



s e p t

small enterprise promotion + training

ANTHOLOGY  
ALUMNI CONFERENCE  
“FOSTERING UNIVERSITY BUSINESS COLLABORATION FOR  
**EMPLOYMENT PROMOTION**”

Leipzig, 19-21 September 2022

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# FUTURE TRENDS IN INTERNATIONALIZATION OF BUSINESSES

Prof. Robert Kappel

# STARTUP SUPPORT AT HEI

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- New Economic Geography, agglomeration economies
- Education is key
- Role of institutions
- Economic power: superstar enterprises
- Global value chains
- New trends in globalization
- Globalization, hyper globalization, slowbalization, re-globalization
- Market and power shifts

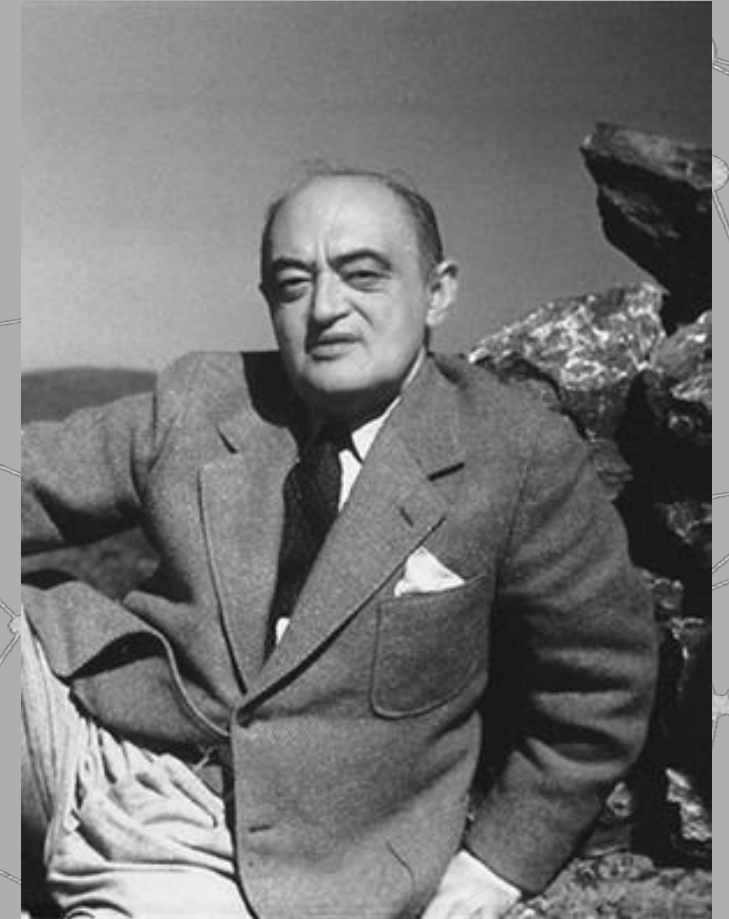
Source: [gruendungsradar.de](http://gruendungsradar.de)

# Alois Schumpeter (1883-1950)

Leadership in the economic process of modern capitalism. Technological revolutions and their diffusion. FIRMS and COUNTRIES can dominate.

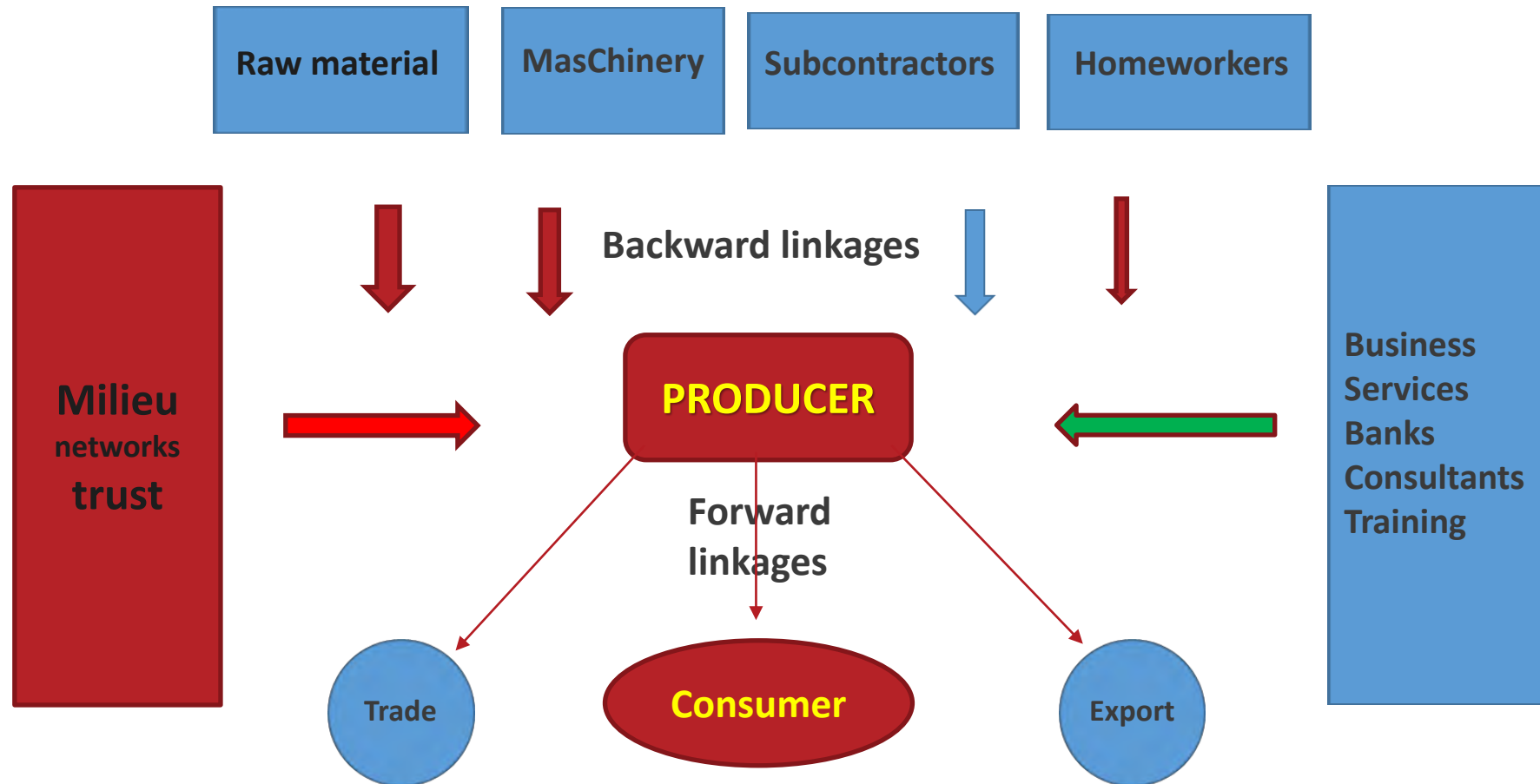
Entrepreneurs bring together a bundle of incremental and fundamental innovations, implement new combinations and trigger **'creative destruction'** that generates growth. Innovation encompasses the following:

- (1) creation of a new good or new quality of good,
- (2) creation of a new method of production,
- (3) opening of a new market,
- (4) capture of a new source of supply and
- (5) new organization of industry (for example, creation or destruction of a monopoly).



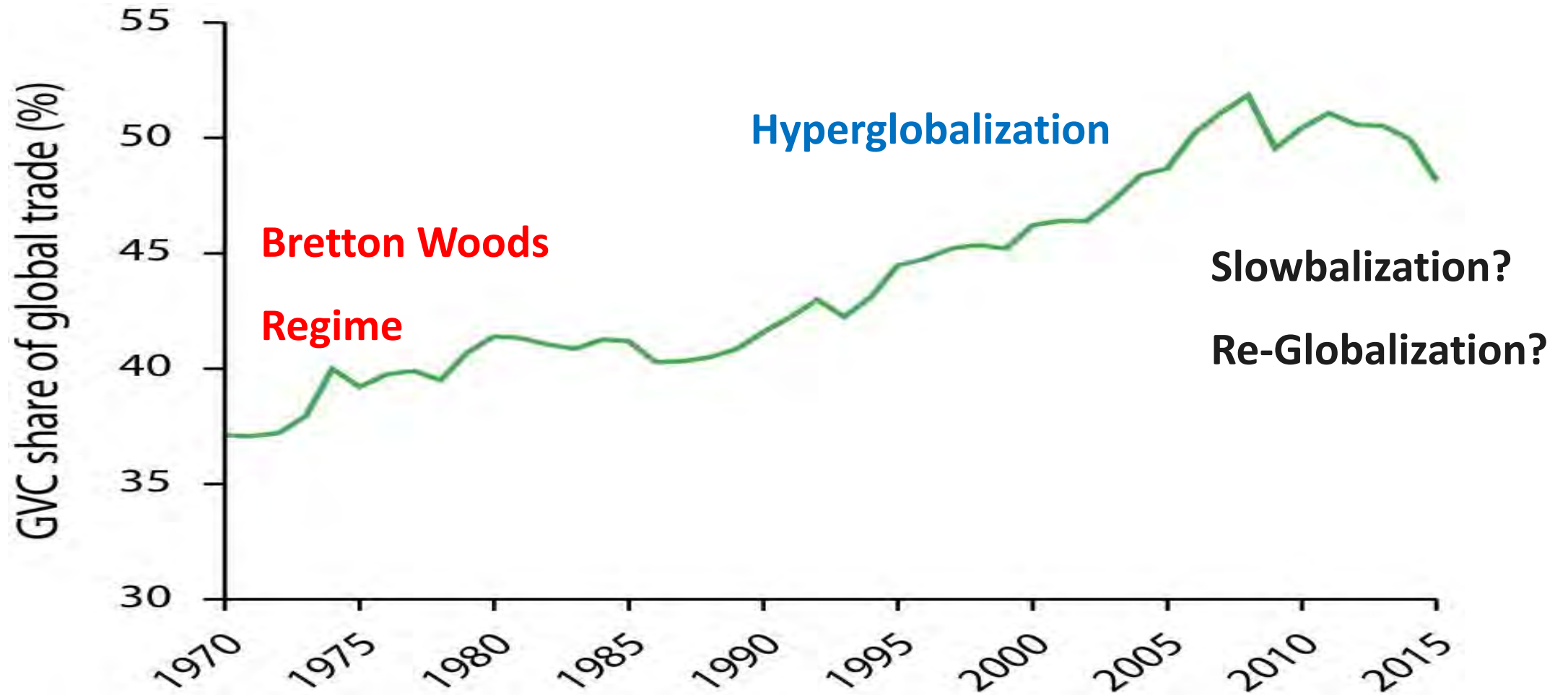


# FORWARD AND BACKWARD LINKAGES





# Globale Value Chains' Share of Global Trade, Percent





# MARKET AND POWER SHIFTS ALSO OPEN UP OPPORTUNITIES FOR SMES

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## TEN ARGUMENTS:

1. Companies invest in regional markets and increasingly rely on regional value chains
2. Digital technologies optimize production and business processes and reduce the use of materials.
3. Small and medium-sized enterprises can make much better use of agglomeration economies. "industries without smokestacks"
4. Growing class of innovative start-ups, knowledge-based and ICT-based firms
5. Companies should want to take off



# MARKET AND POWER SHIFTS ALSO OPEN UP OPPORTUNITIES FOR SMES

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6. Small and medium-sized enterprises can particularly benefit from openness
7. Participation in value chains is beneficial for the parties involved, provided there are backward linkages to the local industries
8. Increasing global conflicts, trade disputes, and wars pose threats to SMEs
9. Climate change and increasing environmental awareness open up prospects for localizing production and consumption
10. Stakeholders need to start working on creating better conditions for business and jobs, i.e. inclusive growth.

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INTERNATIONAL STARTUP CAMPUS:  
A NEW MODEL OF UNIVERSITY BUSINESS LINKAGES

Gunnar Kaßberg  
SEPT Competence Center

30 **sept**  
YEARS  
ANNIVERSARY

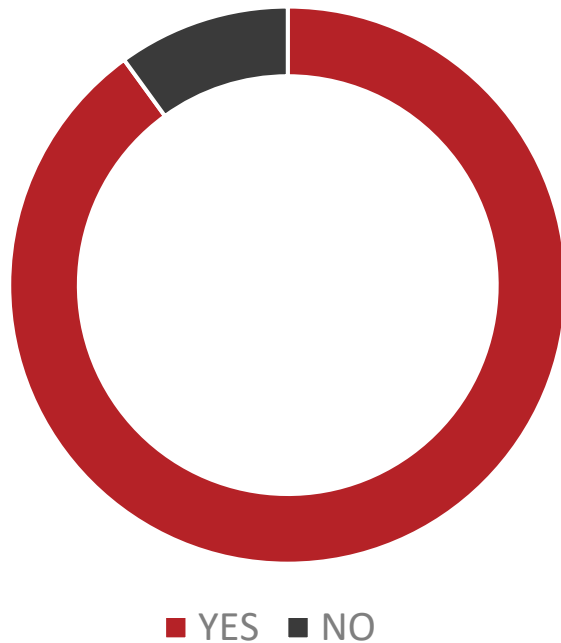


UNIVERSITÄT  
LEIPZIG

[sept.uni-leipzig.de](http://sept.uni-leipzig.de)

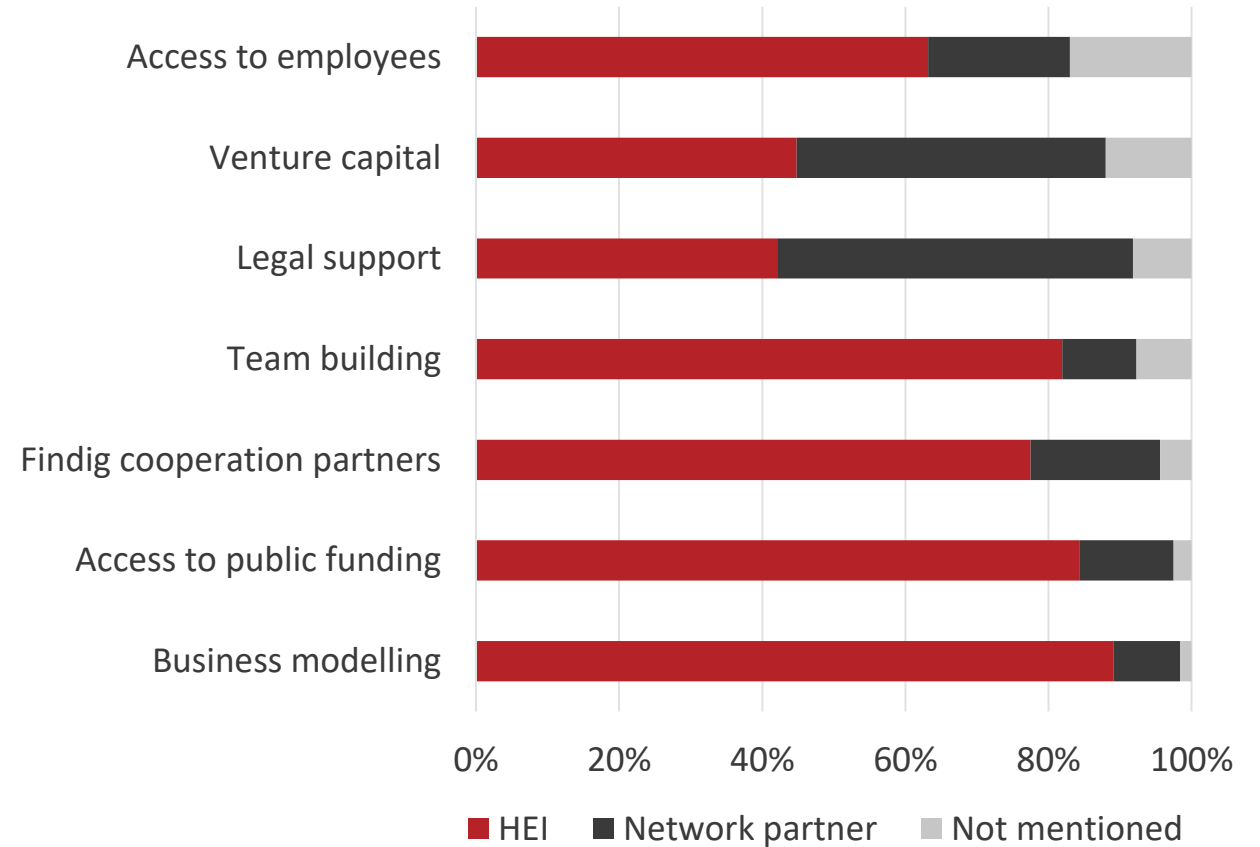
# STARTUP SUPPORT AT HEI

HEI are members of institutionalized startup support networks



Source: gruendungsradar.de

Supporting activities

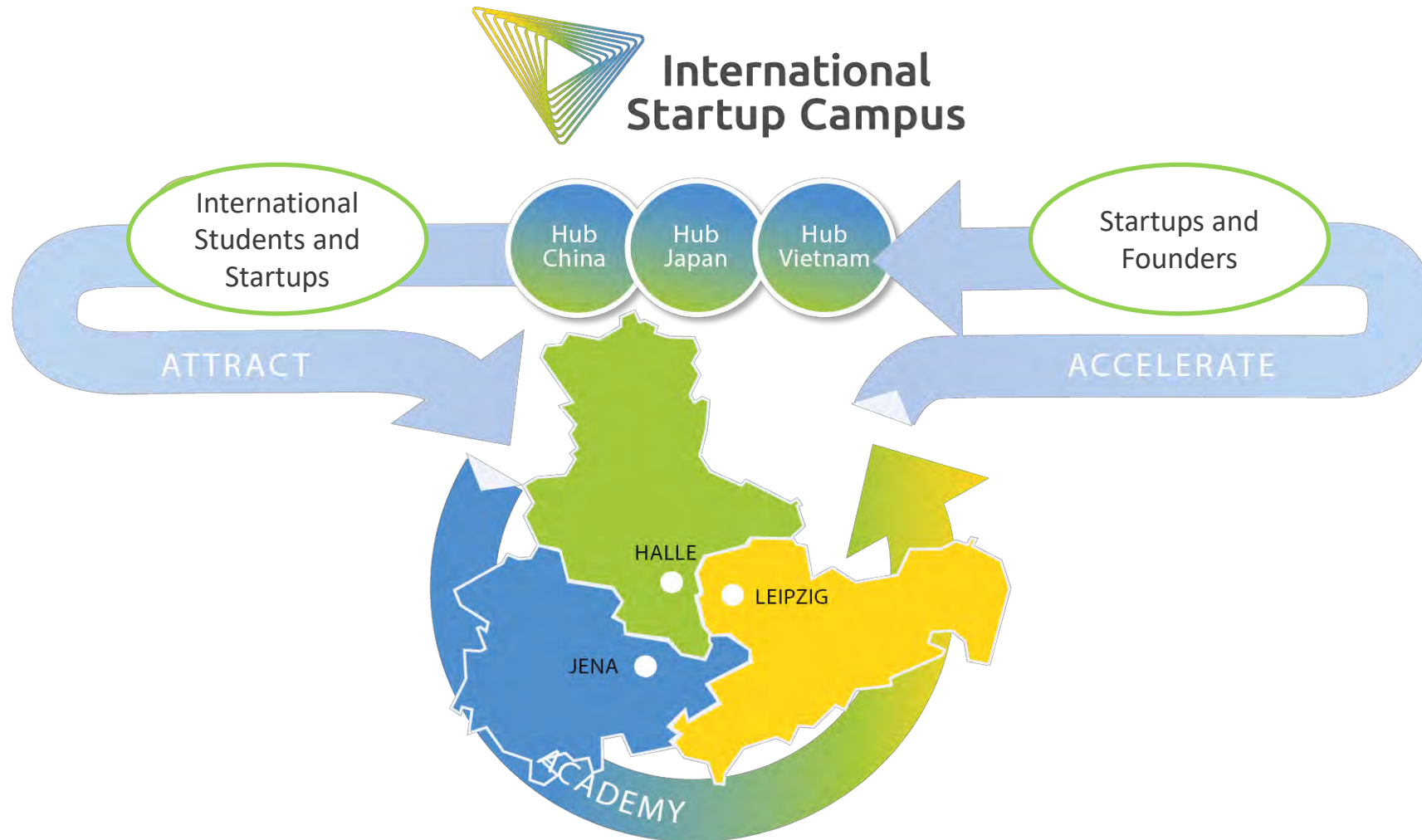


# CHALLENGES IN STARTUP INTERNATIONALIZATION





# THE INTERNATIONAL STARTUP CAMPUS



# ROUND 1 - SPEAKERS

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**Ede Möser**

Program Manager Academy | Accelerate  
Friedrich-Schiller-Universität Jena



**Kevin Vuong**

Manager, Startup Incubator  
UEH Institute of Innovation



# ISC - ATTRACT

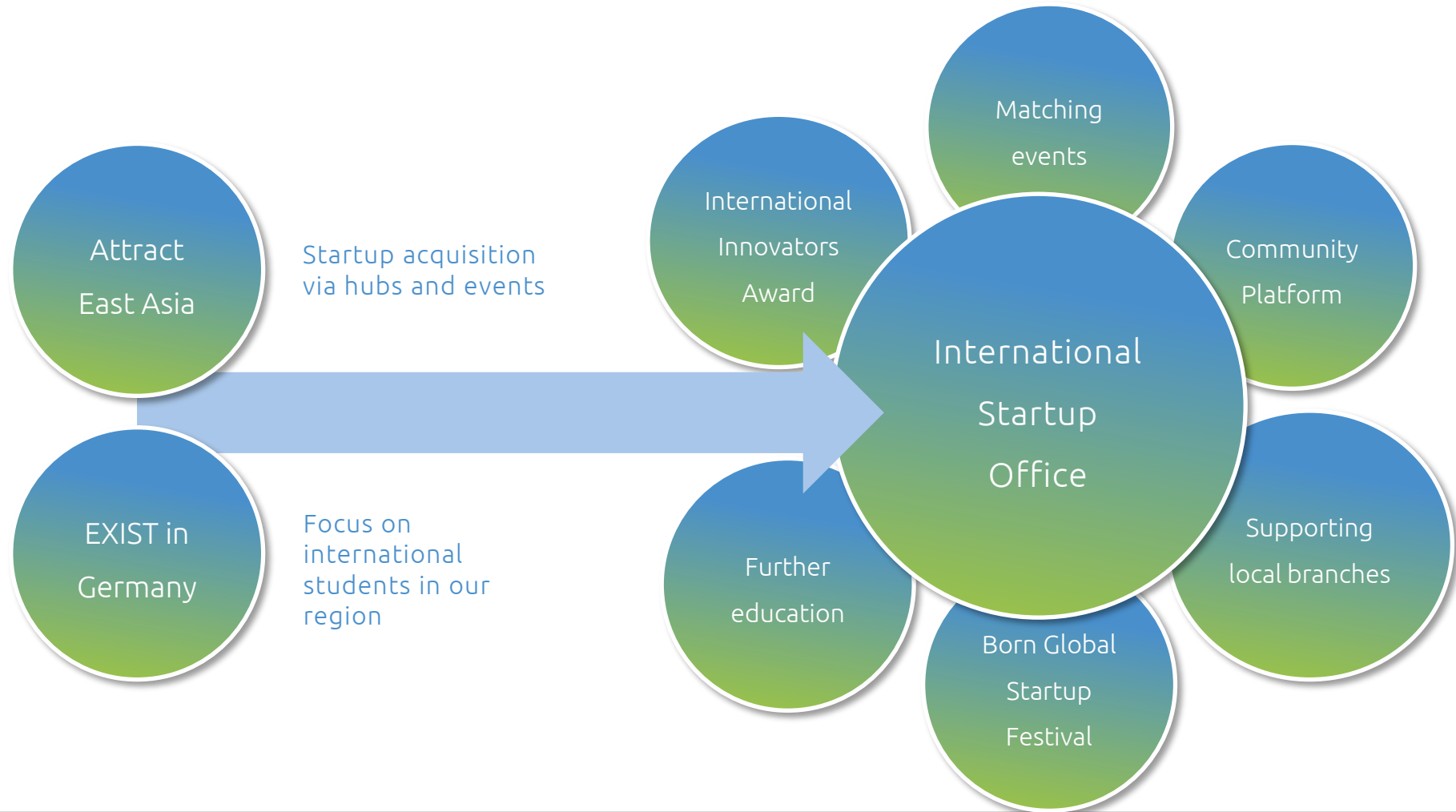
Scouting for



International  
Startups



Scouting for  
international  
(Co-)Founders



# ISC – ATTRACT: INTERNATIONAL INNOVATORS AWARD

Our partner



- Vietnamese innovative startups
- Pitch their European market entry strategy
- Best teams get support for a trip to Germany
- First group travelled to Germany in April 2022





# ISC - ACCELERATE

- Contact initiation with European companies in target markets
- ISC network of mentors
- Individual matching with mentors

Mentoring

Workshops

- Legal aspects of doing business
- Export management
- International business models
- Business culture, etc.

- Identification of suppliers and outsourcing partners
- Matchmaking events
- Access to customer groups

Network

Market information

- Market studies & market entry strategies
- Online marketing campaigns
- Industry experts

- Travel to Vietnam, China and Japan
- Co-working spaces in ISC hubs
- Direct market experience

Market exploration

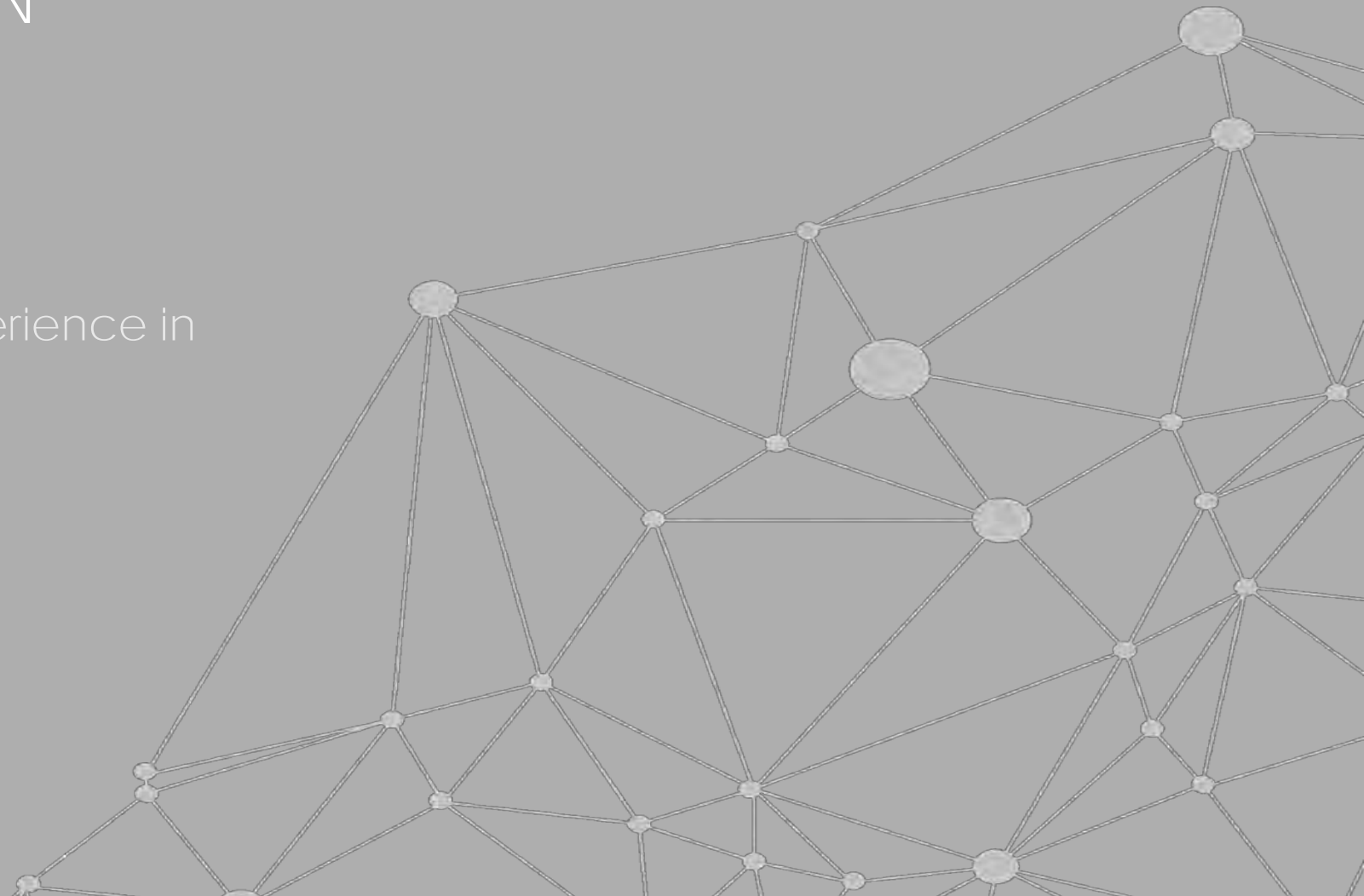
Replacer Service

- Personnel in hubs act as representatives of the startups
- Representation at trade fairs
- Partner search and matchmaking



# MARKET EXPLORATION

German startups and their experience in international markets





# ROUND 2 - SPEAKERS

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**Thu Hoang**

Business Development & CFO  
Disaster Relief Systems



**Jan Hanken**

CEO and Co-Founder of  
Idatase GmbH



**Thuy Nguyen**

Marketing expert at  
Dashfactory GmbH



**Dr. Dilan Sinem Sert**

Founder and CEO  
of SEDIDOC



# ACCELERATE IMPRESSIONS SHANGHAI





# ACCELERATE IMPRESSIONS VIETNAM





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Web: [www.sept.uni-leipzig.de](http://www.sept.uni-leipzig.de)





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A stylized world map graphic composed of a network of interconnected lines and dots, rendered in a light brown or gold color against the dark red background. The map covers the entire width of the slide, with the text overlaid on it.

# INTERNATIONAL ENTREPRENEURSHIP RESEARCH AGENDA

Christopher Boafo  
Noor Un Nabi  
Utz Dornberger

Monday, 19 September 2022

# WORKSHOP OUTLINE

- What research gaps in IE have we have considered in past scholarly works at the SEPT Competence Center?
- What gaps in IE have been reported in recent (top-notch) systematic literature reviews?
- How could university-based international projects lead to cross-border research collaborations for new research topics to bridge gaps or enhance research in IE?

# EVOLUTION OF FIRM INTERNATIONALIZATION

Before 1960:  
Internationalization of  
countries ( Hymer , 1960).

1960s: Internationalization of large  
firms (Simmonds & Smith, 1968).

1977: Uppsala Model  
(Johanson & Vahlne)

1980s: Internationalization of smaller  
companies at the time of start:  
INVs/EIFs (McDougall, 1989)

1996: Born Global firms markets  
(Knight & Cavusgil, 1996)

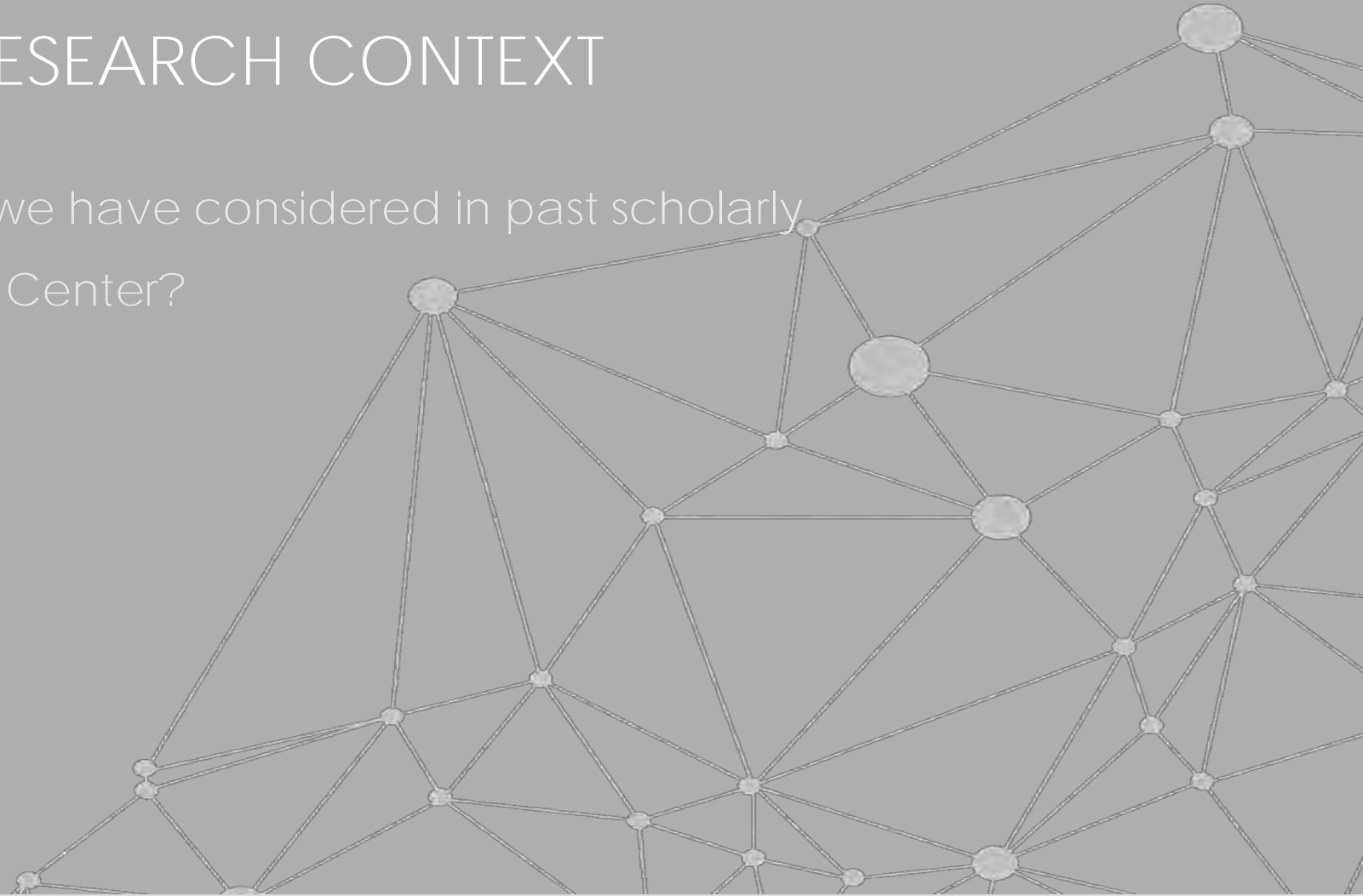
2009: Born Regional firms; they  
internationalize early but to  
regional (Lopez et al. 2009)



# PART A:

## IE POSITION IN SEPT RESEARCH CONTEXT

What research gaps in IE have we have considered in past scholarly works at the SEPT Competence Center?



# INTERNATIONALIZATION COMPETENCES AND CAPABILITIES

- Dornberger, U.; N. Un Nabi Md: Explaining the International Entry and Expansion of Firms from Developing Countries from a Capability Point of View: Test Results from Ethiopia, Bolivia, Vietnam and Bangladesh. In: Etemad, H. (Ed.): The Process of Internationalization in Emerging SMEs and Emerging Countries, Cheltenham, 2013.
- N. Un Nabi Md; U. Dornberger: Entrepreneurship and the institutional context: dynamic of development of the locally owned generic pharmaceutical industry in Bangladesh. In: Etemad, H. et al. (Eds.): Current Issues in International Entrepreneurship. Cheltenham, 2013.
- Oppong, P. K.; U. Dornberger, M. N. U. Nabi (2019): Analysing the Direct and Indirect Effects of Entrepreneurial Competencies on International Market Diversification and Profitability: A Study of Small Exporting Firms in Ghana' Int J. Export Marketing: Vol. 3. No. 1.
- Peña-Camacho, D.; J. Ponce-Gómez; G. Kaßberg (2021): International Entrepreneurship. In: Vandor, P.; M. Winkler; M. Mehrwald (Eds.): Scaling impact abroad: An analysis and framework of competences for social enterprise internationalisation. WU Vienna. pp.10-17

# INTERNATIONALIZATION COMPETENCES AND CAPABILITIES

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- Kassberg, G.; U. Dornberger (2022): Perception of export intenders on relevant resources and competences for the internationalization of vocational education and training (VET) providers. In: International Journal of Training and Development, 1–23.
- Nabi, M. N. U.; S. M. Misbauddin, U. Dornberger (2022): Downgrading as a strategy from the suppliers' perspective in global value chain: towards a conceptual framework and directions for future research. In: Transnational Corporations Review, Taylor & Francis, April 2022.

# INSTITUTIONS AND INTERNATIONALIZATION OF SMES

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- Rwehumbiza, D.; Nabi, M. N. U., Dornberger, U.: Institutions and diversification of international markets: A study of clothing manufacturers from Tanzania and Kenya. In: Marinov, M. (Ed.): Experiences of Emerging Economy Firms, Palgrave Macmillan., 2015.
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- Nabi, M. N. U., Dornberger, U.: Birth and Growth in Isolation - Development of the Generic Pharmaceutical Industry in Bangladesh. In: Munoz, J. M (Ed.): Globalization Alternatives - Strategies for the New International Economy, Business Expert Press: NY, pp. 101-112, 2018.
- Md. Nur Alam; U. Dornberger (2019): Does institutional inefficiency encourage entrepreneurs to adopt effectuation logic in strategic business decision? In: World Review of Entrepreneurship, Management and Sustainable Development, 2019 Vol.15, No.6, pp.734 - 750.

# INSTITUTIONS AND INTERNATIONALIZATION OF SMES

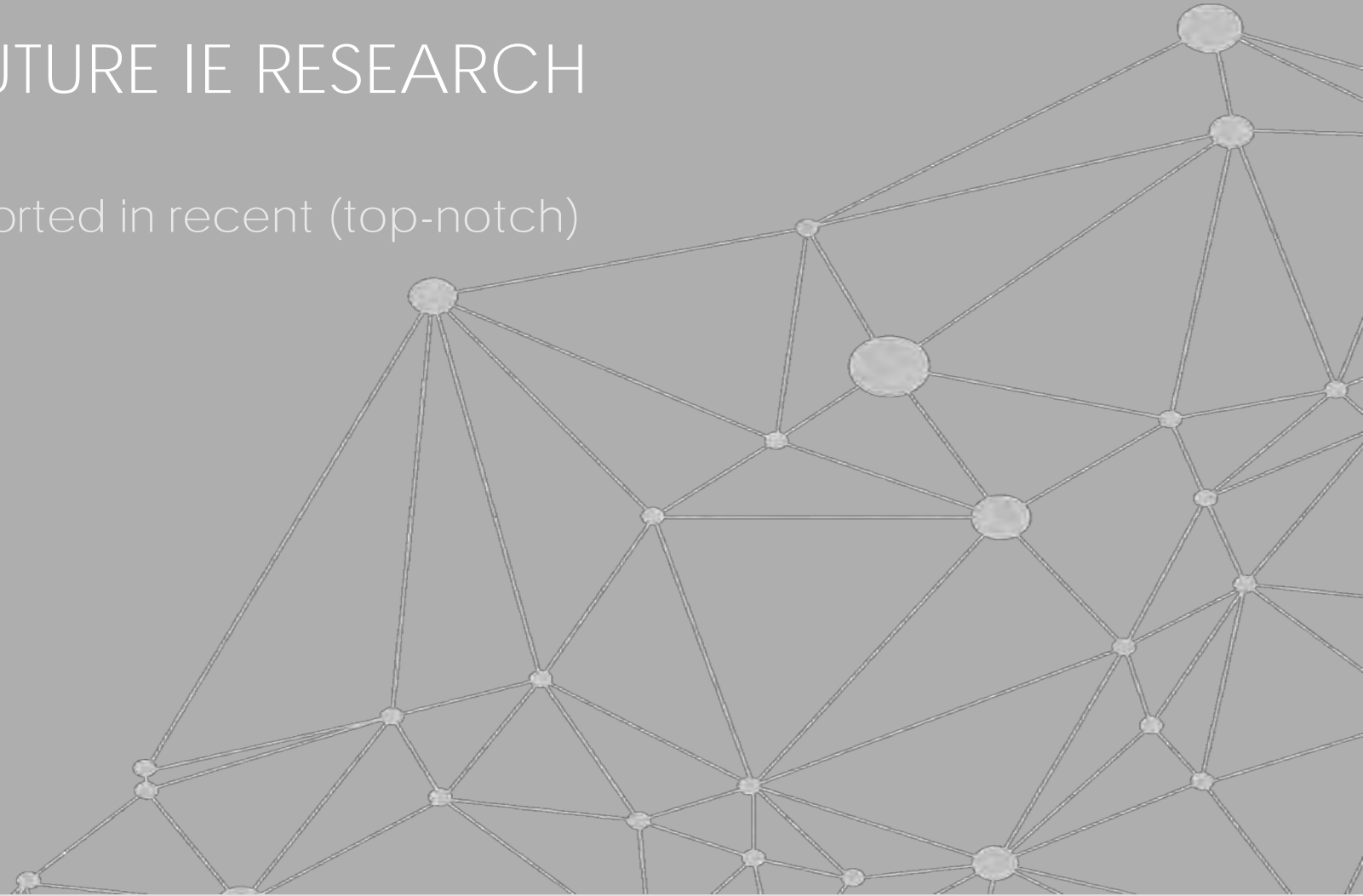
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- Oppong, P. K. (2019): Informal institutions and international performance of Ghanaian small exporting firms: moderation role of formal institutions. *International Journal of Export Marketing*, Vol.3 No.2, pp.119 - 145.
- Boafo, C.; U. Dornberger (2021): Informal born regional enterprises in Ghana: an extension of internationalisation theories. In: *International Journal of Entrepreneurship and Small Business* (Special Issue on: Entrepreneurial Internationalisation in, from and to Africa)
- Boafo, C.; A. Catanzaro; U. Dornberger (2022): International entrepreneurship in Sub-Saharan Africa: inter-firm coordination and local economy dynamics in the informal economy. In: *Journal of Small Business and Enterprise Development*, Emerald Publishing.
- Boafo, C.; R. Afriyie Owusu; K. Guiderdoni-Jourdain (2022): Understanding internationalization of informal African firms through a network perspective. *International Small Business Journal*, SAGE,

## PART B:

# IMPLICATIONS FOR FUTURE IE RESEARCH

What gaps in IE have been reported in recent (top-notch) systematic literature reviews?



# ANALYZED SYSTEMATIC LITERATURE REVIEW STUDIES



Tuomisalo & Leppäaho (2019)

Title: Learning in international new ventures: A systematic review

Articles: 50 between 1994 – 2017

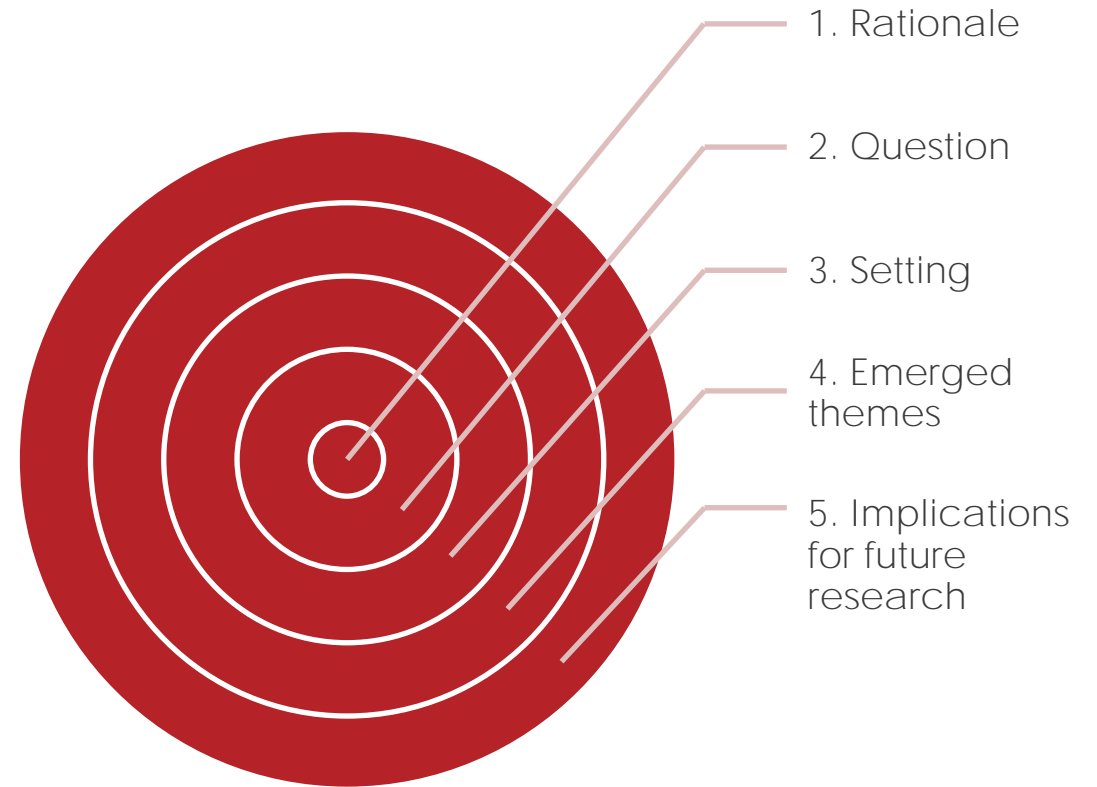
Journal: International Business Review

Bembom & Schwens (2018)

The role of networks in early internationalizing firms: A systematic review and future research agenda

61 between 1989 – 2016

European Management Journal





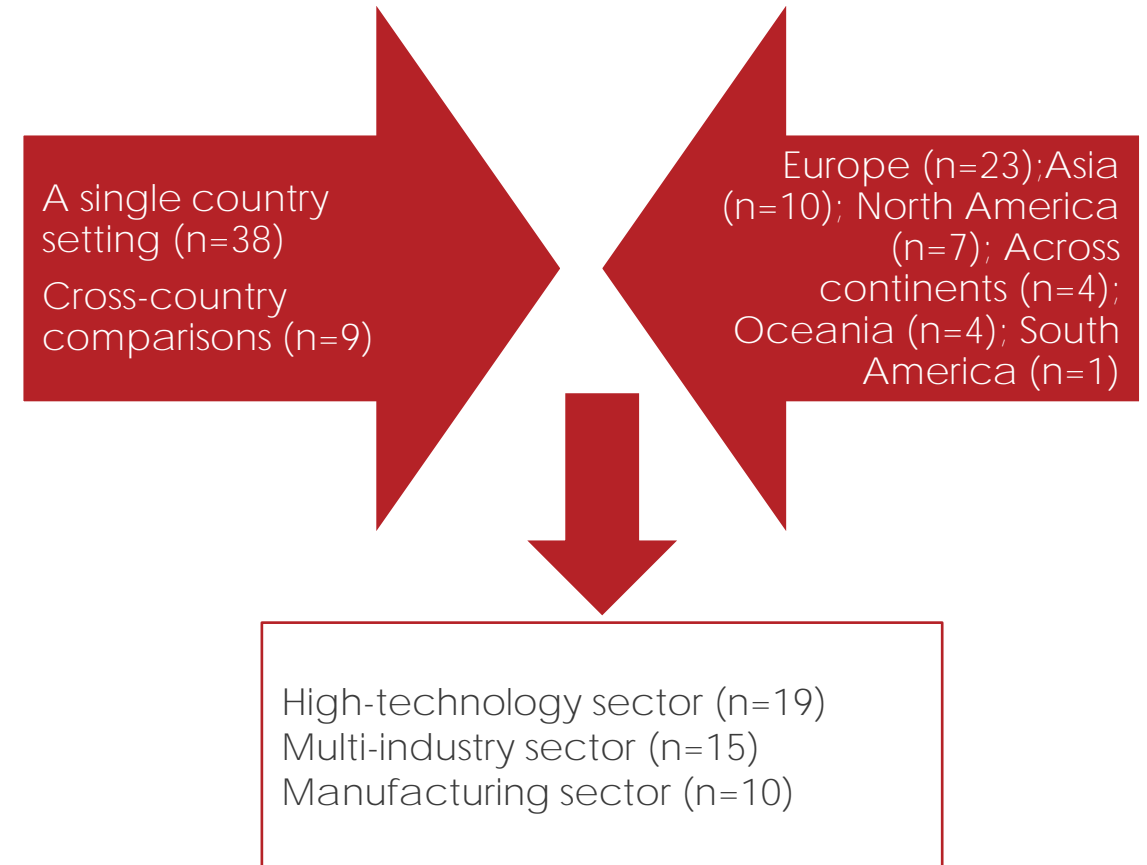
# TUOMISALO & LEPPÄÄHO (2019)

## Rationale & Questions:

Learning has been acknowledged as a central feature for the new and rapidly internationalizing ventures.

- 1) What do we know about learning in international new ventures?
- 2) How have learning theories been applied in research on early and rapid internationalization?

## Setting:



# TUOMISALO & LEPPÄÄHO (2019)

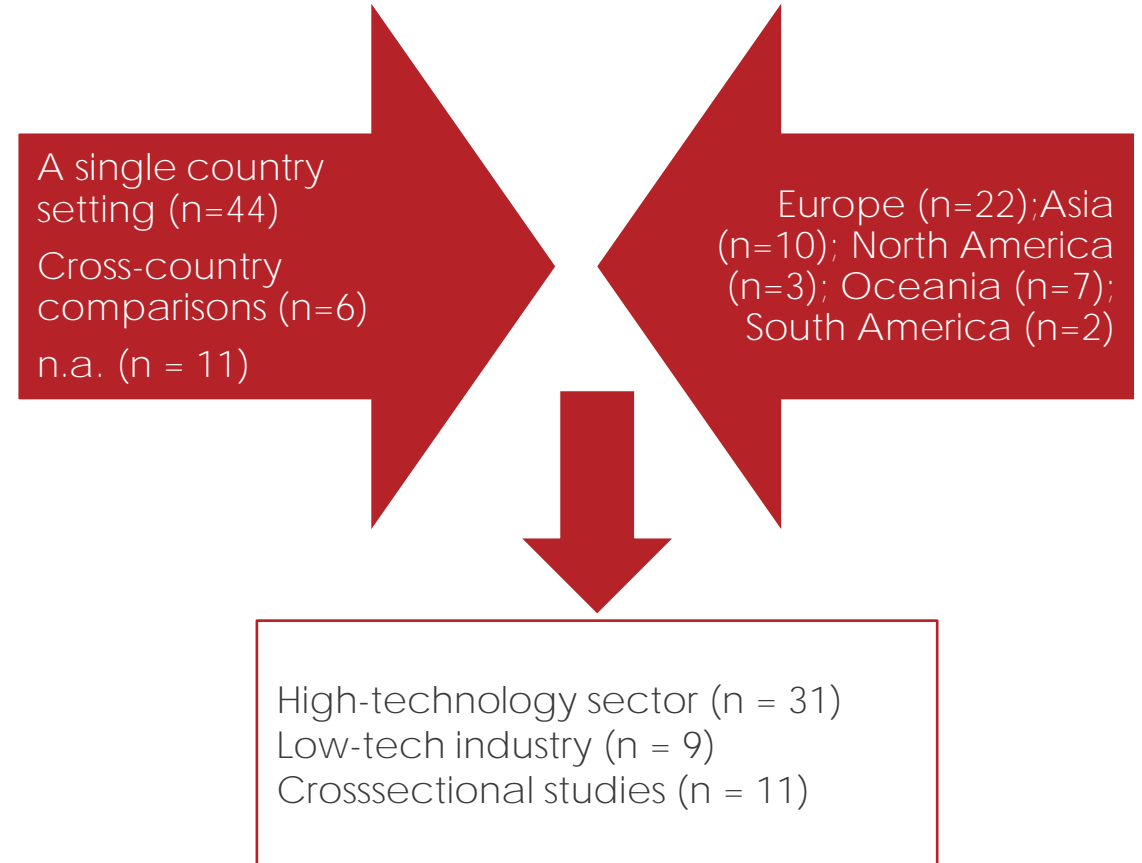
Emergед Themes	Operationalization	Implications for future research
I) Competences of learning	Innovativeness, failure tolerance, and problem solving	<ul style="list-style-type: none"> <li>• Need to acknowledge and investigate entrepreneurial dimensions of learning in INVs.</li> </ul>
	The decision between exploitative and explorative learning is based on balance between internationalization and learning	<ul style="list-style-type: none"> <li>• How INVs balance between internationalization and learning.</li> </ul>
II) Dynamics of learning	Learning is a long-term process, with priorities changing over time	<ul style="list-style-type: none"> <li>• How learning priorities change over time, e.g., by acknowledging environmental turbulence</li> </ul>
	The role of misfortune in learning	<ul style="list-style-type: none"> <li>• Acknowledge and investigate how setbacks and failures affect learning in INVs.</li> </ul>
III) Environmental factors	The main environmental feature affecting learning is internationalization	<ul style="list-style-type: none"> <li>• How internationalization affects learning, e.g., observing the balance between market and technological learning</li> </ul>
	Competition intensity pushes INVs to renew knowledge base and increase their learning efforts	<ul style="list-style-type: none"> <li>• How competition intensity affects learning.</li> </ul>
	Uncertainty speeds up the learning process	<ul style="list-style-type: none"> <li>• How the faced uncertainty affects learning in INVs:</li> </ul>

# BEMBOM & SCHWENS (2018)

## Rationale & Questions:

- Early internationalizers are initially disadvantaged because of the limited availability of resources.
- How can they satisfy their varying resource requirements.
- How is the role of networks in the pre-internationalization (e.g., pre-founding) and the post-internationalization phase (e.g., enter new country, mode change) of early internationalizers?

## Setting:



# BEMBOM & SCHWENS (2018)

Emergед Themes	Operationalization	Implications for future research
I) Network content: type of exchanged resources	Human resources; Financial capital; Knowledge (information, advice); Opportunity assessment; Legitimacy	<ul style="list-style-type: none"> <li>• How does a firm`s access to different types of resources in the internationalization phase.</li> <li>• ... impact firm`s access to different types of resources in the post internationalization phase.</li> </ul>
II) Network governance: underlying mechanism for resource exchange	Trust, Contracts; Social governance mechanisms (power, loss of reputation)	<ul style="list-style-type: none"> <li>• How does a firm`s use of different governace mechanisms in the pre-internationalization phase.</li> <li>• ... impact firm`s use of governance mechanisms in the post internationalization phase.</li> </ul>
III) Network structure	Size; Position; Tie strength; Structural holes	<ul style="list-style-type: none"> <li>• How does a firm`s network structure in the pre-internationalization phase determine the access to amount and diversity of resources.</li> <li>• ... impact firm`s available amount and diversity resources in the post-internationalization phase.</li> </ul>

# THE ASYMMETRY IN IE RESEARCH



Less focus:  
Comparative entrepreneurial internationalization  
Low-tech industry  
Crosssectional studies  
Developing economies



More focus:  
Entrepreneurial internationalization in single country setting  
High-tech industry  
Developed European and North American economies





## PART C:

# ONWARD JOURNEYS: WHERE TO GO NOW?

How could university-based international projects lead to cross-border research collaborations for new research topics to bridge gaps or enhance research in IE?

# OUTPUTS FROM THE INTERACTIVE SESSION

- Impacts of legal framework on entrepreneurship
- Upgrading from indirect exports to direct exports by firms.
- Cross-country studies (mostly in developing economy contexts)
- How can universities speed up the learning of entrepreneurs?
- How IT has influenced IE:
- The role of IT reducing middle men in exportation
- The influence of IT on entrepreneurial learning.
- How technology helps in the learning of internationalizing informal firms?
- Capabilities to manage the complexity of ecosystems.
- VUCA – Context → Resilience of international entrepreneurs – Building with support of universities
- Learning → Competencies → Competitiveness
- Intenders → Indirect exporters → Direct exporters → Longitudinal studies
- Immigrants: their role of internationalization to firms in their home countries

# ONWARD JOURNEYS: WHERE TO GO NOW?

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- Creating funded projects through south-south university collaboration:
  - Opportunity for funding new researchers other than the conventional channels (e.g., DAAD; KAAD)
- Embarking on south-south academic exchange for international entrepreneurial competence development.
  - In-service students who are entrepreneurs, managers: MBAs / Executive MBAs in Business Schools

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PANEL 2  
UNIVERSITY NETWORK FOR INTERNATIONAL  
STARTUP EXCHANGE

Christian Hauke

# SMILE

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- Since August 2006, SMILE has been working to establish the entrepreneurial spirit at Leipzig's University (and research institutes)
- Students, graduates, and academic personnel who have entrepreneurial ambitions receive support in the form of individual coaching sessions on various aspects of the prestart-up phase
- The focus of the programme's activities is to bring teams to the first financing
- Around 500 participants take part in approximately 80 activities of different types each semester
- More than 600 start-ups were established in the last 16 years
- SMILE is supported by the ESF, the Free State of Saxony, the BMWI, and the Leipziger Stiftung
- Increasing support for going global through International cooperation like International Startup Campus, ARQUS and MELES





# SEPT – INTERNATIONAL COOPERATION ON STARTUP SUPPORT



# SEPT – INTERNATIONAL COOPERATION ON STARTUP SUPPORT



- European Innovaters Award
- ISLYE – Sending teams to university incubators



# SEPT – INTERNATIONAL COOPERATION ON STARTUP SUPPORT



- Summerschool – Mixing international teams



# SEPT – INTERNATIONAL COOPERATION ON STARTUP SUPPORT



- Summerschool – Mixing international teams



# SEPT – INTERNATIONAL COOPERATION ON STARTUP SUPPORT



- Summerschool – Mixing international teams



# EXAMPLE „MELES“

## MELES Summer School

- Selection by each partner University with a project
- Mixing teams
- Developing a new business model
- Connecting people



# EXAMPLE „MELES“

## ISLYE

- Startup teams from all universities can be sent to the incubators of the partner universities
- Simple application process
- Start with an online course
- Selection of teams that receive mobility 3-10 days
- Integration in the local program
- Contacts



### An entrepreneur from Padua visits the start-up initiative SMILE at Leipzig within ISLYE Programme



17 May 2022

In the framework of the ISLYE (International Soft Landing for Young Entrepreneurs) Programme of Arqus, Héctor García, founder of *weavez* in Padua, visited SMILE, the start-up initiative of Leipzig University, from 2nd to 8th May.

ISLYE aims to encourage student entrepreneurs to engage in international exchange, for example through mobility offers like the visit of *weavez* in Leipzig. The entrepreneurs are supported in developing their internationalisation strategy in the form of partnerships with incubators such as SMILE. With his project *weavez*, Héctor García aims at enabling students to learn about and exchange information on local events and to engage in community building at their university locations.

### Six entrepreneurs selected to take part in the Arqus ISLYE 2020-21 program



12 October 2020

The Arqus ISLYE (International mobility for young entrepreneurs) programme for student entrepreneurs aims to offer international mobility opportunities between incubators (in collaboration with higher education institutions), to student entrepreneurs through partnerships based on the principle of reciprocity, in order to support them in the development of their internationalisation strategy.

Following the 2020-21 call for applications, 6 excellent candidates have been selected to move on to the next round of virtual mentoring and coaching sessions, in order to work on their businesses with their host incubators!

The 6 selected young entrepreneurs are:

# CHALLENGES IN SUMMER SCHOOLS

- Working on my project or another one?
- Working with the right people?
- Matching?
- Academic years in different countries?
- Different status of the projects
- No preparation before



# CHALLENGES IN SENDING TO INCUBATORS

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- Time frame? When is the right time to think international?
- Meeting the right people?
- Mobility funds?
- Running programs in the incubators?
- Support structures in different universities?
- Integrating of non – students or non academics in public structures?



# EXERCISE - „SUPPORTING STARTUPS VOM PARTNER UNIVERSITIES“

How could it work at your university?

- Format?
- Length?
- Stakeholders involved?
- Status of teams?
- ...



Build the ideal process with Lego!

- Mixed teams
- Be creative
- focus on priorities
- Play for 30 minutes
- Each team presents for 5 minutes



# THANKS

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Five learnings on the flipchart!

<https://www.smile.uni-leipzig.de/>

<https://www.arqus-alliance.eu/>

<https://www.ageacademy.de/>

<https://internationalstartupcampus.com/>

# INTERNATIONAL ENTREPRENEURSHIP FOR SOCIAL ENTERPRISES

Workshop C

Jazmín Ponce Gómez

19.09.2022

**30** **sept**  
small enterprise promotion + training  
**YEARS**  
ANNIVERSARY



UNIVERSITÄT  
LEIPZIG

Between **21% and 26% of start-ups in Europe** have **social, community, or environmental objectives**<sup>1</sup>. Many of them address current challenges with innovative and novel approaches, but most social entrepreneurs operate only on a local scale.



A ESESII survey of 579 social entrepreneurs in the **global Impact Hub Network** showed that :

- only **5.7% of early-stage social entrepreneurs** were **actively internationalising their work**
- only about **17% of organisations** had attempts **to scale their activities overall (locally or internationally)**.

<sup>1</sup>Global Entrepreneurship Monitor (2015)

# WHAT IS ESESII?

**ESESII** addresses and boosts the awareness of social entrepreneurs (SEs) on what impact their business could have in a different location.

ESESII seeks to :

- Identify the skills and competences gap impeding social entrepreneurs to internationalise
- Create an innovative training curriculum for internationalising social entrepreneurs
- Support national SEs support organisations' and advise European and national policy-makers to enhance the capacity of social entrepreneurs' to internationalise.



# ESESII PARTNERS

**Six partners:** Euclid network (Netherlands), Synthesis (Cyprus), SIA (Austria), WU Vienna (Austria), MateraHub (Italy), and Leipzig University (Germany), working for 2.5 years on the topic of **internationalization** in the field of **social entrepreneurship**.





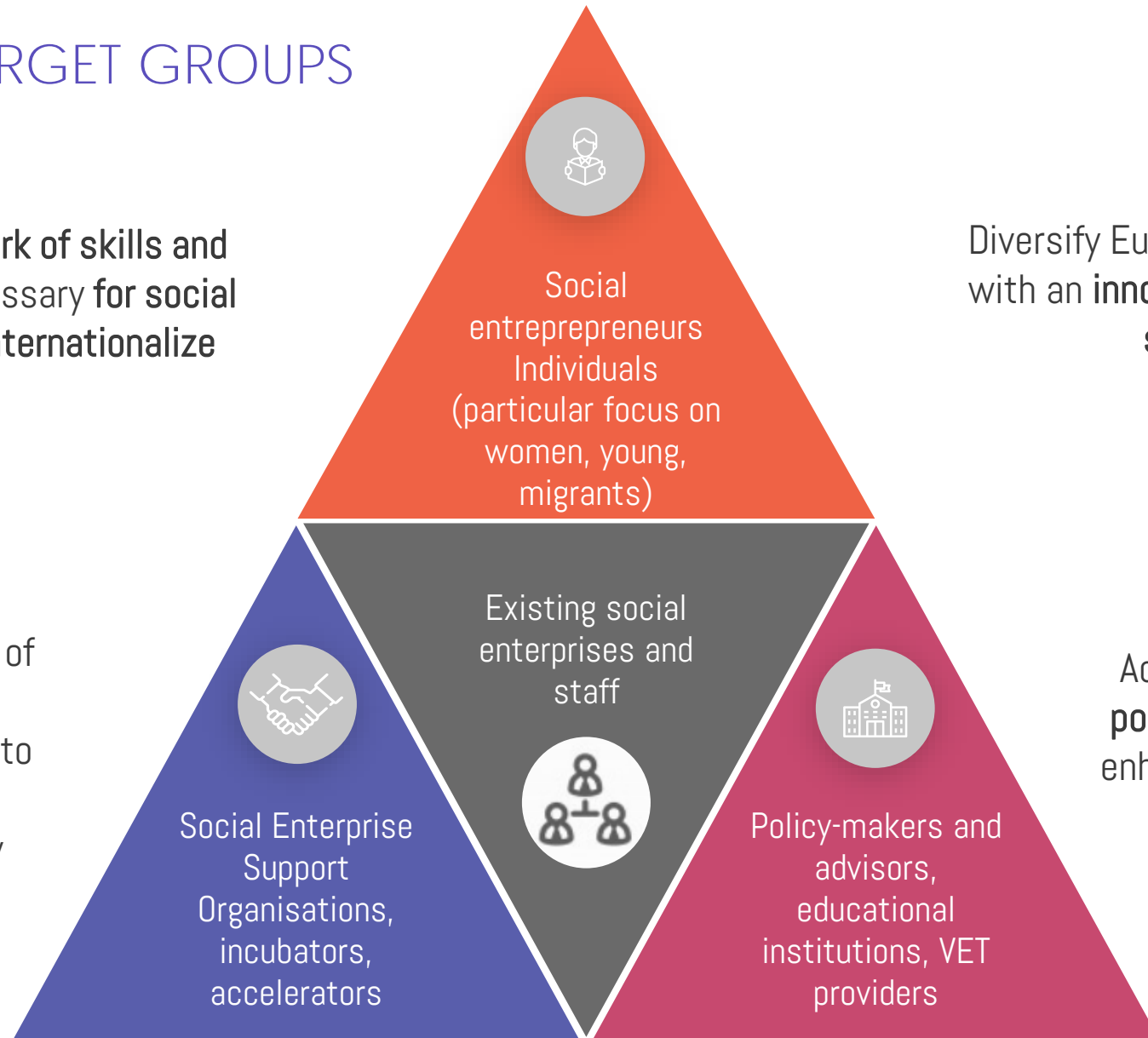
# OBJECTIVES & TARGET GROUPS

Develop a **framework of skills and competences** necessary for **social entrepreneurs** to internationalize

Build the **skills and capacity** of national social enterprises **support organisations' staff** to guide them in their internationalisation strategy

Diversify European VET provision with an **innovative curriculum on social entrepreneurs' internationalisation**

Advise **European and national policy-makers and advisors** to enhance the capacity of social entrepreneurs' to internationalise





# OVERVIEW OF THE PROJECT

## Output 1



- Competences framework for social enterprise (SE) internationalization

## Output 3

- Internationalisation Up-skilling Toolkit for Organizations supporting SE

## Output 2

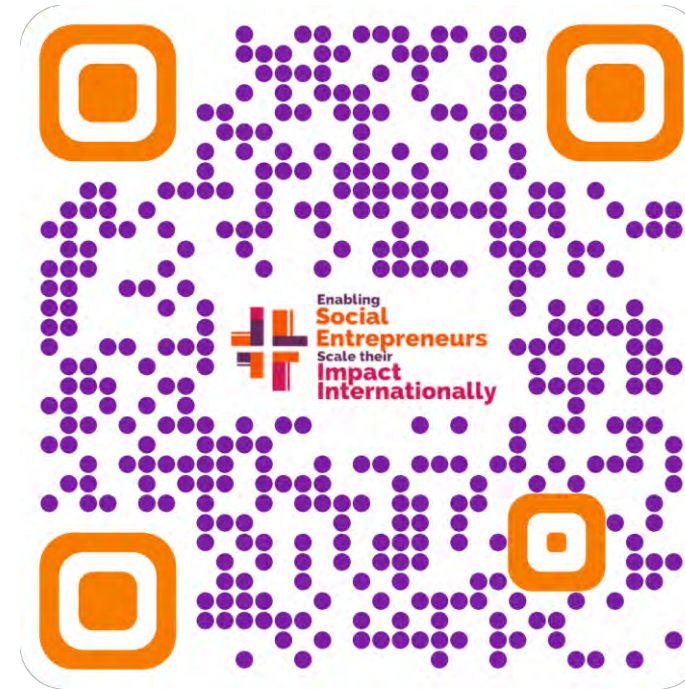


- Curriculum to train social entrepreneurs
- Pilot training

## Output 4

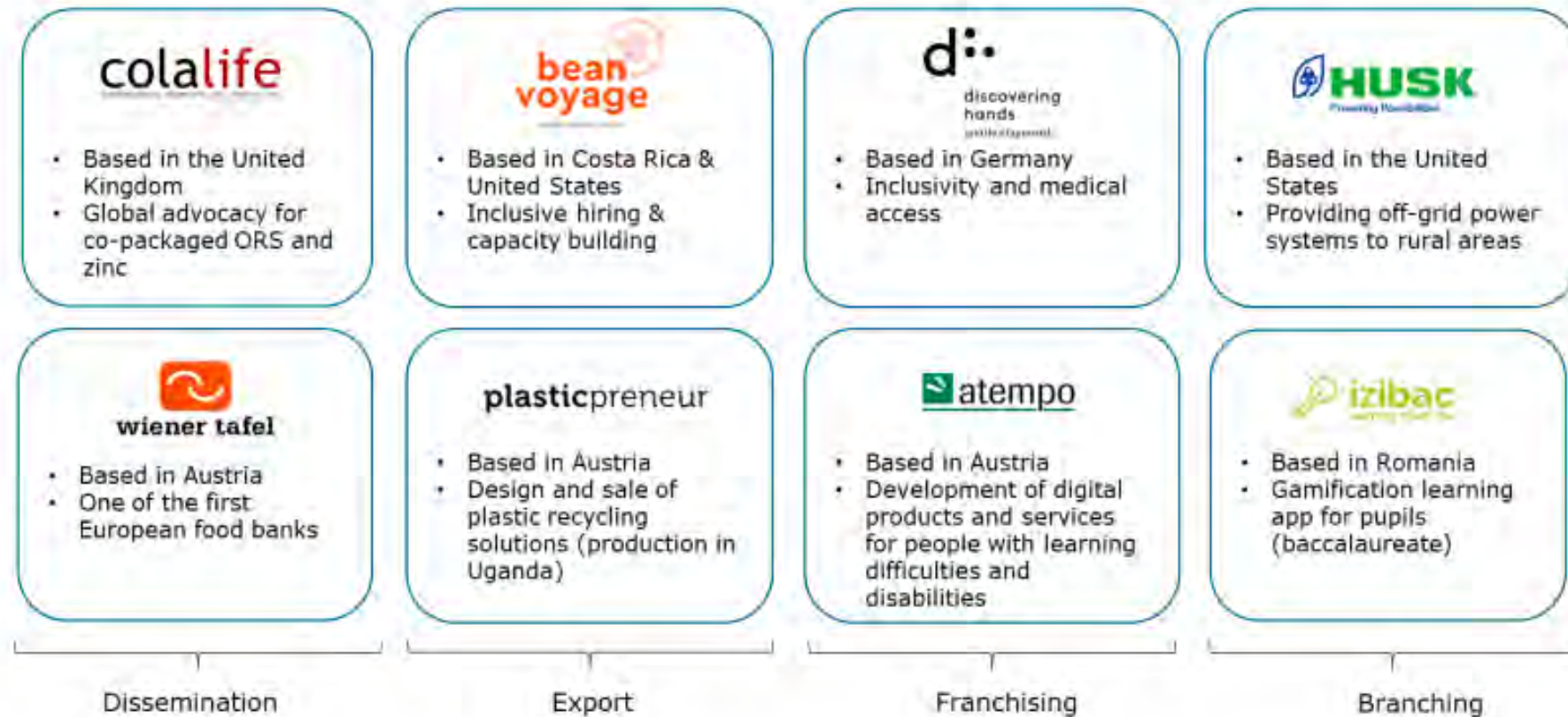
- Policy Recommendations

# OUTPUT 1: FRAMEWORK OF COMPETENCES FOR SE INTERNATIONALIZATION



Includes **eight selected case** vignettes on internationalising SEs: Wiener Tafel, ColaLife, Bean Voyage, Plasticpreneur, Discovering hands, Atempo, Husk Power Systems and iziBac

# EIGHT SELECTED CASE VIGNETTES ON THE INTERNATIONALISATION OF SOCIAL ENTERPRISES





Internally-oriented

Area	International Opportunity Identification	Diagnostic & Strategic Competence	Financial & Business Management	Human Resource Management & Leadership
Competence	<p><b>Global awareness</b></p> <ul style="list-style-type: none"> <li>The competence of cultivating an awareness, motivation and understanding for addressing social opportunities that arise on a global level.</li> </ul> <p><b>International Opportunity Identification</b></p> <ul style="list-style-type: none"> <li>The competence of creatively identifying opportunities in international markets, by leveraging various sources of creativity and working together with other actors</li> </ul> <p><b>International opportunity development</b></p> <ul style="list-style-type: none"> <li>The competence of responding to international opportunities by turning them into viable concepts – including the formulation of a business plan, the ability to comprehend the market, attract investors, create a vision for the organisation and drive the firm forward.</li> </ul>	<p><b>Diagnostic thinking</b></p> <ul style="list-style-type: none"> <li>The competence to effectively analyse the current situation of the social venture (by also leveraging knowledge at hand), including the analysis of economic characteristics of the target market.</li> </ul> <p><b>Strategic analysis</b></p> <ul style="list-style-type: none"> <li>The competence to critically assess the competitive environment of the social venture and to design long-term strategies for international growth.</li> </ul> <p><b>Strategic planning</b></p> <ul style="list-style-type: none"> <li>The competence to operationalise and implement internationalisation strategies by developing concrete process and business plans.</li> </ul>	<p><b>Financial management</b></p> <ul style="list-style-type: none"> <li>The competence to attain and manage financial resources for scaling to foreign markets, including the skill to design and implement effective structures for strategic and financial planning.</li> </ul> <p><b>Performance management</b></p> <ul style="list-style-type: none"> <li>The competence to effectively set and measure social and financial objectives on an international level.</li> </ul>	<p><b>Organisational structures and culture</b></p> <ul style="list-style-type: none"> <li>The competence to build adequate organisational structures and processes for international scaling, while fostering a culture enabling collaboration with organisational members on a national and international level.</li> </ul> <p><b>Human resource management</b></p> <ul style="list-style-type: none"> <li>The competence of attracting and hiring the right mix of individuals on a national and international level – including the skill to make decisions on personnel planning, recruiting, performance assessment and remuneration planning.</li> </ul> <p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>The ability to adapt the individual founders' role and leadership style to larger, more complex organisational contexts spanning national boundaries.</li> </ul>

**Marketing & Communication****Marketing**

- The competence to generate sales and ideas through developing and implementing an international marketing strategy or direct interactions with key stakeholders - including the ability to convey a good image of the venture and to adapt the firms' offerings to its audience

**Communication**

- The competence of connecting to and persuading international customers and partners who hold the same values as the social entrepreneur by communicating compelling stories of the social mission, and by empathically considering cultural differences in language and communication.

**Language skills**

- The competence of using foreign languages for listening, reading, writing and speaking with foreign customers, partners, or communities.

**Intercultural Competence****Intercultural competence and awareness**

- The competence of acknowledging and navigating foreign cultural characteristics.

**Economic, legal and administrative knowledge**

- The competence of attaining knowledge on foreign social, economic, and legal systems and to find appropriate strategic and operation responses to meet these needs.

**Managing Networks and the Institutional Environment****Relationship and network building**

- The competence to find suitable partners and to effectively build and maintain these relationships across national contexts with a diverse variety of stakeholder groups.

**Relationship management**

- The competence to effectively balance dependence and control over the social venture, in favour of attaining valuable resources for cross-border operations.

**Advocacy and lobbying**

- The competence to successfully evaluate and respond to foreign regulatory requirements as well as to advocate for government actions that favour the social enterprise.

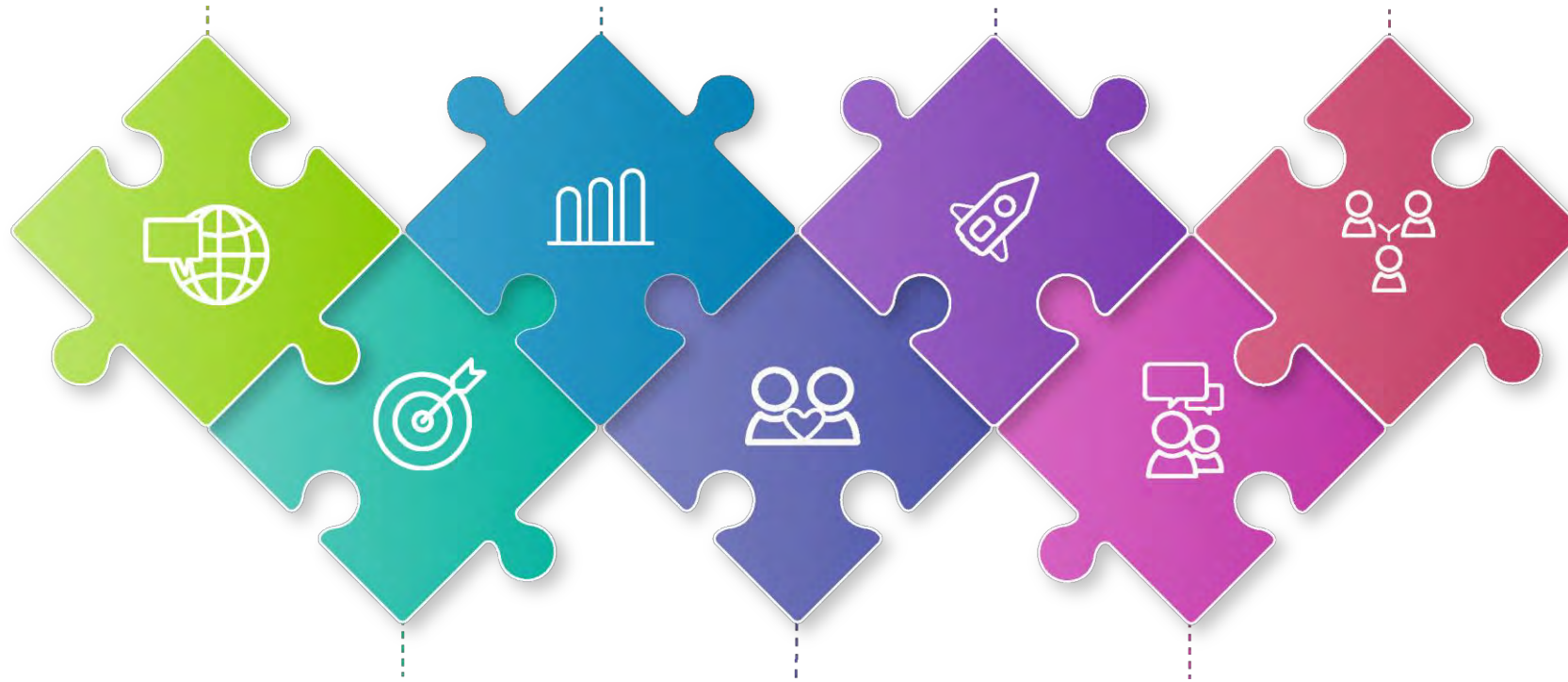
# OUTPUT 2: CURRICULUM TO TRAIN SOCIAL ENTREPRENEURS

Module 1. International  
Opportunity Identification

Module 3. Financial &  
Business Management

Module 5. Marketing &  
Communication

Module 7. Managing Networks  
& Institutional environments



Module 2. Diagnostic &  
Strategic Competences

Module 4. HR Management  
& Leadership

Module 6. Intercultural  
Competences





## Module 1. International Opportunity Identification

Global awareness

International opportunity identification

International business exploitation & management

International business modelling

Market research, market evaluation & entry strategies



## Module 2. Diagnostic & Strategic Competences

Diagnostic thinking

Strategic analysis

Strategic planning

Business development in foreign markets

Innovation for international business model



## Module 3. Financial & Business Management

Key Definitions and Theories

The principles of Social Entrepreneurship financial and business management

Financial Processes

Management Processes



## Module 4. HR Management & Leadership

Diversity, Equality and Inclusion

Personnel Recruitment, Talent Management and Selection.

Training and Development of Employees

Leadership and Management Development



## Module 5. Marketing & Communication

Principles of Marketing and Buyer Behaviour (Creating customer value)

Customer-driven marketing strategy and branding

Traditional and digital marketing

Integrated Marketing Communications



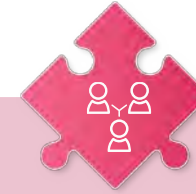
## Module 6. Intercultural Competences

Intercultural competences & awareness

Financial, legal and administrative knowledge

Presentation & negotiation

Business etiquette



## Module 7. Managing Networks & Institutional environments

Principles of effective networking

Maintaining professional networks

Institutional Environments

Internal and external environments