Fostering the Young Women Entrepreneurship in the Danube Region

Interreg
Danube Transnational Programme
EUROPEAN UNION
WOMEN IN BUSINESS

O T.2.4 TRANSNATIONAL TRAINING MODELS FOR FOSTERING YWE WOMEN IN BUSINESS

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Contents

1   ABBREVIATIONS and GLOSSARY of TERMS

AB	Advisory Board
DR	Danube Region
EWC	Entrepreneurship women center(s)
GP	Good practice(s)
MRA	Mariborska razvojna agencija
PP	Project partner
SGZ	Stajerska gospodarska zbornica
SCOM	Steering Committee
TTG	Transnational Task Group
YWE	Young Women Entrepreneur(s)
WE	Women Entrepreneurs
WP	Work package

GLOSSARY of TERMS

DigComp 2.0 - The European Digital Competence Framework for Citizens
https://ec.europa.eu/jrc/en/publication/eur-scientific-and-technical-research-reports/digcomp-20-digital-competence-framework-citizens-update-phase-1-conceptual-reference-model

EntreComp - The Entrepreneorship Competence Framework. EntreComp framework is set to become a reference de facto for any initiative aiming to foster entrepreneurial capacity of European citizens
https://ec.europa.eu/jrc/en/publication/eur-scientific-and-technical-research-reports/entrecomp-entrepreneurship-competence-framework

2   SCOPE OF DOCUMENT

The document is developed on the base of D 4.3.1 Methodology for training models development, part "Designing of training models" and D4.3.2 Transnational Task Group Meetings Reports, that including the main conclusions from the events.

According to the Methodology every model includes three types of skills – SOFT, BUSINESS/ENTREPRENERIAL and DIGITAL. Some social skills are included too.

3   INTRODUCTION

Before approaching the task of development of the innovative training models, a good knowledge of the current state of the YWE support in the relevant countries/ regions is necessary. The "current state" in the countries/ region in fact constitutes the starting point for defining the actions to be implemented according the WOMEN IN BUSINESS strategy and defines the "baseline" for further evaluations that will be carried out.

According to the results from the survey conducted in relation with development of the Transnational Study of Current State of YWE that covers the 9 PPs countries – Austria, Bosnia and Herzegovina, Bulgaria, Croatia, Germany, Hungary, Moldova, Romania and Slovenia, top 5 barriers for becoming or being entrepreneurs in those countries are:

1. Lack of savings;
2. Difficulties in accessing a finance and high taxes;
3. Lack of information about how to start a business;
4. Lack of entrepreneurship skills;
5. The uncertainty about the future if starting own business (lack of self-confidence).

The **most important competencies barrier** is the **lack of information about how to start a business, followed by a lack of entrepreneurial skills.** Surprisingly, the respondents do not consider traditional views about the role of women in society as a high barrier. The highest **"soft" barrier for them is uncertainty about the future in case of starting own business,** followed by the **risk of losing the balance between work and personal life.**

When it comes to training, most respondents have chosen one or two areas of future improvement. Not surprisingly, **financing and budgeting was the business field where most respondents would like to improve**, however, other business fields, such

as **management, marketing, accounting, entrepreneurship and social media in business** are also identified as the areas of possible impact during the training. It might be also interesting to notice that in this aspect of the questionnaire, no significant differences could be noticed among different groups of countries.

Among the thirteen suggested business fields, the respondents have chosen the eight most interesting ones. The importance of social media in business, as one of the emerging business fields was well recognized by our respondents as one of the most important fields for their entrepreneurial career. Our respondents also identified e.g. personal growth, writing, and coping with stress and negotiations as very important skills needed in their careers.

Within the WP4: **Gaps and opportunities**, the project partnership focuses on the exchange of experience activities in order to identify, collect and assess innovative solutions and best practices for fostering young women in running and developing their own businesses in the Danube region.

Within the Activity 4.3 ***Elaboration of transnational training models for fostering YWE***, the experiences gained during implementation of WP3 and in particular activities 4.1 and 4.2 are being consolidated and the information integrated in the transnational training models, which will be diffused through the project innovative learning platform for training of YW under EWCs.

Drafts of the course design with particular learning outcomes and training and mentoring content that provide the base of the training models will be discussed by PPs and TTG members during the first two TTG meeting.

A Report for Transnational Training Models will be prepared and sent to all PPs prior the event in Varna, Bulgaria where the developed training models will be validated by PPs and the Advisory Board.

3.1   Outcomes of the Transnational Task Group Meeting #1

Group 1 was focused on the methodology for the training models development of the EWC.

For this purpuse the group further subdivided the beneficiaries of trainings into the following subcategories, according to their specific experiance:

    a) ***YWE who do not have any business experiance***, have not started an enterprise and did not start the process of becoming entrepreneurs. Therefore the target group needs specific knowledge in order to make an informed decision about begining their own enterprise, how to convert their

idea into a business idea and prepare a business model, how to set it up, what is needed to start running it, etc.

b) *YWE who have started their own enterprise*, but are at the very start of their entrepreneurial path and would need specific knowledge in the skills needed for running a successful enterprise, such as accountancy, legislation, marketing and market research, etc.

c) *YWE and WE who have entrepreneurial experiance* but need support in networking, expanding business, changing their business models, reaching new markets, etc.

Several formats of providing training to the target group were suggested:

- Training event could be recorded and uploaded online, to be used in vlogs or podcasts. Based on the experience of the participants, such type of event could attract most of the target beneficiaries of all three target groups, although the YWE who are already running their businesses would probably participate in person, while YWE who have not yet started running their own business would probably attend online.

- Round table events with networking, where participants would meet live in order to exchange their experience, could showcase role models, could pitch their ideas and gain feedback. Such events would have the awareness raising component, networking component, road shows of YWE and educative component through round tables.

- Lectures providing specific knowledge in the frontal ways, especially for common knowledge that is required by larger groups, such as skills in accountancy or legislation. These lectures should also be recorded and accessible online, in order to allow for better access among those YWE who cannot physically participate at the events/lectures.

Regardless of the format of the event, the event should always be used to promote showcasing of positive examples, role models, in order to help break gender negative stereotypes. At the same time, networking among the participants should be enabled, either live at events, or online on communication channels (such as comment sections on Youtube, or Facebook groups with the possibility to exchange contacts among group members).

Additionally, event follow up should be ensured, in order to provide additional support to participants through the possibility to ask question or request expert advice. For this purpose expert knowledge providers (coaches, counsellors, trainers, mentors) should be available by each of the EWC.

The EWC should therefore ensure a network of experts, who will provide the skills and knowledge level required by the target beneficiaries and organize the events in the way most suitable to each of the target groups, having in mind that one time live events (such as round tables) can attract larger numbers of participants, but can provide less information, while repetative events (such as a set of lectures) can provide more information, but usually cannot be attended by people, who are already running their own business.

Looking at the ideas of what kind of trainings YWE need, 3 major groups of skills needed were set:

a) **SOFT SKILLS**: meditation, personal branding, improvisational theater session, psychological training, mind clarity, communication training/skills, self-confidence, emotional balance, foreign language, hospitality, presentation skills (presentations recorded on video, later common evaluation), crisis management, mama skills in business, career development, social competence, presentation skills, design thinking

b) **BUSINESS/ENTREPRENEURIAL SKILLS**: time management, project management, law, sales, PR training, leadership, team management, networking, human resources, support environment and incentives, career development, financial literacy, marketing analysis, business plan/model development, finding investors, funding, sustainable development, marketing, promoting, crowdfunding, portfolio of clients growth

c) **DIGITAL SKILLS:** digital marketing, social media, on-line presence, ICT, content marketing via social media (Facebook, WhatsApp, Instagram, Twitter, etc), digitalization skills, e-commerce, e-business, good advertising, website, promotion and branding.

Additionally there was a suggestion that **SOCIAL SKILLS** could also be included, to enhance competences in the fields of: *social responsibility, ethical behaviour, environment impact and similar*. However, the fundamental skills offered should be the ones identified during the Transnational studies, where *finances and budgeting (11,9%), marketing (9,5%), accounting and entrepreneurship (9,1 %)* were identified as areas where YWE need most additional knowledge or skills.

3.2 Outcomes of the Transnational Task Group Meeting #2

According to the decision of Transnational Task Group Meeting #2, the training models are related to 3 different groups:

    1) In the first group will be for so-called "**beginners"** for young women who have an idea to start own business. In this model are included some basic training on all the suggested topics, including soft skills. There are used different formats as **on-line training, seminars, workshops** and **open sessions** for presenting role models. The main focus on the model is the **training**.

    2) The second category is called **"intermediate"** level and includes young women who already have started own business and are making first steps. For this category is more useful to have **mentors** and **role models** as specific support, so the suggested approach needs to be focused on the **mentorship.** For women in this category are appropriated **workshops, seminars and networking** because it is still necessary for them to gain specific skills.

    3) The third model is for young women who are already in the business in growing up phase and have "**advance"** level of development. It will be focused on **networking** as specific need for them. Again they could benefit from workshops, events and networking as some skills is important to be developed.

Topics in each training model include:
- a separate topic for soft skills ;
- there are 3 topics for business/entrepreneurial and digital skills;
- the content of the topics has more practical focus .
- the basic topics will are the same for the three groups for all EWCs.
- the other events and services the Centers will be described as **a methodology but not as a topic under the training models.**

4   Identified Good Practices

Within the WP4: **Gaps and opportunities**, the project partnership focuses on the exchange of experience activities in order to identify, collect and assess innovative solutions and best practices for fostering young women in running and developing their own businesses in the Danube region. The main aim of the good practice activity is twofold:

(1) to investigate the measures that are offered to young women in terms of supporting the entrepreneurship and define the transferable elements and

(2) as well as obtain a better understanding on the effectiveness of the schemes from the SME's perspective.

Educational objectives can cover a range of different types of intended learning outcomes:

- Personal transferable skills include inter-personal as well as personal skills; includes also most "Enterprise" competencies;
- Conceptual knowledge and skills also known as "methodological";
- Subject knowledge and understanding.
- Specific skills.
- Motivation and attitudes

All PPs identified **43 Good Practices** for the purposed of the transnational learning. Most of them were presented during the 6 Transnational Learning Events held in different PPs countries. The good practices were benchmarked in order to identify the ones that have been the most effective in the YWE support arena.

After a thorough analysis of the transferible element of the identified GPs, the experience gained from 13 of the GPs was transferred in the current training models as follows:

No	Title of GPs	country	Short description of the GP	for training model:
1	National and International Elite Business Clubs	Romania	Bringing entrepreneurs together in order to develop, within the Business Clubs, networking skills and at the same time sharing good practices for entrepreneurs through the presence of the best performing entrepreneurs as Speakers and Mentors.	Advanced model
2	National Network of Mentors for Women Entrepreneurs – MENTORNET	Romania	Building the first network of mentors for women entrepreneurs by selecting 14 successful business women acting as mentors for other women entrepreneurs, with the intent of raising the role of women in the business environment at a national and European level.	Intermediate model
3	Pilot-Programme "Women in Business"	Moldova	The purpose of the national Programme for "Women in Business" is to provide integrated financial and non-financial support to women in business through	Intermediate model

			grant support for investment, and associated business development services.	
4	National Platform of Women from Moldova (PNFM)	Moldova	PNFM is the platform, which empower and connect women with different status. The Platform is represented by 42 Women Focal Points acting as ambassadors in all regions of Moldova which are actively involved in increasing awareness among women about the entrepreneurial opportunities to acquire and develop skills and take responsibility for positive changes both in their own life, and in the community. PNFM developed a network of mentors and the Volunteer club.	Advanced model
5	The Budapest Bank, Springboard – On Finances for Women programme Women entrepreneurs' competence development	Hungary	The programme aims to enhance the entrepreneurial willingness by providing a complex support for women start-ups, female's lead family businesses and "lifestyle businesses". In the frame of 90-hours accredited programme women get knowledge in different business fields like finance, accounting, IT, communication, strategy. In the end of the programme, the participants are able to introduce their business plan and start their enterprise. The applicants for the programme are selected by a committee. In addition to the Springboard trainings, event clubs and other training (e.g. trainings focused only on IT or on business model) are organized, which are open for everybody.	Beginners model
6	Womenspiration – Inspirational Friday Brunch & Workshops	Hungary	The primary goal of the founders was to create a quality community developing by each other. The target group of the community are young women in their 20s and 30s who work on everyday topics during the events. The 2/3 of the participants are already entrepreneurs, and the rest of them want to quit being employee.	Beginners model

			The common of the members is the willingness to learn, develop and to be inspired. According to the concept of the initiation, inspiration by others is the key to personal development.	
7	Entrepregirl Award	Bulgaria	Entrepregirl is inspired by the Digital Woman of Europe 2013 Prize, which Sasha Bezuhanova, received from the Vice President of the European Commission and European Commissioner for Digital Policy Neelie Kroes at the ICT2013 Digital Agenda for Europe Forum. The award is part of Sasha's desire and effort to develop entrepreneurial culture in Bulgaria and to encourage more girls to move to the world of business and technology. It is an yearly initiative for girls aged between 16 and 25, who have an entrepreneurial idea and dare to share it. 10 pre-selected ideas have the opportunity to present themselves online in a live-streaming session to respected jury and the world.	Beginners model
8	Mentoring Program	Austria	Goal of the program is the exchange between aspiring & first-time female founders and experienced founders, managers and experts who want to share their knowledge thereby enabling female founders to take their business to the next level. Over the course of one year the mentors are actively supporting their mentees with feedback and industry know-how.	Intermediate model
9	Entrepreneurially into The Business World	Slovenia	The objective of the program is to empower unemployed women with tertiary education for entrepreneurship through the 100 hours of training in the form of 8 modular workshops.	Beginners model
10	Entrepreneurship is female	Slovenia	An entrepreneurial training program for women with tertiary education	Beginners model
11	YEP Business Ideas Incubator (Youth Employment Project)	Bosnia and Herzegovina	YEP developed and implemented a comprehensive entrepreneurship development support program	Intermediate model

			"YEP Business Ideas Incubator" – it included strategic cooperation with 32 local communities in B&H and total of 6 public employment services (PES) with an aim to develop stimulating entrepreneurial environment which is to result in creating number of quality job placements through self-employment	
12	ENTERPRISE EUROPE NETWORK - WOMEN ENTREPRENEURSHIP SECTOR GROUP (WEG)	Bosnia and Herzegovina	Group - Women Entrepreneurship helps women entrepreneurs to: - find clients and co-operation partners for their products and processes, - access innovation services, - join existing woman entrepreneurship networks - learn about EU programs and apply for grants.	Advanced model
13	Ready to Code – teaching girls and women how to code	Germany	The main objectives of the programe are: ⬜ Teaching girls and women how to code ⬜ Supporting them in believing in and standing up for themselves ⬜ Connecting them and Ready to Code with other organizations and initiatives to exchange ideas and experiences	Beginners model

5   TRAINING MODELS

Three training models are developed related with level of the level of business development of YWEs involved in the training programme. The main focus of each training model is related with:

1. **Beginners** – Relying motivation, training and support (from teachers, mentors, peers, advisors);

2. **Intermediate** – Building independence, relying mentoring and consultancy services;

3. **Advanced** – Taking responsibility, relying networking and information and consultations access.

 An **entrepreneurship training model** can be defined as a structure or layout of constructs that form the framework of an entrepreneurship training intervention. A model includes all of the training elements that are presented when the training is carried out. Model is a structure that is used as the guideline for the compilation of entrepreneurship training programmes.

Consulting and mentoring – transfer of specific personal and professional skills, dynamic learning by doing experience

Networking – successful entrepreneurs sharing first-hand experience

Facilitated experiential learning

Inspirational real-life storytelling

Trainings

Courses and workshops - face to face and online learning
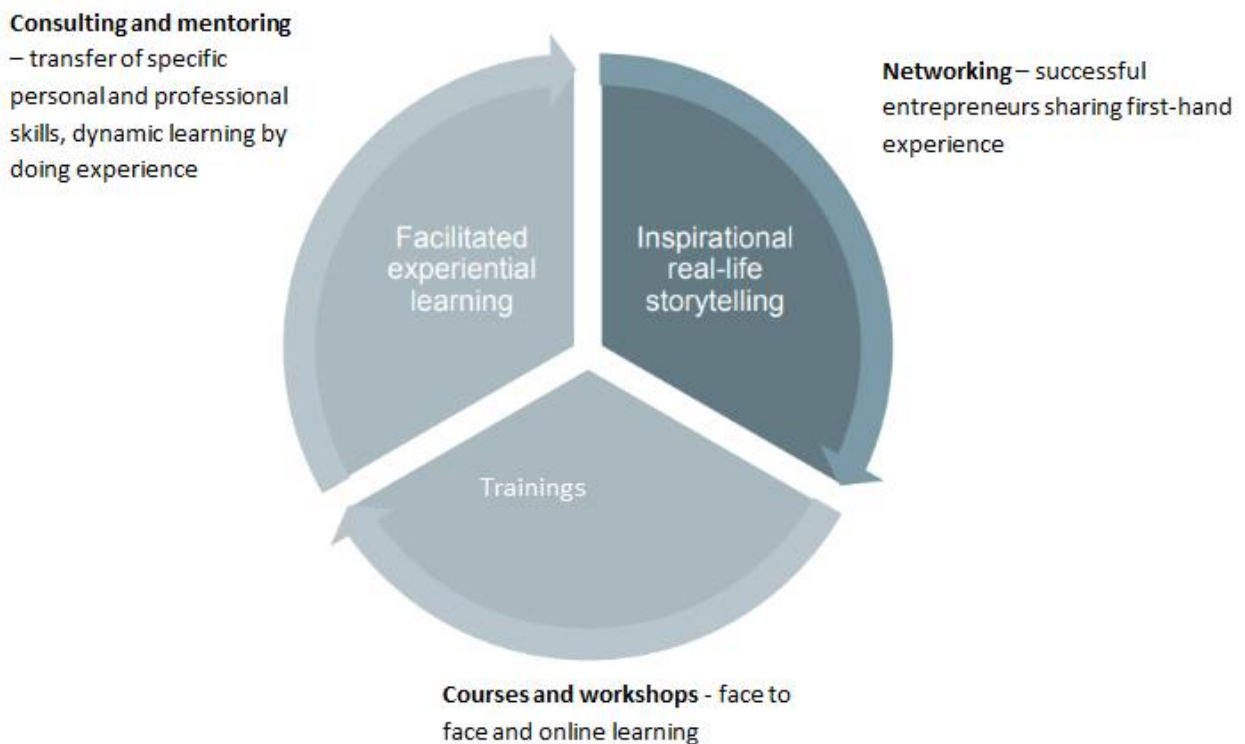
Fig.1 An entrepreneurship training model

5.1   Training model #1- BEGINNERS

5.1.1 General description of the training model

The training model #1 is for young women who have an idea to start own business. The model aims to implement basic on-line training on the platform of the project on all the suggested topics and to develop to develop soft, business and digital skills. The YWE will acquire specific knowledge and skills by face to face meetings (one or two per week) with participation of experts, successful business women; pitching session for presenting business ideas.
The total duration of the training: 75 hours

5.1.2 Main objectives of the model

Main objectives of the model are as follows:
-   To develop **soft skills** through units grouped in modules: Self-awareness and self-efficacy, Communication and teamwork, Design Thinking;
-   To develop **business skills** through units grouped in modules: Spotting opportunities; Marketing**,** Financial and economic literacy;
-   To develop **digital skills** through units grouped in modules: Actual technological trends, Business as an ICT customer, Digital business legislations - e-commerce.

5.1.3 Expected outcomes from the training model

SKILLS	MODULES (TOPICS)	OUTCOMES
SOFT	**Self-awareness and self-efficacy**	– To be familiar with personal skills necessary to manage own business -technical, conceptual, humanitarian. – Reflect on your needs, aspirations and wants in the short, medium and long term – Identify and assess your individual and group strengths and weaknesses – Self-management - goals and time – Motivation and perseverance (Stay focused and don't give up) – Be determined to turn ideas into action and

		satisfy your need to achieve; – Be prepared to be patient and keep trying to achieve your long-term individual – Spotting opportunities (Use your imagination and abilities to identify opportunities for creating value)
	Communication and teamwork	– Examination of practical concepts and skills for enhancing communication with others; – Models of interpersonal communication, listening, verbal communication, nonverbal communication; – Motivation for self-knowledge, self-control and self-fulfilment in business and personal; communication; – Work together and co-operate with others to develop idea; – Attractive presentation; – Pitching the business idea
	Design Thinking	– Creativity (develop creative and purposeful ideas) – Vision (work towards your vision of the future) – Develop several ideas and opportunities to create value, including better – Develop a vision to turn ideas into action – Visualise future scenarios to help guide effort and action – Spotting opportunities (Use your imagination and abilities to identify opportunities for creating value)
DIGITAL	**Actual technological trends**	– Know the benefits and limitations of modern technologies; – Analyse and chose the digital business tools.
	Business as an ICT customer	– Select the digital technologies to use, related to concrete business; – Identify and explain the business needs for company digitalization; – Know and understand the most popular technologies for business management;
	Digital business	– Understand the digital business legislations;

	legislations - e-commerce	– Representation the business in digital world.
BUSINESS	**Spotting opportunities**	– Identify and size opportunities to create value by exploring the social, cultural and economic landscape; – To be aware of the environmental factors influencing business idea - political, economic, cultural, technological. – To understand challenges in Industry where idea would be realised. – To be able to compare own ideas with existing competitors. – To understand and establish proper business model.
	Marketing	– To be familiar with target group and build an end user profile; – To conduct a market survey; – To develop product/service proposal. – To know market segments and trends.
	Financial and economic literacy	– To be familiar with the legal basis for establishing business and different kinds of taxation; – Estimate the cost of turning the idea into a value creating activity; – To be familiar with selection of appropriate source of funding

5.1.4 Methods for learning

Several methods for learning will be applied:
- On-line training on the platform of the project;
- specific knowledge and skills face to face meetings (one or two per week) with participation of experts, successful business women;
- Pitching session for presenting business ideas.

5.1.5 Pilot testing of the model

Due to time limitation, during the pilot testing will be applied only part of the training materials, which will be used by the centres. Having in mind that the cooperation platform will be the main learning tool, the rest of the content will be uploaded but won't be in the focus of the pilot testing.

The project platform will provide training resources on each of the selected topics - presentations, videos, infographics, tests and more. Once a week there will be live meetings in the Center where case studies will be solved and trainings related to the topic of the week will be organized. Good practices and successful role models will be presented, meetings with experts will be held. At the end of the training a competition will be organized to present a business idea (pitching).

The expected results /outcomes/ from the pilot testing are:

SKILLS	MODULES	RESULTS FROM PILOT TESTING
SOFT	Self-awareness and self-efficacy	− To be familiar with personal skills necessary to manage own business -technical, conceptual, humanitarian. − Reflect on your needs, aspirations and wants in the short, medium and long term − Identify and assess your individual and group strengths and weaknesses − Self-management - goals and time
	Communication and teamwork	− Attractive presentation; − Pitching the business idea
	Design Thinking	− Develop several ideas and opportunities to create value, including better − Develop a vision to turn ideas into action
DIGITAL	Actual technological trends	− Know the benefits and limitations of modern technologies;
	Digital business legislations - e-commerce	− Representation the business in digital world.
BUSINESS	Spotting opportunities	− Identify and seize opportunities to create value by exploring the social, cultural and economic landscape;

Marketing	– To be familiar with target group and build an end user profile;
Financial and economic literacy	– To be familiar with the legal basis for establishing business and different kinds of taxation; – Estimate the cost of turning the idea into a value creating activity.

5.1.6   Training outline

TRAINING OUTLINE

TRAINING ON YOUNG WOMEN ENTREPRENEURSHIP

LEVEL 1:   BEGINNERS

1.DESIGN THINKING

1.1. Generation of ideas and opportunities to create value
1.2. Reveal the challenges for each idea
1.3. Development a vision to turn ideas into action

2.SELF-ASSESSMENT OF KNOWLEDGE AND ABILITIES

2.1. Analyzing of personal skills necessary to manage own business-technical, conceptual, humanitarian, conflict resolution
2.2. Acountability: Identification and assessment of individual and group strengths and weaknesses
2.3. Self-management - goals and time

3.COMMUNICATION AND TEAMWORK

3.1. The art of business communication
3.2. How to make attractive presentation
3.3. Creation of effective team

4.ACTUAL TECHNOLOGICAL TRENDS

4.1. Benefits and limitations of modern technologies
4.2. How to choose proper technology for your business

for more info visit:
http://www.interreg-danube.eu/women-in-business

TRAINING OUTLINE

TRAINING ON YOUNG WOMEN ENTREPRENEURSHIP

LEVEL 1:   BEGINNERS

5.DIGITAL BUSINESS LEGISLATIONS - COMMERCE

5.1. Digitalization of business processes
5.2. Online business laws you need for e-commerce

6. SPOTTING OPPORTUNITIES

6.1. Exploring the economic, social and cultural landscape to identify and seize opportunities to create value

7. MARKETING

7.1. Determination of target group and build an end user profile

8. FINANCIAL AND ECONOMIC LITERACY

8.1. The legal basis for establishing business and different kinds of taxation
8.2. Cost estimation of turning the idea into a value creating activity

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5.1.7. Modules outline

Module Title: Design Thinking

Module Description:

The training will introduce **basic** tools behind design thinking and takes the trainees through the first steps in the design process. **No matter of the type of the profession, design thinking can help to discover and implement the best solutions** to problems encounter.

The Module includes 3 sub-topics:

1. Generation of ideas and opportunities to create value

2. Reveal the challenges of each idea

3. Development of a vision to turn ideas into action

Objectives	Learning Outcomes
Identify creative strengths and weaknesses, encourage artistic experimentation of new ideas. Use the steps required to generate solutions to real life problems, improve existing processes and be part of the solution rather than the problem through an innovative approach. Acquire knowledge hoe to improve user's experience.	Discover and understand how to apply the first steps of the design process to your new or future start-up. Strengthen your empathy, your ability to better understand people and customers and their needs. Improve your ability to think more like a designer.

Methods of Learning: Online learning through the cooperation platform

Resource/Assignment[1]	
	1. Presentation: - Design Thinking - Exercise: Tool for Empathy 2. Existing literature: Creative Confidence: - Unleashing the Creative Potential Within Us All David Kelley (d.school founder) and Tom Kelley - https://hbr.org/2016/01/better-service-faster-a-design-thinking-case-study

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[1] Some of the resources are licensed under Creative Commons Attribution-NonCommercial ShareAlike 4.0 International

	3. Video resources: - Design Thinking: Brainstorm: https://youtu.be/ksyiaymXcN4 - Design Thinking: Prototype: https://youtu.be/NXLKgUgr6qI - Design Thinking: Empathy: https://youtu.be/TiD33_6-NAM - Desighn Thinking: Define: https://youtu.be/MRAB90KshNY
Form for reflection	Worksheet
Total time needed: 5 hours	

Module Title: Self- assessment of Knowledge and Abilities

Module Description:

This module enables young women to discover their strengths and weaknesses which might influence their way of business management. The module will offer tools and knowledge to raise awareness of one own's knowledge and abilities needed for successful entrepreneurship. Also, it will look at skills which are necessary in times of team conflict and crisis and in coordination of work-family life. After competition of this course, young women will have the knowledge on how to perform personal SWOT and what to learn from the findings. These topics were identifies as very important for young women who wish to become entrepreneurs as self-awareness and self-efficacy often stop them from establishing a company.

Objectives	**Learning Outcomes**
During this course users will have the possibility to: - Learn how to analyze personal skills - Learn which personal traits are important in business management - Efficient and rational management of the business	By the end of this course users should be able to: - Analyzing of personal skills necessary to manage own business-technical, conceptual, humanitarian, conflict resolution - Accountability: Identification and assessment of individual and group strengths and weaknesses - Self-management - goals and time
Methods of Learning: Online learning through the cooperation platform	
Resource/Assignment	1. Presentations and additional materials - How to manage conflict situations

	- Accountability Needs - Personal SWOT Analysis - template - Self Management - Business Model Canvas template 2. Existing materials 3. Video: WEBINAR: Self-awareness and self-efficacy for successful business: https://youtu.be/WEYyOV1djbY
Form for reflection	
Total time needed: 15 hours	

Module Title: Communication and Teamwork

Module Description:

The training will introduce the importance of good communication and teamwork as a base for starting of own business. It looks into principles of presentation skills, how to present the business in best possible way, different interview techniques for to be developed an effective team. After completion of this module, participants will have the knowledge and the ability to use language and presentation skills for their own advantage and using the strength of women presentation for success in business.

Objectives	Learning Outcomes
During this course users will have the possibility to: - be enhanced presentations skills of YWEs, to be enhanced their interview techniques and research skills - to learn what is teamwork and why it is important, - to develop and demonstrate teamwork Skill - to become a good team player and team leader - to ask intelligent, open-ended questions	By the end of this course users should be able to: − make an attractive presentation; − Pitching the business idea;
Methods of Learning: Online learning through the cooperation platform	
Resource/Assignment	1. Presentations and additional materials - Create of effective team

	- The Art of Business Communication
	2. Existing materials
	   - Presentation Skills
	   - Presentation Skills & Interview Techniques
	3. Videos
	   - WEBINAR: How to present yourself and your Business?: https://youtu.be/JL-8drgydRs
	   - WEBINAR: Present your business (BG) https://youtu.be/Qi9LFnKuqlI

Form for reflection	
Total time needed: 5 hours	

Module Title: Actual Technology Trends

Module Description:

This module gives women entrepreneurs overview of current technological trends by different industries. They will see the importance and need for technology in current globalized world with specific examples how can technology be used in different areas of business. Benefits and limitations for technology will be presented as well as six easy steps how to the right technology for your business.

It includes the following sub-topics:

1. Benefits and limitations of modern technologies

2. How to choose proper technology for your business

Objectives	Learning Outcomes
During this course users will have the possibility to: - Have an overview of the technology trends - Learn more about reasons for include technology in business - Explain the role of technology in business - Choose proper technology	By the end of this course users should be able to: - Understanding the types of technology - Analyze different technology - Understand the factors that influence the decision making of technology

Methods of Learning:

Online learning through the cooperation platform; face-to-face meeting in EWCs

Resource/Assignment	1. Introductory webinar with accompanying presentation: own material

	- Actual Technological Trends
	2. Existing literature (ex. articles, online material):
	    - Tips for Choosing the Right Technology for Your Business
	    - WEF Future of Jobs 2018 report available
	    - Gartner top technology trends 2020
	3. Video material available in PowerPoint presentation):
	    - https://www.youtube.com/watch?v=tcAlVqo9SPM&feature=emb_logo
	    - https://www.youtube.com/watch?v=VIbpDYS5MzU&feature=emb_logo
	    - https://www.youtube.com/watch?v=6HzdOkPPPRU&feature=emb_logo
	    - https://www.youtube.com/watch?v=bAyrObl7TYE&feature=emb_logo
	    - https://www.youtube.com/watch?v=QSIPNhOiMoE&feature=emb_logo

Form for reflection	Short essay – instructions are available

Total time needed: 12 hours

Module Title: Digital Business Legislations – e-commerce

Module Description:

This module provides women entrepreneurs with an introduction to the basics of e-business and e-commerce. Besides, the participants will understand the types of e-commerce transactions, as well as the trends related to social commerce. In the second part, participants will become familiar with the process of digital business transformation. Finally, in the third part, the participants will be introduced to the basics of EU e-commerce legislation.

It includes the following sub-topics:

3.   Digitalization of business processes

4.   Online business laws you need for e-commerce

Objectives	Learning Outcomes

During this course users will have the possibility to:
   -   Have an overview of the e-
	By the end of this course users should be able to:
	   - Understanding the concept and types

commerce concept - Learn e-commerce business models - Learn more about the e-commerce transaction types - Become familiar with the process of the digital transformation of business - Learn about the EU laws on e-commerce	of e-commerce - Learn e-com business models - Understand the process of business digitalization - Understand the basics of EU legislation on e-commerce

Methods of Learning:

Online learning through the cooperation platform; face-to-face meeting in EWCs

Resource/Assignment	
	1. Introductory webinar with accompanying presentation: own material - Powerpoint presentation available 2. Existing literature (ex. articles, online material): - WEF: The Digital Enterprise: Moving from experimentation to transformation - McKeown: A Step-by-Step Guide to Digital Transformation - EEN: A guide to e-commerce in Europe - https://www.forbes.com/sites/jiawertz/2019/06/25/inevitable-rise-of-social-commerce/#155440a23031 - https://www.economist.com/special-report/2017/10/26/the-future-of-online-retailing-is-bright - https://www.forbes.com/sites/kimberlywhitler/2019/11/16/the-future-of-ecommerce-and-how-the-experience-will-change/#7d40dbc9205b - https://www.forbes.com/sites/quora/2019/06/12/what-will-be-the-next-big-trends-in-e-commerce/#1d81589ffc0f - https://www.forbes.com/sites/quora/2020/01/02/how-e-commerce-is-changing-retail/#50c193a91ef7 - EU e-commerce directive: https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=CELEX%3A32000L0031 - https://www.xsellco.com/resources/european-vat-e-commerce/ - https://www.ecommerceceo.com/start-ecommerce-business/ 3. Video material available in PowerPoint presentation: https://www.ted.com/talks/scott_szwast_the_global_business_next_door

Form for reflection	Task 1: Exercise: Where your industry is headed - Instructions available Task 2: Exercise: EU legislation for the industry- Instructions available
Total time needed: 15 hours	

Module Title: Spotting Opportunities

Module Description:

This module provides women entrepreneurs with an introduction to the basics on how to identify different business opportunities. The participants will understand what is a business opportunities, how to distinguish business idea from business opportunities, as well as different methods for spotting opportunities. In the second part, participants will learn how to commercialize and capitalizing opportunities.

Objectives	Learning Outcomes
During this course users will have the possibility to: - Learn what is the business opportunities - Make a difference between business idea and opportunity - Methods for spotting of opportunities - Methods for commercialization of opportunities - Capitalization of opportunities - Real life examples	By the end of this course users should be able to: - Identify and size opportunities to create value by exploring the social, cultural and economic landscape; - To be aware of the environmental factors influencing business idea - political, economic, cultural, technological. - To understand and establish proper business model.

Methods of Learning:
Online learning through the cooperation platform;

Resource/Assignment	1. Presentations and additional materials - How to spot a great business opportunity? 2. Existing materials 3. Videos
Form for reflection	
Total time needed: 3 hours	

Module Title: Marketing

Module Description:

This module provides women entrepreneurs with an introduction to the basics on how to identify the target groups and to prepare a customer behaviour analysis.

Objectives	Learning Outcomes
During this course users will have the possibility to: - Learn what is a target group as significant part of a marketing plan - To know what are criteria to outline the target group - To build an end user profile	By the end of this course users should be able to: - Analyze criteria to differentiate the customers; - To build and select the target group/s.

Methods of Learning:
Online learning through the cooperation platform;

Resource/Assignment	

	1. Presentations and additional materials
	   - Overview of market entry modes
	   - Consumer behaviour analysis
	   - Marketing Quiz
	   - Target groups
	2. Existing literature:
	   - Philip Kotler, Gary Armstrong. Principles of Marketing. Pearson.2018.
	   - Philip Kotler. Kotler on Marketing: How To Create, Win, And Dominate Markets. Free Press 2014.
	   - Gina Westbook, Alison Angus: Top 10 Global Consumer Trends 2020
	   - Overview of market entry modes - template
	3. Video material:

Form for reflection	Test - available

Total time needed: 10 hour

Module Title: Financial and Economic Literacy

Module Description:

This module is tackling needs for raising skills of young people in financial management and planning. The module includes two sub-topics:

1. The legal basis for establishing business and different types of taxation

2. Cost estimation of turning of the idea into value creating activity

Objectives	Learning Outcomes
During this course users will have the possibility to: - make an introduction on the basic financial concepts and how future can benefit from business support institutions in their countries. - Have an overview of the basic financial concepts. - Explain the role of the financial activities of the company. - Learn how to plan for the financial sustainability of organization	By the end of this course users should be able to: - Connection between the "real" and financial process - Today's financial challenges - Connection between the income statement and balance sheet – balance sheet assets - Variable and fixed costs, Direct and indirect costs - What's the basic accounting – cash flow - Financial sustainability

Methods of Learning:
Online learning through the cooperation platform; face-to-face meeting in EWCs

Resource/Assignment	

	1. Presentations and additional materials:
	  - Basic financial concepts
	  - Expenses and income of the company beginners
	2. Existing literature (ex. articles, online material):
	  - Basic financial concepts –online material
	  - Financial sustainability items – online material
	  - Expenses and income of the company beginners – online materials
	3. Videos: recording of ONLINE MEETING: Expenses and revenues - beginning of every business (BG): https://youtu.be/ju31zf5eXIU

Form for reflection	quiz - available
Total time needed: 10 hours	

5.2   Training model #2 - INTERMEDIATE

5.2.1 General description of the training model

The training model #2 is for young women who already have started own business and are making first steps. The model aims to mentorship for acquiring soft, business and digital skills.
The total duration of the training course is: 50 hours

5.2.2 Main objectives

Main objectives of the model are as follows:
-   To develop **soft skills** through units grouped in module: Communication and Collaboration;
-   To develop **digital skills** through units grouped in module: Business Digitalisation
-   To develop **business skills** through units grouped in modules: Management of own Business, Marketing, Financing.

5.2.3 Expected outcomes from the training model

SKILLS	MODULES	OUTCOMES
SOFT	**Communication and Collaboration**	– Introduction to different types of communication strategies and techniques to apply them - communication techniques for different stakeholders - employees, customers, etc., – Understanding of intercultural communication; – Creating team (team thinking); – Emotional intelligence; – In-group and out-group communication – Solve conflict and face up to competition positively.
DIGITAL	**Business Digitalisation**	– Understand the principles of digital

		business processes and optimisation – Understand the principles of green computing – Understand the basics of data driven business – Can identify and explain the digital needs of organisation – Can identify the data flows and define the data analyses needs in the company
BUSINESS	**Management of own business**	– To set/reset the mission and goals of own business. – Get and manage the material, non-material and digital recourses needed to turn ideas into action – Time management – Leadership and Benchmarking of good practices in leadership. – Ethical and sustainable thinking (Assess the consequences and impact of ideas, opportunities and actions)

	Marketing	– To evaluate the strengths and weaknesses of competitors;
		– Identify needs and challenges that need to be met;
		– To develop Marketing plan:
		  • Product improvement
		  • Market research and enlargement
		  • Price strategy
		  • Promotion
		  • Digital Marketing Strategies

	Financing	– Plan, put in place and evaluate financial decisions over time – Developing a business plan

5.2.4 Methods for learning

Several methods for learning will be applied:
- on-line training,
- case studies,
- round tables and workshop,
- consulting.

5.2.5   Pilot testing of the model

In the pilot testing of the model will be included only required content for all centres. The rest content different centres can include as elective, related to the profile of the participants.

After the interview with the participants in the group, a matching session will be held, at which they will be able to meet their mentor/consultant for business development. Once a month, the center will host workshops on topics of the model, as well as meetings with mentors. Participants in the group will have access to various project platform resources as well as virtual communication with the mentors. At the end of the training, participants will have a developed business CANVAS.

The expected results /outcomes/ from the pilot testing are:

SKILLS	MODULES	RESULTS FROM PILOT TESTING
SOFT	**Communication and Collaboration**	– Introduction to different types of communication techniques for different stakeholders and how to apply them - employees, customers, etc., – Emotional intelligence.
DIGITAL	**Business Digitalisation**	– Identify the data flows and define the data analyses needs in the company
BUSINESS	**Management of own business**	– Get and manage the material, non-material and digital recourses needed to turn ideas into action – Time management
	Marketing	– To develop Marketing plan: • Product improvement • Market research and enlargement • Price strategy • Promotion • Digital Marketing Strategies
	Financing	– Plan, put in place and evaluate financial decisions over time – Developing a business plan

5.2.6   Training outline

TRAINING OUTLINE

**TRAINING ON YOUNG WOMEN
ENTREPRENEURSHIP**

LEVEL 2:   INTERMEDIATE

1. COMMUNICATION AND COLLABORATION

1.1. Effective communication techniques for different stakeholders and how to apply them
1.2. How to improve the emotional intelligence

2. BUSINESS DIGITALIZATION

2.1. Data flows identification and the data analysis needs definition in your company
2.2. Digitalization and its influence on business model innovation

3. MANAGEMENT OF OWN BUSINESS

3.1. Prognosis and planning the material, non-material and digital recourses needed to turn ideas into action
3.2. Time management

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TRAINING OUTLINE

TRAINING ON YOUNG WOMEN ENTREPRENEURSHIP

LEVEL 2:   INTERMEDIATE

4. MARKETING

4.1. Development of Marketing plan
- Analyze product improvement opportunities
- Market research and enlargement
- To develop Digital Marketing Strategies
- Business Promotion

5. FINANCING

5.1. Planning financial resources
5.2. Evaluation of financial decisions over time

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5.2.7   Modules outline

Module Title: Communication and Collaboration

Module Description:

This module teaches about the importance of good communication and collaboration in business where you have to work with people and for people every day. It looks into principles of persuasion and language types for negotiation. In addition, this module focuses on the development of the soft skill of the future: emotional intelligence. After completion of this module, participants will have the knowledge and the ability to use language and emotions for their own advantage.

Objectives	Learning Outcomes
During this course users will have the possibility to: - Learn efficient communication techniques - Develop emotional intelligence skills	Discover and understand how to: - Identify effective communication techniques for different stakeholders and how to apply them - employees, customers, suppliers etc - Emotional intelligence know-how
Methods of Learning: Online learning through the cooperation platform	

Resource/Assignment	1. Presentations and additional materials
	  - Presentation Skills
	  - Presentation Skills & Interview Techniques
	  - Create of effective team
	  - The Art of Business Communication
	2. Existing materials
	3. Videos
	  - WEBINAR: How to present yourself and your Business?: https://youtu.be/JL-8drgydRs
	  - Recording of WEBINAR: Present your business (BG): https://youtu.be/Qi9LFnKuqlI
	  - Lean In: https://leanin.org/education#other-videos

Form for reflection	Worksheet
Total time needed: 5 hours	

Module Title: Business Digitalisation

Module Description:

The training will introduce the principals and advantages related to business digitalization and Data Driven Management. The module includes the following sub-topics: Data flow identification and the data analysis needs definition in your company; Digitalization and its influence on business model innovation.

Objectives	Learning Outcomes
- Identify strengths and weaknesses during the digitalization process in organization. - Identify data needs and data flows. - Know about advantages and limitations of technologies	- Discover and understand the possible advantages and problems during the digitalization process. - Identify the digitalization needs. - Define data analyses needs

Methods of Learning: Online learning through the cooperation platform, discussion during meeting with mentor/ consultant and during the workshop

Resource/Assignment	1. Presentation:
	   - Main presentation Business Digitalisation
	   - Development of online surveys
	2. Existing literature:
	   - Peter Jackson, C. Carruthers "Data Driven Business Transformation"
	   - https://www.amazon.com/Data-Driven-Business-Transformation-Competition/dp/1119543150
	   - https://youtu.be/2emAuGBIRNE
	   - Social Media Certification workbook
	   - The Ultimate Toolkit for Social & PR Branding
	   - ICT and digital tools
	   - Instagram for Business
	3. Video resources:
	   https://youtu.be/KgwrnjVRHRw
	   https://youtu.be/LfXdpPQ6pD0
	   https://youtu.be/2emAuGBIRNE

Form for reflection	Worksheet

Total time needed: 7 hours

Module Title: Management of own Business

Module Description:

The modules include the following 2 sub-topics:

1. Prognosis and planning the material, non-material and digital resources needed to turn ideas into action.

2. Time management

Objectives	Learning Outcomes
During this course users will have the possibility to:	By the end of this course users should be able to:
- To be familiar with different types of resources required to perform business activities	- To be aware of the required resources to complete own idea;
- To learn how to create the Resource plan;	- To quantify the amount of each type of required resource;
- To be aware how to select suppliers.	- To develop a resource schedule.
- To know that Time is a scarce resource;	- To manage different types of resources to create value
- To learn how to prioritize the tasks and focus on essentials;	- To use own time effectively to achieve business goals;
- To be aware how to delegate the work	- To organize time and efforts of team members to create value;
	- To arrange short-, mid- and long term tasks.

Methods of Learning: Online learning through the cooperation platform, discussion during meeting with mentor/ consultant and during the workshop	
Resource/Assignment	1. Presentations and project materials: - Resource management planning - Time management planning - Start-up Business Plan 2. Existing literature : - Joseph Covello, Brian Hazelgren. *Complete Book of Business Plans: Simple Steps*. Sourcebook.2006. - https://www.thebalancesmb.com/writing-a-business-plan-resource-planning-1200848 - https://www.empowerwomen.org/en/ilearn/my-courses/business-development/business-model/business-model-key-resources

	3. Video material: webinar: WEBINAR: Business Management; https://youtu.be/A6LhrrGZFro
Form for reflection	Worksheet

Total time needed: 10 hours

Module Title: Marketing

Module Description:

Marketing plan development: (1) Situational analysis; (2) Market research, (3) Defining marketing strategy and objectives, (4) 5 Ps: Product/Service, Price, Place, Promotion, People, (5) Digital Marketing, (6) Evaluation and Control, (7) Marketing plan development.

The aim of this module is to: (1) Develop participants' abilities to understand connection between marketing management areas, (2) Develop participants' skills in marketing analysis, research, and strategy creating, (3) Improve participants' abilities for management of marketing elements and tactics

Objectives	**Learning Outcomes**
During this course users will have the possibility to:	By the end of this course users should be able to:
- Have an overview of marketing management areas - Get links between marketing management strategy and tactics; - Explain the role of marketing elements in marketing strategy implementation.	- To articulate arguments for marketing management areas; - To analyze elements of marketing management in the context of marketing strategy and tactics; - To make links between elements of marketing in the integrated concept designed for marketing strategy's implementation.

Methods of Learning: Online learning through the cooperation platform, discussion during meeting with mentor/ consultant and during the workshop

Resource/Assignment	
	1. Presentations and project materials: - Market Entry Strategies - Marketing Plan - template - Advertising 2. Existing literature : - Marketing intermediate Advertising Types, Pros, and Cons - Free Marketing book: http://www.marketingmo.com/news-updates/free-marketing-book/

	3. Video material: webinar: The secrets of successful sales; https://youtu.be/RM1Y6ckm_7o
Form for reflection	Worksheet

Total time needed: 15 hours

Module Title: Financing

Module Description:
Financing of the start-ups includes topics about estimation of productive costs, defining of sales price, methods for defining of the price, development of the budget for 1st year of the company and budgeting for next 3 years. Ensuring of the financial stability.

Objectives	Learning Outcomes
During this course users will have the possibility to: - Make an introduction on the planning of financing recourses, financing stability, decisions.	By the end of this course users should be able to: - How to create accurate, up-to-date budgets - elements of the budget, estimate expenses - How to plan for the financing stability of organization

Methods of Learning: Online learning through the cooperation platform, discussion during meeting with mentor/ consultant and during the workshop

Resource/Assignment	1. Presentations and project materials:
	  - Planning of financial resources – additional materials
	  - Financial sustainability
	2. Existing materials
	3. Video material: recording on ONLINE MEETING: The financial plan - mission is possible https://youtu.be/S6rD0HLnyjk

Form for reflection	Worksheet

Total time needed: 15 hours

5.3   Training model #3 – ADVANCED

5.3.1 General description of the training model

The training model #3 is for young women who are already in the business in growing up phase and have "advance" level of development. The model is focused on networking for acquiring specific soft, business and digital skills.
The total duration needed for the training is 20 hours.

5.3.2 Main objectives

Main objectives of the model are as follows:
- To develop **soft skills** through units grouped in Communication modules: Personal branding; Psychological training;
- To develop **digital skills** through units grouped in module: Business Digitalisation;
- To develop **business skills** through units grouped in modules: Strategic management.

5.3.3 Expected outcomes from the training model

SKILLS	MODULES (TOPICS)	OUTCOMES
SOFT	**Personal branding**	– Mind clarity ; – Act responsibly
	Psychological training	– Intercultural Competences – Persuasion and Influence – Ethical sensibility;
	Communication	– Application of communication strategies; – Mediation – Examination of the strategies, ways and forms of conflict solution; – Recognise the potential idea to create value

		and identify suitable ways of making the most out of it; – Work together and co-operate with others to develop ideas and turn them into action
DIGITAL	Business Digitalisation	– Analyzing and comparing the positives and negatives in strategies for digitalisation – Creating Platform based business – Managing the process of digitalisation – Managing virtual teams – Working with platforms
BUSINESS	Strategic management	– To create a balance between environmental, economic and social aspects of sustainable business development; – Assess the consequences of ideas that bring value and the effect of entrepreneurial action on the target community, the market, society and the environment – Combine knowledge and resources to achieve valuable effects; – Explore and experiment with innovative approaches – Establish new connections and bring together scattered elements of the landscape to create opportunities to create value; – Find solutions to existing and new challenges.

5.3.4   Methods for learning

Several methods for learning will be applied:
- Online platform training materials and networking,
- case studies, self-evaluation tests and analysis, round tables,
- workshop.

5.3.5 Pilot testing of the model

In the pilot testing of the model will be included only required content for all centres. The rest content different centres can include as elective. The participants in this group will have monthly meetings, during which round tables will be held to discuss problems and good practices and practical seminars on current topics. They will have the opportunity to create their profile on the project platform, where they can present their business and make contacts with participants from other countries. Also on the platform they will have access to articles, videos and other materials according to the program.

The expected results /outcomes/ from the pilot testing are:

SKILLS	MODULES (TOPICS)	RESULTS FROM PILOT TESTING
SOFT	**Psychological training**	– Intercultural Competences
	Communication	– Recognise the potential idea to create value and identify suitable ways of making the most out of it; – Work together and co-operate with others to develop ideas and turn them into action
DIGITAL	**Business Digitalisation**	– Managing the process of digitalisation – Working with platforms
BUSINESS	**Strategic management**	– To create a balance between environmental, economic and social aspects of sustainable business development; – Explore and experiment with innovative approaches – Find solutions to existing and new challenges.

5.3.6   Training outline

**TRAINING ON YOUNG WOMEN
ENTREPRENEURSHIP**

LEVEL 3:   ADVANCED

1.INTERCULTURAL COMPETENCES

1.1. Importance of competences to act in intercultural environment

2.COMMUNICATION

2.1. Managerial communications and encouraging innovations
2.2. To work together and co-operate with others in ecosystem

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TRAINING OUTLINE

TRAINING ON YOUNG WOMEN ENTREPRENEURSHIP

LEVEL 3:   ADVANCED

3. BUSINESS DIGITALISATION

3.1. Digital transformation of the business model
3.2. Working with platforms

4.STRATEGIC MANAGEMENT

4.1.Sustainable business development
4.2. Exploration and introduction of innovative approaches
4.3. Development of long term orientation of business activities

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5.3.7   Modules outline

Module Title: Intercultural Competences

Module Description:
The module teaches about the culture and it is showed the constituent elements of intercultural competence. Another point is the influence of intercultural competence on business communication. It will develop specific communication skills for YWEs who are working in a multicultural environment, or are part of a global team, work with international customers or suppliers or travel overseas on business.

Objectives	Learning Outcomes
During this course users will have the possibility to:	By the end of this course users should be able to:
- Have an overview of intercultural competences - Explain the role of cognitive, affective, and behavioral skills	- What are intercultural competences? - Components of intercultural competences - The characteristics of competent intercultural communicators - How to develop and apply IC? - Ways to improve intercultural communication

Methods of Learning: Online learning through the cooperation platform,

Resource/Assignment	

	1. Presentations and project materials:
	   - Importance of competences to act in intercultural environment
	2. Existing materials
	3. Video material
	   - How to develop your cultural competences: https://youtu.be/p2R0rV1rTV4

Form for reflection	

Total time needed: 2 hour

Module Title: Communication

Module Description:
This module teaches about the importance of good communication and collaboration in business where you have to work with people and for people every day. It works for effective communication techniques for different stakeholders and how to apply them - employees, customers, suppliers etc.

Objectives	Learning Outcomes
During this course users will have the possibility to: - Learn the 6 principles of persuasion: Reciprocity, Scarcity, Commitment & Consistency, Liking, Consensus; - Use of the 3 types of language in persuasive communication	By the end of this course users should be able to: - Recognise the potential idea to create value and identify suitable ways of making the most out of it; - Work together and co-operate with others to develop ideas and turn them into action

Methods of Learning: Online learning through the cooperation platform, discussion during meeting with mentor/ consultant and during the workshop

Resource/Assignment	1. Presentations and project materials: - Effective communication techniques 2. Existing materials 3. Video material:
Form for reflection	Worksheet

Total time needed: 2 hours

Module Title: Business Digitalisation

Module Description:
The training will introduce the principals and steps for digital business transformation. The module includes 2 sub-topics:
1. Digital Transformation of the Business Model
2. Working with platforms

Objectives	Learning Outcomes
During this course users will have the possibility to: - Identify strengths and weaknesses in digital business transformation; - Understanding the relationship between digital business transformation and business models innovation - Understanding the platforms usage as a successful business module	By the end of this course users should be able to: - Discover and understand the possible advantages and problems of digital transformation process - Identification the proper digital business models, related to organizational strategies

Methods of Learning: Online learning through the cooperation platform, discussion

during meeting with mentor/ consultant and during the workshop

Resource/Assignment	1. Presentations and project materials:
	   - Digital Transformation of the Business
	   - Business Models Cards & Samples
	2. Existing materials
	3. Video material:

Form for reflection	Worksheet

Total time needed: 6 hours

Module Title: Strategic Management

Module Description:

The module will provide participants with the knowledge and skills needed to develop a consistent vision for guiding an organization's actions, decision making, and resource allocation. The strategic planning should be based on the value created by the organization for its customers and should position the organization as a value-added business partner to those customers.

Objectives	Learning Outcomes
During this course users will have the possibility to: - Upgrade the understanding of what the sustainable business development means - Learn about different innovative approaches - Learn how to become a resilient entrepreneur	By the end of this course users should be able to: - To create a balance between environmental, economic and social aspects of sustainable business development; - Explore and experiment with innovative approaches - Find solutions to existing and new challenges.
Methods of Learning: Online learning through the cooperation platform,	

Resource/Assignment	1. Presentations and project materials:
	   - Sustainable business development
	   - Exploration and introduction of innovative approaches
	   - Development of long term orientation of business activities
	2. Existing materials
	3. Video material: WEBINAR: Resilience goes Business: Which factors support a resilient entrepreneur? https://youtu.be/Wtjy6jM5y14

Form for reflection	Worksheet
Total time needed: 10 hours	