BLUES

EUROPEAN ENTREPRENEURSHIP EXPERIENCE

Blended learning international entrepreneurship skills

2nd Transnational Project Meeting

Department of Economics | University of Perugia

September 13 & 14, 2018

Introduction

The second transnational project meeting took place at the premises of the Department of Economics at the University of Perugia from September 13th to 14th, 2018.

All the partner organizations were represented in the meeting. On behalf of University of Perugia, as hosting organization, four persons participated in the meeting; University of Ljubljana with three persons; UCEIF Foundation participated with two representatives, and the rest of the partners with one member.

The aim of the meeting was to agree on the scope and outline of the **BLUES methodology (WP3 – IO2)** according to the literature review findings and the national needs as identified in the expert interviews, as well as to detail the work-plan and timeline of the next work-packages to be implemented: the face-to-face training (WP4 – IO3) and digital training materials (WP5 – IO4) and itinerary. Also, project management was discussed with emphasis on the second internal project report due on October 2018, covering months 7 to 12.

From left to right, standing: Francesco Rizzi (UNIPG), Ana Lucka Pirnat (CCIS), José Carlos Ceballos (UCEIF-CISE), Lea Oksanen (LUT), Roberta (CIIAA), Lara Ligeiro (UNL), Catarina Casadinho (Madan Parque), Adela Sanchez (CEOE-CEPYME), Judita Peterlin (UL), and Marko Radovan (UL)

From left to right, front: Simone Poledrini (UNIPG), Sergio Martínez (UC), José Ignacio Rodríguez (UCEIF-CISE), Zan Bokan (UL) and Antonio Picciotti (UNIPG)

Participant List

	PARTNER	NAME	ROLE	EMAIL	PHONE NUMBER
1	**University of Cantabria (UC)**	Sergio Martínez	Expert Digital Training Material	sergio.martinez@unican.es	(+34) 942 206 720
2	**UCEIF Foundation (UCEIF)**	José Carlos Ceballos	Project Manager	josecarlos@cise.es	(+34) 942 206 844
3	**UCEIF Foundation (UCEIF)**	José Ignacio Rodríguez	Project Manager / Quality Assurance	jignacio@cise.es	(+34) 942 206 846
4	**Lappenraanta University of Technology (LUT)**	Lea Oksanen	Quality Assurance	lea.oksanen@lut.fi	
5	**University NOVA Lisboa (UNL)**	Lara Ligeiro	Expert Entrepreneurship Training	lligeiro@unl.pt	(+351) 213 715 600
6	**University of Ljubljana (UL)**	Marko Radovan	Leader IO1 and co-leader IO2	marko.radovan@ff.uni-lj.si	
7	**University of Ljubljana (UL)**	Zan Bokan	Leader IO1 and co-leader IO2	zan.bokan@fdv.uni-lj.si	
8	**University of Ljubljana (UL)**	Judita Peterlin	Leader IO1 and co-leader IO2	judita.peterlin@ef.uni-lj.si	
9	**University of Perugia (UNIPG)**	Simone Poledrini	Co-leader IO1 and co-leader IO3	simone.poledrini@unipg.it	(+39) 075 585 5273
10	**University of Perugia (UNIPG)**	Francesco Rizzi	Co-leader IO1 and co-leader IO3	francesco.rizzi@unipg.it	
11	**University of Perugia (UNIPG)**	Antonio Picciotti	Co-leader IO1 and co-leader IO3	antonio.picciotti@unipg.it	
12	**CEOE-CEPYME Cantabria**	Adela Sanchez Santos	Quality Assurance	asuntoseuropeos@ceoecant.es	(+34) 942 365 365
13	**Chamber Commerce Terni (CCIAA)**	Roberta Mattioli	Quality Assurance	roberta.mattioli@tr.camcom.it	
14	**Chamber Commerce Slovenia (CCIS)**	Ana Lucka Pirnat	Quality Assurance	ana.lucka.pirnat@gzs.si	(+38) 01 58 98 202
15	**Madan Technology Park (MADAN)**	Catarina Casadinho	Quality Assurance	catarina.casadinho@madanparque.pt	(+351) 21 0438 603

Day 1 | September 13

1. Welcome from University of Perugia

On behalf of the University of Perugia, Professors Signorelli, Picciotti and Poledrini welcomed participants to the Faculty of Economic Studies, where the meeting would take place. They also made a briefing presentation to all the partners about the history and figures of the Università degli Studi di Perugia, focusing specially in the entrepreneurship programs and studies.

2. Meeting objectives | Project management

José Ignacio Rodríguez – CISE – Project Management

José I. Rodríguez gave an overview on the meeting objectives:

Regarding WP1:

- Agree on an updated general workplan.
- Update regarding internal report 2.
- Coordination for QAC & EAB validation.

Regarding WP2:

- Partner's contributions.

Regarding WP3:

- A definitive syllabus/structure validated by QAC and the EAB.
- Update WP3 workplan.
- Added value.
- Deliverables for EAB validation.

Regarding WP4:

- Based on the WP3 methodology, define the MOOC's structure and contents.
- Experts profile for each module.
- Timeline.
- Define the docs will be delivered to EAB for validation.

Regarding WP5:

- Based on the WP3 methodology and coordinated with WP4, define the Face-to-Face's structure and contents.
- Experts profile for each F-to-F module.
- Timeline.
- Define the docs will be delivered to EAB for validation.

Regarding WP6:

- Define the dates.
- Persons per institution (profiles) & EAB.
- Define the structure of the Staff Training Activity and the validation.
- Coordination with WP4 & WP5 for videos recording.

Regarding WP7:

- Pilot's outline.

- Updated dates and timeline.

3. WP3: BLUES methodology design

Judita Peterlin presented the syllabus proposed by the University of Ljubljana. We have linked proposed competencies that were agreed on in the Ljubljana meeting with the competencies of EntreComp framework. The work took place in groups. At the end, the course competencies have been validated. All the core competencies in the course were provided and confirmed by the partners.
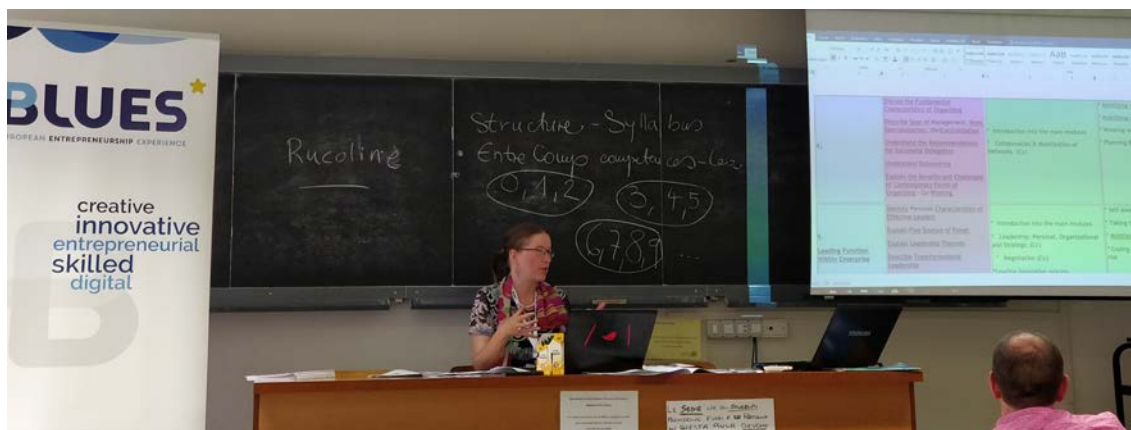
The initial modules have been enriched with the content on Human resource management, strategic management and pitching. Additional two modules have been added to Face to Face trainings: an overview of all the MOOC modules content and competition with the final pitch.

During the discussion of the syllabus of the Entrepreneurship course we have listed the modules intended for the MOOCs and Face to Face trainings. At the end of the meeting, 11 modules were validated:

Module/Key Topic	CONTENT	Learning outcomes & Knowledge	Learning Outcomes and Competencies	EntreComp Competencies
1. Entrepreneurship Innovation for Turbulent Times	1. Who is an entrepreneur? And why it is important nowadays? (with some references to current economic megatrends? 2. How are enterprises organized today? 3. Design thinking (as a tool of thinking about the client as a person)	General introduction to entrepreneurship Design-thinking	* Identification of Entrepreneurship Opportunities (Cc) * Understanding of Different Forms of Organizational Change (Sc)	Spotting opportunities (IO) Vision (IO) Creativity (IO) Valuing ideas (IO) Mobilizing resources (R) Coping with ambiguity (IA)
2. Entrepreneurship Theory Overview and Context	1. Main theories of entrepreneurship. Overview.Social, Pshicological and Innovation. 2. Conceptual models of each theory	Understand Theoretical Foundations for Entrepreneurship Understand Benefits and Challenges of Entrepreneurship	* Critical Thinking (Sc) * Capacity Building (Cc)	Self-awareness and self-efficacy (R) Ethical and sustainable thinking (IO)

	3. Case studies (exemplar stories explained through a theoretical perspective).	Understand Forms of Enterpreneurship Operations	* Market Assessment & Customer Development (Cc)	Valuing ideas (IO) Working with others (IA) Spotting opportunities (IO) Coping with ambiguity (IA) Motivation and perseverance (R)
3. Business analysis and strategic management	1. Market Assessment & Customer Development. Main techniques. 2. Lean Start Up. Business Model Canvas 3. Lifecycle management of entrepreneurial initiative. Main techniques	Understand Goal and Plan Setting Prepare a SWOT Analysis Explain Management by Objectives Think about the Importance of Contingency Planning and Crisis Planning	* Entrepreneurial Planning (Cc) * Strategy Execution and Innovation (Cc) * Qualitative and Quantitative Research Strategy and Processes (Sc)	Taking initiative (IA) Spotting opportunities (IO) Planning and management (IA) Creativity (IO) Coping with ambiguity, uncertainty and risk (IA) Learning through experience (IA) Valuing ideas (IO) Self awareness, self efficacy (R)
4.Organizational design	1.Fundamentals of organizational structures 2.Delegation. How to delegate tasks to co-workers 3.Digital transformation 4.Contemporary Forms of Organizing	Discuss the Fundamental Characteristics of Organizing Describe Span of Management, Work Specialaization, (De)Centralization Understand the Recommendations for Successful Delegation Understand Outsourcing Explain the Benefits and Challenges of Contemporary Forms of Organizing – Co-Working	* Capability of understanding and designing organizations Capability of delegation Capability of Collaboration & Mobilization of Networks (Cc)	* Mobilising resources (R) * Mobilising others (R) * Working with others (IA) * Planning & Management (IA)
5. Competing in the market	1.Defining the product and the brand 2.Defining the context: competitors, customers and other stakeholders 3.Defining the strategy to reach the market: marketing mix 4.Opportunities of digital marketing	Development of product concept Demand segmentation. Market positioning Pricing, communication and retailing channels Digital marketing	* Marketing & Branding (Cc) * Assessment & Development of Market Strategies (Sc) * E-commerce (Cc)	* Planning & Management (IA) * Creativity (IO) * Vision (IO) Valuing ideas (IO) Ethical and sustainable thinking (IO) Mobilising resources (R)
6. Human Resource Management	1.Leadership identification. Different kinds of leadership	Identify Personal Characteristics of Effective Leaders	* Leadership: Personal, Organizational and Strategic (Cc)	* Self-awareness & Self-efficacy (R)

and Leading Function	2.Sources of Power in the Negotiation 3.Authentic Leadership 4.Managing people	Explain Five Sources of Power Explain Leadership Theories Describe Transformacional Leadership Explain the Roles of Leaders in Learning Organizations	* Negotiation (Cc) *Leading innovation process (Cc)	* Taking the initiative (IA) * Mobilising others (R) * Coping with uncertainty, ambiguity and risk (IA)
7. Experience entrepreneurship and the entrepreneurial local context	1.How to make practical experience about entrepreneurial mindset and environment 2.How to choose an incubator, program or mentor? 3.Developping Entrepreneurship Environment	Understand Entrepreneurs Profile Experience the Entrepreneurship's Local Context	*In-depth observation in the field of the presented concepts in MOOC (1-6) * Communication Skills (Cc)	Vision (IO) Motivation and perseverance (R) Learning through experience (IA)
8. Overall Entrepreneurship Overview	Summary of the MOOC modules; Clarifying the dilemmas; Discussion.	Tools learned in the MOOC Practices to keep questions related to the MOOC's topics Business model canvas as a valuable tool	* Critical Thinking (Sc) * Capacity Building (Cc)	Planning & Management (IA) Coping with ambiguity, uncertainty & risk (IA)
9. Entrepreneurship Practice Implementation	1.Developing literay in legal issues 2.How to make a business plan, step by step? 3.Different tools in how to finance your business?	Understand Legal Issues of Entrepreneurship Business planning and understand financing enterprises and Impact Investing, Competitions and Prizes Understand Support Environment for Enterpreneurship Preparation for pitch	*In-depth analysis of the presented concepts in MOOC (1-6) * Financing a Start-Up (Cc) * Management and Financing Growth of Enterprise (Sc) * Management of the Organization (Sc)	Financial and economic literacy (R) Planning and management (IA) Ethical and sustainable thinking (IO)
10. Entrepreneurship Theory and Practice Overview	1.How to make a presentation? 2.How to write an essay? 3.How to Pitch?	Writing and Presenting/Handing-In of the Final Project Teamwork Final Pitch	*In-depth reflection of the presented concepts in MOOC (1-6) * Evaluation of (Potential) Enterprise (Cc)	Creativity (IO) Learning through experience (IA) Mobilizing resources (R) Self-awareness and self-efficacy (R)
11. Final presentation and pitching	Formal pitch; mentoring	Pitch 5 minutes Feedback from investors and entrepreneurs	* Evaluation of (Potential) Enterprise (Cc) * Capacity Building (Cc)	Creativity (IO) Learning through Experience (IA) Taking the initiative (IA) Self-awareness & self-efficacy (R)

				Motivation & perseverance (R)
				Spotting opportunities (IO)

Some of the modules have been renamed with a special emphasis on organizational design, digital transformation and e-commerce. We have agreed to add to the syllabus Step-by-step guide which will be designed by WP3 team, while WP5 will undertake the task of full development of content toolkit with the support and evaluation of WP3.

The University of Ljubljana was given time till 15.10.2018 to consolidate the final modifications of syllabus, step-by-step guide and methodology for validation of EAB.

AGREEMENTS FOR WP3:

- By October 15th, University of Ljubljana will issue, in order to send the EAB:
  1. Final syllabus (QAC validated in Perugia)
  2. Final methodology
  3. Step-to-step guide
- EAB will give validation by October 29th
- UL will incorporate feedback on time for Lisbon (November 15th)

4. WP4- Digital training material

Sergio Martínez - UC – WP Leader

Sergio Martínez presented to the consortium the MiriadaX platform, offering an extense overview of how the future BLUES digital training will look like once uploaded and fully operational in the internet.

For the BLUES MOOC to be created in this platform, the UC will coordinate and receive the following information and resources from the partners:

- Professors/Teachers that will form the team of instructors

- The support technicians

- Short summary and a more extensive one

- List of modules included in the MOOC

- Cover image

- An initial video (Module 0) which will appear on the course home page.
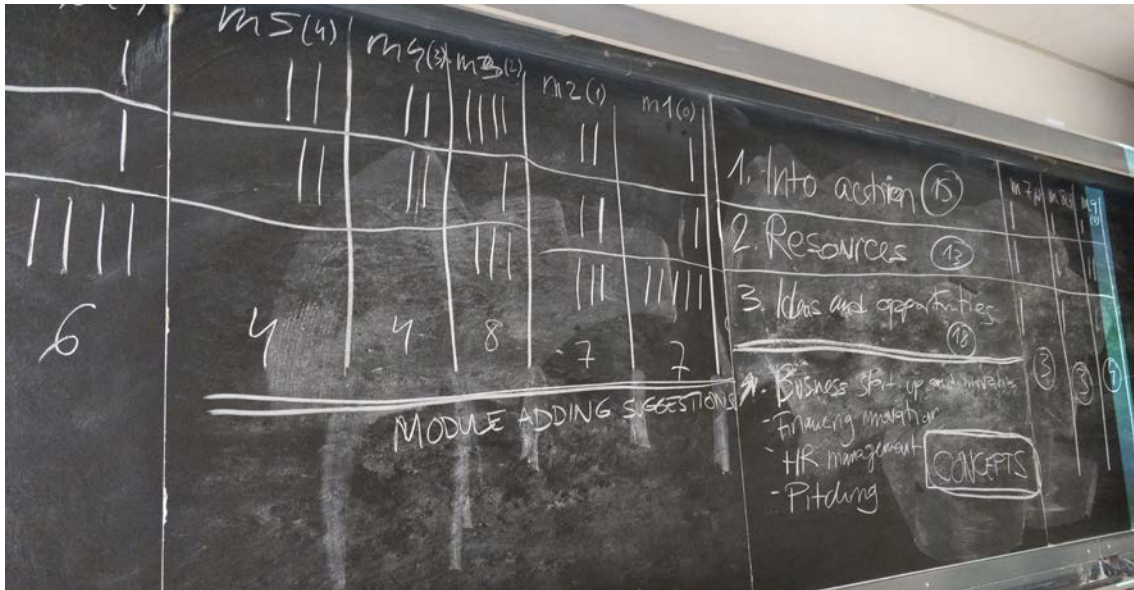
This basic information will be constantly public on the platform, even for those who are not enrolled in the course. The initial video has been conceived by CISE for being a very engaging one.

Focusing on the MOOC structure, Mr. Martínez described each of the content available per module, that it's designed for requiring one week for the participant to watch all the videos, read the documents and interact in the forums. By doing that, the average time investment for completing the MOOC will be around 6 weeks, considering also that the number of working hours per week would be around 4. This gives a total number of 24 working hours, without including the contents of Module 0, in line with average duration and workload of current MOOC courses.

Every module will have a clear overview of the different topics and lessons, which will include:

- A brief introductory text.
- Video/s recorded specifically for this MOOC.
- Links to topics of interest.
- Downloadable documents.

During the presentation, the partners discussed the best way for the evaluation of the MOOC, and the conclusion was to use tests including short questions, with 3 or 4 options, and only one correct.

Some of the audiovisual content in the form of expert training videos on each of the course modules will be recorded at the multi-stakeholder activity and Staff Training that will take place at in November 2018 in Lisbon. It was agreed that experts shall be recorded in English language, and that will have to be subtitled. For these videos to have a strong impact, it is necessary for:

- the questions to be well posed
- the video to be technically well-made
- the interviewee to provide interesting and well-explained answers.

For doing that, the UC informed of the following series of steps:

- The consortium partners, specially the universities, must be in charge of a module or sub-module and look for experts that can talk about the matter.
- The interviewee must be provided with the questions beforehand, so that he/she can prepare them in advance, making it easier to adjust the time taken to answer.
- There must be an interviewer, who could in fact be one of the members of the BLUES team.

The University of Cantabria will recruit a new technician to reinforce the staff team that it's developing the BLUES MOOC, so the final result can be strengthened not only in terms of quality but to fulfill the workplan.

ACTIVITY	TENTATIVE AGENDA
Search for experts on each topic, by each one of the universities. They must be able to attend the Lisbon meeting in order to be recorded. In the meantime, the questions can be prepared for the videos.	September - October 2018
Video recording	November 2018
Now we have to edit the videos, upload the materials to the Miríada X platform, subtitle the contents and create the self-assessment questionnaires	January – February 2019
Internal validation of the MOOC by the project's members. A form will be created to make it easier to submit suggestions for improvement and resolve matters	February 2019
By 15nd March, the course must be fully compiled, then Miríada X will be notified of this and they will carry out their own validation and inform us of anything that has to be modified	15th March
Once Miríada X has conducted its validation, there must be enough time to promote the MOOC and obtain a high number of students	April 2019
The course could start on 22nd April and end on 2nd June	22nd April – 2nd June 2019
During the first half of June, we have time to see which students have completed the contents of the MOOC (we can find this out even though they do not ask for the certificate, although this is a manual process which takes time)	First half of June 2019
The face-to-face activities could take place as from the second half of June or else in July	Second half of June – July 2019

AGREEMENTS FOR WP4:

- By October 15th University of Cantabria will issue a draft in order to send the EAB:
  1. Design of the MOOC (video examples and the whole MOOC structure)
  2. Multimedia digital training guide
  3. Practical handbook on how to evaluate the course
- EAB will give validation by October 29th
- UC will incorporate feedback on time for Lisbon (November 15th)

Day 2 | September 14

4. WP5- Face-to-face training material

Lara Ligeiro - UNL – WP Leader

University NOVA of Lisbon, due to its large experience in organizing face-to-face learning it's in charge of developing the modules that will complement the MOOC and will give BLUES training methodology an even bigger added value.

Lara Ligeiro, from UNL, once defined the Face-to-face modules (Modules 7-11 of the training) discussed with the partners the proposed structure for the tool kit that will be produced as a deliverable of the Intellectual Output 4.

The BLUES tool-kit will content:

- Course Outline
- Class Unit Activity Plans and Materials
- Business Mentor Scheme
- Annexes
- Assessment Forms
- Peer evaluation sheets (tbd)

Following this structure, the users will be able to have a clear understanding of the course objectives, learning outcomes, timing, requisites, recruitment process, class units activity plans and materials, readings, teaching and evaluation methodologies…

AGREEMENTS FOR WP5:

- By October 15th University NOVA of Lisbon will issue a draft in order to send the EAB:
    4. Tool-kit for the pilot courses

- EAB will give validation by October 29th
- UNL will incorporate feedback on time for Lisbon (November 15th)

5. WP6- Multi-stakeholder Validation

Simone Poledrini - UNIPG – WP Leader

Simone Poledrini presented the general overview of WP6 highlighting, on the one hand, the main goals of this WP and on the other side its critical issues that should have been addressed during that meeting.

The goals that were recalled to the participants, since they already knew them from the previous meeting in Slovenia, were twofold. The first one is about validating the total BLUES intellectual outputs, while the second is about training the trainers for the PILOT COURSE. For reaching the first goal will be invited to Lisbon the EAB, three internationally renowned entrepreneurship education expert; and some trainers. Whereas the trainers will manage the second goal. The trainers will outline the main key aspects of the course during their activity.

The following decisions were taken following to the discussion of the topics:

• The Staff Training Activity will take place in the week from November 19th- 23rd at the premises of NOVA University of Lisbon.

• The 3 internationally renowned entrepreneurship education expert that will take part in the will be one from Italy (proposed by UNIPG), one from Spain (proposed by UCEIF/CISE), and one from Portugal (proposed by UNL).

• UNIPG shall coordinate closely with UNL for this work-package to ensure that logistical and technical preparations are adequately addressed.

• WP leaders will elaborate and share the program as soon as they receive the confirmation participation of the stakeholders: EAB, three internationally renowned entrepreneurship education expert; and trainers.

Therefore, the most urgent task to do is to have the full name of the participant for each partner. At least the following "categories" should be provided by October 7th, 2018: (i) Name and days of participation of the EAB; (ii) Name and days of participation of the three internationally renowned entrepreneurship education expert; and (iii) Name and days of participation of the trainers in the Staff Training Activity.

AGREEMENTS FOR WP6:

- By <u>October 15th</u> University of Perugia will define:
    1. Validation procedure
    2. Entrepreneurial experts (1 from Italy, 1 from Spain, 1 from Portugal)
    3. Trainers (partners)
    4. Instructors (partners)

- EAB will give validation by <u>October 29th</u>
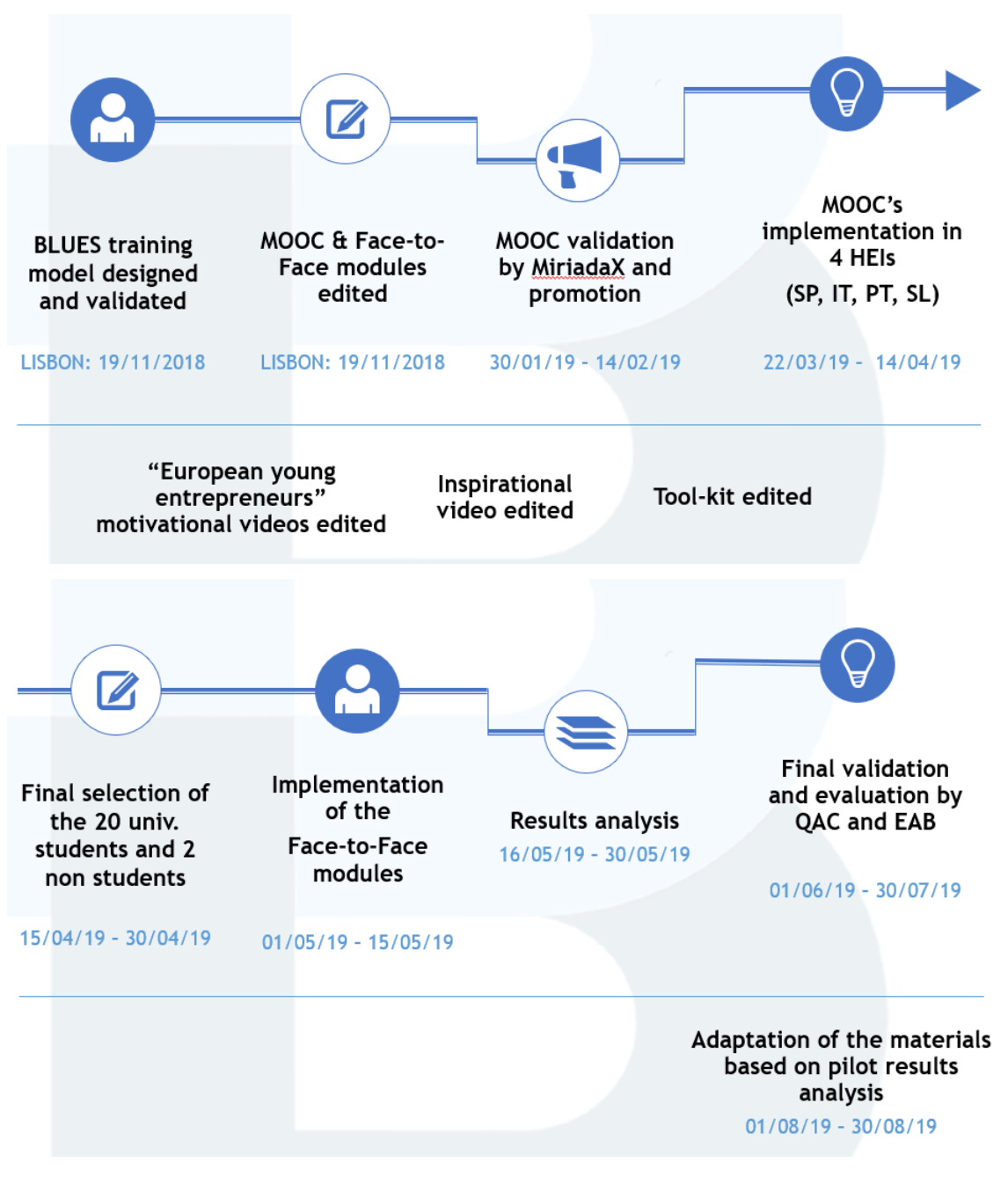- UNIPG will incorporate feedback on time for Lisbon (<u>November 15th</u>)

---

6. WP7- Pilot training courses at 4 HEI

José Ignacio Rodríguez and José Carlos Ceballos – CISE – Project Management

J.I. Rodríguez and J.C. Ceballos, from Fundación UCEIF/CISE, leading partner of this WP, presented the key features of the pilot training courses of BLUES to be delivered in 4 HEI: pilot courses need to be delivered to at least 20 university students and 2 persons with a migrant background.

The BLUES piltos, to be held in Slovenia, Spain, Italy and Portugal, will consist in 7-12 weeks between the digital training phase and the face-to-face modules when participants, upon successful completion of the MOOC, can enroll in intensive workshops and experiential visits based on group work, case studies, simulation and the active involvement of entrepreneurs and businesses, that will develop students entrepreneurial mindset and key competences.

For the successful implementation of the pilots, combined with the WP4 and WP5 work, CISE presented to the partners an updated workplan proposal that will facilitate the achievement of the results during 2019:

BLUES training model designed and validated
LISBON: 19/11/2018

MOOC & Face-to-Face modules edited
LISBON: 19/11/2018

MOOC validation by MiriadaX and promotion
30/01/19 - 14/02/19

MOOC's implementation in 4 HEIs (SP, IT, PT, SL)
22/03/19 - 14/04/19

"European young entrepreneurs" motivational videos edited

Inspirational video edited

Tool-kit edited

Final selection of the 20 univ. students and 2 non students
15/04/19 - 30/04/19

Implementation of the Face-to-Face modules
01/05/19 - 15/05/19

Results analysis
16/05/19 - 30/05/19

Final validation and evaluation by QAC and EAB
01/06/19 - 30/07/19

Adaptation of the materials based on pilot results analysis
01/08/19 - 30/08/19

7. WP1- Project Management

José Ignacio Rodríguez – CISE – Project Management

Fundación UCEIF/CISE presented to the partners the final composition of the European Advisory Board, already working and that will give preliminary feedbacks to the draft documents prior to the next meeting in Lisbon:

- Kirsi Peura. University of Turku, Finland.
- Carlos Turro. Universitat Politecnica de Valencia (UPV), Spain.
- Karolina Babič. Center for alternative and autonomous production (CAAP), Slovenia.
- Maria Julia Prats. IESE Business School, Spain
- Silvia Petocchi. College Des Ingénieurs (CDI), Italy.
- Raghu Movva. School of Entrepreneurship and Innovation (SEI), Italy.
- Aneesh Zutshi. University NOVA Lisbon, Portugal.

After that, J.I Rodríguez presented to the consortium the required technical and management documentation for the elaboration of the second project report, covering the implementation period between April 1st, 2018 and September 30th, 2018 (months 7-12).

Among the management documentation it was highlighted the importance of having updated timesheets that shows the work done in the BLUES intellectual outputs.

During his intervention, Mr. Rodríguez also made a short reminder of the regulations and requirements coming from the donor to make a successful implementation justification and finished this part of the meeting talking about the importance of not forgetting the impact in the media.

Finally, the partners confirmed the calendar for the coming transnational meetings and issued a document agreeing the needed steps for a successful development of WP3, WP4, WP5 and WP6 (included in the description of these WPs made before) of the Lisbon meeting in November, that will include validation process and the staff training activity.

TRANSNATIONAL MEETINGS	ORGANIZER	DATE
Kick-off Meeting Santander (ES)	University of Cantabria (UC)	nov-17
Follow-up Meeting Ljubljana (SL)	University Ljubljana (UL)	april-18
Follow-up Meeting Perugia (IT)	University Perugia (UNIPG)	sep-18
Follow-up Meeting Lisbon (PT)	University NOVA Lisbon (UNL)	march-19 (tentative)
Final Meeting Santander (ES)	UCEIF Foundation (CISE)	nov-19 (tentative)

8. WP2/8- Communication & Dissemination

José Ignacio Rodríguez – CISE – Project Management

After updating the partners about the current status of WP2 figures, highlighting the increase of followers in BLUES' social media channels (+523% in the past 5 months, since the last transnational meeting), the project management insisted in the importance of the coordination and collaboration among the partners for the communication and dissemination objectives.

It was agreed that in the coming months, once the deliverables are almost completed, this work will be intensified in order to support the registration process for the MOOC and the 4 HEIs pilots, and more tools will be developed for the multiplier and final events.

Also, more interviews to external experts will be done in order to have more resources to communicate the aims and benefits of the BLUES project.