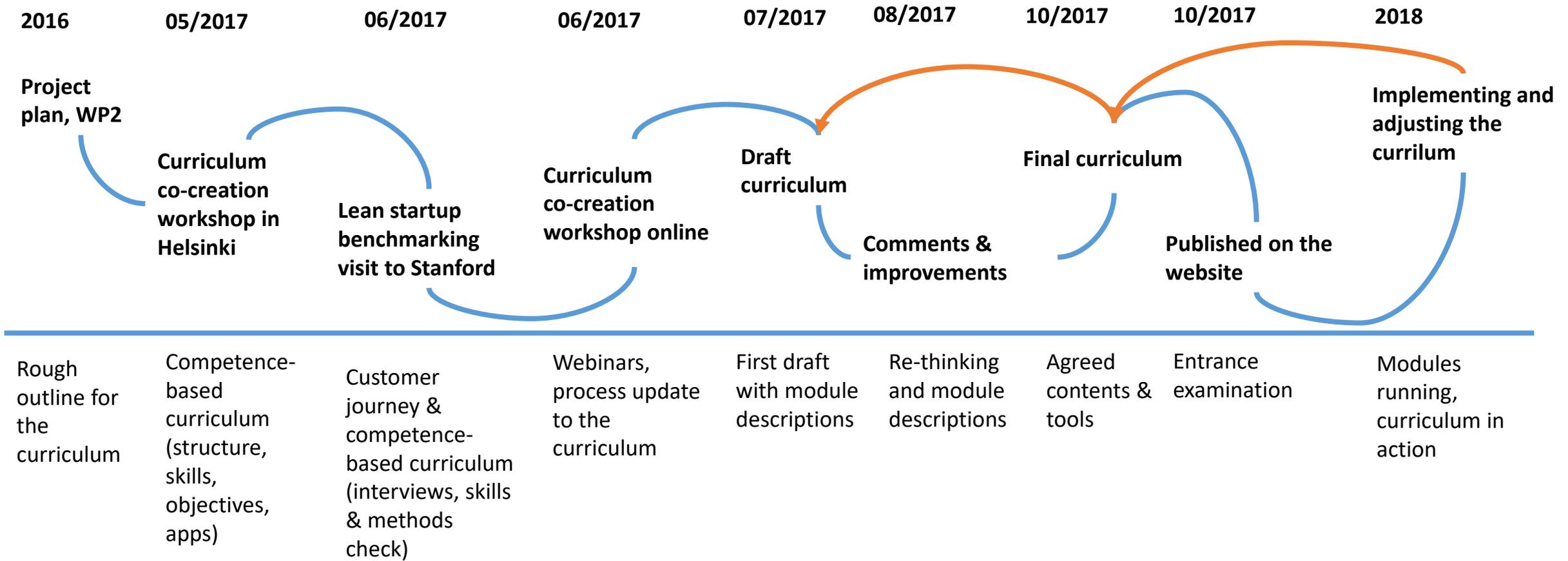


Competence and Customer Journey based Curriculum Design

Case Smartup International Master Programme in Entrepreneurship

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Theoretical insight: Competence-based curriculum

- **Shared PoV** of competences (vision), **learning context** formulation based on competences, matching competences with the **needs of work life & lifelong learning** (Soare 2015)
- **Describing** competences, **assessing** competences & **acknowledging** students competent (Jones & Vorhees 2002)
- **Social constructivist approach**: Learning together in social processes and environments, sharing experiences, teamwork, gradual learning at one's own pace, individual experiences (Brown et al., 1989)

Identified key competences in 2017

- 1) **Leadership competencies:** being visionary and inspirational
- 2) **Managerial competencies:** problem solving skills and change, stress, time and project management
- 3) **Creativity:** innovativeness and design mindset
- 4) **Social competences:** communicating, sharing, listening, influencing, collaborating, networking, as well as the SPACE referring to situational awareness, presence, authenticity, clarity and empathy
- 5) **Emotional competences:** self-awareness, self-regulation, motivation, relationships, being passionate and empathetic.

Theoretical insight: Lean startup & design thinking methodology

- Less risky way, **experimentation**, **customer insights** (Ries 2011)
- **BMC, MVP**, pivoting, added value - **value proposition** (Blank 2013)
- **Design thinking** methodology (Cross, Brown 2008, Stanford d.school 2003, Seelig 2015): 5 step process, solutions to customer's needs & problems



SMARTUP

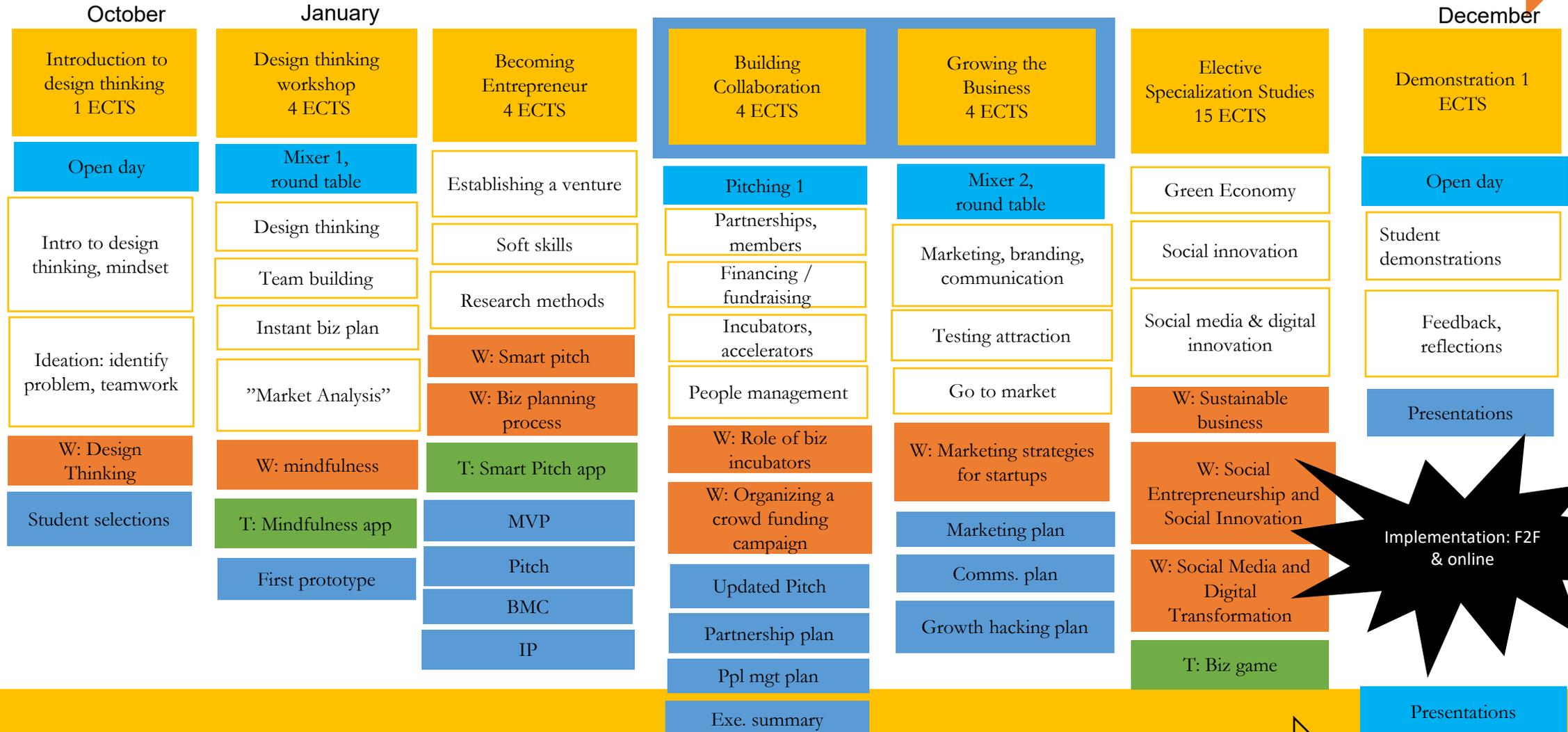
cultivating entrepreneurial minds

Student journey 60 ECTS



Co-funded by the Erasmus+ Programme of the European Union

Journey to entrepreneurship (personal development, study plans) 2 ECTS



Projects 25 ECTS (project work 10 ECTS & thesis 15 ECTS)

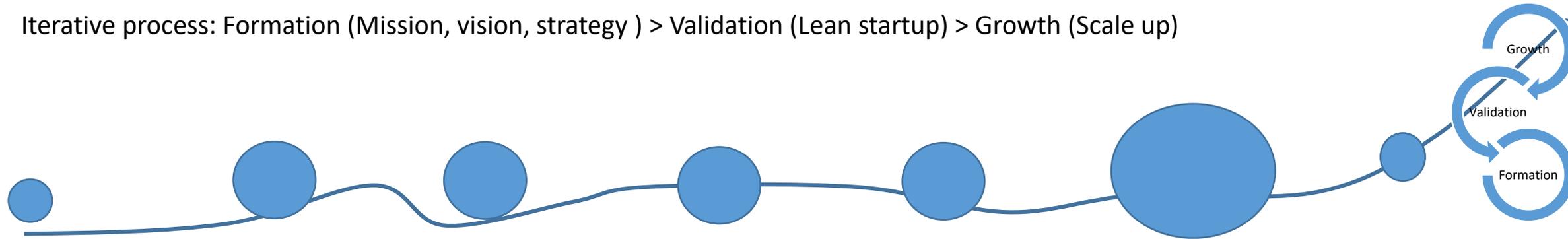
Theoretical insight: Customer journey

- **Service process, experience**, customer perspective (Rawson et al. 2013, Zomerdijk & Voss 2010)
- Engaging story of **users' interaction with service** (Stickdorn & Schneider 2010)

Entrepreneurship PoV

- Startup Development Phases: from idea to business and talent organization (Startup Commons 2018, v. 3.6)

Iterative process: Formation (Mission, vision, strategy) > Validation (Lean startup) > Growth (Scale up)



Entrance examination:
introduction to design thinking, emphasizing entrepreneurial mindset, ideation, problem focus

Design thinking workshop
supported with instant biz plan, prototype, team building, mindfulness

Becoming Entrepreneur
by establishing a venture, enhancing soft skills, pitching, MVP, research skills, canvases, IPR

Building collaboration
Through resource management: people, partnerships, financing, incubators, crowd funding

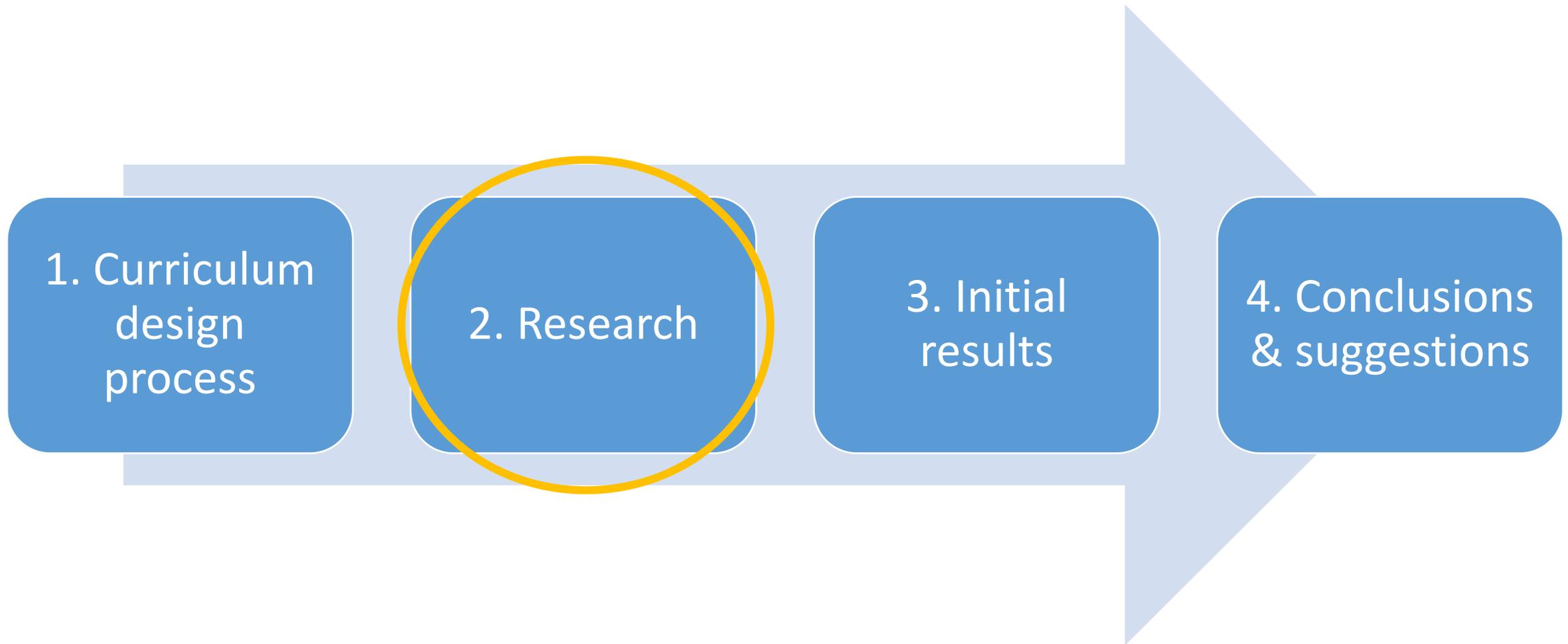
Growing the business
Through marketing, communication, branding, testing attraction, go-to-market

Increasing the professional knowledge
Of the specific and chosen fields supporting one's business, testing it with business game

Demonstrating thesis & project work
by developing business plan, presentation & feedback skills

 **Journey to entrepreneurship**
self-development focus

Model applied from Startup Development Phases. Version 3 www.startupcommons.org





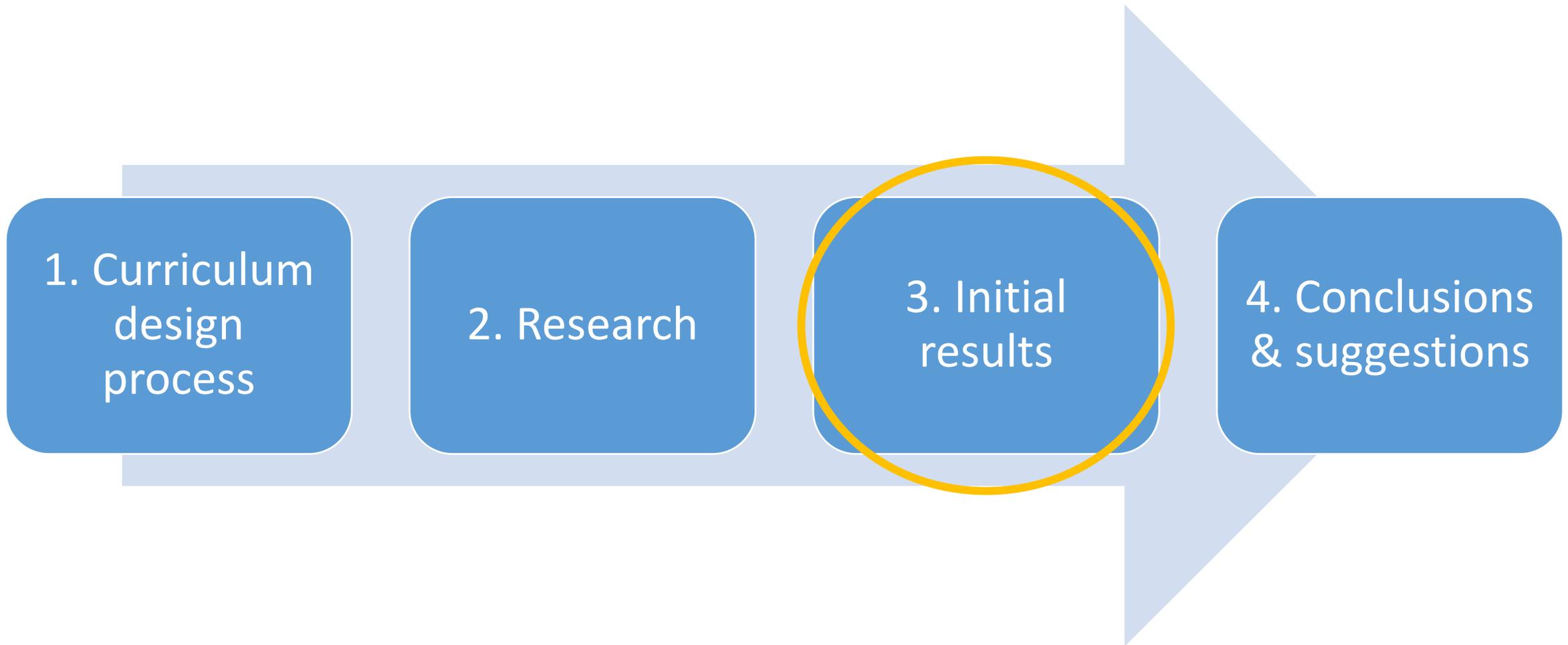
Research approach: inductive, and research strategy: action research

Quantitative survey, n=19

- **About future competences of entrepreneurs**
- **Respondents:** Random 19 people
- Conducted in 09/2018
- **Datas collection:** Roundtable event where smartup competences shown and respondents thoughts and new ideas collected to Tricider
- **Analysis:** new skills mentioned, popularity of skills (votes), comparison of old and new skills

Qualitative interviews, n=7

- **About students' experiences of their learning journey**
- **Respondents:** 7 respondents (of 40 students)
- **Data collection:** 2 interviewers, conducted 30-60 min. thematic interviews in 10/2018 either F2F or online, interviews recorded & transcribed. Research themes were: experience of their journey, benefits, challenges, learning process, competences, support, entrepreneurship, development ideas & satisfaction to their journey.
- **Data analysis:** categorizing, highlighting competences, feelings, comparing similarities & differences.



Entrepreneur's Future Skills

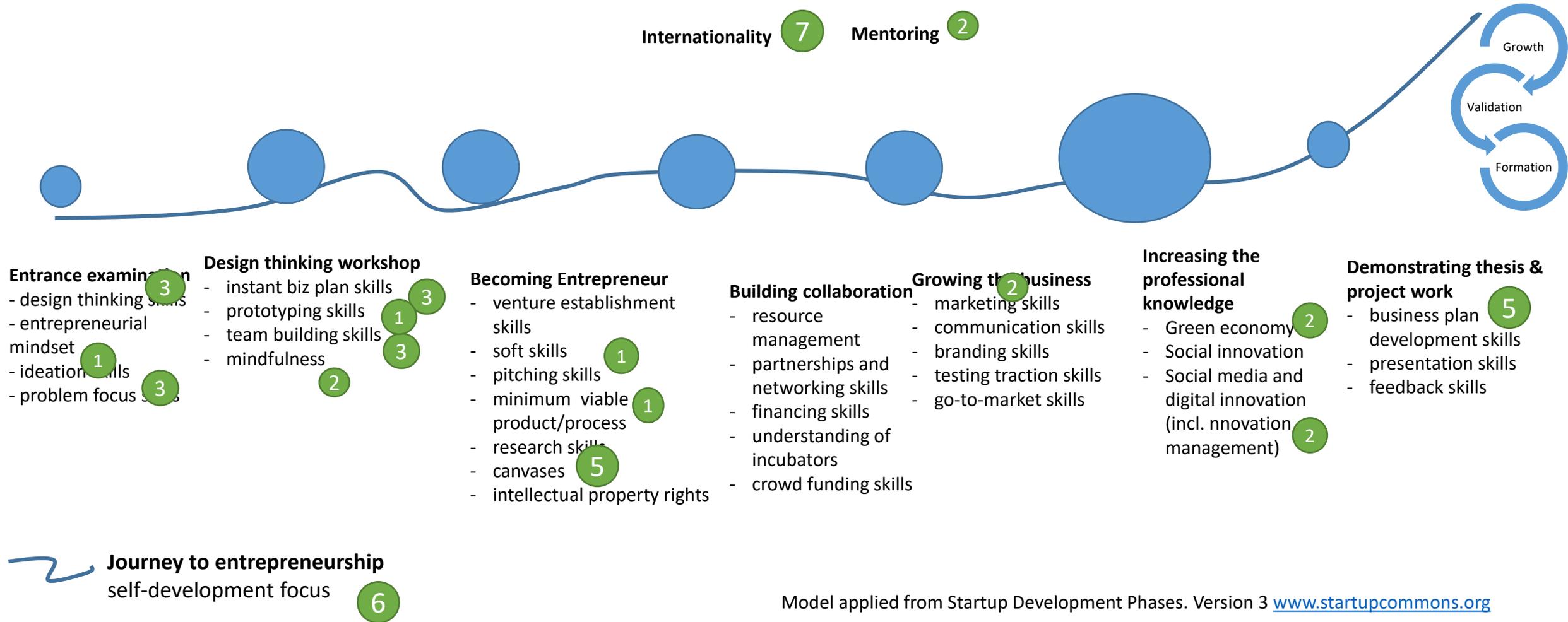
- ability to recognize challenges
- design thinking skills
- real-time service development skills
- complex problem solving skills
- **persistence**
- ability to take a break
- lifelong learning competence
- **entrepreneurship through acquisition**
- **role modelling skills**
- thinking in scale competence
- in-depth globalization skills
- cross-cultural understanding and cultural knowledge
- **digital (customer) service skills**
- **digital transformation skills**
- empathy and good social skills

Part of SmartUp modules?

- Entrepreneurial mindset
- Mindfulness
- design thinking
- Partnerships and networking
- Marketing

Important competencies learned & Benefits

- 1. Entrepreneurship:** understanding of what it takes to become an entrepreneur, ability to balance between work/family/studies, information seeking, self-empowerment and self-awareness, and lifelong learning skills
 - 2. Lean startup methodology:** problem identification and solving skills, ideation skills, design thinking and agile development skills
 - 3. Collaboration and interaction:** teamwork, co-creation and social skills, networking skills, pitching skills, communication and marketing skills, and social media knowledge
 - 4. Innovative tools:** practical & innovative tools such as templates, canvases and learning tools
- 1. International entrepreneurship:** business concepts, clear process and steps to become an entrepreneur, country specific and cultural knowledge, international network, self-leadership
 - 2. Value-added co-creation:** rapport, knowledge sharing, value of collaboration, ideation, trust between team members, working as a team having a shared goal, creativity and design thinking, agile development
 - 3. Power of diversity:** individual paths, different skills for different people, learning from others, self-awareness and how others perceive me, access to four universities at once
 - 4. Valuable tools:** mindfulness app, agile tools, apps and methods, practical skills how to use them.

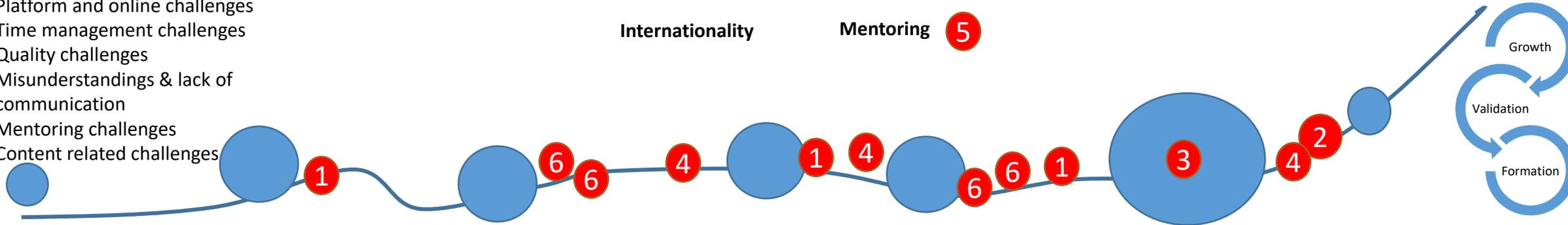


Model applied from Startup Development Phases. Version 3 www.startupcommons.org

Challenges during the journey

1. **Platform and online challenges:** disconnection with the group after intensive period, grading (scale & availability), time zones, tool to track personal progress
2. **Time management challenges:** balance between studies/work/family, deadlines, stress, thesis
3. **Quality challenges:** 50% of the modules of high quality while 50% of lower quality
4. **Misunderstandings & lack of communication:** unclear instructions and expectations, unfair treatment (deadlines), frustration on organizer's general level responses, lacking information on modules and processes
5. **Mentoring challenges:** delay, inactivity
6. **Content related challenges:** narrowing down to a viable business idea (idea validation), flipped classroom learning method, pitching & marketing, selling, shaping the idea to a business plan, tool for scaling up

1. Platform and online challenges
2. Time management challenges
3. Quality challenges
4. Misunderstandings & lack of communication
5. Mentoring challenges
6. Content related challenges



Entrance examination

- design thinking skills
- entrepreneurial mindset
- ideation skills
- problem focus skills

Design thinking workshop

- instant biz plan skills
- prototyping skills
- team building skills
- mindfulness

Becoming Entrepreneur

- venture establishment skills
- soft skills
- pitching skills
- minimum viable product/process
- research skills
- canvases
- intellectual property rights

Building collaboration

- resource management
- partnerships and networking skills
- financing skills
- understanding of incubators
- crowd funding skills

Growing the business

- marketing skills
- communication skills
- branding skills
- testing traction skills
- go-to-market skills

Increasing the professional knowledge

- Green economy
- Social innovation
- Social media and digital innovation

Demonstrating thesis & project work

- business plan development skills
- presentation skills
- feedback skills

 **Journey to entrepreneurship**
self-development focus

Model applied from Startup Development Phases. Version 3 www.startupcommons.org

Development Ideas: Before

1. Add more **intensive periods** to the programme with face-to-face interaction activities. For example one intensive period in the middle and one in the end of the programme.
2. Enrich the content with **financial and accounting knowledge**, as well as with **local knowledge** on registration and taxation in the organizing countries.
3. Visualize the **student's workload on a timeline** (wave) to provide a clear picture of the work required from the students.
4. When conducting an online programme, **test the technical systems** (platforms, apps, software) together with the prospective students before the launch of the programme.

Development Ideas: At the launch of the programme

1. **Communicate** clearly **the expectations, timetable and the journey** to the students in the beginning of the programme. Repeat and ensure they understand what it all means.
2. Plan **online activities that will strengthen the good rapport** achieved among students during the intensive period, and this way motivate them to keep going.

Development Ideas: During the programme

1. Always respect the students, be humble and listen to their problems thoroughly. **Be ready to solve the problems** as soon as possible.
2. Keep the promised timetable in regarding activities to guarantee service availability to students, such as **mentoring**.
3. **Monitor the quality level** of different modules regularly by collecting systematic feedback from the students.
4. Start the **thesis process well on time**, 6-9 months before the submission at the latest to ensure the students have enough time to process their work.
5. Keep the promise to deliver the grades to the platform within 3 weeks.



Conclusions

- Purpose was to introduce briefly the competence and customer journey based SmartUp master **programme design** and how it was **developed** and **experienced**.
- Current **sample** of students (17%) is too small to generalize or scale up the results, therefore further research is needed to elaborate these results.
- **Experiences of educators and implementers** should be collected and explored to get a holistic view on SmartUp journey.

Recommendations

- 1. Benefits of Smartup:** 1) International entrepreneurship, 2) Value-added co-creation, 3) Power of diversity, 4) Valuable tools
Sustain & cherish these elements!
- 2. Critical points:** 1) platform and online challenges, 2) time management challenges, 3) quality challenges, 4) misunderstandings, 5) lack of communication and 6) content related challenges
Do not ignore there nor the development ideas!
- 3. Re-design** the modules from learning design perspectives & tools.

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Thank you for your attention!

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