



**INSPIRING REVOLUTIONARY
EDUCATIONAL CREDENTIALS**

Module 4 - EURADA





1506
UNIVERSITÀ
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DI URBINO
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ABOUT THE PROJECT

OBEC (2020-1-SE01-KA204-077803) is a KA2 Strategic Partnership co-funded by the Erasmus+ of the European Union. Led by Swideas in Sweden, the project gathers partners in Croatia (Regional Development Agency of Sisak-Moslavina County - SIMORA), Italy (LAI-MOMO Società Cooperativa Sociale & Università degli studi di Urbino Carlo Bo), Belgium (EURADA - Association Européenne Des Agences Développement).

OBEC is an innovative project that aims to explore the potentials of Blockchain technology to promote competency development and recognition of skills and qualifications by creating an innovative system to issue and validate learning credentials on a trial basis. Through this effort, the project's goal is to encourage the professional and academic integration of migrants, exchange students, and individuals with informal and non-formal learning backgrounds.

By contributing to the educational and economic integration of these targeted groups, OBEC envisions to benefit individuals with migrant background, students, teachers, education institutions, and employers. Focusing on the key issue of lack of uniformity and transparency in systems of validation of credentials, it is expected that this effort will result in positive effects in the working context, promoting employability, empowerment, and accessibility to the labour market.





**UPGRADING SKILLS FOR A CHANGING LABOUR MARKET:
SUSTAINABLE ENTREPRENEURSHIP AND BUSINESS PLANNING**

ARE YOU ENTREPRENEUR READY?

OBEC

Brussels, 8 March 2022

Christian Saublens

PLAN OF THE PRESENTATION

- What are the challenges to being an entrepreneur?
- How to define your product/service?
- How to assess your market?
- Who should be in your team?
- Management vs entrepreneurship
- Next steps
- Questions/statements.

GAME OF THE DAY

As you plan to become an entrepreneur:

- You will soon start to write a business plan
- You will seek to find external sources of funding



You should be able to answer and advocate to the following set of questions:

- What type of leader are you? (Psychology readiness)
- As entrepreneur a positive image? (Family readiness)
- Is your production model robust? (Technical readiness)
- Are your targets well defined? (Commercial readiness)
- Is your financial scenario strong? (Cash readiness)

FOOD FOR THOUGHT!

The recipe for creating a successful startup is not that complex. (right or wrong?)

Find something others need, create a product or service that meets that need, and get the right people together.

Source: LinkedIn 27.02. 2022

WHICH NEEDS?

- Obvious (food, health, housing,...)
- Expressed (low cost energy, healthy food,...)
- Real (ICT literacy, ageing supports,...)
- Unsatisfied (cybersecurity, drought resistant plant, care for sick children,)
- Societal (CO2 reduction, plastic substitution, water/energy supply in poor countries,)
-

WHOM TO ASK FOR SUPPORT?

- FRIENDS (Confidence on your idea)
- PUBLIC INSTITUTIONS (Grants, soft supports, permits, tax holidays,)
- CROWDFUNDING (Market reaction and first clients)
- BANK (Loans)
- PRIVATE INVESTORS (Equity)
- POTENTIAL SENIOR STAFF (Team)

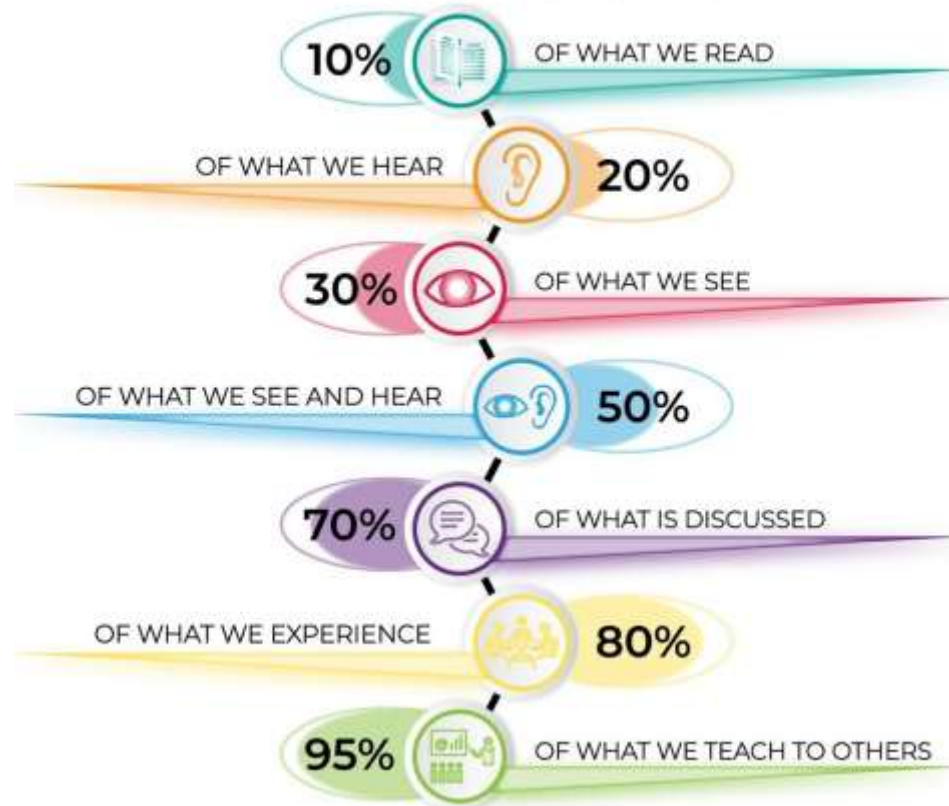
REMEMBER YOU ARE NOT ALONE!





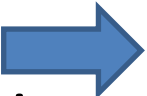
WHY CHECKING YOUR READINESS?

WE LEARN...

Data source: William Glasser | Infographic design by @agrassoblog for educational purpose



BEFORE STARTING YOUR JOURNEY AS AN ENTREPRENEUR

- Review your personality and your leadership
 manager/innovator is not entrepreneur
- Do a self-assessment of the key elements of your business idea/plan  strengthen the evidence, highlight the success factors
- Review the arguments  adapt them to the specific interest or decision making process of people you will talk to
- Simplify your message to be able to draw the attention of the audience (5 to 10 minutes)

WHY TO THINK TWICE AND TO ASSESS YOUR PLAN?

Imagine the consequences of failing on your life and psychology. A drama or an opportunity to restart stronger? The worst case scenario, that public authorities do not take in consideration when promoting entrepreneurship. The person could have to write on his/her CV:

- Employee
- Unemployed
- Entrepreneur
- Failed entrepreneur

CHAMELEON THEORY

Business plan and financial results have to be adapted to the end users, it has to show and serve different purposes:

- Banker: capacity to pay back the loan and to present collateral
- Venture capitalist: to generate high growth and return
- Public authority (grants): to fulfill the regional strategy (jobs, social/societal goals,...)
- Big firms: to deliver on time and with the expected quality
- Yourself: to demonstrate your capability to deliver what you promise not what you expect or dream to do
- Your family: avoiding that someone confuses turnover and profits or cash and pocket money!

ARE YOU IN THE STEPS OF RICHARD FLORIDA?



WHAT TYPE OF ENTREPRENEUR DO YOU DREAM OF BEING?

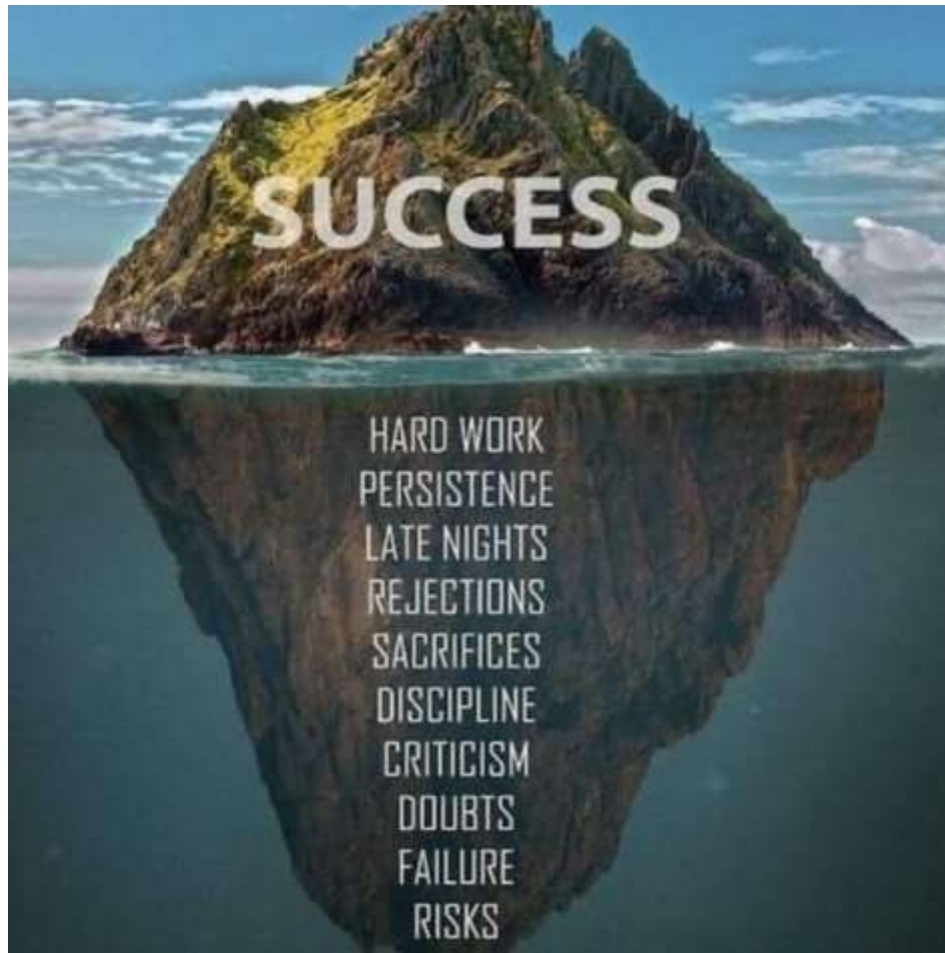
- Entrepreneur by necessity (no real/good job opportunity)
- Solo entrepreneur or a family supported entrepreneur
- Entrepreneur as a lifestyle (be my own boss)
- Second generation (take over of an existing business)
- Local entrepreneur (shop keeper, micro enterprise, ...)
- Ambitious entrepreneur (growth is key)
- Risk takers (constantly innovating)
- Serial entrepreneur (start, sell, re-start, ...)
- Social entrepreneur
- Subcontractor
- Become a franchise

BORN ENTREPRENEUR OR HELPED TO BECOME AN ENTREPRENEUR?

My family entrepreneurial DNA

- My grandfather was a farmer;
- My father was a would be entrepreneur but my mother was risk adverse. His brother was a late age ego-entrepreneur who failed;
- I was a soft entrepreneur (4 non for profit created, 4 business plan drafted, but never go for it and in retirement a fiscal optimisation entrepreneur). My brother a lifestyle electrician entrepreneur;
- My kids: one opportunistic entrepreneur with 2 shops and one currently in a would-be entrepreneur mindset (work transition with a good idea but....)

HOW SUCCESS ARISES?



DOES SUSTAINABLE DEVELOPMENT MAKE SENSE FOR YOU?

Can you take on board the needs to accelerate positive social and environmental changes? Yes-No?

If yes, will you try to integrate practices such as:

- reducing greenhouse gasses
- preserving natural resources (energy, materials, recycling, reusing, ...)
- using non-polluting production processes
- inclusive human resource management
-

WHO IS YOUR ENTREPRENEURIAL ROLE MODEL? DO YOU HAVE YOU A POSITIVE OPINION ABOUT ENTREPRENEURS?

- Bill Gates
- Your friend who manages the family business created by his great grandfather 75 years ago
- A youngster who was 20 years old when he/she created an ICT business
- The young girl who took over the family pizza restaurant, 3 years ago, and transformed it into a gastronomic experience
- A long term unemployed person who took training to become a successful plumber
- A woman of 40 years old who, after having educated 3 kids, has opened a second hand shop
- A man who at 50 resigned from its position to create his own small business
- A retired civil servant who opens his/her consulting firm
-

WHAT TYPE OF BUSINESS WILL YOU CREATE?

- Buy and sell (shopkeeper, trade, ...)
- Produce and sell (craftman, manufacturing ...)
- Deliver a service based on your talent (housekeeper, repair, bookkeeper, ...)
- Subcontracting for third parties (service, product, ...)



Estimate the market, the type and volume of investments to be done and to find out what support is available.

WHICH OPPORTUNITY WILL YOU LOOK FOR?

- New business models
 - Low cost
 - Low energy
 - Customisation
- New products/services
 - Technology breakthrough innovation
 - Response to unsatisfied needs
- New services
 - Energy and environment audits/advice
 - Services to people
- New processes
 - Automatisations
 - Digitalisation
 - Greening/reusing

WHAT TYPE OF SUPPORT ARE YOU LOOKING FOR?

Funding support

Grants
Micro credit
Guarantees
Loans
Reimbursable advance
Proof of concept
Leasing
Crowdfunding
Business angels
Seed capital
Equity
Tax holidays
Insurances

Non financial support

Incubation
Co- working space
Production facility
Testing facility
Open innovation
Living lab
Fab lab/prototype facility
Design centre

Advice

Legal
Training
Coaching
Product development
Innovation management
Staff recruitment
IPR, trade market
Technology transfer
Environment/security /
standard audits
Internationalisation
Participation in fair
Meet the buyers
Product portfolio
Market intelligence
Technology watch
Client search
Public procurement
Networks

INVESTMENT READINESS

A tool to help an entrepreneur to be prepared to present his/her business idea, model or investment and funding needs to a third party



You can use the tool as a self-assessment one in order:

- to identify what you still need to improve before meeting a third party
- to highlight what you will deliver as message during your pitch;
- to adapt your message to what the third party wants to hear

YOUR PATH

1. What is your brilliant idea?
2. Why do you believe you will be a great entrepreneur?
3. Why a client should buy from you?
4. What will be your unique advantage?
5. What type of innovation will you rely upon?
6. What equipment do you need to invest in?
7. How will you select your suppliers?
8. How will you be able to increase the production flow if you are successful?
9. Is your skills related to your foreseen position in the firm?
10. Are you able to put process control in place?

WHAT TO DO FIRST?

Assess the impact on your life and resistance to change

Think about a strategy and milestones

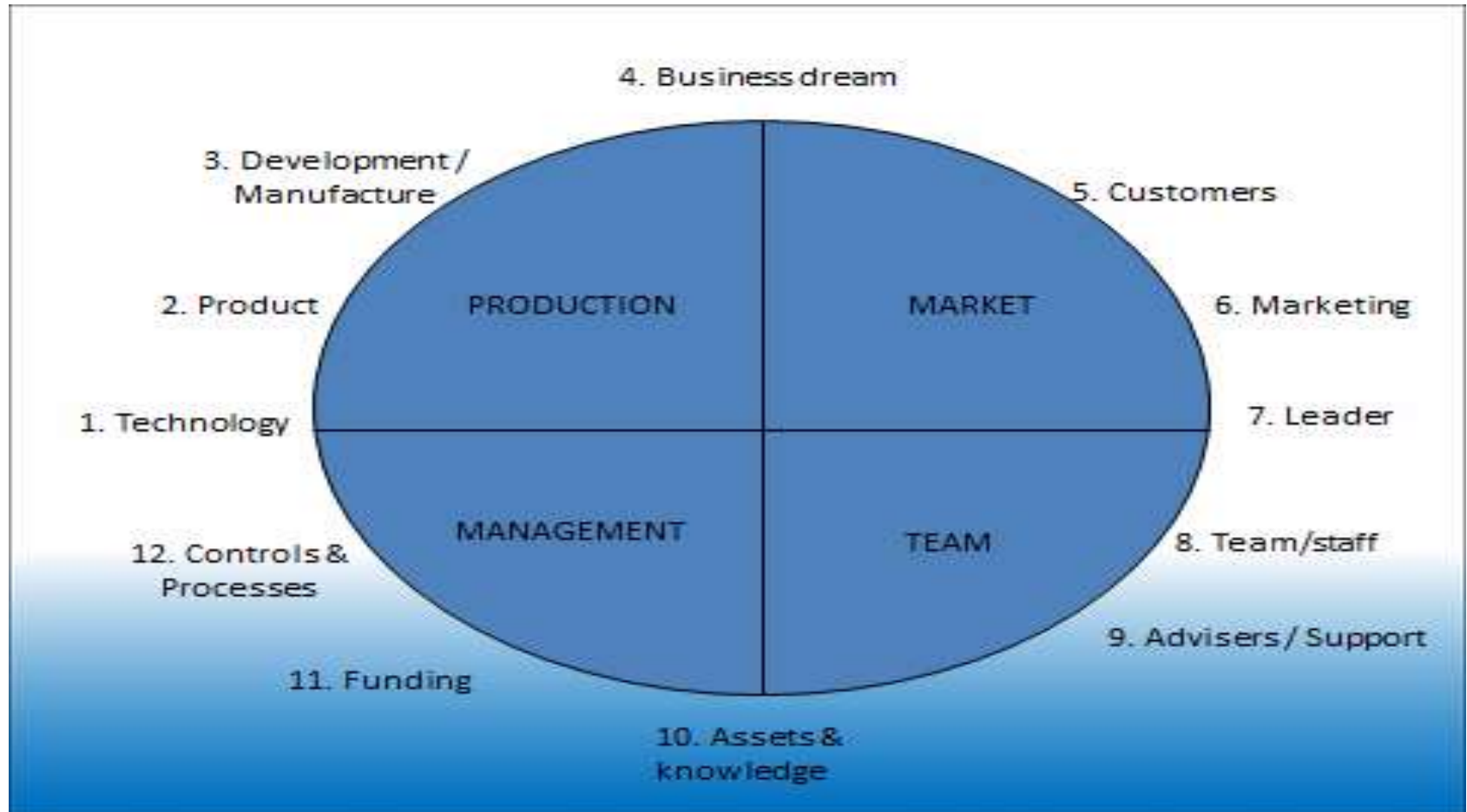
Save your money and identify the time you can survive without a wage

Think markets , clients, distribution channels ,turnover, profits/social impacts

Activate your network to test your ideas and to understand what type of support you can expect

Draft your business plan and agenda for the first weeks

WHAT AN ENTREPRENEURIAL READINESS EXERCISE LOOKS AT



I. PRODUCTION

WHAT TYPE OF CORE BUSINESS ?

- Shop (retail, short circuit, recycling, second hand, weekly market,)
- Trade: export/import
- Producer
- Services to people: tourism, health, e-commerce, ICT, transport, ...
- Services to industry: design, packaging, logistics, open innovation, consultancy, marketing, enabling technologies, outsourcing, reverse innovation
- Services embedded in the industry: mobile phone applications, car/bike hire in cities, access to products/services instead of purchasing them
- Support services to enterprises: access to finance, clusters, higher added value services, consulting, ...



Is your core business based upon a new business model and/or regional intelligence?

Do you have previous experience in the sector?

PRODUCTION MEANS

- Technology attached to it: your own, on the shelf, existing but needs to be adapted?
- Own production unit or subcontracting. If own, how big and how much investment is needed?
- How flexible will the production process be?
- Will the workforce be available?

EQUIPMENT ACQUISITION

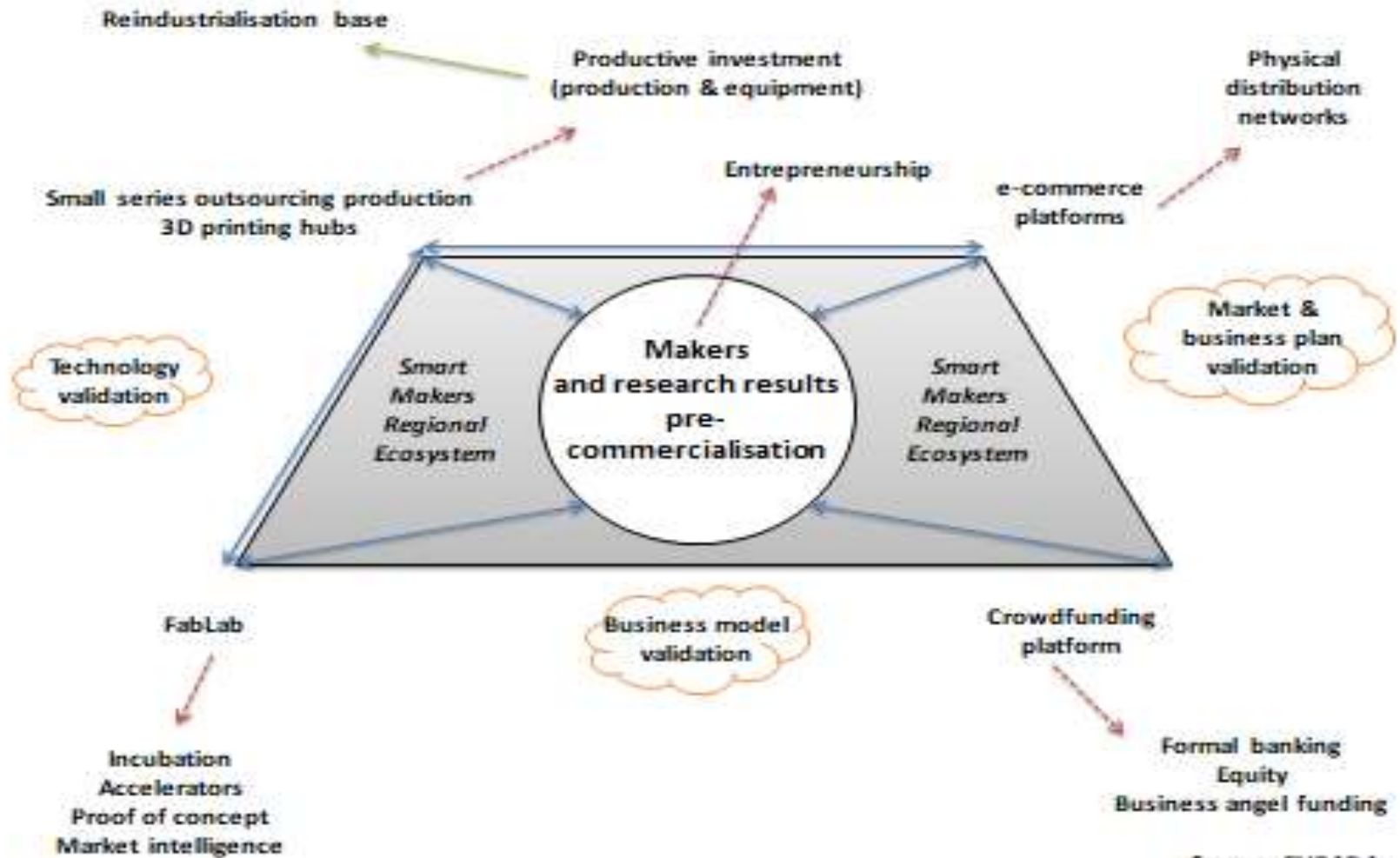
- **WHICH?**

- Basic
- Sophisticated
- Tailor-made

- **HOW?**

- Cash/bank loan
- Leasing/rent
- New/second hand

CAN YOU DEMATERIALISE PARTS OF YOUR BUSINESS MODEL?



Source: EURADA

UPON WHICH TYPE OF INNOVATION IS YOUR BUSINESS BASED?

- Perception of a lack of a good offer or market failure
- New knowledge, competences, technologies
- New products, technical solutions, production processes
- New services
- Newest delivery method
- New use of an existing product/service
- Geographical diversification
- New design or brands
- New business operating model, value chain or networks
- New working practices, organizations or management models
- New way to offer a public service
- Non technology innovation
-

HOW WILL YOU BE ABLE TO PRODUCE EXTRA VOLUME IF YOU ARE SUCCESSFUL?

- Recruit staff (in the street or to be trained in-house)
- Invest in additional equipment (own funding source, leasing, bank loans, venture funding,..)
- Increasing purchases
- Outsourcing/subcontracting part of the activities
- Offering franchise opportunities
-

II. THE MARKET

YOUR BUSINESS DREAM?



Can you convince a hundred customers to change their habits to capture a significant (whatever that means in numbers) market share?

WHAT WILL BE YOUR UNIQUE OFFER?

Intangibles	Quality Experience Marketing Branding Intellectual property Image Social inclusion Societal responsibility Environmental compliance Ethics Customisation Loyalty building	Creativity Innovation potential Design Innovation Differentiation Business model New response to customers needs Range up scalling
Tangibles	Production Distribution R&D+I	

WHAT WILL BE NEW FOR YOUR CLIENTS?



Innovation

Product
Process
Business model

- **High Tec**
- **Manufacturing**
- **Services**
- **Non-technology**
- **Technology integration**

Creativity
Solved here
Design in house

Threats/opportunities

automatisation

counterfeits/imitations

digitalisation

HOW TO MAKE A DIFFERENCE?

How innovation translates into higher prices by moving up the experience chain.

COMMODITY	GOODS	SERVICE	EXPERIENCE
<p>Prevailing prices for various coffee offerings</p>  <p>1¢-2¢ Per Cup</p>	 <p>5¢-25¢ Per Cup</p>	 <p>75¢-\$1.50 Per Cup</p>	 <p>\$2-\$5 Per Cup</p>

Data: Pine and Gilson, The Experience Economy, 2001



WHAT TYPE OF ENTREPRENEUR IS THIS MAN? HOW INNOVATIVE IS HE? WHAT PRICING POLICY?



THE STORY BEHIND THIS PRODUCT?



INNOVATION IS NOT ALWAYS LIKED/ VALUED BY EVERYBODY!

Taxis don't like Uber

Hotels don't like AirBnB

Cinemas don't like Netflix

Banks don't like Bitcoin, PayPal, ...

but why do clients?

DO YOU HAVE A VISION FOR THE FUTURE?

Stable product

Why?
How many?
For how long?

c

New concepts

Which one?
For whom?
When will they be launched?

Opportunities

New clients?
New products/services?
Geographical diversification?
Market diversification?
Innovation?
Up scaling the range?

Questions regarding the challenges?

Digitalisation
World competition
Costs pressure
Environment/energy challenge
Societal changes
Staff availability

WHICH PRICING MODEL, IF YOU HAVE THE CHOICE ?

- Cost-plus pricing
- Discount/low cost
- Market pricing
- Penetration/introduction pricing
- Price skimming (initially charging the highest price your market will accept for your product, then lowering it over time)
- Bundle pricing (group several products together into a bundle and sell them at a single price, rather than attribute individual prices for each item)
- Premium pricing (higher price than competitors to show your power)
- Value pricing (clients worth perception not the real price)
- Psychological pricing (0,9€; 99.99\$, ...)

HOW TO ACHIEVE THE EXPECTED TURNOVER?

- A small profit backed by a large number of actions?

$$1\text{€} \times 1000 = 1000\text{€}$$

- A big profit thanks to a small number of actions?

$$200\text{€} \times 5 = 1000\text{€}$$

- The right number of actions for the expected turnover?

$$1000\text{€} : 50 = 10\text{€}$$

WHAT REVENUE STREAM WILL YOU CHOOSE?

Enterprise Competitiveness "Sandwich" Theory

Niche

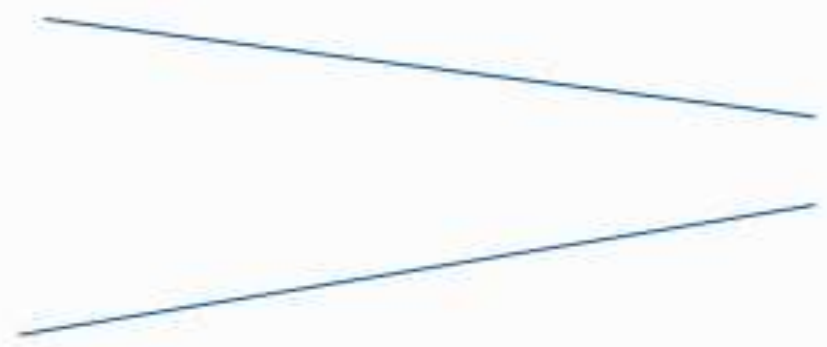
iApple BMW Dyson Nespresso

Mass

Dell
Acer
Nokia
General Motors

Low Cost

Dacia Easy Jet Ryanair ZTE



WHICH MARKETING TOOL?

- By word of mouth
- Print advertising
- Street media (bus stops, sandwich man, ...)
- Advertising in local/regional/national media (newspapers, radio, tv)
- Press releases to get coverage in the media
- Direct marketing (letters, phone calls, door to door, e-mails)
- Social media, interactive marketing
- Commercial advertising
- Customer loyalty programs
- Participation in fairs
- Event/sponsoring marketing
- Brand management
- ...

WHICH VISUAL?

- Name of your enterprise
- Logo/ colors/ graph/ support material
- Slogan
- Key message/mission statement
- Presence on social media : lay-out/photo
-

WHY WILL A CLIENT BUY FROM YOU?

It is likely that your product/service will not be totally new.



What could your competitive advantage be?

- Geographical proximity
- Costs
- Quality
- Experience
- Services attached to a product
- Innovation
- Flexibility, reactivity and/or adaptation to clients' expectations
-

WHICH CUSTOMERS?

- Mass (loyalty program/ credit facilities)
- One shot, multiple opportunities to come back, experiences and « addiction »
- Targeted: by age, sex, interest, urban/rural, ...
-

WHICH DISTRIBUTION CHANNEL?

- Direct sale: in your own store(s), on fairs/weekly markets, on appointment , with delivery at home
- Retailers or mass distribution (supermarket chains,...)
- Wholesale
- By e-commerce alone or in addition to the shop
- Own sale forces visiting clients
- Agents/brokers
- Exclusive retailers/ approved dealers
- Franchises
-

III. THE TEAM

HOW TO BUILD A TEAM?

Wishful strategy

I have a dream

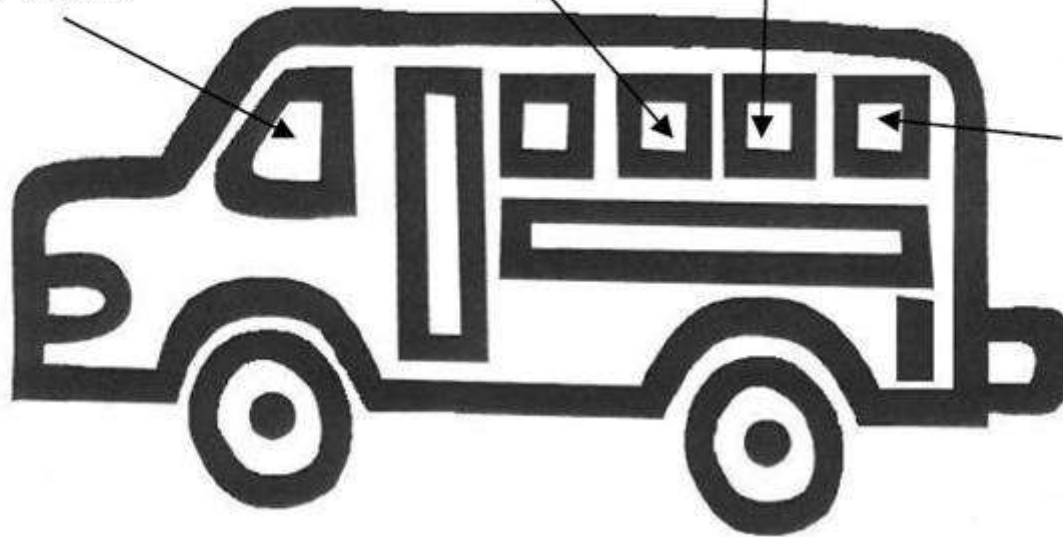
Yes, I can

Do as I say

Demand strategy

Documented strategy

I had a dream: yes we can together



WHAT SKILLS IN THE TEAM

- Leadership
- Collaborative
- Adaptability
- Innovative
- Critical thinking
- Communication (internal and external)
- Info analysis and synthesis
- Accountability
- Entrepreneurship
-

HOW TO BUILD A TEAM?

Making the right choice is so important!

Sometimes people just won't fit into your culture, therefore:

- Define clearly the roles of each individual and their strengths
- Talk about the culture you want to build
- Get your employees involved (right tasks and challenge, acknowledge/reward their successes,)
- Identify problems early
- Understand to anticipate negative team dynamics (resistance/unwillingness to change, competing agendas, I have a job and I do not care syndrome, inability to work together, wage issues, ...)
- Using all skills into a continuous improvement culture
-

PEOPLE TO BE INVOLVED?

- **An advisory/coach team** composed by and of whom?
- **Board members**, if any
 - how many?
 - whom and what experiences will they offer you?
- **Staff**, if any
 - when and how to recruit them?
 - how many?
 - which skills?
 - what incentives will you offer them to work for you?
 -

YOUR KNOWLEDGE SKILLS

- Brain and market anticipation
- Talent/creativity/feelings
- Ability to find a solution to non explicit/unsatisfied needs or to understand problems
- Technical and technology know-how
- Learning capacity from past experiences
- Ability to mix complementary knowledge
- Ability to be inspired by trends/market makers
- Capacity to network/team
- Sustainable/social conscience
- ...

WHICH COMPLEMENTARY SKILLS WILL YOU LOOK FOR? FULL TIME/PART TIME?

- Administrative
- Human resources
- Marketing, export
- Financial
- Commercial
- ICT
- Technical
- Research and innovation
- Language
- Legal, tax,
-

WHICH ADVISOR AND SUPPORT WILL BE SOUGHT?

- Administrative
- Legal
- Marketing
- Finance
- Human resource
- ICT (webmaster, social media, intranet, ...)
- Innovation, design and product development
- Research and innovation/ IPR
- Export/internationalisation
-

WHAT WAGE AND BENEFITS PLAN?

- For yourself
- For your staff
 - Time base
 - Time + objective base
 - Extra social benefits
 - Bonus
 - Profit sharing
 - ...

IV. MANAGEMENT

WILL YOU BE ABLE TO MANAGE DIFFICULT SITUATIONS?

- Prevent the production of things nobody will buy
- Spending too much money. (You can fail, but recognise quickly that you will fail!)
- The wrong team or staff (firing friends is not easy)
- Fail to deliver and respond friendly to unsatisfied clients
- The lack of turnover to pay the wages
- Losing focus
- Demotivated staff
- Administrative bottlenecks
- Social media negative wrong appreciations
-

WHICH FORM OF LEADERSHIP WILL YOU OPT FOR?

- Authoritarian
- Paternalism
- Participative
- Delegating responsibility
- Democratic
- Open to trials and failures
- Rewarding
- Chaotic
-

WHICH TYPE OF ORGANISATION

- Hierarchical structure
- Functional structure
- Divisional structures (market-based, product-based, geographic)
- Project team-based structure
-

WHAT TO LOOK AT?

- ***The business model***
 - The cash, the profit structure and turnover flow
 - The internal process and the external constraints
- ***The experience***
 - Customers' responses, attitudes,
 - Reputation, marketing impact,
 - Quality of the service
 - Staff satisfaction, motivation, stability
- ***The future***
 - Performance trends
 - Competition attitude and not business related factors
 -

ASSESS YOUR ASSETS!

- Your brain, knowledge and past experiences
- Intellectual property/Your name/brand
- Your innovation capacity
- Your vision and understanding of new trends
- Your location
- Your production/delivery system/market growth
- Your product/service/supply/after sale insurance
- Your team
- Your financial capacity
- Your

WHICH COMBINATION OF ASSETS ARE YOU RELYING UPON?

- Talent
- Intelligence/knowledge
- Technology
- Solution
- Flexibility
- Networking
-

HOW WILL YOU MANAGE THOSE ASSETS?

- Alone
- Family & Friends (Previous owners)
- Coach (Public support scheme, Entrepreneur club,...)
- Advisors (starting in an incubator or a coworking space,)
- Outplacement of students (PhD, MBA, ...)
- Consultants
- Auditors
- Investors
-

ENTERPRISES' NEEDS

Knowing yours



**Avoiding/anticipating problems and
bottlenecks**



Knowing those of your competitors

Building competitive advantages

COMMON ENTERPRISES' NEEDS FOR YOU AND FOR YOUR COMPETITORS

- **The obvious ones**, for instance: innovation, access to external sources of finance, e-commerce, export, digitalisation of the production process, networking with academia,...
- **The expressed ones**, for instance: lack of time or of skilled workforce to innovate or export, simplification of the administrative process, ...
- **The real ones**, for instance: skilled staff, diversification of the product range or of geographical sale zones, modernisation of the production process, search for the first clients for the new products or services, enhancing or accelerating the innovation pipeline, finding international partners,...
- **The cultural or hidden ones**: no qualified workforce, no thrust or support to entrepreneurs, strong resistance to change, ...

HOW TO ASSESS YOUR FUNDING NEEDS?

- Instalment costs
- Rent
- Purchase of equipment
- Purchase of supplies
- Cost of stocks
- Wages
- Marketing
-

WHAT FORM OF FUNDING TO MOBILISE IN ORDER TO START YOUR BUSINESS?

- Your own money/savings
- Family and friends (fools?)
- In kind supports
- Loans/leasing
- Grants
- Credit cards
- Third party finance (crowd, seed, venture, ...)
- Delay of paiement from suppliers
- Advance paiement of clients
-

QUANTIFYING YOUR FUNDING NEEDS

- What is your own contribution? (volume and % of the total needs)
- Can your family and friends be your first investors? (for how much and when?)
- What type of funding are you looking at? (loans, seed, equity?)
- How much can you get from the banks?
- How much is missing?
- Are you ready to lose part of the management and the future growth with an unknown investor? (how much will you give, at what price?)

HOW TO BUILD A FINANCIAL FLOW DASHBOARD?

What will be the evolution of the funding flow ?

Expenses vs. incomes for the

- First week
- Second week
- Month 1
- Month 2
- First quarter
- 6 months
- 12 months,

What is the plan B, if at a given moment something does not go according to your expectations (no income, unexpected increase of costs or sales boom, crisis, ...)?

WHAT TO KNOW ABOUT ACCESS TO FINANCE?

- There is a paradox
- There is a logical path to find out what type of finance suits your business model

THE FUNDING PARADOX

- **SUPPLY**

There is enough money to finance the seed and growth capital of start-ups, but not enough good deal opportunities

DEMAND

- Are entrepreneurs aware of investors' aspirations ?
- Are entrepreneurs ready to receive external money and loose part of the ownership of its business?
- Is the business model innovative in the eyes of an investor?



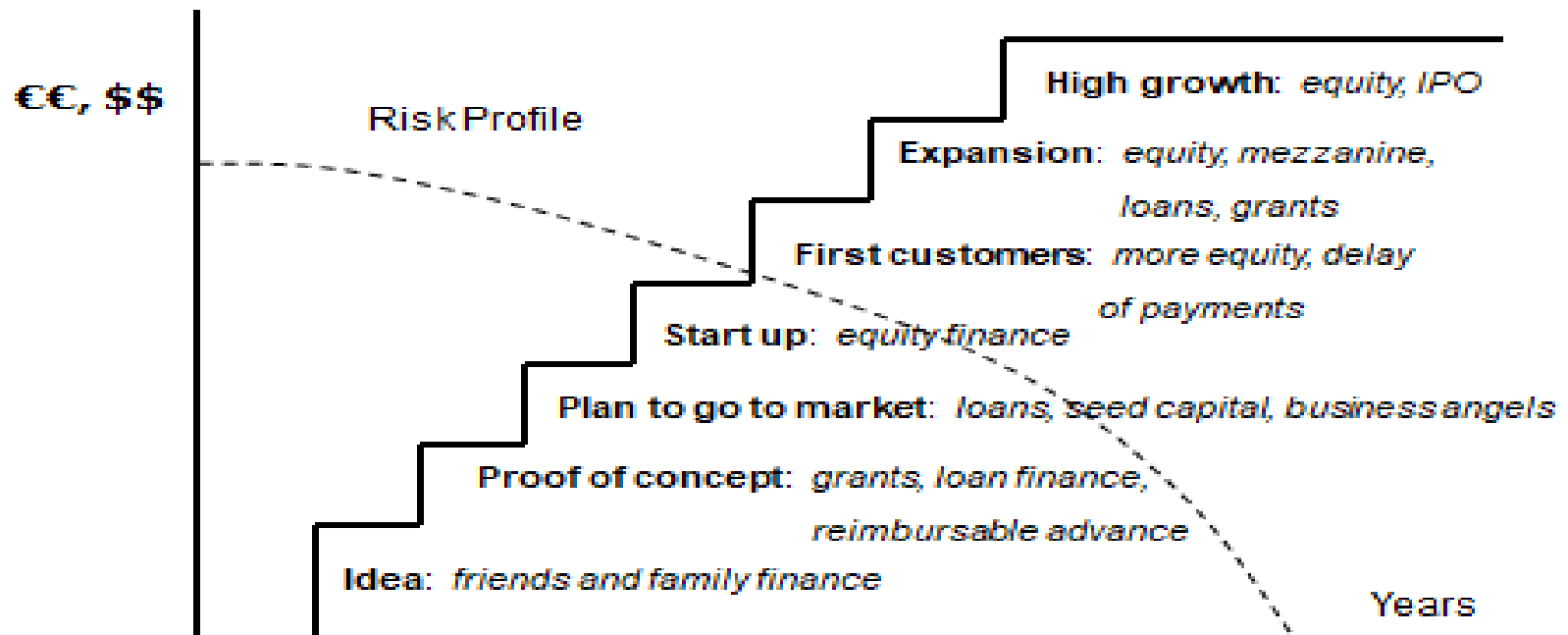
WHAT IS A GOOD BUSINESS PROJECT?

WHAT IS A GOOD PROJECT ?

- For you
- For a client
- For a supplier
- For a civil servant
- For an office/plant tenant
- For a bank
- For a private investor (friends/family/business angels/crowdfunders,...)
- Venture capitalist

ASK THE RIGHT AMOUNT TO THE RIGHT PEOPLE AT THE RIGHT MOMENT

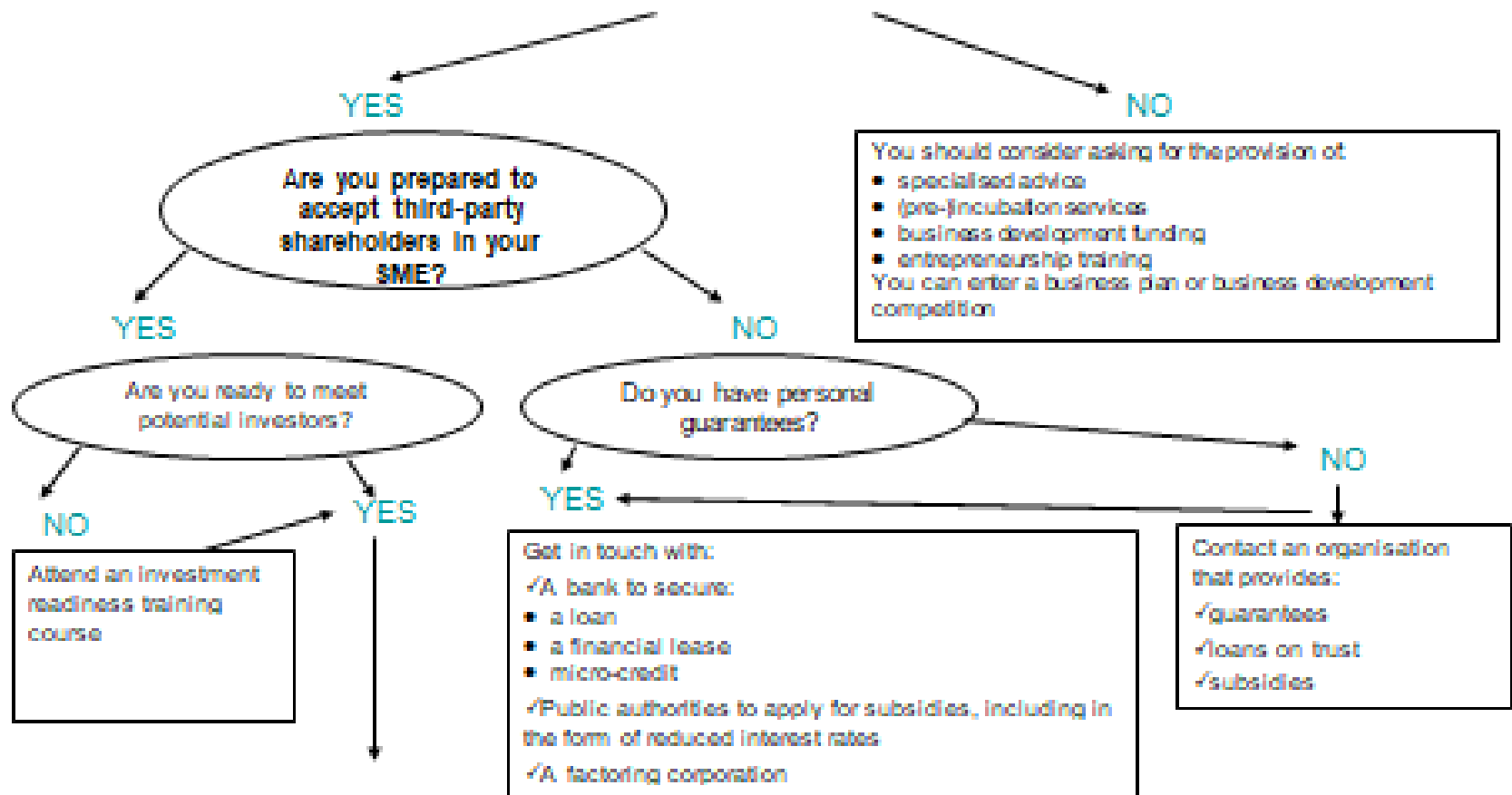
FUNDING ESCALATOR



Understanding the Decision Path

SME FUNDING PATHWAYS

Has your business plan been found to be robust by a specialised organisation?



Is your product / service ready for the market?

YES

NO

BANKS (if banks say no)

How much equity / money do you expect to need?

Check the existence of support from:

- Innovation grants
- Incubation
- technology centres
- seed capital firms
- public authorities
- universities and technological parks

Up to €250,000

Contact:

- a business angel
- a regional business angels network
- a corporate venturing firm
- a local financing company

€500,000-1,500,000

Contact:

- a business angels syndicate
- a seed capital or other public or private fund specialising in start-ups
- a regional public equity participation fund
- an industrial reconversion company

Over 3,000,000

Contact:

- a public or private venture capital firm
- a regional equity participation fund
- an organisation that specialises in bond issues

Also check the attractiveness of your project—as adequately funded—with:

- banks
- guarantee firms
- public authorities to secure subsidies and grants
- venture capital funds

Finally, consider:

- an MBO (Management buyout)
- an IPO (Initial Public Offering)

What is in the mind of an investor?

- The entrepreneur's profile and its team
- The market opportunities
- Valuation
- Other investors' attitude
- Volume of money and cost of transaction
- Founder dilution
- Time to exit

CONTROLS AND PROCESSES

HOW AND WHICH?

- Internal and/or external
- Technical standard
- Quality standard
- Financial audit
- Human resources
-

CHECK ?

WHAT? Input control, process control, quality control, behavioural control, clients satisfaction control, cybersecurity, firm reputation and image control, ...

HOW? separation of duties (pre-approval of actions), access controls (as passwords), physical control over assets (locks/video on doors, limited access to cash), standardized documentation, periodic reconciliations of achievements , financial results/reviews, invoices marked as payed to avoid double payment or sending recalls in order to avoid late payments, payroll reviewed, ...

WHEN? Preventative vs corrective at the end of the process or at each step

BY WHOM? Internal or external

HOW WILL YOU MANAGE YOUR SUSTAINABLE DEVELOPMENT CONCERNS?

- Following official standards (ISO, professional recommendations,)
- Putting in place your own practices:
 - selecting your supply and suppliers
 - revisiting your production process
 - investing in state of the arts equipment
 - adapting your human resource policy
 - focus your marketing/sponsorship
 -

THE NEXT STEPS

DRAFTING YOUR BUSINESS PLAN

BUSINESS PLAN

Infographic by @agrassoblog



Data source: LeapAfrica

WHAT TO PITCH?

- Define the problem your product/service will solve
- Explain the merits of your solution
- Define the targeted clients and how you will reach them
- Name the competitors and highlight their weaknesses and your ability to beat them
- Show the milestones to success and plan B if any of them is not matched
- Present who's on your team on how will you get them on board
- Draft an overview of a financial summary

WHAT TO AVOID?

- 1. An incomplete or too vague idea and plan
- 2. Unfounded or unrealistic assumptions. The most important assumption, of course, is that your business idea will succeed! Have you identified critical assumptions and provide clear answers.
- 3. Inadequate research on facts and risk involved
- 4. No competition assessment
- 5. No definition of each milestone
- 6. The business plan is really no plan at all, it's only a nice story about your dream

BE REALISTIC !



**Resistance test: here we sell
cactuses and balloons**



- QUESTIONS?
- DISAGREEMENTS?
- STATEMENTS?

THANK YOU !



BEC
COURSE

**UPGRADING SKILLS FOR A CHANGING LABOUR MARKET:
SUSTAINABLE ENTREPRENEURSHIP AND BUSINESS PLANNING**

About the OBEC project

The OBEC project is a KA2 Strategic Partnership co-founded by the Erasmus +programme of the European Union.

- OBEC is a transnational and European collaboration among partner organizations in Sweden, Italy, Croatia and Belgium.
- The overall goal of OBEC is to explore the potentials of Blockchain technology to promote competency development and recognition of skills and qualifications by creating an innovative system to issue and validate learning credentials.
- The project's goal is to encourage the professional and academic integration of migrants, exchange students, and individuals with informal and non-formal learning backgrounds



Co-funded by the
Erasmus+ Programme
of the European Union

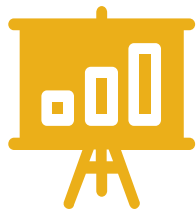


MODULE CONTENT

SESSION 1

Creating a Business Plan:

- How is a Business Plan structured?
- How to make a business plan? (description of the general characteristics and purpose of the document)



SESSION 2

Pitching your business idea:

- Communicating your business idea through pitching.
- Why pitching is important?
- Pitching models

Creating a Business plan



What is a Business Plan?

A business plan is a written document that describes in detail your business idea and its main goals.

Why is it important to have a Business Plan?

- Put into words your idea
- Trace a clear strategy
- Set goals and KPIs
- Define main strengths and weaknesses



Business Plan's main elements

EXECUTIVE SUMMARY



IDEA DESCRIPTION



TEAM & MANAGEMENT



MARKET ANALYSIS



FINANCIAL PLAN



MARKETING PLAN



IMPLEMENTATION PLAN



EXECUTIVE SUMMARY

WHAT IS YOUR IDEA?

Describe it in 1 tweet

WHY DO YOU WANT TO DEVELOP THIS IDEA?

Show your purpose

HOW ARE YOU GOING TO MAKE IT REAL?

Prove your idea

HOW DOES THE FUTURE OF YOUR IDEA LOOK LIKE?

Evidence future possibilities

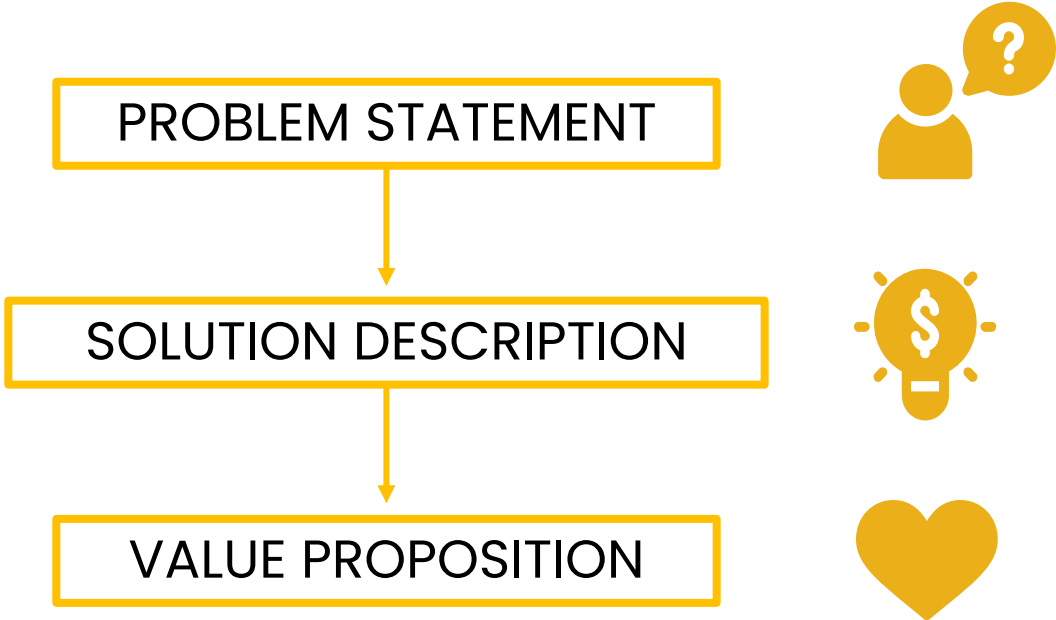
WHO IS GOING TO BUILD THIS IDEA?

Present your "dream team"



IDEA DESCRIPTION

STORYTELLING



IDEA DESCRIPTION

BUSINESS STRENGTHS

COMPETITIVE ADVANTAGE



DEVELOPMENT LEVEL



IDEA PROTECTION



TEAM & MANAGEMENT

Which are the key points in the team section?

- Clear role and responsibilities definition.
- Skills and personal diversity
- Flexible and efficient workflow
- Experience and motivation



TEAM



Main Team Features :

- SOLID BACKGROUND
- KNOWLEDGE
- EXPERIENCED
- COMPETENCE
- REFERENCES



TEAM

A **skill set** is the combination of knowledge, personal qualities, and abilities that you've developed through your life and work

Soft skills – interpersonal or people skills: difficult to quantify and relate to someone's personality and ability to work with others

Hard skills – quantifiable and teachable: specific technical knowledge and abilities required for a job.



TEAM



- Communication
- Critical Thinking
- Leadership
- Positive Attitude
- Teamwork
- Work Ethic



Autonomy

Carry out assigned tasks without the need for constant supervision

Self-confidence

Awareness of one's own value, abilities and ideas beyond the opinions of others

Flexibility Adaptability

Adapt to changing work contexts, open to new things and cooperate with different points of view

Stress resistance

React positively to work pressure, maintaining control and focused on priorities without tensions

Precision/attention to detail

Be accurate, diligent and attentive, taking care of details towards final result

Continuous learning

Recognise one's own shortcomings and areas for improvement

Ability to plan and organise

Implement ideas, identifying objectives and priorities as well as time available, process, resources

Achieving goals

Commitment, the ability, the determination one puts into achieving the objectives assigned and, if possible, exceeding them

Managing information

Acquire, organise and effectively reformulate data and knowledge

Entrepreneurial spirit

Develop ideas and be able to organise them into projects

Communication skills

Convey and share ideas and information clearly and effectively

Problem solving

Identifies priorities and critical issues and identifies the best possible solutions to problems

Team work

Willingness to work and collaborate with others, to build positive relationships

Leadership

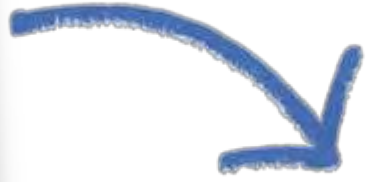
the innate ability to lead, motivate and draw others towards ambitious goals and objectives, creating consensus and trust

TEAM



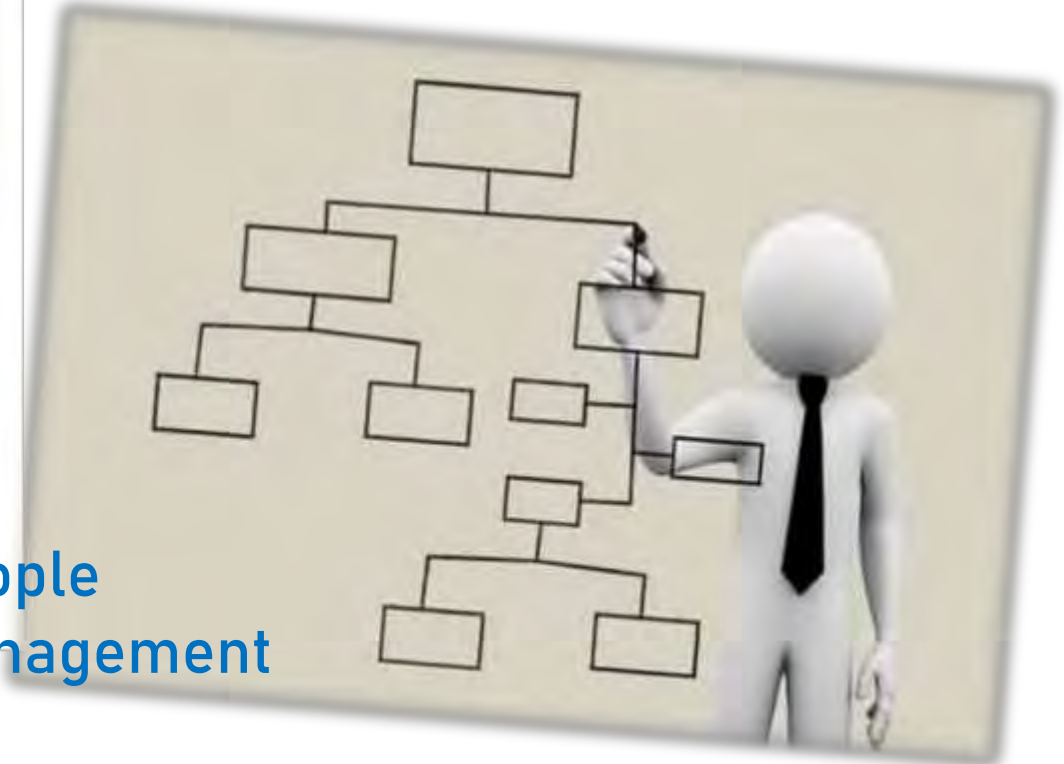
WORKFLOW BREAKDOWN STRUCTURE (WBS)

MANAGEMENT



MANAGEMENT

The WBS is made up work packages from phases, deliverables and activities, down to tasks at the lowest level.



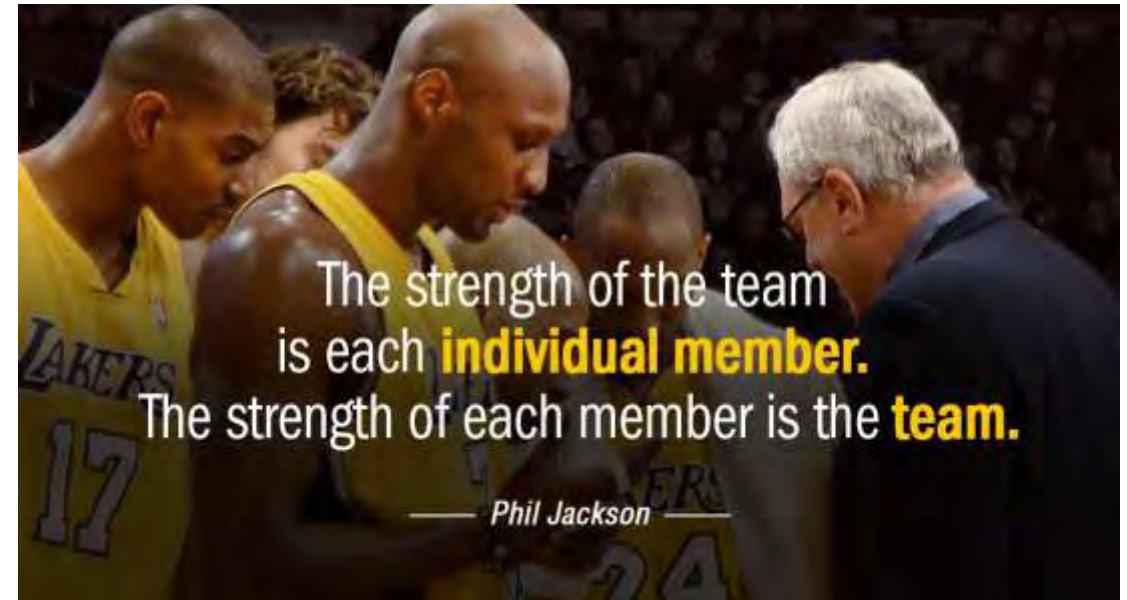
People Management



TEAM & MANAGEMENT

Why is the team so important at the beginning of any idea?

- Most valuable resource initially
- Potential source of competitive advantage
- Complementarity can be a key survival factor
- Better “ups and downs” management



15 MINUTES BREAK



MARKET ANALYSIS

MAIN MARKET ANALYSIS POINTS

- Identifying your industry strengths and weaknesses.
- Studying and forecasting growth expectations.
- Finding specific success factors in the sector.
- Analysing previous success and failures made.

USEFUL MARKET ANALYSIS TOOLS

- PESTEL analysis
- SWOT analysis
- Porter's 5 forces
- VRIO analysis



MARKET ANALYSIS

PESTEL ANALYSIS

P	E	S	T	E	L
<ul style="list-style-type: none"> - Government policy - Political stability - Corruption - Foreign trade policy - Tax policy - Labour law - Trade restrictions 	<ul style="list-style-type: none"> - Economic growth - Exchange rates - Interest rates - Inflation rates - Disposable income - Unemployment rates 	<ul style="list-style-type: none"> - Population growth rate - Age distribution - Career attitudes - Safety emphasis - Health consciousness - Lifestyle attitudes - Cultural barriers 	<ul style="list-style-type: none"> - Technology incentives - Level of innovation - Automation - R&D activity - Technological change - Technological awareness 	<ul style="list-style-type: none"> - Weather - Climate - Environmental policies - Climate change - Pressures from NGO's 	<ul style="list-style-type: none"> - Discrimination laws - Antitrust laws - Employment laws - Consumer protection laws - Copyright and patent laws - Health and safety laws

MARKET ANALYSIS

SWOT ANALYSIS

→ Strengths

What advantages does your company have? What do you do better than anyone else? What are your unique selling points?

→ Weaknesses

What areas can you improve on? What does your company lack? What things do your competitors do better than you?

→ Opportunities

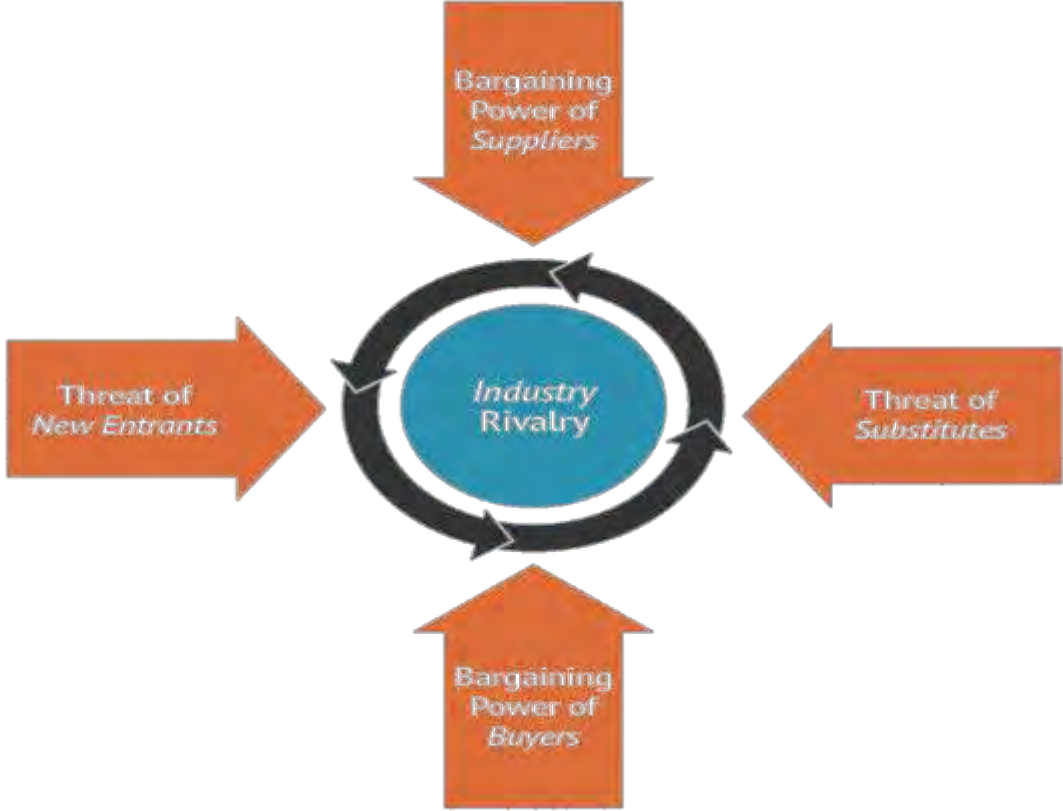
What changes in technology, policies, and social pattern scan be a growth opportunity for the company?

→ Threats

What are the obstacles to your company's growth? Who are your competitors? What changing factors can threaten your company's position?

MARKET ANALYSIS

PORTER'S 5 FORCES ANALYSIS



MARKET ANALYSIS

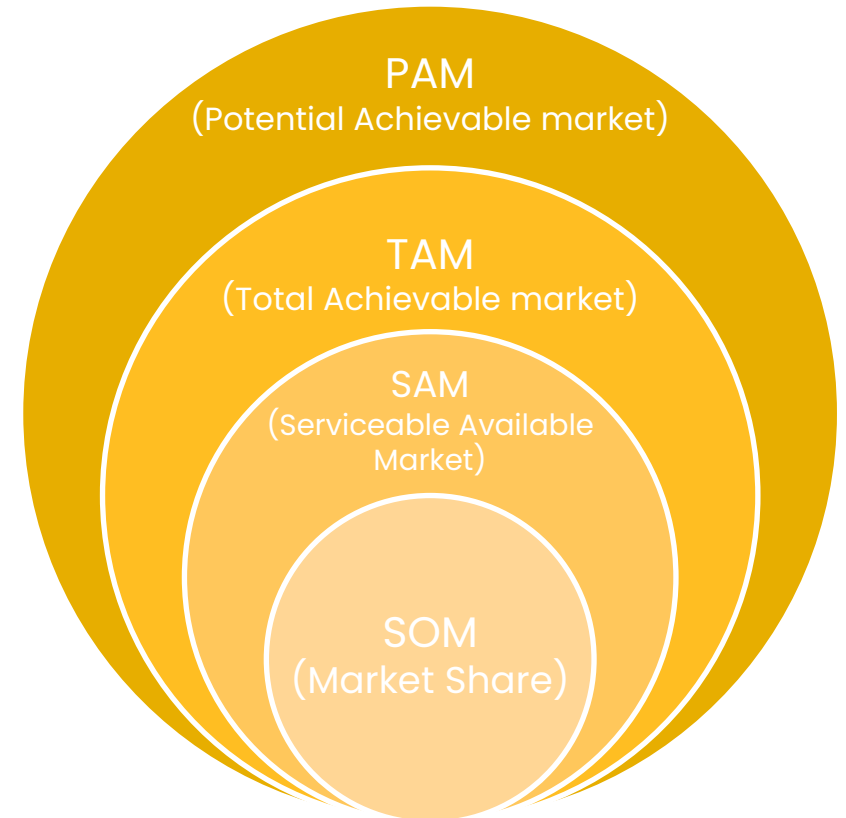
VRIO ANALYSIS



MARKET ANALYSIS

KEY MARKET ANALYSIS IMPLICATIONS:

- Shows great analytical skills.
- Proves you know your place in the market.
- Evidences a clear scalability pattern identified.
- Implies a key minimum knowledge about the market.
- Demonstrates your data analysis reliability.



MARKET ANALYSIS

DEFINE YOUR TARGET AUDIENCE

- Which segment of population are you targeting?
- Which is the best way to approach them?
- Which are their daily habits?
- What makes them feel satisfied? And unsatisfied?
- How does their social/cultural background affect you?



MARKET ANALYSIS

COMPETITORS' OVERVIEW

- Know and follow your competitors as your own project.
- Investigate ALL OF THEM.
- Never presuppose you are the only one .
- Learn from their experience.

COMPETITION IS GOOD!*

- Means there is profit and investment
- Forces you to be agile and innovative
 - Proves the market is active

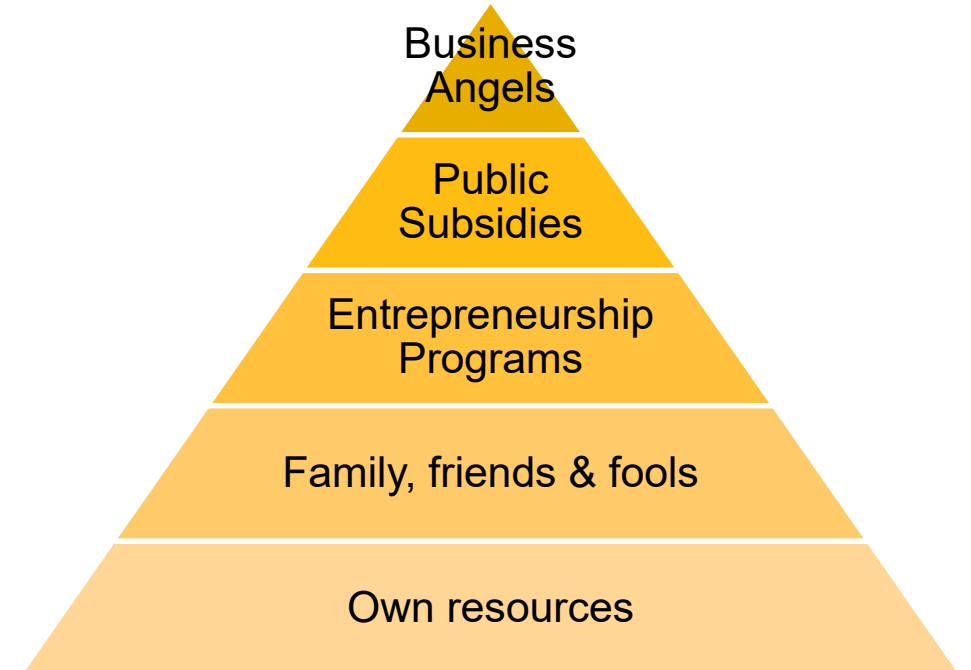


FINANCIAL PLAN

FUNDING STRATEGY

How are you going to finance your idea's development?

- Own resources
- 3F (Family, friends & fools)
- Entrepreneurship programs
- Public subsidies and grants
- Business Angels



FINANCIAL PLAN

REVENUE STREAMS

Who pays?



How much?



How often?



FINANCIAL PLAN

COST STRUCTURE

What to include in a cost structure:

- The most important costs inherent in the business model.
- Most expensive key Resources.
- Most expensive key Activities.



15 MINUTES BREAK



MARKETING PLAN

The promotion strategy encompasses every **marketing tool** utilized in the communication effort. This includes:

- Advertising
- Public relations
- Sales promotions
- Personal sales



MARKETING PLAN

- What do I really want/need to communicate?
- Which are the strengths of my product / service?
- Which are the needs it can meet?



- Who is the primary target?
- Who are secondary targets?



- Through which channel/s can I reach my target?



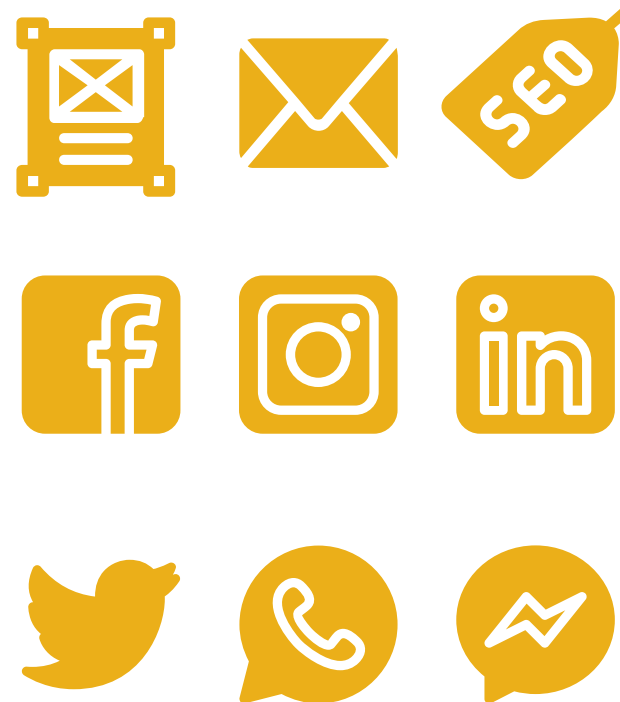
- In which way my target can be more reactive and interested?
- Which words do I need to use?

MARKETING PLAN

ADVERTISING

Develop a solid-based advertising and social media campaign using part of our start-up budget.

The advertising will be adapted to customers of all age groups, focusing on your target audience preferences and common places.



MARKETING PLAN

PUBLIC RELATIONS

Develop a strong public relation strategy that drives you to join incubators, start-up centers, organize public and online events to spread the word.

At the beginning, you are no one in the market. You have to build your contact network by organizing the correct activities and reaching the correct people at the right time.



MARKETING PLAN

SALES PROMOTION

A sales promotion is a marketing strategy where a business will use short-term campaigns to spark interest and create demand for a product, service or other offers.

This marketing technique can have a concretely high positive effect on your brand awareness, customer satisfaction and revenue at the beginning of your idea.



MARKETING PLAN

PERSONAL SALES

Personal selling is also known as face-to-face selling in which one person who is the salesman tries to convince the customer in buying a product.

This type of selling can be key to develop a trust-based relationships with both, customers and suppliers that can be a source of competitive advantage.



IMPLEMENTATION PLAN

What have you done?



Which have been the most important milestones achieved?

Which are the biggest failures you have made?

How did you overcome this failures?

How has your idea evolved throughout time?

IMPLEMENTATION PLAN

How did you get to this point?

What are your main priorities now?

Are you in the stage you expected to be?

What are you doing?



Are you happy with your current development?

How can you improve your current situation?

IMPLEMENTATION PLAN

How can you keep development in the future?

Can you develop any competitive advantage soon?

Which are the main goals for the short, medium and long term?

What are you going to do?



NEXT



CONCLUSION

A BUSINESS PLAN SHOULD:



- Be clear and concise
- Describe the main parts of your idea
- Show research and analysis
- Prove a deep understanding of your project
- Demonstrate a structured plan
- Provide key business insights



CONCLUSION

A BUSINESS PLAN **SHOULDN'T**:



- Be generalist and vague
- Fake any data or information
- Be unstructured
- Include a lot of data without analysis
- Forget any business part



THANK YOU !



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Creating a good Pitch



What is a Pitch?

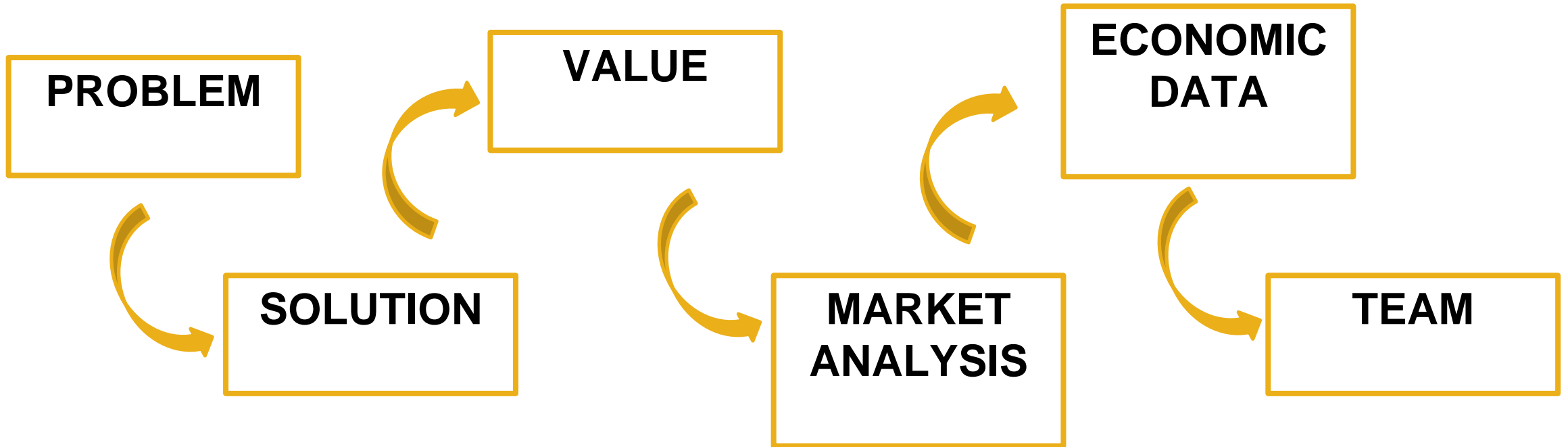
A pitch is a brief, persuasive speech that you use to spark interest in what your organization does. You can also use it to create interest in a project, idea or product – or in yourself

Why is it important to have a good Pitch?

- Synthesize your idea
- Make it attractive for others
- Practice the selling process
- Define main strengths and weaknesses
- Show a huge control of your idea

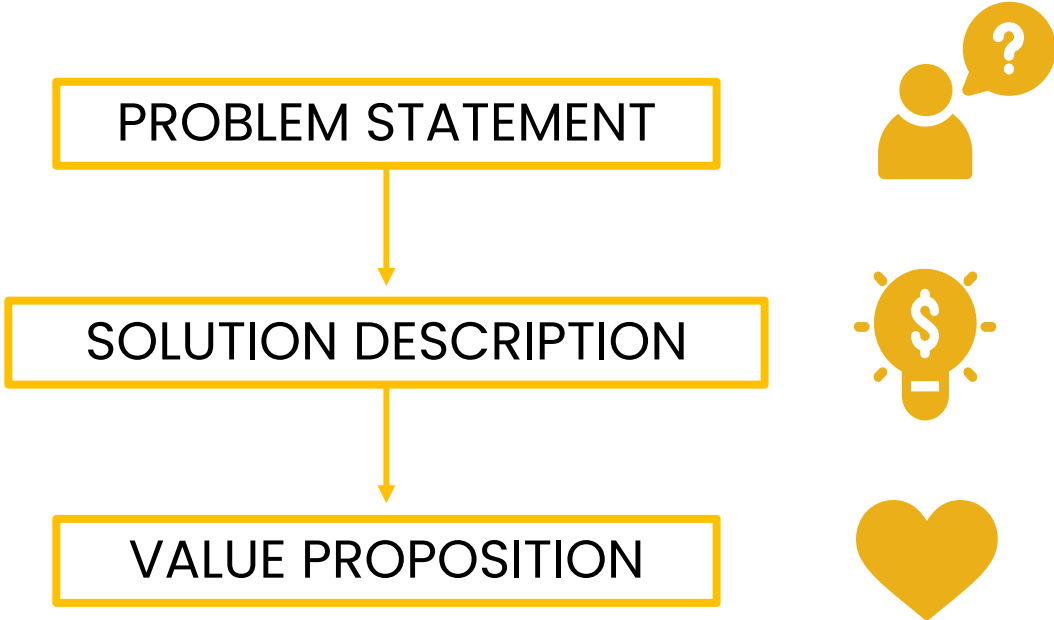


Pitch structure (example)



IDEA DESCRIPTION

STORYTELLING



IDEA DESCRIPTION

PROBLEM STATEMENT

Which are the main pain points in your idea's context?

- Briefly explain the main problems
- Connect them to clear pain points for your potential consumer
- Try to quickly catch audience attention
- Establish a connection through feelings



IDEA DESCRIPTION

SOLUTION DESCRIPTION

How can you present your idea?

- Connect your solution to the previous problem in one sentence.
- Coherently explain how you do it.
- Show the market gap you will fill in.



IDEA DESCRIPTION

VALUE PROPOSITION

Which is the value added that your solution offers?

- Describe the key advantages of your solution.
- Link it with previous pain points of the audience.
- Use examples to be clearer.





MARKET ANALYSIS

DEFINE YOUR TARGET AUDIENCE

- Which segment of population are you targeting?
- Which is the best way to approach them?
- Which are their daily habits?
- What makes them feel satisfied? And unsatisfied?
- How does their social/cultural background affect you?



MARKET ANALYSIS

Spotify case



Provisional Personas
January 10, 2019



THE STUDENT

Age: 21
Gender: Male
Occupation: Student

Behavior: He loves attending all shows of his favorite artists and sharing their music with his friends. His friends also go to shows a lot and are always focused on the latest and greatest artist. He loves sharing new and upcoming music which people may have not discovered yet.

Goals:

- Listen to the newest releases from his favorite artist as soon as it comes out.
- Attend his favorite artists shows.
- Know what music is trending so he's always current in his music selection.

Needs:

- To connect with his favorite artists.
- Keep up with artists latest releases and dates.
- Discover the best new music from what's trending or what his friends are listening to.

Pains/Frustrations:

- Missing a show, because he didn't know about it.
- Missing recommendations from friends because they are not in-app.



THE COMMUTER

Age: 29
Gender: Female
Occupation: Civil Engineer

Behavior: She's a busy mother of 1, who is focused with her career and family. She typically cycles between the radio, podcasts and playlists on her morning commute it all really just depends on her mood. Although she enjoys music, she depends on premade playlists or friends suggestions when listening as she doesn't have time to keep up with the latest but enjoys the tailored experience.

Goals:

- Stream music whenever while on the go, either on the road or underground with no service.

Needs:

- Podcasts that she can listen to when she's not in the mood for radio talk shows.
- An eclectic catalogue of music that can be tailored to her taste or mood.

Pains/Frustrations:

- Too many options with discovering the latest and greatest although she mostly enjoys what she knows.



THE CURATOR

Age: 36
Gender: Male
Occupation: Audio Engineer

Behavior: He has been a music collector since a kid and has always had an eclectic taste. He loves introducing people into undiscovered music, old or new and having the perfect playlists to enhance any experience from a late night drive to a summer BBQ he has it all ready for any occasion.

Goals:

- Find obscure music which hasn't been discovered.
- Create the best playlists for himself and others.
- Manage his library to always have the right music for the current vibe or mood.

Needs:

- Access to a large catalogue to pick through a variety of artists.
- Efficient library management capabilities, moving songs between playlists and removing any lemons.

Pains/Frustrations:

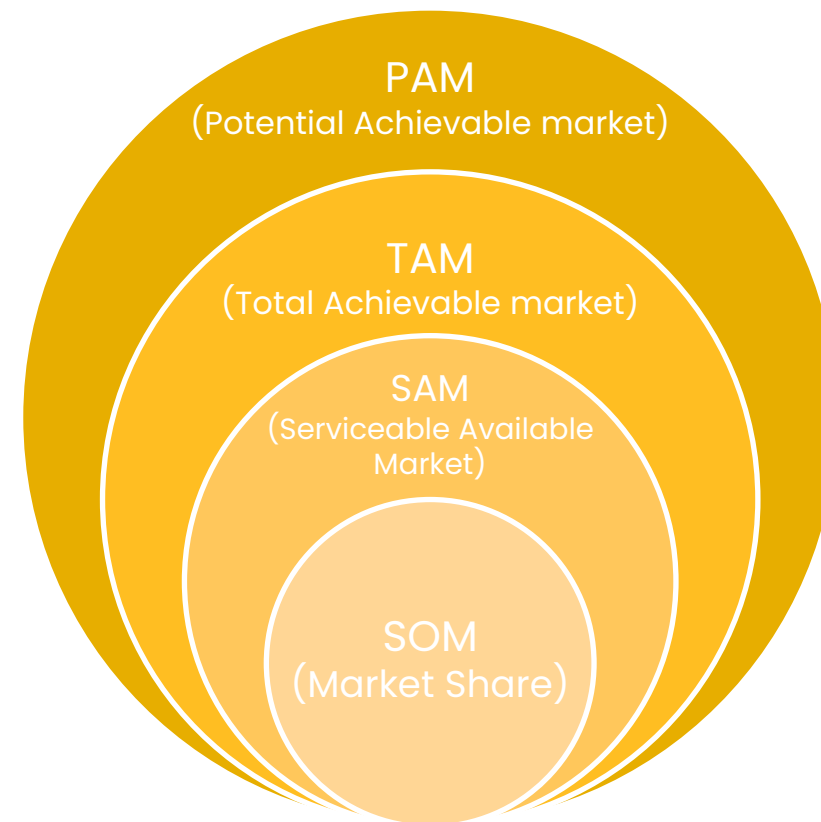
- It is hard to manage his playlists on mobile.
- Being inundated with music and artists he has no interest in listening to.



MARKET ANALYSIS

Describe your potential market:

- Show who is ready to buy you now
- Explain how you will be able to climb in the market ladder.
- Demonstrate why you consider each part (SAM, TAM...) are real for you
- Look to impress your audience with data in this slide.



MARKET ANALYSIS

Uber case

Unlocking a massive market

Mobility TAM

\$5T+

All passenger vehicle
& public transport trips
in 175 countries

Delivery TAM

\$5T+

Global spend on Retail
restaurants, Home Delivery,
Takeaway, Drive Thru, Eat-in

Grocery spend in
markets serviced

Freight TAM

\$3.8T

Global trucking
logistics costs



MARKET ANALYSIS

COMPETITORS LANDSCAPE

How many
are there?

Who are
they?

How you plan
to beat
them?

COMPETITION IS GOOD!*



15 MINUTES BREAK



ECONOMIC DATA

BUSINESS MODEL

Types of Business Models:

- B2B (You sell to other businesses)
- B2C (You sell to final consumers)
- B2B2C (You sell to final consumers through other businesses)
- B2G (You sell to governments or public entities)

Types of Business Model



ECONOMIC DATA

BUSINESS MODEL

Describe the money flow in it:

- How you generate revenue
- Who manages it at which stages
- How often is revenue generated



ECONOMIC DATA

Once market and business model explained:

- Show your most important figures.
- Estimate different metrics.
- Project a sustainable growth of this numbers.



ECONOMIC DATA

REVENUE STREAMS

Who pays?



How much?



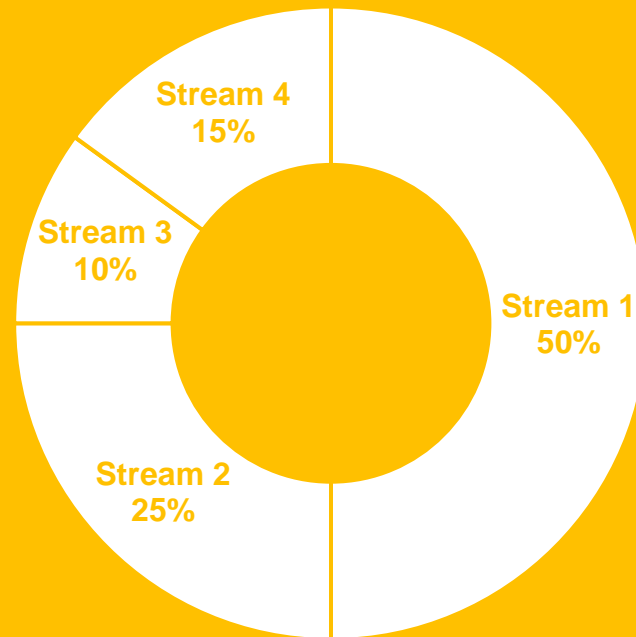
How often?



FINANCIAL PLAN

REVENUE STREAMS

REVENUE STREAMS' WEIGHT



ECONOMIC DATA

PROFIT

Show how the revenue streams mentioned before will allow you to generate profit margins.

Moreover, show how due to fix costs at the beginning they might be low (or be even losses) but that they have the capacity to grow.



TEAM

“People like ideas but fall in love with who are developing them.”

Describe how your team has the key skills and knowledge to effectively develop your amazing idea.





15 MINUTES BREAK



PITCH TYPES

Investor Pitch



Challenge Pitch



Elevator Pitch



PITCH TYPES

Investor Pitch

- Focused on funding
- Based on economic data
- Huge team importance
- Don't forget that investors are people and have emotions.



PITCH TYPES

Challenge Pitch

- Looking for impact
- Storytelling is key
- Huge team importance
- Adapt your idea and its description to the challenge format.



PITCH TYPES

Elevator Pitch

- Time efficiency is key
- Look for key words and data
- Don't try to speak fast to say more, be extremely concise
- Based on the first impression (10 first seconds are vital)



YOUR TURN!



6 pitch tips

1. Be curious
2. Know your audience
3. Have a clear goal in mind
4. Pitch as if no one knew your idea
5. Ask for feedback



CONCLUSION

A PITCH SHOULD:



- Be clear and concise
- Be original and different
- Describe the main parts of your idea
- Show passion and motivation
- Have different “emotional moments”
- Demonstrate a structured plan
- Have a catchy final



CONCLUSION

A PITCH **SHOULDN'T**:



- Be monotonous
- Fake any data or information
- Explain ideas without connection
- Have too long silences
- Show you are nervous
- Forget any key information about your business.



THANK YOU !