

# Ready to use toolkit (incubation methodology)

DELIVERABLE 1.4



# AGENDA

1. Introduction
2. General overview
3. Methodology and Activities
4. Short Training Session: Programme and Modules
5. Light Incubation: Programme and Modules

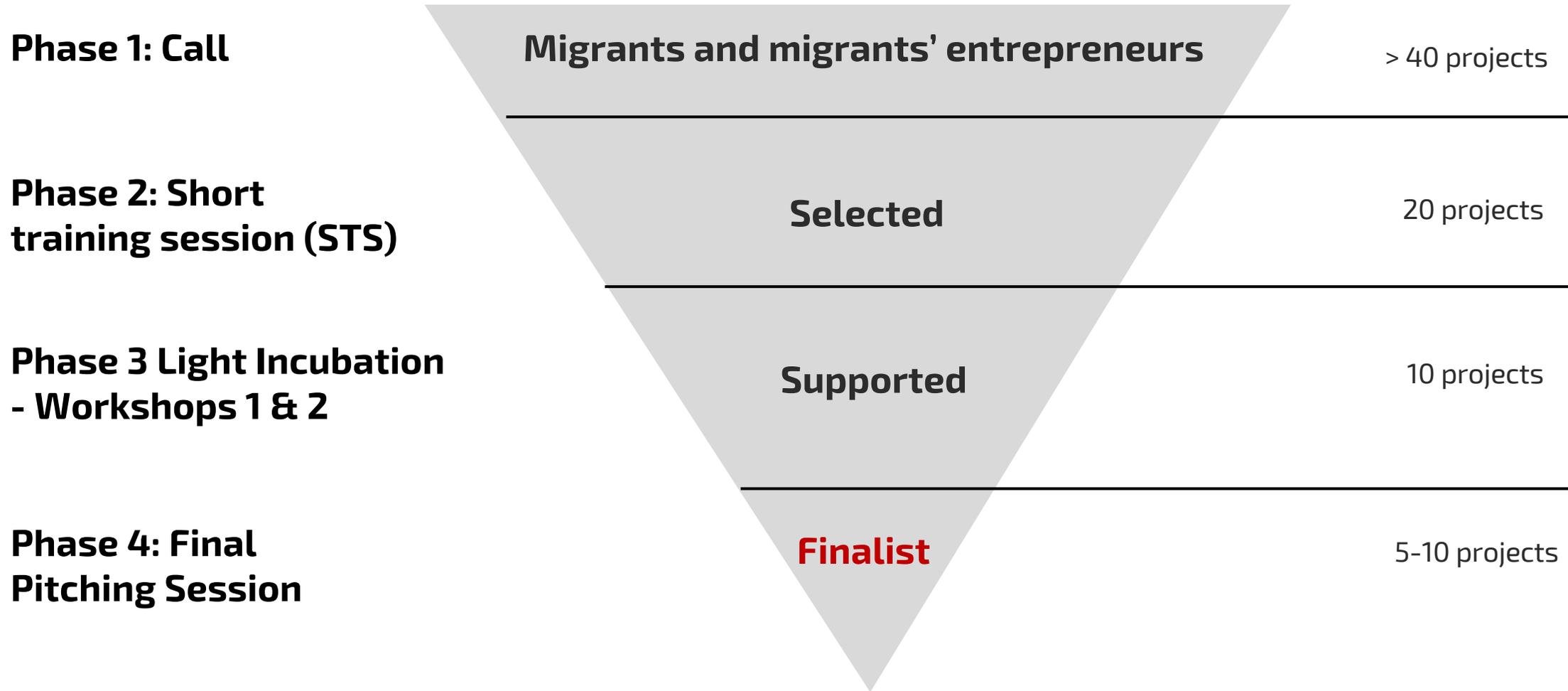
This guide has been prepared to offer to all the partners a **clear description and detailed insight** about how to conduct the **activities** targeted to support migrants in early stage development of business ideas.

The document contains the description of the **methodology** suggested to implement both the **Short Training Session and Light Incubation**.

It will be given a clear **overview** about the aim of each activity, how to implement it, which will be the output and the input required for each of them.

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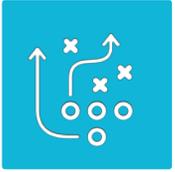
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# General overview | Incubation Schedule & Details



	SHORT TRAINING SESSION STS	LIGHT INCUBATION LI_1	MENTORS' EVENING ME_1	LIGHT INCUBATION LI_2	MENTORS' EVENING ME_2	FINAL PITCHING SESSION
<b>Participants</b>	20 TEAMS	10 TEAMS	10 TEAMS (at least 2 mentors per team)	10 TEAMS	10 TEAMS (at least 2 mentors per team)	10 TEAMS (or less)
<b>Timing</b>	2 DAYS	3 DAYS		3 DAYS		1 AFTERNOON
<b>1st CYCLE</b>	MAY/JUNE	JUNE	2nd DAY OF LI_1	JULY / AUGUST	2nd DAY OF LI_2	SEPTEMBER
<b>2nd CYCLE</b>	tbd	tbd	tbd	tbd	tbd	tbd



**Input:** on line form

**Activity:** desk analysis. This activity will be based on:

- a. Clear business idea
- b. Quality of the team
- c. Motivation
- d. Etereogeneity of proposals

**Output:** formal comunication to all participants (via email). Communication via social networks (only selected participants)

**Expected figures:** > 40 entries; 20 selected teams

N.B. Teams are highly preferable than individuals

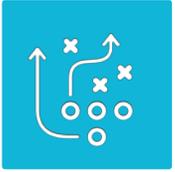


The **Short Training Session** has the objective of:

- ✓ Providing **first support** to migrants for the refinement of business ideas
- ✓ Supporting **knowledge exchange**, horizontally among teams
- ✓ Facilitating the **projects evaluation**, in addition to desk analysis
- ✓ Reinforcing **motivation** of applicants, towards long term objectives
- ✓ Providing **inspiration** in terms of content, process, approaches and attitude

Key features:

- ✓ **Approach:** Various instruments and interaction sessions (see next section)
- ✓ **Duration:** 2 full days
- ✓ **Participants:** 20 teams (maximum 60 people)
- ✓ **Output:** Short dossier (to be used for second selection)



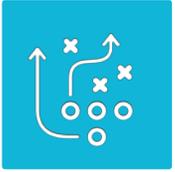
**Input:** Short dossier (on a given format) provided by the 20 team

**Activity:** STS insights and desk analysis. This activity will be based on:

- ✓ Clear business idea
- ✓ Clear service offering
- ✓ Quality of the team
- ✓ Motivation
- ✓ Quality of the proposal
- ✓ Understanding of the topics addressed during the STS
- ✓ Heterogeneity of proposals

**Output:** formal communication to all participants (via email); communication via social networks (only selected participants)

**Expected figures:** 20 entries (coming from the STS); 10 selected teams

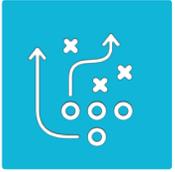


The **Light Incubation** has the objective of:

- ✓ Providing **support** to migrants for the refinement (or the development) of a solid business model
- ✓ Reinforcing **motivation** of applicants, towards long term objectives
- ✓ Providing **inspiration** in terms of content, process, approaches and attitude
- ✓ Expanding the **network of allied partners and people**

Key features:

- ✓ **Approach:** Various instruments and interaction sessions (details to be provided in successive documents)
- ✓ **Duration:** 6 days (two 3-days workshops, separated by at least two weeks of pause and homework)
- ✓ **Participants:** 10 teams (maximum 30 people)
- ✓ **Output:** Short Business Plan + Presentation for Final pitching session



The **Final Pitching Session** has the objective of:

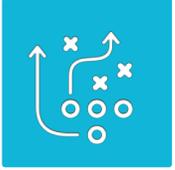
- ✓ Offering the participants the opportunity to present the project in front of a selected audience
- ✓ Reinforcing **motivation** of applicants, towards long term objectives
- ✓ Expanding the **network of allied partners and people**
- ✓ Facilitating access to key resources (economic, financial, physical assets, immaterial resources)

Key features:

- ✓ **Approach:** 5 minutes presentation for each team + 3 minutes Q&A
- ✓ **Duration:** 2,5 hours
- ✓ **Participants:** maximum 10 teams (could be less is quality not satisfactory)
- ✓ **Audience:** 30-40 people (mentors, experts, facilitators, funders, ...)
- ✓ **Output:** Winners selection

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The short training session and the light incubation process will be implemented using a mix of instruments and approaches, that include:

- Lectures (**L**)
- Workshops (**WS**)
- Discussion (**DIS**)
- Tutoring sessions (**TUT**)
- Peer to peer reviews (**P2P**)
- Inspiring moments and cases studies (**INSP**)
- Mentorship sessions (**M**)

### Notes

- Acronyms in brackets will be used below in the section “**Programme and modules**” to identify how each part of that modules should be implemented
- We will present each tool clarifying the ratio standing behind it, **why** we use them, **how** they should be developed and **what** are the tools and facilities needed



**Lectures (L):** consist in short lessons delivered both by internal partner teachers/tutors and experts (in case of specific themes or subjects)

**WHY:** the aim is to provide to each member of the team the same level of knowledge that will be applied during workshop sessions

**HOW:** lectures will last normally 20-40 minutes and address a specific issue/topic/method. The teacher will use a presentation that will be made available to all participants using a common repository.

**WHERE & WHAT:** a room big enough to contains chairs for 35 to 65 people (20-10 teams, 3 persons on average, plus 3-5 for staff), a projector, audio service, electricity and tables.



**Workshops (WS):** teams, usually after lectures and presentations of specific tools (i.e. personas, BMC, etc.), will be engaged and encouraged to promptly apply to their own business idea the knowledge just acquired

**WHY:** immediately apply methods to the specific case; get the opportunity to interact with the lecturer and tutors

**HOW:** team work around a table, using forms / schemes provided by the lecturers that will be also available in the shared repository; tutors will be available to answer questions and help the teams

**WHERE & WHAT:** workshops could take place in the same room used for lectures (or other close rooms); tools that will be used must be printed beforehand in A3 or A4 formats according to the contents



**Discussion (DIS):** after the workshops, one or two teams will be invited to present the work done to all the others team a tutors.

**WHY:** the objective of the discussion sessions is to give a first feedback to the team bringing out, in plenary mode, which are the common mistakes and errors in using the tools

**HOW:** prompt feedback will be offered both by tutors and other teams. This will give all the teams the possibility to refine and understand better which are the right contents, use and interpretation of the tools.

**WHERE & WHAT:** a room big enough to contains chairs for 35 to 65 people (20-10 teams, 3 persons on average, plus 3-5 for staff), a projector, audio service, electricity and tables (same as lectures). The tools/schemes created by the participants will be photographed and uploaded to an online repository



**Tutoring session (TUT):** tutors are skilled professionals with the role of assisting each team on a continuous basis in all the key areas of the programme.

**WHY:** the objective of the tutoring sessions is twofold: on one side they have a more in-depth understanding of tools and methods; on the other hand they address the specific needs of the various teams

**HOW:** each team will have the possibility to discuss with tutors on dedicated sessions, during a 60 minutes session

**WHERE & WHAT :** the tutoring sessions could take place in the same room used for lectures (or other close rooms); tools that will be used must be printed beforehand in A3 or A4 formats according to the contents



### Peer to Peer sessions (p2p):

**WHY:** the objective of the p2p sessions is to facilitate horizontal support among participants and explore potential alliances

**HOW:** each team will have the possibility to discuss with other groups in dedicated sessions, sometimes in stand alone sessions and, in other cases, during workshops

**WHAT:** the sessions could take place in the same room used for lectures (or other close rooms); tools that will be used (if any) must be printed beforehand in A3 or A4 formats according to the contents



### Inspiring talks (INSP):

**WHY:** the objective of the talks is to stimulate creativity, reinforce motivation, expand networks, explore how other migrants/experts address the issue of entrepreneurship

**HOW:** sessions of 45 minutes at maximum, plus Q&A; the session can be organised in late afternoon/evening and open to the public

**WHAT:** a room big enough to contains chairs for 35 to 65 people (20-10 teams, 3 persons on average, plus 3-5 for staff), a projector, audio service, electricity and tables (same as lectures); larger room if the talks are open to the public



### Mentors' evenings (M):

**WHY:** the objective of the mentorship sessions is to facilitate the dialogue between the teams on the one side and experts, influencers, potential partners on the other. Besides the interaction with the mentors allocated, the team will have the possibility to interact with other mentors during breaks or drinks.

**HOW:** each team will have the possibility to discuss with mentors (at least two per team) in dedicated sessions (one per Light Incubation module), possibly with the assistance of a moderator and following a format that includes: project presentation (10 min), first round of Q&A (15 min), critical issues and related strategies (30 minutes), workplan (15 minutes), recap of suggestions and action points (15 minutes). The second sessions will start from minutes of the prior evening (action point) and address more specific issues. During the mentors' evening and inspiring talks will be offered to all participants. Each evening will take 2,5 hours, plus time for break and interaction.

**WHAT:** Room for 60-70 people, with a plenary session and the possibility to work on 10 different areas.

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On **Day 1** of the STS:

- The **Morning** will be dedicated to **ice breaking and programme presentations**: during the **ice breaking** each participant is invited to bring a picture of places, an object, a personal item that represents her/his story and to discuss in front of the others; after the programme presentation an inspirational case will be introduced.
- During the **Lunch**, 4 teams will work in parallel with one tutor per group for an hour to analyse their specific needs (Need Assessment) [a “group” is a set of more Teams]
- During the **Afternoon** teams will work on:
  - the definition of the **identity** of the project
  - the analysis of the **context** in which they are going to operate
  - an inspirational case will end the day

	CODE	TOPIC	TIMING (MINUTES)	TYPE	TOOLS	COMMENT
MORNING	D1_A	Collective breakfast	30	Networking	Tags (name, country, language background)	
	D1_B	Ice breaking game (Journey of my life)	90	Networking		Each participant will bring a personal item (i.e. picture, other) and discuss in front of the others
	D1_C	Programme presentation	30	Presentation	Slides	
	D1_D	Inspiring 1	90	<b>p2p INSP DIS</b>		Each team has to prepare, prior to the meeting 1 examples of business inspiration. These will be discussed during the session
LUNCH	D1_E	Need assessment (4 groups)	60	<b>TUT</b>	Checklist (and Lunch !)	Session dedicated to discussion 1to1 (1 Tutor = 1 Team) . Teams work in parallel, 1 tutor per group

	CODE	TOPIC	TIMING (MINUTES)	TYPE	TOOLS	COMMENT
<b>AFTERNOON</b>	D1_F	Identity, vision and mission (a)	20	<b>L</b>	Slides	Explanation of vision and mission and of the project identity card
	D1_G	Identity, vision and mission (b)	60	<b>WS</b>	Scheme	Preparation of the Identity card
	D1_H	Identity, vision and mission (c)	30	<b>DIS</b>		Presentation by 2-3 groups and discussion
	D1_I	Context analysis (a)	20	<b>L</b>	Slides	Urban/rural, socio cultural aspects, main stakeholders, role of public administration.
	D1_L	Context analysis (b)	60	<b>WS</b>	Scheme	Chart prepared by each group.
	D1_M	Context analysis (c)	30	<b>DIS</b>		Presentation by 2-3 groups and discussion
	D1_N	Inspiring 2	30	<b>INSP</b>	Slides or Video	Migrant entrepreneur invited for a discussion on the journey (as migrant and entrepreneur). Q&A solicited by 1 question required to each participant/group

## D1\_F, D1\_G, D1\_H: IDENTITY, VISION AND MISSION

Explanation of **vision and mission** of the project and use of the **identity card**

This module aims at providing the right instruments to consolidate in a critical way the identity, vision and mission of the project. These are key elements that will represent a solid base of the entrepreneurial project to be considered as a social contract between founder, key stakeholder and partners. Definition of identity imply an iterative and circular approach of design that permit to refine the elements according with new instances and issues emerged during the course.

**Deliverables:** Identity card

**Expected outcome:** A clear vision, mission and identity

## D1\_I, D1\_L, D1\_M: CONTEXT ANALYSIS

**Urban/rural, socio cultural aspects, main stakeholders**

In this module teams will be pushed to **analyse the cultural context** in which they operate and the different **target needs**. They will also start to study the consistency and **relevance of the solution with local values and culture**, building a cultural strategy of their proposal. Teams will be also invited to select and develop brief case studies that could represent inspirational examples and start debating using direct and indirect sources.

**Deliverables:** Chart

**Expected outcome:** a clear and critical analysis of the solutions

On **Day 2** of the STS:

- The **Morning** will start and will be ended by two Need Assessment sessions. A session focusing on product / service offering will complete the program.
- During the **Afternoon** the participants:
  - will work on a game during which they play with cards, identifying and discussing the key features of an entrepreneur
  - will use a tool that will help them identify they skills they have and the ones missing, in order to improve the construction of the team
  - they will be presented how to apply to the next phase
  - they will have the chance to provide their feedback about the STS
- Two consecutive Need Assessment sessions will end the day and the STS

	CODE	TOPIC	TIMING (MINUTES)	TYPE	TOOLS	COMMENT
<b>MORNING</b>	D2_A	Need assessment (4 groups)	60	<b>TUT</b>	Checklist	Session dedicated to discussion 1to1 (1 Tutor = 1 Team) . Teams work in parallel, 1 tutor per group
	D2_B	Product/Service offering (a)	30	<b>L</b>	Slides	What is the core and ancillary offering. Who are the target groups? What is the problem the business is going to solve Presentation of a chart to be prepared by each group. Stress on competitive landscape.
	D2_C	Product/Service offering (b)	60	<b>WS</b>	Scheme	Chart prepared by each group.
	D2_D	Product/Service offering (c)	30	<b>DIS</b>		Presentation by 2-3 groups and discussion
<b>LUNCH</b>	D2_E	Need assessment (4 groups)	60	<b>TUT</b>	Checklist (and Lunch !)	Session dedicated to discussion 1to1 (1 Tutor = 1 Team) . Teams work in parallel, 1 tutor per group

	CODE	TOPIC	TIMING (MINUTES)	TYPE	TOOLS	COMMENT
<b>AFTERNOON</b>	D2_F	Basic Entrepreneurship: what does it mean to be an entrepreneur? (a)	40	Game	Cards with key features. Selection of the most important five cards	The class is divided in 4 groups. Participants play with cards, identifying and discussing the key features of an entrepreneur.
	D2_G	Basic Entrepreneurship: what does it mean to be an entrepreneur? (b)	20	<b>DIS</b>		Presentation by 2-3 groups and discussion
	D2_H	Talents & Skills	60	<b>WS</b>	Scheme	Every person fills in a team "talent and skills" matrix and present their skills
	D2_I	How to apply for the next phase	20	Pres.	Slides	
	D2_L	STS Evaluation and Q&A	60	<b>DIS</b>		Participants provide feedback on STS
	D2_M	Need assessment (4 groups) / 2 consecutive sessions	60+60	<b>TUT</b>	Checklist	Session dedicated to discussion 1to1 (1 Tutor = 1 Team) . Teams work in parallel, 1 tutor per group

### D2\_B, D2\_C, D2\_D: PRODUCT/SERVICE OFFERING

#### **Product / service offering**

This module aims to assist teams in fine-tuning, representing and refining the basic features of the product-service they intend to offer. Lectures and tools will be useful to define which are the distinctive elements identifying the core offer, pointing out also a strategic patterns for secondary/buy-product offer development. Teams will be guided in analysing the uniqueness of their project in terms of supply and processes, considering user needs, impacts on different targets, existing competitive environment and the degree of innovation

**Deliverables:** offering map.

**Expected outcome:** definition and clear view of the value proposition in respect of each specific target. Better understanding in distinguishing between core and secondary offer to each target group and how they interact in the overall system.

### D2\_F, D2\_G: BASIC ENTREPRENEURSHIP

#### **Interactive session to let the teams think about soft skills and entrepreneurial attitudes**

The module is grounded on the evidence produced by an international survey on a world-wide panel about which attitudes and behavioural patterns distinguish successful entrepreneurs. Using simple cards, each one representing a behavioural characteristic/soft skill, participants are invited to identify (at individual and team level) the five most relevant skills successful entrepreneurs share. A peer-to-peer discussion will follow and finally the evidence produced by the research will be presented.

**Deliverables:** none

**Expected outcome:** increasing awareness about non-technical experience, attitude and behavioural patterns that are of strategic relevance to launch a business, thus assuming a more entrepreneurial mind set.

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On **Day 1** of the LI:

- The **Morning** will be dedicated to a short **presentation of each project** with the aim of getting all participants to better understand who are the other people and which are their business ideas. This session will be useful also for the tutor to understand the stage of development of the projects. The second half of the morning will be used to start working on the definition and identification of the **Target** and their main problems **and Needs**
- During the **Afternoon** teams will work on:
  - learning basic technique of understanding and engaging **Digital Communities**
  - the analysis of their unique **Value Proposition** for each target identified during the morning session

	CODE	TOPIC	TIMING (MINUTES)	TYPE	TOOLS	COMMENT
<b>MORNING</b>	D1_01	Welcome and programme present.	30		None	
	D1_02	Project presentations from Teams	60	<b>WS</b>	Slides (if available)	Suggested structure (Problem, Target, Product/Service, Business Model, Traction)
	D1_03	Targets ad Needs	30	<b>L</b>	Slides	
	D1_03	Targets ad Needs	60	<b>WS</b>	Tool	Teams work in groups
<b>LUNCH</b>			60			
<b>AFTERNOON</b>	D1_04	Digital Communities	20	<b>L</b>	Slides	
	D1_04	Digital Communities	40	<b>WS</b>	Tool	Teams work in groups
	D1_05	Value Proposition – Basic Lecture	30	<b>L</b>		
	D1_05	Value Proposition – Peer to Peer	90	<b>WS</b>	Tools	
	D1_05	Value Proposition – Discussion	30	<b>D</b>		

On **Day 2** of the LI:

- In the **Morning** the teams will be guided in the process of discovering the main techniques related to the process of **customer discovery** focusing on the importance of deeply understand them their needs and problems but also their habits and most of all their **behaviour**. They will be presented with many different cases of **Storyboard**: a tool used to represent the customer experience. The storyboard contains the **Touchpoint** which represent the moments of interaction the user and the product/service.
- The **Afternoon** will be dedicated to prepare all the teams to the **Mentors' Evening** that will took place the same day. This interaction will be developed both in **one to one session** (to work on each project presentation and focal point to be present during the interaction with the mentors) and **lectures** mode. It's very important to be clear with the teams about what they could and could not expect by a mentor in terms of effort and support. They will be asked to be active in creating directly a link with the mentors and most of all keep him/her engaged avoiding to ask or pretend too much.

	CODE	TOPIC	TIMING (MINUTES)	TYPE	TOOLS	COMMENT
MORNING	D2_06	Touchpoints and user journey Lecture - Lecture	45	L	Slides	
	D2_06	Touchpoints and user journey Lecture - Workshop	60	WS	Tool	Teams work in groups
	D2_06	Touchpoints and user journey Lecture - Discussion	30	D		
	D2_07	Mentors' evening: how it works	30	L	Slides	
LUNCH			60			
AFTERNOON	D2_08	Tutorship session in preparation to the mentors evening	180	T/WS		Tutors help the team in preparing for the Mentor's Evening: Finalisation of materials
	D2_08	Preparation of the reception for mentors	60			
EVENING	D2_08	Mentors Evening	210	M		

On **Day 3** of the LI:

- The **Morning** of the third day will be dedicated first of all to start a free dialogue with the teams to understand how has been the **interaction with the mentors**, what has worked well during the mentors' evening and which have been the main lessons learned thanks to the experience and skills of the mentors. This could be also the moment for the tutor to push the team to adopt a right behaviour with the mentors avoiding to ask them too much but keeping them informed about the evolution of the project starting with a mini report of the critical point, most urgent improvement and next step. The second part of the morning will be used to present the **Lean Startup Methodology** and the process/techniques to build a **Minimum Viable Product (MVP)** that could be a kind of beta of the product/service to be created/provided.

	CODE	TOPIC	TIMING (MINUTES)	TYPE	TOOLS	COMMENT
<b>MORNING</b>	D3_09	Lessons learnt from the mentors' evening	30	<b>D</b>		Feedback and comments of the team. Give suggestions on how to keep the relation with the mentors
	D3_09	Preparation of reports for mentors (lessons, action points)	45	<b>L</b>		
	D3_10	Lean Startup and MVP – Minimum Viable Product	45	<b>L</b>	Slides	
	D3_10	MVP – Minimum Viable Product	45	<b>W</b>	Tool	
	D3_10	MVP – Minimum Viable Product	30	<b>D</b>		
	D3_11	Evaluation and Closing	30	<b>D</b>		Very important session to understand

## LI1\_D1\_03: TARGET AND NEEDS

After a short overview on what is the **Product Service System Design**, teams will be introduced in the identification of their Targets.

These will be classified in three main categories:

- **Users / beneficiaries**
- **Customers**
- **Other customers or Enablers**

Teams will be guided in the process of analysis of each of them. They will be pushed to discover target deep **needs and problems** and they will create a real Persona of each cluster of them exploring specific aspect of their life and personality.

**Deliverables:** Personas

**Expected outcome:** Target analysis

## LI1\_D1\_04: DIGITAL COMMUNITIES

After the identification of the target, the teams will be guided to understand how to discover the main **social and digital channels** each target segment use. So, they should be able to understand which **online communities** are the most **active** and start to **engage and communicate** with them to receive tips and useful information to better understand their **behaviour, habits** and the tone of voice they use. This could be useful to identify the **early adopter** or evangelist of the product/service and also to start a **validation** process of the business idea.

**Deliverables:** Digital communities tool

**Expected outcome:** digital communities analysis for the main social (Facebook, Twitter, Instagram etc.)

## LI1\_D1\_05: VALUE PROPOSITION

This module has been designed to briefly introduce the **different type of value** (economical, intangible, functional and experience). Participants will be also introduced to the **Value Proposition Canvas**: a tool that allows to design the (added) value that the solutions of the business idea, in terms of products or services, will create for its customers. It represents the intersection point(s) of what the customers need with what the business idea offers to match and to respond those needs. It gives a focus, on one side, at **jobs to be done** (needs/problems/goals), gain and pain of each customer segment to reach that specific goal.

**Deliverables:** Value Proposition Canvas

**Expected outcome:** to deeply understand which is the needs and problem of the customer segment and how the product/service be a solution for them

## LI1\_D2\_01: TOUCHPOINT AND USER JOURNEY

When it comes time to think about the delivery of a product or the creation of a service is important to understand how and where the user is going to **interact** and **relate** with the product/service in all the moments and circumstances. The **user journey** can be considered as the sequence of actions that define the user's experience and it's represented by the **Storyboard**. The moment of interaction that the user have with the product/service are extremely important. These are called **Touchpoint** and could be: Physical, Digital and Human.

**Deliverables:** Storyboard and Touchpoint tool

**Expected outcome:** a clear idea and sketch of the story behind the interaction between a product/service and the user

## LI1\_D1\_05: LEAN STARTUP AND MVP

The **MVP (Minimum Viable Product)** is an important element that is part of a methodology called **Lean Startup**. Nowadays, this is considered the basis of successful startup because it help to develop a product/service using scarce resources pushing innovators to use an approach that consist of **continues improvement cycles**. It's focused on a continues involvement of the customer and a **double validation process** both for the **product/service** and for the the **market**. It is very important to understand and prioritize during the different phase of development of a startup and get a clear evolution path of the idea identifying the **key features** that product/service must have.

**Deliverables:** Minimum Viable product (set of minimum features)

**Expected outcome:** first experiment/demo of the product/service and evidence if it really solve the problem

## Light Incubation 2 | DAY 1

	CODE	TOPIC	TIMING (MINUTES)	TYPE	TOOLS	COMMENT
MORNING	D1_01	Program Presentation	15	L	Slides	
	D1_02	Insights framework	135	WS		
	D1_03	Business Models and BMC	60	L	Slides	
LUNCH			60			
AFTERNOON	D1_03	Business Models Canvas / Exercise	60	WS	Slides/Canvas	Business Models Canvas / Exercise
	D1_04	Revenues & Cost Structure	30	L	Slides	
	D1_04	Profit & Loss Workshop	120	WS	Slides Templates	Tutorship
	D1_05	Mentors' Evening: what to prepare	15	L	Slides Templates	

## Light Incubation 2 | DAY 2

	CODE	TOPIC	TIMING (MINUTES)	TYPE	TOOLS	COMMENT
MORNING	D2_06	Key activities, functions, roles and responsibilities and partners requirements	30	L	Slides	A few examples of different businesses are presented
	D2_06	Organisation's key functions, roles and responsibility and partners requirements	60	WS	Scheme	Each group prepares an organisational chart
	D2_06	Organisation's key functions, roles and responsibility and partners requirements	30	D		Presentation by 2-3 groups and discussion (all together)
LUNCH			60			
AFTERNOON	D2_07	Tutorship session in preparation to the mentors evening	240	T/WS		Teams will prepare a short presentation for the Mentors, it will cover: <ul style="list-style-type: none"> <li>- Product/Service Offering</li> <li>- Business Model/Economics</li> </ul>
EVENING	D2_07	Mentors Evening	150			

## Light Incubation 2 | DAY 3

	CODE	TOPIC	TIMING (MINUTES)	TYPE	TOOLS	COMMENT
MORNING	D3_07	Need Lessons learnt from the mentors' evening	15			
	D3_08	Preparation of reports for mentors (lessons, action points)	45	WS		
	D3_09	Preparing a short business plan	90	L	Slides	Tutors will explain how to prepare the document that will be used to evaluate the teams for the admission to the Pitching Session
	D3_10	Evaluation & Closing	30			

## L12\_D1\_03: BUSINESS MODELS

This module has been designed to introduce what is to be intended as a **Business Model** and which are the main types in the traditional economy. It is also presented the **Business Model Canvas**: a tool developed by A. Osterwalder that helps entrepreneurs or established companies to develop or define in a specific framework their own business model. It helps entrepreneur to understand how their business **create, capture and delivery value** for each customer segments in schematic and present it a easy understanding way.

**Deliverables:** Business Model Canvas

**Expected outcome:** to have a clear idea of how a business can generate and capture specific value for specific target segments

## L11\_D1\_04: REVENUES & COST STRUCTURE

One of the hardest part in set up a new business is to try understand its **economical and financial sustainability**. For this reason it's very important to build a solid **economic model** that can describe the evolution of the business and represent in a realistic way its **profitability** based on solid **key hypothesis and assumptions** of costs and revenues. It will be presented how to build the **income statement** and the **cash flow**. It will be introduced the concepts of direct and **indirect costs, revenues and investment budget**.

**Deliverables:** Income Statement, Balance Sheet

**Expected outcome:** to understand difference and importance of economical end financial planning in the business generation