Interreg
Danube Transnational Programme
NewGenerationSkills

DYNAMIC LEARNING PACKAGE

Municipality of Stari Grad, Belgrade, Serbia

Project co-funded by European Union funds (ERDF, IPA)
http://www.interreg-danube.eu/approved-projects/newgenerationskills

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1. DYNAMIC LEARNING PACKAGE DESCRIPTION

1.1 DLP learning concept and goals

The program will enable young people to discover personal competencies and potential for further career development, either as a (social) entrepreneur, member of civil initiative (NGO) or as a member of a team that addresses the practical challenges of companies with a social impact.

To those who want to build on social innovative ideas using entrepreneurial or NGO's business structure, with its "Social Innovation Bootcamp" path, local DLP will provide (social) entrepreneurial knowledge that guides an individual or initiative from generating socially innovative ideas and basic (social)entrepreneurial competences, to product/services design and finally to market entry.

For those who will be interested in becoming a member of a team that addresses the practical challenges of companies with a social impact, the "Social Innovation Employability Booster" path as part of DLP will offer set of activities to give young people insights into the labour market and work practices.

1.2 DLP Teaching and learning methods

Selected techniques and learning tools need to be adapted for the work with the local youth.

1.3 DLP and career development

At the beginning of the program each participant will create an individual career pathway based on the assessment of personal potential and interests.

Following their career goals, participants should be divided into groups/teams in which social innovative ideas are developed.

1.4 Evaluation

During the DLP program delivery the effectiveness and impact of learning should be analysed to enable improvement in the future. The evaluation of reaction will help to understand how well the training was received by participants and to improve the program for future participants, including identifying important areas of topics that are missing from the training. Evaluation techniques and tools to be chosen and adapted from the proposed DLP tool kit.

2. DYNAMIC LEARNING PACKAGE IMPLEMENTATION

The project will be implemented in two phases:

- *Adaptation of the "Transnational Dynamic Learning Package (DLP)" to the circumstances specific for the local youth;*

- ***Realization and implementation of the adapted Local Dynamic Learning Package (DLP)***

Phase 1 is an introductory phase which consists of local inspirational events, warm up workshops and empowerment of growth program. The aim of the introductory phase of the DLP model is to raise awareness about social challenges and social innovation and activate young people to start developing their abilities to be able to react to this challenge.

Phase 2 will be realized through Social innovation boothcamp that is modular training process. The main aim of the programme is to give participants insight what needs to be done first with their business and give them confidence that their socially innovative ideas are good and can be successful.

The Local Dynamic Learning Package (DLP) will be elaborated and implemented in accordance with the documents provided by the Municipality of Stari Grad:

Transnational Dynamic Learning Package (DLP) is the transnational concept paper that propose key modules, innovative methodologies and tools for engaging the young in the learning process, for building up their skills/competences and for empowering them to generate innovative ideas and turn them into ventures with potential social benefits, adapted to the constantly changing environment. It presents common ground that assure similar quantity and quality of knowledge/competences offered to youth in NewGenerationSkills project cities. It enables elaboration of the local DLP, fine-tuning of DLP tools and materials to the partners local needs and circumstances.

Initial Local Action Plan (LAP) defines concrete steps for the development of the support schemes and services needed for the launch and operation of the local Youth Innovation Lab and implementation of the Dynamic Learning Package (i.e. the youth skill development learning program/curriculum). In other words, the Initial LAP introduces measures to open up the Municipality of Stari Grad operation for inclusion of innovative solutions coming from the youth. Measures defined by the Initial LAP will be of an experimental character and will include integration of the local Youth Innovation Lab framework and the local Dynamic Learning Package (DLP).

After about a year1 of testing the Initial LAP measures, the document is to be revised into the *final LAP* by integrating the accumulated experiences from pilot implementation of the local Youth Innovation Lab and DLP2.

Local Innovation Lab framework is designed to be the basis for the pilot implementation and testing of the local Innovation Lab and local Dynamic Learning Package. By enhancing the collaboration among young people, the Municipality of Stari Grad innovation lab will offer community/co-working space and serve as One-Stop-Shop for innovation and entrepreneurship support for the youth. By fostering cross-disciplinary, multi-actor collaboration, connecting youngsters with successful entrepreneurs or initiators of community programs, the municipal Innovation Lab will support youth socially responsible ventures in various fields, especially social and cultural entrepreneurship and creative industries.

Service portfolio of Local Innovation Lab will provide complementary services to the local Dynamic

Learning Package (DLP) through different activities that include: meetings with experts/successful entrepreneurs; linking to existing enterprise development programmes; match-making between innovative ideas and companies/public services; hackathons; counselling; networking with innovation stakeholders at local and transnational level etc. The primary idea of the 'One-Stop-Shop' is to support the local youth in their (social) innovative ventures. It consists of a set of services that will be offered by the IL helping youth in developing and putting their ideas into practice.

2.1. Phases of project

Phase 1: Adaptation of the "Transnational Dynamic Learning Package (DLP)" to the circumstances specific for the local youth;

Adaptation of the "Transnational Dynamic Learning Package (DLP)" to the circumstances specific for the local youth The Transnational Dynamic Learning Package (DLP) is foundational learning tool composed of modules to develop skills and competences generally not available in the formal educational system and identified as being in deficit. DLP as a transnational learning tool offers young people skills and competences, beyond the curricula of formal education that drives them towards taking initiative and engaging them in social innovation driven entrepreneurship.

The DLP concept paper defines key modules as the key pillars along with list of innovative methodologies for engaging the youth in the learning process building of self-management, responsibility and peer-learning.

Phase 2: Realization and implementation of the adapted Local Dynamic Learning Package (DLP)

Second phase will be realized through ***Social innovation boothcamp*** that is modular training process. The main aim of the programme is to give participants insight what needs to be done first with their business and give them confidence that their socially innovative ideas are good and can be successful. This program includes several modules in the form of interactive workshop. Participants are to be involved in all modules, but there is still possibility to select some of them according to the previous competences. List of modules to be offered are:

- *Generating ideas and initiatives for social innovation*
- Module – Start up socially innovative business
- Module – Strategic & Business planning
- Module – Ethical Marketing & Communication
- Module - Sales
- Module - Finance & Income & Tax
- Module - Measuring social impact
- Module - Management & Leadership

Second phase *Social innovation employability booster* is training program for enhancement of employability of youth with emphasis on (social) entrepreneurial spirit and linking with companies with social impact. To promote and raise awareness on social challenges the competition to solve practical social challenges of companies will be organized (generating, selecting, match making ideas and linking with teams of youngsters who will further on prepare social business solution for selected companies), with 1 day Pitching event at the end of program.

At the end of the second phase of DLP program, participants of the training program with support of mentors, coaches and counsellors will prepare presentation of the idea of social innovation and present it during the Pitching event. The selected evaluation commission will select and award the 3 best rated ideas. Milistem d.o.o. will provide the support of experienced mentors, coaches and counsellors according to the needs of each participant/teams.

Milistem d.o.o. has chosen two experts with the greatest experience in the field of youth entrepreneurship and social entrepreneurship.

Their experience in the specific field required by the project, of more than 10 years each, provides necessary requirement to delivering stated tasks. Both experts suggested for being most suitable for the project have exceptional skills in:

- High quality lecturing and training;
- Creativity in problem solving;
- Proficient communication skills;
- Ability to adapt to multicultural environments;
- Organizational skills (esp. leadership and coordination).

Both experts were engaged in the projects covering: training development and training conducting, as well as organization of conference and pitching events are just a small part of diverse experience of the experts. Work with innovative young would-be entrepreneurs is the common audience of the experts chosen for this project. The experience of the experts is not only in Serbia, but a region and Europe.

3. TIMETABLE OF WORK

	Activity	estimated working days	Milestone
Phase 1			
1	preparation of documents	5	28-02-19
2	preparation of syllabus	7	28-02-19
3	preparation of module material	7	28-02-19
Phase 2			
1	*Generating ideas and initiatives for social innovation*	3	28-02-19
2	Module – Start up socially innovative business	1	31-03-19
3	Module – Strategic & Business planning	1	31-03-19
4	Module – Ethical Marketing & Communication	1	31-03-19
5	Module - Sales	1	30-04-19
6	Module - Finance & Income & Tax	1	30-04-19
7	Module - Measuring social impact	1	30-04-19
8	Module - Management & Leadership	1	30-04-19
9	Pitching preparation	3	15-05-19
10	Selection of the best ideas	1	30-05-19
11	Consulting	6	30-06-19
12	1 day Pitching event	1	30-06-19
Total		40	30-06-19

4. MODULE DESCRIPTION AND SYLLABI

4.1. Module 1: Start up socially innovative business

Name of module:	Start up socially innovative business
Number of hours:	6
Objective of module:	
The aim of the module is to enable participants to understand the concepts of business models for socially innovative business, processes of development and application of business model and to develop the knowledge and skills needed to plan and apply business models for socially innovative business.	
Outcome:	
Participants will be trained to: (1) use tools to analyze company's business model; (2) to draw conclusions, propose and improve business models based on the results of the analysis; (3) participate in the application of the business model through the development of an independent socially innovative business.	
Module content:	
Introduction - Business model and customer development Business model vs social business model Market segment Proposed value Distribution channels Developing relationships with users Revenues Key resources Key activities Key partners Costs Representative business models Concept of minimum sustainable product Testing a Business Model	
Methodology of module:	
Module content is provided through the theoretical and practical part of the training. Training is focused on applying theoretically acquired knowledge to the idea on which students will develop their own business model.	
Literature:	

Author:	Name:	Year:	Publisher:
Alexander Osteewalder	Business Model Generation	2010	John Wiley and Sons
Bob Dorf, Steve Blank	The Startup Owner Manual	2012	K & S Ranch

4.2. Module 2: Strategic & Business planning

Name of module:	Strategic & Business planning
Number of hours:	6
Objective of module:	
Develop the ability of participants to think strategically, analyze the competitive environment, and recommend firm positioning and value creation. In this module, the underlying theory and frameworks that provide the foundations of a successful business strategy will be explored and tools needed to understand that strategy will be provided.	
Outcome:	
Strategic analysis is critical for analyzing the competitive context in which an organization operates and for making reasoned and reasonable recommendations for how that organization should position itself and what actions it should take to maximize value creation. The underlying theory and frameworks that provide the foundations of a successful business strategy will be explored and tools needed to understand that strategy will be provided.	
Module content:	
• Introduction to strategic and business planning • Smart gals • SWOT analysis • Competitor analysis • Environmental analysis • Five Forces • Capabilities Analyses • Strategy Maps • Product life cycle and BCG matrix • Ansoff matrix	
Methodology of module:	
Module content is provided through the theoretical and practical part of the training. Training is focused on applying theoretically acquired knowledge to the idea on which students will develop their own business model.	
Literature:	

Author:	Name:	Year:	Publisher:
Project Management Institute	Business Analysis For Practitioners	2015	Project Management Institute
Babette E. Bensoussan, Craig S. Fleisher	Analysis Without Paralysis	2015	FT Press;

4.3. Module 3: Ethical Marketing & Communication

Name of module:	Ethical Marketing & Communication
Number of hours:	6
Objective of module:	
This module is designed as an introduction to the field of Ethical Marketing & Communication, to help participants make better marketing decisions. First, a definition of Ethical Marketing & Communication is provided. Than, an introduction of marketing process is provided and insight into how to elaborate on the important decisions that marketing managers need to take through the marketing process is given. Additionally, participants will learn about the latest trends in the marketing and how they can establish brand equity and loyalty, and talk to several experts in the field.	
Outcome:	
In this module, the underlying theory and frameworks that provide the foundations of a successful ethical marketing communication. Development of participants' ability to think strategically is the priority that will be achieved by providing them with the tools for conducting an integrated marketing communication plan.	
Module content:	
Introduction to marketing Ethical marketing and marketing communication Integrated marketing communication Marketing mix and IMC planning process Marketing communication mix	
Methodology of module:	
Module content is provided through the theoretical and practical part of the training. Training is focused on applying theoretically acquired knowledge to the idea that is generated by participants themselves and that will be used to develop their own business model.	
Literature:	

Author:	Name:	Year:	Publisher:
Robyn Blakeman	Integrated Marketing Communication: Creative Strategy from Idea to Implementation	2018	Rowman & Littlefield Publishers
Larry Percy	Strategic Integrated Marketing Communications	2014	Routledge

4.4 Module 4: Sales

Name of module:	Sales		
Number of hours:	6		
Objective of module:			
What does it takes to be a highly successful professional salesperson? This module answers this question and guides participants to explore and understand successful sales and sales management behaviors. Participants will develop their competence in professional selling theory and approaches, presentation skills, and sales management techniques.			
Outcome:			
Participants will develop their competence in professional selling theory and approaches, presentation skills, and sales management techniques.			
Module content:			
• Selling process • The buying process • Creating value in buyer-seller relationships • Prospecting • Sales call planning • Communicating the message • Negotiating for win-win solutions • Closing the sale • How to motivate, compensate and train sales people			
Methodology of module:			
Module content is provided through the theoretical and practical part of the training. Training is focused on applying theoretically acquired knowledge to the idea that is generated by participants themselves and that will be used to develop their own business model.			
Literature:			
Author:	Name:	Year:	Publisher:
Mark W. Johnston, Greg W. Marshall	Contemporary Selling: Building Relationships, Creating Value	2016	Routledge
John C Westman	The Top Ten Best Selling Tips of All Time: Your quick fix for more effective selling and persuading	2013	Any Subject Books
Mike Adams,	Seven Stories Every Salesperson Must Tell	2018	Sales Growth Focus

4.5 Module 5: Finance & Income & Tax

Name of module:	Finance & Income & Tax
Number of hours:	6
Objective of module:	
Participants of this course will learn how to read and understand financial statements such as balance sheets, income statements and cash flow statements. They will also practice simple financial planning of a startup. This course also covers the concept company valuation as well as the way startups get funding. This is a practical course aimed at direct application of the knowledge gained into running real startups. It also aims to enable entrepreneurs and would-be-entrepreneurs to understand the "language of finance" so that they can talk to professionals with confidence.	
Outcome:	
Participants will learn: • how to build a financial model, value a company, and raise the right type of capital, • understand how to determine the best source of capital for their company • understand how to find revenue and expense assumptions • understand how to find and pitch investors	
Module content:	
Understanding Finance Finance Statements Income Statmenet Balance Sheet Financial Structure Financial modeling and metrics Spreadsheets Revenue Assumptions Expense Assumptions Metrics - Customer Acquisition Cost and Lifetime Value Metrics - Viral Coefficient, Funnel Analysis, and Traffic Metrics - Monthly Active Users, Daily Active Users, and Churn	
Methodology of module:	
Module content is provided through the theoretical and practical part of the training. Training is focused on applying theoretically acquired knowledge to the idea that is generated by participants themselves and that will be used to develop their own business model.	
Literature:	

Author:	Name:	Year:	Publisher:
Kyle Brennan	Startup CFO: The Finance Handbook For Your Growing Business	2018	Independently published
Alnoor Bhimani	Financial Management for Technology Start-Ups: A Handbook for Growth	2017	Kogan Page
Karen Berman, Joe Knight, John Case	Financial Intelligence for Entrepreneurs: What You Really Need to Know About the Numbers	2008	Harvard BusinessPress;

4.6 Module 6: Measuring Social Impact

Name of module:	Measuring Social Impact		
Number of hours:	6		
Objective of module:			
This course will introduce participants to frameworks and practical tools for measuring the social impact of their company, organization, or initiative. Participants will learn how to articulate short-term outcomes and long-term goals, and connect them to quantifiable metrics that support their decisions.			
Outcome:			
Participants will craft a theory of change for their organization or initiative. Additionally, participants will learn from case studies of how other social enterprises have measured their social impact in lean and rigorous ways.			
Module content:			
The State of Social Impact Analysis The Lean Social Impact Mindset How to Develop a Social Impact Hypothesis Why Measuring Social Impact Matters Breadth of Impact Depth of Impact Target Population Case Studies			
Methodology of module:			
Module content is provided through the theoretical and practical part of the training. Training is focused on applying theoretically acquired knowledge to the idea that is generated by participants themselves and that will be used to develop their own business model.			
Literature:			
Author:	Name:	Year:	Publisher:
Volker Then, Christian Schober, Olivia Rauscher, Konstantin Kehl	Social Return on Investment Analysis: Measuring the Impact of Social Investment	2017	Palgrave Macmillan
Margaret Heffernan	Beyond Measure: The Big Impact of Small Changes	2015	Simon & Schuster/ TED
Ann Mei Chang, Eric Ries	Lean Impact: How to Innovate for Radically Greater Social Good	2018	Wiley

4.7 Module 7: Management & Leadership

Name of module:	Management & Leadership
Number of hours:	6
Objective of module:	
In this course participants will learn about the "head and the heart" of everyday leadership, individual decision making, group decision making, and managing motivation. The objectives are to understand why and how leadership skills are so critical to organizational success, and learn the foundations of effective leadership skills.	
Outcome:	
Participants will: Understand why and how leadership skills are so critical to organizational success Learn how to use leadership skills to work more effectively with others, Develop skills to be able to organize teams to work more effectively together Be able to apply the foundations of effective leadership skills to everyday situations faced by leaders.	
Module content:	
Head and Heart of Everyday Leadership The Challenge, tasks and levers of Everyday Leadership Individual Decision Making Decision Analysis Subjectivity and Anchoring Fostering Creativity in Decision Making Group Decision Making The Composition Problem The Participation Problem The Influence Problem Managing Motivation The Law of Effect and Expectancy Theory Managing Perceptions & Social Dilemmas The Promise of Groups Realized	
Methodology of the module:	
Module content is provided through the theoretical and practical part of the training. Training is focused on applying theoretically acquired knowledge to the idea that is generated by participants themselves and that will be used to develop their own business model.	
Literature:	

Author:	Name:	Year:	Publisher:
Peter G. Northouse	Leadership: Theory and Practice	2015	SAGE Publications
Patrick Lencioni	The Five Dysfunctions of a Team: A Leadership Fable	2002	Jossey-Bass

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