

SOCIAL SEED

INCUBATION METHODOLOGY FOR SOCIALLY EXCLUDED ENTREPRENEURS SUPPORTED BY COMPANIES



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TRAINING CURRICULUM FOR TRAINERS OF SOCIAL INCUBATORS



INTELLECTUAL OUTPUT 2 / 2021

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TRAINING CURRICULUM FOR TRAINERS OF SOCIAL INCUBATORS:

Training and Qualification for Groups at Risk of Social Exclusion

The Partners are:

FI GROUP (Spain), ISM-MAINZ (Germany), ANZIANI E NON SOLO (Italy), BISER (Poland),
ASOCIACIÓN CON VALORES (Spain), SOCIAL LAB (Italy).

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1. Introduction to SOCIAL SEED PROJECT

1.1 Project objectives

The SOCIAL SEED project aims to design a new methodology to incubate socially excluded persons to become entrepreneurs with an innovative approach supported by private companies. This approach is developing a hybrid model of cooperation between NGOs and companies. It analyzes best practices and educational contents and involves business companies in incubating 15 entrepreneurs from socially excluded groups. And finally giving all that knowledge and know-how back to all NGOs and public administrations over Europe as a methodology.

THE MAIN GOALS OF SOCIAL SEED IN ITS 30 MONTHS OF DURATION ARE:

- To design an incubation methodology for excluded groups to entrepreneurs;
- To build up a social incubator;
- To create a new business model of cooperation between companies & NGOs;
- To develop a training course focused on the needs and limitations of those entrepreneurs (excluded groups);
- To innovate on economically sustainable business models to restart a dignified life.;
- To reach as many people as possible with this tool for entrepreneur ecosystems: NGOs, private companies, public administrations, etc..

1.2 Project Partners

SOCIAL SEED is made by 6 entities from 4 countries: Spain, Germany, Italy & Poland.

- F. INICIATIVAS (Spain): Consultancy company specialized in innovation & with its own private incubator. It's the direct connection with the business world.
- ISM-MAINZ (Germany) Social research institute, related with public administration and university networks. Wide experience in best practices & European job market.
- ANZIANI E NON SOLO (Italy) NGO focused on entrepreneurship & social inclusion. Experience in incubating companies from excluded groups & microcredit management.
- BISER (Poland): Baltic institute of European & Regional affairs. Strong relationship with companies and social entities in their region. Diverse range of experiences in sustainable development and social entrepreneurship.
- ASOCIACIÓN CON VALORES (Spain) NGO with business approach. Its members are business professionals which allows them to create business solutions to social challenges.
- SOCIAL LAB (Italy) Consortium of different social cooperatives in the south of Italy. Wider experience in designing and creating businesses for excluded groups.

1.3 Aims of this manual

With this manual, we aim to provide a training curriculum that supports business incubation for people at risk of exclusion. It is based on this target group's specific needs and adapted to student profiles coming from disadvantaged groups even with lower educational levels. This training curriculum has been designed based on 2 incubation experimental programmes implemented by the ACV in 2019 and 2020. The training content itself issued from those experiences has been shared among all partners to get comments, feedback, and proposals for improvement.

The objectives of this training programme are to:

- Develop entrepreneurial skills - Gain a realistic awareness of the risks and benefits of self-employment
- Clarify a business idea and understand the steps to follow in order to establish your own business
- Develop necessary skills to carry out an economically viable and sustainable business
- Generate relevant business knowledge (legislative, tax, funding sources etc.)

It can be used by any public or private organizations willing to implement business incubation strategies for persons at risk of exclusion.

2. Introduction to the incubation methodology

2.1 Objectives of the incubation process

This training curriculum is based on an intensive incubation process where selected participants will work on real-time in developing their business idea and strategy. The training sessions will provide them with the needed knowledge to develop their project. It will follow a step by step approach and agile methodologies (design thinking, lean startup...).

Entrepreneurial education programs have to provide knowledge and understanding about various aspects of bringing a business idea into reality, such as the characteristics of an entrepreneurial mindset, the entrepreneurial intention development and technical expertise as well as encouraging participants' empowerment and self-awareness.

Crucial factors for the success of an entrepreneurship initiative run by vulnerable entrepreneurs are:

- a personal plan and a strong motivation
- holding awareness about one's own skills and potential
- having confidence in one's own chances of success
- the combination of a notional part in fact + more practical portion of coaching professionals and specialists in the field
- teamwork that allows disadvantaged and more fragile people to give each other courage, to reflect in others and confront, seeing that some fears or difficulties are shared and are manageable in a group dynamic.

In order to achieve success in the business project, **planning is a central issue and it is essential that participants have a high degree of involvement during the training: a specific work is required on individual mentoring, building a plan in function of their needs, objectives and limitations.** With a particular reference on planning personal goals and next steps, a personal action plan is an important tool that may help participants to meet their expectations and to manage autonomously their business activity, helping them to think in terms of objectives, both from a personal and professional point of view.

The main knowledge to be acquired by future entrepreneurs are:

- aspects of bringing a business idea into reality,
- the characteristics of an entrepreneurial mindset,
- entrepreneurial intention development,
- technical knowledge,
- empowerment and self-awareness of participants combine.

The main topics to be developed within this training curriculum are:

- Agile methodologies for business model design
- Business strategy and marketing
- Commercial plan
- Communication (including networking and digital skills)
- Bureaucracy and finances

Moreover, during the support the creation of entrepreneurship, **soft skills are considered a central issue** due to the fact that these personal capacities are beneficial during the management of one's own business. Due to that, a specific attention will also be paid to their development. More than a specific module focused on them, participants will develop them **through teamwork**, having the opportunity to make their personal skills available to the group. Through **formal and informal learnings**, entrepreneurs can acquire or reinforce:

- communication skills
- mediation ability
- problem-solving
- adaptation
- flexibility.

2.2 Participants profiles

This training curriculum is oriented to people at risk of exclusion.

Entrepreneurs' profiles, including education level, previous working experiences, knowledge and skills already acquired, have specific implications in the definition of the training needs and the specific training program in an incubation process.

The disadvantaged status of entrepreneurs can be connected with limited knowledge, skills, labour experience, poor human and social capital and discrimination in terms of ages, race and gender. The training program must take into consideration these aspects. Entrepreneurship education and training is key to developing and expanding their skills and capabilities.

When it comes to the selection of incubation participants, the following aspects need to be evaluated:

- education level
- previous working experiences
- knowledge and skills already acquired

Secondly, it's fundamental that participants have a high degree of involvement during the training. A specific work is required on individual mentoring in order to define their own business development strategy. Therefore the training and incubation facilitators will build with them a specific plan in function of their needs, objectives and limitations. This **personal action plan** is an essential tool that may help participants to:

- meet their expectations,
- manage on autonomously their business activity,
- allow them to think in terms of objectives, both from a personal and professional point of view,
- provide strategies to balance work and personal sphere.

It is also crucial to consider possible psychological challenges that might affect incubation and learning processes. These kinds of challenges might be expected but it's fundamental to know strategies and tips to manage them. It is recommended to offer the opportunity to work on self-awareness and empowerment with coaches specifically prepared to lead those processes.

2.3 Training methods

The training and incubation methods have to be aligned with the education level and personal requirements of entrepreneurs, mixing different methodologies:

- frontal
- non-formal
- e-learning
- peer mentoring
- Learning by doing
- Meetings with successful entrepreneurs or experts
- Study visits

Non-formal training methodologies are generally more engaging and motivating as an aspiring entrepreneur can see live experiences and situations that recall his own project, rather than limiting himself to a theoretical study and further away from concrete cases.

In that sense, it is essential to avoid training sessions providing a high academic dimension. A pool of trainers composed of professionals and entrepreneurs might be more able to connect with participants' needs and to provide a learning environment based on concrete life and business experiences.

However, the incubator coordinators need to work together with the trainers in the training preparation. They will review together the sessions and adapt contents and dynamics if required in order to fit into the overall incubation programme and objectives.

2.4 Self-directed learning approach

Those non-formal activities might also offer spaces and inputs for self-directed learning habits among students. To better understand the processes involved in this learning mode, this training tip outlines key components that foster independent learning: being ready to learn, setting learning goals, engaging in the learning process, and evaluating knowledge.

2.4.1 Assess readiness to learn and to set up learning goals

Students need various skills and attitudes towards learning: being autonomous, organised, self-disciplined, able to communicate effectively, and able to accept constructive feedback and engage in self-evaluation and self-reflection. Activities should then facilitate Learning Skills Assessment Tools that help students to measure their habits and needs in terms of learnings.

Based on this self evaluation, students might define learning goals related to their business ideas. Those learning goals are identifying main needs, priorities and already acquired abilities or competences. They allow students to design their own learning paths with the support of the rest of the group and/or their mentors and coaches.

✓ Engaging and empowering

Students need to see themselves as learners in order to understand their needs as self-directed learning students. The developed approach of learning involves a transformation which is crucial in this learning process. This approach is about understanding ideas for yourself, applying knowledge to new situations and using novel examples to explain a concept, learning more than is required for unit completion. Students need to generate their own connections and be their own motivators.

2.4.2 Evaluating learnings

For students to be successful in self-directed learning, they must be able to engage in self-reflection and self-evaluation of their learning goals and progress in a unit of study. To support this self-evaluation process, they should regularly consult with the advising instructor, seek feedback and engage in reflection of their achievements.

2.5 Mentors and coaches

Apart from trainers delivering the different sessions, the participants will benefit and be supported by mentors and coaches.

Mentors intervention is mainly focusing on the business approach. They will support entrepreneurs in defining their business strategies and action plans. The mentoring programme will follow those main steps:

- PROJECT ANALYSIS : Human and economic objectives
- CANVAS MODEL BUSINESS
- CLIENT PROFILE + VALUES MAPPING
- ADAPTABILITY + DEFINING VALUABLE PROPOSAL
- EXPERIMENTS DESIGN
- HYPOTHESIS VALIDATION: becoming researchers, Archaeologists, Journalists...
- ANALYSIS OF RESULTS: designing new values proposal
- CREATING THE SMALLEST VIABLE PRODUCT
- VALIDATING MARKETS
- ANALYSIS OF RESULTS: Business model validation

Coaches should meet at least 1 hour each week during the incubation programme. Coaching sessions are aimed to support entrepreneurs in their personal experience and learning paths. They help participants to better face challenges and possible frustrations or conflicts that might happen during the incubation process.

- VALUES: Why am I doing this?
- BELIEFS: Stop believing what we think we are
- SELF ESTEEM: If you're not, who is there
- MENTAL MAP: Everything is fruit and consequence of our own interpretation
- DESERVING : You deserve much more than enough

2.6 Bank of ideas

Before launching the incubation programme, the coordinators and volunteers worked together to identify and analyse business opportunities in different markets. Those ideas are presented with an overall description, a first market analysis, and practical advice to guide the entrepreneurs in its business development process.

This bank of ideas proposes surest options for students who desire to undertake their business. Their development models have already been evaluated by professionals and are

often based on experiences that have already been successfully implemented. Those opportunities are presented to participants on the first day of the incubation programme. They can either choose one of those business ideas or to work on their own idea.

During the following weeks of the incubation process, the participants will work on developing that business idea. They will apply what they have learned from the training sessions to the idea, developing their business plan with the support of the respective mentors. Mentors and incubators staff might analyse the steps they are making in this process in order to constantly upgrade the bank of ideas (both in case of success or failure). Next students will then benefit from improved business ideas that they could take over.

2.7 Group building activities and team work

During the incubation programme, students are organized in groups of two or three persons. Each group member is working on the same business idea independently than if they want to undertake their business individually or together. Those groups are set during the first session (introduction session) when they get to know each other for the first time and choose the business idea they want to take over.

During the incubation programme the team members are carrying on together the different learnings and tasks related to their entrepreneurship. By the end of the incubation programme they will choose if they want to keep on developing their business together or independently.

Since those groups are created within a concise and intense time, it is crucial to display a strong “group dynamic” strategy. Those activities are based on non-formal education principles and creating a safe learning space where students could grow up and develop new skills, competences and ideas.

Those activities foster group building and teamwork among participants and provide an ownership feeling on the incubation process. Also, during the different sessions, group dynamics are implemented to facilitate interaction, networking and peer learning.

The main aims of this process are:

- to break the isolation of the participants in a situation of exclusion;
- to create a safe and supportive space within the incubator;
- to impulse self-directed learning habits;
- to develop soft skills (communication, problem-solving, focus, creativity, loyalty, leadership);
- to foster networking and teamwork between future entrepreneurs.

Group building activities

Those activities aim to facilitate the participation of new members into the group and to foster dynamics among them but also with the support team (incubator staff, trainers, mentors...). Those activities are very relevant during the first moment of the training course. Still, they could also be included during the whole programme in order to reinforce group spirit or to solve possible conflicts between students.

✓ Icebreakers:

Get-to-know-you type icebreakers (or introduction games) help people become more acquainted with each other — helping people to learn and remember names and as well as sharing their unique interests, experiences, memories, and so on. The results are often humorous, interesting, or fascinating, as people explain these details about themselves. Before you notice it, the ice is broken and a common ground is discovered as people feel closer to each other! Spending a short amount of time playing these kinds of games early on can be well worth the investment for greater productivity and trust.

✓ Fears and expectations:

The hopes and fears activity is an effective way to gauge participants' attitudes about a project, workshop, or any other collaborative engagement. Those activities address individual expectations related to the project. This allows the students to face their specific needs. It allows to "capitalise" expectations and have a clear starting point to be shared with the hosting organisations in order to give a continuum to the preparation and monitoring activities abroad as well as to the final evaluation activities.

✓ Personal and professional objectives

Setting personal and/or professional goals is often the first step towards training paths. It is a critical moment to clarify needs, wishes, personal resources and motivations to achieve them. Through those activities, students are defining those goals and sharing them with the rest of the group. Throughout this process, they benefit from direct feedback from other participants and possible inputs from the group. They can also gain future collaborators to share experiences with during the learning process and the business experience.

✓ Group building dynamics

Those activities aim to improve constructive exchange between students, to boost collective intelligence and to generate a supportive environment that fosters peer learning. Those activities might be implemented during the whole incubation process either for the full group of students during training sessions or in specific teams.

They focus on developing soft skills (communication, problem-solving, focus, creativity, loyalty, and leadership) within the full group of participants. They are mostly based on games that contribute to generate an informal environment where exchanges get more personal and often easier. Those spaces are also essential to boost morale and motivation.

✓ Teamwork activities

These activities are intended to improve performance in a team-based environment. They focus on improving collaboration between team members to achieve goals, build effective working relationships, reduce team members' role ambiguity, and find solutions to team problems. They are used to enhance social relations and define roles within teams and might expose and address interpersonal issues. Over time, these activities are intended to improve performance in a team-based environment.

✓ Networking

Even if networking might happen organically during the incubation process, specific activities are organized in order to foster interactions. Activities such as “speed-dating” or “pitch” sessions can be organised between students and involve professionals as trainers, mentors, coaches or volunteers in the organisation. Those encounters between professionals are creating a first business community for the future community.

Online group dynamics

COVID situation boosted new practices online in order to keep on developing group activity in spite of social distance rules. Even if those new practices reduce the human factors of those group activities, the technologies offer practical options that allow to maintain the incubation process and contact between students and/or mentors.

They are also an opportunity to learn and practice in real-time in this virtual environment that is becoming everyday more important in business. However, students get a practical opportunity to test online practices and tools that could be used in their entrepreneurship paths.

✓ Video conferencing platform

Those platforms offer a comfortable option to arrange training sessions or group meetings. Tools like screen sharing or breaking rooms make easier learning works and group activities and maintain a high interactivity level among participants. By practising those tools, the students are developing strategies to use them at a personal and professional level. They can also put into practice, test and evaluate group dynamics that could be needed within their business, either in their team or with clients.

✓ Collaborative tools

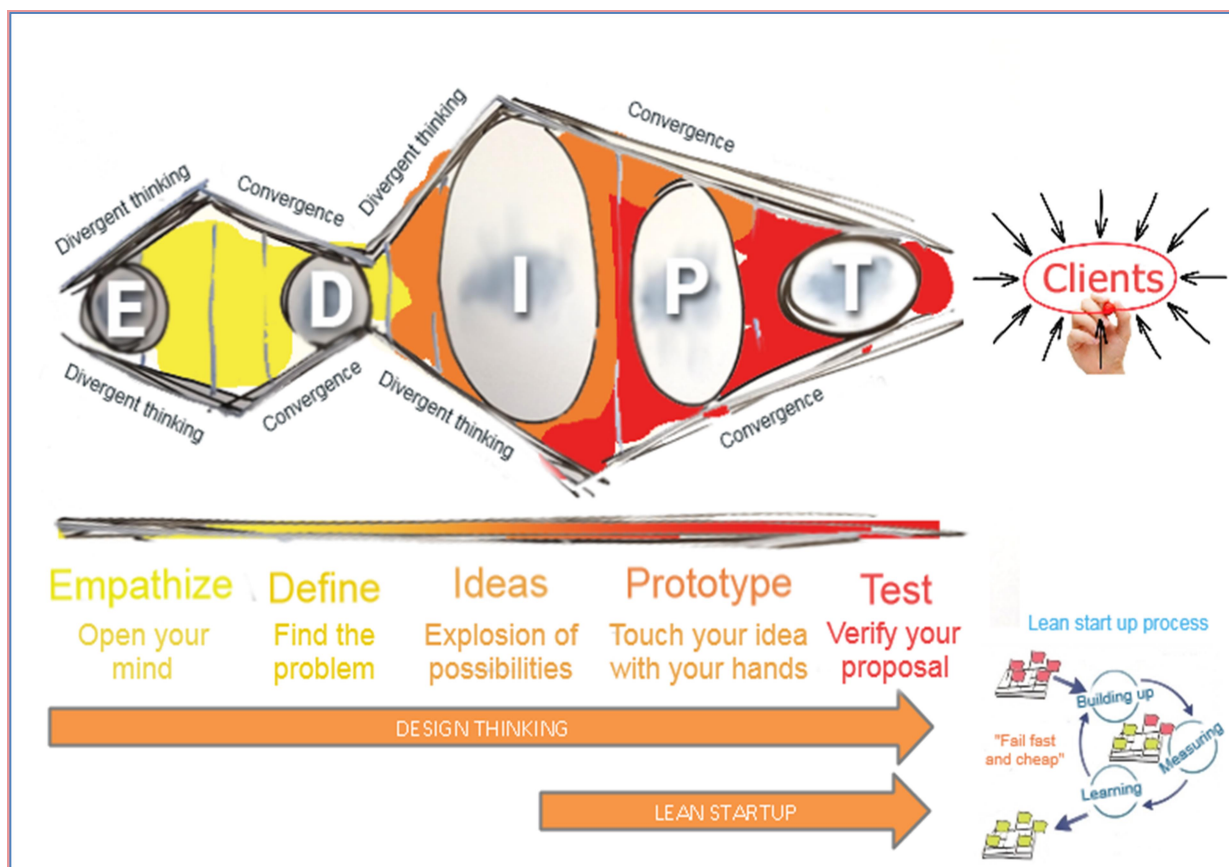
Collaborative tools are offering a large panel of possibilities to organize the work collectively. Students can develop new practices to improve their soft skills: communication in the distance, decision making (dates, votes, strategies...), coordination and monitoring of processes. Nowadays, it looks that technological options had no limits. So students might define first their needs in terms of practices and then choose the best tools to fulfil those needs.

3. MODULE 1: Introduction to agile methodologies for business models design

This training curriculum is based on agile business methodologies. In this first part of the training course, entrepreneurs will explore those methods in order to set up their own strategies during the mentoring and teamwork sessions.

Learning objectives:

- to get to know current methods and tools to help them in designing their business strategy;
- to identify and analyse needs and to provide adequate solutions;
- to be able to adjust a business idea in front of realities;
- to plan their business idea and to be able to explain it.

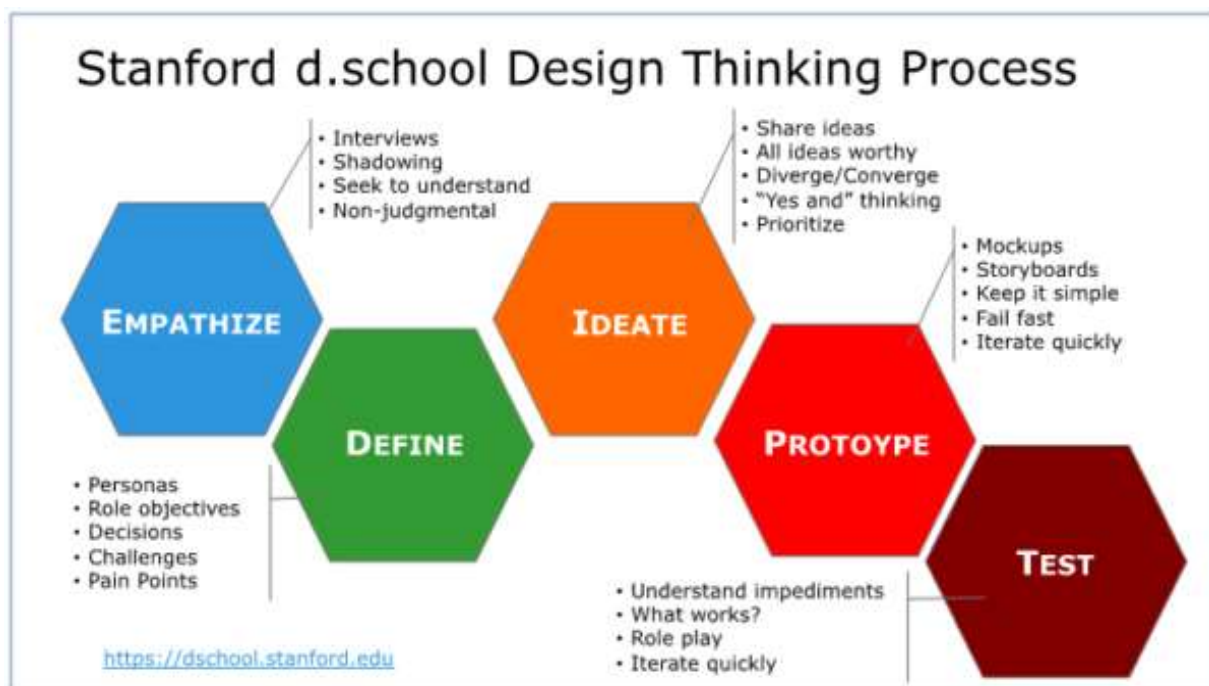


3.1 Design Thinking

Entrepreneurship is beginning to be seen not just as an engine of job creation and economic growth, but also as a mechanism to develop 21st century skills such as creativity, collaboration, self-efficacy, and critical thinking. In parallel, there has been an increased

interest in the methods, tools, and processes of human-centered design, and their applications in the workplace and educational settings. The incorporation of a formalized design thinking process model in entrepreneurship allows divergent and convergent thinking within business journeys of new entrepreneurs.

Design thinking follows a double-diamond approach that allows for both divergent and convergent thinking styles. Divergent thinking is typically associated with imagination, originality, curiosity, and exploring multiple possibilities, whereas convergent thinking focuses on bringing ideas together to form single, concrete solutions. The key consideration is to have separate phases for these thinking styles, so as to avoid overly critical inputs at exploratory stages that could inhibit the creative process, or conversely, too many open-ended options without an actionable solution. Tools such as empathy mapping and customer journey mapping are great for divergent thinking, whereas idea selection, action planning, and prototyping tools are well-suited to convergent phases.



Design thinking is the main methodology used during the incubation process. It provides clear steps on the identification and validation of problems and solutions. The trainer will clarify and make easily understandable those steps in order to guide entrepreneurs in their paths to design their own business.

Thinking on problems	
Step 1: Empathizing	<p>Divergent thinking: “Open your mind”</p> <p>During this first step, the entrepreneur will set up a list of problems in the area or field he would like to start his business. He should explore the whole situation and consider all the possible problems, not putting limits to his imagination.</p>
Step 2: Defining	<p>Convergence: “Find the problem”</p> <p>For this second step, the entrepreneur is getting in touch with a large panel of persons affected by those possible problems. He is asking them to prioritize those problems in order to identify the most relevant.</p> <p>The problem that is coming first more often is the problem to be tackled on.</p>
Thinking on solutions	
Step 3: Getting ideas	<p>Divergent thinking: “Explosion of possibilities”</p> <p>Based on the main problem he has identified, the entrepreneur is coming up with ideas to solve this problem. This is time for imagination and creativity. The entrepreneur might explore all the possible solutions without considering other parameters such as realism or resources.</p>
Step 4: Prototyping	<p>Convergence: “Touch your ideas with your hands”</p> <p>For this step, the entrepreneur is coming back to the panel of persons affected by the problem he is working on. He explains to them the different solutions he is developing and gets direct feedback.</p> <p>From that feedback, the entrepreneur concretizes the solution he wants to set and starts prototyping the products or services he can offer.</p>
Step 5: Testing	<p>Convergence: “Verify your proposal”</p> <p>Once the prototype is defined (including prices) the entrepreneur is coming back to his panel of persons and offers the service or product he has described. Thanks to feedback and customer experience he keeps developing his proposal following “Lean startup” methods.</p>

3.2 Lean Startup

The lean startup methodology seeks to eliminate wasteful practices and increase value-producing practices during the earliest phases of a company to have a better chance of success without requiring large amounts of outside funding, elaborate business plans, or a perfect product. Customer feedback during the development of products or services is integral to the lean startup process, and it ensures that the company does not invest time designing features or services that consumers do not want.

When a startup company cannot afford to have its entire investment depend upon the success of a single product or service, the lean startup methodology proposes that by releasing a **minimum viable product** that is not yet finalized, the company can then make use of customer feedback to help further tailor the product or service to the specific needs of its customers. The lean startup methodology asserts that the "lean has nothing to do with how much money a company raises"; it rather has everything to do with assessing consumers' specific demands and how to meet that demand using the least amount of resources possible.

Within our incubation process framework, the lean startup methodology is applied on the steps 4 "prototyping" and 5 "testing" of the design thinking process. During those steps entrepreneurs are constantly improving their products or services by following the Build-Measure-Learn approach.

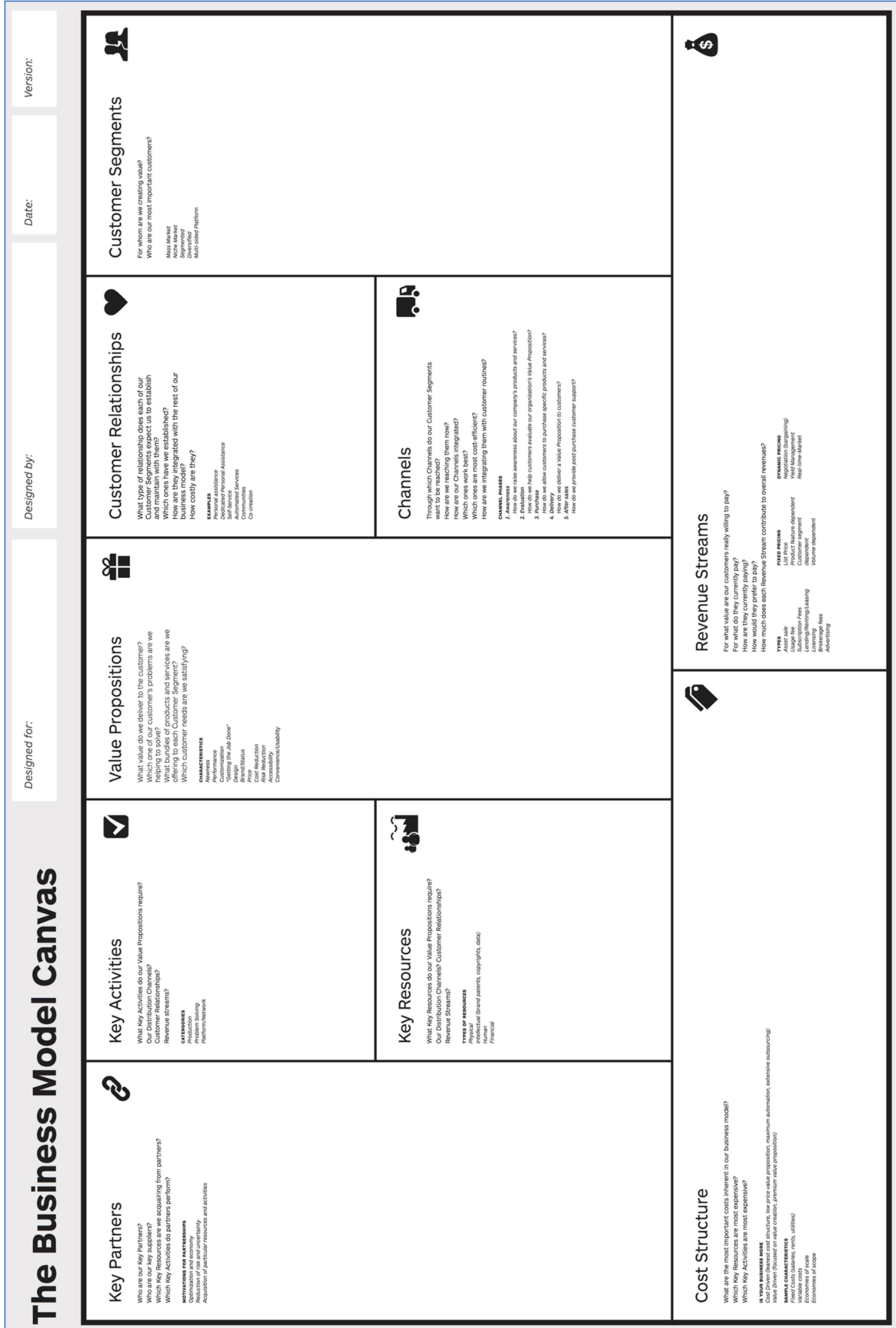


3.3 Canvas business model

In this part, we will use the Business Model Canvas innovation tool to approach either a personal or corporate challenge or opportunity. We will teach how to learn, identify, and communicate the nine key elements of a business model: Customer Segments, Value Proposition, Channels, Customer Relationships, Key Resources, Key Activities, Key Partners, Revenue Streams, and Cost Structure.

The Business Model Canvas reflects systematically on the business model, so entrepreneurs can focus on their business model segment by segment. This also means you can start with an “empty brain”, filling out the segments that spring to their mind first and then work on the empty components to close the gaps. The following list with questions helps brainstorm and compare several variations and ideas for business model innovation.

Key partners	<ul style="list-style-type: none"> ▪ Who are your key partners/suppliers? ▪ What are the motivations for the partnerships?
Key activities	<ul style="list-style-type: none"> ▪ What key activities does your value proposition require? ▪ What activities are essential in distribution channels, customer relationships, revenue streams...?
Value Proposition	<ul style="list-style-type: none"> ▪ What core value do you deliver to the customer? ▪ Which customer needs are you satisfying?
Customer Relationship	<ul style="list-style-type: none"> ▪ What relationship that the target customer expects you to establish? ▪ How can you integrate that into your business in terms of cost and format?
Customer Segment	<ul style="list-style-type: none"> ▪ Which classes are you creating values for? ▪ Who is your most important customer?
Key Resource	<ul style="list-style-type: none"> ▪ What key resources does your value proposition require? ▪ What resources are important the most in distribution channels, customer relationships, revenue streams?
Distribution Channel	<ul style="list-style-type: none"> ▪ Through which channels that your customers want to be reached? ▪ Which channels work best? How much do they cost? How can they be integrated into your and your customers' routines?
Cost Structure	<ul style="list-style-type: none"> ▪ What are the main costs in your business? ▪ Which key resources/ activities are the most expensive?
Revenue Stream	<ul style="list-style-type: none"> ▪ For what value are your customers willing to pay? ▪ What and how do they recently pay? How would they prefer to pay? ▪ How much does every revenue stream contribute to the overall revenues?



4. MODULE 2: Business strategy and marketing plan

Based on the agile methodologies, students will work on designing their own business strategy and marketing plans. Those training sessions will provide theoretical schemes and concrete examples on structuring their business ideas and testing them according to market needs and challenges. The development of those business and marketing strategies might be weekly reviewed by mentors

Learning goals:

- to be able to design a business plan based on Design Thinking and Lean startup methodologies;
- to acquire competencies to test and to validate hypothesis related to market needs and value propositions;
- to plan marketing strategies adapted to resources available;

4.1 What is a strategy?

The word “strategy” derives from the Latin “strategia”, which in turn comes from two Greek terms: “stratos” (“army”) and “agein” (“conductor”, “guide”). Therefore, the primary meaning of strategy is the art of directing military operations. The concept is also used to refer to the plan devised to address an issue and to designate the set of rules that ensure an optimal decision at all times. In other words, a strategy is the selected process through which a specific future state is expected to be reached.

Main learnings to be acquired:

- Understanding: Mission, vision and values;
- Analyse and evaluation: the SWOT methods
- Getting ideas and selecting them: mappings options and fixing priorities
- Ressources

UNDERSTANDING

The Strategic Plan must include in detail what the company aspires to be in the next few years. Meetings need to be held in order to understand the criteria and the different sensitivities between their members. Together team members will identify the current mission of the company (which makes the business different from others), the current vision (which is wanted, where we want to get there) and its values (how we want to get there).

Vision: the common project of the organization	Mission: it must respond to how the company wishes and wants to be perceived in the future.	Values: They are the set of norms, values, attitudes and shared beliefs.
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The disaggregation of each component contributes to define precisely its scope, meaning and implication. This form is framed and delimits where and how the company will develop itself for years to come. It defines its purpose or reason for being.

The company's strategic purpose (Vision / Mission) is a long-term goal and establishes the criteria by which the company will measure its achievements and progress. The way the company is directed to the LONG TERM serves as a direction and incentive to guide future decisions. The DREAM of the company is a declaration of Aspiration of the company in the medium or long term, it is the future image of how we want the company to be later. It may express:

- What is the desired image of our business?
- How will we be in the future?
- What will we do in the future?
- What activities will we develop in the future?

ANALYSE AND EVALUATION

During this phase, it is intended to collect all the key information:

- to make and define strategic decisions,
- to be able to establish the expected objectives.

In each of the four areas of the SWOT matrix, the strengths and weaknesses of a company are respectively represented, as well as the opportunities and threats that this company may encounter in its environment.

- The objective is to carry out a SWOT analysis, to detect the opportunities and threats that the company faces, such as the strengths and weaknesses it has, and assess each one
- Within this section, this methodology is combined with the business model map in order to carry out a structured debate
- Combining these two techniques allows a rigorous evaluation of the business model of a company and all its modules.
- The four questions of the SWOT analysis are asked for each of the components of the business model
- The current mission/vision of the company is retaken to evaluate its validity in the future context, and if necessary they will be reformulated to adapt them to future challenges

> The CAME Analysis is a supplementary methodology to the SWOT Analysis. It provides guidelines to act on the aspects found in the situation diagnoses previously obtained from the SWOT matrix.

<p>STRENGTHS</p> <p>They bring together the set of internal resources, positions of power and any type of competitive advantage of your business.</p> <p>> KEEP IT</p>	<p>OPPORTUNITIES</p> <p>They are any factors outside the business that favor its development or offer the possibility of implementing improvements.</p> <p>> USE IT</p>
<p>WEAKNESSES</p> <p>They are the limiting aspects of the development capacity of your business, due to their internal characteristics.</p> <p>> CORRECT THEM</p>	<p>THREATS</p> <p>They are all those external factors that can prevent the execution of your business strategy or endanger the viability of your business.</p> <p>> FACE THEM</p>
<p>To complete the analysis, it is necessary to listen first-hand to external agents, clients... to understand motivations and behaviors.</p> <p>Surveys and focus Group sessions will be conducted to complete the subjective vision of the company about its clients, deepening the knowledge of the final client and knowing the reasons for purchasing and not purchasing,</p>	

IDEAS AND SELECTION

With the information from the previous stages, we will work on some disruptive focuses to develop creatively and ensure that the plan contains strategic initiatives “outside the box” and focuses on what the company is today.

From the SWOT analysis, we use Design and Visual Thinking techniques, identify relevant focuses for the company in the future. Then they are energized by creativity sessions to identify new opportunities and solutions for each focus. To do this, use will be made of different techniques, depending on the needs or objectives established, incorporating internal or external staff

The creativity sessions will focus on:

- Identification of market opportunities
- Selection of the company's most important strengths for innovation
- Identification of important weaknesses of the company
- Definition of the probable market scenario in 5 years ahead with explicit or intuitive prospects

In order to prioritize the actions and changes that need to be implemented in the organization, an analysis must be carried out based on:

Probability: difficulty level at the time of implementation, this is the level of investment required, time, technical and professional capacity, etc.

Impact: level of impact that it can have on the organization in relation to the income statement, funding needs, in terms of human resources, change management, etc.

This last reflection serves to define the final business model map: the roadmap to be followed by the management team where the changes to be made in each of the company's modules are identified.

Once the points with the most significant impact and probability have been identified, the different strategic initiatives are listed, outlined and related to the mission/vision developed at the beginning of the process.

Enumeration of strategic initiatives:

- once the initiatives with the highest level of impact and probability have been selected, a meeting will be held with the team to determine how the selected initiatives contribute to the achievement of the vision / mission.
- in this section, the business objectives will be established both at a quantitative and qualitative level, as well as the key levers to achieve those objectives and the strategic lines that must be developed.

Initiative Prioritization: Priority Matrix

As companies do not have unlimited financial and human resources, it is necessary to prioritize how the different initiatives are managed. Therefore, human and economic resources are prioritized based on knowledge and contribution to company results.

All current projects of a company, whether strategic, operational or of any other type, are compiled in the **portfolio of initiatives**.

The overall image of the portfolio (time, knowledge, type of initiatives) and respect for the strategic line say a lot about the company's overall strategy. It indicates the measures to be taken.

The strategic map allows the visualization of all the strategic initiatives. It ordered them according to the strategic objectives that they respond to. They will be framed according to the defined mission / vision.

Finally:

- determine the strategic initiatives, relating them by areas and by their contribution to the strategic results.
- Develop a strategic map of the company.

RESSOURCES	
<p>Finally, the results at the profit and loss account level are projected based on the objectives set at the corporate level as well as on each of the defined strategic lines. The economic projections will describe how the strategic plan defined above will impact the income statement in the medium / long term.</p> <p>Comparing the actual results with the economic projections is an information of great interest for the company. It usually shows a difference, or "variance", which can be favorable or unfavorable.</p>	
<p>Every strategic plan leads to a review and adaptation of the organization towards the defined objectives. As a direct consequence of the realization of a strategic plan, there is a review of the current organisation's adequacy to the objectives. The development of the plan may contain the adequacy of points depending on the level of adjustment that is detected.</p>	
<p>With whom?</p> <p>Do I have the right structure? How much equipment does the company need?</p> <p>At this point, the structure is working organization, company culture and the need for new forms of relationship (autonomous teams)</p>	<p>How do I do things?</p> <p>Am I managing talent well? Do KPIs need to be redefined?</p> <p>In this section, the necessary adjustments are reviewed and determined at the level of key Human Resource processes</p>

4.2 Hypothesis validation

When we start thinking about a project, all we have in our minds are hypotheses or ideas of how we think the market works or how it will react to our product or service. Therefore, if we start from the point where we already have our business model, we still have a long way to go to see if our business looks profitable or not.

In this section, we discuss the steps to follow to check whether the hypotheses that we have embodied in our initial business model are true or not, to persevere in our strategy or pivot and change direction.

Main learnings to be acquired:

- Why is it important to validate hypotheses?
- Where are we coming from and where are we going?
- Identification, prioritization and validation...
- Practical tool for hypotheses validation: survey, landing pages and metrics, crowdfunding

What is the VALIDATION OF HYPOTHESIS ?

Developing businesses and services that nobody finally needs is the main reason for failure. The client must always validate the hypotheses. If we don't, they won't stop being assumptions

Why is a hypothesis validation important?

- Entrepreneurs are managing a business and making it profitable in an environment of uncertainty: validating quickly and cheaply is essential
- A business plan must always be validated
- The Canvas does not reflect contact with customers
- With each hypothesis we make, we capture leads that can become future clients
- We generate precious information in the form of metrics: cost of acquiring a client, visits, emails.

Traditional development of a product / business : > Conception and specifications > Development > Testing > Launch

The launch to potential clients is done after having developed and invested a lot in the product/business, without taking them into account

Our concept of what the customer wants hardly changes from start to finish AND it may not be correct

Development through hypothesis validation of a product / business:

> Create a Minimum Viable Product (MVP) > Validate hypotheses > Obtain metrics > Improve or pivot

Develop quickly, with little cost and time, adapting to customer feedback

The sooner we validate our value proposition, the better we will be able to invest our budget and time

WHAT DO WE START FROM AND WHERE DO WE MOVE?

Starting from the Business Model Canvas, we will identify and assume the main business hypotheses:

- Analysis of the Business Model Canvas / Identification of the assumed hypotheses / Assignment of experiments to validate them
- Leads acquisition / Presentation of a Minimum Viable Product / Validation of hypotheses and willingness to buy

<p>Identification of hypotheses</p> <p>> Entrepreneurs interview and evaluation of their Business Model Canvas.</p> <p>> Support in the identification of hypotheses according to the points of the Business Model Canvas:</p> <ul style="list-style-type: none"> ▪ How many people do you think would be willing to pay for the first x months? ▪ What is the customer profile you will be targeting? ▪ What is the channel and how to interact with the client? ▪ Where should I invest time and resources? <p>Prioritization of the hypotheses to be validated and commitment of effort in their validation</p>	
<p>Hypothesis validation: Minimum Viable Product (MVP)</p> <p>Goals:</p> <ul style="list-style-type: none"> ▪ To validate the selected hypotheses ▪ Get leads (potential future clients) and feedback ▪ Create fans Groups Beta tester ▪ Know if our business model generates interest 	
<p>Validation “through (the most common and fastest)</p> <ul style="list-style-type: none"> ▪ Flyers, posters, videos ; ▪ Free trials in exchange for feedback (if feasible) ; ▪ Focus Group ; ▪ Interviews ; 	<p>Validation through digital means</p> <ul style="list-style-type: none"> ▪ Creation of Landing Page (via Instapage or similar) and obtaining metrics ; ▪ Use of digital promotional media, social networks and communication channels ; ▪ Creation of mockups ; ▪ Crowdfunding ;

4.3 Marketing

Dr. Philip Kotler, considered the father of modern marketing, defines marketing as the science and art of exploring, creating and delivering value to satisfy the demands or requirements of a target market for a profit. Marketing identifies unmet needs and intentions. Define, measure and quantify the size of the identified market and profit potential. It points out which segments of the company can serve best and designs and promote the right products and services.

Main learnings to be acquired:

- What is and what is not marketing?
- Marketing in business planning
- Strategic marketing and operational marketing
- Designing SMART objectives
- Products, Strategy, Prices, Distribution
- Relational marketing

MARKETING PLAN	
<p>Useless marketing plan</p> <ul style="list-style-type: none"> ▪ Detailed to the maximum ▪ 30 sheets or more ▪ Based on beliefs ▪ Unrealistic goals 	<p>Helpful marketing plan</p> <ul style="list-style-type: none"> ▪ Based on listening ▪ With SMART goals ▪ Less than 3 pages ▪ Helps us to think ▪ It is done in 1 week, although it is never finished
PARTS OF THE PLAN	
<p>Analysis: Where are we?</p> <ul style="list-style-type: none"> ▪ External and internal situation ▪ Target audiences ▪ Value proposal <ul style="list-style-type: none"> → What are my clients' needs? What motivates them? → What companies offer the same as me? At what price? What is its differential value? → Needs to start → SWOT (Later) 	
<p>OBJECTIVES: What do we want to achieve?</p> <ul style="list-style-type: none"> ▪ SMART Objectives ▪ KPIs definition <p>SMART objective examples</p> <ul style="list-style-type: none"> → Example A: Increase sales → Example B: Get 1,000 followers on Instagram in a month → Example C: Increase turnover by 80% in one quarter 	

STRATEGY: What am I going to offer?

- Marketing Mix
 - Experiment fast and cheap
 - Get wrong fast and cheap
 - Hit fast and cheap
 - The strategy needs
 - Previous experimentation

Strategy: Product

This is what we are going to sell. It can be tangible or intangible (in the form of a good or service) whose objective is to satisfy the desires and needs of the target (target market

> Experience, Benefits, Value

Strategy: Place

Place the product within reach of your customers, using the appropriate distribution.

Strategy: Promotion

This is a variable of communication. It makes the target find out about the product, where they can find it and at what price.

Advertising, Public Relations, Direct Marketing, Personal Sales

Action plan: How do I achieve the objectives?

"A small step for the entrepreneur, but a big step for the startup"

> Discounts, synergies, press appearances, partners, specifiers, events, fairs

MEASUREMENT: What do we repeat and what do we discard? Analyze, learn, replicate.

- What has happened?
 - Have the objectives been achieved? Why?
 - Learning
 - New goals
 - Start again
 - What service or product do you offer?
 - What benefits does your product or service offer?
 - What are the motivations for your target audience to buy from you?
 - Price, product / service benefits and distribution channels of 3 competitors.
 - Through which channels do you think you will sell more?
 - What will be attractive about your product or service?
 - Set 3 goals to meet one month later

DIGITAL MARKETING	
How to listen to digital marketing? <ul style="list-style-type: none"> ▪ Through the keywords (Ubersuggest, keywordtool.io, Keyword Shitter, Ahrefs, Semrush, Sistrix, Answer The Public ...) ▪ Trends (Google Trends, KeyWords Everywhere) ▪ Listen to social networks (TweetDeck, Hootsuite ...) 	What are we going to sell? How can digital marketing help us? <ul style="list-style-type: none"> ▪ Check Interest (Keywords) ▪ Identify trends ▪ Analyze competition (Volume, prices, etc) ▪ Communicate (RRSS) ▪ Digital sale
Online sale <ul style="list-style-type: none"> ▪ Feasibility: High competition, low prices ▪ Investment: Is it free to sell online? Is it cheaper? ▪ How to build trust? ▪ Main KPIs: How much does it cost me to attract a new customer? What is the average ticket? How many times do you buy from me a year? 	
Online Sales: SEO Positioning <ul style="list-style-type: none"> ▪ It's David's way of fighting Goliath ▪ It is not free, but it does not require as much investment ▪ Content strategy ▪ Link building strategy (Ronaldo and Messi) ▪ Good practices Constant algorithm changes (Uncertainty) 	Online Sale: Facebook ADS <ul style="list-style-type: none"> ▪ Campaigns from 5 euros ▪ Target audience segmentation ▪ Immediate results ▪ Same tool for Facebook and Instagram "Simple" tool ▪ Remarketing
Online sale: Google ADS (SEM) <ul style="list-style-type: none"> ▪ Advertising on Google ▪ Purchasing intent ▪ High conversion ▪ High investment ▪ Tool "somewhat more complicated" 	Online sale: LinkedIn ADS <ul style="list-style-type: none"> ▪ B2B sale ▪ Expensive advertising (Min. Investment € 3,000)
Online Sale: Native Advertising <ul style="list-style-type: none"> ▪ Taboola and Outbrain ▪ Advertising in the media ▪ Economic traffic ▪ Poor quality traffic 	Online sale: Email marketing <ul style="list-style-type: none"> ▪ Less and less effective ▪ Offer value for users ▪ Branding

Online Sale: Marketplaces

- Amazon, Weddings.net, GuruWalk
- They get traffic
- They have organic positioning ("SEO")
- You can start selling soon
- Each one has its rules

Online Sale: E-commerce

- Shopify, Mabisy, Wordpress, Prestashop, Magento
- Payment gateways (Stripe, Paypal, Banks ...)
- Stock, shipping policy, return policy ...
- Dropshipping

5. MODULE 3: Commercial plan

The business model and the marketing plan of each project are the basis from which we can start to build a commercial plan. The commercial plan helps the company launch a new product into the marketplace. Companies will develop these plans to ensure they have operations in place to handle the distribution and feedback from consumers, among other things.

Learning goals:

- To get to know the main elements of a Commercial plan
- To set up business options for participants ventures
- To understand the importance of customer experiences and how they impact business growth
- To identify essential elements of the customer journey for your ventures

COMMERCIAL PLAN AND SALES CHANNELS
<p>How and how much am I going to sell</p> <ul style="list-style-type: none"> ▪ What is my market ? ... ▪ How much could I sell ? ... ▪ How much can I sell ? ... ▪ How much am I going to sell ? ...
<p>Elements of the business plan:</p> <ul style="list-style-type: none"> ▪ Clients and segments ▪ Product or Service ▪ Value proposition ▪ Customer relationship ▪ Commercial strategy (Market, Competition, Prices, Distribution, Sale, Promotion...)
<p>Customer relationship level</p> <p>The relationship with the client is a key factor to define how much and where we should dedicate to our commercial effort:</p> <ul style="list-style-type: none"> ▪ How often do I contact my clients and they need to access my product or service ? ▪ How much assistance customers need with the product or service due to its complexity or customization ?

<p>Commercial Strategy: Where am I going to sell?</p> <p>The market is the area in which I can reach my clients with my product and the commercial resources that I have.</p>	<p>Commercial Strategy: Competition</p> <p>How to identify my competition and what should I keep in mind ?</p> <ul style="list-style-type: none"> ✓ The first level of competition is in the Value Proposition
<p>Commercial Strategy: Complementary Sale</p> <p>How can I expand the solution I offer to my clients?</p> <ul style="list-style-type: none"> ▪ Do I have a product that meets more needs or in a better way? ▪ How can I go beyond meeting clients basic needs? ▪ Will you need anything else to get the full value or benefit of my product or service? 	<p>Commercial Strategy: Prices and Product Offer</p> <p>Define the price and the different product combinations to maximize the value obtained from each sale</p> <ul style="list-style-type: none"> ▪ Maximize received value ▪ Be competitive ▪ Increase the volume ▪ Optimize margin
<p>Commercial Strategy: Prices and Product Offer</p> <p>The pricing policy and product offer (pricing & bundling) are strategies to maximize the value we obtain from the client by managing the margin to sell more product quantity.</p>	<p>Commercial Strategy: Sales channels</p> <p>The channels provide different coverage of markets, segments and degrees of value and customer service.</p> <p>Factors for choosing a sales channel</p> <ul style="list-style-type: none"> ▪ Market scope or coverage ▪ Customer relationship level ▪ Product or service complexity ▪ Capacity and cost
<p>Sale promotion</p> <p>Define the tactic to go to the market to meet customers and to sell our product or service</p> <ul style="list-style-type: none"> ▪ Sales Tools ▪ Sales stages ▪ Commercial Action Plan 	<p>Sales Promotion: Tools</p> <p>Each resource available for sale must add value to the customer</p> <ul style="list-style-type: none"> ▪ Online: Web, Mail, App, RRSS, etc. ▪ Advertising ▪ Merchandising: Catalog, brochures, samples, etc. ▪ Pricing & Bundling ▪ Complementary Sale

Sales Promotion: Sales Stages

Some sales are immediate, but others require going through stages which connect and work with customers. We need a plan for each step that will advance clients to the next stage.

The development of the pipeline depends on the relationship with the client and the complexity of the product or service.

Sales forecast. How much am I going to sell?

Translate stocks into amounts and income for a period of time

- Top-down approach: starting with SAM (total market) we apply criteria to limit the market share that we can obtain.
- Bottom-up approach: starting from the real clients, products and commercial strategy, I add the result of commercial actions to a total sales figure. It is essential to identify and validate the assumptions to know which are the levers that move the results.

CUSTOMER EXPERIENCE (CX)

What is Customer Experience (CX)

The CX is the experience that the customer has with the brand, product or service, from the beginning to the end of each interaction, throughout the life of their relationship with the company.

It is the regular and consistent delivery of what the brand promises to the customer and the resulting expectations through each and every one of the interactions and in all contact channels.

From the client's perspective, it is what he experiences in each interaction, the resulting sensations and emotions that he associates with the brand, product or service and that determine the assessment and response you will have towards them.

Customer Lifetime Value

The CLV makes it possible to evaluate the total profitability of a client and identify those that add greater value or have more potential for the business. This is essential to define strategies that maximize the client portfolio's total value and differential client experiences that provide greater value for the company.

- $CLV = \text{Total Customer Value} - \text{Acquisition Cost}$
- $VTC = \text{Selling Margin} \times \text{Transactions}$
- $CA = \text{Spending to win a customer}$
 - Measures the total economic value of a customer, not a transaction
 - Consider both revenue and acquisition cost
 - Includes the value of customer loyalty, measured in repeat purchases and the level of participation in the total of their purchase (Share of Wallet)

Stages in the customer's purchase (Marketing Funnel)

It is not enough to achieve the customer's choice and buy the product or service. It is necessary to generate brand loyalty so that it maintains its relationship with the company, increasing its value in the long term. Since digital technologies allow people to be permanently connected, customers' ability to recommend and share their experiences is decisive in the growth (or failure) of the business.

The purchase process responds and it is based on people's psychological aspects and through the progression between its stages to influence the customer's decision.

The level of emotional involvement increases the stages of the purchase decision and, therefore, the importance of the Customer Experience:

1. Attention: TV, Radio, Online search, Mentions, Blogs...
2. Interest: Mailing, leaflets, Web exploration, comments...
3. Desire: testing product, comparing...
4. Action: Social networks, youtube, sale in shops...
5. Loyalty: Online sale, rewards, loyalty programs, followers, personalized up-selling
6. Recommendation: Word of mouth, reviewing, shares, "likes"...

Concepts> Walkthrough from the Customer's Perspective

Knowing the customer journey first requires an outside-in perspective. We need to see how it evolves and experiences the purchase steps.

Different clients will have different personal experiences, so it is necessary to identify these differences in profiles and segments.

Customer contact points (Omnichannel Experience)

The customer experience needs to evolve from multi-channel experiences (different and particular in each channel) to an omni-channel experience, unique and integrated through all contact channels.

Customers are increasingly sophisticated in their purchasing habits and do not choose a unique contact channel, but rather use all of them, simultaneously, and even in real time. They may use both those of the company itself and those of the competition!

Impact of the channels on the purchase recommendation

The channels or points of contact with the customer have a different relative influence on the purchase decision. Those channels with a personal component are the most referred to when looking for recommendations before the purchase.

An **omnichannel experience** requires being able to interact and transact with customers on any and all channels he chooses and when he chooses.

It requires a personalized message and experience that is consistent with the time and stage of your purchase process

The key parts of the Customer Journey

The Customer Journey Map should identify the moments and interactions that are the most important in the customer's experience. It will be used to manage them individually and throughout the entire journey.

Defining the objective and the expected response in each one is essential to know how to manage the key organizational resources for the experience's success.

Key Moments (MoT)

Interactions that have an over-dimensioned emotional impact or connection on the client and that therefore can motivate significant actions or behaviors.

Clients make or change their decisions in these moments of their experience in which they decide to move forward.

Opportunities (Pain Points)

Aspects of the operation that make the customer uncomfortable or upset by making their experience not fully satisfactory at one point of contact or between different moments of the customer journey.

They are the opportunities to correct, improve or even innovate the customer experience at key moments

Objective and expected response

It is the definition by the company of what should happen at each point of contact to meet customer expectations. It defines the decisions we are looking to make and the emotional response expected as a result of that interaction. All organizational operations and resources must be aligned to make this happen.

6. MODULE 4: Communication

Everything that comes out or is seen by the company is communication. The colors, the advertisements, the treatment on the phone, an email, advertising, publications, a website, the logo, the colors and the sensations. Everything! And everything must be aligned.

Learning goals:

- Drafting a communication plan for the company;
- Building up a web page and online store;
- Creating graphic and audiovisual materials.

6.1 Communication plan

COMMUNICATION PLAN	
<p>WHY?</p> <ul style="list-style-type: none"> ▪ To carry out an internal and external analysis of your company. ▪ To define the objectives of its communication plan. ▪ To identify your target audience. ▪ To define its message. ▪ To select channels. ▪ To plan your time and resources. ▪ To develop the strategy that you are going to follow. ▪ To evaluate and measure the results obtained. 	
<p>An advertising campaign must have:</p> <ul style="list-style-type: none"> ▪ An objective. ▪ An audience. ▪ A clear start. ▪ An incentive (gift / discount / benefit). ▪ A specific duration. ▪ A way to measure results. <p>The target and the audience will tell us which channel is the right one</p>	<p>Things to take into account:</p> <ul style="list-style-type: none"> ▪ The ways of shopping have changed ▪ Do you buy or do they sell you? ▪ The key is in repetition. ▪ For that, the message must be uniform.

5 keys for making a good Storytelling:

1. Define who you want to connect with through the story you are going to tell. Who is your client?
2. Touch the fibre or stick your finger on the sore, you have to get their attention!
3. Define what perception you want to have of your brand. Align yourself with coherent causes.
4. Approach, middle and end, always a coherent common thread.
5. Define the character that will embody the values of your brand.

Each company has different values and policies. What are yours?

CONTENTS:

If you know who your ideal client is, you will know ...

1. How to talk to him.
2. What to tell him.
3. Where to find him

The contents have

- a social part, which will be closely related to your type of client and their interests
- a creative part, because you must reach them and connect through words.
- a structural part, because search engines must perceive your content as something useful and attractive so it can be shown to more people.

What is your contribution of value? Is your client able to recognize it?

- Content can determine the success of a website or campaign, but also make constant growth possible.
- The use of keywords and their synonyms.
- The way of writing is fundamental
- Neuromarketing and re-education towards your strengths.

Forms are everything and they are part of your image

- No spelling mistakes.
- Always talk about yourself (posts are not read in groups).
- The technical level of your interventions will depend on that of your audience, not that of your product.

Each social network offers you the possibility of creating a profile or page (personal or professional) and you must make sure that:

- you do not leave anything to fill in
- your logo and images correspond to reality (do not makeup or confuse).

Remember that this will be the image of your company

How do I reach people?

Whether your business is physical or digital, you can not open a new business and sit and wait. Opening an account on Google My Business will allow others to find you, but social networks will also play an important role in all this.

RRSS management, which ones and why?

“Tell me what you sell and I'll tell you where. “

In the world ranking of the use of networks, these would be the main or most used:

Facebook

- Youtube
- WhatsApp
- Facebook Messenger
- Instagram
- Tiktok
- Snapchat / Twitter and Pinterest (with a third of users than the previous option)

RRSS management, which ones and why?

- Shine on LinkedIn and network.
- Create a community for your brand on Facebook.
- Sell on Instagram.
- And complain on Twitter.

All RRSS are different and are used in different ways, with their own rules. You must plan your image and publications independently for each of them.

6.2 Project presentation

How to make a good project presentation?	
1. STRUCTURE	
COVER	<ul style="list-style-type: none"> ▪ Title ▪ Names of project members ▪ Institutional logos ▪ Project logo ▪ Images
INDEX	<ul style="list-style-type: none"> ▪ Numbered
INTRODUCTION	<ul style="list-style-type: none"> ▪ Short ▪ Concise
CANVAS	<ul style="list-style-type: none"> ▪ .Value proposal ▪ Customer segment ▪ Key activities ▪ Channels, resources, partners ..
CONCLUSION	<ul style="list-style-type: none"> ▪ Short ▪ Concise
CLOSING	<ul style="list-style-type: none"> ▪ Thank for the attention
2. CHOOSING THE TOPIC	
<ul style="list-style-type: none"> ▪ Set up template slides ▪ Colors ▪ Typography (legible and straightforward) ▪ Logo 	
3. RESSOURCES	
IMAGES	<ul style="list-style-type: none"> ▪ Good quality ▪ Caption on images with rights ▪ No copyright

TEXT	<ul style="list-style-type: none"> ▪ No large text blocks ▪ Good letter size (> 24 pt) ▪ No missing spelling ▪ Bold, italics and underlined ▪ Avoid colors of typographs
DOCUMENTS	<ul style="list-style-type: none"> ▪ Articles ▪ Official websites ▪ Trends ▪ No wikipedia
SCHEMES	<ul style="list-style-type: none"> ▪ Use of powerpoint resources ▪ Make the reading easier
CONCLUSION	
<p>THE PRESENTATION</p> <ul style="list-style-type: none"> ▪ Support ▪ Easy to follow ▪ Simple ▪ visually pleasant ▪ Make sense 	

6.3 Video marketing

VIDEOMARKETING	
What is it?	<p>Marketing technique using audiovisual material to promote a brand, a service or a product.</p> <p>NINE OUT OF TEN INTERNET USERS WATCH VIDEOS OF THE BRANDS THAT THEY FOLLOW ON SOCIAL NETWORKS.</p>
Advantages	<p>MESSAGE: content is clearer through audiovisual : image, music, voice-over and text.</p> <p>ENGAGEMENT: Content using humor works more and appeals to the users' emotions, both positive and negative.</p>

	<p>CONSUMPTION: easy and comfortable</p> <p>MEMORABILITY: it reaches the user through several senses at the same time: sight and hearing.</p> <p>VIRALITY: easy to be shared</p> <p>SALE: increase in conversion. They help in the purchase decision.</p>
Types of videos	<p>ADVERTISING VIDEOS: TV and internet</p> <p>BARDING VIDEOS: showing up the company's values and the corporate culture</p> <p>PORTFOLIO: showing examples of company's works</p> <p>TRAINING MATERIALS AND VIDEO TUTORIALS: publicize the company's services or products' functionality or offer training on topics related to it.</p> <p>DEMONSTRATION VIDEOS ABOUT PRODUCTS OR SERVICES: they show the advantages of a product or service and its main characteristics. They serve as audiovisual reinforcement to express the value proposition of the product and incentivize sales.</p> <p>TESTIMONIAL VIDEOS: they reflect the opinion and experience of the company's clients with any of the products or services.</p> <p>VIDEO BLOG: the person of reference exposes topics of interest. and acquires prominence.</p>
Platform:	<p>YOUTUBE:</p> <ul style="list-style-type: none"> ▪ Main video consumer platform ▪ The second most used ▪ We can manage advertisements of our business to appear with a short spot in the videos of others. <p>VIMEO:</p> <ul style="list-style-type: none"> ▪ More professional image ▪ It is used for image professionals; <p>IGTV:</p> <ul style="list-style-type: none"> ▪ Upload videos to regular publications and their stories, live and delayed. ▪ Generate more extensive audiovisual content ▪ They can last up to 15 minutes when uploaded from a mobile phone, and up to 60 minutes when uploaded from a computer.

	<p>PERISCOPE:</p> <ul style="list-style-type: none"> ▪ Broadcast live video and interact with people. ▪ Search broadcasts by location or topic. ▪ Share your live videos instantly on other social networks.
ADVICES TO PRODUCE GOOD VIDEO CONTENTS	
1. MEET YOUR AUDIENCE	<p>The first step is to know your audience in depth.</p> <ul style="list-style-type: none"> ▪ For that you need to know what their needs, desires, aspirations and tastes are; ▪ Videos have great power to connect emotionally with the viewer.
2. DEFINE YOUR OBJECTIVES	<p>Why are you going to create a video and with what intention.</p> <ul style="list-style-type: none"> ▪ Are you looking to drive more traffic to your website? ▪ Get followers on social networks to create community? ▪ Generate conversion? ▪ Increase your brand awareness and prestige? <p>Depending on what you need, you will have to adapt your message and format.</p>
3. SCRIPT AND TECHNICAL REQUIREMENTS	<p>Plan in detail: dialogues, plans, duration ... more measured and less margin for the unexpected = save time and money.</p> <p>Make a list of everything you need: recording equipment, cameras, microphones.</p> <p>The quality of the image does not need to be that high. If there are few resources available, you need to focus on the creative part and record as you can!</p>
4. DIFFUSION CHANNELS	<p>YOUTUBE:</p> <ul style="list-style-type: none"> ▪ Videos around 3 minutes are the most popular ▪ 16 to 35 years old is the audience who consumes it the most. <p>FACEBOOK:</p> <ul style="list-style-type: none"> ▪ Reward the shortest videos: between 21 and 44 seconds are the most popular. ▪ Native videos uploaded directly to Facebook go viral more than those shared from YouTube.

	INSTAGRAM <ul style="list-style-type: none"> ▪ Videos are shared more than any other type of format. ▪ Instagram TV videos longer than a minute ▪ The essence of Instagram is its 15-second stories.
5. Optimize your videos	<p>SEO is an indispensable part of content marketing.</p> <p>Research the keywords related to your video's topic, find the terms, hashtags, etc.</p> <p>Don't forget to take care of the URL and meta description if necessary.</p>
6. Invest in advertisements	<p>Video advertising on FB / Instagram / Youtube allows us to filter the public by a multitude of variables to tune and maintain with them a greater engagement.</p>
7. Measure your results	<p>Evaluate and measure the results as accurately as possible: what goals have you set for yourself?</p> <ul style="list-style-type: none"> ▪ User behavior ; ▪ Recognition ; ▪ Brand valuation.
8. Localization	<p>Find the ideal place to record your video (work table, a charming corner, a white wall ...)</p> <ul style="list-style-type: none"> ▪ Place without too many elements that can distract attention: ▪ White background; ▪ Lighting: Natural light, Spotlights, White cardboard to bounce light.
APPS FOR VIDEO MARKETING	
<ul style="list-style-type: none"> ▪ Magisto ▪ Hyperlapse ▪ Wondershare / FilmoraGo ▪ Splice ▪ Wevideo ▪ PicPlayPost ▪ Inshot 	

6.4 Social networks for entrepreneurs

LINKEDIN	
<ul style="list-style-type: none"> ▪ LinkedIn is one of the most unknown and different, but very useful in business environments or work collaborations. ▪ The most similar to networking. ▪ Most of the profiles are male, between 25 and 35 years old ▪ It is an especially active network in the mornings during the week and on Sunday afternoons. 	
How to grow as a brand and gain popularity:	
<p>1) Complete all parts of your personal profile; images, studies, job data (at least the last three), skills.</p> <p>* Very important: the photo which profile you are going to choose. To be sure that it is suitable you can use this application: snappr.co/photo-analyze</p>	<p>2) Use the keywords for which you want yourself to be seen in the description of your profile</p> <p>* Very important; add in your profile all the information that can improve your status and renew it every few months (courses, talks, milestones).</p>
<p>3) Do not use the default url or address,</p> <p>* Very important; choose the first two words of your new url to position yourself as a personal brand.</p>	<p>4) Invitations. Once your profile is ready, it's time to get connectors or like-minded people. But BEWARE, LinkedIn is not a network to make friends. It penalizes making "friendships" with your acquaintances or relatives.</p> <p>Think:</p> <ul style="list-style-type: none"> ▪ Which people would you like to see your profile? ▪ - What profiles would you be most interested in seeing or following you?
<p>5) When you invite somebody, add a personal message.</p>	<p>6) Remember to participate in conversations, opinions or debates. Don't be afraid to give your opinion in any publication of other people, even if they are unknown (it is highly valued). Recommend the contributions that you have looked interesting (the equivalent of giving the Like).</p>

7) **Check your score** or the assessment that LinkedIn gives your profile through social selling ranking.

How is this done? With your LinkedIn profile open in another tab, type the following address (in a new tab): [linkedin.com/sales/ssi](https://www.linkedin.com/sales/ssi)

Here you will get an assessment in various aspects:

- Your profile or personal brand.
- If your contacts are adequate or you are looking for possible synergies correctly.
- If you interact with people.
- The relationships you create.

What is LinkedIn's claim to its members?

It is crucial to be clear about this.

LinkedIn wants

- to identify the most influential people in each sector.
- to strengthen professional relationships in the medium and long term.
- to show the most professional facet of each of the members of this network.
- to share valuable contents and generate ideas.
- to provide you with feedback regarding what others think of you.
- to offer you the possibility of getting clients or new jobs.
- to provide you with the possibility of getting collaborators.
- to enhance your personal brand.

Why is it important to create and enhance your personal brand?

We all want to be different. Within the professional sector in which we offer our services, we have to differentiate ourselves.

In other circumstances, we would talk about the 4 P of marketing:

- Be the cheapest (Price)
- Be the fastest (Point of sale or Place)
- Be the highest quality (Product)
- Be the most viewed (Promotion)

Here you have to add a fifth option (Person): There is a recognized and recognizable person behind your business. It brings a humanist vision of your companies (whether they are products or services).


Can I then have a professional profile and company page on LinkedIn?

Of course. But two pages will mean double work and consistency is important.

Each company will be able to choose three hashtags with which to relate their business.

* Very important; hashtags must identify your sector or occupation and relate to what a client would look.

6.5 How to create a webpage and/or an online store?

Introduction	
History of the Web	<p>> HARP > ARPANET > WWW</p> <p>The World Wide Web grew rapidly: in 1993 there were only 100 World Wide Web Sites and in 1997 there were already more than 200,000.</p>
Web types	<p>There are different types of websites on the Internet, and knowing how to recognize them is essential to know which one we need at all times.</p> <ul style="list-style-type: none"> ▪ Static Pages ▪ Dynamic Pages <p>You must choose one of those 2 types of web pages according to their purpose or intention</p> <ul style="list-style-type: none"> ▪ Portfolios and personal web pages ▪ Corporate or company pages ▪ Online stores or e-commerce ▪ Web pages for the sale of services ▪ Landing pages or landing page ▪ Other types of web pages: blogs and forums
BASIC CONCEPTS	
Domain	
Hosting	<p>A hosting is a hosting service for websites. Instead of hosting people, web hosting hosts the contents of your website and your email so that they can be visited at any time from any device connected to the Internet.</p>
CMS or Custom	<p>A content management system (CMS) is a computer program that allows creating a support structure (framework) to create and administration contents, mainly on web pages, by administrators, editors, participants, and other users.</p>

What CMS options do we have ?	
WordPress	<p><u>Global share</u>: 34.1%</p> <p><u>Hogging the CMS market</u>: 60.8%</p> <p><u>Review</u>: There is no doubt that it is the most used. Since its appearance in 2003 it has been used as a platform for blogging. Today it incorporates tools that make it the most versatile CMS on the market. It has HTTPS support and accepts any server that supports PHP. Its version 5.0 represents 5% of all websites in global terms.</p> <p><u>Active websites</u>: 24.8M approx.</p> <p><u>Success Stories</u>: Adobe Blogs, AMC, BBC, BitlyURL, Bloomberg.</p> <p><u>The Good</u>: it is open source and quick to install. It has an infinity of plugins and themes that will allow you to design your website in multiple ways and it gets along very well with external tools.</p> <p><u>The bad</u>: some themes often have problems, like specific plugins, which are not compatible and their updates depend in some cases on their developers</p>
WOO COMMERCE	<p>Why is it so easy to use?</p> <p>This intuitive interface allows WordPress users to set up their business-friendly website in just a few hours. Its initial configuration can be extensive, however, most users notice that this plugin becomes a very comfortable tool when it is used regularly.</p> <p>Although there are many manuals to learn how to use Woocommerce, it is unnecessary to opt for a course or master to use it.</p>
WIX	<p><u>Global share</u>: 1.1%</p> <p><u>Hogging the CMS market</u>: 2.0%</p> <p><u>Description</u>: Wix is a platform that has currently been gaining followers for the ease of setting up a free website without the need for programming knowledge. Created by Israeli developers, it allows the user to have eye-catching designs. It is ideal for different types of photography endeavours, online stores and sites for indie artists.</p> <p><u>Active websites</u>: 3.3M approx.</p> <p><u>Success stories</u>: Pelé, Sergio Agüero, Mr Ping.</p> <p><u>The good</u>: it has a lot of templates with super attractive and easy-to-use responsive designs. Its paid version offers a discount for campaigns in Adwords and Facebook Ads.</p>

	<p><u>The bad</u>: you practically lose rights on your content; incidentally, you do not have access to its source code. The free version does not guarantee you enough visibility so you will have to contract Premium packages, relatively expensive services in relation to other CMS.</p>
My website must have	<p><u>Option 1</u>:</p> <ul style="list-style-type: none"> ▪ Name > Domain \$ ▪ House > Hosting \$ ▪ Walls / Furniture > CMS / Plugin ▪ Guests > Visits <p><u>Option 2</u>:</p> <ul style="list-style-type: none"> ▪ Name > Domain \$ ▪ House > Hosting \$ ▪ Walls / Furniture > CMS / Plugin ▪ Guests > <u>Visits that buy</u>

Online Store	
Shopify	<p><u>Global share</u> : 1.6% / Hogging the CMS market: 2.9%</p> <p><u>Description</u>: It is a cloud-based CMS (Saas), so the customer's data is stored on its servers. It has been taking a stir among those companies that venture into their online stores. It has many templates and themes to edit them at ease, not for nothing many websites deserving of design awards use this platform. It has a large community to get support.</p> <p><u>Active websites</u>: 1.07M approx.</p> <p><u>Success Stories</u>: Taylor Stitch, Marc Wenn, Whipping Post, Thinx, GymShark</p> <p><u>The good</u>: Its security protocols allow you to send and receive payments smoothly and with less risk. Payment methods offer flexible options and multiple currencies. It is easy to edit.</p> <p><u>The bad</u>: For scalability of a business it can be cumbersome, especially with the budget. Your transactions are guaranteed, but commissioned by Shopify.</p>

PRESTA SHOP	<p><u>Global share participation</u>: 0.8% / Hogging the CMS market: 1.4%</p> <p><u>Description</u>: It is an exclusive CMS for electronic commerce, another good option to build your online store without having to mess with any code. Its paid version allows you to access interesting data to better control your finances in general, with detailed statistics and billing systems.</p> <p><u>Active websites</u>: 275.2K approx</p> <p><u>Success stories</u>: BienManger, RCD Espanyol, Pro-air</p> <p><u>The good</u>: It gives the possibility of managing several stores under the same administrator. It has a lot of plugins to add functionality, as well as design templates that will allow you to modify sections as you wish. Its interface and control panel is friendly and compatible with most payment platforms.</p> <p><u>The Bad</u>: The templates and modules that help SEO and UX that really pay off are paid.</p>
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7. MODULE 5: Finances

Financial planning allows entrepreneurs to estimate the quantity and the timing of money needed to start the business and to keep it running. It might help the entrepreneurs to answer the following questions: is it worth investing time and money in this business? What is the cash burn rate? How to minimize dilution by external investors? Scenario analysis and contingency plan?

When entrepreneurship is made by persons at risk of exclusion, finances is often a critical dimension to take into account. Financial aspect could become a stress factor for the new entrepreneurs and it is crucial to bring support and relevant advice taking into account each person's specific situation.

7.1 Finance: accounting, financial plan, fundraising

Financial management	
Introduction	<p>From a financial point of view, an entrepreneur must have three characteristics:</p> <ol style="list-style-type: none"> 1) A very aggressive risk-taker; 2) He must be a very clear strategist; 3) He has to be clear on his ideas.
Planning > Financial Matrix	
Rentability	<p>The first step in any financial planning is knowing:</p> <ul style="list-style-type: none"> ▪ how much to sell. ▪ how much is it going to cost ▪ - what am I going to sell, and how much am I going to keep ... <p>All entrepreneurs say I'm going to sell 25% more, but the question is how. This theoretical exercise is called disaggregating my sales and seeing how they behave or how I want my sales to behave.</p> <p>A fundamental tip is to analyze volume, price, points of sale, current customers and suppliers....</p> <p>If I understand who I sell to, how much I sell and how I sell, it is easier to project towards how much I am going to sell. I am disaggregating the number of sales in euros and I am composting it.</p>

	<p>How many types of costs are there?</p> <ul style="list-style-type: none"> * Fixed * Variables * Semi-fixed * Semivariabes
Working capital	<p>I need to have a forecast in days of payment and collection since I buy raw material or I start working until I receive my investment in euros plus my profit. The primary form of financing is the commercial credit of suppliers. This is called spontaneous financing.</p> <p>Net working capital = accounts receivable + inventory - accounts payable (in days)</p>
Return from assets	<p>I have to value when my investment, in a specific asset, is tangible or intangible, your return on profitability.</p> <p>If they are services, I have to measure my time, my prestige ... against me utility / profitability.</p> <p>If I have a narrow margin due to the prices, I will have to change strategy because my cost structure does not hang in there or outsource, or ultimately change businesses.</p>
Capital structure	<p>Who prefers debt or equity?</p> <p>The most expensive money is the one that comes out of your pockets. That does not mean that you go into debt to the top.</p> <p>There is a point that the less debt you have, your weighted cost is higher.</p> <p>And there comes a point that begins to rise because I ask more of my business than the bank. If I keep getting debt, my cost goes up, because the risk of default goes up because I am more leveraged.</p>
Financing	
<ul style="list-style-type: none"> ▪ National or regional grants ▪ Microcredits EEFF ▪ Foundations ▪ Venture Capital ▪ Crowlending / crowdfunding ▪ etc 	

COMMERCIAL	<ul style="list-style-type: none"> ▪ How are they going to get clients? ▪ What channels will they use? ▪ How often? ▪ What kind of tools, argumentation will they use?
VALUE PROPOSITION	<ul style="list-style-type: none"> ▪ A clear elevator pitch (being able to explain their business in 30 seconds), ▪ A clear value curve to be able to compare with the competition
MARKETING / COMMUNICATION	<ul style="list-style-type: none"> ▪ Brand image, logos, media, ▪ Which channels will they use? How often? How?

All this information needs to be documented by the end of the 10 weeks process. It sets up the base of the upcoming business and will be used as indicators to evaluate the entrepreneurship progress after the incubation period.

During the 10 weeks of the incubation, the mentors are organizing the monitoring following those main steps:

Part 1: Getting ideas	
Week 1	PROJECT ANALYSIS : Human and economic objectives
Week 2	CANVAS MODEL BUSINESS
Week 3	CLIENT PROFILE + VALUES MAPPING
Week 4	ADAPTABILITY + DEFINING VALUABLE PROPOSAL
Part 2: validation	
Week 5	EXPERIMENTS DESIGN
Week 6	HYPOTHESIS VALIDATION: becoming researchers, Archaeologists, Journalists...
Week 7	ANALYSIS OF RESULTS: designing new values proposal

Part 3: Prototyping	
Week 8	CREATING THE SMALLEST VIABLE PRODUCT
Week 9	VALIDATING MARKETS
Week 10	ANALYSIS OF RESULTS: Business model validation

After those 10 weeks of incubation, the new entrepreneurs are supposed “to get to the street” and launch their business. Mentors will meet them once a month during the 3 next months to evaluate the results and processes and to propose adjustments if needed.

Those sessions consist of analyzing the indicators that we have created to see the business's evolution (in each case it may be different indicators) and to compare it with the forecast that we had made at the end of the 10 weeks. Based on this evaluation, they try to analyze what has happened and why. Considering the new information and the first results they are getting “from the street”, they may work together on adapting the business model.

8. COACHING: 10 weeks and 5 goals to work on self-knowledge and personal development

VALUES: Why am I doing this?	
<p>OBJECTIVES OF THE MODULE:</p> <p>1st / First awareness about positive self-knowledge.</p> <p>2º / The entrepreneur begins to look within himself and at his own pace.</p> <p>3rd / Provide him with the first tool for his emotional self-management</p>	<p>THE VALUES AS ENGINE OF CHANGE:</p> <p>In this module, we work on the person's core values for connecting directly with the motivation and the decision-making process. Once identified and defined the main values the coach can accompany the entrepreneurs to answer questions that connect with these values:</p> <ul style="list-style-type: none"> ▪ What am I participating in this program ? ▪ What am I undertaking? ▪ for what...? <p>RECOMMENDATIONS: for this first session, it is recommended to create a "safe space" where the entrepreneurs feel confidentiality is guaranteed and that the coach is here to listen and accompany.</p>
BELIEFS: Stop believing what we think we are (Enric Corbera)	
<p>OBJECTIVES OF THE MODULE:</p> <p>1st / Identify with the entrepreneur the patterns of behavior that may limit him and those that enhance him.</p> <p>2º / Begin to work with the entrepreneur the current self-image</p> <p>3º / Work various anchors that can be supported in emotionally low moments.</p>	<p>THE UNCONSCIOUS:</p> <p>About 90% of what we do is unconscious. That is, in "pilot automatic". Our subconscious is formed, among other things, by the beliefs that we have been acquiring from throughout our life, especially in our childhood.</p> <p>Identify the beliefs that limit us (Ex: I'm not good at painting, technology, public speaking, be creative ...) and those that empower us (Ex: I'm good at talking to people make others laugh, fix things, having business ideas ...) is the key so we can get what we really set out. Otherwise, we are constantly repeating the same patterns, without learning and knowing that we are the ones we sabotage ourselves.</p> <p>RECOMMENDATIONS: A single session is likely insufficient to work on the beliefs, given their importance, it is recommended to work in this session on the basis and spend 10-15 minutes in 1 or 2 more sessions, if necessary.</p>

SELF ESTEEM: If you're not, who is there (Nico Agama)	
<p>OBJECTIVES OF THE MODULE:</p> <p>1st / Work the I AM . . . adapted to each entrepreneur.</p>	<p>I AM...</p> <p>The human being has a remarkable ability to observe its surroundings, however when it comes to look inside us it costs a little more.</p> <p>With this simple exercise, you can check for yourself:</p> <ul style="list-style-type: none"> ▪ write a list of things you don't like or that you are not good at ▪ when you finish writing another list with things that you like about yourself or that you give well. <p>Usually for the first list everything is going easily and entrepreneurs have many things to say about things that they don't like. Instead with the second list he might take more time to make it.</p> <p>➤ this is the way our own mind is using to protect ourselves. The good news is that this can be changed.</p> <p>RECOMMENDATIONS: In each session, we have with the entrepreneurs is advisable to check how is self-esteem in order to offer tools to help him to see his greatness and his powerful self-image</p>

MENTAL MAP: Everything is fruit and consequence of our own interpretation. (Nico Agama)	
<p>OBJECTIVES OF THE MODULE:</p> <p>1st / The entrepreneur becomes aware of what happens in his life</p> <p>2nd / He/she defines his/her ideal self-image, future, how he/she would like to be</p>	<p>THE MAP IS NOT THE TERRITORY:</p> <p>In this module, we will accompany the entrepreneur in a job exploration in which we will tour his/her mind map, in order to focus all learning, without judgment or guilt.</p> <p>"There is no good or bad, just learning "</p> <p>RECOMMENDATIONS: In each session with the entrepreneur it is advisable to check how his/her self-esteem is in order to offer tools to help him/her to see his/her greatness and his/her powerful self-image.</p>

DESERVING : You deserve much more than enough (Andrea Castillejo)	
<p>OBJECTIVES OF THE MODULE:</p> <p>1st / Define what happiness is for the entrepreneur.</p> <p>2nd / Accompany the entrepreneur to release what makes him/her suffer</p> <p>3rd / Work on self-forgiveness and introduce merit in the day to day.</p>	<p>YOU DESERVE TO BE HAPPY</p> <p>The natural state of the human being is to be happy. This basic idea, that is obvious in the current educational system practically worldwide, is not reached so easily because we think we don't deserve it.</p> <p>One of the most conscious liberator awareness is understanding that we deserve the good things that happen to us and be happy.</p> <p>RECOMMENDATIONS: It is recommended for this session to propose concrete exercises related to “merit” in order to create this habit and reprogram the subconscious.</p>

9. INCUBATION PROGRAMME PROPOSAL

Week and topics	Training sessions	Mentoring	Coaching
Week 1: Introduction to training methodologies and objectives	Design thinking (Module 1)	PROJECT ANALYSIS: Human and economic objectives	VALUES: Why am I doing this?
	Lean Startup (Module 1)		
	Canvas business model (Module 1)		
	Group building activities		
Week 2: Introduction to training methodologies and objectives:	Workshop on Canvas Business model (Module 1)	CANVAS MODEL BUSINESS	
	Business strategy (Module 2)		
Week 3: Market analysis	Hypothesis validation (Module 2)	CLIENT PROFILE & VALUES MAPPING	BELIEFS: Stop believing what we think we are
	Marketing plan (Module 2)		
Week 4: Digital marketing	Group dynamics	ADAPTABILITY & DEFINING VALUABLE PROPOSAL	
	Digital marketing (Module 2)		
Week 5: Commercial plan	Selling plan (Module 3)	EXPERIMENTS DESIGN	
	Physical sales channels (Module 3)		
	Customer experience (Module 3)		
Week 6: Communication	Communication plan: digital branding (Module 4)	HYPOTHESIS VALIDATION: becoming researchers, Archaeologists, Journalists...	SELF ESTEEM: If you're not, who is there
	Communication plan: storytelling (Module 4)		
	Contents and copywriting (Module 4)		
	Communication workshop: Facebook, Instagram, LinkedIn... (Module 4)		

Week 7: Creating an online business environment	How to create a webpage? (Module 4)	ANALYSIS OF RESULTS: designing new values proposal	MENTAL MAP: Everything is fruit and consequence of our own interpretation
	How to create an online store? (Module 4)		
Week 8: Legislation and bureaucracy	Group dynamics	CREATING THE SMALLEST VIABLE PRODUCT	
	Legal aspect of business creation (Module 5)		
Week 9: Finances and branding	Finance: accounting, financial plan, fundraising (Module 5)	VALIDATING MARKETS	
	Online tools for graphic design and audiovisual creation (Module 4)		
	Elevator pitch (Module 4)		
Week 10: Evaluation and follow-up	Final recap	ANALYSIS OF RESULTS: Business model validation	
	Planning following months		
	Final group dynamics		
3 next months		Follow-up of the entrepreneurs	

