

CASE STUDY

Described for the project: “The Hexagonal Leader”

Name of the organization

NIGHT SKY

Website of the organization

www.thenightsky.com/eu-eng

Logotype of the organization



Type of organization

- Business organization
- Public administration
- NGO's
- Others (what kind?)

Size of the organization

- Small
- Medium
- Large

Economic sector

RETAIL – ONLINE

Brief description of the organization

The night Sky operates on the idea of having a print of the night sky on a special day or date chosen by the customer: was it your first kiss, the birth of a child or that moment you realized your world had changed. Give a gift of the stars to always remember that special night.

You can create a custom map of the night when your heart skipped a beat. Printed on museum grade art matte paper and printed using archival inks. This is designed to last generations. A Night Sky is forever.

They put a lot of effort into ensuring your Night Sky is of the highest quality. The map is printed on museum grade art matt paper that is over 200gsm in weight. They use archival inks in the printing process to ensure no degradation of colour.

Their frames are created from high-quality wood, milled with simple clean lines and presented with a satin finish. The frame has a square, modern profile which works well in both contemporary and traditional environments.

Case study description (situation / the problem they are facing) [max 2000 characters]

The Night Sky model has been an online business since the very beginning. From being an idea of a small shop providing night sky prints and pictures to be customized for customers to having an impact worldwide selling online.

Night Sky began when a family in Dublin decided to create an online business from scratch. Customers really liked the product and the managers of the company listened to the voice of customers, having feedback based on emotions. Therefore, the decision to begin Night Sky was made, pre pandemic, to build the team remotely. All employees work from home and communication and project management is all done online. Tools to enable this method of remote communication and management are all available at low cost and are robust.

Night Sky now employs 25 people remotely. It is a future model of executing a start-up. Having the right tools at your disposal you don't need the traditional office and structure.

The Night Sky company now operates on internet worldwide. Since the digital business started, the company has gone from strength to strength, making a huge turnover within months and this has been achieved working from home and having a small remote team.

Suggested solutions (added pros and cons)

The product was really good and appealing, but the idea of having a small shop with a small reach was discarded from the very start. Why reach only the local customers when you can make an impact worldwide? Since the decision was taken to operate wider on the internet, the company has now reached 75 countries.

As one of the owners of the company said, this is a family business and it started having the idea of working from home: 'Trying to build a business is not easy and quite frankly, downright discouraging a lot of times during the early days.

If you have a full-time job, kids, extracurricular activities, or other "life" obligations, trying to squeeze out a few more hours a day or a week to build a business is pretty tough.

For us, what really helped brighten some days, or gave us a bit more energy to keep going, was to come across success stories from e-commerce examples. Our Night Sky idea was based on human emotions, but was it going to work?

It gave us hope that at least some people were achieving success and that we could as well if we kept at it. It showed us that people not that much different from us, can make it.

To be perfectly honest, we as a family wanted a business that would give us the maximum amount of revenue, working from home and avoiding extra office and overhead costs. We have been lucky to have made headway, although we need to continue marketing our product and finding new people to reach.'

Chosen solution

The digital online marketing idea was a decision taken to reach a wider variety of people and getting to a market that was way wider than just Dublin or Ireland. However, the reach was such that the company had to adapt to this worldwide marketing and put in place the system to make this possible.

This is a great example of how digital products work, how they are more leverageable than physical products, and what tools they used to sell digital download products.

Most people believe that the only ways to market to potential buyers are through traditional advertisement channels, such as newspaper or magazine ads.

What this husband and wife team did, was tap into Facebook and Instagram particularly, which are some of the fastest and most popular channels, to sell their night sky maps. They used special dates during the year to boost the product on the market, such as Christmas, St Valentine's Day, mother and

father's day, special anniversaries, birthdays, first communions, weddings... They build specific campaigns to target countries and so they need to do some specific research in each country.

Currently Night Sky is the biggest single investor on marketing campaigns via Facebook and Instagram. This has given them massive exposure of their products and it has made a great return to their investment in very short time. The investment was quite large, but their return was even bigger.

Rationale of the decision taken

They decided to get companies such as Twitter, Facebook, Google and Instagram. It was the way to reach a wide audience and it has been quite successful despite the large initial investment on marketing.

It's not easy to sell any product, and to gain momentum to grow sales is just as challenging. The founder and owner of Night Sky, similar to all small businesses, went through a phase of figuring out how to generate sales. She had to figure out how to position her night sky map product, and what is the most effective way to generate more sales. She experimented with online marketing tools and grew her business from there.

The way they did it was through providing great, valuable content to their audience by offering them customizable star and sky maps for every single day in human history.

They began with a "free" way of marketing, which is extremely powerful and effective, but they also saw the opportunity to grow by investing on digital marketing tools that are widely available to everyone. This was an excellent way of building a brand, fan base, and eventually marketing the night sky products for their audience to purchase them online, accomplishing their goals in a very short amount of time.

Despite the initial large investment on marketing, perhaps not advised for start-ups, they were able to create a revenue stream that made the company bigger and bigger. More investment, more return!

Solution implemented in practice

Previous experience in marketing led to having a local company operating globally. However, the mathematical model for the night sky had to be adapted and they got a person to do this and put a system in place so that customers could do this from their own desktop or mobile phone.

This solution was the key to having a very successful product. However, this was based on good decision making from the very start, having top management ideas and vision and always listening to

feedback from their customers and friends.

In addition to understanding strategies and tactics of how big and small businesses grow their ventures, the feedback they took from interviews also went deep into the psychology of the team as entrepreneurs, and what they had to struggle with.

They are just people after all, and they definitely related to their experiences and found that their feedback gave them encouragement and strength to push through some of their initial struggling times.

Lesson learned

A person operating a small company can make an impact worldwide from their own home if they have the right idea and use the proper marketing channels.

However, their business model arose from some key entrepreneurial skills, based on good decision making at management level from the very start, having the ideas and vision they wanted to transfer to their night sky products and always listening to feedback so they could make changes and offer a better product.

The biggest takeaway from the Night Sky business model is the massive action the owners and entrepreneurs took to move a project from a simple idea, to a fully functional ecommerce business. Many first-time entrepreneurs get hung up on the details and think that every step needs to be laid out in front of them before they can move forward and start something. In reality, just getting started is the best thing you can do since every step you take will lead you to the next. From there, it is just a matter of problem solving and good decision making to be able to take the next step.

Connection to the six skills depicted in the project

DECISION MAKING
MANAGER TRANSITION
FEEDBACK