



Intellectual Output 3: Digital Entrepreneurship Curriculum/ Development of the Virtual Learning Environment Platform



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1. Introduction

The deliverable of Intellectual Output 3 presents the work performed during the third Work Package of the project. The overall aim of this work package is to develop the Virtual Learning Environment Platform that will support the Digital Entrepreneurship Academies. More in particular, the Deliverable aims to initiate the development of the Digital Entrepreneurship Practice (DEP) curriculum (based on the Blueprint) and to establish how the curriculum will be made available in a blended approach. Therefore, the objectives are twofold:

- To establish the curriculum that will be piloted in each Digital Entrepreneurship Transnational Pitching Academy and their pitching competitions with its unique thematic digital focus.
- To develop a virtual learning environment (VLE) section within the iSTART website where the curriculum and DEP related content will be uploaded with open access and will serve as MOOC type course for learners to learn independently, during the Academies but also outside of them and after the end of the project.

More in particular, the iStart curriculum lies on the innovative combination of the following dimensions:

- Innovative lean-training methodology providing real-world challenges and opportunities: The iStart training methodology is inspired by the lean startup philosophy. It does focus on real-world problems and challenges described by international experts in the thematic fields which provide unique opportunities for the participants to be engaged with. The methodology also exploits the basic dimensions of the lean startup tactics: participants in iStart Academies are trained to build a minimal version of a new product/service which allows the team to collect the maximum amount of validated learning about customers. Teams are engaged with real potential customers by various means (e.g. sending emails to relevant companies, taking feedback by individuals outside the facilities, receiving guidance by mentors/entrepreneurs in the specific ICT themes, etc.) while during the Academies are creating and testing their hypothesis about their idea. The academies integrate entrepreneurship awareness modules with value-producing practices: teams will be guided to produce ideas, measure their effectiveness in the real-world, and learn from that experiment performing and integrated and iterative learning cycle.

- Thematically-focused approach: ICT entrepreneurship is not a 'one-size-fits-all' activity and it is greatly dependent upon the focus area of the endeavour. Since multifaceted ICT business domains have unique challenges, participants in iStart Academies will have the appropriate training, based on their thematic focus in order not to miss important aspects of their entrepreneurial focus. Participants will be guided, mentored and coached by professionals and in order to be engaged and solve real-world problems.

- Embedded team-building process: iStart will seek to boost the dynamism created by groups and teams, where similar and complementary competences come together and generate larger returns than the sum of each part. For this to happen, the project will devise a process, in which participants with different backgrounds and competences (e.g. business management, design knowledge, technical capacity, etc.) will be brought together in a systematic manner. Synergies among individuals and noteworthy ideas will be identified and trans-disciplinary teams will be formed.

- Scalable and reusable: iStart Academies are based on a format which can include other/more thematic areas and can be reusable in different settings (i.e. Universities, incubators' training programmes,

professional and vocational training, etc.). The modular nature of the curricula ensures its exploitation trajectories in different settings and a wide variety of areas.

The learning components of the curriculum as described above, were adapted to fit a learning virtual environment and were structured around specific thematic priorities, which the VLE focused on.

In summary, for the implementation of Intellectual Output 3, three tasks were performed. Under task 3.1 the partners have established the four concentration areas of the Digital Entrepreneurship Transnational Pitching Academies as they are described in chapter 3.1.

Under task 3.2 the development of the VLE curriculum is being described in chapter 3.2. where the aim and approach of the VLE , the modules and content, as well as the learning outcomes of each module are being presented.

Under task 3.3 the actual development of the VLE was conducted. In chapter 3.3 a description of the major features and key functions of the VLE is presented. The key functions/features of the open VLE consist of:

- Repository for text information (DEP curriculum) and visual material (recommended videos and readings)
- Repository for short video-recordings, related to the core concepts for the modules created by the mentors of each academy
- A section for synchronous and asynchronous learners communication where startup ideas can be uploaded for receiving feedback.
- Quadruple helix information/feedback exchange in the Forum and Chat Rooms in the platform.

3.1 Concertation Areas of the four Digital Entrepreneurship (DEP) Transnational Pitching Academies

Under Task 3.1 of Intellectual Output 3 the partners established the exact four concentration areas, which were the themes of the four individual Digital Entrepreneurship Transnational Pitching Academies. During the Second Trainers Lab, that took place in Izmir, the partners have discussed and decided on the four thematic priorities, which are described below.

3.1.1 Thessaloniki iStart Academy: Urban Digital Solutions

Urban areas attract people in increasing percentages. Issues of city-planning, social and environmental sustainability get more and more important in our daily city lives. The impact that digital technologies can have in these areas is more important than ever before. On the other hand, concentration of effort and capital make today's cities dynamic ecosystems of innovation and growth. The challenge of this iStart Academy is to explore contexts in which urban digital solutions can provide growth models and potentials: sharing platforms, mobility, finance and social inclusion, among others. The Thessaloniki iStart Academy aims at exploring ideas for enhanced urban cohesion, resilience and sustainable development.

Thessaloniki iStart Academy brings together University students of different backgrounds (e.g. technical and business, among others) in order to form teams, identify urban pain-points, and, describe potential digital solutions. Thessaloniki iStart Academy facilitates knowledge sharing and inter-disciplinary connectivity between students, professional startup mentors and entrepreneurs.

3.1.2 Coimbra iStart Academy: Smart Living

The Coimbra iStart Academy covers a wide range of topics which are important and relevant for smart living at 21st century:

- Smart education: comprises the integration of digital technologies and solutions inside current and future education and learning practices, such as programming skills, robotics, networking and security, privacy rights, etc.
- Smart health: This topic brings together different technologies, such as IoT devices, sensors, communication techniques, modelling algorithms and system architectures to achieve personalised, participatory and predictive health.
- Smart energy: It includes dimensions, such as smart home and home automations, renewable energy for businesses, smart power grid solutions, etc.
- Smart tourism: The theme emphasizes on the use of ICT solution to produce innovative tools for tourism. Such digital solutions usually integrate data coming from physical touristic infrastructures and user social connectedness to increase the experience of the tourist.
- Smart farming: It is an integrated approach for the management of agricultural activities. It exploits modern technologies assisting for more appropriate decisions about production the environment.

- Smart mobility: It refers to using modes of transportation alongside or even instead of owning a gas-powered vehicle, including ride-sharing, car-sharing, public transportation, walking, biking, and more.

3.1.3 Como iStart Academy: Industry 4.0

Industry 4.0 is a name for the current trend of automation and data exchange in manufacturing technologies. It includes cyber-physical systems, the Internet of things, cloud computing and cognitive computing. Industry 4.0 creates what has been called a "smart factory". Within the modular structured smart factories, cyber-physical systems monitor physical processes, create a virtual copy of the physical world and make decentralized decisions.

Como iStart Academy covers contemporary technological trends, such as Internet of Things, cyber-physical systems and the ways they communicate and cooperate with each other and with humans in real time, and via the Internet of Services. The Academy will explore how modern information and communication technologies such as cyber-physical system, big data analytics and cloud computing, will help early detection of defects and production failures, thus enabling their prevention and increasing productivity, quality, and agility benefits that have significant competitive value. Como iStart Academy emphasises on the integration of business ideas with a variety of technologies, such as sensor and networks, computing and data on demand, data analytics and personalisation.

3.1.4 Izmir iStart Academy: Agro-Business Value Chain

Izmir iStart Academy: The academy will emphasise on innovative solution on the whole farm-to-fork agrifood value chain, such as:

- Agro-Business Value Chain: Summarized as “Farm to fork” or “farm to table” . Consists of stakeholders in growing, processing and selling of agricultural product and materials.
- Logistics and transport: Consists of all the activities of flow from raw materials to the point of consumption (Including, but not limited to planning, implementing and controlling of the flow).
- Warehouse Management: Summarized as management of physical storage of the goods from the moment of production to consumption. Consists of inventory and cost management employing IT applications and communication technology.
- ICT use in Agro (Big Data & IoT): Data generation, storage, analyses and dissemination to improve agricultural productivity and sustainability.
- Agro-Business and Management: Management of all Agro-Business related activities to increase productivity and sustainability.
- Industrial Design: By employing the power industrial design in Agro-Business all operations become faster, safer, and easier.

Despite the fact that all four iStart Academies will tend to focusing on specific technological and social trends, they will also cover a large spectrum of introductory startup training matters, as Chapter 2 presented. iStart curriculum should be open and inclusive enough in order to capture the interest of University students – to-be entrepreneurs - with and without mature ideas and present to them the most important issues of startup training. Therefore, the real focus of iStart curriculum is to introduce University students of inter-disciplinary backgrounds to real-life and hands-on entrepreneurship practices, rather than following a vertical and restrictive thematic training.

3.2. Developing the VLE Curriculum

3.2.1 Aim and Approach of the VLE

The curriculum of the course of the VLE is based on the DEP curriculum designed during Intellectual Output 2 and tested during the Transnational Academies of Intellectual Output 4.

Furthermore the VLE curriculum had to be adapted for the Virtual Learning Environment and designed in order to facilitate a strong social and learner-centred environment, meaning that learning is active and requires participation from all learners. The learners of the VLE platform need to be actively engaged in sharing, reading, reviewing, and commenting on each other's work and communicate their learnings through the discussion forum incorporated in the platform. On a Virtual Learning Environment teaching is not something that can only be done by the instructor, the learner will also need to be involved and participate in the process.

In this introductory module the aim of the course is explained and the learners for whom this course is been designed are defined. Furthermore the introduction presents information about the approach followed and guidelines on how to use the VLE platform. Finally acknowledgments, to the funding of iStart project by Erasmus+ Program and the European Union are mentioned, together with the acknowledgments towards the support provided by all project team members for the development and the content of the VLE platform.

Learners are expected after the completion of the course to be able to:

- Understand the importance of the basic principles of lean startup method
- Design startup business models and experiment with relevant tools (e.g. business model canvas)
- Perform idea validation using tools (e.g. questionnaires, interviews, etc.)
- Analyse the competition and pivot their original idea accordingly
- Understand the importance of team, raising capital and pitching.

Acknowledging the strength and effectiveness of peer learning, this course is designed to ultimately strengthen, improve and effectively facilitate entrepreneurial knowledge and skills gain of young people, women, and professionals who manage their own businesses.

The course includes content on entrepreneurship as well as training methodologies that enable effective facilitation, participatory and experiential learning and thus lead to sustainable knowledge and skills gain of and for the intended participants.

The VLE can be used in various ways. Learners can use the VLE as a compact and holistic training outline and toolkit, which is designed to enable coherent five-day training, if each module is worked through as outlined in Academy's curriculum presented in Table 4.2, presented below.

iStart : Academy 20..... - Organizing Partner						
	MONDAY.	TUESDAY.	WEDNESDAY.	THURSDAY.....	FRIDAY.....	
9.30 - 11.00	INTRODUCTION OVERVIEW OF THE ACADEMY ISTART PLATFORM	Idea/Business Model validation Market Segmentation Competitors	THE MARKET ANALYSIS	HOW TO PITCH	PITCHING COMPETITION	
	BREAK					
11.15 - 12.00	IDEAS PRESENTATION & PERSONAL SKILLS PRESENTATION	HOW TO GO OUT ON THE STREETS. THE MOM'S TEST	FEEDBACK FROM THE MARKET. TEAMWORK AND COACHING	Teamwork and Coaching	BEST TEAM SELECTION by an EVALUATION COMMITTEE	
12.00 - 12.30	TEAM CREATION	WORK IN PAIRS TO TEST QUESTIONS			AWARDS CEREMONY AND EVENT CLOSURE	
12.30 - 13.00		FIRST PITCH. VALUE PROPOSITION	Progress Report Presentation			
	LUNCHTIME	Lunch included	Lunch included	Lunch included	Lunch included	
14.00 - 15.00	VALUE PROPOSITION	OUT IN THE STREETS	Budgeting and Forecasting / Raising Capital	Pitch dry run		
15.00 - 16.00	Idea/Business Model validation Market Segmentation Competitors		Teamwork and Coaching	Teamwork and Coaching		
16.00 - 16.30						
	BREAK					
16.45 - 18.00	Teamwork and Coaching			Teamwork and Coaching	Teamwork and Coaching	
OUTCOME OF THE DAY	Teams with Ideas, Canvas and Desk Research	Refined Idea & Canvas	Idea Crash-Test (Pivoting) & Budgeting	Pitch deck	Pitches and Winners	

Table 3.1: Example of the 5-day iStart Academy Curriculum

However, the modular structure also provides for alternative ways to use the VLE; following a needs-based analysis of entrepreneurial knowledge, facilitators can select particular modules and facilitate a tailor-made training for particular learning needs, e.g. developing a business plan only. Moreover, against the background of facilitation of peer learning groups, the modular structure allows to spread out learning over several weeks or months, so that participants can learn at their convenience and relate the contents to their reality. Eventually, it is up to the user and facilitator to decide how best to use the approach and information presented in the VLE.

3.2.2 Modules and Content of the VLE

There are two general approaches to e-learning: self-paced and facilitated/instructor-led. In this project, self-paced model is preferred where learners are alone and completely independent. VLE provides different levels of support from experts, tutors and instructors and collaboration among learners.

Learners are offered e-learning courseware which can be complemented by supplemental resources and assessments. Course content is housed on VLE and learners can access it from an online learning platform. Learners are free to learn at their own pace and to define personal learning paths based on their individual needs and interests.

As a provider we do not have to schedule, manage or track learners through a process. Content is developed according to a set of learning objectives and is delivered using different media elements, such as text, graphics, audio and video. We try to provide as much learning support as possible (through

explanations, examples, interactivity, feedback, glossaries, etc.), in order to make learners self-sufficient. However, some kind of support, such as e-mail-based technical support forums or e-tutoring, is offered to learners.

Simple learning resources which are non-interactive resources such as documents, PowerPoint presentations, videos or audio files are provided to learners. These materials are non-interactive in the sense that learners can only read or watch content without performing any other action.

We also provide a set of interactive content for self-paced e-learning which include text, graphics, animations, audio, video and interactivity in the form of questions and feedback and recommend reading and links to online resources, as well as additional information on specific topics. Different instructional techniques are used, such as storytelling, case studies, examples, questions and practice with reinforcement feedback.

The content for the VLE curriculum is divided into 9 modules that are grouped into units. These modules are:

Module 1: Lean Start-up Approach (Lean, Value and Customer Feedback)

The Lean Startup method teaches you how to drive a startup-how to steer, when to turn, and when to persevere-and grow a business with maximum acceleration.

Learning Objectives:

By the end of this module, learners will be able to:

- Develop a better understanding of the lean method and its core concepts.
- Understand that a startup is not a small version of a large corporation.
- Know the importance of start selling & charging as soon as possible.
- Understand the importance of getting out of the office.

Module 2: Business Model Design (Business Model, Generation and Transformation)

Business model design is discovering how a value proposition can be successfully scaled up to a profitable business. The purpose of this module is to help you through the process of developing a comprehensive business model.

Learning Objectives:

By the end of this module, learners will be able to:

- Understand the concept and the added value of the business model creation
- Understand the importance of business planning
- Be able to design crystal clear business model canvases
- Be able to test their business model

Module 3: Idea Validation (Gap and Market Testing)

Idea validation is the process of testing and validating your idea before you take your business or product to the market. It is a process, which involves research, and development to test a product/business idea before it is released to the general audience. Idea validation can involve

interviews for gathering information, prototypes or landing web pages for idea testing purposes. The goal is to expose the idea to your target potential customers and gain feedback to ensure that you are on the right track before you proceed with the final product.

Learning Objectives:

By the end of this module, learners will be able to:

- Understand the concept and the importance of idea validation
- Develop a better understanding of how to define your hypothesis about the market pain for which that you plan to offer the cure and test it
- Understanding the idea validation process and related tools

Module 4: Competition Analysis (Identify and Investigate Your Market)

When you're looking into the viability of a business, you need to prove you know what's going on in the market. One of the most common ways to do this is a competitive analysis.

Learning Objectives:

By the end of this module, learners will be able to:

- Identify actual and potential competitor
- Identify competitor's strengths and weaknesses

Module 5: Pivoting (Pivoting Your Idea)

Being able to pivot means being able to change direction, a quality needed by entrepreneurs: start-ups need to adapt their idea / business model to the market needs, in order to be successful. Numerous companies pivoted their business model in order to fit with the market changing landscape.

Learning Objectives:

By the end of this module, learners will be able to:

Understand the meaning of pivoting in entrepreneurship

- Acquire the knowledge that changing direction is a possibility
- Learn to look with objectivity at the product/service
- Learn from market feedbacks
- Perseveration is not always a good idea

Module 6: Budgeting (Budgeting and Investing)

Budgeting for a business is the process of preparing detailed financial statements that cover a given time period in the future. It may include planned sales volumes and revenues, resources quantities, costs and expenses, assets, liabilities and cash flow. A typical start-up budget will include essential purchases of machines, products, labour, and services, and it should help the new business by providing an action plan for allocating resources and meeting its goals.

Learning Objectives:

By the end of this module, learners will be able to:

- What are the main objectives of budgeting?
- What are revenues, costs, and investments?
- What is cash-flow?
- What is working capital?
- How to design your startup's budget?

Module 7: Team (The Importance of Team in Startups)

Team is a combination of skills and strengths of individual members, joined with shared goals, and a focus on collective performance. For a startup having the right team is extremely important, since it is the team that plays a key role in understanding and executing the vision of the entrepreneur and realizing the startups's goals.

Learning Objectives:

By the end of this module, learners will be able to understand::

- What it takes to successfully lead a start-up team.
- How to get individual members, with their divergent perspectives and interests, aligned.

Module 8: Investment Readiness and Raising Capital (The Process and Techniques of Raising Capital)

Raising capital is a challenge for every startup. There are different types of funding available from different sources. It is important for a startup to understand if they need to seek capital, when is the right time, what type of investment is the most appropriate and how to approach the investor(s). Any investment-ready startup should be in a position to clearly demonstrate a strong team, a deep understanding of their market and competition, a detailed understanding of their business model, how the business makes money and what milestones have been achieved. This module is about understanding early stage investment.

Learning Objectives:

By the end of this module, learners will be able to:

- Recognize the different types of investment
- State "How to approach investors (the Dos and Don'ts)"
- Predict if their investment is ready
- Indicate how to start the process of raising capital
- Identify where to find information and pitching events

Module 9: Pitching (The Importance of Pitching)

Coming up with good ideas is hard enough, but convincing others to do something with them is even harder. In many fields the task of bringing an idea to someone with the power to do something with it is called a pitch. Although the fields or industries may differ, the basic skills of pitching ideas is largely the same. This module is about pitching to investors; how to present in front of investors with the goal to raise their interest in your company and consider it as a potential investment in their portfolio.

Learning Objectives:

By the end of this module, learners will be able to:

- Identify the investment related aspects of pitching (8 essential elements) and focus on them instead of the tech explanations
- Improve their public speaking and body language skills
- Define how to build their pitching presentation
- Synthesize the required information for a pitch (1, 3, 5 or 8 minutes pitches)

In each module, there are the module units, like objectives, key concept definitions, required reading, discussion topics, self- assessment tests, recommended video presentations and video questions/answers of the corresponding module from DEP Academy facilitators. Depending on the VLE Module, a module can consist of the appropriate units presented below:

- **Introduction:** The module introduction should provide a brief introduction to all the key issues being discussed in the module. It is written in a manner that will motivate the readers to read on.

- **Learning Objectives:** These are general objectives of what the user is expected to achieve by the end of the module.
- **Definition of Concepts:** This section is meant to help users identify key issues that have been covered in the relevant module.
- **Video Questions & Answers:** Each module consists of interactive videos including text, images, animations and interactions covered in the relevant module.
- **Recommended Readings/Videos:** Additional resources include links to online resources, recommended reading, web sites, articles, presentations and videos.
- **Discussion:** Online discussions are designed to facilitate communication and knowledge-sharing among learners. Learners can comment and exchange ideas about course activities or contribute to group learning by sharing their knowledge.
- **Activity/ Exercise:** When convenient to the module an activity or/and exercise is designed for the learners.
- **Self-Assessment:** These are the test questions which is very important to review the module and encourage users to think about further application of principles learnt in a specific module.

The content of each one of the Modules of the VLE was collectively collected by the partners using a proposed template, presented in Annex II.

The initial form of the material collected for the creation of each one of the 9 modules is presented in Annex III.

Instructional design is the systematic development of specifications using learning and instructional theory to ensure the quality of training. The aim of instructional design is to improve learner performance and to increase organizational efficiency and effectiveness. Trainers can easily adapt a set of provided resources to design and deliver classroom sessions using high-quality content which was developed and reviewed by international experts. Course lessons also can be integrated in facilitated courses on different e-learning platforms. The course adopts a facilitated and collaborative approach, using a combination of learning materials and asynchronous collaboration tools. The course is delivered through VLE, an open-source web-based learning platform.

Instructional designers (IDs) work with managers to understand the training goal, collaborate with subject matter experts (SMEs) to define which skills and knowledge need to be covered in the course. The appropriate instructional strategy is decided and the team is supported in defining delivery and evaluation strategies. IDs also are responsible for designing specific e-learning activities and materials that will be part of the course, including storyboard development⁸. At this stage, content provided by SMEs from academies are pedagogically revised and integrated with instructional techniques and media elements which will facilitate and support the learning process. SMEs contribute the knowledge and information required for a particular course. They collaborate with IDs to design a course and define evaluation strategies.

3.3. Development of the Virtual Learning Platform (VLE)

3.3.1. Concept, Procedures and Guidelines of the VLE Development

In development stage, the e-learning content is actually produced, depending on the available resources. E-learning content may consist of only simpler materials (i.e. those with little or no interactivity or multimedia, such as structured PDF documents) which can be combined with other materials (e.g. audio or video files), assignments and tests. In that situation, storyboard development and the development of media and electronic interactions are conducted. The development of multimedia interactive content is comprised of three main steps:

- (1) content development: writing or collecting all the required knowledge and information from partners;
- (2) storyboard development: integrating instructional methods (all the pedagogical elements needed to support the learning process) and media elements and
- (3) courseware development: developing media and interactive components, producing the course in different formats for delivery and integrating the content elements into a learning platform that learners can access.

Web developers and media editors are responsible for developing self-paced courses; they assemble course elements, develop media and interactive components, create the courseware, adapt the interface of VLE and install the courseware on Web server. Servers/database programmers support us to install and configure systems. Technical support specialists are used to assist both producers and users of e-learning courses at every stage of this process.

iStart's Virtual Learning Environment (VLE, <http://istart.yasar.edu.tr/>) aims to provide a platform in delivering learning materials and developing collaboration skills, presentation skills, and academic skills to its target users. A framework for VLE design and delivery was developed in order to include relevant constituents which are required for the learning outcomes to be achieved.

This VLE-enabled learning activities are required to be differently devised in order to match the planned learning outcomes, yet being in accordance with the levels of learning of Bloom's taxonomy (Bloom, 1956), and motivate, engage, facilitate and support learners to go through the entire learning cycle (Kolb, 1984).

E-learning content is developed according to a set of learning objectives and is delivered using different media elements, such as text, graphics, audio and video. It must provide as much learning support as possible (through explanations, examples, interactivity, feedback, glossaries, etc.), in order to make learners self-sufficient.

Depending on the audience profile and the subject the ADDIE model approach is used. ADDIE is an acronym for Analysis, Design, Develop, Implement, and Evaluate (Branch, R. M., 2009). The model prescribes an audience and content analysis, then design the learning materials by deciding on the instructional, visual and auditory strategy, develop the materials with the appropriate authoring tools,

implement the learning and finally evaluate it (Dick, W., & Carey, L., 1996; Leshin, C. B., Pollock, J., & Reigeluth, C. M., 1992). Kirkpatrick's model (2006) is used for evaluation of learning outcomes.

During analysis, the learning problem, the goals and objectives, the audience's needs, existing knowledge, and any other relevant characteristics were identified. In this stage, the learning environment, constraints, the delivery options, and the timeline for the project were also considered.

After a systematic process of specifying learning objectives, detailed storyboards and prototypes were done. The user-interface, content and learning materials determined based on the design phase was produced at the development phase.

During implementation phase, the material collected was delivered to the target group. After delivery, the effectiveness of the VLE and training materials is evaluated.

A quality framework for the evaluation of iStart's Virtual Learning Environment is based on five dimensions defined by Gunawardena and Zittle (1997) that are seen as central to effective online learning. These dimensions are Social presence, Interaction, Cognitive strategies, Collaborative learning and Learner centeredness;

- The social dimension of online interaction provides the basis of establishing an environment of trust and motivation for effective learning. According to constructivist theory (e.g. Jonasson, 1998), learning is a social, dialogic process, which includes social negotiation of meaning as a central part of knowledge construction.
- Through interaction with content, peers, experts/instructors, and the technical interface, new information is acquired, interpreted and made meaningful.
- In the process of knowledge construction, cognitive strategies are complimented by the results of social negotiation of knowledge through articulation and dialog with peers, mentors and experts.
- Collaborative learning is the process of learners working together in order to generate deeper levels of understanding and to achieve a common learning goal that fosters sharing and exchanging knowledge and understanding. This collaboration aids in developing, testing, and evaluating different beliefs and hypotheses within learning contexts.
- Engaging the learner in interaction and collaboration as described above and thus facilitating individual and social knowledge construction, with a focus on learner-initiated inquiry and exploration. Synchronous and asynchronous online discussions are designed to facilitate communication and knowledge-sharing among learners. Learners can comment and exchange ideas about course activities or contribute to group learning by sharing their knowledge.

The principles described above were used as the theoretical framework for the teaching and learning strategies used in the VLE, which are varied and aim to involve the users and make them responsible for their own learning, attempting to cater for the needs of a variety of learners.

The iStart VLE encourages students to participate in a variety of interactions with their peers and experts. This VLE has been designed to facilitate a strong social and learner-centered environment, meaning that learning is active and requires participation from all learners. Users need to be actively engaged in sharing, reading, reviewing, and commenting on others through VLE. The most important tool in this is the discussion forum. It is the basis of the online community established in the learning environment, and it provides flexibility in terms of sharing knowledge and experience.

Learning materials are designed and developed for target groups of learners. Course difficulty is pitched to the group's educational level, and examples or exercises are selected from the learner's environment. Materials obtained through collaboration with other institutions. Although the basic content of shared teaching and learning materials stays the same, the examples, arguments or explanations is adapted to reflect the culture of the partner institutions. All shared resources are reviewed to determine what changes are needed and supervise adapting the resources to the needs of local learner groups.

To measure the effectiveness and efficiency of VLE the phase evaluation occurs throughout the entire instructional design process - within phases, between phases, and after implementation. Evaluation phase consists of (1) formative and (2) summative evaluation. Formative evaluation is present in each stage of the ADDIE process. Summative evaluation consists of tests designed for criterion-related referenced items and providing opportunities for feedback from the users. Revisions are made as necessary.

3.3.2. The iStart Virtual Learning Environment Platform

<https://istart.yasar.edu.tr/>

iStart's VLE platform is embedded in the left upper corner of the project's web-site. <https://istart.yasar.edu.tr>

As can be seen on the screenshot below, a new user has to select the "Register" button, to create an account using his name, an email and a password and by selecting the type of stakeholder category that he belongs to for statistics analysis reasons. Afterwards the user can directly enter the VLE platform by using the "Sign In"

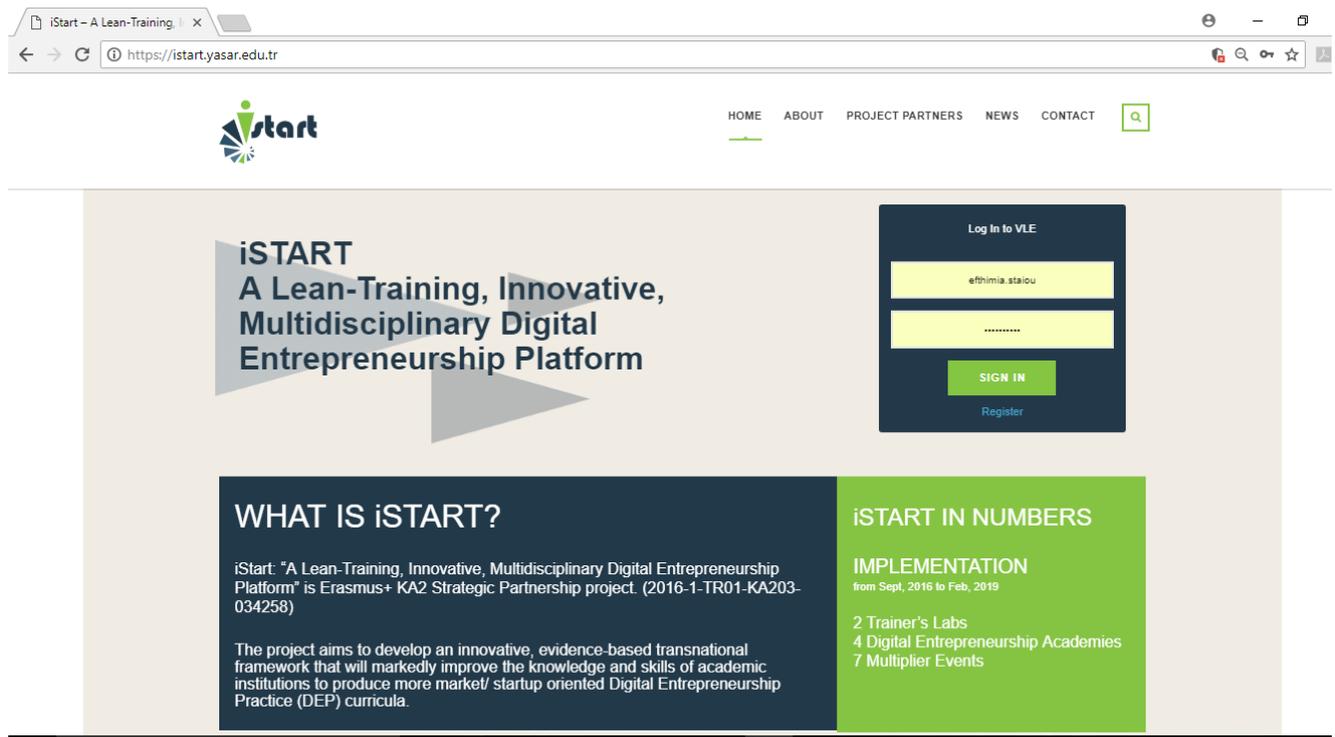


Figure 3.1. Registration and Login page

By accessing the projects web-site the user has also all the information he needs related to the project itself. Information about the project's context, goal, activities and impact. The project's partnership, news and intellectual outputs deliverables in all partners' languages.

The VLE platform was developed using Sakai platform and tools. Sakai is an open source, web-based educational software platform designed to support teaching, research and collaboration learning. iStart's VLE platform was developed by the project's technical team; experts from the Centre for Open and Distance Learning of Yasar University.

While signing in, the user follows initially a short guided tour, presenting the first steps that need to be followed for understanding the functionalities of Sakai's environment, as shown in Figure 3.2 below:

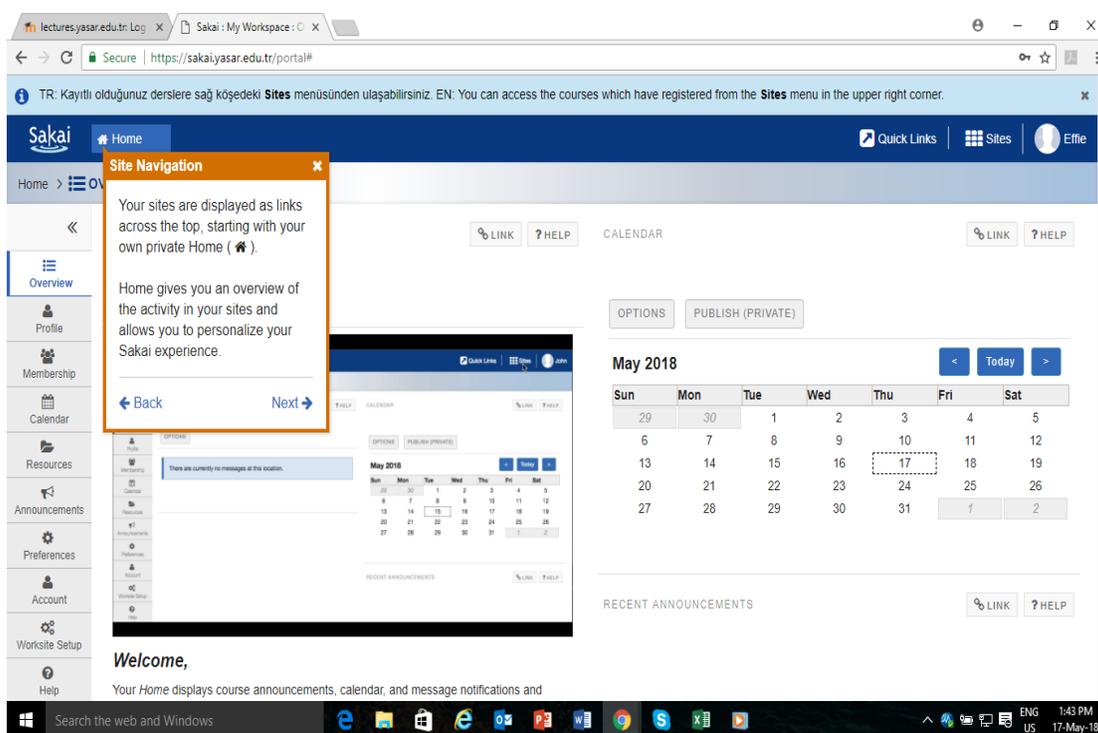


Figure 3.2. Sakai's Environment Main page

By selecting "Sites" from the right top corner the user can access from "Project" iSTART and proceed to the Main Page of the VLE platform, as can be seen on the screenshot below in Figure 3.3. The user can find some general information about iStart project and by visiting

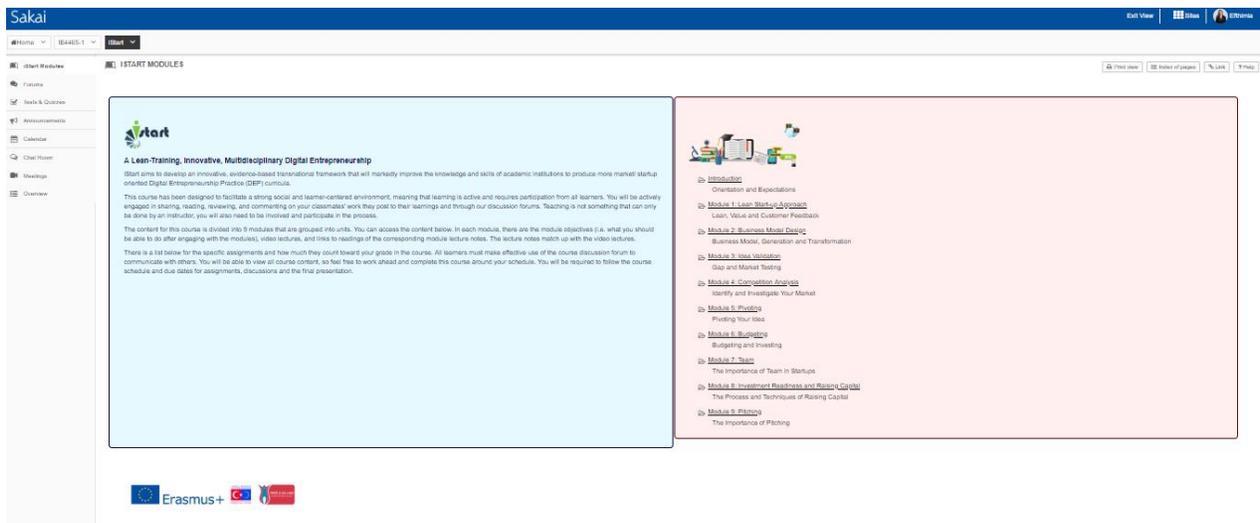


Figure 3.3. iStart’s VLE platform Main page

From the Main page the user can access the “Introduction” and each one of the “Modules” of the platform in the learners preferred order. Also on the left side of the screen the user has direct access to the tools embedded in the VLE Platform, as the Forum and the Chat Room, the Test & Quizzes, the Announcements, the Calendar and the Meetings, as can be seen in Figure 3.4 below:

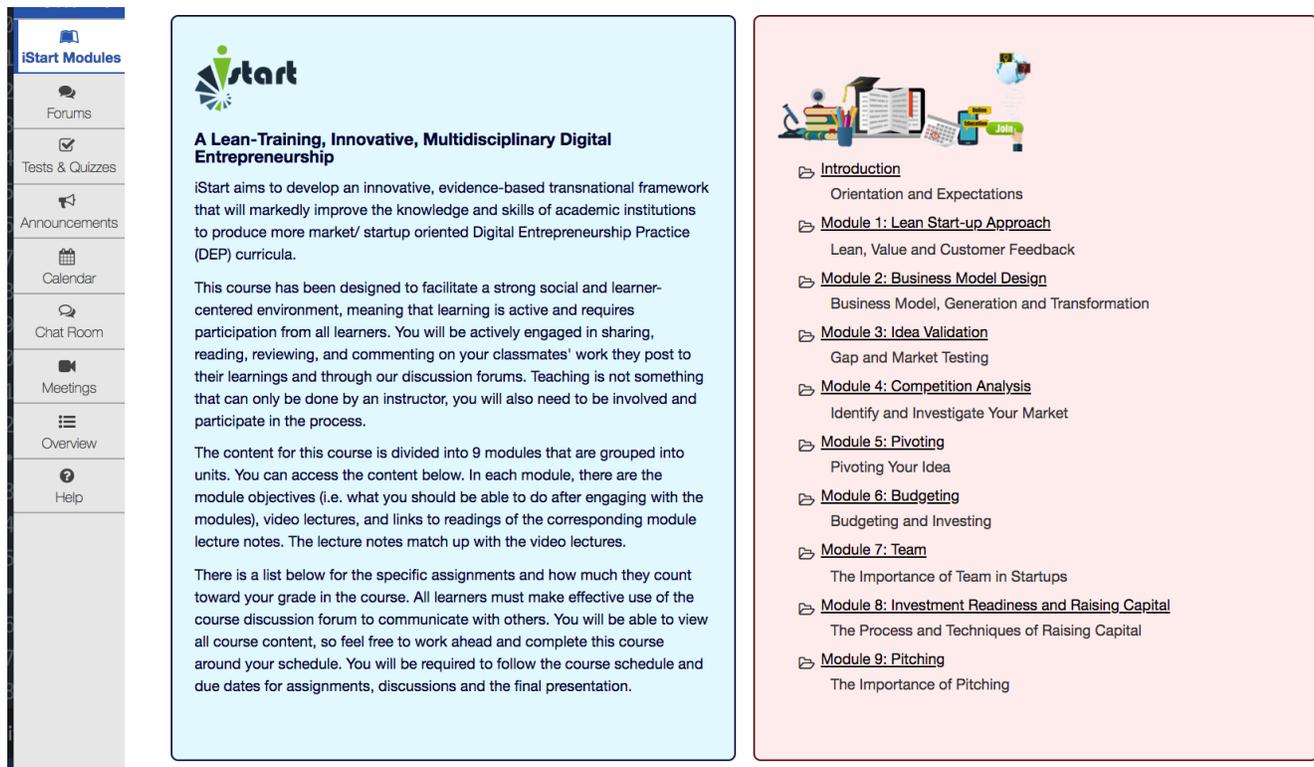


Figure 3.4. iStart’s Main page: Introduction and Modules

In the “Introduction” page the user can find information related to the aim of the course, for whom this course was designed for, the approach followed and guidelines on how to use the VLE platform.

Also in the Introduction page acknowledgments for the funding of iStart project by Erasmus+ Program and the European Union are mentioned, together with the acknowledgments towards the support provided by all project team members for the development and the content of the VLE platform.

Also in the same page short introductions of all the mentors/ training experts that participated in the four academies implemented, are presented in short videos produced during the project for this purpose.

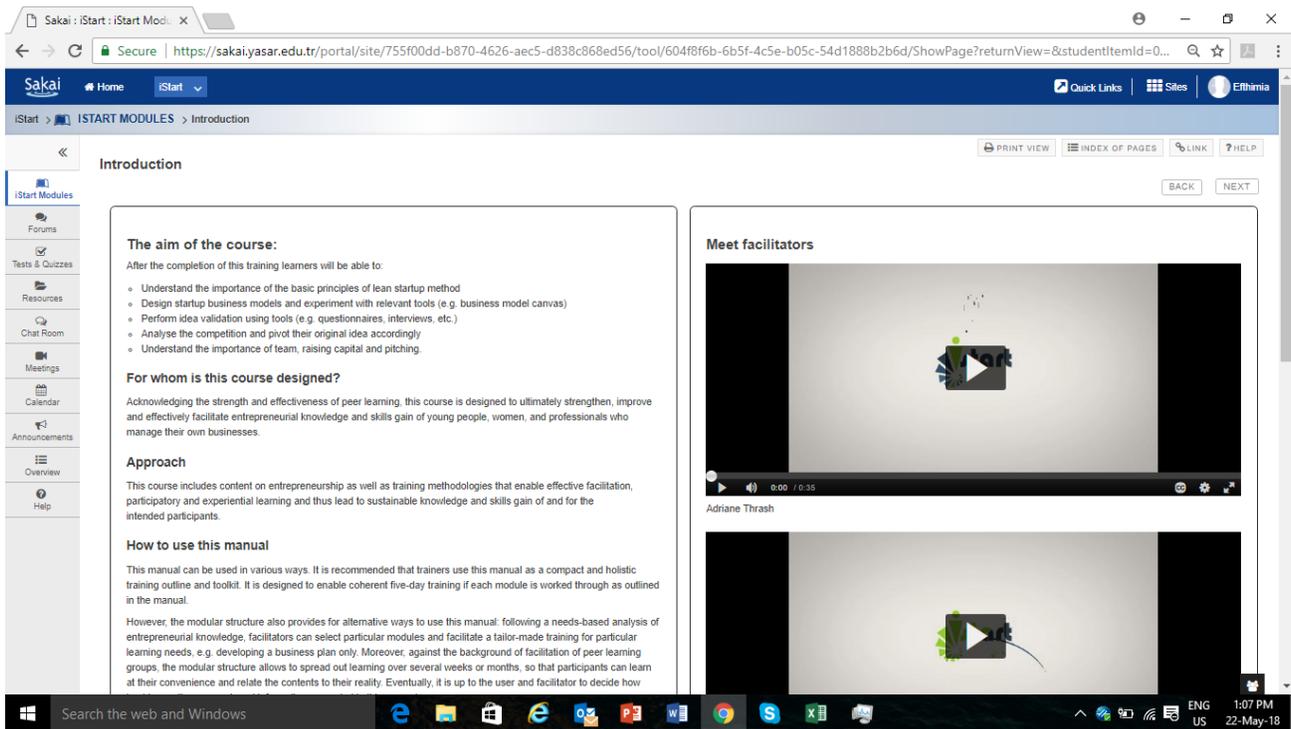


Figure 3.5. iStart’s Introduction page

Acknowledgements

iStart: "A Lean-Training, Innovative, Multidisciplinary Digital Entrepreneurship Platform" is an Erasmus+ KA2 Strategic Partnership project (2016-1-TR01-KA203-034258) funded by the Erasmus+ Program of the European Union. However, European Commission and Turkish National Agency cannot be held responsible for any use which may be made of the information contained therein.

The Project acknowledges the support provided by the project team members for the development and the content of the VLE platform (in alphabetical order):

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- Emrah Emirtekin, YASAR University
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- Fátima Matias, IPN
- Jorge Pimenta, IPN
- Levent Kandiller, YASAR University
- Luis Andrade, IPN
- M.Cristina Porta, Sviluppo Como-ComoNext
- Nemanja Kuzet, SEERC/University of Novi Sad
- Nikos Zaharis, SEERC
- Rosa Silva, IPN
- Sara Lucca, Sviluppo Como-ComoNext
- Sotiris Siagas, i4G
- Şevket Polan, YASAR University
- Volkan Emrecik, YASAR University
- Yasin Ozarslan, YASAR University



Marco Pinheiro



Figure 3.6. iStart's Introduction/ Acknowledgments page

From the main page the user can access each module created independently. The proposed order is based on a logical educational sequence of the modules, in the case of a user learning about entrepreneurship for the first time. More experienced learners can follow their own path and access modules independently according to their specific learning needs.

Each Module page is organised in module units, Module units can include, according to the specific module needs an **Introduction** paragraph providing a brief introduction to all the key issues discussed in the module. The **Learning Objectives** expected to be achieved by the end of the module, **Definitions of Concepts** used in the relevant module, **Video Questions & Answers** of critical points covered in the relevant module **Required Readings and Recommended Videos**, with additional resources including links to online resources, a **Discussion** feature designed to facilitate communication and knowledge-sharing among learners, **Activities/ Exercises** when convenient to the module and a **Self-Assessment** test with questions to support learners review the module and encourage them to think further the application of the principles learnt in a specific module. As an example, the screenshot of Module 1: Lean Start-up approach is presented below in Figure 3.7.

Lean Start-up Approach

The Lean Startup method teaches you how to drive a startup-how to steer, when to turn, and when to persevere-and grow a business with maximum acceleration.

Learning Objectives:

By the end of this module, learners will be able to:

- Develop a better understanding of the lean method and its core concepts.
- Understand that a startup is not a small version of a large corporation.
- Know the importance of start selling & charging as soon as possible.
- Understand the importance of getting out of the office.

Definition of Concepts:

- Lean:** Creating more value for customers with fewer resources.
- Value:** Important and lasting beliefs or ideals shared by the members of a culture about what is good or bad and desirable or undesirable.
- Customer feedback:** Information coming directly from customers about the satisfaction or dissatisfaction they feel with a product or a service

Required Reading:

- [Why the Lean Start-Up Changes Everything](#)
by Steve Blank from the issue of Harvard Business Review (May 2013).
<https://hbr.org/2013/05/why-the-lean-start-up-changes-everything>
- [The Lean Startup](#)
Eric Ries: "The Lean Startup" (2011)
- [The Four Steps to the Epiphany](#)
Steve Blank: "The Four Steps to the Epiphany" (2005)
- [Startup Owners Manual](#)
Steve Blank and Bob Dorf: The Step-By-Step Guide for Building a Great Company (2012)

Discussion:

- [Discussion: Lean Start-up Approach](#)
For startups, does value creation means delivering products/services to customers or learning about customers?

Self-Assessment:

- [Module 1: Lean Start-up Approach](#)
Questions to help you assess your learning

Recommended Videos:

- [Startups vs. Big Companies](#)

Watch Video Lectures:

0:00 / 0:17

What is the definition of the lean startup?

0:00 / 0:40

What is the history and importance of the lean startup method?

2

Figure 3.7. iStart’s Module page example

The user has the option to access the Self-Assessment tests, either via each Module and test his understanding and learning, by answering the different type of questions in the section (multiple choice, true/false, missing word, ect), as can be seen in the example presented in the screenshot below in Figure 3.8.

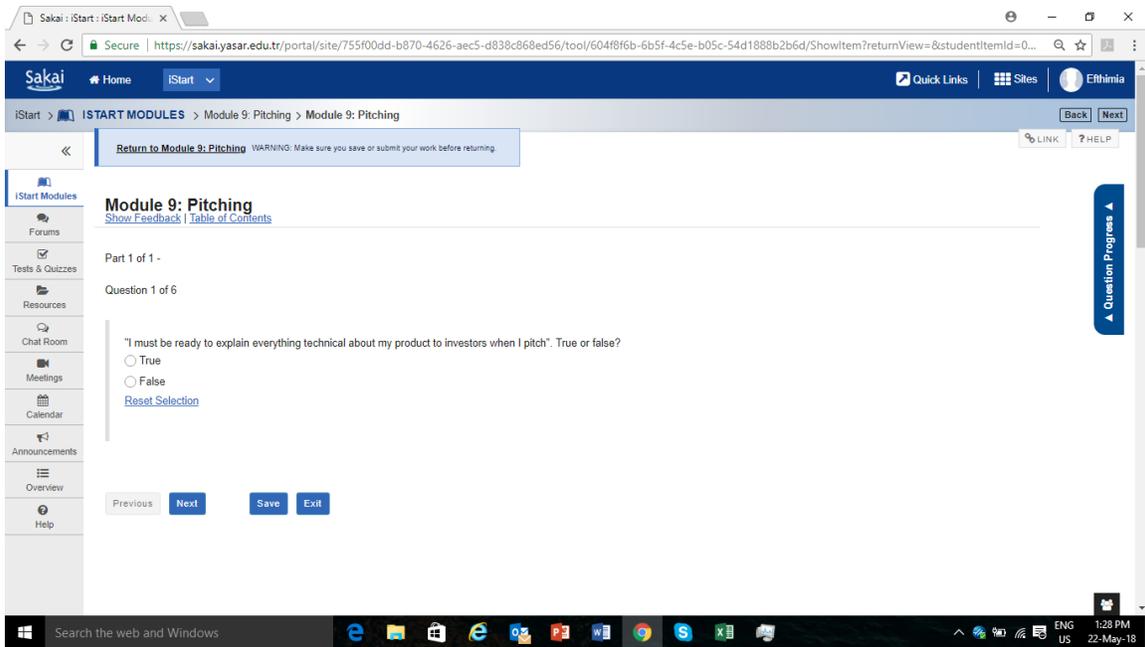


Figure 3.8. iStart’s Module Self-Assessment question example

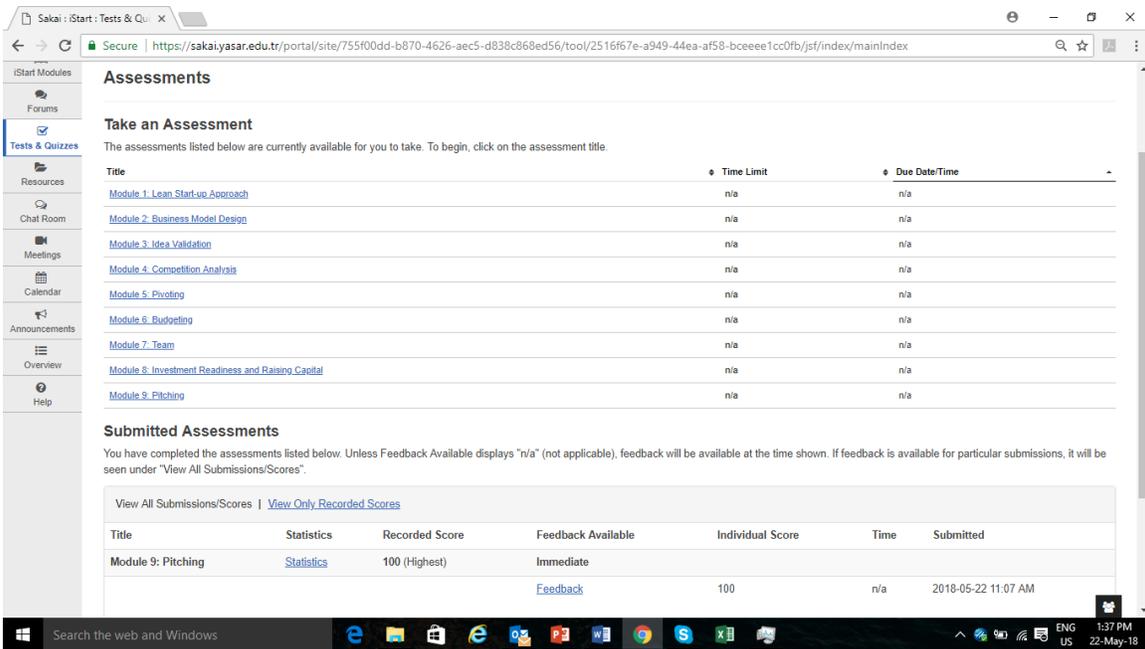


Figure 3.8. iStart’s Test & Quizzes feature

Also, the user can access the Test and Quizzes section and select from there any Self-Assessment Test he wants, get feedback about his submitted assessments, as well as feedback comparisons related to the average scores of all users who took the same test.

Furthermore, the user has the opportunity to participate on synchronous and asynchronous online discussions, designed to facilitate communication and knowledge-sharing among learners. The “iStart Forum” feature for asynchronous online discussions and the “Chat Room” for synchronous online discussions among learners can be used by learners who want to comment and exchange ideas about course activities or contribute to group learning by sharing their knowledge. The available features of the “iStart Forum” and the “Chat Room” are presented below in Figure 3.9.

A special feature under “iStart Forum” allows users to upload their startup ideas and seek for feedback from the different types of stakeholders registered on the platform. Especially the mentors and the experts of the partners can interact with the learners enhancing and supporting them with their startup ideas.

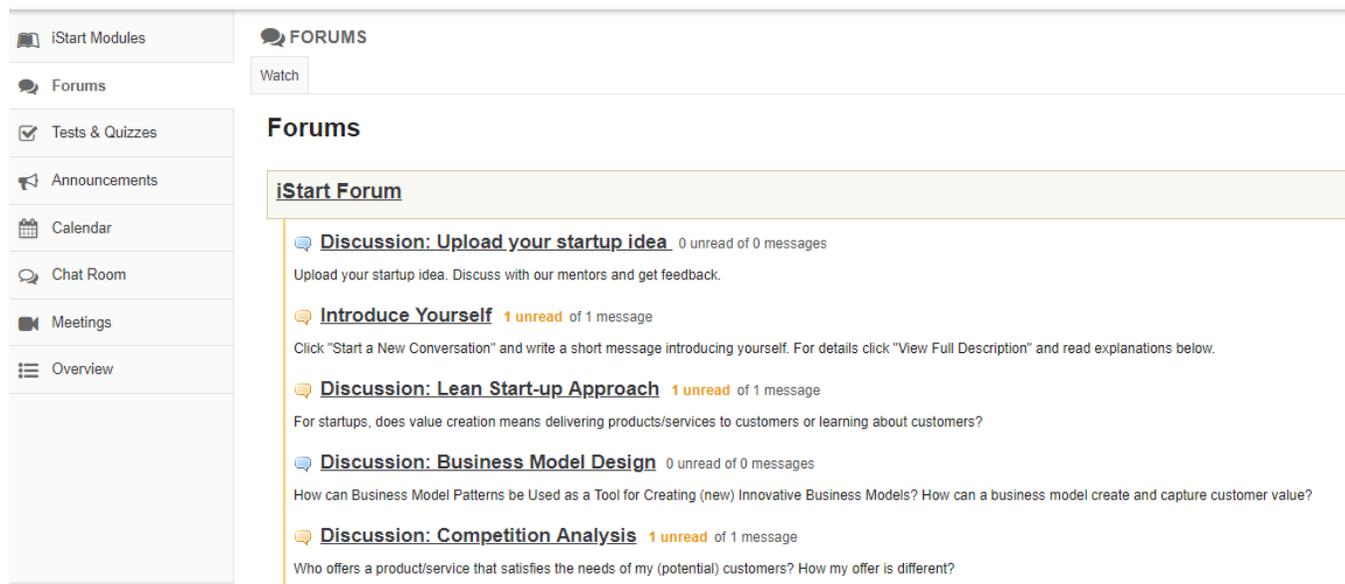


Figure 3.9. iStart’s Forum and Chat Room feature

Annex I: References

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Annex II: VLE Content Template

(Introduction)

Training Description:

Learning Objective of the Training

After the completion of this training learners will be able to:

- Understand the importance of entrepreneurship as a tool for development, the basic principles of entrepreneurship, the concept and basic principles of innovation
- Describe and distinguish the typologies of entrepreneurship, the financial sources for startups, the modes of business networking
- Design business plans
- Develop capabilities and skills necessary to assume entrepreneurial activity
- Implement theoretical knowledge acquired by designing a small virtual enterprise Instructions for learners

Instruction to learners:

-
-
-
-
-

Training Content:

Module/ Topics Sections of the module	Learning Outcomes	Types of activity needed to achieve each outcome	Any self-assessment needed for that unit	Additional Materials (Reading Materials, Web Links, Videos...)
<p>Module 1: Title</p> <p>Units: Title 1 <ul style="list-style-type: none"> • • • Title 2 <ul style="list-style-type: none"> • • • • </p>	<p>Learning Objectives: By the end of this module, learners will:</p> <ul style="list-style-type: none"> • • • • • • 	<p>Video 1: Summary video of key concepts</p> <ul style="list-style-type: none"> • • • • <p>Activity 1: Explanation....</p> <p>Objective of activity: Explanation....</p> <p>Materials needed: Source of the material...</p> <p>Reflection questions: (Forum Discussion) Discussion Topic and Topic Question(s)</p>	<p>Self-assessment 1:</p> <p>Entrepreneurial Qualities Explain...</p>	<p>Required Reading:</p> <ul style="list-style-type: none"> • • • <p>Recommended Reading:</p> <ul style="list-style-type: none"> • • <p>Recommended Web Sources: (Video) (Web Pages)</p>

Annex III: iStart VLE Modules and Content

iStart Startup Training Description:

Learning Objectives

After the completion of this training learners will be able to:

- Understand the importance of the basic principles of lean startup method
- Know the core activities of the lean startup method
- Understand the differences between startups and large corporations
- Understand the different tools and methods between startups and large businesses

Information for the learners:

- Go through the suggested series of videos
- Read the suggested reading material
- Take the tests to evaluate your understanding of the lean startup concept

Module/ Topics	Learning Outcomes	Types of activity needed to achieve each outcome	Any self-assessment needed for that unit	Additional Materials (Reading Materials, Web Links, Videos...)
Sections of the module Module 1: Lean Start-up Approach The Lean Startup method teaches you how to drive a startup-how to steer, when to turn, and when to persevere-and grow a business with maximum acceleration. Units: Definition of Core Concepts <ul style="list-style-type: none"> • Lean • Value • Customer feedback Definition of	Learning Objectives: By the end of this module, learners will: <ul style="list-style-type: none"> • Develop better understanding of the lean method and its core concepts. • Understand that a startup is not a small version of a large corporation. • Know the importance of 	Videos: Summary video of key concepts <ul style="list-style-type: none"> • What is the lean startup? • What is the history and importance of the lean startup method? • How can startups implement the 	Self-assessment: - Do startups execute a business model or look for one? (correct: look for one) - For startups, does value creation means delivering products/services to customers or learning about customers? (correct: learning about customers). - Do startups mostly experiment or elaborate planning?	Required Reading: Steve Blank: Why the Lean Start-Up Changes Everything (2013) https://hbr.org/2013/05/why-the-lean-start-up-changes-everything Eric Ries: "The Lean Startup" (2011) http://zwinnalodz.eu/wp-content/uploads/2016/02/The-Lean-Startup-.pdf Steve Blank: "The Four Steps to the Epiphany" (2005)

<p>Lean Startup method</p> <ul style="list-style-type: none"> • Untested hypotheses • Business model canvas as a tool to summarize hypothesis • Customer development to test their hypotheses • Ask for feedback • “Pivots” = adopting new hypotheses • Execute 	<p>start selling & charging as soon as possible.</p> <ul style="list-style-type: none"> • Understand the importance of getting out of the office. 	<p>lean startup method?</p> <ul style="list-style-type: none"> • What is the most critical aspect in lean startup methodology? <p>Activity 1: Understanding the lean startup method</p> <p>Objective of activity: To enable participants to internalise the concept of lean startup method</p>	<p>(correct: experiment)</p> <ul style="list-style-type: none"> - Do startups emphasize on customer feedback or intuition <p>(correct: customer feedback)</p> <ul style="list-style-type: none"> - Do startups prefer iterative design or traditional “big design up front” development? <p>(correct: iterative design)</p>	<p>https://web.stanford.edu/group/e145/cgi-bin/winter/drupal/upload/handouts/FourSteps.pdf</p> <p>Steve Blank “The Startup Owner's Manual” (2012). https://energyicorps.energy.gov/sites/default/files/startup-owners-manual.compressed.pdf</p> <p>Required Videos: Short iStart Videos on the Lean Startup concept</p> <p>Steve Blank: Startups vs. Big Companies https://www.youtube.com/watch?v=1e9nrTBTEmg</p> <p>Steve Blank: The Lean Method https://www.youtube.com/watch?v=mIGf2MqPZqM</p> <p>Steve Blank: Startups Aren't Just Small Versions of Large Companies https://www.youtube.com/watch?v=kMIqKW2k6o8</p> <p>Steve Blank: The Principles of Lean https://www.youtube.com/watch?v=S4nCY0H4598</p>
<p>Module 2: Business model design Business model design is discovering how a value</p>	<p>Learning Objectives: By the end of this module, learners will:</p>	<p>Videos: Summary video of key concepts</p>	<p>Self-assessment 1: - Is there a perfect business model for startups, yes or no?</p>	<p>Required Reading:</p> <ul style="list-style-type: none"> • The Business Model: How to Develop New Products, Create Market Value and

<p>proposition can be successfully scaled up to a profitable business. The purpose of this module is to help you through the process of developing a comprehensive business model.</p> <p>Units:</p> <p>Definition of Concepts</p> <ul style="list-style-type: none"> • Business model • Generation • Transformation <p>Definition of Business model design canvas</p> <ul style="list-style-type: none"> • Partners • Activities • Resources • Adopters • Relationship • Integration • Customers • Payment 	<ul style="list-style-type: none"> • Develop better understanding on how to reduce and/or eliminate costs • Know the importance of create/raise value. 	<ul style="list-style-type: none"> • What is the definition of Business Model design? • What is the importance of business model design? • Are there any tools to help startups design their business model? • What are the critical aspects of designing a business model? <p>Activity 1: Understanding the business model design method and canvas</p> <p>Objective of activity: To enable participants to internalise the concept of business model design method</p> <p>Materials needed: Source of the material...</p>	<p>(correct: no)</p> <p>- Does value innovation lie between cost reduction and value creation, yes or no? (correct: yes).</p>	<p>Make the Competition Irrelevant, Alexander Chernev, 2017, Cerebellum Press, USA</p> <ul style="list-style-type: none"> • Conceptualising Business Models: Definitions, Frameworks and Classifications, Dr. Erwin Fiert, Journal of Business Models (2013), Vol. 1, No. 1 pp. 85-105 • Four Paths to Business Model Innovation, Karan Girotra, Serguei Netessine, 2014, July August, Harvard Business Review <p>Recommended Reading:</p> <ul style="list-style-type: none"> • The Business Model Navigator: 55 Models That Will Revolutionise Your Business. by Oliver Gassmann (Author), Karolin Frankenberger (Author), Michaela Csik (Author), Financial Times Publishing, 2014 • Applying The Business Model Canvas: A Practical Guide For Small Business, 2016 by Steven Imke, KSI Enterprises • Business Model Patterns Used as a Tool for Creating (new) Innovative Business Models. Dirk Lüttgens 1 and Kathleen Diener. Journal of Business Models (2016), Vol. 4, No. 3, pp. 19-36 <p>Recommended Videos:</p> <p>Startup Workshop: Business Model Canvas https://www.youtube.com/watch?v=XxfbZoRLiDI</p>
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		Reflection questions: (Forum Discussion) Discussion Topic and Topic Question(s)		Ways to present Business Model Canvas https://www.youtube.com/watch?v=SliMK6Z2jIA Case Study 1: The Amazon Business Model https://www.youtube.com/watch?v=434HUjxsfYw Case Study 2: Pokemon Go Business Model Canvas https://www.youtube.com/watch?v=CN0cBZwNtWs (Web Pages) Ramon Casadesus-Masanell and Joan E. Ricart How to Design a Winning Business Model, <i>Harvard Business Review</i> , January-February Issue 2011 https://hbr.org/2011/01/how-to-design-a-winning-business-model
Module/ Topics Sections of the module	Learning Outcomes	Types of activity needed to achieve each outcome	Any self-assessment needed for that unit	Additional Materials (Reading Materials, Web Links, Videos...)
Module 3: Idea Validation Idea validation is the process of testing and validating your idea before you take your business or product to the market. It is a process, which involves research, and	Learning Objectives: <ul style="list-style-type: none"> By the end of this module, learners will: Understand the concept and the 	Videos: Summary video of key concepts <ul style="list-style-type: none"> What is the definition of idea validation? 	Self-assessment 1: <ol style="list-style-type: none"> Is the presence of a “gap” always a good thing, yes or no? (correct: no) Is getting out into the real world to test your 	Required Reading: https://www.forbes.com/sites/juleschroeder/2017/02/13/5-steps-to-validate-your-business-idea-before-getting-started/#109996c25205

<p>development to test a product/business idea before it is released to the general audience. Idea validation can involve interviews for gathering information, prototypes or landing web pages for idea testing purposes. The goal is to expose the idea to your target potential customers and gain feedback to ensure that you are on the right track <i>before</i> you proceed with the final product.</p>	<p>importance of idea validation</p> <ul style="list-style-type: none"> • Develop better understanding of how to define your hypothesis about the market pain for which that you plan to offer the cure and test it. • Understanding the idea validation process and related tools 	<ul style="list-style-type: none"> • What is the importance of idea validation? • How can startups validate their idea? • What is the most critical aspect in idea validation? <p>Activity 1: Searching about the concept of idea validation</p> <p>Objective of activity: Understanding the concept and the importance of idea validation</p> <p>Activity 2: Understanding the idea validation process and related tools</p> <p>Objective of activity: To enable participants to internalise the</p>	<p>product, instead of asking your team experts, a good idea? yes or no? (correct: yes)</p> <p>3. Is it a good thing to ask if they like your product, yes or no? (correct: no).</p> <p>4. Is it a good thing to ask if they would buy your product, yes or no? (correct: no).</p> <p>5. Is it a good thing to ask how much they would pay for your product, yes or no? (correct: no).</p> <p>6. If your idea falls in the nice-to-have category, do you believe your business will be successful? yes or no? (correct: no).</p> <p>7. What is more important in your product? a.the product’s features b.the product’s value c.the problem the product solves d.whether the customers think the problem the product solves is worth solving it. (correct answer d.)</p>	<p>https://www.productplan.com/lean-market-validation-10-ways-rapidly-test-startup-idea/</p> <p>Recommended Videos:</p> <p>https://www.youtube.com/watch?v=3_A5JNLeHAQ</p> <p>https://www.youtube.com/watch?v=yMzPtLOhIqA</p> <p>https://www.youtube.com/watch?v=evucog5L480</p> <p>Slide presentations:</p> <p>https://www.youtube.com/watch?v=dRNZyDR10yo</p>
<p>Definition of Concepts</p> <ul style="list-style-type: none"> • Market testing: “To test multiple marketing scenarios and select the most promising for expansion” • Brainstorming: Brainstorming is a group creativity technique by which efforts are made to find a conclusion for a specific problem by gathering a list of ideas spontaneously contributed by its members. • Interviewees: potential customers of your idea/ product/ business or 				

<p>experts (e.x.analysts for the industry, people who have been employed by the industry, consultants, etc.) which will help you figure out where to focus your attention on.</p> <ul style="list-style-type: none"> • Pain: any concern, complaint, or problem that your idea/business would help to solve <p>Definition of Idea validation process</p> <ul style="list-style-type: none"> • Identify the Gap in the market/ your Customer's Pain • Test the market hypothesis • Define the questions/ conduct the interviews / get out on the street • What (not) to ask • Evaluation and revision • Formulate the solution 		<p>concept of idea validation and practice it.</p>	<p>8.What “value proposition” is? a.the proposed value/price of your product b.the expected gains that a customer would receive from using your product. c.how much someone likes your idea. (correct answer b.)</p> <p>9. What is the Five Whys technique about? a. it's a technique for getting to the underlying reason behind a customer's motivation b. it's a techniques for getting to the root cause of the problem c. Both a and b are correct (correct answer c.)</p> <p>10. What is a landing page? a. a one page website designed for capturing user information while spreading the word b. an easy way to validate or invalidate a business idea. c. one page website</p>	
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			designed for new startups d. all of the above	
<p>Module 4: Competition Analysis</p> <p>When you're looking into the viability of a business, you need to prove you know what's going on in the market. One of the most common ways to do this is a competitive analysis.</p> <p><i>Definition of Concepts:</i></p> <p>Competitive analysis: The art of analyzing an industry, sector or niche to determine the identity, size, market share, growth rates and competitive dynamics of all the businesses competing in that space.</p> <p>Competitive differentiation: The ways a business differentiates itself from its competitors. Competitive differentiation can take many forms, though the focus of competitive differentiation is to set your company apart from the competition, or potential competition if you are a startup company. As a startup</p>	<p>Learning Objectives:</p> <p>By the end of this module, learners will be able to:</p> <ul style="list-style-type: none"> Identify actual and potential competitor Identify competitor's strengths and weaknesses 	<p>Videos:</p> <p>Summary video of key concepts</p> <ul style="list-style-type: none"> What is Competition Analysis? What is the importance of Competition Analysis? What is Competition Analysis? What is the most critical aspect in Competition Analysis? How can startups perform Competition Analysis? What is the most critical aspect in Competition Analysis? What is the importance of idea validation? 	<p>Self-Assessment:</p> <ol style="list-style-type: none"> When performing the competition analysis, a startup should look for: <ol style="list-style-type: none"> Products / services like the ones developed by the startup Products / services similar to the ones developed by the startup Products / services different from the ones developed by the startup that respond to the client's need All of the above (X) It is very _____ that a company does not have competitors. <ol style="list-style-type: none"> Common Unlikely (X) Likely To perform the competition analysis the startup should <ol style="list-style-type: none"> Do a desk research Talk to potential customers Both (X) 	<p>Required Reading:</p> <p>14 Ways to Do Competitive Marketing Analysis Are you using competitive marketing analysis?</p> <p>A Competitive Analysis Example to Give You a Running Start By Travis Bennett</p> <p>How to Talk About Your Competitive Landscape In Your Investor Pitch By Donna Griffith</p> <p>Red Ocean vs. Blue Ocean By Dr. Sarah Layton in Blue Ocean Strategy</p> <p>Recommended Videos:</p> <p>Competitor Analysis By Informatieland</p> <p>How to Conduct Market Research For Your Startup Like a Pro By Dan Martell</p> <p>How To Deal With Business Competition As a Startup By Dan Martell</p>

<p>company, it's important to determine what makes your offerings different, faster, cheaper, and/or better than your competitors.</p> <p>Competitor: In business, a company in the same industry or a similar industry which offers a similar product or service.</p> <p>Substitutive Products: Different goods that, at least partly, satisfy the same needs of the consumers and, therefore, can be used to replace one another.</p>		<ul style="list-style-type: none"> • How can startups validate their idea? • What is the most critical aspect in idea validation? <p>Discussion Who offers a product/service that satisfies the needs of my (potential) customers? How my offer is different?</p>	<p>4. When looking at a competitor offer is it useful to analyse its strength and weaknesses?</p> <p>a. Yes (X) b. No</p> <p>5. When do I have to do a competition analysis ?</p> <p>a. Before I settle my startup b. Before I launch a new product c. Many times during the product life d. If my competitors will get aggressive e. All of the above (X)</p> <p>6. Competitors are related only to product characteristics:</p> <p>a. True b. False (X)</p> <p>7. My competitors will always be the same:</p> <p>a. True b. False (X)</p> <p>8. To face competitors I must have a permanent attention to :</p> <p>a. their products b. their communication c. their customers d. all of the above (X)</p>	<p>Competitive Analysis Framework Understand the User App Marketing Udacity</p> <p>How to Conduct Competitive Analysis for Your Small Business Idea Small Business Boot Camp by BigCommerce</p>
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			<p>9. To be competitive I must act only on:</p> <ol style="list-style-type: none"> Price Product Communication Distribution None of above (X) <p>10. Who decides if my product is competitive?</p> <ol style="list-style-type: none"> The market (X) My company My strongest competitor 	
<p>Module 5: Pivoting Being able to pivot means being able to change direction, a quality needed by entrepreneurs: start-ups needs to adapt their idea / business model to the market needs, in order to be successful. Numerous companies pivoted their business model in order to fit with the market changing landscape.</p> <p>Definition of concepts Pivoting: structured course correction designed to test a new fundamental hypothesis about the product, strategy, and engine of growth</p>	<p>Learning Objectives: By the end of this module, learners will be able to:</p> <ul style="list-style-type: none"> Understand the meaning of pivoting in entrepreneurship Acquire the knowledge that changing direction is a possibility Learn to look with objectivity at the product/service Learn from market feedbacks 	<p>Videos:</p> <ul style="list-style-type: none"> Summary video of key concepts What is Pivoting and why is it important? How can startups perform pivoting? Are there any obstacles in pivoting? How to learn from market feedbacks and understand whether changing 	<p>Self-Assessment:</p> <ol style="list-style-type: none"> Pivoting in a start-up context means: <ol style="list-style-type: none"> Change of the startup idea Change of a small feature of the idea Change of the business model All of the above (X) Pivoting is one of the core concepts of the lean startup approach <ol style="list-style-type: none"> True (X) False _____ is pivoting number one enemy according to the video? <ol style="list-style-type: none"> Change 	<p>Required Reading:</p> <p>The Lean Startup: How Today's Entrepreneurs Create Radically Successful Businesses Eric Ries, The Lean Startup, Published September 13th 2011 by Currency, ISBN 0307887898</p> <p>Pivot: The Only Move That Matters Is Your Next Jenny Blake, Pivot, Portfolio; Reprint edition (September 19, 2017), ISBN-13: 978-0143129035</p> <p>How to Pivot: A 12-Step Guide to Pivoting Your Startup By Neil Patel</p> <p>14 Famous Business Pivots By Jason Nazar</p>

<p>Empathy: the ability to share someone else's feelings or experiences by imagining what it would be like to be in that person's situation. In this context it is intended as the emotional attachment to an idea / startup that prevents a process of change.</p>	<ul style="list-style-type: none"> • Perseveration is not always a good idea 	<p>direction is a necessity?</p> <ul style="list-style-type: none"> • Why looking with objectivity at the product/service is so important? • When is the time to pivot? Is pivoting necessary? • What is the importance of marketing for a startup? 	<ul style="list-style-type: none"> b. Empathy (X) c. Lean Startup d. Business model <p>4. Pivoting is a process only startups need to face during their lives, not already established companies.</p> <ul style="list-style-type: none"> a. True b. False (X) <p>5. In the startup context, empathy means:</p> <ul style="list-style-type: none"> a. The ability to share the team's component feelings b. The attachment to an idea / product / business model (X) c. The ability to change direction of a business <p>6. Which kind of teams are more keen to the pivoting process?</p> <ul style="list-style-type: none"> a. Teams made by people coming from the same field b. Teams made by people coming from different fields (X) <p>7. The process of pivoting will bring to test a new MVP?</p> <ul style="list-style-type: none"> a. Yes (X) b. No 	<p>These 8 Pivots by Startups Changed the World By Jeff Desjardins</p> <p>Lean startup - what is pivot By Yuki Sekiguchi</p> <p>Recommended Videos:</p> <p>Pivot - How to Build a Startup by Steve Blank</p> <p>The power of entrepreneurial pivoting Steve Rogers at TEDxUNPlaza</p> <p>How startups "pivoted" their strategy and evolved into thriving companies Eric Ries by Interloper Films</p> <p>Knowing when to pivot Wilson Sonsini, WSGR Startup Basics</p>
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			<p>8. The process of pivoting excludes external resources (i.e. suppliers)</p> <p>a. Yes b. No (X)</p> <p>9. The process of pivoting is only related to the product itself:</p> <p>a. Yes b. No (X)</p>	
Module/ Topics Sections of the module	Learning Outcomes	Types of activity needed to achieve each outcome	Any self-assessment needed for that unit	Additional Materials (Reading Materials, Web Links, Videos...)
<p>Module 6: Budgeting</p> <p>Budgeting for a business is the process of preparing detailed financial statements that cover a given time period in the future. It may include planned sales volumes and revenues, resources quantities, costs and expenses, assets, liabilities and cash flow. A typical start-up budget will include essential purchases of machines, products, labor, and services, and it should help the new business by providing an action plan for allocating resources and meeting its goals.</p>	<p>Learning Objectives:</p> <p>By the end of this module, learners will understand:</p> <ul style="list-style-type: none"> • what are the main objectives of budgeting. • What are revenues, costs and investments. • What is cash-flow. • What is working capital. • how to design your startup's budget. 	<p>Video 1:</p> <p>Summary video of key concepts</p> <ul style="list-style-type: none"> • What is Budgeting and why is it important? • What are the main objectives of budgeting? • Why is financial data so important? • What are revenues, costs and investments? • What is cash-flow? 	<p>Self-assessment:</p> <p>If you can answer these 5 questions you accomplish the learning objectives:</p> <ol style="list-style-type: none"> 1. What are the main objectives of budgeting? 2. Why is financial data so important? 3. What are revenues, costs and investments? 4. What is cash-flow? 5. What is working capital? 	<p>Required Reading:</p> <p>iStart presentation of Marco Pinheiro</p> <p>Building a Business - Lecture 5: The Financial Plan, Professor Thomas Hellmann, Univ. Oxford https://www.youtube.com/watch?v=VvbfR5P0_z8</p> <p>Total Available Market size summary https://youtu.be/-N5u7i_Vgk https://youtu.be/QBfLsXhRYPc</p> <p>Financial Planning and Analysis https://www.youtube.com/watch?v=Z1y1woWmkMs</p>

<p>Units:</p> <p>Definition of Concepts</p> <ul style="list-style-type: none"> Investments Revenues and cost Margin Working capital Cash-flow <p>Definition of Idea validation process</p> <ul style="list-style-type: none"> Reflection of vision and strategy Proof of preparation and sound judgement Requires market research, product analysis, and HR planning 		<ul style="list-style-type: none"> What is working capital? It is so hard to forecast 5 years of business! <p>Activity 1: Understanding the budgeting process</p> <p>Objective of activity: To enable participants to internalise the concept of budgeting.</p>		<p>Financial projections for start ups, Univ. Oxford https://www.youtube.com/watch?v=a8L--8TqbR4 https://www.youtube.com/watch?v=SN1YpLiY4mo</p> <p>Further reading: Book https://www.booktopia.com.au/financial-management-for-technology-start-ups-alnoor-bhimani/prod9780749481346.html</p> <p>Article https://www.entrepreneur.com/article/244990</p>
<p>Module 7: Team</p> <p>Team is a combination of skills and strengths of individual members, joined with shared goals, and a focus on collective performance. For a startup having the right team is extremely important, since it is the team that plays a key role in understanding and executing the vision of the entrepreneur and realizing the startups' goals.</p>	<p>Learning Objectives: By the end of this module, learners will understand:</p> <ul style="list-style-type: none"> what it takes to successfully lead a start-up team. How to get individual members, with their divergent perspectives and interests, aligned. 	<p>Videos: Summary video of key concepts</p> <ul style="list-style-type: none"> What is the importance of a team? What is a Founders Agreement in a startup? What does it take to successfully 	<p>Self-assessment: If you can answer these 5 questions you accomplish the learning objectives:</p> <ol style="list-style-type: none"> 1.What are the main goals of this start-up team? 2.What are the key tasks of this team? 3.What individual differences are present in this team, and how do they contribute to or 	<p>Recommended Videos: Psychology of Startup Teams with Lindred Greer https://www.youtube.com/watch?v=b0zy2PVNyeK Robert Siegel in a lecturer in organizational behaviour at Stanford GSB https://youtu.be/8UHasSjbCeg The Explainer: Level 5 Leadership – Harvard Business Review https://hbr.org/video/4888683695001/the-explainer-level-5-leadership</p>

<p>Units:</p> <p>Definition of Concepts</p> <ul style="list-style-type: none"> • Leadership skills • High performance competencies • Team building • Conflict Management 		<p>lead a start-up team?</p> <ul style="list-style-type: none"> • How can you get individual members, with their divergent perspectives and interests, aligned? • What is the importance of a team and a Founders Agreement in a startup? <p>Activity 1: https://athena.entr.e.gr/en/courses/soft-skills-evaluation-tools</p> <p>Activity 2: Great Team Building Games: http://naab16.marketo.com/rs/677-ZPE-339/images/When-I-Work-Epic-List-of-Team-Building-Games.pdf?utm_source=mrkto&utm_medium=email&utm_campaign=Cont</p>	<p>hinder start-up performance?</p> <p>4.What are the roles in this start-up team?</p> <p>5.What is the hierarchical or leadership structure in this team?</p> <p>6.How effective are these roles and structures for task performance?</p> <p>7.How do team processes, such as conflict, communication, and decision-making contribute to the start-up's current performance, for better or for worse?</p> <p>8.How motivated and engaged are members? Are all members participating equally?</p> <p>9.What outcomes are important to this start-up team? Creativity? Efficiency? Quality? Sales? Funding?</p>	<p>How to Write a Mission Statement That Doesn't Suck https://www.youtube.com/watch?v=LJhG3HZ7b4o</p> <p>Steve Jobs talks about managing people https://www.youtube.com/watch?v=f60dhe14ARg</p> <p>How can entrepreneurs motivate employees? Richard Branson https://www.youtube.com/watch?v=GKmXmof6fBg</p> <p>Managing Conflict in Teams https://www.youtube.com/watch?v=YVWpipM-Rnw</p> <p>Team building exercise: https://www.youtube.com/watch?v=g8WSP5MG-A8 https://www.youtube.com/watch?v=KahMCA0bR7s https://www.youtube.com/watch?v=xvFturRMLIQ</p> <p>Further reading: Books Assembling the Startup Team – Harvard Business Review https://hbr.org/product/Assembling-the-Startup-Te/an/812122-PDF-ENG</p> <p>The hard thing about hard things https://www.goodreads.com/book/show/18176747-the-hard-thing-about-hard-things?from_search=true</p> <p>The Lean Startup</p>
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		<p>ent-Team%20Building%20Games%20eBook</p> <p>Activity 2: https://toggl.com/team-building-games</p>	<p>https://www.goodreads.com/book/show/10127019-the-lean-startup?from_search=true</p> <p>Required Reading: Harvard business review https://hbr.org/2017/11/how-the-most-successful-teams-bridge-the-strategy-execution-gap?utm_campaign=hbr&utm_source=facebook&utm_medium=social</p> <p>Stanford Business https://www.gsb.stanford.edu/insights/how-build-better-startup-team</p> <p>The startup https://medium.com/swlh/success-factors-of-tech-startups-part-1-the-team-faca5f795038</p> <p>Infographic https://www.desk.com/success-center/star-wars-startups-guide-building-your-team-infographic https://blog.adioma.com/startup-dirty-laundry-conflicts-that-kill-partnerships-infographic/</p> <p>World economic forum https://www.weforum.org/agenda/2017/11/jack-ma-advice-mistake-destroy-startups</p> <p>How To Create An Effective Onboarding Experience At Your Startup https://www.forbes.com/sites/sujanpatel/2015/03/11/how-to-create-an-effective-onboarding-experience-at-your-startup/#3f096ca62b16</p>
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<p>Module 8: Investment Readiness & Raising Capital</p> <p>Raising capital is a challenge for every startup. There are different types of funding available from different sources. It is important for a startup to understand if they need to seek capital, when is the right time, what type of investment is the most appropriate and how to approach the investor(s). Any investment-ready startup should be in a position to clearly demonstrate a strong team, a deep understanding of their market and competition, a detailed understanding of their business model, how the business makes money and what milestones have been achieved. This module is about understanding early stage investment.</p> <p>Units: Definition of Concepts Seed Capital: Seed capital is the initial capital used when starting a business, often coming from the founders' personal assets, friends or</p>	<p>Learning Objectives:</p> <p>By the end of this module, learners will be able to:</p> <ul style="list-style-type: none"> Recognize the different types of investment State "How to approach investors (the Dos and Don'ts)" Predict if their investment is ready Indicate how to start the process of raising capital Identify where to find information and pitching events 	<p>Videos:</p> <p>Summary video of key concepts</p> <ul style="list-style-type: none"> What is the process of Raising Capital? What is the importance of Raising Capital? What is the importance of Raising Capital? What are the most critical aspects of raising capital? What are the different types of investment? How can you predict if your start-up is investment ready? What are the different types of investment? <p>Activity 1: Investment Readiness</p> <p>Readings:</p>	<p>Self-assessment:</p> <p>1. Which of the following aspects are the most attractive in the eyes of investors? (you can select more than one aspects)</p> <p>a) Management team b) Exit opportunity c) Revenue capital d) Innovative idea ANSWER: a) b) c)</p> <p>2. Venture capital investors are generally not that interested in what your company does: True or false? ANSWER: True: the product or service is not in the top three criteria. They are interested in how they will make money from their investment. This is not true for Business Angels who are usually more interested in what you do.</p> <p>3. The most important part of a business plan is the Executive Summary. : True or False?</p>	<p>Required Reading:</p> <p>Raising Business Angel Investment Raising funding in Europe: The guidebook for entrepreneurs, HBAN, 2013</p> <p>Series A, B, C funding: How it works By Shoshanna Delventhal, 2017 - Investopedia</p> <p>Types and Sources of Financing for Startup Businesses By Don Hofstrand</p> <p>A little book about funding Your way from zero to A. Get the online version here: www.vhhr.dk/a-little-book-about-funding</p> <p>Hidden Filters to Raise Money By the Angel Capital Association. Having a great idea is not enough. To attract investors, you need to understand how to think like an investor. Here is how.</p> <p>Rites of Passage: What Investors Mean by Due Diligence By Christopher Mirabile. Entrepreneurs fear due diligence mostly because they don't understand it. Here's an overview of what investors are trying to accomplish.</p> <p>The little book of private equity by Invest Europe</p>
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<p>family, for covering initial operating expenses and attracting venture capitalists. This type of funding is often obtained in exchange for an equity stake in the enterprise, although with less formal contractual overhead than standard equity financing.</p> <p>Private Equity: Private equity is capital that is not listed on a public exchange. Private equity is composed of funds and investors that directly invest in private companies, or that engage in buyouts of public companies, resulting in the delisting of public equity.</p> <p>Venture Capital: Venture capital is financing that investors provide to startup companies and small businesses that are believed to have long-term growth potential. Venture capital generally comes from well-off investors, investment banks and any other financial institutions. However, it does not always take just a monetary form; it can be provided in the form of technical or managerial expertise.</p>		<ol style="list-style-type: none"> HBAN/EBAN publication: Raising funding in Europe: the guidebook for entrepreneurs Series A, B, C funding: how it works: article by Investopedia <p>Videos:</p> <ol style="list-style-type: none"> Startup Funding Explained: Everything You Need to Know Defining Entrepreneurship: Types of Investors by Tech Ranch <p>Activity 2: The investment types</p> <p>Readings:</p> <ol style="list-style-type: none"> Types and Sources of Financing for Startup Businesses (pdf) 	<p>ANSWER: True</p> <p>4. How do I calculate how much I need to raise?</p> <p>a) A rule of thumb would be to raise 6 months' worth of cash</p> <p>b) A rule of thumb would be to raise 12 months' worth of cash</p> <p>c) A rule of thumb would be to raise 18 months' worth of cash</p> <p>d) A rule of thumb would be to raise 24 months' worth of cash</p> <p>ANSWER: c) a rule of thumb would be to raise 18 months' worth of cash</p> <p>5. What are the main legal agreements of an investment deal?</p> <p>a) Investment agreement</p> <p>b) Articles of association</p> <p>c) Directors' service agreement</p> <p>d) Capital Agreement</p> <p>ANSWER: a/, b/and c/</p>	<p>Crowdfunding Business Models by Irene Tordera (European Crowdfunding Network)</p> <p>How crowdfunding platforms work? by Irene Tordera (European Crowdfunding Network)</p> <p>Understanding what type of crowdfunding is best for your startup by Irene Tordera (European Crowdfunding Network)</p> <p>Types of crowdfunding platforms by Irene Tordera (European Crowdfunding Network)</p> <p>Is Crowdfunding Right For You? Prepared by Lindsay Hart, Sandeep Pillai, Sean Tyler, Mikayla Wicks under the supervision of Professor Dilip Soman</p> <p>10 Crowdfunding Realities You Need to Understand By Christopher Mirabile. Crowdfunding has a lot of potential, but it pays to understand some fundamentals about how it works.</p> <p>Recommended Videos:</p> <p>Raising Venture Capital by Christian Hernandez</p>
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<p>Bootstrapping: Bootstrapping describes a situation in which an entrepreneur starts a company with little capital, relying on money other than outside investments. An individual is said to be bootstrapping when he attempts to found and build a company from personal finances or the operating revenues of the new company.</p> <p>FFFs: Friends, Family and Fools refer to the most basic form of crowdsourcing your business. Friends and family members want to support your business by either lending funds to you or invest and purchase the ownership interest in your venture. This is a very common source of funding for startups as about 35-40% of startups receive capital from this group every year. The reason why it is called “Friends, Family and Fools” is related to the risk associated with lending to or investing in an early stage business. They are generally not expert investors.</p>		<p>2. A little book about funding (pdf)</p> <p>Videos:</p> <ol style="list-style-type: none"> 1. Story of a Startup ! From IDEA to IPO ! Dropout To Startup ! by Dropout 2. What Are The Start-Up Funding Rounds? By Jay Adelson 3. Potential Sources of Investment, webinar by Audra Shallal EBAN for E!nnovest project <p>Activity 3: Business Angel Investment</p> <p>Readings:</p> <ol style="list-style-type: none"> 1. Hidden Filters to Raise Money, by the Angel Capital Association 	<p>6.The letters in “Series A, B and C” correspond to the development stage of the company: True or False?</p> <p>ANSWER: TRUE</p> <p>7.In short, IPO means “Intellectual Property”: True or False?</p> <p>ANSWER: False: In short, IPO means “Go public”:</p> <p>1. Who are the first that would invest in you? (you can select more than one options)</p> <p>a) Family b) Friends c) Crowd investors d) Venture Capitals</p> <p>ANSWER: a, b, and c</p> <p>2. What investment can you get and in which order of the startup stage? (match in pairs)</p> <p>ANSWER: Stage 1: Self-funding/bootstrapping; Stage 2: FFFs, government grants crowdfunding;</p>	<p>What is an IPO? by Wall Street Survivor</p> <p>Startup Funding Explained: Everything You Need to Know by The Rest Of Us</p> <p>Defining Entrepreneurship: Types of Investors Kevin Koym, CEO of Tech Ranch, goes through the types of investors that startups consider - going from customers through themselves and private equity.</p> <p>Story of a Startup: From IDEA to IPO By Dropout</p> <p>What Are The Start-Up Funding Rounds? Successful entrepreneur and CEO, Jay Adelson, demystifies the start-up process by providing advice, tips, and answering questions.</p> <p>Potential Sources of Investment Webinar by Audra Shallal EBAN for E!nnovest Project</p> <p>Giving Wings to your Business and Fueling your Growth Webinar by Candace Johnson, EBAN for InvestHorizon project</p> <p>Investor Relations & Negotiations</p>
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<p>Crowdfunding: Crowdfunding is a collective effort of many individuals who network and pool their resources to support efforts initiated by other people or organizations. This is usually done via or with the help of the Internet. Individual projects and businesses are financed with small contributions from a large number of individuals, allowing innovators, entrepreneurs and business owners to utilize their social networks to raise capital.</p> <p>Initial Public Offering – IPO: An initial public offering (IPO) is the first time that the stock of a private company is offered to the public. IPOs are often issued by smaller, younger companies seeking capital to expand, but they can also be done by large privately owned companies looking to become publicly traded. In an IPO, the issuer obtains the assistance of an underwriting firm, which helps determine what type of security to issue, the best offering price, the amount of</p>		<p>2. Rites of Passage: What Investors Mean by Due Diligence, by the Angel Capital Association</p> <p>Videos:</p> <p>1. “Giving Wings to your Business and Fueling your Growth”, Webinar by Candace Johnson, EBAN for InvestHorizon project</p> <p>2. “Investor Relations & Negotiations”, Webinar by Jaakko Salminen, FiBAN for InvestHorizon project</p>	<p>Stage 3: Business angels, Seed VC; Stage 4: VC rounds; Stage 5: Bank funds; IPO investors</p> <p>1. Business Angel only brings funds to your startup. True or false?</p> <p>ANSWER: False. A BA also brings experience, network and expertise.</p> <p>2. What do you call the period when an investor investigates your company before deciding to go ahead with the investment?</p> <p>a) Exit Strategy b) Due diligence c) Bootstrapping d) VC rounds</p> <p>ANSWER: b) Due diligence</p> <p>3. Who should help you negotiating with investors?</p> <p>a) A lawyer b) Another entrepreneur c) A family member</p>	<p>Webinar by Jaakko Salminen, FiBAN for InvestHorizon project</p> <p>How Private Equity Works? by Invest Europe. What is private equity and how does it help companies?</p> <p>Why choose Venture Capital for your Business by Invest Europe. Are you seeking long-term capital and support to turbo-charge your company’s growth? If so, venture capital could be for you.</p>
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<p>shares to be issued and the time to bring it to market.</p>			<p>d) A financial expert ANSWER: a) A lawyer</p>	
<p>Module 9: Pitching Coming up with good ideas is hard enough, but convincing others to do something with them is even harder. In many fields the task of bringing an idea to someone with the power to do something with it is called a pitch. Although the fields or industries may differ, the basic skills of pitching ideas is largely the same. This module is about pitching to investors; how to present in front of investors with the goal to raise their interest in your company and consider it as a potential investment in their portfolio.</p> <p>Units: Definition of Concepts Elevator pitch: A slang term used to describe a brief speech that outlines an idea for a product, service or project. The name comes from the notion that the speech should be delivered in the short time period of an elevator ride, usually 20-60 seconds. In the financial</p>	<p>Learning Objectives: By the end of this module, learners will be able to:</p> <ul style="list-style-type: none"> Identify the investment related aspects of pitching (8 essential elements) and focus on them instead of the tech explanations Improve their public speaking and body language skills Define how to build their pitching presentation Synthesize the required information for a pitch (1, 3, 5 or 8 minutes pitches) 	<p>Videos: Summary video of key concepts</p> <ul style="list-style-type: none"> What is a Pitch? What is the importance of Pitching? How can startups Pitch? What is the most critical aspect in Pitching? <p>Activity: Building your pitch presentation Put together your investor pitch presentation template: PowerPoint to be filled with content (8 elements: 1/ Problem & Solution; 2/ Business model; 3/ Competitors analysis; 4/ Market analysis; 5/ Execution plan; 6/ Milestones;</p>	<p>Self-assessment:</p> <ol style="list-style-type: none"> I must be ready to explain everything technical about my product to investors when I pitch. True or false? FALSE: You must be even more ready to talk about your business and how you will make money. Investors will be interested in the in and out of your technology later. What are the 8 elements that I must include in my pitch to investors? 1/ Problem and solution; 2/ Business model; 3/ Competitors analysis; 4/ Market analysis; 5/ Execution plan; 6/ Milestones; 7/ Team; 8/ Amount & use of funding sought) What is an elevator pitch? 	<p>Required Reading:</p> <p>Understanding what investors are looking for and what to consider for an effective business pitch Presentation by Audra Shallal, EBAN Board Member</p> <p>Every Entrepreneur Needs to Master Public Speaking by Martin Zwilling, Forbes, 23 November 2012</p> <p>How to become an excellent public speaker Body Language and Public Speaking Tips</p> <p>The Fast Track Guide to Speaking in Public by Jan Yager, Hannacroix Creek Books, 1 September 2012 ISBN-13: 978-1889262659</p> <p>30 Legendary Startup Pitch Decks And What You Can Learn From Them by Aaron Lee Co-Founder Leneys</p> <p>Recommended Videos:</p> <p>How to pitch to a VC</p>

<p>world, the speech refers to an entrepreneur's attempt to convince a venture capitalist that a business idea is worth investing in.</p>		<p>7/ Team; 8/ Amount & use of funding sought)</p> <p>Exercise: Practice in front of the mirror:</p> <ul style="list-style-type: none"> • Read it out loud • Edit your writing • Read it out loud again • Practice again <p>Practice in front of your family and friends, ideally with a couple of strangers:</p> <ul style="list-style-type: none"> • Use a room and build it in a classroom or U setup • Decide on a timing: 3 minutes, 5 minutes or 8 minutes pitch. Note that 8 minutes is very long and will very unlikely happen in real life. • Sit your audience, give 	<p>ANSWER: A one minute pitch</p>	<p>TED Talk by David S. Rose: David S. Rose: How to pitch to a VC TED Talk TED.com</p> <p>How a world champion of public speaking prepares for presentations Video by Dananjana Hettiarachchi with Business Insider YouTube</p> <p>Breathing exercises for public speaking Some breathing exercises for confident public speaking by Dominic Colenso</p> <p>Use Body Language to Rock Your Next Presentation by Stanford Graduate School of Business</p> <p>10 Powerful Body Language Tips For Your Next Presentation by Infographic</p>
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		<p>them the scoring sheets and ask them to grade you</p> <ul style="list-style-type: none">• If possible, use a beamer or a big screen to project your presentation• Dress up! This is a real exercise and your audience should also score you on your appearance		
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