Lean Canvas

Brand Development Management

2023

amara

Table Of Contents:

1. Top 3 problems:

- Not being able to express themselves.
- Feeling judged by others about their parenting and choices.
- Feeling shame, to ask for help.
- Very busy routine
- Feeling like they are on their own

Existing Alternatives:

The alternatives to these problems are; journaling (writing down your thoughts and feelings), online resources (blogs, forums and websites that provide regarded information) therapist and self-care. In these ways, the problems mothers face are solved for mothers.

Justification Problem Interviews:

(Reflection on the choices made in creating choosing the trademark, including an analysis of the existing alternatives.)

2. Customer segments:

Brand persona:

Maria Smith is a 35-year-old mother of 2 kids, one of the kids is 10 and the younger one is 4. She has a university degree and has been working in marketing for a retail brand since graduating. Maria has a very busy schedule between taking care of her kids and work, so she sometimes neglects herself and her hobbies. But whenever the kids go to sleep, Maria takes time for herself and enjoys reading books and listening to music, as well as occasionally watching movies and listening to podcasts about parenthood and pop culture. On the weekends she also tries to find time to exercise and do yoga, to keep herself in shape. Maria thinks it is extremely important to teach her kids responsibility and consciousness, and not to be afraid to express their own emotions and feelings with others. She does this because in her own mind, she doubts herself a lot and whether she is going a good job parenting her kids, and she feels shame about occasionally taking time for herself, and she wants her kids to be better than herself. Maria tends to mostly use Instagram and Facebook, in the mornings or evenings when the kids are asleep, and she tends to follow brands that support sustainability and are anti-child labor, but still sometimes buys things without doing proper

research. Maria is considered to be part of the late majority group, this group does not always do proper research therefore they act later than the majority.

3. Unique Value Proposition:

Empowering mothers to embrace their imperfections, be shamelessly authentic, and gain the confidence they need to be the best parent they can be at Amara. Our workshops for parents it offers a realistic, supportive, and engaging environment that helps you create a more fulfilling and enjoyable parenting experience.

4. Solution:

Outline three possible solutions for each problem:

1st Solution not being able to express yourself:

Having conducted the interviews, we came up with possible solutions to our problems. The first problem we have is that there are mothers who cannot express themselves. This is worrisome to us and here we presented this problem to the our target audience. From this we were able to find the following to solve the problem; mothers who cannot express themselves are insecure and do not dare to be themselves. From this come our value in for shamelessness, this allows you to express yourself. Getting shamelessness has to do with self-acceptance (Kwok, 2022). This emerged from our interviews that these mothers go through. You can create self-acceptence by being sure that what you do is right. Mistakes are allowed and mothers need to know that. This is where our workshop comes in handy with the topic of psychological training. This topic has had positive reactions and fits our target group, with enthusiastic responses that this is an excellent choice. This allowed us to solve the first problem by applying lessons on this topic. Indeed, this is an important aspect to get personal growth.

The lessons will look like this; situations where mothers find it difficult to express themselves will be reenacted and examples will be told from here. You will be shown these examples with different reactions on how to react to them. From here, mothers will get help on how to express themselves to these reactions. We are aware that this is not easy to give a reaction what you want. That is why it is important that we also practice exercises that increase self-acceptance. These include breathing techniques, meditation and yoga. This creates the piece of calm and self-confidence from here we can tackle the problem properly (Ralston, 2020).

2ⁿᵈ Solution feeling judged by others about their upbringing and choices:

As the second problem our target group faces, they feel judged by others about their parenting style and choices. We presented this problem in the interviews and came out that there is also a possibility of resolution. What turns out is that not only our interviewed mothers experience the problem but throughout Europe (MMM, 2011). Therefore, we continued to ask how this could be prevented. Here we suggested a group of mothers who could share their stories. Forming a group where our value comes back "self-confidence". We can do this by forming a close-knit group at the workshop where she feels open about her choices. This possible solution was approved by our target group. Therefore, we have this as another solution because it brings an open-book culture. By creating cohesion in this way, mothers can start conversations with other mothers. By offering the workshop often, mothers see each other. This problem is then helped by participating in the workshop. Also we provide classes that work on the band for the mothers. Some workshops are specifically given to create an open-book culture. Not every workshop will focus on creating an open-book culture, but also on the mothers problems they face. As a result, the mothers often interact with them all and they do not feel judged. So, the intention is really to create a good environment where everyone can express themselves.

Create a Safe and Supportive Community: Amara encourages mothers to connect with one another, providing a safe and supportive space where they can share their experiences and struggles without judgment. This community should provide opportunities for both online and in-person interactions This was submitted from our interviews and came back positive responses. Therefore, we can address this problem by offering this.

3ʳᵈ Solution feeling shame to ask for help:

The latest problem we have found is that mothers find it difficult to ask for help. This problem was indicated to our target group where almost every mother had indicated that she finds this difficult. From this we were able to find why small proportion of our interview did not have this. The reason is that the mothers already have a close relationship with other mothers. As a result, this is not applicable for two interviews. Further, we did see this in the rest of the mothers interviewed. The study shows that this is applicable only. Here we gathered further information and came out that the following mothers' problem can solve:

Partner with Mental Health Professionals: Collaborate with mental health professionals, such as therapists, psychologists, and psychiatrists, to provide specialised support to mothers who need it. This partnership can help mothers feel more comfortable seeking professional help. From this, self-confidence is increased there is less shame in asking for help. Therefore, this is the framework that offers an opportunity for change. This provides change what mothers find difficult to ask for help.

5. Unfair advantage:

Amara has some unfair advantages that cannot be copied. These parts are a compound aggregate not easy aspects we obtain. These are parts that are not easily copied by other copycats.

Inside Information:

We did a thorough research in Europe and from this we got a lot of information within our target group. This unique information is valuable to our team and cannot be copied, because we did the research ourselves with the target group. The reason why copycats cannot copy this particular point is because we have built a framework against copycats. We have information that describes why we offer certain classes for mothers throughout Europe. The information comes from; the Netherlands, Spain, Bulgaria and Estonia. This gives us a widespread of information group from various cultures.

Online Community:

Besides this first point, we have a social media channel that is busy promoting our brand. This allows us to build a close-knit community. This is our next point which is not easy to take over. This gives us an edge over the copycats because our channel is growing and specifically targeting our audience. This makes it easy for us to stand out, as we play on this on the first point mentioned. As a result, competitors do not know where we get all the information from. Therefore, this point cannot be copied, because this is what makes our community so strong and distinctive. It is therefore a challenge for copycats to keep up with us in this area.

Community:

Amara that provides solutions to mothers' problems, Amara has a unique unfair advantage that sets it apart from other copycats. Our unfair advantage is found in our ability to create a safe and supportive community for mothers that not only helps them overcome their challenges, but also empowers them to take control of their lives and their parenting journey.

This community is built on three cornerstones: empathy, expertise and openess. First, we comprehend the challenges mothers face and strive to create a space where they feel heard, understood and supported. Our team consists of mothers who have experienced the same challenges and can empathize with the difficulties our clients face. This creates a bond between us and our clients, making them feel comfortable enough to open up and share their deepest fears and insecurities. That makes us solve the problem in the most efficient way possible well not being copied easily.

6. Revenue Streams:

Subscription fee:

In order to solve these problems, we cannot do without starting a corresponding revenue model. This also came up with the interviews we conducted. This shows that a subscription model fits better as general income. This amount is 15 euros per month. Lessons are 2x per month. Why these are our general source of income rather than one time costs as we are now passively generating income. This is important, because then we are not dependent on one-off costs. In our view, this is very risky and a major pitfall for further growth and subsequent development.

Usage fee:

In addition to only earning through a subscription, it is also possible to attend the workshop at a one-off cost. This amount fits perfectly with our target group, we have not made any changes from here. This is a realistic amount for us and also for the target group. The reason why we also choose this is because there are also many try outs and throwing a subscription model at those people is off. This is evident from research and from the interviews we conducted (Pettinger, 2020).

Fundraise:

We now have two different income sources that we want to use, but this can only be done if we are supported. With this we ask for a contribution from our target group or interested parties who would like to contribute. We will do this through the connection between our website and social media marketing. By marketing our channels on various platforms, this offers an opportunity to go to our website. From here you will come to our interactive site where the concept is explained and why we need the help. This can be done by depositing a certain amount to us, because this allows us to develop further to bring the workshop to reality. From here we can grow to our two income models that we will use. Donors can help us bring this concept into reality.

7. Cost Structure:

Our workshop also uses charges. We need to cover these costs to ultimately offer our service. From this, we have created a structure to give these costs a structure. The structure is also visible in the appendix where it highlights it in a overview.

Value-driven:

First, Amara falls under a value-driven business. This means that we care less about the costs we incur, because we focus on the values we want to create for our customers. A premium value that falls under a high level of personalized services. With this, we want to exude class. The interest of our target group is to help mothers and make them feel good. This works best if the mothers are not seen as a source of income, but as a person, we want to help. By offering high value, this is more likely to solve the mothers' problems.

Fixed Costs:

 The first costs we have are fixed costs. These are costs we incur, no matter how many services we sell. These costs have a fixed amount that comes off. Examples are the room we conduct the workshop in. In this room, we receive the mothers that are participating in the workshop. In the room is going to be given the workshop. The next thing that comes under fixed costs is the staff who give the workshop as well. Think of the instructors who will help the mothers by giving different lessons. These instructors are paid fixed and depend on what topic is provided in the workshop. We also use legal fees. By this, we mean accounting and

or consulting services. Our business will make use of digits that need to be analyzed and also advised. Not only in digits but also in the potential to see opportunities to grow as a business. Finally, we use insurance. With this, we want to protect ourselves against future lawsuits that could be filed against us. The Legal insurance will be an extra security we need to have in order not to file for bankruptcy.

Variable Costs:

 Besides the fixed costs we incur, we also face variable costs. These are the costs that do make up how much we sell and therefore vary from time to time. These costs that we incur and fall under this are; materials and supplies. Think of books, pens, yoga mats, yoga cushions. Besides yoga, we also run different ''active lessons'' these workshop that ensures teamwork is taken to a higher level. The active lesson workshop we have given to ensure teamwork will be raised for this is painting. For this we need paint, brushes and a painting set. This varies how many mothers come to our workshop therefore it is not a fixed amount. The cost is incurred if there is a number what comes to our workshop. This allows us to reduce the cost instead of buying a fixed number.

Cost per unit:

To calculate the cost per unit we make use for the following formula the absorption costing:

Cost Per Unit = Total Fixed Cost / Normal Output + Variable costs / (expected) actual output

Total Fixed Cost = Room Workshop + Staff + Legal fees + Legal Insurance

Variable Cost = Materials + Supplies

8. Key Metrics:

We have the key numbers that tell our brand how Amara is doing on social media. From this, we extract data on how the interaction between the chosen target audience and Amara is. The aspects what we measure on Instagram are the following; reached audience, content reach, impressions, post interactions, engaged audience, content interactions and our followers with likes. These are numbers of data from which we get an overview of how many followers and no followers have interactions. From here we can come up with a strategy to target the particular followers or non-followers. From this, we can paint a picture of how Amara delivers value to our customers. The data is measurable because Instagram provides us with a detailed version of our personal analytics. By measuring this we can compare all the data where we are connecting with our audience or where it is lacking.

Besides seeing key numbers on social media, we also have an overview of how much our audience clicks on our site. From this we have a click rate and can see whether the target audience is interested. Finally, we have a fundraiser on our site here we can see how much we have already raised. From this we can see whether the audience is also interested in helping. If not, we can go back every step of the way and adjust the required aspect. By making use of this way, we make use of measurable data and can tackle it from every angle.

9. Channels:

Choosing the right channel:

The target group we have are European mothers with the age between 30 and 40 years further the mother has a child between 4 and 6 years. To know how to reach these mothers, it is important to have a good understanding of the mothers. In doing so, we have done research to find the best channels.

Therefore, we researched which channels are most relevant. This showed that Facebook and Instagram are the most used channels for mothers (Appendix 9.1). Only from here should we decide how and when to reach them.

How do we reach them:

Firstly, we need to decide the best time to post, it is important to start with how many hours an average working week looks like in Europe. Our chosen target audience are located in Europe. The general working week of Europeans looks very different compared to other continents. Such a workweek of the target group has an average of 36.9 hours per week (Kulakov, 2022). Also, Europe has a limit of 48 hours that one can work.

By knowing this general information, we can paint a better picture in order to find the best possible posting time for our target group. Besides allowing us to capture the general working hours, it is useful to understand how often mothers pick up the phone. Mom's report utilizing the internet for 4 hours and 16 minutes a day in 2021, which is the largest portion of their media time. They reported 23 minutes more in 2020 than they did now. (DeCesare, 2022).

When targeting the audience, it is important to estimate an average posting time, since some countries use more media. Also, in Europe not every country has the same time zone, so this will vary for every country. An example is that women are the most active in Finland, Sweden, Denmark, Estonia and the Netherlands. These countries will be easier targeted than for example, Romania. (European-Commission, 2023).

Among the mom parents, who use social media, the most used platform is by far, Facebook. 75% of the users login on a daily basis and 51% do this several times (Pewresearch, 2015). With this information, we can conclude that Facebook has the most active users among our target group. Our other chosen social media platform is Instagram. Looking at the statistics this is used 39% on a daily basis (Pewresearch, 2015).

Not all mothers have the time in the world and so does our chosen target audience. With this, we must take into account that our schedule matches the persona. Maria is a hard-working mother and has little time. Maria's reason aligns with the report taken from MakeMothersMatter. This report has conducted over 11.000 surveys all over Europe. It

reported that 41% of European mothers do not have time to spend concentrated time with the family. This causes stress which the mothers also indicated. The conclusion of the report indicated that every mother has to deal with a so-called "rush hour".

Planning to achieve the maximum reach:

With this information, we know that the mothers share the same values, now to further logical planning, it is important to demonstrate the ''rush-hour''. This allows us to know where the holes of busy mothers are, because every European mother has recognizable and similar values. (Makemothersmatter, 2011).

The so-called rush hour, of course, differs for each country in Europe. The reason, of course, is that not every country has a set time, time zones differ among countries. Secondly, our target group does not have the same age when they go to school. This makes the times of rush hour different from some countries because, for example, in the Netherlands you are in primary school when you are 5 years old and in large parts of Europe 6 years old (McCarthy, 2018). It is therefore difficult to pick a perfect time where everyone is chosen perfectly. To plan to create these posts, we need a time where most can be selected.

So the times vary largely from country to country, for example, the Netherlands' times when kindergarten starts is at; 8:30 and ends between 14:30 - 15:30 (Oudersonderwijs, 2020). The general start time of kindergarten worldwide varies, but on average it is at 08:45. (Kindergartenconnection, 2022). This shows that this is a realistic time to start. So we can conclude that about a little later than the specified time, parents are really alone without children. Furthermore, here the children are also collected around 14:30. This means we can make an estimate from this, when we can best target the persona.

Targeting the gaps:

Waking time, this is between 6.am and 8.am for children between 3 – 6 years old. (WebMD, 2001). In total the kids will sleep between 10 hours and 12 hours. If we compare this with the average kindergarten opening time (8:45), we can conduct that the ''rush-hour'' will be around 07:45 – 08:45. This so called ''rush-hour'', will be the time where mothers are experiencing the same values. After this time span that is the perfect time to post on social media, since this when most of the kids are dropped of.

The rush hour will over when the kids are dropped off. The estimated time is around 09:00, around this time most of the kids are dropped off at school. The best time to post will be around 08:45 – 09:00. This is the best time to post on social media, since this will maximize our potential reach for the target audience. Now we know, why we should post at this exact, because then we could reach the most of our audience.

What should be the frequency for maximum reach:

The last question that is left is how frequently should we post on this account? This will off course depend on what socials, we use Instagram and Facebook. Let's first look at the optimal frequency for Instagram. The optimal frequency is to post once or twice a day (Myers, 2023). With this in mind, we can conclude that one post should be at 09:00, that leaves one more potential post for Instagram.

The second social media we have chosen is Facebook. The best posting frequency for Facebook will be also one or two post per day. This will be the bare minimum, because most of our target audience uses Facebook the most. (Pewresearch, 2015). In our case we will post once per day, Hubspot has found that companies with less than 10.000 followers experience a 50% drop off in clicks when posting twice a day. While companies with more than 10.000 followers experience otherwise (Cox, 2020). Overall, on Facebook we will post once a day.

As conducted in our interviews most mothers have more free time on a Wednesday, since this is the day were the kids leave kindergarten earlier. The Wednesday will be a be a perfect date to post two times, the reason because the mother has more free time. More times means more attention/ concentration on our brand. As stated in in the research document the average sleeping time is around 10 – 12 hours for kids between 3 – 6 years old. The average waking time is between 6 am and 8 am. If we pick the date in between 07:00 and take 11 hours of 07:00, that will be 20:00. This is the average sleeping time for kids between those ages, off course it varies but this will have the most potential statically seen. The best time to post at night, will be around 20:00 – 20:15.

On Wednesday the best time to post on Instagram will be around 09:00 and 20:15. The research about the frequency posting on Facebook will be once a day. The best time to post is around 20:15. This time is more optimal than 09:00, because the mothers still need to go work and we can only post once for Facebook.

On the other hand, Instagram has the potential to post twice a day. In the case for Instagram, we will post twice on Wednesday, since this is the best day with less stress for the chosen target audience.

That leaves 4 more days when and what the frequency of these post on Instagram will be. Monday is overall known as the most stressfully day (Mind, 2014). The purpose is to create a bond with our target audience. This will be best possible when we support everyone in the toughest time. Monday will be the most important day of our schedule. The day that is the least stressful will be Friday and, in our case, Wednesday as well. Overall, because Instagram does not affect the click rate as Facebook does. When creating a bond, we find it important to be a supportive brand, so in the case for Instagram we will post twice a day around 09:00 and 20:15. These are the times we make use of our channels and to contact our target audience to captivate on the maximum reach possible.

10. Amara Workshop:

Our company called Amara is a service that provides added value to European mothers with children between 4 and 6 years old. This is done by giving workshops aimed at the mothers. The workshops are given during the weekend, because these are times when the mother is free and we don't have to deal with the "rush-hour". The workshop lasts two hours in total.

Our workshop works as follows:

The workshop we offer falls under two different topics/themes: the first topic is teamwork. This is specifically aimed at improving the bond between the mothers. These are classes where you work together and connect with each other. Think about this when talking to each other, the "problem-round" think about this that the mothers indicate what they find difficult and are ashamed of.

The second subject/theme we offer are active lessons. These are classes where mothers get started with exercises. The active lessons we offer now consist of psychological part; yoga, meditation and breathing exercises. We really tackle the mindfulness part here.

Other themes that we offer in the active lessons are; dancing, painting and cooking. These are all the themes we offer for the mothers. The workshop is intended to physically go and improve contact with each other. When you arrive at the workshop, the contact will be used in the first fifteen minutes. In this, the mothers talk to each other and the last things are put down for the given subject. Then a ninety minute lesson is given on the topic chosen for the

day. Finally, there is still fifteen minutes left and the mothers will talk to each other about what the workshop or home is like.

The workshop has to do with our unique value proposition, because our values that Amara stands for are; shamelessness, self-love, confidence and authenticity. The lessons we teach are meant to make the mother less shameless about her decisions. In addition, the mothers must love themselves, feel confident and feel authentic. This works because accepting yourself through classes such as meditation and yoga addresses this problem. In short, the lessons taught add value to the way you parent. Everyone does it in their own way and that is the right way for everyone. This is what we want to bring to our workshop. You don't have to be ashamed of the decisions you make. No one is perfect and that's why it's okay to be yourself. This can be done by participating in our workshop, because that ensures that the mothers can be their true selves. They can then take this home and be able to arm themselves and her own way of parenting. The name Amara comes from the Latin word everlasting and to love someone respectfully. This is in line with our company, because we stand for yourself and can unarm yourself. That is Amara loving yourself, each other and everyone. Don't be afraid of the choices you make and that's why it fits in with our brand identity.

11. Justification/Validation Problem Interview:

If we are going to reflect on why we made the choice of our trademark. First, we divide the difference between what it is based on here. First, we look at how we differentiate ourselves in terms of our name "Amara". This was deliberately chosen so that the name exudes what we stand for. This is love for yourself and others, because that is our value we want to bring. When we go to look at our logo, it was chosen because we want to exude the authentic and we have done that by choosing a font that not everyone can agree with. The font reflects that some like it and others don't. Because you have to be able to be yourself and it doesn't matter what others think of it you have to be shameless. The font reflects that because this is

a font that is itself despite what others like about it. The colors strike back at the cup of love which we think is important.

Analysis of the existing alternatives:

The alternatives we had found were; journaling, online resourcing, therapist and self-care. The pattern we found here is that you have to take the big step yourself. People find things harder to do on your own than together (TheHugoTeam, 2022). Besides, when you use online resources, you are never sure if they are reliable. You never know who wrote it. What we have also analysed is that when you search the internet about your problems you always come across the worst there is. Therefore, these are uncertain factors and especially if you have no one to support you. Mothers lack the support to solve problems together. By comparing this with each other, we found a pattern and that is that all these problems are not collectively discussable, while we found the problems (Interviews and research) and not the solutions.

Changes by Solution Interview:

1. A potential problem indicated in the interviews is that the mothers can't stay with his children. If the mothers go to the workshop then the children are alone. This can be solved by also arranging a nursery which comes with the workshop. This will ensure that the children are in a nice place and the mothers can attend the workshop in peace.

2. Furthermore, the interview indicated about a subscription model whether this is a better alternative. To this, we as a team received many positive responses. By setting this as general income, we have the same target group of mothers. As a result, it does not fluctuate from different mothers. This saves money in the short term and allows us to better focus the workshop on the same group. The subscription model also includes the nursery stay and the workshop itself. There was also the question of being able to get a discount if you do not send your children to the stay. This is then also possible to reduce the cost for the mothers. The model contains a yearly subscription for 15 euros per month.

3. In addition to the subscription model, it also indicated that a one-off cost of 30 euros is a realistic amount to ask for. The one-off cost per workshop is the fixed amount we will maintain. The one-off cost was received positively and defined as a realistic amount.

4. We also discussed how often the workshop would be given per month. This is by an overwhelming number to twice a month. This will encourage us to take out a monthly subscription instead of the one-off cost of €30 per workshop. By encouraging this, the revenue is bigger and we can grow more easily.

5. On the topics we discussed, we received many positive responses, in addition to hearing alternatives. Of these examples, the following were said: dancing or being together drinking wine. This is of course a fun course to do, but drinking wine is more to increase group bonding. It will not solve all the problems, but the piece of openness and shamelessness and authenticity. This will make the group closer and you will get to know each mother better.

11. Appendices:

<u>Sorted on the chapter of the lean canvas.</u>

(2.1 Value Proposition):

How will you solve the problem?

Value proposition: building a demo

(Workshop) Find out:

Gains (What would make your customer happy?, What would make their life and the job-to-be-done easier?)**:**

Our clients would be happy if they could express themselves more and also shamelessly ask for help. Parents should be able to fully express his character trait with self-confidence. Through loving himself and ultimately not being blamed for his way of parenting.

Job-to-be-done (What is the job the customer wants to get done in their life?)**:**

What our target group wants in her life is to have more time for herself. She can then use the time to work on her self and or spend it with her family. By giving time to herself and others, she can create a better bonding and loving environment where everyone feels at home.

Pains (What is annoying or troubling your customer?, What is preventing them from getting the job done?)**:**

The lack of time for the mother herself and being blamed for her parenting style. This makes her feel less confident which leads to embarrassment to ask for help. Being unsure of choices

which plays into her character. Not being able to be completely yourself and therefore feeling unable to give the maximum of what you want to give.

What do you have to offer?

Gain Creators (What can you offer your customer to help them achieve their gains):

We can offer our clients an environment where any mother can talk about her insecurities with to others. Can shape the insecurities in conversations with other parents. Furthermore, we offer help to accompany various corresponding insecurities and give workshops on this. The topics that play into daily and personal events that can easily be helped.

Pain relievers (How can you help your customers to relieve their pains? , What problems can you eradicate?):

Discussing insecurities creates an open community for each parent. As a result, parents know that they are not the only ones who feel this way about personal insecurities. These insecurities are helped through conversations and training, making this easier to resolve. We want to provide a great community where every mother can tell her story. We offer personalized help that suits every mother.

Product & Services: (What are the products and services you can offer your customer so they can get their job?):

Monthly meetings every mother can go to. This is where insecurities are discussed. The trainings have different topics an example; how best to deal with a child who eats less well or how best to create personal time despite the busy life of being a parent. We believe we offer a value to every mother that can be personal.

This is how a workshop will look like:

A workshop would look like the following; Mothers arrive at a time say 12:00 on a Saturday. The entrance fee is paid and a cosy fun place is set up with a loving atmosphere. The space is decorated and it starts with a chat round about the week(s). After talking and the round is over, the manager goes deeper into a discussed point where the mothers have insecurities. We found this out through a survey where the mothers can tell her story. The workshop for today is children struggling to eat. The topic is explained, and the mothers can also tell her specific situation, making it even more discussable. There is a 10-minute break and after the

break is the final part of the explanation. The explanation lasts about a little over an hour. Now that the explanation is finished, we mothers will still talk to each other. The workshop is over and the mothers go home.
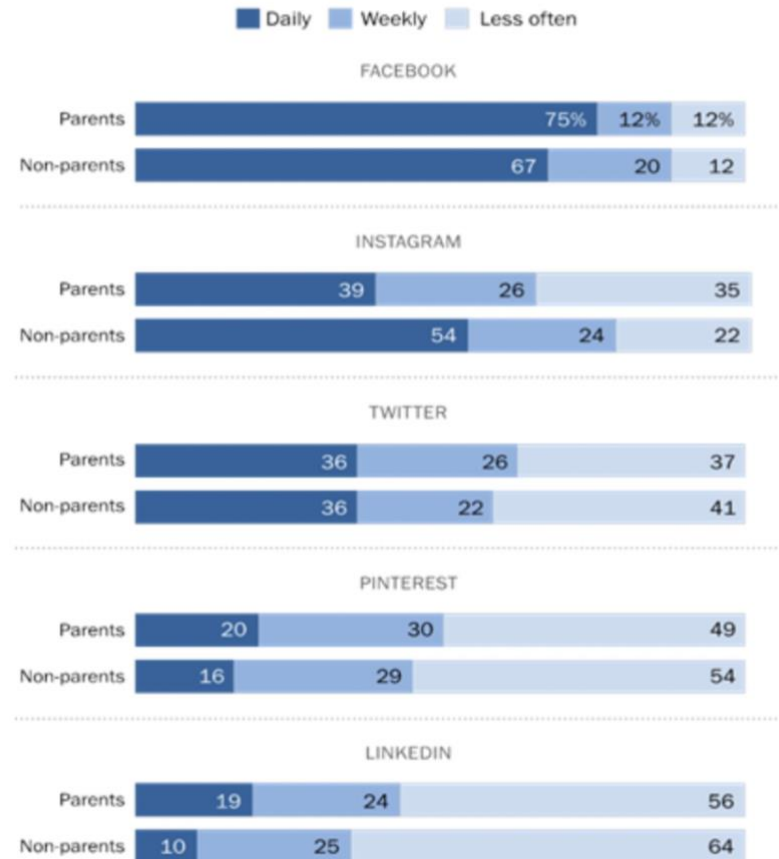
(7.1 Cost Structure)

AMARA COSTS
FIXED VS VARIABLE

	Overview	FIXED COSTS	VARIABLE COSTS
1.	Room Workshop	X	
2.	Staff	X	
3.	Legal fees (Accounting and or consulting service)	X	
4.	Legal insurance	X	
5.	Materials		X
6.	Supplies		X

(9.1 Social Media Usage)

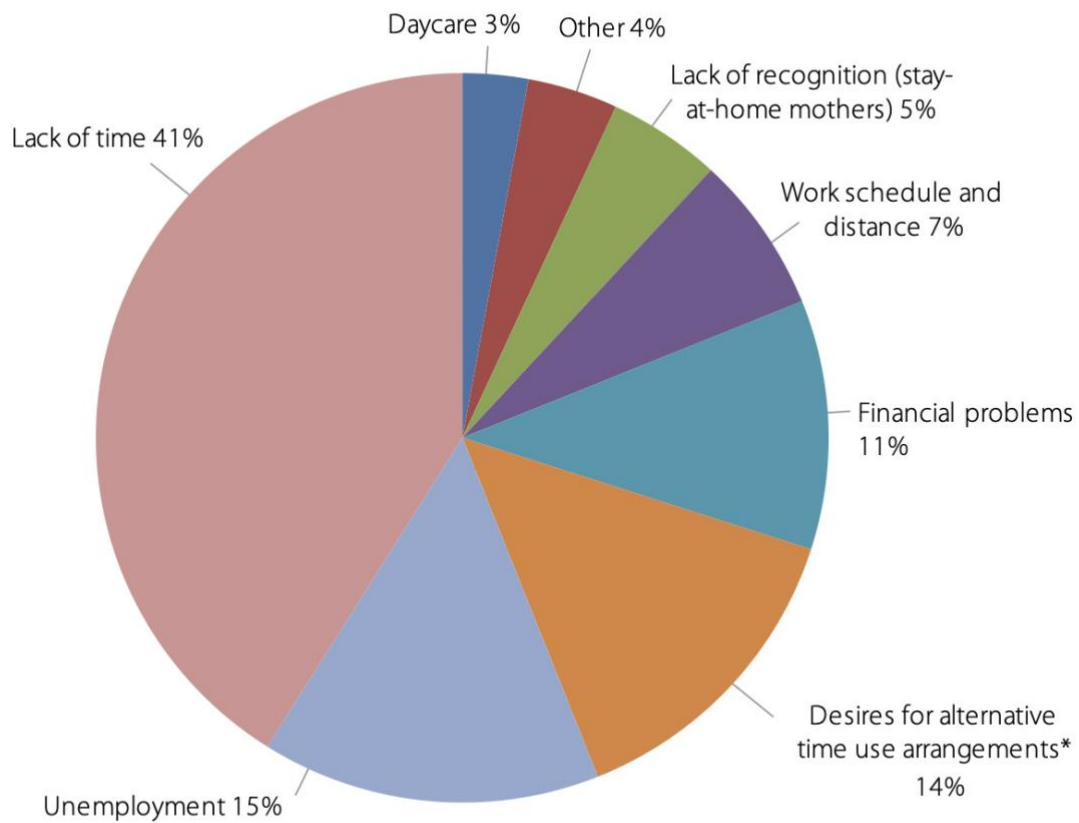## Social-Media-Using Parents Use Facebook and LinkedIn More Often and Instagram Less Often Than Non-Parents

Among users of each respective social media platform, the % of parents vs. non-parents who use the site with the following frequencies...

■ Daily ■ Weekly ■ Less often

FACEBOOK

	Daily	Weekly	Less often
Parents	75%	12%	12%
Non-parents	67	20	12

INSTAGRAM

	Daily	Weekly	Less often
Parents	39	26	35
Non-parents	54	24	22

TWITTER

	Daily	Weekly	Less often
Parents	36	26	37
Non-parents	36	22	41

PINTEREST

	Daily	Weekly	Less often
Parents	20	30	49
Non-parents	16	29	54

LINKEDIN

	Daily	Weekly	Less often
Parents	19	24	56
Non-parents	10	25	64

(9.2 Appendix MMM)

Reasons for dissatisfaction (spontaneous responses)

Daycare 3%

Other 4%

Lack of recognition (stay-at-home mothers) 5%

Work schedule and distance 7%

Lack of time 41%

Financial problems 11%

Desires for alternative time use arrangements* 14%

Unemployment 15%

*More than half of those who expressed desires, spoke about their wish to care full-time for their familiy.

(9.3 Europe Schooltime)

When Do Children Start School In Europe?

Age from which school is compulsory in Europe in 2017

School will be compulsory from **3 years** old in France in **September 2019**.

- 3 years old
- 4 years old
- 5 years old
- 6 years old
- 7 years old

Switzerland: Age varies according to canton.
@StatistaCharts   Source: Eurydice

statista

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area%22:[%22BE%22,%22BG%22,%22CZ%22,%22DK%22,%22DE%22,%22EE%22,

%22IE%22,%22EL%22,%22ES%22,%22FR%22,%22HR%22,%22IT%22,%22CY%22,

%22LV%22,%22LT%22,%22LU%22,%22HU%22,%22MT%22,%22NL%22,%22AT%2

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