



W-RISE

Women on the RISE: Upskilling Ukrainian Refugees women through sustainable and digital entrepreneurship learning pathways



**Co-funded by
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Agenda

01

**Basics of
Entrepreneurship**

03

**My Needs – How to Build a
Business That Fits Me**

02

**Who is an
Entrepreneur?**

04

Types of Activities

Introduction to Entrepreneurship

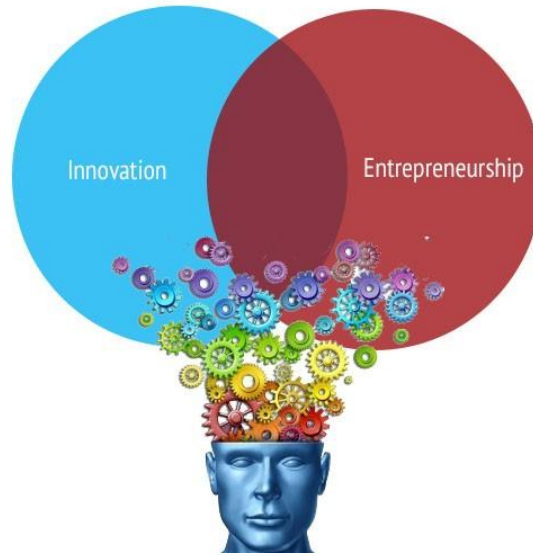


Group forming

- I. Draw a set of values + team discussion & selection of 3 key values
- II. Create a mini “code” (poster, list, slogan, etc.)
- III. Presentation of team values to all
 - 1) The group draws a set of values (e.g. trust, courage, openness, quality, community).
 - 2) Together, they choose 3 that will guide their work for the week.
 - 3) They create a mini “code” and present it to the other groups.



Innovation vs. Entrepreneurship



Key Characteristics of Entrepreneurship:

- Opportunity recognition – spotting gaps in the market or unmet needs.
 - Innovation – introducing something new or significantly improved.
 - Initiative – taking proactive steps without waiting for external direction.
 - Organization – gathering the resources, people, and systems needed to make an idea a reality.
 - Risk management – facing uncertainty and making decisions with incomplete information.
 - Responsibility – owning the outcomes, both successes and failures.
1. *A woman in a rural village begins organizing weekend tours for visitors to experience local traditions, creating income for herself and artisans in the region.*
 2. *A university student develops a budgeting app tailored to freelancers after struggling with irregular income herself.*
 3. *An unemployed nurse starts an on-demand care service for elderly people in her area, bridging the gap between hospitals and families.*

Innovation refers to the creation or significant improvement of a product, service, process, or idea. It is the spark — the “what’s new.” It may come from technological development, a fresh way of delivering services, or even a novel approach to an everyday problem.

Entrepreneurship, on the other hand, is about taking that innovation and applying it in the real world in a way that adds value. Without entrepreneurship, an innovative idea might remain a theory, a prototype, or a good intention.



Innovation: A new biodegradable packaging material is developed in a research lab.

Entrepreneurship: A businesswoman launches a packaging company that uses this material for eco-conscious brands.

Innovation: A data scientist builds an AI tool that predicts weather patterns. Entrepreneurship: An entrepreneur partners with farmers to use this tool to optimize irrigation and reduce crop waste.

Innovation: A designer creates a new, more ergonomic backpack style. Entrepreneurship: She sets up an online store targeting remote workers and students with back pain.

Theories of Entrepreneurship

Schumpeter's Innovation Theory



Kirzner's "Alertness" Theory



Knight's Theory of the Entrepreneur

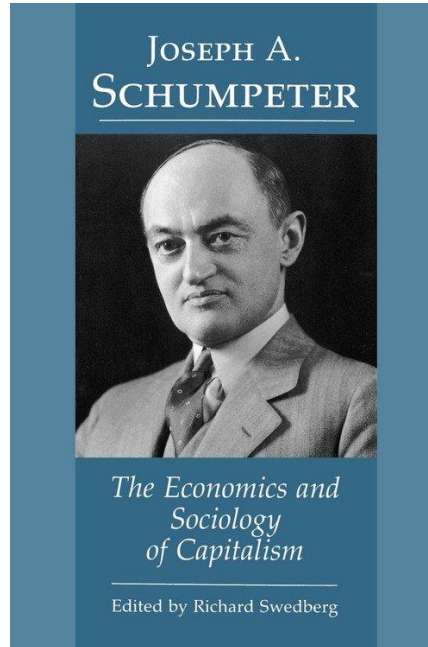
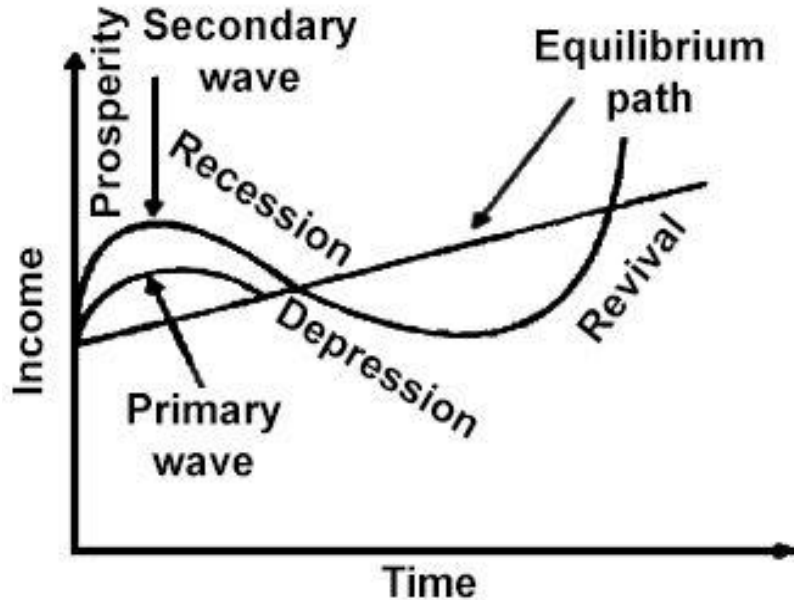


Cantillon's Theory of Entrepreneurship



Psychological Theories of Entrepreneurship

Schumpeter's Innovation Theory



Definition: Schumpeter believed that an entrepreneur is someone who creates something new – a new product, service, or way of doing things. Thanks to this, they change the market and push out older solutions.

Example: Magda created an app for managing household chores for families with children. No one had offered such a solution before. Her idea revolutionized the planner market.

Kirzner's "Alertness" Theory

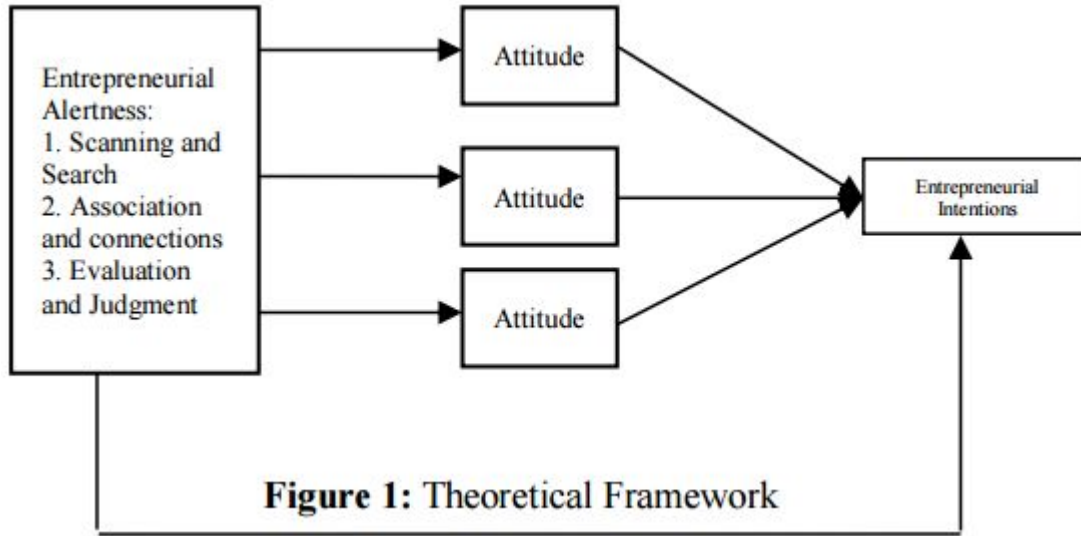
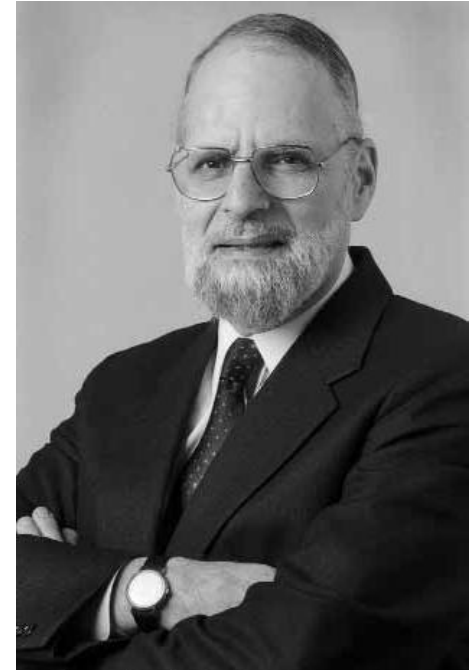


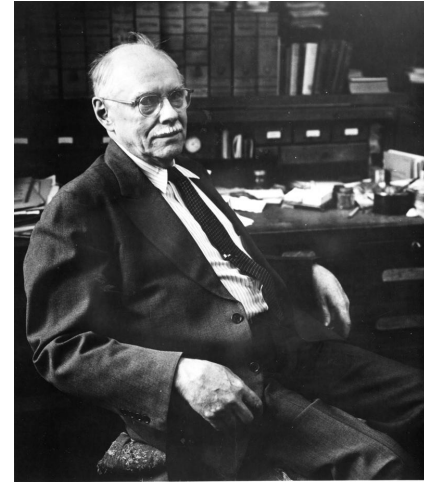
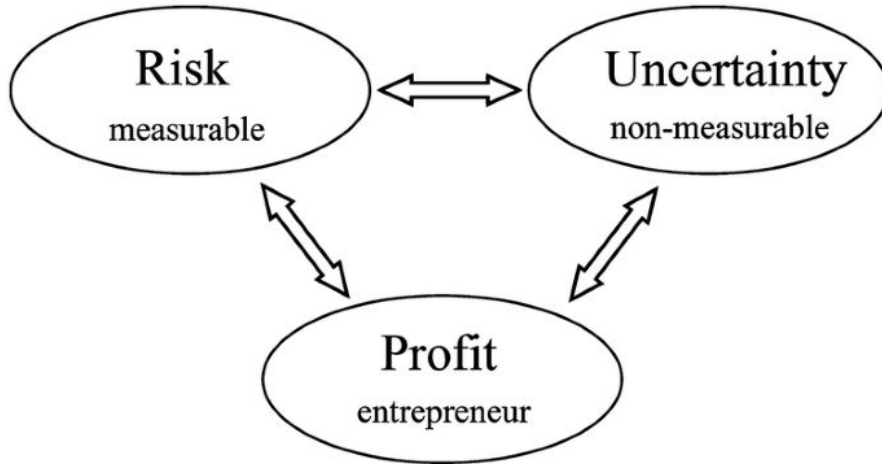
Figure 1: Theoretical Framework

Definition: Kirzner argued that an entrepreneur is someone alert – they see opportunities that others do not see and seize them before anyone else does.

Example: Ola noticed that no one was selling coffee in the local park, and many people walked there in the morning. She bought a mobile cart and started brewing takeaway coffee at the park entrance.



Knight's Theory of the Entrepreneur

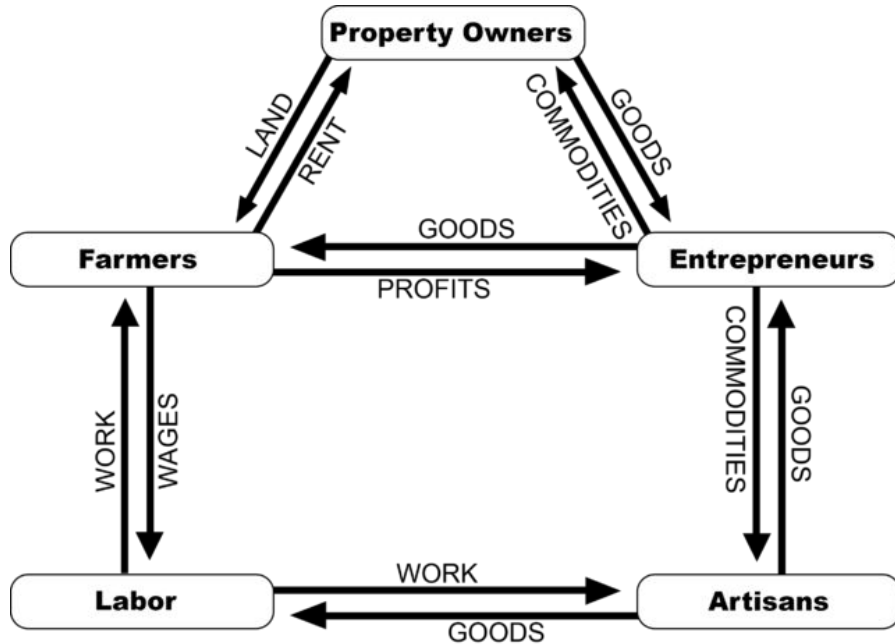


FRANK H. KNIGHT
MORTON D. HULL DISTINGUISHED SERVICE PROFESSOR EMERITUS,
SOCIAL SCIENCES AND PHILOSOPHY
THE UNIVERSITY OF CHICAGO

Definition: Knight said that an entrepreneur is someone who takes risks because they operate in conditions of uncertainty – they don't know if their idea will succeed, but they try anyway.

Example: Basia quit her full-time job and opened a store with eco-friendly household chemicals. She was not sure, if there had been demand, but she believed in the idea and took the risk.

Cantillon's Theory of Entrepreneurship



Definition: Cantillon believed that an entrepreneur is someone who buys at one price and sells at another, taking the risk that prices will change. They operate between the producer and the customer.

Example: Dorota buys local food products from farmers and sells them in her city store. Her profit depends on whether she correctly predicts prices and demand.

EXERCISE

Step 1

Briefly familiarizing themselves with the theory/definition

Step 2

Come up with a short scene (2–3 minutes) that presents this theory "in action" – e.g., through a funny story, a real-life example, or a creative metaphor.

- This can be a simulation of a conversation, a mini-advertisement, a radio broadcast, a scene from a company, or even a pantomime.

Step 3

Each group presents its scene. After each presentation:

- The audience guesses which theory or definition they just saw.

Step 4

After each presentation:

- The audience guesses which theory or definition they just saw.

Who is an Entrepreneur?



Mark the squares that best suit YOU (true or "partially true"). At the end, choose 3 squares that you want to strengthen, and write down how you can do this in everyday life. Mark 3 squares that you want to develop. Think about: what can I do this week to strengthen this trait or skill?

<input type="checkbox"/> I like to invent new things	<input type="checkbox"/> I'm not afraid of risk	<input type="checkbox"/> I can plan my time	<input type="checkbox"/> I can work under pressure
<input type="checkbox"/> I believe in my ideas	<input type="checkbox"/> I like to learn new things	<input type="checkbox"/> I can organize people	<input type="checkbox"/> I can solve problems
<input type="checkbox"/> I like to act independently	<input type="checkbox"/> I have a lot of energy and ideas	<input type="checkbox"/> I can say "no"	<input type="checkbox"/> I am creative
<input type="checkbox"/> I like challenges	<input type="checkbox"/> I enjoy the successes of others	<input type="checkbox"/> I don't get discouraged easily	<input type="checkbox"/> I can calculate costs and profits



Understanding Your Strengths and Talents

16 Personalities (based on MBTI)

ANALYSTS



INTJ

Imaginative and strategic thinkers, with a plan for everything.



INTP

Innovative inventors with an unquenchable thirst for knowledge.



ENTJ

Bold, imaginative and strong-willed leaders, always finding a way - or making one.



ENTP

Smart and curious thinkers who cannot resist an intellectual challenge.

SENTINELS



ISTJ

Practical and fact-minded individuals, whose reliability cannot be doubted.



ISFJ

Very dedicated and warm protectors, always ready to defend their loved ones.



ESTJ

Excellent administrators, unsurpassed at managing things - or people.



ESFJ

Extraordinarily caring, social and popular people, always eager to help.

DIPLOMATS



INFJ

Quiet and mystical, yet very inspiring and tireless idealists.



INFP

Poetic, kind and altruistic people, always eager to help a good cause.



ENFJ

Charismatic and inspiring leaders, able to mesmerize their listeners.



ENFP

Enthusiastic, creative and sociable free spirits, who can always find a reason to smile.

EXPLORERS



ISTP

Bold and practical experimenters, masters of all kinds of tools.



ISFP

Flexible and charming artists, always ready to explore and experience something new.



ESTP

Smart, energetic and very perceptive people, who truly enjoy living on the edge.



ESFP

Spontaneous, energetic and enthusiastic entertainers - life is never boring around them.

Purpose of the Test

The 16Personalities test helps individuals understand their personality type, including how they perceive the world and make decisions. It is based on the Myers-Briggs Type Indicator (MBTI) and presents results in 16 archetypes like "The Architect (INTJ)", "The Campaigner (ENFP)", or "The Defender (ISFJ)". This insight helps you determine how you manage time, handle risk, collaborate, lead teams, and make decisions — all crucial when designing a business model that works for you.

Who It's For: Anyone considering entrepreneurship, especially those unsure about their best working style or how they relate to clients, partners, or tasks. It's ideal for freelancers, solopreneurs, or those considering partnerships.

Sample Questions: Respondents answer on a scale from "Strongly Agree" to "Strongly Disagree". Here are examples:

You enjoy having a wide circle of acquaintances.

You often rely on other people to be the ones to start a conversation and keep it going.

You prefer to finish one project before starting another.

You are more inclined to follow your head than your heart.

You think that everyone's views should be respected regardless of whether they are supported by facts or not.

CareerExplorer- The core assessment is designed to help you discover your interests, strengths, and potential career matches.

CareerDives

Explore Careers

Favorites

Disliked

Randomizer

Quizzes & Assessments

Career Coach

About

Policies

Explore Careers

300 careers available

Search by title or tag

Filter Careers



Academic

Engage in research, teaching, and scholarly pursuits.



Account Manager

Manage client accounts and build lasting relationships.



Accountant

Handle financial records and ensure accuracy in reporting.



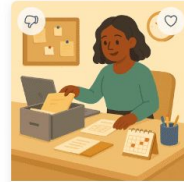
Activist

Advocate for social or political change.



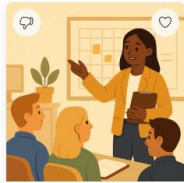
Actor

Perform in film, television, theater, or other media.



Admin Assistant

Assist executives and teams with administrative tasks.



Administrator

Oversee operations and manage administrations.



Adventure Guide

Guide people on outdoor adventures.



Advertiser

Develop ads to promote products and services.



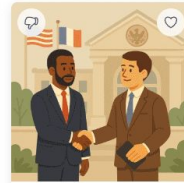
Ad Exec

Lead advertising strategies and manage creative teams.



Aerospace Engineer

Design aircraft and spacecraft with cutting-edge technology.



Ambassador

Represent organizations or countries and build international...



Overview: CareerExplorer is a comprehensive career test that helps users identify careers and paths that align with their interests, personality, and workplace preferences. It is particularly useful for individuals seeking to align personal values with long-term professional goals.

Main Focus Areas:

Interests and passions

Personality traits

Work environment preferences

Ideal industry and job types

Sample Questions:

Do you enjoy solving complex problems?

How do you feel about leading a team?

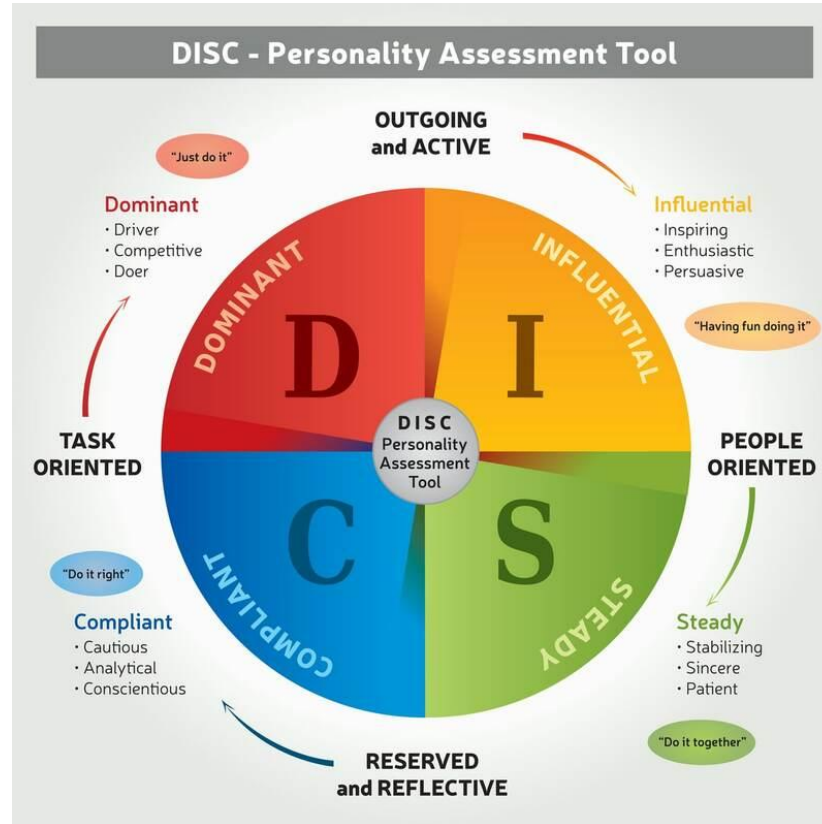
Would you rather work with data, people, or things?

Are you energized by creative challenges or structured tasks?

The CliftonStrengths assessment is an online talent assessment tool, offered by the Gallup Organization. Test takers are presented with paired statements and select the option they identify with best, then receive a report outlining the five strength areas they scored highest in, along with information on how to apply those strengths

EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
<p>People with dominant Executing themes know how to make things happen.</p>	<p>People with dominant Influencing themes know how to take charge, speak up, and make sure the team is heard.</p>	<p>People with dominant Relationship Building themes have the ability to build strong relationships that can hold a team together and make the team greater than the sum of its parts.</p>	<p>People with dominant Strategic Thinking themes help teams consider what could be. They absorb and analyze information that can inform better decisions.</p>
<p>Achiever Arranger Belief Consistency Deliberative Discipline Focus Responsibility Restorative</p>	<p>Activator Command Communication Competition Maximizer Self-Assurance Significance Woo</p>	<p>Adaptability Connectedness Developer Empathy Harmony Includer Individualization Positivity Relator</p>	<p>Analytical Context Futuristic Ideation Input Intellection Learner Strategic</p>

The DISC personality test is a behavioral assessment that categorizes individuals into four primary personality styles: Dominance, Influence, Steadiness, and Compliance.



The VIA Character Strengths Survey is a psychometrically validated personality test that measures the character strengths that make up an individual's positive personality. The assessment itself is made up of 120 items positively keyed to different strengths, with a revised version of the assessment having 192 items that are positively and negatively keyed

VIA Classification of Character Strengths



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Overview: Developed by the VIA Institute, this test reveals your strongest character traits and how they influence your actions and motivations. It is grounded in positive psychology and offers insight into how your values align with leadership and business building.

Main Focus Areas:

24 universal character strengths (e.g., perseverance, creativity, fairness)
Strength ranking from most to least dominant
Strength-based personal development

Sample Questions:

I always finish what I start.
I enjoy coming up with new ways to do things.
I frequently help others without expecting anything in return.

The Motivation Code assessment is the only narrative-based, motivation-driven assessment that uncovers the hidden forces driving your actions, decisions, and performance.

Ac ACHIEVER	Or ORCHESTRATOR	Dr DRIVER	In INFLUENCER	Op OPTIMIZER	Le LEARNER	Vi VISIONARY	Re RELATOR
1 Excel	3 Architect	7 Maximize	4 Make An Impact	9 Systematize	2 Mastery	15 Experience The Ideal	19 Persuade
2 Mastery	5 Be Key	10 Advance	11 Develop	18 Meet Requirements	21 Demonstrate Learning	22 Design	25 Collaborate
5 Be Key	8 Establish	13 Meet The Challenge	19 Persuade	20 Improve	29 Comprehend And Express	28 Realize The Vision	27 Make The Team
6 Evoke Recognition	9 Systematize	14 Overcome	32 Identify Potential	23 Make It Work	30 Explore	32 Identify Potential	31 Meet Needs

Reiss Motivation Profile is an individual diagnosis of 16 universal human needs, which precisely shows what life model will make you happy.



Acceptance: the desire for positive self-regard



Order: the desire for structure and stability



Family: the desire to raise children and spend time with siblings



Social Contact: the desire for companionship with peers



Beauty: the desire for aesthetically appealing experiences



Physical Activity: the desire for muscle exercise



Honor: the desire for upright character



Status: the desire for respect based on social standing



Curiosity: the desire for understanding



Power: the desire for influence of will



Idealism: the desire for social justice



Tranquility: the desire to avoid experiencing anxiety and pain



Eating: the desire to consume food



Saving: the desire to collect things

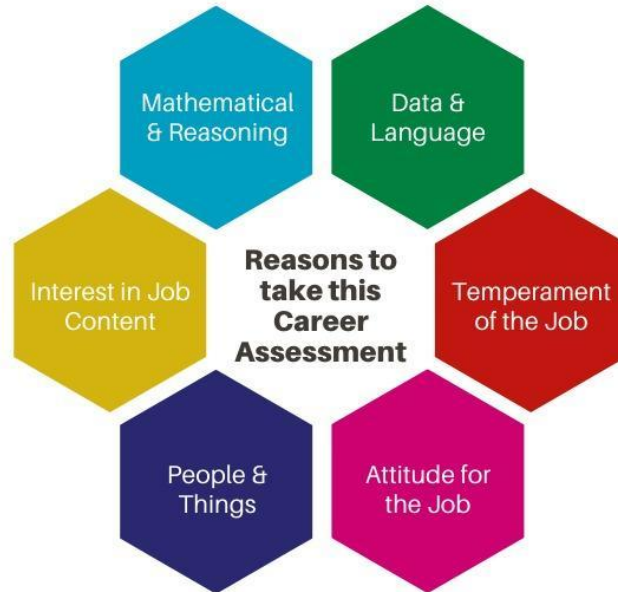


Independence: the desire for self-reliance



Vengeance: the desire to confront those who frustrate or offend us

The MAPP career assessment is a personalized test that's supposed to help users discover their natural interests and motivations. It provides a comprehensive analysis of key personality traits in the Starter package, along with a few exploration resources, including a career database and a six-step planning guide.



Overview: MAPP (Motivational Appraisal of Personal Potential) measures preferences related to work motivation, temperament, and skills. The free version offers a brief overview, while paid reports provide in-depth career alignment guidance.

Main Focus Areas:

Career compatibility
Work traits and preferences
Temperament and abilities

Sample Questions:

Would you prefer starting new tasks or completing existing ones?
Do you prefer working independently or with a team?
How do you feel about repetitive tasks?

WorkGenius' technology analyzes available projects for success criteria and requirements, then automatically matches them to qualified freelancers. Projects that match your qualifications instantly show up on your feed.

The screenshot displays the 'Hallo Freelancer' web application interface. On the left, a sidebar contains navigation icons for 'Beratung', 'Coaching', 'Design', 'Development', 'Fotografie', and 'Projekt Management'. The main content area is divided into a filter panel on the left and a list of project matches on the right.

Filter Panel:

- Tagessatz:** A slider ranging from 401 to 1499.
- Level:** Buttons for 'Anfänger', 'Fortgeschritten', and 'Experte'.
- Einsatzgebiet:** A dropdown menu for 'Stadt' and a text input for 'Einsatzort eingeben ...'.
- Nur Freelancer aus ... zeigen
- Rating:** A star rating system showing 5 stars.
- Tags:** A text input for 'Tags eingeben ...' and buttons for 'Zurücksetzen' and 'Anwenden'.

Project Match List:

ID	Name	Skills	Rate	Rating
BL	Ben Langenfeld	Development, Fortgeschritten, Köln	800,-	★★★★☆
CS	Christina Schmidt	Design, Experte, Berlin	600,-	★★★★★
EJ	Emma Jung-Liebelt	Fotografie, Anfänger, Berlin	400,-	★★★☆☆
IK	Ida Koch	Fotografie, Fortgeschritten, Hamburg	-	★★★★★
JH	Jan Heinrich	Beratung, Fortgeschritten, Stuttgart	1500,-	★★★★☆
JB	Joe Black	Design, Experte, London	1000,-	★★★★★
KB	Kathrin Berger	Projekt Management, Anfänger, München	750,-	★★★★★
LH	Laura Hummels	Coaching, Experte, Hamburg	950,-	★★★★★
RN	Richard Neumann	Development, Experte, Berlin	900,-	★★★★★
SK	Sarah König	Coaching, Experte, Wien	1200,-	★★★★★
SF	Simone Fischer-Greif	Design, Anfänger, München	450,-	★★★☆☆
SH	Stephen Hoffman	Development, Experte, Lübeck	750,-	★★★★★
TK	Tina Krause	Coaching, Fortgeschritten, Düsseldorf	-	★★★★☆
TW	Tobias Wolff	-	1100,-	★★★☆☆

At the bottom of the page, there is a navigation bar with a hamburger menu, a list of active projects ('Führungskräfte-Coaching (3)', 'Website Relaunch (Nov 2018) (5)'), and a plus icon.

Overview: WorkGenius evaluates your strengths in digital freelancing and independent project work. It highlights job readiness and strengths relevant to online entrepreneurship and remote work.

Main Focus Areas:

Soft skills and professional behavior
Productivity and accountability
Ideal freelance projects

Sample Questions:

How do you stay organized while managing multiple deadlines?
How do you deal with client feedback?
What is your preferred method of communication?

Benefits for Entrepreneurs:

Supports transition into digital and freelance business models.
Clarifies what types of online work are a good fit.
Enhances self-awareness for remote business operations.

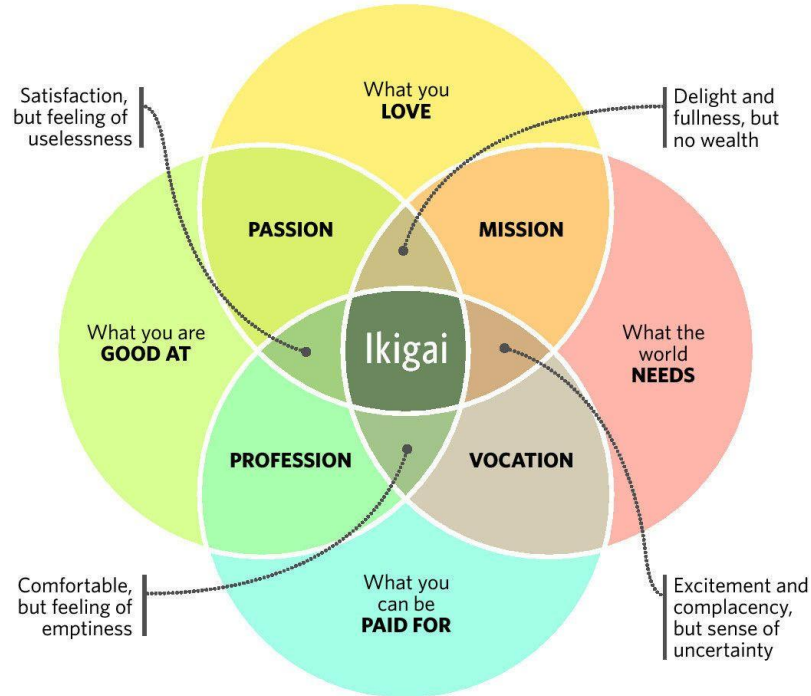
In the Kolbe A™ Index, "Quick Start" refers to how an individual naturally handles risk and uncertainty. It's one of four "action modes" that, according to Kolbe, represent instinctive ways people approach problem-solving.

Fact Finder	How much information we need to take action.
Follow Thru	How much order and planning we need.
Quick Start	How much risk and uncertainty we can handle.
Implementor	How much we need tangibles versus abstraction.

The **Ikigai Venn Diagram**, showing the intersection of what you love to do, what you're good at, what you can be paid for, and what the world needs.

Ikigai

A JAPANESE CONCEPT MEANING "A REASON FOR BEING"



PART I: Strengths and Weaknesses of Personality

Mark the answer that best suits you by circling the letter before the chosen statement.

If you make a mistake, cross out the circle with an X, sign next to it, and choose the correct answer. After finishing, count how many times you selected each letter.

- a) *I make decisions quickly*
- c) *I am content*
- d) *I am cheerful*
- b) *I am loyal*

PART II: Situations

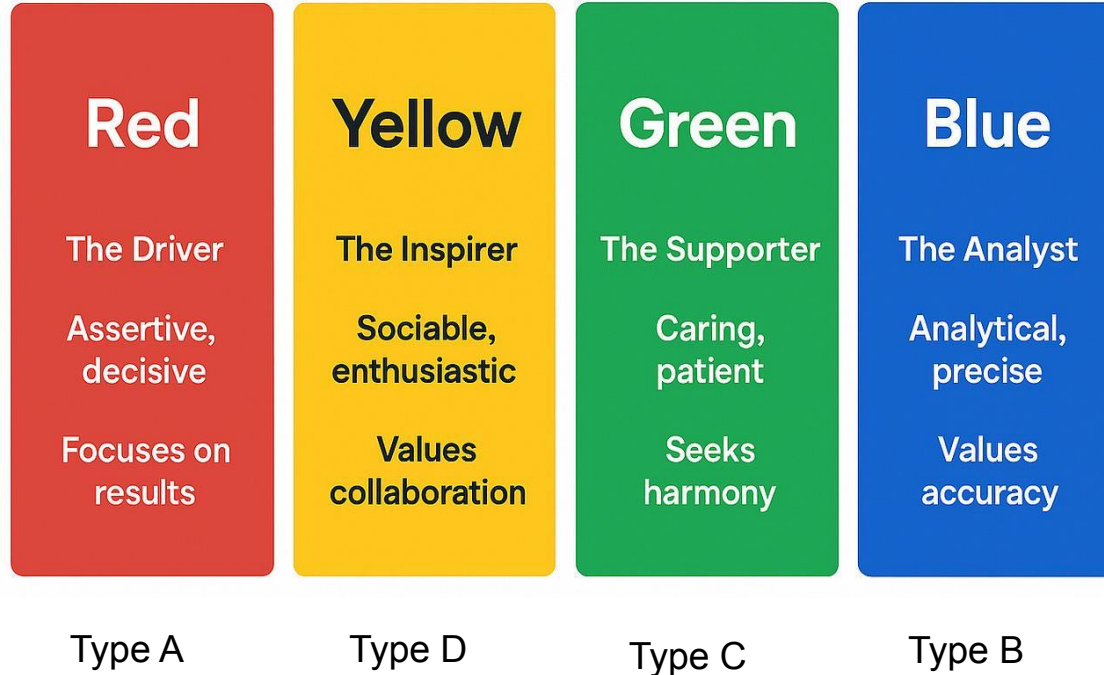
Think about how you would react in the following situations. Choose only one answer that best describes you.

Circle the letter of your answer. If you make a mistake, cross out the circle with an X, sign next to it, and choose again.

Count how many times you selected each letter.

33. *Life only makes sense when:*
- a. *I'm working toward a goal and staying active*
 - b. *It's free of stress and pressure*
 - c. *I'm surrounded by people and have a clear purpose*
 - d. *I can enjoy it without worries*

Color-Based Personality Types



"Did your result match how you see yourself?"
"What did you learn about yourself or others?"
"How can this help you in work/relationships?"

Were you surprised by your result? Why or why not?
How do you think your interpersonal style affects how you work or relate to others?
How can understanding these styles help in resolving conflict or improving teamwork?
How can you adapt your communication when working with different personality types?

Solo Proprietorship

Poland:

*Jednoosobowa
działalność
gospodarcza*

Germany:

Einzelunternehmen

Spain: *Autónomo*

Italy: *Ditta*

*individuale / Libero
professionista*

Sweden: *Enskild
firma*

Lithuania:

Individuali veikla

Partnerships

Poland: *Spółka
cywilna /
osobowa (np.
jawna)*

Germany: *GbR
(Gesellschaft
bürgerlichen
Rechts), OHG*

Spain: *Sociedad
Civil, Comunidad
de Bienes*

Italy: *Società
semplice (SS),
Società in nome
collettivo (SNC)*

Sweden:
*Handelsbolag
(HB)*

Lithuania: *Mažoji
bendrija (MB) –
partly similar in
operation*

Capital Companies

Poland: *Spółka z o.o. (LLC), S.A.*

Germany: *GmbH (LLC), AG (Joint-stock company)*

Spain: *Sociedad Limitada (SL), Sociedad Anónima (SA)*

Italy: *Società a responsabilità limitata (SRL), Società per azioni (SpA)*

Sweden: *Aktiebolag (AB)*

Lithuania: *Uždaroji akcinė bendrovė (UAB)*

Franchise

Poland:
Franczyza

Germany:
Franchise

Spain:
Franquicia

Italy:
*Franchising /
Affiliazione
commerciale*

Sweden:
Franchise

Lithuania:
Franšizė

EXERCISE

1. Which business forms interest you the most?
Why?
2. What challenges do you foresee in each?
3. Are you more comfortable working independently or in a team?
4. How do you feel about sharing responsibilities or decision-making?
5. What would you like to test, research, or experience before choosing a path?

“Which business form felt right emotionally – not just practically?”

“What questions do you still have before making a real-world decision?”



**Assessment test and open
questions**



(Sustainable) Business Models W-RISE

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Refugees women through sustainable and
digital entrepreneurship learning pathways



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Agenda

01

Business Model

Definition and role of the
business model

02

Business Model Canvas

Structure and key features of a
business model

03

Future-Proof Business Models

Characteristics of
regenerative business models

04

Sustainable Business Model Canvas

Creation of new business
ideas

Goals



At the end of this module, you will be able to:

- Understand what a business model is
- Use the business model canvas
- Integrate sustainability into the business model canvas +
- demonstrate a deeper understanding about sustainability
- Understand the difference between sustainable and regenerative businesses
- Structure your own business idea

01

Business Model

What is a business model & why a company needs to have one

Identifying the invisible engine

What is a business model?

How is it different from just an idea?



“ A business model essentially represents management's hypothesis about **what customers want, how** they want it, and how a company **can meet those needs** profitably ”

What is a Business Model?

What is a **Business Model**?

Definition:

a **plan** or framework that defines how a company proposes, creates, delivers, and captures value



Importance:

understand and **communicate** its approach to achieving value

Purpose:

outlines the **key components**

Why Every Company Needs a Business Model



- **Identification of Key Components** (Resources, partners, activities)
- **Clarity** on how components depict a functioning whole
- **Feasibility analysis:** Constantly evaluates if the venture remains viable
- **Strategic Guidance:** decision-making, setting clear objectives
- **Investor Attraction:** communicating the business's value proposition

How can we describe a **Business Model** briefly ?



Practical exercise

Read the company description and use your knowledge of business models to answer the four key questions. Work in teams (4-6 people) to fill in each section. Try to identify how each company creates, delivers, and captures value.

At the end: Each group gives a 2-minute summary of the business model behind the brand.





Break-time

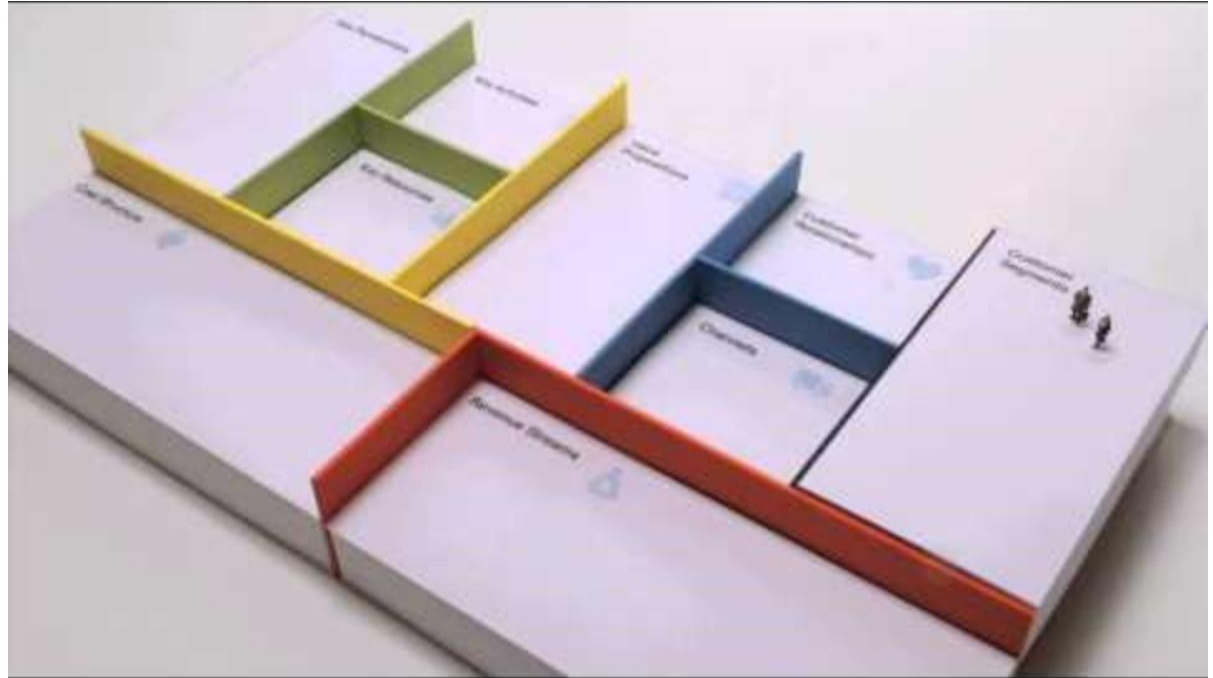


2

Business Model Canvas

Structure and key features of a business model

**How can a
business model
be mapped and
analyzed
systemically?**



Customer profile

Block 1

1 Customer Jobs

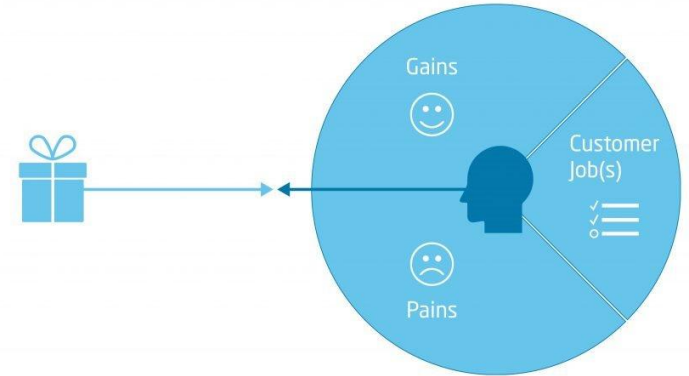
- What tasks does my customer want to accomplish?
- What goals does my customer want to achieve?

2 Pains (Challenges/ Problems)

- What is my customer lacking to complete their task?
- Why does my customer feel bad?

3 Gains (Benefits)

- What does my customer dream of?
- How does my customer feel after achieving their goals?



Block 2

Value Proposition

Value Proposition



1 Products and Services

Which of my products/services help my customers accomplish their tasks?
Which of my products/services satisfy my customers' needs?

2 Pain Relievers

How does my offering eliminate difficulties for my customers?
How can negative consequences for my customers be avoided?

3 Gain Creators

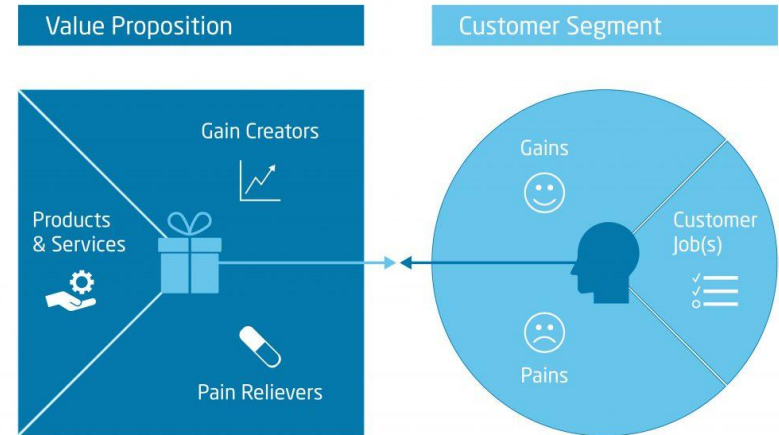
How and in what way do I make my customer's tasks easier?
How can my customer's desires be fulfilled?

Value Proposition – Final questions

Do the products/services support our customers in **accomplishing their tasks**?

Do the products/services **solve** the relevant **problems** of our customers?

Do the products/services offer **value** to our customers?












Business Model Canvas – 9 Blocks

Osterwalder & Pigneur (2010)

Example: We're the world's first company to put Nature on the board. Here's why...



<p>Key Partnerships </p> <p>Sustainable suppliers</p> <p>Environmental NGOs</p> <p>Retail partners</p>	<p>Key Activities </p> <p>Product innovation</p> <p>Sustainability advocacy</p> <p>Packaging innovation</p>	<p>Value Propositions </p> <p>Regenerative Products</p> <p>Cruelty-free & Vegan</p> <p>Eco-packaging</p>	<p>Customer Relationships </p> <p>Community engagement</p> <p>Transparency</p> <p>Loyalty programs</p>	<p>Customer Segments </p> <p>Eco-conscious individuals</p> <p>Health & wellness enthusiasts</p> <p>Businesses</p> <p>Environmental activists</p>
	<p>Key Resources </p> <p>Natural ingredients</p> <p>Brand reputation</p> <p>Strong supplier relationships</p>		<p>Channels </p> <p>Online platforms</p> <p>Retail distribution</p> <p>Partnerships</p>	
<p>Cost Structure </p> <p>Sustainable sourcing costs</p> <p>R&D investment</p> <p>Community & advocacy funding</p>		<p>Revenue Streams </p> <p>Product sales</p> <p>Subscription models</p> <p>Collaborations</p>		





Break-time



3

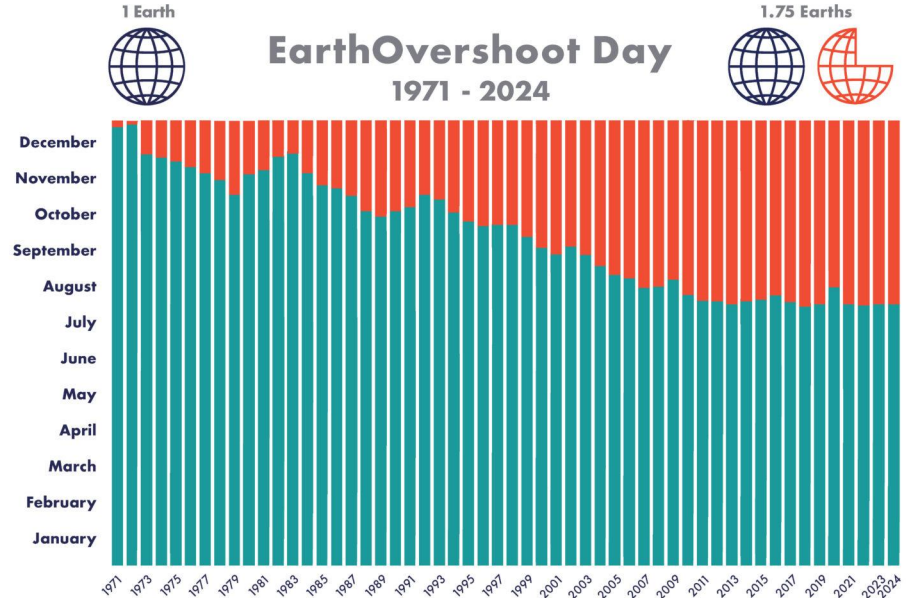
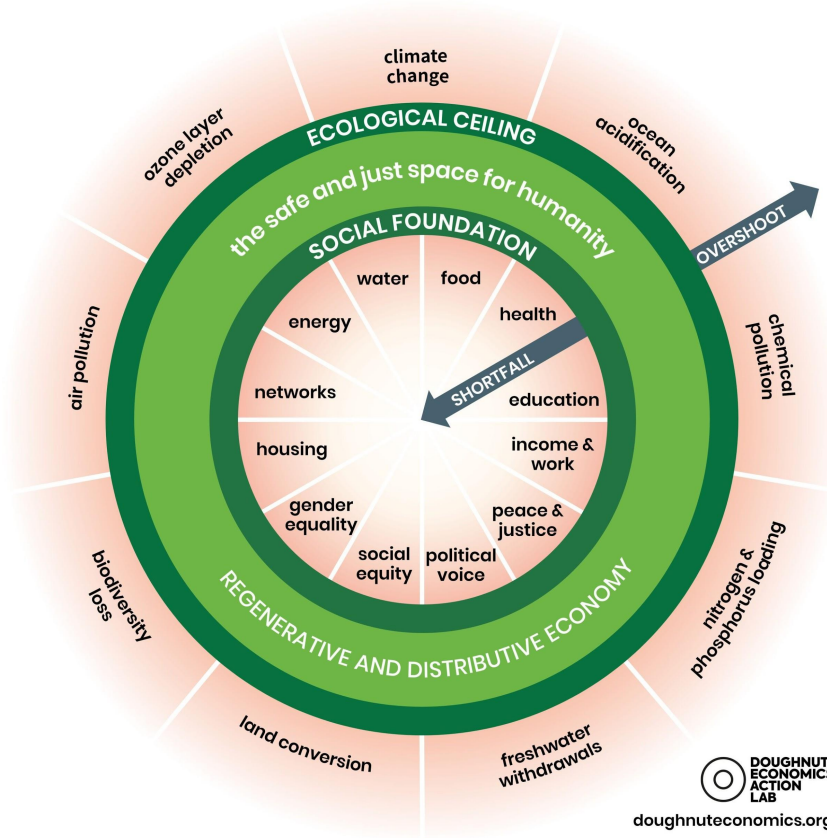
Future-proof Business Models

Characteristics of regenerative business models

Sustainability Quiz

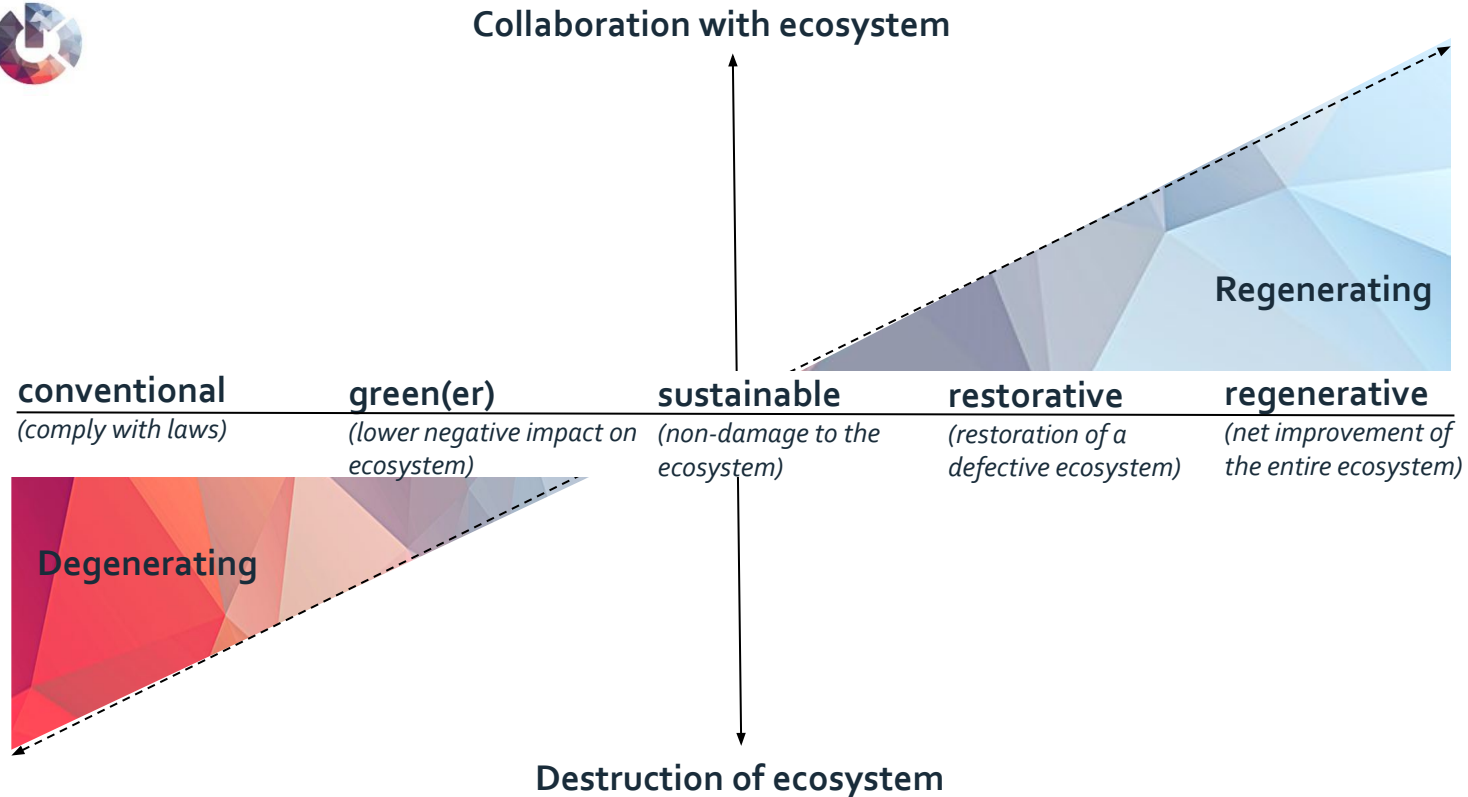


Why do we need sustainable business models?



Based on National Footprint and Biocapacity Accounts 2023 Edition

Inspiration: Regenerative Business Models



Sustainable Business Model Canvas

Adding the socio-ecological costs and benefits





Break-time



4

Sustainable Business Model Canvas

Creation of new business ideas

Deep Dive: Your own SBMC



Sustainable Business Model Canvas Walk

Start here



Sustainable Business Model Canvas

Poster (example)

Social & Environmental Benefit

Social and environmental benefits describe the positive contributions a business makes to society or the environment as part of its value creation.

Guiding Questions:

- What positive change does your business create for people or the planet?
- Who benefits socially or environmentally from your product or service?
- How can you maximize your positive impact?



How was the walk?

Feedback on your Business Model Canvas Walk



Break-time

Assessment Test

- This is a test about only this unit (Sustainable Business Models)
- 10 Multiple choice questions
- You have 15 Minutes to answer all the questions
- Open the test here:



Open questions?

Feedback on the module

Marketing basics



W-RISE

Women on the RISE: Upskilling Ukrainian Refugees women through sustainable and digital entrepreneurship learning pathways



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Presentation Overview

01

**Marketing
Environment
Assessment**

02

**Marketing
Strategies**

03

**Marketing
Tactics**

What is Marketing?

List **3 words** that you personally associate most with *marketing*.



What is Marketing Plan?

1

Situation analysis

Marketing environment assessment; Marketing research

2

Strategic decisions

Segmentation, targeting and positioning; Competitive strategy, Market entry strategy

3

Marketing tactics

Product brand development; Pricing; Marketing channels; Marketing communications

01

Marketing Environment Assessment

Marketing Environment

Macro Environment

External forces beyond company control

Micro Environment

External forces company can influence

Macro environment

Political

Technological

Social

Economic

Environmental

Legal

Micro environment

Competitors

Intermediates

Suppliers

Consumers

Marketing Environment Assessment

P

Government policy
Political stability
Corruption
Foreign trade policy
Tax policy
Labour law
Trade restrictions

E

Economic growth
Exchange rates
Interest rates
Inflation rates
Disposable income
Unemployment rates

S

Population growth rate
Age distribution
Career attitudes
Safety emphasis
Health consciousness
Lifestyle attitudes
Cultural barriers

T

Technology incentives
Level of innovation
Automation
R&D activity
Technological change
Technological awareness

E

Weather
Climate
Environmental policies
Climate change
Pressures from NGOs

L

Discrimination laws
Antitrust laws
Employment laws
Consumer protection laws
Copyright and patent laws
Health and safety laws

Political Environment

Regulatory Framework	Legal acts create favorable conditions through tax incentives, investment encouragement, or activity restrictions that shape competitive landscapes.
Government Structure & Stability	Local and national governmental frameworks, internal politics, and international relations directly affect business operations and market access opportunities.
Three Legislative Groups	Company establishment regulations, business relationship guidelines, and specific marketing area controls form the comprehensive legal environment.

Economic Environment

Economic environment	The element of the marketing macro environment, characterized by certain economic conditions and trends that influence marketing decisions and activities.
Economic environment factors	Determine the purchasing power of residents, their behavior in the market, the demand for goods, and their sales.
Inflation	Inflation affects purchasing power and consumer behaviour primarily by changing perceptions of the economic situation and by reducing the value of money.

Social Environment



Population Structure

Size, growth patterns, and demographic composition including age distribution, family structures, and migration patterns shape market opportunities and consumer needs.



Cultural Values & Lifestyle

Societal classes, religious beliefs, cultural norms, and evolving lifestyles influence purchasing decisions and brand preferences across different market segments.



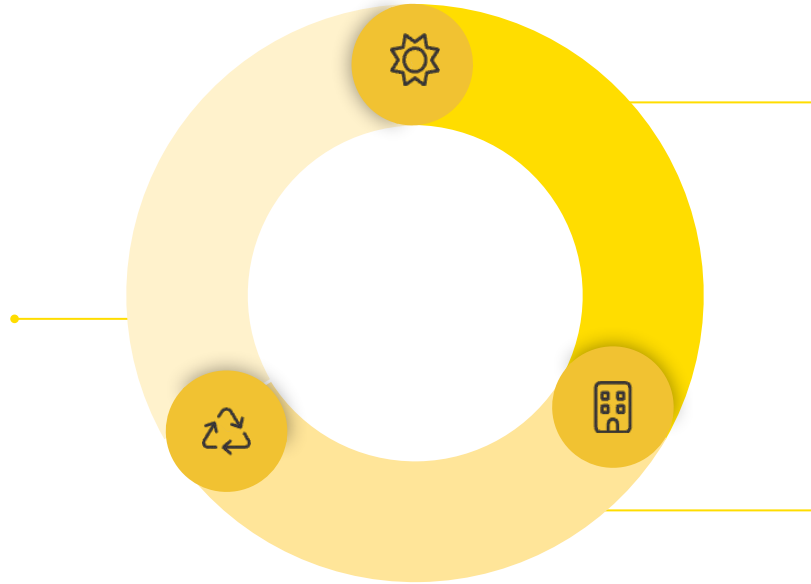
Aging Population Trends

Sweden's rapidly aging population (20.6% aged 65+) drives increasing demand for health technologies and long-term care services, creating new market opportunities (Trading Economics, 2024).

Technological Environment

Sustainable Raw Materials

Circular economy principles drive innovation in waste utilization.



Solar Energy Solutions

Revolutionary technology is transforming energy generation.

Future-Proof Building Materials

Climate-conscious industries develop carbon-negative materials.

Environmental Environment



Sustainable Telecommunications

Digital services demand environmentally responsible solutions.

WeTell in Germany operates as a carbon-neutral mobile provider, offsetting all CO₂ emissions and specifically investing in renewable energy projects (Prokon, n.d.).



Carbon Offsetting Platforms

Digital tools enable individuals and businesses to measure and offset emissions.

ForTomorrow (Germany) offers a platform that enables users to calculate their carbon footprint and offset it through a subscription model supporting reforestation in Germany and the purchase (and cancellation) of EU emission rights (ForTomorrow GmbH, n.d.).



Plant-Based Food Innovation

Consumer demand for clean eating drives plant-based innovation.

Bärta in Sweden produces organic, sprouted Swedish peas that reduce CO₂ emissions while improving ecosystem functioning (Swedish Temptations AB, n.d.).

Legal Environment

Trademark Protection

Words, phrases, symbols, or designs that distinguish company products from competitors. Essential for brand recognition and market positioning across international markets.

Patent Rights

Ownership rights to inventions, preventing others from making, selling, or using the innovation. Critical for maintaining competitive advantages in technology-driven industries.

Trade Secrets

Trade secrets encompass formulas, processes, and business information providing competitive advantages.

Copyright

Copyright protects original works including software and creative content.

Cultural Differences in International Markets

Values & Aesthetics

Education systems, religious beliefs, aesthetic preferences, and core values shape consumer behavior and brand perception across international markets.

Language Barriers

Communication challenges requiring localization strategies for effective market penetration and customer engagement across linguistic boundaries.

Social Interactions

Cultural norms governing business relationships, negotiation styles, and interpersonal communication patterns vary significantly across markets.

Communication Context

High-context cultures rely on implicit communication, while low-context cultures prefer explicit, direct messaging requiring adapted marketing approaches.

Market Analysis

Market Identification

Define specific goods or services and geographical areas for competition.

Market Potential Assessment

Refers to the maximum possible demand for a product or service in a given time and location.

Market Attractiveness Evaluation

Analyze factors including market size, growth rate, competitive intensity, and cyclicity patterns.

Competitors Analysis



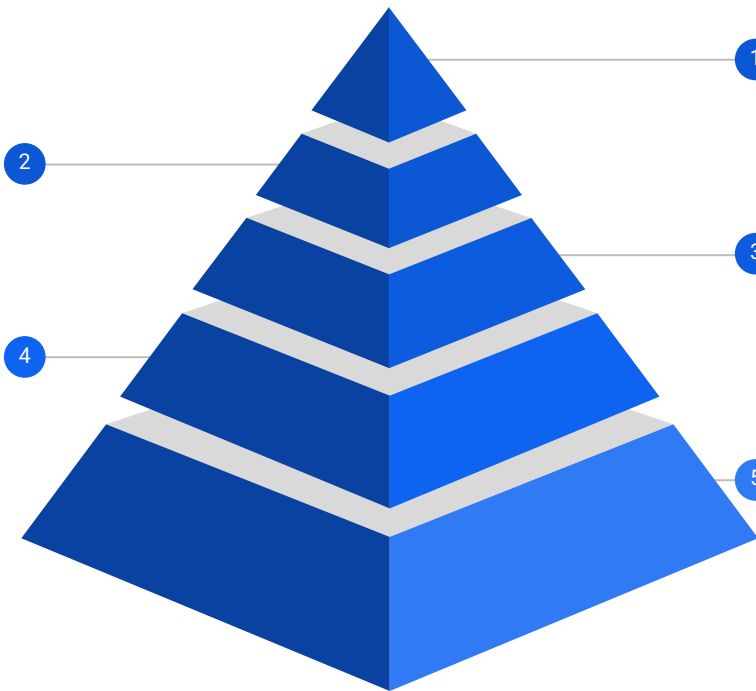
The Competitive Landscape

Threat of Substitutes

High when alternatives are easily available and switching costs are low.

Bargaining Power of Suppliers

Strong when there are few suppliers or switching is difficult.



1

Threat of New Entrants

High when barriers to entry (capital, patents, brand loyalty) are low.

3

Bargaining Power of Buyers

Increases when buyers are few, well-informed, and products are undifferentiated.

5

Competitive Rivalry

High when many firms compete on price, quality, or service with low differentiation

Consumer Analysis

Buyer vs User Identity

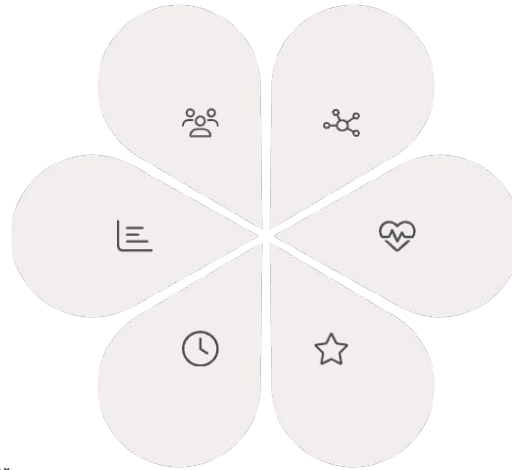
Who buys and who uses the product?

Demographic Impact

How do lifestyle and demographics affect their behavior?

Purchase Timing & Location

Where and when does the customer purchase it?



Influence Networks

Identify decision influencers beyond direct buyers

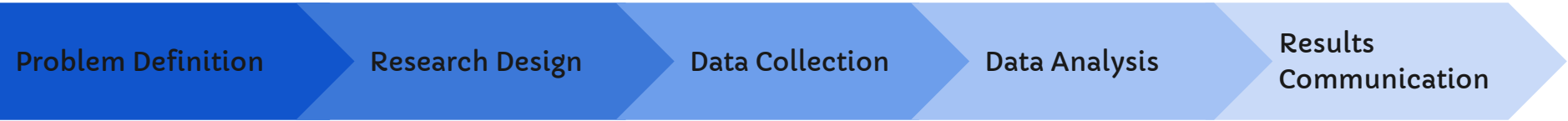
Needs Fulfillment

What needs does the product fulfill?

Brand Differentiation

Why is your brand chosen over others? How are you different?

Marketing Research Process



Problem Definition

Clearly identify the research question and objectives. Both decision problems (*e.g., should we launch a new product to the market?*) and research problems (*e.g., what are consumers' preferences and purchase intentions for the new product?*) need to be identified.

Research Design

Qualitative and quantitative approaches. Qualitative research explores motivations and experiences, while quantitative research provides statistically significant data about preferences and behaviors.

Data Collection

Interviews, focus groups, or surveys. Each method serves different purposes: interviews for detailed insights, focus groups for market language understanding, and surveys for broad behavioral patterns.

Data Analysis

Statistical analysis for quantitative data and thematic analysis for qualitative data reveal patterns and trends that inform strategic decisions.

Results Communication

Clear visualization and strategic recommendations enable decision-makers to implement research insights effectively across marketing strategies and business operations.

Practical task. Your new product and persona

The task is to develop a product idea and create detailed user personas that reflect the needs, goals, and challenges of the target audience.

- 1: Develop product idea
- 2: Create User Personas



02

Marketing Strategies

Segmentation Process

Understanding the needs of customers

Group customers by similar needs and characteristics

Select specific target groups



This step involves conducting market research or utilizing internal company knowledge to identify the diverse needs within the overall market.

Customers are grouped based on factors like geography, demographics, behavior (such as brand loyalty, usage rate, or benefits), or lifestyles.

Then choose which customer segments to target, often rejecting groups that are unprofitable or don't align with the strategic objectives.

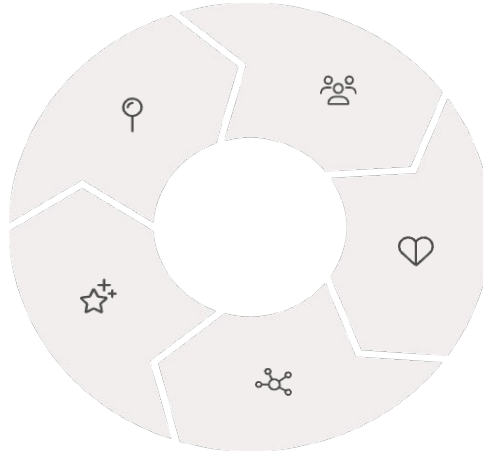
Segmentation

Geographic Segmentation

Divides markets by region, city size, density.

Benefit Segmentation

Identifies groups by sought benefits.



Demographic Segmentation

Focuses on age, gender, income, education.

Psychographic Segmentation

Examines lifestyle, values, personality.

Behavioral Segmentation

Analyzes usage patterns, loyalty, frequency.

LOHAS (Lifestyle of Health and Sustainability)



Healthy Living

Prioritizing personal wellness through organic foods, natural products, and health-conscious lifestyle choices that support long-term well-being.



Alternative Healthcare

Embracing holistic medicine, preventive care, and natural healing approaches as alternatives to traditional medical treatments.



Personal Development

Investing in continuous learning and self-improvement activities that enhance quality of life and personal fulfillment.



Ecological Lifestyles

Adopting environmentally responsible behaviors including sustainable consumption, waste reduction, and support for eco-friendly businesses and practices.



Sustainable Economy

Supporting businesses and economic models that balance profit with environmental stewardship and social responsibility for future generations.

Targeting



Targeting is a process of choosing segment or segments, deciding on a tactical approach to marketing the products to that segment, and developing the tactics into practical actions.



To be useful, market segments must be capable of assessment of 5 criteria:

1. Measurable
2. Accessible
3. Substantial
4. Differentiable
5. Actionable

Targeting Strategies



2



4

Mass Marketing

Standardized products, large volumes, competitive pricing, broad promotion. Coca-Cola uses consistent global taste, packaging, and messaging.

Differentiated Marketing

Multiple distinct segments with tailored products. Vans targets various customer segments with specialized products and campaigns.

Niche Marketing

Specialized market focus with customized value. Natur Boutique specializes in herbal teas for health-conscious consumers.

Micromarketing

Hyper-personalized approaches for small segments. Ministerstwo Dobrego Mydła focuses on small-batch production and direct engagement with local customers.

Positioning



Consumer Perception

Positioning creates a specific image of your product or company in consumers' minds, distinguishing it from competitors through strategic messaging and brand experience.



Differentiation Strategy

Effective positioning establishes what makes your brand unique and why consumers should choose you over alternatives in the marketplace.



Brand Belief Formation

Positioning shapes what consumers believe about your company, product, or service, forming the foundation for purchase decisions and brand loyalty.

The Four Cs of Effective Positioning

Clarity

Your brand position must be immediately obvious to consumers. They should understand what your brand represents and how it relates to competitors without confusion or ambiguity.

Credibility

The position must be logical and believable. A basic product cannot credibly position itself as premium, just as a well-designed product cannot be sold at unrealistically low prices.

Consistency

Marketers must maintain consistent brand messaging across all touchpoints. Mixed messages confuse consumers and weaken positioning effectiveness over time.

Competitiveness

Successful positioning avoids directly competing for positions already occupied by strong competitors. Finding uncontested market space creates better opportunities for success.

Strategic Positioning Development Process



Identify Competitors

Define the relevant competitive set and understand who you're really competing against in the consumer's mind.



Assess Current Perceptions

Research how consumers currently perceive your brand and competitors through surveys, focus groups, and market analysis.



Generate Positioning Themes

Brainstorm multiple positioning alternatives that could differentiate your brand effectively in the marketplace.



Screen and Select

Evaluate positioning alternatives against strategic criteria and select the most promising option for implementation.



Develop Marketing Mix

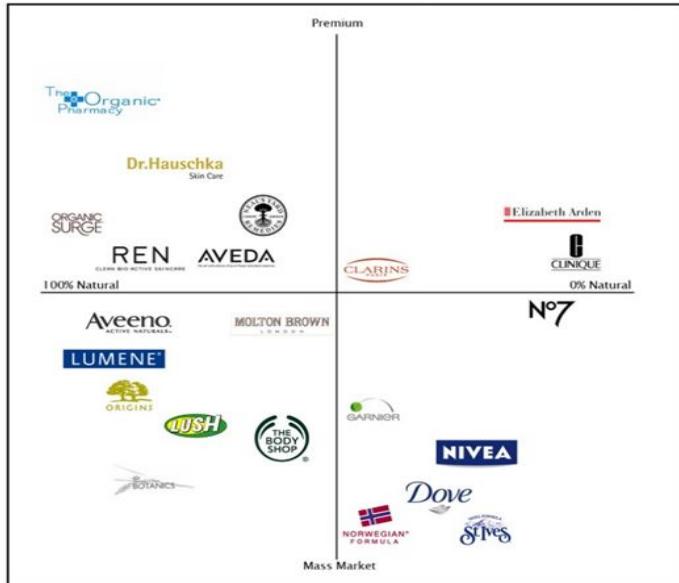
Create a comprehensive marketing strategy that brings your chosen positioning to life across all customer touchpoints.



Monitor Effectiveness

Continuously track positioning performance and adjust strategy based on market feedback and competitive dynamics.

Positioning map and positioning statement



Example Positioning Statement Tesla

For customers who want climate-aware automobiles, Tesla is a
 (target market) (brand)

hybrid automobile company that offers a guilt-free trip every time
 (category) (point of difference)

so customers can make a small impact on the world because Tesla
 (end benefit)

has shown extreme innovation and willingness to make a difference.
 (reason to believe)

Competitive Strategy



Cost Leadership Strategy

Companies like IKEA achieve superior performance by producing similar quality products at lower costs, using higher margins for price reductions and process innovation investments.



Product Differentiation Strategy

Vitra competes through unique, high-end furniture designs that combine functionality with aesthetics, collaborating with renowned designers to command premium prices.



Niche Strategy

Textale targets a specific market niche by collecting, sorting, and reselling secondhand clothing and accessories through a sustainable and highly curated process

Practical task. Competitor Evaluation and Positioning map/s and statement

The task will be to develop competitors analysis, to visually analyze your brand, product and service competitors, evaluate how their brand, product, or service is positioned relative to competitors in the market, and to craft a clear, compelling positioning statement that communicates the unique value offered to a specific target audience.

1. To evaluate competitors by filling two tables
2. To create positioning map
3. To create positioning statement



03

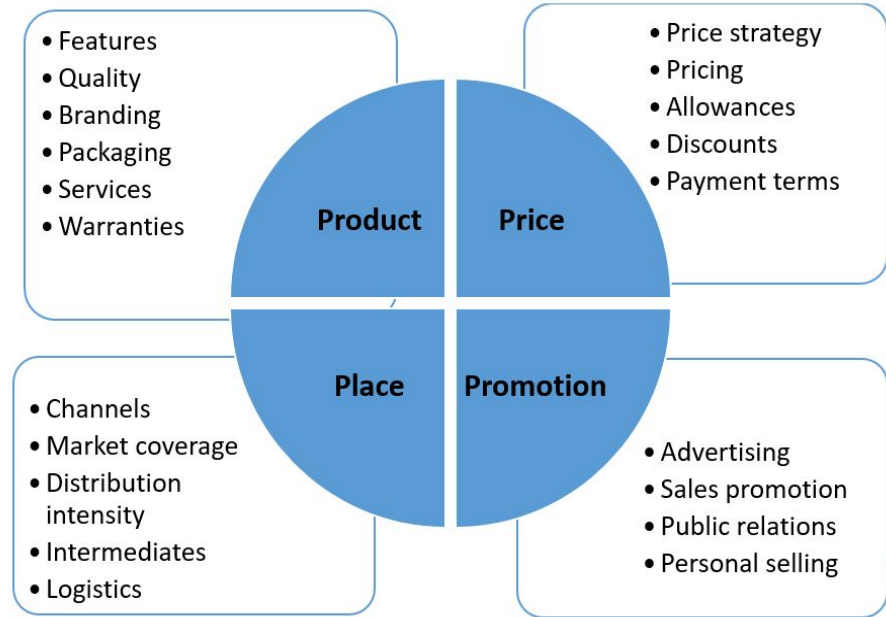
Marketing tactics

Marketing tactics: marketing mix

Marketing mix is a set of interrelated actions and solutions that meet the needs of customers and achieve the goals of the company's marketing.

McCarthy (4Ps) - product (1P), price (2P), place and (3P) promotion (4P; recently marketing communications).

Booms and Bitner added three more **Ps** (**people, process and physical evidence**) to encompass the extra elements present in **service** industries.



1 P Product/brand

Product solutions

Product selection

- Distributing the product without replacing it
Distribution of a modified product
- Distribution of a new product

Product range development

- Width: broader variety across categories.
- Length: overall variety within the entire range.
- Depth: variation in size, color, flavor, or formula.

Strategies

- Non-differentiated marketing (standardisation, mass, one toothpaste for all)
- Differentiated marketing (differentiation, segmented, e.g. toothpaste for different age groups)
- Concentrated marketing (standardisation, niche, Ferrari)



- Southern Europe - colder water, larger packages, stronger composition
- Northern Europe - hotter water, smaller packages
- France - Le Chat;
- Netherlands - eco product
- Italy- Dixan (anti-stain);
- Spain- Wipp local brand acquired

1 P Product/brand Product levels



Main Benefits

Core value proposition and primary user benefits. Example: smartphone provides communication (functional purpose), camera and apps (features), and enhances social image. An electric scooter offers eco-friendly mobility (consumer value) using innovative battery technology.



Product Attributes

Physical and perceived characteristics shaping experience. Example: Lithuanian linen shirt is appreciated for quality, natural fabric, and minimalist design.



Additional Services

Support elements adding convenience and trust. Example: a laptop with free delivery, 2-year warranty, and tech support. Home solar panels with installation, maintenance, and spare part availability.

1 P Product/brand

A brand is a name, term, design, symbol, or other feature that distinguishes an organization or product from its rivals in the eyes of the customer.

What to do first?

- 1.If you don't have a brand, create a new one.
2. If you have one that is used for other company products, then:
 - You use an existing one. If the product you are developing has similarities with an existing product in the category, in the target market, solves a similar problem.
 - You develop a new one. If the existing product is not related to the new product you are developing.

<https://www.tmdn.org/tmview/#/tmview>

1 P Product/brand

The functional role of brands . Does the product work? Did it deliver the service we expected? Focus on tangible, rationally valued product functions and benefits.

The emotional role of brands . Emotional connection between consumer and brand. We buy experiences and dreams.
Gucci: “we are not selling handbags, we are selling dreams!”

Summary: Brands should have both roles: 'mind' and 'heart'



2 P Price

- Price is a key determinant of consumer buying behaviour, especially in relation to the other 3 marketing elements. Price **cannot be determined in isolation** without considering the other elements.
- Price is also affected by the influence of intermediaries in the distribution channel.
- The price, together with the other elements of the marketing mix, must be **consistent with the value for which the consumer pays**, e.g. **In the case of green and organic products, a higher price is possible.** On the other hand, consumers are also looking for high quality and value for money products.
- In lower income countries, the price must be in line with purchasing power. It is important to consider consumers' willingness to pay, perception of value and needs.

I Robot Vacuum Cleaner	New York	Honk Kong	Seoul	Tokyo	London	Sydney
Euro	324	591	375	754	424	397

2 P Price

Steps in Setting the Right Price

1. Choose Pricing Objective

- *Survival*: Cover costs to stay in the market (e.g., during a downturn).
- *Maximize Profit*: Focus on short-term gain, but risky (e.g., luxury watches).
- *Maximize Market Share*: Low prices to gain volume (e.g., budget airlines).
- *Market Skimming*: High launch price, drops later (e.g., new tech like OLED TVs).
- *Product-Quality Leadership*: Premium pricing for “affordable luxury” (e.g., Starbucks).

2. Determine Demand

- Higher prices usually reduce demand—except in luxury segments (e.g., designer bags).
- Demand is less price-sensitive when there are few substitutes or strong brand perception.

3. Evaluate Demand Fluctuations

- Use past sales, scenario planning, and pricing experiments (e.g., A/B testing in stores).
- Dynamic pricing tools help adapt in real-time (e.g., airline tickets).

2 P Price

Steps in Setting the Right Price

4. Determine Costs

- Fixed = rent, salaries; Variable = materials, packaging.
- Price must at least cover total costs.

5. Analyze Competitors

- Monitor rivals' pricing and strategies (e.g., match prices of nearby coffee shops).

6. Select Pricing Strategy

- *Skimming*: High price early (e.g., iPhones).
- *Penetration*: Low price to enter market (e.g., Xiaomi).
- *Competitor-Based*: Match industry pricing (e.g., fuel).
- *Price-Quality Match*: Price reflects value (e.g., organic foods).

7. Estimate Final Price

- Adjust for local value perception, competition, and distribution (e.g., Illy in Italy vs. local coffee in Poland).
- Consider cultural pricing preferences and regulations (e.g., small packs for Lithuania).

3 P Place

What is it? The point of sale or exchange—can be a store, website, restaurant, or catalog. It's a strategic decision focused on convenience and brand image.

Alce Nero, a well-known Italian organic food brand, uses **multiple distribution channels** :

- **Direct**: Sells through its own **e-commerce website** to reach eco-conscious consumers directly.
- **Indirect**: Also distributes via **organic supermarkets**, like *NaturaSi*, and larger chains such as *Coop Italia*, expanding reach while maintaining brand alignment.

Channel Power & Choice

Intermediaries (like large retailers) may have more power than producers, making careful partner selection critical. Example: *Biedronka* in **Poland** selects which suppliers to carry based on performance and margins.

Distribution Intensity Levels:

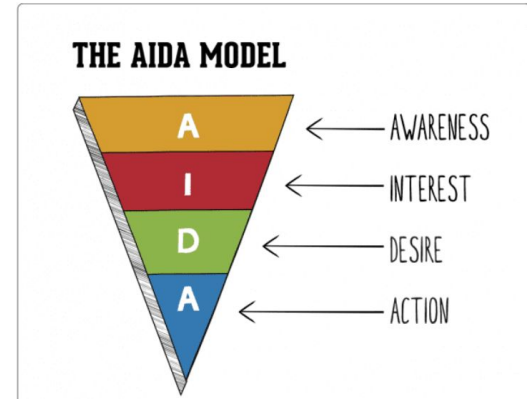
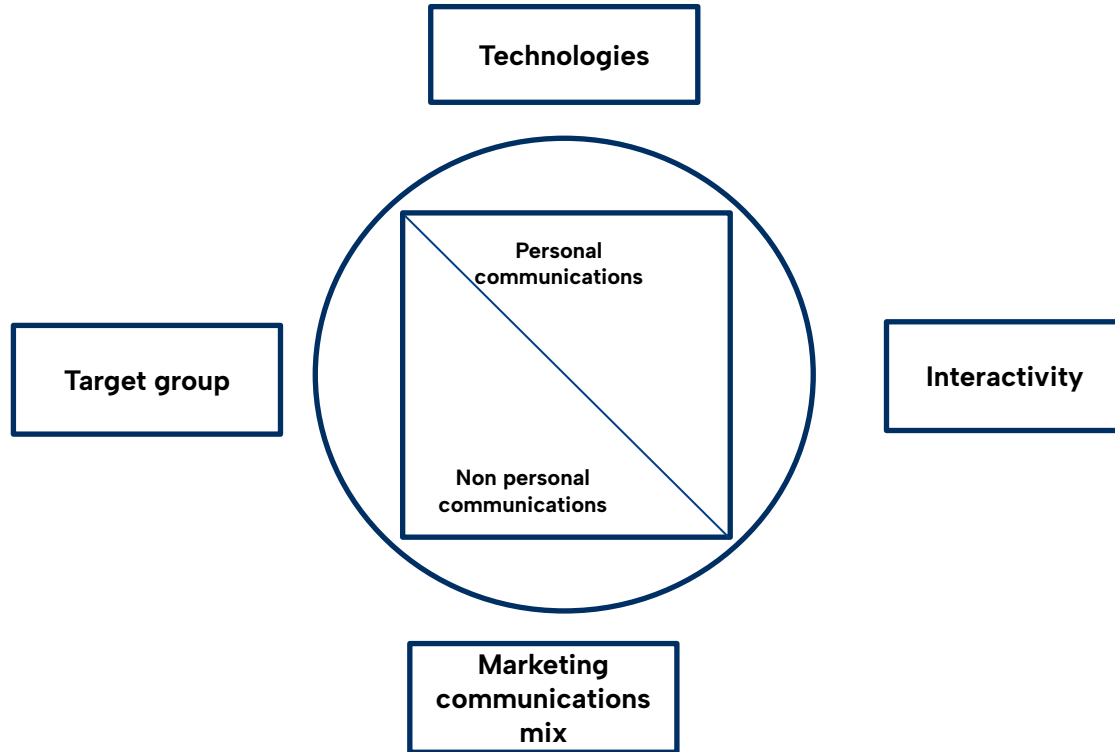
- **Intensive** – Maximize availability.
Example: Soft drinks or chewing gum in convenience stores.
- **Selective** – Control brand positioning.
Example: Mid-range bicycles in curated sports retailers.
- **Exclusive** – High-end, prestige focus.
Example: Luxury fashion brand available in boutique.

3 P Place

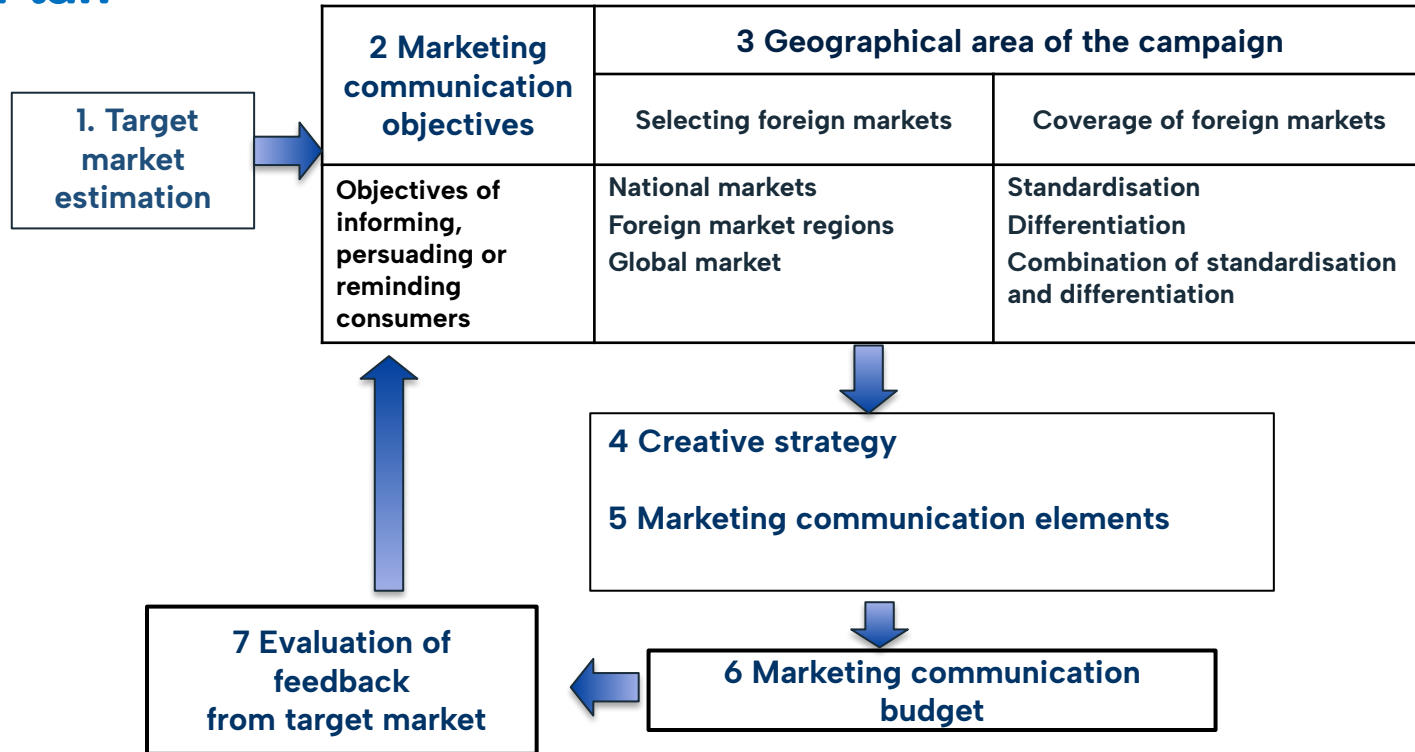
		Chanel width		
		Intensive distribution	Selective distribution	Exclusive distribution
Factors	Product type	Daily demand products	←————→	Specialized products
	Product life cycle	Maturity	←————→	Entry
	Product price	Low	←————→	High
	Product loyalty	Priority to any brand	←————→	Only specific brand
	Frequency of purchase	Frequently	←————→	Rarely
	The uniqueness of product	Usual quality	←————→	Special quality
	In store customer service	Self-service	←————→	Individual service
	Product technical complexity	Low	←————→	High
		Limited	←————→	All-round service
	Services after purchase			

4 P Marketing communications

Marketing communications are the means by which a company seeks **to raise awareness, change attitudes, influence purchases and encourage repeat purchases.**



4 P Marketing communications Plan



4P Marketing communications

Creative strategy

The power of marketing communication lies in how the message is crafted—either through rational appeal, emotional connection, or a smart mix of both.

1. Rational Messages . Focus on facts, features, and benefits.

Linus (Lithuania): Promotes natural linen textiles by highlighting water-saving production, durability, and eco-certifications—ideal for informed, eco-conscious buyers.

2. Emotional Messages. Create connection through humor, storytelling, or values.

Oatly (Sweden): Uses humor and rebellious tone to connect with consumers who care about sustainability and animal rights. Packaging speaks directly to the customer in a playful way.

3. Balanced Approach . Combine logic and emotion for stronger impact.

Alce Nero (Italy): Evokes tradition and nature through storytelling, while also presenting clear certifications and sourcing details—building trust and emotional resonance.

4 P Marketing communications.

Message style

- **Story** – Narrated product journey or user experience.
- **Slice of Life** – Shows everyday use in a relatable setting.
- **Demonstration** – Highlights the product's benefit with a clear before/after.
- **Testimonial** – Real user or celebrity endorses the product.
- **Lifestyle** – Reflects the values or habits of the target audience (e.g., stylish phones for youth).
- **Association** – Links product to symbolic imagery or emotion.
Example: A natural skincare brand in Spain uses Roman goddesses to symbolize purity and timeless beauty.
- **Fantasy** – Taps into dreams or aspirations of the audience.
- **Symbolic Character** – A mascot or figure represents the brand (e.g., animated bear for eco soap).
- **Technical Expertise** – Emphasizes production skill or industry know-how.
- **Scientific Evidence** – Uses data or research to prove effectiveness.

4 P Marketing communications. Channels

Advertising	Public Relations	Sales Promotion	Direct Marketing	Personal Selling
Newspapers Magazines Television Radio Cinema Outdoor advertising Internet	Annual reports Home magazines Press releases Events Lobbying Sponsorship	Discounts Catalogs and brochures Samples, coupons Gifts Contests	Direct mail Database marketing Online marketing Mobile marketing Viral marketing Promotional games	Sales presentations Sales force management Trade shows Fairs

Practical task. Create brand.

1. The task will be to create a unique and sustainable brand concept by exploring key branding elements—such as brand name, promise, personality, story, and visual identity—and understand how to align them with green values and customer needs.
2. Fill the **Brand Canvas** worksheet.



Assessment Test (10 questions test)

- The test has 10 questions from this unit (Marketing Basics)
- 15 minutes for the test
- Open the test here:



Q&A Session



Financial Basics W-RISE

Women on the RISE: Upskilling Ukrainian
Refugees women through sustainable and
digital entrepreneurship learning pathways



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Agenda

01

Cost structure

02

**Understanding
fundraising strategies**

03

Microcredit

04

**European & Private
Funds for Women**



01

Cost Structure

Understanding why costs matters

Understanding Business Cost Structure

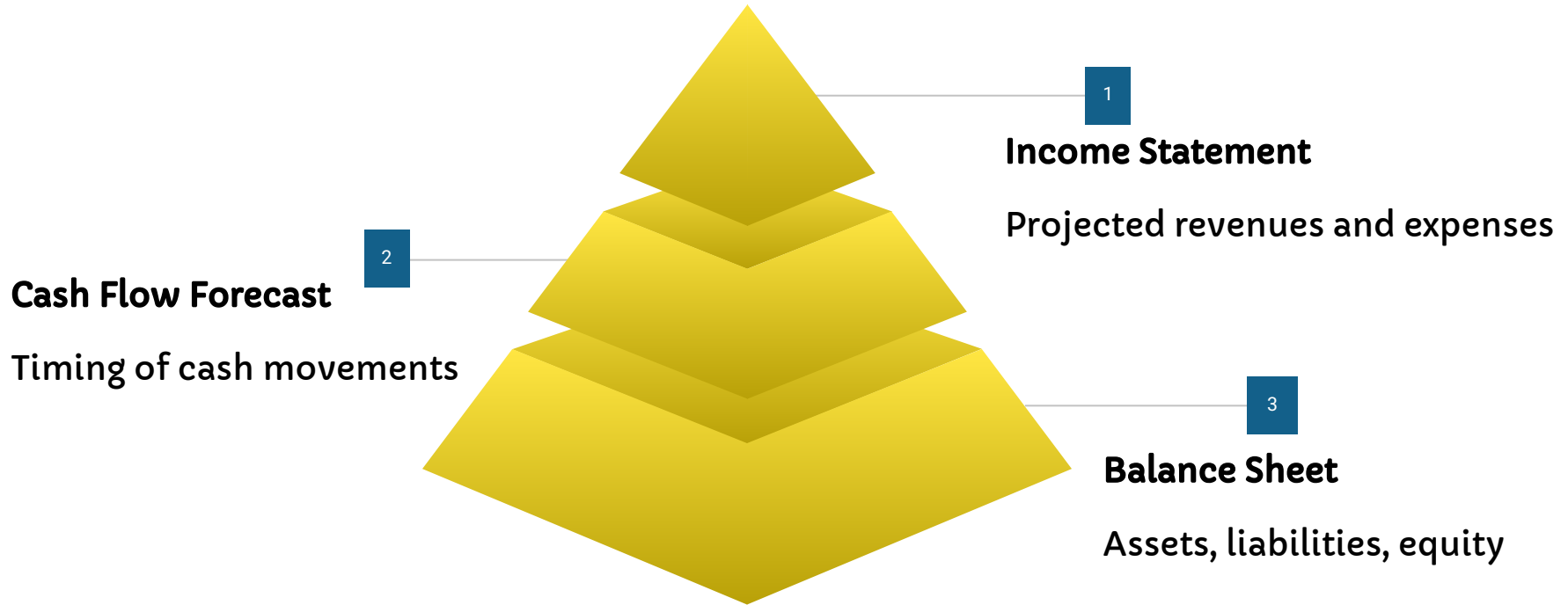
- Strategic foundation for financial decisions;
- Enables resource allocation, pricing, and feasibility assessment;
- Critical for investor credibility and cash flow management.



Cost classifications

Fixed Costs	Variable Costs	One-off Costs	Recurring Costs
<p>Remain constant regardless of production volume</p> <p><i>Examples: rent, insurance, admin salaries</i></p>	<p>Change with business activity level</p> <p><i>Examples: materials, labor, shipping</i></p>	<p>Non-recurring startup expenses</p> <p><i>Examples: registration, equipment, branding</i></p>	<p>Regular operational expenses</p> <p><i>Examples: salaries, utilities, maintenance</i></p>

Financial Plan Components



For microenterprises: 3-year income statement and investment capital plan often sufficient

Cost Estimation Methods

1

TOP-DOWN

Uses industry benchmarks to estimate overall costs

2

BOTTOM-UP

Identifies each cost component individually

3

ANALOGOUS

Uses data from comparable businesses

4

PARAMETRIC

Uses mathematical models and variables

5

THREE-POINT

Considers optimistic, pessimistic, and likely scenarios

Start-Up Cost Planning

Identify Initial Expenses

Equipment, materials, services, licenses

Consider Depreciation

Account for asset value decrease over time

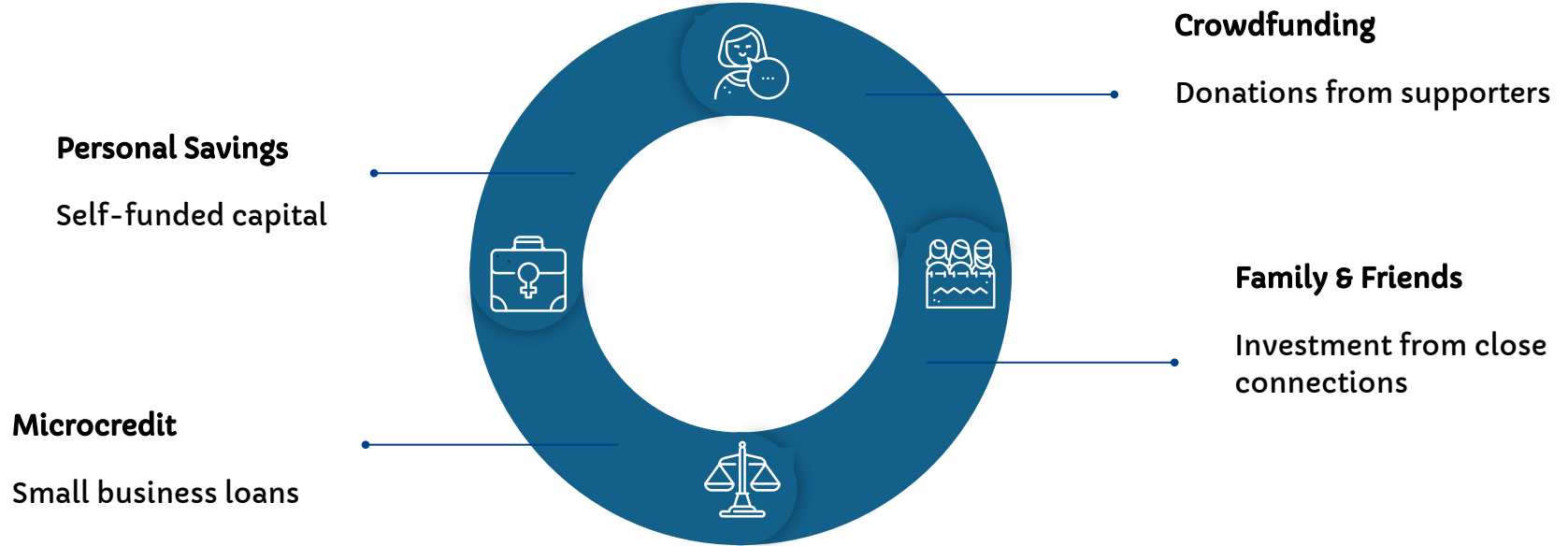
Calculate First Year Costs

Full initial investment amount

Project Subsequent Years

Ongoing costs after initial investment

Funding Sources



Cost and Revenue Tracking

Fixed Costs:	Rent, bills, personnel, insurance
Variable Costs:	Materials, packaging, delivery
Expected Income:	Price per unit × units sold

Track costs and revenue over 3 years to assess viability

Calculate profit before taxes as revenue minus all costs

Break-Even Point Analysis

01	Definition	Sales volume where revenue equals costs
02	Importance	Evaluates business model viability
03	Timeline	Typically expected within first 3 years
04	Strategic Value	Guides pricing, risk assessment, scalability

2

Understanding fundraising strategies

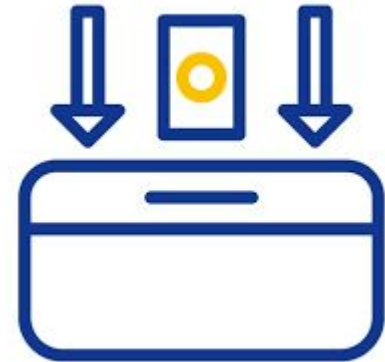
Fundraising Strategies for Entrepreneurs



- ❖ Fundraising provides external financial support for projects and businesses;
- ❖ Essential for digital and sustainable ventures to start, grow, and scale;
- ❖ Donors include individuals, organizations, foundations, and institutions.

Fundamentals of Fundraising

- ❖ **Access to Resources**
Grants, donations, crowdfunding, sponsorships
- ❖ **High-Impact Projects**
Social progress, environmental protection, tech development
- ❖ **Internal Capacity**
Staff training, strategy, digital tools
- ❖ **Digital Accessibility**
Crowdfunding platforms, impact funds, blockchain systems



Three Steps of Fundraising

Finding New Sponsors

Increasing Average Donation

Encouraging Repeat Contributions



Most complex phase

Requires structured approach

Long-term investment

More effective than seeking new donors

Lower fundraising costs

Targeted requests

Maintain interest

Build shared purpose

Foster loyalty

Fundraising Strategy Template

Define Purpose & Amount

Clear need statement

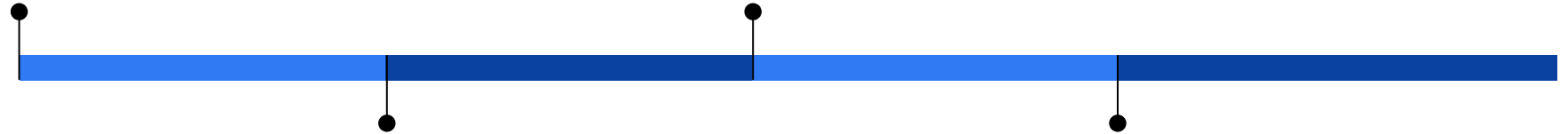
Exact amount plus 10% buffer

Plan Communication & Timeline

Select channels

Assign responsibilities

Set key dates



Identify Donors & Message

List potential supporters

Create emotional, concrete appeal

Implement & Evaluate

Define roles

Thank donors

Measure success

The 3F System

Family

Immediate relatives

Based on trust

Friends

Close personal network

Belief in vision

3F

Fools

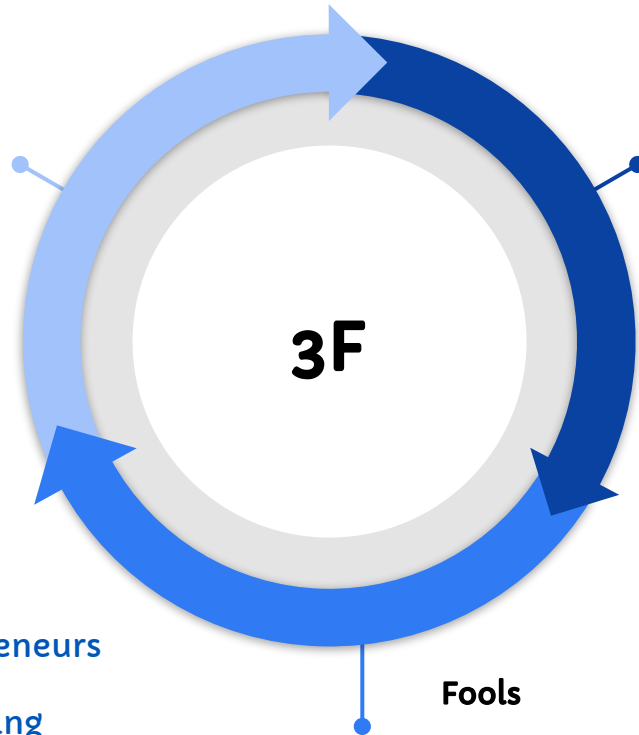
Early risk-takers

Motivated by loyalty

Critical seed capital for women entrepreneurs

Fewer formalities than traditional funding

Requires clear communication about risks



Crowdfunding Types

Donation-based

- No financial return expected
- Support worthy causes

Incentive-based

- Non-monetary rewards
- Common in arts and culture

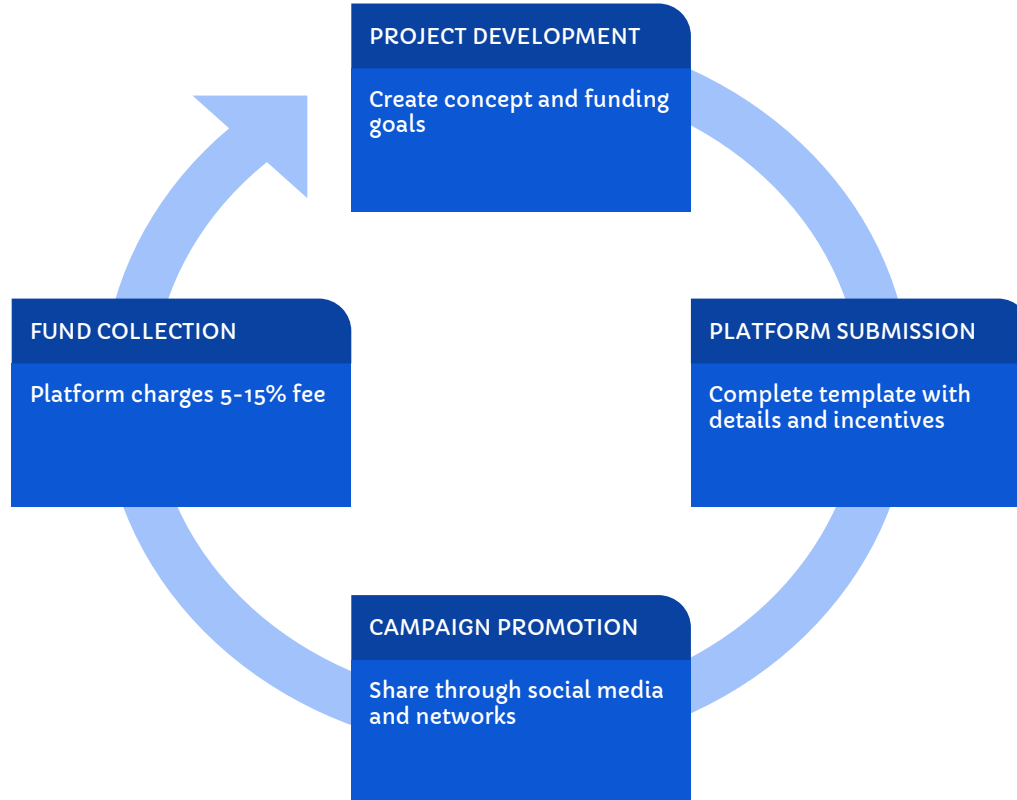
Social lending

- Peer-to-peer lending
- Repayment plus interest

Equity crowd-funding

- Contributors become shareholders
- Regulated by financial authorities

How Crowdfunding Works



Fundraising Events

Brainstorming

Collaborate with like-minded individuals
Generate creative ideas

SWOT Analysis

Assess strengths, weaknesses, opportunities,
threats

Event
Concept

Create initial plan or "event card"

Timeline

Establish schedule for tasks and
deadlines



3

Microcredit

Microcredit: Small Loans, Big Impact

- ❖ Innovative financial tool reducing poverty through small loans without traditional collateral.
- ❖ Empowers marginalized populations, especially women, to start businesses and achieve economic independence.



Origins and Development



Jobra, Bangladesh

Muhammad Yunus discovered \$27 could free 42 people from debt



Grameen Bank

Provided small loans without collateral



Nobel Prize

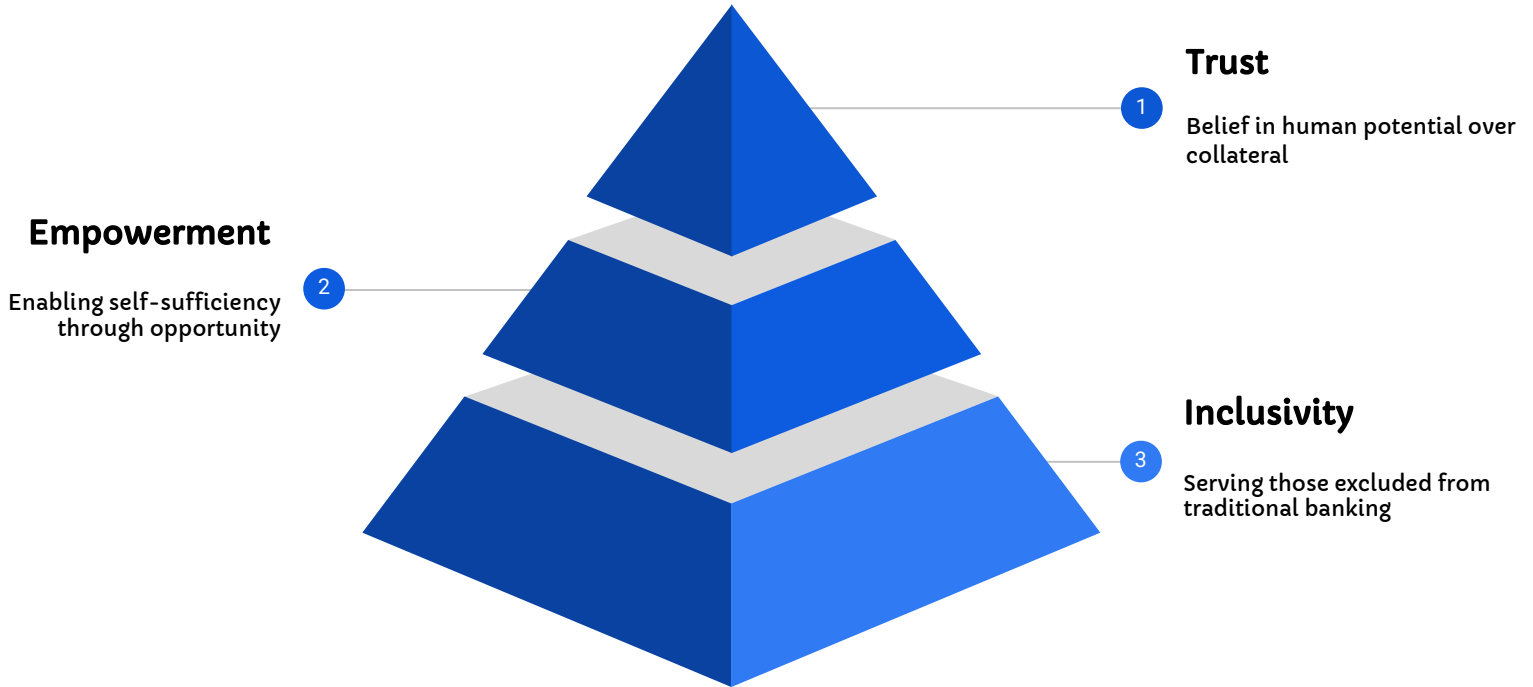
Yunus recognized for pioneering microcredit



Global Movement

Adopted in over 100 countries worldwide

Core Principles



Focus on Women

Primary Target

Women largely excluded from economic opportunities

Cooperative Model

Women form groups for mutual support and accountability



High Impact

Investments in women benefit entire families and communities

Social Change

Challenges entrenched gender norms through economic empowerment

Loan Structure

Small Amounts

Modest loans calibrated for small-scale ventures

Low Interest

Affordable rates to ensure manageable repayment

Flexible Terms

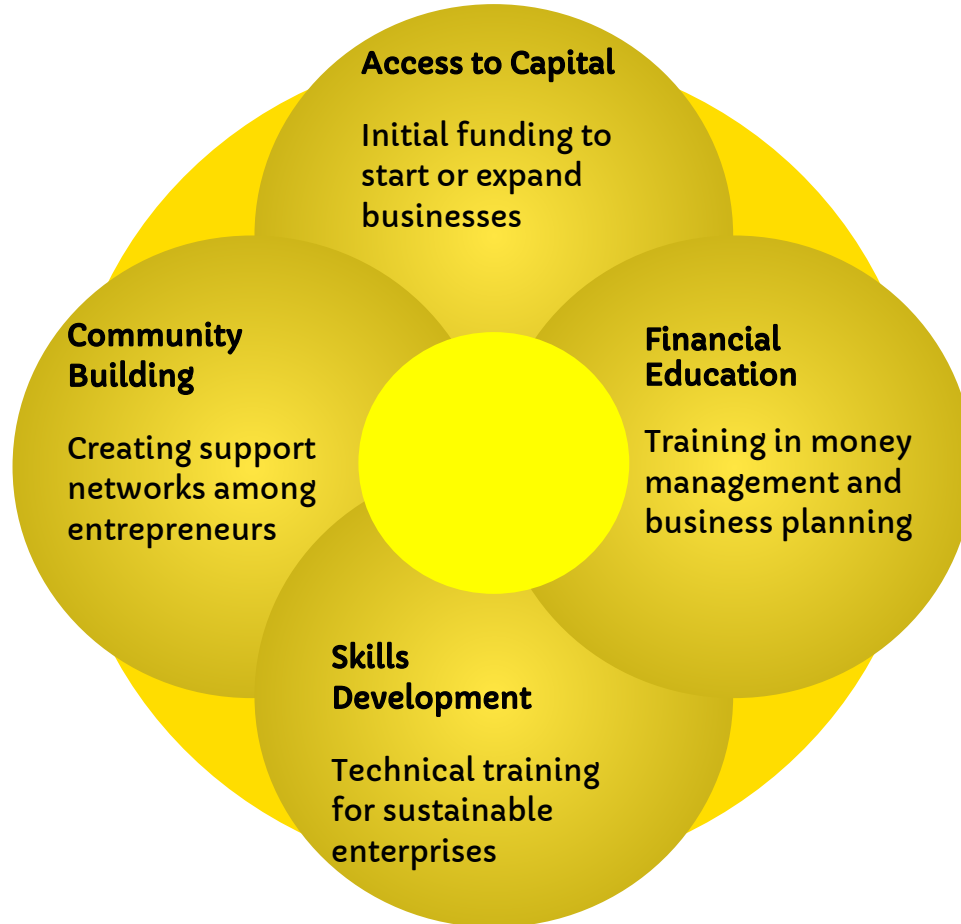
Repayment schedules aligned with business cash flow

Social Collateral

Group lending creates mutual accountability



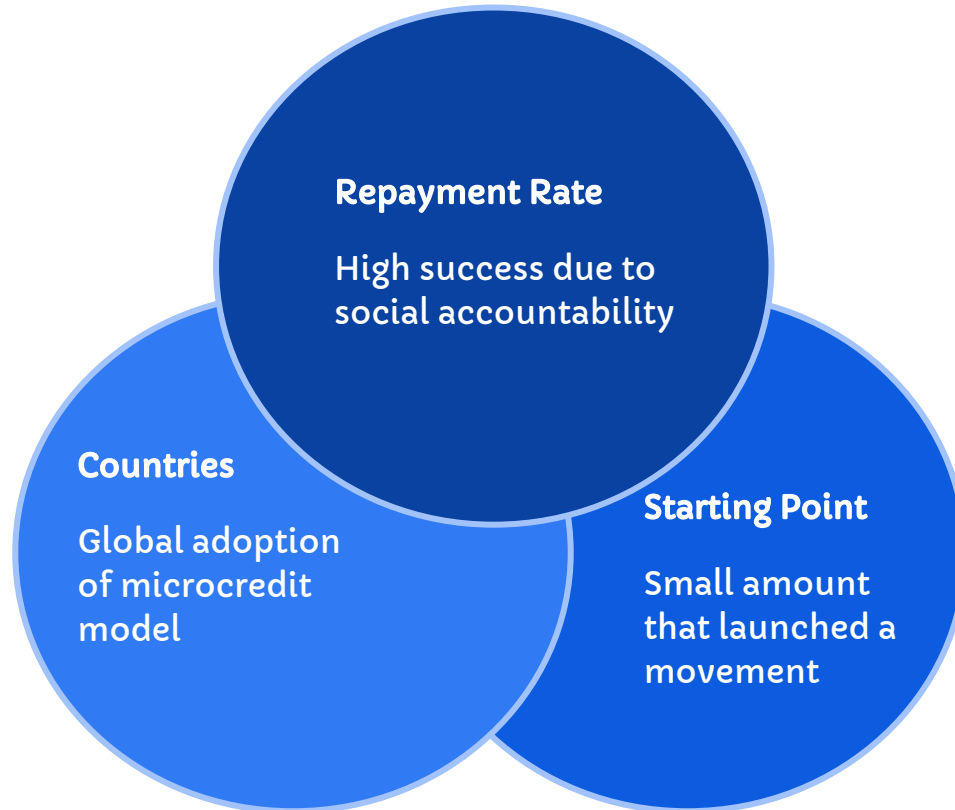
Beyond Financial Services



European Microcredit Landscape

Country	Key Institutions	Target Groups
Italy	PerMicro, Banca Etica	Startups, social enterprises
Spain	MicroBank, Fundación Mujeres	Individuals, women entrepreneurs
Poland	BGK, Fundacja Rozwoju	SMEs, social enterprises
Lithuania	INVEGA, Versli Lietuva	Small businesses, startups
Sweden	Almi, Mikrofinans Sverige	SMEs, excluded entrepreneurs
Germany	KfW, Mikrokreditfonds	SMEs, small businesses

Impact and Future Direction



4

European & Private Funds for Women-Led Digital/Green Start-up



- ❖ EU funding supports women entrepreneurs in digital and green sectors
- ❖ Addresses gender investment gap
- ❖ Promotes inclusive economic development

Understanding EU Funding Logic

1

Programme Period

Seven-year cycles define strategic priorities

2

Non-dilutive Nature

Recipients keep full equity ownership

3

Funding Types

Direct funds (EU Commission) and structural funds (national/regional)

4

Access Point

"Funding & Tenders" portal centralizes opportunities

Key EU Funding Programs

These programs drive digital and green transitions while promoting gender equality across Europe.

01	Digital Europe Programme	€8+ billion for digital capabilities
02	Women TechEU	Support for women-led deep tech startups
03	WE-RISE (Horizon Europe)	Empowers women with green innovations

Private & Hybrid Funding Schemes

These initiatives complement public funding by addressing specific needs of women entrepreneurs.

WomenEntrepreneur s4Good	She Loves Tech	Women Startup Competition
Empowers women solving social/environmental challenges	World's largest competition for women-led startups	Europe-wide initiative with mentoring and investor access

The Logical Framework Approach

Opportunity Scanning

Identify relevant funding sources

Problem Analysis

Create Problem Tree to map issues

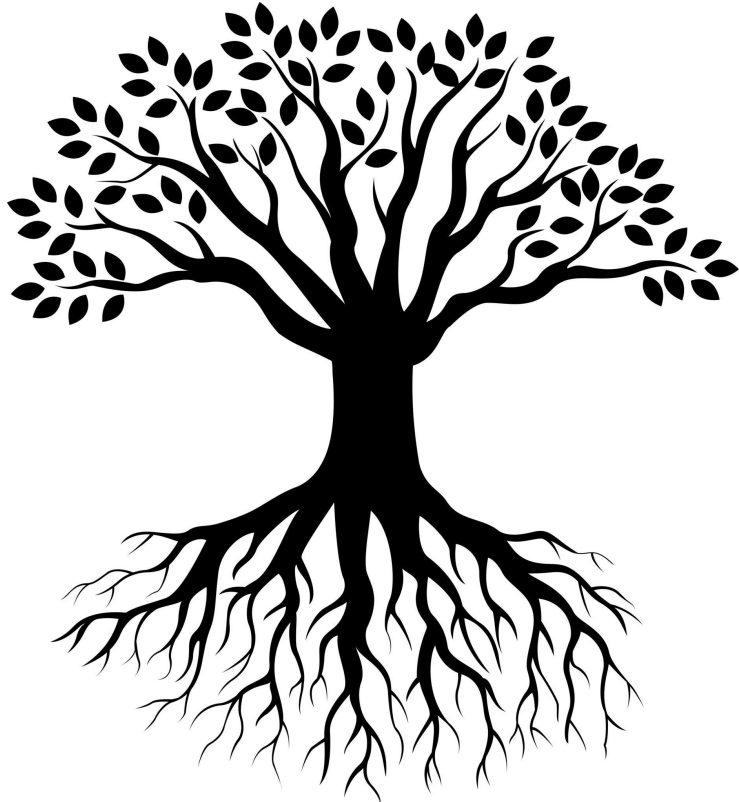
Objective Setting

Transform problems into positive goals

Framework Development

Build coherent project structure

Problem Tree Analysis



Branches: Effects

Consequences resulting from the problem

Trunk: Central Problem

Core issue your project addresses

Roots: Causes

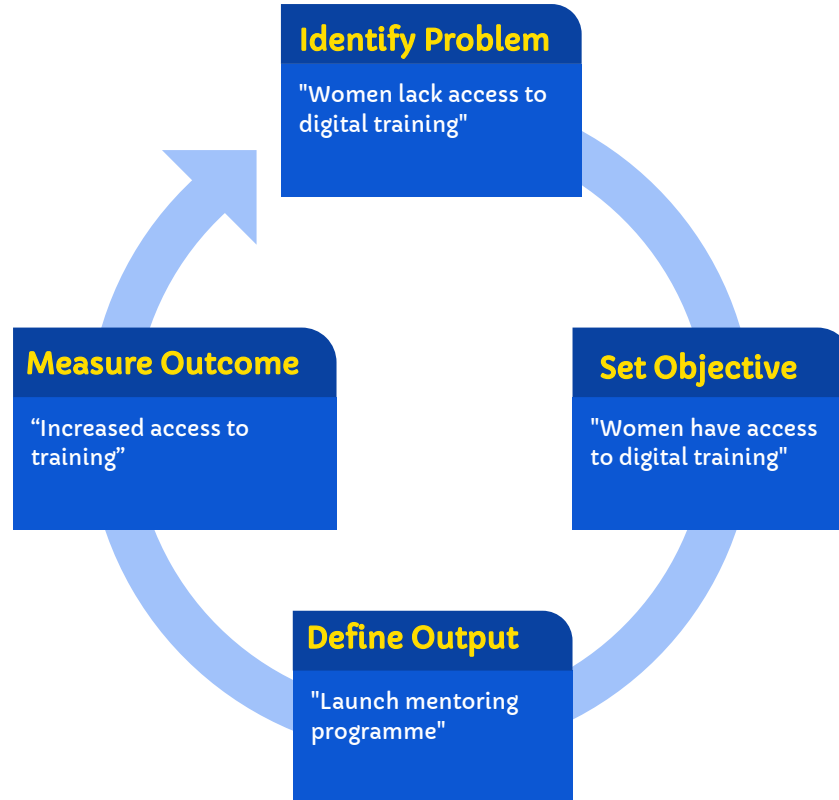
Underlying factors creating the problem

Logical Framework Matrix

Project Logic	Indicators	Verification	Assumptions
Goal	Impact measures	Data sources	External conditions
Outcomes	Success metrics	Tools/sources	Potential hindrances
Outputs	Deliverables	Reports/surveys	Delivery risks
Activities	Milestones	Activity reports	Implementation risks

From Problem to Project

This structured approach transforms issues into fundable, impactful initiatives.





Open questions?

Feedback on the module

E-commerce



W-RISE

Women on the RISE: Upskilling Ukrainian Refugees women through sustainable and digital entrepreneurship learning pathways



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Agenda

01

E-commerce

Definition and different types of it

03

E-commerce strategies for online success

Definition and how to build it. E-commerce
gamification

02

Search Engine and social media positioning

Steps to create an e-commerce, SEM, SEO
and how to boost your presence

01

E-commerce

Definition and different types of it

E-commerce

E-commerce can be defined as all displays of different purchases' approach of a product in the Internet world.

PROS:

- Global Reach and high Scalability
- Low Startup Costs and 24/7 availability
- Targeted Marketing
- Data-Driven Decisions



CONS:

- Cybersecurity Risks
- High Competition
- Logistics & Delivery Issues

Practical exercise

E-Commerce Marketplace Simulation

Objective:

Students will experience the process of setting up and managing an online store, marketing products, and engaging in buying and selling within a simulated e-commerce marketplace.

This will help to understand key e-commerce concepts such as pricing, branding, customer service, and competition.



Types of E-commerce

Most Relevant E-commerce Models for New Entrepreneurs

Want to launch a small online business? These 4 e-commerce models are essential :

Model	What is it?	Examples	Best for...
B2C (Business to Consumer)	Selling products or services directly to consumers.	Online store, Etsy, Shopify	Creating a brand and selling online.
C2C (Customer to Customer)	Individuals selling to each other via a platform.	Wallapop, Vinted, eBay	Starting with used or handmade items.
C2B (Consumer to Business)	Individuals offering services or products to businesses.	Fiverr, Upwork, influencers	Monetizing skills and digital services.
Social Commerce	Selling via social media with a focus on visuals.	Instagram, Facebook Marketplace, TikTok	Visual products and building a community.

Which Model Fits Your Entrepreneurial Profile?

Entrepreneur Profile	Recommended Model	Why?
You have your own physical products	B2C / Social Commerce	You can build a store or sell via social media.
You want to start with no investment	C2C	Use existing platforms, no inventory needed.
You offer professional services	C2B	Work on projects and generate income from your skills.
You are creative and active on social media	Social Commerce	Leverage your audience to sell directly.

Success Stories: Klarna

💡 Founded in 2005 to simplify online payments.

🚀 Revolutionized shopping with 'Buy Now, Pay Later' (BNPL).

📱 Focused on seamless, secure, and flexible customer experience.

🤝 Partnered with major brands: H&M, Ikea, ASOS.

🌍 Expanded globally: USA, UK, Germany, Australia.



2

Search Engine & Social Media Positioning

Steps to create an e-commerce, SEM, SEO and how to
boost your presence

Basic steps to create your own e-commerce

Key Components of E-commerce:

- Website: Your digital storefront
- Shopping Cart: Bridge to sales
- Payment Gateway: Secure transactions
- Inventory, Orders & Shipping: Operational backbone
- User Experience: Smooth & intuitive
- Security Measures: Trust & compliance



Step-by-Step Guide to Launch Your E-commerce (1):

Research & Planning:

- Identify niche & conduct market research
- Define clear goals and business model

Develop Business Plan:

- Outline products/services
- Create value proposition & estimate costs

Domain & Hosting:

- Choose memorable domain
- Pick reliable hosting provider



Step-by-Step Guide (2):

Select E-commerce Platform:

- Options: Shopify, WooCommerce, Amazon, etc

Design Your Store:

- User-friendly layout, mobile responsive, branded

Add Products & Set Inventory:

- Clear descriptions, high-quality images



Step-by-Step Guide (3):



Implement Payments & Shipping:

- Multiple payment options

Security & Testing:

- SSL certificates, PCI compliance, test functionality

Launch & Monitor:

- Soft launch for feedback, full launch with marketing
- Use analytics to optimize & scale business

Marketing Your Business Online: SEO, SEM & SMM

•SEO (Search Engine Optimization):

- Free promotion by improving ranking on Google and other search engines
- Focus on relevant content, keywords, and backlinks (trusted recommendations)

•SEM (Search Engine Marketing):

- Paid ads on Google, Facebook, and other platforms
- Effective but can be expensive



Marketing Your Business Online: SEO, SEM & SMM

• SMM (Social Media Marketing):

- Promotion via social networks: Facebook, Instagram, LinkedIn, TikTok, etc.
- Can be organic (free posts) or paid (sponsored ads)
- Builds brand awareness, engages users, drives traffic



How to Boost Your Online Presence for Small Business Success

- Establish a strong digital presence (to attract clients and build credibility)
- Use diverse marketing channels.
- Start with a clear Value Proposition and Target Market.
- Build a Brand Identity and simple Website
- Engage on relevant Social Media Platforms.



How to Boost Your Online Presence for Small Business Success

- Leverage Google My Business for local visibility.
- Optimize with SEO and create valuable Content.
- Use Email Marketing to nurture leads.
- Network and collaborate with peers and communities.



How to Boost Your Online Presence for Small Business Success

1. Define Value Proposition & Target Market
2. Create Brand Identity
3. Website Creation
4. Social Media Presence
5. Google My Business Profile
6. Content Creation
7. SEO (Search Engine Optimization)
8. Email Marketing
9. Networking & Collaborations
10. Customer Testimonials & Reviews



Practical exercise

Digital Marketing Challenge – Boost Your Online Presence!

The goal is to test participants' understanding of SEO, SEM, and SMM concepts, while encouraging collaborative thinking and creative problem-solving. The game is designed to help participants apply digital marketing strategies in real-world scenarios, while fostering team collaboration and brainstorming.



3

E-commerce strategies for online success

Definition and how to build it. E-commerce gamification

What Is a Winning E-Commerce Strategy?



A structured plan to attract, engage & convert customers online.

Combines marketing, operations, tech & customer experience.

Ensures:

- 🎯 Clear target customer understanding
- 🏆 Competitive edge in the market
- 📈 Sustainable growth & profitability

Roadmap–8 Steps to Build Your E-Commerce Strategy (1)

- 1. Set Clear Goals**
Small, achievable objectives to measure progress.
- 2. Choose the Right Platform**
Beginner-friendly tools like Shopify.
- 3. Focus on a Niche & Audience**
Define who you're targeting and tailor your offer.
- 4. Build a Simple Website**
Mobile-optimized, easy to navigate.
- 5. Use Social Media**
Organic engagement on Instagram, Facebook, etc.



Roadmap–8 Steps to Build Your E-Commerce Strategy (2)

- 6. Basic SEO Setup**
Use keywords in product titles, descriptions, images.
- 7. Great Customer Service**
Build trust with prompt support & loyalty incentives.
- 8. Track & Analyze**
Use basic data to optimize and grow steadily.








What is E-Commerce Gamification?

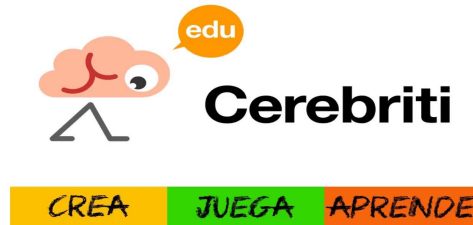
Definition & Core Idea

- Making online shopping more **fun, interactive, and rewarding**
- Adds **game-like elements** to boost engagement and sales
- Encourages **repeat visits, longer sessions, and stronger loyalty**



Key Game Elements

-  **Points Systems** – Earn for purchases, reviews
-  **Badges & Achievements** – Celebrate milestones
-  **Progress Bars / Levels** – Show progress (e.g. “80% to free shipping”)
-  **Spin-the-Wheel / Scratch Cards** – Surprise rewards
-  **Challenges & Quests** – Complete tasks, earn perks



Why Use It? Business Impact:

More Engagement

→ Keeps users on site longer (e.g., scratch cards)

Customer Loyalty

→ Rewards + status = repeat buyers (e.g., badges & stars)

Smart Data Collection

→ Fun ways to get emails & preferences





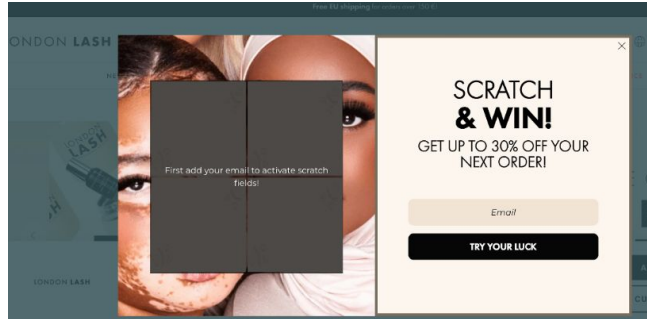
Higher Conversions

→ Games linked to discounts boost sales



Stronger Brand Identity

→ Interactive experiences make you memorable



Practical exercise

Ecommerce Bingo Challenge

The goal of this game is to make learning about e-commerce and gamification fun and interactive. It encourages participants to explore their own (or any) e-commerce site while sparking conversation, idea sharing, and friendly competition among players.



Social Commerce: Selling Directly Through Social Media

Social commerce means selling products directly on platforms like Instagram, TikTok, and Facebook, turning browsing into instant shopping.

Key Features

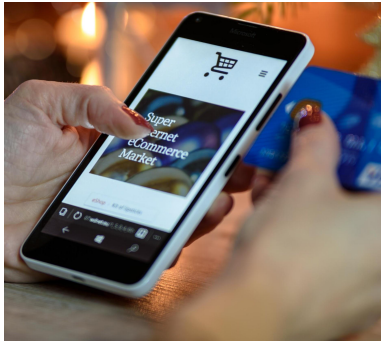
- Tag and sell products in photos/videos
- Live Shopping → Real-time product demos & Q&A
- Influencer Collaborations → Build trust with authentic voices
- Boost credibility through real customer stories
- Direct Engagement → Strengthen loyalty with comments & messaging



Social Commerce: Selling Directly Through Social Media

🎯 Main Benefits

- Seamless shopping without leaving the app
- Meet customers where they already spend time
- More engagement, more conversions, more loyalty





Open questions?

Feedback on the module



BUSINESS PLAN

W-RISE

Women on the RISE: Upskilling Ukrainian Refugees women through sustainable and digital entrepreneurship learning pathways



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Agenda

01

**Why write a
business plan?**

02

**Create a business
plan: step by step
guide**

03

**Final considerations
and tips for writing a
business plan**

01

**Why write a business
plan?**

Why write a business plan?



- It is a guide, a roadmap that provides the tools to thoroughly analyse the business idea and implement changes.
- It is the written presentation of the entrepreneur's vision and strategy for turning it into a business reality.

Why write a business plan?

It is a flexible and evolving document

Help to make informed decisions

Structured process

Why write a business plan?



“The business that fails to plan, plans to fail”.

Pinson (2009, p.3)

Why write a business plan?

Explains and justifies the business to other people or entities.



It is a requirement for obtaining financing or attracting business partners



Why write a business plan?



Advantages

Planning allows us to make mistakes on paper, rather than in the market.

Reduce the risks of capital shortages and liquidity problems

It prepares us to adapt to any changes that may occur in the environment

Practical task 1: ... and what would you do?

Objective of the activity: This exercise aims to give students an experiential understanding, through the simulation of real decisions, of why it is important to have a business plan before launching a project. The situations presented by the teacher should highlight the practical consequences of not planning and the benefits of doing so.



02

**Create a business
plan: step by step
guide**

Create a business plan: step by step guide



- 1 Executive Summary
- 2 Business and product description
- 3 Market analysis
- 4 Marketing plan
- 5 Operational and organizational plan
- 6 Financial plan

1 Executive summary

It must summarise in a clear, rigorous and attractive manner the most relevant information about the business project.

What does the company do?

What is the target market?

What revenue model is proposed?

What is the value proposition?

What competitive advantages does it have?

What financing is required?

Who is behind the project?

What are the short- and medium-term objectives?

1 Executive summary

TIPS

- ✓ Start with a short, clear and powerful sentence that defines the business idea
- ✓ Be concise! No more than one page
- ✓ Do not repeat paragraphs from other sections
- ✓ Review and refine
- ✓ Add visual aids

2

Business and product description

COMPONENTS

History

Mission and Vision

Business Objectives

Description of products and services

2

Business and product description

History

This section should explain the emotional and rational *why* behind the entrepreneurial project.



When and where did the idea come about?



What personal, professional or academic situation inspired it?



What need was detected? How did this need connect with an innovative solution?



What previous mistakes or failures also influenced it?



What motivates the team to undertake this venture?
What values or principles are?



How does the project connect with the entrepreneurs' biographies?



2

Business and product description

Mission and Vision

Why the company exists?

MISSION

Describes the company's raison d'être in the present. It explains what it does, for whom and how it does it

Where is the company going?

VISION

Set out the company's future prospects and explain what the company wants to become or achieve in the medium and long term (3-10 years)

2

Business and product description

Mission and Vision

Our mission is to make second-hand first choice. We want to show you just how great second-hand can be. Sell what you no longer need or shop unique pieces you won't find in stores. Vinted is open to everyone who believes that quality items should live long

MISSION

Within 5 to 10 years, to establish ourselves as the European benchmark in second-hand clothing sales, providing a sustainable, accessible and digital alternative to traditional fashion consumption for millions of people in Europe

VISION

Vinted

2

Business and product description

Business Objectives



Specific

Clear and well-defined.



Measurable

Criteria for tracking progress



Achievable

Realistic and attainable



Relevant

Aligned with broader goals



Time-bound

Specific timeframe for completion



2

Business and product description

Description of products and services

A clear and accurate description of our products and services

- Definition of the product or service
- How it works or it is used
- Who it is aimed at
- How it is presented

2

Business and product description

Description of products and services

Describe the phase the product or service is currently in.

Idea Stage

Prototype Stage

Testing Stage

Commercial Stage



Practical task 2: Building your business plan step by step

Objective of the activity: The purpose of this activity is for the student to be able to write a complete, structured and professional business plan, progressively and reflectively addressing each of its essential elements. It is adjusted to the parts that a business plan should include, so it is structured in 5 sub-activities.



Practical task 2.1: Description of the company

Objective of the activity: To guide in constructing the foundational descriptive elements of their business plan by articulating the company's origin, mission, vision, objectives, and the characteristics of its product or service in a reflective and strategic manner.



3

Market analysis

COMPONENTS

Analysis of the general environment

Data from the sector

Market segmentation and potential customer analysis

Demand analysis

Competitors analysis

3 Market analysis

Analysis of the general environment

Global factors that influence consumer behaviour, market opportunities and environmental risks

POLITICAL How does legislation or public policy affect the sector?

ECONOMICAL What is the impact on inflation, interest rates, employment, etc.?

SOCIAL What values, habits or trends affect consumption?

TECHNOLOGICAL What innovations are changing the market?

ECOLOGICAL What are the environmental requirements or green expectations?

LEGAL Are there any regulations affecting the activity (licences, patents)?

3

Market analysis

Data from the sector

- **Size of the sector** Monetary value, customers and production
- **Historical evolution and trends** Changes in the sector in recent years and trends
- **Future projections** For 3 or 5 years

3

Market analysis

Market segmentation and potential customer analysis

Market segmentation is the process of dividing a broad market into smaller, more homogeneous groups of consumers who share similar characteristics, common needs or comparable purchasing behaviors

Demographic

- Age
- Gender
- Educational level
- Marital status
- Profession
- Income

Geographic

- Country
- Region
- City

Psychographic

- Lifestyle
- Personal values
- Attitudes & opinions
- Interests or hobbies

Behavioural

- Purchase frequency
- Level of loyalty
- Price sensitivity
- Product use

3

Market analysis

Demand Analysis

Demand analysis studies the potential volume of customers who could purchase the product or service, their consumption patterns, their purchasing power and the expected evolution of that demand over time

- Estimate potential demand
- Conduct a qualitative analysis establishing **purchasing motivations** , **frequencies and consumption patterns** , **barriers that hinder access** and **perception of the product in the market**

3

Market analysis

Competitor analysis

We must identify...

- **Name of the competitor**
- **Product or service characteristics**
- **Price**
- **Market share**
- **Distribution (points of sale)**
- **Promotion**
- **Turnover**
-

We must compare...

What are their strengths and weaknesses compared to my company?

What is my competitive advantage?

How do my competitors satisfy their customers and how do I do it?

3

Market analysis

Competitor analysis – Example UBER

Name of the company	Product or service (characteristics)	Price	Market share	Distribution (points of sale)	Promotion
UBER	Transport via mobile app, on-demand rides, user rating system	Standard fare based on distance and demand (calculated in app)	Very high in digital ride-hailing	Available in 10,000+ cities globally via mobile app	Digital ads, app-based offers, referral codes
TAXI	Urban transport by regulated taxi services	Regulated fixed rates	Moderate in urban centers	Street hail, phone dispatch	None or low (traditional signage)
CABIFY	Ride-hailing app, focus on comfort	Standard fare based on distance and demand (calculated in app) – slightly expensive than Uber	Moderate in Spain and Latin America; low globally	Available via mobile app in selected cities	Online marketing, premium branding
BOLT	Ride-hailing app focused on affordability and sustainability	Slightly lower than Uber	Fast-growing in Eastern Europe and parts of Africa	Available in over 45 countries through mobile app	Aggressive digital campaigns and eco-positioning

3 Market analysis

Tips

To carry out market analysis, we must...

- **Research:** look for studies, reports and data from realistic sources.
- **Analyze qualitatively:** conduct surveys, interviews etc.
- **Finish this section with a SWOT analysis.**



Practical task 2.1: Market analysis

Objective of the activity: To guide in conducting a structured and evidence-based market analysis for their business plan by identifying relevant market data, segmenting customers, analyzing competitors, and applying key strategic tools such as PESTEL and SWOT.



4 Marketing Plan

COMPONENTS

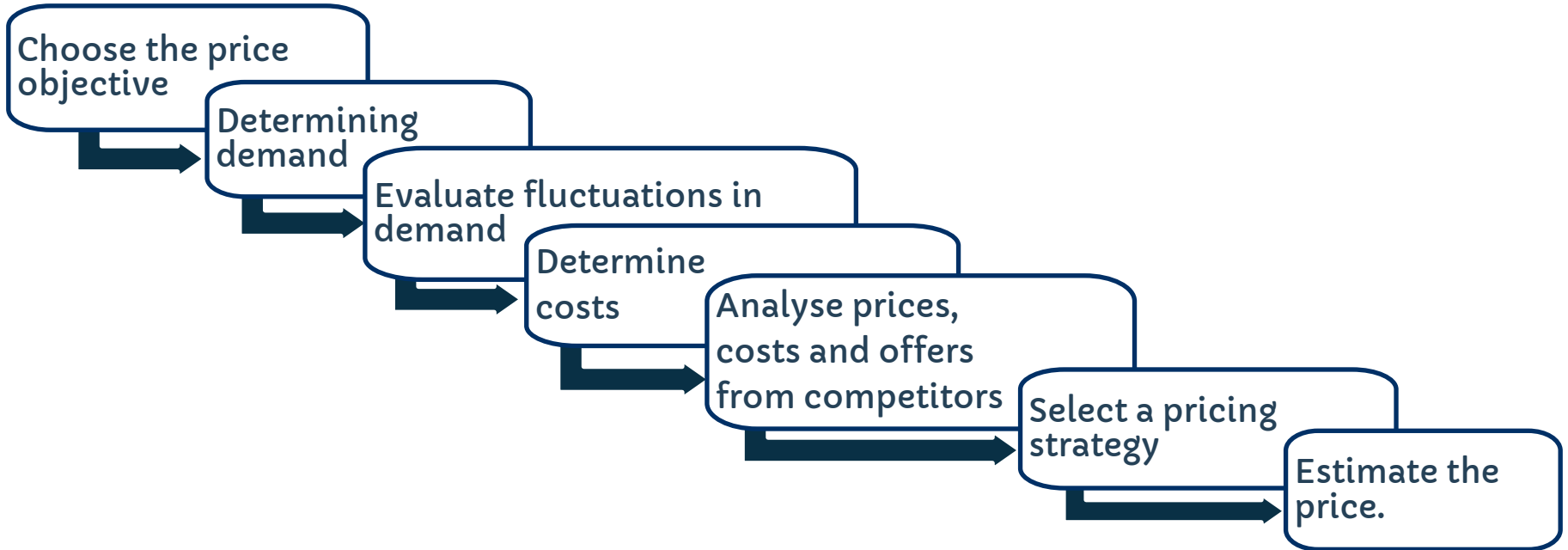
Price

Promotion

Distribution policy

4 Marketing Plan

Price



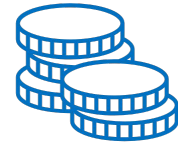
4

Marketing Plan

Price

We must justify the price chosen for our product or service...

- Demonstrate that the price covers production costs
- Show that the price is competitive within the market and reflects the reality of the sector



Above all, it must be demonstrated that **our price will enable us to make a profit.**

4

Marketing Plan

Price

We must define and explain the pricing strategy...

- Am I looking for sales volume or high margins?
- What unique value do I offer compared to the competition?
- How price-sensitive are my customers?
- Does my product have substitutes?
- What are the customer's expectations regarding price?

Penetration

Skimming

Based on costs

Value-based

Competitive

Psychological

Freemium

4 Marketing Plan

Promotion

- Advertising media to be used
- Key messages
- Communication policy



**Promotional
schedule**

4

Marketing Plan

Promotional schedule – Example Double Trouble Bologna

Action	Month	Channel	Objective	Budget
“Handmade in Italy” campaign	March	Instagram / Facebook	Promote the product as local and sustainable artisan work	€1,500
Participation in ethical fashion fair	May	Event + social media	Attract eco-conscious clients and generate visual content	€2,000
Giveaway with sustainable influencers	September	Instagram + TikTok	Expand community among young women interested in slow fashion	€1,200
Christmas campaign with limited series	December	Newsletter + Instagram	Encourage seasonal purchases with exclusive product lines	€2,500

4

Marketing Plan

Distribution policy

Within the plan it is necessary to determine the most appropriate path that the product/service must follow to reach the consumer

- Direct channels
- Indirect channels
- Mixed channels

We must specify...

Reasons

Value to the customer

Relationship to the business model

4

Marketing Plan

Distribution policy - Example



- Applies a direct and selective distribution strategy aligned with its mission of sustainability and social impact.
- The company distributes its upcycled products mainly through direct B2B sales targeting eco-conscious clients such as hotels, public institutions, and architects.
- Initial contact is facilitated through the company's website and reinforced by active participation in sustainable design fairs and collaborations with environmentally committed designers.
- Operates under a made-to-order model to reduce overproduction and optimize resources, and prioritizes local logistics partners to minimize carbon emissions.
- This distribution approach ensures transparency, strengthens relationships with clients who share the company's values, and reinforces its brand as a trusted leader in circular innovation

Practical task 2.3: Marketing plan

Objective of the activity: To enable students to define and justify the key components of a coherent and financially viable marketing plan (price, promotion, and distribution), integrating their previous work and applying marketing strategy concepts to their business project.



5 Operational and organizational plan

COMPONENTS

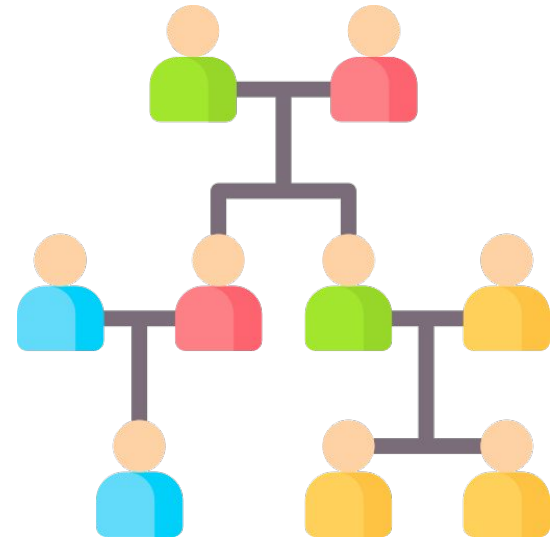
Organizational structure

Operational processes and resources

5 Operational and organizational plan

Organizational structure

- Team members
- Roles and positions
- Responsibilities
- Previous experience and knowledge
- Future recruitment needs



5 Operational and organizational plan

Operational processes and resources

Describe the key operational processes that will enable the goods to be produced or the services to be provided...

How

Design
Production
Order management
Customer service
After-sales activities

**Will be
carried out?**

5 Operational and organizational plan

Operational processes and resources

Indicate the key resources and suppliers...

- Material
- Technological
- Infrastructure
- Key suppliers

Operational schedule

5 Operational and organizational plan

Example of operational Schedule



Phase / Activity	Description	Responsible	Resources	Duration	Estimated Start
Glass collection and selection	Recovery of used glass bottles	Materials Manager	Agreements with suppliers, storage space	Ongoing	January
Artisanal production	Manual cutting, polishing, and transformation of the glass pieces	Lead Designer	Workshop, specialized tools	2 months	February
Web development and e-commerce	Creation and maintenance of the online store for direct sales	Digital Manager	Web designer, domain, payment gateway	1 month	March
Collection launch	Development of a new product line and preparation of promotional catalog	Product Director	Photography, graphic design, product descriptions	1 month	April
Direct sales and distribution	Online and trade fair marketing and distribution	Sales Manager	Online store, inventory, fair calendar	Ongoing	May

Practical task 2.4: Operational and Organizational Plan

Objective of the activity: To enable students to define the operational and organizational structure of their business project by identifying team roles, strategic resources, key suppliers, and planning the timeline of core activities, thereby ensuring the feasibility and coordination of their business operations.

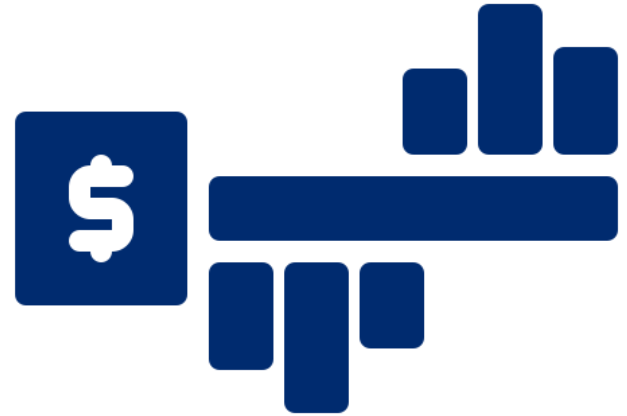


6

Financial Plan

The main objective of this section is to provide a quantitative analysis that justifies the viability of the business project.

McKeever (2019)



6

Financial Plan

Determination of initial costs

Funding required to cover the initial investment

Estimated income and expenditure for the first 3 years

Break-even point

Viability

6

Financial Plan

Viability

Final paragraph summarising the viability of the project.

- Summarise the main results of the financial analysis.
- Determine whether...
 - ✓ The business is profitable
 - ✓ The necessary investment is affordable,
 - ✓ The project is financially sustainable in the medium term
- Identify and describe the risks and critical issues

6

Financial Plan

Tips

- ✓ It is not necessary to submit a comprehensive financial report
- ✓ Figures should not be included at random
- ✓ Use understandable language

Practical task 2.5: Financial plan

Objective of the activity: Guide students in incorporating the main elements of the financial plan into their business plan, assessing its economic viability and fostering critical analysis and synthesis of financial information.



Practical task 3: Peer review of business plans

Objective of the activity: The objective of this activity is for students to develop a critical, argued and constructive judgment on the business plans written by their peers. It also encourages reflection on the coherence, feasibility, communication and visual presentation of the document.



03

**Final considerations
and tips for writing
a business plan**

Final considerations and tips for writing a business plan

The importance of effective writing

- Avoid unnecessary technical jargon
- Overly long sentences or confusing structures
- Write the content in a logical and hierarchical manner
- Length: between 20 and 40 pages

Final considerations and tips for writing a business plan

Visual presentation of the document

Maintain a clear and consistent structure throughout the document

Use wide margins

1.5 line spacing

Clear hierarchy of heading and subheadings

Use traditional, formal and legible fonts

Textual content should be combine with graphics elements

Tables

Charts

Process diagrams or mind maps

Images

Final considerations and tips for writing a business plan

Visual presentation of the document

Professional cover page

Table of contents

Clear pagination

Appendices



Final considerations and tips for writing a business plan

Content review and internal consistency

- What is proposed in one section must be supported and developed in others
- The financial section should act as numerical validation of what is set out in the rest of the document
- The executive summary should be written at the end
- Reviewing the content is an opportunity to rediscover weaknesses or gaps in the project itself

Final considerations and tips for writing a business plan

Rewrite and improve



Final considerations and tips for writing a business plan

Common mistakes and how to avoid them



Failure to clearly define the business model



Analyse real examples, Business Model Canvas

Lack of consistency between financial projections and operational reality



External review

No considering a plan B or exist strategy



Present alternative financial scenarios



Assessment test

- **The test has 10 questions from this unit (Business Plan)**
- **15 minutes for the test**
- **Open the test here:**

Open Questions?



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