

Due once the report is submitted, but no later than Sunday, Due: Sunday, April 23

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](http://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](http://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: **37276221** (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” at the top of the page. If you wait a few hours, you will see your “originality report” which shows how much and what parts of your report have been plagiarized.