



# ENTREPRENEDU

Enhancing entrepreneurial ecosystems for education

**MENTORING MODULES – FINAL RELEASE**

14/08/2024



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## D4.4 MENTORING MODULES - FINAL RELEASE

**CURRICULUM FOR THE MENTORING PROGRAMME - FINAL VERSION**

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Abstract	This deliverable highlights the development and implemented version of a comprehensive mentoring programme under the ENTREPRENEDU Project, aimed at fostering entrepreneurship within the European Union. The programme's inception was guided by a demand analysis to address unique challenges in target regions'

	entrepreneurial ecosystems. Structured into six modules, the programme combines e-learning and interactive mentorship for a dynamic learning experience. Anticipated to significantly influence the entrepreneurial culture in Europe, the commitment to continuous refinement and feedback-driven approach ensures the programme's effectiveness, longevity, and scalability, holding promise to shape the future of entrepreneurship in the European Union. The deliverable highlights the feedback regarding the curriculum received by mentoring programme participants and highlights the derived measurements.
Keywords	Hackathon, Mentoring Programme, Demand Analysis, Curriculum

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## EXECUTIVE SUMMARY

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This deliverable outlines the development and implemented version of a comprehensive mentoring programme under the auspices of the ENTREPRENEDU Project, designed to foster entrepreneurship within the European Union. The programme's inception was guided by a thorough demand analysis with the participating start-ups and teams, identifying the unique challenges and opportunities present within their target regions' entrepreneurial ecosystem. This empirical approach ensures the programme is both robust and responsive to the entrepreneurial pursuits of participants.

The mentoring programme has been carefully structured into seven modules, providing a comprehensive journey from ideation to execution for the entrepreneurial teams. We have integrated a blend of e-learning with interactive mentorship to offer a dynamic, tailored learning experience. Hereby, it is important to point out that the initial mentoring programme consisted of six modules. However, the feedback of participants revealed the need for a module focusing on Human Resource Management & Leadership for Founders. Hence, this module was adopted, will be presented in this report and could be utilised for future iterations of this mentoring programme.

The programme's implementation, commencing in October 2023, was a critical milestone for the ENTREPRENEDU Project. The commitment to continuous refinement and enhancement, anchored by a feedback-driven approach, ensures the programme's effectiveness, longevity, and scalability. Thus, this deliverable 4.4 highlights the feedback from mentoring programme participants and derived measurements and therefore represents the continuation of the deliverable 4.1.

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## 1 INTRODUCTION OF THE ENTREPRENEDU MENTORING PROGRAMME

This section introduces the ENTREPRENEDU Project and its objectives. Further, it focuses on the three Hackathons foreseen within the programme, i.e. the Hackathons in Rimini, Italy, Athens, Greece and Sofia, Bulgaria and its winners. Moreover, the mentoring organisations and their experiences and expertise are highlighted.

The concept of ENTREPRENEDU is focused on closing the innovation and educational gap between different regions of the EU one important tool to do so is the creation of a highly replicable and scalable Venture Building Programme, an educational model for the European entrepreneurial ecosystems that will be validated at the end of the project in 3 different educational entities.

The foundation for the Venture Building Programme will be laid by a mentoring programme that takes in the 12 teams and start-ups selected during three Hackathons in low to medium-innovation countries of Greece, Italy and Bulgaria. At each Hackathon, different teams and start-ups compete to deliver solutions for pressing issues in the European Union. The four most promising ideas at each Hackathon will be selected and take part in the ENTREPRENEDU mentoring programme as a cohort. Hence, there will be three cohorts in total, each one consisting of 4 teams and start-ups.

The first Hackathon took place in Rimini, Italy from the 15<sup>th</sup> to 17<sup>th</sup> of June 2023. The participating teams and start-ups pitched their solution addressing three main challenges in the European Union, namely **innovative space technology**, **sustainable food systems** and **climate change**. In total eight solutions were pitched to the jury consisting of the consortium partners, Fondazione E. Amaldi (FEA), European Business Angel Network (EBAN), Fraunhofer IPK, Corallia, Cleantech Bulgaria (CTBG), LUISS and F6S. Each partner organisation evaluated the pitches on the following criteria:

- FEA: Evaluate Technology Transfer and IPRs
- EBAN: Establish Investor interest
- Fraunhofer IPK: Establish Business viability
- Corallia: Evaluate the market attractiveness
- CTBG: Establish the possibility to access Funding opportunities
- LUISS: Defining the impact in the education sector & Evaluate Team quality and completeness
- F6S: Evaluate branding and marketing

The names of the four winning teams of the first Hackathon are As You Like, Backwards, BOBIS and Shades of Blue forming Cohort 1. Among these teams, the first two are currently in the ideation phase, working to evolve their concepts into viable businesses, while the latter two are established enterprises.

The second Hackathon took place in Athens, Greece on the 25<sup>th</sup> November 2023. The participating teams and start-ups pitched their solution addressing the challenge of **innovative space technology** in the European Union. In total, twelve solutions were pitched to

the jury consisting of the consortium partners, Fondazione E. Amaldi (FEA), University of Thessaly (UTH), Fraunhofer IPK, Corallia, Cleantech Bulgaria (CTBG), LUISS and F6S. Each partner organisation evaluated the pitches on the following criteria:

- Evaluate Technology Transfer and IPRs
- Establish Investor interest
- Establish Business viability
- Evaluate the market attractiveness
- Establish the possibility to access Funding opportunities
- Defining the impact in the education sector & Evaluate Team quality and completeness
- Evaluate branding and marketing

The names of the four winning teams of the first Hackathon are MICROSATLAB, EXKE, UNIWA-ICE and GROUNDWATER forming Cohort 2. Unfortunately, all teams besides EXKE decided to not take part in the mentoring programme and were replaced by the runner-ups SPA-C, LUMINOUS and PROMETHEUS. All the teams are currently in the ideation phase, working to evolve their concepts into viable businesses.

The third Hackathon took place in Sofia, Bulgaria on the 26th and 27th of March 2024. The participating teams and start-ups pitched their solution addressing the challenge of **sustainability** in the European Union. In total twelve solutions were pitched to the jury consisting of the consortium partners, Fondazione E. Amaldi (FEA), University of Thessaly (UTH), European Business Angel Network (EBAN), Fraunhofer IPK, Corallia, Cleantech Bulgaria (CTBG), LUISS and F6S. Each partner organisation evaluated the pitches on the following criteria:

- FEA: Evaluate Technology Transfer and IPRs
- EBAN: Establish Investor interest
- Fraunhofer IPK: Establish Business viability
- Corallia: Evaluate the market attractiveness
- CTBG: Establish the possibility to access Funding opportunities
- UTH: Clear definition of problem and solution
- LUISS: Defining the impact in the education sector & Evaluate Team quality and completeness
- F6S: Evaluate branding and marketing

Since some teams did not complete the mentoring programme in its previous iterations, the consortium jointly decided to select five winners at the Hackathon in Sofia. The names of the five winning teams of the third Hackathon are Foodilizer, Brick3D, Local, Green Team and AI School forming Cohort 3. Unfortunately, all teams besides Foodilizer and Green Team decided to not take part in the mentoring programme and were replaced by the runner-ups Paw Paw, Edna Bulgarka and Renter. All the teams are currently in the ideation phase, working to evolve their concepts into viable businesses.



Further, the mentors of the Mentoring Programme are experts from six consortium partners with unique experiences and expertise that they can share with the winning teams and start-ups to support them in their endeavours, and have been determined before the first Hackathon. Fondazione E. Amaldi is expert in evaluating technology and developing new products as well as financial instruments for which a clear understanding of the technology is paramount and can provide valuable lessons on technology due diligence and the step from technology feasibility to product development. Fraunhofer IPK undertakes applied research of direct utility to private and public enterprises and of wide benefit to society their mentoring expertise centres around the topics of business model, strategy and intellectual capital development. The European Business Angels Network is the Pan-European representative for the early-stage investor community, gathering over 100 member organisations in more than 50 countries today. Their vast network allows them to provide valuable insights on the topics of investment readiness & approach, pitching & quantifying funding needs and the preparation of legal documents for investments and company valuation. Further, Cleantech Bulgaria is a business network in Bulgaria that focuses on clean technologies, innovation, and sustainable development. Their expertise lies in the field of accessing finance and related funding. Corallia is one of the main pillars of the Greek innovation ecosystem that implements flagship programmes and targeted interventions to support entrepreneurship across Europe. They are experts in business planning, evaluating the readiness levels of companies and solutions and developing investment pitches. Lastly, LUISS is an independent university from Rome, Italy that provides an innovative and sophisticated educational approach that they can leverage to deliver sophisticated insights on problem & solution validation as well as on the topic of value proposition.

Besides the expertise of the mentoring partners, the content of the programme was structured to the needs of the winning teams and start-ups. Thus, a demand analysis was conducted with the four winners of the first Hackathon in Rimini, Italy. Additionally, the mentoring partners evaluated the current state of the four winners to provide an outside perspective and render the mentoring programme to the most pressing needs of the participants. Hence, this deliverable will first provide an overview of the rationale and structure of the exercised demand analysis. Further, the results of the demand analysis will be presented. Additionally, the structure of the mentoring programme is illustrated. Further, the feedback of the mentoring programme participants related to the curriculum and derived measures are presented. Subsequently, the curriculum in its final version will be highlighted. Lastly, a conclusion will be provided.

The deliverable aims to provide an in-depth understanding of the creation of the mentoring programme utilising a demand analysis, to generate a structure and curricula for the mentoring process. Furthermore, it aims to highlight the final acted out version of the curriculum and feedback participants as well as derived measures.

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## 2 METHODOLOGY: DEMAND ANALYSIS AND DERIVATION OF MENTORING PROGRAMME

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The first step to develop the curriculum for the ENTREPRENEDU mentoring programme was the execution of a demand analysis. Employing a qualitative research design for the demand analysis, semi-structured interviews were conducted to delve into the nuanced needs and experiences of the participating teams. These hour-long sessions followed a pre-defined guideline and aimed to determine the specific entrepreneurial needs of the participating teams. For the analysis of interview data, a thematic approach was utilised revealing clusters of predominant needs among the teams, serving as the cornerstone for deriving six overarching mentoring topics.

The data collection took place on 30<sup>th</sup> June 2023. The process comprised online interviews with representatives from each of the four selected teams that constitute the first cohort of the programme. Each interview session lasted one hour, aiming to capture an understanding of the participant's experiences and needs. The interviews were conducted and protocolled by two Fraunhofer researchers and one research assistant to ensure consistency in data collection and interpretation. Prior to data collection, an interview guide was prepared to establish a clear direction and framework for the interview. The guideline was structured around eight key dimensions, namely: (1) Business Objectives and Goals, (2) Resources and Support, (3) Product or Service Evaluation, (4) Target Group, (5) Challenges and Problems, (6) Trends and Innovation relevant for business idea, (7), Knowledge, Know-How and Attitude, (8) Learning Objectives.

All interviews were conducted with respect to ethical considerations, including voluntary participation, confidentiality, and privacy of the participants. The data gathered from the interviews were analysed using thematic analysis. This method was employed as it provides a flexible and useful research tool for identifying, analysing, and interpreting patterns of meaning ('themes') within qualitative data. Based on the protocols of the interviews, we carried out a process known as 'open coding'. This is the first step in qualitative data analysis, and it involves identifying and defining themes that emerged from the interviews. In this process, we read through the protocols and labelled segments of the text that encapsulated key thoughts or concepts. After coding the protocols, the codes were examined for patterns and sorted into broader categories. This stage of 'axial coding' involved the clustering of related codes to identify the main themes. These themes were then compared across all teams to identify shared or unique demands. The themes derived from this analysis process served as a basis for the derivation of the mentoring topics, thereby ensuring that the curriculum is tailored to meet the specific needs and learning objectives of the teams. The detailed methodology of the demand analysis has been described in D4.1 MENTORING MODULES.

## 2.1 RESULTS OF THE DEMAND ANALYSIS

Based on the results from the demand analysis, the following modules have been derived for the mentoring programme.

- Mentoring Module 1: Business Model Development (Expert: Fraunhofer IPK)
- Mentoring Module 2: Crafting a Unique and Competitive Value Proposition (Expert: LUISS)
- Mentoring Module 3: Your Idea Pitch: from Tech Feasibility to Product Development (Expert: FEA)
- Mentoring Module 4: Investment Pitch and Quantifying Your Funding Needs (Expert: EBAN)
- Mentoring Module 5: Entrepreneurial Business Planning (Expert: Corallia)
- Mentoring Module 6: Access to Finance and Related Funding (Expert: Cleantech Bulgaria)

This logical sequence ensures that each module builds on the one before it, leading to a comprehensive and robust learning path, from conceptualization to financing. It helps the teams ensure that their business decisions are customer-focused, investment-friendly, and strategically sound.

*Business Model Development* forms the basis of any startup journey. It helps startups understand their business's core structure, including key partners, activities, resources, customer relationships, channels, and revenue streams. By having this as the first step, teams can gain a holistic understanding of their business, which can guide all subsequent decision-making.

Once the business model is developed, the teams need to articulate their *value proposition*, which is a clear statement about the outcomes that an individual can realise from using their products or services. It is essential to determine this early because it defines the unique value the startup offers to customers and sets it apart from competitors. It is also a critical input to the product development, pitching, and business planning processes.

With a clear value proposition, the teams are better equipped to analyse the *technical feasibility* of their products or services and develop them accordingly. It enables them to ensure that what they are developing is not just technically feasible, but also aligns with what their target customers find valuable and how an investor can understand and value their technological proposal.

Once the offering is developed, the teams might need knowledge on how to attract investment to further develop their business idea. At this stage, they have a clear idea of their business model, value proposition, and product feasibility, which can be used to develop a compelling *investment pitch*. It is also the right time to *quantify funding needs*, as the team would have a better idea of the costs involved in product development and business operations.

After the investment pitch, startups and teams need to delve into more detailed *business planning*. The business plan incorporates all the previous elements (business model, value proposition, product, and funding needs) but also includes more comprehensive information on market analysis, marketing and sales strategies, and financial projections.

Once the business plan is complete, it can be used to secure financing. At this stage, startups learn about different types of *financing and funding opportunities* available to them. They also learn how to approach potential investors, which requires a thorough understanding of their business model, value proposition, product, investment pitch, and business plan.

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## 2.2 STRUCTURE OF THE ENTREPRENEDEU MENTORING PROGRAMME DERIVED FROM THE DEMAND ANALYSIS

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This section introduces the rationale for the overall structure of the mentoring programme and discusses its distinct phases. The programme follows a blended learning approach that combines live mentoring and interaction with E-Learning to create a transformative educational journey for its participants.

Figure 1 depicts the different phases, learning depth and content structure of the mentoring programme. The structure of the programme was inspired by the results of the demand analysis. The results indicated that the teams and start-ups are located in different geographical regions of Italy and possess varying skill levels and experiences. Hence, a blended learning approach enables the participants to join the programme from their respective geographical regions and can be adjusted to their respective skill levels. The methodical preparation constitutes phase one, where the content is standardised, aiming to transfer basic knowledge via online-based formats such as training videos. This content is identical for all participants and also includes a small learning success control which can be conducted using a quiz format.

The second phase is focused on development and entails more advanced learning experiences that are customised to the participants' needs. This phase takes place in a live mentoring setting that entails interaction between the mentor and the participants. Therefore, workshops, Question & Answer sessions and individual mentoring are all viable formats for this phase.

Lastly, the closing phase focuses on reflection and feedback. Here the participants come together with the mentor for one last time to evaluate their progress, development and achievements of their goals.

FIGURE 1: BLENDED LEARNING STRUCTURE

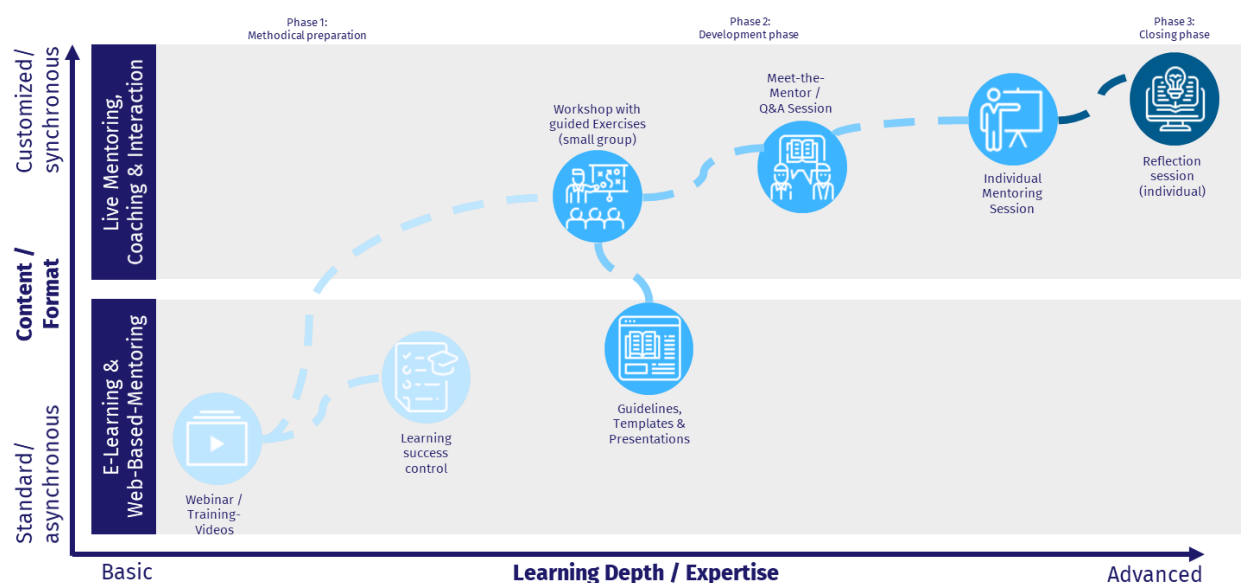


Table 1 provides a comprehensive overview of the mentoring programme's three distinctive phases, detailing their respective mentoring units, elements, and objectives, as well as the duration and planned dates for implementation exemplary for Cohort 1. Phase one began in October 2023, serving as the initial stage of the programme. Its duration was set at four hours, during which participants will receive essential guidance and support to lay a strong foundation for their entrepreneurial journey.

Spanning from October 2023 to February 2024, phase two constitutes the most extensive segment of the mentoring programme. This phase provided participants with a substantial five hours of mentoring, aiming to delve deeper into various aspects of their start-up ventures, fostering comprehensive skill development and knowledge enhancement.

The final phase, scheduled for March 2024, encompasses a one-hour mentoring reflection session, representing the shortest duration among the three phases. Combining the durations of all three phases, the mentoring programme provides a total of ten hours of valuable mentorship to each participant. This extended support seeks to maximise the potential of the first cohort of teams and start-ups and contribute to their long-term success. Considering the participation of six mentoring organisations, each start-up within the first cohort, was set to benefit from a total of 60 hours of mentoring. The same structure of the mentoring programme was replicated for Cohort 2 and ran from January 2024 to May 2024 while for the Cohort 3 the programme ran from April 2024 until August 2024.

TABLE 1: DETAILED VIEW OF THE MENTORING PROGRAMME STRUCTURE

PHASE	MENTORING UNIT	MENTORING ELEMENT	MENTORING OBJECTIVE	DURATION	DATES (FOR COHORT 1)
<b>PHASE 1: METHODICAL PREPARATION</b>	TRAINING-VIDEOS	THREE CONSECUTIVE TRAINING VIDEOS (LEVEL 1-3)	TEACHING THE METHODOLOGICAL BASIS	3H (1H EACH)	OCTOBER 2023
	LEARNING SUCCESS CONTROL	QUIZ VIA ONLINE TOOL	REFLECTION AND DEEPENING OF THE ACQUIRED KNOWLEDGE	1H	
<b>PHASE 2: DEVELOPMENT PHASE</b>	WORKSHOP WITH GUIDED EXERCISES (SMALL GROUP)	INTERACTIVE WORKSHOP E.G. WITH WHITEBOARD	GUIDED PEER LEARNING (START-UPS GIVE EACH OTHER FEEDBACK)	2H	OCTOBER 2023 – FEBRUARY 2024
	MEET-THE-MENTOR / Q&A SESSION (SMALL GROUP)	LIVE SESSION (SMALL GROUP)	CLARIFICATION OF QUESTIONS FROM THE GUIDED EXERCISE	1H	
	INDIVIDUAL MENTORING SESSION	LIVE SESSION (ONE-TO-ONE)	MENTOR SUPPORTS IDENTIFICATION OF OBSTACLES AND IN DEVELOPING STRATEGIES TO OVERCOME THEM.	2H (2 SESSIONS A 1H)	
<b>PHASE 3: CLOSING PHASE</b>	REFLECTION SESSION (INDIVIDUAL)	LIVE SESSION (ONE-TO-ONE)	REFLECTION ON THE DEVELOPMENT AND PROGRESS OF THE MENTEE AND THE ACHIEVEMENT OF THE GOALS.	1H	MARCH 2024
				<b>TOTAL: 10H</b>	

### 3 FEEDBACK COLLECTION

In this section the feedback gathered from the participants of Cohort 1,2 and 3 related to the mentoring programme is presented. For Cohort 1 the feedback was collected during live interviews after the mentoring programme with Fraunhofer IPK. This process was designed and executed by two researchers from Fraunhofer IPK, the partner responsible for the development and coordination of the mentoring programme. It was gathered through guided online video calls. This approach allowed for a more dynamic and interactive exchange of information, providing clearer insights into the participants' experiences, perceptions, and suggestions for improvement. The methodology for this process can be found in deliverable 4.2 Elaboration and delivery of the mentoring modules. The feedback from Cohort 2 & 3 was collected via a survey that was sent out once participants completed the mentoring programme. This feedback serves as a critical component in refining the mentoring programme, its structure, and themes. The feedback collection covered various aspects of the



programme, including their overall experience, mentorship quality, and perceived impact on their projects.

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### 3.1 FEEDBACK COHORT 1

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The feedback from Cohort 1 of the ENTREPRENEDU mentoring programme highlights an overwhelmingly positive experience, with high satisfaction across all modules. Teams found the programme to be well-structured and impactful, appreciating the valuable insights and hands-on guidance provided by the mentors.

The Business Model Development module, led by Fraunhofer IPK, was particularly praised for its excellent guidance on completing the business model canvas. Teams found this module extremely beneficial in laying a solid foundation for their business ideas. The Crafting a Unique and Competitive Value Proposition module by LUISS stood out as the most stimulating, effectively sparking new entrepreneurial insights and helping teams refine their value propositions. The Your Idea Pitch module from FEA was also well-received, with teams appreciating the tailored approach based on the readiness level of their projects.

The Investment Pitch and Quantifying Your Funding Needs module led by EBAN received positive feedback for its hands-on approach. The Entrepreneurial Business Planning module by Corallia and the Access to Finance and Related Funding module by Cleantech Bulgaria were highly rated for their interactive sessions and practical, real-world applications.

Overall, the programme received an impressive rating of 4.7 out of 5 from Cohort 1. Teams valued the mentors' knowledge and availability, the engaging workshops, and the practical application of theoretical concepts. Additionally, the need for a module on Human Resource Management was voiced.

In summary, Cohort 1 found the ENTREPRENEDU mentoring programme to be highly valuable, with insightful content and practical guidance. The programme effectively supported their entrepreneurial journey, leaving them well-equipped with the knowledge and skills to advance their business ideas. Further, the need for a module on Human Resource Management and Leadership was clearly expressed.

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### 3.2 FEEDBACK COHORT 2

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The feedback from Cohort 2 of the ENTREPRENEDU mentoring programme highlights a strong appreciation for the programme's comprehensive and well-structured modules, with teams expressing high levels of satisfaction.

Teams consistently rated the overall experience highly, with many expressing extreme satisfaction. The feedback indicates that the programme successfully provided valuable

insights and practical knowledge across various modules. Module 1: Business Model Development, led by Fraunhofer IPK, was particularly well-received, with teams appreciating the expert guidance and the depth of information provided. Modules focusing on idea pitching, investment pitch, and entrepreneurial business planning were also rated highly, reflecting the programme's strength in these areas.

Overall, Cohort 2 awarded the programme an outstanding rating of 4.7 out of 5. One team highlighted the value of the workshops and practical projects, which allowed them to apply theoretical knowledge with the support of professional feedback. This hands-on approach was seen as extremely beneficial, especially for those with technical backgrounds who were looking to expand their understanding of the financial aspects of a startup.

In closing, teams reflected positively on their experience, noting the effective integration of the modules and the ease of navigating the programme. The mentoring programme was highly valued for its practical insights and professional support, with suggestions for minor improvements to further enhance the learning experience. Overall, the feedback from Cohort 2 underscores the programme's success in delivering valuable entrepreneurial education and mentorship.

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### 3.3 FEEDBACK COHORT 3

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Feedback from Cohort 3 of the ENTREPRENEDU mentoring programme reveals a highly positive experience, marked by robust satisfaction across all modules. Participants lauded the programme's structure and impact, noting the comprehensive insights and hands-on guidance from mentors as key benefits.

The Business Model Development module, facilitated by Fraunhofer IPK, received particular acclaim for its thorough guidance and the depth of information provided, helping teams establish a solid foundation for their business concepts. The module on Crafting a Unique and Competitive Value Proposition by LUISS was highlighted for its effectiveness in addressing real-world problems and igniting new entrepreneurial insights, significantly aiding teams in refining their value propositions.

The Your Idea Pitch module from FEA was well-received, with teams appreciating the tailored approach based on their project's readiness level. However, participants noted that better integration between modules could help avoid overlapping information. The Investment Pitch and Quantifying Your Funding Needs module led by EBAN was praised for its constructive criticism and valuable advice.

The Entrepreneurial Business Planning module by Corallia stood out for its systematic approach and detailed planning methodology, earning high praise from participants. The Access to Finance and Related Funding module by Cleantech Bulgaria was highly appreciated for its eye-opening insights into funding opportunities.



Overall, the programme earned a stellar rating of 4.8 out of 5 from Cohort 3. Participants valued the mentors' expertise and availability, the engaging workshops, and the practical application of theoretical concepts. Additionally, some participants expressed a desire for more brainstorming sessions.

In summary, Cohort 3 found the ENTREPRENEDU mentoring programme to be invaluable, offering insightful content and practical guidance that effectively supported their entrepreneurial journey. The programme equipped them with the knowledge and skills needed to advance their business ideas.

### 3.4 DERIVED ACTIONS FROM THE FEEDBACK COLLECTION

In the following table the feedback of Cohort 1, 2 & 3 related to the curriculum is highlighted as well as derived measures from it. It should be noted that the feedback mostly provided suggestions for improvement on technical and organisational aspects of the programme, which are discussed in deliverable D4.5 report on mentoring activities - final release. The curriculum was in general well received, with only a few areas of improvement named by the participants.

BUSINESS MODEL DEVELOPMENT	
USAGE OF THE BUSINESS MODEL CANVAS	<ul style="list-style-type: none"> <li>SINCE THE MENTEES EXPRESSED A HIGH SATISFACTION WITH THE DEVELOPMENT OF THE BUSINESS MODEL CANVAS AND THE RELATED BUSINESS MODEL PATTERNS, THESE ASPECTS OF THE MENTORING PROGRAMME WERE EMPHASISED BY FRAUNHOFER IPK. THEREFORE, LESS OF A FOCUS WAS PLACED ON THE SWOT ANALYSIS.</li> </ul>
YOUR IDEA PITCH: FROM TECH FEASIBILITY TO PRODUCT DEVELOPMENT	
STRENGTHS AND WEAKNESSES	<ul style="list-style-type: none"> <li>SINCE THE MODULE WAS WELL RECEIVED BUT DIFFERENCES IN THE DEVELOPMENT STAGES OF THE TEAMS WERE NOTICED, A PARTICULAR FOCUS WAS POSED TO IDENTIFY STRENGTHS AND WEAKNESSES OF EACH TEAM AND TO IDENTIFY PRIORITIES FOR THEIR FUTURE ASSESSMENT.</li> </ul>
FUTURE PLANS	<ul style="list-style-type: none"> <li>TO PROVIDE ADDITIONAL INFORMATION AND DISTINGUISH THE MODULES FROM OTHERS, TIPS AND ADVICE ON HOW TO FACE THE IDENTIFIED NEXT STEPS OR MID-TERM FUTURE PLANS WERE ALSO PROVIDED.</li> </ul>
INVESTMENT PITCH AND QUANTIFYING YOUR FUNDING NEEDS	
ELEVATOR PITCHES	<ul style="list-style-type: none"> <li>SINCE THE HANDS-ON APPROACH WAS HIGHLIGHTED AS A POSITIVE BY THE FEEDBACK, ADDITIONAL PRACTICAL EXERCISES WERE INCLUDED IN THE MODULE. FOR EXAMPLE, THE EXERCISE OF AN ELEVATOR PITCH.</li> </ul>

#### CURRICULAR EXPANSION

##### INCLUSION OF LEADERSHIP AND HR MANAGEMENT

- SINCE THE TEAMS EXPRESSED THE NEED FOR A MODULE ON HR MANAGEMENT AND LEADERSHIP, SUCH A MODULE WAS DEVELOPED AND CAN BE APPLIED IN FUTURE ITERATIONS OF THE PROGRAMME. IT PROVIDES VITAL SKILLS IN TEAM FORMATION AND MANAGEMENT, WHICH IS CRUCIAL FOR THE GROWTH AND SCALABILITY OF START-UP VENTURES.

## 4 CURRICULUM FOR THE MENTORING PROGRAMME – FINAL VERSION

Each mentoring partner provided a curriculum that begins with a clear outline of the goals and objectives of the mentoring programme. Further, based on the need for analysis and expertise of each mentoring partner, the core subjects of the programme have been defined. Each topic directly supports the achievement of the programme's objectives. For each topic, the curriculum defined the expected learning outcomes. This helps to clarify what each mentoring module should contain. Content & Resources which includes the materials, resources, and activities that will be used to teach each topic as well as the different applied mentoring methods are outlined in the curriculum. Further, the curriculum outlines the sequence in which the topics will be covered, as well as the timeline for the entire mentoring programme. The curriculum also defines how the progress will be assessed and how feedback will be given. Following the final iteration of the mentoring curriculum will be displayed.

### 4.1 MODULE 1: BUSINESS MODEL DEVELOPMENT

MODULE 1: BUSINESS MODEL DEVELOPMENT	
MENTORING EXPERT	FRAUNHOFER IPK
OVERALL LEARNING OBJECTIVES	THE OVERALL OBJECTIVES OF MODULE 1: BUSINESS MODEL DEVELOPMENT ARE TO ENABLE PARTICIPANTS TO UNDERSTAND THE IMPORTANCE OF A WELL-DEFINED BUSINESS MODEL, EQUIP THEM WITH THE NECESSARY TOOLS AND KNOWLEDGE TO DEVELOP THEIR OWN BUSINESS MODEL, AND EFFECTIVELY IMPLEMENT IT IN THEIR START-UPS. THE MODULE AIMS TO INSTIL A METHODOICAL AND STRATEGIC APPROACH TOWARDS BUSINESS MODEL DEVELOPMENT. THE GOAL IS FOR PARTICIPANTS TO LEAVE WITH A COMPREHENSIVE, VIABLE BUSINESS MODEL THAT ALIGNS WITH THEIR START-UP'S VISION AND MARKET DEMAND.

### PHASE 1: METHODOICAL PREPARATION

THE METHODOICAL PREPARATION PHASE SERVES AS THE FOUNDATION FOR THE ENTIRE MENTORING PROGRAMME. THIS PHASE AIMS TO ESTABLISH A STRONG KNOWLEDGE BASE FOR THE PARTICIPANTS, EQUIPPING THEM WITH THE NECESSARY THEORETICAL CONCEPTS AND TOOLS NEEDED TO DEVELOP A ROBUST BUSINESS MODEL. PARTICIPANTS UNDERSTAND THE ESSENTIAL COMPONENTS OF A BUSINESS MODEL AND THEIR SIGNIFICANCE IN THE START-UP CONTEXT.

#### VIDEO #1: INTRODUCTION TO BUSINESS MODELS

SKILL LEVEL	1
DURATION	1 HOUR
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	PARTICIPANTS UNDERSTAND THE ESSENTIAL COMPONENTS OF A BUSINESS MODEL AND THEIR SIGNIFICANCE IN THE START-UP CONTEXT.
CONTENT	THIS VIDEO STARTS WITH A FUNDAMENTAL INTRODUCTION TO THE CONCEPT OF A BUSINESS MODEL. IT COVERS THE IMPORTANCE OF A CONTINUOUS BUSINESS MODEL DEVELOPMENT TO REMAIN COMPETITIVE. PARTICIPANTS LEARN ABOUT THE ESSENTIAL COMPONENTS OF A BUSINESS MODEL, INCLUDING THE VALUE PROPOSITION, CUSTOMER SEGMENTS, CUSTOMER RELATIONSHIPS, CHANNELS, KEY ACTIVITIES, KEY RESOURCES, KEY PARTNERSHIPS, REVENUE STREAMS, AND COST STRUCTURE. ADDITIONALLY, THE SESSION INCLUDES REAL-LIFE EXAMPLES OF SUCCESSFUL BUSINESS MODELS.
MATERIALS AND TOOLS	THE VIDEO IS CONDUCTED USING A COMBINATION OF PRESENTATION SLIDES, VIDEOS, AND REAL-LIFE CASE STUDIES. HANDOUTS WITH KEY POINTS AND ADDITIONAL READING MATERIALS ARE ALSO PROVIDED FOR FURTHER SELF-STUDY IF REQUESTED.
PARTICIPANT INTERACTION	PARTICIPANTS ARE ENCOURAGED TO ASK QUESTIONS AFTER WATCHING THE VIDEO.

#### VIDEO #2: BUSINESS MODEL CANVAS

SKILL LEVEL	2
DURATION	1 HOUR
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	PARTICIPANTS BECOME FAMILIAR WITH THE BUSINESS MODEL CANVAS TOOL AND LEAN STARTUP METHODOLOGY, LEARNING HOW THESE TOOLS AID IN BUSINESS MODEL DEVELOPMENT.

CONTENT	THE SECOND VIDEO DELVES DEEPER INTO BUSINESS MODEL DEVELOPMENT TOOLS AND METHODOLOGIES. IT INTRODUCES THE BUSINESS MODEL CANVAS (BMC), A VISUAL CHART FOR DESCRIBING, ANALYSING, AND DESIGNING BUSINESS MODELS, EXPLAINING EACH OF ITS NINE BUILDING BLOCKS. FURTHER, BMC EXAMPLES OF ESTABLISHED COMPANIES ARE PROVIDED AND EXPLAINED.
MATERIALS AND TOOLS	THE VIDEO USES PRESENTATION SLIDES.
PARTICIPANT INTERACTION	PARTICIPANTS ARE ENCOURAGED TO ASK QUESTIONS AFTER WATCHING THE VIDEO.
<b>VIDEO #3: STRATEGIC DEVELOPMENT OF THE BUSINESS MODEL</b>	
SKILL LEVEL	3
DURATION	1 HOUR
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	PARTICIPANTS BECOME EQUIPPED TO ANALYSE THEIR BUSINESS ENVIRONMENT AND FACTORS THAT MIGHT INTERACT WITH THEIR BUSINESS. ADDITIONALLY, THEY SHOULD BECOME COMFORTABLE WITH TECHNIQUES TO DEVELOP THEIR BUSINESS MODEL FURTHER.
CONTENT	PARTICIPANTS LEARN TECHNIQUES FOR ANALYSING AND EVALUATING MACRO-LEVEL FACTORS (PEST ANALYSIS) THAT INFLUENCE THEIR BUSINESS MODEL. FURTHER, TOOLS TO SYSTEMATICALLY AND STRATEGICALLY DEVELOP THE BUSINESS MODEL ARE EXPLAINED AND PROVIDED.
MATERIALS	PRESENTATION SLIDES AND CASE EXAMPLES ARE PROVIDED.
PARTICIPANT INTERACTION	PARTICIPANTS ARE ENCOURAGED TO ASK QUESTIONS AFTER WATCHING THE VIDEO.
<b>LEARNING SUCCESS CONTROL - QUIZ VIA ONLINE TOOL</b>	
DURATION	1 HOUR
PARTICIPANTS	INDIVIDUALLY
LEARNING OBJECTIVE	TO ENSURE THAT PARTICIPANTS THOROUGHLY UNDERSTAND AND ABSORB THE CONTENT COVERED IN THE VIDEO.
CONTENT	A MULTIPLE-CHOICE QUIZ BASED ON THE CONTENT OF THE THREE VIDEOS.
MATERIALS AND TOOLS	THE QUIZ IS ADMINISTERED THROUGH AN ONLINE TOOL.

PARTICIPANT INTERACTION	PARTICIPANTS COMPLETE THE QUIZ INDIVIDUALLY. THE RESULTS ARE USED TO GAUGE THEIR UNDERSTANDING OF THE MATERIAL AND IDENTIFY ANY AREAS THAT MAY NEED FURTHER CLARIFICATION OR REINFORCEMENT DURING THE SUBSEQUENT PHASES OF THE MENTORING PROGRAMME.
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PHASE 2: DEVELOPMENT PHASE	
THE DEVELOPMENT PHASE FOR BUSINESS MODEL DEVELOPMENT AIMS TO ENABLE START-UPS TO CREATE AND REFINE THEIR BUSINESS MODELS. IT PROVIDES RESOURCES AND MENTOR GUIDANCE TO HELP PARTICIPANTS TRANSLATE THEIR IDEAS INTO ACTIONABLE PLANS, IDENTIFYING KEY COMPONENTS SUCH AS VALUE PROPOSITIONS, CUSTOMER SEGMENTS, AND REVENUE STREAMS.	
WORKSHOP: BUSINESS MODEL DEVELOPMENT WITH GUIDED EXERCISES	
SKILL LEVEL	3
DURATION	2 HOURS
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	BY THE END OF THIS INTERACTIVE WORKSHOP, PARTICIPANTS ARE ABLE TO APPLY THEIR THEORETICAL UNDERSTANDING OF BUSINESS MODELS GAINED IN PHASE 1 TO CREATE A DRAFT OF THEIR OWN BUSINESS MODEL USING THE BUSINESS MODEL CANVAS. THEY DEVELOP THE SKILLS TO PROVIDE AND RECEIVE CONSTRUCTIVE PEER FEEDBACK, USE FEEDBACK TO REFINE THEIR BUSINESS MODELS, AND ALIGN THEIR MODELS WITH THEIR START-UP'S GOALS AND TARGET MARKET.
CONTENT	THIS WORKSHOP IS AN INTERACTIVE SESSION WHERE PARTICIPANTS GET THE CHANCE TO PUT THE KNOWLEDGE GAINED IN PHASE 1 INTO PRACTICE. THE PARTICIPANTS USE THE BUSINESS MODEL CANVAS TOOL TO DRAFT AND VISUALISE THEIR OWN BUSINESS MODELS. GUIDED EXERCISES STEER THE PARTICIPANTS TOWARDS CONSIDERING THE UNIQUE ASPECTS OF THEIR BUSINESSES, INCLUDING THEIR UNIQUE VALUE PROPOSITION, CUSTOMER SEGMENTS, KEY RESOURCES, AND REVENUE STREAMS. THE WORKSHOP EMPLOYS BREAKOUT SESSIONS TO FACILITATE PEER-TO-PEER FEEDBACK, PROVIDING PARTICIPANTS WITH DIFFERENT PERSPECTIVES ON THEIR BUSINESS MODELS. AT THE END OF THE SESSION, EACH START-UP TEAM HAS A DRAFT BUSINESS MODEL THAT ALIGNS WITH THEIR BUSINESS'S OBJECTIVES AND TARGET MARKET.
MATERIALS AND TOOLS	PARTICIPANTS NEED ACCESS TO A DIGITAL OR PHYSICAL VERSION OF THE BUSINESS MODEL CANVAS. ADDITIONAL MATERIALS SUCH AS STICKY NOTES, MARKERS, AND WHITEBOARDS MAY BE USED FOR PHYSICAL SESSIONS. TOOLS LIKE THE CONCEPT BOARD ARE APPLIED.

PARTICIPANT INTERACTION	THE WORKSHOP IS DESIGNED TO BE HIGHLY INTERACTIVE, WITH PARTICIPANTS WORKING INDIVIDUALLY AND IN SMALL GROUPS ON THEIR BUSINESS MODELS. THEY ENGAGE IN PEER-TO-PEER FEEDBACK AND GROUP DISCUSSIONS FACILITATED BY THE MENTOR.
<b>MEET-THE-MENTOR / Q&amp;A SESSION</b>	
SKILL LEVEL	3
DURATION	1 HOUR
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	THIS LIVE SESSION AIMS TO HELP PARTICIPANTS CLARIFY ANY QUESTIONS OR DOUBTS THEY MAY HAVE ABOUT THE BUSINESS MODEL DEVELOPMENT PROCESS. THEY LEARN HOW TO EFFECTIVELY USE FEEDBACK TO ADDRESS SPECIFIC CHALLENGES IN THEIR BUSINESS MODEL.
CONTENT	THIS SESSION PROVIDES THE START-UP TEAMS WITH AN OPPORTUNITY TO CLARIFY THEIR DOUBTS AND GAIN EXPERT INPUT ON THEIR DRAFT BUSINESS MODELS. IT IS A LIVE SESSION WHERE EACH TEAM CAN PRESENT THEIR BUSINESS MODELS AND THE CHALLENGES THEY FACED WHILE DEVELOPING THEM. THE MENTORS PROVIDE INSIGHTS, ADDRESS THE TEAMS' QUERIES, AND GIVE SUGGESTIONS TO OVERCOME SPECIFIC CHALLENGES. THE SESSION ENSURES THAT ALL TEAMS RECEIVE GUIDANCE TAILORED TO THEIR UNIQUE NEEDS AND ARE ON THE RIGHT PATH WITH THEIR BUSINESS MODEL DEVELOPMENT.
MATERIALS AND TOOLS	PARTICIPANTS MAY NEED NOTEPADS AND WRITING TOOLS TO NOTE IMPORTANT POINTS. DIGITAL TOOLS FOR COMMUNICATION ARE NECESSARY FOR VIRTUAL MEETINGS.
PARTICIPANT INTERACTION	PARTICIPANTS INTERACT DIRECTLY WITH THE MENTOR IN A SMALL GROUP SETTING. THEY ARE ENCOURAGED TO SHARE THEIR QUESTIONS, EXPERIENCES, AND INSIGHTS WITH THE GROUP.
<b>INDIVIDUAL MENTORING SESSIONS</b>	
SKILL LEVEL	3
DURATION	2 SESSIONS OF 1 HOUR EACH
PARTICIPANTS	EACH TEAM INDIVIDUALLY & MENTORING EXPERT
LEARNING OBJECTIVE	IN THESE INDIVIDUAL SESSIONS, PARTICIPANTS RECEIVE PERSONALISED GUIDANCE TO REFINE THEIR BUSINESS MODELS. THEY LEARN HOW TO STRATEGIZE THEIR BUSINESS MODEL IMPLEMENTATION, CONSIDER RESOURCE ALLOCATION, AND APPLY SPECIFIC BUSINESS MODEL PATTERNS

CONTENT	THESE ARE ONE-ON-ONE SESSIONS BETWEEN EACH START-UP TEAM AND THEIR MENTOR. IN THESE SESSIONS, THE MENTOR WORKS CLOSELY WITH THE TEAM TO REFINE THEIR BUSINESS MODEL FURTHER. THE FIRST SESSION PRIMARILY INVOLVES A DETAILED ANALYSIS OF THE TEAM'S DRAFT BUSINESS MODEL. THE MENTOR PROVIDES FEEDBACK ON EACH COMPONENT OF THE MODEL. IN THE SECOND SESSION, THE MENTOR PROVIDES A SET OF BUSINESS MODEL PATTERNS AND DISCUSSES WITH THE TEAM WHICH OF THEM ARE APPLICABLE TO THE BUSINESS. BY THE END OF THESE SESSIONS, EACH TEAM HAS A ROBUST AND FEASIBLE BUSINESS MODEL THAT CATERES TO THEIR BUSINESS NEEDS.
MATERIALS AND TOOLS	THE BUSINESS MODEL CANVAS CREATED BY THE PARTICIPANTS DURING THE WORKSHOP IS THE PRIMARY MATERIAL USED. FURTHER, A WORD DOCUMENT LISTING POTENTIAL BUSINESS MODEL PATTERNS IS PROVIDED. PARTICIPANTS MAY ALSO NEED NOTEPADS AND WRITING TOOLS.
PARTICIPANT INTERACTION	IN THESE INDIVIDUAL SESSIONS, THE INTERACTION IS ONE-ON-ONE BETWEEN THE MENTOR AND THE PARTICIPANT. THE MENTOR PROVIDES PERSONALISED GUIDANCE AND FEEDBACK, AND THE PARTICIPANT HAS THE OPPORTUNITY TO DISCUSS THEIR SPECIFIC CONCERNS AND CHALLENGES

### PHASE 3: CLOSING PHASE

THE CLOSING PHASE FOR BUSINESS MODEL DEVELOPMENT IS FOCUSED ON REFLECTION AND FORWARD PLANNING. PARTICIPANTS ASSESS THEIR PROGRESS IN DEFINING THEIR BUSINESS MODELS AND STRATEGIZE ON HOW TO IMPLEMENT THE DISCUSSED BUSINESS MODEL EFFECTIVELY IN THEIR START-UPS.

#### REFLECTION SESSION

SKILL LEVEL	3
DURATION	1 HOUR
PARTICIPANTS	EACH TEAM INDIVIDUALLY & MENTORING EXPERT
LEARNING OBJECTIVE	THE FINAL REFLECTION SESSION AIMS TO INSTIL A PRACTICE OF SELF-ASSESSMENT AND REFLECTION IN PARTICIPANTS, ENABLING THEM TO TRACK THEIR PROGRESS, RECOGNISE THEIR ACHIEVEMENTS, AND IDENTIFY AREAS FOR FUTURE DEVELOPMENT. BY THE END OF THIS SESSION, PARTICIPANTS SHOULD BE ABLE TO EVALUATE THE EFFECTIVENESS OF THEIR BUSINESS MODEL, ARTICULATE THE DEVELOPMENT AND PROGRESS OF THEIR START-UP, AND ESTABLISH FUTURE GOALS IN LINE WITH THE DISCUSSED BUSINESS MODEL PATTERNS
CONTENT	THE SESSION CONSISTS OF A STRUCTURED DISCUSSION, GUIDED BY THE MENTOR, COVERING THE JOURNEY OF THE PARTICIPANTS FROM THE INCEPTION OF THEIR BUSINESS MODEL TO ITS CURRENT STATE. PARTICIPANTS REFLECT ON THEIR PROGRESS, THE OBSTACLES THEY OVERCAME, THE SKILLS THEY DEVELOPED, AND THE EFFECTIVENESS OF THEIR BUSINESS MODEL. THEY ALSO

	DISCUSS THEIR FUTURE PLANS AND GOALS FOR THEIR START-UP. LASTLY, THE MENTOR PROVIDES MORE EXPLANATION ON THE PREVIOUSLY SELECTED BUSINESS MODEL PARTNERS AND HOW THEY COULD BE IMPLEMENTED IN THE TEAMS' BUSINESS MODEL.
MATERIALS AND TOOLS	PARTICIPANTS SHOULD HAVE ACCESS TO ALL THE MATERIALS CREATED DURING THE PROGRAMME, PARTICULARLY THEIR BUSINESS MODEL CANVAS AND ANY NOTES OR REFLECTIONS MADE DURING THE INDIVIDUAL MENTORING SESSIONS. INTERACTION DURING THIS SESSION IS PRIMARILY BETWEEN THE MENTOR AND THE INDIVIDUAL PARTICIPANT, WITH THE MENTOR FACILITATING THE REFLECTIVE DISCUSSION.
PARTICIPANT INTERACTION	IF THE SESSION IS CONDUCTED IN A GROUP SETTING, PARTICIPANTS ALSO HAVE THE OPPORTUNITY TO LEARN FROM THE REFLECTIONS AND EXPERIENCES OF THEIR PEERS. THEY ARE ENCOURAGED TO PROVIDE FEEDBACK AND SHARE INSIGHTS WITH EACH OTHER TO FURTHER ENRICH THEIR LEARNING EXPERIENCE. THIS INTERACTION AIMS TO FOSTER A SENSE OF COMMUNITY AND MUTUAL SUPPORT AMONG THE PARTICIPANTS, HELPING THEM REALISE THAT THEY ARE PART OF A LARGER ENTREPRENEURIAL NETWORK.

## 4.2 MODULE 2: CRAFTING A UNIQUE AND COMPETITIVE VALUE PROPOSITION

MODULE 2: CRAFTING A UNIQUE AND COMPETITIVE VALUE PROPOSITION	
MENTORING EXPERT	LUISS
OVERALL LEARNING OBJECTIVES	THE OVERALL OBJECTIVES OF MENTORING MODULE 2 ARE TO EQUIP PARTICIPANTS WITH THE KNOWLEDGE AND SKILLS TO DEFINE, DEVELOP, AND COMMUNICATE A COMPELLING VALUE PROPOSITION. THE MODULE SEEKS TO ENABLE THEM TO EFFECTIVELY DISTINGUISH THEIR PRODUCT OR SERVICE IN THE MARKET, DEMONSTRATE ITS UNIQUE VALUE TO CUSTOMERS, AND LEVERAGE THIS PROPOSITION FOR COMPETITIVE ADVANTAGE AND SUSTAINABLE SUCCESS.

PHASE 1: METHODOICAL PREPARATION	
THE OBJECTIVE OF THE PREPARATION PHASE OF MENTORING MODULE 2: CRAFTING A UNIQUE AND COMPETITIVE VALUE PROPOSITION IS TO FAMILIARISE PARTICIPANTS WITH THE CONCEPT OF VALUE PROPOSITION, ITS CRITICAL ROLE IN STRATEGIC MARKETING, AND THE COMPONENTS THAT MAKE IT COMPELLING AND COMPETITIVE.	
VIDEO #1: UNDERSTANDING VALUE PROPOSITION	
SKILL LEVEL	1
DURATION	1 HOUR



PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	THIS SESSION AIMS TO FAMILIARISE PARTICIPANTS WITH THE CONCEPT OF A VALUE PROPOSITION AND ITS IMPORTANCE IN A BUSINESS MODEL. PARTICIPANTS GAIN A BASIC UNDERSTANDING OF THE ROLE A VALUE PROPOSITION PLAYS IN DIFFERENTIATING A STARTUP FROM ITS COMPETITORS.
CONTENT	THE VIDEO COVERS THE BASICS OF VALUE PROPOSITION, INCLUDING ITS DEFINITION, ITS ROLE IN A BUSINESS MODEL, AND THE IMPORTANCE OF HAVING A CLEAR AND COMPELLING VALUE PROPOSITION. IT ALSO DISCUSSES THE FACTORS THAT MAKE A VALUE PROPOSITION UNIQUE AND COMPETITIVE.
MATERIALS AND TOOLS	A SLIDESHOW PRESENTATION ALONG WITH REAL-LIFE EXAMPLES AND CASE STUDIES ARE USED TO EXPLAIN THE CONCEPT OF A VALUE PROPOSITION. A WORKSHEET FOR CRAFTING A BASIC VALUE PROPOSITION STATEMENT IS PROVIDED TO PARTICIPANTS FOR FURTHER SELF-STUDY.
PARTICIPANT INTERACTION	PARTICIPANTS ARE ENCOURAGED TO ASK QUESTIONS AFTER WATCHING THE VIDEO. A DISCUSSION FORUM IS SET UP FOR FURTHER INTERACTION AMONG PARTICIPANTS AND WITH THE MENTOR FOLLOWING THE SESSION.
<b>VIDEO #2: IDENTIFYING UNIQUE VALUE</b>	
SKILL LEVEL	2
DURATION	1 Hour
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	THIS SESSION IS DESIGNED TO HELP PARTICIPANTS IDENTIFY THEIR UNIQUE VALUE AND UNDERSTAND HOW IT CAN DIFFERENTIATE THEIR STARTUP FROM OTHERS. BY THE END OF THE VIDEO, PARTICIPANTS ARE ABLE TO IDENTIFY THEIR UNIQUE SELLING PROPOSITIONS AND HOW THESE DELIVER VALUE TO THEIR CUSTOMERS.
CONTENT	THE VIDEO DISCUSSES HOW TO IDENTIFY A STARTUP'S UNIQUE VALUE, FOCUSING ON ASPECTS LIKE UNIQUE SELLING PROPOSITIONS, CUSTOMER PAIN POINTS, AND HOW A PRODUCT OR SERVICE UNIQUELY ADDRESSES THESE PAIN POINTS.
MATERIALS AND TOOLS	A SLIDESHOW PRESENTATION ALONG WITH CASE STUDIES AND EXAMPLES ARE USED TO ILLUSTRATE THE PROCESS OF IDENTIFYING UNIQUE VALUE. PARTICIPANTS ARE ALSO PROVIDED WITH A WORKSHEET TO HELP IDENTIFY THEIR UNIQUE SELLING PROPOSITIONS.
PARTICIPANT INTERACTION	PARTICIPANTS ARE ENCOURAGED TO ASK QUESTIONS AFTER WATCHING THE VIDEO.
<b>VIDEO #3: COMMUNICATING YOUR VALUE PROPOSITION (1 HOUR)</b>	

SKILL LEVEL	3
DURATION	1 Hour
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	THE GOAL OF THIS VIDEO IS TO HELP PARTICIPANTS LEARN HOW TO EFFECTIVELY COMMUNICATE THEIR VALUE PROPOSITION. BY THE END OF THE SESSION, PARTICIPANTS ARE ABLE TO CRAFT A COMPELLING VALUE PROPOSITION STATEMENT THAT CLEARLY ARTICULATES THEIR STARTUP'S UNIQUE VALUE.
CONTENT	THE VIDEO GUIDES PARTICIPANTS THROUGH THE PROCESS OF CRAFTING A VALUE PROPOSITION STATEMENT. IT COVERS ASPECTS LIKE ARTICULATING THE UNIQUE VALUE, MAKING THE STATEMENT CUSTOMER-ORIENTED, AND ENSURING CLARITY AND CONCISENESS.
MATERIALS AND TOOLS	A SLIDESHOW PRESENTATION, ALONG WITH EXAMPLES OF EFFECTIVE VALUE PROPOSITION STATEMENTS, ARE USED DURING THE VIDEO. PARTICIPANTS ALSO RECEIVE A TEMPLATE FOR CRAFTING THEIR VALUE PROPOSITION STATEMENT AND A LIST OF RESOURCES FOR FURTHER LEARNING.
PARTICIPANT INTERACTION	PARTICIPANTS ARE ENCOURAGED TO ASK QUESTIONS AFTER WATCHING THE VIDEO
<b>LEARNING SUCCESS CONTROL - QUIZ VIA ONLINE TOOL</b>	
DURATION	1 Hour
PARTICIPANTS	INDIVIDUALLY
LEARNING OBJECTIVE	TO ENSURE THAT PARTICIPANTS HAVE THOROUGHLY UNDERSTOOD AND ABSORBED THE CONTENT COVERED IN THE VIDEOS.
CONTENT	A MULTIPLE-CHOICE QUIZ BASED ON THE CONTENT OF THE THREE VIDEOS.
MATERIALS AND TOOLS	THE QUIZ IS ADMINISTERED THROUGH AN ONLINE TOOL.
PARTICIPANT INTERACTION	PARTICIPANTS COMPLETE THE QUIZ INDIVIDUALLY. THE RESULTS ARE USED TO GAUGE THEIR UNDERSTANDING OF THE MATERIAL AND IDENTIFY ANY AREAS THAT MAY NEED FURTHER CLARIFICATION OR REINFORCEMENT DURING THE SUBSEQUENT PHASES OF THE MENTORING PROGRAMME.

## PHASE 2: DEVELOPMENT PHASE

THE DEVELOPMENT PHASE OF THE MODULE FOCUSES ON PRACTICAL APPLICATION, WITH PARTICIPANTS ACTIVELY WORKING ON CREATING THEIR OWN DISTINCT VALUE PROPOSITION. THROUGH INDIVIDUAL AND GROUP ACTIVITIES, PARTICIPANTS DEVELOP AND REFINE THEIR VALUE PROPOSITION, LEARNING HOW TO POSITION THEIR BUSINESS STRATEGICALLY IN THE MARKETPLACE.

#### WORKSHOP: CRAFTING YOUR VALUE PROPOSITION WITH GUIDED EXERCISES

SKILL LEVEL	3
DURATION	2 HOURS
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	THIS WORKSHOP AIMS TO PROVIDE PARTICIPANTS WITH THE OPPORTUNITY TO APPLY THE THEORETICAL CONCEPTS LEARNED IN PHASE 1 TO THEIR OWN STARTUPS. BY THE END OF THE SESSION, THEY ARE ABLE TO HAVE A CLEAR, CONCISE, AND COMPELLING VALUE PROPOSITION FOR THEIR STARTUP.
CONTENT	THE WORKSHOP INVOLVES PARTICIPANTS APPLYING THE CONCEPTS LEARNED ABOUT VALUE PROPOSITIONS TO THEIR OWN STARTUPS. IT INCLUDES GUIDED EXERCISES TO IDENTIFY UNIQUE SELLING PROPOSITIONS, ARTICULATE CUSTOMER BENEFITS, AND CRAFT A COMPELLING VALUE PROPOSITION STATEMENT.
MATERIALS AND TOOLS	THE SESSION UTILISES TOOLS SUCH AS WORKSHEETS FOR CRAFTING VALUE PROPOSITIONS AND PEER FEEDBACK TEMPLATES. IT ALSO FEATURES BREAKOUT SESSIONS FOR PEER-TO-PEER FEEDBACK AND DISCUSSION.
PARTICIPANT INTERACTION	PARTICIPANTS HAVE THE OPPORTUNITY TO PRESENT THEIR VALUE PROPOSITIONS, RECEIVE FEEDBACK FROM THEIR PEERS AND THE MENTOR, AND WORK COLLABORATIVELY TO REFINE THEIR PROPOSITIONS. AN OPEN DISCUSSION FORMAT ENCOURAGES ACTIVE PARTICIPATION AND ENGAGEMENT.

#### MEET-THE-MENTOR / Q&A SESSION

SKILL LEVEL	3
DURATION	1 HOUR
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	BY THE END OF THE SESSION, PARTICIPANTS ARE ABLE TO HAVE A CLEARER UNDERSTANDING OF THEIR VALUE PROPOSITION, ITS STRENGTHS AND AREAS FOR IMPROVEMENT. THEY ARE ABLE TO ARTICULATE AND DEFEND THEIR VALUE PROPOSITION MORE EFFECTIVELY, INCORPORATING THE INSIGHTS AND FEEDBACK RECEIVED DURING THE SESSION.

CONTENT	THIS LIVE Q&A SESSION OFFERS PARTICIPANTS THE OPPORTUNITY TO ASK ANY REMAINING QUESTIONS OR SEEK CLARIFICATION REGARDING THEIR VALUE PROPOSITIONS. THE MENTOR PROVIDES INSIGHTS AND SUGGESTIONS TO HELP REFINE THE PARTICIPANTS' VALUE PROPOSITIONS FURTHER.
MATERIALS AND TOOLS	AN ONLINE MEETING PLATFORM IS UTILISED TO FACILITATE THIS LIVE SESSION. THE PLATFORM ALLOWS FOR REAL-TIME DISCUSSIONS, SCREEN SHARING FOR VISUAL AID, AND THE ABILITY TO RECORD THE SESSION FOR FUTURE REFERENCE.
PARTICIPANT INTERACTION	PARTICIPANTS ARE ENCOURAGED TO ASK QUESTIONS AND SHARE THEIR CHALLENGES AND SUCCESSES IN CRAFTING THEIR VALUE PROPOSITIONS. THEY ALSO HAVE THE OPPORTUNITY TO LEARN FROM THEIR PEERS' EXPERIENCES AND PERSPECTIVES, FOSTERING A COLLABORATIVE LEARNING ENVIRONMENT.
<b>INDIVIDUAL MENTORING SESSIONS</b>	
SKILL LEVEL	3
DURATION	2 SESSIONS OF 1 HOUR EACH
PARTICIPANTS	EACH TEAM INDIVIDUALLY & MENTORING EXPERT
LEARNING OBJECTIVE	THESE ONE-ON-ONE SESSIONS AIM TO PROVIDE EACH TEAM WITH PERSONALISED ADVICE AND SUPPORT, HELPING THEM REFINE THEIR VALUE PROPOSITION FURTHER.
CONTENT	DURING THESE SESSIONS, THE MENTOR REVIEWS THE TEAM'S VALUE PROPOSITION AND OFFERS FEEDBACK AND SUGGESTIONS FOR IMPROVEMENT. TOPICS INCLUDE MAKING THE VALUE PROPOSITION MORE CUSTOMER-FOCUSED, ENSURING IT IS UNIQUE AND COMPETITIVE, AND IMPROVING ITS CLARITY AND CONCISENESS.
MATERIALS AND TOOLS	THESE SESSIONS ARE HELD ON A VIRTUAL MEETING PLATFORM, ALLOWING FOR INTIMATE DISCUSSION AND SCREEN SHARING OF MATERIALS LIKE VALUE PROPOSITION DRAFTS AND COMPETITOR ANALYSIS. THE USE OF DIGITAL COLLABORATIVE TOOLS SUCH AS SHARED DOCUMENTS ALSO ENABLE THE MENTOR TO PROVIDE REAL-TIME FEEDBACK AND ANNOTATIONS ON THE TEAMS' WORK.
PARTICIPANT INTERACTION	PARTICIPANTS HAVE THE OPPORTUNITY TO DISCUSS THEIR SPECIFIC CHALLENGES AND RECEIVE TAILORED ADVICE FROM THE MENTOR. THE INTERACTIVE NATURE OF THESE SESSIONS ALLOW FOR DEEP, TARGETED LEARNING AND IMPROVEMENT.

### PHASE 3: CLOSING PHASE

THE CLOSING PHASE OF THE MODULE AIMS AT REFLECTION AND FORWARD PLANNING. PARTICIPANTS EVALUATE THEIR PROGRESS, IDENTIFY AREAS OF IMPROVEMENT, AND STRATEGIZE FUTURE ACTIONS TO STRENGTHEN THEIR VALUE PROPOSITION AND COMPETITIVE POSITIONING IN THE MARKET.

### REFLECTION SESSION

SKILL LEVEL	3
DURATION	1 Hour
PARTICIPANTS	EACH TEAM INDIVIDUALLY & MENTORING EXPERT
LEARNING OBJECTIVE	THE OBJECTIVE OF THIS FINAL REFLECTION SESSION IS FOR PARTICIPANTS TO ANALYSE THEIR PROGRESS IN CRAFTING AND IMPLEMENTING THEIR VALUE PROPOSITION. BY THE END OF THE SESSION, PARTICIPANTS ARE ABLE TO MEASURE THE EFFECTIVENESS OF THEIR VALUE PROPOSITION, UNDERSTAND THE IMPACT IT HAS HAD ON THEIR BUSINESS OPERATIONS AND FUTURE STRATEGIES, AND IDENTIFY AREAS FOR CONTINUED REFINEMENT.
CONTENT	IN THIS ONE-ON-ONE SESSION, EACH TEAM MEETS WITH THE MENTOR TO DISCUSS THEIR JOURNEY OF CRAFTING THEIR UNIQUE VALUE PROPOSITION. THEY EVALUATE THE EFFECTIVENESS OF THEIR CURRENT VALUE PROPOSITION, CONSIDER HOW IT HAS INFLUENCED THEIR BUSINESS STRATEGY AND OPERATIONS, AND DISCUSS POTENTIAL IMPROVEMENTS OR REFINEMENTS FOR THE FUTURE. THIS IS A TIME FOR REFLECTION, FEEDBACK, AND FORWARD PLANNING.
MATERIALS AND TOOLS	THE REFLECTION SESSION IS CONDUCTED USING AN ONLINE MEETING PLATFORM, ALLOWING FOR REAL-TIME INTERACTION BETWEEN THE MENTOR AND THE PARTICIPANTS. TOOLS LIKE SCREEN-SHARING AND SESSION RECORDING ARE USED FOR A MORE EFFICIENT REVIEW PROCESS. A STRUCTURED REFLECTION GUIDE IS ALSO PROVIDED TO THE TEAMS TO HELP FACILITATE THEIR SELF-EVALUATION AND PLANNING PROCESS.
PARTICIPANT INTERACTION	THIS SESSION IS HIGHLY INTERACTIVE, WITH THE PARTICIPANTS DISCUSSING THEIR PROGRESS, SHARING THEIR EXPERIENCES, AND RECEIVING DIRECT FEEDBACK FROM THE MENTOR. THEY ALSO DISCUSS THE IMPACT OF THEIR VALUE PROPOSITION OF THEIR BUSINESS AND IDENTIFY STEPS FOR CONTINUED REFINEMENT AND IMPROVEMENT. THE FOCUS ON INDIVIDUAL MENTORING IN THIS SESSION ALLOWS FOR DETAILED, SPECIFIC FEEDBACK AND ADVICE TAILORED TO EACH TEAM'S UNIQUE CIRCUMSTANCES AND NEEDS.

### 4.3 MODULE 3: YOUR IDEA PITCH: FROM TECH FEASIBILITY TO PRODUCT DEVELOPMENT

MODULE 3: YOUR IDEA PITCH: FROM TECH FEASIBILITY TO PRODUCT DEVELOPMENT	
MENTORING EXPERT	FEA
OVERALL LEARNING OBJECTIVES	<p>THE PRIMARY OBJECTIVES OF THE "YOUR IDEA PITCH: FROM TECH FEASIBILITY TO PRODUCT DEVELOPMENT" MENTORING TOPIC ARE TO GUIDE PARTICIPANTS IN BRIDGING THE GAP BETWEEN TECHNOLOGICAL FEASIBILITY AND PRODUCT DEVELOPMENT, EMPHASISING THE CREATION OF PERSUASIVE PITCHES. PARTICIPANTS LEARN TO CLEARLY CONCEIVE AND COMMUNICATE THEIR TECHNOLOGY'S VIABILITY, MARKET RELEVANCE, AND THE PROCESS OF ITS DEVELOPMENT. ADDITIONALLY, THE MENTORING EQUIPS THEM WITH THE SKILLS TO CREATE A PRELIMINARY PRODUCT DEVELOPMENT PLAN, PROVIDING A ROBUST FOUNDATION FOR THEIR START-UP JOURNEY.</p>

PHASE 1: METHODOLOGICAL PREPARATION	
<p>THE PRIMARY OBJECTIVE OF THE METHODOLOGICAL PREPARATION PHASE IS TO PROVIDE PARTICIPANTS WITH A THOROUGH UNDERSTANDING OF TECHNOLOGICAL FEASIBILITY AND HOW IT INFORMS THE PRODUCT DEVELOPMENT PROCESS. ADDITIONALLY, THIS PHASE AIMS TO EQUIP PARTICIPANTS WITH THE KNOWLEDGE AND SKILLS NECESSARY TO CRAFT A COMPELLING START-UP IDEA PITCH.</p>	
VIDEO #1: UNDERSTANDING TECH FEASIBILITY	
SKILL LEVEL	1
DURATION	1 HOUR
PARTICIPANTS	MENTEES (FOUR TEAMS) & MENTORING EXPERT
LEARNING OBJECTIVE	<p>THE PRIMARY OBJECTIVE OF THIS VIDEO IS TO PROVIDE PARTICIPANTS WITH A COMPREHENSIVE UNDERSTANDING OF THE CONCEPT OF TECHNOLOGICAL FEASIBILITY AND ITS IMPORTANCE IN THE CONTEXT OF START-UPS. AS A RESULT OF THIS INTRODUCTORY SESSION, PARTICIPANTS ARE EQUIPPED TO UNDERTAKE A BASIC TECHNOLOGICAL FEASIBILITY ASSESSMENT FOR THEIR OWN START-UP IDEA. THEY BECOME FAMILIAR WITH THE PROCESS OF EVALUATING THE VIABILITY OF THEIR TECHNOLOGY, ITS POTENTIAL IMPLEMENTATION CHALLENGES, AND THE ASSOCIATED MANAGEMENT AND RISK ANALYSIS EVALUATIONS. THEY ALSO UNDERSTAND THE POTENTIAL CONSEQUENCES OF OVERLOOKING TECHNOLOGICAL FEASIBILITY DURING THE EARLY STAGES OF A START-UP.</p>
CONTENT	<p>THE CONTENT OF THE VIDEO IS COMPREHENSIVE, YET INTUITIVE, TO CATER TO PARTICIPANTS FROM VARIOUS BACKGROUNDS. THE SESSION HAS A GENERAL INTRODUCTION TO TECHNOLOGICAL FEASIBILITY AND ITS SIGNIFICANCE IN A START-UP'S JOURNEY. THIS INCLUDES</p>

	<p>THE DISCUSSION OF REAL-LIFE EXAMPLES WHERE TECH FEASIBILITY PLAYED A CRUCIAL ROLE IN THE SUCCESS OR FAILURE OF A START-UP. NEXT, THE PARTICIPANTS ARE INTRODUCED TO THE FACTORS THAT IMPACT TECHNOLOGICAL FEASIBILITY, SUCH AS AVAILABILITY OF TECHNOLOGY, REQUISITE TECHNICAL SKILLS, RESOURCES, MANAGEMENT AND RISK ANALYSIS CONSIDERATIONS. THE VIDEO CONCLUDES WITH A SIMPLIFIED BREAKDOWN OF HOW TO CONDUCT A TECHNOLOGICAL FEASIBILITY STUDY, INCLUDING THE STEPS INVOLVED AND THE CRITICAL QUESTIONS THAT NEED TO BE ADDRESSED.</p>
MATERIALS AND TOOLS	<p>THE VIDEO UTILISES A SLIDESHOW PRESENTATION, ILLUSTRATIVE CASE STUDIES, AND EXAMPLES FROM THE INDUSTRY TO EFFECTIVELY CONVEY THE CONTENT. PARTICIPANTS ARE PROVIDED WITH A TECH FEASIBILITY ASSESSMENT TEMPLATE AND A READING LIST FOR FURTHER SELF-STUDY.</p>
PARTICIPANT INTERACTION	<p>PARTICIPANTS ARE ENCOURAGED TO ASK QUESTIONS AND SHARE THEIR THOUGHTS AFTER THE VIDEO. AN ONLINE DISCUSSION FORUM HAS ALSO BEEN SET UP WHERE PARTICIPANTS COULD INTERACT WITH EACH OTHER AND THE MENTOR AFTER THE SESSION.</p>
<b>VIDEO #2: FROM TECH FEASIBILITY TO PRODUCT DEVELOPMENT</b>	
SKILL LEVEL	2
DURATION	1 HOUR
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	<p>THE PRINCIPAL OBJECTIVE OF THIS INTERMEDIATE-LEVEL VIDEO HAS BEEN TO GUIDE THE START-UP TEAMS IN NAVIGATING FROM THE PHASE OF TECHNOLOGICAL FEASIBILITY TO THE ACTUAL PRODUCT DEVELOPMENT PROCESS. IT AIMS TO PROVIDE A CLEAR UNDERSTANDING OF THE PROGRESSION THROUGH THE STAGES OF PLANNING, PROTOTYPING, TESTING, AND ITERATING. PARTICIPANTS ARE EXPECTED TO GAIN THE ABILITY TO DRAFT A PRELIMINARY PRODUCT DEVELOPMENT PLAN FOR THEIR UNIQUE START-UP IDEAS BY THE END OF THIS SESSION.</p>
CONTENT	<p>THE CONTENT OF THE VIDEO IS METHODICALLY DESIGNED TO PROVIDE A THOROUGH OVERVIEW OF THE PRODUCT DEVELOPMENT PROCESS. THE SESSION BEGINS BY ELUCIDATING THE PLANNING STAGE, WHERE WE HAVE DISCUSSED THE IMPORTANCE OF SETTING CLEAR, MEASURABLE OBJECTIVES, RESOURCE ALLOCATION, AND SETTING A REALISTIC TIMELINE. FOLLOWING THIS, A FOCUS IS PUT ON THE PROTOTYPING STAGE, EXPLAINING THE CONCEPT OF MINIMUM VIABLE PRODUCT (MVP) AND THE SIGNIFICANCE OF PROTOTYPING IN VISUALISING THE FINAL PRODUCT AND GATHERING INITIAL USER FEEDBACK.</p> <p>NEXT, THE VIDEO ADDRESSES THE TESTING PHASE, EMPHASISING ITERATIVE TESTING, FEEDBACK INCORPORATION, AND VALIDATION OF THE PRODUCT-MARKET FIT. WE CONCLUDE THE SESSION BY OUTLINING THE PROCESS OF ITERATING BASED ON FEEDBACK AND MARKET RESPONSE, LEADING TO A REFINED AND OPTIMISED PRODUCT.</p>

	THROUGHOUT THE SESSION, COMMON CHALLENGES ENCOUNTERED DURING THE PRODUCT DEVELOPMENT PROCESS, SUCH AS SCOPE CREEP, BUDGET OVERRUN, AND STAKEHOLDER CONFLICTS, ARE DISCUSSED, ALONG WITH EFFECTIVE STRATEGIES TO MITIGATE THEM.
MATERIALS AND TOOLS	THE VIDEO INCLUDES A SLIDESHOW PRESENTATION, CASE STUDIES, AND TEMPLATES TO MANAGE AND PERFORM THE PLANNING, PROTOTYPING, TESTING AND FEEDBACK ACQUISITION MOMENTS OF THE PRODUCT DEVELOPMENT.
PARTICIPANT INTERACTION	PARTICIPANTS ARE ENCOURAGED TO ASK QUESTIONS AND SHARE THEIR THOUGHTS AFTER THE VIDEO. AN ONLINE DISCUSSION FORUM HAS ALSO BEEN SET UP WHERE PARTICIPANTS COULD INTERACT WITH EACH OTHER AND THE MENTOR AFTER THE SESSION.
<b>VIDEO #3: CRAFTING YOUR IDEA PITCH (1 HOUR)</b>	
SKILL LEVEL	3
DURATION	1 HOUR
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	THE PRINCIPAL AIM OF THIS ADVANCED-LEVEL VIDEO IS TO EQUIP THE PARTICIPANTS WITH THE KNOWLEDGE AND SKILLS REQUIRED TO CRAFT AN ENGAGING AND PERSUASIVE IDEA PITCH. THE VIDEO IS DESIGNED TO ASSIST THE START-UP TEAMS IN EFFECTIVELY COMMUNICATING THEIR PRODUCT IDEA, ARTICULATING THE PROBLEM IT ADDRESSES, HIGHLIGHTING ITS UNIQUE SELLING POINT, AND CONVINCINGLY PRESENTING ITS MARKET POTENTIAL. BY THE END OF THIS VIDEO, PARTICIPANTS HAVE BECOME CAPABLE OF CRAFTING AND DELIVERING AN IMPACTFUL IDEA PITCH THAT LEAVES A LASTING IMPRESSION.
CONTENT	THE VIDEO HAS PROVIDED AN IN-DEPTH UNDERSTANDING OF ESSENTIAL PITCH COMPONENTS. IT STARTS BY DISSECTING THE STRUCTURE OF AN EFFECTIVE PITCH, GUIDING PARTICIPANTS ON HOW TO OPEN WITH A HOOK, ARTICULATE THE PROBLEM AND SOLUTION, DESCRIBE THE MARKET POTENTIAL, OUTLINE THE BUSINESS MODEL, AND END WITH A COMPELLING CALL TO ACTION. NEXT, THE VIDEO FOCUSES ON AUDIENCE ANALYSIS AND TAILORING THE PITCH ACCORDINGLY. PARTICIPANTS LEARN STRATEGIES TO ADJUST THEIR PITCHES BASED ON THE AUDIENCE'S INTERESTS, CONCERNS, AND LEVEL OF UNDERSTANDING, BE IT INVESTORS, CUSTOMERS, OR PARTNERS. LASTLY, THE VIDEO PROVIDES STRATEGIES FOR MAKING THE PITCH MORE ENGAGING AND PERSUASIVE, SUCH AS STORYTELLING, USING COMPELLING VISUALS, DEMONSTRATING PASSION, AND PRACTISING STRONG DELIVERY SKILLS. HOW TO HANDLE QUESTIONS AND OBJECTIONS EFFECTIVELY IS ALSO ADDRESSED.
MATERIALS	A SLIDESHOW PRESENTATION, EXAMPLES OF SUCCESSFUL PITCHES, AND DIFFERENT PITCH TEMPLATES IS USED DURING THE VIDEO. PARTICIPANTS ALSO RECEIVE A LIST OF FURTHER RESOURCES FOR PITCHING.



PARTICIPANT INTERACTION	PARTICIPANTS ARE ENCOURAGED TO ASK QUESTIONS AND SHARE THEIR THOUGHTS AFTER THE VIDEO. AN ONLINE DISCUSSION FORUM HAS ALSO BEEN SET UP WHERE PARTICIPANTS COULD INTERACT WITH EACH OTHER AND THE MENTOR AFTER THE SESSION.
<b>LEARNING SUCCESS CONTROL - QUIZ VIA ONLINE TOOL</b>	
DURATION	1 HOUR
PARTICIPANTS	INDIVIDUALLY
LEARNING OBJECTIVE	TO ENSURE THAT PARTICIPANTS HAVE THOROUGHLY UNDERSTOOD AND ABSORBED THE CONTENT COVERED IN THE VIDEOS.
CONTENT	A MULTIPLE-CHOICE QUIZ BASED ON THE CONTENT OF THE THREE VIDEOS.
MATERIALS AND TOOLS	THE QUIZ IS ADMINISTERED THROUGH AN ONLINE TOOL.
PARTICIPANT INTERACTION	PARTICIPANTS HAVE COMPLETED THE QUIZ INDIVIDUALLY. THE RESULTS HAVE BEEN USED TO GAUGE THEIR UNDERSTANDING OF THE MATERIAL AND IDENTIFY ANY AREAS THAT MAY NEED FURTHER CLARIFICATION OR REINFORCEMENT DURING THE SUBSEQUENT PHASES OF THE MENTORING PROGRAMME.

## PHASE 2: DEVELOPMENT PHASE

THE PRINCIPAL OBJECTIVE OF THE DEVELOPMENT PHASE IS TO EMPOWER PARTICIPANTS TO TRANSFORM THE THEORETICAL KNOWLEDGE OBTAINED IN PHASE 1 INTO PRACTICAL SKILLS THROUGH HANDS-ON WORKSHOPS, THEREBY ENABLING THEM TO CREATE PERSUASIVE IDEA PITCHES AND ACTIONABLE PRODUCT DEVELOPMENT PLANS. FURTHERMORE, THROUGH INDIVIDUAL MENTORING SESSIONS, THIS PHASE AIMS TO PROVIDE TAILORED GUIDANCE TO EACH TEAM, ADDRESSING SPECIFIC CHALLENGES AND REFINING THEIR PITCHES AND DEVELOPMENT STRATEGIES.

### WORKSHOP: IDEA PITCH AND PRODUCT DEVELOPMENT WITH GUIDED EXERCISES

SKILL LEVEL	3
DURATION	2 HOURS
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	THIS HANDS-ON WORKSHOP AIMS TO TAKE THE THEORETICAL KNOWLEDGE IMPARTED IN THE VIDEOS AND TRANSFORM IT INTO PRACTICAL SKILLS. PARTICIPANTS WORK ACTIVELY ON THEIR IDEA PITCHES AND PRODUCT DEVELOPMENT PLANS. THE ULTIMATE OBJECTIVE IS TO EQUIP

	PARTICIPANTS WITH THE COMPETENCE AND CONFIDENCE TO PITCH THEIR IDEAS PERSUASIVELY AND NAVIGATE THE PRODUCT DEVELOPMENT PROCESS EFFECTIVELY.
CONTENT	THE WORKSHOP IS DIVIDED INTO TWO PARTS. THE FIRST PART FOCUSES ON IDEA PITCH DEVELOPMENT, WHERE PARTICIPANTS ARE GUIDED THROUGH A SERIES OF EXERCISES AND EXAMPLES DESIGNED TO APPLY THE KEY CONCEPTS LEARNED DURING THE VIDEO. THESE EXERCISES ASSIST IN CRAFTING COMPELLING NARRATIVES, ADDRESSING DIFFERENT AUDIENCE NEEDS, AND HONING DELIVERY TECHNIQUES. THE SECOND PART OF THE WORKSHOP CONCENTRATES ON PRODUCT DEVELOPMENT, WHERE PARTICIPANTS ARE GUIDED TO DRAFT AN INITIAL PRODUCT DEVELOPMENT PLAN BASED ON THEIR TECHNOLOGICAL FEASIBILITY ANALYSIS. THIS INCLUDES PLANNING, PROTOTYPING, TESTING, AND ITERATING STAGES, ENSURING THEY HAVE A ROADMAP TO MOVE FROM CONCEPT TO PRODUCT.
MATERIALS AND TOOLS	DURING THE WORKSHOP, PARTICIPANTS USE PITCH TEMPLATES AND PRODUCT DEVELOPMENT PLAN TEMPLATES, WITH REFERENCES TO PLANNING, PROTOTYPING, TESTING AND FEEDBACK ACQUISITION, TO APPLY THEIR LEARNING PRACTICALLY. INTERACTIVE DIGITAL PLATFORMS ARE EXPLAINED TO FACILITATE COLLABORATIVE ACTIVITIES, WHILE PEER REVIEW TOOLS ARE UTILISED FOR FEEDBACK EXCHANGE.
PARTICIPANT INTERACTION	INTERACTIVITY IS AT THE HEART OF THIS WORKSHOP. PARTICIPANTS ENGAGE IN COLLABORATIVE EXERCISES, PITCH PRACTICE SESSIONS, AND PEER REVIEW ACTIVITIES. THESE ACTIVITIES PROVIDE OPPORTUNITIES FOR PARTICIPANTS TO LEARN FROM EACH OTHER'S EXPERIENCES, IDEAS, AND FEEDBACK.
<b>MEET-THE-MENTOR / Q&amp;A SESSION</b>	
SKILL LEVEL	3
DURATION	1 HOUR
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	THIS LIVE SESSION AIMS TO CLEAR UP ANY LINGERING QUESTIONS OR UNCERTAINTIES AFTER THE WORKSHOP. IT IS DESIGNED TO PROVIDE A PLATFORM FOR PARTICIPANTS TO GET SPECIFIC, INDIVIDUALISED FEEDBACK ON THEIR PITCHES AND PRODUCT DEVELOPMENT PLANS.
CONTENT	THIS Q&A SESSION OPENS WITH A BRIEF RECAP OF THE WORKSHOP, FOLLOWED BY AN OPEN FLOOR FOR QUESTIONS. PARTICIPANTS RECEIVE THE OPPORTUNITY TO DISCUSS THE CHALLENGES THEY FACED DURING THE WORKSHOP AND SEEK SOLUTIONS OR SUGGESTIONS FROM MENTORS. PARTICULAR FOCUS IS POSED TO IDENTIFY STRENGTHS AND WEAKNESSES OF EACH TEAM AND TO IDENTIFY PRIORITIES FOR THEIR FUTURE ASSESSMENT ACTIVITIES.
MATERIALS AND TOOLS	A DIGITAL CONFERENCING TOOL IS USED TO HOST THIS LIVE SESSION. MENTORS MAY ALSO REFER TO OR USE TOOLS LIKE DIGITAL WHITEBOARDS OR SHARED DOCUMENTS TO CLARIFY CONCEPTS OR GIVE EXAMPLES.

PARTICIPANT INTERACTION	PARTICIPANTS ARE ENCOURAGED TO ACTIVELY PARTICIPATE IN THIS SESSION, ASK QUESTIONS, AND SHARE THEIR EXPERIENCES OR CHALLENGES FACED DURING THE WORKSHOP.
<b>INDIVIDUAL MENTORING SESSIONS</b>	
SKILL LEVEL	3
DURATION	2 SESSIONS OF 1 HOUR EACH
PARTICIPANTS	EACH TEAM INDIVIDUALLY & MENTORING EXPERT
LEARNING OBJECTIVE	THE INDIVIDUAL MENTORING SESSIONS AIM TO OFFER TAILORED GUIDANCE FOR EACH TEAM, ALLOWING THEM TO OVERCOME SPECIFIC OBSTACLES, REFINE THEIR PITCHES AND PRODUCT DEVELOPMENT PLANS, AND STRATEGIZE THEIR PATH FORWARD EFFECTIVELY.
CONTENT	EACH SESSION FOCUSES ON THE UNIQUE NEEDS OF THE INDIVIDUAL TEAM, COVERING AREAS SUCH AS REFINING THE NARRATIVE OF THEIR IDEA PITCH, ADDRESSING SPECIFIC PRODUCT DEVELOPMENT CHALLENGES, STRATEGIZING FOR AN UPCOMING PITCH TO INVESTORS, TO OTHER KINDS OF PARTNERS OR TO POTENTIAL CUSTOMERS. TIPS AND ADVICE ON HOW TO FACE THE IDENTIFIED NEXT STEPS OR MID-TERM FUTURE PLANS ARE ALSO PROVIDED.
MATERIALS AND TOOLS	THE TOOLS AND MATERIALS USED IN THESE SESSIONS ARE HIGHLY DEPENDENT ON THE SPECIFIC NEEDS OF THE TEAM. HOWEVER, MENTORS MAY REFER TO OR USE TOOLS LIKE DIGITAL WHITEBOARDS, SHARED DOCUMENTS, OR SPECIFIC INDUSTRY RESOURCES TO AID THEIR GUIDANCE.
PARTICIPANT INTERACTION	THESE SESSIONS ARE INTERACTIVE, WITH AN EMPHASIS ON OPEN DIALOGUE BETWEEN THE MENTOR AND THE TEAM. PARTICIPANTS ARE ENCOURAGED TO ASK QUESTIONS, SEEK ADVICE, AND ENGAGE IN DISCUSSIONS TO MAXIMISE THE VALUE THEY DERIVE FROM THESE SESSIONS.

<b>PHASE 3: CLOSING PHASE</b>	
THE PRIMARY AIM OF THE CLOSING PHASE IN "YOUR IDEA PITCH: FROM TECH FEASIBILITY TO PRODUCT DEVELOPMENT" IS TO CONSOLIDATE PARTICIPANTS' LEARNING, ASSESS THEIR PROGRESS, AND HELP CHART THEIR FUTURE COURSE. THE GOAL IS TO ENSURE PARTICIPANTS LEAVE WITH A CLEAR UNDERSTANDING OF THEIR ACHIEVEMENTS, THE CHALLENGES THEY'VE OVERCOME, AND A WELL-DEFINED PATH TO CONTINUE THEIR PRODUCT DEVELOPMENT JOURNEY.	
<b>REFLECTION SESSION</b>	
SKILL LEVEL	3
DURATION	1 HOUR

PARTICIPANTS	EACH TEAM INDIVIDUALLY & MENTORING EXPERT
LEARNING OBJECTIVE	<p>THE REFLECTION SESSION IS DESIGNED TO CONSOLIDATE LEARNING AND CHART THE PATH FORWARD. THE GOAL IS FOR PARTICIPANTS TO CRITICALLY ASSESS THEIR PROGRESS, GAUGE HOW WELL THEY HAVE MET THEIR INITIAL OBJECTIVES, AND USE THESE INSIGHTS TO PLAN THEIR FUTURE DIRECTION. BY THE END OF THE SESSION, PARTICIPANTS HAVE A CLEAR UNDERSTANDING OF WHAT THEY HAVE ACHIEVED, WHAT CHALLENGES THEY HAVE OVERCOME, WHAT AREAS NEED FURTHER DEVELOPMENT, AND HOW THEY CAN CONTINUE THEIR JOURNEY TOWARDS LAUNCHING THEIR PRODUCT.</p>
CONTENT	<p>THE SESSION BEGINS WITH A REVIEW OF THE TEAM'S JOURNEY FROM UNDERSTANDING TECHNOLOGICAL FEASIBILITY TO CREATING A PRODUCT DEVELOPMENT PLAN AND CRAFTING THEIR IDEA PITCH. PARTICIPANTS ARE GUIDED TO REFLECT ON THEIR EXPERIENCES, LESSONS LEARNED, STRENGTHS AND WEAKNESSES, AND THE PROGRESS THEY HAVE MADE IN TERMS OF BOTH SKILLS AND PRODUCT DEVELOPMENT. THEY THEN ARE ENCOURAGED TO DISCUSS THEIR FUTURE PLANS, INCLUDING ANY SPECIFIC GOALS THEY HAVE SET FOR THEMSELVES, STRATEGIES TO ACHIEVE THEM, AND ANY POTENTIAL CHALLENGES THEY ANTICIPATE.</p>
MATERIALS AND TOOLS	<p>A REFLECTION TEMPLATE IS PROVIDED TO HELP STRUCTURE THE REFLECTION PROCESS AND ENSURE ALL CRUCIAL ASPECTS ARE CONSIDERED. THIS TEMPLATE INCLUDES PROMPTS TO AID DISCUSSION, AS WELL AS A TEMPLATE TO DOCUMENT REFLECTIONS, PLANS, AND GOALS. THE SESSION ALSO EMPLOYS A DIGITAL MEETING TOOL TO FACILITATE A PRODUCTIVE CONVERSATION BETWEEN THE MENTOR AND PARTICIPANTS.</p>
PARTICIPANT INTERACTION	<p>THE REFLECTION SESSION IS INHERENTLY INTERACTIVE AND DEPENDS ON OPEN DIALOGUE BETWEEN THE MENTOR AND THE PARTICIPANTS. PARTICIPANTS ARE ASKED TO SHARE THEIR THOUGHTS, EXPERIENCES, AND FUTURE PLANS. THEY RECEIVE FEEDBACK AND GUIDANCE FROM THEIR MENTOR, BUT THEY ARE ALSO ENCOURAGED TO ASK QUESTIONS, SEEK ADVICE, AND ENGAGE IN A DISCUSSION TO GAIN AS MUCH INSIGHT AS POSSIBLE FROM THE REFLECTION PROCESS.</p>

## 4.4 MODULE 4: INVESTMENT PITCH AND QUANTIFYING YOUR FUNDING NEEDS

MODULE 4: INVESTMENT PITCH AND QUANTIFYING YOUR FUNDING NEEDS	
MENTORING EXPERT	EBAN
OVERALL LEARNING OBJECTIVES	<p>THE MENTORING MODULE 4 AIMS TO EQUIP STARTUPS WITH THE KNOWLEDGE AND SKILLS TO CREATE A PERSUASIVE INVESTMENT PITCH AND ACCURATELY QUANTIFY THEIR FINANCIAL NEEDS. THE OVERALL OBJECTIVE IS TO ENABLE PARTICIPANTS TO EFFECTIVELY COMMUNICATE THEIR BUSINESS'S VALUE, GROWTH POTENTIAL, AND FUNDING REQUIREMENTS TO POTENTIAL INVESTORS, THEREBY ENHANCING THEIR CHANCES OF SECURING CRUCIAL FINANCIAL BACKING.</p>

PHASE 1: METHODOLOGICAL PREPARATION	
<p>PHASE 1 OF MENTORING MODULE 4 AIMS TO LAY A STRONG THEORETICAL FOUNDATION FOR THE WHOLE MODULE. IT COMPRISES INSTRUCTIVE VIDEO RECORDED LESSONS THAT HELP PARTICIPANTS UNDERSTAND THE CRITICAL COMPONENTS OF AN INVESTMENT PITCH, THE PROCESS OF QUANTIFYING THEIR FUNDING NEEDS, AND THE IMPORTANCE OF THESE ELEMENTS IN SECURING POTENTIAL INVESTMENTS.</p>	
VIDEO #1: INTRODUCTION TO INVESTMENT PITCHING	
SKILL LEVEL	1
DURATION	1 HOUR
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	<p>THIS VIDEO AIMS TO INTRODUCE PARTICIPANTS TO THE CONCEPT AND STRUCTURE OF A COMPELLING INVESTMENT PITCH , HIGHLIGHTING THE MAIN SECTIONS INVESTORS EXPECT TO SEE WHEN ATTENDING A PITCHING COMPETITION AS WELL AS THE BEST WAY TO SHARE THIS INFORMATION, FOCUSING ON THE KEY ELEMENTS THAT ATTRACT INVESTORS.</p>
CONTENT	<p>THE SESSION BEGINS BY DEFINING WHAT AN INVESTMENT PITCH IS AND EXPLAINING ITS SIGNIFICANCE IN ATTRACTING FUNDING FOR A BUSINESS. PARTICIPANTS ARE THEN GUIDED THROUGH THE STRUCTURE OF A SUCCESSFUL PITCH, INCLUDING ELEMENTS SUCH AS THE PROBLEM, SOLUTION, TARGET MARKET, UNIQUE SELLING PROPOSITION, BUSINESS MODEL, MARKETING STRATEGY, FINANCIALS, AND THE TEAM. EBAN PRESENTS THE DEFINITION OF EACH PHASE, THE BEST WAY TO CONVEY THE INFORMATION TO AN AUDIENCE OF INVESTORS AS WELL AS THE IMPORTANCE OF SPECIFIC GRAPHS AND VISUAL TOOLS TO ENGAGE THE AUDIENCE'S INTEREST. CASE STUDIES OF SUCCESSFUL PITCHES ARE DISCUSSED TO PROVIDE PRACTICAL INSIGHTS.</p>

MATERIALS AND TOOLS	A SLIDESHOW PRESENTATION OUTLINING THE KEY ASPECTS OF AN INVESTMENT PITCH ARE USED. PRESENTED A VIDEO LESSON THAT PARTICIPANTS CAN REWATCH.
PARTICIPANT INTERACTION	PARTICIPANTS HAVE THE OPPORTUNITY TO ASK QUESTIONS DURING THE Q&A SESSION AS WELL AS THE ONE TO ONE SESSIONS THAT ARE PRESENTED IN LATER PHASES. THE PARTICIPANTS ARE ALSO WELCOMED TO REACH OUT TO THE MENTORS IN CASE THEY WOULD HAVE ANY PRESSING QUESTIONS.
<b>VIDEO #2: QUANTIFYING YOUR FUNDING NEEDS</b>	
SKILL LEVEL	2
DURATION	1 HOUR
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	THE GOAL OF THIS VIDEO IS TO GUIDE PARTICIPANTS ON HOW TO CALCULATE THE FUNDS THEY NEED TO RAISE, BASED ON THEIR PROJECTED BUSINESS COSTS, REVENUE, AND GROWTH PLANS.
CONTENT	PARTICIPANTS LEARN ABOUT DIFFERENT FUNDING NEEDS AT VARIOUS STAGES OF A BUSINESS, HOW TO ESTIMATE OPERATING COSTS, PROJECT REVENUE, AND CALCULATE GROWTH EXPENSES. THE SESSION ALSO COVERS THE IMPORTANCE OF HAVING A BUFFER FUND AND HOW TO PRESENT THESE CALCULATIONS IN AN UNDERSTANDABLE AND COMPELLING WAY TO POTENTIAL INVESTORS.
MATERIALS AND TOOLS	A SLIDESHOW PRESENTATION OUTLINING THE KEY ASPECTS OF AN INVESTMENT PITCH IS USED, AS WELL AS A VIDEO LESSON THAT PARTICIPANTS CAN REWATCH. THE MENTOR FOR THIS SESSION IS AN ANGEL INVESTOR, OFFERING THE OPPORTUNITY TO THE STARTUPS TO LEARN FROM AN INVESTOR.
PARTICIPANT INTERACTION	PARTICIPANTS ARE ENCOURAGED TO ASK QUESTIONS DURING THE Q&A SESSION AS WELL AS THE ONE TO ONE WORKSHOPS THAT ARE PRESENTED IN LATER PHASES. THEY ARE ALSO WELCOMED TO REACH OUT TO THE MENTORS SHOULD THEY HAVE ANY PRESSING QUESTIONS.
<b>VIDEO #3: CRAFTING A CAPTIVATING INVESTMENT STORY (1 HOUR)</b>	
SKILL LEVEL	3
DURATION	1 HOUR
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT

LEARNING OBJECTIVE	THE AIM OF THIS SESSION IS TO HELP PARTICIPANTS CRAFT THEIR BUSINESS NARRATIVE, TYING IN THEIR VALUE PROPOSITION, BUSINESS MODEL, AND FUNDING NEEDS INTO A COHERENT, COMPELLING STORY.
CONTENT	THE VIDEO DISCUSSES HOW TO CREATE A COMPELLING NARRATIVE THAT ALIGNS WITH THE COMPANY'S MISSION AND VISION, SHOWCASING ITS UNIQUE VALUE PROPOSITION, EXPLAINING THE BUSINESS MODEL, AND OUTLINING ITS FINANCIAL NEEDS. PARTICIPANTS LEARN HOW TO WEAVE THESE ELEMENTS TOGETHER INTO A COMPELLING STORY THAT CAN CAPTIVATE AND CONVINCE POTENTIAL INVESTORS. THE INVESTOR AND MENTOR SHARE TIPS ON THE DIFFERENT FUNDING METHODS, EXPLAINING THE KEY STEPS, RISK AND ADVANTAGES OF EACH METHOD.
MATERIALS	A SLIDESHOW PRESENTATION OUTLINING THE KEY ASPECTS OF AN INVESTMENT PITCH IS USED, AS WELL AS A VIDEO LESSON THAT PARTICIPANTS CAN REWATCH. THE MENTOR FOR THIS SESSION IS AN ANGEL INVESTOR, OFFERING THE OPPORTUNITY TO THE STARTUPS TO LEARN FROM AN INVESTOR.
PARTICIPANT INTERACTION	PARTICIPANTS ARE ENCOURAGED TO ASK QUESTIONS DURING THE Q&A SESSION AS WELL AS THE ONE TO ONE WORKSHOPS THAT ARE PRESENTED IN LATER PHASES. THEY ARE ALSO WELCOMED TO REACHOUT TO THE MENTORS SHOULD THEY HAVE ANY PRESSING QUESTIONS.
<b>LEARNING SUCCESS CONTROL - QUIZ VIA ONLINE TOOL</b>	
DURATION	1 HOUR
PARTICIPANTS	INDIVIDUALLY
LEARNING OBJECTIVE	TO ENSURE THAT PARTICIPANTS HAVE THOROUGHLY UNDERSTOOD AND ABSORBED THE CONTENT COVERED IN THE VIDEOS, AND PROVIDE ANSWERS TO ANY OUTSTANDING TOPICS.
CONTENT	A MULTIPLE-CHOICE QUIZ (MCQ) BASED ON THE CONTENT OF THE THREE VIDEOS IS SHARED. THIS MCQ IS REVIEWED IN THE Q&A SESSION TO OFFER THE OPPORTUNITY TO REVIEW THE QUIZ WITH THE MENTORS, ENSURING THAT ALL THE CONTENT FROM THE VIDEO-LESSONS WAS UNDERSTOOD.
MATERIALS AND TOOLS	THE QUIZ IS ADMINISTERED THROUGH AN ONLINE TOOL. AND THE SESSION IS CONDUCTED LIVE VIA GOOGLE MEETS OR TEAMS DEPENDING ON THE PREFERENCES OF THE TEAM.
PARTICIPANT INTERACTION	PARTICIPANTS COMPLETE THE QUIZ INDIVIDUALLY. THE RESULTS ARE THEN USED TO GAUGE THEIR UNDERSTANDING OF THE MATERIAL AND IDENTIFY ANY AREAS THAT MAY NEED FURTHER CLARIFICATION OR REINFORCEMENT DURING THE SUBSEQUENT PHASES OF THE MENTORING PROGRAMME. THE BELOW MENTIONED Q&A SESSION ADDRESSES THE QUESTIONS AND ENABLES THE EXCHANGE OF THOUGHTS BETWEEN PARTICIPANTS.

PHASE 2: DEVELOPMENT PHASE	
<p>PHASE 2 OF MENTORING MODULE 4 FOCUSES ON HANDS-ON APPLICATION AND SKILL DEVELOPMENT. DURING THIS DEVELOPMENTAL PHASE, PARTICIPANTS ARE GUIDED THROUGH THE PRACTICAL STEPS OF CREATING AN INVESTMENT PITCH AND ACCURATELY ASSESSING THEIR FINANCIAL REQUIREMENTS, WITH THE HELP OF THE MENTORSHIP AND INTERACTIVE WORKSHOPS.</p>	
WORKSHOP: CREATING YOUR INVESTMENT PITCH WITH GUIDED EXERCISES	
SKILL LEVEL	3
DURATION	2 HOURS
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	THIS WORKSHOP AIM IS TO GUIDE THE TEAMS IN APPLYING THE CONCEPTS LEARNED FROM THE VIDEOS IN CREATING THEIR UNIQUE INVESTMENT PITCHES. THE VALUE ADDED FROM THIS TYPE OF SESSION IS ENABLING THE SHARING OF IDEAS BETWEEN THE VARIOUS TEAMS, PROMOTING PEER LEARNING.
CONTENT	TEAMS ARE GIVEN EXERCISES AND TASKS TO DEVELOP THEIR INVESTMENT PITCHES. THE SESSION BEGAN BY CLEARLY OUTLINING THE PROBLEM THEIR BUSINESS SOLVES, THEIR UNIQUE VALUE PROPOSITION, THE TARGET MARKET, THEIR BUSINESS MODEL, AND THEIR FUNDING NEEDS. THE TEAMS ARE THEN GUIDED TO WEAVE THESE ELEMENTS INTO A COMPELLING NARRATIVE TO DELIVER TO THE INVESTORS. THE WORKSHOP EMPHASISES THE IDENTIFYING OF THE VALUE ADDED OF EACH BUSINESS AND PRACTISING A SHORT ELEVATOR PITCH BEFORE BEGINNING THE ACTUAL PITCH.
MATERIALS AND TOOLS	THE MENTOR INVITES PARTICIPANTS TO SHARE THEIR CONCERNS VIA EMAIL TO ENSURE THAT ALL THEIR QUESTIONS ARE ADDRESSED. EBAN SHARES ADDITIONAL MATERIALS AVAILABLE ON ITS WEBSITE, AS WELL AS INSIGHT INTO THE DIFFERENT PITCHING EVENTS HAPPENING IN EUROPE.
PARTICIPANT INTERACTION	PARTICIPANTS ARE ENCOURAGED TO INTERACT BETWEEN EACH OTHER, AS WELL AS SHARE THEIR IDEAS IN FRONT OF THE MENTOR.
MEET-THE-MENTOR / Q&A SESSION	
SKILL LEVEL	3
DURATION	1 HOUR
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT



LEARNING OBJECTIVE	THIS Q&A SESSION AIMS TO HELP TEAMS CLARIFY ANY DOUBTS AND RECEIVE ADDITIONAL GUIDANCE ON THEIR PITCHES AND FUNDING CALCULATIONS. AS EXPLAINED BRIEFLY IN THE MCQ SECTION ABOVE.
CONTENT	PARTICIPANTS HAVE THE OPPORTUNITY TO RAISE QUESTIONS OR CONCERNS RELATED TO THEIR INVESTMENT PITCHES AND FUNDING NEEDS CALCULATIONS. THE MENTOR ADDRESSES THEIR QUESTIONS AND PROVIDES FURTHER ADVICE AND GUIDANCE.
MATERIALS AND TOOLS	AN ONLINE MEETING PLATFORM IS USED FOR THIS LIVE SESSION. PARTICIPANTS CAN SHARE THEIR SCREENS IF NEEDED TO FACILITATE THE DISCUSSION.
PARTICIPANT INTERACTION	TEAMS HAVE THE OPPORTUNITY TO INTERACT WITH THE MENTOR AND OTHER PARTICIPANTS, FOSTERING A COLLABORATIVE LEARNING ENVIRONMENT.
<b>INDIVIDUAL MENTORING SESSIONS</b>	
SKILL LEVEL	3
DURATION	2 SESSIONS OF 1 HOUR EACH
PARTICIPANTS	EACH TEAM INDIVIDUALLY & MENTORING EXPERT
LEARNING OBJECTIVE	THE OBJECTIVE OF THESE ONE-ON-ONE SESSIONS IS TO PROVIDE EACH TEAM WITH PERSONALISED FEEDBACK AND GUIDANCE, HELPING THEM REFINE THEIR INVESTMENT PITCHES AND FUNDING CALCULATIONS.
CONTENT	THE MENTOR REVIEWS EACH TEAM'S INVESTMENT PITCH AND FUNDING NEEDS CALCULATIONS. THEY PROVIDE FEEDBACK AND SUGGESTIONS TO IMPROVE THE PITCH'S EFFECTIVENESS AND THE ACCURACY AND CLARITY OF THE FUNDING CALCULATIONS.
MATERIALS AND TOOLS	AN ONLINE MEETING PLATFORM IS USED TO FACILITATE THESE PERSONALISED SESSIONS. TEAMS SHARED THEIR PITCH DECKS AND FUNDING CALCULATION DOCUMENTS WITH THE MENTOR FOR REVIEW.
PARTICIPANT INTERACTION	THIS SESSION WAS INTERACTIVE, WITH THE MENTOR PROVIDING FEEDBACK AND THE TEAM HAVING THE OPPORTUNITY TO ASK SPECIFIC QUESTIONS AND DISCUSS THEIR CONCERNS AND IDEAS.

### PHASE 3: CLOSING PHASE

PHASE 3 OF MENTORING MODULE 4 IS WRAPPING UP THE LEARNING JOURNEY AND ENSURING PRACTICAL APPLICATIONS. PARTICIPANTS FINALISE THEIR INVESTMENT PITCHES AND FUNDING QUANTIFICATION STRATEGIES, RECEIVING FINAL FEEDBACK AND FINE-TUNING THEIR STRATEGIES TO EFFECTIVELY COMMUNICATE THEIR NEEDS TO POTENTIAL INVESTORS.

REFLECTION SESSION	
SKILL LEVEL	3
DURATION	1 Hour
PARTICIPANTS	EACH TEAM INDIVIDUALLY & MENTORING EXPERT
LEARNING OBJECTIVE	THE MAIN AIM OF THIS SESSION IS FOR TEAMS TO REFLECT ON THEIR JOURNEY THROUGH THE CURRICULUM, DISCUSSING THEIR PROGRESS AND OUTCOMES IN CREATING COMPELLING INVESTMENT PITCHES AND QUANTIFYING THEIR FUNDING NEEDS. THE SESSION SERVES AS AN OPPORTUNITY TO STRATEGIZE THE NEXT STEPS FOR THEIR INVESTMENT PURSUITS.
CONTENT	THE SESSION STARTS WITH EACH TEAM PRESENTING THEIR FINAL INVESTMENT PITCH AND DISCUSSING THEIR CALCULATED FUNDING NEEDS. THEY THEN ENGAGE IN A REFLECTIVE CONVERSATION ABOUT THEIR LEARNING PROCESS, THE CHALLENGES THEY ENCOUNTERED, HOW THEY OVERCAME THEM, AND THE IMPROVEMENTS THEY MADE. THEY ALSO SHARE THEIR PLANS ON HOW THEY INTEND TO USE THEIR PITCHES AND FUNDING CALCULATIONS IN THE REAL WORLD. THE MENTOR PROVIDES FINAL FEEDBACK AND SUGGESTIONS FOR FURTHER IMPROVEMENT.
MATERIALS AND TOOLS	AN ONLINE MEETING PLATFORM WAS USED FOR THIS SESSION. THE MENTOR ALSO ENCOURAGES THE PARTICIPANT TO EMAIL HIM FOR ANY FUTURE QUESTIONS IN THE FUTURE/
PARTICIPANT INTERACTION	THE REFLECTION SESSION IS DESIGNED TO BE HIGHLY INTERACTIVE, ENCOURAGING OPEN DIALOGUE BETWEEN THE TEAMS AND THE MENTOR. THIS FOSTERS A SUPPORTIVE LEARNING ENVIRONMENT WHERE TEAMS CAN LEARN FROM EACH OTHER'S EXPERIENCES AND STRATEGIES. TEAMS ALSO HAVE THE OPPORTUNITY TO ASK THE MENTOR FOR FURTHER ADVICE ON THEIR NEXT STEPS, ENSURING THEY FEEL PREPARED TO PURSUE THEIR INVESTMENT GOALS.

## 4.5 MODULE 5: ENTREPRENEURIAL BUSINESS PLANNING

MODULE 5: ENTREPRENEURIAL BUSINESS PLANNING	
MENTORING EXPERT	CORALLIA
OVERALL LEARNING OBJECTIVES	THE OVERALL OBJECTIVE OF THE BUSINESS PLANNING MODULE IS TO EQUIP PARTICIPANTS WITH THE KNOWLEDGE AND SKILLS TO CRAFT A ROBUST AND PERSUASIVE BUSINESS PLAN, EMPHASISING CRITICAL ASPECTS SUCH AS MARKET ANALYSIS, STRATEGY FORMULATION, OPERATIONAL PLANNING, AND FINANCIAL PROJECTIONS. THE MODULE IS DESIGNED TO EMPOWER THE TEAMS TO STRATEGICALLY PLAN THEIR BUSINESS JOURNEY, ALIGN THEIR TEAM

	TOWARDS SHARED GOALS, AND CONVINCINGLY PRESENT THEIR VENTURE TO POTENTIAL INVESTORS OR STAKEHOLDERS.
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### PHASE 1: METHODOLOGICAL PREPARATION

THE METHODOLOGICAL PREPARATION PHASE OF THE BUSINESS PLANNING MODULE AIMS TO LAY A SOLID THEORETICAL FOUNDATION FOR CREATING A COMPELLING BUSINESS PLAN. IT AIMS TO ACQUAINT PARTICIPANTS WITH THE CORE ELEMENTS OF A BUSINESS PLAN AND THE SIGNIFICANCE OF EACH IN OUTLINING A VENTURE'S STRATEGIC DIRECTION, OPERATIONAL MECHANISM, AND FINANCIAL VIABILITY.

#### VIDEO #1: THE FUNDAMENTALS OF BUSINESS PLANNING

SKILL LEVEL	1
DURATION	1 HOUR
PARTICIPANTS	ALL MENTEES OF A COHORT
LEARNING OBJECTIVE	THE MAIN OBJECTIVE OF THIS VIDEO IS TO INTRODUCE PARTICIPANTS TO THE FOUNDATIONAL PRINCIPLES OF BUSINESS PLANNING. BY THE END OF THE VIDEO, PARTICIPANTS UNDERSTAND THE IMPORTANCE OF A BUSINESS PLAN, ITS KEY COMPONENTS, AND HOW TO BEGIN DRAFTING ONE FOR THEIR START-UP.
CONTENT	THE VIDEO COVERS THE DEFINITION AND PURPOSE OF A BUSINESS PLAN, THE ESSENTIAL SECTIONS THAT MAKE UP A BUSINESS PLAN (INCLUDING EXECUTIVE SUMMARY, COMPANY DESCRIPTION, MARKET ANALYSIS, ORGANISATION AND MANAGEMENT, SERVICE OR PRODUCT LINE, MARKETING AND SALES, AND FINANCIAL PROJECTIONS), AND BEST PRACTICES FOR WRITING A BUSINESS PLAN.
MATERIALS AND TOOLS	THE VIDEO INCLUDES A SLIDESHOW PRESENTATION AND HANDOUTS THAT OUTLINE THE KEY COMPONENTS OF A BUSINESS PLAN. PARTICIPANTS ARE ALSO PROVIDED WITH BUSINESS PLAN TEMPLATES AND SAMPLES.
PARTICIPANT INTERACTION	THE VIDEO IS PRE-RECORDED AND ACTS AS STUDYING MATERIAL FOR THE TEAMS TO PREPARE FOR THE INTERACTIVE SESSIONS. TEAMS AT THIS STAGE AGGREGATE QUESTIONS RELATED TO THE VIDEO CONTENT AND ITS APPLICATION.

#### VIDEO #2: MARKET ANALYSIS AND STRATEGY

SKILL LEVEL	2
DURATION	1 HOUR

PARTICIPANTS	ALL MENTEES OF A COHORT
LEARNING OBJECTIVE	THE GOAL OF THIS VIDEO IS TO GUIDE PARTICIPANTS ON HOW TO CONDUCT A COMPREHENSIVE MARKET ANALYSIS AND DEVELOP EFFECTIVE BUSINESS STRATEGIES. BY THE END OF THE SESSION, PARTICIPANTS ARE ABLE TO CONDUCT A MARKET ANALYSIS, INCLUDING COMPETITIVE ANALYSIS AND CUSTOMER SEGMENTATION, AND DEVELOP A SUITABLE BUSINESS STRATEGY.
CONTENT	THE SESSION FOCUSES ON THE IMPORTANCE OF UNDERSTANDING THE MARKET LANDSCAPE, INCLUDING IDENTIFYING COMPETITORS, UNDERSTANDING CUSTOMER SEGMENTS, AND RECOGNIZING MARKET TRENDS. IT THEN DELVES INTO HOW THIS UNDERSTANDING INFORMS THE DEVELOPMENT OF AN EFFECTIVE BUSINESS STRATEGY.
MATERIALS AND TOOLS	PARTICIPANTS RECEIVE A SLIDESHOW PRESENTATION, HANDOUTS DETAILING THE STEPS TO PERFORM A MARKET ANALYSIS, AND STRATEGY DEVELOPMENT WORKSHEETS. RECOMMENDED READING LISTS FOR FURTHER LEARNING ARE ALSO PROVIDED.
PARTICIPANT INTERACTION	THE VIDEO IS PRE-RECORDED AND ACTS AS STUDYING MATERIAL FOR THE TEAMS TO PREPARE FOR THE INTERACTIVE SESSIONS. TEAMS AT THIS STAGE AGGREGATE QUESTIONS RELATED TO THE VIDEO CONTENT AND ITS APPLICATION.
<b>VIDEO #3: FINANCIAL PLANNING AND PROJECTIONS</b>	
SKILL LEVEL	3
DURATION	1 HOUR
PARTICIPANTS	ALL MENTEES OF A COHORT
LEARNING OBJECTIVE	THE PURPOSE OF THIS VIDEO IS TO EQUIP PARTICIPANTS WITH KNOWLEDGE AND SKILLS TO EFFECTIVELY PLAN THE FINANCIAL ASPECTS OF THEIR BUSINESS. BY THE END OF THIS VIDEO, PARTICIPANTS ARE ABLE TO CREATE BUDGETS, FINANCIAL FORECASTS, AND A PLAN FOR FINANCIAL MANAGEMENT FOR THEIR START-UPS.
CONTENT	THE VIDEO COVERS THE FUNDAMENTALS OF FINANCIAL PLANNING INCLUDING BUDGETING, CASH FLOW MANAGEMENT, FINANCIAL FORECASTING, AND UNDERSTANDING KEY FINANCIAL STATEMENTS.
MATERIALS AND TOOLS	PARTICIPANTS RECEIVE A SLIDESHOW PRESENTATION, FINANCIAL PLANNING TEMPLATES, AND A LIST OF ADDITIONAL RESOURCES TO ENHANCE THEIR LEARNING ON THIS TOPIC.
PARTICIPANT INTERACTION	THE VIDEO IS PRE-RECORDED AND ACTS AS STUDYING MATERIAL FOR THE TEAMS TO PREPARE FOR THE INTERACTIVE SESSIONS. TEAMS AT THIS STAGE AGGREGATE QUESTIONS RELATED TO THE VIDEO CONTENT AND ITS APPLICATION.

LEARNING SUCCESS CONTROL – QUIZ VIA ONLINE TOOL AND TEAMS ASSESSMENT	
DURATION	1 Hour
PARTICIPANTS	INDIVIDUALLY
LEARNING OBJECTIVE	TO ENSURE THAT PARTICIPANTS HAVE THOROUGHLY UNDERSTOOD AND ABSORBED THE CONTENT COVERED IN THE VIDEOS, AND TO IDENTIFY THE SPECIFIC TOOLS ON WHICH FUTURE TRAINING SHOULD BE FOCUSED.
CONTENT	A MULTIPLE-CHOICE QUIZ BASED ON THE CONTENT OF THE THREE VIDEOS.
MATERIALS AND TOOLS	THE QUIZ IS ADMINISTERED THROUGH AN ONLINE TOOL.
PARTICIPANT INTERACTION	PARTICIPANTS COMPLETE THE QUIZ INDIVIDUALLY. THE RESULTS ARE USED TO GAUGE THEIR UNDERSTANDING OF THE MATERIAL AND IDENTIFY ANY AREAS THAT MAY NEED FURTHER CLARIFICATION OR REINFORCEMENT DURING THE SUBSEQUENT PHASES OF THE MENTORING PROGRAMME. THESE RESULTS ARE ALSO USED TO IDENTIFY FOR EACH TEAM THE SPECIFIC TOOLS ON WHICH THE NEXT PHASES SHOULD FOCUS.

PHASE 2: DEVELOPMENT PHASE	
THE DEVELOPMENT PHASE OF THE BUSINESS PLANNING MODULE SEEKS TO TRANSITION PARTICIPANTS FROM THEORY TO PRACTICE, FOCUSING ON THE APPLICATION OF PRINCIPLES LEARNED IN THE METHODOLOGICAL PREPARATION PHASE. THE OBJECTIVE IS TO GUIDE PARTICIPANTS IN DRAFTING THEIR UNIQUE BUSINESS PLANS, FOCUSING ON MARKET ANALYSIS, COMPETITIVE STRATEGY, OPERATIONAL PLANNING, AND FINANCIAL FORECASTING.	
WORKSHOP: DEVELOPING YOUR BUSINESS PLAN WITH GUIDED EXERCISES	
SKILL LEVEL	3
DURATION	2 Hours
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	THE PRIMARY AIM OF THIS WORKSHOP IS TO ENABLE PARTICIPANTS TO APPLY THE CONCEPTS LEARNT DURING THE VIDEOS TO DRAFT THEIR BUSINESS PLANS. BY THE END OF THE WORKSHOP, EACH TEAM HAS A PRELIMINARY OUTLINE OF THEIR BUSINESS PLAN, WITH AN UNDERSTANDING OF THE AREAS THEY NEED TO DEVELOP FURTHER.
CONTENT	DURING THE WORKSHOP, PARTICIPANTS WORK ON GUIDED EXERCISES DESIGNED TO APPLY EACH COMPONENT OF THE BUSINESS PLAN. THESE INCLUDE DEVELOPING AN EXECUTIVE SUMMARY,

	CONDUCTING A MARKET ANALYSIS, DETAILING THEIR ORGANISATION STRUCTURE, DEFINING THEIR PRODUCT/SERVICE LINE, OUTLINING THEIR MARKETING AND SALES STRATEGY, AND CRAFTING THEIR FINANCIAL PROJECTIONS. FURTHER INSTRUCTIONS ARE GIVEN TO FOLLOW EXTRA EXERCISES AFTER THE WORKSHOP.
MATERIALS AND TOOLS	A BUSINESS PLAN TEMPLATE IS PROVIDED TO GUIDE PARTICIPANTS AS THEY DRAFT THEIR PLANS. OTHER TOOLS INCLUDE WORKSHEETS AND HANDOUTS FROM THE PREVIOUS VIDEOS, CORALLIA'S ENTREPRENEURIAL TOOLKIT, AND ANY NECESSARY ONLINE TOOLS FOR COLLABORATION.
PARTICIPANT INTERACTION	PARTICIPANTS ENGAGE IN INTERACTIVE EXERCISES, BRAINSTORMING SESSIONS, AND PEER REVIEW EXERCISES. THE WORKSHOP ENCOURAGES ACTIVE PARTICIPATION, EXCHANGE OF IDEAS, AND COLLABORATIVE LEARNING. PARTICIPANTS ARE ALSO REQUESTED TO FOLLOW-UP ON THESE OR OTHER EXERCISES/TOOLS OFFLINE, TO HAVE MORE MATERIAL READY FOR THE FOLLOWING SESSIONS.
<b>Q&amp;A SESSION</b>	
SKILL LEVEL	3
DURATION	1 HOUR
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	THIS SESSION AIMS TO ADDRESS ANY QUESTIONS OR ISSUES THAT AROSE DURING THE VIDEOS AND THE WORKSHOP, PROVIDING PARTICIPANTS WITH THE CLARIFICATION AND GUIDANCE NEEDED TO REFINE THEIR OWN BUSINESS PLANS.
CONTENT	THE MENTOR ANSWERS QUESTIONS, PROVIDES FEEDBACK, AND OFFERS ADVICE TO PARTICIPANTS REGARDING THEIR BUSINESS PLANS. THEY ALSO PROVIDE ANY CLARIFICATIONS NEEDED REGARDING THE TOOLS TO BE FILLED IN OFFLINE BY THE TEAMS. THE SESSION IS STRUCTURED BUT FLEXIBLE, RESPONDING TO THE NEEDS AND QUESTIONS OF THE PARTICIPANTS.
MATERIALS AND TOOLS	THE ONLINE MEETING PLATFORM ENABLES REAL-TIME DISCUSSION AND SCREEN SHARING FOR VISUAL AIDS.
PARTICIPANT INTERACTION	PARTICIPANTS HAVE THE OPPORTUNITY TO ASK QUESTIONS, SHARE THEIR WORK, AND PROVIDE PEER FEEDBACK. THE MENTOR FACILITATES DISCUSSIONS, ENCOURAGING A COLLABORATIVE AND SUPPORTIVE LEARNING ENVIRONMENT.
<b>INDIVIDUAL MENTORING SESSIONS</b>	
SKILL LEVEL	3

DURATION	2 SESSIONS OF 1 HOUR EACH
PARTICIPANTS	EACH TEAM INDIVIDUALLY & MENTORING EXPERT
LEARNING OBJECTIVE	THE GOAL OF THESE SESSIONS IS TO PROVIDE EACH TEAM WITH PERSONALISED GUIDANCE IN REFINING THEIR BUSINESS PLANS, ADDRESSING SPECIFIC CHALLENGES, AND STRATEGIZING IMPROVEMENTS. THE MENTOR ALSO REVIEWS AND ASSESSES THE QUALITY OF THE SUBMITTED EXERCISES PROVIDED AFTER THE WORKSHOP.
CONTENT	EACH TEAM MEETS INDIVIDUALLY WITH THEIR MENTOR TO REVIEW THEIR SUBMITTED ENTREPRENEURIAL TOOLS/EXERCISES AND THEIR BUSINESS PLAN. THE MENTOR PROVIDES TAILORED FEEDBACK AND ADVICE, ADDRESSING ANY SPECIFIC ISSUES OR CHALLENGES ENCOUNTERED BY THE TEAM AND PROVIDING GUIDANCE ON HOW TO ENHANCE THEIR BUSINESS PLAN.
MATERIALS AND TOOLS	PARTICIPANTS USE THEIR DRAFTED BUSINESS PLANS AND ANY FEEDBACK RECEIVED DURING THE WORKSHOP AND Q&A SESSION. THE MENTOR USES SCREEN SHARING DURING THE ONLINE MEETING TO REVIEW AND DISCUSS SPECIFIC SECTIONS OF THE BUSINESS PLAN.
PARTICIPANT INTERACTION	THESE SESSIONS FOSTER DIRECT INTERACTION BETWEEN THE MENTOR AND THE TEAM. THE MENTOR ENCOURAGES ACTIVE PARTICIPATION FROM ALL TEAM MEMBERS, FOSTERING A COLLABORATIVE APPROACH TO REFINING THEIR BUSINESS PLAN.

### PHASE 3: CLOSING PHASE

THE CLOSING PHASE OF THE BUSINESS PLANNING MODULE IS DESIGNED TO CONSOLIDATE LEARNINGS AND REFLECT ON THE PARTICIPANTS' PROGRESS. IT AIMS TO ENABLE PARTICIPANTS TO CRITICALLY ASSESS THEIR DRAFTED BUSINESS PLANS, IDENTIFY AREAS OF STRENGTH AND THOSE REQUIRING IMPROVEMENTS, AND SET STRATEGIC OBJECTIVES FOR THEIR BUSINESS'S FUTURE.

#### REFLECTION SESSION

SKILL LEVEL	3
DURATION	1 HOUR
PARTICIPANTS	EACH TEAM INDIVIDUALLY & MENTORING EXPERT
LEARNING OBJECTIVE	THIS SESSION AIMS TO CONSOLIDATE THE LEARNING EXPERIENCE, EVALUATE PROGRESS MADE IN BUSINESS PLAN DEVELOPMENT, DISCUSS IMPLEMENTATION, AND PLAN FOR THE FUTURE. BY THE END OF THE SESSION, PARTICIPANTS ARE ABLE TO IDENTIFY THEIR ACHIEVEMENTS, AREAS OF IMPROVEMENT, AND THE NEXT STEPS FOR THEIR BUSINESS PLANS.

CONTENT	THE REFLECTION SESSION BEGINS WITH A RECAP OF THE PROGRAMME'S OBJECTIVE AND THE PARTICIPANTS' JOURNEY THROUGH IT. EACH TEAM PRESENTS THEIR BUSINESS PLAN AND SHARES THEIR EXPERIENCES OF THE DEVELOPMENT PROCESS, INCLUDING CHALLENGES FACED AND SOLUTIONS FOUND. THE MENTOR PROVIDES FEEDBACK ON THE BUSINESS PLANS AND THE TEAMS' PRESENTATIONS, AND FACILITATES A DISCUSSION ON HOW THESE PLANS CAN BE IMPLEMENTED OR IMPROVED. THE SESSION CONCLUDES WITH FORWARD PLANNING, WHERE THE TEAMS DISCUSS HOW THEY INTEND TO USE THEIR BUSINESS PLANS IN THE REAL WORLD, POTENTIAL OBSTACLES, AND STRATEGIES TO OVERCOME THEM.
MATERIALS AND TOOLS	TEAMS USE THEIR FINAL BUSINESS PLANS FOR THIS SESSION. THEY MIGHT ALSO USE VISUAL AIDS OR PRESENTATION TOOLS TO PRESENT THEIR PLANS. THE SESSION IS CONDUCTED VIA AN ONLINE MEETING PLATFORM ALLOWING REAL-TIME DISCUSSION, SCREEN SHARING FOR VISUAL AIDS, AND RECORDING THE SESSION FOR FUTURE REFERENCE.
PARTICIPANT INTERACTION	EACH TEAM HAS THE OPPORTUNITY TO SHARE THEIR PROGRESS, EXPERIENCES, AND FUTURE PLANS. TEAMS ARE ENCOURAGED TO ASK QUESTIONS, PROVIDE FEEDBACK TO THEIR PEERS, AND ACTIVELY PARTICIPATE IN DISCUSSIONS. THE MENTOR FACILITATES THE INTERACTIONS, ENSURING A COLLABORATIVE AND SUPPORTIVE ENVIRONMENT FOR ALL PARTICIPANTS.

## 4.6 MODULE 6: ACCESS TO FINANCE AND RELATED FUNDING

MODULE 6: ACCESS TO FINANCE AND RELATED FUNDING	
MENTORING EXPERT	CLEANTECH BULGARIA
OVERALL LEARNING OBJECTIVES	THE OVERALL OBJECTIVE OF THE MENTORING MODULE "ACCESS TO FINANCE AND RELATED FUNDING" IS TO PROVIDE PARTICIPANTS WITH COMPREHENSIVE KNOWLEDGE OF DIFFERENT FUNDING AVENUES AVAILABLE FOR STARTUPS, AND GUIDE THEM IN EFFECTIVELY NAVIGATING THE FINANCIAL LANDSCAPE. THE MODULE AIMS TO EQUIP PARTICIPANTS WITH SKILLS TO PRESENT A COMPELLING BUSINESS CASE TO POTENTIAL INVESTORS, UNDERSTAND THE INTRICACIES OF FINANCIAL PLANNING, AND SECURE SUITABLE FUNDING TO FUEL THEIR STARTUP'S GROWTH.

PHASE 1: METHODOICAL PREPARATION
THE METHODOICAL PREPARATION PHASE IN THIS MENTORING MODULE AIMS TO LAY A STRONG FOUNDATION IN UNDERSTANDING THE SPECTRUM OF FINANCING OPTIONS FOR STARTUPS. IT SEEKS TO EQUIP PARTICIPANTS WITH THE NECESSARY KNOWLEDGE TO IDENTIFY APPROPRIATE FUNDING OPPORTUNITIES, UNDERSTAND THE PREREQUISITES AND PROCESSES INVOLVED IN SECURING FINANCING, AND DEVELOP AN INITIAL STRATEGY FOR APPROACHING POTENTIAL INVESTORS.
VIDEO #1: UNDERSTANDING FUNDING LANDSCAPE



SKILL LEVEL	1
DURATION	1 Hour
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	THE GOAL OF THIS INTRODUCTORY VIDEO IS TO EQUIP PARTICIPANTS WITH A COMPREHENSIVE UNDERSTANDING OF THE FUNDING LANDSCAPE AVAILABLE FOR STARTUPS. PARTICIPANTS ARE ABLE TO IDENTIFY AND DIFFERENTIATE VARIOUS TYPES OF FUNDING OPTIONS SUITABLE FOR DIFFERENT STAGES OF THEIR STARTUP'S LIFECYCLE BY THE END OF THIS SESSION.
CONTENT	THE VIDEO COVERS A WIDE RANGE OF FINANCING OPTIONS INCLUDING, BUT NOT LIMITED TO, CROWDFUNDING, GRANTS, LOANS, ANGEL INVESTMENTS, VENTURE CAPITAL, AND BOOTSTRAPPING. IT ALSO EXPLAINS THE IMPLICATIONS, ADVANTAGES, AND DRAWBACKS OF EACH OPTION.
MATERIALS AND TOOLS	A POWERPOINT PRESENTATION IS THE PRIMARY TOOL USED TO DELIVER THE CONTENT. SUPPLEMENTARY MATERIALS, SUCH AS ARTICLES AND CASE STUDIES ILLUSTRATING SUCCESSFUL FINANCING STRATEGIES, ARE ALSO SHARED.
PARTICIPANT INTERACTION	PARTICIPANTS ARE ENCOURAGED TO ASK QUESTIONS AFTER WATCHING THE VIDEO. AN ONLINE DISCUSSION BOARD IS ALSO SET UP TO ENABLE ONGOING DIALOGUE AND INFORMATION SHARING AMONG PARTICIPANTS.
<b>VIDEO #2: EVALUATING FINANCIAL NEEDS</b>	
SKILL LEVEL	2
DURATION	1 Hour
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	THIS VIDEO AIMS TO EMPOWER PARTICIPANTS TO ACCURATELY ASSESS THE FINANCIAL NEEDS OF THEIR STARTUPS. BY THE END OF THE VIDEO, PARTICIPANTS ARE ABLE TO CREATE A ROBUST FINANCIAL MODEL AND ESTIMATE THEIR FUNDING REQUIREMENTS.
CONTENT	THE VIDEO COVERS KEY ASPECTS OF FINANCIAL PLANNING FOR STARTUPS, SUCH AS DEVELOPING A FINANCIAL MODEL, FORECASTING REVENUE AND EXPENSES, AND DETERMINING CASH FLOW NEEDS. IT ALSO PROVIDES TIPS ON HOW TO MAKE REALISTIC AND CONVINCING FINANCIAL PROJECTIONS.
MATERIALS AND TOOLS	PARTICIPANTS RECEIVE A FINANCIAL MODEL TEMPLATE AND STEP-BY-STEP GUIDE TO ASSIST THEM IN CREATING THEIR OWN FINANCIAL PROJECTIONS. REAL-LIFE EXAMPLES AND CASE STUDIES ARE ALSO USED TO ILLUSTRATE THESE CONCEPTS.

PARTICIPANT INTERACTION	PARTICIPANTS ARE ENCOURAGED TO ASK QUESTIONS AFTER WATCHING THE VIDEO.
<b>VIDEO #3: CRAFTING A SUCCESSFUL INVESTMENT PITCH</b>	
SKILL LEVEL	3
DURATION	1 Hour
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	THE OBJECTIVE OF THIS SESSION IS TO TEACH PARTICIPANTS HOW TO PREPARE AN EFFECTIVE INVESTMENT PITCH. PARTICIPANTS ARE ABLE TO ARTICULATE THEIR BUSINESS'S UNIQUE SELLING PROPOSITION, FINANCIAL NEEDS, AND GROWTH POTENTIAL COMPELLINGLY BY THE END OF THE SESSION.
CONTENT	THE VIDEO OUTLINES THE ESSENTIAL ELEMENTS OF AN INVESTMENT PITCH, INCLUDING THE PROBLEM STATEMENT, SOLUTION, MARKET SIZE, BUSINESS MODEL, FINANCIAL PROJECTIONS, AND THE TEAM. IT ALSO PROVIDES TIPS ON HOW TO ENGAGE AND PERSUADE INVESTORS.
MATERIALS AND TOOLS	A PITCH DECK TEMPLATE IS PROVIDED, ALONG WITH EXAMPLES OF SUCCESSFUL PITCH DECKS FROM REAL STARTUPS. A CHECKLIST FOR AN EFFECTIVE PITCH IS ALSO SHARED.
PARTICIPANT INTERACTION	PARTICIPANTS ARE ENCOURAGED TO PARTICIPATE IN A MOCK PITCHING SESSION AND PROVIDE FEEDBACK TO EACH OTHER. AN ONLINE DISCUSSION BOARD IS SET UP FOR CONTINUED INTERACTION AND LEARNING.
<b>LEARNING SUCCESS CONTROL - QUIZ VIA ONLINE TOOL</b>	
DURATION	1 Hour
PARTICIPANTS	INDIVIDUALLY
LEARNING OBJECTIVE	TO ENSURE THAT PARTICIPANTS HAVE THOROUGHLY UNDERSTOOD AND ABSORBED THE CONTENT COVERED IN THE VIDEOS.
CONTENT	A MULTIPLE-CHOICE QUIZ BASED ON THE CONTENT OF THE THREE VIDEOS.
MATERIALS AND TOOLS	THE QUIZ IS ADMINISTERED THROUGH AN ONLINE TOOL.
PARTICIPANT INTERACTION	PARTICIPANTS COMPLETE THE QUIZ INDIVIDUALLY. THE RESULTS ARE USED TO GAUGE THEIR UNDERSTANDING OF THE MATERIAL AND IDENTIFY ANY AREAS THAT MAY NEED FURTHER CLARIFICATION OR REINFORCEMENT DURING THE SUBSEQUENT PHASES OF THE MENTORING PROGRAMME.

## PHASE 2: DEVELOPMENT PHASE

THE DEVELOPMENT PHASE IN THIS MENTORING MODULE SEEKS TO TRANSFORM THE PARTICIPANTS' THEORETICAL UNDERSTANDING OF FINANCING INTO PRACTICAL STRATEGIES. THE PARTICIPANTS ARE GUIDED TO APPLY THEIR KNOWLEDGE IN DRAFTING A FINANCING PLAN, PREPARING INVESTOR-READY FINANCIAL DOCUMENTS, AND FINE-TUNING THEIR PITCHES TO POTENTIAL INVESTORS.

### WORKSHOP: CRAFTING YOUR FUNDING STRATEGY WITH GUIDED EXERCISES

SKILL LEVEL	3
DURATION	2 HOURS
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	THIS WORKSHOP IS DESIGNED TO FACILITATE PARTICIPANTS IN THE DEVELOPMENT OF AN EFFECTIVE FUNDING STRATEGY TAILORED TO THEIR START-UP'S NEEDS AND THE CURRENT MARKET LANDSCAPE. THE END GOAL IS TO ENABLE PARTICIPANTS TO IDENTIFY POTENTIAL SOURCES OF FUNDING, UNDERSTAND THE DYNAMICS OF APPROACHING THESE SOURCES, AND ALIGN THEIR PITCH ACCORDINGLY.
CONTENT	THE WORKSHOP BEGINS WITH AN OVERVIEW OF THE IMPORTANCE OF A FUNDING STRATEGY FOR START-UPS. FOLLOWING THIS, PARTICIPANTS DELVE INTO DIFFERENT ELEMENTS OF A SUCCESSFUL FUNDING STRATEGY. THE FIRST ELEMENT IS IDENTIFYING THE RIGHT SOURCES OF FUNDING, WHICH INCLUDES UNDERSTANDING THE LANDSCAPE OF GRANTS, LOANS, ANGEL INVESTMENTS, AND VENTURE CAPITAL AND IDENTIFYING THOSE MOST SUITABLE FOR THE START-UP'S STAGE AND GOALS. THE SECOND ELEMENT FOCUSES ON CREATING A ROADMAP TO APPROACH THESE FUNDING SOURCES, WHICH INVOLVES UNDERSTANDING THE PREFERENCES AND REQUIREMENTS OF THESE SOURCES, PLANNING THE TIMING AND MODE OF APPROACH, AND PREPARING NECESSARY DOCUMENTATION. THE FINAL ELEMENT IS CRAFTING AN INVESTMENT PITCH THAT CATERES TO EACH POTENTIAL INVESTOR.
MATERIALS AND TOOLS	A VARIETY OF MATERIALS AND TOOLS ARE UTILISED DURING THE WORKSHOP, INCLUDING A FUNDING STRATEGY TEMPLATE, A COMPREHENSIVE LIST OF POTENTIAL FUNDING SOURCES WITH THEIR DESCRIPTIONS, AND SAMPLE INVESTOR PITCH DECKS. THE USE OF REAL-WORLD CASE STUDIES ILLUSTRATE SUCCESSFUL FUNDING STRATEGIES AND PROVIDE INSIGHTS INTO EFFECTIVE PRACTICES.
PARTICIPANT INTERACTION	THE WORKSHOP IS DESIGNED TO BE HIGHLY INTERACTIVE, WITH ACTIVITIES LIKE GROUP DISCUSSIONS AND ROLE-PLAYS. PARTICIPANTS WORK IN BREAKOUT ROOMS FOR A PORTION OF THE WORKSHOP TO DISCUSS AND SHARE THEIR FUNDING PLANS. THEY ALSO GET A CHANCE TO ROLE-PLAY INVESTOR MEETINGS, GIVING THEM A PLATFORM TO PRACTISE THEIR PITCHES AND RECEIVE PEER FEEDBACK. THROUGHOUT THE WORKSHOP, PARTICIPANTS ARE ENCOURAGED TO ASK QUESTIONS, SHARE THEIR THOUGHTS, AND PROVIDE FEEDBACK TO OTHERS, FOSTERING AN

	ENVIRONMENT OF COLLABORATIVE LEARNING. AFTER THE WORKSHOP, PARTICIPANTS HAVE ACCESS TO AN ONLINE FORUM TO CONTINUE DISCUSSIONS AND SHARE RESOURCES.
<b>MEET-THE-MENTOR / Q&amp;A SESSION</b>	
SKILL LEVEL	3
DURATION	1 HOUR
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	THIS LIVE Q&A SESSION'S PRIMARY OBJECTIVE IS TO PROVIDE PARTICIPANTS WITH THE OPPORTUNITY TO CLARIFY THEIR QUERIES AND ADDRESS ANY CHALLENGES FACED DURING THE CRAFTING OF THEIR FUNDING STRATEGY AND INVESTMENT PITCH. THEY ALSO GAIN INSIGHTS FROM EXPERIENCED MENTORS AND LEARN FROM THEIR PEERS' EXPERIENCES.
CONTENT	THE SESSION'S FORMAT IS PRIMARILY QUESTION-DRIVEN, WITH THE MENTORS RESPONDING TO QUERIES RAISED BY THE PARTICIPANTS. THE MENTORS, DRAWING FROM THEIR OWN EXPERIENCES, DISCUSS COMMON PITFALLS IN DEVELOPING A FUNDING STRATEGY, KEY ELEMENTS THAT MAKE AN INVESTMENT PITCH COMPELLING, OR HOW TO NEGOTIATE WITH POTENTIAL INVESTORS. THEY ALSO SHARE BEST PRACTICES AND STRATEGIES TO EFFECTIVELY APPROACH POTENTIAL FUNDING SOURCES.
MATERIALS AND TOOLS	NO ADDITIONAL MATERIALS AND TOOLS ARE NEEDED FOR THIS SESSION, AS IT IS PRIMARILY DIALOGUE-BASED. HOWEVER, MENTORS REFER TO OR SHARE RESOURCES BASED ON THE QUERIES POSED BY PARTICIPANTS, SUCH AS SPECIFIC CASE STUDIES, ARTICLES, OR TEMPLATES.
PARTICIPANT INTERACTION	PARTICIPANTS DRIVE THE SESSION THROUGH THEIR QUESTIONS AND SHARED EXPERIENCES. OPEN DISCUSSION IS ENCOURAGED, ALLOWING PARTICIPANTS TO LEARN NOT ONLY FROM THE MENTORS BUT ALSO FROM THEIR PEERS. THIS MUTUAL LEARNING ENVIRONMENT LEADS TO DEEPER UNDERSTANDING AND COLLABORATIVE PROBLEM-SOLVING. THE DIGITAL PLATFORM HOSTING THE SESSION SUPPORTS THESE INTERACTIONS, PROVIDING FEATURES FOR PARTICIPANTS TO RAISE THEIR HAND VIRTUALLY, POSE QUESTIONS IN A CHAT BOX, OR SHARE THEIR SCREEN TO ILLUSTRATE A POINT.
<b>INDIVIDUAL MENTORING SESSIONS</b>	
SKILL LEVEL	3
DURATION	2 SESSIONS OF 1 HOUR EACH
PARTICIPANTS	EACH TEAM INDIVIDUALLY & MENTORING EXPERT

LEARNING OBJECTIVE	THE PRIMARY AIM OF THESE INDIVIDUAL MENTORING SESSIONS IS TO PROVIDE EACH TEAM WITH PERSONALISED GUIDANCE TO REFINE THEIR FUNDING STRATEGY AND INVESTMENT PITCH. BY THE END OF THESE SESSIONS, PARTICIPANTS HAVE AN IMPROVED UNDERSTANDING OF THEIR UNIQUE FUNDING NEEDS AND BE ABLE TO ARTICULATE THEIR START-UP'S VALUE PROPOSITION CONVINCINGLY TO POTENTIAL INVESTORS.
CONTENT	THESE SESSIONS FOCUS ON PROVIDING FEEDBACK AND GUIDANCE TO EACH TEAM ON THEIR FUNDING STRATEGY AND INVESTMENT PITCH. THE MENTORS, UTILISING THEIR EXPERTISE AND INDUSTRY EXPERIENCE, PROVIDE CONSTRUCTIVE FEEDBACK, HIGHLIGHT AREAS FOR IMPROVEMENT, AND SHARE PERSONALISED ADVICE ON EFFECTIVELY APPROACHING POTENTIAL FUNDING SOURCES.
MATERIALS AND TOOLS	THE PRIMARY MATERIALS FOR THESE SESSIONS ARE THE FUNDING STRATEGIES AND INVESTMENT PITCHES PREPARED BY THE TEAMS. ADDITIONAL RESOURCES LIKE PITCH TEMPLATES, FUNDING STRATEGY GUIDES, AND CASE STUDIES MAY BE USED BY MENTORS TO ILLUSTRATE THEIR POINTS AND PROVIDE PRACTICAL GUIDANCE.
PARTICIPANT INTERACTION	THESE SESSIONS ARE HIGHLY INTERACTIVE, WITH CONSTANT DIALOGUE BETWEEN THE MENTOR AND THE TEAM. TEAMS ARE ENCOURAGED TO ASK QUESTIONS, SEEK CLARIFICATION, AND REQUEST SPECIFIC ADVICE. THESE SESSIONS OFFER A SAFE SPACE FOR TEAMS TO EXPRESS THEIR CONCERNS, SHARE THEIR IDEAS, AND RECEIVE CONSTRUCTIVE CRITICISM, FACILITATING THEIR GROWTH AND LEARNING.

### PHASE 3: CLOSING PHASE

THE CLOSING PHASE OF THIS MENTORING MODULE IS DESIGNED FOR CONSOLIDATION OF LEARNINGS AND PLANNING FUTURE STRATEGIES. IT AIMS FOR PARTICIPANTS TO REFLECT UPON THEIR PROGRESS, CRITICALLY EVALUATE THEIR FINANCIAL STRATEGIES, AND FORMULATE A CLEAR ROADMAP FOR SECURING NECESSARY FUNDING AND MANAGING FINANCIAL RESOURCES EFFECTIVELY IN THEIR STARTUP JOURNEY.

#### REFLECTION SESSION

SKILL LEVEL	3
DURATION	1 HOUR
PARTICIPANTS	EACH TEAM INDIVIDUALLY & MENTORING EXPERT
LEARNING OBJECTIVE	THE REFLECTION SESSION SERVES AS A PLATFORM FOR PARTICIPANTS TO REVIEW THEIR ACCOMPLISHMENTS, EVALUATE THEIR PROGRESS TOWARDS THEIR FUNDING GOALS, AND PLAN FOR THE FUTURE. BY THE END OF THE SESSION, PARTICIPANTS ARE ABLE TO IDENTIFY THEIR STRENGTHS AND AREAS FOR IMPROVEMENT IN THEIR FUNDING STRATEGIES, ARTICULATE THEIR KEY LEARNINGS, AND SET CLEAR GOALS FOR THEIR FUTURE FINANCIAL STRATEGY.

CONTENT	THE SESSION STARTS WITH A REVIEW OF THE PARTICIPANTS' FUNDING STRATEGIES AND INVESTMENT PITCHES. EACH TEAM SHARES THEIR EXPERIENCES, CHALLENGES FACED, AND LESSONS LEARNED. MENTORS PROVIDE FEEDBACK AND DISCUSS THE NEXT STEPS IN THE FUNDING JOURNEY. THERE IS ALSO A DISCUSSION HELD ON THE BROADER START-UP FUNDING LANDSCAPE, WITH INSIGHTS INTO EMERGING TRENDS AND OPPORTUNITIES.
MATERIALS AND TOOLS	THE PRIMARY MATERIALS FOR THIS SESSION ARE THE PARTICIPANTS' FUNDING STRATEGIES AND INVESTMENT PITCHES, ALONG WITH ANY PROGRESS REPORTS OR OTHER DOCUMENTS REFLECTING THEIR FUNDING JOURNEY. PARTICIPANTS ALSO UTILISE THE FEEDBACK AND SUGGESTIONS THEY RECEIVED DURING THE PROGRAMME.
PARTICIPANT INTERACTION	PARTICIPANTS ARE ENCOURAGED TO BE OPEN AND REFLECTIVE DURING THIS SESSION, SHARING THEIR EXPERIENCES AND LEARNINGS. THEY DISCUSS THEIR SUCCESSES AND CHALLENGES, ASK QUESTIONS ABOUT THEIR FUTURE FUNDING STRATEGY, AND SEEK FEEDBACK FROM THEIR MENTORS. THIS INTERACTIVE DIALOGUE CONTRIBUTES TO A DEEPER UNDERSTANDING OF THE FUNDING PROCESS AND LAYS THE FOUNDATION FOR CONTINUED LEARNING AND DEVELOPMENT POST-PROGRAMME.

## 5 ADDITIONAL CURRICULUM HUMAN RESOURCE MANAGEMENT & LEADERSHIP FOR FOUNDERS

One theme that was present throughout the feedback collection, but particularly highlighted by Cohort 1, was the need for support in the areas of Human Resources Management and Leadership for Founders. Hence, such a module was drafted by Fraunhofer IPK, which could be implemented in future iterations of the mentoring programme.

MODULE 7: HUMAN RESOURCE MANAGEMENT & LEADERSHIP FOR FOUNDERS	
<b>MENTORING EXPERT</b>	AN ORGANISATION WITH DEEP KNOWLEDGE ON THE MANAGEMENT OF HUMAN RESOURCES AND REQUIRED LEADERSHIP SKILLS FOR NEWLY OPERATING BUSINESSES.
<b>OVERALL LEARNING OBJECTIVES</b>	THE OVERALL OBJECTIVE OF THE MENTORING MODULE "HUMAN RESOURCE MANAGEMENT & LEADERSHIP FOR FOUNDERS" IS TO PROVIDE PARTICIPANTS WITH AN INTEGRATED UNDERSTANDING OF BOTH HUMAN RESOURCE MANAGEMENT AND LEADERSHIP, SPECIFICALLY TAILORED FOR STARTUP ENVIRONMENTS. THIS MODULE AIMS TO EQUIP STARTUP FOUNDERS WITH THE ESSENTIAL SKILLS TO EFFECTIVELY RECRUIT, MANAGE, AND RETAIN TOP TALENT WHILE ALSO DEVELOPING THEIR OWN LEADERSHIP ABILITIES TO DRIVE THEIR TEAM FORWARD. IT FOCUSES ON CREATING A PRODUCTIVE AND INCLUSIVE WORKPLACE, UNDERSTANDING AND APPLYING THE LEGALITIES OF EMPLOYMENT PRACTICES, AND FOSTERING A CULTURE THAT SUPPORTS INNOVATION AND GROWTH. ADDITIONALLY, THE MODULE GUIDES PARTICIPANTS IN ALIGNING HR STRATEGIES WITH BROADER BUSINESS GOALS, MANAGING INTELLECTUAL CAPITAL EFFECTIVELY, AND ENHANCING PERSONAL LEADERSHIP SKILLS TO ENSURE THEIR VENTURE'S LONG-TERM SUCCESS. THIS COMPREHENSIVE APPROACH PREPARES FOUNDERS TO NOT ONLY MANAGE THEIR TEAMS EFFICIENTLY BUT ALSO LEAD THEM WITH VISION AND ADAPTABILITY IN THE DYNAMIC STARTUP ECOSYSTEM.

PHASE 1: METHODOLOGICAL PREPARATION	
THE METHODOLOGICAL PREPARATION PHASE IN THE "HUMAN RESOURCE MANAGEMENT & LEADERSHIP FOR FOUNDERS" MENTORING MODULE IS DESIGNED TO ESTABLISH A ROBUST FOUNDATION IN BOTH HUMAN RESOURCE MANAGEMENT AND LEADERSHIP, TAILORED SPECIFICALLY FOR STARTUP ENVIRONMENTS. THIS PHASE AIMS TO ARM PARTICIPANTS WITH CRITICAL KNOWLEDGE AND SKILLS TO IDENTIFY AND IMPLEMENT KEY HR FUNCTIONS, CULTIVATE A MOTIVATED AND COHESIVE WORKFORCE, AND INTEGRATE EFFECTIVE LEADERSHIP PRACTICES FROM THE OUTSET.	
VIDEO #1: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT & LEADERSHIP IN STARTUPS	
SKILL LEVEL	1
DURATION	1 HOUR
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT

LEARNING OBJECTIVE	THIS INITIAL SESSION IS DESIGNED TO PROVIDE PARTICIPANTS WITH A FOUNDATIONAL UNDERSTANDING OF HUMAN RESOURCE MANAGEMENT COMBINED WITH LEADERSHIP PRINCIPLES TAILORED SPECIFICALLY FOR STARTUPS. IT AIMS TO DEMONSTRATE HOW EFFECTIVE HR LEADERSHIP CAN SIGNIFICANTLY CONTRIBUTE TO BUILDING AND ENHANCING THE INTELLECTUAL CAPITAL OF A STARTUP, ESSENTIAL FOR MAINTAINING A COMPETITIVE ADVANTAGE.
CONTENT	THE VIDEO WILL START WITH AN OVERVIEW OF THE CRUCIAL HR FUNCTIONS WITHIN A STARTUP AND THEIR STRATEGIC IMPORTANCE TO THE OVERALL GROWTH AND SUSTAINABILITY OF THE BUSINESS. IT WILL INTRODUCE PARTICIPANTS TO THE INTEGRAL ROLE OF LEADERSHIP IN HR PRACTICES, FOCUSING ON HOW FOUNDERS CAN LEAD BY EXAMPLE TO FOSTER A CULTURE THAT PROMOTES INNOVATION AND COMMITMENT. THE SESSION WILL ALSO COVER BASIC STRATEGIES FOR TALENT ACQUISITION, DEVELOPMENT, AND RETENTION, WITH A DIRECT LINK TO BOOSTING THE STARTUP'S INTELLECTUAL AND ESPECIALLY HUMAN CAPITAL. BY INTEGRATING HR MANAGEMENT WITH LEADERSHIP, THE SESSION AIMS TO PROVIDE A HOLISTIC APPROACH TO BUILDING A SUCCESSFUL STARTUP ENVIRONMENT.
MATERIALS AND TOOLS	A DETAILED POWERPOINT PRESENTATION WILL SERVE AS THE BACKBONE OF THE SESSION, SUPPLEMENTED BY A RANGE OF MATERIALS THAT INCLUDE ARTICLES ON LEADERSHIP IN HR, INFOGRAPHICS THAT ILLUSTRATE THE IMPACT OF EFFECTIVE HR MANAGEMENT ON INTELLECTUAL CAPITAL, AND CASE STUDIES FROM SUCCESSFUL STARTUPS THAT HAVE INTEGRATED THESE PRINCIPLES EFFECTIVELY.
PARTICIPANT INTERACTION	TO MAKE THE LEARNING EXPERIENCE INTERACTIVE, THE VIDEO WILL INCORPORATE POLLS TO GAUGE PARTICIPANTS' PRE-EXISTING KNOWLEDGE AND EXPECTATIONS ABOUT HR AND LEADERSHIP. A DEDICATED Q&A SEGMENT WILL ALLOW PARTICIPANTS TO DELVE DEEPER INTO SPECIFIC AREAS OF INTEREST OR CONCERN, FOSTERING A DYNAMIC DISCUSSION ENVIRONMENT. ADDITIONALLY, AN ONLINE DISCUSSION BOARD WILL BE SET UP TO FACILITATE ONGOING DIALOGUE AND RESOURCE SHARING AMONG PARTICIPANTS, ENSURING CONTINUOUS LEARNING AND ENGAGEMENT THROUGHOUT THE MODULE.
<b>VIDEO #2: EFFECTIVE RECRUITMENT AND ONBOARDING STRATEGIES</b>	
SKILL LEVEL	2
DURATION	1 HOUR
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	THIS VIDEO DELVES INTO THE INTRICACIES OF DESIGNING AND IMPLEMENTING TAILORED RECRUITMENT AND ONBOARDING PROCESSES THAT ALIGN WITH THE STRATEGIC OBJECTIVES OF STARTUPS. PARTICIPANTS WILL LEARN TO DEVELOP RECRUITMENT STRATEGIES THAT NOT ONLY FILL IMMEDIATE JOB OPENINGS BUT ALSO BUILD A FOUNDATION FOR LONG-TERM SUCCESS BY INTEGRATING STRATEGIC GOALS INTO THE HIRING AND ONBOARDING PHASES.



CONTENT	<p>THE SESSION WILL EXPLORE ADVANCED RECRUITMENT TECHNIQUES, INCLUDING THE EFFECTIVE USE OF SOCIAL MEDIA AND PROFESSIONAL NETWORKS TO ATTRACT THE RIGHT TALENT THAT MATCHES THE STRATEGIC SKILLS NEEDED BY THE STARTUP. IT WILL ALSO DISCUSS HOW TO CREATE AN ONBOARDING EXPERIENCE THAT IMMERSSES NEW RECRUITS IN THE STARTUP'S CULTURE, THEREBY ACCELERATING THEIR INTEGRATION AND CONTRIBUTION TO THE COMPANY'S GOALS. THE VIDEO EMPHASISES THE ROLE OF LEADERSHIP IN THESE PROCESSES, ENSURING THAT RECRUITMENT AND ONBOARDING ARE NOT JUST ADMINISTRATIVE TASKS BUT ARE INTEGRAL TO FOSTERING A CULTURE THAT SUPPORTS THE STARTUP'S VISION AND OPERATIONAL NEEDS.</p>
MATERIALS AND TOOLS	<p>THE CONTENT WILL BE DELIVERED THROUGH A DETAILED PowerPoint PRESENTATION, ENHANCED WITH PRACTICAL TEMPLATES FOR JOB DESCRIPTIONS, INTERVIEW FORMATS, AND ONBOARDING SCHEDULES. ADDITIONAL RESOURCES WILL INCLUDE VIDEO TUTORIALS AND ARTICLES ON BEST PRACTICES IN RECRUITMENT AND ONBOARDING, PROVIDING PARTICIPANTS WITH A RICH POOL OF INFORMATION TO DRAW FROM FOR THEIR STRATEGIES.</p>
PARTICIPANT INTERACTION	<p>PARTICIPANTS WILL HAVE THE OPPORTUNITY TO ENGAGE ACTIVELY WITH THE CONTENT THROUGH A WORKSHOP-STYLE SEGMENT WHERE THEY CAN DRAFT THEIR RECRUITMENT AND ONBOARDING PLANS. THIS HANDS-ON APPROACH IS SUPPORTED BY A LIVE CHAT FEATURE DURING THE SESSION, ALLOWING FOR REAL-TIME INTERACTION AND IMMEDIATE CLARIFICATION OF CONCEPTS AS NEEDED. FOLLOWING THE VIDEO, A FOLLOW-UP FORUM DISCUSSION WILL ENABLE PARTICIPANTS TO SHARE THEIR EXPERIENCES AND FEEDBACK, FURTHER ENRICHING THE LEARNING EXPERIENCE AND FOSTERING A COLLABORATIVE ENVIRONMENT WHERE PARTICIPANTS CAN LEARN FROM EACH OTHER'S SUCCESSES AND CHALLENGES.</p>
<b>VIDEO #3: ADVANCED HR STRATEGIES FOR GROWTH AND RETENTION</b>	
SKILL LEVEL	3
DURATION	1 Hour
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	<p>THIS ADVANCED VIDEO EQUIPS PARTICIPANTS WITH STRATEGIES FOR EFFECTIVE PERFORMANCE MANAGEMENT, EMPLOYEE RETENTION, AND THE DEVELOPMENT OF A POSITIVE ORGANISATIONAL CULTURE, CRUCIAL FOR THE SUSTAINABLE GROWTH AND HIGH EMPLOYEE MOTIVATION WITHIN THEIR STARTUPS. THE SESSION IS DESIGNED TO HELP PARTICIPANTS IMPLEMENT HR STRATEGIES THAT NOT ONLY SUPPORT DAY-TO-DAY MANAGEMENT, BUT ALSO ALIGN WITH LONG-TERM BUSINESS OBJECTIVES AND GROWTH.</p>

CONTENT	<p>THE VIDEO COVERS COMPREHENSIVE TOPICS SUCH AS STRATEGIC COMPETENCE DEVELOPMENT AND HR PLANNING, WHICH HELPS PARTICIPANTS DEVELOP FRAMEWORKS THAT ADAPT AS THEIR STARTUPS GROW. IT ALSO DELVES INTO DESIGNING PERFORMANCE APPRAISAL SYSTEMS THAT MOTIVATE EMPLOYEES WHILE ALIGNING WITH THE COMPANY'S GOALS, AND DEVELOPING EMPLOYEE PROGRAMMES THAT FOSTER SKILL ENHANCEMENT AND LEADERSHIP DEVELOPMENT. THE IMPORTANCE OF A SUPPORTIVE AND DYNAMIC WORKPLACE CULTURE IS EMPHASISED, WITH PRACTICAL ADVICE ON INITIATING PROGRAMMES THAT ENHANCE EMPLOYEE ENGAGEMENT AND SATISFACTION. ADDITIONALLY, THE VIDEO ADDRESSES CONFLICT RESOLUTION TECHNIQUES TO MAINTAIN HARMONY AND COLLABORATION WITHIN THE TEAM.</p>
MATERIALS AND TOOLS	<p>A COMPREHENSIVE POWERPOINT PRESENTATION WILL PROVIDE THE FOUNDATION FOR THE VIDEO'S CONTENT, SUPPLEMENTED BY INTERACTIVE SIMULATIONS AND ROLE-PLAYING EXERCISES THAT ALLOW PARTICIPANTS TO EXPERIENCE REAL-LIFE HR MANAGEMENT SCENARIOS. GUIDES AND TEMPLATES FOR CREATING EFFECTIVE HR POLICIES, PERFORMANCE MANAGEMENT SYSTEMS, AND CULTURAL INITIATIVES WILL ALSO BE DISTRIBUTED TO HELP PARTICIPANTS APPLY WHAT THEY LEARN DIRECTLY TO THEIR OPERATIONS.</p>
PARTICIPANT INTERACTION	<p>THE INTERACTIVE COMPONENT OF THE VIDEO INCLUDES ROLE-PLAY SCENARIOS WHERE PARTICIPANTS CAN PRACTISE HANDLING COMPLEX HR ISSUES, FROM DIFFICULT FEEDBACK SESSIONS TO NEGOTIATING TEAM CONFLICTS. A Q&amp;A SESSION TOWARDS THE END OF THE VIDEO ALLOWS PARTICIPANTS TO ADDRESS SPECIFIC CONCERNS WITH THE MENTORS, ENSURING THEY RECEIVE PERSONALISED ADVICE TAILORED TO THEIR UNIQUE SITUATIONS. TO SOLIDIFY THE LEARNING EXPERIENCE, A STRUCTURED ONLINE WORKSHOP WILL BE CONDUCTED POST-VIDEO, ALLOWING PARTICIPANTS TO REFINE THEIR HR STRATEGIES WITH FEEDBACK FROM PEERS AND MENTORS, FURTHER ENHANCING THEIR CAPABILITY TO MANAGE AND LEAD EFFECTIVELY.</p>
<b>LEARNING SUCCESS CONTROL - QUIZ VIA ONLINE TOOL</b>	
DURATION	1 HOUR
PARTICIPANTS	INDIVIDUALLY
LEARNING OBJECTIVE	<p>THE OBJECTIVE OF THIS QUIZ IS TO ENSURE THAT PARTICIPANTS HAVE THOROUGHLY UNDERSTOOD AND ABSORBED THE CONTENT COVERED IN THE THREE LEARNING VIDEOS. BY EVALUATING THEIR RESPONSES, THE QUIZ IS DESIGNED TO VERIFY PARTICIPANTS' READINESS TO INTEGRATE AND EXECUTE THE DISCUSSED HR AND LEADERSHIP STRATEGIES EFFECTIVELY WITHIN THEIR STARTUP ENVIRONMENTS.</p>
CONTENT	<p>THE QUIZ WILL FEATURE A COMPREHENSIVE SET OF MULTIPLE-CHOICE QUESTIONS THAT THOROUGHLY COVER THE CONTENT FROM THE THREE VIDEOS. QUESTIONS WILL TEST PARTICIPANTS ON KEY CONCEPTS FROM THE INTRODUCTORY HR FUNCTIONS TO THE MORE COMPLEX TOPICS OF RECRUITMENT, ONBOARDING, PERFORMANCE MANAGEMENT, AND CULTURAL DEVELOPMENT WITHIN A STARTUP. THIS WILL ALSO INCLUDE QUESTIONS ON LEADERSHIP ROLES IN HR MANAGEMENT, ENSURING A HOLISTIC ASSESSMENT OF BOTH HR AND LEADERSHIP MATERIAL DISCUSSED.</p>

MATERIALS AND TOOLS	THE QUIZ WILL BE ADMINISTERED THROUGH AN ONLINE TOOL.
PARTICIPANT INTERACTION	PARTICIPANTS WILL TAKE THE QUIZ INDIVIDUALLY AT THE CONCLUSION OF THE METHODOLOGICAL PREPARATION PHASE. THEY WILL BE GIVEN A CLEAR DEADLINE TO COMPLETE THE QUIZ, ENSURING THAT ALL PARTICIPANTS ARE ASSESSED UNDER SIMILAR CONDITIONS. THE RESULTS FROM THE QUIZ WILL BE USED TO MEASURE EACH PARTICIPANT'S GRASP OF THE MODULE CONTENT COMPREHENSIVELY. DETAILED FEEDBACK WILL BE PROVIDED TO EACH PARTICIPANT BASED ON THEIR PERFORMANCE, HIGHLIGHTING STRENGTHS AND IDENTIFYING ANY AREAS NEEDING FURTHER CLARIFICATION OR REINFORCEMENT. THIS FEEDBACK WILL INCLUDE RECOMMENDATIONS FOR ADDITIONAL RESOURCES OR FOLLOW-UP ACTIVITIES TO ADDRESS SPECIFIC GAPS IN UNDERSTANDING, ENSURING A TAILORED LEARNING PATH THAT SUPPORTS CONTINUOUS IMPROVEMENT AND APPLICATION OF KNOWLEDGE.

## PHASE 2: DEVELOPMENT PHASE - OCTOBER 2023 - FEBRUARY 2024

THE DEVELOPMENT PHASE IN THE "HUMAN RESOURCE MANAGEMENT & LEADERSHIP FOR FOUNDERS" MENTORING MODULE IS DESIGNED TO TRANSITION PARTICIPANTS FROM THEORETICAL LEARNING TO PRACTICAL, REAL-WORLD APPLICATION. THIS PHASE FOCUSES ON TRANSFORMING PARTICIPANTS' UNDERSTANDING OF HUMAN RESOURCE MANAGEMENT INTO ACTIONABLE STRATEGIES THAT EFFECTIVELY MANAGE AND ENHANCE HUMAN CAPITAL IN LINE WITH THEIR STARTUP'S OBJECTIVES. IT SEEKS TO DEEPEN PARTICIPANTS' SKILLS IN CRAFTING STRATEGIC HR PLANS THAT NOT ONLY ADDRESS RECRUITMENT, ONBOARDING, AND RETENTION BUT ALSO MAXIMISE THE VALUE OF HUMAN CAPITAL AS A CRITICAL ASSET IN THEIR BUSINESS GROWTH AND INNOVATION.

### WORKSHOP: STRATEGIC HR MASTERY FOR STARTUPS: BUILDING AND SUSTAINING YOUR TEAM

SKILL LEVEL	3
DURATION	2 HOURS
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	THIS WORKSHOP IS DESIGNED TO FACILITATE PARTICIPANTS IN THE DEVELOPMENT OF AN EFFECTIVE HUMAN RESOURCE STRATEGY TAILORED TO THEIR STARTUP'S NEEDS AND THE UNIQUE CHALLENGES OF THE STARTUP ECOSYSTEM. THE END GOAL IS TO ENABLE PARTICIPANTS TO IDENTIFY KEY HR PRACTICES, UNDERSTAND THE DYNAMICS OF BUILDING A COHESIVE TEAM, AND ALIGN THEIR HR STRATEGIES TO SUPPORT THEIR STARTUP'S GROWTH AND CULTURE.

CONTENT	<p>THE WORKSHOP WILL BEGIN WITH AN OVERVIEW OF THE IMPORTANCE OF STRATEGIC HUMAN RESOURCE MANAGEMENT FOR STARTUPS. PARTICIPANTS WILL EXPLORE VARIOUS ELEMENTS OF A SUCCESSFUL HR STRATEGY, INCLUDING IDENTIFYING KEY HR FUNCTIONS SUCH AS RECRUITMENT, ONBOARDING, EMPLOYEE RETENTION, PERFORMANCE MANAGEMENT, AND LEGAL COMPLIANCE. THEY WILL LEARN HOW TO CREATE EFFECTIVE HR PROCESSES THAT ARE SCALABLE AND FLEXIBLE, SUITABLE FOR THE SIZE AND STAGE OF THEIR STARTUP. THE SESSION WILL ALSO COVER METHODS TO CULTIVATE AND MAINTAIN A POSITIVE COMPANY CULTURE THAT FOSTERS INNOVATION, COLLABORATION, AND EMPLOYEE SATISFACTION, AS WELL AS INTRODUCE VARIOUS HR TECHNOLOGIES THAT CAN STREAMLINE HR PROCESSES AND IMPROVE EFFICIENCY.</p>
MATERIALS AND TOOLS	<p>A VARIETY OF MATERIALS AND TOOLS WILL BE UTILISED DURING THE WORKSHOP, INCLUDING HR STRATEGY TEMPLATES AND PLANNING TOOLS, COMPREHENSIVE GUIDES ON HR LAWS AND BEST PRACTICES, SAMPLES OF SUCCESSFUL HR POLICIES FROM LEADING STARTUPS, ACCESS TO HR SOFTWARE DEMOS AND TOOL REVIEWS, AND REAL-WORLD CASE STUDIES ILLUSTRATING EFFECTIVE HR STRATEGIES.</p>
PARTICIPANT INTERACTION	<p>THE WORKSHOP IS DESIGNED TO BE HIGHLY INTERACTIVE, WITH ACTIVITIES SUCH AS GROUP DISCUSSIONS, ROLE-PLAYS, AND PROBLEM-SOLVING EXERCISES. PARTICIPANTS WILL ENGAGE IN DEVELOPING SPECIFIC ELEMENTS OF THEIR HR STRATEGY IN BREAKOUT SESSIONS AND PARTICIPATE IN ROLE-PLAY SCENARIOS, SUCH AS CONDUCTING MOCK INTERVIEWS OR HANDLING DIFFICULT EMPLOYEE SITUATIONS. THIS HANDS-ON APPROACH PROVIDES A PLATFORM FOR PARTICIPANTS TO PRACTISE THEIR SKILLS AND RECEIVE PEER FEEDBACK. THROUGHOUT THE WORKSHOP, PARTICIPANTS ARE ENCOURAGED TO ASK QUESTIONS, SHARE THEIR THOUGHTS, AND PROVIDE FEEDBACK TO OTHERS, FOSTERING AN ENVIRONMENT OF COLLABORATIVE LEARNING. FOLLOWING THE WORKSHOP, PARTICIPANTS WILL HAVE ACCESS TO AN ONLINE FORUM TO CONTINUE DISCUSSIONS AND SHARE RESOURCES.</p>
<b>MEET-THE-MENTOR / Q&amp;A SESSION</b>	
SKILL LEVEL	3
DURATION	1 Hour
PARTICIPANTS	ALL MENTEES OF A COHORT & MENTORING EXPERT
LEARNING OBJECTIVE	<p>THIS LIVE Q&amp;A SESSION IS CRAFTED TO ENABLE PARTICIPANTS TO RESOLVE UNCERTAINTIES AND CONFRONT CHALLENGES THEY HAVE ENCOUNTERED WHILE DEPLOYING THEIR HUMAN RESOURCE AND LEADERSHIP STRATEGIES. IT OFFERS A CRUCIAL OPPORTUNITY TO GAIN INSIGHTS FROM MENTORS WHO HAVE EXTENSIVE EXPERIENCE IN MANAGING HR FUNCTIONS WITHIN STARTUP ENVIRONMENTS. BY ADDRESSING COMMON HURDLES AND REFINING THEIR HR PRACTICES, PARTICIPANTS WILL LEARN TO INTEGRATE THESE STRATEGIES EFFECTIVELY INTO THEIR BUSINESS OPERATIONS.</p>

CONTENT	<p>THE SESSION WILL UNFOLD IN AN INTERACTIVE, QUESTION-DRIVEN FORMAT THAT RESPONDS DIRECTLY TO THE PARTICIPANTS' NEEDS. MENTORS WILL SHARE THEIR EXPERIENCES IN NAVIGATING THE COMPLEXITIES OF STARTUP HR MANAGEMENT, DISCUSSING TOPICS SUCH AS THE FORMULATION AND EXECUTION OF EFFECTIVE HR STRATEGIES, ADVANCED RECRUITMENT AND RETENTION TECHNIQUES, AND THE CREATION OF A POSITIVE COMPANY CULTURE. THEY WILL ALSO DELVE INTO THE INTEGRATION OF TECHNOLOGICAL TOOLS TO ENHANCE HR EFFICIENCIES AND EXPLORE LEADERSHIP CHALLENGES UNIQUE TO STARTUPS, SUCH AS CONFLICT RESOLUTION AND STRATEGIC TEAM MOTIVATION.</p>
MATERIALS AND TOOLS	<p>NO ADDITIONAL MATERIALS AND TOOLS WILL BE NEEDED FOR THIS SESSION, AS IT IS PRIMARILY DIALOGUE-BASED. HOWEVER, MENTORS MAY REFER TO OR SHARE RESOURCES BASED ON THE QUERIES POSED BY PARTICIPANTS, SUCH AS SPECIFIC CASE STUDIES, ARTICLES, OR TEMPLATES THAT ILLUSTRATE EFFECTIVE HR PRACTICES.</p>
PARTICIPANT INTERACTION	<p>PARTICIPANTS WILL DRIVE THE SESSION THROUGH THEIR QUESTIONS AND SHARED EXPERIENCES. OPEN DISCUSSION IS ENCOURAGED, ALLOWING PARTICIPANTS TO LEARN NOT ONLY FROM THE MENTORS BUT ALSO FROM THEIR PEERS. THIS MUTUAL LEARNING ENVIRONMENT CAN LEAD TO DEEPER UNDERSTANDING AND COLLABORATIVE PROBLEM-SOLVING. THE DIGITAL PLATFORM HOSTING THE SESSION WILL SUPPORT THESE INTERACTIONS, PROVIDING FEATURES FOR PARTICIPANTS TO RAISE THEIR HAND VIRTUALLY, POSE QUESTIONS IN A CHATBOX, OR SHARE THEIR SCREEN TO ILLUSTRATE A POINT. THIS INTERACTIVE SETUP ENSURES THAT PARTICIPANTS CAN RECEIVE PERSONALISED ADVICE AND PRACTICAL TIPS TAILORED TO THEIR SPECIFIC NEEDS AND SITUATIONS.</p>
<b>INDIVIDUAL MENTORING SESSIONS</b>	
SKILL LEVEL	3
DURATION	2 SESSIONS OF 1 HOUR EACH
PARTICIPANTS	EACH TEAM INDIVIDUALLY & MENTORING EXPERT
LEARNING OBJECTIVE	<p>THE GOAL OF THESE SESSIONS IS TO PROVIDE PERSONALISED MENTORING THAT NOT ONLY REFINES HR STRATEGIES, BUT ALSO STRENGTHENS LEADERSHIP CAPABILITIES WITHIN THE STARTUP CONTEXT. BY THE END OF THESE SESSIONS, PARTICIPANTS WILL HAVE ENHANCED BOTH THEIR UNDERSTANDING AND APPLICATION OF EFFECTIVE HR MANAGEMENT AND LEADERSHIP STRATEGIES, CRUCIAL FOR DRIVING THEIR STARTUP'S PERFORMANCE AND FOSTERING A POSITIVE, PRODUCTIVE ORGANISATIONAL CULTURE.</p>

CONTENT	THE SESSIONS WILL ADDRESS THE DUAL FOCUS OF <b>HR</b> MANAGEMENT AND LEADERSHIP DEVELOPMENT, TAILORED TO THE UNIQUE NEEDS OF EACH STARTUP. MENTORS WILL PROVIDE TARGETED FEEDBACK ON EXISTING <b>HR</b> STRATEGIES, WHILE ALSO FOCUSING ON DEVELOPING LEADERSHIP SKILLS THAT ARE ESSENTIAL FOR EFFECTIVE <b>HR</b> MANAGEMENT. THE DISCUSSION WILL INCLUDE HOW TO LEAD TEAMS THROUGH THE CHALLENGES OF RECRUITMENT, EMPLOYEE ENGAGEMENT, AND RETENTION, AND HOW TO BUILD LEADERSHIP QUALITIES THAT INSPIRE AND MOTIVATE TEAMS. ADDITIONALLY, MENTORS WILL HELP PARTICIPANTS EXPLORE WAYS TO EMBODY THE CORE VALUES OF THEIR STARTUPS, LEAD BY EXAMPLE, AND CULTIVATE LEADERSHIP AMONG THEIR STAFF TO ENSURE SUSTAINABILITY AND ADAPTABILITY IN CHANGING ENVIRONMENTS.
MATERIALS AND TOOLS	PARTICIPANTS WILL USE THEIR STRATEGIC DOCUMENTS AS THE BASIS FOR THESE SESSIONS. SUPPLEMENTAL MATERIALS PROVIDED BY MENTORS WILL INCLUDE LEADERSHIP DEVELOPMENT RESOURCES, SUCH AS LEADERSHIP STYLE ASSESSMENTS, ARTICLES ON BEST LEADERSHIP PRACTICES IN HIGH-GROWTH ENVIRONMENTS, AND CASE STUDIES OF SUCCESSFUL LEADERSHIP IMPACTING <b>HR</b> OUTCOMES. ADVANCED TOOLS LIKE PERFORMANCE MANAGEMENT SYSTEMS THAT INCORPORATE LEADERSHIP EVALUATIONS WILL ALSO BE DEMONSTRATED.
PARTICIPANT INTERACTION	THESE SESSIONS ARE DESIGNED TO BE HIGHLY INTERACTIVE, ENCOURAGING A DEEP DIVE INTO BOTH <b>HR</b> AND LEADERSHIP CHALLENGES. PARTICIPANTS ARE EXPECTED TO ENGAGE IN REFLECTIVE DISCUSSIONS ABOUT THEIR LEADERSHIP EXPERIENCES, ANALYSE LEADERSHIP CHALLENGES THEY HAVE FACED, AND RECEIVE CONSTRUCTIVE FEEDBACK ON THEIR APPROACH TO LEADING AND MANAGING PEOPLE. THIS SETUP NOT ONLY HELPS REFINE THEIR <b>HR</b> STRATEGIES, BUT ALSO ENHANCES THEIR PERSONAL GROWTH AS LEADERS.

### PHASE 3: CLOSING PHASE - MARCH 2024

THIS FINAL PHASE OF THE "HUMAN RESOURCE MANAGEMENT & LEADERSHIP FOR FOUNDERS" MENTORING MODULE IS DESIGNED TO CONSOLIDATE AND REFLECT ON THE LEARNING EXPERIENCES THROUGHOUT THE PROGRAMME. IT AIMS TO ENSURE THAT PARTICIPANTS CAN CRITICALLY EVALUATE THEIR **HR** STRATEGIES, REFLECT ON THEIR LEADERSHIP DEVELOPMENT, AND PREPARE A CLEAR AND ACTIONABLE PLAN FOR INTEGRATING THESE STRATEGIES INTO THEIR STARTUP OPERATIONS. THE CLOSING PHASE AIMS AT REINFORCING THE KNOWLEDGE GAINED AND ENSURING PARTICIPANTS ARE EQUIPPED TO CONTINUALLY ADAPT AND IMPROVE THEIR **HR** FUNCTIONS TO SUPPORT THEIR BUSINESS'S EVOLVING NEEDS.

REFLECTION SESSION	
SKILL LEVEL	3
DURATION	1 Hour
PARTICIPANTS	EACH TEAM INDIVIDUALLY & MENTORING EXPERT

LEARNING OBJECTIVE	THIS REFLECTION SESSION IS A PLATFORM FOR PARTICIPANTS TO REVIEW THEIR ACHIEVEMENTS, ASSESS THEIR PROGRESS TOWARDS THEIR HR AND LEADERSHIP GOALS, AND STRATEGICALLY PLAN FUTURE INITIATIVES. BY THE END OF THE SESSION, PARTICIPANTS SHOULD BE ABLE TO IDENTIFY STRENGTHS, PINPOINT AREAS NEEDING IMPROVEMENT, ARTICULATE THEIR SIGNIFICANT LEARNINGS, AND SET DEFINITIVE GOALS FOR THE ONGOING DEVELOPMENT OF THEIR HR PRACTICES.
CONTENT	THE SESSION WILL COMMENCE WITH A COMPREHENSIVE REVIEW OF EACH PARTICIPANT'S HR STRATEGIES AND THE PRACTICES IMPLEMENTED DURING THE MENTORING PROGRAMME. PARTICIPANTS WILL BE INVITED TO SHARE THEIR EXPERIENCES, INCLUDING THE CHALLENGES THEY FACED AND THE LESSONS THEY LEARNED WHILE MANAGING HUMAN RESOURCES AND EXERCISING LEADERSHIP WITHIN THEIR STARTUPS. THIS REVIEW WILL BE INTERACTIVE, WITH MENTORS PROVIDING CONSTRUCTIVE FEEDBACK AND DISCUSSING NEXT STEPS FOR OPTIMISING HR FUNCTIONS. THE SESSION WILL ALSO TOUCH UPON BROADER HR TRENDS, INCLUDING TECHNOLOGICAL ADVANCEMENTS AND EMERGING BEST PRACTICES, OFFERING PARTICIPANTS INSIGHTS INTO HOW THEY CAN STAY AHEAD IN MANAGING HUMAN RESOURCES.
MATERIALS AND TOOLS	PARTICIPANTS WILL USE THEIR OWN HR STRATEGY DOCUMENTS AND ANY REFLECTIVE REPORTS GENERATED DURING THE PROGRAMME AS PRIMARY MATERIALS. THIS DOCUMENTATION WILL HELP FRAME DISCUSSIONS AND HIGHLIGHT AREAS OF SUCCESS AND IMPROVEMENT. ADDITIONALLY, SUMMARIES OF WORKSHOPS AND INDIVIDUAL SESSIONS WILL BE USED TO RECALL AND REINFORCE CRITICAL INSIGHTS OR ADVICE RECEIVED THROUGHOUT THE PROGRAMME.
PARTICIPANT INTERACTION	THE SESSION IS STRUCTURED TO ENCOURAGE OPEN AND REFLECTIVE DIALOGUE AMONG PARTICIPANTS. THEY WILL SHARE THEIR SUCCESSES AND HURDLES, ASK PROBING QUESTIONS ABOUT REFINING THEIR HR AND LEADERSHIP STRATEGIES, AND RECEIVE TAILORED FEEDBACK FROM MENTORS. THIS INTERACTIVE DISCUSSION IS DESIGNED TO DEEPEN PARTICIPANTS' UNDERSTANDING OF HR MANAGEMENT AND LEADERSHIP PROCESSES AND SET THE STAGE FOR CONTINUOUS PERSONAL AND PROFESSIONAL DEVELOPMENT AFTER THE PROGRAMME CONCLUDES.

## 6 CONCLUSION

In this report, the development and final iteration of a mentoring programme curriculum for the ENTREPRENUEDU Project was outlined. Guided by an extensive demand analysis, the programme has been designed to reflect and respond to the unique challenges and opportunities of the entrepreneurial ecosystem in our target regions. This critical examination of needs and corresponding programme design is an emblem of our commitment to a nuanced and adaptable approach to entrepreneurship development.

The objective of this report was to highlight a mentoring programme that is both robust in its foundational structure and flexible enough to accommodate a diverse range of entrepreneurial pursuits. The curriculum aimed to ensure that this programme offers a comprehensive learning journey, from ideation to strategy execution, for the participating teams. Reflecting upon the development process, the achievement of this objective is evident in the structured module approach and the innovative integration of e-learning with interactive mentorship.

Further, the feedback of participants of the mentoring programme was gathered and subsequently a seventh module on Human Resource Management and Leadership for founders was developed.

This final iteration of the curriculum forms a base for future mentoring programmes in the European Union and can due to its design be adjusted to the circumstances and needs of the mentoring organisation thus supporting the ENTREPRENEDU project's objective of creating a scalable and replicable educational model.