

Create Creative Entrepreneurs

Acknowledgement:

Materials used are adapted from the
“creating entrepreneurs in food” web portal

<http://www.cefportal.eu/>





Session 1

Characteristics and Skills of Entrepreneurs

Session 1 Learning Outcomes

- ▶ Ability to define entrepreneurship
- ▶ Recognise the personal, interpersonal and professional traits required to be a entrepreneur
- ▶ Understand the soft skills required to be a successful entrepreneur
- ▶ Analyse results of a self evaluation tool

What is an Entrepreneur?

How would you define an Entrepreneur?



Spend the next ten minutes writing down what you think defines an Entrepreneur

Definitions

- ▶ Entrepreneur originates from a thirteenth- century French verb, *entreprendre*, meaning “to do something” or “to undertake.” ‘A person who sets up a business or businesses, taking on financial risks in the hope of profit.’ Oxford Dictionaries
- ▶ Someone who organises, manages, and assumes the risks of a business or enterprise. An entrepreneur is an agent of change.’ Concise Encyclopedia of Economics
- ▶ Entrepreneurship ‘The capacity & willingness to develop, undertake and manage a business venture along with any of its risks in order to make a profit.’ BusinessDictionary.com

Who inspires you?

What Entrepreneurs do you think are successful?



Choose two entrepreneurs that inspire you and answer the following questions

- ▶ What characteristics can you identify in these people?
- ▶ What commonalities do they have with each other
- ▶ What do you believe the driver is for them in their enterprise?
- ▶ What characteristics do you believe you may share with any of these people?

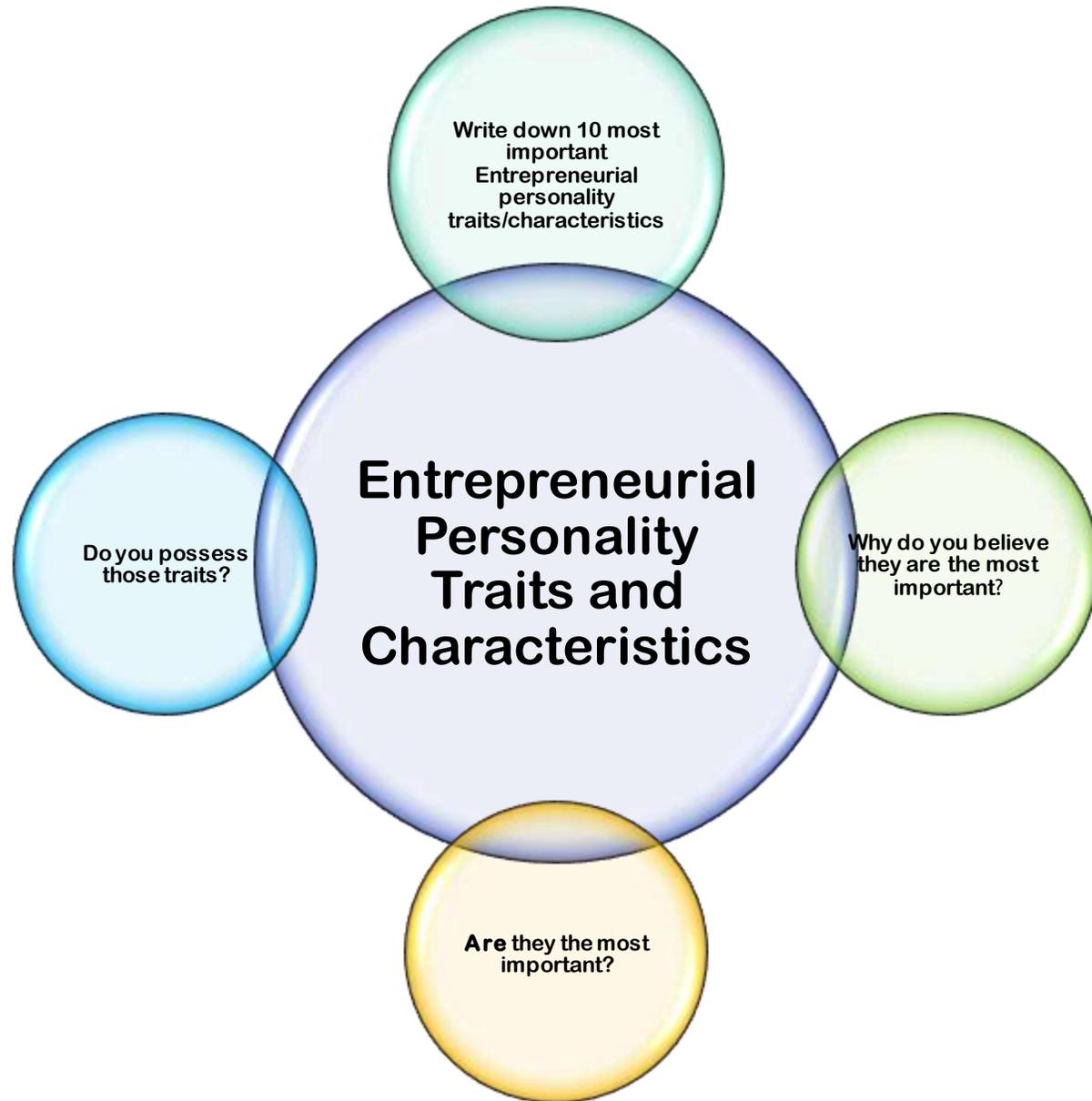


Watch the following discussion by Professor Paul Burns (University of Bedfordshire) on Entrepreneurs

<https://www.youtube.com/watch?v=IdVSx0Y8pm0>



Write down 5 things you learnt from watching the video and how you can implement them in business



► Entrepreneurial Personality Traits and Characteristics





Watch the following videos

- ▶ Jerry Kaplan “What are the best qualities of Entrepreneurs?”

<https://ecorner.stanford.edu/video/what-are-the-best-qualities-of-successful-entrepreneurs/>

- ▶ Peter Jones (The Dragons Den) “10 rules of entrepreneurial success”

<https://www.youtube.com/watch?v=Tod1moy8VZM>



What are your thoughts on the videos? Do you agree with Kaplan and Jones? Have they thought of everything? Are there other characteristics and traits you think are important for Entrepreneurs?

The following survey may help you identify some of the entrepreneurial characteristics and traits you possess:

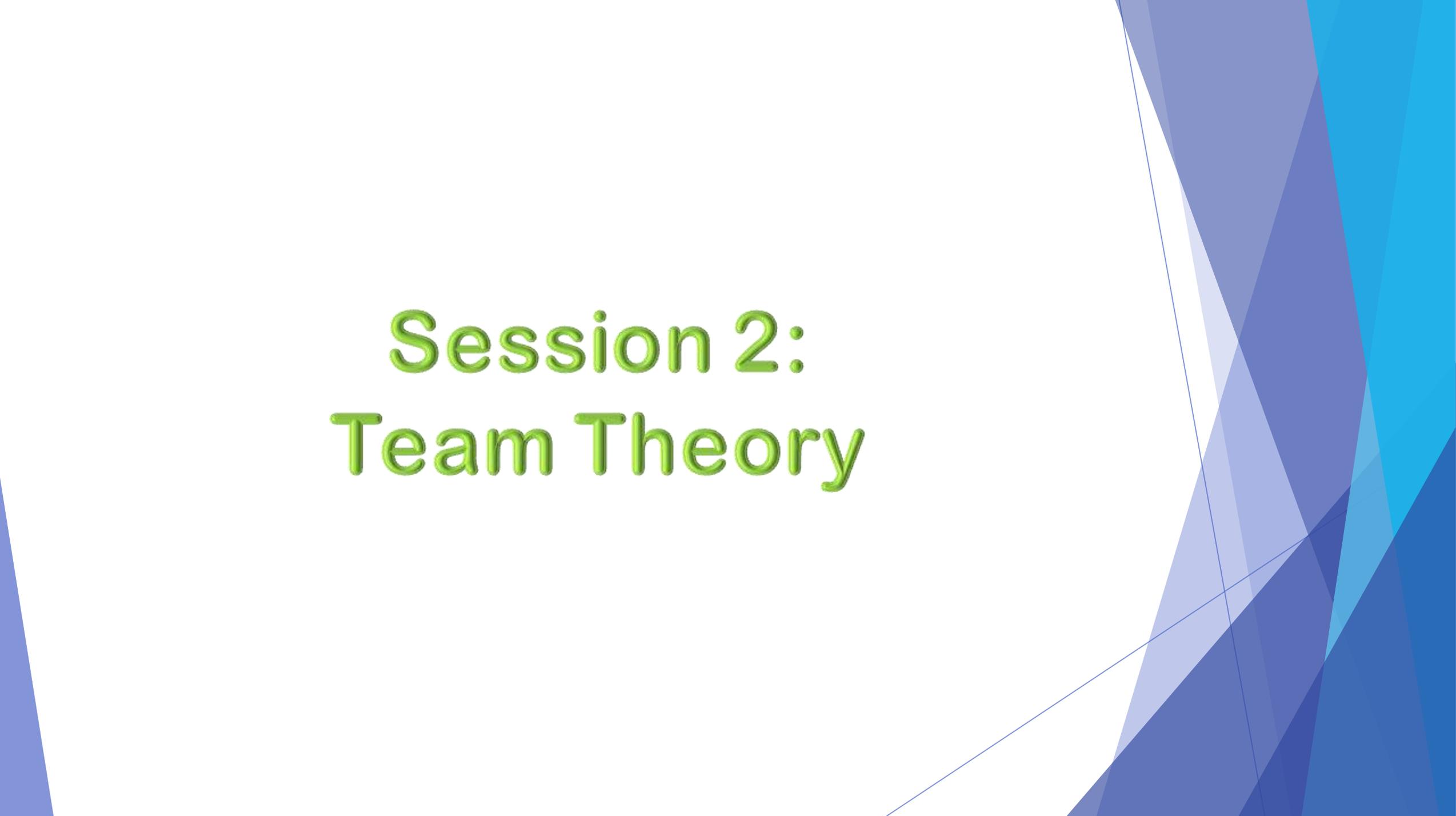


<http://wrdp.org/wp-content/uploads/Entrepreneur-Self-Assessment-Survey.pdf>

Recommended Reading

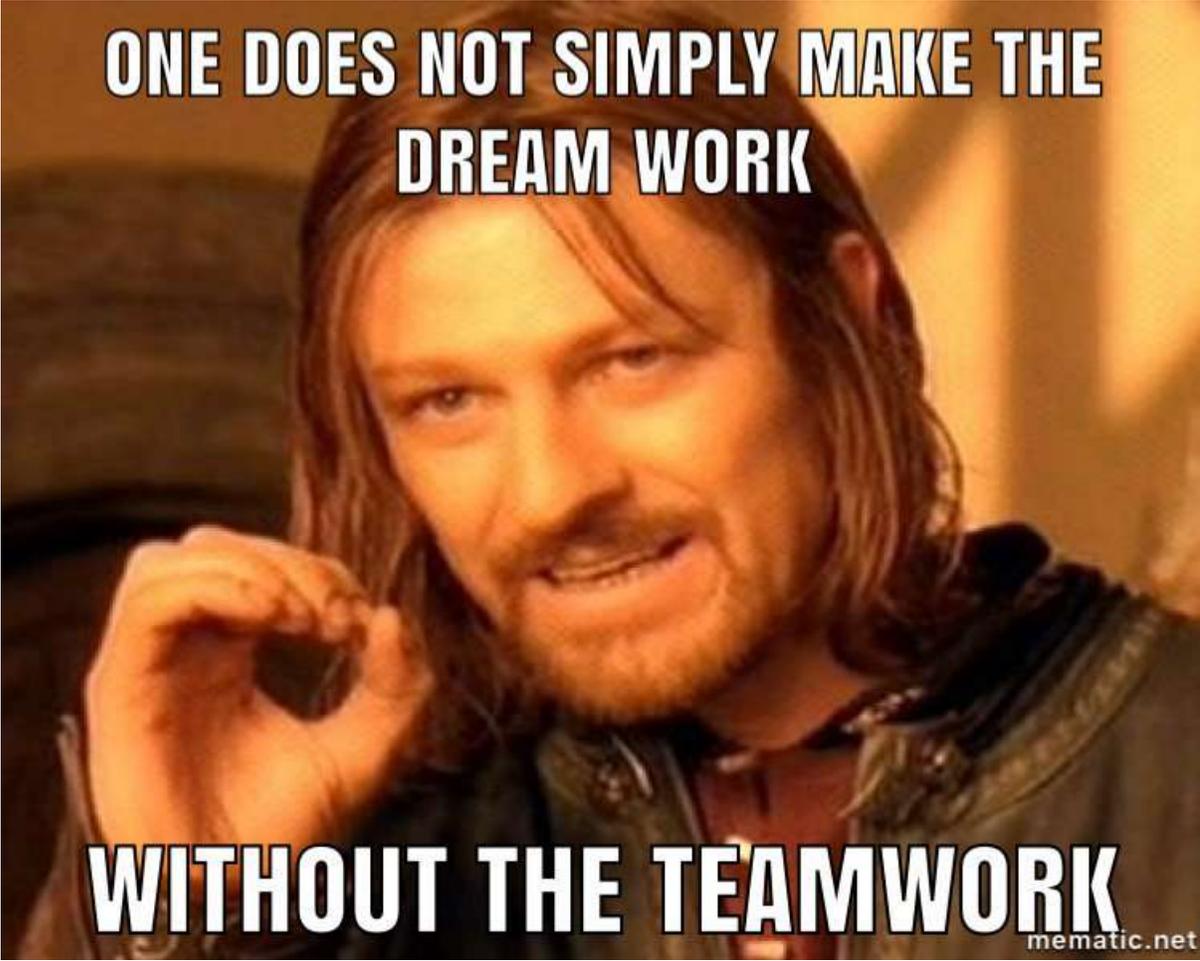
- ▶ Entrepreneurship & Small Business (3rd edition), Paul Burns, Palgrave-Macmillan, 2010: Chapter 1 and 4
- ▶ O'Hara, B., (2011), Entrepreneurship in Ireland, Gill & Macmillan, Dublin
- ▶ Bridge, S., O'Neill, K., Martin, F., (2008), Understanding Enterprise, Entrepreneurship and Small
- ▶ Deakins, D. and Freel, M. (2009) *Entrepreneurship and Small Firms* (5th edition), Maidenhead: McGraw Hill
- ▶ Kuratko, D.F. (2009) *Entrepreneurship: Theory, Process, Practice* (8th edition), Mason: South-Western Cengage Learning
- ▶ <http://publications.jrc.ec.europa.eu/repository/bitstream/JRC101581/Ifna27939enn.pdf>

Session 2: Team Theory

The background features abstract geometric shapes in various shades of blue and green, overlapping and creating a dynamic, modern aesthetic. The shapes are primarily triangles and polygons, with some semi-transparent areas that allow underlying colors to show through. The overall composition is clean and professional, suitable for a presentation slide.

Session 2 Learning Outcome

- ▶ Analyse teamwork skills and conduct analysis of a business using relevant tools and techniques, personal or interpersonal situations



**ONE DOES NOT SIMPLY MAKE THE
DREAM WORK**

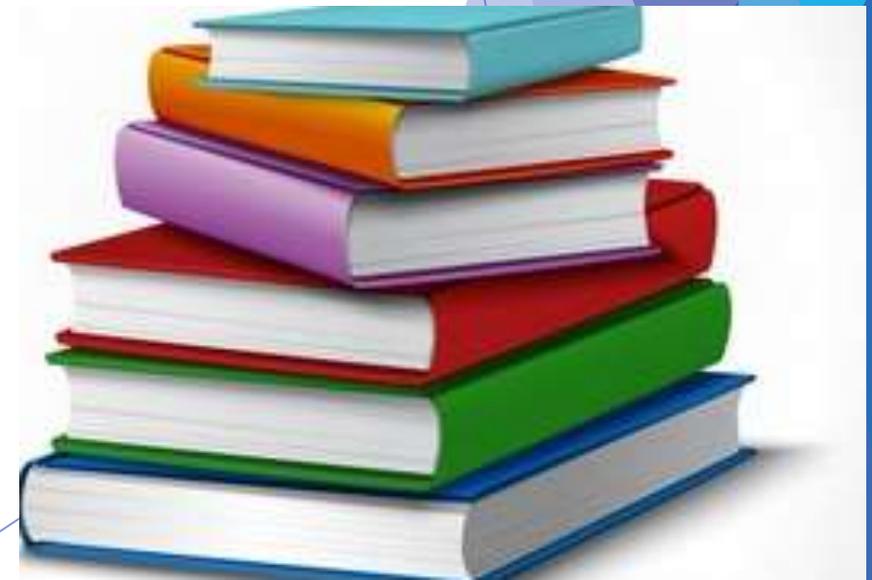
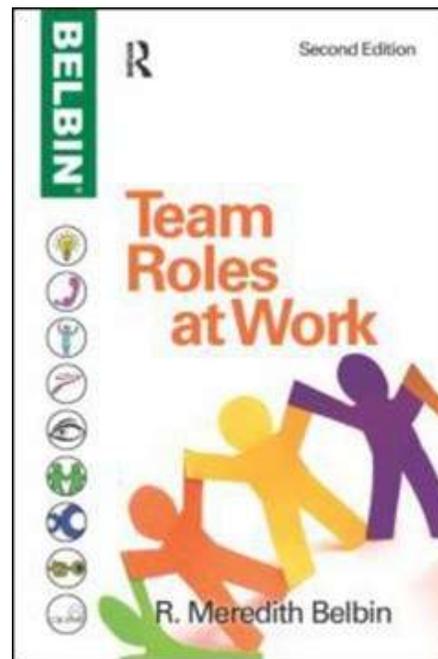
WITHOUT THE TEAMWORK

mematic.net



Building A Team

There are many theories and methods associated with building a team but for the purpose of this lesson we will review Dr Meredith Belbin's theory on the development of a team



Belbins Team Roles

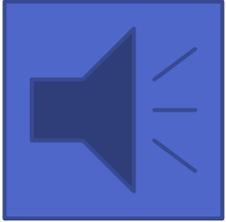


Team Role Summary Descriptions

Team Role	Contribution	Allowable Weaknesses
Plant 	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too preoccupied to communicate effectively.
Resource Investigator 	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator 	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper 	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
Monitor Evaluator 	Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker 	Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer 	Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher 	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist 	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

**Do I need 9
people on my team?**





No - while each team needs access to the 9 roles, there is no need to have 9 people on your team.

Most people will have more than one role in the team which can change over time.



Additional Team Theories

- Edward De Bono - Six Hats Thinking
- Tuckman's Forming-Storming-Norming-Performing
 - Dunbar's Numbers

Forming a team for a start up business

Key points to Consider

✓ Identify your role in the team

- What are your strengths
- What are your weaknesses
- What gaps are left to fill

✓ Can you afford to hire a team

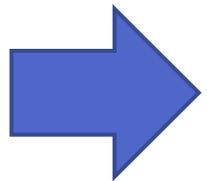
- Review your business plan, at what stage can you invest in hiring somebody
- Can I afford somebody full time?
- No money - then seek advisors, stakeholders, volunteers

✓ How do I recruit somebody for a start-up

- Get recruitment advice, don't assume you know how to recruit
- <https://www.forbes.com/sites/sophiamatveeva/2018/04/30/what-makes-great-start-up-teams-and-how-to-find-it/>

Using the IMA Strategy tool below, identify your strengths

Knowing your strengths will help you communicate to your team and stakeholders



<http://iMA-linkedin.com>

What is iMA?

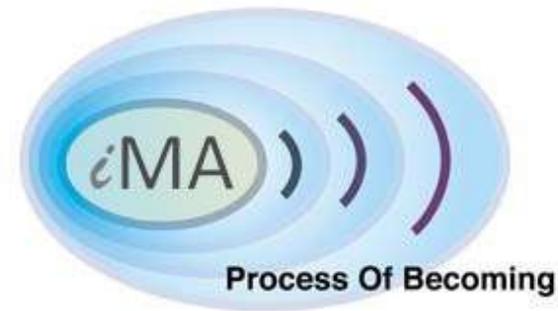


iMA is a simple way of observing
and understanding the
differences in people
communicating

..... and Connecting with them
on their wavelength.

Each person has a Comfort
Zone (iMA high colour)....

.....that is positioned within a
systematic predictable
framework.





That even though
there are 7 billion
people on the
planet there
are not 7 billion
Comfort Zones
..... There are
only 4!!!

You share the same iMA High Colour Style i.e. comfort zone with 25% of the worlds population that look at and filter the world through the same eyes and ears.



Each of the 4 iMA High colour styles speaks a different iMA dialect.

Every person speaks one dialect naturally in which she/he feels most comfortable most of the time giving and receiving information.



Respond to people in
their iMA High colour
dialect and...
trust, communication,
co-operation
and Connectivity go up!

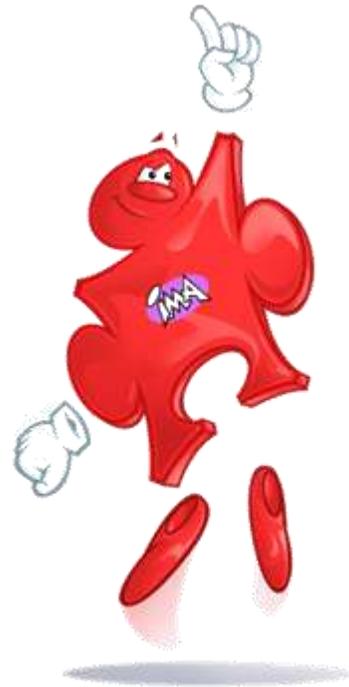
....and stress and
tension go down.

iMA helps you Connect...with the 75% of the worlds population that are on a different wavelength than you.

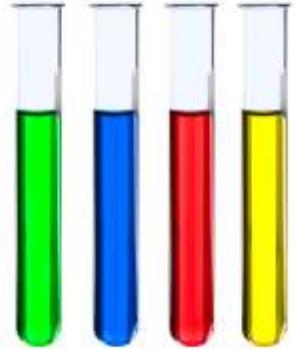


Identify, Modify, Adapt (iMA)

to the differences in people



We are a blend of Colours



Each of us has a dominant “High” Colour

Where we feel the most comfortable most of the time.

People that are Right Brained thinking and Non Assertive are High Blues:



- Relaxed
- Easy going
- Patient
- Reliable
- Amiable
- Co-operative



High Blue

Needs: Friendship

Wants:

- To be Liked
- You to be pleasant
- To maintain relationships

People that are Left Brained thinking and Non Assertive are High Greens:



- Eye for detail
- Accuracy
- Dependability
- Follow through
- Problem Solving
- Organisation



High Green

Needs: Thoroughness

Wants:

- To be correct
- You to be precise
- To maintain credibility

People that are Left Brain thinking and Assertive are High Reds:



- Fast paced
- Task oriented
- Accept challenges
- Take authority
- Solve Problems



High Red

Needs: Control

Wants:

- To be in charge
- You to be “To the point”
- To maintain Success

People who are Right Brained thinking and Assertive are High Yellows:



- Enthusiastic
- Gregarious
- Influential
- Friendly
- Outgoing
- Impulsive



High Yellow

Needs: Approval

Wants:

- To be admired
- You to be stimulating
- To maintain status

Treat people the way they want to be treated



- Communication
- Trust
- Co-operation
- Understanding
- Respect go up
- Stress
- Tension go down

Nobody can choose your team for you but the resources below will help you make the right decision for you and your business



- Lateral Thinking by Edward de Bono
- Outliers - the story of Success by Mathew Galdwell
- Serious Creativity - Edward de Bono
- Six hats thinking - Edward de Bono
- The Creative Habit by Twyla Tharp
- Thinking fast and slow by Daniel Kahneman



Session 3:

Design Thinking

Opportunity Recognition and Solution Generation

Session 3 Learning Outcomes

- ▶ Develop a critical awareness of the design thinking process and have the ability to demonstrate a range of tools and techniques used to stimulate creative and lateral thinking
- ▶ Demonstrate an understanding of your customers' needs
- ▶ Implement body storming and story boarding techniques
- ▶ Develop a prototype using a range of tools and mediums

What is Design Thinking ?

“Design Thinking is understanding what your customer actually wants and giving that to them”
Ronan Byrne, Lecturer GMIT, Ireland

“Design thinking is a process for creative problem solving.”
- Coe Leta Stafford, Managing Director IDEO U

Design thinking refers to the cognitive, strategic and practical processes by which design concepts (proposals for new products, buildings, machines, etc.) are developed by designers and/or design teams. Many of the key concepts and aspects of design thinking have been identified through studies, across different design domains, of design cognition and design activity in both laboratory and natural contexts.

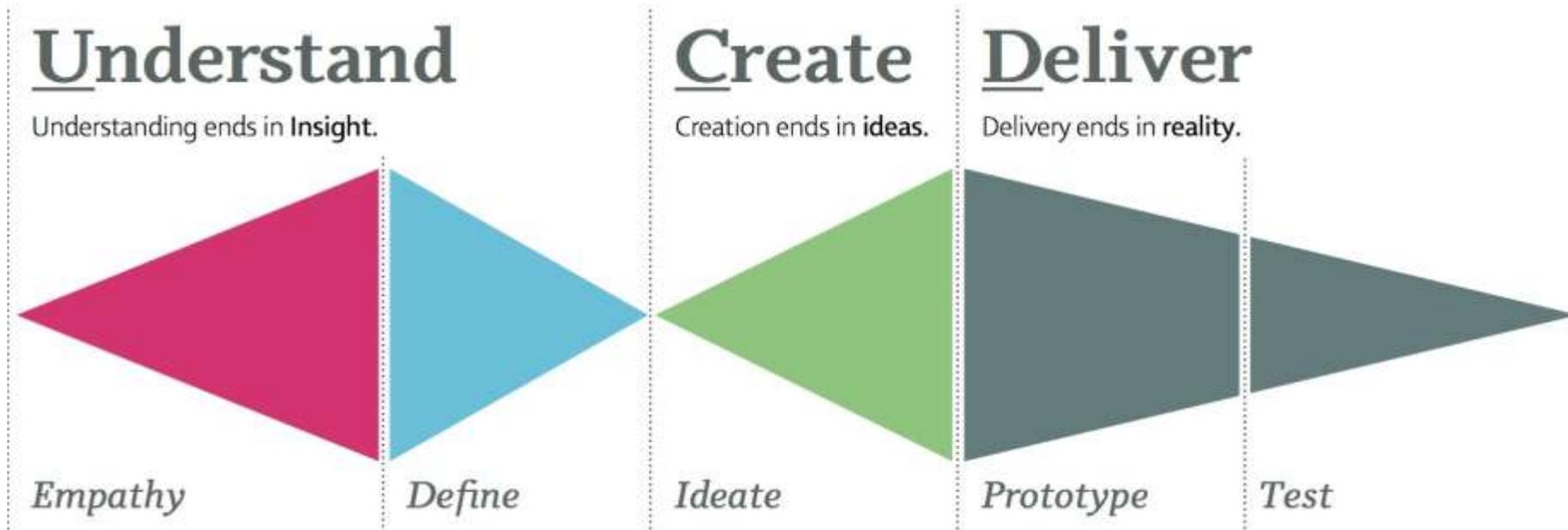
https://en.wikipedia.org/wiki/Design_thinking

....design thinking is a systematic approach to handling problems and generating new opportunities. The concept is pertinent to any field and purpose. Say, if you want to build a new product or customer experience or even take the business to the next level, this approach touches everywhere. It is seen that the design principles contribute significantly in elevating the success rate for innovation.

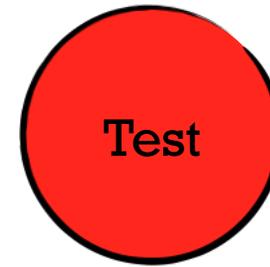
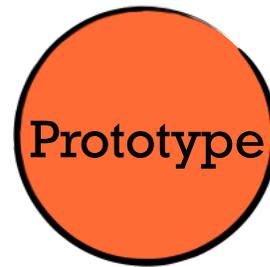
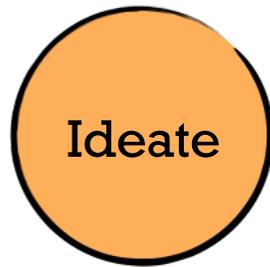
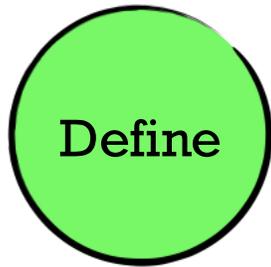
<https://think360studio.com/>

Design Thinking Process

Often Entrepreneurs start with Ideas and not Understanding



There are 5 Stages in the Design Thinking Process



Empathy

Observe

- Is your business idea going to solve a problem for the consumer?
- Is there a problem to be solved?

Listen

- Ask you target group what their problem is - is it what you thought it was?
- Listen to what they want don't assume you know

Research

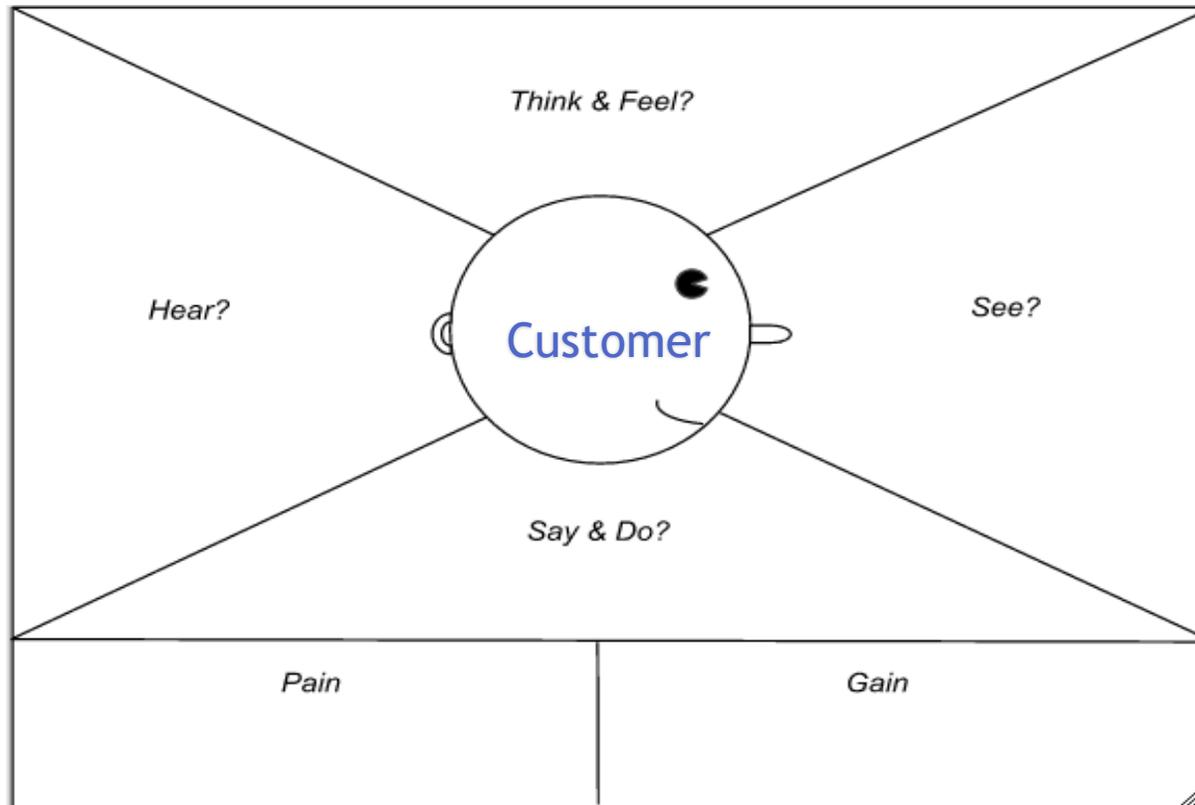
- What will fix the problem for the customer - research all options you can think off

Bodystorm

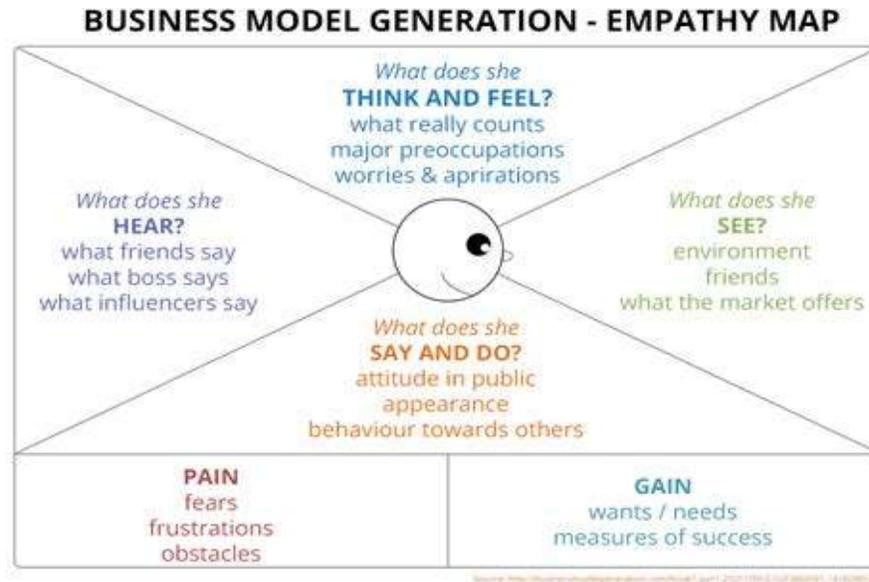
- Be a creative as possible with the solutions to the problem, put yourself in the customers shoes , experience the problem - write down all your solutions even the ones that may not be fesabile

Customer Empathy Map

Use the customer empathy map to understand your customers needs



Define the Problem



The easiest way to define the problem is to:

- ✓ Analyse the customer empathy map
- ✓ Decide what parts of the empathy map are most important to solve

Ideate

- ▶ Come up with as many ideas as possible that will fix the problem
- ▶ Build on the ideas
- ▶ Include wild ideas
- ▶ Don't discount anybody's idea if working in a group
- ▶ Write all the idea down
- ▶ Don't think about if the idea will work or no just write it down

Prototype

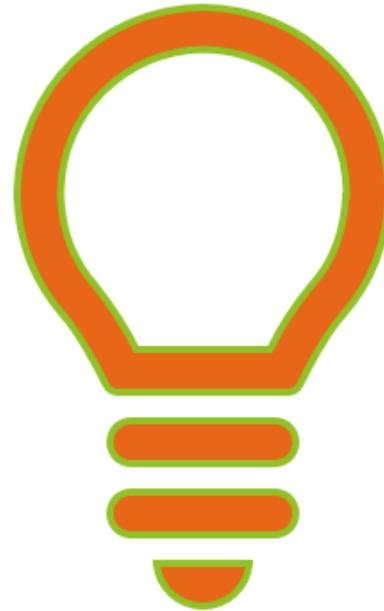
When the world has not seen it before **SHOW** them don't **TELL** them



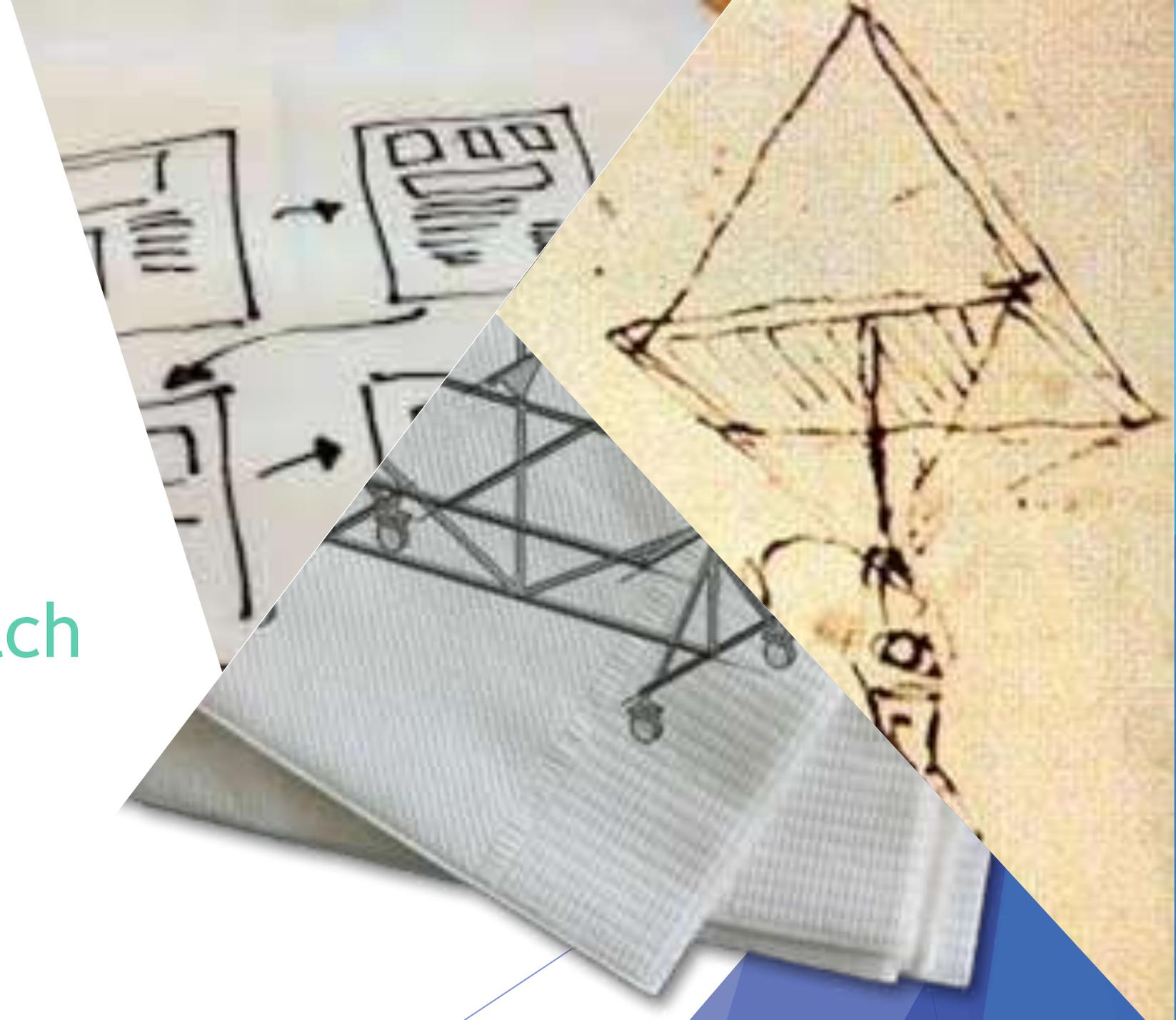
Prototyping



How can we
prototype?



Napkin sketch



Wire Frame



Landing page

The image is a composite of two web pages. The background is a grayscale landscape with a large blue play button icon in the center, overlaid with the text "Watch a Video".

The foreground, which is a semi-transparent overlay, is a landing page for a Chipotle promotion. At the top left, it says "On Demand" with a speech bubble icon and "Surveys, Samples & Savings". Below this, a large red arrow points to a "\$25" offer, accompanied by the Chipotle logo and the text "CHIPOTLE MEXICAN GRILL". To the right, it says "GIFT CARD" and "when you complete".

Below the offer, there is a form with the following sections:

- "HAVE YOU DOWNLOADED THE CHIPOTLE MOBILE APP?" with radio buttons for "Yes" and "Not Yet".
- "CHOOSE YOUR FAVORITE ITEM ON THE MENU:" with a dropdown menu showing "-- Choose Your Favorite --".
- A second dropdown menu showing "-- Please Enter Your Email Address --".
- A red button labeled "CLAIM YOUR GIFT CARD".

At the bottom of the overlay, there is a "1" in a circle, followed by the word "Register" and some smaller, partially obscured text.

At the bottom of the entire image, there is a blue bar with an "Email*" input field and an orange "Get Notified!" button.

Blogs

This site | **Blog A** | Blog B | Photos | Forums | Manual | About this site

Blog A Title

Tagline for Blog A.

[Home](#) | [About Blog A](#) | [Contact](#) | [Log in](#)

Welcome to your b2evolution-powered website!

March 23rd, 2014



To get you started, the installer has automatically created several sample collections and populated them with some sample contents. Of course, this starter structure is all yours to edit. Until you do that, though, here's what you will find on this site:

- » **Blog A:** You are currently looking at it. It contains a few sample posts, using simple features of b2evolution.
- » **Blog B:** You can access it from the link at the top of the page. It contains information about more advanced features. Note that it is deliberately using a different skin from Blog A to give you an idea of what's possible.
- » **Photos:** This collection is an example of how you can use b2evolution to showcase photos, with photos grouped into photo albums.
- » **Forums:** This collection is a discussion forum (a.k.a. bulletin board) allowing your users to discuss among themselves.



Admin

Blog A Title

This is the long description for the blog named 'Blog A'.

- » [Recently](#)
- » [Archives](#)
- » [Categories](#)
- » [Latest comments](#)

Search

Categories

- Kickofflabs.com
- Wordpress.com
- Vistaprint.com

Brochure





Video



Food Tasting



Pop up Shop

<https://thedoughbros.ie/>

Prototype Your Product

- ▶ Build your product quickly
- ▶ Build it cheaply
- ▶ Pitch your product - what problem is it solving
- ▶ Listen to customer feedback
- ▶ Revise the product
- ▶ Build it again



Time to Test your Product !!!!!

- ▶ Before you start write down the answers to the following questions:
 - ▶ Who do I want feedback from - who are my target audience
 - ▶ How am I going to get that feedback i.e. surveys, online polls, face to face
 - ▶ How will I record the feedback
 - ▶ Am I prepared to listen and take the feedback on board
 - ▶ How many do I need to talk to to validate my product
 - ▶ Do I need influencers

- ▶ Now.....GO TEST YOUR PRODUCT

Recommended Reading

Simon Sinek
Chris Galdwell
John H. van
Man

<https://www.forbes.com/sites/quora/2013/05/08/what-are-the-best-ways-to-think-of-ideas-for-a-startup/#31c8f2647b82>

<https://www.cleverism.com/brainstorming-techniques-for-idea-generation/>

https://www.researchgate.net/profile/Gordon_Bruner/publication/235253191_Problem_Recognition_The_Crucial_First_Stage_of_the_Consumer_Decision_Process/links/02e7e53b32d9c9e28c000000/Problem-Recognition-The-Crucial-First-Stage-of-the-Consumer-Decision-Process.pdf

<https://www.interaction-design.org/literature/article/5-stages-in-the-design-thinking-process>

Session 4: Communications

Learning Outcomes

On completion of session four, students will be able to:

- ▶ Demonstrate an understanding and have the skills to communicate and operate effectively in a working environment
- ▶ Design and deliver a professional oral presentation
- ▶ Demonstrate an understanding of effective communication strategies that will aid them in developing their business



Communication

thereof, can
make the difference between SUCCESS
and FAILURE.

Effective communication can:

Inspire others to take action

Make a process run smoothly

Plant the seeds for change; a new way
of thinking

5 Essential Communications Skills



Verbal Communications Skills



Listening Skills



Writing Skills



Interpersonal Skills



Body Language Skills



Take a few
minutes to reflect
on how good your
communication
skills are

Verbal	Make sure your message is clear, use appropriate tone and pitch
Listening	Pay attention, make eye contact, give feedback
Written	Be clear with your message, give yourself time and space
Interpersonal	The skills we use everyday to interact and communicate with one another
Body Language	Facial expressions, body posture, gestures, touch, tone of voice, eye contact

Oral Presentations

How to Pitch your Business Idea

**Good
Presentation**

Use props,
media to
demonstrate
the message

Simple
uncluttered
slides

Engaging

Clear and
Concise

Knowledgeable
Speaker

Relevant
Information

**Poor
Presentation**

Poor Body
Language

Unstructured
and too long

Too much
text on slides

Irrelevant
Information

Speaker was
unprepared

Not engaging

Think about Benjamin Franklins words.....

Tell me and I will forget

Show me and I may remember

Involve me and I will learn



Preparing the Presentation Slides



Keep your presentation brief



Use standard fonts



Keep text to a minimum



Use graphs/charts to show statistics



Keep your design consistent



Use a remote control or laser pointer (sparingly)



Time your presentation

Tips for delivering the Presentation

- ▶ Ensure your appearance is neat and tidy
- ▶ Welcome your audience
- ▶ Introduce yourself and the aim of your presentation
- ▶ Tell them when they can ask questions
- ▶ Engage your audience throughout the presentation
- ▶ Keep to the allocated time given
- ▶ Recap your main points at the end of the presentations

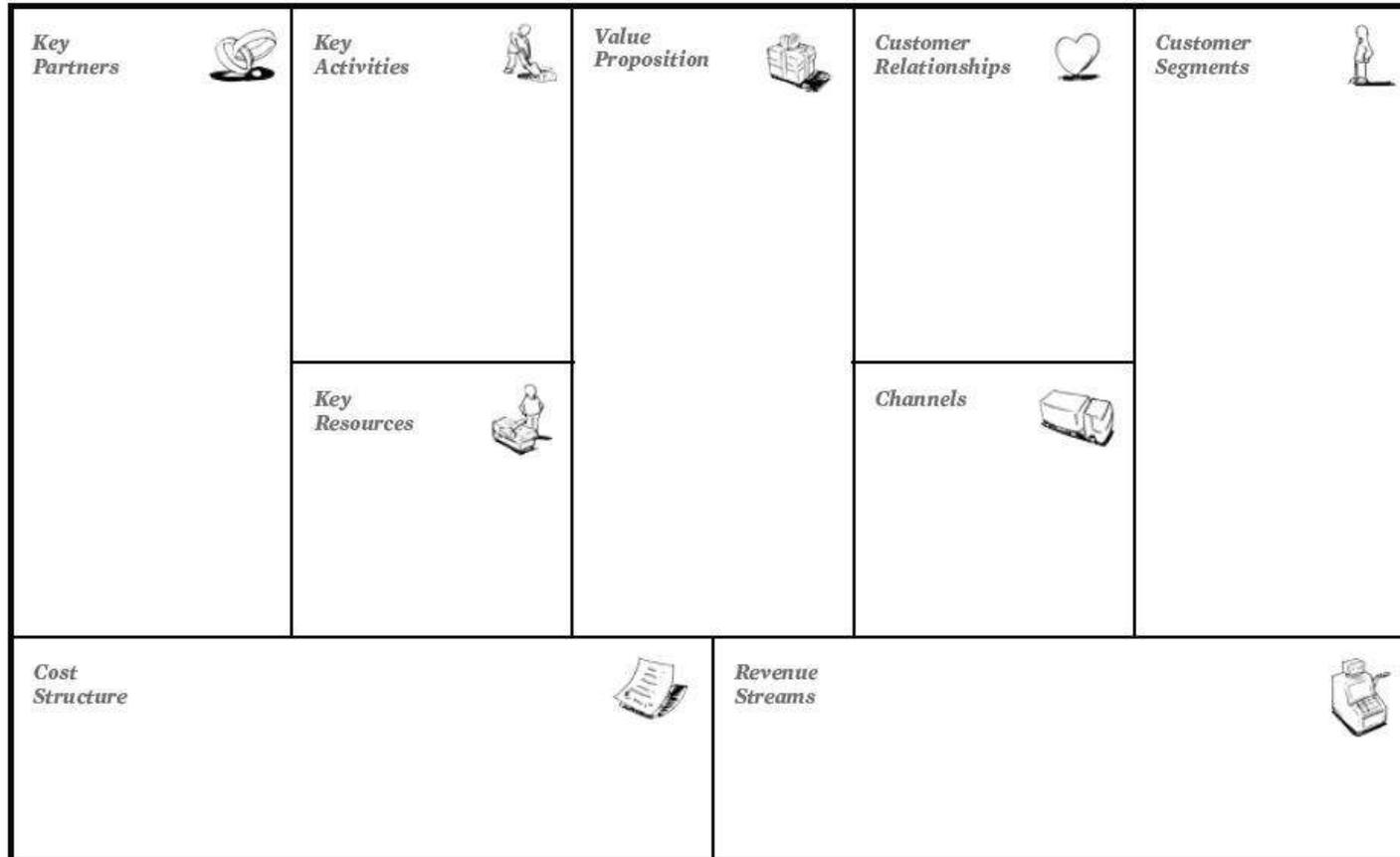


Session 5

Business Planning

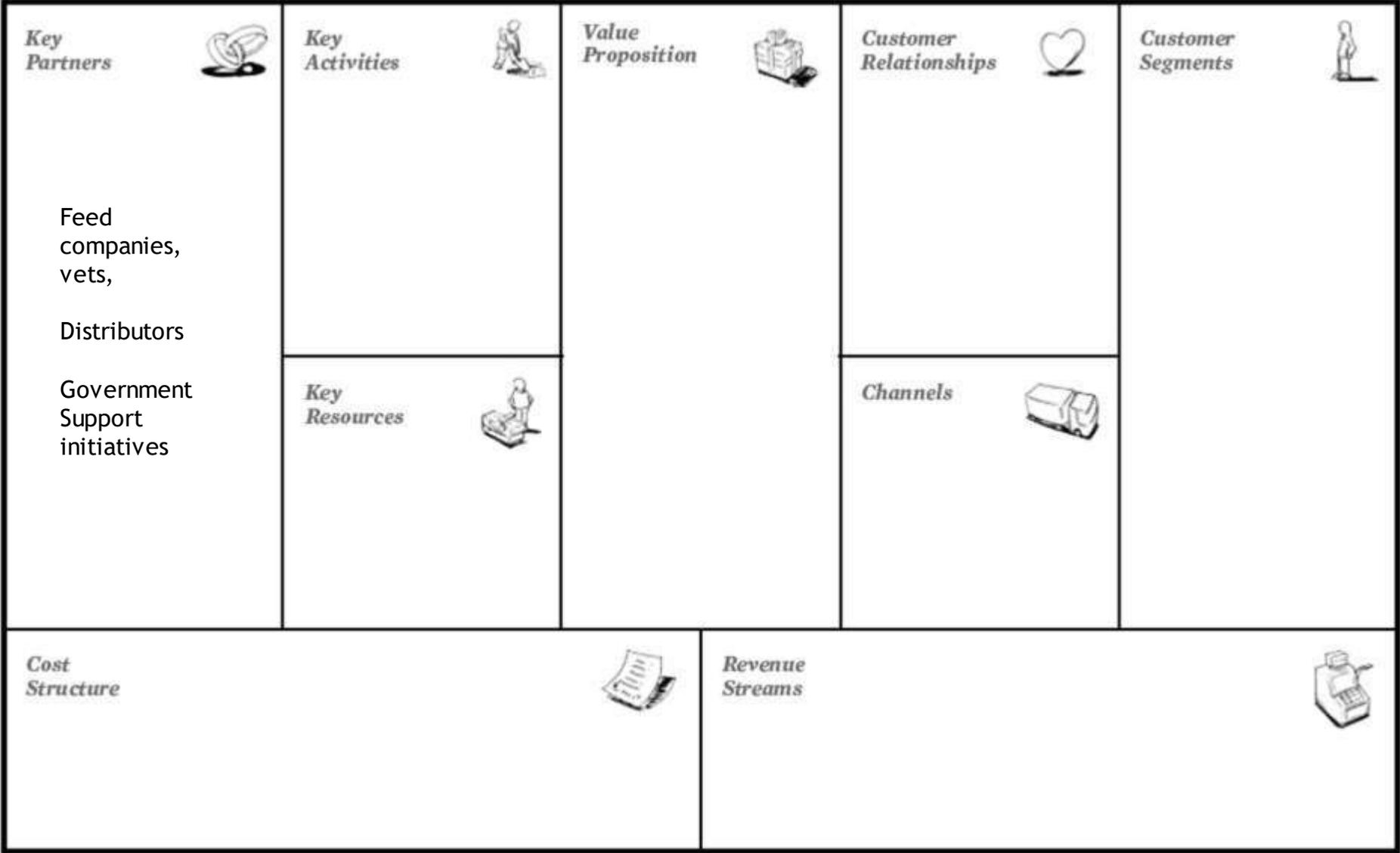
Learning Outcomes

- Demonstrate an understanding of a business model and lean start up tools and understand how to use them to create insights and interpretations
- Understand the importance of business planning and the ability to develop a business plans



Using the business model canvas above allows you to think about all aspects of your business

Sample Business



Value Proposition

- ❑ What is your business idea
- ❑ What problem are you solving
- ❑ What is unique about your solution
- ❑ How does your product or service add value

Customer Segments

- Your target audience - who will use your product? Include anyone that your product will directly/indirectly effect or add value

Channels

- ❑ How do you connect with customers
- ❑ How does your product get to your customers
- ❑ What is the route to market

Customer Relationships

- ❑ How do you establish your customer relationship
- ❑ How will you maintain and build on that relationship

Revenue Streams

- How do you make money in the business
- List all the sources of revenue including grants, funding opportunities, loans

Key Activities

- ❑ What does your business do well
- ❑ What is most important to your business in order for it to work

Key Resources

- ❑ Which asset are indispensable to your business model
- ❑ What resources do you need to run the business

What now?



Print a blank business model canvas and start completing it for your business



If there are some sections that you have no information for then start working on it



Once you have completed the business model canvas - use the information in the sections as the basis for your business plan



Write your business plan and go for it!

- ▶ The business model canvas - Alex Osterwalder
- ▶ The value proposition canvas - Alex Osterwalder
- ▶ The start-up owner's manual - Steve Blank and Rob Dorf
- ▶ [Dealing with Darwin](#) : How Great Companies Innovate at Every Phase of Their Evolution – all three by Geoffrey A. Moore
- ▶ [The Tipping Point](#): How Little Things Can Make a Big Difference by Malcolm Gladwell
- ▶ If You Build It Will They Come? Three Steps to Test and Validate Any Market Opportunity, Rob Adams
- ▶ The Lean start up - Eric Ries
- ▶ The Entrepreneurs Guide to Customer Discovery - Brent Cooper and Patrick Vlaskovits
- ▶ The Lean Entrepreneur: How Visionaries Create Products, Innovate with New Ventures, and Disrupt Markets, 2nd Edition - [Brant Cooper](#), [Patrick Vlaskovits](#), [Eric Ries](#)
- ▶ New Venture Creation - Paul Burns
- ▶ <https://hbr.org/2013/05/why-the-lean-start-up-changes-everything>



Create
Creative
Entrepreneurs

For further resources and information
Please visit ccspark.info



University of
Bedfordshire

