Training Programme for Entrepreneurs

Introduction

The following training programme was developed as part of the BIC for SME project whose main aim is to provide concrete tools for training of:

- Entrepreneurs (both early-stage and experienced entrepreneurs), in areas of innovative entrepreneurship
- Training / education / mentoring / coaching / support staff of the participating organisations (whether they are experienced or just starting in their training career).
- Independent trainers / educators / mentors / coaches (whether they are experienced or just starting in their training career).

The BIC for SME project completed a need analysis addressing both the demand and the offer of innovation training in the enterprise / business sector. An online survey was created addressing the two classes of stakeholder: The Entrepreneurs (demand) and Innovation Trainers (offer). The outcomes of the need analysis have been used as input for the design of the present training programme.

The needs analysis survey asked entrepreneurs and trainers about desired competences, preferred methods of assessment, learning preferences, tools, etc. In the lead up to, and during the pilot process, we invited needs analysis participants and other potential users, interested in learning about the results of the survey, to participate.

Based on the partners' work as innovation entrepreneurship providers and EFMD's experience in management development and relevant small and micro enterprise and entrepreneurship courses and trainings, 12 priority areas for innovation entrepreneurship were identified. The 12 priority areas became the 10 modules of the training programme. These 12 priority areas were supported by relevant literature reviews as well as relevant EU frameworks such as the EU EntreCompe and ECVET frameworks with a focus on issues such as assessing entrepreneurship curriculums and modules related particularly to starting (and developing) a business

As mentioned, two target groups were involved: entrepreneurs and trainers. They used two separate online surveys to give their opinion on the different subjects, their importance for innovation entrepreneurship and the most appropriate methodologies for teaching and assessing each one of them.

Aim of the Training Programme

The main aim of the training programme is to provide the skills, knowledge and the competences required for SMEs which have been identified in the need analysis by a sample of entrepreneurs and innovation trainers. In particular, the Training Path for Entrepreneurs seeks to provide tools, methods and processes which are practically useful during all stages of a company's development.

Learning outcomes

The entrepreneur, at the end of the training programme, will improve his/her capability to understand how to generate, identify and select business ideas, to develop or strengthen personal skills useful in successfully managing an enterprise and in developing and sustaining an extensive network of partners. The key learning outcomes for each module are noted in the module descriptors below under 'Output competencies'. The assessment of the acquired competence will be performed in general by providing the students with an initial and a final diagnostic assessment. Such tests provide an assessment / self-assessment of entrepreneurial skills, generating a score, which corresponds to a degree of expertise. A specific diagnostic tool for trainers has been developed as part of the BIC for SME project. For some modules, group activities are foreseen, where entrepreneurs will be assessed by trainers using the diagnostic tool both before and after interventions with learners.

Duration and Delivery

The training programme is set on a total duration of 163 hours, but being very flexible it can be adapted to the specific needs of each participating group. Users may go through the material from start to finish or, depending on their stage of development, they may focus on specific, select modules.

While entrepreneurs and small and micro enterprises can use the outputs of the BIC for SME tools on their own, a related Manual for Trainers gives specific detail on how to utilize all of the project outputs from assessing users' capabilities and competencies, to developing a learning plan and using the learning materials.

The training programme has been developed with regard for standards and methodology for preparation of ECVET non-formal training programmes including:
- Introduction with definition of: training aim, total amount of teaching hours, modules, target group definitions, prerequisites for participation and teacher profiles;
- Modules which will include: module description, total amount of teaching hours, units, target group definitions, prerequisites for participation, teacher profiles, description of the procedures and criteria for assessment;
- Description of units with: teacher profiles, list of materials and infrastructure, description of learning outcomes (knowledge, skills, competences, content).

Description of Target Users

The training programme for Entrepreneurs can be useful for different classes/levels of users such as senior entrepreneurs who may be looking to expand or grow their business, young start-ups or even people willing to launch a start-up in the future (potential entrepreneurs). The key concepts, tools and the training materials can be useful for entrepreneurs at different stages and, with different academic, practical (and perhaps) professional experience.

Training Modules of the Course

Following the results of the need analysis, it was envisaged that the course would be organized around 12 modules, each one regarding a specific topic as outlined below:

1. Methodologies for idea creation and creation of business proposals
2. Product and/or services innovation strategies
3. Human resources management
4. Administration and management of legal issues
5. Marketing & communications
6. Fundraising or Financial awareness
7. Financial management and sustainability
8. Sales management
9. IT and digital resources management
10. Networking and cooperation
11. Methodologies for internationalization
12. Managing and Evaluating the Performance of the Business

Eventually, 10 Modules were developed as follows:

1. Creating Ideas, Creating a Business
2. Adding Value through Innovation
3. Managing the Human Aspect of the Business
4. Staying on the Right Side of the Law
5. Connecting with your Audience and Growing your Sales
6. Getting Money to Start, Grow and Sustain your Business
7. Using Technology to help your Business
8. Connecting with People and Making them Work for You
9. Going International
10. How is my Business Doing?

Here follows a detail of each training module:

	1. CREATING IDEAS, CREATING A BUSINESS
Module Objective	To provide the target users with competences, methodologies and tools to define the structure and the processes of a new business, understand and evaluate potential impact of a business idea and developing a well-researched Business Plan addressing strategic and operational issues for a start-up or expanding enterprise.
n. hrs	18
Content of the Module	**1. Creating a Business** Description of the main feature of a business idea, taking into account all the contextual aspects which can determine the success or the failure of a business. Definition of concepts such as value proposition, target customer, total available market, competition, market validation, etc. **2. Analyse and assess a business idea – develop a plan** Methods and tools to evaluate the potential success of a business idea by identifying the key aspects of a business (Business Model Canvas), the market response (Minimum Viable Product), understand the added value for customers (Buyer Utility Map), etc. Put together a plan for the business idea. **3. Present a business idea** Understand the importance of communicating a business idea to investors, partners, employees and customers. The (elevator, 5-min or 20-min) pitch.
Output competences	At the end of the module the user will develop or strengthen the following competences/capabilities: • Define a structured business model from an idea • Evaluate and validate the idea / business concept • Develop and assess a business plan • Define and present a pitch regarding a business idea to engage key stakeholders
Methodology and tools	Module 1 can be provided in two parts: in the first part (8 hrs) basic concepts of the topic will be transferred to the target audience through frontal lessons. Teachers can use PowerPoint slides, blackboard, case studies and examples; in the second part (10 hrs), after the basic concepts have been transferred, a peer learning training method will be implemented through a project work where students are split in small groups (3-5) each one working on a specific business idea. At the end of the project work, each group will deliver a complete Business Canvas Model and present their work in a 5-min pitch context. The students can be provided with training materials for offline study.

	The tools used in this module are: Business Model Canvas, Buyer utility map, Price corridor of the mass.	
Training methods	☒ Frontal lessons ❑ Case Analysis ☒ Group search ☒ Individual study	❑ Stage ❑ Project work ❑ Individual project ❑ Tutorials
Assessment system and tools	At the beginning of the module, a diagnostic or self-assessment test will be provided to participants, with reference to the topics of the module. At the end of the module, the same target auditors will assess the project work and the pitch of each team.	

	2. ADDING VALUE THROUGH INNOVATION
Module Objective	To learn and help businesses assess innovation management skills as well as reinforcing creativity & strategic for business growth.
n.hrs	20
Content of the Module	**1. Strategic Design & Design Thinking** Understand the concepts of lean approach and value concept for Strategic Design. Know the importance of building in Value Proposition Design. Understand the importance of Branding, Servitisation and Design thinking to obtain competitive advantages. Tools and methodologies to achieve this. **2. Creativity & Critical Thinking** Idea Creation concepts and relevant methodologies and the value of incorporating Critical Thinking. Identifying relevant sources and tools. **3. Product/service and Technology Innovation Management** Understanding the concept of product/service life-cycle. The role of Innovation and Business Strategy and issues to consider in building in Innovation Management systems. Project management approaches such as Traditional and Agile approaches and related Tools and Methodologies.
Output Competencies	• Understand where innovation adds value to certain clients. • Effectively and efficiently generate & select ideas (through critical thinking). • Transform innovation into competitive advantages. • Understand basic Lean concepts and manage the development of new products or processes in an agile way and adapted to the market. • Understand and deliver strategic design & design thinking tools. • Know how technology affects disruptive innovation and the importance of incorporating it into all business processes. • How to design and implement an innovation management system that lasts over time. • Include key metrics to monitor start-up growth.

Methodology & Tools	Module 2 can be provided in two parts: in the first part (10 hrs) key concepts of the topic will be transferred to the target audience through frontal lessons. Teachers can use PowerPoint slides, online whiteboard, blackboard, case studies and examples; in the second part (10 hrs), after the basic concepts have been transferred, a peer learning training method will be implemented through a project work where students are split in small groups (3-5) each one working on a specific innovation (which could be product, service, a hybrid, marketing innovation, etc.). Each group will deliver a an outline innovation plan with key metrics. The students can be provided with training materials for offline study. The tools used in this module are: Idea Generation and Critical Thinking Tools, Lean Models, Traditional and Agile Innovation Management approaches
Training Methods	⊠ Frontal lessons ❑ Stage ❑ Case Analysis X Project work ⊠ Group search ❑ Individual project ⊠ Individual study X Tutorials
Assessment System and Tools	At the beginning of the module, a diagnostic or self-assessment test will be provided to participants, with reference to the topics of the module. At the end of the module a similar diagnostic test will assess the project work and the innovation projects of each team.

3.	Managing the Human Aspect of your Business
Module Objective	To help businesses to develop a strategic human resource management and human resource development approach for supporting their business development and growth.
n. hrs	12
Content of the Module	1. **Understanding the extended role of HRM for success of entrepreneurs**: assessing entrepreneur's understanding, knowledge and skills on HRM. 2. **Approaching strategic design and implementation of HRM in small and micro businesses**: setting clear visions and goals in terms of employment matters; envisioning and designing the HRM processes needed and setting up monitoring and evaluation. 3. **Understanding the processes and issues of recruitment**: design recruitment strategy and channels; selecting the right candidate; strengthening the organizational profile and setting up HRM planning. 4. **Knowing basic HRM processes**: learning about employment law and regulations; developing rewarding/sanctioning system; supporting talent management and considering employees performance management elements. 5. **Implementing Human Resource Development processes:** Designing and Implementing Mentoring, Training and Education; exploreing Competency Approach and setting Knowledge Management Principles. 6. **Insight into supporting positive organizational culture:** analysing employee satisfaction and organizational climate; setting up organizational communication, including employee participation and Leadership
Output competences	At the end of the module the user will develop or strengthen the following competences/capabilities: ● Understand the extended role of HRM for success of entrepreneurs. ● Approach strategic design and implementation of HRM in small and micro businesses. ● Understand the processes and issues of recruitment. ● Know basic HRM processes. ● Implement Human Resource Development processes. ● Have an insight into supporting positive organizational culture.

Methodology and tools	Module 3 will be provided as frontal lessons (8 hrs), where basic concepts of the topic will be transferred to the target audience. Teachers can use online whiteboards for collaborative work, PowerPoint slides, blackboard, case studies and examples; in the second part (4 hrs), a peer learning training method will be adopted: the target class will solve a simulation of business organization with company roles and responsibilities. The students will be provided with access to the relevant parts of BIC for SME training materials for offline study. At the end of the Module, an evaluation test will be provided to the students. Trainers can also consider including discussion forums (either formal or informal) where peer learning and shared experience can occur.
Training methods	☒ Frontal lessons ☐ Stage ☐ Case Analysis ☒ Project work ☒ Group search ☒ Individual project ☒ Individual study ☐ Tutorials
Assessment system and tools	At the beginning of the module, a diagnostic test will be provided to participants, with reference to the topics of the module. At the end of the module, a second diagnostic test will be provided to target students.

4.	STAYING IN THE RIGHT SIDE OF THE LAW
Module Objective	To broadly acquaint the entrepreneur with existing regulations and their content, which is crucial for the proper establishment and management of the company.
n. hrs	12
Content of the Module	**1. Management Control and Action Plans** Understand the economic and financial situation of the company to define managerial actions; The planning and control system; From critical success factors to performance indicators to the action plan; Business Budgeting, Financial Statements and reporting **2. Legal issues** National and international contracts; Corporate governance and law; Corporate Liability; Tax Laws and Business crisis management, Litigation, conciliation and arbitration; Labour law and trade union; Industrial law and intellectual property rights; data privacy and safety; Administrative law and public procurement
Output competences	At the end of the module the user will develop or strengthen the following competences/capabilities: • Managerial skills necessary to guide the SME business growth in an increasingly competitive and digital environment re: data security, information management, etc. • Appropriate analysis and assessment tools for the company. • Analyse and define the business opportunities. • Understand the context of legal issues.
Methodology and tools	Module 4 will be provided to the target audience through frontal lessons (12 hrs). Teachers can use PowerPoint slides, blackboard, online whiteboards, case studies and examples; The students can be provided with training materials for offline study.
Training methods	☒ Frontal lessons ☐ Stage ☒ Case Analysis ☐ Project work ☐ Group search ☐ Individual project ☒ Individual study ☐ Tutorials
Assessment system and tools	At the beginning of the module, a diagnostic / assessment test will be provided to participants, with reference to the topics of the module. At the end of the module, a second diagnostic test can be provided to assess the acquired competences of the student.

5. CONNECTING WITH YOUR AUDIENCE AND GROWING YOUR SALES	
Module Objective	To help businesses develop both marketing management skills and sales management skills.
n. hrs	20
Content of the Module	**1. Marketing Strategy** The importance of understanding context and competitive position analysis as well as being aware of consumer behaviour and user experience. Understanding the role of servitisation, value & business opportunities **2. Marketing Management** Awareness of basic principles such as: 7 Ps Marketing-Mix: Product/Service, Placement, Price, Promotion in addition to People, Process & Physical Evidence. How to management performance and sources and tools to help with this. **3. Digital Marketing** Current trends in terms of Digitalization and related Processes. Digital 4.0 & Trends. Tools and useful websites & apps
Output competences	At the end of the module the user will develop or strengthen the following competences/capabilities: • Understanding consumer behaviour to create value. • Develop policies and marketing tools. • Understand current marketing trends such as Servitisation and User Experience development and effectively manage the route to market. • Developing knowledge of incorporating Digital Transformation into marketing processes. • Implement and optimise a Marketing & Sales management structure (including key metrics).
Methodology and tools	Module 5 will be provided in two parts: in the first part (15 hrs) basic concepts of the topic will be transferred to the target audience through frontal lessons. Teachers can use PowerPoint slides, blackboard, case studies and examples; in the second part (5 hrs), after the basic concepts have been transferred, a peer learning training method will be implemented through a class work where students are split in small groups (3-5) each one working on a specific communication plan. At the end of the class work, each group will present their communication plan to the other colleagues. The tools used in this module are: Business Model Canvas, Buyer utility map, SWOT, Price corridor of the mass.
Training methods	☒ Frontal lessons ❑ Stage ❑ Case Analysis ☒ Project work ❑ Group search ❑ Individual project ☒ Individual study ❑ Tutorials

Assessment system and tools	At the beginning of the module, a diagnostic assessment test will be provided to participants, with reference to the topics of the module. At the end of the module, the same target auditors will assess the project work and the pitch of each team.

6.	GETTING THE MONEY TO START, GROW AND SUSTAIN YOUR BUSINESS
Module Objective	To help businesses assess funding needs, identify appropriate sources of funding to meet those needs and to set out an effective financial plan to start, grow and sustain a business.
n. hrs	20
Content of the Module	**1 Understand Financial Requirements of a Business & Identify Suitable Sources of Funds** Understand how to Assess Financial Requirements, Timing Issues and identify appropriate Sources of Funding **2 Understand Financial Modelling** Be able to Develop an Income & Expenditure (Business / Revenue Model) using tools including: Financial Planning draft Excel model including Cashflow, Profit & Loss and Balance Sheet. Be able to Conduct Financial Analysis and support Financial Management in businesses **3 Understand Risk Analysis & Financial Management** How to Assess Risks and support Contingency Planning. Undertaking Sensitivity Analysis and be able to Support Financial Management & Communication with key stakeholders using tools including: summary One Page Business Plan, Pitching Deck for key Stakeholders. Understand the importance of Management Accounts and being able to Assess Sustainability and consider Impact Funding
Output competences	At the end of the module the user will develop or strengthen the following competences/capabilities: • Understand how to develop a well-researched funding and financial plan • Understand how to evaluate and present a sound structure and relevant content for funding and financial planning • Engage effectively with key stakeholders and third parties in order to investigate, evaluate and address enterprise requirements • Consider KPIs (key performance indicators) and how to use standard tools for the management and sustainability of the business. • Apply knowledge gained in other modules of the programme so as to develop a robust, sustainable business • Understand how to effectively Fundraise including the appropriate types of funding to target and when. • Consider sustainable processes. • To define KPI and tools for the assessment of sustainability and environmental impacts.

Methodology and tools	Module 6 will be provided to the target audience through frontal lessons (20 hrs). Teachers can use PowerPoint slides, blackboard, case studies, business plan templates and excel financial models and examples; The students will be referred to relevant training materials for offline study. The experience of experts will be useful to provide the students with concrete examples of application. Students will need to undertake a lot of individual work on this topic on an ongoing basis.
Training methods	☒ Frontal lessons ❏ Stage ☒ Case Analysis ☒ Project work ❏ Group search ☒ Individual project ☒ Individual study ❏ Tutorials
Assessment system and tools	At the beginning of the module, a diagnostic test will be provided to participants, with reference to the topics of the module. At the end of the module, a second test will be provided to assess the acquired competences of the student. This can also be done on an ongoing basis for this particular module.

7.	USING TECHNOLOGY TO HELP YOUR BUSINESS
Module Objective	Help users to understand the potential value of IT and Digital Resources. The module will address new digital technologies, Industry 4.0, big data analytics, key trends and information (cyber) security to scientifically optimise business choices. Business oriented digital management such as web, predictive, statistical, marketing and talent analytics will be considered while augmented, virtual and mixed reality will also be considered.
n. hrs	20
Content of the Module	1. **Key Market Trends and New Digital Technologies including Industry 4.0** 2. **Business oriented digital management such as:** web analytics, predictive analytics, statistical analytics, marketing analytics and talent analytics 3. **Big data analytics** 4. **Information (cyber) security** 5. **Augmented, Virtual and Mixed reality (Immersive Technologies)**
Output competences	At the end of the module the user will develop or strengthen the following competences/capabilities: • To know the essential elements of new IT technologies. • To understand the importance of data related to business.
Methodology and tools	Module 7 will be mainly provided through frontal lessons, using case analysis to bring concrete examples of to the class about the topic. Teachers can use PowerPoint slides, online whiteboards for collaborative work where relevant and blackboards in their training
Training methods	☒ Frontal lessons ❑ Stage ❑ Case Analysis ❑ Project work ❑ Group search ❑ Individual project ☒ Individual study ❑ Tutorials
Assessment system and tools	At the beginning of the module, a quick diagnostic test will be provided to participants, with reference to the topics of the module. At the end of the module, a second test will be provided to assess the acquired competences of the student.

	8. CONNECTING WITH PEOPLE AND MAKING THEM WORK FOR YOU!
Module Objective	This Module will provide entrepreneurs with competences, methodologies and tools to support them in understanding the importance of personal relationships, in engaging trainees, in creating new business opportunities, (and developing and maintaining new market and customer opportunities). It also helps them to exploit techniques, tools and events to increase the effectiveness of networking activities.
n. hrs	20
Content of the Module	**1. Strategic Networking** Definition of Networking. Best Networking Practices Importance of Networking inside and outside the organization. **2. Tips and hints** Overcoming psychological obstacles and fears; Face to Face contacts, body language, international cultures; preparation to networking, memorize faces and names; business cards **3. Game / Role play** All the class will be involved into one or more simulation games to test and understand social behaviours and dynamics such as Influence, Sources of Power, Leadership, etc.
Output competences	At the end of the module the user will develop or strengthen the following competences/capabilities: • In building a network in the light of corporate and individual goals. • Have gained a new insight on how to transform existing contacts into effective relationships. • Be able to introduce themselves to an unknown environment. • Get new contacts with, and get to further know, other participating professionals who are important to the business. • Understand the advantages of networking, including: Strengthening business connections, getting fresh ideas and new opportunities, Build confidence, etc.
Methodology and tools	Module 8 will be provided in two parts: in the first part (4 hrs) basic concepts of the topic will be transferred to the target audience through frontal lessons. Teachers can use PowerPoint slides, blackboard, case studies and examples; in the second part n.2 sessions (8 hrs each), will be implemented, organizing the role play games in which all the class will be involved. The tools used in this module are: Role Games traditionally used in team building context or purposely developed

Training methods	☒ Frontal lessons ❑ Case Analysis ❑ Group search ☒ Individual study	❑ Stage ❑ Project work ☒ Role simulation game ❑ Tutorials
Assessment system and tools	At the beginning of the module, a quick diagnostic test will be provided to participants, with reference to the topics of the module. At the end of the module, a second test will be provided to assess the acquired competences of the users.	

	9. GOING INTERNATIONAL
Module Objective	To provide entrepreneurs with competences, methodologies and tools to support them in understanding the opportunities and risks related to internationalisation of the business and its processes, and to recognise the features of the target market and to understand and effectively apply techniques of international commerce.
n. hrs	13
Content of the Module	**1. Market strategy in international markets** International economic scenarios, internationalization of internal processes (Marketing, HR, Financials, IT, etc.), analysis of worldwide markets. **2. Export design and plan** "What is an export plan?", strategies, objectives and actions to implement it. Implementation and control. **3. Risks of Internationalisation** People learn from failure. However, risk management is important in an organisation because without it, a firm cannot define its objectives for the future. The ability to manage risk will help companies act more confidently on future business decisions.
Output competences	At the end of the module the user will develop or strengthen the following competences/capabilities: • Critical awareness of discipline-based concepts and approaches to understand the complexity of managing an organization in the global business arena • Understanding of how acquired theoretical knowledge can be applied in practical international business situations
Methodology and tools	Module 9 will be mainly provided through frontal lessons, using case analysis to bring concrete examples of to the class about the topic. Teachers can use PowerPoint slides, online whiteboards and blackboards in their training
Training methods	☒ Frontal lessons ❏ Stage ☒ Case Analysis ❏ Project work ❏ Group search ❏ Individual project ☒ Individual study ❏ Tutorials
Assessment system and tools	At the beginning of the module, a diagnostic assessment test will be provided to participants, with reference to the topics of the module. At the end of the module, a second test will be provided to assess the acquired competences of the student.

10. HOW IS MY BUSINESS DOING?	
Module Objective	To understand key principles of performance measurement and management the organizations of all types.
n. hrs	8
Content of the Module	**1. Employee Performance in Business** Business performance and the ability of a company to implement optimal organization (including employees) with the aim of offering a product or service that meets the expectations of consumers and customers. **1. Performance in business** Understand how and why a company is composed of different types responsibility centres (e.g. profit centres, cost centres, revenue centres, and investment centres); how organizational units negotiate and set prices for the goods and services transferred within the organization. **2. Measurement and assessment** Being effective and efficient. Understanding the uses, benefits and limitations of employee assessment measures, financial assessment measures such as ROI, EVA, and residual income, business measures (KPIs) such as new product development, customer acquisition and retention costs, etc., and the optimisation of an organisation's strategy through performance measurement systems **3. Management Accounts** The role of management accounting in helping managers decide on the pricing, costing, market factors and profitability.
Output competences	• At the end of the module the user will develop or strengthen the following competences/capabilities: • Understand the role of strategic planning and control, and associated strategic objectives in performance management, and the implications for strategic management accounting information, and attendant systems • Identify, assess and analyse key external influences on organizational performance, particularly relating to key stakeholders and ethical issues • Understand and apply strategic performance measurement techniques, both financial and non-financial, in the context of improving organizational performance • Identify, apply, and evaluate strategic planning control tools and techniques
Methodology and tools	Module 10 will be mainly provided through frontal lessons, using case analysis to bring concrete examples to the class about the topic. Teachers can use PowerPoint slides, blackboard in their training

Training methods	☒ Frontal lessons ☒ Case Analysis ❑ Group search ☒ Individual study	❑ Stage ❑ Project work ❑ Individual project ❑ Tutorials
Assessment system and tools	At the beginning of the module, a diagnostic test will be provided to participants, with reference to the topics of the module. At the end of the module, a second test will be provided to assess the acquired competences of the student.	