



**PROGRAMME Master's Degree in Business Administration (MBA)**

# Speaking Lab

## “Enhancing the power of Individual’s inner voice”

Author: Carolina Fernández Mondragón

Supervisor: Luis Aguirre de Cárcer González-Quevedo

Master final project

Madrid

Date: April 24, 2024

## INDEX

<b>Introduction .....</b>	<b>3</b>
Executive Summary: .....	3
Background: .....	4
Lean Canvas Model: .....	5
<b>Analysis of the situation .....</b>	<b>5</b>
Market description: .....	5
Competitive environment:.....	7
Potential Clients : .....	8
SWOT: .....	8
PESTEL: .....	9
Survey Analysis:.....	10
<b>Marketing Mix .....</b>	<b>16</b>
Promotion Strategy plan.....	18
<b>Marketing Plan:.....</b>	<b>19</b>
<b>Organization .....</b>	<b>22</b>
<b>Legal .....</b>	<b>23</b>
Regulatory Compliance: .....	24
Contracts and Agreements:.....	24
Intellectual Property Protection:.....	25
<b>Financial Planning and Analysis:.....</b>	<b>25</b>
<b>KPI's .....</b>	<b>31</b>
Revenue KPIs: .....	31
Training and Performance KPIs:.....	31
Operational Efficiency KPIs: .....	31
Marketing and Sales KPIs: .....	31
Financial Performance KPIs: .....	32
Brand and Market Perception KPIs: .....	32
<b>Impacts to United Nations Sustainable Development Goal.....</b>	<b>32</b>
<b>Conclusion.....</b>	<b>34</b>
<b>References .....</b>	<b>35</b>

## Introduction

### Executive Summary:

My final master's thesis project is to develop a business plan to establish the most specialized public speaking firm named "Speaking Lab" in Mexico City. This firm will focus on training and consulting for individuals, companies, and schools. My goal is to help people express their ideas clearly and effectively. I aim to develop skills in clients that enhance their oral presentations and speeches. With these tools, they will amplify their ideas and increase the power of their voice.

Public speaking is a crucial skill that holds immense importance across various aspects of life, both personal and professional. Additionally, it enhances the ability to communicate ideas clearly and persuasively and allows individuals to articulate thoughts, convey messages, and express themselves with confidence. It is a powerful tool for promoting new ideas, initiatives, or products. Whether in a business setting or as an advocate for social change, the ability to present ideas effectively can be a driving force for success.

The opportunity to establish a Speaking Lab is significant and arises from several factors that highlight the growing demand for effective communication skills. In today's dynamic and interconnected world, communication skills are more important than ever. Individuals, professionals, and students recognize the need to express ideas clearly and persuasively to succeed in several aspects of their lives. Here some key reasons to where target groups have an opportunity for public speaking:

- **Individuals:** As professionals progress in their careers, the demand for strong communication skills becomes more pronounced. Executives, managers, and leaders need to communicate effectively with teams, clients, and stakeholders to drive success in their roles.
- **Schools:** Educational institutions are placing a greater emphasis on developing soft skills, including public speaking, to prepare students for the demands of the modern workforce. There is a growing recognition of the role these skills play in academic and professional success.

- **Companies:** Companies are investing in training programs to enhance the communication skills of their employees. A Speaking Lab can tap into the corporate sector by offering specialized training programs for executives, managers, and teams.

#### Background:

The vision of my venture, Speaking Lab, is to empower individuals, companies, and schools in Mexico City with the transformative power of effective communication. My motivation began in school, where I enjoyed helping classmates with their presentations and participating in poetry contests. This passion culminated in fulfilling my dream of giving a TED Talk last year. Additionally, while working at Nestlé, I implemented a successful public speaking training program for directors, which made me realize the widespread need for such skills both inside and outside companies. This realization led me to conceptualize a public speaking consultancy as my final master's thesis.

The mission of Speaking Lab is to provide public speaking training and consulting services that empower clients to express themselves with clarity and impact. Our firm goes beyond traditional training approaches.

At Speaking Lab, we believe that effective communication is the cornerstone of personal and professional success. We are committed to offering not just services but a transformative experience that enhances careers, fosters individual growth, and contributes to the development of a confident and articulate society.

## Lean Canvas Model:

Problem	Solution	Value Proposition	Advantages	Customer Segments
<p>Individuals, professionals, and students struggle with expressing ideas clearly, hindering personal and professional growth</p>	<p>Develop and deliver customized public speaking training programs for individuals, companies, and schools in Mexico City</p> <p><b>Key Metrics</b></p> <ul style="list-style-type: none"> <li>Number of clients who report improved communication skills and share success stories.</li> <li>Workshop Attendance and Participation</li> <li>Client Retention Rate</li> <li>Training Program Effectiveness</li> </ul>	<p>The Public Speaking Firm provides a personalized courses and certifications and with this help our clients to express themselves with clarity, confidence, and impact.</p>	<p>Personalized learning and a unique experience for each client, fostering individual growth and ensuring that training meets specific needs.</p> <p><b>Channels</b></p> <ul style="list-style-type: none"> <li>Through direct sales by personal connections with companies and schools.</li> <li>Platforms like LinkedIn, Instagram, and Twitter to promote workshops, and engage with the audience</li> </ul>	<ul style="list-style-type: none"> <li>Individuals</li> <li>Professionals</li> <li>Educational Institutions</li> <li>Companies</li> </ul>
<b>Cost Structure</b>		<b>Revenue Streams</b>		
<ul style="list-style-type: none"> <li>Content development</li> <li>Training materials</li> <li>Marketing and promotion</li> <li>Training staff</li> </ul>		<p>Workshops and Certifications</p>		

## Analysis of the situation

### Market description:

Mexico City provides a diverse and growing market for public speaking services. The city is a hub for business, education, and cultural activities, offering a broad range of opportunities for individuals and organizations to enhance their communication skills.

Strategic Location: Mexico City, provides a diverse and growing market for public speaking services. Mexico's proximity to both the United States and Latin America enhances its business, cultural and educational activities

Professionals and Executives: A significant portion of the target market includes professionals and executives from various industries seeking to improve their communication skills for career advancement and leadership roles.

Companies: With development and training plans for their employees, that want them to improve their communication skills as part of training programs that they

have or for key talents that need this tools as part of their career growth. In Mexico there are 1,746 multinationals companies that are investing in strong training and development programs which include communications skills for their employees.

Educational Institutions: With a thriving education sector, there is a substantial market among students, faculty, and staff in schools, colleges, and universities interested in developing strong communication skills. There are 1,587 private schools in Mexico , who are promoting communication programs for their students and Additionally to teachers and directors as part of the their training tools for the school.

Mexico has a growing and diverse business environment. As more companies expand and globalize, there is an increasing need for professionals with strong communication skills, particularly in public speaking, to represent their organizations effectively.

Mexico is a key player in the global economy, offering various economic opportunities across industries and countries. As businesses strive for competitiveness, the demand for effective communication skills becomes crucial, presenting an opportunity for Speaking Lab.

### Competitive environment:

Companies or entities providing similar training services in public speaking.

Potential competitors in the public speaking training industry in Mexico:

Name of the company	Description
Oratoria Excelencia S.A. de C.V	Known for its comprehensive public speaking training programs. They offer a range of workshops targeting different industries and proficiency levels. Their strengths lie in experienced trainers and a strong emphasis on real-world application.
Colegio de Oratoria	Recognized for its tailored communication and presentation skills programs. They have a diverse client portfolio, including major corporations and government agencies. Their strengths include a well-developed online platform for virtual training
Speaker coach	Focuses on providing clear and concise communication training. They stand out for their interactive workshops and innovative use of technology in their programs. Their trainers are known for their engaging teaching styles.
ConsulteK	Offers executive-level training for professionals seeking to enhance their leadership communication skills. They have a track record of success with high-profile clients in the business sector

Voice Training Boutique	Providing public speaking training and communication staff. They have developed partnerships with media offering specialized programs to enhance communication.
-------------------------	--

Potential Clients :

- Corporate Professionals: Executives, managers, and employees in corporations seeking to enhance their presentation and communication skills for leadership roles, team collaboration, and client interactions.
- Educational Institutions: Schools, colleges, and universities interested in providing students and faculty with effective public speaking and communication skills as part of their academic development.
- Individuals : looking to improve their pitch presentations, client meetings, and overall communication for business success

SWOT:

Strengths:

- Personalized learning provides a unique experience for each client
- Actively building relationships with educational institutions, businesses, and industry influencers.
- Training materials and workshops to resonate with the Mexican audience culturally and linguistically.

Weaknesses:

- Last entry in the market
- Low customer base



#### Opportunities:

- Increasing recognition of the importance of communication skills in personal and professional success.
- Developing specialized training for key industries in Mexico

#### Threats:

- Presence of established competitors with diverse offerings.
- Difficulty for big companies to change from training supplier because of the complexity of administrative process.

#### PESTEL:

- Political: Changes in regulations related to business training and development may affect the operations and certification requirements for your Speaking Lab.
- Economic: Economic downturns may lead to reduced corporate budgets for training programs. Additionally reduce budget of potential schools
- Social: Understanding and adapting to cultural preferences in communication styles is crucial for the success of public speaking training.
- Technological: Rapid technological changes influence the mode of delivery for training programs. Virtual communication tools and online platforms are becoming increasingly important.
- Environmental: Growing awareness of environmental issues may lead to increased soft skills and business practices, including the environmental impact of training programs
- Legal: Protection of intellectual property is critical in the training industry. Changes in IP laws may impact the development and delivery of training content

## Survey Analysis:

As part of the situation analysis, I conducted a survey to gain a clear understanding of the business opportunity. Below, you will find key questions and the answers obtained from the target groups:

### **Survey done to individuals, as part of the target groups:**

#### Are you interested in improving your public speaking?

[Más detalles](#)

[Información](#)



*Source: graph taken from own survey*

Based on this question, I discovered a significant interest among people in learning how to enhance their public speaking skills. Specifically, I found that 89% of those interviewed expressed an interest in improving their public speaking abilities.

#### Do you think that improving your public speaking is important for your professional growth?



*Source: graph taken from own survey*

As a result of this question, I found that 100% of respondents acknowledge the importance of enhancing their public speaking skills for professional growth. They demonstrated a clear understanding of the topic and its impact on their daily work. This presents a significant opportunity for the business, as individuals recognize the critical nature of this subject matter.

Have you taken any public speaking courses?



Source: graph taken from own survey

As a result, the insight reveals that 84% of the population is interested in taking a public speaking course, yet only 16% have already done so. This suggests that while there is considerable interest in the course among the populace, access to it appears limited.

Do you know another provider that provides these types of solutions?



Source: graph taken from own survey

There is a significant opportunity because only 16% are aware of other providers offering this service. This insight is crucial for understanding the extensive market potential to introduce our service and become the leading firm in public speaking.

**Survey done to leaders of companies, as part of the target groups:**

*Are you interested in improving your public speaking?*

[Más detalles](#)

[Información](#)

● Si	12
● No	0



Based on this question, its very clear that people in companies are highly interested in improving their public speaking skills. Of all the people that answer the survey 100% of those expressed an interest in improving their public speaking abilities

*Source: graph taken from own survey*

*Do you think that improving your public speaking is important for your professional growth?*

[Más detalles](#)

 Información

<span style="color: blue;">●</span> Si	12
<span style="color: orange;">●</span> No	0



*Source: graph taken from own survey*

As a result of this question, 100% confirmed the importance of enhancing their public speaking skills for professional growth. This Additionally represents a significant opportunity for Speaking Lab to collaborate with companies.

*Have you taken any public speaking courses?*

[Más detalles](#)

 Información

<span style="color: blue;">●</span> Si	2
<span style="color: orange;">●</span> No	10



*Source: graph taken from own survey*

This graph shows us that even though people are interested in public speaking courses, only 16% of them have taken any public speaking course to seize this opportunity. This is Additionally a good insight to reinforce the business opportunity that exists with companies.

*Is your company currently collaborating with another provider that is facilitating this type of solution?*

[Más detalles](#)

Información

● Si	0
● No	12



*Source: graph taken from own survey*

This graph is very important because although the company's collaborators are looking for this solution, they do not have a provider directly providing them with the public speaking service. So, it is a great business opportunity for Speaking Lab to enter with this business idea.

## Strategy

This Speaking Lab is going to be focused on three main target groups that are individuals, companies, and schools.

Individuals: They recognize the importance of effective communication skills for personal and professional growth. They seek public speaking training to enhance their confidence, persuasion abilities, and overall effective communication.

Individuals aiming for career advancement, whether in corporate roles, entrepreneurship, or academia, understand that strong communication skills are essential for success. Public speaking training helps them stand out in job interviews, presentations, and leadership roles.

Companies: Effective communication is key to employee productivity, teamwork, and customer satisfaction. Public speaking training help employees with the skills needed to deliver compelling presentations, lead meetings, and represent the company professionally. Companies invest in leadership development programs to groom future leaders. Public speaking training is a crucial component of such programs, helping executives and managers communicate vision, inspire teams, and influence stakeholders effectively.

Schools: Recognize the importance of equipping students with essential life skills beyond academic knowledge. Public speaking training empowers students to express themselves confidently and articulate their ideas persuasively. Teachers and academic staff benefit from public speaking training to enhance their classroom communication, engage students effectively, and deliver impactful lectures and presentations.

### **Value Offer**

Our value offer is that the Speaking Lab have unique benefits and advantages to clients such as:

Personalized trainings: The Speaking Lab provides customized training programs tailored to the specific needs, goals, and proficiency levels of individuals, companies, and schools.

This personalized training includes understanding the main objective of the client and with this offer a special training that goes with the needs that the client is looking for. I am offering different packages and depends on the goal of the client we look for a solution that fits with the opportunity.

For this personalized training , I am taking into consideration this key points for the process:

- Learning Plan: Develop personalized learning plan that align with the learner's objectives, preferences, and pace of learning.
- Modular Approach: Break down training content into modular units or modules, allowing learners to focus on specific topics or skills based on their needs and interests.
- Assessment: Conduct an initial assessment of each learner's skills, knowledge, and learning style to understand their strengths, weaknesses, and areas for improvement.
- Blended Learning: Combine online resources, virtual classrooms, and in-person sessions to provide a blended learning experience that combines flexibility with the benefits of face-to-face interaction.

- **Individualized Feedback:** Provide personalized feedback and coaching to each learner, highlighting their strengths, areas for improvement, and actionable recommendations for skill enhancement.
- **One-on-One Sessions:** Offer individual coaching sessions or small-group workshops where learners can receive focused attention and guidance from experienced trainers or coaches.

**Guidance from Experienced Trainers:** Clients benefit from personalized coaching, constructive feedback, and mentorship that accelerates their learning and development journey.

**Flexible Learning Formats and Delivery Method:** Recognizing the diverse needs and preferences of clients, the Speaking Lab offers flexible learning formats and delivery methods.

**Continuous Support and Resources:** Beyond the training sessions, the firm provides clients with ongoing support, resources, and tools to reinforce learning and sustain progress.

The value offer of the Speaking Lab revolves around providing tailored training solutions, expert guidance, holistic communication mastery, flexible learning formats, continuous support, measurable results, and empowerment for personal, professional, and organizational growth. By delivering exceptional value and transformative experiences, your firm becomes the preferred partner for individuals, companies, and schools seeking to excel in the art of public speaking.

## Marketing Mix

### **Pricing:**

- In the pricing strategy I am going to focus at first in give the service low-cost penetration to capture potential customers. The trainings are going to be estimated 20% cheaper than the competition.
- Implementing a low-cost pricing strategy initially will help to attract clients and establish the Speaking Lab in the market. Once the company have a



solid client base and gained traction, I am going to adjust the price to reflect the value we are providing and increase profitability.

Name of the company	Price per hour
Oratoria Excelencia S.A. de C.V	94 €
Colegio de Oratoria	111 €
Speaker coach	89 €
ConsulteK	100 €
Voice Training Boutique	106 €
<b>Speaking Lab</b>	<b>79 €</b>

**Promotion:**

- Establish presence on relevant social media platforms such as LinkedIn, Instagram and TikTok, to engage the audience, share content, and promote the services.
- Establish a presence on relevant social media platforms (e.g., LinkedIn, Twitter, Facebook) to engage with the audience, share content, and promote the services.
- Optimize your website and content for relevant keywords to improve your visibility in search engine results and attract organic traffic.
- Optimize the website and content for relevant keywords to improve visibility in search engine results and attract organic traffic.

**Place:**

- The service is going to be delivered in the offices of the customer or in schools.
- In addition to our on-site services, we Additionally provide online options for training, offering flexibility and accessibility.

## Promotion Strategy plan

- 1st month → Content creation to develop high-quality blog posts, articles, and videos focusing on public speaking tips, case studies, and industry trends.
- 2nd month → Establish profiles on key social media platforms (LinkedIn, Twitter, Facebook, Instagram).  
Share engaging content, such as public speaking tips, importance of public speaking and industry insights.
- 3rd and 4th month → Attend industry conferences like “Mexican Association in Human Resources Management A.C.”, networking events such as “Talent Week”, and business meetups to connect with potential clients and partners.  
Offer mini-workshops or presentations to showcase your expertise.
- 5th month → Strategic partnership by identifying potential partners, such as HR consulting firms, event planners, and professional associations like “WeWow”, “Daucon”, and “Global HR Solutions”
- 6th month → Collect testimonials and success stories from satisfied clients. Share these testimonials on your website, social media, and marketing materials to build credibility.
- 7th month → Host webinars or workshops on specific topics related to public speaking such as “Global Human Resources”, “AMEDIRH”, and “Global HR Management”. Promote these events through email campaigns and social media.
- 8th month → Implement a referral program offering incentives for clients who refer new business. Promote the program through email newsletters, social media, and client communications.
- 9th month → Maintain regular communication with clients through newsletters, updates, and personalized follow-ups.
- 10th month → Offer special promotions or discounts to attract end-of-year clients.
- 11th month → Marketing special campaign for those who want to become potential speakers for the firm. Analyzing the key profiles and skills.

- 12th month→ Gratefulness campaign with a video recapitulating the top events and training sessions that took place throughout the year to be able to publish it on social networks and via email to our potential clients.

**Ongoing Strategies:**

- Monitor and Adjust: Continuously monitor the performance of marketing initiatives and adjust strategies based on results.
- Customer Relationship Management (CRM): Implement a CRM system to track leads, client interactions, and follow-up tasks.
- Consistent Branding: Ensure consistent branding across all channels, including website, social media, and marketing materials.
- Educational Content: Continue to produce educational content to demonstrate expertise and attract new leads.
- Networking and Relationship Building: Dedicate time to networking and building relationships with potential clients, partners, and industry influencers.

**Marketing Plan:**

Promoting the Speaking Lab effectively involves a combination of online and offline marketing strategies tailored to reach your target audience. With the objective of raising awareness of the Speaking Lab, attract potential clients, and position the brand as a trusted leader in communication training and consulting.

Channel	Objective	Budget
Online Advertisement	Google Ads: Utilize Google Ads to target potential clients.  Social Media Ads: Run targeted ads on platforms TikTok, Instragram and LinkedIn to reach audience. Create engaging ad	3.500,00 €

	creatives to attract attention and encourage clicks.	
Social Media	Create the accounts on social media platforms such as LinkedIn, Twitter, and Instagram and establish a connections with the target clients. In this social media we are going to create content to promote the different services .	2.000,00 €
Corporate website	Ensure your website is user-friendly, mobile-responsive, and optimized for search engine. Include clear messaging, compelling visuals, and a call-to-action to encourage visitors to engage with the services	3.000,00 €
Email Marketing	Build an email list of interested prospects and clients through website sign-ups, networking events, and workshops. Send regular newsletters, updates, and promotions to keep subscribers informed and engaged with the brand	3.000,00 €

Inbound Marketing	We are going to offered e-books with relevant content of public speaking, such as tips and methodologies when customers register in our website. This way we are going to have data of potential clients to establish connections and sent to them relevant information and promotions of our services. Using tools such as SEM and SEO	3.500,00 €
Branded events	Virtual workshops, or online seminars on topics related to public speaking, leadership communication, or professional development	5.000,00 €
Referral programs	Encourage satisfied clients to spread the word about the public speaking firm services through word-of-mouth referrals and testimonials. We are going to use the testimonials to promote the services, and give 15% of discounts to customers that are referring	2.000,00 €
Strategic Partnerships	Identify potential partners such as HR firms, event planners, and industry associations to collaborate on joint marketing initiatives or referral programs.	3.000,00 €
<b>Total</b>		<b>25.000,00 €</b>

## Organization

For the first months the organization structure at first will be by myself, with this job role and responsibilities:

- **Content Creation:** Develop engaging and informative training materials, presentations, and curriculum for public speaking workshops, seminars, and coaching sessions. Ensures content is tailored to the needs of diverse clients, industries, and skill levels.
- **Facilitation and Delivery:** Conduct interactive and impactful training sessions, workshops, and seminars on public speaking techniques, presentation skills, and communication strategies.  
Utilizes engaging delivery methods, storytelling techniques, and audience interaction to enhance learning outcomes.
- **Coaching and Feedback:** Provide personalized coaching and feedback to clients to help them improve their speaking abilities, overcome challenges, and build confidence.  
Offers constructive criticism, tips, and strategies for enhancing delivery, content organization, vocal variety, and body language.
- **Industry Expertise:** Demonstrate expertise in public speaking, communication theory, and presentation techniques through speaking engagements, publications, and industry contributions. Stays abreast of emerging trends, best practices, and innovations in public speaking and communication training
- **Client Relationship Management:** Build and maintain strong relationships with clients through regular communication, follow-up, and support.
- **Proposal Development:** Assist with the development of proposals, pitches, and presentations to prospective clients, outlining the firm's services, expertise, and value proposition. Participate in client meetings, demonstrations, and presentations to showcase the firm's capabilities and expertise.

- Client Retention: Play a key role in client retention efforts by delivering exceptional training experiences, exceeding client expectations, and fostering long-term relationships.

Four months after the firm reaches maturity I am going to hire speakers for this job role to meet the demand. The role of the speaker is very dynamic and multifaceted, encompassing training and development, thought leadership, client engagement, and business development responsibilities. By leveraging their expertise, passion for public speaking, and commitment to client success, speakers play a central role in delivering high-quality training experiences, building the firm's brand and reputation, and driving business growth.

Additionally I am going to hire a marketing assistant which will be in charge of developing all the marketing strategies to achieve the firm's objectives, maintaining and enhancing the firm's brand image, responsible for managing the marketing budget, allocating resources effectively across different channels and campaigns to maximize ROI and track, analyze key performance metrics to evaluate the success of marketing initiatives, tracking and maintenance of the social media.

I am going to hire an administrator assistant as well, to ensure the smooth operation of the firm by managing the schedules and appointments of speakers, including arranging meetings, conference calls, and travel logistics. Organize and maintain physical and electronic files, documents, contracts, and records, ensuring confidentiality and compliance with data protection regulations. Serve as a primary point of contact for client inquiries, providing information about services, scheduling appointments, and addressing client concerns. Assist with expense tracking, reimbursement processing, and invoice management, ensuring accuracy and compliance with accounting procedures

## Legal

It's going to be very important to understand the Mexican laws and regulations to ensure full compliance and mitigate legal risks when establishing and operating the Speaking Lab in Mexico.

The legal entity formation at first will be “physical person with business “to start the business my own and then when the firm start growing the legal entity will be determine as a corporation. Then register the business with the appropriate government authorities, such as Secretary of Economy or Public Registry of Commerce.

#### Regulatory Compliance:

- **Permits and Licenses:** Obtain any necessary permits or licenses required to operate a training or consulting business in Mexico, such as municipal business licenses or permits for conducting workshops or events in specific venues.
- **Industry Regulations:** Stay informed about industry-specific regulations or guidelines related to professional training, education, or consulting services that may impact the firm's operations or accreditation requirements.
- **Tax Obligations:** Understand and comply with Mexican tax laws, including registration for tax identification numbers and payment of corporate income tax, value-added tax and payroll taxes.
- **Labor and Employment Laws:** Adhere to labor and employment regulations concerning hiring practices, employee contracts, wages, benefits, working hours, and workplace safety standards outlined in the Federal Labor Law and other relevant statutes.
- **Data Protection and Privacy:** Comply with data protection and privacy laws, such as the Federal Law on Protection of Personal Data Held by Private Parties when collecting, processing, or storing personal information of clients or employees.

#### Contracts and Agreements:

- **Client Contracts:** Draft comprehensive client contracts outlining the scope of services, fees, payment terms, confidentiality provisions, and dispute resolution mechanisms. Ensure contracts comply with Mexican contract law and are enforceable in local courts.



- **Vendor and Partner Agreements:** Establish agreements with vendors, contractors, and strategic partners detailing terms of collaboration, responsibilities, deliverables, and intellectual property rights.

#### Intellectual Property Protection:

- **Trademark Registration:** Protect the brand identity by registering trademarks for the firm's name, logo, and any proprietary training programs or methodologies with the Mexican Institute of Industrial Property.
- **Copyright Protection:** Ensure that the training materials, presentations, and other creative works are protected under Mexican copyright law. Consider registering copyrights with the National Institute of Copyright for added protection.

#### Financial Planning and Analysis:

This financial projection demonstrates a strong growth trajectory for the public speaking firm, with increasing customer numbers driving revenue growth. Speaking Lab is going to manage its costs effectively, leading to substantial growth in gross margin and net income over the five years. The stable overhead costs and strategic investment in marketing underpin this growth. In this financial plan and analysis there are 3 scenarios (realistic, optimistic and pessimistic) where each of them is changing the number of customers that I am planning to have through the years. Overall, Speaking Lab is positioned for sustainable expansion and long-term profitability, aligning with its mission to provide quality public speaking training.

#### Realistic Financial Scenario

<b>STAFF</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Speaker per Individual Student	1	1	2	2	3
Speaker per Corporate Customer	1	1	2	2	3
Speaker per School Customer	1	1	2	2	3
Total	3	3	6	6	9
<b>CUSTOMERS</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Indiviudals	25	30	40	50	60

Corporate Customer	30	35	50	60	70
Schools Customer	10	15	20	25	30
Total	65	80	110	135	160

<b>INCOME DATA</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Cost per hour	79 €	83 €	87 €	91 €	96 €
Hours per week	65	80	110	135	160
Total per week	5.135 €	6.636 €	9.581 €	12.346 €	15.364 €
Total per month	20.540 €	26.544 €	38.323 €	49.384 €	61.456 €
Total per year	246.480 €	318.528 €	459.875 €	592.611 €	737.472 €

<b>Revenues</b>	<b>246.480 €</b>	<b>318.528 €</b>	<b>459.875 €</b>	<b>592.611 €</b>	<b>737.472 €</b>
-----------------	------------------	------------------	------------------	------------------	------------------

<b>COGS</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Salary	54.000 €	54.000 €	108.000 €	108.000 €	162.000 €
Materials	1.000 €	1.000 €	1.000 €	1.000 €	1.000 €
IT/Data protection plan	1.100 €	1.100 €	1.100 €	1.100 €	1.100 €
<b>Total</b>	<b>56.100 €</b>	<b>56.100 €</b>	<b>110.100 €</b>	<b>110.100 €</b>	<b>164.100 €</b>

<b>Gross Margin</b>	<b>190.380 €</b>	<b>262.428 €</b>	<b>349.775 €</b>	<b>482.511 €</b>	<b>573.372 €</b>
---------------------	------------------	------------------	------------------	------------------	------------------

<b>Overhead costs</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Rent	8.676 €	8.676 €	17.352 €	17.352 €	26.028 €
Health and Safety accreditation	600 €	600 €	600 €	600 €	600 €
Utilities	500 €	500 €	500 €	500 €	500 €
Marketing	25.000 €	25.500 €	30.000 €	35.500 €	40.000 €
Legal	1.000 €	1.000 €	1.000 €	1.000 €	1.000 €
Supplies (paper, pens, printing)	500 €	500 €	500 €	500 €	500 €
Salary (Admin and Mkt Admin)	19.200 €	19.200 €	19.200 €	19.200 €	19.200 €
<b>Total</b>	<b>55.476 €</b>	<b>55.976 €</b>	<b>69.152 €</b>	<b>74.652 €</b>	<b>87.828 €</b>

<b>EBITDA</b>	134.904 €	206.452 €	280.623 €	407.859 €	485.544 €
Depreciation	200 €	200 €	200 €	200 €	200 €
<b>EBIT</b>	134.704 €	206.252 €	280.423 €	407.659 €	485.344 €
Interest	0	0	0	0	0
<b>EBT</b>	134.704 €	206.252 €	280.423 €	407.659 €	485.344 €
Tax	40.411 €	61.876 €	84.127 €	122.298 €	145.603 €
<b>Net Income</b>	<b>94.293 €</b>	<b>144.376 €</b>	<b>196.296 €</b>	<b>285.362 €</b>	<b>339.741 €</b>

### Optimistic Financial Scenario:

<b>STAFF</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Speaker per Individual Student	1	1	2	2	3
Speaker per Corporate Customer	1	1	2	2	3
Speaker per School Customer	1	1	2	2	3
<b>Total</b>	<b>3</b>	<b>3</b>	<b>6</b>	<b>6</b>	<b>9</b>

<b>CUSTOMERS</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Indiviudals	50	60	70	80	90
Corporate Customer	40	50	60	70	80
Schools Customer	30	40	50	60	70
<b>Total</b>	<b>120</b>	<b>150</b>	<b>180</b>	<b>210</b>	<b>240</b>

<b>INCOME DATA</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Cost per hour	79 €	83 €	87 €	91 €	96 €
Hours per week	120	150	180	210	240
Total per week	9.480 €	12.443 €	15.678 €	19.205 €	23.046 €
Total per month	37.920 €	49.770 €	62.710 €	76.820 €	92.184 €
Total per year	455.040 €	597.240 €	752.522 €	921.840 €	1.106.208 €

					<b>1.106.208</b>
<b>Revenues</b>	<b>455.040 €</b>	<b>597.240 €</b>	<b>752.522 €</b>	<b>921.840 €</b>	<b>€</b>

<b>COGS</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Salary	54.000 €	54.000 €	108.000 €	108.000 €	162.000 €
Materials	1.000 €	1.000 €	1.000 €	1.000 €	1.000 €
IT/Data protection plan	1.100 €	1.100 €	1.100 €	1.100 €	1.100 €
<b>Total</b>	<b>56.100 €</b>	<b>56.100 €</b>	<b>110.100 €</b>	<b>110.100 €</b>	<b>164.100 €</b>

<b>Gross Margin</b>	<b>398.940 €</b>	<b>541.140 €</b>	<b>642.422 €</b>	<b>811.740 €</b>	<b>942.108 €</b>
---------------------	------------------	------------------	------------------	------------------	------------------

<b>Overhead costs</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Rent	8.676 €	8.676 €	17.352 €	17.352 €	26.028 €
Health and Safety accreditation	600 €	600 €	600 €	600 €	600 €
Utilities	500 €	500 €	500 €	500 €	500 €
Marketing	25.000 €	25.500 €	30.000 €	35.500 €	40.000 €
Legal	1.000 €	1.000 €	1.000 €	1.000 €	1.000 €
Supplies (paper, pens, printing)	500 €	500 €	500 €	500 €	500 €

Salary (Admin and Mkt Admin)	19.200 €	19.200 €	19.200 €	19.200 €	19.200 €
<b>Total</b>	<b>55.476 €</b>	<b>55.976 €</b>	<b>69.152 €</b>	<b>74.652 €</b>	<b>87.828 €</b>

<b>EBITDA</b>	343.464 €	485.164 €	573.270 €	737.088 €	854.280 €
Depreciation	200 €	200 €	200 €	200 €	200 €
<b>EBIT</b>	343.264 €	484.964 €	573.070 €	736.888 €	854.080 €
Interest	0	0	0	0	0
<b>EBT</b>	343.264 €	484.964 €	573.070 €	736.888 €	854.080 €
Tax	102.979 €	145.489 €	171.921 €	221.066 €	256.224 €
<b>Net Income</b>	<b>240.285 €</b>	<b>339.475 €</b>	<b>401.149 €</b>	<b>515.822 €</b>	<b>597.856 €</b>

### Optimistic Financial Scenario:

<b>STAFF</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Speaker per Individual Student	1	1	2	2	3
Speaker per Corporate Customer	1	1	2	2	3
Speaker per School Customer	1	1	2	2	3
<b>Total</b>	<b>3</b>	<b>3</b>	<b>6</b>	<b>6</b>	<b>9</b>

<b>CUSTOMERS</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Individals	50	60	70	80	90
Corporate Customer	40	50	60	70	80
Schools Customer	30	40	50	60	70
<b>Total</b>	<b>120</b>	<b>150</b>	<b>180</b>	<b>210</b>	<b>240</b>

<b>INCOME DATA</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Cost per hour	79 €	83 €	87 €	91 €	96 €
Hours per week	120	150	180	210	240
Total per week	9.480 €	12.443 €	15.678 €	19.205 €	23.046 €
Total per month	37.920 €	49.770 €	62.710 €	76.820 €	92.184 €
Total per year	455.040 €	597.240 €	752.522 €	921.840 €	1.106.208 €

<b>Revenues</b>	<b>455.040 €</b>	<b>597.240 €</b>	<b>752.522 €</b>	<b>921.840 €</b>	<b>1.106.208 €</b>
-----------------	------------------	------------------	------------------	------------------	--------------------

<b>COGS</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Salary	54.000 €	54.000 €	108.000 €	108.000 €	162.000 €
Materials	1.000 €	1.000 €	1.000 €	1.000 €	1.000 €

IT/Data protection plan	1.100 €	1.100 €	1.100 €	1.100 €	1.100 €
<b>Total</b>	<b>56.100 €</b>	<b>56.100 €</b>	<b>110.100 €</b>	<b>110.100 €</b>	<b>164.100 €</b>

<b>Gross Margin</b>	<b>398.940 €</b>	<b>541.140 €</b>	<b>642.422 €</b>	<b>811.740 €</b>	<b>942.108 €</b>
---------------------	------------------	------------------	------------------	------------------	------------------

<b>Overhead costs</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Rent	8.676 €	8.676 €	17.352 €	17.352 €	26.028 €
Health and Safety accreditation	600 €	600 €	600 €	600 €	600 €
Utilities	500 €	500 €	500 €	500 €	500 €
Marketing	25.000 €	25.500 €	30.000 €	35.500 €	40.000 €
Legal	1.000 €	1.000 €	1.000 €	1.000 €	1.000 €
Supplies (paper, pens, printing)	500 €	500 €	500 €	500 €	500 €
Salary (Admin and Mkt Admin)	19.200 €	19.200 €	19.200 €	19.200 €	19.200 €
<b>Total</b>	<b>55.476 €</b>	<b>55.976 €</b>	<b>69.152 €</b>	<b>74.652 €</b>	<b>87.828 €</b>

<b>EBITDA</b>	343.464 €	485.164 €	573.270 €	737.088 €	854.280 €
Depreciation	200 €	200 €	200 €	200 €	200 €
<b>EBIT</b>	343.264 €	484.964 €	573.070 €	736.888 €	854.080 €
Interest	0	0	0	0	0
<b>EBT</b>	343.264 €	484.964 €	573.070 €	736.888 €	854.080 €
Tax	102.979 €	145.489 €	171.921 €	221.066 €	256.224 €
<b>Net Income</b>	<b>240.285 €</b>	<b>339.475 €</b>	<b>401.149 €</b>	<b>515.822 €</b>	<b>597.856 €</b>

### Pessimistic Financial Scenario:

<b>STAFF</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Speaker per Individual Student	1	1	2	2	3
Speaker per Corporate Customer	1	1	2	2	3
Speaker per School Customer	1	1	2	2	3
<b>Total</b>	<b>3</b>	<b>3</b>	<b>6</b>	<b>6</b>	<b>9</b>

<b>CUSTOMERS</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Individals	10	20	30	40	50
Corporate Customer	10	15	20	25	30
Schools Customer	5	10	15	20	25
<b>Total</b>	<b>25</b>	<b>45</b>	<b>65</b>	<b>85</b>	<b>105</b>

<b>INCOME DATA</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
--------------------	---------------	---------------	---------------	---------------	---------------

Cost per hour	79 €	83 €	87 €	91 €	96 €
Hours per week	25	45	65	85	105
Total per week	1.975 €	3.733 €	5.661 €	7.773 €	10.083 €
Total per month	7.900 €	14.931 €	22.645 €	31.094 €	40.330 €
Total per year	94.800 €	179.172 €	271.744 €	373.126 €	483.966 €

<b>Revenues</b>	<b>94.800 €</b>	<b>179.172 €</b>	<b>271.744 €</b>	<b>373.126 €</b>	<b>483.966 €</b>
-----------------	-----------------	------------------	------------------	------------------	------------------

<b>COGS</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Salary	54.000 €	54.000 €	108.000 €	108.000 €	162.000 €
Materials	1.000 €	1.000 €	1.000 €	1.000 €	1.000 €
IT/Data protection plan	1.100 €	1.100 €	1.100 €	1.100 €	1.100 €
<b>Total</b>	<b>56.100 €</b>	<b>56.100 €</b>	<b>110.100 €</b>	<b>110.100 €</b>	<b>164.100 €</b>

<b>Gross Margin</b>	<b>38.700 €</b>	<b>123.072 €</b>	<b>161.644 €</b>	<b>263.026 €</b>	<b>319.866 €</b>
---------------------	-----------------	------------------	------------------	------------------	------------------

<b>Overhead costs</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Rent	8.676 €	8.676 €	17.352 €	17.352 €	26.028 €
Health and Safety accreditation	600 €	600 €	600 €	600 €	600 €
Utilities	500 €	500 €	500 €	500 €	500 €
Marketing	25.000 €	25.500 €	30.000 €	35.500 €	40.000 €
Legal	1.000 €	1.000 €	1.000 €	1.000 €	1.000 €
Supplies (paper, pens, printing)	500 €	500 €	500 €	500 €	500 €
Salary (Admin and Mkt Admin)	19.200 €	19.200 €	19.200 €	19.200 €	19.200 €
<b>Total</b>	<b>55.476 €</b>	<b>55.976 €</b>	<b>69.152 €</b>	<b>74.652 €</b>	<b>87.828 €</b>

<b>EBITDA</b>	-16.776 €	67.096 €	92.492 €	188.374 €	232.038 €
Depreciation	200 €	200 €	200 €	200 €	200 €
<b>EBIT</b>	-16.976 €	66.896 €	92.292 €	188.174 €	231.838 €
Interest	0	0	0	0	0
<b>EBT</b>	-16.976 €	66.896 €	92.292 €	188.174 €	231.838 €
Tax	-5.093 €	20.069 €	27.688 €	56.452 €	69.551 €
<b>Net Income</b>	<b>-11.883 €</b>	<b>46.827 €</b>	<b>64.605 €</b>	<b>131.722 €</b>	<b>162.287 €</b>

## KPI's

### Revenue KPIs:

- Total Revenue: Measure the overall income generated from training programs, workshops, consulting services, and other revenue streams.
- Revenue Growth Rate: Calculate the percentage increase or decrease in revenue over a specific period, indicating business growth or decline.
- Client Retention Rate: Measure the percentage of clients retained over a specific period, indicating client satisfaction and loyalty.

### Training and Performance KPIs:

- Training Attendance Rate: Measure the percentage of registered participants who attend training sessions or workshops, indicating the effectiveness of marketing and promotion efforts.
- Participant Satisfaction Score: Collect feedback from participants on training quality, instructor effectiveness, content relevance, and overall satisfaction.
- Skill Improvement Metrics: Measure participants' improvement in public speaking skills, confidence levels, and presentation effectiveness before and after training.

### Operational Efficiency KPIs:

- Utilization Rate: Measure the percentage of time trainers spend delivering training sessions or providing coaching services compared to available working hours.
- Training Resource Utilization: Track the utilization of training resources such as training materials, facilities, and equipment to optimize resource allocation and reduce waste.

### Marketing and Sales KPIs:

- Lead Generation Metrics: Track the number of leads generated through various marketing channels such as website inquiries, social media, referrals, and events. (CTR)

- **Conversion Rate:** Measure the percentage of leads that convert into paying clients, indicating the effectiveness of sales and marketing efforts.
- **Customer Lifetime Value (CLV):** Estimate the total revenue expected from a client over their entire relationship with the firm, helping prioritize high-value clients and retention strategies.

#### Financial Performance KPIs:

- **Profit Margin:** Calculate the percentage of revenue that translates into net profit after deducting all expenses, indicating the firm's profitability.
- **Operating Expenses Ratio:** Measure the proportion of revenue spent on operating expenses such as salaries, rent, utilities, and marketing.

#### Brand and Market Perception KPIs:

- **Brand Awareness:** Measure the firm's visibility and recognition in the market through surveys, website traffic, social media mentions, and media coverage.
- **Net Promoter Score (NPS):** Measure customer loyalty and likelihood to recommend the firm to others, indicating brand advocacy and reputation.

By tracking these KPIs regularly and analyzing trends over time, the Speaking Lab can assess performance, identify areas for improvement, and make data-driven decisions to drive growth, enhance client satisfaction, and achieve strategic objectives.

### Impacts to United Nations Sustainable Development Goal

#### United Nations Sustainable Development Goal 4: Quality Education

As a company dedicated to delivering high-quality education through various training programs, we are committed to making a significant impact on education by promoting inclusive practices, delivering engaging content, and supporting lifelong learning opportunities for all.

**Inclusive and Accessible Training Programs:** Our training programs are meticulously designed to meet the diverse needs of individuals, corporate clients, and educational institutions. We offer on-site training sessions at clients' offices



and schools, as well as online options, ensuring that our services are accessible to everyone, regardless of location. Our facilities and training materials are inclusive, taking into account the diverse learning needs of our participants. Our trainers are equipped with the skills and knowledge to create a welcoming and supportive learning environment for all.

**Personalized Learning Experiences:** We understand that learners come from various backgrounds and have different levels of proficiency and confidence in public speaking. Therefore, our personalized training approach allows participants to progress at their own pace and focus on areas that are particularly relevant to their goals. Whether preparing for professional presentations, public speeches, or personal development, our courses are tailored to meet the specific aspirations and needs of each client.

**Community Engagement and Support:** In addition to our tailored training programs, we actively engage with local communities to offer free or low-cost workshops and public speaking events. These initiatives are designed to contribute to community development and educational enrichment, ensuring that quality education and skill development opportunities are available to all, regardless of their economic background.

In conclusion, our firm's commitment to delivering education through diverse training programs is driven by our dedication to promoting inclusive practices and lifelong learning. By offering accessible and personalized training options, and by engaging with and supporting local communities, we strive to make a significant and lasting impact on education. Our alignment with these values ensures that we not only contribute to individual development but Additionally foster a more inclusive and empowered society.

#### United Nations Sustainable Development Goal 5: Achieve gender equality and empower all women and girls

Public speaking is a powerful tool that can contribute significantly to achieving gender equality and empowering women and girls. As a woman-owned business, the firm itself serves as a role model, demonstrating women's capabilities in leadership and entrepreneurship. This visibility can inspire other women and girls to pursue their ambitions confidently.

Additionally public speaking training helps women develop the confidence to speak up in various settings, from boardrooms to community meetings. This skill is crucial for advocating for themselves and others.

Another good thing is that in the future the firm could collaborate with local and international women's organizations to provide public speaking training as part of broader empowerment programs. This synergy can amplify the impact of both the firm and the partnering organizations.

United Nations Sustainable Development Goal 8 is about promoting inclusive and sustainable economic growth, employment and decent work for all.

The firm focuses on promoting inclusive and sustainable economic growth, employment, and decent work for all. Speaking Lab creates employment opportunities, from trainers and administrative staff to marketing and support roles, and the firm is Additionally contemplating salaries that are above the average in the market. As the firm grows, it can contribute to local job creation and economic development.

Speaking Lab align closely with United Nations Sustainable Development Goal 8 by enhancing employability, supporting corporate and educational growth, fostering entrepreneurship, promoting inclusive economic growth, and creating decent work opportunities. Through targeted training programs and community engagement, the firm contributes to sustainable economic growth and the development of a skilled, confident, and capable workforce.

## Conclusion

Establishing a Speaking Lab presents a unique opportunity to make a significant impact in the realm of communication, education, and personal development. Through the provision of training, coaching, and consulting services, a Speaking Lab can empower individuals, organizations, and schools to express their ideas confidently, persuasively, and effectively.

By leveraging expertise gained from personal experience, professional endeavors, and academic research, such a firm can serve as a catalyst for positive change, helping clients unlock their full potential and achieve their communication goals. Enhancing presentation skills, refining public speaking

techniques, or overcoming stage fright, the firm's offerings provide valuable resources and support to a diverse range of clients.

Moreover, the establishment of a Speaking Lab is not just a business venture; it's a mission-driven endeavor rooted in a passion for education, empowerment, and personalized learning opportunities. By promoting lifelong learning and fostering a culture of continuous improvement, the firm contributes to the growth and development of individuals and communities.

In a world where effective communication is increasingly recognized as a critical skill in personal, academic, and professional success, the presence of a Speaking Lab fills a vital need. Through collaboration, innovation, and dedication to excellence, such a firm can become a trusted partner for individuals, companies, and schools seeking to thrive in an ever-evolving communication landscape.

In essence, the establishment of a Speaking Lab is not just about building a business; it's about building bridges, inspiring confidence, and empowering voices to be heard. It's about making a difference, one speech, one presentation, and one client at a time.

## References

- Mi Excelencia. (n.d.). Mi Excelencia. Retrieved May 23, 2024, from <https://miexcelencia.com/>
- Colegio de Oratoria. (n.d.). Colegio de Oratoria. Retrieved May 23, 2024, from <https://colegiodeoratoria.org/>
- Speaker Coach. (n.d.). Speaker Coach. Retrieved May 23, 2024, from <https://www.speakercoach.mx/>
- Consultek. (n.d.). Curso de oratoria y storytelling. Consultek. Retrieved May 23, 2024, from <https://www.consultek.com.mx/portafolio/curso-de-oratoria-storytelling/>
- Voice Training Boutique. (n.d.). Contacto. Voice Training Boutique. Retrieved May 23, 2024, from <https://www.voicetrainingboutique.com/contacto/>

- United Nations. (n.d.). Goal 8: Decent work and economic growth. United Nations. Retrieved May 23, 2024, from <https://www.un.org/sustainabledevelopment/economic-growth/>
- Eventbrite. (n.d.). Public speaking 1 day training in Mexico City. Retrieved May 23, 2024, from <https://www.eventbrite.ca/e/public-speaking-1-day-training-in-mexico-city-tickets-778880381187>
- Jiménez Nájera, M. S. (2023, August 23). Hablar en público: La peor pesadilla para muchos. Observatorio del Instituto para el Futuro de la Educación. <https://observatorio.tec.mx/edu-news/hablar-en-publico-la-peor-pesadilla/>
- Forbes Staff. (2023, December 14). Fin de año: La importancia de hablar en público. Forbes México. <https://www.forbes.com.mx/fin-de-ano-la-importancia-de-hablar-en-publico/>
- Malatesta, N. (n.d.). ¿Por qué es importante hablar bien en público? LinkedIn. Retrieved May 23, 2024, from <https://www.linkedin.com/pulse/por-que-es-importante-hablar-bien-en-publico-norberto-malatesta/>
- Colegio de Oratoria. (n.d.). Retrieved May 23, 2024, from [https://colegiodeoratoria.org/?gad\\_source=1&gclid=Cj0KCQjw0rUYBhDuARIsANSZ3wok5iUhrpaF7GF-NvC\\_fnDU3NYcJy182-2zXuFxzROb5J2QWxSufIAaAoH0EALw\\_wcB](https://colegiodeoratoria.org/?gad_source=1&gclid=Cj0KCQjw0rUYBhDuARIsANSZ3wok5iUhrpaF7GF-NvC_fnDU3NYcJy182-2zXuFxzROb5J2QWxSufIAaAoH0EALw_wcB)
- Encuesta propia sobre "Consultoría de Oratoria para compañías en México" <https://forms.office.com/e/qg3JC06zth>
- Encuesta propia sobre "Encuesta sobre "Consultoría de Oratoria en México" <https://forms.office.com/e/CkTb1py1i1>
- México.unir.net. (s.f.). ¿Qué es oratoria? UNIR México. Recuperado de <https://mexico.unir.net/noticias/comunicacion-mercadotecnia/que-es-oratoria/>
- Universidad Intercontinental. (s.f.). Conferencia sobre la importancia de la oratoria en los juicios orales. Recuperado de <https://www.uic.mx/noticias/conferencia-sobre-la-importancia-de-la-oratoria-en-los-juicios-orales/>

- Curso Oratoria. (s.f.). Curso de Oratoria. Recuperado de <https://curso-oratoria.com.mx/>
- Educaedu México. (s.f.). Oratoria en Distrito Federal. Recuperado de <https://www.educaedu.com.mx/oratoria/distrito-federal>
- Aprende Más. (s/f). Oratoria: ¿Qué es y cómo te puede servir? Recuperado de <https://www.aprendemas.com/mx/blog/orientacion-academica/oratoria-que-es-y-como-te-puede-servir-10505>
- Maestría en Oratoria. Recuperado de <https://mexico.unir.net/humanidades/maestria-oratoria/>
- La Palabra. (n.d.). LinkedIn. Retrieved from <https://www.linkedin.com/company/curso-la-palabra/?originalSubdomain=mx>