



# MEcoS Rnet: Mini Eco System Regional Network

KA220-ADU - Cooperation partnerships in adult education  
2021-1-BG01-KA220-ADU-000033670

Thessaloniki

22-23 September 2022

Kyiv Business School

Presented by:  
Mariia Tsedik



## Training course survey analysis

During the first part of the PR1 Project, KBS experts conducted the Survey, which results were to become the basis for the Training Course, and made its thorough Analysis.

The Survey was conducted through remote questionnaires and focus group surveys. The respondents of the survey, according to the project application, were experts, successful entrepreneurs, representatives of state authorities (the Ministry of Community Development and Territories of Ukraine), local self-government authorities, etc.

The respondents represented different regions of Ukraine, and included among others those people who, due to the war of the Russia against our country, today have the status of **internally displaced persons** (IDPs). Involvement of such categories will be an unexpected feature for the implementation of the project in Ukraine, which will arise in the future when forming pilot groups.



## Training course survey analysis

In addition to mailing, questionnaires were conducted directly. Thus, one of the authors of the project, Viktor Tyrkalo, held over 10 meetings in local communities with experts, heads of local self-government authorities, successful local businessmen, or representatives of the business community from among internally displaced persons who lost their successful business in the territories occupied by the russcists.

At these meetings, in addition to formal survey activities the expert held formal and informal conversations and discussions regarding certain important issues, that will be included in the Training Course.





## Training course survey analysis

In total, more than 120 people of different ages, regions of the country, different social statuses and gender took part in the survey and questionnaire. To ensure the objectivity of the survey, the partners of KBS - independent expert organization "Ukrainian Sociological Portal" (USP) and the partner of KBS "League of Science Development" - were involved in the development of the questionnaire, carrying out sociological survey and its analysis.





## Training course survey analysis

The main goal of the survey was to determine which topics, interdisciplinary units of knowledge and professional skills are the most demanded in the process of implementing the business education program for entrepreneurs to be implemented into the Training Course.

The questionnaire contained 120 questions divided into several parts.

In particular, the survey included questions about:

- optimal duration of the training course,
- goals and objectives of such training,
- the content of each section, necessary issues to be scrutinized in each topic;
- basic soft and hard skills that participants need to develop to successfully start their entrepreneurial activity after completing the studies at the project,
- approaches and additional exercises-tasks that would strengthen the perception of all components of the training (especially practical ones) by all categories which must be involved in the project's pilot groups according to the application form.



## Training course survey analysis

In particular, the interdisciplinary units of knowledge and professional skills of the business education program, which are included in the Main Part of the course of the project's curriculum, were submitted to the survey in focus groups and questionnaires:

- Design thinking in entrepreneurship;
- Digital literacy and ICT in entrepreneurship;
- Financial literacy in entrepreneurship;
- Business planning in entrepreneurship;
- Ecology of entrepreneurship, Green Deal.



## UNIT "DESIGN THINKING IN ENTREPRENEURSHIP"

More than 73% of the respondents are interested in various topics of the interdisciplinary unit "Design thinking in entrepreneurship", which comprehensively forms a set of competencies and ways of thinking for the formation of the initial business ideas of future entrepreneurship.

The issue of **forming the concept of a future business idea by an entrepreneur** and **forming a business idea for society** was determined to be the most relevant for the practical block of entrepreneurship education.

**Critical thinking, analytical thinking, finding and forming motivation for entrepreneurship, understanding the psychology and behaviour of the client,** all this is determined to be extremely important for future students of the entrepreneurship education program.

Special attention was focused on the formation of **practical skills and the practical application of these types of thinking** in entrepreneurial activity.



## UNIT "DIGITAL LITERACY AND ICT IN ENTREPRENEURSHIP"

The topics of the interdisciplinary Unit "Digital Literacy and ICT in Entrepreneurship" were of interest to less than 35% of respondents and respondents.

The most popular topics of this Unit are as follows:

- the use of **social networks** and **landing pages**,
- **building communications with clients** in business,
- the **possibility of automating business processes**.

In particular, the **use of automated CRM** (Customer relationship management) **and ERP** (Enterprise resource planning) **systems, financial accounting automation and analysis programs (SAP** (System Applications and Products in Data Processing) software), as well as other corporate software in business.

The interviewees also identified the issues of **electronic money** and **electronic payment formats**, reporting in digital format as very important for future modern entrepreneurs.

Representatives from regional territorial communities (especially rural territories who are our direct target groups according to the application form) showed especially considerable interest to this Unit.





## UNIT "FINANCIAL LITERACY IN ENTREPRENEURSHIP "

More than 85% of respondents were interested in the topics of the interdisciplinary Unit "Financial Literacy in Entrepreneurship".

All interviewees, except for experts from HEE (higher educational establishments), expressed interest in acquiring solely practical skills for entrepreneurship on the subject of this Unit.

The interviewees were most interested in the subject of:

- **"bank lending",**
- **government programs for financing entrepreneurship,**
- **formats of alternative fundraising,**
- **budgeting of activities,**
- **formation of pricing,**
- **standards of Key Performance Indicators (KPI) in entrepreneurship (break-even point, financial leverage, KPI of productivity).**

The interviewees paid special attention to the consideration of the topics concerning the work with banking institutions, preparation and submission of financial statements and the possibilities of automating these processes.



## UNIT "BUSINESS PLANNING IN ENTREPRENEURSHIP"

The respondents showed the highest level (more than 96% of the respondents) of interest in the topics of the interdisciplinary Unit "Business planning in entrepreneurship".

The interviewees were interested in a **business plan** as a tool for starting a future business, and as a document for attracting funds to the business.

In this Unit, the most vital issues are as follows:

- **business plan structures for different needs,**
- **building a business model** of entrepreneurship,
- **formation of the target audience** (TA),
- **writing a unique sales proposal** (USP),
- **naming** and **storytelling** as practical tools of entrepreneurial efficiency (practically applied cases in small and medium businesses).

Also, all interviewees consider the most valuable point of the program the opportunity (which is provided for future participants of the pilot groups) to write a personal business plan for their own future businesses, with the help of the consultant's advice in the process of professional training.



## UNIT "ENTREPRENEURSHIP ECOLOGY, GREEN DEAL"

The respondents showed the lowest level of interest in the topics of the interdisciplinary Unit "Entrepreneurship Ecology, Green Deal" (less than 27%).

The interviewees frankly noted the low level of familiarity with this topic even among experts.

Therefore, when implementing this block of the entrepreneur training program, all experts underlined that it is worth paying attention to the teaching **of the theoretical part** of the problem (getting acquainted with the main clauses and issues of the EU Green Deal), paying **particular attention to the practical experience of best practices of entrepreneurs from EU countries**.



## Training course survey analysis

In all interdisciplinary Units, the interviewees emphasized their interest in providing **practical case studies** both from national and European entrepreneurship experiences in each Unit of the Main Course and each Module of the Training Courses.

In particular, special attention was focused on the possibility of considering these cases in dynamics, with links to the websites of specific business structures.

In general, the survey showed a high interest of the respondents in training programs for entrepreneurs and very high appraisal of the project idea.



## Training course survey analysis

All interviewees emphasized the need for the **practical application of the acquired knowledge and professional skills in entrepreneurship** and in the process of **starting their own businesses**.

Special circumstances which Ukrainian businesses are facing now put on the first stage the knowledge of **all changes in law and local regulations**, as well as special attention, should be paid to **risk management knowledge**.

The modern local economy of territorial communities has either **a clear social character or at least includes a social component**. In addition to the standards of corporate social responsibility (CSR), targeted charity, and volunteering, the development of classic **social entrepreneurship** is becoming the norm in communities where entrepreneurial activity is conducted.

Experts noted the fact that during force majeure situations, such as pandemics, natural disasters or war as in Ukraine, **entrepreneurs voluntarily assume additional, permanent responsibility for part of social programs for residents of territorial communities**.



## Training course survey analysis

A **social entrepreneur** voluntarily, and, which is most importantly, comprehensively finances and develops one or more directions of **the social program** of the territorial communities.

In most cases, experts note, the **quality of such social services** for people is **many times higher than similar services financed by municipal programs**.

Not all budgets at different levels have the ability to repay people's risks in difficult situations. Financing of such programs through the fiscalization of entrepreneurship leads to a loss of time and part of the funds (transaction).

That is why, **social entrepreneurship** is the **right tool** for equalizing financial flows that ensure the full and timely implementation of social guarantees.

Experts draw attention to the fact, that in Ukraine social entrepreneurship has become part of the "war economy" and in the first half of 2022, the number of social enterprises has increased many times, especially with the employment and social security of people of the "silver age" (50+).

So, the **experts emphasised** that the topics which show the main specifics, importance and social usefulness of **the developing this type of entrepreneurship (social entrepreneurship) is crucial** to be **included into the Training Course of the Project, especially case studies**.



## Training course survey analysis

Based on the results of the analysis, we can define **the main goal of the Training Course of our study program.**

The **main goal of the Training Course** is the formation of **practical skills of an entrepreneur as the author of an idea and the coordinator of starting his/her own business**, and finally the **person who is confident how to implement all the points of his/her business plan into life.**

This goal sets the following tasks to be fulfilled in the Training Course:

- ❑ to develop future entrepreneurs' **self-confidence and professional skills** through **practical exercises**;
- ❑ to increase **the speed of** the future entrepreneur's **reaction to various tasks and risks**;
- ❑ to get the students acquainted with the **most effective modern techniques and methods of writing various types of business plans**;
- ❑ to develop an **entrepreneurial vision of his/her business** and the ability to transfer it to the hired team;
- ❑ to teach students to **think out-of-the-box**, to see what others do not see and to be able to **convey the essence of their own idea intelligibly** (clearly), partially **delegate** it for effective implementation to a hired team.
- ❑ to teach students how to **build effective business processes, choose a profitable business model, make a marketing strategy and review work with contractors** in order to receive a steady income and periodically find time and money for the development of their own company.

All topics of the Training course should contain the materials to fulfil all these tasks in the most effective and efficient ways.



## Training course survey analysis

Such tasks can be implemented effectively in case we include in our course certain important topics. On their basis, the KBS experts developed a detailed plan for the Training Course (which can be observed on the following 2 slides).

The training course includes 4 Modules:

**Module 1** – BASICS OF BUSINESS PLANNING IN ENTREPRENEURSHIP;

**Module 2** – MARKET RESEARCH, MARKETING, NAMING IN BUSINESS. PRACTICE

**Module 3** – DESIGN THINKING IN ENTREPRENEURSHIP. PRACTICE

**Module 4** – FINANCIAL LITERACY IN ENTREPRENEURSHIP

These modules form 2 logical blocks: the first 3 Modules Form one logical block, and each of them includes 3 topics, whereas Module 4, which in its turn consists of 7 topics, due to its specifics forms the 2nd logical block. Both blocks end with practical cases.

### Module 1 – BASICS OF BUSINESS PLANNING IN ENTREPRENEURSHIP

- ❑ **Topic 1. The idea of own business.** Principles and values of entrepreneurship. The concept of business idea development. Tactics and strategy in the implementation of an idea. Circular economy using "green certificates". Roadmap for starting your own business. Summary of the business plan. Business plan as a unique complex document, types and sections of BP. Peculiarities of writing sections of classical BP.
- ❑ **Topic 2. Minimum subsistence product (MZHP).** Triangle of values and strategy. Innovation as the basis of successful entrepreneurship with development prospects. Formation of a unique sales offer (USO). Target audience (TA), needs, pain points and purchasing power of consumers. Growth and development. A clear understanding of the need for the entrepreneur's own final product for TA. Social entrepreneurship and the "silver economy". Improving the business plan as a constant entrepreneurial necessity.
- ❑ **Topic 3. The business model of entrepreneurship.** The structure of the business model. Business model as the basis of business strategy. Business processes and their interaction, market segmentation. Business model creation software. Franchising as a ready-made unique business model. Monitoring and assessment of BP implementation, M&A (Monitoring & assessment) standard. Ecology and Green Deal.





## Module 2 – MARKET RESEARCH, MARKETING, NAMING IN BUSINESS. PRACTICE

- ❑ **Topic 4. Financial model of entrepreneurship.** The nature of money. Cost, price, quality, time Purchasing power. Inflation, deflation. Pricing policy, full price. Breakeven point. Choice of legal form and system of business registration. Capitalization in entrepreneurship. Fund and resource attraction policy. Fundraising, crowdfunding, crowdsourcing, coworking. Risks and guarantees. Fintech and IT solutions, CRM and ERP systems.
- ❑ **Topic 5. Marketing strategy and product sales.** Brand management, brand beech. Social networks, website, SMM strategy. Implementation of UTP. Advertising concept. Naming and storytelling application technologies. The marketing component of price policy. Market research and analytics. Competition in business. The geopolitical market of raw materials, labour, and finished products. World GDP and Ukraine.
- ❑ **Topic 6. Human resources, HRM.** Personnel policy. Business team: labour team, contractors, freelancers. Professional competencies, including digital competencies (ICT- information and communications technologies) of the employed workforce. Professional development of personnel. The “resourceful” state of employees: positive mood, confidence in themselves and their team, stress resistance, quality of their own health, etc.

## Module 3 – DESIGN THINKING IN ENTREPRENEURSHIP. PRACTICE

- ❑ **Topic 7. Peculiarities of entrepreneurship in wartime.** Building tactics and strategies for the “economy of war” and “economy of victory” ... A powerful volunteer movement as part of these parts of the economy. Force majeure. Relocation of business. Socialization of entrepreneurial activity.
- ❑ **Topic 8. Life balance of an entrepreneur.** Resource state of the entrepreneur. The wheel of life goals and values. Management of the entrepreneur’s life cycle. Entrepreneur or businessman. Delegation of authority. Finances, resources, and funds of an entrepreneur. Wellness as a lifestyle of an entrepreneur.
- ❑ **Topic 9. Practical cases** on writing sections of the business plan of one’s own business for starting and effective development of a micro-business. Meeting with active entrepreneurs.

The training on Modules 1-3 ends with a public defence of each student's own business plan project.



## Module 4 – FINANCIAL LITERACY IN ENTREPRENEURSHIP

- ❑ **Topic 10. History of money.** Finances. The need for the functioning of money in the economy. Money and time. Money as a commodity. The price of money. Inflation and deflation as the permanent environment of fiat money. Money and society. CPI (consumer price index), PPI (producer price index), GDP deflator. Cost, price, the full price of a product or service. The financial and credit system as it is. The accounting rate of the NBU (National bank of Ukraine). Deposit credit services of banks. Insurance products.
- ❑ **Topic 11. The structure of start-up capital in entrepreneurship.** Own and borrowed funds, value and price of money over time. The purchasing power of money, money as a commodity. Three classic actions with fiat money. Investments in entrepreneurship. Lending programs. Financial leverage and its application. The effectiveness of money in business. Lost economic benefits (LEB). Fundraising and crowdfunding strategies in entrepreneurship. Peculiarities of finance in social entrepreneurship and the “silver economy”.
- ❑ **Topic 12. Construction of a financial model of one’s own business.** The pricing policy of an entrepreneurial product and the price of a labour product. Breakeven point. Fixed and variable costs. Sociological and financial portrait of the ideal consumer. Financial model of an entrepreneur in Excel. Raised funds. The investment model of entrepreneurship.
- ❑ **Topic 13. Accounting and management accounting in entrepreneurship.** The entrepreneur’s choice of the legal system of taxation. Income, profit, net profit. Operating expenses. Capital expenditure. Marginal income. EBITDA. Cash flows. Accounting and its functions. Balance sheet for an entrepreneur. Basics of management accounting. Outsourcing and automation of accounting services.
- ❑ **Topic 14. Automation and digitization of business activities.** Finance, resources and CRM (Customer Relationship Management) and ERP (Enterprise resource planning) systems for business. Management of business processes. Accounting and management accounting programs. Remote reporting programs. Gadgets and modern business automation programs.
- ❑ **Topic 15. Finances and funds of an entrepreneur.** Entrepreneur and businessman, model of mixed development strategy. Investments and delegation of authority to manage one’s own funds. Finances, resources and funds of an entrepreneur as temporarily free from consumption (table of effective cascade investment). Peculiarities of financial activity in the “economy of war” and “economy of victory”.
- ❑ **Topic 16. International activity in entrepreneurship.** Geopolitical map of the world. GDP of the countries of the world in proportions. The geopolitical market of raw materials, labour, and finished products. World currencies and hryvnia exchange rate policy. World GDP and Ukraine.
- ❑ **Topic 17. Practical cases** on managing finances, funds and resources of one’s own business, managing an entrepreneur’s own funds for the effective development of a micro-business. Meeting with active entrepreneurs.

The training ends with a public defence by each student of their own project of a financial model of a business plan.



## Training course survey analysis

KBS team is actively involved in the process of spreading the information about the project among **rural territorial communities** whose residents are eager to become our future potential students.

Due to the war state, our project will involve a new category – **internally displaced persons** (IDPs). For example, among our members of pilot groups, there will be people over 50, who have already had businesses but now are forced to start new ideas under the new circumstances.

All reports are published on the social network profiles of the KBS members of the team, and KBS partners





Thank you for  
partnership

See you

in May 2023 - Poland