

Monitoring Report - Local Dynamic Learning Package (DLP)

| Country / City / Project Partners: |
|---|
| Serbia/Belgrade/Municipality of Stari grad |
| |
| Date of the document: 7 th June 2019 |

Introduction

The purpose of this Monitoring report is to obtain sufficient information about the local pilot implementation of Dynamic Learning Package (DLP) programme adjusted to the target group of local young people.

Below list the schedule of all realized trainings during the implementation of the local DLP, and provide information about each realized training / workshop / module / etc.



SCHEDULE OF THE REALISED TRAININGS

| No. | Name of the training / workshop / module / etc. | Date |
|-----|---|--------------|
| 1. | Inspirational Meet-up | 13. 3. 2019. |
| 2. | Module 1 (Startup socially innovative business) | 15. 3. 2019. |
| 3. | Module 2 (Strategic and business planning) | 19. 3. 2019. |
| 4. | Module 3 (Ethical Marketing & Communication) | 26. 3. 2019. |
| 5. | Module 4 (Sales) | 2. 4. 2019. |
| 6. | Module 5 (Finance & Income & Tax) | 9. 4. 2019. |
| 7. | Module 6 (Measuring Social Impact) | 18. 4. 2019. |
| 8. | Module 7 (Management & Leadership) | 8. 5. 2019. |
| 9. | How to pitch to VC | 9. 5. 2019. |
| 10. | Pitching event with selection of best idea | 15. 5. 2019. |



1. Inspirational Meet-up (26. 2. 2019.; 28. 2. 2019. and 1. 3. 2019.)

A. Agenda

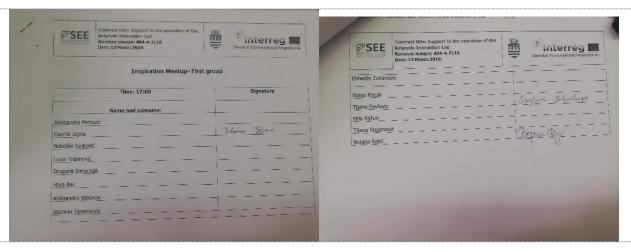
What is entrepreneurship?

Am I an entrepreneur?

Born or made?

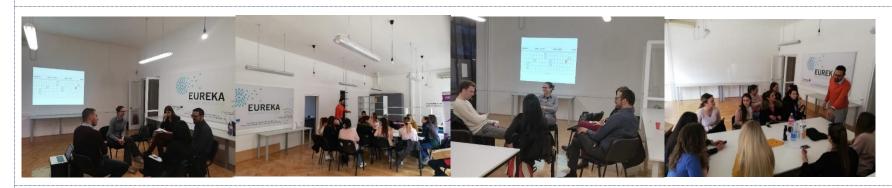
Some examples of successful entrepreneurs

Ask me (discussion with experts)



| Time: 18: Name and sur | | Natalija Stojiljković Danja Muždalo | Hakolija Skojištovii Lana Lymgons |
|----------------------------|--|-------------------------------------|---|
| Dragana Simpraga | Jusen Want | Biljana Matić Lana Lujić | |
| Milica Burilé | an with | Predrag Dragosan | |
| Dimitrije Spremo | | - | |
| Tijana Rajković Sara Cojić | | | Contract of the last |
| | Comband Siller Comband | | annum a |
| | | | |
| | Contract title: Support to tit | | |
| | Belgrade Innovation Lab Reference numbers: 494-4-7/1 DATE: 13 MARCH 2019. | 8 Danube translational Pri | ogramme |
| | Belgrade Innovation Lab Reference numbers: 494-4-7/1 DATE: 13 MARCH 2019. | | S Constant of the constant of |
| | Belgrade Innovation Lab Backers User Belgrade Innovation Lab Backers User Backers U | 8 Danube translational Pri | ogramme |
| | Belgrade Innovation Lab Reference Numbers: 404-4-7/1 DATE: 13 MARCH 2019. | Danube Transnational Pro | rogame |
| | Belgrade Innovation Lab Backers User Belgrade Innovation Lab Backers User Backers U | Danube Transnational Pro | Togramme |
| | Belgrade Innovation Lab Inspiration Inspir | Danube Transnational Pro | Togramme |
| | Belgrade Innovation Lab Bartin James 194-4-7/1 DATE: 13 MARCH 2019. Inspiration Time: 19:00 Name and surname: Marija Kolaković Milana Sirovica Marija Jovanović | Danube Transnational Pro | rogame |
| | Belgrade Innovation Lab Bartin Stevenson Steve | Danube Transnational Pro | Gogramme |
| | Belgrade Innovation Lab Belgrade Innovation Lab Belgrade Innovation Lab Inspiration Inspiration Time: 19:00 Name and surname: Marija Kolaković Milana Sirovica Marija Jovanović Marija Jovanović Marija Mladenov Nevena Ognjenović | on Meetup- Third group Signature | Togramme |
| | Belgrade Innovation Lab Innovation Lab Belgrade Innovation Lab Innovatio | on Meetup- Third group Signature | ogramme |
| | Belgrade Innovation Lab British Briti | Danube Transnational Pro | Togramme |
| | Belgrade Innovation Lab Innovation Lab Belgrade Innovation Lab Innovatio | on Meetup- Third group Signature | Togramme |





D. Introduction of the Trainers / Mentors

Ivan Josimovic - SEE, Pavle Varsakovic - CA and Viktorija Petrov - key expert

Viktorija Petrov is Assistant Professor at the Faculty of Economics Subotica, University of Novi Sad. The field of interest is Entrepreneurship and fostering entrepreneurship among University members (researchers and students alike). Since 2002. Viktorija Petrov has been active in conducting trainings helping start-ups grow. Currently, she is engaged in Business Incubator Novi Sad as Preincubation Manager.

E. Training Minutes

Three Meet-ups were held at the premises of EUREKA (Dubrovačka 6; Belgrade), as this will be the venue for the forthcoming workshops. Organizers and active motivational speakers at the Inspirational Meet-up were: Ivan Josimovic – SEE, Pavle Varsakovic – CA and Viktorija Petrov – key expert. Viktorija Petrov held the 45min presentation explaining different motives for starting a business, introducing favorable personal traits one should have if intending to become entrepreneur, followed by some most famous world examples of doing things differently, such as Tesla motors.

Material prepared for the Meet-up was done having in mind the population present, i.e. young, ambitious people with possible business idea. The goal of Meet-up was to:

- Encourage attendees to take action on their own;
- Present success local stories underlying "if they can you can" moment;



- Inspire them to listen for local needs they can answer to.

F. Summary about the lessons learned and results of the training / workshop

The presentation was followed by thorough explanation of modular education and goals of the NewGeneratinSkills program. Present attendees had opportunity to apply for the workshops and have discussion with organizers (Ivan Josimovic – SEE, Pavle Varsakovic) and educator/consultant i.e. key expert (Viktorija Petrov).

2. Module 1 (Startup socially innovative business)

A. Agenda

 $Introduction \hbox{--} Business \hbox{model and customer development}$

Business model vs social business model

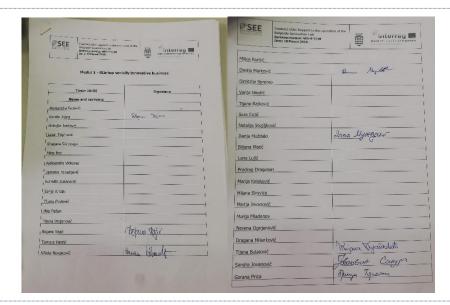
- Market segment
- Proposed value
- Distribution channels
- Developing relationships with users
- Revenues
- Key resources
- Key activities
- Key partners
- Costs

Representative business models

Concept of minimum sustainable product

Testing a Business Model









Viktorija Petrov is Assistant Professor at the Faculty of Economics Subotica, University of Novi Sad. The field of interest is Entrepreneurship and fostering entrepreneurship among University members (researchers and students alike). Since 2002. Viktorija Petrov has been active in conducting trainings helping start-ups grow. Currently, she is engaged in Business Incubator Novi Sad as Preincubation Manager.

E. Training Minutes

Module content was provided through the theoretical and practical part of the training. Training was focused on applying theoretically acquired knowledge to the idea on which students would develop their own business model. The aim of the module was 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. The Business Model Canvas tool was introduced and used at the training. After training all participants had an opportunity to further discuss specific aspects of their ideas with key expert.

F. Summary about the lessons learned and results of the training / workshop

Participants were trained to: (1) use tools to analyze company's business model; (2) 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



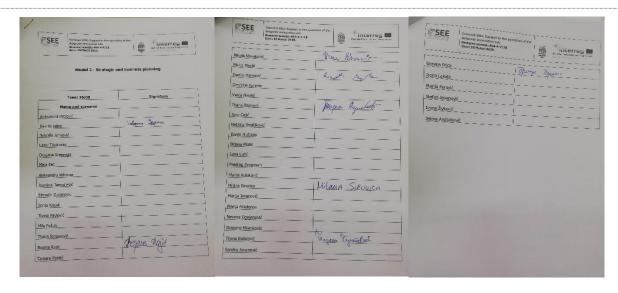
independent socially innovative business.

3. Module 2 (Strategic and business planning)

A. Agenda

- 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









Stevan Mislisavljević is Assistant Professor at the Faculty of Technical Sciences, University of Novi Sad. The field of interest is Customer Relationship Management and Quality Control. Since 2005. Stevan Milisavljević has been active in conducting trainings helping start-ups grow.

E. Training Minutes

Module content was provided through the theoretical and practical part of the training. Training was focused on applying theoretically acquired knowledge to the idea on which students would develop their own business model. The aim of the training was to 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 was explored and tools needed to understand that strategy have been provided. After training all participants had an opportunity to further discuss specific aspects of their ideas with key expert.

F. Summary about the lessons learned and results of the training / workshop

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 were explored and tools needed to understand that strategy have been provided.

4. Module 3 (Ethical Marketing & Communication)

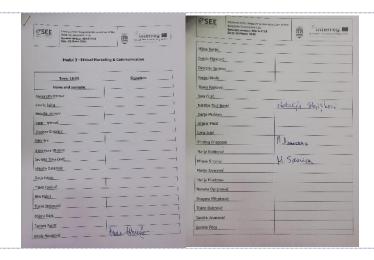
A. Agenda

- Introduction to marketing
- Ethical marketing and marketing communication
- Integrated marketing communication



- Marketing mix and IMC planning process
- Marketing communication mix

B. Signed Attendance Sheets







Stevan Mislisavljević is Assistant Professor at the Faculty of Technical Sciences, University of Novi Sad. The field of interest is Customer Relationship Management and Quality Control. Since 2005. Stevan Milisavljević has been active in conducting trainings helping start-ups grow.

E. Training Minutes

Module content was provided through the theoretical and practical part of the training. Training was focused on applying theoretically acquired knowledge to the idea on which students would develop their own business model. This module was 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 was provided. Then, an introduction of marketing process followed by insight into how to elaborate on the important decisions that marketing managers need to take through the marketing process was provided. Additionally, participants learned about the latest trends in the marketing and how they can establish brand equity and loyalty, and talk to several experts in the field. After training all participants had an opportunity to further discuss specific aspects of their ideas with key expert.

F. Summary about the lessons learned and results of the training / workshop

In this module, the underlying theory and frameworks that provide the foundations of a successful ethical marketing communication were in focus. Development of participants' ability to think strategically was the priority that was achieved by providing them with the tools for conducting an integrated marketing communication plan. Training was focused on applying theoretically acquired knowledge to the idea that was generated by participants themselves and that will be used to develop their own business model.

5. Module 4 (Sales)

A. Agenda

- 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

B. Signed Attendance Sheets







Đorđe Ćelić is Assistant Professor at the Faculty of Technical Sciences, University of Novi Sad. The field of interest is Customer Relationship Management and Quality Control. Since 2002. Đorđe Ćelić has been active in conducting trainings helping start-ups grow. From 2010. Đorđe Ćelić is a CEO of Business Incubator in Novi Sad.

E. Training Minutes

Module content was provided through the theoretical and practical part of the training. What does it takes to be a highly successful professional salesperson? This module answered this question and guided participants to explore and understand successful sales and sales management behaviors. After training all participants had an opportunity to further discuss specific aspects of their ideas with key expert.

F. Summary about the lessons learned and results of the training / workshop

In this module, the underlying theory and frameworks that provide the foundations of a sales technique were in focus. Participants developed their competence in professional selling theory and approaches, presentation skills, and sales management techniques. Training was focused on applying theoretically acquired knowledge to the idea that was generated by participants themselves and that will be used to develop their own business model.



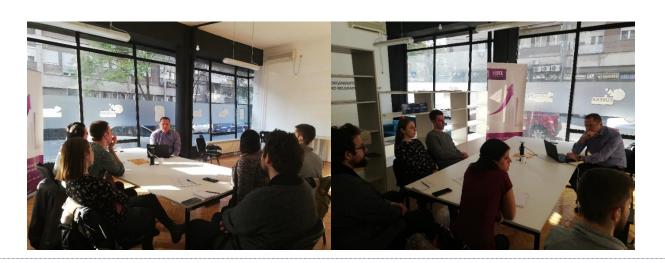
6. Module 5 (Finance & Income & Tax)

A. Agenda

- Understanding Finance
- Finance Statements
- Income Statement
- 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









Đorđe Ćelić is Assistant Professor at the Faculty of Technical Sciences, University of Novi Sad. The field of interest is Customer Relationship Management and Quality Control. Since 2002. Đorđe Ćelić has been active in conducting trainings helping start-ups grow. From 2010. Đorđe Ćelić is a CEO of Business Incubator in Novi Sad.

E. Training Minutes

Module content was provided through the theoretical and practical part of the training. Participants of this module learned to read and understand financial statements such as balance sheets, income statements and cash flow statements. They also practiced simple financial planning of a startup. This module also covered the concept of company valuation, as well as how startups get funding. This was a practical course aimed at direct application of the knowledge gained into running real startups. It also enabled entrepreneurs and would-be-entrepreneurs to understand the "language of finance" so that they can talk to professionals with confidence. After training all participants had an opportunity to further discuss specific aspects of their ideas with key expert.

F. Summary about the lessons learned and results of the training / workshop

In this module, the underlying theory and frameworks that provide the foundations of finance were in focus. Participants build their competence in:

- developing a financial model, value a company, and raise the right type of capital,
- understanding how to determine the best source of capital for your company
- understanding how to find revenue and expense assumptions
- understanding how to find and pitch investors.

Training was focused on applying theoretically acquired knowledge to the idea that was generated by participants themselves and that will be used to develop their own business model.

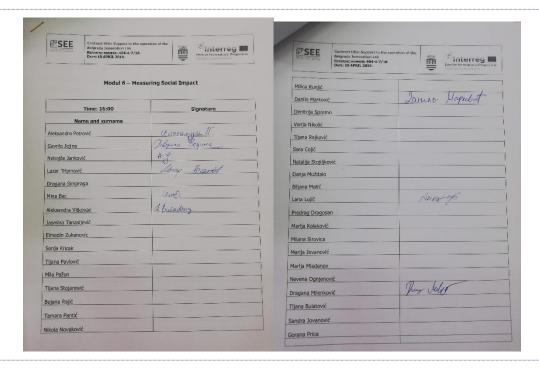


7. Module 6 (Measuring Social Impact)

A. Agenda

- 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
- Social Business Model Canvas









Viktorija Petrov is Assistant Professor at the Faculty of Economics Subotica, University of Novi Sad. The field of interest is Entrepreneurship and fostering entrepreneurship among University members (researchers and students alike). Since 2002. Viktorija Petrov has been active in conducting trainings helping start-ups grow. Currently, she is engaged in Business Incubator Novi Sad as Preincubation Manager.

E. Training Minutes

Module content was provided through the theoretical and practical part of the training. Participants of this module learned to read and understand how to use standard tools such as business model canvas to explain the social impact of their commercial ideas. They also practiced simple measuring techniques of social impact estimations. This course introduced frameworks and practical tools for measuring the social impact of their company, organization, or initiative to participants. How to articulate short-term outcomes and long-term goals, and connect them to quantifiable metrics that support their decisions was the main body of discussion at the training. The module, also enabled entrepreneurs and would-be-entrepreneurs to understand the "language of impact" so that they can raise necessary finance from stakeholders in order to support their core business. After training all participants had an opportunity to further discuss specific aspects of their ideas with key expert.

F. Summary about the lessons learned and results of the training / workshop



In this module, the underlying theory and frameworks that provide the foundations of finance were in focus. Participants build their competence in crafting a theory of change for their organization or initiative. Additionally, participants learned from case studies how other social enterprises have measured their social impact in lean and rigorous ways. Training was focused on applying theoretically acquired knowledge to the idea that was generated by participants themselves and that will be used to develop their own business model.

8. Module 7 (Management and Leadership)

A. Agenda

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

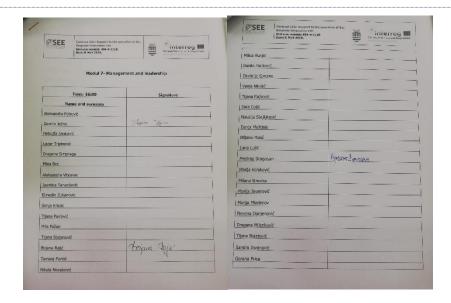
Group Decision Making

- The Composition Problem
- The Participation Problem
- The Influence Problem

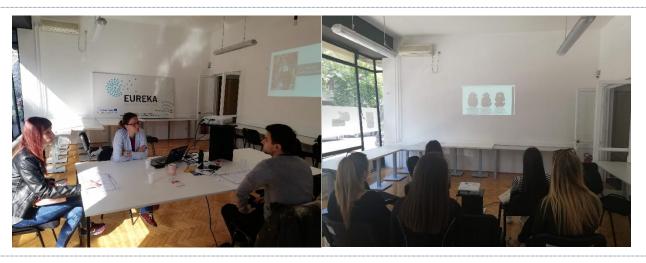
Managing Motivation

- The Law of Effect and Expectancy Theory
- Managing Perceptions & Social Dilemmas
- The Promise of Groups Realized









Viktorija Petrov is Assistant Professor at the Faculty of Economics Subotica, University of Novi Sad. The field of interest is Entrepreneurship and fostering entrepreneurship among University members (researchers and students alike). Since 2002. Viktorija Petrov has been active in conducting trainings helping start-ups grow. Currently, she is engaged in Business Incubator Novi Sad as Preincubation Manager.

E. Training Minutes

Module content was provided through the theoretical and practical part of the training. Participants of this module learned 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. After training all participants had an opportunity to further discuss specific aspects of their ideas with key expert.

F. Summary about the lessons learned and results of the training / workshop

In this module, the underlying theory and frameworks that provide the foundations of finance were in focus. Participants build their:



- Understanding why and how leadership skills are so critical to organizational success;
- Understanding how to use leadership skills to work more effectively with others;
- Skills to be able to organize teams to work more effectively together;
- Ability to apply the foundations of effective leadership skills to everyday situations faced by leaders.

Training was focused on applying theoretically acquired knowledge to the idea that was generated by participants themselves and that will be used to develop their own business model.

9. How to pitch to VC

A. Agenda

Why Pitching? Overcoming the fear of public

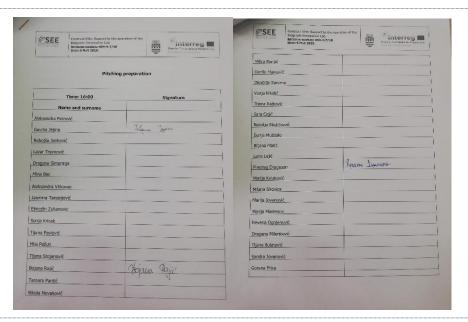
The art of Pitching

- intro
- timing
- problem
- solution
- market
- competition
- team
- financials

Practice



B. Signed Attendance Sheets







Viktorija Petrov is Assistant Professor at the Faculty of Economics Subotica, University of Novi Sad. The field of interest is Entrepreneurship and fostering entrepreneurship among University members (researchers and students alike). Since 2002. Viktorija Petrov has been active in conducting trainings helping start-ups grow. Currently, she is engaged in Business Incubator Novi Sad as Preincubation Manager.

E. Training Minutes

Training was tailored to participants and their unique business ideas. After the brief presentation introducing the most relevant aspects of pitching, participants had the opportunity to pitch their ideas in the format 5+3 min (pitch plus q&a time). After training all participants had an opportunity to further discuss specific aspects of their ideas with key expert.

F. Summary about the lessons learned and results of the training / workshop

In this training session, participants had a chance to practice their presenting skills and combat the fear of public speaking. The expert present posed questions, as they would appear in the real pitching event and gave the opportunity for participants to find their way with answers.

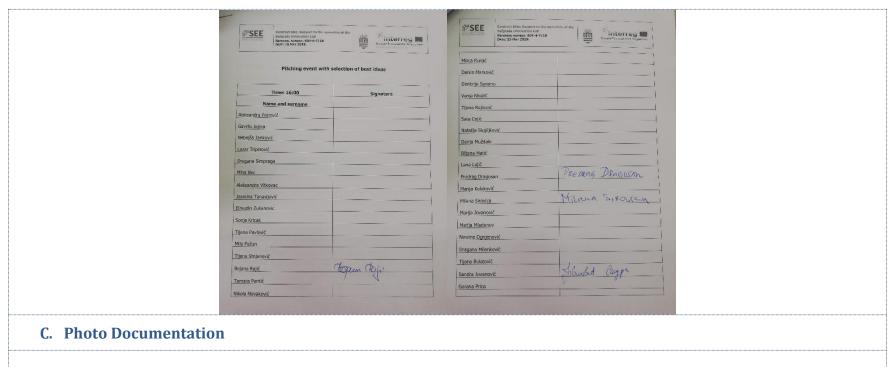


10. Pitching event with selection of best idea

A. Agenda

Determining the order of pitching Pitching Decision making Announcing the winner Networking













Viktorija Petrov is Assistant Professor at the Faculty of Economics Subotica, University of Novi Sad. The field of interest is Entrepreneurship and fostering entrepreneurship among University members (researchers and students alike). Since 2002. Viktorija Petrov has been active in conducting trainings helping start-ups grow. Currently, she is engaged in Business Incubator Novi Sad as Preincubation Manager.

Stevan Mislisavljević is Assistant Professor at the Faculty of Technical Sciences, University of Novi Sad. The field of interest is Customer Relationship Management and Quality Control. Since 2005. Stevan Milisavljević has been active in conducting trainings helping start-ups grow.

E. Event Minutes

Firstly, the order of appearance was determined for selected four teams that have previously presented potential for realization i.e. marketization. The order of pitching was:

- PetMe
- LocalAbox
- Sosa
- Decorative Box

After the order was determined, each team had the opportunity to pitch for 5 minutes, followed by 3 minutes time for questions and answers. Based on presentations and answers jury valued teams' success based on three criteria (valuation, execution and design and business model) with marks raging form 1 (minimal expectations) to 4 (surpassing expectation). The maximum points one team could gained with one judge was 12. The results of the jury were:

Decorative Box total 15 (6 + 3 + 6); Sosa total 20 (9 + 5 + 6); PetMe total 23 (7 + 7+ 9) and LocalAbox total 27 (9 + 8 +10).

The results were announced leading to LocalAbox being chosen to be sent to Budapest and allowed an opportunity to compete with fellow would-be entrepreneurs.

After winner announcement there was a time for networking and drawing conclusion on the work done on the project.



F. Summary about the lessons learned and results of the training / workshop

Experiencing pitching event is always helpful to would-be entrepreneurs. Seeing what business aspects need more polishing when presenting idea is of most importance.