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**SMART Training Network for Innovation and Entrepreneurship
in Emerging Sustainable Economic Sectors**

Project ID: 4CE429P1

WP4 – DEVELOPING PHASE

**Train the SMART Trainers Strategy and
Action Plan**

Output 4.4.3



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INTRODUCTION - PROJECT DESCRIPTION

The Innovation Union Competitiveness Report 2011¹ states: “European SMEs ... do not grow sufficiently. The US has shown a much better capacity to create and grow new companies in research-intensive sectors over the last 35 years”.

Apart from this overall lack of SME growth in Europe, the project i.e. SMART has also identified specific issues/challenges in the involved partner regions such as a lack of interest in innovation and entrepreneurship, a low survival rate of business start-ups, high youth unemployment, demographic and socio-economic brain drain, and social issues involving equal opportunities and non-discrimination.

In order to tackle these issues/challenges, which hold true for the whole programme area, i.e. SMART project develops a solution for the individual: “improve the framework for knowledge development as it relates to human capital in order to ensure economic competitiveness”. It provides a solution for the regions: “improve the climate for innovation in all regions”. Finally, it develops a solution for the transnational programme area: “overcome thinking in terms of national/regional competitiveness in order to strive for a more competitive and innovative Central Europe as a whole.”

In specific terms, the project develops and implements a trans-national management structure to link the involved regions so that they can provide their citizens with exciting sustainable labour market opportunities. This is, and will be achieved in the future as well, through a new multi-disciplinary approach and training to innovation and entrepreneurship. In particular, this new approach focuses on three emerging economic sectors: Creative Industries, Green Economy, and ICT. International research has shown that these sectors will be sustainable.

To achieve this, a strong partnership of **12 partners** from seven polycentric urban areas in six CE Member States work closely together. In every CE Member State, there are two partners: one is a policy partner and the other is an expert partner. The involved regions are Bratislava (SK), Budapest (HU), Modena (IT), Prague (CZ), Stuttgart (IT), Veneto (IT), and Vienna (AT). The 12

The i.e. SMART Partnership

Member State	Partner No.	Partner	Status	Work Package (WP) Leader
AT	LP	European Office, Vienna Board of Education	Institutional	WP1: Project management and coordination
AT	PP2	University of Vienna, Research Group Knowledge Engineering	Expert	
IT	PP3	Region of Veneto, Directorate of Labour	Institutional	
IT	PP4	Modena Formazione	Expert	WP3: INITIATING PHASE: The regional SMART points and the transnational SMART network
DE	PP5	City of Stuttgart	Institutional	WP6: INSTITUTIONALISING PHASE: The SMART plan
DE	PP6	Stuttgart Media University	Expert	
SK	PP7	Municipality of the Capital of the Slovak Republic, Bratislava	Institutional	WP2: Communication, knowledge management and dissemination
SK	PP8	I-Europa, Ltd.	Expert	
HU	PP9	Budapest Enterprise Agency	Institutional	WP5: IMPLEMENTING PHASE: The transnational train the SMART Trainers and the SMART campus
HU	PP10	Budapest College of Communication and Business	Expert	
CZ	PP11	Metropolitan District Prague 14	Institutional	
CZ	PP12	Czech Technical University in Prague	Expert	WP4: DEVELOPING PHASE: The transnational SMART training programmes

¹ http://ec.europa.eu/research/innovation-union/index_en.cfm?section=competitiveness-report&year=2011

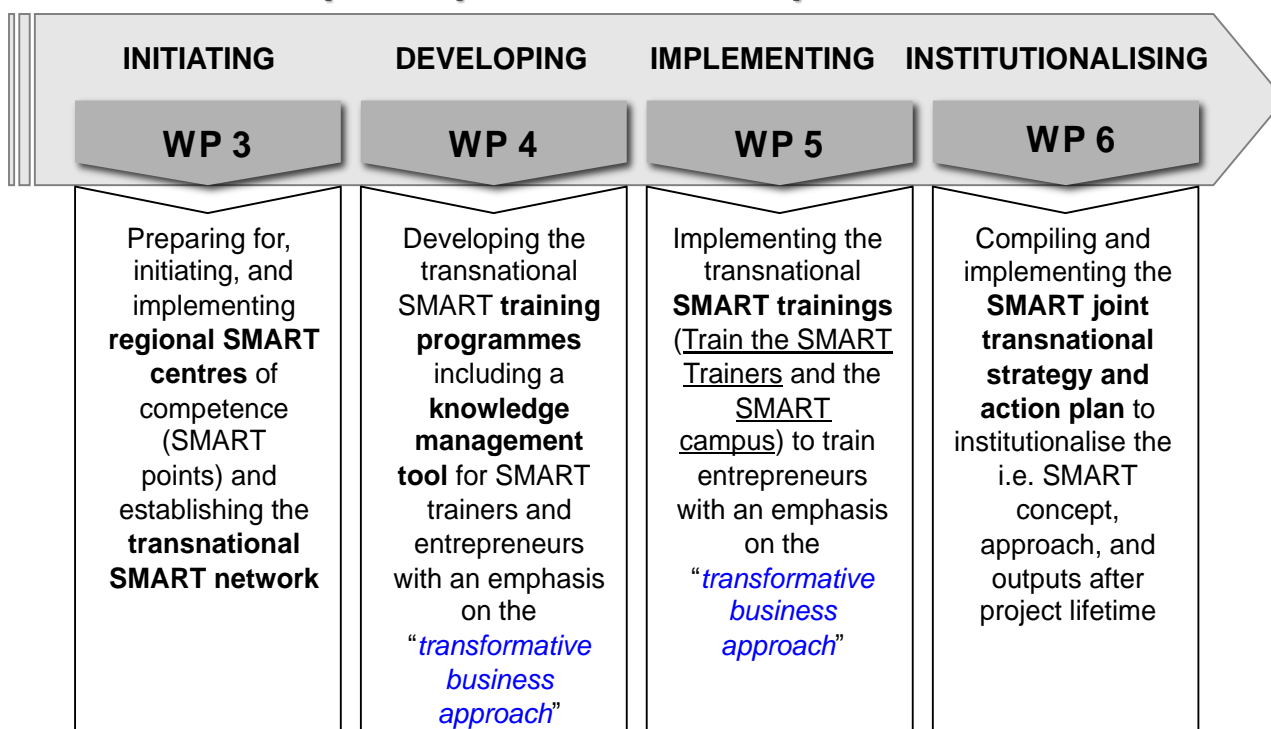
partners commit themselves to the Lisbon and Gothenburg agendas, and the EU 2020 strategy, particularly SMART growth: “creating new products/services that generate growth and jobs and help address social challenges.”

The project foresees four methodological phases: Initiating, Developing, Implementing, Institutionalising, and builds on existing regional management structures (‘regional triangles’) consisting of key players from policy-making, economy/labour, and education/training. In WP3, the project initiates and runs at least seven regional centres in Bratislava (SK), Budapest (HU), Modena (IT), Prague (CZ), Stuttgart (IT), Veneto (IT), and Vienna (AT) for this new approach to innovation and entrepreneurship competence (SMART points). These centres are interlinked in a transnational management structure (SMART Network), which will offer transnational trainings, innovation and entrepreneurship research, and a ICMS state of the art knowledge development tool for innovation and entrepreneurship in the Creative Industries, Green Economy, and ICT.

WP4 and WP5 develop, implement and pilot transnational concepts, and strategy and action plans for training regional staff (SMART trainers/facilitators) and emerging entrepreneurs in the identified economic sectors. In WP6, a strategy plan will be drawn up to permanently incorporate the project’s outputs in regional development plans and to institutionalise the i.e. SMART approach after project lifetime. What is the i.e. SMART approach? Many experts see the global economy in transition from the Information to the Conceptual Age. Traditionally, European education and training have focused on so-called ‘left brain skills’. To face the economic challenges confronting Europe as a whole and the i.e. SMART regions in particular in this global economic transition, a new multi-disciplinary, multi-economic sector approach to innovation and entrepreneurship is needed. The project i.e. SMART provides this approach, and develops viable, concrete solutions to tackle the identified issues/challenges.

i.e. SMART @ work

Four phases process-oriented implementation



WORK PACKAGE 4 – DEVELOPING PHASE

TRAIN THE SMART TRAINERS

WP4 is the developing phase of the project and concentrates on the planning, development, and evaluation of the project's training programmes. In order to provide the special and specific entrepreneurship and innovation training that i.e. SMART aims at it is necessary develop a concept to train the SMART trainers working at the SMART points. This training – Train the SMART Trainers – have the added value that these trainers, after their own training in WP5 (month 12), go on to train other trainers (reg. and national) in an i.e. SMART 'snowball effect' (3.1.7). Train the SMART Trainers is carried out in transnational training modules led by international experts in the area of entrepreneurial training with a focus on the 'transformative business approach'. The training is evaluated and the results are to be compiled into a strategy and action plan in month 15 for future training. This is an essential knowledge management document for other regions not involved in the project.

ACTION 4.1

Starting in month 5, based on existing methodologies, best practice, and input from international experts, a Project Partner Working Group develops a concept for the transnational Train the SMART Trainers. In feedback loops with stakeholder/shareholder groups, the concept is validated and completed in month 8.

PRELIMINARY PHASE – SUMMARY OF THE ‘SMART POINTS’ CONCEPT

‘SMART Points’ are regional centres of competence where entrepreneurs will be comprehensively trained, and individually mentored and counselled in all the skills necessary to develop new innovative business ideas in the emerging sustainable economic sectors of Creative Industries, green economy, and green ICT.

SMART Points are to be found in the following regions: Bratislava (SK), Budapest (HU), Modena (IT), Prague (CZ), Stuttgart (IT), Veneto (IT), and Vienna (AT). Besides these physical centres an extra SMART Point is also available online on SMART Site for stakeholders.

The regional implementation of the SMART points leads to the development of a joint management establishment - the Transnational SMART Network. The transnational network is a strategic cooperation between the regional SMART Points. One of its main tasks is to encourage and support the transnational transfer and synergy of excellent business ideas in the sustainable economic sectors.

The process of leading from the generation of the idea to the consolidation (and even growth) of the business can be seen as a set of five conceptual phases²:

Phase 1 – Idea generation

Phase 2 – Thinking about starting a business

Phase 3 – Starting a business

Phase 4 – Managing the business through the first stages

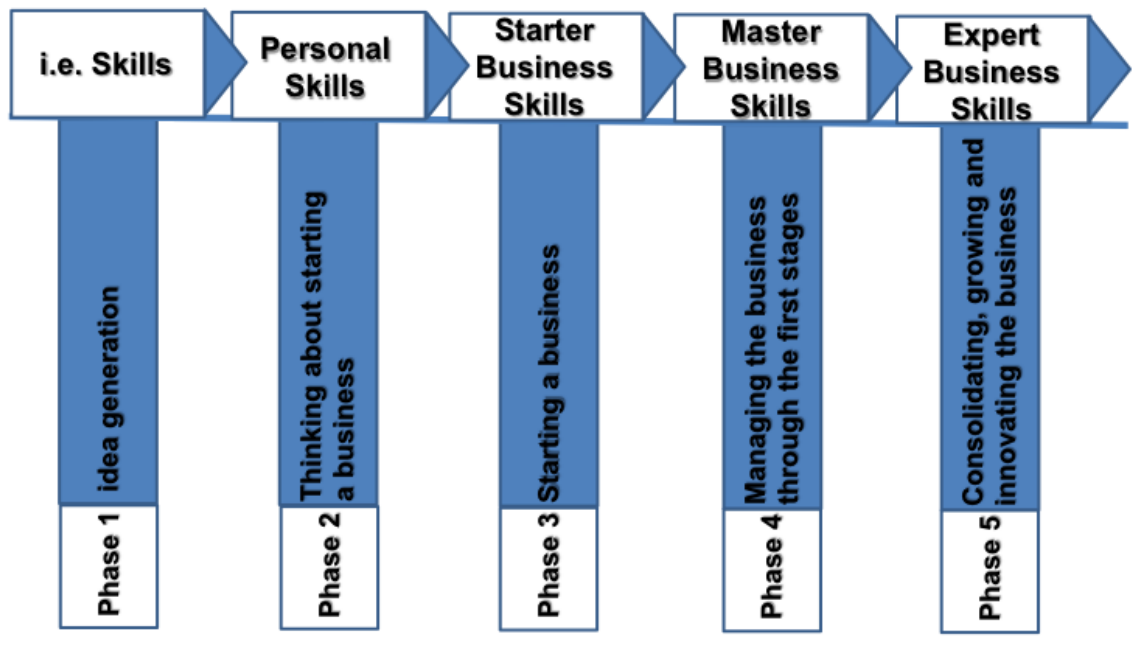
Phase 5 – Consolidation, growing and innovating the business

All regional SMART Points deliver trainings related to the phases 1-3. Any regional SMART Point can also deliver training related to the phases 4-5 (Regional Customisation).

² Please find detailed information about these five conceptual phases in the i.e. SMART Points concept on page 8-9.

WHICH ARE THE “TRANSFORMATIVE BUSINESS SKILLS”?

The above described conceptual phases are connected to specific skills which will be provided to the SMART Trainers/Facilitators and also to emerging entrepreneurs. The following list of so called “Transformative Business Skills” provides a first picture according to recent publications and the



research results³:

IDEA GENERATION AND IDEATION SKILLS (I.E. SKILLS)

- Creativity
- Empathy
- Strategic intuition
- Imagination – (fluency of ideas)
- Ideation
- Originality of thought
- Flexibility in thinking – “out of the box thinking”
- Synthesising
- Conceptualising
- Symphony (big picture thinking)

- Empathy
- Future thinking skills (working with micro trends)
- Design thinking applied to innovation (actively creating the future, finding order out of chaos, elegance, people-centered solutions, emotional appeal etc.)
- Co-creating

PERSONAL SKILLS

- Self-esteem
- Team-work
- Presentation skills
- Introspection
- Self-marketing
- Communication
- Creative problem solving
- Creative conflict management
- Bringing humor and light-heartedness to business and products
- Meaning – giving meaning to life from inside yourself

STARTER BUSINESS SKILLS

- Effective collaboration – partnering and teamwork
- How to get people on board
- Story telling and presentation skills for effective pitching
- Navigating ambiguity
- Effective decision making
- Mobilizing teams and implementing innovation
- Ecological awareness
- Corporate social responsibility

³ E.g. *Strategic Intuition: The Creative Spark in Human Achievement* - William Duggan – October 2007 - Columbia University Press, or Daniel Pink's publication: *A Whole New Mind: Why Right Brainers Will Rule the Future* – 2006 – Riverhead Trade.

MASTER BUSINESS SKILLS

- Ability to cope with complexity
- Creative leadership skills – instill passion, gather energies towards a common vision, motivate and engage employees, build trust with employees, find shared values, shift perceptions, develop high-performance team-work etc.
- Leadership presence
- Strategic decision making skills
- Critical thinking

EXPERT BUSINESS SKILLS

- Improved business performance
- Design thinking applied to innovation strategy
- Future thinking skills – working with micro trends
- Fostering a culture that supports creativity and innovation
- Stimulate innovation

The Train the SMART Trainers concept is in logical sequence to the previously described phases and skills to be acquired by the SMART Trainers/Facilitators and emerging entrepreneurs. The SMART Train the Trainers methodology and programme covers all five conceptual phases and related skills.

WHO ARE THE PARTICIPANTS OF THE SMART TRAIN THE TRAINERS?

The participants of the training programme are:

SMART Trainers/Facilitators who are involved in the core activities of the regional SMART points as facilitators/sensitizer/animators of the “Transformative Business Approach”. Possibly external experts for business creation and management (internal and external staff members) who are also be involved in the SMART Point activities.

The SMART Point concept has already defined the profile of the SMART Trainers/Facilitators⁴.

In addition, the coaches that are selected as SMART trainers are expected to have a high level of professional skills (most preferable as entrepreneurs), basic to high skills in coaching (or the motivation to learn it) and the ability to lead and motivate teams. Therefore, the level of the training concentrates not only on strengthened soft skills in coaching but also on awareness creation for core topics such as in the current developments in start-ups or in Private Equity or on how to manage coaching systems.

⁴ See i.e. SMART Points concept on page 15-17.

GENERAL REFLECTIONS ON 'TRAIN THE SMART TRAINERS'

The Train the SMART Trainers is a transnational training programme for staff members at the regional 'SMART points' so that they can deliver the new multi-disciplinary approach to innovation and entrepreneurship, particularly in the 'transformative business approach' to regional business idea owners (emerging entrepreneurs).

The programme has been developed and run by internationally renowned trainers/coaches/experts. The programme has been evaluated and a joint transnational strategy and action plan for future training programmes is under compiling.

The Train the SMART Trainer focuses on a training process leading from the generation of the idea to the consolidation (and even growth) of the business. These five conceptual phases are then declined into the project vision combined with the basic elements of the SMART points, leading straight to the precise identification and "positioning" of the skills required by each single phase. The graphic that follows lists the five different phases and the skills which SMART Trainers (and in a later stage the emerging entrepreneurs) should acquire.

The Train the SMART Trainers consist of two training events:

1. Training Module I – 4-day event
2. Training Module II – 4-day event

HOW DO WE DO THIS?

Through two training modules we work with the mindset and tools of being an emerging entrepreneur. Our focus is on facilitating and training the mindset, skills and tools rather than on teaching them.

WHAT IS OUR VALUE PROPOSITION?

This quote from the Danish philosopher Søren Kierkegaard very precisely defines the main value proposition of the training programme as well as the approach that we should have to emerging entrepreneurs:

"If you really want to help somebody, first of all you must find him where he is and start there. This is the secret of caring. If you cannot do that, it is only an illusion if you think you can help another human being. Helping somebody implies your understanding more than he does, but first of all you must understand what he understands. If you cannot do that, your understanding will be of no avail..... the helper must be humble in his attitude towards the people he wants to help. He must understand that helping is not dominating, but serving. Caring implies patience as well as acceptance of not being right and of not understanding what the other person understands."

With a specific focus on the "Transformative business approach" i.e. SMART creates a sustainable seedbed for entrepreneurship and innovation. We not only train classical business skills, but also "Transformative Business Skills" such as creativity, empathy, big picture thinking and intuition.

The project also takes a multi-disciplinary approach to business idea development and merges thinking styles, approaches, and competences across economic sector- specific borders to create a new type of innovation in Creative Industries, Green Economy, and ICT.

i.e. SMART has also a transnational value, because it provides a common interregional and transnational answer to economic challenges and problems occurring throughout Europe. We connect emerging entrepreneurs, business coaches and experts throughout Europe and the rest of the world. The project aims at being a 'learning' project. Partners and regions learn from each other seeking joint transnational solutions for specific implementation at a regional level.

ELECTR. PRE-TASKS - 5.1.1

Special tasks are:

- Domain information and online research (ICT, Green Economy and Creative Industries)
- Profile registration of the trainers

The electr. Pre-task is formulated as follows:

Dear SMART Trainer,

Thank you for registering on the newly developed **SMART site**. This tool will serve as one of the **main sources of information and networking** for the duration of the i.e. SMART project and afterwards.

Before we introduce you to more details about the upcoming events and tasks, let us present to you in brief **the overall project, its goals and your engagement and importance for the project activities**.

i.e. SMART

i.e SMART project (thereinafter „The project“) is an international initiative involving **12 partner organizations from 7 different regions** across the Central Europe- Vienna (AT), Stuttgart (DE), Veneto region (IT), Modena (IT), Budapest (HU), Bratislava (SK) and Prague (CZ). Partnering organizations represent mostly a mix of **educational organizations and political institutions**.

The main aim of the project is to implement a **transnational permanent management structure that will deliver a new transformative business approach to innovation and entrepreneurship** in three different economic sectors: **Creative Industries, Green Economy, and ICT**. The role of the partners (**educational and political institutions**) is to develop and implement this management structure into everyday reality, supporting the **regional and transnational growth of SMEs**.

The creation of the management structure is to be achieved through so called **regional SMART points** (every region will establish at least one SMART point). These points (physical places-offices) will provide **motivation, trainings, counseling** and other related support for emerging entrepreneurs.

The basic element of each of the SMART point is a **SMART Trainer - a person, who has knowledge and motivation to foster the entrepreneurial spirit in the target groups**, with special focus on combination of Creative Industries, Green Economy and ICT. The networking of

the individual **SMART points into a transnational network** will provide strong support for the SMART Trainer. She or he can utilize the **knowledge, abilities and potential of other existing SMART points** and hence provide even better support for the entrepreneurs.

Another important activity related to the project is the implementation the so called **SMART Campus** (in 2014). The seven regional SMART points supported by their SMART Trainers will launch regional competitions for emerging entrepreneurs to evaluate the business plans they create. **The best 5 entrepreneurs per region will go to the SMART Campus** – a one week event organized by the project, to improve their business plans under the strong support of international experts and SMART Trainers.

The final phase of the project will ensure one of its main goals- to **institutionalize the project outputs and secure its sustainability**. As mentioned before, one of the main goals of the project is to set up a **permanent structure** supporting emerging entrepreneurs. The scope of the project is therefore far beyond its simple implementation and with your help and commitment as a SMART Trainer it can be achieved.

SMART Trainer- following steps

It is clear that the SMART trainers play an important role for the project and its success. The key aspect at the beginning of your engagement in the project activities is to ensure, that your **knowledge level and networking potential** with other SMART Trainers is fully utilized right from the beginning. Therefore we have prepared a **2-modules onsite training** (one module= one week) in Budapest with supportive electronic activities.

The first module starts **on 13 May**, and let us thank you again for your participation. The module will deal mainly with the areas of **idea generation, thinking about starting a business and starting a business** from the trainer- entrepreneur point of view. The module will be facilitated by **experienced transnational trainers** and we hope you will enjoy it and profit from it. In order to prepare you better for the training and fully utilize its potential, we have prepared a **small pre-task to be fulfilled before its start**. It is a set of external study materials (see Additional Material below) to help you prepare yourself for the topics that will be covered at the training module. We kindly ask you to go through them, and hope you will find them interesting and inspirational.

Additional Material

Using design thinking for education:

<http://www.ideo.com/work/toolkit-for-educators>

Business Model Canvas – the Basics:

<http://www.youtube.com/watch?v=QoAOzMTLP5s>

The Validation Board – The Basics:

<http://www.youtube.com/watch?v=HhoducyStMw>

Where do good ideas come from?:

http://www.ted.com/talks/steven_johnson_where_good_ideas_come_from.html

Prototyping – what and how:

<http://www.youtube.com/watch?v=t4AqxNekecY>

What fosters creativity? John Cleese explains the theories of Donald McKinnon:

<http://www.youtube.com/watch?v=ijtQP9nwrQA>

Alternative ways of financing a concept:

<http://www.kickstarter.com> or <http://smallknot.com>

Guy Kawasaki on how to develop a startup:

http://www.youtube.com/watch?v=DR_wX0EwOMM

Thank you and see you in Budapest!

TRAINING MODULE I – 5.1.2

Training Module I covers the above mentioned conceptual phases 1-3 (Phase 1 – Idea generation (i.e. Skills), Phase 2 – Thinking about starting a business, Phase 3 – Starting a business).

THEMES OF THE FIRST MODULE

- Understanding the perspective of emerging entrepreneurs
- Applying the Design Thinking Approach
- Ideation and personal development

WHAT ARE THE KEY LEARNING POINTS OF THE FIRST MODULE?

- Understand the entrepreneurial mindset
- Understand design thinking as a mindset and as a working principle
- Be able to deal with different kinds of emerging entrepreneurs
- Be able to use different research methods such as ethnographic research, microtrend-spotting, etc.
- Be able to facilitate ideation and teach ideation
- Be able to mature ideas into concepts and prototypes and teach others how to do the same

HOW COULD A CONNECTING THREAD THROUGH THE MODULE BE CREATED?

- Working on real cases of emerging entrepreneurs - how would you help this person?
- Working on a real business case developed by the trainers
- The design thinking approach

HOW COULD YOU WORK WITH THE TRAINERS?

- Let them meet the actual young emerging entrepreneurs
- Training and facilitating rather than teaching
- Using the mindset - Don't do to others what you haven't already done to yourself, try before teaching!
- The end goal for the emerging entrepreneurs is to write a transformative business plan, and to keep this in mind, the trainers could also work with a business plan as an end goal for their training sessions.

WHAT SPECIFIC THEMES WILL BE COVERED DURING MODULE I?

- Mindset
- Design thinking
- Entrepreneurial spirit
- Finding problems to solve
- Ethnographic research, interview and observe
- Microtrend-spotting and microtrend-research
- Validation board
- Ideation
- Brainstorming
- Lateral thinking
- Radical game
- Trendcafe
- SCAMPER-method
- Synthesis
- Pattern recognition techniques
- Empathy map
- Business Model Canvas
- Concept Development
- Prototyping
- Storytelling and presentation
- Storytelling techniques and skills
- Using classical dramaturgy for storytelling and presentations
- Team building
- Warm up exercises and icebreaking
- Team building exercises
- The SMART Business Plan template

PLANNED WORKSHOP PROGRAM

This is an outline of the program that was planned for the Training Module I – 5.1.2.

On page 17, the actual program is shown. The changes were due to the ‘ad hoc’ nature of the training and the trainers responding to the needs of the participants.

Pre-event

18:00 - 20:00 Outdoor team building and icebreaking

20:00 Dinner

Day 1

9:00 - 10:00 Warming up and energizing

10:00 - 11:00 Introducing the project and the key learning goals of the module

Introduce the smart business plan template as the goal of the modules and
Campus

Presenting the SMART site

11:00 - 12:00 Empathising with the entrepreneurs -

Building empathy doing a café round on what they do,
know they should do and think they would do (exercise part I)

12:00 - 13:00 Lunch

13:00 - 15:00 Empathising, synthesising - Seeing the big picture (exercise part II)

Drawing up the do, would, should of the entrepreneurs

Working with the empathy map

15:00 - 17:00 Where do inspiration and ideas come from?

Inspirational/artistic exercise (flow)

17:00 - 19:00 Outdoor group building, organize the groups around the three domains

Outdoor team-building and empathising exercise

19:30 Dinner

Day 2

9:00 - 10:30 Outdoor fun and ice-breaking exercises for emerging entrepreneurs

10:30 – 12:00 Business ethnography – part 1

Interviewing and observing

Seeing the world through the eyes of the customer

12:00 - 13:00 Lunch

13:00 - 17:00 Business ethnography – part 2

Innovation & trend research skills

Creativity & ideation methods

Basics of trends and innovation

Trend identification

Innovation by combination

Building and maturing ideas/concept building

Elevator Pitch

17:00 - 19:00 Business ethnography

Team building exercise, where a few participant are appointed observers. The observations are reported back to the group and followed by a round of ideation for how to improve the result of the exercise.

19:30 Dinner

Day 3

Day 3 is a practical workshop day with the goals of creating a concept and a business model for the concept. The groups will work closely with the facilitators and move forward in an iterative fashion.

9:00 - 12:00 Ideation that leads to validation

How the make the synthesis

Mindmapping

Two-by-twos

Combining the circles

Validation Boards

12:00 - 13:00 Lunch

13:00 – 19:00 Concept Creation and Prototyping

Mindmapping

Quick and dirty prototyping

Business Model Canvas

A beginner's guide to business modelling

Protoyping through cooking' in groups

19:30 Dinner

Day 4

9:00 - 12:00 Storytelling

The power of storytelling

Storytelling from different perspectives (cultural & neuroscientific)

"Everyone has a story"

12:00 - 13:00 Lunch

13:00 - 16:00 Telling the story - Presentation techniques

Release anxiety and build confidence before presentation (techniques from theatre)

Develop "stage presence"

Pitch and reflection

16:00 - 17:00 Wrapping up the workshop/Evaluation

ACTUAL WORKSHOP PROGRAM

This is an outline of the actual program that was implemented for the Training Module I – 5.1.2.

	MONDAY - 13 MAY 2013	TUESDAY - 14 MAY 2013	WEDNESDAY - 15 MAY 2013
		THEME OF THE DAY: Wanting to be an entrepreneur	THEME OF THE DAY: Becoming an entrepreneur
MORNING SESSION 9.00 - 12.30		<u>Integrative Outdoor Activities</u> Team building and personal development exercise <u>Welcoming</u> Introducing the training programme and the training mindset <u>Field work in Budapest</u> How to leave the building and use business ethnography How the spot needs and trends	<u>Integrative Outdoor Activities</u> <u>Seeing patterns and finding insight</u> We work with tools for identifying deeper lying patterns and understanding the needs of future customers which is key to successful entrepreneurship <u>The basics of Business Modelling</u> We use the business model canvas as a way to understand the way a company creates and captures value
12.30 - 13.30		LUNCH BREAK	LUNCH BREAK

	MONDAY - 13 MAY 2013	TUESDAY - 14 MAY 2013	WEDNESDAY - 15 MAY 2013
AFTERNOON SESSION 13.30 - 16.30		<u>Field work in Budapest</u> (continued)	<u>Integrative Outdoor Activities</u> <u>Ideation and concept creation</u> We work with the conditions and environments that lead to unusual levels of creativity and innovation We work with a concept development process that helps us iterate between ideation and concept development
EVENING SESSION 18.00	<u>Integrative Outdoor Activities</u> Teambuilding and personal development exercises	<u>Integrative Outdoor Activities</u>	
20.00	DINNER	DINNER	DINNER
	THURSDAY - 16 MAY		FRIDAY - 17 MAY
	THEME OF THE DAY: Empathizing with the emerging entrepreneur		THEME OF THE DAY: Helping emerging entrepreneurs

	THURSDAY - 16 MAY	FRIDAY - 17 MAY
MORNING SESSION 9.00 - 12.30	<u>Reflections</u> on the learning process so far - we wrap up our own experience from the first two days and involve real life stories from entrepreneurs <u>Empathizing</u> with the emerging entrepreneurs Real life stories from entrepreneurs Different personal approaches to entrepreneurship	<u>Prototyping and prototyping business concepts</u> Using what's at hand Using prototyping techniques Using FabLabs <u>How to coach entrepreneurs?</u> We work with the mindset and tools behind the coaching of entrepreneurs <u>Planning of regional activities</u> How might we develop our own workshop and training programme with the tools that we used this week?
12.30 - 13.30	LUNCH BREAK	LUNCH BREAK
AFTERNOON SESSION 13.30 - 18.00	<u>Different approaches to the business plan</u> The traditional approach The right brain approach Executive summaries Rich content Alternative financing <u>Validating ideas with the validation board</u> The validation board is a tool developed for start-ups to help them validate their ideas and concepts with a minimum cost	<u>Wrapping up</u> the course and building a bridge to the upcoming activities in the project. End of Module I: 16:00
19.00	DINNER - "TASTING HUNGARY"	

EVALUATION OF MODULE I

Name of host project partner	PP9 – Budapest Enterprise Agency
Name of Meeting	Train the SMART Trainers – Module I
Date, Time	13-17. 05. 2013
Name of venue	Walden Hotel Dobogókő (Hungary)
No. of participants	30-33 (the number of participants varied during the training days)
No. of completed Evaluation Questionnaires	30
<p>Question 1: summary of answers and answers which were not clearly stating “yes or no”. Did the workshop meet your organizational expectations i.e. did everything function as you expected it to?(invitation, preparation, meeting premises, time & duration, accommodation). If not please let us know what we should improve organizationally for the future.</p>	<ul style="list-style-type: none"> - Yes, satisfied with the venue and organization (20) - The infra-structure of the hotel and/or the facilities could have been better (Internet Connection) (12) - Good timing (2) - Another location for next time, more options, bar for the evening, more social time and healthier food (e.g. wellness) (4) - The trip to Budapest should have been organised better (1) - Information of the venue and of the programme came too late (price information, enough clothes) (6) - Quiet long duration of the workshop (2) - “Why were some groups allowed to act like they want, without any rules?” (1) - Mixing up of regional groups would be great (2) - Too adhoc organization(1) - Not satisfied at all (nothing worked, bad value for money and) (3)

<p>Question 2: summary of answers and answers which were not clearly stating “yes or no”. Did the workshop meet your thematic expectations? If not please let us know what we should improve thematically for the future (Module II)</p>	<ul style="list-style-type: none"> - Yes, perfectly (16) - “Yes, It was like a journey – red line through the days (good and interesting methods, good structure, facts, presentations, films)” (1) - “Yes, good mixture, well prepared” (1) - “Appreciate the exercises most” (1) - “Very good theme, great format” (1) - “Better I had ever expected (...) It was like diving into deeper layers of the mind (...) I am surprised about the new mindset” (1) - “It was very interesting, learned a lot” (1) - “I got the feeling that the SMART trainers, by the end of the week, had a good grasp of the themes that were presented and that they were highly motivated” (1) - More time needed (3) - More organisation needed (1) - Improvement of content & delivery of the sessions ‘business model canvas’ and ‘business template’ necessary (1) - Mixing up of regional groups would be good (3) - More input about personal coaching needed (2) - More examples and content needed (2) - Local start-ups instead of Skype meetings (2) - More time for regional projects needed (1) - For module II – growth of start-ups (1) - More creative methods (1) - More reflection in plenum (1) - “So and so (...) teachers book needed and more training on business planning” (1) - “The experts needed to have a training to train – the teachers book was not provided” (1)
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<p>Question 3: summary of answers and answers which were not clearly stating “yes or no”. Did the training service provided by IBC Kolding meet you’re your expectations? Would you like to work with IBC Kolding in the framework of the project again?</p>	<ul style="list-style-type: none"> - Yes (17) - Work with them again (22) - “I really appreciated how they handled our ‘comfort-zone’ and their guidance through this week” (1) - “These guys were excellent” (1) - “IBC Kolding made a great job” (1) - “The guys were awesome, knowledgeable, very good presenters, empathetic. The experience & challenges were great” (1) - “Good trainers with a lot of competence; group tasks were too short – more working with business modeling” (1) - “I think IBC Kolding is a brilliant team (...)” (1) - “The tools are very good and fit to all my framework, experience and expectation” (1) - “Again my feeling was that the group highly appreciated the service provided by IBC Kolding. I think we will have to know the content of Module II before we can decide on using IBC Kolding again. I would like to see more expertise coming from inside the project- generated by the project partners. (1) - More speakers should be invited (1) - “Not completely: The “bits and pieces” should have been better linked together” (1) - “Only if they get more organised” (1) - “No; even if requested to speak slow in order to allow a good understanding to all the participants, no effort was done. No more training the trainers” (1) - “No! I think they have finished their contents for the project. Now we have to go further with the business plan” (1) - Not working with them again (1)
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<p>Question 4: summary of answers and answers which were not clearly stating "yes or no".</p> <p>Did the training service provided by Mannitou meet you're your expectations?</p> <p>Would you like to work with Mannitou in the framework of the project again?</p>	<ul style="list-style-type: none"> - Yes (11) - Work with them again (10) - "Yes, was great and new for me!" (1) - "Absolutely. Was a great intervention of all mind work we have been doing during these days" (1) - "The short experience that I had with Mannitou was very positive. I do not think we need them in Module II. They played an important role in the initial teambuilding." (1) - "Very interesting, but not so long – once per day" (1) - Good! But more transfer and reflection. (2) - "(...) I didn't participate in everything they did, but what I saw was good and I especially liked the way they went into the individual conversations with participants." (1) - "A little bit less next time, but it was refreshing and funny actually." (1) - "Not sure. Not really guided. Maybe language barrier." (1) - "It wasn't bad, but to be honest I expected much more. Especially more dynamic facilitators, even the English level would add to the activities." (1) - "Sometimes I do not know what they were doing and why. There could have been way more interaction between the trainers and the group." (1) - No (confusing sometimes, no explanation/feedback/reflection at the end) (9) 										
<p>Overall evaluation 1 = very bad 10 = very good</p>	No. of 1s 0	No. of 2s 1	No. of 3s 0 1	No. of 4s 0	No. of 5s 2	No. of 6s 1	No. of 7s 6	No. of 8s 5	No. of 9s 10	No. of 10s 0 4	Average 7,76

ELECTR. MID-TASKS (between Training Module I and II) – 5.1.3

SMART Trainers has to fulfil the electr. mid-tasks module set by the transformative business approach international expert trainers on the SMART Site. The task is based on the Train the SMART Trainers Module I results (5.1.4) and on the nat./reg. SMART Points' Implementations. The mid-tasks was about to compile regional workshop programmes and to deliver input materials for the SMART Site (ICMS) (<http://smart.dke.univie.ac.at/web/guest/team-building3>).

The special focus points are:

- Getting on with the business plan
- Funding opportunities
- Legal pitfalls and intellectual property

TRAINING MODULE II – 5.1.4

Training Module II covers the above mentioned conceptual phases 2, 4 and 5 (Phase 2 – Thinking about starting a business, Phase 4 – Managing the business through the first stages, Phase 5 – Consolidation, growing and innovation the business).

Themes of the Module II

- Personal development
- Starting up, managing and growing your business

KEY LEARNING POINTS OF THE SECOND MODULE

- Be able to offer personal support to young entrepreneurs in the early phases and failing phase
- Understand different approaches to funding start-up companies
- Be able to refine concepts and prototypes on the basis of feedback and testing
- Be able to develop and analyse a viable business model
- Be able to apply tools for growing a business
- Understand and master the role as the facilitator and the difference of facilitators and experts
- Personal insight into own behaviour in the facilitator role

HOW DO WE CREATE A CONNECTING THREAD THROUGH THE MODULE?

The tools will be used to develop the regional events, which mean that we see these as small independent start-ups that we use for training the entrepreneurs as well as the trainers.

HOW WILL WE WORK WITH THE TRAINERS?

- Training and facilitating more than teaching
- Funding exercise
- Co-creation
- The concepts that are developed in the first module will serve as a connecting thread

WHAT SPECIFIC THEMES WILL WE COVER DURING THE SECOND MODULE?

- Personal development and resilience training
- How do I act in a group?
- Individual focus – group focus
- Validation and prototyping
- Business Modelling
- Business Model Canvas
- Marketing and sales
- 'Social Businessing'
- Enterprise 2.0
- Growing your customer base
- Innovation and high growth
- Deciding on new business models
- Social forecasting
- Mapping the future
- My role as a facilitator and mentor
- The SMART Business Plan template

WORKSHOP PROGRAMME

Pre-event

18:00 - 20:00 Outdoor game

20:00 Dinner

Day 5

9:00 - 10:00 Review of Module I

10:00 - 12:00 Outdoor exercises for personal development and resilience

How do I act in a group?

Individual focus - group focus

Leadership and personal development

Me as a facilitator

12:00 - 13:00 Lunch

13:00 - 15:00 Co-creating the funding board (based on the homework)

15:00 - 18:00 Outdoor building exercise

Refining prototypes for testing and validation

Prototyping combined with personal development

Day 6

9:00 - 12:00 Business Model Canvas

12:00 - 13:00 Lunch

13:00 - 17:00 Future mapping for your business

Managing ideas within your network (social forecasting)

Social forecasting game for idea evaluation(a stock exchange for ideas)

Mapping the future

Marketing and sales

'Social Businessing'

Enterprise 2.0

Day 7

9:00 - 12:00 Growing your business

Expanding your customer base

Discovery Driven Growth

Financing (VC, etc.)

12:00 - 13:00 Lunch

13:00 - 17:00 Innovation and high growth

Innovation as an ongoing process

Managing high growth companies

Day 8

9:00 - 12:00 Co-creating the regional activities, e.g. events, competition, workshops

Training the facilitators through “learning by doing”

Quality assurance

12:00 - 13:00 Lunch

13:00 - 17:00 Discussions on how to implement the approach in teaching and consulting

Outlook

Evaluation

Reflection

ACTUAL WORKSHOP PROGRAM

This is an outline of the actual program that was implemented for the Training Module II – 5.1.4.

MONDAY – 23 SEPTEMBER 2013	
VENUE INOVACENTRUM	-
19.00	Welcoming Event Scottish Dancing
	DINNER (to be paid individually)

TUESDAY – 24 SEPTEMBER 2013		
VENUE - PENTA HOTEL	ROOM I	ROOM II
8.30 – 10.30	Welcoming and wrapping up – Stuart Simpson & Chadwick Williams (Vienna Board of Education/AT) <ul style="list-style-type: none"> - Review of Module I - Introduction to Module II My role as a SMART Trainer <ul style="list-style-type: none"> - i.e. SMART project – expectations/tasks - SMART competition 	
10.30 – 12.30	Presentation of the SMART Site - Elena Teodora Miron (University of Vienna/AT) i.e. SMART trans-national online portal	
12.30 – 13.30	LUNCH BREAK	
13.30 – 14.30	Learn to think and act as an entrepreneur! – Introduction into the SME simulation game - Hartmut Rösch (Media University Stuttgart/DE) <ul style="list-style-type: none"> - Team training exercise/competition based on real business scenarios 	
14.30 – 15.00	AFTERNOON RELOAD	
15.00 – 18.30	Vision Boarding for Business Idea Generation – Elaine Gleeson (Bright Training & Coaching Ltd/UK) The concept of visioning, visualisation and vision board	
18.30 – 19.30	DINNER (to be paid individually)	
19.30 – 21.00	Learn to think and act as an entrepreneur! – Hartmut Rösch (Media University Stuttgart/DE) SME simulation game - 1 st Business Year	

WEDNESDAY – 25 SEPTEMBER 2013		
VENUE - PENTA HOTEL	ROOM I (plenary room)	ROOM II (seminar room)
8.30 – 9.00	Learn to think and act as an entrepreneur! –Hartmut Rösch (Media University Stuttgart/DE) Reflections on 1 st Business Year	
9.00 – 12.30	Workshop on the“Right Brain Business Plan” – Elaine Gleeson (Bright Training & Coaching Ltd/UK) – part 1 - A visual, out-of-the-box approach for entrepreneurs	Workshop on Growing your Business & Innovation and high growth – Martina Jakl (SwissCzech Technology Transfer s.r.o./CZ) - Expanding your customer base - Discovery Driven Growth - Financing (VC etc.)
12.30 – 13.15	LUNCH BREAK	
13.15 – 16.15	Workshop on the“Right Brain Business Plan – Elaine Gleeson (Bright Training & Coaching Ltd/UK) – part 2	Workshop on Innovation and High Growth – Martina Jakl (SwissCzech Technology Transfer s.r.o. CZ) - Innovation as an on-going process Managing high growth companies
16.15 – 16.30	AFTERNOON RELOAD	
16.30 – 19.00	The Power of Storytelling – Valentin Heyde & Caspar Siebel (Three Headed Monkeys/DE) Storytelling from different perspectives (cultural & neuroscientific) “Everyone has a story”	
19.00 – 20.00	DINNER (to be paid individually)	
20.00 – 21.30	Learn to think and act as an entrepreneur! – Hartmut Rösch (Media University Stuttgart/DE) SME simulation game - 2nd business year	

THURSDAY – 26 SEPTEMBER 2013		
VENUE - PENTA HOTEL	ROOM I (plenary room)	ROOM II (seminar room)
8.30 – 13.00	Tell your story – Workshop on storytelling and presentation techniques - Valentin Heyde & Caspar Siebel (Three Headed Monkeys/DE) - Develop “stage presence” - Pitch	
13.00 – 14.00	LUNCH BREAK	
14.00 – 14.30	Learn to think and act as an entrepreneur –Hartmut Rösch (Media University Stuttgart/DE) Reflections on 2nd Business Year	
14.30 – 19.00	Workshop on Design Thinking (part 1) – Jens Gamauf Madsen & Pawel Szymon Czarny (IBC Kolding/DK) - Wrapping up the tools used in Module I - Prototyping	
19.00 – 20.00	DINNER (to be paid individually)	
20.00 – 22.00	Learn to think and act as an entrepreneur – Hartmut Rösch (Media University Stuttgart/DE) SME simulation game - 3rd Business year and award ceremony	

FRIDAY – 27 SEPTEMBER 2013		
VENUE - PENTA HOTEL	ROOM I (plenary room)	ROOM II (seminar room)
8.30 – 12.00	Workshop on Design Thinking (part 2) - Jens Gamauf Madsen & Pawel Szymon Czarny (IBC Kolding/DK) <ul style="list-style-type: none"> - Refining prototypes for testing and validation - Using FabLabs 	
12.00 – 13.00	LUNCH BREAK	
13.00 – 14.30	My role as a SMART Trainer (part 1) - Jens Gamauf Madsen & Pawel Szymon Czarny (IBC Kolding/DK) <ul style="list-style-type: none"> - Training methods - Facilitation 	My Role as a SMART Trainer - Martina Jakl (SwissCzech Technology Transfer s.r.o. CZ) <ul style="list-style-type: none"> - Coaching - Consulting
14.30 – 16.00	Reflections and Outlook - Stuart Simpson & Chadwick Williams (Vienna Board of Education/AT) <ul style="list-style-type: none"> - Quality assurance 	
16.00	End of Event	

EVALUATION OF MODULE II

Name of host project partner	PP12 – Inovacentrum – Prague Technical University
Name of Meeting	Train the SMART Trainers – Module II
Date, Time	23-27. 09. 2013
Name of venue	Prague Penta Hotel (Czech Republic)
No. of participants	29 – 42 (the number of participants varied during the training days)
No. of completed Evaluation Questionnaires	27
Question 1: summary of answers and answers which were not clearly stating “yes or no”. Did the workshop venue meet your expectations? (i.e. such as the hotel, conference rooms, equipment, and catering.) If not please let us know what we should improve organizationally for the future.	<ul style="list-style-type: none"> - Yes, the workshop venue met my expectations (6) - The standard was very good (rooms, meal, atmosphere etc.) (5) - The coffee-breaks were delicious (1) - The hotel staff was very friendly and they tried their best (1) - The hotel was ok for the workshop (6) - Service should be improved, especially in the restaurant (11) - Difficult check out (5) - Seminar rooms were to small (5) - There should be a free Wi-Fi connection (4) - Workshop room ventilation was bad (3) - The hotel was at night very noisy (too loud music) (2) - The hotel was not appropriate for the workshop (1)

<p>Question 2: summary of answers and answers which were not clearly stating “yes or no”.</p> <p>Did the workshop meet your thematic expectations?</p> <p>If not please let us know what we should improve thematically for the future (Module II)</p>	<ul style="list-style-type: none"> - Yes (12) - The theme was perfect (1) - Yes, very interesting inputs, trainers were very motivating (1) - It was VERY interesting and the trainers did really a perfect job. It was very useful and inspiring for my future work with i.e. SMART (1) - The themes offered valuable information, utilizable (1) - Briefly, it was a great workshop. I have learnt a lot of things and could practice key techniques (1) - It was useful (1) - The workshop was very interesting (1) - Thank you for Elaine and all the speakers (1) - I think I can use some of the tools (1) - I liked the second half of the week (1) - In general, ok (1) - The expansion strategies do not fit to the topic start-ups (1) - 50% (1) - It wasn't so bad (1) - The part dedicated to “design thinking” was too long (1) - I expected more information about the activities of the SMART points (2) - Just one remark: too many workshops (1) <p>To be improved:</p> <ul style="list-style-type: none"> - Avoid parallel sessions, duplication of themes and trainers with poor English (2) - More breaks (1)
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<p>Question 3: summary of answers and answers which were not clearly stating “yes or no”.</p> <p>Did the training service provided by Elaine Gleeson meet you're your expectations?</p> <p>Where the tools introduced by her useful for you?</p> <p>Would you like to work with Elaine Gleeson in the framework of the project again?</p>	<ul style="list-style-type: none"> - Yes (14) - Outstanding (1) - Yes, very very good (1) - Yes, very enthusiastic and useful workshop (1) - Very creative kind of working in the field of business ideas and structuring ideas (1) - Especially for the work with students in school, it was really helpful (1) - Elaine Gleeson showed a lively and funny right brain business plan approach. It was very interesting (1) - She is a very enthusiastic trainer (1) - It was fun (1) - Yes, the tools introduced by her were useful (8) - Elaine did a good job. Yes, some tools I will use in the future (1) - Useful creative approach (2) - It is good to create the vision (1) - Useful in the early stages (1) - The program was great, although not very new for me (1) - I'm sure that students love to work this way, but I'm not sure about entrepreneurs (1) - - I would like to work with her again (14) - 70%, but no real new input (1) - I do not think it would be beneficial for the programme (1) - No, the training service did not meet my expectations (1) <p>To be improved:</p> <ul style="list-style-type: none"> - Bring in real cases from SMART points (1) - Could have been a little bit faster (1) - I wish we would have discussed more about implementing it in your daily work as a SMART trainer (1)
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<p>Question 4: summary of answers and answers which were not clearly stating “yes or no”.</p> <p>Did the training service provided by Valentin Heyde and Caspar Siebel meet you're your expectations?</p> <p>Where the tools introduced by them useful for you?</p> <p>Would you like to work with Valentin Heyde and Caspar Siebel in the framework of the project again?</p>	<ul style="list-style-type: none"> - Yes (11) - Yes, very practical (1) - Absolutely yes, their training was exceptional (1) - Extremely interesting (1) - The BEST of the whole seminar (1) - Yes, useful tools and funny workshop (1) - Great (2) - For me they were a positive surprise. The content was interesting and also the methodology. What they taught us was just perfect, they used their time perfectly (1) - Their activity was important to build up a relationship (1) - It was fun (1) - Yes, could be a little more structured (1) - So and so (1) - Funny lesson, but not so useful in the real work with small entrepreneurs (1) - Unfortunately I am not too mucho into “games” and acting, so I didn't like this part, but the theoretical background was very interesting (1) - Yes, the tools are useful (10) - Useful tools & exercises that we can use in our workshops (1) - The canvas they showed and the different tools are useful (1) - Perhaps (1) - Role play I will not use (1) - Yes, I would like to work with them again (13) - Perhaps (1) - No, the training provided did not meet my expectations (1) <p>To be improved</p> <ul style="list-style-type: none"> - More time (1) - Bring in real cases from SMART points. They could tell their story and pitch (1) - More theoretical input about storytelling (1)
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<p>Question 5: summary of answers and answers which were not clearly stating “yes or no”.</p> <p>Did the training service provided by IBC meet you’re your expectations?</p> <p>Where the tools introduced by Jens and Pawel useful for you?</p> <p>Would you like to work with IBC in the framework of the project again?</p>	<ul style="list-style-type: none"> - Yes (10) - Outstanding (1) - Yes, I liked it very much (1) - Yes, a lot (1) - Yes, like the last module – 100% (1) - Yes, interesting (1) - Yes, the design-thinking process was great and useful in coaching entrepreneurs (1) - Yes, it did however there was too short time. They are great (2) - Yes, great structure for startups and have overview of tools (1) - I really like the trainers, but I think the concept is overcomplicated. Sometimes they don’t understand either what they are talking about and it’s too theoretical. On the other hand I really liked their gift giving exercise. I think they should focus on that. (1) - Mostly yes, unfortunately the trainers could not manage a large group sometimes (1) <ul style="list-style-type: none"> - Yes, the tools introduced are useful (11) - Very very good (1) <ul style="list-style-type: none"> - Yes, I would like to work with them again (10) - Yes, definitely (1) - Want them to train our teachers (1) <p>To be improved</p> <ul style="list-style-type: none"> - More time (1) - Bring in real cases (1) - Shorter presentations (1)
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<p>Question 6: summary of answers and answers which were not clearly stating “yes or no”.</p> <p>Did the training service provided by Hartmut Rösch meet you’re your expectations?</p> <p>Was the tool introduced by him useful for you?</p> <p>Would you like to work with Hartmut Rösch in the framework of the project again?</p>	<ul style="list-style-type: none"> - Yes (11) - Great (1) - Yes, of course – very professional (1) - New experience, challenging ones ☺ (1) - Absolutely yes, he was very effective in teaching the complex simulation and the business thinking (1) - Yes, good insight in a business. (1) - Hartmut is a very nice person and his competition was really exciting for me and my team. On the other hand I think we should have had more time for it. I am really interested in the details and now we could only touch the surface (1) - Hartmut Rösch did a very good work with the company simulation, which I already knew before – but in older version (1) - It was exciting to see, what’s going on. (1) - I liked the simulation game, but unfortunately I can’t use for my pupils (1) - Yes, with his work I have a better idea/vision about the enterprises (1) - Ok, but little time. More background information and interdependences from the software would have been helpful. In total learning effect & fun! (1) - I missed more explanation (1) - Not for my target group (1) - No, the training did not meet my expectations (1) - Yes, the tools was useful (12) - Operative and concrete way of using a tool to test your business (1) - Useful for people who don’t know accounting and economics (1) - Yes, I would like to work with him again (14) - Definitely would like to work with him later in the project (1) <p>To be improved</p> - More time (4) - More explanation (1)
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<p>Question 7: summary of answers and answers which were not clearly stating "yes or no".</p> <p>Did the training service provided by Martina Jakl meet you're your expectations?</p> <p>Were the tools introduced by her useful for you?</p> <p>Would you like to work with Martina Jakl in the framework of the project again?</p>	<ul style="list-style-type: none"> - Yes (2) - Yes, very good (1) - Super (1) - Yes, we can study her material (1) - Very informative (1) - Yes. The presentation was rather a university lecture, but good content and good examples made it well understandable. (1) - Martina is a great lecturer – she knows the theoretical part of the topic and has practical experience as well. She should be more interactive, make it a real workshop, seminar (1) - Her presentation was very interesting, but very long and many facts... Maybe next time she could focus on some aspects (1) - A lot of things that are familiar. Nothing really new (1) - No, the training service provided did not meet my expectations (1) - Unfortunately not. Presentation on beamer meets not the standards (boring, getting tired, too many content points, little graphical info.) How could the information presented transformed to SMART points? Are the subjects covered really relevant? (1) - Yes, the tools was useful (3) - Yes, I would like to work with her again (4) 										
<p>Overall evaluation of the complete Train the Trainers Module II</p> <p>1 = very bad 10 = very good</p>	No. of 1s	No. of 2s	No. of 3s	No. of 4s	No. of 5s	No. of 6s	No. of 7s	No. of 8s	No. of 9s	No. of 10s	Average 8,66
						2	4	7	12	2	





CURRICULUM OF TRAIN THE SMART TRAINERS

The regional SMART Points and the regional SMART Trainers have the opportunity to use all the materials used at the 2 Modules of Train the SMART Trainers (Output 5.1.2 and 5.1.4), such as the materials available on the SMART Site (Output 4.3.4), which supports knowledge development for all project actors but also for trainers, entrepreneurs, and experts in other regions. The SMART Site contains all relevant state of the art training material, research and information about the transformative business approach to innovation and entrepreneurship with a particular focus on the emerging sustainable economic sectors (Creative Industries, Green Economy and Green ICT). It also serves as an on-line training tool and as a forum for the SMART Trainers and the emerging entrepreneurs. In this way it promotes transnational synergy of excellent training methods and business ideas.

i.e. SMART SCOPE AND SEQUENCE FOR TRAINING'S STRUCTURE

ROUND 1		ROUND 2		
UNIT 1 "So you want to be an Entrepreneur?"	UNIT 2 "I've got an idea!"	UNIT 3 "Model your business!"	UNIT 4 "Validate and Test"	UNIT 5 "Pitch your idea"
<p>Key Question: What qualities does it take to become an entrepreneur?</p> <p>Main Idea: Being an entrepreneur is much more than starting a business, it is a different way of thinking or lifestyle.</p> <p>Content Objectives: (Skills) *Students can empathize and identify the important characteristics of an entrepreneur using the <i>i.e. SMART Profile</i>. *Using the <i>i.e. SMART Profile</i>, students can reflect and assess themselves on their areas of strengths and challenges in the context of Entrepreneurship.</p> <p>Formative Assessment: <i>i.e. SMART Profile</i> Presentations of self, classmate, or guest speaker</p> <p>Content Vocabulary: <i>i.e. SMART Profile</i> attributes, descriptive language of the "entrepreneurial experience."</p>	<p>Key Question: What makes a good idea?</p> <p>Main Idea: Self-Awareness of ones' interests and dreams can lead to better creativity and ideas.</p> <p>Content Objectives: (Skills) *Students can create good business ideas using the <i>Right Brain Business Approach</i> *Students can create basic a business idea template</p> <p>Formative Assessment: Students write up and present their idea using the Business Idea Template</p> <p>Content Vocabulary: Vocabulary associated with the <i>Right Brain Business Approach</i> and the <i>Business Idea Template</i>.</p>	<p>Key Question: How can you start your business?</p> <p>Main Idea: A good business idea also needs a concrete business model to succeed.</p> <p>Content Objectives: (Skills) *Students can create a concrete business model using the <i>Business Model Canvas</i>. *Students can present and explain their rationale behind their Business model.</p> <p>Summative Assessment: Students write up and present their Business Model and explain the rationale behind it.</p> <p>Content Vocabulary: Vocabulary associated with the <i>Business Model Canvas</i></p>	<p>Key Question: How can you know that your business will work?</p> <p>Main Idea: Validating and Testing your business model can help minimize risk.</p> <p>Content Objectives: (Skills) *Students can validate and test their business model.</p> <p>Formative Assessment: Students validate and test their business model to target audiences.</p> <p>Content Vocabulary: Vocabulary associated with validating and testing business models.</p>	<p>Key Question: "How can the art of storytelling be used to sell a business idea?"</p> <p>Main Idea: The art of persuasion is a key element in gaining support from investors.</p> <p>Content Objectives: (Skills) *Students can make a story board and can convincingly present their business idea in a form of a pitch *Students understand and can use <i>Crowd Funding Tools</i></p> <p>Summative Assessment: Students pitch their business idea and are evaluated on their presentation skills and art of persuasion.</p> <p>Content Vocabulary: Vocabulary associated with storytelling and descriptive and/or persuasive language.</p>
   				

The project is implemented through the CENTRAL EUROPE Programme co-financed by the ERDF.

ROUND 1		ROUND 2		
UNIT 1-Continued "So you want to be an Entrepreneur?"	UNIT 2-Continued "I've got an idea!"	UNIT 3-Continued "Model your business!"	UNIT 4-Continued "Validate and Test"	UNIT 5-Continued "Pitch your idea"
<p>i.e. Smart Toolbox:</p> <ul style="list-style-type: none"> N/A Purpose here is to develop the students' background knowledge about the concept of entrepreneurship. <p>Meaningful Activities:</p> <p>Invite entrepreneurial speakers to share their story with the students.</p> <p>Analyze entrepreneur biographies and profiles and link them to the <i>i.e. Smart Profile</i></p> <p>Participate in the <i>Entrepreneurship Summit</i></p> <p>Students evaluate themselves using the <i>i.e. Smart Profile</i> as to how "entrepreneurial they really are."</p> <p>Myths and Facts about becoming an entrepreneur.</p>	<p>i.e. Smart Toolbox:</p> <ul style="list-style-type: none"> Right Brain Business Approach Business Idea Template Design Thinking Vision Boarding Business focused ethnography; Threshold mapping; empathy map (IBC) <p>Meaningful Activities:</p> <p>Activities to be developed from the i.e. Smart Toolbox</p>	<p>i.e. Smart Toolbox:</p> <ul style="list-style-type: none"> Business Model Canvas SME Simulation <p>Meaningful Activities:</p> <p>Students' business models are placed in situations in which they must solve the problem (SME)</p>	<p>i.e. Smart Toolbox:</p> <ul style="list-style-type: none"> Validation Board (IBC) Empathy Map (IBC) <p>Meaningful Activities:</p> <p>Activities to be developed from the i.e. Smart Toolbox</p>	<p>i.e. Smart Toolbox:</p> <ul style="list-style-type: none"> Theory and Practice of Storytelling Presentation Techniques <p>Meaningful Activities:</p>
   				

The project is implemented through the CENTRAL EUROPE Programme co-financed by the EROF.

ADDITIONAL INFORMATION ABOUT PHASES 3 -5

Some of the i.e. SMART regions, apart from implementing the compulsory Phases 1 – 3, need to concentrate on Phases 4 – 5 (with additional aspects in Phase 3).

The following descriptions present some of the in-depth topics that could be offered in the Train the SMART Trainers program.

TWO POSSIBLE ADDITIONAL MODULES

1) Introduction to start-up ecosystems and overall process in coaching

The main goal of this module is to build a common ground of understanding what we want to achieve within the start-up coaching process in the respective start-up ecosystems:

- What is the ecosystem for start-up companies? Who are the players and their roles?
- Current situation in Europe and associated countries of i.e. SMART
- Effective coaching processes: short introduction

2) Introduction to coaching for start-up companies

The main goal of this module is to introduce basic concepts and a system for start-up coaching to enable SMART point managers to build up their own coaching system and train their own coaches:

- Definition of "coaching" and the possibility of coaching as a form of leadership.
- coaching approach and the foundations of coaching philosophy for the SMART points
- Learn the basic procedures and techniques used in coaching start-up companies.
- Building up a coaching infrastructure at SMART points

REGIONAL AND NATIONAL TRAININGS

After the Train the SMART Trainers workshops, the regional SMART Trainers are committed to training at regional or national level at least 10 other trainers in their region in a 1-day workshop based on the training they have received ('SMART snowball effect') – Output 3.1.5.

DESCRIPTION OF THE REGIONAL / NATIONAL TRAINING CONCEPT

TARGET GROUP

Field of Interest:

Each region has chosen its primary target groups, which are students in secondary school, students in higher education, young citizen, who want to become “self-employer”.

Gender of the target group is not relevant, both gender are welcome, especially those, who would like to have a future company in the field of Creative Industries, Green Economy, and ICT.

Age:

As students from secondary school and emerging entrepreneurs are also in the focus, the relevant target group age is 14-35 years.

Geographical description:

The target groups are in the 7 regions: Bratislava, Budapest, Modena, Prague, Stuttgart, Veneto, Vienna.

METHODOLOGY

1. SMART Point plays essential part of reaching the final targets.
2. SMART Site is the pool of methods, materials of the transitive business approach; it facilitate the networking ability and mute for young business men, and nevertheless is gains inspiration and motivation by young entrepreneurs by using the online surface.
3. SMART Network helps sustain the project, and also finding potential partners for emerging entrepreneurs who plan to have a transnational business.

SMART CAMPUS CONCEPT

WP4 is the developing phase of the project and concentrates on the planning, development, and evaluation of the project's training programmes. In order to provide the special and specific entrepreneurship and innovation training that i.e. SMART aims at it will be necessary develop a concept to train the SMART trainers working at the SMART points. This training – Train the SMART Trainers – will have the added value that these trainers, after their own training in WP5 (month 12), will go on to train other trainers (reg. and national) in a i.e. SMART 'snowball effect' (3.1.7). Train the SMART Trainers will be carried out in trans. training modules led by international experts in the area of entrepreneurial training with a focus on the 'transformative business approach'. The training will be evaluated and the results will be compiled into a strategy and action plan in month 15 for future training. This will be an essential knowledge management document for other regions not involved in the project.

In an identical process, the SMART campus concept will be developed to train emerging entrepreneurs in the 'transformative business approach' to innovation and entrepreneurship, particularly in the emerging sustainable economic sectors.

ACTION 4.2

Starting in month 5, based on existing methodologies, best practice, and input from international experts, a PP working group will develop a concept for the SMART campus. In feedback loops with stakeholder/shareholder groups, the concept will be validated and completed in month 8.

SMART CAMPUS

PRELIMINARY PHASE⁵

In month 10 and 11 of the i.e. SMART project (May and June 2013) the SMART Trainers/Facilitators will attend the training event called 'Train the SMART Trainers'. After they have had their training, they will be able to deliver targeted 'Transformative Business Approach' training to the emerging entrepreneurs at their regional SMART points. Regional SMART competitions will be held at the regional SMART points to choose the 5 best transformative business ideas/emerging entrepreneurs per SMART point. A special training as a preparation for the SMART campus will follow.

DESCRIPTION OF THE SMART CAMPUS

The SMART campus is a transnational training campus for regional business idea owners in the emerging sustainable economic sectors: Creative Industries, Green Economy, and ICT.

The campus will bring together regional business idea owners (emerging entrepreneurs) with their counterparts in other partner regions, as well as with existing entrepreneurs, advisers on EU legislation and financial legislation, and potential business stakeholders.

The campus will be developed and run by internationally renowned trainers/coaches/experts. The campus will be evaluated and a joint transnational strategy and action plan for future campuses will be compiled.

The SMART campus will take place in month 22 of the project (April 2014).

⁵ See SMART Train the Trainers concept and SMART points concept

GENERAL REFLECTIONS ON THE SMART CAMPUS

The Smart campus will offer support and training to the participating emerging entrepreneurs and start-ups through a local on-campus Smart Point and extended use of the upcoming Smart Site.

The Smart campus will be designed as a festival with different stages, venues, meeting points, exhibitors and help desks. There will be events and activities in parallel with the working sessions of the participants. Since implementation and training/learning by doing and early stage fails plays a vital role in becoming a successful company, the campus activities should be arranged around the working sessions.

CAMPS

ICT, Green Technology and Creative Industry entrepreneurs & start-ups will be situated respectively together to achieve best opportunities for synergetic knowledge sharing, collaboration and maybe even co-creation. Thus, the participants referring to their specialized field of operation should also live, eat and spend time together as much as possible.

EVENTS

The events taking place during the work sessions should all benefit the participants in working and maturing their concepts. There could also be different parallel events to address different needs. This option demands more capacity and of course more resources in terms of participating event holders.

ACTIVITY LOGS

To get articulation and communication training, the participants are motivated to write activity logs at the end of the day. They will get their separate a channel on the Smart site from where they can blog and upload pictures, videos and other materials. Through this, they will also learn how to handle social media dynamics and tools.

LOCATION

The venue for the location should be open, raw and spacious. An old abandoned factory in the middle of Europe close to a budget friendly hotel would be the ideal venue. Idealistically the venue can also accommodate the participants, inspire them and offer several facilities for activities such as sports and recreation. Wireless Internet and IT infrastructure is also a must but can also be arranged from a 3rd party.

BUDGET AND COST COVERING

The 1st SMART campus is a free of charge event, but in order to involve more participants it could invite as many participants as possible (not financed through the i.e. SMART project) and take a participation fee. The amount can also help cover some of the establishment or running costs of the campus.

It is also possible to involve sponsors to help out and to give keynotes for free in exchange with a sponsorship. Food and beverages should be sold at cost price.

OUT-OF-THE-BUILDING EVENT

The event on day two should help stimulate and inspire the participants. The event should be an activity that might contribute to teamwork, collaboration but also give a lesson or two. An inspiring company nearby could also be an option.

PITCHING

The pitch rounds should prepare and train participants in efficient communication and selling off their concept. There should be a keynote speaker on pitching and presentation techniques as to inspire the crowd to work with their styles. The participants will practice the pitch they have worked on before they will go on-stage and pitch the idea in front of a panel e.g. representing specialists, politicians, VC's and BDO's.

Party + Surprise:

The Smart campus should be rounded up by a social event featuring an on-stage artist or performer (surprise). The participants will have the opportunity to connect even more and discuss the Smart campus etc.

SMART CAMPUS PROGRAMME

The **SMART campus programme** could be as follows:

Day 1		Day 2		Day 3	Day 4	
KICK-OFF EVENT Speakers on start-ups (TED talk style)		WORK & SMART trainers consultation	EVENT 5	PITCH TIME Present your idea to the other participants	FINAL PITCH Preparation time	
					FINAL PITCH International panel	
WORK & SMART trainers consultation	EVENT 1 (e.g. Keynote on BMC)		EVENT 6	WORK & SMART trainers consultation		
						EVENT 2 (e.g. Keynote on selling)
	EVENT 3					
		EVENT 7 (e.g. Keynote on Presentation skills)				
REFLECTION TIME & NETWORKING Writing and posting Activity Logs					WRAP UP AND AWARDS	
					SMART PARTY & SURPRISE	

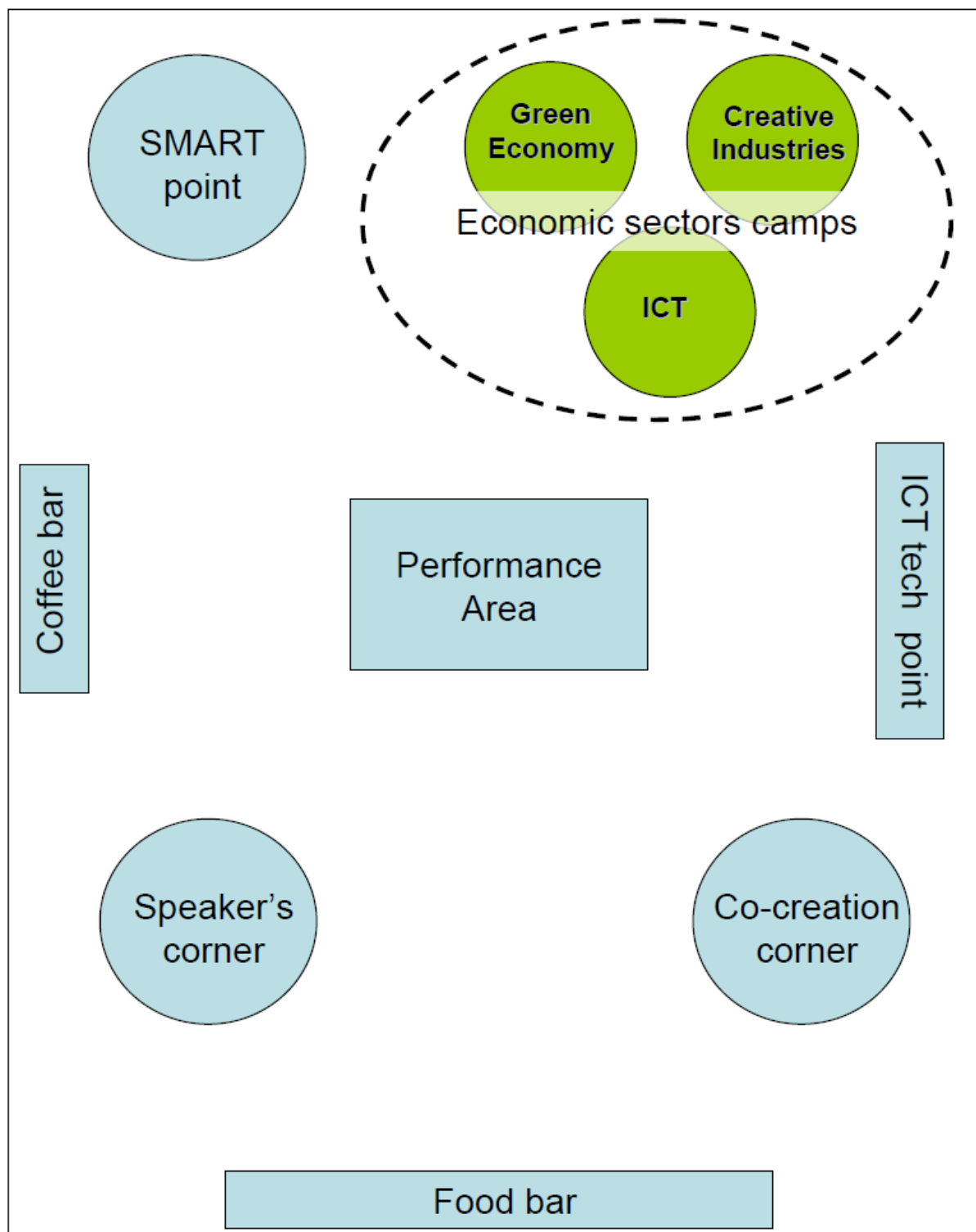
THE SMART CAMPUS FLOOR PLAN

In order to stage such an innovative event it is essential that there is the optimal setting.

As already mentioned: “The venue for the location should be open, raw and spacious. An old abandoned factory in the middle of Europe close to a budget friendly hotel would be the ideal venue. Idealistically the venue can also accommodate the participants, inspire them and offer several facilities for activities such as sports and recreation. Wireless Internet and IT infrastructure is also a must but can also be arranged from a 3rd party.”

The plan on the next page suggests a possible **Campus floor plan** for the event.

SMART campus floor plan



Explanations:

Economic sectors camps: this is the area where the emerging entrepreneurs will work together initially in their own economic sectors – Green economy, Creative industries, and ICT. The close proximity of the camps should encourage ‘cross-fertilisation’ of cross-sector business ideas. If a match has been found between business ideas, the business idea owners can move to a dedicated area called the **Co-creation corner** to further develop their joint idea.

SMART point: this is the area where the regional SMART trainers are located. They will have the opportunity to network with each other (SMART network), as well as assist, counsel and mentor the emerging entrepreneurs – not only from their own region but also from other project regions. The SMART point will also be the home base for the international training team, keynote speakers, and other experts. It will serve as a seedbed of professional ideas and exchange.

Speaker’s corner: this is area where the keynote speakers hold their talks and presentations.

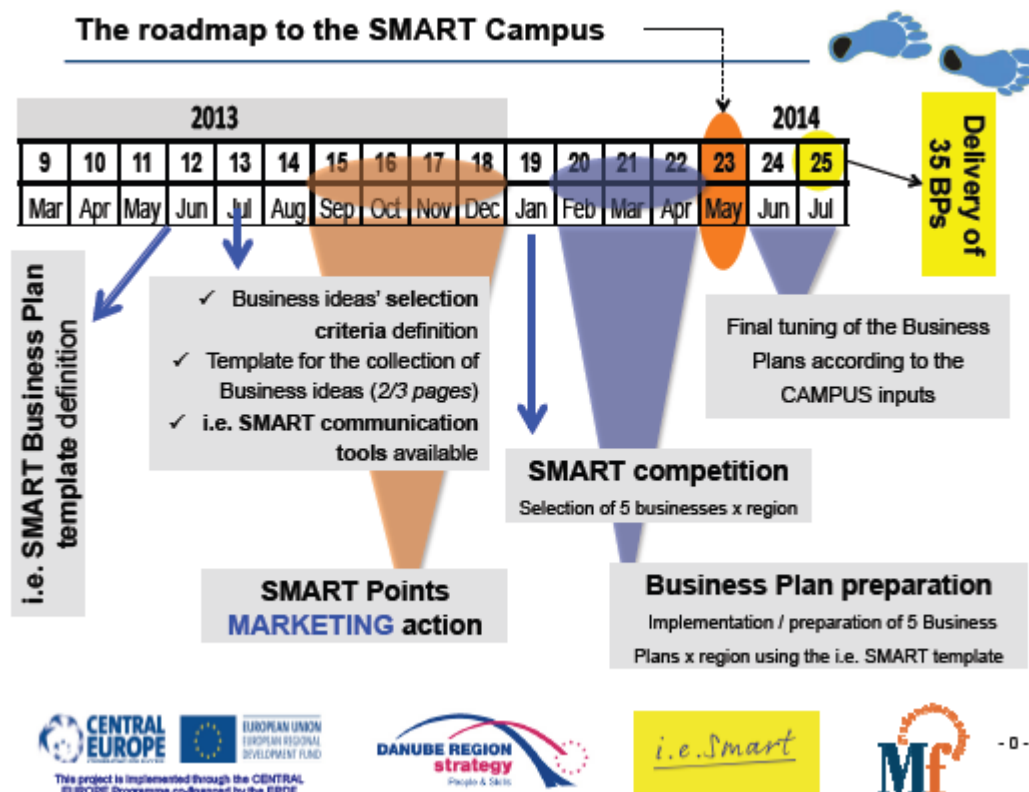
Performance area: this is the area where the pitching is carried out and any other performances that will take place during the training e.g. ‘Party & Surprise’ with an on-stage artist or performer.

ICT tech point: this is the area where the state of the art ICT and video/audio equipment is located (provided by a 3rd party with technicians) to support the emerging entrepreneurs with any technical work they wish to carry out.

Coffee bar: open throughout the event offering coffee, tea, and drinks.

Food bar: open throughout the event offering food and beverages at cost price.

SUMMARY – ROAD TO CAMPUS



SMART Point MARKETING action

