

Training Programme for Green Entrepreneurs Green Business Model Development Guide for Local Trainers

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Regional Activity Centre for Sustainable Consumption and Production
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1. Introduction

Welcome to the pedagogical guide that will instruct you through the SwitchMed training programme and methodology for green entrepreneurs. This guide aims to provide a detailed explanation of each stage of the training you will deliver to entrepreneurs.

SCP/RAC and the SwitchMed Programme

The SwitchMed Programme is funded by the European Union and managed by the Regional Activity Centre for Sustainable Consumption and Production (SCP/RAC), a regional centre of the UN Environment's Mediterranean Action Plan (UNEP-MAP), by the United Nations Industrial Development Organisation (UNIDO) and the UN Environment Programme.

The main objective of the SwitchMed initiative is to facilitate the transition towards more sustainable patterns of consumption and production in the southern region of the Mediterranean. To do so, it supports and connects stakeholders in order to scale-up social and ecological innovations in the Mediterranean.

From Ideas to Feasible Businesses

The SwitchMed project aims to provide training support for green entrepreneurs across the region and in 8 Mediterranean and North African (MENA) countries to help them to take their business ideas and develop them into green business models. So far, 2,200 green entrepreneurs have received support in the development of their green business models.

2. What is the Training Programme for Green Entrepreneurs?

2.1. Concept

SwitchMed's training programme for green entrepreneurs (GEs) consists of providing training and on-line services designed to help entrepreneurs develop and validate their green business models (GBM).

The training is aimed at people that have a green business idea and want to turn it into a viable green business model.

2.2. Objectives

The objectives of the green entrepreneurship training course are as follows:

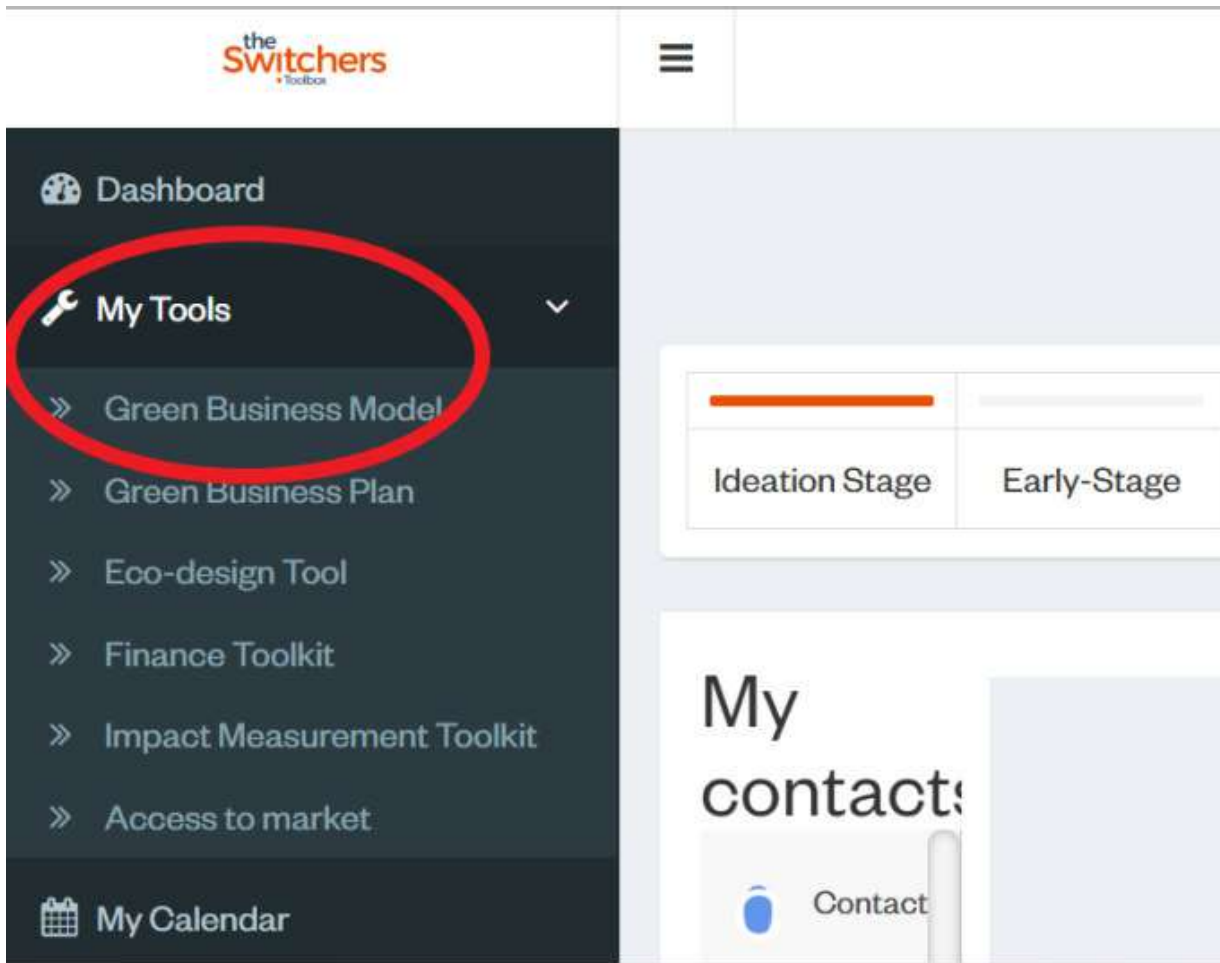
- 1. To train entrepreneurs in green entrepreneurship methodology.**
- 2. To help them progress from a business idea to a validated green business model.**
- 3. To provide a simplified way of following up for entrepreneurs throughout the duration of the training.**
- 4. To be able to identify the most promising projects for further support in the context of the SwitchMed project.**

2.3. Methodology

The training is based on the methodology developed by SCP/RAC to guide green entrepreneurs through their entrepreneurial journey, from defining the idea itself up to the commercialization of products and services. During the 1st phase of the programme, the methodology used to consist of a set of materials, such as the Handbook and the Workbook, featuring practical exercises to accompany the entrepreneur through the business creation journey.

For the 2nd phase of the project, these materials have now been digitized and uploaded to the Switchers Web platform <https://www.theswitchers.org/>, an online and free-to-use management tool.

In the toolbox ("my tools"), different green business management tools are accessible, such as GBM and GBP, as well as other complementary tools, including the Eco-design tool, the Finance toolkit, the Impact Measurement toolkit and the Access to Market tool.



1. Material digitalized for the Switchers Web Platform.

The content of both the Handbook and the Workbook is now available online. Using the online tool, Green Entrepreneurs will be able to develop their Green Business Model through step-by-step exercises which include the **"Read Before"**, **"Case Study"** and **"Tips"** boxes.

2 - Identify problems and needs

After describing your initial business idea, it is the time to ask yourself: Why would I like to develop it? What are the problems or challenges that I want to



2. Material digitized for the Switchers Web Platform: Case Study, Read Before and Tips.

The methodology is based on different business management tools such as the **Business Model Canvas**, designed by Alex Osterwalder and Yves Pigneur, and the **Lean Start-up Approach**. These methodologies have been adapted to the eco-innovation and eco-design contexts as well as to the particular situation in the MENA region. An eco-design tool is embedded into the Green Business Model methodology and allows green entrepreneurs, through a three step process and the use of **eco-design cards**, to evaluate, score and improve the environmental performance of their GBM.

In order to allow content to be updated, trainers have continuous access to all existing support material through the Switchers web platform. Documents are available and can be downloaded at the following link: www.theswitchers.org/resources

In addition, recorded sessions of previous ToT programmes for each participating country can be provided upon request.

2.4. Green Business Model (GBM) Development Training

The training programme of green entrepreneurs consists of an **intensive 5 day workshop on GBM** spread out across a period of **6 weeks**. Sessions can be implemented face-to-face (5h recommended per session) or online (4h recommended per session). The reduced number of hours per session for the online version should be accounted for with an increase in the green

entrepreneurs' homework requirements and the amount of online support through the Switchers Web Platform.

The whole **GBM** training programme is organised around **five steps** to accomplish a **GBM canvas**.

Step 1. Sketch & Set

The green entrepreneur is asked to sketch out his/her idea and reflect on the reasons behind it, asking himself/herself “why” exactly he/she wants to make it happen.

Step 2. Build

The green entrepreneur will develop his/her project using the green business canvas.

Step 3. Test

The green entrepreneur will need to set his/her personal assumptions aside and rigorously validate his/her idea, by testing the proposal on the basis of real market conditions and a hypothesis-driven approach.

Step 4. Implement

Once the model is market-validated, it is time for the green entrepreneur to plan the operations and development of the project, by making projections for the future and estimates for sales, costs and other required resources.

Step 5. Measure & Improve

Lastly, when the business is up and running, that is, operational, the green entrepreneur will put a continuous improvement plan into place in order to measure the impact of the initial objectives and to reflect upon how to improve them.

Thanks to the online tool, entrepreneurs are able to develop and validate (test the hypothesis of) their Green Business Model step-by-step. Each step can be easily followed using the web platform:



3. The 5 steps of GBDM training.

In order to move on to the next step, the current one must first be saved. After that, click on “next”.



4. “Save” and “Next” functions.

3. Organization of the Training

3.1 Preparatory Tasks

The aim of the workshop is to support entrepreneurs in the development and validation of their Green Business Model.

It is recommended that **2 trainers** work together to deliver the GBM workshop, teaching groups of **20 entrepreneurs**. Trainers involved in the workshops should master all the tools and content available on the online platform and they should dedicate **25h to the face-to-face training** sessions. In addition to this, each trainer should dedicate **30h to the online support service** through the Switchers Web Platform tool. For the online version of the workshop, the allotted time should be **20h for training and 35 hours for online support**.

This length of time should allow the green entrepreneurs to develop their green business model (steps 1 to 3 of the methodology), including any necessary tests to validate hypotheses. It is important to remember that neither the face-to-face or e-learning training time is not enough on its own to implement the steps proposed in the methodology. Entrepreneurs will therefore have to dedicate additional time to their projects in order to meet expectations. Entrepreneurs will need to work on their own projects between the 3 training modules *Sketch&Build* (Day 1-2), *Eco-design* (Day 3-4) and *Review&Pitch* (Day 5)

The Switchers Web Platform

The training will be organized using the Switchers Toolbox as the main support tool:

www.theswitchers.org/toolbox

In order to access the web platform, users must create an account from one of four types of profile: **Green Entrepreneurs, Local Trainers/Mentors, BSOs and Financial Actors**. Each profile has specific features, however the web platform allows interaction and information exchange between users. The platform's core profile is the Green Entrepreneur.

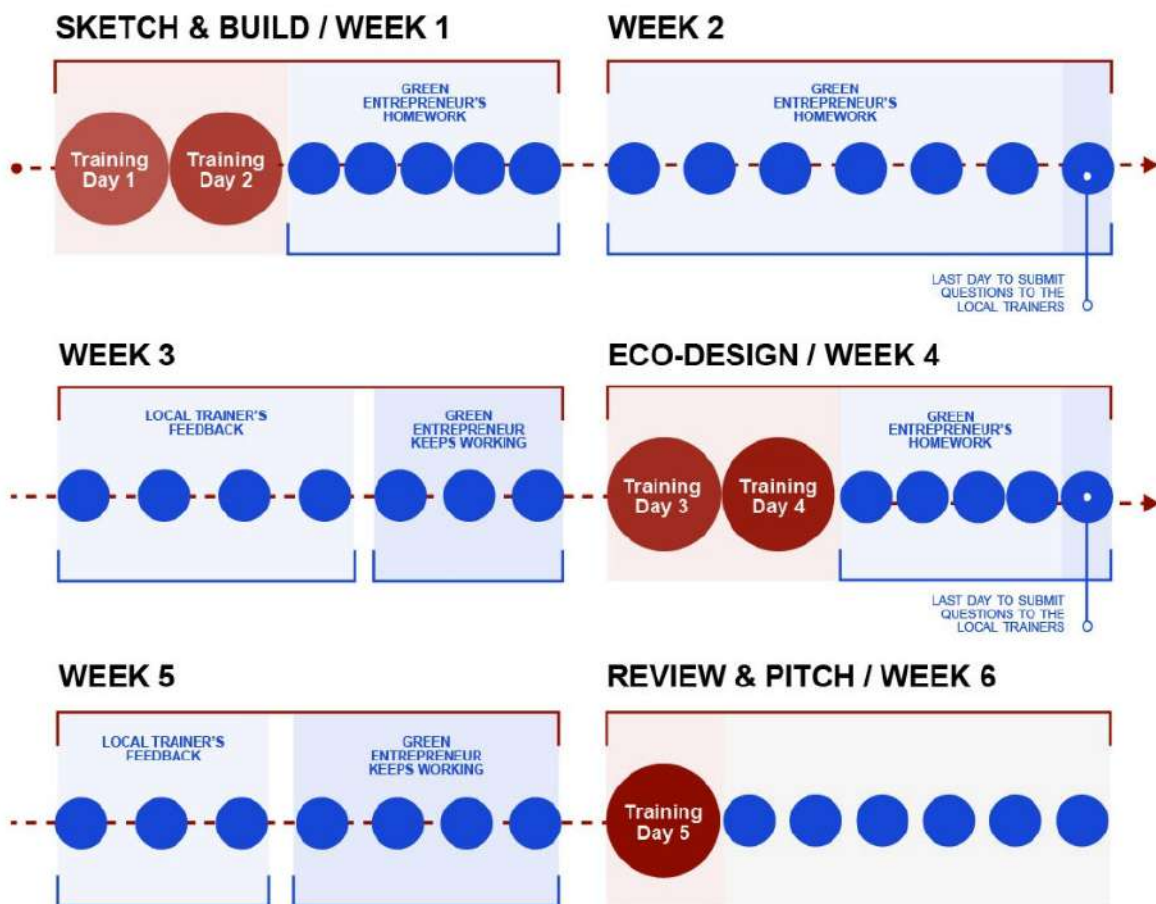


5. The 4 different user profiles for the Web Platform.

Once **Trainer/Mentors** have filled out the registration form and have successfully signed up to the platform, they are assigned to one or more BSOs in order to be selected for workshops aimed at Green Entrepreneurs. **BSOs**, in turn, must register through a registration form, in order to launch calls, assign workshops to trainers/mentors, and select trainees.

Green Entrepreneurs must also register on the web platform using a registration form. Furthermore, they can apply to calls for applications in order to be selected for workshops. Application forms for both GBM and GBP are available within the web platform. It is also possible to score candidates according to their application forms and select them for workshops. BSOs can create application forms for other workshops inside the platform. Registered Green Entrepreneurs can work either individually or in groups, using the same account and working on the same GBM canvas simultaneously.

It is recommended that full training programmes are organized in a 6-week work plan as follows:



The recommended **detailed work plan** for the training programme is described in annexes 1 and 2. Each face-to-face training session is expected to last for 5 hours. For e-learning courses (using online sessions), each session should be 4h. The recommended schedule accounts for 5 hours (300 minutes) of effective work for face-to-face training. For e-learning, the schedule accounts for 4h (240 minutes) of effective work.

For pedagogical purposes and in order to improve the learning process, online sessions may be recorded and shared with the participants. Trainers should advise the participants that the sessions will be recorded in advance.

For best performance in the online sessions, all participants should have access to laptops or desktop computers and a reliable internet connection. For face-to-face sessions, the best format available should be made use of, be that sharing laptops or working on paper. There is the option of reducing group work time and adding additional homework.

Finally, trainers should make use of some sort of registration procedure in order to track participant attendance. Along with the successful completion of the final test, trainees are expected to attend at least 70% of the training sessions in order to get their certificates.

3.2 Assigned Tasks During the Training Programme

Training courses will be delivered in groups of **20 entrepreneurs** and **2 trainers**. Trainers will work in pairs in order to be able to provide better support to the entrepreneurs. For each training day one trainer will lead the session (*lead trainer, A*), with the other one providing support to the first (*support trainer, B*). The lead trainer will be responsible for the online support service after the same session that he/she has led, as well as for the summary at the beginning of the next session. These roles (lead or support trainer) can be swapped during the training programme, as long as this is agreed between trainers. In the situation that one trainer has doubts regarding questions posed by entrepreneurs, he/she may ask the other trainer for support.

Organisation of Entrepreneurs in Groups.

During the training sessions, the entrepreneurs will be divided into approximately 4 groups, which means that there will be about 4 or 5 entrepreneurs in each group. Trainers will provide instructions during the sessions on the exercises to be worked on in class. Entrepreneurs will begin to develop their own ideas and then will be able to share their insights and any doubts that arise with the group, getting feedback from other participants and trainers (remember that given the limited time available, they will need to finish their work at home). When creating the groups, trainers may decide to bring together any entrepreneurs that could benefit from synergies (e.g. entrepreneurs with similar business ideas but from different parts of the country, entrepreneurs from similar sectors with complementary ideas, etc.).

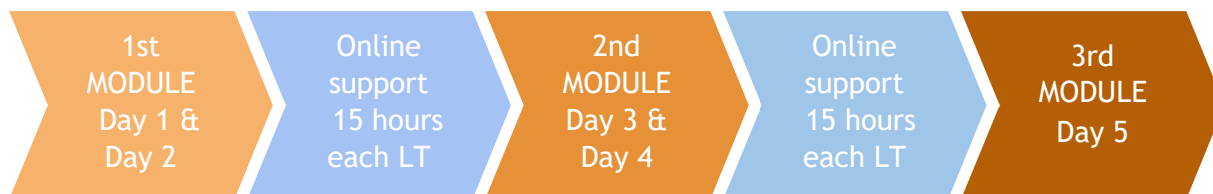
Online Support Service.

There are intervals of time between the 3 training modules. The reason for the online support period is to provide entrepreneurs with some time to write up their questions to the trainers using the web platform's chat function (see the detailed work plan). Then, trainers will post individual and collective responses to these questions in the platform's chat area.

Each trainer should allow for 15 hours of time between each training module.

Trainers will also use this 30 hours of time to provide individual answers to specific questions through the Web Platform. Then, at the beginning of the next training session, trainers will sum up the main issues and questions raised from the online support service for the whole group.

Features of the Switchers Web Platform



Thanks to the Switchers web platform, trainers can provide online support to trainees more efficiently. Trainers and Switchers are able to maintain closer interaction.

Trainers can take advantage of three main features:

1.- Review individual switchers' homework and follow up on their progress in developing their GBM canvas.

Trainers can view the ongoing GBM canvases of all trainees participating in their workshops, and access their contents. In addition, they can leave comments on each specific exercise. They can also see an overview of the developed canvas at any time. However, they are not allowed to modify the trainees' content. Once a trainer leaves a comment, trainees will receive a notification/alert by e-mail and on their personal dashboards.

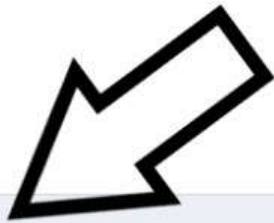
1. - Sketch your business idea

Do you have a business idea in your mind? Let's describe it! Sketch it by briefly answering the following questions.

- Read Before
- Tips
- Case Study

What is your initial business idea?

Provision of solar energy to rural areas, which will help to reduce poverty in these areas.



Trainer Comment

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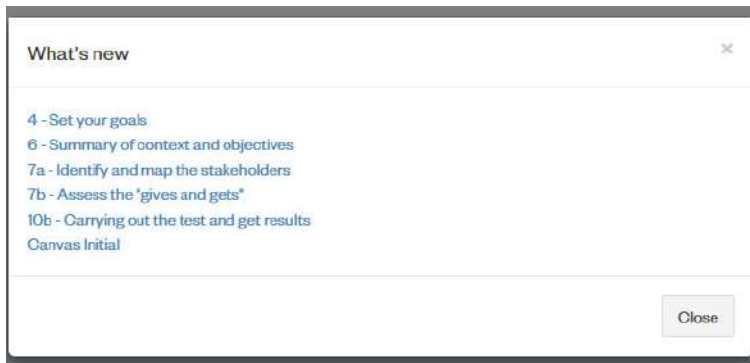
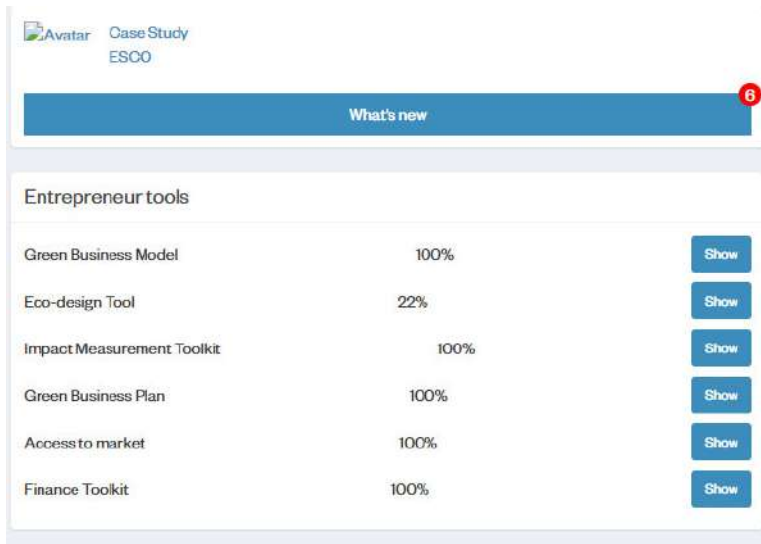
6. Insert comments function at Switchers Web Platform.

From their profile's dashboard, trainers will be able to review pending tasks from trainees participating in their workshops. They will find the number of pending tasks highlighted in red. The number of pending tasks to review increases each time a trainee accomplishes a task.

Name	Out for applications	Tools	Number of participants
Test2	Test2	Green Business Model	0
Green Business Model Workshop TEST	0 Green Business Model Development TEST	Green Business Model	1
TEST Q1ET	0 TEST Q1ET	Green Business Model	1

7. Indicator of pending tasks to review at Switchers Web Platform.

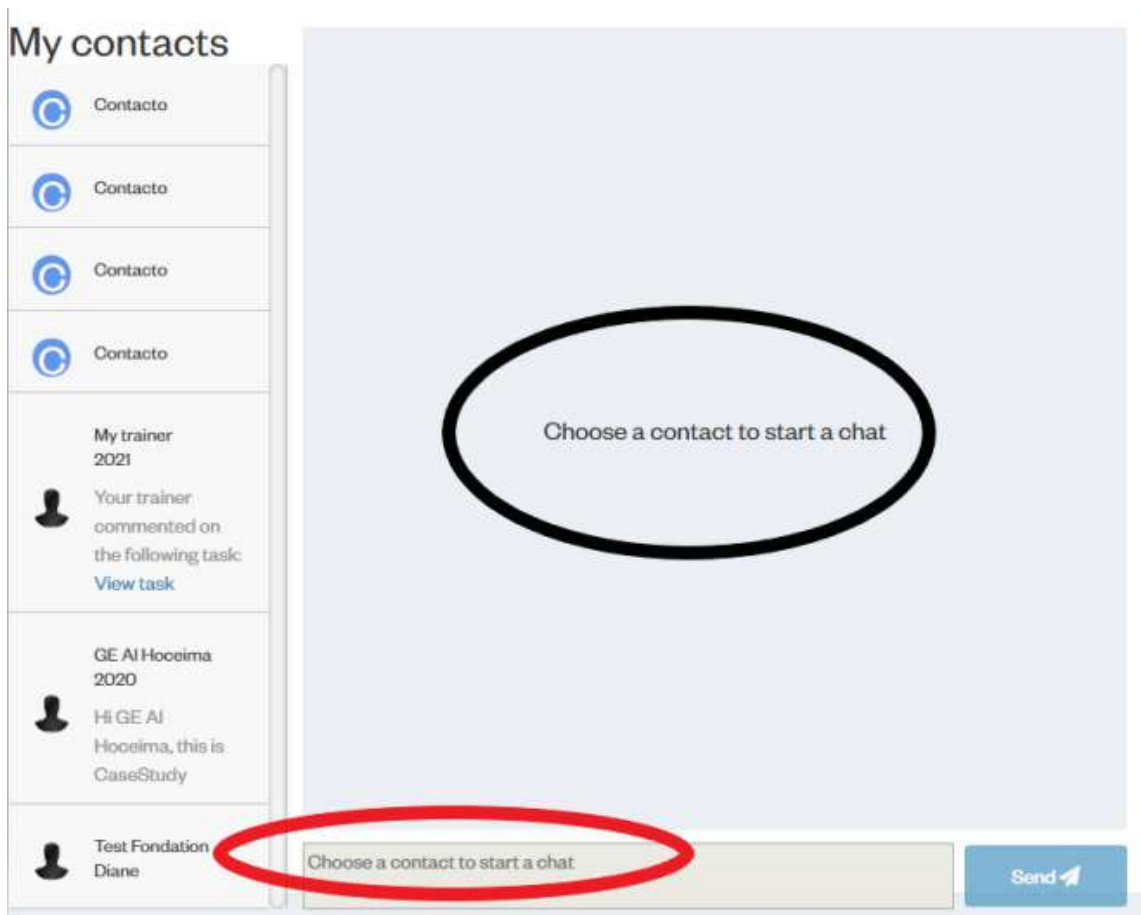
Through the “What’s New?” box, local trainers have direct access to specific tasks to review. Once they have accessed these, the number of pending tasks will be reduced.



8. What's New? box at Switchers Web Platform.

2.- Chat and messenger services.

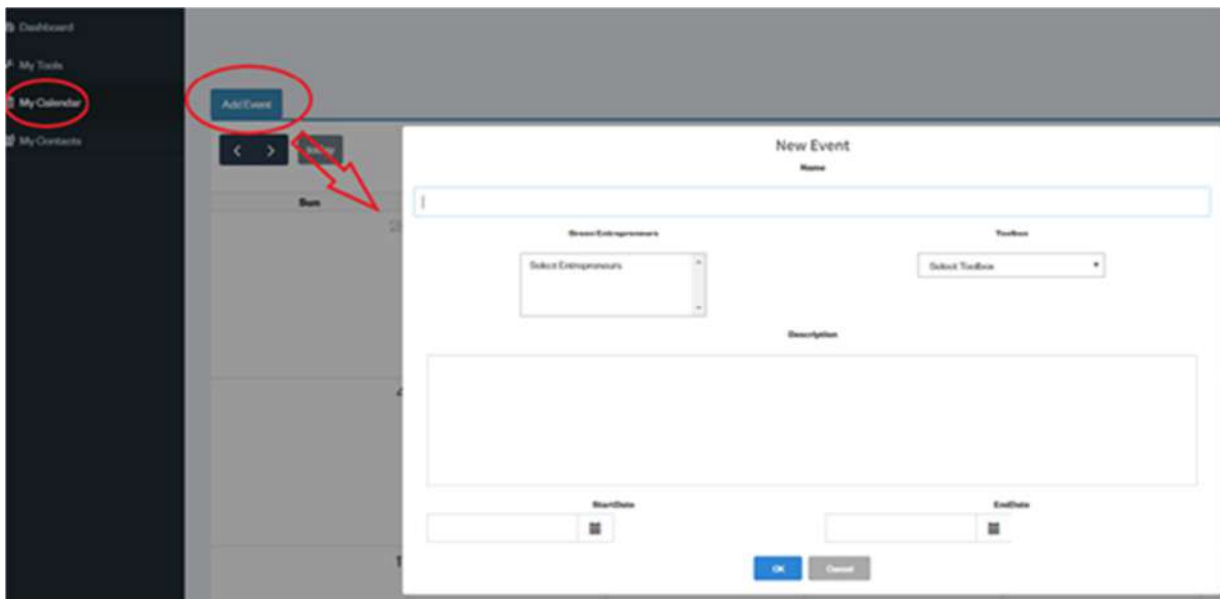
Local trainers can leave individual or collective messages to their contacts, such as trainees or BSOs, through a messaging service inside the Switchers web platform. They can assign individual or collective tasks and receive and respond to questions from trainees.



9. Chat and e-mail facilities at the Switchers Web Platform.

3.- Calendar

Trainers can organize their tasks and events through a personal calendar. Furthermore, they can add new events on specific dates and address them to individuals or groups of trainees. They can also choose to create visible events for all groups or just for individuals.



10. Personal Calendar at the Switchers Web Platform.

Extra Tips

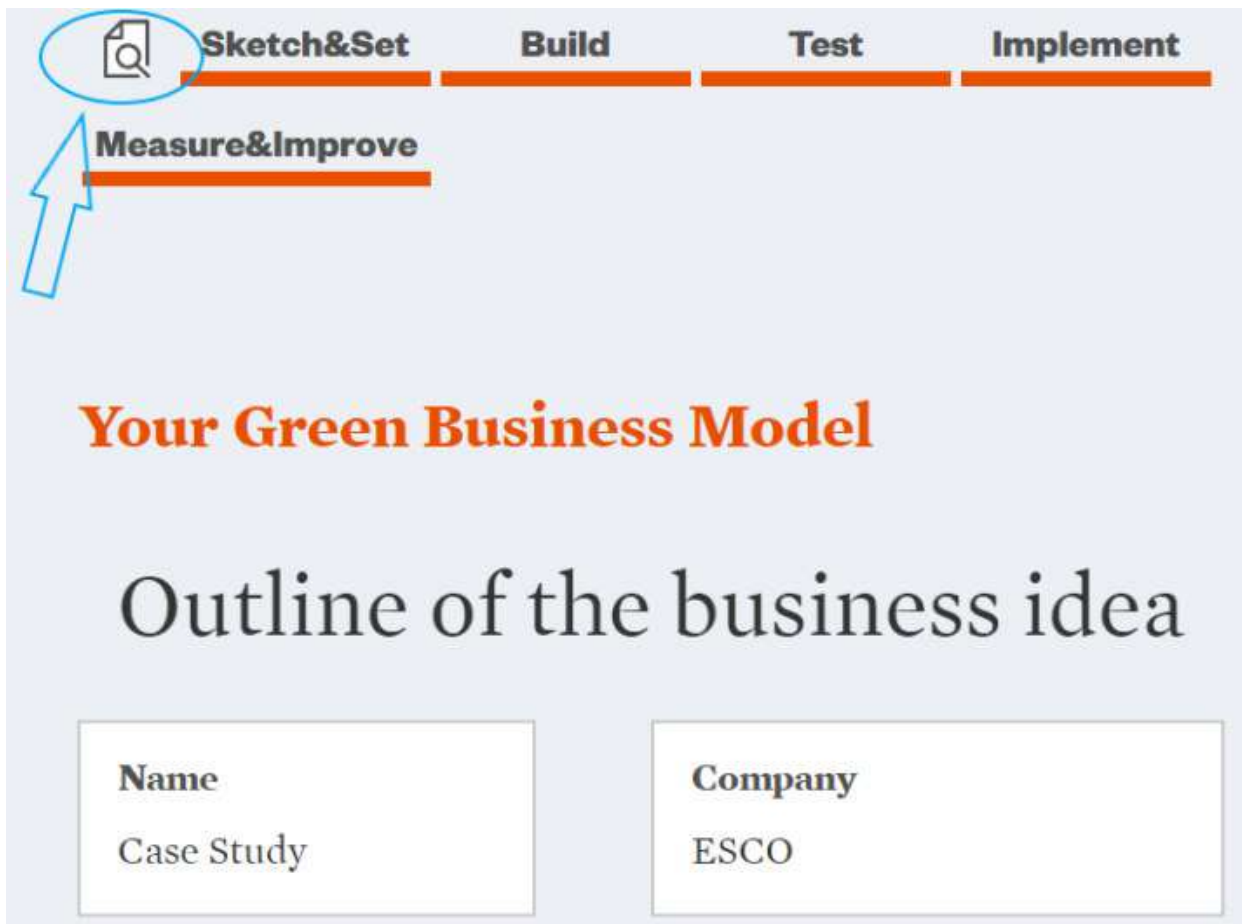
The trainers can provide examples of other green entrepreneurs that already have a successful business in the country or region. Videos of these entrepreneurs and their businesses are available. Feel free to use examples from the website www.theswitchers.eu The SwitchMed team also encourages local trainers to reach out to local Switchers and invite them to attend training sessions and introduce their business and story.

Entrepreneurs complete their homework through the web platform. Entrepreneurs will finish the exercises presented during the training session at home, taking into account the instructions provided by the trainers. It is important that entrepreneurs are aware of the importance of working on their own, which is vital for the success of their green project. It is highly recommended that entrepreneurs read the materials available on the Switchers web platform.

Trainers will provide instructions during each training session on what has to be read before the next session, as detailed in the previous work plan. In this way, entrepreneurs will familiarise themselves with the concepts and exercises that will be presented and developed during the training sessions.

3.3 Final tasks

The Green Business Model Canvas is the main outcome of the whole course. During the training sessions, entrepreneurs will work on steps 1 to 3 of the methodology (exercises 1 to 19) by following the instructions of the trainers. The completion of the green business canvas template will be carried out step-by-step using the web platform and this document can be downloaded and printed at any point.



11. Green Business Model canvas available at Switchers Web Platform.

By the end of training, trainers will alert participants to the online evaluation forms that they should fill out in order to provide feedback about the course.

4. What's Next?

The Switchers is an international community of green entrepreneurs who already have an active, legally registered green business. Entrepreneurs who meet these criteria can apply to join the Switchers community and will benefit from future support services from SCP/RAC such as networking, business-to-business connections, matchmaking with investors and further technical assistance.

Furthermore, those GBDM developed during the GBDM training will be selected according to profit value as well as social and environmental value criteria. The best-rated business models will get the chance to obtain a technical assessment during the 8 months' incubation process. Specific announcements will be made for participation in Green Business Plan workshops with the aim to support Switchers in the creation of their green businesses through an 8-month incubation process including personal mentoring and tailored external technical assistance.

In addition, incubated Switchers will be coached to pitch their projects to financial actors previously identified within the SwitchMed program and will be given the chance to pair their green products and services with funding opportunities.

For those entrepreneurs who are not incubated within the program, they will have access to an online tool, Access to Funding, that will help them to establish a green funding strategy.

5. Frequent Asked Questions (FAQs)

Answers to the Frequently Asked Questions of TheSwitchers.org users are available at www.theswitchers.org/support

If you cannot find what you are looking for, you can email support@theswitchers.org with any questions.

This web page will be updated regularly with the new FAQs.

6. Annexes

Annex 1. Detailed work schedule for the face-to-face GBDM training programme.

SKETCH & BUILD MODULE DAY 1 / WEEK 1

F2F Time	What?	Observations
30'	Presentation of the SwitchMed programme and the web platform by local partner www.theswitchers.org https://switchmed.eu/	Presentation of SwitchMed (funded by EU and implemented by SCP/RAC, UN Environment, UNEP-MAP, UNIDO) and overview of Green Entrepreneurship component and the web platform
25'	Presentation of the training programme and overview of the methodology	Description of the project, objectives of the organization, selection of entrepreneurs, methodology...
30'	Exercise 1. Sketch out your business idea	Theory (5'). Practice (25').
30'	Exercise 2. Problems and requirements	Theory (10'). Practice (20').
45'	Exercise 3. Understand the context	Theory (15'). Practice (30').
15'	Exercise 4. Set your goals	Theory (5'). Practice (10').
15'	Exercise 5. Set your mission and vision	Theory (5'). Practice (10').
5'	Exercise 6. Summary	Theory (5'). This exercise summarises exercises 1 to 5.
60'	Exercise 7. Stakeholders	Theory (15'). Practice (45').
45'	Addressing doubts and instructions for homework and the next day	Entrepreneurs are asked to carry out the exercises presented in class (exercises 1 to 7) at home during the next two weeks. Remember to inform them that they have one week to submit questions to the trainers through the web platform. In addition, encourage them to prepare for the next training session.
300'		

SKETCH & BUILD MODULE DAY 2 (the following day) / WEEK 1

Time	What?	Observations
F2F		
30'	Review of concepts and main doubts about the previous training session.	Trainers sum up the main issues (questions, concerns, etc.) raised by entrepreneurs.
60'	Exercise 8. Customer segments	Theory (15'). Practice (45')
75'	Exercise 9. Value proposition	Theory (15'). Practice (60').
45'	Exercise 10. Test (testing the value proposition, customers and stakeholders)	Theory (25'). Practice (20'). Provide several examples of tests (instead of role playing, which is very time consuming).
60'	Exercise 12. Channels and relationships	Theory (15'). Practice (45'). During the training programme, entrepreneurs will begin to carry out this exercise. However, it may be affected by the results of the test (exercise 10).
30'	Instructions for next day	Entrepreneurs are asked to carry out the exercises presented in class (exercises 8 to 10 and 12) at home. Remember to inform them that they have one week to submit questions to trainers through the Web platform. In addition, encourage them to prepare for the next training session
300'		

WEEK 2 - 3 / Time between day 1-2 and next sessions 3-4 (green entrepreneurs' homework)

Time	What?	Observations
3 + 5 days *	Entrepreneurs submit their questions (3 days after session 1 and 2 are over) and work on their business project, developing all the requested exercises in detail (for 5 days in week 3 before next sessions start).	It is important to clarify the exact deadline. Questions posed after this week may not be answered.
3 days	Trainers provide answers to entrepreneurs by email	A single document should be prepared with answers to all the entrepreneurs' questions, to be shared with all participants. If there is any time left over out of the 15h that each trainer dedicates between sessions (2x15h), trainers should dedicate it to answering individual questions.

2 days	Remaining time until Day 3 to keep working on the project.	
3 weeks		*The first two weeks are structured with sessions on Day 1 and 2 + 3 spare days for homework + 5 working days in the second week.

ECO-DESIGN MODULE embedded on GBM DAY 3 / WEEK 4

F2F Time	What?	Observations
90'	Review of concepts and main doubts about the previous training session and exercises, focused on the test results.	Trainers sum up the main issues (questions, concerns, etc.) raised by entrepreneurs.
30'	Exercise 11. Pivoting the value proposition	Theory (15'). Practice (15'). This exercise can only be done after carrying out the test (exercise 10)
30'	Exercise 13. Key activities and resources	Theory (5'). Practice (25').
115'	Exercise 14. Eco-design	Theory (25'). Practice (90'). Work on at least 3 Eco-design cards as a sample of the whole process.
5'	Exercise 15. Summary	Theory (5'). This exercise summarises exercises 12 to 14.
30'	Responding to doubts and providing instructions for homework and the next day	Entrepreneurs are asked to carry out the exercises presented in class (exercises 11 to 14, 12 are excluded since they have been done earlier) at home. Remember to inform them that they have one week to submit questions to the trainers through the web platform. In addition, encourage them to prepare for the next training session
300'		

ECO-DESIGN MODULE embedded on GBM DAY 4. / WEEK 4

F2F Time	What?	Observations
45'	Review of concepts and main doubts about the previous training session.	Trainers sum up the main issues (questions, concerns, etc.) raised by entrepreneurs.
60'	Exercise 16. Cost structure	Theory (20'). Practice (40').
60'	Exercise 17. Revenue streams	Theory (20'). Practice (40').
15'	Exercise 18. Summary	Theory (15'). <i>This exercise summarises exercises 16 to 17.</i>
90'	Exercise 19. GBM test	Theory (30'). Practice (60'). <i>Provide several examples of tests.</i>
30'	Instructions for homework and the last session.	Entrepreneurs are asked to carry out the exercises presented in class (exercises 16 to 19) at home. Remember to inform them that they have one week to submit questions to trainers.
300'		

WEEK 5-6 / Time between day 3-4 and 5 (green entrepreneurs' homework)

Time	What?	Observations
3 days*	Entrepreneurs carry out exercises and submit questions	It is important to clarify the exact deadline. Questions posed after this week may not be answered.
3 days	Trainers provide answers to entrepreneurs by email	A single document should be prepared with answers to all the entrepreneurs' questions, to be shared with all participants. If there is any time left over out of the 15h that each trainer dedicates between sessions (2x15h), trainers should dedicate it to answering individual questions.
2 days	Remaining time until Day 5 to keep working for the final meeting.	
2 weeks		*The first week is structured with day 1 and 2 sessions + 3 spare days for homework.

REVIEW & PITCH MODULE DAY 5.

F2F Time	What?	Observations
180'	Review of concepts and main doubts about the previous training sessions.	Trainers sum up the main issues (questions, concerns, etc.) raised by entrepreneurs.
100'	Lessons learnt from the GBM test & improvement of the green business canvas	Theory (10'). Practice (90'). Entrepreneurs will have time to pitch their green business canvas (share their idea and present it to the rest of the group, e.g. with visual material), based on the learnings from the GBM test. Wrap up and review of the whole process and evaluation of the quality of the final green canvas versions.
20'	Next steps (Step 4 & 5) Exercise 20. Indicators	Theory (20'). Trainers give an overview of the main concepts of Steps 4 and 5.
300'		

Annex 2. Detailed work plan for an online GBDM training.

SKETCH & BUILD MODULE DAY 1 / WEEK 1

On line TIME	What?	Observations
15'	Presentation of the SwitchMed Programme and the web platform by Local Partner www.theswitchers.org https://switchmed.eu/	Presentation of SwitchMed (funded by the EU and implemented by SCP/RAC, UN Environment, UNEP-MAP, UNIDO) and overview of Green Entrepreneurship Component and the Web Platform
15'	Presentation of the Training Programme and overview of the Methodology	Description of the project, organization objectives, selection of entrepreneurs, methodology...
30'	Exercise 1. Sketch out your business idea	Theory (30')
30'	Exercise 2. Problems and needs	Theory (30').
30'	Exercise 3. Understand the context	Theory (30').
15'	Exercise 4. Set your goals	Theory (15').
15'	Exercise 5. Set your mission and vision	Theory (15').
5'	Exercise 6. Summary	Theory (5'). This exercise summarises exercises 1 to 5.
55'	Exercise 7. Stakeholders	Theory (55').
30'	Addressing doubts and instructions for homework and the next day	Entrepreneurs are asked to carry out the exercises presented in class (exercises 1 to 7) at home during the next two weeks. Remember to inform them that they have one week to submit questions to the trainers through the web platform. In addition, encourage them to prepare for the next training session.
240'		

SKETCH & BUILD MODULE DAY 2 (the following day) / WEEK 1

Online TIME	What?	Observations
15'	Review of concepts and main doubts about the previous training session.	Trainers sum up the main issues (questions, concerns, etc.) raised by entrepreneurs.
60'	Exercise 8. Customer segments	Theory (60').
60'	Exercise 9. Value proposition	Theory (60').
45'	Exercise 10. Test (test the value proposition- customers- stakeholders)	Theory (45').
45'	Exercise 12. Channels and relationships	Theory (45').
15'	Instructions for next day	Entrepreneurs are asked to carry out the exercises presented in class (exercises 8 to 10 and 12) at home. Remember to inform them that they have one week to submit questions to the trainers through the Web platform. In addition, encourage them to prepare for the next training session
240'		

WEEK 2 - 3 / Time between day 1-2 and next sessions 3-4 (green entrepreneurs' homework)

Time	What?	Observations
3 + 5 days *	Entrepreneurs submit their questions (3 days after session 1 and 2 are over) and work on their business project, developing all the requested exercises in detail (for 5 days in week 3 before next sessions start).	It is important to clarify the exact deadline. Questions posed after this week may not be answered.
3 days	Trainers provide answers to entrepreneurs by email	A single document should be prepared with answers to all the entrepreneurs' questions, to be shared with all participants. If there is any time left over out of the 15h that each trainer dedicates between sessions (2x15h), trainers should dedicate it to answering individual questions.
2 days	Remaining time until Day 3 to keep working on the project.	
3 weeks		*The first two weeks are structured with day 1 and 2 sessions + 3 spare days for homework + 5 working days in the second week.

ECO-DESIGN MODULE embedded on GBM DAY 3 / WEEK 4

Online time	What?	Observations
50'	Review of concepts and main doubts about the previous training session and exercises, focused on the test results.	Trainers sum up the main issues (questions, concerns, etc.) raised by entrepreneurs.
30'	Exercise 11. Pivoting the value proposition	Theory (30'). This exercise can only be done after carrying out the test (exercise 10)
30'	Exercise 13. Key activities and resources	Theory (30').
100'	Exercise 14. Eco-design	Theory (100'). Work on at least 3 Eco-design cards as a sample of the whole process.
5'	Exercise 15. Summary	Theory (5'). This exercise summarises exercises 12 to 14.
15'	Solving doubts and instructions for homework and the next day	Entrepreneurs are asked to carry out the exercises presented in class (exercises 11 to 14, 12 are excluded since they have been done previously) at home. Remember to inform them that they have one week to submit questions to the trainers through the web platform. In addition, encourage them to prepare for the next training session
240'		

ECO-DESIGN MODULE embedded on GBM DAY 4. / WEEK 4

Online TIME	What?	Observations
30'	Review of concepts and main doubts about the previous training session.	Trainers sum up the main issues (questions, concerns, etc.) raised by entrepreneurs.
45'	Exercise 16. Cost structure	Theory (45').
45'	Exercise 17. Revenue streams	Theory (45').
15'	Exercise 18. Summary	Theory (15'). <i>This exercise summarises exercises 16 to 17.</i>
90'	Exercise 19. GBM test	Theory (90'). <i>Provide several examples of tests.</i>
15'	Instructions for homework and the last session.	Entrepreneurs are asked to carry out the exercises presented in class (exercises 16 to 19) at home. Remember to inform them that they have one week to submit questions to the trainers.
240'		

WEEK 5-6 / Time between day 3-4 and 5 (green entrepreneurs' homework)

Time	What?	Observations
3 days*	Entrepreneurs carry out exercises and submit questions	It is important to clarify the exact deadline. Questions posed after this week may not be answered.
3 days	Trainers provide answers to entrepreneurs by email	A single document should be prepared with answers to all the entrepreneurs' questions, to be shared with all participants. If there is any time left over out of the 15h that each trainer dedicates between sessions (2x15h), trainers should dedicate it to answering individual questions.
2 days	Remaining time until Day 5 to keep working for the final meeting.	
2 weeks		*The first week is structured with day 1 and 2 sessions + 3 spare days for homework.

REVIEW & PITCH MODULE DAY 5.

Online TIME	What?	Observations
120'	Review of concepts and main doubts about the previous training sessions.	Trainers sum up the main issues (questions, concerns, etc.) raised by entrepreneurs.
100'	Lessons learnt from the GBM test & improvement of the green business canvas	Theory (100'). <i>Entrepreneurs will have time to pitch their green business canvas (share their idea and present it to the rest of the group e.g. with visual material), based on the findings of the GBM test. Wrap up and review of the all process and evaluation of the quality of the final Green Canvas versions.</i>
20'	Next steps (Step 4 & 5) Exercise 20. Indicators	Theory (20'). Trainers give an overview of the main concepts of Steps 4 and 5.
240'		

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