

## **Course Guide – Virtual Class**

This document contains the Course Guide to be applied to the Vocational Education Training (VET) for Entrepreneurship in the Creative Industries  
(Supported by the EU – Leonardo da Vinci Program – Transfer of Innovation)

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# Course Guide

## VET for Sharks

### Entrepreneurship in Creative Industries

EU/VET – Leonardo da Vinci – Transfer of Innovation

1st Edition: 2015

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**(with the collaboration of DNA and Media Deals)**

Duration: February – July 2015

I- Introduction

#### A- About the Course Guide

The Course Guide (CG) is a central and guiding tool for the eLearning course. Here it is defined the structure of the training that must facilitate the learning process within the context of the virtual class.

The CG is based on the eLearning pedagogical model of Universidade Aberta (UAb).

It must be read carefully by trainees and it must be looked as a mediator between the demands of the training process and the interests and needs of the trainees. Thus it should be applied with some flexibility in order to adjust trainees' needs and rhythm to the overall activities considered crucial to be performed to achieve the training objectives.

After his careful reading, this contract can be discussed in a proper discussion forum (CG Discussion Forum) where trainees may present their questions or doubts to be clarified and/or suggestions for CG improvements.

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#### B- About VET and Sharks

The importance of creativity has emerged as an essential resource to be competitive in the global world. Nowadays, creativity together with innovation and knowledge [the immaterial component of society] are differentiating factors that influence ideas, products, services and places leading to competitive advantages in all fields of economy.

The concept of “creative industries” include advertising, arts and craft, architecture, broadcast media, computer gaming, gastronomy, design, film and video, leisure, press and PR, and publishing.

Several studies show that despite the general increase of the level of education and huge investments in new technologies in recent years, the potential of entrepreneurship is not widely shared. Though, again in depth analyses suggest that potential entrepreneurs in this sector need a clear understanding of market potential and that they need an appropriate level of management and networking competencies relevant to the sector

The British creative community which exists in Nottingham's Lace Market is a community of independent creative individuals made up of those who have either a physical or social relationship to the Lace Market, as well as the micro-businesses which have grown up in there. Lace Market is playing an important role in stimulating and resourcing creative entrepreneurship.

The Creative Industry Network (CINetwork) project will identify transferable lessons from the formal and informal learning environment established within the Lace Market to support the development of a creative entrepreneurship network in several European countries (Portugal, Spain and Greece) transferred through UKWON organization that will work close with two UK entrepreneurs - Antenna and Broadway.

The UK has remained at the forefront of European policy and practice in supporting and developing creative industry clusters, and offers a rich resource of innovation available for transfer to, and adaptation by, the partnership countries. Evidence from the UK shows that these industries demonstrate great potential for economic and for employment growth.

CINetwork's goal is to improve business skills for creative entrepreneurs and increase the potential for enterprise creation in the creative industries. The project will engage diverse market players in dialogue and cooperation including companies from the creative cluster, universities, training providers, innovation parks, research centres and public agencies. It will capture the transferable elements of UK experience including learning mechanisms, approaches to management and networking competencies.

CINetwork will make a further significant contribution to innovation in learning and development. The project will transfer and adapt the territorial cluster effects identified in the Lace Market to establish a non-spatial learning and development cluster. This will use social media technologies to create a learning, knowledge exchange and collaboration framework for actual and potential creative entrepreneurs at national and transnational levels within the EU.

In a pilot exercise, 30 young unemployed people from each participating country will participate in a specially developed online training course that will help to create the network and help them to elaborate a business model. The participants will present the best business models to the market players: crowd-funding institutions, business angels, government institutions and other participants from each country of the consortium. The presentations of the business models will also be transmitted via web to facilitate the participation of market players from all countries of the consortium.

## II. Objectives

### Goals and Expectations

What does VET expect from the sharks?

VET pretends to help sharks to grow and prosper in their tasks to get food. To achieve this they must get food for themselves and help their partners doing the same. For this a network may be crucial. But the way this network is conceived may define the hedge of their growth.

To get the knowledge for the conception of the network and to decide the best way to get food, the acquisition of basic knowledge deriving from proper work and the share of experiences both among peers and between peers and mentors, will reveal crucial.

VET must provide all this, by defining the moments, and organising the tasks that best serve sharks' needs.

## III. Competencies

### Competencies to be developed

At the end of this VET “treatment”, sharks must:

1. Understand the robustness/soundness of their birth (i.e. Verify and Select the Best Business Ideas – Market Test);
2. Be able to choose the best waters to swim (BOS)
3. Know the best ways to survive in the shark tank (Check and Mitigate Business Risks + Team Building);
4. Know and to test their survival capacity (Market Test and Team Building)
5. Understand the value of a shark's life (Value proposition Canvas)
6. Be ready to react to the unexpected (Strategy, Business Plan and Management Control)
7. Be able to define clear strategies for hunting (Business Model Canvas);

## IV. List of contents

### Programmatic Contents

0. Welcome
1. Find your sea (Find/Test business idea)
2. Choose your Territory/Domain (BOS)
3. Be a shark in a golden fishes' territory (Business Model Canvas)
4. Establish the limits of your territory
5. Be w(h)ealthy

## 1. Online Methodology

What will be VET's methodology?

### VI. Resources

## Learning Resources

Learning Resources for VET for Sharks

### VII. Learning Environment

## Learning Environment

Moodle... Structure of the Course ....

### VIII. Sequence

#### Learning Pathway

0. Welcome to would-be sharks
1. Find your sea (Find/Test business idea)
2. Choose your Territory/Domain (BOS)
3. Be a shark in a golden fishes' territory (Business Model Canvas)
4. Establish the limits of your territory (BP and Testing Value Proposition)
5. Be w(h)ealthy (From planning to Action)

## **Module 0: Welcome to would-be sharks**

**Activity 0.1: Self presentation and general overview of the course objectives and methodologies (Classroom Activity synchronous for the 4 countries involved: PT; SP; GR; UK)**

**Timing:**

**Place:**

**Activity 0.2: Networking Session 1**

**Timing:**

**Place:**

**General Overview:**

Presentation of the course objectives and goals in the framework of the LdV project

Presentation of the course's teams

Presentation of the course's methodologies

Individual presentations of trainees

**Main Goals and competencies:**

- Get to know each other

**Methodology:**

Face-to-face synchronous sessions, moderated by professors in Portugal

Virtual synchronous session, moderated by professors in each countries

**Evaluation:**

This activity does not count for Final Evaluation.

## **Module 1: Find your Sea (How to find and test the best Business Ideas)**

### **Activity 1.1: Case studies analysis and discussion**

### **Activity 1.2. How to find and test the best business ideas**

#### **Timing:**

**Place:** Virtual Class + Classroom on the 7<sup>th</sup> March

#### **General Overview:**

To be effective, training must depart from a business idea. This activity must develop discussion about the soundness of initial business ideas; the exchange of views about initial projects; the possible development of joint ventures among would-be entrepreneurs involved in training; and also the presentation of techniques to stimulate the generation of business ideas (for those that did not have an initial business idea or their initial ideas were useless) and to test original business ideas.

#### **Main Goals and competencies:**

1. Ideas' generation and/or presentation
2. Ideas' discussion
3. Ideas' testing
4. Possible team building (nationally or internationally)

#### **Methodology:**

1. Use of a forum to present and discuss the proposed case study
2. Initial presentation of the already existent business ideas, and respective discussion and critics of these ideas
3. Development of Business Model You and initial test of business ideas
4. Possible joint ventures between trainees and possible subsequent adaptation of original ideas

#### **Pedagogical Tools:**

Online resources and mentoring

#### **Evaluation:**

Quality of the PPT or Video online presentation of the original business idea.

Capacity to develop and include the results of the critical thinking about the original business idea in the initial project's idea.

Possible reformulation of the original business idea deriving from the discussions held about its soundness and quality of its presentation.

This activity counts in terms of Final Evaluation.

## **MODULE 2: Choose your territory/domain**

Activity 2.1: **Case Study analysis and discussion**

Activity 2.2: **Strategic Analysis**

### **Timing:**

**Place:** Virtual Class + Classroom on the 4<sup>th</sup> April

### **General Overview:**

Sharks must develop knowledge and competencies on main themes of corporate strategy, including the basic strategy concepts and tools, with a special emphasis on those needed to support the analysis of the Blue Ocean Strategy theory.

### **Main Goals and competencies:**

1. Understand what is strategy
2. Understand the need of strategy
3. Know the main strategy concepts and tools for strategic analysis
4. Be able to consider business risks
5. Be able to develop team building techniques proper for his project
6. Apply the BOS to real case studies and/or business cases

### **Methodology:**

1. Use of a forum to present and discuss the proposed case study
2. Short presentation of main tools for strategy analysis
3. Discussion of main tools for strategy analysis
4. Critical thinking:
  - a. Analyse the strategy implicit in your business idea
  - b. Consider the use of main tools for strategy analysis to your business idea (systematise the strategy implicit to your business idea)
  - c. Possible adaptation of the implicit strategy of your business idea

### **Evaluation:**

Quality of the online discussions and forum participations

Proved capacity to apply acquired knowledge to its business idea (written report showing the developments of the original business idea deriving from the application of acquired knowledge).

### **Pedagogical Tools:**

Online Resources and mentoring

## **Module 3: Sharks' networking**

### **Activity 3.1: Networking Session 2**

**Timing:**

**Place:** Virtual Class + Classroom on the 13<sup>th</sup> April

**General Overview:**

Exchange of views regarding the work in progress and possible request for opinions about further project's developments and possible international joint ventures.

**Main Goals and competencies:**

1. Development of networking skills
2. Development of international potential synergies
3. Knowledge transfer

**Methodology:**

- Asynchronous sessions
- Synchronous session

**Evaluation:**

This activity does not count for evaluation purposes

## **MODULE 4: Be a shark in a golden fishes' territory**

### **Activity 4.1: Case Study Analysis and Discussion**

**Timing:**

**Place:** Virtual Class + Classroom on the 2nd May

**General Overview:**

From a case study, develop the knowledge and application of Business Model Canvas methodology to the business idea of each shark.

### **Activity 4.2: Business Model Canvas for Start-Ups**

**Main Goals and competencies:**

1. Split the business idea in each of the Canvas Business Model parts
2. Analyse critical domains of each project
3. Analyse the value proposition of the project

4. Define main competencies for the team
5. Devise main financial data – financial tools and indicators
6. Devise a possible marketing strategy for the business idea
7. Define an implementation schedule for the project
8. Develop risk analysis methodologies

### **Methodology:**

1. Use of a forum to present and discuss the proposed case study
2. Short presentation of Canvas Business Model
3. Application of BMC to the present case study
4. Critical thinking:
  - a. Analyse the different domains of BMC implicit in your business idea
  - b. Split the different domains of your business idea into the different domains of B.M. Canvas
  - c. Possible adaptation of the implicit strategy of your business idea according to the results of the application of BMC (link BOS to BMC).

### **Resources:**

Online Resources and mentoring

### **Evaluation:**

Quality of the Business Model Canvas for the project

## **MODULE 5: Establish the Limits of your Territory**

### **Activity 5.1: Case Study Analysis and Discussion**

**Timing:**

**Place:** Virtual Class + Classroom on the 2nd May

### **General Overview:**

From a case study, develop the knowledge and application of Lean Start-Up Model to the Business Plan and develop the adequate methodology to the business idea of each shark.

### **Activity 5.2: Business Plan and Market Test**

### **Main Goals and competencies:**

1. Split the business idea in each of the Lean Start-Up Business Model parts
2. Analyse critical domains of each project
3. Analyse the value proposition of the project and KPIs
4. Define main competencies for the team
5. Devise main financial data and start preparing your Business Plan
6. Define an implementation schedule for the project
7. Develop risk mitigation techniques

### **Methodology:**

1. Use of a forum to present and discuss the proposed case study
2. Short presentation of Lean Start-Up and its relation with Business Model
3. From Business Model to Business Plan
4. Critical thinking:
  - a. Analyse the different domains of Lean Start-Up implicit in your business idea
  - b. Split the different domains of your business idea into the different domains of B.M. Canvas
  - c. Possible adaptation of the implicit strategy of your business idea according to the results of the application of BMC (link BOS to BMC).
  - d. Start building your Business Plan according to your Business Model (use Lean Canvas)

### **Resources:**

Online Resources and mentoring

## **Module 6: Sharks' networking**

### **Activity 6.1: Networking Session 3**

#### **Timing:**

**Place:** Virtual Class + Classroom

#### **General Overview:**

Exchange of views regarding the work in progress and possible request for opinions about further project's developments and possible international joint ventures.

### **Main Goals and competencies:**

4. Development of networking skills
5. Development of international potential synergies
6. Knowledge transfer

### **Methodology:**

- Asynchronous sessions
- Synchronous session

### **Evaluation:**

This activity does not count for evaluation purposes

## **Module 7: Be w(h)ealthy**

### **Subject: From Planning to Doing – The action plan**

**Activity 7: Prepare the final steps of the project and its presentation to possible investors**

### **Timing:**

**Place:** Virtual Class + Classroom

### **General Overview:**

Definition and executing the final steps to implement the planned project

### **Main Goals and competencies:**

1. Be capable to systematise all the knowledge acquired into the project's presentation
2. Clearly devise the project's strategy
3. Complete the Business Model and Business Plan
4. Prepare an attractive presentation of your project to possible investors
5. Be capable of attracting the appropriate team and financing for the project
6. Show the ability to execute what was planned

### **Methodology:**

1. Use of a forum to present and discuss an example of a BP in the Creative Industries
2. Forum where, departing from the presented example, complete your own BP and develop a presentation of your project to possible investors
3. Face-to-face presentation of each project to a panel of potential investors

**Evaluation:**

Consistency and attraction of the final project's idea, its presentation and viability

Resources:

Online Resources and mentoring

**Final Note about proposed activities:**

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**IX. Evaluation**

**Evaluation**

To be defined...