i.e.Smart

Train the SMART Trainers Concept

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CENTRAL EUROPE
COOPERATING FOR SUCCESS.

EUROPEAN UNION
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DANUBE REGION strategy
People & Skills

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

INDEX

04 INTRODUCTION - PROJECT DESCRIPTION
07 WORK PACKAGE 4 – DEVELOPING PHASE
07 TRAIN THE SMART TRAINERS
07 ACTION 4.1
08 PRELIMINARY PHASE – SUMMARY OF THE ‘SMART POINTS’ CONCEPT
12 GENERAL REFLECTIONS ON ‘TRAIN THE SMART TRAINERS’
13 CURRICULUM OF TRAIN THE SMART TRAINERS
13 ELECTR. PRE-TASKS - 5.1.1
13 TRAINING MODULE I – 5.1.2
15 I.E. SMART SCOPE AND SEQUENCE FOR TRAINING`S STRUCTURE
21 ELECTR. MID-TASKS (BETWEEN TRAINING MODULE I AND II) – 5.1.3:
21 TRAINING MODULE II – 5.1.4
28 ADDITIONAL INFORMATION ABOUT PHASES 3 -5
29 REGIONAL AND NATIONAL TRAININGS

CHAPTER 1: INTRODUCTION - PROJECT DESCRIPTION

TThe Innovation Union Competitiveness Report 2011 states: “European SMEs … do not grow sufficiently. The US has shown a much better capacity to create and grow new companies in research-intensive sectors over the last 35 years”.

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

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Apart from this overall lack of SME growth in Europe, the project i.e. SMART has also identified specific issues/challenges in the involved partner regions such as a lack of interest in innovation and entrepreneurship, a low survival rate of business start-ups, high youth unemployment, demographic and socio-economic brain drain, and social issues involving equal opportunities and non-discrimination. In order to tackle these issues/challenges, which hold true for the whole programme area, i.e. SMART will develop a solution for the individual: “improve the framework for knowledge development as it relates to human capital in order to ensure economic competitiveness”. Develop a solution for the regions: “improve the climate for innovation in all regions”. Finally, develop a solution for the transnational programme area: “overcome thinking in terms of national/regional competitiveness in order to strive for a more competitive and innovative Central Europe as a whole.”

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

To achieve this, a **12 partners** membership from seven polycentric urban areas in six CE Member States will work closely together. In every CE Member State, there are two partners: one is a policy partner and the other is an expert partner. The 12 partners commit themselves to the Lisbon and Gothenburg agendas, and the EU 2020 strategy, particularly SMART growth: “creating new products/services that generate growth and jobs and help address social challenges.”

The project foresees four methodological phases: Initiating, Developing, Implementing, Institutionalising, and builds on existing regional management structures (‘regional triangles’) consisting of key players from policy-making, economy/labour, and education/training. In WP3, the project will initiate and run at least seven regional centres for this new approach to innovation and entrepreneurship competence (SMART points). These centres will be interlinked in a transnational management structure (SMART network), which will offer transnational trainings, innovation and entrepreneurship research, and a ICMS state of the art knowledge development tool for innovation and entrepreneurship in the Creative Industries, Green Economy, and ICT.

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

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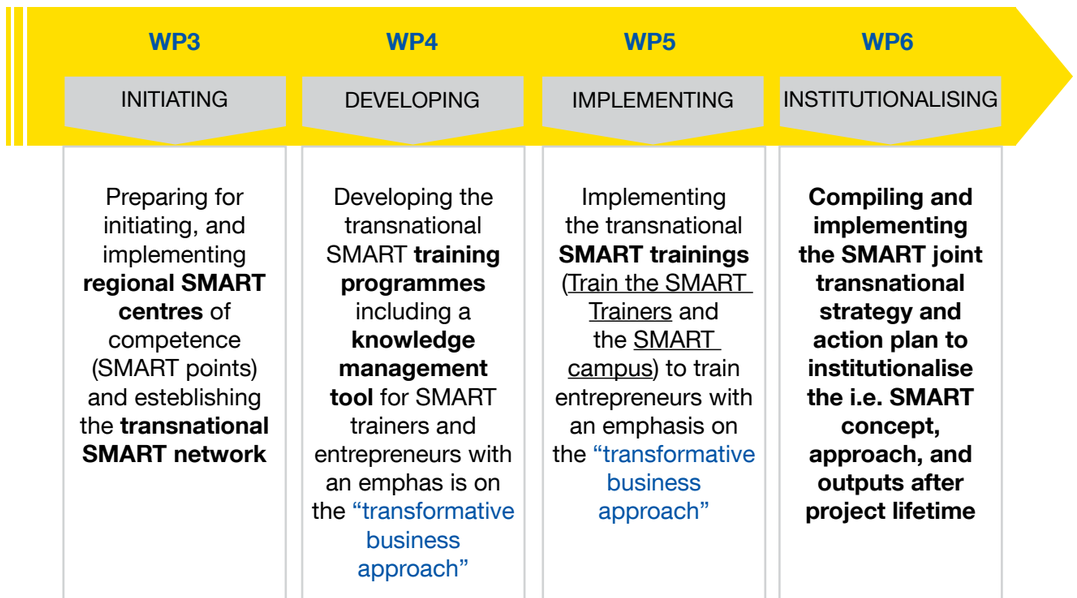
i.e. SMART @ work

Four phases process-oriented implementation



WORK PACKAGE 4 – DEVELOPING PHASE

TRAIN THE SMART TRAINERS

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

ACTION 4.1

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

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PRELIMINARY PHASE – SUMMARY OF THE ‘SMART POINTS’ CONCEPT

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

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

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

The process of leading from the generation of the idea to the consolidation (and even growth) of the business can be seen as a set of five conceptual phases[1]:

Phase 1 – Idea generation
Phase 2 – Thinking about starting a business
Phase 3 – Starting a business
Phase 4 – Managing the business through the first stages
Phase 5 – Consolidation, growing and innovating the business

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

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

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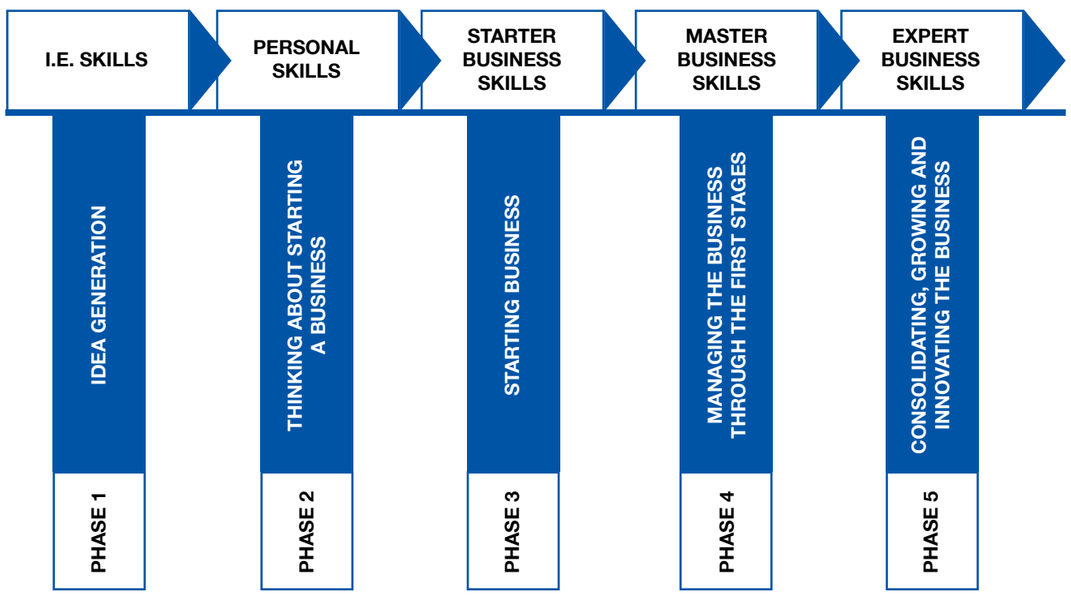
Which are the “Transformative Business Skills”?

The above described conceptual phases are connected to specific skills which will be provided to the SMART Trainers/Facilitators and also to emerging entrepreneurs. The following list of so called “Transformative Business Skills” provides a first picture according to recent publications and the research results[2]:



Idea generation and ideation skills (i.e. Skills):

- Creativity
- Empathy
- Strategic intuition
- Imagination – (fluency of ideas)
- Ideation
- Originality of thought
- Flexibility in thinking – “out of the box thinking“
- Synthesising
- Conceptualising
- Symphony (big picture thinking)
- Empathy
- Future thinking skills (working with micro trends)
- Design thinking applied to innovation (actively creating the future, finding order out of chaos, elegance, people-centered solutions, emotional appeal etc.)
- Co-creating

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

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

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

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

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

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

Who are the participants of the SMART Train the Trainers?

The participants of the training programme are:

SMART Trainers/Facilitators who are involved in the core activities of the regional SMART points as facilitators/sensitizer/animators of the “Transformative Business Approach”.

Possibly external experts for business creation and management (internal and external staff members) who are also be involved in the SMART Point activities.

The SMART Point concept has already defined the profile of the SMART Trainers/Facilitators[3].

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

[3] See i.e. SMART Points concept on page 15-17.

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GENERAL REFLECTIONS ON ‘TRAIN THE SMART TRAINERS’

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

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

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

The Train the SMART Trainers consist of two training events:
Training Module I – 4-day event
Training Module II – 4-day event

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

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

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

With a specific focus on the “Transformative business approach” i.e. SMART creates a sustainable seedbed for entrepreneurship and innovation. We not only train classical business skills, but also “Transformative Business Skills” such as creativity, empathy, big picture thinking and intuition.
The project also takes a multi-disciplinary approach to business idea development and merges thinking styles, approaches, and competences across economic sector- specific borders to create a new type of innovation in Creative Industries, Green Economy, and ICT.

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

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CURRICULUM OF TRAIN THE SMART TRAINERS

ELECTR. PRE-TASKS - 5.1.1

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

TRAINING MODULE I – 5.1.2

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

Themes of the first Module:
Understanding the perspective of emerging entrepreneurs
Applying the Design Thinking Approach
Ideation and personal development

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

How could a connecting thread through the module be created?
Working on real cases of emerging entrepreneurs - how would you help this person?
Working on a real business case developed by the trainers
The design thinking approach

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

What specific themes will be covered during Module I?
Mindset
Design thinking
Entrepreneurial spirit
Finding problems to solve
Ethnographic research, interview and observe
Microtrend-spotting and microtrend-research
Validation board
Ideation
Brainstorming
Lateral thinking
Radical game

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Trendcafe
SCAMPER-method
Synthesis
Pattern recognition techniques
Empathy map
Business Model Canvas
Concept Development
Prototyping
Storytelling and presentation
Storytelling techniques and skills
Using classical dramaturgy for storytelling and presentations
Team building
Warm up exercises and icebreaking
Team building exercises
The SMART Business Plan template

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

i.e. SMART Scope & Sequence Curriculum for 2013-15 v3.2 Created by Chadwick V.R. Williams

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

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UNIT 1 (continued) **"So you want to be an Entrepreneur?"**	**UNIT 2** (continued) **"I've got an idea!"**	**UNIT 3** (continued) **"Model your business!"**	**UNIT 4** (continued) **"Validate and Test"**	**UNIT 5** (continued) **"Pitch your idea"**
i.e. Smart Toolbox: N/A Purpose here is to develop the students' background knowledge about the concept of entrepreneurship.	**i.e. Smart Toolbox:** • Right Brain Business Approach • Business Idea Template • Design Thinking • Vision Boarding • Business focused ethnography; Threshold mapping; empathy map (IBC)	**i.e. Smart Toolbox:** • Business Model Canvas • SME Simulation	**i.e. Smart Toolbox:** • Validation Board (IBC) • Empathy Map (IBC)	**i.e. Smart Toolbox:** • Theory and Practice of Storytelling • Presentation Techniques
Meaningful Activities: Invite entrepreneurial speakers to share their story with the students. Analyze entrepreneur biographies and profiles and link them to the i.e.Smart Profile Participate in the Entrepreneurship Summit Students evaluate themselves using the i.e. Smart Profile as to how "entrepreneurial they really are." Myths and Facts about becoming an entrepreneur.	**Meaningful Activities:** Students develop their own business idea using one or both of the following methods: 1) Using an interest or hobby and turning it into a business idea OR 2) Identifying people's needs (a target group of people) while using problem solving how to fulfull it.	**Meaningful Activities:** Using their business idea, students must create their own realistic business model. Students' business models are placed in realistic economic situations in which they must solve the problem and help their business survive. (SME).	**Meaningful Activities:** Students test their business idea and business plan on their intended target audience. If the test fails, students must use problem solving strategies to either alter their business plan, target group, or business idea all together.	**Meaningful Activities:** Students are challenged to convince their audience through a cariety of strategies: 1) Roleplaying 2) Knowing/assesing your audience 3) Elevator Pitch

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i.e. SMART Scope & Sequence Curriculum for 2013-15 v3.2 Created by Chadwick V.R. Williams

i.e. SMART Entrepreneurial Profile

I am

- **a Risk Taker** – I am willing to take risks and be out of my comfort zone.
- **Principled** – I have strong morals and know the difference between good and bad business.
- **Knowledgeable** – I know my market well
- **Self Motivated** – I am an autonomous worker and learn
- **a Communicator** – I can communicate my ideas.
- **Empathetic** – I understand my audience.
- **Creative** – I often think about my Ideas until they become original
- **Open Minded** – I look outside of the box and see different perspectives.
- **Well reflected** – I reflect about what I have done and weigh the positives and negatives.

PLANNED Workshop Program

This is an outline of the program that was planned for the Training Module I – 5.1.2.
On page 17, the actual program is shown. The changes were due to the 'ad hoc' nature of the training and the trainers responding to the needs of the participants.

Pre-event

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

Day 1

09:00 - 10:00 Warming up and energizing
10:00 - 11:00 Introducing the project and the key learning goals of the module
Introduce the smart business plan template as the goal of the modules and Campus
Presenting the SMART site
11:00 - 12:00 Empathising with the entrepreneurs -
Building empathy doing a café round on what they do, know they should do and think they would do (exercise part I)
12:00 - 13:00 Lunch
13:00 - 15:00 Empathising, synthesising - Seeing the big picture (exercise part II)
Drawing up the do, would, should of the entrepreneurs
Working with the empathy map
15:00 - 17:00 Where do inspiration and ideas come from?
Inspirational/artistic exercise (flow)
17:00 - 19:00 Outdoor group building, organize the groups around the three domains
Outdoor team-building and empathising exercise
19:30 Dinner

Day 2

09:00 - 10:30 Outdoor fun and ice-breaking exercises for emerging entrepreneurs
10:30 – 12:00 Business ethnography – part 1
Interviewing and observing
Seeing the world through the eyes of the customer

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12:00 - 13:00 Lunch
13:00 - 17:00 Business ethnography – part 2
Innovation & trend research skills
Creativity & ideation methods
Basics of trends and innovation
Trend identification
Innovation by combination
Building and maturing ideas/concept building
Elevator Pitch
17:00 - 19:00 Business ethnography
Team building exercise, where a few participant are appointed as observers. The observations are reported back to the group and followed by a round of ideation for how to improve the result of the exercise.
19:30 Dinner

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

09:00 - 12:00 Ideation that leads to validation
How the make the synthesis
Mind mapping
Two-by-twos
Combining the circles
Validation Boards
12:00 - 13:00 Lunch
13:00 – 19:00 Concept Creation and Prototyping
Mind mapping
Quick and dirty prototyping
Business Model Canvas
A beginner's guide to business modelling
Prototyping through cooking' in groups
19:30 Dinner

Day 4
09:00 - 12:00 Storytelling
The power of storytelling
Storytelling from different perspectives (cultural & neuroscientific)
"Everyone has a story"
12:00 - 13:00 Lunch
13:00 - 16:00 Telling the story - Presentation techniques
Release anxiety and build confidence before presentation (techniques from theatre)
Develop "stage presence"
Pitch and reflection
16:00 - 17:00 Wrapping up the workshop/Evaluation

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

	MONDAY – 13 MAY 2013	TUESDAY – 14 MAY 2013	WEDNESDAY – 15 MAY 2013
		THEME OF THE DAY: Wanting to be an entrepreneur	THEME OF THE DAY: Becoming an entrepreneur
MORNING SESSION 9.00 – 12.30		Integrative Outdoor Activities Team building and personal development exercise Welcoming Introducing the training programme and the training mindset Field work in Budapest How to leave the building and use business ethnography How the spot needs and trends	Integrative Outdoor Activities Seeing patterns and finding insight We work with tools for identifying deeper lying patterns and understanding the needs of future customers which is key to successful entrepreneurship The basics of Business Modelling We use the business model canvas as a way to understand the way a company creates and captures value
12.30 – 13.30		LUNCH BREAK	LUNCH BREAK
AFTERNOON SESSION 13.30 – 16.30		Field work in Budapest (continued)	Integrative Outdoor Activities Ideation and concept creation We work with the conditions and environments that lead to unusual levels of creativity and innovation We work with a concept development process that helps us iterate between ideation and concept development
EVENING SESSION 18.00	Integrative Outdoor Activities Teambuilding and personal development exercises	Integrative Outdoor Activities	

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

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

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

TRAINING MODULE II – 5.1.4

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

Themes of the Module I:
Personal development
Starting up, managing and growing your business

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

How do we create a connecting thread through the module?
The tools will be used to develop the regional events, which means that we see these as small independent start-ups that we use for training the entrepreneurs as well as the trainers.

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

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

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Workshop Programme

Pre-event
18:00 - 20:00 Outdoor game
20:00 Dinner

Day 5
09:00 - 10:00 Review of Module I
10:00 - 12:00 Outdoor exercises for personal development and resilience
How do I act in a group?
Individual focus - group focus
Leadership and personal development
Me as a facilitator
12:00 - 13:00 Lunch
13:00 - 15:00 Co-creating the funding board (based on the homework)
15:00 - 18:00 Outdoor building exercise
Refining prototypes for testing and validation
Prototyping combined with personal development

Day 6
09:00 - 12:00 Business Model Canvas
12:00 - 13:00 Lunch
13:00 - 17:00 Future mapping for your business
Managing ideas within your network (social forecasting)
Social forecasting game for idea evaluation(a stock exchange for ideas)
Mapping the future
Marketing and sales
'Social Businessing'
Enterprise 2.0

Day 7
09:00 - 12:00 Growing your business
Expanding your customer base
Discovery Driven Growth
Financing (VC, etc.)
12:00 - 13:00 Lunch
13:00 - 17:00 Innovation and high growth
Innovation as an ongoing process
Managing high growth companies

Day 8
09:00 - 12:00 Co-creating the regional activities, e.g. events, competition, workshops
Training the facilitators through "learning by doing"
Quality assurance
12:00 - 13:00 Lunch
13:00 - 17:00 Discussions on how to implement the approach in teaching and consulting
Outlook
Evaluation
Reflection

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ACTUAL Workshop Program

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

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

TUESDAY – 24 SEPTEMBER 2013		
VENUE - PENTA HOTEL	**ROOM I**	**ROOM II**
8.30 – 10.30	**Welcoming and wrapping up – Stuart Simpson & Chadwick Williams (Vienna Board of Education/AT)** Review of Module I Introduction to Module II My role as a SMART Trainer i.e. SMART project – expectations/tasks SMART competition	
10.30 – 12.30	Presentation of the SMART Site - Elena Teodora Miron (University of Vienna/AT) i.e. SMART trans-national online portal	
12.30 – 13.30	**LUNCH BREAK**	
13.30 – 14.30	**Learn to think and act as an entrepreneur! – Introduction into the SME simulation game - Hartmut Rösch (Media University Stuttgart/DE)** Team training exercise/ competition based on real business scenarios	
14.30 – 15.00	**AFTERNOON RELOAD**	
15.00 – 18.30	**Vision Boarding for Business Idea Generation – Elaine Gleeson (Bright Training & Coaching Ltd/UK)** The concept of visioning, visualisation and vision board	
18.30 – 19.30	**DINNER (to be paid individually)**	
19.30 – 21.00	**Learn to think and act as an entrepreneur! – Hartmut Rösch (Media University Stuttgart/DE**) SME simulation game - 1st Business Year	

WEDNESDAY – 25 SEPTEMBER 2013		
VENUE - PENTA HOTEL	**ROOM I (plenary room)**	**ROOM II (seminar room)**
8.30 – 9.00	**Learn to think and act as an entrepreneur! –Hartmut Rösch (Media University Stuttgart/DE)** Reflections on 1st Business Year	
9.00 – 12.30	**Workshop on the"Right Brain Business Plan" – Elaine Gleeson (Bright Training & Coaching Ltd/UK) – part 1** A visual, out-of-the-box approach for entrepreneurs	Workshop on Growing your Business & Innovation and high growth – Martina Jakl (SwissCzech Technology Transfer s.r.o./CZ) Expanding your customer base Discovery Driven Growth Financing (VC etc.)
12.30 – 13.15	**LUNCH BREAK**	
13.15 – 16.15	**Workshop on the"Right Brain Business Plan – Elaine Gleeson (Bright Training & Coaching Ltd/UK) – part 2**	**Workshop on Innovation and High Growth – Martina Jakl (SwissCzech Technology Transfer s.r.o. CZ)** Innovation as an on-going process Managing high growth companies
16.15 – 16.30	**AFTERNOON RELOAD**	

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16.30 – 19.00	**The Power of Storytelling – Valentin Heyde & Caspar Siebel (Three Headed Monkeys/DE)** Storytelling from different perspectives (cultural & neuroscientific) “Everyone has a story”	
19.00 – 20.00	DINNER (to be paid individually)	
20.00 – 21.30	**Learn to think and act as an entrepreneur! – Hartmut Rösch (Media University Stuttgart/DE)** SME simulation game - 2nd business year	

THURSDAY – 26 SEPTEMBER 2013		
VENUE - PENTA HOTEL	**ROOM I (plenary room)**	**ROOM II (seminar room)**
8.30 – 13.00	Tell your story – Workshop on storytelling and presentation techniques - Valentin Heyde & Caspar Siebel (Three Headed Monkeys/DE) Develop “stage presence” Pitch	
13.00 – 14.00	**LUNCH BREAK**	
14.00 – 14.30	**Learn to think and act as an entrepreneur –Hartmut Rösch (Media University Stuttgart/DE)** Reflections on 2nd Business Year	

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14.30 – 19.00	**Workshop on Design Thinking (part 1) – Jens Gamauf Madsen & Pawel Szymon Czarny (IBC Kolding/DK)** Wrapping up the tools used in Module I Prototyping	
19.00 – 20.00	**DINNER (to be paid individually)**	
20.00 – 22.00	**Learn to think and act as an entrepreneur – Hartmut Rösch (Media University Stuttgart/DE)** SME simulation game - 3rd Business year and award ceremony	

FRIDAY – 27 SEPTEMBER 2013		
VENUE - PENTA HOTEL	**ROOM I (plenary room)**	**ROOM II (seminar room)**
8.30 – 12.00	**Workshop on Design Thinking (part 2) - Jens Gamauf Madsen & Pawel Szymon Czarny (IBC Kolding/DK)** Refining prototypes for testing and validation Using FabLabs	
12.00 – 13.00	**LUNCH BREAK**	
13.00 – 14.30	**My role as a SMART Trainer (part 1) – Jens Gamauf Madsen & Pawel Szymon Czarny (IBC Kolding/DK)** Training methods Facilitation	My Role as a SMART Trainer - Martina Jakl (SwissCzech Technology Transfer s.r.o. CZ) Coaching Consulting
14.30 – 16.00	**Reflections and Outlook – Stuart Simpson & Chadwick Williams (Vienna Board of Education/AT)** Quality assurance	
16.00	**End of Event**	

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ADDITIONAL INFORMATION ABOUT PHASES 3 -5

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

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

Two possible additional modules:

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

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

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

2) Introduction to coaching for start-up companies

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

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

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REGIONAL AND NATIONAL TRAININGS

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

Description of the regional / national training concept

1) Target group

Field of Interest:
Each region has chosen its primary target groups, which are students in secondary school, students in higher education, young citizen, who want to become “self-employer”.
Gender of the target group is not relevant, both gender are welcome, especially those, who would like to have a future company in the field of Creative Industries, Green Economy, and ICT.

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

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

2) Methodology

SMART Point plays essential part of reaching the final targets.

SMART Site is the pool of methods, materials of the transitive business approach; it facilitate the networking ability and mute for young business men, and nevertheless is gains inspiration and motivation by young entrepreneurs by using the online surface.

SMART Network helps sustain the project, and also finding potential partners for emerging entrepreneurs who plan to have a transnational business.

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