

Entrepreneurship Training Curriculum

Discover the Entrepreneur in You

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ABOUT THE AUTHOR

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Curriculum Model

Lesson 1: What is Entrepreneurship?

Lesson 2: Identifying a Need

Lesson 3: Designing a Solution

Lesson 4: Implementing the Solution

Lesson 5: Developing the Pitch

Lesson 6: The Challenge

Forward Instructions

- Introduction to the program goals
- Entrepreneurship in developing communities
- Why Africa needs great entrepreneurs
 - Lessons Accomplishments
- Guiding Principles to the cause

Lesson 1: What is entrepreneurship?

Lesson Accomplishments:

- Learners shall be able to define who an entrepreneur is and what entrepreneurship is
- Each learner shall develop an instinctive approach to what entrepreneurs undertake to understand their field
- Learners will appreciate the challenges and hardships in determining who an entrepreneur is
- Learners will be able to identify the common traits of entrepreneurs
- Learners will become more acquainted with working in groups
- Learners will begin to appreciate the implication of group dynamics

Discover the Entrepreneur in You! Who is an entrepreneur?

1. The Situation Room: who is an entrepreneur?

Objective: *To establish the significance of team work in developing guidelines of action in an essentially individualistic process. An entrepreneur's first and most important assignment is to stake his or her claim among peers and test the intellectual and practical validity of his or her ideas. The situation room opens up the debate and ensures that the focus remains on the business at hand and the achievement of the tasks set before the team.*

Note: *"All men can stand adversity, but to test a man's character, give them power". Power can only reveal who one is. In the situation room, one understands the diversity in ideas and combines them to develop consensus. It grows leadership which is the hallmark of the "Situation Room"*

Activity: The class shall be divided into groups of 6 in order to facilitate up-close and candid discussion on what constitutes an Entrepreneur. Each group shall be tasked with the responsibility of coming up with a definition and making a one minute presentation to the class. While the facilitator shall be tasked with the responsibility of taking notes of the major elements of definitions provided by different participants in the class, each group shall ensure that they provide a concise definition of what it constitutes to be an entrepreneur. The facilitator shall guide the class in coming up with a common definition that shall guide the entire class on entrepreneurship

2. Enterprising Quotes

Objective: To establish the critical mindset in the class. It often takes a genius to know one. While this is not a test of how many geniuses are in the room, it is meant to illustrate the significance of identifying other important quotations that provide insight to the ideals of entrepreneurship. It also elaborates on the important significance of working from the known to the unknown.

Note: *"Successful men have often stood on the shoulders of giants". Identifying the simplicity and power in a message presented in a different environment and finding relevance in the current context provides the most powerful illustration of how important it is to undertake this activity. Entrepreneurs are upcoming giants and such quotes ring in their minds whenever they make a decision that is critical to their success*

The first activity above shall present the most critical beginning to the conversation regarding entrepreneurship. However, in the second activity, new groups will be formed again with not more than three members from the previous group belonging to the new groups created. Each group shall be given a list of six quotes which they will discuss as a group and present one quote to the class

3. Reflections

The class shall then converge and have a general discussion on the two activities. The important elements shall involve a) what was hard about the two activities and b) what lessons each person learned from the exercise. The lessons can either be presented by a group or if the class is small, then each person shall share their lessons with the entire class.

Each participant should have a notebook where they have to write down his/her reflections on the day. They do not have to share their thoughts with the group, but it is essential to have their thoughts written down to remember the experience and witness the growth throughout the lesson.

To help the learners write these reflections, the instructor should suggest the following questions:

What is/are the key lesson(s) learned in the class?

What did learners enjoy the most?

What did learners not like?

Did you meet a new entrepreneur today?

What did you learn about him/her?

What would you improve in today's lesson?

4. Guest speaker

A guest speaker performs a very critical role in the development of the entrepreneurial mindset. This is because they validate the message from the lesson and enables each learner to internalize their experiences and mold their minds towards achieving the benchmarks discussed in the topic. In many cases it is not easy to have an entrepreneur guest speaker available. In such cases, a video or pre-recorded message from an entrepreneur is often better because it illustrates strengthens the perceptions of the learners. This is important because after being introduced to the concept of entrepreneurship, it is crucial to learn from a person who has been through the experience. A local entrepreneur is the perfect fit: A person who the participants can relate to and who can inspire them to be entrepreneurs.

Conclusion: Entrepreneurship is a process

The conclusion of the lesson will be a combination of reflections on the lesson accomplishments and an introduction to the next lesson plan (**need identification**).

Lesson 2: Identifying a Need

Lesson Accomplishments:

- Learners shall be able to differentiate between needs and problems
- Each learner will develop a sketch of needs and map out a possible intervention that runs from the problem to the need
- Learners will be able to articulate the importance of Abraham Maslow's hierarchy of needs as an important tool for determining the needs of different groups in the pyramid
- Learners shall be able to undertake critical problem evaluation processes with the goal of establishing a significant step for the eventual illustration of needs from the problems
- Learners will become more acquainted with working in groups to identify various needs in their local environment through real-time investigations
- Learners will be able to illustrate the general significance of the contributions of local entrepreneurs, some of whom may not be considered in the grand scheme of things because they have identified small needs

1. Problems vs. Needs

The most important process in identifying a need is to first identify what it is not. Sometimes problems present themselves as needs while in other times needs present themselves as problems. The challenge is to identify if the latter is the case. When there is a problem, a solution is needed and the solution can be in the form of an event or a process. On the other hand, when there is a need, then a process is required to satisfy it. Problems hinder the fulfillment of an activity and therefore require solutions to them. Needs prevent the fulfillment of individuals or institutions and therefore require processes that satisfy the individuals and institutions in question. A need is therefore referred to as physiological or psychological requirements for the well-being of an organism. It is important for an entrepreneur to distinguish between problems and needs because needs are opportunities that entrepreneurs foresee and invest in. A good business exists to serve a need or create one. An entrepreneur thrives when they satisfy a need repeatedly but excels when he or she can create a need and thereby disrupting the market in order to create a whole new system of satisfying the physiological and psychological needs of persons served.

Activity: "*Situation Room*". Facilitators shall group participants arbitrarily, regardless of prior group dynamics from the previous lesson. Each group shall contain six people with each member having a separate task. In each group, every member shall play either one of these roles on a rotational basis: The business owner giving a pitch (could be about an existing or imaginary business), the critical listener who evaluates the entire project/business/idea, the person giving the possible challenges of the business, the person giving possible improvements, the person judging the strength of the need addressed, and the person evaluating everybody's contributions. Each person in every group shall take a maximum of three minutes to discuss their thoughts.

2. Need sketching

While it is true that an entrepreneur needs to identify needs and satisfy them, the first step is to always understand problems existent and how fulfilling the needs eliminates potential problems they cause. In doing so, an entrepreneur seeks to underscore the interconnected elements of the system where he or she has to identify the needs. This system includes people, resources and products. In mapping out the system and its interconnected elements, one gets an understanding of any system and thus identifying the problems and the needs in a particular system, which then helps identify the opportunities for an entrepreneur to add value to that particular system.

Note: Needs are very difficult to identify because people rarely know what they need, they only know the problems they are facing. It is the work of the entrepreneur to identify the particular need and satisfy it.

Activity: Map out any business/industry using “*post-it*” notes in different colors (blue: people; orange: products; green: resources) then connect them with lines. After putting all the elements together to give a picture of how the business runs, move to the next step and look for the inefficiencies in the system and the problems. Then, ask yourself where to best add value to ameliorate the work of this business. Experiences from the previous activity are essential in establishing where you are missing a point or where the dots are not connecting. It is also important to reach out to your previous group members to have a second look at what you have done. The lesson requirement is that at least one of your previous group members reviews your work.

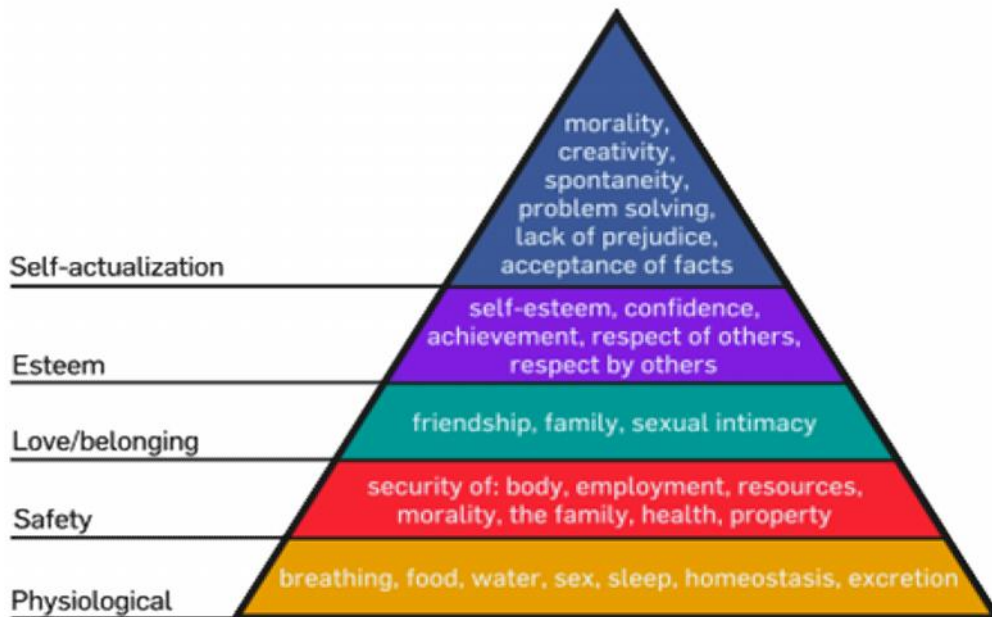
3. Problem evaluation

Since the previous section only handles the need aspect of the process, it is important to note that problems are not always opportunities for an entrepreneur unless they are:

- Big enough, i.e. they affect a large population. A problem is not really a problem if it only affects you or 3 more people in the world. An entrepreneur seeks answers for the next century in this century with the full understanding that they have to deal with the challenges of this century to have a better chance of handling the next century.
- Perceived as a problem by the targeted population hence creating the need to solve them. If a population does not believe it is a problem but the entrepreneur believes so, then he has to create a need. Important ways of doing so include promoting regulatory change, disrupting the market with products that are efficient, and establish significant attention to public dialogue regarding a particular issue.
- Financially or commercially relevant and people can pay the price for the solution proposed by the entrepreneur. In the event that an entrepreneur has the most brilliant idea that no one seems interested in paying for, then the problem is not the problem but the entrepreneur
- Enough resources to solve the problem. An entrepreneur is only as good as the resources he or she mobilizes around him or her and utilizes to promote his or her work
- Frequent problems and not one-time events. An earthquake may provide a need for emergency lighting during the search but if there is no permanent use then that is not a need

4. Pyramid of Maslow

Maslow's hierarchy of needs is a theory in psychology proposed by Abraham Maslow. The theory states that human's needs are classified in a hierarchy depending on the order of their priorities. The order of the priority goes from the base to the bottom of the pyramid. For instance, a person who is hungry will think first of finding food before thinking of voting. As an entrepreneur you should be aware of your target and their position in the pyramid of Maslow to make sure you are selling them the right product/service they need. You cannot sell an iPhone to a homeless person. His urgent need now is food, house and security.



5. Field trip to a local market/ neighboring community

In order to make the activity have significant structure, it is important that the class be divided into groups that can easily work through different challenges that individuals would not. This will also make sharing a bit more structured and similar lessons shared effectively within the group.

Note: This part can either be a private activity with results presented in the class or be a group work done during the lesson

Task: find 5 problems and 5 needs in small groups of 5 people.

Before going to the neighboring market or local community here are some pointers to keep in mind:

- take time to observe your surroundings because entrepreneurs have the ability to see what people might not see or do not pay attention to
- take notes at every stop because an entrepreneur has the capacity to separate the necessary from the unnecessary materials, once included
- discuss the problems that people see and speak of on a daily basis
- be careful: do not ask leading questions such as "transportation is a problem here" but rather open questions that will let people tell you more. Ask about their daily activities, what they do, how, and with whom?

6. Reflections on the field trip

The most important part of an observational field work is the reflections that come out of it. When different entrepreneurs share their thoughts they begin to associate their experiences with the observations made and formulate different perspectives that are essential towards the development of significant value systems about their environment. Therefore significant questions that can be discussed in the large group include:

- How did the learners find the activity?
- What did they find easy doing?
- What was challenging?

- Was it easy to identify a need?
- What looked obvious as a problem?
- Were people willing to share their stories and problems?
 - Did people talk about their needs?

Note: *Each group will present their 5 problems and 5 needs in 5 min!*

7. Ideas Segregation and Teams formation

After the group presentations, teams will be formed around the needs that people are more passionate about in different fields such as “health, education, youth...” Each team will settle into the “*Situation Room*”.

Activity: “*Situation Room*”. Facilitators shall group participants arbitrarily, regardless of prior group dynamics from the previous lesson. Each group shall contain six people with each member having a separate task. In each group, every member shall play either one of these roles on a rotational basis: The business owner giving a pitch (could be about an existing or imaginary business), the critical listener who evaluates the entire project/business/idea, the person giving the possible challenges of the business, the person giving possible improvements, the person judging the strength of the need addressed, and the person evaluating everybody’s contributions. Each person in every group shall take a maximum of three minutes to discuss their thoughts.

8. Guest Speaker: Identifying a need

It is essential to have a local entrepreneur to talk about his/her experience as an entrepreneur in his/her process to identify a need. How was his/her experience? How challenging was it? These discussions should be handled among other critical discussion points.

9. Reflections

Time for participants to write down their reflections of the day on their personal notebooks and share them with the class as in the previous lesson

Lesson 3: Designing a Solution

Lesson Accomplishments:

- Learners groups shall be able to develop a mission statement and vision statement of the need identified
- Learners groups shall be able to map their working environment and better organize ideas into their order of importance and articulate their significance to finding lasting solutions
- Learners will be able to effectively discuss feasibility testing in order to identify SMART goals

1. Need Statement:

Designing a solution is important and stands at the significant stage of enabling an entrepreneur to begin the process of designing a proposed solution. The need requires proper articulation because it often forms the rallying call the entrepreneur uses to create interest in the kind of solution they offer. A need statement is a goal that you want your potential business to fulfill. As such, it elaborates on the significant parameters the solution will accommodate.

Activity: Each group, as selected from the last situation room shall place their need identified into a statement that forms the mission and vision of their change process. This will inform the kind of outcome they seek as individuals and as a team. If the individuals continue to hold a separate view from the group statements, then there is a greater challenge to the cohesiveness of the group and their grounding as entrepreneurs can receive any challenge. The teams will be given large drawing boards to write down all the solutions they deem necessary for the identified need. They are encouraged to be creative and innovative to solve the problems.

2. Idea Mapping

Evaluation method developed from Olin College's User Oriented Centered Design course
Participants need to classify their ideas into 3 categories: ground, horizon, and blue sky.

- Ground ideas are the most basic solutions they can come up with.
- Horizon ideas are realistic and achievable ideas
- Blue sky ideas are wild and crazy ideas

After classifying the ideas, each group shall try to make changes on ground and blue skies to make them more realistic so that they can fit in the Horizon category. By the end of this exercise, each team should have 3 horizon ideas to further polish.

4. Developing Ideas:

To develop the 3 horizon ideas it is important to identify three significant areas of concern:

- a- Identify the customer / target
- b-The needs being addressed
- c- Draw a picture with "before" and "after" to capture how your customer will look like after you introduce your product or service

5. Feasibility Testing:

Feasibility testing often requires that idea, money, skills, resources, time, and passion are matched to establish a more significant equilibrium that enables the entrepreneur determine the success of the endeavor. In order to promote this success, it is essential to consider these factors in the order they are established because that seniority and importance has to be kept to enhance the progress.

Idea	Money	Skills	Resources	Time	Passion	Total
1						
2						
3						

This exercise will allow the participant to pick the most feasible and applicable idea, which will be the team's business idea to work on during the remaining classes. The idea designed shall form the underpinning format that the entire entrepreneurship training experience shall be based.

6. Guest Speaker: Designing a Solution:

It is important to have a local entrepreneur to talk about his/her experience going through the process of designing a solution so that the participants can relate what they have learned to a real life example. A guest speaker can also make a presentation on the professional process and how it is significant to the entire progressive agenda of the lesson

7. Reflections

Time for participants to write down their reflections of the day on their personal notebooks

Lesson 4: Implementing the Solution

Lesson Accomplishments:

- Learners must be able to undertake a distinct product or service description
- Each learner will develop a critical understanding of how to position a product in the market
- Learners will be able to get feedback from their customers through scientific procedures
- Learners shall gain a deeper understanding of SWOT analysis

After generating your business idea, it is time for you to turn it into a real business/project. Your understanding of marketing, operations, accounting, and finance will help your service or product become a reality. The critical point in this stage is to plan before jumping into action to use the resources effectively and avoid as many unpredictable obstacles as possible.

1. Product/ Service Description

The first step is to be able to state what you are striving to do and why. Developing a product description allows you to convey your product/service in a brief, concise, and powerful way. A well-written product or service description is the foundation of a business a strong business. It is also essential to remember that an entrepreneur's goal for another product or service or improvement of either begins the moment the product is launched into the market.

Activity: Develop a product description that describes your product/ service and how it fulfills a need you identified in your community. The product description is often considered the most critical interface between a business and its clients. If they understand the mission statement and support the product but they do not understand its use, then there is a high likelihood that the product or service will not be helpful to them in the long run and as such may not invest their own personal resources in acquiring it. It is therefore important that each group works to have a very understandable and concise product or service description that is short, timely, and critical to the ever expanding needs of the population they identified earlier.

2. Positioning Product/ Service

After describing your product and how it fulfills a specific need, it is time to make your idea unique; to add value to your product to make it different from the products in the market. The positioning statement is an important process that must often consider very critical elements which include the target group, the brand of the product or service, the concept being promoted, and the product differentiation element.

The positioning map allows you to capture your product/ service's qualifying characteristics. In this map, list two characteristics of your competitors and how your product/service compares. Label those two characteristics on the axis of the chart: the positive ones on the top and left ends of the axis.

Complete the labels on each side of the axis with the labels that are relevant to your business, and then plot your business

Template of a positioning statement: My product offers the following benefits.....to the following customers...Our product is better than our competitors because.... We show we are the best by....

3. Target: Feedback

Answering questions about your product or service is often not enough to launch a successful product/service. This is why it is essential to get the opinion of your customers because it is a key element to the success of the product/service. This is done by doing research, interviewing your target.

Below are some of the most important tips for conducting good interviews:

- Make your interviewer comfortable
- Answer open ended questions
- Encourage your interviewer to tell you stories
- Observe their body language
- Take notes, but not too much!!
- Make them try your product/service so that they can judge it and their feedback will be more constructive

Some of the questions you can ask when conducting such interviews include:

- Would you use this product/service? Why?
- Do you like it? If not, why?
- How would you use it?
- Do you use a product/service similar this one? What is it?

4. SWOT analysis

Many entrepreneurs use SWOT analysis to consider all the factors in their idea's business environment. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. These factors are divided into internal ones (Strengths and Weaknesses) and external (Opportunities and Threats)

Here are some questions about your service/product to guide you in completing SWOT analysis:

- What are your product strengths? What makes it unique?
- What are your weaknesses? / What are your competitors good at, that you are not?
- What are the opportunities in the marketplace that you can take advantage of to introduce your business?
- What are the threats in the marketplace? = What will make it difficult for you to introduce your business?

5. Guest Speaker: Implementing the Solution:

Invite a local entrepreneur who can talk about his/her experience especially in implementing his/her solution.

6. Reflections

This is the time for participants to write down their reflections of the day on their personal notebooks.

Lesson 5: Developing the Pitch

The most critical part of a new business idea, product, service, or company that is being built is resources. It is often the most significant stage of success that it has to be handled with great care and planning. One of the key tools for handling such a situation is the rocket pitch. A Rocket Pitch is a succinct delivery of a business idea. It is usually brief and contains enough details for investors and highlights why your business idea is unique and superior. Since the success of the idea often lies on the contributions of the investor to the idea, it is important to consider the passion and energy that the entrepreneur uses to pitch the idea and inspire the audience into investing in the idea.

Activity: The groups will seek to develop a pitch for their investors in order to be able to mobilize resources for the successful implementation of their idea. In order to accomplish this task, there are five elements of consideration that go into the development of the rocket pitch. These are discussed below. Once these five elements have been selected, it is important to practice the pitch in order to be in sync with whatever the investors may be looking for in the eventual price

There are five areas that you should cover in your rocket pitch:

a. Problem: Explanation and scale of the problem and need and how that problem is an opportunity for you

b. Solution: Clear and concise explanation of your product/ service and business model, how the product or service will solve the need and how the problem will be solved. It is also important to explain how the product /service is unique and different from your competitors'

c. Target: Customers and their demand to your product/service are essential to note in order to give the investor the full picture

d. Potential to make a profit: How you will make money/revenue and how financing of your business (financial statements) is and shall continue to be.

e. Your needs: Explanation of immediate needs (e.g capital, equipment, expertise...) and how investors can fulfill these needs

- Notes:**
- Pay close attention to eye contact and body language
 - Speak loud enough for everyone in the room to hear you
 - Speak clearly and slowly enough for the audience to understand you
 - Have an effective and memorable closing
 - Be confident
 - The first impressions matter: dress appropriately and deliver your pitch from the beginning with confidence and energy
 - Keep your audience interested

Using Visual aids

- Keep it simple and brief
- If information does not increase learning or understanding do not include it
- Do not allow visual aids to take your audience's attention
- Don't rely too much on your visuals. Your pitch is your story, your words and actions are more important than any visual representation of the idea

Lesson 6: The Challenge

Summary

The final stage of this learning process is the development of five major documents that will essentially guide the entrepreneur in the journey of developing their venture. The most important document shall be the business plan which shall include projections of finances, administration, product description and suitable locations. The next important product of this process is the rocket pitch which has to be developed as a commercial and financial package for investors who will either have it delivered in person by word of mouth, in an investor's brief, or in a video format. The next important product of this process is the statement of the venture such as mission statement, product description and vision statement of the emerging business. The fourth product is the mental and psychological preparation for the process. This is achieved mostly through the discussions undertaken during the entire five lesson period. Finally, the presentation skills for either investors or an audience of interested persons like well-wishers, customers, and other stakeholders.

Activity: At this stage it is essential that each of the groups working together from lesson three make a presentation to the audience of the class while highlighting their understanding and documentation of the key elements identified in the summary.

***** **THE END** *****