



CONVERSATIONS

Network-building for self-employment of refugees

IO4: Course materials
IO6: Facilitator Guide

9Conv Course



LMS (Learning Management System)



App



Learning outcomes



9-step plan
(attended with
facilitator)



Assessment
with badges



Supporting tools, FAQ, life stories, competency tool, EU Skills profile guide

The Programme Canvas

<p>Key partners</p> <p>The facilitator</p> <p>The facilitator will guide you through some steps to help you build your own Canvas (like this one) that explains your business idea.</p> <p>The Group members</p> <p>The other people in your group will help you make your Business Canvas clearer by asking you questions. You will also be helpful to them in the same way.</p>	<p>Key activities</p> <p>Weekly meetings</p> <p>You will meet with your group and the facilitator to talk about and plan your next steps. In between the group meetings you will add to your Business Canvas after meeting or phoning local people who can help you with your business idea. It is also important that you make a note of what you have learned each week.</p>	<p>Value proposition</p> <p>Starting your own business</p> <p>When you have finished the 9 Conversations programme you will be ready to plan in a serious way about starting your own business.</p> <p>You will know more about the business environment where you now live.</p>	<p>Customer relationships</p> <p>Speak the local language</p> <p>You will be meeting and contacting useful people and organisations in the local language in the local area. You will be doing what you can so that they remember you and you are able to contact them again if you need to.</p>	<p>Customer segments</p> <p>Contacts</p> <p>The type of people or organisations that you will need to contact include</p> <ul style="list-style-type: none"> *possible suppliers *possible customers *business services such as banks and accountants *information services such as the local library, municipality or business support clubs
		<p>Channels</p> <p>Meetings</p> <p>You will contact local people who could give you useful information to help you build your Business Model Canvas. You will do this by arranging to:</p> <ul style="list-style-type: none"> *go and meet them *email them *phone them *find useful information online *or inviting them to come to a 9 Conversations meeting 		
		<p>Key resources</p> <p>Time & commitment</p> <p>It is important that you make sure you come to every meeting. It is important that you do what you have planned between each meeting.</p> <p>Your experience</p> <p>Your experience and existing knowledge will be very important to your own Canvas and probably also to some of your group colleagues.</p>		

What's in it for the participant?

Business Model Canvas
Osterwalder, A. (2005-11-05).
["What is a business model?"](http://www.businessmodelalchemist.com).
[businessmodelalchemist.com](http://www.businessmodelalchemist.com).

<p>Cost structure</p> <p>Time</p> <p>This programme will cost you some time. It will use about 4 hours per week; two hours for the meeting and two hours to go out and meet useful contacts, make a note of what you learned and planning new meetings.</p>	<p>Revenue streams</p> <p>What you gain</p> <p>If you complete this programme you will get the following:</p> <ul style="list-style-type: none"> *new contacts that could be useful if you decide to start your business *experience of thinking about lots of different types of businesses with your group *practice in presenting your business idea *a better understanding of how business works in your local area *a completed Business Model Canvas that you can present *badges that you can add to your Skills Profile
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The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

<h3>Key Partners</h3>  <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>MOTIVATIONS FOR PARTNERSHIPS Efficiency and economy Reduction of risk and uncertainty Acquisition of particular resources and activities</p>	<h3>Key Activities</h3>  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>CATEGORIES Production Problem Solving Platform/Marketplace</p>	<h3>Value Propositions</h3>  <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>CHARACTERISTICS Innovative Performance Customization Packaging New and Better Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</p>	<h3>Customer Relationships</h3>  <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p>CHARACTERISTICS Personal assistance Dedicated Personal Assistance Self-Service Automated Services Communities Co-creation</p>	<h3>Customer Segments</h3>  <p>For whom are we creating value? Who are our most important customers?</p> <p>MASS MARKET Niche Market Segmented Diversified Multi-sided Platform</p>																								
	<h3>Key Resources</h3>  <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>TYPES OF RESOURCES Physical Intellectual (brand, patents, copyrights, data) Human Financial</p>		<h3>Channels</h3>  <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost efficient? How are we integrating them with customer routines?</p> <p>CHANNEL PHASES</p> <ol style="list-style-type: none"> Awareness How do we raise awareness about our company's products and services? Evaluation How do we help customers evaluate our organization's value proposition? Purchase How do we help customers purchase specific products and services? Delivery How do we deliver our Value Proposition to customers? After sales How do we provide post-purchase customer support? 																									
<h3>Cost Structure</h3>  <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>IS YOUR BUSINESS MODEL Cost Driven (lowest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (focused on value creation, premium value proposition)</p> <p>SAMPLE CHARACTERISTICS Fixed Costs (salaries, rent, utilities) Variable Costs Economies of Scale Cross-subsidy</p>		<h3>Revenue Streams</h3>  <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <table border="0"> <tr> <td>TYPE</td> <td>FIXED PRICING</td> <td>DYNAMIC PRICING</td> </tr> <tr> <td>Asset sale</td> <td>Flat Price</td> <td>Negotiation (bargaining)</td> </tr> <tr> <td>Usage fee</td> <td>Product feature dependent</td> <td>Time Management</td> </tr> <tr> <td>Subscription Fee</td> <td>Customer segment dependent</td> <td>Key-Word Market</td> </tr> <tr> <td>Lending/Rent/Leasing</td> <td></td> <td></td> </tr> <tr> <td>Licensing</td> <td></td> <td></td> </tr> <tr> <td>Strategic Sale</td> <td></td> <td></td> </tr> <tr> <td>Advertising</td> <td></td> <td></td> </tr> </table>			TYPE	FIXED PRICING	DYNAMIC PRICING	Asset sale	Flat Price	Negotiation (bargaining)	Usage fee	Product feature dependent	Time Management	Subscription Fee	Customer segment dependent	Key-Word Market	Lending/Rent/Leasing			Licensing			Strategic Sale			Advertising		
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9Conversations - Course Schema



- 0 – Step 0 Programme preparation
- 1 – Step 1 BMC concept appropriation
- 2 – Step 2 Personal profile (Your skills ... *EU Skills Profile Tool*)
- 3 – Step 3 Your business idea, in local business landscape
- 4 – Step 4 Value proposition & customer segments
- 5 – Step 5 Customer relationships & channels
- 6 – Step 6 Key activities, partners and resources
- 7 – Step 7 Cost structure & revenue streams
- 8 – Step 8 Telling your story
- 9 – Step 9 The Elevator Pitch

9Conversations - Course Schema

0 – Step 0 Programme preparation

1 – Step 1 BC concept appropriation

2 – Step 2 Personal profile (Your skills ... *EU Skills Profile Tool, Competence self assessment*)

The screenshot displays a web browser window with the URL <https://9conversations.no/self-evaluation/#tab-739-1556704246659>. The page header features the 9Conversations logo and navigation links: About 9-Conversations, Posts, Intellectual Outputs, Public Events, Dissemination, Project Partners, and Links of interest. The main content area is a self-evaluation form for entrepreneurship, with several sections highlighted in red boxes: Value proposition, Customer segments, Channels, Customer relationships, Key partners, Key activities, Key resources, Revenue stream, and Cost structure. The 'Customer segments' section is expanded, showing a text area with the following content: 'We divide the customers into segments and focus on fulfilling each segments specific needs. We need to choose the right segments and adjust the entire business model to meet the customer segment's needs. One business can serve more than one customer segment.' Below this text, there are four radio button options for 'Levels for customer segments': Level 1, Level 2, Level 3, and Level 4. The 'Level 1' option is selected. Below the radio buttons, there is a text area with the following content: 'Customer segments level 1 - Can explain one simple example with expert help' and 'I have an idea what type of people some of my customers could be. I need expert help to find more.'

9Conversations - Course Schema

0 – Step 0 Programme preparation

1 – Step 1 BC concept appropriation

2 – Step 2 Personal profile (Your skills ... *EU Skills Profile Tool, Competence self assessment*)

Self-evaluation of entrepreneurship X

https://9conversations.no/self-evaluation/#tab-739-1556705174839

CONVERSATIONS
Network-building for self-employment of refugees

About g-Conversations Posts Intellectual Outputs Public Events
Project Partners Links of interest

Value proposition Customer segments Channels Customer relationships
Key partners Key activities Key resources Revenue stream
Cost structure

We divide the customers into segments and focus on fulfilling each segments specific needs. We need to choose the right segments and adjust the entire business model to meet the customer segment's needs. One business can serve more than one customer segment.

Levels for customer segments:

Level 1 Level 2 Level 3 Level 4

Customer segments level 4 - Can evaluate in relation to other BMC sectors and choose best examples in detail supported by contacts with relevant persons/orgs.

I discussed with relevant people which types of customers match my business best and know ways of finding out more about these groups.

9Conversation - Step Schema

- Objectives of the step
- What to do before the meeting
 - Practical activities, with help from other learners, or FAQ, or supporting organization
- Facilitator preparation / reminders
- ...

9Conversation - Step Schema

- Objectives of the step
- What to do before the meeting
 - Practical activities, with help from other learners, or FAQ, or supporting organization
- Facilitator preparation / reminders
- Session Plan (Topics and Timing for the meeting)
 - Practical activities to fill in the diagram (audio / document preparation to present what you did, diary to describe accomplishments, discussion of problems, questions, description of progress)
- ...

9Conversations - Step Session Plan

Meeting 5 session

What to do	Resources/strategy	Time in mins		
Report back on contacts made during the previous week and what was learned.	Swap information and tips on making contact and holding meetings.	10	Learning diary prompts – choose one or more of the questions and create your answer in the app.	5
Focus on customer relationships & channels	Discuss P 26-29 in the free sample of the BMC book.	30		
Add to the customer relationships and channels sections of the BMC	Each group member should add to those two segments of their BMC	15		
Mastermind session where one or two participants get the chance to take the group through their whole BMC and identify challenges and ask for support.	Give one or two participants the opportunity to take the group through their BMC and ask and take questions – 10 minutes each.	30		
Plan contacts that need to be made for next week.	The focus could be on key activities, partners and resources in readiness for Step 6.	10		
Discussion: What have you learned in this session? As a group reflect on what has been learned (what was successful and what needs to be developed). Are the expectations being met?	Get a volunteer to note this down on a large piece of paper and take a photo. This could be in the form of images.	5		

9Conversation - Step Schema

- Objectives of the step
- What to do before the meeting
 - Practical activities, with help from other learners, or FAQ, or supporting organization
- Facilitator preparation / reminders
- Session Plan (Topics and Timing for the meeting)
 - Practical activities to fill in the diagram (audio / document preparation to present what you did, diary to describe accomplishments, discussion of problems, questions, description of progress)
- Badges associated to the accomplishments
- Other sources of information for this step

9Conversations - Step Badges

Achievement Title	Image	Earned Date	Related Post
COMPLETED EU Skills Profile		November 17, 2019	Documenting your skills
CONVERSATION 2 COMPLETED		November 17, 2019	Documenting your skills
Chapter 2 of your DIARY!		November 17, 2019	Diary chapter 2: what have you learned?
Chapter 1 of your DIARY!		November 17, 2019	Diary chapter 1: what have you learned?
CONVERSATION 1 COMPLETED		November 17, 2019	Introducing the BMC
Feedback/suggestions given!		November 17, 2019	Introducing the BMC
DIARY started!		November 17, 2019	Start your diary

9Conversations - Step Badges

My Achievements



COMPLETED EU Skills Profile



CONVERSATION 2 COMPLETED



Chapter 2 of your DIARY!



Chapter 1 of your DIARY!

[View All My Achievements](#)

My Achievements



COMPLETED EU Skills Profile

CONVERSATION 2 COMPLETED

Chapter 2 of your DIARY!

Chapter 1 of your DIARY!

CONVERSATION 1 COMPLETED

Feedback/suggestions given!

DIARY started!

9Conversation - Workflow

Student WorkFlow

- Enrol (Student profile INIT)
- Tools
 - FAQ
 - EUSkills Profile Tool)
 - Self-Evaluation of entrepreneurial skills
- Take a STEP
 - Access step on the LMS
 - Work
 - Participate in the meeting
 - ...

Facilitator WorkFlow

- Consult Facilitation Guide, prepare Facilitation
- Do facilitation (present step and activities, make questions)
- ...

9Conversation - Workflow

Student WorkFlow

- Enrol (Student profile INIT)
- Tools
- Take a STEP
 - Access step on the LMS
 - Work
 - Participate in the meeting
- External work
- Consult profile

Facilitator WorkFlow

- Consult Facilitation Guide, prepare Facilitation
- Do facilitation (present step and activities, make questions)
- Assessment (informal) and badge acknowledgement

9Conversations - IO6 -Facilitator Guide

Facilitator
pack

Web-based course

9-step document

Guide document

Question cards

Poster templates

