

CAPACITY BUILDING INSTRUMENT

Vietnam – Finland Innovation Partnership Programme, Phase II



*Training of Trainer
on Entrepreneurship
and Innovation*



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IPP CAPACITY BUILDING INSTRUMENT

TRAINING OF TRAINERS ON ENTREPRENEURSHIP AND INNOVATION

In the efforts of promoting the development a healthy ecosystem for innovative startups, since 2015, IPP has trained about 160 consultants, coaches and lecturers on entrepreneurship and innovation for Vietnam.

IPP has developed the Open-source Curriculum on Entrepreneurship and Innovation that focuses on the key concepts, tools and techniques for growth company generation as well as coaching/teaching methodology. This curriculum is flexible and constantly evolving; it can be further developed and applied in many contexts and for different needs. The Core Curriculum has been used in IPP Training of Trainers 1 (ToT1) Program for innovation coaches in 2015, Training of Trainer 2 (ToT2) Program for university lecturers in 2016, and 04 ToT2 replication courses in cooperation with some partners in Hanoi, Ho Chi Minh City, Danang and Hue in 2017-2018 period. The core curriculum, training slides and videos are public to everyone at IPP's Online Library (<http://ipp.vn/en/library/>).

IPP's entrepreneurship and innovation training courses are conducted by international experts from Europe and the US together with a team of local facilitators. Besides, they also include experience-sharing sessions with visiting international and local guest speakers, who are successful businessmen, angel investors, venture capitalists, innovation-based lean startup consultants, ecosystem enablers and other relevant reputable practitioners.

While ToT1 aims at creating a source of innovation and entrepreneurship expertise, ToT2 is part of IPP's University Collaboration Program with the aim to strengthening the role of higher education in Vietnam's innovation and entrepreneurship ecosystem. This document describes the processes and tools that IPP has used to organize the 2 types of entrepreneurship and innovation training courses for innovation coaches and for university lecturers.

PART A

Training of Trainers on Entrepreneurship and Innovation for Innovation Coaches – ToT1

In 2015, IPP organized Training of Trainers (ToT) program to provide essential knowledge and skills to professionals who are engaged in Innovation Work – the process of creating new products or services that address an important need for potential customers. The training is designed to provide these core knowledge and skills to Vietnamese citizens so that they will not only be able to facilitate successful Innovation Projects, but also be able to train others to conduct successful Innovation Work.

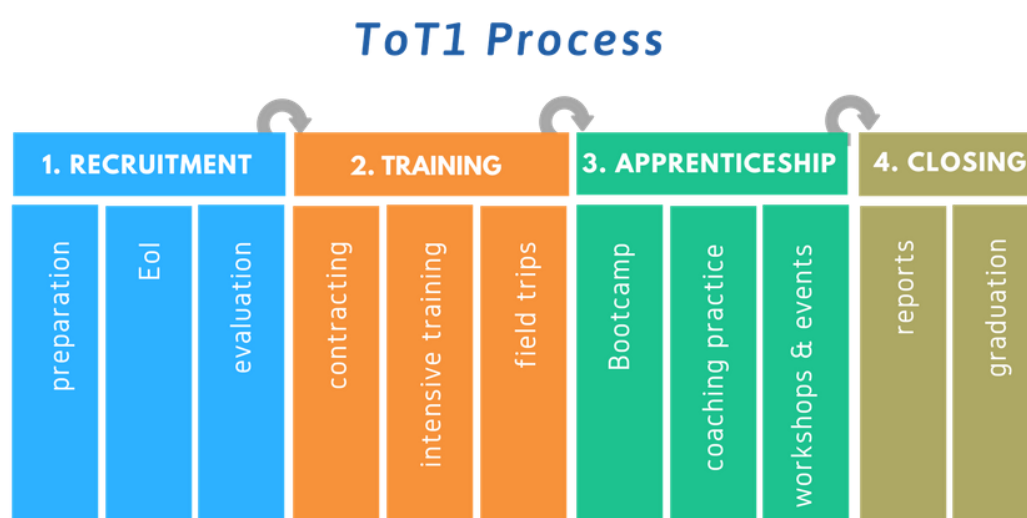
The first group includes 12 Vietnamese Innovation Coaches who came from both public and private sectors backgrounds with a variety of international experience. These individuals have been trained with the IPP Innovation Curriculum during an intensive two-month course and an six-month coaching practice in the Innovation Accelerator on a weekly basis with the innovation teams to help solve their challenges.

Upon completion of the program, these 12 individuals started to work as agents of change within Vietnamese ecosystem.

The process of ToT1 includes 4 phases:

1. Recruitment
2. Training
3. Apprenticeship
4. Closing

The activities and tools used in each steps are described in details as followed:



Phase 1: Recruitment

1.1 Preparation

- Develop Capacity Building Scheme (see Annex A1.1a) and Term of References for Core Curriculum Developers, for Quality Assurance and International Trainers (see Annex A1.1b-1, 2, 3)
- Invite international experts to be instructors and to develop ToT Curriculum (see Annex A1.1c), draft training agenda and prepare teaching materials (books, slides, videos, supporting docs, etc.);
- Implement procurement procedure to recruit an independent evaluation panel of experienced experts to select trainees;
- Invite local trainers, guest speakers, and facilitators;
- Prepare logistics such as training venue and facilities; travel, accommodation, and visa for international experts;
- Prepare a communication campaign to define communication contents, channels, target audience, and budget;

1.2. Call for Expression of Interest (EoI)

The Call for EoI is launched to provide official information on the training course as well as forms, templates and guidelines for preparing application documents, and to start collect applications.

- Launch the Open Call for EoI on mass media with a Press Release (see Annex A1.2a) and relevant communication channels such as post mails, mass/target emails, websites, fanpages, etc.
- Provide Frequently Asked Questions & Answers (see Annex A1.2b) and other instructions on IPP's official website.
- Receive proposals from applicants (soft copy only).
- Each received application is given an ID based on the order of receiving time and all submitted documents are arranged systematically in folders on Google Drive.

1.3 Evaluation & Selection

Evaluation is done to select best trainees. In order to ensure a transparent, competitive and fair evaluation process, the evaluation is carried out by an independent evaluation panel of international experts. Qualitative evaluation approach is applied.

- **Administrative Check:** All received proposals are examined to ensure the conformation of submission deadline. All related administrative information is managed in ToT1 Application Management Table (see Annex A1.3a).

- **Interview & Evaluation:** The evaluators will interview applicants, normally in form of online interviews via Skype, and evaluate the eligible applications (see Annex A1.3b for sample interview notes).
- **Evaluation Meetings:** Evaluation meetings are held with the participation of all members in evaluation board to decide which applicants to be selected and which ones to be rejected.
- **Selection:** IPP Management reviews the evaluation results, comments and makes decision, and then submits the decision proposals with a list of YES/NO cases to IPP Steering Committee. IPP Steering Committee members review the decision proposal, discuss and make the final decision on the list of selected trainees.
- **Announcement of the Call Results:**
 - ✓ Send Letter of Results Announcement to all applicants (see sample YES/NO letters in Annex A1.3c)
 - ✓ Send Press Release of ToT1 Launching to mass media (see Annex A1.3d) and post it on IPP's website/fanpages.

2. Training

2.1 Contracting

- IPP signs a 3-party contract with each selected trainee and his/her employer. This contract stipulates commitments of the parties in implementation of Training of Trainers 1 Programme on Entrepreneurship and Innovation in 8 months (see Annex A2.1a for ToT1 3-Party Contract Template).
- The training process and tasks for ToT1 trainees are described in Annex A2.1b ToT1 Training and Coaching Plan and Annex A2.1c Role and Tasks for IPP Innovation Coach.

2.2 Intensive Training

- Organize Opening Ceremony with participation of mass media, distinguished guests and selected trainees.
- Organize 9-week intensive training to provide trainees with full time in-class training plus practical exercises and activities as:
 - ✓ Field work: applying learned knowledge, techniques and tools to real situations
 - ✓ Community workshops: delivering weekly lectures on the learned knowledge to community audiences
 - ✓ Guest speaker's sessions: talks with successful businessmen, angel investors, venture capitalists, ecosystem enablers, etc.
 - ✓ Live coaching sessions with startups
 - ✓ Team building activities, and so on

See Annex A2.2a for full ToT1 Intensive Training Agenda within 9 weeks including 5 weeks in Hanoi and 4 weeks in Ho Chi Minh city.

- IPP Capacity Building team led by CB Manager is responsible to coordinate and facilitate the course. Some of the daily routine tasks are to check attendance (see Annex A2.2b for ToT1 Attendance Checklist), prepare teaching materials and technical equipments as requested by the instructors, and provide other administrative and logistic supports to both trainees and instructors.
- Mid-course interview with each trainee is carried out during week 4 and 5 of the course to get actionable feedback on the training and recommendations on the remaining part of the training as well as the upcoming 6-month accelerator program (see Annex A2.2c for Interview form).
- Classroom lectures and other activities are recorded. Then the video clips are edited with Vietnamese subtitle to provide e-learning materials later.

You can find all materials and videos pertaining to the Training of Trainers 1 conducted by IPP in 2015 via this link <http://ipp.vn/en/ipp-training-of-trainers-curriculum/>

3. Apprenticeship

The apprenticeship of ToT1 trainees is done through IPP's Innovation Accelerator Program, in which they work as Innovation Coaches for IPP innovation teams (including granted company projects and system projects within IPP 2015 Grant Call). This is a six-month program for Vietnam-based projects to accelerate their innovative activities and increase their potential for international growth. The program provides standardized and tailored services including practical innovation and entrepreneurship training based on a comprehensive curriculum, mentorship, network access, and matching funding for new Vietnamese innovative and high-growth companies as well as consortia that are developing support services for startups in Vietnam.

IPP's Innovation Accelerator Program consists of:

- 6-day intensive training during the Bootcamp and Standardized Training Program
- Monthly workshops and networking events delivered by international guest speakers as well as local successful businessmen and consultants;
- Some of the workshops will be open for the wider startup community and startup development ecosystem;
- Mid-term and final demo days, where innovation teams will pitch their projects in the front of domestic and international angel investors, venture capital and private equity funding as well as other interested stakeholders;
- IPP innovation coaches working with the startup teams on weekly basis.

IPP involves a number of top international and local experts to design and deliver both the ToT1 intensive training and Innovation Accelerator training. These practitioners have both the breadth and depth in their respective fields to lead and guide the innovation coaches and the innovation project teams.

The following documents provide more details of IPP Innovation Accelerator Program:

- ✓ Annex A3.0a IAP Introduction;
- ✓ Annex A3.0b IAP Organizational Structure;
- ✓ Annex A3.0c IAP Calendar
- ✓ Annex A3.0d IAP Training, Coaching and Networking Plan

3.1 Bootcamp & Standardized Training

- Organize Bootcamp and Standardized Training for all IAP participants in 6 days. See Annex A3.1a for IAP Bootcamp Agenda.
- The comprehensive training curriculum is developed and delivered by international trainers with support from ToT1 participants (now called Innovation Coaches). In this Bootcamp, the innovation coaches work as co-trainers. Each IPP innovation team sends 4 to 5 members to attend the full time training in 6 days.
- Some of the forms and templates to be used in the Bootcamp include:
 - ✓ IAP Bootcamp Registration Form (Annex A3.1b)
 - ✓ IAP Bootcamp Attendance Checklist (Annex A3.1c)
 - ✓ IAP Bootcamp Evaluation Form (Annex A3.1d)
- In the end of the Bootcamp, the innovation coaches carry out 1-on-1 consulting sessions to the innovation teams to understand the cases and develop detailed coaching plans for them. Innovation coaches must sign a Non-Disclosure Agreement (see Annex A3.1e) with representative of the innovation teams to ensure the confidentiality of all information provided during IAP.
- The innovation coaches summarize the learning needs of the innovation teams to prepare the detailed training and coaching plan for each innovation team. Also, based on the collected data from the innovation coaches, the IAP Calendar is revised and finalized by IPP CB Manager (see Annex A3.0c).

3.2 Coaching

- The innovation coaches work on a weekly basis with the innovation project teams to help solve their challenges. The best is face-to-face group meeting; however, phone call or skype could be acceptable to allow more flexibility. In coaching sessions, their tasks include:
 - ✓ To provide ongoing supports as guidance, business assistance, business connection to the innovation teams
 - ✓ To help track the innovation team progress during 6-month program

Through these coaching sessions, the innovation coaches receive many useful hands-on experience and have the opportunities to utilize their knowledge, experience and network.

- The innovation coaches are responsible to provide updates and sharing with IPP CB Manager in order to better organize and prepare IAP activities. They are required to fill in and submit the following documents:
 - ✓ IAP Coaching Plan (see Annex A3.2a)
 - ✓ IAP Coaching and Progress Log form (see Annex A3.2b)
 - ✓ Weekly IAP Personal Learning Plans & Reflections (see Annex A3.2c)

3.3 Training Workshops & Events

- Organize monthly training workshops and other events as planned in IAP Calendar (Annex A3.0c).
- International trainers from the US and EU are invited to deliver the monthly workshops mostly in Hanoi and Ho Chi Minh City. The participants include the innovation coaches, the innovation teams and other guests depending on the topic and purpose of the workshops. Local guest speakers who are practitioners of some specific expertise or entrepreneurs are also invited to share the relevant knowledge and stories.
 - ✓ See how IPP prepares for an event in Annex A3.3a IAP Event Plan
 - ✓ See how IPP evaluates the satisfaction of workshop participants in Annex A3.3b Feedback Form.
 - ✓ See how IPP reports on event results in Annex A3.3c IAP Event Statistics Report.
- In the middle and in the end of the program, IPP organizes Mid-term and Final Demo Days to showcase the IAP startups and innovation system projects, to provide new knowledge, to share startup stories as well as to review progress/achievements of the Training of the Trainer program and the Innovation Accelerator Program. The Demo Days include various activities such as startup conference, panel discussions by experts and innovation practitioners, investor speed-dating, networking session, workshops, startup exhibition, pitching contest, and graduation ceremony for IAP trainees and ToT1 trainees.
- More details of the training workshops and other events can be found at IPP website via the link <http://ipp.vn/en/event/>

4. Closing

4.1 Management & Reports

- In order to ensure smooth operation, IAP information is managed systematically on Google Drive and updated continuously during the program. There are folders for innovation coaches and for innovation teams to share their plans and reports as well as for IPP CB team to store coordination and management materials and share training materials, document templates, and event materials and so on with the IAP participants.

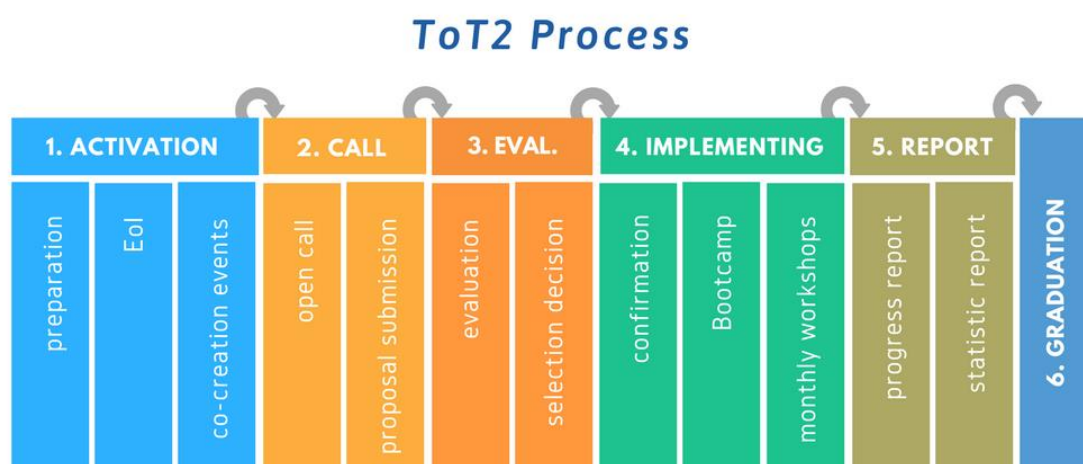
- See Annex A4.1a IAP Management Table for IAP coordination and management.
- See Annex A4.1b for sample of IAP Progress Update to be sent to Innovation Coaches periodically to inform them about IAP activities progress and requests.
- At the end of IAP, the IAP participants are required to fill in the following forms
 - ✓ For innovation coaches: IAP Project Appraisal form (Annex A4.1c) and IAP feedback form for innovation coaches (Annex A4.1d)
 - ✓ For innovation teams: IAP Feedback Form for Startups (Annex A4.1e).
- Based on the collected data and information from attendance checklists, mid-course interviews, evaluation survey, appraisal forms, feedback forms, event reports and so on, IPP CB Manager will prepare a report on the IAP and ToT1 program.

4.2. Graduation Ceremony

- A Graduation Ceremony is held at the end of the course (within Final Demo Day) to award Certificates of Completion for ToT1 graduates/innovation coaches (see Annex A4.2a) and for innovation teams (see Annex A4.2b).

PART B

Training of Trainers on Entrepreneurship and Innovation for University Lecturers – ToT2



Training of Trainers 2 on Innovation and Entrepreneurship is part of IPP's University Collaboration Program (UNICOL) with the aim to strengthening the role of higher education in Vietnam's innovation and entrepreneurship ecosystem. The 03 objectives of the UNICOL program are: (1) to build capacity for university lecturers on E&I, (2) to promote E&I training within universities in Vietnam, and (3) to promote the formation & development of E&I ecosystem within Vietnam's universities. The course focused on providing teaching methodology and modern approach on innovation and entrepreneurship.

ToT2 is provided by highly experienced international lecturers in innovation and entrepreneurship from Finland and the US. It includes 02 weeks of intensive training and 06 months developing E&I Curriculum by participating universities. During the practicing period, some activities are also organized by IPP and partner universities as IPP monthly workshops on some E&I topics, field visits, periodical progress reports by partner universities with comments from international experts, community workshops by ToT2 trainees at their own universities, etc.

The university partners will develop their own training curriculum on innovation and entrepreneurship in forms of:

- Undergraduate courses
- Postgraduate courses
- Training of Trainers courses
- Executive Training courses
- Other extracurricular activities as student camps, startup contests, etc.

IPP does not provide any financial supports for the partner universities, except accommodation and per diem allowance for trainees from localities outside the training or event location.

The ToT2 process includes 6 phases:

- 1. Activation**
- 2. Open Call**
- 3. Evaluation & Selection**
- 4. Implementing**
- 5. Report**
- 6. Graduation**

The activities and tools used in each steps are described in details as followed:

1. Phase 1: Activation

Before officially launching UNICOL Program, activation phase is crucial to promote two-way communication between IPP and potential university partners. It helps explore the various needs of partners and then allows IPP to make suitable and timely adjustment to increase the Program success.

1.1 Preparation

- Develop an online management information system (MIS) and grant access right for related team members;
- Develop materials & get approval from Management board:
 - ✓ Call Plan (see Annex B1.1a) & Budget Plan (see Annex B1.1b)
 - ✓ Training curriculum (see Annex B4.2d)
 - ✓ Draft version of application forms and other templates (see Annex B1.2b, Annex B2.1b, Annex B2.1c, Annex B3.1b)
- Implement procurement procedure to recruit an independent evaluation panel of experienced experts;
- Coordinate with trainer to prepare training calendar and teaching materials (books, slides, videos, supporting docs, etc.);
- Invite local trainers, guest speakers, and facilitators;
- Prepare logistics such as training venue and facilities; travel, accommodation, and visa for international experts;
- Prepare a communication campaign to define communication contents, channels, target audience, and budget;

1.2. Expression of Interest (EoI)

The purpose of Expression of Interest is to start interaction with potential candidates. The EoI step also helps access the community's interest in the Call, which provides bases to decide the

appropriate time for the Call launch (as planned or need more time). Some activities to be done in this step include:

- Announce the Call for Expression of Interest (see Annex B1.2a for sample of Press Release: Announcement on the Call for Expression of Interest, and Annex B1.2b for sample of EoI form), send to mass media, through networks and directly to target audience, if specifiable.
- Receive EoI letters from candidates via email and organize EoIs in a EoI Database Management Table (see Annex B1.2c)
- Provide feedback on EoI letters and inform candidates on co-creation events calendar.

Note: For ToT Replication with co-organisers this EoI call may be skipped.

1.3 Co-creation Events

- Organize co-creation events to provide consultation for interested people (those organizations/individuals that have sent EoI and others) to understand about the training program more clearly and better their applications. Each event might include a plenary informative session to provide general information and 1-on-1 discussion session to discuss in details with different groups of potential candidates. Co-creation events should take place at those venues with high density of applicants and beneficiaries and with greatest possible impact.
- Collect questions to add in the Call's FAQ (Annex B2.1d).
- Promote communication about the Call and its timeline through all relevant channels before/during/after events.

Note: Information collected from Expressions of Interest and co-creation events will be used as important input to fine tune the Call documents.

2. Phase 2: Call

The Call is launched to provide official information on the training course as well as forms, templates and guidelines for preparing application documents, and to start collect proposals.

The rules of all IPP's Call are: To give Equal Opportunities To All - Transparency - Openness.

Activities in this stage include **Open Call** and **Proposal Submission/Receiving**

2.1 Open Call

- Launch the Open Call on mass media with a Press Release (see Annex B2.1a) and relevant communication channels such as post mails, mass/target emails, websites, fanpages, etc.

- Provide soft-copies of all proposal forms (see Annex B2.1b), appendix templates (see Annex B2.1c), instructions, Frequently Asked Questions (see Annex B2.1d) on IPP's official website.

2.2 Proposal Submission

- Receive proposals from applicants. Both hard copies and scanned/soft copies are required. IPP will send email to applicants to confirm about the documents receiving.
- All questions about the Call must be sent in writing, then added to FAQ and published on website. No direct answers are made during Call time.
- Deadline for submission is normally 01 month after the Call launching date.
- Each received proposal is given an ID based on the order of receiving time (for example, U04, which means University Proposal no. 4) and all submitted documents are arranged systematically in folders on Google Drive.

3. Evaluation and Selection

Evaluation is done to select best trainees for the training course. In order to ensure a transparent, competitive and fair evaluation process, the evaluation is carried out by an independent evaluation panel of international and local experts. Qualitative evaluation approach is applied and funding decisions are based on written evaluation results. No priority is given.

Key activities in this phase include **Evaluation** and **Selection Decision**.

3.1 Evaluation

The evaluation process includes 3 steps:

- **Administrative and Eligibility Check:** All received proposals are examined by IPP PMU with a set of eligibility criteria. All related administrative information is managed in Table of Proposal Evaluation Management System (see Annex B3.1a). Those proposals with missing information are required to be added through direct contacting with the applicants within two first weeks after the Call submission deadline. IPP Management will decide which proposals move forward to full evaluation.
- **Interview & Evaluation:** The nominated evaluators (lead evaluator) will interview applicants, normally in form of online interviews via Skype, and evaluate the eligible proposals based on a set evaluation criteria (see Annex B1.1c). The lead evaluators are in charge of filling in the evaluation sheets (see Annex B3.1b for template of Evaluation form).
- **Evaluation Meetings:** Evaluation meetings are held with the participation of all members in evaluation board to decide which proposals to be selected and which ones to be rejected. Some assigned IPP PMU members also attend these meetings to observe

and provide supports. Lead evaluators provide judgement on those candidates they are in charge of, and the other evaluators provide additional comments and recommendation. Then the proposals will be classified and labeled YES/NO.

All details on the proposals and evaluation results are managed in the Table of Proposal Evaluation Management System on Google Drive and shared among evaluators during evaluation process.

3.2 Selection Decision

- IPP Management reviews the evaluation results, comments and makes decision, and then submits the decision proposals with list of YES/NO to IPP Steering Committee.
- IPP Steering Committee reviews the decision proposals, discuss and make the final decision on the list of selected trainees.
- Announcement of the Call Results:
 - ✓ Send Letter of Results Announcement to all applicants (see sample letters in Annexes B3.2a, B3.2b and B3.2c)
 - ✓ Send Press Release of the Announcement of the Call Announcement and Opening of ToT course to mass media (see Annex B3.2d) and post it on IPP's website/fanpages.

4. Implementing

4.1 Confirmation

- The authorized leaders of the selected applicants send to IPP a letter to confirm their participation (including the approved list of trainees) and commit to fulfill the training regulations.

4.2 Bootcamp

- Organize Opening Ceremony (with participation of mass media, distinguished guests and selected trainees).
- Organize a Bootcamp to provide trainees with intensive in-class training plus various practical exercises and assignments, etc. See Annex 4.2a for Bootcamp preparation checklist.
- Trainees are provided with a set of Bootcamp materials (both soft-copy and hard-copy) including:
 - ✓ Guidelines for Trainees (see Annex B4.2b)
 - ✓ Bootcamp Training Calendar (see Annex B4.2c)
 - ✓ Detailed Agenda (see Annex B4.2d)
 - ✓ Rules of Engagement (see Annex B4.2e)
 - ✓ Bootcamp Feedback Forms (see Annex B4.2f)

- ✓ Contact List of Participants (see Annex B4.2g)
- Prepare and use Attendance List for everyday class management (Annex B4.2h).
- Collect Feedback forms from trainees and analyze the results by using Net Promoter Scores (NPS).

4.3 Monthly Workshops

- Thematic monthly workshops are organized in different locations every month with various activities as consultative sessions, demo class, community workshops, open talks, field trips, etc.
- Materials for Monthly Workshops include:
 - ✓ Presentation Slides
 - ✓ Workshop Agenda (Annex B4.3a)
 - ✓ Workshop Attendance List (Annex B4.3b)
 - ✓ Monthly Workshop Feedback Form (Annex B4.3c)
 - ✓ etc.
- Midterm/Final Demo Day would be considered to organize in the middle/at the end of the course so that the trainees have the opportunities to present the results of their assignments and learn from each others. A Graduation Ceremony is held at the end of the course to award these trainees with Certificates of Completion (see sample in Annex B4.3d)

5. Reporting

- For ToT2 courses, the partner universities are required to report periodically on their progress of curriculum development and other initiatives (see Annex B5a for Progress Report template).
- By end of the course, an Event Report and Statistics (Annex B5b) is prepared by IPP based on feedback forms and attendance list collected from the Bootcamp and monthly workshops.

CHECKLIST FOR TOT2 COURSE

Stage	Step	Documents	Events	Other Tasks
1. ACTIVATION				
1.1	Preparation			
		<ul style="list-style-type: none"> ✓ Call Plan for University Collaboration (see Annex 1.1a) & ToT Budget Plan (see Annex B1.1b) ✓ Training curriculum (see Annex B4d) ✓ Application forms and other templates (see Annex B1.2b, Annex B2.1b, Annex 2c, Annex B3.1b) 	SC Meeting to approve all plans and supporting documents	Get approval from Steering Committee for all plan documents.
		FAQ version 1.0 (draft)		
		Evaluation Toolset (Evaluation Criteria Annex B1.1c and Application forms Annex B3.1b)		
		PR and Marketing Plan		
		Pre-announcement (article on website, brochures, advertisement banners)		Set up an electronic mailbox to receive proposals and interact with candidates
1.2	Expression of Interest (Eol)			
		Press Release: Announcement on the Call for Expressions of Interest - (see Annex B1.2a) and Eol form (see Annex B1.2b)		Implement pre-launch marketing activities
		Eol Management Table (with details of senders and candidates, classification & first ranking of potential cases) - see Annex B1.2c		Receive and manage Eol letters; provide feedback to senders
1.3	Co-creation events			
		Introduction to IPP University Collaboration program (presentation slides)	Marketing events for public & media in Hanoi, HCMC, and Danang	Implement pre- and post-event marketing activities

		Samples of Eligible Application Forms (Annex B2.1b) & Appendices (Annex B2.1c)		
		FAQ v2.0 - See Annex B2.1d		
			Steering Committee Meeting to finalize the launching plan	
2. CALL				
2.1	Open Call			
		Press Release: IPP Unicol Call (see Annex B2.1a) including Call information and relevant documents including: - Application forms - see (Annex B2.1b) & Appendices (Annex B2.1c) -FAQ v2.0 - See Annex B2.1d - IPP contacts - Deadline for proposals	National Launch	Send Press Release to mass media and post an official announcement on all IPP's communication channels as websites, fanpages, emails and so on
2.2	Proposal Submission			
		Messages to confirm about proposal receiving		Assign ID code for submitted documents & manages soft-copy on IPP's MIS
3. EVALUATION				
3.1	Evaluation			
		Table of Proposal Evaluation Management System (EvalMS) - see Annex B3.1a		Request for missing information (if any)
		Evaluation sheets - see Annex B3.1b		Lead Evaluators fill in the evaluation sheets
		Candidate Interview schedule	Interviews with applicants (via Skype)	Setup interviews by using an online form on doodle.com
		Evaluation Meeting Minutes (details should be feed in EvalMS)	Evaluation Meeting with all evaluators and IPP PMU	

			representatives	
		Final lists of YES/NO projects		
3.2	Selection Decision			
		Summary tables of YES/NO candidates	IPP Management Meeting	
		Final Decision from decision makers	Steering Committee meeting on funding decision	
		YES/NO Letters (Call Results Announcement) to applicants - see Annex B3.2a, B3.2b, B3.2c)		Send YES/NO letters to applicants
		Press Release of Call Results Announcement and ToT Opening Ceremony - see Annex B3.2d		Post on IPP communication channels
4. IMPLEMENTING				
4.1	Confirmation			
		Letters of Confirmation from selected applicants.		
4.2	Bootcamp			
		<ul style="list-style-type: none"> ✓ Preparation checklist - see Annex B4.2a ✓ Guidelines for Trainees (see Annex B4.2b) ✓ Bootcamp Training Calendar (see Annex B4.2c) ✓ Detailed Agenda (see Annex B4.2d) ✓ Rules of Engagement (see Annex B4.2e) ✓ Bootcamp Feedback forms (see Annex B4.2f) ✓ List of participants and Attendance List for everyday class management (see Annex B4.2g and B4.2h) 	Opening Ceremony and Training Bootcamp	Manage class: Facilitators
4.3	Monthly Workshops			
		✓ Training slides	Thematic	Announce on IPP's

		<ul style="list-style-type: none"> ✓ Workshop Agenda (Annex B4.3a) ✓ Attendance List (Annex B4.3b) ✓ Monthly Workshop feedback form (Annex B4.3c); 	Monthly Workshops	website, Facebook fanpage and group - See sample here.
			Demo Day(s)	
		Design template and produce Certificates of Completion (see Annex B4.3d)		Get signatures & stamps on all certificates, order certificate frames
5. MONITORING				
		Progress report - See Annex B5a.		Summarize & analyze Progress Reports
		Event Report and Statistics (Annex B5b)		Feedback Analysis
6. GRADUATION CEREMONY				



ANNEXES OF PART A

Training of Trainers on Entrepreneurship and Innovation for Innovation Coaches – ToT1

VIETNAM – FINLAND INNOVATION PARTNERSHIP PROGRAMME



IPP2 CAPACITY BUILDING SCHEME
Support to Participants

7 Apr 2015

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Acronyms and Abbreviations

BA	Business Accelerator
CB	Capacity Building
CC	Core Curriculum
CV	Curriculum Vitae
CTA	Chief Technical Advisor
DOST	Provincial Department of Science and Technology
EOI	Expression of Interest
FTU	Foreign Trade University
GOV	Government of Vietnam
HUST	Hanoi University of Science and Technology
HCMC	Hochiminh City
I&E	Innovation and Entrepreneur
IELT	International English Language Test
IPP	Innovation Partnership Program
MBA	Master of Business Administration
MOST	Ministry of Science and Technology
MTI	MOST Management Training Institute
NATEC	National Agency for Technology Entrepreneurship and
NATIF	National Agency of Technology Innovation Fund
NISTPASS	National Institute for Science and Technology Policy and Strategy
NEU	National Economic University
PD	Project Director
S&T	Science and Technology
STE	Short Term Expert
ToT	Training of Trainers
WG	Working Group

1. Executive Summary - the Purpose

Objective of the IPP2 Capacity Building Activities

To pilot and start systematic work with key stakeholders to get in place in Vietnam the necessary skills & knowledge to participate and succeed in International Innovation Work.

High Growth Innovation is born Global – Vietnamese Innovators and Supporters need to reach the World-Class understanding of high growth innovations and how to scale them to international markets.

Elements of Capacity Building

- World Class Core Curriculum (CC) on Innovation & Entrepreneurship tailored to the VN environment to enhance capacities needed for international market targeting HIGH GROWTH companies, innovators and their supporting organizations (including policy makers). GOV owned open source CC is highly scalable within local universities maximizing impact of IPP support.
- Training of Trainers (ToT) activities to provide needed soft support to IPP sub-projects and to ensure quality of university training in Vietnam. The task for the ToT activities is to improve knowledge and skills of
 - Next Generation Consultants to support high growth companies (so called Future Innovation Champions) and
 - University Lecturers running World Class CC in various university programs for various target groups across Vietnam (so called Innovation Trainers).
- Fast Track ‘learning by doing’ business development and innovation support to ensure the success of IPP subprojects’ teams. The Core Curriculum and its modules form the skeleton and framework of Fast Track coaching/training. Each team will select the modules needed to enhance their capabilities through ‘learning by doing’. In addition, experienced practitioners with various profiles act as coaches delivering mentoring to sub-projects when they are in Vietnam. The Fast Track needs to be delivered in Vietnam to maximize the impact through continuous soft support. The Fast Track has many similarities to six months long bootcamp packages offered in some of the world’s leading business accelerators.

2. Vietnamese Innovation and Entrepreneurship (I&E) Capability Context and Rationale

2.1. Overview of I&E University Education and Training in Vietnam

Innovation and Entrepreneurship are two separate fields of study that exist to varying degrees in business schools in Vietnam. In order to reliably produce successful high-growth

enterprises, leaders and teams undertaking the difficult challenge of creating high-growth innovative companies must quickly gain the skills and knowledge from both disciplines.

While there are some courses that teach one subject or the other, there are currently no programs in Vietnam that offer a comprehensive immersion into the knowledge and frameworks of both subjects. Thus, it is necessary to develop new programs that can be applied directly to high-growth potential new companies, such as those being supported by IPP2, in order to provide them with the highest chance for achieving success.

A brief review of current available I&E training and education among the universities and training services providers such as the Foreign Trade University (FTU), National Economic University (NEU), HUST in Hanoi, and Hochiminh Economic University, revealed that:

- The FTU currently provides I&E as a compulsory subject inclusive in the international BA and MBA courses. The curriculum program is developed mainly based on the frame curriculum imported from Hawaii university and the trainer to develop syllabus refers to the international materials. The FTU is still at the testing phase of the I&E study subject as part of the BA course that will be started to teach in 2016, and will develop curriculum program in afterward.
- HUST started an MBA program in cooperation with Leipzig Univ (Germany) in 2005. Now the cooperation is extended to Vietnamese German University. 2 important contents are entrepreneurship and Innovation. At present they have around 30 MBA students in Hanoi and 30 in HCM City. The curriculum is designed mainly for practical needs of SME and startups. HUST provides a stand-alone course in Innovation for a number of enterprises as requested.
- NEU provides a short course in entrepreneur for startup business and the continuation of the program is depending on the market need.
- Hochiminh Economic University initiated 3 years ago the preparation for an Advance training program that has imported Curriculum of a bachelor program from Pearson education Ltd. This program will start in 2016, while the master degree will start in 2015. The innovation and entrepreneur subjects are inclusive of the courses.

Through exchange with the top tier universities, there is a need to have a core curriculum in I&E with world-class quality to be developed locally (tailored for the needs of the Vietnamese business, education and innovation ecosystem), owned by the Vietnamese government and available for adoption in the BA/MBA programs of interested universities as well as in other training organisations.

Current and future imported curricula such as that of Hochiminh Economic University may deliver quality content. The challenge is that the rights to teach these curricula are normally reserved exclusively to the counterpart universities and are consequently hard to scale up. In addition, content in imported curricula is seldom tailored specifically to the local market needs but often copied directly from the ‘university of origin’. The curriculum IPP is suggesting to be developed would be both word-class and tailored to the Vietnamese context as well as open source, meaning it could be adopted and further developed by all universities and training institutions in the country.

In addition to universities, there are some other private training service providers such as YUP that provides a short course for startup business. However, the quality and content of these do not meet the expectation of the IPP's scope and activity.

2.2. Current Structures and I&E Training Resources to Support High-growth Entrepreneurship

The support structures for innovative startup businesses targeting international growth are currently developing in Vietnam. In HCMC and Hanoi, there are a few Incubator centers/programs, Business Accelerators (BA) and events, i.e:

- Silicon Valley Vietnam project
- .egg
- BTIC
- Topica
- Hatch.vn
- 5Desire
- SNV Inclusive Business Accelerator
- S&T Incubator parks in HCMC and HN
- etc.

In Danang and CanTho such support structures are still very much in planning phase. The large number of EOIs (17) IPP received from the Ecosystem development projects in 4 cities indicate that the tools and programs supporting innovation and startup business in Vietnam are still largely at the early stage of development and need support both in terms of training, funding and network connections.

In the workshops IPP organized in four regions Hanoi, HCMC, Danang and Can Tho, all the innovation system development consortiums present raised similar concerns. Most of them are lacking competent HR and finance to maintain normal operation and ensure future sustainability. Current programs are fairly scattered and still have little collaboration between each other. Existing programs cannot serve all the startup businesses they would hope to because of limited capacity and resources.

IPP met almost seventy promising startup teams during the 2nd co-creation round in March. Most teams were more interested in concrete innovation and entrepreneurship training than IPP's grant support. It was quite evident that the type of training they would need to build innovation skills and reach the international market is not offered in Vietnam to a sufficient scale. As the below findings from the workshops describe, many teams had sought such support abroad.

Some startup teams had received seed funding and mentoring from international Business Accelerator Centers in Singapore or South Korea, and only few had received such support in Vietnam. Further more, those startup teams stated that they had received mentoring and coaching from international individuals in the US, Japan, Singapore and South Korea. The teams that had received mentoring in Vietnam mentioned the same few names (mainly Vietnamese abroad or foreign mentors in Vietnam).

In general, the ecosystem that supports high-growth startup business is fragile and dependable on the few key (mostly international) individuals and nascent support structures that are lacking sufficient financial and skills and human resources.

The current mentor and innovation coach network in Vietnam is quite fragile, relying on a handful of individuals. More Vietnam-based mentors, trainers and coaches are needed to reply to increasing training and capacity building needs of emerging Vietnamese next-generation startups. In terms of the IPP program, there is lack in available resources in I&E who could give practical training and mentorship to the innovative teams in how to conduct Innovation Work, how to scale quickly to the international market and how to attract investors.

By developing a world-class tailored curriculum that is open to all training and education institutions in Vietnam, this overall skill challenge can be overcome in time. For the urgent needs of IPP's innovation projects and similar projects currently emerging fast in Vietnam, new mentors and trainers (both private and university trainers) need to be educated quickly.

3. Sustainable Benefits and Impacts

The IPP initiated CC would be designed so that universities and training organizations can adopt and further develop it for the needs of their BA/MBA/stand-alone courses in the long run. This will ensure long-term sustainability that will lay the foundation for a nurturing entrepreneur and innovation environment. The key benefits of the IPP initiated I&E curriculum include:

- Vietnamese owned and tailor-made to the VN needs
- World-class quality ensured by Advisory Board (i.e Aalto & Stanford)
- Open source, scalable and continuously developing
- Tested in the IPP program (ToT and Fast Track training)
- Scaled up easily through ToT trained university-based and private innovation trainers
- Maximize the IMPACT of Finnish Development Aid

4. Needs of IPP's Innovation Projects

Feedback from the workshops: there is clear demand from the teams for mentoring and coaching in innovation, international business, marketing, technical support and others. Through in-depth discussions with the teams in the 4 cities, the list below presents the most common limitations and weaknesses of the innovation teams:

- Lack of business sense
- Lack of skills in how to scale to the international market
- Need skills in how to call investors
- Pitching and presentation skills are still issues of concern
- Moderate Innovation skills
- Networking skills are needed

The Fast Track training will quickly fill gaps for the teams in response to the above mentioned weakness.

Resource support for the innovation projects: to ensure the growth and success of its sub-projects, IPP needs resources to support the teams in terms of innovation training. As stated, there is no relevant resource available in the market currently in Vietnam. Sending the teams abroad for training would be neither cost effective nor would it serve the development and expansion of the local I&E mentor and coach pool.

Therefore, IPP 's approach is to train 10 high caliber young professionals locally to serve this purpose. These young professionals would continue as innovation trainers or experts in different parts of the innovation system after graduation from the ToT program. By this way they will not only benefit IPP's projects but the growing number of innovative startups in Vietnam. As noticed in the IPP co-creation workshops, the need for such trainers and coaches is quite urgent.

The ToT and Fast Track trainings will also be valuable in testbeds for the I&E CC. It would be necessary to test and validate the CC before it is offered and marketed to interested universities in Vietnam.

IPP proposes the following activities for capacity building, which will address the short and long-term institutional needs of the development of this sector in Vietnam through a two stage approach.

5. Objectives of the Two Stage Approach

A two staged approach is relevant to the need and scope of IPP as well as matching the current conditions of startup businesses and ecosystems in Vietnam.

Stage 1: the CB will serve the purpose of IPP to develop capacity for the 2 types of projects that IPP will support in 2015 as priority and the needs of MOST growth business supporters (e.g. NATEC/NATIF staff). During this stage the CC will be developed and tested before rolling out to universities, and the first future innovation trainers will be trained to increase rapid scalability of I&E training.

Stage 2: build in the CC in selected universities through open call for EOI.

6. Implementing Plan

6.1 Stage 1 to be implemented in 2015

6.1.1 Core Curriculum (CC) Package 1

The CC Package 1 includes the development and testing of a two-month intensive training program designed to provide essential knowledge and skills development opportunities to professionals who will be engaged in Innovation Work. Innovation Work is defined as the process of creating new products or services that create value by addressing an important need for customers or other key stakeholders.

The goal for scalability and sustainability is an integral point of focus for both IPP as well as serving the priority need of IPP in 2015.

The stage 1 will target on:

- (i) development of core curriculum
- (ii) 1st batch of ToT to run Fast Track Coaching for new project teams, and
- (iii) testing CC in ToT 1 course and Fast Track

The CC will be developed by a team of 2 high profile international STEs and 2 local STEs in cooperation with a Working Group/ panel of experts. Selection of STEs will be done by the Management of IPP to be approved by the Donor (MFA).

The WG/panel will consists of representatives: 1-2 universities (e.g. FTU/HUST) plus NATEC, NATIF, IPP2, and others. The WG/panel will be called as soonest after the SC have approved this CB Scheme.

A ToR will be developed to recruit first the International Short Term Experts (STEs) and then Local ones. IPP will make the most effective use of international experts' stay in Vietnam. The ToR to be developed for STEs will include but not limited to seminars/short training events on innovation and entrepreneurship.

6.1.2 Training of Trainers 1 (ToT 1)

The ToT 1 Training Course

The ToT 1 will be organised in 2015, commencing from June to train the trainers to act as consultants (future innovation champions) in total duration of 8 months, in which:

1. The first 2 months to study full time
2. The latter 6 months learning by doing project work

The first month of the ToT 1 course will involve daily learning sessions and project-based learning activities to help connect the theory to practice.

The second month will be spent on one or more capstone projects to further develop the core skills and experience..

The final six months of the ToT 1 course will be spent in one or more of the following activities:

- Preparing for and conducting weekly coaching/training sessions for participants of the IPP Innovation Fast Track program
- Translation and development of technical vocabulary in Vietnamese for English terms and concepts involved in conducting innovation work
- Leading IPP-approved projects to further develop programs to build the capacity of stakeholders in Vietnam's innovation system

At any point during the ToT 1 course, if a participant is not performing up to the expectations of the Training Team/ IPP, they will be removed from the program.

Innovation Consultants (or so-called Future Innovation Champions)

Ten (10) high profile young professionals will be recruited to be trained by International and local coaches (ToT 1).

Serving the IPP need in 2015, the 10 new trained Innovation Consultants can act as ecosystem builders or innovation project coaches for future Innovation or Ecosystem Development Projects in Vietnam.

Method of Recruitment

IPP will recruit the 10 new trained Innovation Consultants by open call: taking account received EoIs and making additional open call.

The Call will be published on mass media, IPP website, and other channels to reach out potential applicants.

IPP will accept Expressions of Interest from Vietnamese citizens who meet the minimum eligibility requirements as stated below. Each applicant must submit an EOI package, which will include the following:

- i) Curriculum Vitae
- ii) Statement of Purpose
- iii) Literature Survey and References

vi) Commitment letter from employers for sending their employee to participate the ToT

- v) Commitment of applicants for working with their organizations in innovation-related training activities after ToT 1 program, such as seminar and short-training courses on innovation.

The CV will provide the information including: Full Name, Date of Birth, Degrees Earned and Year of Graduation, Work Experience, and Relevant Extracurricular Activities.

The Statement of Purpose should not be longer than two pages (single spaced) and should address the following issues:

- (i) Describe why you are interested in this program.
- (ii) Describe your future career plans if you are selected and graduate from this program.
- (iii) Describe any prior involvement in innovation related activities.

References and Literature Survey:

Candidates must list three personal references that can provide relevant feedback on the candidate's abilities, attitude, and work ethic.

Candidates should also indicate which (if any) of the following books the candidate has read:

- The Innovator's Method
- Innovation: The Five Disciplines of Creating Products Customers Want
- Zero to One: Building the Future
- Effectual Entrepreneurship
- The Rainforest: The Secret of Creating the Next Silicon Valley

- Other: Please list any other books read relating to Innovation and/or Entrepreneurship

All EOIs must be submitted in English, any application materials not in English will not be considered for selection.

Besides the 10 selected trainees, during the ToT 1 program more participants e.g. from MOST will be considered to attend the general modules without any compensation from IPP.

Compensation for the trained National Innovation Experts

IPP will sign an agreement with each of the organisations releasing their IPP selected young professional(s) to participate exclusively in ToT 1 and to work 100% on the IPP granted subprojects during the Fast Track training and coaching.

In return, IPP will compensate 1,000 euro per month / person to the 10 trained National Innovation Experts for the whole time the trainee to participate the ToT.

Criteria for selection of the Innovation Consultants

The ideal candidate will be fluent in written and spoken English and have 5-10 years of working experience. They should have one or more years living abroad (either studying or working), or have visited at least three foreign countries. This experience provides the candidates with sufficient exposure to social and cultural environments to help them operate with an international mindset. Exceptional candidates may be exempted from one or more of these requirements, but all candidates are expected to learn the core materials in English

The 10 new trained Innovation Consultants come from organizations, either public or private, with relevant experience, but not limited to:

- i) Consulting and supporting organizations for start-ups and spin-offs
- ii) Business training organizations
- iii) Business incubators, Business Accelerators, Hi-tech parks.
- iv) Universities, training institutions of MOST (such as NISTPASS and MTI).

Priority may be given to the following participants: Last-year students, MBA students, especially from partner universities that have local experts involved in the core curriculum design, researchers from universities/research institutes, policy makers from MOST/ DOSTs, other participants from enterprises and business associations.

All exceptions to the requirements will be decided by the IPP Selection Panel.

Evaluation Process and Evaluators

The Management of IPP2 will appoint a Selection Panel who will evaluate and propose the top 10 candidates to participate in the ToT 1 program, based on their application materials and interviews of the shortlisted candidates.

The IPP Selection Panel will compose of CTA and PD nominated experts, the representative of the Embassy of Finland and external evaluator (s) representing private investor community in Vietnam. The external evaluator (s) will be hired and compensated by IPP through a short term service contract.

The IPP Selection Panel's goal is to identify and select only the most competent candidates they feel will be successful in achieving the longer term objectives of the Program.

The selection will be done through interviews and short-listing by comparison of the submitted EOIs.

All EOIs will be handled strictly confidentially.

The major steps in the evaluation process are the following:

1. Administrative check: Checking if the EOI came in time and it has the required content.
2. Eligibility check: Checking the main requirements related to the applicant.

The EOIs that pass the steps 1-2 proceed to the deeper evaluation.

3. Shortlisting: The Selection Panel will first evaluate all eligible applicants based on their EOIs and the criterion. At least 25 applicants will be shortlisted and called for interview.
4. Interviews and final evaluation: The selection panel will interview shortlisted candidates and evaluate them against other candidates based on the evaluation criteria.
5. Decision making: the Management of IPP2 makes the selection decisions based on recommendations done by the Selection Panel.

IPP will initially screen all the EOIs received for completeness of information. If there are information gaps, IPP may contact the applicants requesting to provide in 2 days the information required to fill in the gaps.

IPP will communicate in writing (via e-mail/letter) to all applicants within 10 working days from the date of deadline of the full EOI receipt. Non-shortlisted candidates will be informed as soon as shortlisting is completed.

The following lists describe the criteria used by the Selection Panel for checking and evaluating the EOIs.

Administrative compliance check

- The EOI was submitted in due time
- The EOI was submitted with the required IPP forms and templates
- The forms are properly filled in
- All information in submitted documents is in English

Eligibility of ToT1 Applicants

- The applicant is a Vietnamese national
- A minimum of Bachelor degree
- Proficiency in English at all skills in reading, speaking and writing or an alternative of IELTS 5.5 overall score (Academic test), or an equivalent English test certificate.

Evaluation and Selection of Candidates

The selection process of proposals at IPP is based on early and continuous interactions with potential applicants. IPP follows qualitative approach and its selection decisions are based on written results done by the Selection Panel.

The Selection Panel will have a remote or physical face to face interview with shortlisted once during the evaluation process.

Any corrupt or other illegal practices identified will lead to legal actions.

Evaluation Criteria

Selection of candidates will be based on an applicant's motivation and personal career goals as stated in the Statement of Purpose (Cover Letter) as well as commitment to these goals as demonstrated by relevant experiences (both professional and personal) in the candidate's CV. The Selection Panel focuses to the following key topics:

- Motivation of candidate to pursue his/her career as Innovation Consultant as portrayed in the Statement of Purpose and for shortlisted candidates also the interview
- Work experience. Ideally From 5-10 years of work experience, with a minimum of 3 years experiences work related to one of the areas in innovation, entrepreneurship, business development, technology. International business related work experience would be an advantaged. with a minimum of 3 years experiences work related to one of the areas in innovation, entrepreneurship, business development, technology. International business related work experience would be an advantaged.
- Length and breadth of international exposure as demonstrated by the applicant
- In addition to the list above, the evaluators will discuss with the applicant about the following additional evaluation criteria and how applicant is linked to them:
- Contribution of candidate's employer to the overall innovation ecosystem and the scaling of CC and I&E training. Certain employer types, such as the following, may be preferred:
 - i) Consulting and supporting organizations for start-ups and spin-offs
 - ii) Business training organizations
 - iii) Business incubators, Business Accelerators, Hi-tech parks.
 - iv) Universities, training institutions of MOST (such as NISTPASS and MTI).
- Ability of the candidate in his/her current position to scale the CC and I&E training. Certain position types, such as the following, may be preferred: Last-year students, MBA students, especially from partner universities that send local experts for core curriculum design, researchers from universities, research institutes, policy makers from MOST, DOSTs, other participants from enterprises and business associations.

6.1.3 The Fast Track Training

The IPP Innovation Accelerator (in short name: Accelerator) provides world-class practical innovation and entrepreneurship training, coaching, connections and matching funding for resourcing the innovation projects of Vietnamese new innovative high growth companies targeting towards international growth.

Each new innovative high growth company and Ecosystem Development team will nominate their core team members to participate to this Fast Track Training.

The Fast Track Training will be implemented in 6 months, commencing from August 2015.

The accelerator provides the following support for successful applicants:

A 6-month work-based training program (“Fast Track”) based on a world-class curriculum that is tailored to the Vietnamese context. Training is delivered in Vietnam by experienced international and local trainers. It is focused on the needs of each project with mandatory, optional and tailored modules.

- The Accelerator offers several modules which teams can choose from. Some modules are mandatory to all teams, the rest are optional. In order to respond to specific needs, tailored modules are offered.
- The training needs and training plan of each team will be discussed, assessed and outlined upon acceptance to the Accelerator.
- Classroom training and workshops will take place on the average twice a month for a full working day. Training will be delivered in Hanoi and Ho Chi Minh City.
- The basic requirement is that all core team members take part in the training and at least two team members are present in each training session.

The cost of training (depends on the number of the optional modules) and will be withheld automatically from the IPP resourcing grant.

6.1.4 Testing the CC in ToT 1 and Fast Track

The CC Package 1 will be tested through the ToT 1 and Fast Track training program in 2015. Lesson learnt and needs for modification of CC will be discussed within IPP with the STEs/WG-Panel in order to modify for improvement of the content before adopting in the Universities and scaling up.

6.2 Stage 2 Implementation Plan 2016-2017

The targets of the so called “Core Curriculum package 2” that is tested and modified before scalability to the selected Universities are:

1. Implementing the 2nd batch of ToT (ToT 2) to lift up Innovation & Entrepreneurship university trainers skills
2. To have an Open source CC in place
3. Interested local top universities have improved their I&E curriculums and adopted CC in their training courses.

Under the stage 2, there are activities to be implemented as presented below.

Activity 1: Modification of CC and Testing

The CC is tested through the ToT 1 and Fast Track Program in 2015. Any modification to the CC will be worked out between the IPP and WG/panel in early 2016. Later the high reputation Advisory Board (to be established 2016).

The International STEs and other involved experts will review the tested CC conducting an analysis of evaluation feedback from the participants of ToT 1 and Fast Track. Workshop and meetings among the participating Universities will be organised to collect comments and opinion on needed modifications.

An International high reputable Advisory Board (i.e Aalto-Stanford universities) will be set up to study ‘match’ of received university EOIs and to support the further development of I&E concepts and contents of the selected universities to get in place improved curriculums.

The CC will be finalised in the 3rd quarter 2016.

Activity 2: Training of Trainer 2 (ToT 2)

Advanced (tested and modified) Core Curriculum will be introduced and marketed to local universities through open call for EOIs in the quarter 3 of 2016. A Training of Trainer 2 course (ToT 2) will be organised with the trainees who are the lecturers or trainers representing the participating universities.

a. Selection Process of participating Universities and Evaluator(s)

The Interested universities submit their EOI demonstrating match of IPP CC with their existing/upcoming I&E curriculums.

IPP will advertise on mass media and IPP website to invite universities to submit EOI.

The selection of the participating universities will be implemented by the Advisory Board based on a transparent and open process.

Evaluation Criteria

In general, IPP will not limit any interested university and training institution to participate this CB scheme. The below presented preliminary criterias will be reshaped by the Advisory Board.

The university currently deliver courses in different levels in bachelor, master/MBA, or stand alone course related but not limited to business administration, economic, science and technology.

The university has sufficient and competent resources (Lecturers, Trainers) who currently deliver subjects in innovation, entrepreneur, business, S&T.

b. Selection of University Lecturers (Innovation Trainees)

The Trainees (estimated 15 - 20) to be selected to participate the ToT 2 course to be trained to deliver the advanced open source CC in 2016. The participating universities will nominate the Lecturers who are interested and have lecturing and training mandate in the I&E.

With each nominal candidate, IPP require the participating university to submit each and every CV in English.

The CV will provide the information including: Full Name, Date of Birth, Degrees Earned and Year of Graduation, Work Experience, and Relevant Extracurricular Activities.

In parallel, IPP will be publish this opportunity on the IPP website, and other channels to reach to the potential applicants.

The selection of the trainees for the ToT 2 course will be proposed by the IPP Selection Panel meeting the below presented criterias. The selection of the applicants will be based on comparison of CVs. Candidates when needed will be interviewed.

The IPP Selection Panel will compose of the CTA and PD nominated experts, the representative of the Finland Embassy and external evaluator (s). The external evaluator (s) will be hired and compensated by IPP through a short term service contract.

Evaluation Criterias and Selection Process

IPP will evaluate the nominal lists of potential candidates that are submitted by the participating Universities.

The ideal candidate will be fluent in written and spoken English and have 5-10 years of working experience. They should have visited at least three foreign countries. This experience provides the candidates with sufficient exposure to social and cultural environments to help them operate with an international mindset. Exceptional candidates may be exempted from one or more of these requirements, but all candidates are expected to learn the core materials in English.

The trainees come from participating universities, either public or private, with relevant experience, but not limited to:

- i) Training and or lecturing in business, innovation, entrepreneur, S&T
- ii) coaching and mentoring in Business incubators, Business Accelerators, Hi-tech parks.

All exceptions will be decided by the Management of IPP2.

Compensation for the trainees and Organisation of the ToT 2 course

There is no compensation for the trainees who participate in the ToT 2 course. All cost associated that enable the trainees to take part in the ToT 2 course such as daily allowance, travel costs etc will be covered by the participating universities.

The ToT 2 course will be organised in one of the participating university as their contribution.

IPP will cover cost of the trainers, coffee breaks, materials and equipment rental (if any).

Eligibility of ToT 2 Applicants

- The applicant is a Vietnamese national
- A minimum of Bachelor degree
- Work as I&E Lecturer or Trainer in the participating university
- Proficiency in English at all skills in reading, speaking and writing or an alternative of IELTS 5.5 overall score (Academic test), or an equivalent English test certificate.

Activity 3: Scalability of CC and Handover, 2017

The Advanced CC program will be taken in use in the participating universities. IPP will hand over the Advanced CC to the participating universities and MOST during 2017.



TERMS OF REFERENCE

International Short Term Consultant for Preparing IPP Core Innovation Curriculum

1. Background and Framework for the Assignment

Innovation Partnership Program (IPP) is an Official Development Assistance (ODA) program financed jointly by the Governments of Vietnam and Finland. IPP is in its second phase running through 2014-2018.

IPP supports Vietnam's overall goal of becoming an industrialized middle-income knowledge economy by the year 2020. The program objective is to boost sustainable economic growth in Vietnam through the increased production and export of innovative products and services. IPP aims to execute exemplary actions to show open and transparent methodologies for supporting young companies and for supporting the developers of startup incubators, business accelerators and other types of sustainable innovation supporter entities needed in Vietnam.

IPP launched in the beginning of April 2015 a call for proposals for the IPP Innovation Accelerator. At the call, IPP launched two schemes for supporting so called IPP sub-projects:

- IPP Innovation Accelerator for New Innovative High Growth Company Projects to develop products or services targeting to international markets,
- IPP Innovation Accelerator (including a resourcing grant and other forms of support) for Innovation System Development Projects to develop new innovative support (different types of mechanisms, services, programs or schemes) for new innovative high growth companies.

To respond the broader Innovation and Entrepreneurship (I&E) training needs in Vietnam as well as to ensure the growth and success of its sub-projects, IPP will develop and run the following items and activities in 2015:

1. Core Curriculum Development. Core Curriculum on Innovation and Entrepreneurship (CC) is to be developed in the IPP to be later scaled to local universities as a open source curriculum. The CC will be a World-Class Product focusing on the creation and scaling up of new innovative high-growth companies, like those supported by
2. IPP2. The detailed syllabus and objectives will be drafted and developed by the Curriculum Designers with inputs from the IPP2 core team, trainers and participants of IPP's training programs and later an international Curriculum Advisory Board.
3. Training of Trainers (ToT) program. IPP develops and runs a Training of Trainers (ToT 1) program, an eight-month practical program for training/coaching 10 next generation consultants to support project teams of high growth companies chosen to IPP Innovation Accelerator. The ToT 1 program will start with an intensive two-month training course based on a Core Curriculum designed by IPP. After two months intensive

training part the trainees will move on to coach IPP's sub-project teams, both international market oriented innovative growth company projects as well as their supporting organisations' so called innovation system development projects. After finishing the ToT 1 program, the trained young professionals will form a necessary coaching resource for other Vietnamese high-growth innovative companies, spin-offs and start-ups.

4. Fast Track training program. A six month long practical training and coaching program for the sub-project teams chosen to the IPP Innovation Accelerator in the Call for Proposals 2015.

This assignment is to develop a tailored and open source Core Curriculum on Innovation and Entrepreneurship matching to Vietnamese realities and needs. The IPP developed open source CC will be a World-Class Product focusing on the creation and scaling up of new innovative high-growth companies, like those supported by IPP2. The detailed syllabus and objectives will be drafted and developed by the team of Curriculum Designers in May-June 2015. The IPP2 Core Team, the Innovation Trainers of ToT 1 and Fast Track, training participants and later an international Curriculum Advisory Board will bring practical input for further CB development and refinement.

2. Objective

The overall objective of the consultancy is to support IPP2 management in the introduction of IPP Core Curriculum that will satisfy the immediate needs of the upcoming IPP sub-project teams and their supporters. The curriculum to be developed in May-June 2015 and tested until the end of the year with IPP2's ToT 1 program and the IPP2 innovation sub-projects, will form the core of a tailored and scalable Vietnamese open source I&E curriculum.

3. Description of Work - Deliverables and Results

Two International Curriculum Designers will work as a team with two local senior experts to design and development the Core Curriculum and oversee its feasibility. Work of the international experts will be carried out over the course of 1.5 months in May-June, 2015 with travel to Vietnam 1-2 times.

The CC development objectives focus on training a limited group of participants support the creation and scale up of new innovative high-growth international market oriented companies, like those supported by IPP2. The detailed syllabus and objectives will be drafted and developed by the Curriculum short-term international experts, with input from the IPP 2 core team.

The CC will be an "out of the box" training solution containing content and activities to facilitate learning of the key principles that are essential for the successful development of a new innovative high-growth company. The initial CC will be designed around the two-month long IPP ToT 1 Program, but should be made to be adaptable to other time frames (i.e. 6-month part-time, or two year Master's program) and formats (i.e. virtual, regional, or transnational). After practical testing in the IPP supported training programs in 2015, the end product will be

an open source and tailored CC owned by the Vietnamese Government (IPP/MOST) and ready to be applied and further developed by all interested universities and training organizations in Vietnam.

These activities of the assignment include, but not be limited to:

- Identify core content and frameworks to be tailored for the Vietnamese context
- Investigate similar curriculum development activities in Vietnam and cooperate with other donors (UNIDO, Japan, Singapore, Australia, as deemed appropriate)
- Create learning objectives, modules, and activities for participants
- Design practical assessment tools
- Prepare Session Guides for in-class and “out-of-building” Activities
- Finalize the draft as requested by the main Stakeholder (MOST) taking into account the contribution received from other Stakeholders

The consultancy expected deliverables:

- Ensure the academic quality, high standards of excellence, and successful learning outcomes for the following:
 - I&E Core Curriculum Development tailored to Vietnam (open source)
 - Implementation of IPP ToT 1 Program ready to go
 - ✓ Review and maintain all CCIE materials in an on-line publicly accessible password-protected digital format (similar to <http://dschool.stanford.edu/>)
 - ✓ Plan and prepare M&E of all Capacity Building Activities
 - ✓ Report and recommend changes based on learning outcome assessments and feedback from learners and trainers/coaches/mentors
 - ✓ Review of final end product, to be implemented in a two-month comprehensive experiential learning program (ToT1)

4. Methodology

The proposed international consultants will work closely with the IPP2 core team and the local senior experts. Two main methods are suggested to be used:

1. Desk based review and interviews to be conducted on selected local universities.
2. The preliminary findings/final comments are suggested to be presented to workshop to be held in Hanoi. Following observations and pointers of workshop participants.

The international consultants in cooperation with the local counterparts/expert is expected to make further interviews with key persons if needed.

The preliminary time distribution of the consultancy is as follows:

- Pre assignment briefing & work planning with PMU and MOST (2 days)
- Kick Off with key stakeholders (1 day)
- Revision of work plan, logistics (1 day)
- Meetings, fact finding (20 days)
- Workshops, seminars preparations and delivery (10 days)
- Report drafting (16 days)

- Comments incorporation (3 days)
- Results presentation (2 days)
- Debriefing with key stakeholders (1 days)
- Final reporting (3 days)
- Travel days (4 days)

5. Profile of International Short-Term Consultant

The two International Short-Term Consultants (STCs) will meet the following requirements:

- Advanced degree (PhD) from internationally accredited university in relevant or related domain
- 5-8 years of practical work experience in relevant I&E domains
- Proven experience in the design/delivery of internationally recognised I&E curriculum
- Ability to communicate fluently in English
- Previous experience in I&E Curriculum in the context of a developing market, is preferred

6. Duration and Reporting

The assignment is short-term based a) Two International Senior STEs with total of 63 days. This includes at least 40 days mission on site, and maximum 15 preparatory and finalizing days at home office, plus travel days. The assignment will be conducted in close cooperation with two local senior experts with equal time inputs.

The draft report and results must be presented 40 days from the beginning of the assignment. The Consultants will present draft report at a workshop/meeting to be organized for results review. Final report need to be submitted in 10 days after the mentioned workshop. The reports with learning etc materials (written in English) shall be in MS-Office format.

7. Team

The team of experts will work under the supervision of the CTA and PD of the Programme. The STEs are expected to use his/her own laptop and other related devices to carry out the assignment. STEs are expected to work independently but in close cooperation with the local experts and the MOST as well as PMU/TA team. MOST will assist in creating contacts and negotiations with the key stakeholders, as requested. STEs are regarded as member of the programme team. The other members of the team will provide support and assistance as requested.



*International Short Term Consultant (STC) for Quality Assurance
of IPP's Capacity Building and Fund Raising in 2015*

TERMS OF REFERENCE

Innovation Consultant
Expert in Innovation and Entrepreneurship
Training, Coaching, Mentoring and Riskfunding

1. Background and Framework for the Assignment

Innovation Partnership Program (IPP) is an Official Development Assistance (ODA) program financed jointly by the Governments of Vietnam and Finland. IPP is in its second phase running through 2014-2018.

IPP supports Vietnam's overall goal of becoming an industrialized middle-income knowledge economy by the year 2020. The program objective is to boost sustainable economic growth in Vietnam through the increased production and export of innovative products and services. IPP aims to execute exemplary actions to show open and transparent methodologies for supporting young companies and for supporting the developers of startup incubators, business accelerators and other types of sustainable innovation supporter entities needed in Vietnam.

IPP launched in the beginning of April 2015 a call for proposals for IPP Innovation Accelerator. At the call, IPP launched two schemes for supporting so called IPP sub-projects:

- IPP Innovation Accelerator for New Innovative High Growth Company Projects to develop products or services targeting to international markets,
- IPP Innovation Accelerator (including a resourcing grant and other forms of support) for Innovation System Development Projects to develop new innovative support (different types of mechanisms, services, programs or schemes) for new innovative high growth companies.

To respond the broader Innovation and Entrepreneurship (I&E) training needs in Vietnam as well as to ensure the growth and success of its sub-projects, IPP will develop and run the following items and activities:

1. Core Curriculum. Core Curriculum on Innovation and Entrepreneurship (CC) is to be developed in the IPP to be later scaled to local universities as a open source curriculum. The CC will be a World-Class Product focusing on the creation and scaling up of new innovative high-growth companies, like those supported by IPP2. The detailed syllabus and objectives will be drafted and developed by the Curriculum designers with inputs from the supporting Curriculum Working Group, trainers and participants of IPP's training programs and international Curriculum Advisory Board.

2. Training of Trainers (ToT) program. IPP develops and runs a Training of Trainers (ToT 1) program, an eight-month practical program for training/coaching 10 next generation consultants to support project teams of high growth companies chosen to IPP Innovation Accelerator. The ToT 1 program will start with an intensive two-month training course based on a Core Curriculum designed by IPP. After two months intensive training part the trainees will move on to coach IPP's sub-project teams, both international market oriented innovative growth company projects as well as their supporting organisations' so called innovation system development projects. After finishing the ToT 1 program, the trained young professionals will form a necessary coaching resource for other Vietnamese high-growth innovative companies, spin-offs and start-ups.
3. Fast Track training program. A six month long practical training and coaching program for the sub-project teams chosen to the IPP Innovation Accelerator in the Call for Proposals 2015.
4. Curriculum Working Group. Working Group will include representatives from different IPP stakeholders and educational institutions. In the beginning, the Working Group provides inputs to the development of Core Curriculum, ToT 1 and training programs targeting the IPP sub-projects Later, the focus of the work is on the scaling up and enabling the further development of the Core Curriculum and its usage in educational institutions in Vietnam.
5. Curriculum Advisory Board. IPP will provide world class training and coaching to its subprojects. This means that the Core Curriculum and IPP's training programs must be of top quality. Scaling up the innovation and entrepreneurship training in Vietnam also requires world class content and frameworks. IPP will use inputs from a team of international top experts from respected international universities to evaluate and guide the strategic choices related to the content, pedagogy and operational models related to the Core Curriculum and IPP's training programs. Advisory Board members will also contribute to the work of the Curriculum Working Group by bringing in optional ideas and inputs.

This assignment is to coordinate and execute actions that will make sure the content and quality of IPP's Core Curriculum, Training of Trainers program ToT 1, Fast Track program and Curriculum Advisory Board is world class. The quality of IPP's offering depends heavily on the quality and effectiveness of the people who develop and implement different parts of the capacity building. Thus, this assignment involves lot of networking and partnership building with educators, experts, training programs, investors and other potential contributors and collaborators.

2. Objective

The overall objective of this consultancy and the work of the short term consultant (STC) is to support IPP's capacity building and fundraising efforts with quality assurance and by ensuring the smooth linkages between different capacity building activities and people involved. The key people involved in capacity building include IPP's experts and management, number of international and local short term consultants, as well as contributors and partners who will provide their expertise and services for free.

3. Description of Work

The international STC will work as a strategy level adviser on risk funding and coordinator of different elements related to IPP's capacity building. He/she finds potential candidates to become resources and collaborators with IPP in the mentioned activities.

Duties will include, but are not be limited to:

- Monitor and advise IPP management and staff, and external experts, on the quality of all elements and activities related to IPP's fundraising and capacity building
- Ensure effective information and knowledge exchange between the different individuals, teams and activities related to IPP's capacity building
- Find candidates for Curriculum/Capacity Building Advisory Board, suggest them to IPP management and coordinate the process of ensuring that the chosen candidates decide to get involved with IPP
- Find candidates from Vietnamese and international investors for partnerships with IPP. These partnerships are related to capacity building related activities, such as coaching the sub-project teams, and to helping subprojects to find potential investors
- Execute additional tasks agreed with IPP management

4. Methodology

The STC executes tasks given by and agreed with the IPP Management monthly basis. STC documents his/her plans and activities by storing the related documents in IPP's document management system for shared access with IPP team. The following list includes examples of working documents that STC will be responsible for. He/she will keep the documents up-to-date to enable proper process management and information sharing in activities related to capacity building and networking aspects:

- Status and quality of IPP's capacity building activities and content
- Status and quality of information sharing between the different individuals, teams and activities related to IPP's capacity building
- Curriculum Advisory Board status to list the candidates for Curriculum/Capacity Building Advisory Board with SWOT of each candidate (before starting the Board), and detailed plans and status of activities related to involvement of the Curriculum/CB Advisory Board members
- Status of IPP's network of potential partner investors including information about potential partners and status of the relationship with both the potential partners and those who already have agreed about partnership with IPP

5. Outcome

The assignment is expected to have the outcome as follows:

1. IPP's capacity building activities and contents create a holistic package of exceptional quality.
2. Individuals, teams and activities related to IPP's capacity building are all connected and they have developed content, structures and operations that compliment each other.

3. IPP has a Curriculum/CB Advisory Board whose members are top experts in innovation and entrepreneurship training and who represent internationally respected universities.
4. IPP has a strong network of Vietnamese and international investors who are willing to coach the teams of IPP's sub-projects and who are interested in investing to them.
5. Other potential outcomes will be agreed between STC and IPP Management.

6. Profile of International Short-Term Consultant

The Short-Term Consultant (STC) will meet the following requirements:

- Qualifications: The International STC is expected to possess a university degree or higher qualifications in innovation management, entrepreneurship or other field applicable for this assignment.
- Expertise: STC must have expertise in one or more international business and technology sectors.
- Experience: He/she must have at least 10 years of working experience in working on public and/or private sector business development, R&D and innovation, entrepreneurship and innovation training, and related support activities both in Vietnam and in at least one developed country. The STC shall have a demonstrated experience both inside and outside of Vietnam on venture capital, start-up funding, training both innovation and entrepreneurship, both private and public innovation support mechanisms, and startup incubation and business acceleration services. The STC shall have good connections to investors who are potentially interested in investing to Vietnamese new innovative high growth companies.
- Language: Excellent command of English and report writing skills are required. Command of simple Vietnamese is an asset.

7. Duration and Reporting

The assignment will start on 1.5.2015 and finish by 31.12.2015. The total workload during this time frame is up to 4 person months which equals to 84 working days.

The STC will agree a monthly work plan and present the monthly outcomes with a written report to IPP management. In addition, STC will keep the working documents related to his/her tasks up-to-date as described in Chapter 4 Methodology.

8. Team

The STC will work under the supervision of the CTA and PD of the Programme. The IPP Management, including CTA, PD and other persons, will define monthly the main tasks and inputs/outputs for STC for the forthcoming month.

The STC is expected to use his/her own laptop, mobile phone and other related devices to carry out the assignment.

STC is expected to work independently but in close cooperation with IPP staff and people involved with IPP's capacity building development and execution. The members of the IPP team will provide support and assistance as requested.



TERMS OF REFERENCE

International Short Term Consultant for Delivering Training of Trainers 1 (ToT1)

1. Background and Framework for the Assignment

Innovation Partnership Program (IPP) is an Official Development Assistance (ODA) program financed jointly by the Governments of Vietnam and Finland. IPP is in its second phase running through 2014-2018.

IPP supports Vietnam's overall goal of becoming an industrialized middle-income knowledge economy by the year 2020. The program objective is to boost sustainable economic growth in Vietnam through the increased production and export of innovative products and services. IPP aims to execute exemplary actions to show open and transparent methodologies for supporting young companies and for supporting the developers of startup incubators, business accelerators and other types of sustainable innovation supporter entities needed in Vietnam.

IPP launched in the beginning of April 2015 a call for proposals for the IPP Innovation Accelerator. At the call, IPP launched two schemes for supporting so called IPP sub-projects:

IPP Innovation Accelerator for New Innovative High Growth Company Projects to develop products or services targeting to international markets,

IPP Innovation Accelerator (including a resourcing grant and other forms of support) for Innovation System Development Projects to develop new innovative support (different types of mechanisms, services, programs or schemes) for new innovative high growth companies.

To respond the broader Innovation and Entrepreneurship (I&E) training needs in Vietnam as well as to ensure the growth and success of its sub-projects, IPP will develop and run the following items and activities in 2015:

Core Curriculum Development. Core Curriculum on Innovation and Entrepreneurship (CC) is to be developed in the IPP to be later scaled to local universities as a open source curriculum. The CC will be a World-Class Product focusing on the creation and scaling up of new innovative high-growth companies, like those supported by

IPP2. The detailed syllabus and objectives will be drafted and developed by a team of Curriculum Designers with inputs from the IPP2 core team, trainers and participants of IPP's training programs and later an international Curriculum Advisory Board.

Training of Trainers (ToT) program. IPP develops and runs a Training of Trainers (ToT 1) program, an eight-month practical program for training/coaching 10 next generation consultants to support project teams of high growth companies chosen to IPP Innovation Accelerator. The ToT 1 program will start with an intensive two-month training course based on a Core Curriculum designed by IPP. After two months intensive training part the trainees

will move on to coach IPP's sub-project teams, both international market oriented innovative growth company projects as well as their supporting organisations' so called innovation system development projects. After finishing the ToT 1 program, the trained young professionals will form a necessary coaching resource for other Vietnamese high-growth innovative companies, spin-offs and start-ups.

Fast Track training program. A six month long practical training and coaching program for the sub-project teams chosen to the IPP Innovation Accelerator in the Call for Proposals 2015.

The IPP developed open source CC will be a World-Class Product focusing on the creation and scaling up of new innovative high-growth companies, like those supported by IPP2. The detailed syllabus and objectives will be drafted and developed by the team of Curriculum Designers in May-June 2015.

The CC will be an "out of the box" training solution containing content and activities to facilitate the learning of key principles that are essential for the successful development of a new innovative high-growth company. The initial CC will be designed around the two-month period of IPP ToT 1, but is adaptable to other time frames (i.e. 6-month part-time, or two year Master's program) and formats (i.e. virtual, regional, or transnational).

This assignment is to prepare and deliver the two-month intensive ToT 1 training based on the CC, simultaneously providing input for further curriculum and training module development in light of training experience and feedback. The international short term experts will work closely with the Curriculum Designers and the IPP2 Core Team.

2. Objective

The overall objective of the consultancy is to support IPP2 management in preparing and delivering quality I&E training for 10 future Vietnamese innovation champions (consultants for private sector), who will first serve the training needs of upcoming IPP sub-projects and later those of other innovative high-growth Vietnamese startups. The training will provide practical input for IPP's CC development before it is scaled and offered to Vietnamese universities and training organisations.

3. Description of Work - Deliverables and Results

Two International Innovation Trainers will work as a team with two local senior experts. In close collaboration with the Curriculum Designers and the IPP2 core team, the Innovation Trainers will provide input to further curriculum development based on practical feedback from the ToT 1 program. Work of the international experts will be carried out in Vietnam over the course of two months in June-July, 2015.

Duties will include, but not be limited to:

Prepare and deliver training content and activities according to the CC

Coach ToT 1 trainees through experiential learning activities

Provide individual personal development coaching to ToT 1 participants on a weekly basis

Ensure that the Learning Objectives and quality of work of the ToT 1 Participants meets high standards of excellence

Conduct M&E through practical assessments, peer/coach/mentor reviews, and participant feedback

Provide continuous feedback on the CC to the Curriculum Designers and IPP2

4. Methodology

The proposed international consultants will work closely with the local senior experts, the Curriculum Designers and IPP2 during the preparation, delivery and wrap-up of the training program. The preliminary time distribution of the 84 consultancy days is as follows:

- Pre assignment briefing & work planning with NIRAS and PMU (2 days)
- Kick Off with key stakeholders (1 day)
- Revision of work plan, logistics (1 day)
- Course preparation (10 days)
- Delivery of training course (60 days)
- Discussions, workshop and report on Input to core curriculum, training modules and future ToT training (5 days)
- Debriefing with key stakeholders (1 days)
- Travel days (4)

5. Profile of International Short-Term Consultant

The Short-Term Consultants (STC) will meet the following requirements:

At least Bachelor's degree from internationally accredited university in relevant or related domain

10-15 years of practical work experience in relevant domains

Ability to communicate fluently in English.

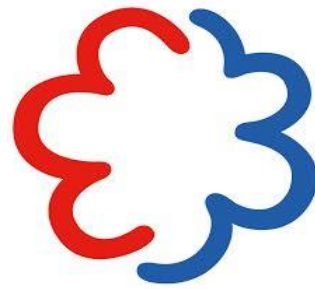
6. Duration and Reporting

The assignment is short-term based with total of 84 days. The Consultants will work together with local senior experts with similar time resource.

The team will present a short report on key input to curriculum development at a workshop / meeting to be organized for results review. The reports (written in English) shall be in MS-Office format.

7. Team

The team of experts will work under the supervision of the CTA and PD of the Programme. The STEs are expected to use his/her own laptop and other related devices to carry out the assignment. STEs are expected to work independently but in close cooperation with the local expert and the MOST as well as PMU/TA team. MOST will assist in creating contacts and negotiations with the key stakeholders, as requested. STEs are regarded as member of the programme team. The other members of the team will provide support and assistance as requested.



Innovation
Partnership
Program

Open-Source Curriculum on Innovation and Entrepreneurship

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1. Introduction to curriculum

Starting from Spring 2015, the IPP has been developing material for an open-source curriculum on innovation and entrepreneurship that focuses on the key concepts, tools and techniques for growth company generation. This curriculum is flexible and constantly evolving - it can be further developed and applied in many contexts and for different needs. So far, the IPP has tested the current curriculum content in two training programs: the 9-week Training of Trainers program and a 4-day bootcamp for startups and other teams to kick-start the IPP Innovation Accelerator Program.

The curriculum initiated in the IPP program is meant for public use and further development by organisations in Vietnam and abroad that want to conduct highly practical training programs. In 2016, the IPP will be focusing on working with Vietnamese universities and training organisations to scale up and further develop the concepts, tools and teaching methods used in the curriculum. One mechanism for this will be a Training of Trainers program specifically for university and training organisation staff. An open call for parties interested in collaboration will be organised later in 2015.

The curriculum has been tested in the Training of Trainers program and the material in this document is structured roughly according to the ToT program. It was also applied in the [IPP Innovation Accelerator Bootcamp](#) as a 4-day course for startups.

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1.1 Teaching Philosophy

Practical Experience

Theoretical knowledge is critical, but applying it is where entrepreneurship becomes reality. All sections of this curriculum will be taught using real or realistic examples followed by “out-of-the-building” experience. Whenever possible, learners will perform actual entrepreneurial activities such as Customer Discovery Interviews, Usability Testing, & Rapid Prototyping.

The goal of this practical experience is to realize the nuances of the principles we learn, and to gain the confidence to take those principles and apply them to real world situations.

Continuous improvement

Learners will be ultimately be responsible for implementing future curriculum programs and adapting it to the unique circumstances of their country, city, and community. As the ecosystem evolves, so should the curriculum. Therefore learners will continually deliver feedback towards improving and customizing the curriculum.

The last week of the program will be focused on how to address the curriculum needs of the ecosystem over the long term.

1.2 Structure of curriculum

Curriculum Themes

Some ideas are bigger than a single workshop and are illustrated and reinforced throughout the curriculum. These themes include:

- *Innovation Management* - Although any startup requires managing innovation practices, this theme deals with *Innovation Management* at the scale of enterprise companies, accelerator programs, or ecosystems in general.
- *Design Thinking* - Popularized by companies such as Adaptive Path and Ideo and heavily evangelized by the D-school at Stanford, design thinking focuses on a customer centered approach to product development. It is often called Human Centered Design and is complementary to *Lean Startup* and User Experience practices.
- *Lean Startup & Agile* - The cornerstone of modern innovation management in high risk environments. *Lean Startup & Agile* principles and practices are used throughout the program, even in regards to the curriculum design itself.
- *Ideation* - Practices related to the skill of creating large numbers of potential options prior to eliminating or refining any of them. Heavily related to Design Thinking but applied to any number of domains including *Business Model Generation* or even *Finance & Fundraising*.
- *Ecosystem Thinking* - Drawing from systems thinking, *Ecosystem Thinking* refers to adapting individual practices to a larger environments. Mainly by identifying obstacles to innovation and altering the dynamics of the ecosystem to reduce those obstacles. It may also include activities to lower the cost of innovation.
- *Business Model Generation* - Business planning in high risk environments are not conducive to long term business planning. *Business Model Generation* is a methodology which looks at 9 basic building blocks of any business model to facilitate innovation.
- *Finance & Fundraising* - Any sessions which relate to finance operations of a company including fundraising activities.
- *Marketing & Sales* - Any sessions which relate to acquiring customers at early stage company development or later growth stages.
- *Technology, Operations, & Resource Management* - Any sessions relating to technology management or establishing operational excellence.
- *Metrics & Analytics* - Specifically relating to business performance analysis including understanding experiment results or setting KPIs.
- *Leadership, Team Building & Personal Development* - Soft skills focused on the ability of learners to communicate effectively, build community, and coach others.

1.3 Curriculum Sections & Units

The curriculum is divided up into 3 Sections and 10 units.

Section 1, **Practical Tools for Disruptive Innovation**, with Units 1-6 provides a comprehensive overview on how to create a business from an idea, including how to research a market and build a product.

1. Introduction to Innovation Management
2. Ideation & Generative Market Research
3. Evaluative Market Experiments
4. Generative Product Research

5. Evaluative Product Experiments
6. B2B & Complex Sales

Section 2, **Innovation Life Cycle in Growth Companies**, with Units 7-8 covers the operational skills needed to make a startup or new venture successful beyond its initial growth phase.

7. Scaling Growth & Companies
8. Funding & Legal

The last section, **Supporting Ecosystems**, and Units 9-10, will take a step back and offer in-depth discussions on how to apply and facilitate innovation in larger organizational contexts.

9. Lean Enterprise
10. Innovation Ecosystems

1.4 Sessions - Learner's guide

There are over 50 sessions in this curriculum. Sessions workshop format with hands-on activities whenever practical to facilitate ingrained learning. Each session description contains a learner's guide:

- **Overview** - A brief description including key question(s) to be answered.
- **Skills & Tools** - A short list of skills or tools learned or emphasized during the session.
- **References** - Any applicable materials that will be used during the session or required as pre- or post-work.
- **Objectives & Key Results** - A brief summary of the key learning objective or activity.

2. Introduction to Innovation Management

Innovation Management ultimately covers both sustaining and disruptive innovation, but the focus of the curriculum is on disruptive innovation. Using themes such as *Design Thinking* (also sometimes called Human Centered Design) and *Lean Startup*, learners will go through an in depth exploration of the tools and techniques used by companies like Dropbox, Twitter, Wealthfront, and others to achieve exponential growth and market disruption.

Session	Learner's guide	Exercises and reference materials
2.1 The Marshmallow Game	<p><i>Why isn't just having an MBA good enough to run a startup?</i></p> <p>This game is a hands-on way to learn the difference between a comprehensive plan and rapid prototyping. The retrospective discussion reveals how teamwork and execution speed often beat intelligence, planning, and a diploma.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Rapid Prototyping <p>Themes</p> <ul style="list-style-type: none"> • <i>Lean Startup & Agile</i> • <i>Leadership, Team Building & Personal Development</i> <p>Objectives & Key Results</p> <p>Learners should leave the activity inspired to think and work differently.</p>	<p>Exercises</p> <p>Marshmallow Challenge</p>
2.2 Introduction to Lean Startup	<p><i>What is lean startup? What's an MVP? Are they just buzzwords?</i></p> <p>Lean Startup was born out of a need for companies to innovate within high risk environments such as changing market requirements. Following in the footsteps of its predecessor, Agile Software Development, the Lean Startup methodology aims at applying a scientific approach to innovation: Firstly identifying business assumptions and then validating and invalidating business model hypotheses.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Rapid Decision Making • Experiment Design <p>Themes</p> <ul style="list-style-type: none"> • <i>Innovation Management</i> • <i>Design Thinking</i> • <i>Lean Startup & Agile</i> • <i>Metrics & Analytics</i> • <i>Leadership, Team Building & Personal Development</i> <p>Objectives & Key Results</p> <ul style="list-style-type: none"> • Be able to identify the basic principles of <i>Lean Startup</i>. • Understand how <i>Design Thinking</i> overlaps and differs from <i>Lean Startup</i>. 	<p>Reference Materials</p> <ul style="list-style-type: none"> • Maurya, Ash, <i>Running Lean: Iterate from Plan A to a Plan That Works (Lean Series)</i>. O'Reilly Media, 2012. • Ries, Eric, <i>The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses</i>, Crown Business, 2011. • Roland, Mueller and Thoring, Katja, Design Thinking vs. Lean Startup: A Comparison of Two User-Driven Innovation Strategies, 2012 International Design Management Research Conference, 2012.
2.3 Setting Personal Program Goals	<p><i>What are the goals of the training program? What are the goals of each learner? What are their strengths and weaknesses?</i></p> <p>An important first step in creating meaningful culture within a company or community is defining - or at the very least beginning a dialogue about - the objectives and key results of that company or community. We will practice these critical skills by having each learner define their own goals for the program, and then use a 2x2 prioritization matrix as a rapid decision making tool to prioritize these goals.</p> <p>We will also discuss the importance of setting personal goals to facilitate innovation, and how individuals can transition to establishing and managing personal goals on a continuous basis.</p>	<p>Reference Materials</p> <ul style="list-style-type: none"> • Baer, Drake, Dwight Eisenhower Nailed A Major Insight About Productivity, Business Insider, 2014.

	Skills & Tools <ul style="list-style-type: none"> • 2x2 Prioritization Matrix • Professional Development & Establishing Goals • Peer-to-Peer Coaching • Rapid Decision Making Themes <ul style="list-style-type: none"> • <i>Metrics & Analytics</i> • <i>Leadership, Team Building & Personal Development</i> • Objectives & Key Results <ul style="list-style-type: none"> • Develop a priority backlog of personal goals to achieve during the training program. 	
2.4 Experiment Design Basics & The Real Book	<p><i>What is an experiment in the context of a business? What's the difference between a concierge test and a Wizard of Oz test?</i></p> <p>This session will cover a high level overview of different experiment types designed to explore - and ultimately validate or invalidate - different aspects of the business model. It will also serve as an overview of the first month.</p> <p>We will discuss detailed examples to understand the relationships and differences between qualitative vs. quantitative, product vs. market, and generative research vs. evaluative experiments.</p> Skills & Tools <ul style="list-style-type: none"> • Experiment Design • Research Design • Qualitative vs Quantitative Data • Generative vs Evaluative Data • Market vs Product Themes <ul style="list-style-type: none"> • <i>Lean Startup & Agile</i> • <i>Metrics & Analytics</i> • Objectives & Key Results <p>Be able to explain the different quadrants of the Real Book.</p>	Reference Materials <ul style="list-style-type: none"> • Kromer, Tristan, Stupid Debates: Qualitative vs. Quantitative, GrasshopperHerder, 2014. • Kromer, Tristan, <i>The Unofficial Startup Real Book</i>, forthcoming, 2015.

3. Ideation & Generative Market Research

Creating a huge volume ideas is the first step in creating disruption. This section will cover idea generation techniques and out-of-the-building research techniques to find an early adopter market segment for those ideas with potential.

Session	Learner's guide	Exercises and reference materials
3.1 Business Model Generation	<p><i>What are the building blocks of a business model? Why isn't a business plan good enough?</i></p> <p>In this section we will discuss how startups use business models to drive innovation. We will consider how uses of a business model differ between startups seeking product/market fit, and a larger corporation which has already found it. We will go over how to fill out a business model</p>	Reference Materials <p>Osterwalder, Alexander, Pigneur, Yves, <i>Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers</i>, John Wiley and</p>

	<p>canvas, how to identify risk in our business, and how to prioritize our tasks based on our business assumptions. We will then translate this theory into designing practical experiments that drive progress on your business models. Finally, we will discuss pivots, and how to change the direction of your business while staying true to your vision.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Designing Business Models • Crafting Unique Value Propositions • Business Model Risk Analysis • Decision making for pivot or persevere <p>Themes</p> <ul style="list-style-type: none"> • <i>Lean Startup & Agile</i> • Ideation • <i>Business Model Generation</i> <p>Objectives & Key Results</p> <ul style="list-style-type: none"> • Be able to create a well structured Business Model Canvas and use it to identify key business risks. 	<p>Sons, 2010.</p>
3.2 Customer Segmentation & Personas	<p><i>Who is the early adopter? What is a psychographic? Why aren't demographics enough?</i></p> <p>Demographics used to be the marketer's only tool, but they are insufficient for early stage customer discovery and almost useless for designing user experience. Customer personas are artifacts used to generate an intense focus on early adopters as well as empathy with the end user. In this session, we will learn how to identify early customers through segmentation and customer personas.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Identify Early Adopter Customer Segments • Create Customer Personas <p>Themes</p> <ul style="list-style-type: none"> • <i>Design Thinking</i> • <i>Ideation</i> <p>Objectives & Key Results</p> <p>Be able to generate a hypothesis of an early adopter segment and detail it sufficiently for customer discovery research.</p>	<p>Reference Materials</p> <ul style="list-style-type: none"> • Method Cards, How to Use an Empathy Map, Stanford d.School. • Morelli, Spike, A Comprehensive Guide to Develop Your Customer Persona and Zoom in On Your Market, SpikeLab, 2014.
3.3 Channel Discovery Basics	<p><i>Where can we find the early adopters? How do we use the customer persona?</i></p> <p>Customer personas serve as the basis for developing early marketing channels. In this session, we will begin by discussing common channels for customer personas, and transition into prioritizing these channels for our own customer development needs.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Use Customer Personas to Generate Channel Hypotheses • Develop Channels for Early Customers <p>Themes</p> <ul style="list-style-type: none"> • <i>Design Thinking</i> • <i>Ideation</i> • <i>Marketing & Sales</i> 	<p>Reference Materials</p> <ul style="list-style-type: none"> • Evanish, Jason, 95 Ways to Find Your First Customers for Customer Development or Your First Sale, JasonEvanish, 2013. • Maurya, Ash, The Fallacy of Customer Development, LeanStack, 2011.

	Objectives & Key Results Ideate channel ideas and be able to prioritize them on a 2x2 matrix.	
3.4 Customer Discovery Interviews	<p><i>What's the difference between a discovery interview and sales? How can I get the most value out of a customer interview?</i></p> <p>Interviewing potential and actual customers can be intimidating, and when done poorly, can result in a false positive bias. This in turn leads us down the path of building bad products or services that no one wants. Customer Discovery Interviews are meant to help identify potential customers and users for your business by talking to real people. In this session, we will both the design and execution aspects of Customer Discovery Interviews.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Preparing an Interview Guide • Finding Channels for Customer Interviews • Customer Interview Technique • Reading Body Language • Note Taking Technique <p>Themes</p> <ul style="list-style-type: none"> • <i>Design Thinking</i> • <i>Lean Startup & Agile</i> • <i>Ideation</i> • <i>Marketing & Sales</i> <p>Objectives & Key Results</p> <p>% of learners completing live customer discovery interviews</p>	<p>Reference Materials</p> <p>Fitzpatrick, Rob, <i>The Mom Test: How to Talk to Customers & Learn if Your Business is a Good Idea When Everyone is Lying to You</i>, CreateSpace. 2013</p> <p>Exercises</p> <p>Interview Warm-up Exercise</p> <p>Fieldwork Customer Interview</p>
3.5 Debriefing Customer Discovery Interviews & Retrospective	<p><i>How can a small number of interviews result in insights? How can qualitative data be interpreted and summarized?</i></p> <p>Once the interviews are finished, the qualitative data must be turned into actionable insight. In this session, we will explore methods for finding patterns that will be used on the actual learners trainee's interview results. A retrospective will help illustrate ways to improve interview and note taking techniques.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Cluster Sorting & Pattern Matching • Debriefing Technique • Retrospective Facilitation <p>Themes</p> <ul style="list-style-type: none"> • <i>Design Thinking</i> • <i>Lean Startup & Agile</i> • <i>Metrics & Analytics</i> <p>Objectives & Key Results</p> <ul style="list-style-type: none"> • % of learners able to identify at least one area for improvement in their interview technique. 	<p>Reference Materials</p> <ul style="list-style-type: none"> • Alvarez, Cindy, Customer Development Interviews How-to: What You Should Be Learning, CindyAlvarez. 2010. • Fitzpatrick, Rob, <i>The Mom Test: How to Talk to Customers & Learn if Your Business is a Good Idea When Everyone is Lying to You</i>, CreateSpace. 2013 <p>Exercises</p> <p>Updating Personas Exercise</p>
3.6 Survey Design	<p><i>What makes a great survey? What makes a bad one? When should surveys be used?</i></p> <p>Surveys are often over-used tools which produce questionable results likely to lead to poor performing products. In this session, Learners will construct valid surveys and go over</p>	<p>Reference Materials</p> <ul style="list-style-type: none"> • Rea, Louis and Parker, Richard, <i>Designing and Conducting Survey Research: A</i>

	<p>several examples of poorly constructed surveys to avoid common pitfalls.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Designing Valid Surveys Analyzing Survey Results <p>Themes</p> <ul style="list-style-type: none"> <i>Lean Startup & Agile</i> <i>Metrics & Analytics</i> <p>Objectives & Key Results</p> <p>Construct a valid survey for obtaining market and customer information.</p>	<p><i>Comprehensive Guide</i>, Jossey-Bass, 2005.</p> <ul style="list-style-type: none"> Mike Kuniavsky, <i>Observing the User Experience: A Practitioner's Guide to User Research</i>, 2003. <p>Exercises</p> <p>Survey Design Exercise</p>
3.7 Customer Relationships	<p><i>What's the best way to follow up with customer discovery interviews? Is follow up important?</i></p> <p>Early adopter customers can be hard to find and shouldn't be left to forget by the entrepreneur and the product. A simple follow up can build relationships and community among early adopters and create evangelists. In this session, we will cover effective customer communication techniques and tools to help build customer relationships when talking to more than one customer at the same time.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Writing Good Emails Designing Drip Marketing Campaigns Implementing Customer Relationship Management Tools <p>Themes</p> <ul style="list-style-type: none"> <i>Design Thinking</i> <i>Marketing & Sales</i> <p>Objectives & Key Results</p> <p>Construct a customer relationship by building a drip campaign.</p>	<p>Reference Materials</p> <ul style="list-style-type: none"> Rudick, Marilynne and O'Flahavan, Leslie, <i>Clear, Correct, Concise E-Mail: A Writing Workbook for Customer Service Agents</i>, E-WRITE, 2002. Wise, Andrew, The 3 & 5 of Winning Drip Marketing Campaigns, LinkedIn Pulse, 2014. <p>Customer Persona & Market Segmentation</p>

4. Evaluative Market Experiments

Once an early adopter market segment has been identified, it must be validated. Many startups such as the Segway and Color have created “great” products only to find that their vision of mass market adoption has been a hallucination. This section will cover techniques to reduce market risk by validating market demand before building a product.

Session	Learner's guide	Exercises and reference materials
4.1 Value Proposition Testing: Landing Pages	<p><i>Does anyone want our product? If we built it, will customers come?</i></p> <p>Using landing pages to validate market demand prior to building a product has been a keystone of many disruptive companies such as Dropbox. In this session, we will learn how to practically implement a landing page using existing tools within a matter of minutes.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Landing Page Design & Tools A/B Testing Different Value Propositions Call to Action Design <p>Themes</p> <ul style="list-style-type: none"> Design Thinking Lean Startup & Agile Ideation Marketing & Sales <p>Objectives & Key Results</p> <p>Create landing pages and test for most effective value proposition message and call to action.</p>	<p>Reference Materials</p> <ul style="list-style-type: none"> Page, Rich, Why Your Unique Value Proposition is Killing Your Landing Page Conversions and How to Fix It, Unbounce. 2014 Osterwalder, Alexander et al., <i>Value Proposition Design: How to Create Products and Services Customers Want</i>, Wiley, 2015. <p>Exercise:</p> <p>Landing Page Design</p>
4.2 Comprehension Testing	<p><i>Is the landing page conversion rate low because the users don't want it? Or because they don't understand it?</i></p> <p>Comprehension tests are simple ways to improve the efficacy of landing page tests. learners will conduct a live test in under one hour. In this session, we will gain hands-on understanding on the importance of before testing customer commitment, test customer comprehension.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Comprehension Testing <p>Themes</p> <ul style="list-style-type: none"> Design Thinking Lean Startup & Agile Marketing & Sales <p>Objectives & Key Results</p> <p>% of learners able to perform a Comprehension test in one hour.</p>	<p>Reference Materials</p> <ul style="list-style-type: none"> Kromer, Tristan, Comprehension vs Commitment, GrasshopperHerder, 2015. Kromer, Tristan, <i>The Unofficial Startup Real Book</i>, forthcoming, 2015.
4.3 Value Proposition Design	<p><i>What gains are we creating for the customer? What pains are we relieving for the customer?</i></p> <p>Creating a compelling product or service for the customer starts by creating a compelling value proposition. A product or service can hold no meaning if it is not well understood why the customer needs it in the first place. In this session, we will learn</p>	<p>Reference Materials</p> <p>Osterwalder, Alexander et al., <i>Value Proposition Design: How to Create Products and Services Customers Want</i>, Wiley,</p>

	<p>about the different parts of creating a value proposition design.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Value Proposition Design Value Proposition Canvas <p>Themes</p> <ul style="list-style-type: none"> <i>Design Thinking</i> <i>Lean Startup & Agile</i> <i>Ideation</i> <i>Business Model Generation</i> <p>Objectives & Key Results</p> <p>Be able to clearly define a Value Proposition using the “Jobs to be Done”, 6-up Value Prop Sketches, or Value Proposition Canvas.</p>	2015.
4.4 UI Sketching & Design Charrettes	<p><i>How can we build and experiment faster? How can we avoid spending days coming up with new designs?</i></p> <p>Sketches are used to come up with ideas quickly and share with other people -- including customers. In this session, we will learn various user interface sketching techniques and tools that can be done individually or together as a design group.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Wireframing UI Sketching Conventions UI Mockup Tools Rapid Decision Making <p>Themes</p> <ul style="list-style-type: none"> <i>Design Thinking</i> <i>Ideation</i> <p>Objectives & Key Results</p> <p>Be able to create three distinct design concepts in 15 minutes.</p>	<p>Reference Materials</p> <ul style="list-style-type: none"> DevTips, UI Sketching Conventions, DevTips, 2014. Halley, Lane, <i>How to Draw Quick</i>, Useful UI Sketches, SlideShare, 2013. Lennertz, Bill and Lutzenhiser, Aarin, <i>The Charrette Handbook</i>, APA Planners, 2006.
4.5 Market Sizing with Google Keywords	<p><i>How viable is our new idea? Can we quickly figure out how large is the market for our new idea?</i></p> <p>Finding keyword search volumes through Google offers us a great starting point for figuring out customer demand for a solution or prevalence of a problem. In this session, we will go over the process of using past Google searches as a data mining resource for estimating market size.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Google Keywords Research Keyword Analysis Market Sizing <p>Themes</p> <ul style="list-style-type: none"> <i>Ideation</i> <i>Marketing & Sales</i> <i>Metrics & Analytics</i> <p>Objectives & Key Results</p> <ul style="list-style-type: none"> Be able to estimate market size through Google Keyword Tool. 	<p>Reference Materials</p> <ul style="list-style-type: none"> 30-Minute Market Sizing: How To Gauge Your Business Idea Using Free Tools Online, LessGuide, 2013. Dwyer, Paul, Using Google Keyword Planner to Estimate Market Size, Artistic Analytics, 2013.
4.6 Facebook	<p><i>Can we figure out how big our market is through Facebook? Is</i></p>	<p>Reference Materials</p>

Advertising Basics	<p><i>Facebook a good channel to find and sell to our customers?</i></p> <p>Practical use of Facebook can eliminate large amounts of risk around market uncertainty. This session will go through the practical steps required to validate Facebook as a potential marketing channel.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Facebook Advertising & Tools Market Sizing <p>Themes</p> <ul style="list-style-type: none"> Ideation Marketing & Sales Metrics & Analytics <p>Objectives & Key Results</p> <ul style="list-style-type: none"> Be able to implement a basic Facebook advertising campaign based on a customer persona and value proposition design. 	<ul style="list-style-type: none"> Dwyer, Paul, Using the Facebook Ad Tool to Estimate Market Size, Artistic Analytics, 2013. Marshall, Perry, et al., <i>Ultimate Guide to Facebook Advertising: How to Access 1 Billion Potential Customers in 10 Minutes</i>, Entrepreneur Press, 2014.
4.7 Analyzing Landing Page Results & Basic Statistics	<p><i>Was our landing page good? The conversion rate is 10%, is that enough?</i></p> <p>First time entrepreneurs lack any benchmarks of instincts about what a good result looks like. They also fall into first time traps such as a poor understanding of how to calculate Margin of Error. With a few simple tools, these traps can be avoided.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Statistics <p>Themes</p> <ul style="list-style-type: none"> Lean Startup & Agile Marketing & Sales Metrics & Analytics <p>Objectives & Key Results</p> <p>Be able to analyze landing page results with statistical certainty.</p>	<p>Reference Materials</p> <ul style="list-style-type: none"> Groebner, David and Shannon, Patrick, <i>Business Statistics</i>, Pearson, 2013. Miller, Jon, Landing Page Testing – The Ultimate Guide To Test Statistics, Marketo, 2007. Understanding Statistics Before Landing Page Optimization, bytfeive, 2012.
4.8 Value Proposition Tests: Crowdfunding, Pocket, Sales, Events	<p><i>Is a landing page test sufficient? Are there other ways to validate my service or mobile app?</i></p> <p>There are many ways to test value proposition including Crowdfunding, Pocket tests, or a straight up Sales pitch. Raising and lowering the level of commitment required by customers can reveal hidden aspects to our value proposition that must be considered in product design.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Experiment Design <p>Themes</p> <ul style="list-style-type: none"> Lean Startup & Agile Marketing & Sales Metrics & Analytics <p>Objectives & Key Results</p> <p>Be able to distinguish between different types of Value Proposition tests and the impact of test fidelity towards Value Proposition validity.</p>	<p>Reference Materials</p> <ul style="list-style-type: none"> Klafl, Oren, <i>Pitch Anything: An Innovative Method for Presenting, Persuading, and Winning the Deal</i>, McGraw-Hill, 2011. Thorpe, Devin, <i>Crowdfunding for Social Good: Financing Your Mark on the World</i>, CreateSpace, 2013.

5. Generative Product Research

Once the market has been validated, product development should begin. This unit covers a number of tools for creating compelling product concepts and before trying to implement the product at a large scale and high cost. By using these techniques, only the most critical product or service features will be implemented first so as to eliminate the waste of building something no one wants.

Session	Learner's guide	Exercises and reference materials
5.1 Generative Product Research Overview	<p><i>How can I create an effective solution for the market? Which product features are the most critical?</i></p> <p>These tools and techniques can reveal greater insights about the market than traditional, feature based market research techniques. Learners will learn how to gain product insights directly from users and, in some cases, co-create their product with their customers.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Contextual Inquiry <p>Themes</p> <ul style="list-style-type: none"> Design Thinking Lean Startup & Agile Ideation <p>Objectives & Key Results</p> <p>Understand and differentiate the different types of generative product research.</p>	<p>Reference Materials</p> <p>Kromer, Tristan, Stupid Debates: Qualitative vs. Quantitative, GrasshopperHerder, 2014.</p>
5.2 Solution Interviews	<p><i>How will the customer use the product? What is the most important aspect for them?</i></p> <p>Solution interviews can provide valuable qualitative data for feature development. Demoing the solution live, can reveal which elements of the solution users pay the most attention to and which features surprise and delight them.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Pitching Active listening <p>Themes</p> <ul style="list-style-type: none"> Lean Startup & Agile Ideation Marketing & Sales <p>Objectives & Key Results</p> <ul style="list-style-type: none"> Perform a solution interview with a real customer and return with actionable insight to implement a new feature or eliminate an unneeded one. 	<p>Reference Materials</p> <ul style="list-style-type: none"> (Tool) Stage: The Solution Interview, StartitUp, 2015. Wilcox, Justin, The Sales Pitch is Dead. Long Live Solution Interviews!, Customer Development Labs, 2014. <p>Solution Interview Exercise</p>
5.3 Storyboarding User Experience	<p><i>How do I start building a product or a service? What is the best way to communicate my requirements to my development team?</i></p> <p>Storyboarding is a simple replacement for overly complicated product documentation that frequently results in misunderstandings and blame regarding an ill conceived product. Using simple sketching and storyboarding techniques, Learners will learn how to convey the requirements of a solution from the customer's perspective.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Storyboarding 	<p>Reference Materials</p> <ul style="list-style-type: none"> Kromer, Tristan, Business Model Canvas for UX, TriKro, 2014. Kromer, Tristan, Product/Market Fit Storyboard, TriKro, 2014. Kromer, Tristan, Triangulating the User

	<ul style="list-style-type: none"> • Sketching Themes <ul style="list-style-type: none"> • <i>Design Thinking</i> • <i>Lean Startup & Agile</i> • <i>Ideation</i> • <i>Metrics & Analytics</i> Objectives & Key Results Construct a complete storyboard based off a popular web application and identify critical moments in the user journey.	Experience , GrasshopperHerder, 2012.
5.4 Competitor Usability	<p><i>What about our competitors? How can our product be differentiated from our competitors?</i></p> <p>Usability testing is a key user research technique for product development, but it can also be used to better understand the market and develop unique features. Learners will learn how to perform usability tests first on competitor's products and use those insights to drive product development.</p> Skills & Tools <ul style="list-style-type: none"> • Usability Testing • Competitive Analysis Themes <ul style="list-style-type: none"> • <i>Design Thinking</i> • <i>Lean Startup & Agile</i> • <i>Ideation</i> • <i>Metrics & Analytics</i> Objectives & Key Results Be able to perform competitive usability tests and identify one solvable pain point from the customer.	Reference Materials <ul style="list-style-type: none"> • Competitive Analysis, Usability Net, 2006. • Conducting a Solid UX Competitive Analysis, Danforth Media, 2014.

6. [Evaluative Product Experiments](#)

Test driven experimentation is not finished when product development begins. Actively measuring and testing product hypotheses and rigorously analyzing data is what differentiates successful companies from mediocrity. Rapid prototyping enables companies to truly use data driven product development.

Session	Learner's guide	Exercises and reference materials
6.1 Rapid Prototyping Tools	<p><i>What is the fastest way to prototype an idea? How can a non-technical person do rapid prototyping?</i></p> <p>Engineers are in high demand and waiting for one to become available is not always an option. Learners will learn a variety of tools that enable even non-technical people to develop a basic prototype with a minimal level of effort. This radically accelerates product development.</p> Skills & Tools <ul style="list-style-type: none"> • Balsamiq • Zapier • Wufoo • Mailchimp • InVision 	Reference Materials <ul style="list-style-type: none"> • Cerejo, Lyndon, Design Better And Faster With Rapid Prototyping, Smashing Magazine, 2010. • Cao, Jerry, et al., <i>The Ultimate Guide to Prototyping</i>, UXpin, 2014.

	Themes <ul style="list-style-type: none"> Lean Startup & Agile Objectives & Key Results <ul style="list-style-type: none"> Be able to construct a basic prototype using off-the-shelf tools. 	
6.2 Surveys - Net Promoter Score & Product/Market Fit	<p>Surveys are often misused, but for tracking overall product progress, two have become good benchmarks. Learners will learn how to use Net Promoter Score & Sean Ellis' famous "How Disappointed Would You Be?" survey to measure progress towards Product/Market Fit.</p> Skills & Tools <ul style="list-style-type: none"> Survey Design Product/Market Fit Testing Themes <ul style="list-style-type: none"> Metrics & Analytics Objectives & Key Results <p>Be able to calculate an NPS survey and evaluate the results.</p>	Reference Materials <ul style="list-style-type: none"> Ellis, Sean, Using Survey.io, Startup Marketing, 2015.
6.3 Product Metrics & Dashboards	<p><i>What are the most important things to measure in the product? How can we make sense of too much data?</i></p> <p>In this section, we will discuss the importance of having clear and concise metrics to measure both the progress of your product as well as the development of your customer segment(s). We will go over the differences between qualitative and quantitative metrics, and when to use each type. We will learn how to "draw a line in the sand" and design feedback systems that build momentum within your business.</p> Skills & Tools <ul style="list-style-type: none"> Statistics Fundamentals Storyboarding Dashboarding Themes <ul style="list-style-type: none"> Lean Startup & Agile Business Model Generation Metrics & Analytics Objectives & Key Results <p>% of trainees able to design an AARRR dashboard</p>	Reference Materials <ul style="list-style-type: none"> Dave McClure, November 2013, Startup Metrics for Pirates: AARRR!, Presentation from KAUST Entrepreneurship Center. Ellis, Sean and Brown Morgan, Startup Growth Engines: Case Studies of How Today's Most Successful Startups Unlock Extraordinary Growth, Sean Ellis and Morgan Brown, 2014. Sharpe, Noreen, et al., <i>Business Statistics</i>, Pearson, 2011.
6.4 Rapid Product Development for Hardware	<p><i>How can lean startup techniques be used when development can take years with a hardware product?</i></p> <p>Recent innovations in 3D printing are reducing the cost of innovation and prototyping in many industries including manufacturing and even biotech. Learners will understand how the trends in software development are repeating themselves in hardware and other industries.</p> Skills & Tools <ul style="list-style-type: none"> Hardware Product Development Rapid Prototyping Themes	Reference Materials <ul style="list-style-type: none"> Chen, Elaine, <i>Bringing a Hardware Product to Market: Navigating the Wild Ride from Concept to Mass Production</i>, CreateSpace, 2015. Ebersweiler, Cyril, The Lean Hardware Startup: Investing in

	<ul style="list-style-type: none"> Lean Startup & Agile Technology, Operations, & Resource Management Objectives & Key Results <ul style="list-style-type: none"> Understand how 3D printing lowers the cost of innovation and allows rapid iteration in hardware based products. 	Hardware Startups , TechCrunch & SlideShare, 2014.
6.5 Lean Startup for Service Development	<p><i>Can rapid prototyping and design thinking be used in service development?</i></p> <p>Learners will quickly see that they have already been using lean startup techniques in service development. Concierge testing is a commonly used way to productize a service offering. However, some business risks are different when creating a service business and must be prioritized differently.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Risk Analysis <p>Themes</p> <ul style="list-style-type: none"> Design Thinking Lean Startup & Agile <p>Objectives & Key Results</p> <p>Understand how service industry risk analysis differs from product risk.</p>	<p>Reference Materials</p> <ul style="list-style-type: none"> Gross, Bill, MVPs You Can Learn From, Lean Startup Conference 2014, 2014. The Concierge Minimum Viable Product Maximizes Customer Learning, MVP Builders, 2012.
6.6 Network Effects & Two Sided Markets	<p><i>How can rapid prototyping be used when network effects dominate the market? How can they be used in a two-sided marketplace?</i></p> <p>Network and marketplaces present unique challenges to product development and risks need to be analyzed differently. Dependencies in two-sided markets can be analyzed and tests designed to eliminate the “chicken and egg” risk.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Lean Thinking Risk Analysis <p>Themes</p> <ul style="list-style-type: none"> Design Thinking Lean Startup & Agile <p>Objectives & Key Results</p> <p>Determine point of entry in a two sided market and design an alternative value proposition.</p>	<p>Reference Materials</p> <ul style="list-style-type: none"> Eisenmann, Thomas, et al., Strategies for Two-Sided Markets, Harvard Business Review, 2006. Customer Development: Lean Startup Methods in a Multi-Sided Market?, Quora, 2014.
6.7 Designing & Measuring Viral Loops	<p><i>How does a product “go viral?” How can virality be optimized?</i></p> <p>“Going viral” is not a marketing plan or recipe for success, but it is a product development decision. Certain products are viral by nature, some are manufactured, but all can be measured and optimized for growth.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Product Design Statistics Spreadsheets <p>Themes</p> <ul style="list-style-type: none"> Design Thinking Lean Startup & Agile 	<p>Reference Materials</p> <ul style="list-style-type: none"> Quint, Jamie, Retention is King, AndrewChen, 2014. Ries, Eric, <i>The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses</i>, Crown Business, 2011.

	<ul style="list-style-type: none"> • <i>Business Model Generation</i> • <i>Marketing & Sales</i> • <i>Metrics & Analytics</i> <p>Objectives & Key Results Calculate viral coefficient given a data set and decide on an aspect to optimize.</p>	
6.8 Designing Habit Forming Products	<p><i>Why is Facebook so addictive? How can we design products to be habitual?</i></p> <p>Habits like gambling or good dental hygiene and addictive products like Twitter can be analyzed using the same framework. Using the Hooked Model by Nir Eyal, Learners will analyzing existing business which are used so often they become a habit.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Product Design <p>Themes</p> <ul style="list-style-type: none"> • <i>Design Thinking</i> • <i>Metrics & Analytics</i> <p>Objectives & Key Results Design a habit using the Hooked model.</p>	<p>Reference Materials</p> <ul style="list-style-type: none"> • Eyal, Nir and Hoover, Ryan, <i>Hooked: How to Build Habit-Forming Products</i>, Portfolio, 2014.
6.9 Basic Financial Modeling	<p><i>How many users do we need to break even? What is the lifetime value of our customer?</i></p> <p>Every entrepreneur needs to understand how to make a basic financial model of their business. Learners will learn the most important elements to model for a number of common business types.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Financial modeling <p>Themes</p> <ul style="list-style-type: none"> • <i>Finance & Fundraising</i> • <i>Metrics & Analytics</i> <p>Objectives & Key Results Design a spreadsheet to predict basic financial information such as break even point.</p>	<p>Reference Materials</p> <ul style="list-style-type: none"> • Carroll, Matthew, Where Can Web startups Learn About Financial Modeling That Accounts for the Important Metrics and Costs?, Quora, 2015.

7. B2B & Complex Sales

Complex sales, where multiple stakeholders must agree to purchase or use a product, and vastly different for simple sales such as for a consumer application. Long sales cycles and complex bidding practices such as RFPs used by government agencies make applying rapid prototyping and lean startup a challenge. This unit will examine ways to break long sales cycles into smaller discrete elements which can be experimented with and optimized.

Session	Learner's guide	Exercises and reference materials
7.1 Complex Customer Personas	<i>Who is my customer? Why didn't the sale get approval from the purchasing department?</i>	<p>Reference Materials</p> <p>Kromer, Tristan,</p>

and Buyer Types	<p>When dealing with large organizations, multiple stakeholders may be present. Understanding the different buyer types such as Economic Buyers, Technical Buyers, Evangelists, & Users can mean the difference between a win and a loss.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Customer Segmentation <p>Themes</p> <ul style="list-style-type: none"> Design Thinking Ideation Marketing & Sales <p>Objectives & Key Results</p> <ul style="list-style-type: none"> Create distinct customer personas for a complex sale. 	<p>Untangling B2B Sales Goals, GrasshopperHerder, 2015.</p>
7.2 B2B & Complex Value Proposition Design	<p><i>If there are multiple stakeholders, are there multiple value propositions?</i></p> <p>While the basics of value proposition design are consistent, they must be adapted to a complex sales in a B2B environment. Even when the value proposition is a clear ROI, relationships must be considered a part of the value proposition.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Value Proposition Design <p>Themes</p> <ul style="list-style-type: none"> Design Thinking Ideation Marketing & Sales <p>Objectives & Key Results</p> <ul style="list-style-type: none"> Distinguish value propositions for different buyer types. 	<p>Reference Materials</p> <p>Osterwalder, Alexander et al., <i>Value Proposition Design: How to Create Products and Services Customers Want</i>, Wiley, 2015.</p>
7.3 Complex Sales Mapping	<p><i>What is the next step to move a sale forward? When should the demo occur? When should the proposal be sent?</i></p> <p>Sales funnels are ideal for a mature business that understands their customer and the sales process. However, early stage companies dealing with complex sales may not know the buyer's process and how to interact with it.</p> <p>Sales mapping allows for a flexible approach based in customer discovery that can eventually be used to formalize the sales process and scale to channels.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Sales mapping <p>Themes</p> <ul style="list-style-type: none"> Lean Startup & Agile Marketing & Sales <p>Objectives & Key Results</p> <p>Create a complex sales map that another mentor can successfully interpret.</p>	<p>Reference Materials</p> <ul style="list-style-type: none"> Kromer, Tristan, Untangling B2B Sales Goals, GrasshopperHerder, 2015. Sambucci, Scott, The Sales Model Canvas, SalesQualia, 2014.
7.4 Networking Skills	<p><i>How meetings, conventions, and other networking events be turned into sales opportunities?</i></p> <p>Networking is a critical skill for anyone, but entrepreneurs most of all. Networking enables new contacts who may become clients, or even investors. Learners will learn the basics of networking skills as well as how to adapt to foreign cultures.</p> <p>Skills & Tools</p>	<p>Reference Materials</p> <ul style="list-style-type: none"> Lowndes, Leil, <i>How to Talk to Anyone: 92 Little Tricks for Big Success in Relationships</i>, McGraw-Hill, 2003.

	<ul style="list-style-type: none"> Active listening Cultural sensitivity Themes <ul style="list-style-type: none"> Marketing & Sales Leadership, Team Building & Personal Development Objectives & Key Results Be able to open a conversation, qualify the target, and close the conversation.	
7.5 Channel Development: LinkedIn & Cold Emailing	<p><i>If I don't have the right industry contacts, how can I develop them? How do I start from nothing?</i></p> <p>Sometimes entrepreneurs have to start from the beginning and develop sales leads based on no prior connections. Using tools such as LinkedIn to navigate the mentor's social network, new connections can be made. Sometimes, even a cold outreach can result in a new contact.</p> Skills & Tools <ul style="list-style-type: none"> Email writing LinkedIn navigation Themes <ul style="list-style-type: none"> Marketing & Sales Objectives & Key Results Create a cold email template and identify potential sales targets via LinkedIn	Reference Materials
7.6 Sales Training	<p><i>How do I know if the sale is going well? What if I don't hear back from the client? How can I move the sale forward?</i></p> <p>All customer discovery skills learned so far won't close a sale. At some point, active listening and discovery of a customer's problems must result in a well crafted sales call. Learners must learn how to transition from active listening to presenting a solution customer tailored to the customer's needs.</p> Skills & Tools <ul style="list-style-type: none"> Customer discovery technique Sales technique Themes <ul style="list-style-type: none"> Lean Startup & Agile Marketing & Sales Metrics & Analytics Objectives & Key Results Prepare for a sales call with clear sales goals.	Reference Materials <ul style="list-style-type: none"> SPIN Selling by Neil Rackham

8. Scaling Growth & Companies

Once a company has found Product / Market Fit, it's time to start scaling. Companies must acquire more customers and also grow their infrastructure and capabilities while maintaining the core skills of experimentation and rapid learning that enabled them to succeed thus far.

Session	Learner's guide	Exercises and reference materials
8.1 Scrum Training	When requirements and market direction are always changing,	Reference Materials

	<p><i>how can product teams adapt?</i></p> <p>Scrum is a proven software development methodology with applications far beyond just software. Learners will learn how Scrum can be applied and familiarize themselves with how modern companies run project management.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Standup facilitation • Burndown calculations • Retrospective facilitation <p>Themes</p> <ul style="list-style-type: none"> • <i>Lean Startup & Agile</i> • <i>Technology, Operations, & Resource Management</i> • <i>Technology, Operations, & Resource Management</i> • <i>Leadership, Team Building & Personal Development</i> <p>Objectives & Key Results</p> <p>% of trainees able to facilitate the following types of SCRUM activities: Daily Standup, Sprint Review, Retrospective Meeting</p>	<ul style="list-style-type: none"> • Extreme Programming Explained by Kent Beck • Scrum Alliance • Books f/ Tristan • Agile Manifesto
8.2 Scaling Engineering Operations	<p><i>How does a large company leverage vast engineering resources without becoming unwieldy and stuck in waterfall development practices?</i></p> <p>Trainees will explore some advanced engineering practices not covered by Scrum such as set based product development and concurrent engineering practices.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Options thinking <p>Themes</p> <ul style="list-style-type: none"> • <i>Innovation Management</i> • <i>Lean Startup & Agile</i> • <i>Technology, Operations, & Resource Management</i> <p>Objectives & Key Results</p> <p>Understand when to apply set based engineering and the potential benefits.</p>	<p>Reference Materials</p> <ul style="list-style-type: none"> • Lean Software Development by Mary Poppendieck
8.3 Scaling Product Management	<p><i>How can several product managers coordinate their activities, even when they are working on the same product?</i></p> <p>Using Hypothesis Driven Development is easy when there is only one product manager in a small team. At scale, various difficulties emerge including keeping experiments from influencing each other and establishing “swim lanes” to prevent products from clashing. All of this must be done without causing too much political thinking and internal competitive behavior which can hinder teamwork.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Scrum of scrum facilitation • Cost of delay calculation • Trello <p>Themes</p> <ul style="list-style-type: none"> • <i>Innovation Management</i> • <i>Lean Startup & Agile</i> • <i>Technology, Operations, & Resource Management</i> • <i>Leadership, Team Building & Personal Development</i> <p>Objectives & Key Results</p> <p>Implement Hypothesis Driven Development in a standard project</p>	<p>Reference Materials</p>

	management solution.	
8.4 Engines of Growth	<p><i>What is the best way to scale customer acquisition?</i></p> <p>Eric Ries identifies three main engines of growth that all companies rely upon. Learners will examine paid, sticky, and viral engines of growth and determine how they interact with one another.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> For every user coming into your site, how many friends do they bring? Build iterative models to measure factors of viral growth <p>Themes</p> <ul style="list-style-type: none"> Marketing & Sales Metrics & Analytics <p>Objectives & Key Results</p> <p>Identify the engines of growth from several example companies.</p>	<p>Reference Materials</p> <ul style="list-style-type: none"> The Lean Startup by Eric Ries
8.5 Financial Modeling for Growth	<p><i>How can engines of growth be model into a financial spreadsheet?</i></p> <p>We will review different methods for measuring the value of a startup by examining both top-down and bottom-up forecasting methods. We will also, different approaches for modeling both revenue and cost along with a brief overview of the three main financial statements. And finally, we review financial metrics unique to subscription-oriented business model designs.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Bottom-Up vs Top-Down Forecasting Revenue Model Selection Cost Model Selection Income Statements, Balance Sheets, Cash Flow Statements SaaS Metrics <p>Themes</p> <ul style="list-style-type: none"> Business Model Generation Finance & Fundraising Metrics & Analytics <p>Objectives & Key Results</p> <p>% of trainees able to build a financial (growth) model for one of the hackathon startup ideas</p>	<p>Reference Materials</p>
8.6 Crossing the Chasm - Reaching the Majority	<p><i>How does a company move from early adopters to the majority when their needs are so different?</i></p> <p>By understanding Geoffrey Moore's work on moving beyond early adopters to the mass market, we will go over product experiment techniques that enable us to make intelligent choices when dealing with positioning, channels, and pricing.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Target Market Selection: Visionaries vs. Pragmatists Product Positioning Marketing Strategy & Messaging Maps Channel Selection Pricing Selection <p>Themes</p>	<p>Reference Materials</p> <ul style="list-style-type: none"> Crossing the Chasm by Geoffrey Moore

	<ul style="list-style-type: none"> • <i>Design Thinking</i> • <i>Lean Startup & Agile</i> • <i>Business Model Generation</i> • <i>Marketing & Sales</i> • <i>Metrics & Analytics</i> <p>Objectives & Key Results % of trainees developing separate customer personas for both an early adopter archetype and an early majority archetype.</p>	
8.7 Sales Channel Development	<p><i>How does a company acquire effective sales channels and use them to scale sales & marketing?</i></p> <p>In this section we will discuss the different ways of scaling a business that has found Product/Market Fit. We will learn how to build a business around a validated customer segment and how to develop distribution channels. We will design experiments around these channels to determine the most effective way to get your product into your customers' hands. Finally, we'll learn how to optimize your channels in order to get the most out of your marketing efforts.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Converting Sales Map & Personas to a Channel Process • Design & Build Channels • Metrics for Channels • Speed to Market • Minimizing Customer & Product Feedback Loops <p>Themes</p> <ul style="list-style-type: none"> • <i>Marketing & Sales</i> • <i>Technology, Operations, & Resource Management</i> • <i>Leadership, Team Building & Personal Development</i> <p>Objectives & Key Results % of trainees able to design channel experiments and identify most effective channels for marketing the accelerator program.</p>	Reference Materials
<u>8.8 User Recruiting at Scale</u>	<p><i>How can enterprises leverage their user base and scale to make user recruitment more efficient?</i></p> <p>At large scale, creating a user research division can become a competitive advantage. Leveraging an existing user base for innovation projects can also be a huge boost to new innovation projects so long as experiments can be done without harming the existing brand.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Off-brand testing <p>Themes</p> <ul style="list-style-type: none"> • <i>Technology, Operations, & Resource Management</i> <p>Objectives & Key Results Understand the competitive advantages of a large company doing user research and how to leverage them.</p>	Reference Materials
<u>8.9 Team Building & Culture</u>	<p><i>How can startup culture be maintained when growing the company? How can existing companies bring startup culture into their teams?</i></p> <p>Maintaining an innovative culture is a competitive advantage. Learners will examine their own work in building an innovation</p>	Reference Materials

	<p>culture and explore how to measure innovation in a larger context.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Sprint Demos • Peer-to-Peer Coaching • Metrics for Team Building & Culture • Change Management <p>Themes</p> <ul style="list-style-type: none"> • <i>Innovation Management</i> • <i>Ecosystem Thinking</i> • <i>Finance & Fundraising</i> • <i>Technology, Operations, & Resource Management</i> • <i>Metrics & Analytics</i> • <i>Leadership, Team Building & Personal Development</i> <p>Objectives & Key Results</p> <p>Evaluate startups for cultural aspects and team dynamics.</p>	
8.10 Headhunting & Recruiting	<p><i>How do you recruit the right people? What makes a good team?</i></p> <p>Learners will continue considering how to build the right culture and maintain it at scale by applying design thinking and lean startup to the recruiting process itself by building a recruiting page and launching it.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Landing page design <p>Themes</p> <ul style="list-style-type: none"> • <i>Innovation Management</i> • <i>Ecosystem Thinking</i> • <i>Technology, Operations, & Resource Management</i> • <i>Leadership, Team Building & Personal Development</i> <p>Objectives & Key Results</p> <ul style="list-style-type: none"> • Build a landing page to recruit startups into the accelerator program. 	Reference Materials

9. Lean Startup in the Enterprise

Large companies typically have very different structures than startups. They are often static structures, very resistant to change, and don't adapt well to external forces. This Unit will explore how enterprises can adapt to rapid market change by embracing lean startup & design thinking.

Session	Learner's guide	Exercises and reference materials
9.1 Three-Horizons Model	<p><i>How do companies construct an innovation portfolio for the long term?</i></p> <p>We will consider how companies manage new businesses, growing businesses, and mature businesses, and understand what metrics really matter across each horizon.</p> <p>We will go over horizon one which reflects businesses that yield the greatest profit growth and cash flow for a company, horizon two which reflects businesses that yield the greatest opportunity</p>	Reference Materials

	<p>for revenue growth, and horizon three which reflects businesses that yield the promising opportunity for entry into new markets through validated</p> <p>Product/Market Fit. We will then translate this theory into understanding business model designs from startups and discuss whether or not these startups are solving problems within mature, proven businesses or businesses ripe for disruptive growth.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Analyze Horizon One businesses through profit growth Analyze Horizon Two businesses through revenue growth Analyze Horizon Three businesses through validated Product/Market Fit <p>Themes</p> <ul style="list-style-type: none"> <i>Innovation Management</i> <i>Ecosystem Thinking</i> <i>Technology, Operations, & Resource Management</i> <p>Objectives & Key Results</p> <p>% of trainees able to create a three-horizons model matrix analyzing mature and emerging businesses within a specific market.</p>	
9.2 Innovation Metrics	<p>How do large companies measure how innovative they are? What metrics indicate future success?</p> <p>Companies need a coherent strategy to measure innovation in their ecosystem. Without this, they cannot measure if any of their innovation programs are actually performing as intended or just burning money.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Innovation Ecosystem Canvas Develop qualitative innovation metrics Matching relevant innovation metrics through an innovation ecosystem <p>Themes</p> <ul style="list-style-type: none"> <i>Innovation Management</i> <i>Ecosystem Thinking</i> <i>Metrics & Analytics</i> <p>Objectives & Key Results</p> <p>% of trainees able to develop innovation accounting metrics for the accelerator program.</p>	Reference Materials
9.3 Applied Innovation Accounting	<p><i>How can the ROI of an innovation project be measured when the market is so unknown?</i></p> <p>Options theory has existed for decades, but applying it to innovation remains an often unused and poorly understood methodology. Learners will use options theory to calculate the value of an innovation portfolio and understand how progress can be measured not in terms of ROI, but in terms of increased market and business model understanding.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Project valuation and financing through option theory Calculate the value of innovation projects through real 	Reference Materials

	<p>option analysis</p> <ul style="list-style-type: none"> • Build Reporting KPIs to measure progress for new ventures • Build Governance KPIs to facilitate Go/No-Go investment decisions for high-level stakeholders • Build Global KPIs to gauge overall effectiveness of an innovation unit within a larger organization or ecosystem <p>Themes</p> <ul style="list-style-type: none"> • Innovation Management • Ecosystem Thinking • Metrics & Analytics <p>Objectives & Key Results</p> <p>% of trainees able to calculate the option value of a pivot or minimum viable product for a real-life startup idea.</p>	
9.4 Value Stream Mapping	<p><i>What is waste? How can we identify and eliminate wasteful activities that creep up in a large organization?</i></p> <p>Created by Toyota, value stream mapping is a key tool in eliminating unnecessary and sometimes destructive activities. Learners will apply this tool to innovation processes and understand how some activities that seem necessary, are none-the-less wasteful.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Value Stream mapping <p>Themes</p> <ul style="list-style-type: none"> • <i>Innovation Management</i> • <i>Lean Startup & Agile</i> • <i>Technology, Operations, & Resource Management</i> <p>Objectives & Key Results</p> <p>Map the activities performed in a typical startup and contrast those with a lean startup.</p>	Reference Materials
9.5 Stakeholders & Organizational Politics	<p><i>How can an innovation project avoid typical political hurdles of large companies?</i></p> <p>We will discuss how within different cultures, industry domains, and companies contain groups and individuals with more power than others. We will explore how power manifests itself through position or some other currency of influence such as reputation or prior success.</p> <p>We will address how entrepreneurs and startup leaders can apply the very same empathy-building skills to “learn about” their customers and engage their relevant stakeholders inside and outside organization or ecosystem.</p> <p>We will learn how such empathy building activities with relevant stakeholders enable definition of aligned goals and metrics and thereby enable mutual value creation for both parties and the overall Innovation Ecosystem.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Empathy techniques to identify and align goals and metrics between the startup and relevant stakeholders • Map stakeholder elements within an Innovation Ecosystem • Build Goals & Metrics Across Different Stakeholder Groups <p>Themes</p> <ul style="list-style-type: none"> • <i>Innovation Management</i> 	Reference Materials

	<ul style="list-style-type: none"> • <i>Ecosystem Thinking</i> • <i>Leadership, Team Building & Personal Development</i> Objectives & Key Results <ul style="list-style-type: none"> • % of trainees able to build a direct relationship with relevant IPP stakeholders from both Finland and Vietnam (and share a recent customer discovery story...from their field exercises). 	
9.6 Resourcing & Teamwork	<p><i>How can an innovation project succeed when teams are working half time on the project?</i></p> <p>In short, they can't. Learners will engage in a rapid task switching exercise to demonstrate the inefficiency of siloed operations and understand the effectiveness of cross-functional teams.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Building cross-functional teams <p>Themes</p> <ul style="list-style-type: none"> • <i>Innovation Management</i> • <i>Technology, Operations, & Resource Management</i> • <i>Leadership, Team Building & Personal Development</i> <p>Objectives & Key Results</p> <p>Conduct the envelope stuffing game and identify a "complete team" at various stages of an innovation project</p>	Reference Materials
9.7 Accountability Tools	<p><i>How can the Vice President be sure her or his teams are performing? How can qualitative reports be turned into something more quantitative?</i></p> <p>When managing a large portfolio of innovation projects, a structured process and reporting is considered necessary. However, a number of pitfalls can result from measuring the wrong thing. Even worse, requiring paperwork can be demoralizing and result in team members cutting corners.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Project Management <p>Themes</p> <ul style="list-style-type: none"> • <i>Innovation Management</i> • <i>Technology, Operations, & Resource Management</i> • <i>Metrics & Analytics</i> • <i>Leadership, Team Building & Personal Development</i> <p>Objectives & Key Results</p> <ul style="list-style-type: none"> • Implement an A4 reporting system for experiments. 	Reference Materials
9.8 Operations Management: Just-in-Time	<p><i>How can an entire product line work in a Just-in-Time fashion?</i></p> <p>Learners will engage in a rapid task switching exercise to demonstrate the inefficiency of siloed operations and understand the effectiveness of cross-functional teams.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Building cross-functional teams <p>Themes</p> <ul style="list-style-type: none"> • <i>Innovation Management</i> • <i>Technology, Operations, & Resource Management</i> • <i>Leadership, Team Building & Personal Development</i> <p>Objectives & Key Results</p> <p>Identify the key causes of excess inventory in a supply chain and how to eliminate them.</p>	Reference Materials

10. Innovation Ecosystems

Drawing from all the lessons learned so far, Learners will see how to apply design thinking and lean startup to the ecosystem level. In particular, parallels will be drawn between large corporations and startup ecosystems. Finally, Learners will use this high level understanding to modify the accelerator curriculum and implement the first round of continuous improvement.

Session	Learner's guide	Exercises and reference materials
10.1 Accelerators, Incubators, & Reactors	<p><i>What's the difference between an accelerator and an incubator? What are the key elements that differentiate a successful program from an unsuccessful one?</i></p> <p>We will explore different business models for growing and mentoring groups of startups within an ecosystem. We will discuss the similarities and differences between Accelerators, Incubators, and Reactors and understand which model is best suited for a given ecosystem. And finally, we will define the most appropriate goals, metrics, and time horizons when operating an Accelerator, Incubator, or Reactor.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Business Model Generation <p>Themes</p> <ul style="list-style-type: none"> Innovation Management Lean Startup & Agile Ecosystem Thinking Leadership, Team Building & Personal Development <p>Objectives & Key Results</p> <ul style="list-style-type: none"> % of trainees able to design an overall experiment (epic) for the first 6-month accelerator cohort. Experiment should contain a learning goal focused on how to improve the accelerator for future cohorts. 	Reference Materials
10.2 Innovation Ecosystem Elements	<p><i>What are the parts of an innovation ecosystem? How can we identify the obstacles for innovation?</i></p> <p>We will review the different parts of an Innovation Ecosystem: Inspiration, Skills, Tools, Sandboxes, Diplomats, Air Support, and Coaching and Mentoring. We will then discuss the definitions and roles for each ecosystem element explore how each of these elements can be applied within our local environment.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Visualize components to sustain innovation unique innovation environments Identify which stakeholders need to be involved when developing an Innovation Ecosystem 	Reference Materials

	<ul style="list-style-type: none"> • Develop metrics to gauge effectiveness for each ecosystem element • Experiment Design Themes <ul style="list-style-type: none"> • <i>Innovation Management</i> • <i>Lean Startup & Agile</i> • <i>Ecosystem Thinking</i> • <i>Metrics & Analytics</i> Objectives & Key Results <p>% of trainees able to map out and define relevant KPIs for the accelerator's Innovation Ecosystem.</p>	
10.3 Lean Startup for Investors	<p><i>How do you convince an investor who is used to brick & mortar businesses to invest in a technology business? How do you convince them that a business plan isn't a good predictor of success?</i></p> <p>We will discuss how investors can utilize lean startup metrics and valuation techniques to make investment decisions and develop common metrics to gauge actual progress and growth potential for startup teams applying lean methodologies.</p> <p>We will focus on understanding essential lean indicators for investors to observe on while conducting due diligence on startups. The indicators that we will highlight on include measuring quality and validity of customer discovery interviews, experiment velocity, and ability gauge for product/market fit beyond traditional customer growth metrics.</p> Skills & Tools <ul style="list-style-type: none"> • How to teach lean startup principles to external investors and innovation institutions • Help improve lean startup and applied innovation accounting literacy for investors and institutions • Measure the financial value and cost of pivots and iterations Themes <ul style="list-style-type: none"> • <i>Innovation Management</i> • <i>Lean Startup & Agile</i> • <i>Ecosystem Thinking</i> • <i>Finance & Fundraising</i> • <i>Metrics & Analytics</i> Objectives & Key Results <ul style="list-style-type: none"> • % of trainees able facilitate (lean startup) KPIs between startups enrolled in the accelerator program and external investors. 	Reference Materials
10.4 Curriculum Design	<p><i>Once you've discovered the obstacles to innovation in skills, how do you design a curriculum to address them?</i></p> <p>This unit will apply all of the lessons learned thus far to designing a curriculum for an accelerator program. It will integrate all of the customer discovery work done thus far and treat the curriculum as a product to be designed according to Lean Startup and Design Thinking Principles.</p> Skills & Tools <ul style="list-style-type: none"> • Curriculum & Exercise Design 	Reference Materials

	Themes <ul style="list-style-type: none"> • <i>Design Thinking</i> • <i>Lean Startup & Agile</i> • <i>Ecosystem Thinking</i> • <i>Metrics & Analytics</i> Objectives & Key Results Create a rough curriculum outline based on a given set of innovation obstacles.	
10.5 Creating Effective Exercises	<i>What's the most effective way to teach a specific skill or lesson?</i> <i>How much theory should be taught vs hands-on lessons?</i> Given a rough curriculum outline, Learners will construct exercises in order to teach the desired objective. Various teaching patterns will be discussed including failing first vs. the sandwich pattern. Skills & Tools <ul style="list-style-type: none"> • Curriculum & Exercise Design Themes <ul style="list-style-type: none"> • <i>Design Thinking</i> • <i>Lean Startup & Agile</i> • <i>Ideation</i> • <i>Metrics & Analytics</i> Objectives & Key Results % of Learners able to construct an effective exercise with example.	Reference Materials

11. Funding & Legal

Every company must deal with the legal and financial requirements that enable them to function. This means not only forming a legal entity, but ensuring the structure and capital table will be compliant with international standards that allow them to raising funding from international sources. This unit will also apply lean startup and design thinking principles to the fundraising process itself. This part of the course was handled by our guest trainer Mr. Pasi from University of Turku. You can find all of his slides in this Google Drive Folder

Session	Learner's guide	Exercises and reference materials
11.1 Operating Agreements	An Operating Agreement is defined as an agreement between owners in a Limited Liability Company. The Operating Agreement acts as a formal agreement that helps govern internal affairs of the business, including financial and functional issues. This session will focus on the basics of Operating Agreements and how to refine these agreements as the startup or new venture scales beyond its initial founders. Skills & Tools <ul style="list-style-type: none"> • Operating Agreement Templates Themes <ul style="list-style-type: none"> • Technology, Operations, & Management Objectives & Key Results Draft and compose a basic Operating Agreement using a template.	Reference Materials

11.2 Corporate Structures	<p>Understanding the options for legal structure of our startups play a critical role in success. Regardless of where we choose to geographically establish our startup, there are numerous entity options to choose from and numerous legal documents required for successful formation.</p> <p>In this session we will highlight common pitfalls when scaling your startup beyond your native country into new foreign territories, and explore the different resource options available for local legal expertise and guidance.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Corporate Structure Basics • Local Resources for International Startup Hubs <p>Themes</p> <ul style="list-style-type: none"> • Technology, Operations, & Management <p>Objectives & Key Results</p> <p>Ability of trainees to understand appropriate growth stage for establishing new corporate structures.</p>	Reference Materials
11.3 Term Sheets	<p>Term Sheets act as the official reference point for defining the basic relationship between the venture capitalist and the startup entity. In this session, we will discuss how common it is for venture capitalists, startups, and lawyers to have different interpretations of material inside Term Sheets and explore resources and best practices to mitigate conflict and misinterpretation between different involved parties.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Term Sheet Basics • Term Sheet Tools & Resources <p>Themes</p> <ul style="list-style-type: none"> • Technology, Operations, & Management • Finance & Fundraising <p>Objectives & Key Results</p> <ul style="list-style-type: none"> • Build a basic Term Sheet using existing templates 	Reference Materials <ul style="list-style-type: none"> • Gibney, Bruce, <i>What's in a Term Sheet? The World's Most Irritating Not-Quite-Contract</i>, Founders Fund.
11.4 Debt Financing	<p>Businesses are able to raise capital by taking on loans. However, by taking out loans, businesses are incurring debt that must be repaid with both principal and interest.</p> <p>The key difference between raising capital through investors and lenders: investors are entitled to percentage ownership (or profits) of your entity while lenders are only entitled to repayment. In this session, we will highlight the various avenues for debt financing and understand when it's best to pursue debt financing over investment financing.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> • Financial Modelling for Debt Financing • Debt Financing vs Investment Financing <p>Themes</p> <ul style="list-style-type: none"> • Finance & Fundraising <p>Objectives & Key Results</p> <ul style="list-style-type: none"> • Create financial model and analyze basic scenario for when to pursue debt financing. 	Reference Materials
11.5 Accounting for Startups	<p>Accounting becomes an important part of startup operations when people are investing in our startups.</p> <p>Both current and future investors want to know how money is</p>	Reference Materials

	<p>being spent and allocated for growth and product traction. In this session we will cover how to set up basic accounting infrastructure, how to interpret and communicate financial reports, and typical year-end processes.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Financial Accounting Principles Accounting Tools <p>Themes</p> <ul style="list-style-type: none"> Finance & Fundraising <p>Objectives & Key Results</p> <p>Able to set up basic accounting infrastructure using online services during session.</p>	
11.6 Intellectual Property & Patents	<p>Intellectual Property can become a startup’s most valuable asset. In this session, we will go over how startups can overcome “too busy” or “underfunded” and establish adequate intellectual property and patent protection. And finally, we will cover research tools and resources for finding out whether or not our startup idea and technology is infringing on someone else’s IP or patent.</p> <p>Skills & Tools</p> <ul style="list-style-type: none"> Filing Intellectual Property & Patent Rights for International Markets Intellectual Property & Patent Research Tools <p>Themes</p> <ul style="list-style-type: none"> Technology, Operations, & Management <p>Objectives & Key Results</p> <p>Run Intellectual Property or Patent research for existing startup ideas in Vietnam and detect potential infringement in foreign markets.</p>	Reference Materials



Call for Expressions of Interest for the first Training of Trainers Program

Innovation Partnership Program (IPP) is an Official Development Assistance (ODA) program financed jointly by the Governments of Vietnam and Finland. The program is in its second phase running through 2014-2018. IPP targets positive socio-economic impact and long-term benefits for the Vietnamese innovation system. The program works with key national and international partners as well as top innovation teams to support Vietnam's 2020 economic goals and increase the export of innovative products and services.

IPP's main focus is in building innovation and entrepreneurial capabilities. Its training activities will contribute to the development of a national entrepreneurship and innovation curriculum. In 2015, IPP will take the first steps in bringing capabilities to the next level by organising the first high profile Innovation Fellowship Program targeted to individuals from the public and private sector. After graduation, these individuals will work to scale up innovation thinking and education in Vietnam.

IPP provides support including matching funding for innovation projects of Vietnamese new innovative companies and actors in public and knowledge institutions that are helping these companies. IPP's funding is highly selective and it offers intense practical training for the team it works with. The first funding call is scheduled to open in early 2015. IPP's funding for innovative teams tests and showcases mechanisms for supporting high-growth entrepreneurship. These mechanisms can later be scaled up in Vietnam.

As part of the program launch IPP is now requesting Expressions of Interest (EoI) for its the first Innovation Fellowship Program. All Expressions of Interest must be in English.

In 2015, IPP will train the first Vietnamese Innovation Champions, who will work to scale up innovation thinking and education in Vietnam. IPP now invites qualified individuals to send Expressions of Interest for the first Training of Trainers (ToT1) Program scheduled to run from June 2015 for eight months.

All Expressions of Interest sent during this first call will be taken into account. All Expressions of Interest submitted during the two calls will be treated equally.

Expressions of Interest for the current supplementing call are accepted until May 8th, 2015.

The EoI format and guidelines can be downloaded [here](#). EoI's should be emailed to the following address info@ipp.vn

Overview

The ToT1 is an eight-month intensive training program designed to provide essential knowledge and skills to professionals who will be engaged in Innovation Work – the process of creating new products or services that address an important need for potential customers. The program is designed to provide these core knowledge and skills to Vietnamese citizens who will not only be able to facilitate successful Innovation Projects, but will also be able to train others in conducting successful Innovation Work. IPP will grant 10 trainees a scholarship with total value of approx. €20,000. Training will take place in Vietnam, most likely in Hanoi and Ho Chi Minh City.

Eligibility for the ToT1 Program

The ideal candidates for the ToT1 are Vietnamese citizens who have 5-10 years of working experience and at least 4 years of studying or working abroad. They must be fluent in both English and Vietnamese, and hold a Bachelor's degree from an internationally accredited institution. Excellent candidates who do not meet the minimum work or study abroad requirements may be considered for exception by the admissions committee.

Time Requirements

The Program is a full-time commitment, meaning that trainees may not have any other full-time employment during the nine months of the program. IPP will cover the trainees' salary, living expenses, in addition to any necessary travel, lodging, and other costs for the duration of the program.

Expected Activities

The first phase of the ToT1 Program consists of two months of intensive training with professional trainers. After the two month intensive training has been completed, the trainees will be responsible for facilitating Innovation Projects supported by IPP in the IPP Innovation Accelerator.

[FAQ's and answers](#)



Frequently Asked Questions (FAQ)

The Training of Trainers (ToT1) Program

Where is the Expression of Interest form? I can't find this EoI template.

The EoI instructions can be downloaded from the [Library](#) and this page: [EoI call for the ToT1 Program](#). Please send all the required documents to info@ipp.vn

Does the ToT1 program require a Bachelor from an university abroad?

We prefer candidates who have one or more years of experience studying or working abroad, so receiving a degree from a university abroad is an excellent indicator of this type of experience, but we will also consider strong candidates who do not hold a degree from a foreign institution for selection.

Is the ToT1 seat and related support awarded to individuals or one team?

The ToT1 Program is for individuals. One potential on-the-job-learning work for the trainees in this program is to coach the project teams supported by IPP in its Fast Track Training program.

The ToT1 is a 8-month full time commitment, meaning that trainees may not have any other full-time employment during the nine months of the program. What does this mean?

Trainees must be able to commit enough time for the program and cannot be in a full time job during the program.

Where will the training take place?

ToT1 training will take place in Vietnam, most likely in Hanoi and Ho Chi Minh City.

[illegible]



TOT1 Interview Notes

Evaluator: Dr. Pasi Malinen

Ranking based on interviews and CV + other submitted material:

No. 12: entrepreneur, experience on mentoring, contacts with business angels, experience in failures when developing innovation, a lot of experience in innovative projects with start-up community as well as with SMEs in Vietnam

No. 7: PhD, excellent international academic experience, many publications in innovation and entrepreneurship related areas, international networks, contacts in Scandinavia

No. 20: Female, knows IPP programme, NATEC experience, working in MOST, international experience, international network, entrepreneurship support and promoting experience, “SLUSH Vietnam” organiser, training experience

No. 17: Serial entrepreneur, entrepreneurial mind-set 100%, excellent international experience in South-East Asia including China and neighbouring countries and Australia, experience in various industries, excellent language skills (Vietnamese, English, Chinese etc.)

No. 23: International experience, international experience, international networks, start-up experience, start-up finance experience, training experience around Vietnam, experience in building entrepreneurial ecosystems

No. 34: PhD, International experience, IT-experience, incubation experience, innovative support experience, global networks, intellectual property experience, entrepreneurship experience, technology expertise

No. 11: Female, IPP experience, international experience, international network, open innovation expert, experience in social programmes in Vietnam, founder of many initiatives in the field of entrepreneurship

No. 50: Female, innovation management expertise, international experience, service experience, innovation training experience, consultancy experience, business development experience, trainer experience, creative industry expert, large SME network

No. 39: PhD, university incubation experience, international experience, agriculture experience, energy expertise, international network (Japan, Indonesia etc.), technology expertise

No. 19: International expertise (Finland, Belgium, Thailand etc.), business model understanding, commercialisation experience, environmental business expertise, business development expertise, lecturing expertise, international project experience

No. 49: PhD, international experience, entrepreneurship experience, international experience, innovation experience, technology transfer expertise, consultant/mentoring experience

No 45: Hue city, NGO, international experience, consultancy experience, development work experience, entrepreneurship experience, rural development, sustainable development expertise, capacity building expertise in rural areas

No. 56: Female, life science experience, international experience, agriculture experience, lecturing experience

No. 27: PhD, female, link between academia & industry, commercialization experience, international links

No. 29: International experience, management experience, offshoring experience, innovation support experience, good networks, entrepreneurial experience

No. 43: Can Tho, international experience, environment programme experience,

No. 64: PhD, Female, international experience, business education from France, not yet discussed with her university about the training course

No. 57: IT/banking sector experience, international experience, large company experience

No. 13: International experience, IP expertise, good networks, consultancy experience

No. 35: International experience, eagerness to learn more about innovation, not enough experience for the programme

No. 8: PhD, international experience, good networks, innovation system development experience

No. 4: Experience of projects in sustainable development, Can Tho area, some problems with English language

No. 30: Female, she cannot participate fully in the programme at the moment, she is interested in IPP issues in the future as well


Vietnam - Finland Innovation Partnership Programme, Phase II (IPP2)

Address: 15th Floor, Thang Long Tower,
No. 98A, Nguy Nhu Kon Tum Str., Thanh Xuan, Hanoi
Tel: 844 – 39393982 | Fax: 844 – 39387047
Email: info@ipp.vn - Website: http://ipp.vn

Hanoi, May 12, 2015

[Applicant name]

[Address]

Announcement on the ToT1 Candidates Selection Results

Dear Applicant,

Thank you very much for your interest in the ToT1 program and time taken to prepare the application documents.

We regret to say that your application did not reach the shortlist. The external Evaluation Panel consisting of two international and one Vietnamese expert evaluated the applications based on the following criteria:

- Availability of candidate in Vietnam
- Availability of candidate for a long training course
- Motivation for participating on the course
- Education background
- Work experience
- International experience
- Language skills

The Evaluation Panel stated that the applicant pool was very impressive and shortlisting had to be made based on limited amount of information. The panel stressed the availability, education, work experience relating to entrepreneurship and innovation, language skills, and motivation for participating the Training of Trainers course + experience as a mentor for the upcoming longer training course (August-January).

Thank you again for your interest in the program. We will keep you posted on similar opportunities in the future.

Yours sincerely,

Tran Thi Thu Huong
Program Director

Lauri Laakso
Chief Technical Advisor



PRESS RELEASE

IPP Training of Trainers Program – Future Champions in Innovation and Entrepreneurship

On 09 June 2015, in Hanoi, the Innovation Partnership Program (IPP) is launching its 8 month Training for Trainers (ToT) program in Vietnam. This is the first time this type of intensive and practical training on innovation and entrepreneurship has been organized for experts, who will work to scale up innovation thinking and education in Vietnam.

The launching ceremony had high level representation from the Ministry of Science and Technology of Vietnam (MOST), the Embassy of Finland, the team of international trainers and local facilitators, as well as the ToT participants.

About the Training Program

The ToT1 is an eight-month intensive training program designed to provide essential knowledge and skills to professionals who will be engaged in Innovation Work – the process of creating new products or services that address an important need for potential customers. The program is designed to provide these core knowledge and skills to Vietnamese citizens who will not only be able to facilitate successful Innovation Projects, but will also be able to train others in conducting successful Innovation Work.

The core team of 4 international trainers from Europe and the US together with a team of local facilitators will conduct the training and support the follow-up process. There are also regular experience-sharing sessions with visiting international and local guest speakers, who are successful businessmen, angel or venture capitalist or innovation-based lean startup consultants.

From a large number of applications, 10 highly qualified people from the private sector, academic institutions and government agencies have been selected for the training. In addition, the course has the pleasure to receive additional participants from MOST. The first phase of the ToT1 Program consists of two months of intensive training with professional trainers. The training will take place in Hanoi and Ho Chi Minh City. After the two month intensive training, the trainees will be responsible for facilitating Innovation Projects supported in the IPP Innovation Accelerator.

It is expected that the training participants will continue to cooperate with the IPP and its projects after completing the program. They might also replicate the training in academic institutions and/or provide consultancy for innovation-based startup companies.

Other support provided by IPP

New innovative companies – IPP supports the innovation projects of companies that are developing products and services that are new to the Vietnamese market and have the

potential to be exported to international markets. These innovations must create exponentially greater value for customers, rather than incremental improvements that make existing products better or cheaper. Around 20 projects will be selected by July 2015 and will be supported with connections, coaching and mentoring, innovation training and funding in the IPP Innovation Accelerator.

Innovation system development – IPP supports innovation system development projects that make a local innovation ecosystem better in Vietnam. The main emphasis is in the development of better services for new innovative growth companies for example development of a new incubator, creation of new services for existing incubators, planning of a new funding program in the province, adding startup services to existing technology park or initiating a regional cluster growth program. Around 4 innovation system development will be selected by July 2015 and will be supported in the IPP Innovation Accelerator.

About IPP

Innovation Partnership Programme (IPP) is an Official Development Assistance (ODA) program financed jointly by the Governments of Vietnam and Finland. IPP is in its second phase running through 2014-2018. IPP supports Vietnam's overall goal of becoming an industrialized middle-income knowledge economy by the year 2020. The program objective is to boost sustainable economic growth in Vietnam through the increased production and export of innovative products and services.

Further information on IPP and its innovation training and support program, please contact Ms Silja Leinonen (Email: silja.leinonen@ipp.vn Tel: +84 919 055235) or visit IPP website at <http://ipp.vn>

This article can be found via this link: <http://ipp.vn/en/press-release-ipp-training-of-trainers-program-future-champions-in-innovation-and-entrepreneurship/>

HỢP ĐỒNG
Số: /HD-IPP2

- Căn cứ Bộ Luật dân sự của Quốc hội số 33/2005/QH11 ngày 14/06/2005;
- Trên cơ sở quyết định của Ban Quản lý Dự án Chương trình Đối tác Đối mới Sáng tạo Việt Nam – Phần Lan Giai đoạn II về việc lựa chọn học viên đã được thông qua bởi các cơ quan có thẩm quyền của Chương trình.

Hợp đồng này được ký kết giữa Ban Quản lý Dự án Chương trình Đối tác Đối mới Sáng tạo Việt Nam – Phần Lan Giai đoạn II (IPP2),

và ông.....

Về việc thực hiện Chương trình đào tạo cán bộ huấn luyện về đổi mới sáng tạo và khởi nghiệp do IPP2 tài trợ.

1. Chi tiết về các Bên

Bên A: Ban Quản lý Dự án Chương trình Đối tác Đối mới Sáng tạo Việt Nam – Phần Lan Giai đoạn II (IPP2)

Đại diện bởi:

Bà. Trần Thị Thu Hương - GD Chương trình
Và Ông Lauri Laakso - Cố vấn Kỹ thuật trưởng
Người liên lạc:

Bà Silja Leinonen – Chuyên gia

ĐT: 84 919055235

Bà Lê Thị Lan Hương – Quản lý Tài chính

ĐT: 84 914060797

Địa chỉ: Tầng 15, tòa nhà Thăng Long, 98 Ngụy Như
Kon Tum, Thanh Xuân, Hà Nội

Điện thoại: 04 39393982 Fax: 04 39387047

E-mail: info@ipp.vn

(Sau đây gọi tắt là “IPP”)

và

Bên B:

Đại diện bởi: – Giám đốc

Địa chỉ:

Điện thoại:

MST:

Số tài khoản:

Mở tại:

(Sau đây gọi tắt là “Đơn vị sử dụng lao động”)

Bên C : Ông.....

Địa chỉ nhà riêng :

Điện thoại :

Số tài khoản :

Mở tại :

(Sau đây gọi tắt là ‘Học viên”)

CONTRACT
No: /HD-IPP2

- Pursuant to the Civil Code No.33/2005/QH11 dated June 14th, 2005 of the National Assembly;
- Based on the decision of the PMU of Innovation Partnership Programme, Phase II (IPP2) on selection of the trainees approved by the IPP2’s competent authorities.

This contract is hereby concluded between the PMU of Innovation Partnership Programme, Phase II (IPP2) – and

And Mr.....

On implementation of ToT Programme funded by the IPP.

1. The Details of Parties

Party A : The PMU of Innovation Partnership Programme, Phase II (IPP2)

Represented by:

Mrs. Tran Thi Thu Huong - Programme Director
and Mr. Lauri Laakso - Chief Technical Advisor

Contact person:

Mrs. Silja Leinonen – Innovation Expert

Tel: 84 919055235

Mrs. Le Thi Lan Huong – Financial Manager

Tel: 84 914060797

Address: 15th Floor, Thang Long Tower, 98 Ngụy Nhu
Kon Tum, Thanh Xuan, Hanoi

Tel: 04 39393982 Fax: 04 39387047

E-mail: info@ipp.vn

(Hereinafter IPP)

And

Party B:

Represented by: – Director

Address:

Tel:

Tax code:

Account No:

At:

(Hereinafter “Employer”)

Party C: Mr.....

Home address:

Tel:

Account No.:

At:

(Hereinafter “Trainee”)

Cùng nhau ký kết Hợp đồng tài trợ học bổng (Sau đây gọi tắt là “Hợp đồng”). Hợp đồng này quy định việc cam kết của các bên trong việc thực hiện Chương trình học bổng về tập huấn Đổi mới sáng tạo.

2 Chi tiết tài trợ

Bên A sẽ tài trợ các chi phí liên quan đến việc thực hiện Chương trình Tập huấn Đổi mới sáng tạo cụ thể như sau :

- Phí đào tạo: Bên A hỗ trợ 100% phí đào tạo, chi phí này được bên A thanh toán trực tiếp cho đơn vị/cá nhân cung cấp dịch vụ.
- Hỗ trợ hàng tháng: Bên A sẽ hỗ trợ một khoản tiền cố định hàng tháng bằng 1.000 EURO/tháng, trong thời gian tối đa là 8 tháng của Chương trình học bổng. Đây là khoản tiền để bù chi trả lương cho học viên. Số tiền này sẽ được chuyển hàng tháng vào cuối mỗi tháng trực tiếp cho Cơ quan sử dụng lao động.
 - Thông tin tài khoản như sau:
 - Tên Tài khoản:
 - Số tài khoản:
 - Mở tại:
- Chi phí đi lại: Bên A sẽ thanh toán các chi phí đi lại cho học viên trên cơ sở kế hoạch đi lại được phê duyệt trước và hoá đơn thực tế được chấp nhận. Chi phí đi lại do Bên A thanh toán trực tiếp với đơn vị cung cấp dịch vụ hoặc/và bồi hoàn cho học viên.
- Chỗ ở: Bên A sẽ hỗ trợ chi phí một khoản chi phí cố định 300.000/đêm tiền ở cho học viên dựa trên số ngày thực tế học viên không ở tại thành phố/tỉnh mình đang sinh sống. Chi phí này được thanh toán trực tiếp cho học viên.
- Các chi phí khác: Bên A sẽ hỗ trợ các chi phí khác liên quan đến chương trình tập huấn như tài liệu, sách vở, văn phòng phẩm và các buổi tiệc giao lưu...

3. Thời gian thực hiện hợp đồng

+ Thời gian thực hiện của Hợp đồng này là 8 tháng kể từ ngày ký kết hợp đồng.

+ Thời gian hiệu lực của hợp đồng có thể thay đổi nếu được các Bên đồng ý bằng văn bản

4. Cam kết trách nhiệm và nghĩa vụ của các bên

Giới hạn trách nhiệm của Bên A:

Tổ chức và tài trợ Chương trình Tập huấn Đổi mới sáng tạo như đã cam kết ở Mục 2.

Bên A sẽ không chịu trách nhiệm về bất cứ các

Hereby agree to sign this Sponsor Contract (Hereinafter “the Contract”). This contract stipulates commitments of the parties in implementation of Training of Trainers 1 Programme on Entrepreneurship and Innovation.

2 Finance details

The Party A will finance the costs related to the implementation of the ToT Programme as follows:

- Training fee: The Party A will cover 100% of training fee. This fee will be paid directly to the service providers.
- Monthly Allowance: The Party A will support a fixed amount of EUR 1,000 per month gross for maximum 8 (eight) months of the Programme. This is to compensate salary paid for the trainee. This amount will be transferred directly to the trainee’s employer at the end of each month on monthly basis.
 - The Employer’s bank account info:
 - Account Name:
 - Account No.:
 - At:
- Travel cost: The Party A will pay the trainee’s travel costs based on travel plan approved in advance and accepted invoices. The travel costs will be paid to the service providers or/and be reimbursed to the trainee.
- Accommodation: The Party A will support a fixed amount of VND 300,000 per night for accommodation costs to the trainee based on the number of nights stay outside of the trainee’s homebase. This will pay directly to the trainee.
- Other costs: The Party A will support other costs such as training materials, stationeries, net-working meals, etc. related to the training.

3. Validity of the Contract

+ The implementing duration of the contract is 8 (eight) months since the signature date of this Contract.

+ The validity time of the contract can be changed subject to mutual agreement by parties in written form.

4. Rights and Obligations of the Parties

Limits of the Party A’s responsibilities

Organizes and finances the ToT Programme as committed in the Article 2.

The Party A will not be responsible for any taxes or

khoản thuế hoặc phí bảo hiểm nào phát sinh về việc nhận học bổng này. Các khoản chi phí này thuộc trách nhiệm của bên B hoặc/và học viên nhận học bổng.

insurance costs arising on receiving this scholarship. These expenses are the responsibility of Party B or / and the trainee.

Bên A sẽ hoàn toàn không chịu trách nhiệm nếu có bất cứ tổn thất nào do học viên gây ra cho chính mình hoặc/và bên thứ ba trong thời gian thực hiện chương trình.

The Party A will absolutely not be responsible if there is any loss caused by the trainee himself and / or third parties during the training programme

Thực hiện đầy đủ trách nhiệm và nghĩa vụ như cam kết trong hợp đồng.

Full implementation responsibilities and obligations as contractual commitments.

Trách nhiệm của Bên B:

Cam kết cho phép người lao động (học viên) tham gia đầy đủ toàn thời gian 8 tháng theo Chương trình học bổng.

Responsibilities of the Party B:

Commits to release the employee (trainee) fully for the use of the IPP for eight months according to the training programme.

Bên B cam kết trả lương cho học viên đầy đủ, ít nhất tương đương với mức lương học viên được nhận trước khi tham gia Chương trình học bổng.

The Party B commits to pay full salary to the trainee, at at least the same trainee's salary received before participation of the training programme.

Bên B cam kết sau khi học viên hoàn thành Chương trình sẽ được làm việc tại đơn vị sử dụng lao động ở vị trí tương đương hoặc cao hơn.

The Party B commits after completion of the program the trainee will be working at the same or higher position at the Party B.

Bên B chịu trách nhiệm về bất cứ khoản chi phí nào phát sinh như các khoản thuế phí, bảo hiểm từ việc nhận khoản tài trợ này.

The Party B is responsible for any expenses as taxes, insurances incurred from receiving this grants.

Chịu trách nhiệm về các thiệt hại gây ra (nếu có) do lỗi của bên B, trong quá trình thực hiện Hợp đồng này.

To be responsible for all damages, if any, caused by Party B during the implementation of this Contract.

Trách nhiệm của Bên C

Responsibilities of the Party C:

Học viên cam kết tham gia đầy đủ, toàn thời gian 8 tháng theo Chương trình học bổng tổ chức của bên A.

The trainee commits to fully participate for the period of 8 months of the ToT training organized by the Party A.

Sau chương trình tập huấn, học viên tiếp tục làm việc và đóng góp cho hoạt động của đơn vị sử dụng lao động; nỗ lực truyền bá các kiến thức thu nhận từ khoá học cho cộng đồng và xã hội.

After completion of programme, the trainee will continue to work for benefits of the employer; efforts to disseminate the knowledge gained from the course to the community and society.

Học viên chịu trách nhiệm về bất cứ khoản chi phí nào phát sinh như các khoản thuế phí, bảo hiểm từ việc nhận khoản tài trợ này

The trainee is responsible for any expenses as taxes, insurances incurred from receiving this grants

Học viên chịu hoàn toàn trách nhiệm và bồi thường mọi thiệt hại nếu đơn phương chấm dứt hợp đồng.

The trainee will take full responsibilities and compensation for all damages if the unilateral termination of contracts.

5. Chấm dứt hợp đồng

Hợp đồng này sẽ chấm dứt trong các trường hợp sau:

5. Termination of the Contract

This contract shall be terminated in the following circumstances:

+ The contract is expired as stipulated in the Article 6

- + Hợp đồng hết hạn như quy định tại điều 3 ở trên;
- + Quyết định của nhà nước Việt Nam chấm dứt hợp đồng này;
- + Bên B bị giải thể theo quyết định của cơ quan có thẩm quyền của Việt Nam;
- + Bên B hoặc/và bên C vi phạm Hợp đồng này;
- + Quyết định của Chính phủ Việt Nam hoặc Chính phủ Phần Lan ngừng Chương trình này;
- + Các trường hợp bất khả kháng khác.

6. Giải quyết tranh chấp

Các bên sẽ nỗ lực giải quyết các vấn đề phát sinh đối với hợp đồng này thông qua thương lượng. Trong trường hợp các bên không đi đến một giải pháp thương lượng, các bên sẽ đệ trình vụ việc ra Trung tâm trọng tài Quốc tế Việt Nam (VIAC) trực thuộc Hiệp hội Thương mại và Công nghiệp Việt Nam (VCCI) để giải quyết.

7. Điều khoản chung

Hợp đồng này có hiệu lực sau khi có chữ ký của đại diện các Bên. Mọi sửa đổi, bổ sung bằng văn bản phải được sự thống nhất và chữ ký của hai bên.

Hợp đồng này được làm thành 4 bản gốc, trong đó bên A giữ 2 bản gốc, bên B giữ 1 bản gốc và bên C giữ 1 bản gốc, tất cả có giá trị pháp lý như nhau. Tiếng Anh là ngôn ngữ gốc của Hợp đồng.

Chúng tôi, bên ký dưới đây, đã hiểu đầy đủ và đồng ý với các điều khoản quy định trong Hợp đồng này và trong các phụ lục kèm theo của Hợp đồng.

Ký tại Hà Nội, ngày / /2015

Party A
Programme Director **Chief Technical Advisor**
 Giám đốc Dự án Cố vấn trưởng

Trần Thị Thu Hương

Lauri Laakso

above;

- + A decision of the State of Vietnam to halt this contract;
- + The Party B is dissolved under a decision of the Vietnamese State competent agency;
- + The Party B and/or the Party C violates this contract;
- + Decision of the Government of Vietnam or Finland to stop the Programme;
- + Other circumstances of force majeure

6. Settlement of disputes

The Parties shall endeavor to amicably solve any dispute arising from this contract. If the parties cannot reach any amicable solution, both parties agree to submit the case to the Vietnam International Arbitration Centre (VIAC) under Vietnam Chamber of Commerce and Industry (VCCI) for final solution.

7. General provisions

This contract enters into force upon the affixing of signatures by the representatives of the Parties. All amendments and supplements to this Contract shall be mutually agreed and signed by both parties.

This contract has been drawn up in 4 originals, of which party A shall keep 2 originals, party B shall keep 1 original and party C shall keep 1 original with the same validity. The English version is the defining original in this contract.

We, the undersigned, have fully understood and agreed with the terms and conditions set forth in this contract and in enclosed annexes to the contract.

Signed in Hanoi on / /2015

Party B
Trainee's Employer
 Đơn vị sử dụng lao động

Party C
Trainee
 Học viên



IPP ToT1 Training and Coaching Plan

The objective of Training of Trainers 1 program is to develop individuals who can become innovation and entrepreneurship trainers, coaches and change makers in Vietnam.

Training and Learning Process in ToT 1

The training and learning opportunities provided by ToT1 during their on-the-job learning period in August 2015 - January 2016 are based on the following main mechanisms:

- ToT1 training workshops provided by expert assigned to the training and mentoring role
- Coaching of IPP IAP innovation teams
- Compulsory workshops and events organized by IPP IAP training program
- Optional workshops and events organized by IPP IAP training program
- One-on-one coaching sessions by expert provided by IPP
- Homework assignments

The details about coaching assignments can be found from the IAP Management Table file. The detailed training events calendar of IPP IAP can be found from IAP Calendar file.

IPP will organize three ToT1 training workshops for the ToT1 participants to help them to learn more necessary skills and theory about coaching, mentoring, supporting startups and ecosystem developers, and how to continue learning after ToT1 program.

Coaching of the innovation teams

The coaches (ToT participants) work with the innovation teams to help them to learn:

- Follow up with innovation team on bi-weekly basis. The best is face to face group meeting, however, phone call or skype could be acceptable to allow more flexibility;
- Each meeting will be documented in the meeting notes (with the meeting log form), which includes discussion items, actionable decisions, and responsibility for implementation. The team's status is also updated to the status sheet in the IAP Master List file;
- Monthly update meeting between coaches and IPP case managers;
- The learning goals of the teams are defined together with their assigned main coach, who uses the Team Specific Plan template document as a guiding tool;

Learning with innovation teams in IPP IAP training events

- Coaches participate in IPP IAP training workshops as often as their schedule allows.

- ✓ The role of the coach in training events is to be one of the active learners to encourage others to learn by showing the enthusiasm towards the lead trainer and other participants and to support the learning process of members of the teams by being active towards them with questions, comments and sometimes clarifications.
- Coaches revisit the key points learnt at training events in coaching sessions whenever applicable.



Role and Tasks for Innovation Coaches

IPP2 Training of Trainers 1 trainee (called Innovation Coach) works in activities agreed with IPP2 between August 2015 and January 2016. These activities must comply with 3-party contract already signed between innovation consultant, his/her employer and IPP2 in the beginning of summer 2015. The activities are linked to

1. Innovation accelerator training program provided by IPP2 to around 20 innovation projects.
2. Initiatives started by innovation consultants and agreed with IPP2 and employer.
3. A number of projects and initiatives started by IPP2 to help different stakeholders to develop the innovation system and startup ecosystem of Vietnam.

Role and Tasks towards IPP2 Sub-project Teams

Innovation Consultant acts as a trainer and coach towards assigned teams who represent innovation projects supported by IPP2. The main tasks include Two major areas: (i) 6-month Fast track training on Innovation and entrepreneurship, and (ii) Coach the project's owner on related learning process, as stated below:

(i) 6-month Fast Track Training Activity:

1. Train in different types of training events organized by IPP2 Innovation Accelerator program. The trainer roles will be agreed with coordinators of the Innovation Accelerator.
2. Define together with the teams their specific 6-month learning goals and monitor the achievement of these goals regularly. Monthly (?) learning progress and needs report to IAP Manager and IPP Case Manager.
3. Coach the learners in one-on-one and group sessions to help them to reflect their learnings and to take their learnings into concrete use.
4. Communicate about the needs of the learners and their organization to relevant people in Innovation Accelerator, IPP2 and any other direction if the learners so wish.
5. Report to IAP Manager

(ii) Coach the Project owners (in 6 months):

6. Independently provide weekly coaching interaction to the subproject owners on issues related to what they are supposed to learn in IAP and their needs.
7. At least monthly a walk-through of the needs of the sub-project owner with IPP's case manager.

8. At least quarterly a joint meeting with sub-project owner and IPP's case manager to go through the progress of sub-project and any needs of its owner where IPP or IAP could provide help and support.
9. Be responsible for keeping all information of the project owners confidential if not otherwise agreed with the project owner.

Where the IPP focuses its support to the specific innovation project, the Innovation Consultant supports the business and the team's learning needs holistically.

Role and Tasks in Other Projects and Activities Agreed with IPP2

Innovation Consultant is an important member of one or more teams that plan and execute projects that are part of IPP2's internal project portfolio. IPP Innovation Accelerator is one of these projects.

The projects are collaborative and targeted for boosting the evolution of the innovation system and startup ecosystem of Vietnam. The activities include, but are not limited to, the following:

1. IPP Innovation Accelerator
2. Helping universities to develop Innovation and Entrepreneurship offerings, incl. ToT2, further development of the open source Innovation and Entrepreneurship Core Curriculum, etc.
3. Development of Glossary book in Innovation and Entrepreneur key terminology and concepts relevant to Vietnam, and translate it to Vietnamese
4. Vietnamese delegation to Slush 2015
5. Collect and share information about actors in Vietnam's innovation system and startup ecosystem to bring them together for increased collaboration
6. Institutional development for MOST through international consultations and mobility of MOST officials
7. Organizing ASEAN level innovation policy roundtable in Vietnam in Dec 2015
8. Finland-Vietnam collaboration building for win-win global opportunities

AGENDA

TOT1 INTENSIVE TRAINING IN 9 WEEKS

WEEK 1

Hanoi

	Mon 6/8	Tue 6/9	Wed 6/10	Thu 6/11	Fri 6/12	Sat 6/13	Sun 6/14
8am							
9am	(Dan ++) The Marshmallow Game 9am - 9:50am	(Dan) Business Model Generation - Paid B2C 9am - 11:50am	(Dan) Kangaroo Island 9am - 9:50am	(Nick) Debriefing Customer Interviews & 9am - 9:50am	(Lam) Guest Lecture: Case Study on Talking to Customers (Discovery) 9am - 10:20am		
10am	(Ryan ++) Introduction to Lean Startup 10am - 11:50am		(Ryan) Customer Discovery Interviews 10am - 11:50am	(Ryan) Classwork: Updating Personas & Learning 10am - 10:50am	(Nick ++) Peer-to-Peer Coaching 10:30am - 11:50am		
11am				(Ryan) Survey Design 11am - 11:50am			
12pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm		
1pm							
2pm	(Dan ++) Setting Personal Program Goals 1:30pm - 2:20pm	(Ryan) Customer Segmentation & Personas 1:30pm - 3:20pm	Fieldwork: Customer Interviews 1:30pm - 7pm	(Ryan) Classwork: Survey Design 1:30pm - 2:30pm	(Nick) Curriculum Design & Community Workshop Preparation 1:30pm - 4:20pm		
3pm	(Nick ++) Experiment Design Basics & The Real Book 2:30pm - 4:20pm			(Dan) Customer Relationships (& Classwork) 2:30pm - 3:30pm			
4pm		(Ryan) Channel Discovery Basics 3:30pm - 4:20pm		Classwork: Distribute Surveys & Set Up Follow 3:30pm - 4:20pm			
5pm	Daily wrap up & retro	Daily wrap up & retro		Daily wrap up & retro	Daily wrap up & retro		
6pm							

WEEK 2

Hanoi

	Mon 6/15	Tue 6/16	Wed 6/17	Thu 6/18	Fri 6/19	Sat 6/20	Sun 6/21
8am							
9am	(Dan) Classwork: Business Model Design - 2 Sided Market 9am - 10:20am	(Ryan) UI Sketching & Design Charettes 9am - 10:50am	Fieldwork: Customer Interviews 9am - 11:50am	(Dan) Analyzing Landing Page Results & Basic Statistics 9am - 10:50am			
10am	(Ryan) Value Proposition						
11am	(Ryan) Classwork: Landing page exercise 11am - 11:50am	(Nick) Classwork: Implement Landing Page 11am - 11:50am		(Nick) Value Proposition Tests: Crowdfunding, 11am - 11:50am			
12pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm		
1pm							
2pm	(Ryan) Comprehension Fieldwork: Comprehension Tests 2pm - 2:50pm	(Ryan ++) Market Sizing with Google & Facebook Ads 1:30pm - 4:20pm	(Lam) Coaching Fundamentals 1:30pm - 2:20pm	(Dan ++) Market Sizing & Pricing 1:30pm - 4:20pm			
3pm	(Nick) Value Proposition Design 3pm - 4:20pm		(Nick) Live Coaching Sessions with Startups 2:30pm - 4:20pm				
4pm							
5pm	Daily wrap up & retro	Daily wrap up & retro	Daily wrap up & retro	Daily wrap up & retro	Daily wrap up & retro		
6pm			Community Workshop: Customer Personas 5pm - 6:50pm				
7pm							

WEEK 3

Hanoi

	Mon 6/22	Tue 6/23	Wed 6/24	Thu 6/25	Fri 6/26	Sat 6/27	Sun 6/28
8am							
9am	(Dan) Classwork: Business Model Design - B2B Services 9am - 10:20am	(Nick) Storyboarding User Experience 9am - 11:50am	Fieldwork: Contextual Inquiry 9am - 11:50am	(Nick) Evaluative Product Experiments 9am - 9:50am	Briefing about the IAP Field trip activity @ Tố 14, 195 Đ Cần, Ba Đình, H?		
10am				(Nick) Classwork: Paper prototyping 10am - 10:50am		(Lam) Guest Lecture: Case Study - Lean in	
11am	(Nick) Generative Product Research Overview 10:30am - 11:50am			Fieldwork: Usability testing 11am - 11:50am			
12pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm		
1pm							
2pm	(Dan) Solution Interviews 1:30pm - 2:50pm	(Dan) Competitor Usability Testing 1:30pm - 2:20pm	(Lam) Live Coaching Sessions with Startups 1:30pm - 4:20pm	(Dan) Rapid Prototyping Tools 1:30pm - 2:50pm			
3pm	Fieldwork: Generative Product Research 3pm - 4:20pm	Fieldwork: Usability Testing 2:30pm - 4:20pm		(Dan) Classwork: Rapid prototyping 3pm - 3:50pm			
4pm				(Nick) Surveys (NPS & PM/F)			
5pm	Daily wrap up & retro	Daily wrap up & retro	Daily wrap up & retro	Daily wrap up & retro	Daily wrap up & retro		
6pm			Briefing to Luong about	Slush Meeting with Olga			
7pm							

WEEK 4

Hanoi

	Mon 6/29	Tue 6/30	Wed 7/1	Thu 7/2	Fri 7/3	Sat 7/4	Sun 7/5
8am							
9am	(Dan) Product Metrics & Dashboards	(Nick) Classwork: Business Model Design - Non-Profit Sponsorships (B2B) 9am - 10:50am	Fieldwork: Customer Interviews 9am - 11:50am	(Nick) Networking skills 9am - 10:50am			
10am							
11am	(Dan) Basic Financial Modeling	(Dan) Complex Customer Personas & Buyer Types 11am - 11:50am		(Dan) Channel Development: LinkedIn & Cold 11am - 11:50am			
12pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm		
1pm							
2pm	(Nick) Designing & Measuring Viral Loops 1:30pm - 2:20pm	(Dan) B2B & Complex Value Proposition Design 1:30pm - 2:20pm	(Lam) Live Coaching Sessions with Startups 1:30pm - 4:20pm	Classwork: Setting up a sales funnel 1:30pm - 2:20pm			
3pm	(Nick) Designing Habit Forming Products 2:30pm - 4:20pm	(Dan) Complex Sales Mapping 2:30pm - 4:20pm		(Nick) Sales Training 2:30pm - 4:20pm			
4pm							
5pm	Daily wrap up & retro	Daily wrap up & retro	Daily wrap up & retro	Daily wrap up & retro	Daily wrap up & retro		
6pm			Community Workshop: Business Model Canvas 5pm - 6:50pm				
7pm							

WEEK 5

Hanoi

	Mon 7/6	Tue 7/7	Wed 7/8	Thu 7/9	Fri 7/10	Sat 7/11	Sun 7/12
9am		Hackathon / Lean Startup Machine 9am - 11:50pm	Hackathon / Lean Startup Machine 9am - 11:50pm	Hackathon / Lean Startup Machine 9am - 4:50pm			
10am							
11am							
12pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm		
1pm							
2pm						SLUSH Pitch Event @ To 14, HATCH! PROGRAM 2pm - 6:30pm	
3pm							
4pm							
5pm	Daily wrap up & retro	Internal feedback					
6pm							

WEEK 6

Ho Chi Minh City

	Mon 7/13	Tue 7/14	Wed 7/15	Thu 7/16	Fri 7/17	Sat 7/18	Sun 7/19
8am							
9am	(Local) Scrum Training 9am - 4:20pm	(Dan) Classwork: Business Model Design - Freemium 9am - 10:20am	Fieldwork: Customer Interviews 9am - 11:50am	(Local) Scaling Product Management 9am - 10:20am			
10am							
11am		(Local) Scaling Engineering Operations 10:30am - 11:50am		(Nick) Team Building & Culture 10:30am - 11:50am			
12pm							
1pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm		
2pm		(Dan) Crossing the Chasm - Reaching the Majority 1:30pm - 2:50pm	(Lam) Live Coaching Sessions with Startups 1:30pm - 4:20pm	(Local) Sales Channel Development 2:30pm - 3:20pm			
3pm		(Nick) Engines of Growth 3pm - 4:20pm		(Dan) User Recruiting at Scale 2:30pm - 3:20pm			
4pm				(Hatch?) Headhunting & Recruiting 3:30pm - 4:20pm			
5pm	Daily wrap up & retro	Daily wrap up & retro	Daily wrap up & retro	Daily wrap up & retro	Daily wrap up & retro		
6pm			Community Workshop: Experiment Design 5pm - 6:50pm				
7pm							

WEEK 7

Ho Chi Minh City

	Mon 7/20	Tue 7/21	Wed 7/22	Thu 7/23	Fri 7/24	Sat 7/25	Sun 7/26
8am		Meeting on challenges and the way forward of the accelerator					
9am	(Dan) 3 Horizons Model 9am - 9:50am	(Dan) Stakeholders & Organizational Politics (include Voting game) 9am - 10:20am	Fieldwork: Customer Interviews 9am - 11:50am	(Dan) Operations Management: Just-in-Time 9am - 10:20am			
10am	(Dan) Innovation metrics 10am - 10:50am						
11am	(Dan) Applied Innovation Accounting 11am - 11:50am	(Nick) Resourcing & Teamwork 10:30am - 11:50am		(Dan) Negotiations 10:30am - 11:50am			
12pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm		
1pm							
2pm	(Nick) Classwork: Business Model Design - Internal Projects 1:30pm - 4:20pm	(Dan) Value Stream mapping 1:30pm - 2:50pm	(Lam) Live Coaching Sessions with Startups 1:30pm - 4:20pm	(Nick +) Classwork: Negotiation Exercises 1:30pm - 4:20pm			
3pm		(Dan) Accountability Tools 3pm - 4:20pm					
4pm							
5pm	Daily wrap up & retro	Daily wrap up & retro	Daily wrap up & retro	Daily wrap up & retro	Daily wrap up & retro		
6pm			Community Workshop: B2B & Complex Sales 5pm - 6:50pm				

WEEK 8

Ho Chi Minh City

	Mon 7/27	Tue 7/28	Wed 7/29	Thu 7/30	Fri 7/31	Sat 8/1	Sun 8/2
8am							
9am	(Dan) Innovation Ecosystem Elements 9am - 11:50am	(Dan) Accelerators, Incubators, & Reactors 9am - 10:20am	Fieldwork: Customer Interviews 9am - 11:50am	Classwork: Revising the Business Model for Accelerators 9am - 10:20am			
10am							
11am		(Dan) Classwork: Business Model Design - Accelerator 10:30am - 11:50am		Classwork: Metrics for Accelerators 10:30am - 11:50am			
12pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm		
1pm							
2pm	Classwork: Innovation Ecosystem Experiment Design 1:30pm - 2:50pm	Classwork: Value Proposition Design for Accelerators 1:30pm - 2:20pm	(Lam) Live Coaching Sessions with Startups 1:30pm - 4:20pm			(Dan) Curriculum Design & Community Workshop Preparation 1:30pm - 4:20pm	
3pm	(Dan) Lean Startup for Investors 3pm - 4:20pm	Classwork: Storyboarding an Accelerator 2:30pm - 4:20pm		Daily wrap up & retro			
4pm							
5pm	Daily wrap up & retro	Daily wrap up & retro	Daily wrap up & retro	Daily wrap up & retro			
6pm			Community Workshop: ??? 5pm - 6:50pm				
7pm							

WEEK 9

Ho Chi Minh City

	Mon 8/3	Tue 8/4	Wed 8/5	Thu 8/6	Fri 8/7	Sat 8/8	Sun 8/9
9am	(Dan) Classwork: Business Model Design - Network Effect 9am - 10:20am	(Pasi) International Patents & Intellectual Property 9am - 11:50am	(Pasi) Sources of Finance + Growth 9am - 11:50am	(Pasi) Accounting Literacy for Startups 9am - 9:50am	(Dan + Local + Pasi) Mega Retro 9am - 3:20pm		
10am				(Pasi) Funding & Venture Capital 10am - 11:50am			
11am	(Dan + Pasi) Pitching 10:30am - 11:50am						
12pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm	Lunch break 12pm - 1:30pm			
1pm							
2pm	(Dan + Pasi) Classwork: Pitching practice 1:30pm - 4:20pm	Fieldwork: Customer Interviews 1:30pm - 4:20pm	(Lam) Live Coaching Sessions with Startups 1:30pm - 4:20pm	(Pasi) Funding & Venture Capital 1:30pm - 4:20pm			
3pm							
4pm					Graduation Party 3:30pm - 7:50pm		
5pm	Daily wrap up & retro	Daily wrap up & retro	Daily wrap up & retro	Daily wrap up & retro			
6pm							
7pm							



ATTENDANCE CHECKLIST

ToT1 Training Program

Week.....: From To.....

NO.	NAME	MON	TUE	WED	THU	FRI
		06/07	07/07	08/07	09/07	10/07
1	Nguyen Giao Hoa					
2	Nguyen Tien Trung					
3	Truong Thanh Hung					
4	Ngo Tho Hung					
5	Nguyen Ngoc Dung					
6	Phan Dinh Tuan Anh					
7	John Phong K. To					
8	Tran Vu Binh					
9	Nguyen Dang Tuan Minh					
10	Phan Hoang Lan					
11	Nguyen Hoang Anh					
12	Do Thanh Long					
13	Nguyen Hoang Giang					
14	Pham Dung Nam					
15	Trần Văn Bình (Facilitator)					
16	Lê Thị Thu Hà (Facilitator)					
17	Đào Ngọc Tiến (Facilitator)					
18	Lê Thái Phong (Facilitator)					
19	Nguyễn Việt Khôi (Facilitator)					
TOTAL						

CB Admin

CB Manager

ToT1 Participant Mid-Course Interview

Name of the interviewee: **ABC**

Date: July 08, 2015

Objective: To get actionable feedback on training and recommendations on the remaining part of the training as well as 6 month accelerator program.

Key questions:

1	<i>Feedback of participants on various aspects of the training (theoretical delivery, practical work, course design and documentation)? What is most useful part and what is less useful part of the training so far? Which training modules you want to recommend and ready to deliver to startups?</i>
	✓ ✓
2	<i>In what way the training has met and has not met initial expectations of each participants? Any big changes in the way you think before the course and now (biggest mindset change)? Are there any changes in the course expectations?</i>
	✓
3	<i>What should the trainers need to focus on or do differently in the remaining time of the training?</i>
	✓
4	<i>How participants think about 6 month fact track program? Are they ready for it, or in what way they could prepare (themselves or with IPP support) for this mentoring/advisory activities?</i>
	✓ ✓
5	<i>What could be critical success factors for the accelerator program? Any feasible and practical ideas to improve it?</i>
	✓ ✓
6	<i>Participant individual vision on innovation/startup related work and activities after the proramme with IPP ended?</i>
	✓
7	<i>Any other suggestions to IPP?</i>
	✓

IPP INNOVATION ACCELERATOR PROGRAM

Organized by IPP & HATCH! PROGRAM & PARTNERS

Organizers



Partners

IPP Acceleration Program

1

IPP INNOVATION ACCELERATOR



The IPP Innovation Accelerator Program (IAP) is a six-month program for international growth and innovation acceleration, which co-implemented by IPP, HATCH! PROGRAM and Partners.

IAP will provide practical innovation and entrepreneurship trainings, mentorship and connections for:

- (1) new innovative companies, also called startups, and
- (2) consortiums that are developing support services for high-growth startups in Vietnam

Co-implemented



Partners

IPP Acceleration Program

2

PROGRAM GOALS



In short-term:

- » To boost up the development of selected local high-growth innovations through tailored training on business and industry knowledge, with weekly counseling meeting and series of business events.
- » To connect those selected innovative innovation teams with interested national and international parties for future collaboration
- » To grant most successful innovation teams with additional IPP funds based on the development of the team's capabilities and their ability to secure funding (own or external)

In long-term:

- » To contribute significantly to the strong development of the local innovation ecosystem and boost the sustainable economic growth of innovative companies in Vietnam
- » To initiate an innovation and international entrepreneurship mindset
- » To enhance the innovation mentor, investor and expert network in Vietnam

Co-implemented

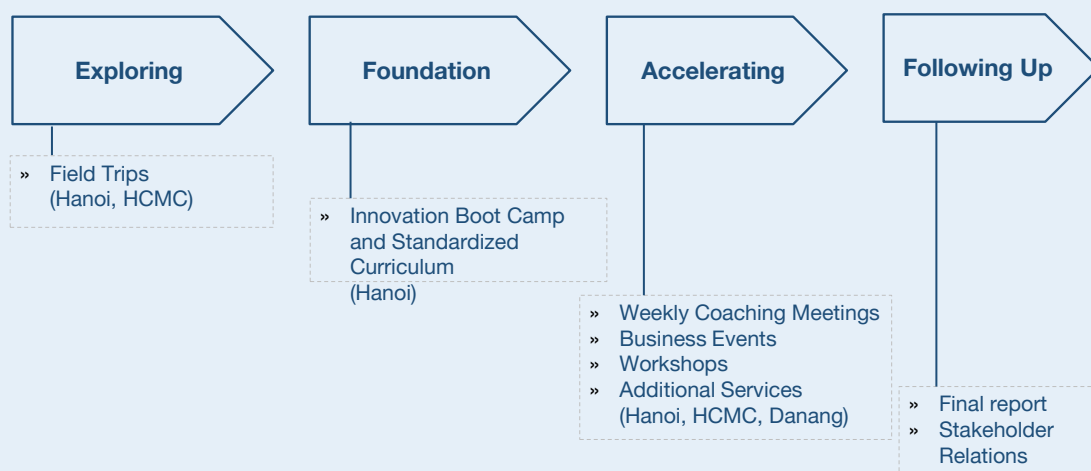


Partners

IPP Acceleration Program

3

PROGRAM APPROACH



Co-implemented

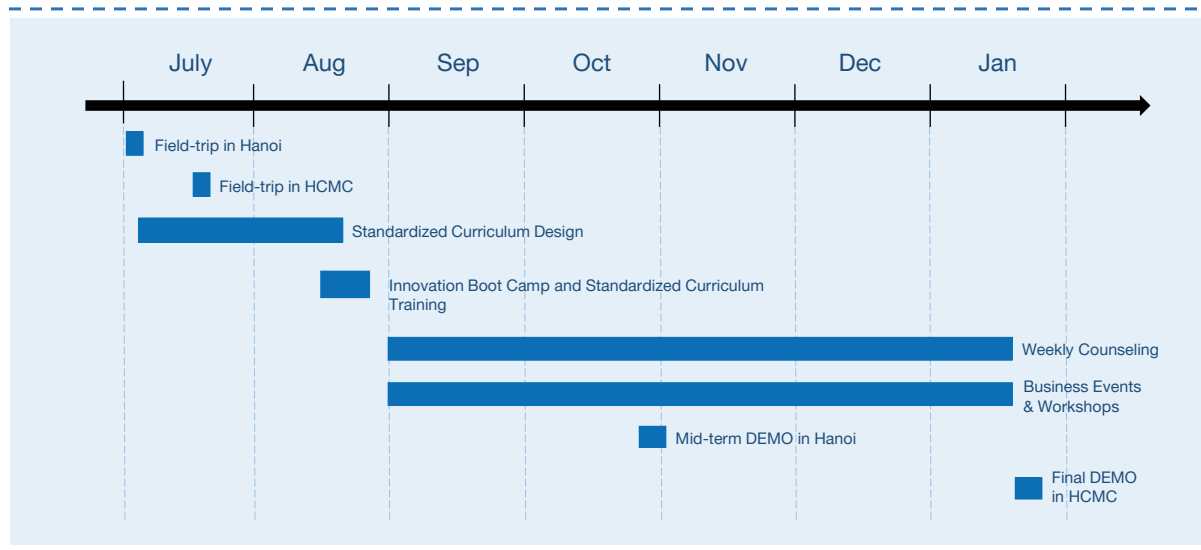


Partners

IPP Acceleration Program

4

SIX-MONTHS ACTIVITIES



Co-implemented



Partners

IPP Acceleration Program

5

ACCELERATOR PROGRAM ACTIVITIES



Timeline	Activity	Activities Objectives
Jul 1 st - 2 nd 16 th - 17 th	Field Trip	<ul style="list-style-type: none"> » To help IPP explore, review and understand innovation teams' profiles » To match coaches and innovation teams within 6-month of IAP » To design the content of training and workshops » To start building the mentor and investor network
Aug 17 th	Innovation Boot Camp (1)	<ul style="list-style-type: none"> » To create a platform to create bonds Innovation teams and coaches
Aug 18 th - Aug 21 st	Standardized Curriculum Training	<ul style="list-style-type: none"> » To deliver a compact training course for innovation teams » To pass on framework and tools for innovation teams, which will be used in the next 6 months » To start engagement with international speakers and network
Aug 22 nd	Innovation Boot Camp (2)	<ul style="list-style-type: none"> » To build a 6-month execution plan to accelerate and each innovation team

Co-implemented



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IPP Acceleration Program

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ACCELERATOR PROGRAM ACTIVITIES



Timeline	Activity	Activities Objectives
Aug, 10 th 2015 - Jan, 20 th 2016	Weekly Coaching	<ul style="list-style-type: none"> » To provide on-going supports from coaches (guidance, business assistance, business connection) to the innovation teams » To help track the innovation team progress during 6-month program » To provide coaches with hands-on experience, to utilize their knowledge, experience and network » To provide updates and sharing, so that Acceleration Managers can better organize and prepare IAP activities
Aug, 10 th 2015 - Jan, 20 th 2016	Business Events & Workshops	<ul style="list-style-type: none"> » To provide practical knowledge and share experience (from international speakers and local experts) to innovation teams » To help expand business network » To create bond between Mentors, coaches and innovation teams

Co-implemented



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IPP Acceleration Program

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ACCELERATOR PROGRAM ACTIVITIES



Timeline	Activity	Activities Objectives
Oct 31 st - Nov 1 st	Mid-term DEMO Day	<ul style="list-style-type: none"> » To create a exhibition platform where innovation teams can introduce their business » To provide innovation teams with opportunity to pitch to and match with potential partners and investors » To widen the business network
Jan 23 rd 2016	Finale DEMO Day	<ul style="list-style-type: none"> » To provide innovation teams with opportunity to pitch to and match with potential partners and investors » To widen the business network
Jan, 2016	IAP Debriefing Meeting	<ul style="list-style-type: none"> » To collect feedbacks » To revise the IAP activities and goals » To review parties responsibilities and performance » To plan for the next IAP

Co-implemented



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IPP Acceleration Program

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About Organizers



Innovation Partnership Program (IPP) is an Official Development Assistance program financed jointly by the Governments of Vietnam and Finland.

IPP works with key national and international partners as well as top teams to support Vietnam's 2020 economic growth and increase the export of innovative products and services.

Co-implemented



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IPP Acceleration Program

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About Organizers



HATCH! PROGRAM
is a startup incubation that creates competitive, innovative and high-potential start-ups, as it builds the start-up ecosystem in Vietnam.

HATCH! consists of 3 main pillars:
Community Building, Startup Incubating and Seed Funding.

Co-implemented



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IPP Acceleration Program

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Thank you!

For further information: <http://accelerator.ipp.vn/>

Organizers



Innovation
Partnership
Program



HATCH
PROGRAM

Partners

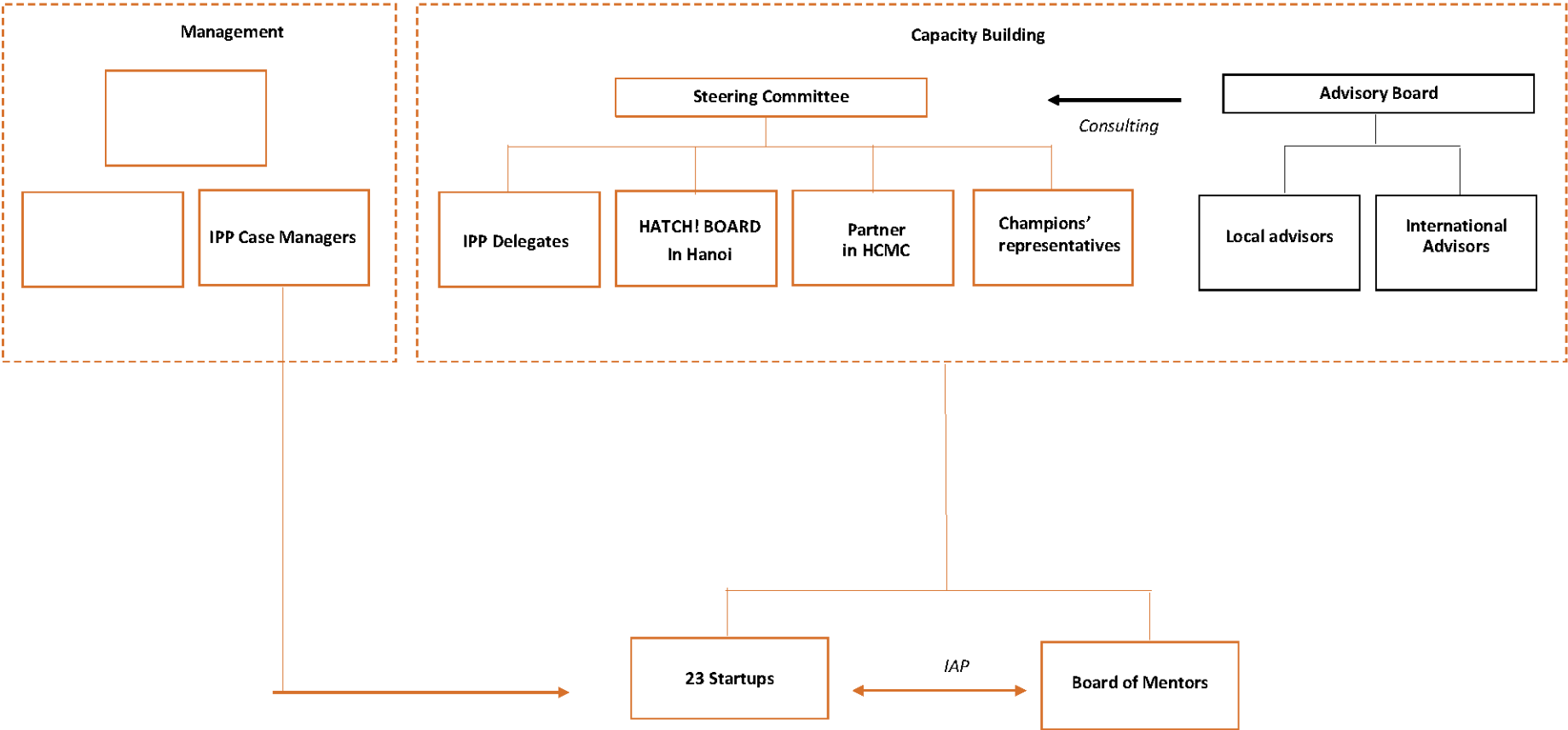
IPP Acceleration Program

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ORGANIZATIONAL CHART

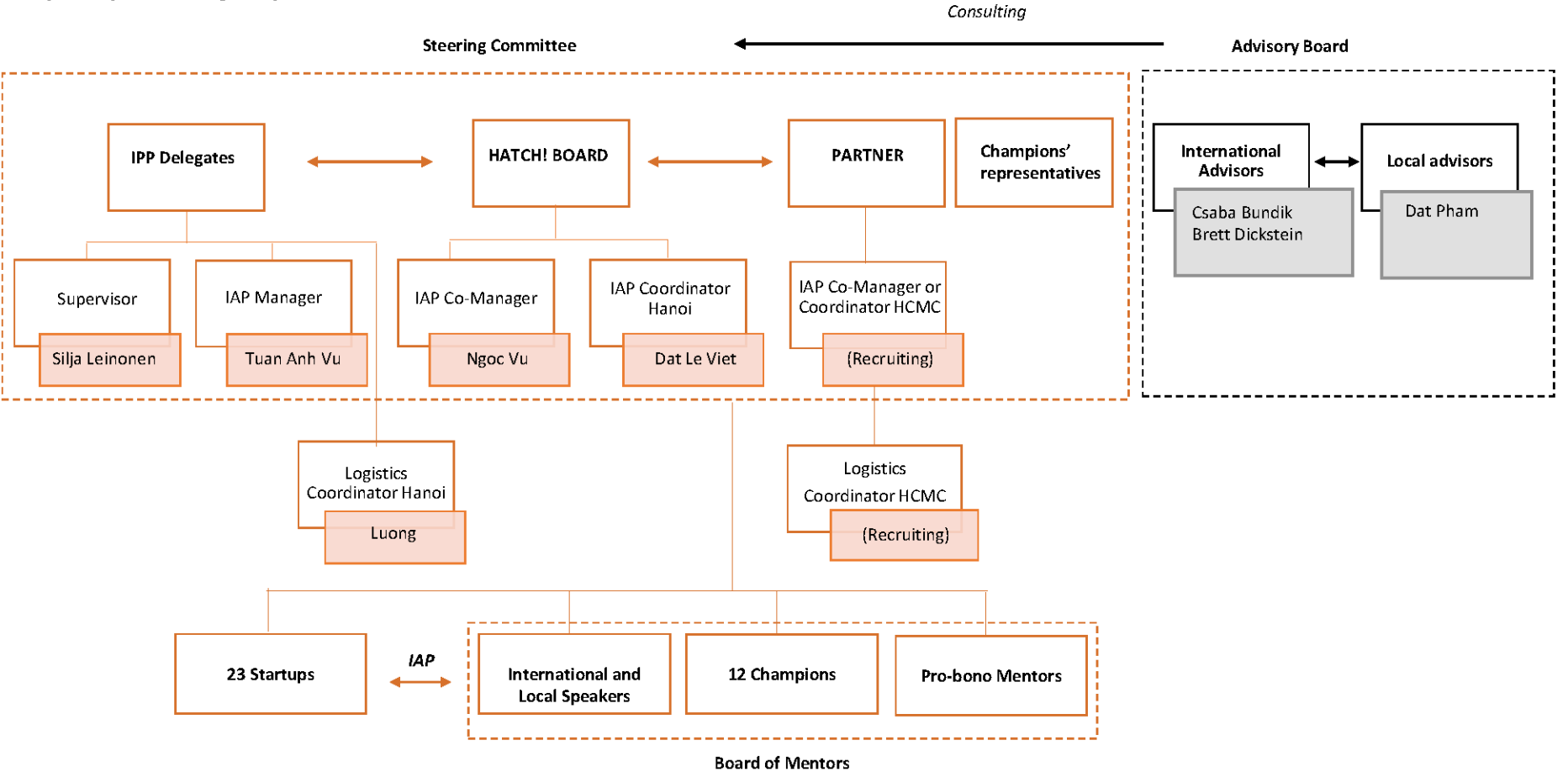
1. Overall Organizational chart
2. Key responsibilities

Organizational chart



*IAP: IPP Innovation Accelerator Program

Organizational chart: Capacity Building Department



*IAP: IPP Accelerator Program

Steering Committee – Key responsibilities:

Position	Person	Report to	Key Responsibilities
Supervisor (Full-time)	Silja Leinonen/ IPP	Steering committee	<ul style="list-style-type: none"> Supervising the planning and implementation of the IAP that follow the IPP strategic objectives for the IAP Participating and providing consultancy in the process of planning, implementing and revising the IAP Being contact point to facilitate the relations of the Steering Committee and the IPP Board Providing network and referrals to related parties (local, regional and international partners) to support the IAP
IAP Manager (Full-time)	Tuan Anh Vu/ IPP	Steering committee	<ul style="list-style-type: none"> Driving the planning and development of the IAP to ensure that the program strategic and financial objectives are met, according to the strategic direction set by IPP Be accountable to administration, monitoring, evaluation, report and documenting the IAP in HN and HCMC Supporting and Providing consultancy and network resources to the IAP Manager in the IAP operational activities Supervising the activities of the IAP Managing Partner and other staff <ul style="list-style-type: none"> Supporting the internal communication of members within the steering committee and with the advisory board Coordinating the IAP external communication in Hanoi and HCMC Managing, utilizing and expanding resources to support the IAP: the entrepreneurship network, the IPP champions from the TOT, the startups portfolio and physical resources to provide IAP activities (training, events, etc.) Building strategic stakeholders relationships with academia, industry and government partners Event logistics
IAP Co-manager (Full-time)	Ngoc Anh Vu/ HATCH!	Steering committee	<ul style="list-style-type: none"> Participating in the planning and implementation of the IAP Coordinate administration, monitoring, evaluation, report and documenting the IAP in Hanoi Supporting the internal communication of members within the steering committee and with the advisory board Coordinating the IAP external communication in Hanoi and HCMC Managing, utilizing and expanding resources to support the IAP: the entrepreneurship network, the IPP champions from the TOT, the startups portfolio and physical resources to provide IAP activities (training, events, etc.) Building strategic stakeholders relationships with academia, industry and government partners

Position	Person	Report to	Key Responsibilities
IAP Coordinator in Hanoi (Full-time)	Dat Le Viet/ HATCH!	Steering committee	<ul style="list-style-type: none"> • Participating in the planning and implementation of the IAP • Be accountable for content development and facilitation and quality of the IAP activities in Hanoi and HCMC • Coordinating and expanding resources to support the IAP activities: the champions, the potential mentor/service partners • Building and managing strategic stakeholders relationships to support the IAP activities in Hanoi and HCMC
IAP Co-manager/ Coordinator in HCMC (Full-time)	(Partner) (recruiting)	Steering committee	<ul style="list-style-type: none"> • Participating in the planning and implementation of the IAP • Coordinate administration, monitoring, evaluation, report and documenting the IAP in HCMC • Coordinate content development and facilitation and quality of the IAP activities in HCMC • Supporting the internal communication of members within the steering committee and with the advisory board • Managing the IAP external communication in Hanoi and HCMC • Coordinating and expanding resources to support the IAP activities: the champions, the potential mentor/service partners • Building and managing strategic stakeholders relationships to support the IAP activities in HCMC
IAP Logistics Coordinator in Hanoi (Full-time)	Luong Nguyen	Steering committee	<ul style="list-style-type: none"> • Participating in the planning and implementation of the IAP • Be accountable to the management of the IAP logistics and financial budgeting for IAP activities in Hanoi • Supporting the process of documenting the process of IAP, developing program documents (contracts, agreements, MOUs, reports, etc.)
IAP Logistics Coordinator in HCMC (Full-time)	(Partner) (recruiting 2)	Steering committee	<ul style="list-style-type: none"> • Participating in the planning and implementation of the IAP • Be accountable to the management of the IAP logistics and financial budgeting for IAP activities in Hanoi • Supporting the process of documenting the process of IAP, developing program documents (contracts, agreements, MOUs, reports, etc.)

Advisory Board – Key responsibilities:

Position	Person	Report to	Key Responsibilities
International Advisor	Csaba Bundik, Brett Dickstein	Steering committee	<ul style="list-style-type: none"> • Providing strategic consultancy on the planning, implementation, measurement and evaluation of the Accelerator program and its capacity building activities • Providing technical and operational advice for management and execution of the Accelerator program • Coaching, evaluation and capacity building support to the Accelerator Management Team • Providing network referrals to related parties to support the Fast Track activities • Advising the Accelerator Management on ways and means to become a sustainable, financially independent business, including tips and strategies for generating revenue a part from funding from donors or the government • Providing input and quality assurance of the I&E Curriculum and ensure its transferability to universities and other training institutions
Local Advisor	Dat Pham	Steering committee	<ul style="list-style-type: none"> • Providing strategic consultancy on the planning, implementation, measurement and evaluation of the Accelerator program and its capacity building activities • Providing technical and operational advice for management and execution of the Accelerator program • Coaching, evaluation and capacity building support to the Accelerator Management Team • Providing network referrals to related parties to support the Fast Track activities • Advising the Accelerator Management on ways and means to become a sustainable, financially independent business, including tips and strategies for generating revenue a part from funding from donors or the government • Providing input and quality assurance of the I&E Curriculum and ensure its transferability to universities and other training institutions



IAP CALENDAR

	Dates	City focus	Event Type	Event Name	For IAP teams:	Key audience	Additional target audience	Speaker	What coaches required
August 2015 - bootcamp for setting the foundations									
<u>Bootcamp</u>									
	17.-22.8.	Hanoi	Overview	IAP Bootcamp and Standardized Curriculum	compulsory	IAP teams, coaches		Nick, Ryan	all
September 2015 - Design thinking and lean startup									
	9.9.	Hanoi	Startup Skills	Pitching workshop	optional	IAP teams	broader community	Masayoshi Ike	Hanoi
<u>Design Thinking</u>									
	21.9.	Hanoi	Innovation Mindset	Innovation Mindset: Design Thinking	compulsory	IAP teams, coaches, startups, uni trainers, ecosystem players	startups, uni trainers, ecosystem players	Angeles Cortesi	Hanoi
	22.9.	Hanoi	Innovation Mindset	Innovation Mindset: Design Thinking	compulsory	IAP teams, coaches		Angeles Cortesi	Hanoi
	24.9	HCMC	Innovation Mindset	Innovation Mindset: Design Thinking	compulsory	IAP teams, coaches, startups, uni trainers, ecosystem players	startups, uni trainers, ecosystem players	Angeles Cortesi	HCMC
	25.9	HCMC	Innovation Mindset	Innovation Mindset: Design Thinking	compulsory	IAP teams, coaches		Angeles Cortesi	HCMC
October 2015 - Pitching skills and negotiations with supporters									
<u>Pitching to Investors</u>									
	4.10.	Hanoi	Startup Skills	Pitching evaluation to access Hatch Battle	optional	IAP company teams	Hatch targets other startups in the same event	Coordinated by Hatch	none
	11.10.	HCMC	Startup Skills	Pitching evaluation to access Hatch Battle	optional	selected IAP company teams	Hatch targets other startups in the same event	Coordinated by Hatch	none

	Dates	City focus	Event Type	Event Name	For IAP teams:	Key audience	Additional target audience	Speaker	What coaches required
	18.10.	Hanoi	Startup Skills	Pitching prepping for Hatch Battle for selected IAP company teams	for selected	selected IAP company teams	Hatch targets other startups in the same event	Coordinated by Hatch	none
	25.10.	HCMC	Startup Skills	Pitching prepping for Hatch Battle for selected IAP company teams	for selected	selected IAP company teams	Hatch targets other startups in the same event	Coordinated by Hatch	none
	1-on-1	Hanoi	Startup Skills	Valuation prepping for Hatch Battle for selected IAP company teams	for selected	selected IAP company teams	Hatch targets other startups in the same event	Coordinated by Hatch	none
	1-on-1	HCMC	Startup Skills	Valuation prepping for Hatch Battle for selected IAP company teams	for selected	selected IAP company teams	Hatch targets other startups in the same event	Coordinated by Hatch	none
	Through October	Skype	Startup Skills	International online pitching mentoring for IAP teams	for selected	IAP teams	Techfest IPP/Slush winners	Henrik Scheel, Marko Seppa and Csaba	none
<u>Strategy and Roadmap for Innovation System Projects</u>									
	Through October	Hanoi, HCMC, Danang	Ecosystem Development	Roadmap Workshops with Project's Key Stakeholders	compulsory for system projects	IAP ecosystem teams plus their steering committees and coaches		IPP, Brett Dickstein	coaches of system teams
<u>Mid-Term Demo Days</u>									
	31.10.-1.11.	Hanoi	Innovation Mindset	Mid-term demo day, HATCH FAIR and HATCH Battle	compulsory	Two tracks: HATCH Fair competition track for top teams & Pitching workshop for all		International speakers invited by Hatch, IPP and other partners	all
November 2015 - Scaling and product-market fit									
<u>Sales (optional)</u>									
	early to mid-November	Hanoi	Startup Skills	Startup Skills: Complex Sales and Sales Funnel	optional	IAP teams, coaches		local trainer	Hanoi

	Dates	City focus	Event Type	Event Name	For IAP teams:	Key audience	Additional target audience	Speaker	What coaches required
	early to mid-November	HCMC	Startup Skills	Startup Skills: Complex Sales and Sales Funnel	optional	IAP teams, coaches		local trainer	HCM
<u>Delegation to Finland (optional)</u>									
	9.-13.11.	Finland	Innovation Mindset	Vietnamese delegation to Slush event	optional	A few IAP teams, a few coaches, startups, investors, gov delegation		IAP	some coaches
<u>Tailored Workshop for Innovation System Projects (optional)</u>									
	Mid Nov	tbd	Ecosystem Development	to cover the most needed topics	optional	IAP ecosystem teams plus their coaches		IPP, Brett Dickstein	coaches of system teams
<u>Growing and Scaling</u>									
	20.11. (tentative)	Hanoi	Innovation Mindset	Innovation Mindset: Growing and Scaling	compulsory	IAP teams, coaches		Dan Toma	Hanoi
	23.11. (tentative)	HCMC		Innovation Mindset: Growing and Scaling	compulsory	IAP teams, coaches		Dan Toma	HCM
December 2015 - Startup toolbox: Marketing, Cost Structure, Finance, Valuation									
<u>Innovation (optional)</u>									
	2.12. (tentative)	Hanoi	Innovation Mindset	Innovation Mindset: Leading Innovation Processes & Disruptive Innovation	optional	IAP teams, coaches, startups, uni trainers, ecosystem players		Michael Horn	Hanoi
	4.12. (tentative)	HCMC	Innovation Mindset	Innovation Mindset: Leading Innovation Processes & Disruptive Innovation	optional	IAP teams, coaches, startups, uni trainers, ecosystem players		Michael Horn	HCM
<u>Due Diligence (optional)</u>									
	early to mid December	Hanoi	Startup Skills	Startup Skills: Due Diligence	optional	IAP teams, coaches		E&Y ?	
	early to mid December	HCMC	Startup Skills	Startup Skills: Due Diligence	optional				

		Dates	City focus	Event Type	Event Name	For IAP teams:	Key audience	Additional target audience	Speaker	What coaches required
		Mid Dec	Skype	Startup Skills	Remote mentoring for pitching	for selected	10 IAP teams		Marko Seppä, Henrik Scheel	
Tailored Workshop for Innovation System Projects (optional)										
		Mid Dec	tbd	Ecosystem Development	to cover the most needed topics	optional	IAP ecosystem teams plus their coaches		IPP, Brett Dickstein	coaches of system teams
Startup's Skills and Tools										
		26.12.	Hanoi	Innovation Mindset	Innovation Mindset: Startup Toolbox and value proposition	compulsory	IAP teams, coaches, startups, uni trainers, ecosystem players	startups, uni trainers,	Stephanie Marrus, UCSF	Hanoi
		27.12.	Hanoi	Innovation Mindset	Innovation Mindset: Startup Toolbox and value proposition	compulsory	IAP teams, coaches		Stephanie Marrus, UCSF	Hanoi
		28.12.	HCMC	Innovation Mindset	Innovation Mindset: Startup Toolbox and value proposition	compulsory	IAP teams, coaches, startups, uni trainers, ecosystem players	startups, uni trainers,	Stephanie Marrus, UCSF	HCM
		29.12.	HCMC	Innovation Mindset	Innovation Mindset: Startup Toolbox and value proposition	compulsory	IAP teams, coaches		Stephanie Marrus, UCSF	HCMC
January 2016 - Organisational learning and development to continue growth										
		early Jan		Startup Skills	One-on-one pitching checking sessions	optional	IAP teams, coaches		local trainer	Hanoi
Branding (optional)										
		11.1.	Hanoi	Startup Skills	Startup Skills: Branding	optional	IAP teams, coaches		local trainer	Hanoi
		13.1.	HCMC	Startup Skills	Startup Skills: Branding	optional	IAP teams, coaches		local trainer	HCM
Tailored Workshop for Innovation System Projects (optional)										
		Mid Jan	tbd	Ecosystem Development	to cover the most needed topics	optional	IAP ecosystem teams plus their coaches		IPP, Brett Dickstein	coaches of system teams
Wrapping up and how to continue learning & growing										

	Dates	City focus	Event Type	Event Name	For IAP teams:	Key audience	Additional target audience	Speaker	What coaches required
19.1. (tentative)		Hanoi	Innovation Mindset	Innovation Mindset: Continuous Learning, Development and Growth	compulsory	IAP teams, coaches		Karen Henken	Hanoi
20.1. (tentative)		Hanoi	Innovation Mindset	Innovation Mindset: Continuous Learning, Development and Growth	optional	IAP teams, coaches		Karen Henken	HCM
22.1. (tentative)		HCMC	Innovation Mindset	Innovation Mindset: Continuous Learning, Development and Growth	compulsory	IAP teams, coaches		Karen Henken	Hanoi
23.1. (tentative)		HCMC	Innovation Mindset	Innovation Mindset: Continuous Learning, Development and Growth	optional	IAP teams, coaches		Karen Henken	HCM
<u>Final Demo Day</u>									
26.1.		HCMC	Innovation Mindset	Final Demo Day	compulsory	IAP teams, coaches	investors, government, broader community	IAP teams, (vice) minister, keynote	all

IAP Training, Coaching & Networking Plan

Background

The Innovation Partnership Programme (IPP) is an Official Development Assistance (ODA) program financed jointly by the Governments of Vietnam and Finland. IPP is in its second phase running through 2014-2018. IPP supports Vietnam's overall goal of becoming an industrialized middle-income knowledge economy by the year 2020. The program objective is to boost sustainable economic growth in Vietnam through the increased production and export of innovative products and services.

The IPP Innovation Accelerator is a six-month training program for Vietnam-based projects to accelerate their innovative activities and increase their potential for international growth. The program provides standardized and tailored services including practical innovation and entrepreneurship training for new Vietnamese innovative and high-growth companies as well as consortia that are developing support services for startups in Vietnam.

The learning and application process is facilitated by group of 12 qualified innovation consultants, which have been selected and qualified by IPP through its intensive Training for trainers (ToT) program.

Objectives

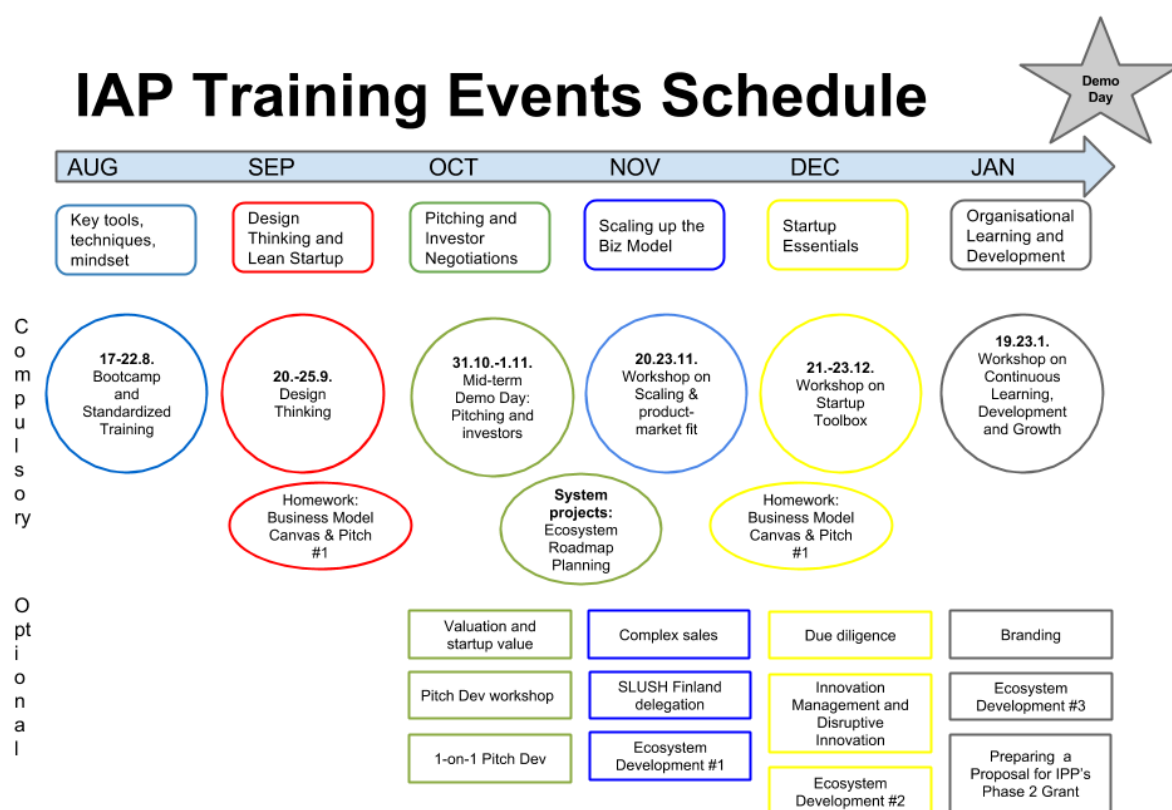
The objective of IPP acceleration training program, which comprises of a series of trainings, workshops, networking events and coaching, is to provide the knowledge, tools, skill on innovation and startup process needed for innovation teams and innovation system developers supported by IPP as well as wider startup community so that their startup process could go faster and at lower cost.

Training and Learning Process in IAP

The training and learning opportunities provided by IAP for the learner teams are based on the following main mechanisms:

- Compulsory workshops and events
- Optional workshops and events
- One-on-one coaching sessions by IAP innovation coaches
- One-on-one mentoring sessions by external experts
- Homework assignments
- Networking: Connecting the teams to third parties

The training and learning mechanisms have been chosen to provide an optimal combination of compulsory and optional sessions with main emphasis in making the learning practical and relevant. The topics and themes can be found from the learning topics sheet in the IAP Master List. That summarizes the topics of biggest interest as defined by both the learner teams and their coaches. The detailed training events calendar can be found from IAP Calendar.



Homework assignments

Three basic types of homework are the following:

- Tasks to do to prepare for each of the training workshops and events.
- Homework to reinforce what was learnt in each training workshop and event.
- Updating of the Business Model Canvas and pitch portfolio three times: in September, before the mid term demo day and before the final demo day.

Homework assignments and homework completion status of each team is stored at Homework assignments folder. Homework for IAP Teams file summarizes all homework assignments given for innovation teams who participate in the IPP IAP training program. Each assignment has been sent by email, but up-to-date full information about all of the assignments can be found from the file for helping the learners to know what they are required to do.

The status of homework for each team is shown in the IAP Homework Checklist where teams can check what they have done and are expected to do. The documents sent by the teams are all stored in the team specific folders.

Coaching plan and work of coaches

The coaches (ToT participants) work with the innovation teams to help them to learn:

- Follow up with innovation team on bi-weekly basis. The best is face to face group meeting, however, phone call or skype could be acceptable to allow more flexibility;
- Each meeting will be documented in the meeting notes (with the meeting log form), which includes discussion items, actionable decisions, and responsibility for implementation. The team's status is also updated to the status sheet in the IAP Master List file;
- Monthly update meeting between coaches and IPP case managers;
- The learning goals of the teams are defined together with their assigned main coach, who uses the Team Specific Plan template document as a guiding tool;

Linking the coaching sessions with the training workshops

- Coaches participate in training workshops as often as their schedule allows.
 - The role of the coach in training events is to be one of the active learners to encourage others to learn by showing the enthusiasm towards the lead trainer and other participants and to support the learning process of members of the teams by being active towards them with questions, comments and sometimes clarifications.
- Coaches revisit the key points learnt at training events in coaching sessions whenever applicable.

Training of ToT participants

The coaches are still learners in IPP's Training of Trainers program. They learn by participating in the IAP training events as learners, coaching the teams and participating in training and mentoring sessions tailored to them. The training and mentoring sessions for October - January are currently under planning. The main resource for delivering them will start work in mid October.

Activities of the coaches

No.	What and How	When
1.	ToTs will spend part of time for learning purpose (reading book, doing research, practicing the training at community workshop. ..)	Arrange by the ToT themselves
2.	ToT to meet at least 1 per week to share their learning experience	once a week
3.	ToTs to meet weekly for planning, coordination, experience sharing, p2p coaching (with IPP managers, case managers whenever possible”;	Every Tuesday afternoon
4.	Monthly reporting and update by innovation consultants to the accelerator manager;	At the end of the month
5.	ToT will attend and support the organization of training and events conducted by international guest speakers	Depend on the schedule of international guest speakers
6.	ToT will take the lead in organizing local workshop and networking event (one per month) both in term of: <ul style="list-style-type: none"> • Contents (topic, guest speakers). • The logistics will also be supported by IPP outsourcing team. But ToT will make sure that things are properly arranged according to their instruction. 	At least once per month, to be defined by ToT group in Hanoi and HCMC
7.	ToT will follow up with innovation teams on weekly or biweekly basis. The best is face to face group meeting, however phone call or skype could be acceptable to allow more flexibility; Each meeting will be documented in the minutes of meeting, which include discussion items, actionable decisions, and responsibility for implementation.	Weekly or biweekly, Each person involves in 4 to 5 startups on average

Networking support for the teams

Coach and all other IPP representatives keep track of introductions they make for the teams and any follow up actions they know the teams have taken based on the introductions. These details are added to the Networking data sheet of the Master List.

High level targets of IAP

No.	Indicators	Targets	How to measure?
1.	Number of workshops and events conducted;	20	Count the number of workshop and events organized by IPP
2.	Number of startup teams/people attended (including those not under IPP supported innovation projects);	150	Based on attendance list
3.	Percentage of Innovation team meet the required metrics on training attendance specified in their contract	70%	Based on attendance list and contract requirement.
4.	% of people rate training activities as useful and/or would recommend the training to other	70%	Based on training feedback survey
5.	Percentage of innovation teams apply the tools and techniques learned from workshop and training	70%	Survey after the acceleration training program.
6.	Percentage of innovation team apply the tools and techniques learned with support from IPP innovation consultant	65%	Survey after the acceleration training program.
7.	Company report that they achieved better progress thank to the acceleration training program	65%	Survey after the acceleration training program.
8.	Company report that they carry their startup process and activities (experiment) at lower cost comparing to what would possibly incurred if they are not using tools and techniques learned.	50%	Survey after the acceleration training program.

KPIs for IAP Innovation Accelerator

IAP measures experiments of the learners and networking support provided by the coaches. The three KPIs for experiments and two for networking are described in this section.

#1 KPI: Knowledge / assumption ratio

Description

BMC is used as a map of assumptions and changing the assumptions into knowing (knowledge).

#2 KPI: Experiment cost

In the context of the IAP experiment cost should be the lowest to achieve the objectives.

With a limited budget, the startups should design experiments that do not require a lot of money, manpower or time. Things like landing pages, customer interviews (with the optimal sampling size), A/B testing and other cost effective solutions are to be preferred.

Description

total cost to run an experiment

How to support

help them understand 9 steps of experiment; support experiment plan, preparation and implementation (according to riskiest assumptions); according to available resources & stages of experiment development. Startups go to the IPP website - access the experiment library where their are costings attached to each exp. and they basically choose the ones for their objectives and budget (EASY!).

How to measure

Money, time, manpower - an experiment budget. (excel)

Supporting materials

Experiment logs, MVPs examples, Customer interview template, customer personas, Value Prop map, sales funnel.

We recommend IPP develop an experiment library that has been proven in the field and shown to be cost effective.

#3 KPI: Experiment velocity

Description

Number of experiments in certain period

How to support (to fasten the velocity)

- Learning goals setting
- Try with the first experiment to find out:
 - Average time for an experiment
 - Resources
 - Human resource skills
 - Related risks
- Build the necessary templates for experiments
- Monitoring and Evaluation

How to measure

- Number of experiment/ period of time
- Time per experiment

- Number of templates developed

Supporting materials

- Templates (if any)
- Online tools

#4 KPI: Networking introductions provided

Description

IAP provides learning opportunities and helps to develop needed connections to Vietnamese and international organizations and individuals.

How to support

Do your best to help the teams in their networking needs. Utilize your own connections and contacts of other IAP coaches and other IAP representatives. If you have no leads, please tell the IPP case manager about the need.

Add to the networking related data sheet of the Networking Log file details of each networking need, introduction you have provided, any follow-up the team has done based on the introduction, and any potential outputs from those follow-up activities. This enables potential help for other members of IAP's coordination and execution team and measuring of the networking activities.

How to measure

Add networking details to the Networking Log file and count into the quarterly KPI report the number of introductions you have made. To do that, go through your coaching notes.

Supporting materials

the Networking Log file

#5 KPI: Networking introductions followed up by the learner teams

The description of networking support can be found from #4 KPI above.

How to measure

Add networking details to the Networking Log file and count into the quarterly KPI report the number of introductions that the learner team had followed up somehow.

Basis for coaches' plans

Mentorship Workshops to Support System Projects

IPP will provide additional soft support for innovation system development projects participating in the IPP Innovation Accelerator training program. At the same time, the IAP coaches assigned to the system projects will have opportunities for learning by doing as they will participate in many of these additional activities based on their interests and availability. The steps forward are the following:

1. Summarizing existing data about the projects 2.-6.10. between coaches, case manager and others
2. Internal IAP sharing and planning session 5.-9.10.
3. Request for information to be answered by the system projects by 14.10.
4. Four workshops, one with each system project, 15.-30.10.
5. Additional workshops (approximately 1 / month), meetings, mentoring, connections and other services based on what is decided together between the innovation teams, coaches and IAP coordination

Resources:

- Riku Makela, coordination & IPP linkages
- Đinh Kim Quỳnh Diệp, admin & support
- Brett Dickstein, advisor and lead mentor/trainer, brett@sustainabletradeinc.com
- IAP coaches assigned to the innovation system development projects
- Trang Nguyen, IPP case manager

MENTORSHIP/ADVISORY ROLE

- 1) *Strategic Guidance*: (1) offer business model suggestions to get the program off the ground; (2) identify and correct gaps in the team's business knowledge, message and plan; (3) provide guidelines and examples for implementation planning
- 2) *Tactical Guidance*: (1) Rolodex help (provide contacts for them to consult for help and get connected including people with expertise in incubator/accelerator management); (2) check in with team on frequent mentor calls to review constraints and progress; conduct at least 1 face to face meeting with team + steering committee/board to provide constructive, valuable feedback

SYSTEM BUILDER WORKSHOP FOR ONE CONSORTIUM AT A TIME: GEAR UP AND CONSENSUS

Audience: representative(s) of system builders + coach/ToT trainer if feasible + steering committee or board of system builder consortium

Date: October 2015 (TBD)

Purpose: (1) Knowledge transfer: provide insight to participants about a roadmap to test hypothesis about the concept, market and services, identify applicable business models, feasibility, demand-product-market fit, customer and partner identification, market + competitive landscape assessment, objectives setting, promoting the program, metrics

framework, monetization options, governance structures and snapshot of skills and resources required to establish and incorporate a viable ecosystem building entity; (2) Reality Check: help participants gain awareness about the gaps to fill between a theoretical business framework and commercialization of the concept

JOINT AND CUSTOMIZED WORKSHOPS BASED ON THE IDENTIFIED NEEDS AND OPPORTUNITIES: LEARN AND LAUNCH

Audience: individual representatives/champions of the system builders + ToT trainers/coaches if feasible

Purpose: tailored workshops and seminars to help transfer knowledge about industry or business specific areas of interest that may add value to individual or collective projects (extra-curricular and on-demand)

Subjects: Leverage Lean Launchpad model including business model alternatives / ecosystem mapping /business modeling to leading and managing the operating plan / customer development team to product management/ marketing and building brand equity /personnel requirements /office space and venue considerations/sourcing, screening and selecting clients and the contracting process /Minimum Viable Product and functional organization /key activities and mentor events /partner identification /stakeholder management / selling and recruiting sponsors / cost structure / balanced scorecard and KPIs /fundraising and seeking capital from donor agencies, innovation and entrepreneurship networks / financing gap analysis and diversifying revenue streams /projected operating expenses projections /sustainable action planning / pathway to scale/ virtual training and entrepreneurs-in-residence

Events: meetups/dating with other like-minded ecosystem builders and value-chain stakeholders, shared deal flow networking, investor connections, idea competition preparation

DATA FOR ASSESSING THE LEVEL OF READINESS AND PREPAREDNESS OF THE SYSTEM PROJECTS

Steps:

1. Send questionnaire to the four teams
2. Plan the first set of workshops based on the data

Executive Summary (1 bullet answer for each question)

Summarize briefly answers to the following questions:

- What is your understanding of the market and industry need for your operation?
- What is your future vision and how do you see your operation developing?
- What are the key results you hope to achieve for your operation?
- What is your overall business model?
- How have previous implementation experiences affected or changed the proposed approach?
- What is the pathway to scale up your operation nationally and regionally?
- How will you achieve sustainability operationally and financially?
- Who will bring the expertise necessary to execute the administration and operation of your operation?
- How do you envision working in the future with IPP or the Government of Vietnam and other key stakeholders in the entrepreneurial and startup community?
- What is the governance structure for your operation to ensure results, autonomy and flexibility

Overall Evaluation Factors are listed below:

A) Objectives and Anticipated Results (3 sentences)

- What are your objectives and anticipated results for your operation by the end of January 2015? How would IPP and other relevant partners support you to meet your goals?

B) Potential Impact & Scale (1 sentence answer per question)

- Who is the target audience of your operation and how many will be directly and indirectly impacted?
- What is the level of scale that your operation could reach in the long-term both in Vietnam and regionally?
- What are the possible avenues for scale up over the next 2-10 years?

C) Project Team (1-2 sentence answers per question)

- What is the composition of the project team that will be responsible for implementing your operation? What are their expected roles, responsibilities, and lines of authority?
- How does the project team possess the skills and experience necessary to achieve the proposed objectives?
- What is the project team's understanding of the market needs and how do they intend to gain credibility with community groups, entrepreneurs, private and public sector stakeholders?

- Are there project partners that are providing staff or resources to support your operation? If so, what are their expected roles and responsibilities?

D) Implementation Approach (1 sentence answers per question)

- How do you plan to implement your operation business model?
- Can you describe previous experiences implementing this operation and any evidence of successful impact or potential for financial sustainability?
- How will you take corrective actions and how will potential operational challenges be addressed?
- How will lessons learned from prior experience be collected to support future implementation?

E) Measuring Success (1 sentence answer per question)

- How will your operation be evaluated for impact and feasibility?
- What are the objectives of the evaluation and the key indicators that will be assessed?
- How will performance monitoring be part of the evaluation process?
- How is your evaluation structured to inform future scale-up?

F) Stakeholder Engagement and Leveraging Resources (1 sentence answer per question)

- Who is critical to the success of your operation and its scale up and how will they be involved?
- Are there any current partnerships or memorandum of understanding indicating commitments of relevant partners and their roles and responsibilities?
- How do you plan to support your operation and the incubation/accelerator program through potential partnerships, collaborations, and stakeholder engagement?

G) Governance Structure (1-2 sentence answer per question)

- What governance structure do you propose for your operation (e.g. legal status, boards and committees). How do you ensure that the structure supports autonomy and flexibility, results and the accountability of your management for achieving these results?
- How do you intend to involve entrepreneurs and key industry partners in the governance of your operation (representing the members of the entrepreneurial and startup community)

H) Financial and Budget Narrative (1-2 sentence answer per question)

- What is the current available budget designated to your operation?
- How will current funds be used to support your activities?
- How will future funds and revenue be generated to finance your activities?
- What do you estimate will be the financial and in-kind contributions of any additional organizations involved in implementing or supporting your activities?
- How will your operation achieve financial independence and sustainability?

Additional Information Voluntary: Provide if available

- Statement describing any risks to project success and plans to mitigate them
- Documentation to demonstrate the organization's ability to legally perform the proposed work in the country/region of operation
- For a position where key staff has been identified, please provide a Curriculum Vitae (CV) and/or job descriptions
- Staffing matrix that lists all positions that will be essential to the success of your operation
- High level organization chart that outlines the reporting lines
- Work/implementation plan in Gantt chart format
- Branding and Marketing plan
- Proposed Milestone Chart



AGENDA FOR IAP BOOTCAMP & STANDARDIZED TRAINING

PROGRAM GOALS AND METRICS

The high level goals of the program are to kick off the Innovation Accelerator Program by:

- Introducing and crafting IAP expectations and goals through a 2-day team building component;
- Teaching a foundational set of innovation skills and techniques to promote best practices amongst IAP companies and their individual representatives;
- Laying the foundation for future IAP activities by exposing companies to key concepts around innovation management and disruptive innovation.

These results can be measured by:

- Detailed goals for each curriculum session and activity (see below);
- Two surveys, one at the end of day 3 and the other at the end of day 6, given to the companies to gauge their comprehension of and comfort with the materials;
- Qualitative feedback from Coaches and Trainers;
- A draft of goals and priorities created by the companies (with the support of the Coaches) for the following 6 months.

Most importantly, a successful Bootcamp can be measured by the strength of the working relationships formed between the companies and the Coaches. Ultimately, this Bootcamp is the first week of a much longer engagement, and the ability for the Coaches and the companies to work together productively is critical to the success of the IAP. This will be measured primarily through qualitative feedback from companies throughout the program, as well as through daily debriefs amongst the Coaches.

TIME AND VENUE:

Time: Monday, August 17th, 2015 – Saturday, August 22nd, 2015

Please kindly note that the Opening ceremony is held sharply at 8:30 A.M on Monday. Therefore, we suggest your team to come from **8:00 A.M. – 8:20 A.M. to do the registration.**

Venue: Library of Hanoi University of Science and Technology, No 1, Dai Co Viet, Bach Khoa, Hai Ba Trung, Hanoi.

PARTICIPANTS:

Around 60 participants from 19 innovation companies and 4 ecosystem supported by IPP2

TRAINERS

Lead trainers: Nick Noreña and Ryan Maccarrigan

Co-trainers: 12 Local Innovation Consultants

Guest trainer: Dr. Tran Le Hong (NOIP)

AGENDA

Time	Session	Activities/Learning Goals
Day 1 - Monday 17/08/2015		
8:00 - 9:30	Opening ceremony	8:00-8:30: Registration 8.30-9:30: Opening ceremony <ul style="list-style-type: none"> Introduction to distinguished guests and brief about Boot camp by IPP Management Team Key note Speech by MOST Vice Minister Key note speech by representative from Embassy of Finland IPP2 capacity building activities and Bootcamp, IPP representative Foreign expert Expectation from representatives of IPP subprojects
9:30 - 9:45	Break	
9:45 - 10:30	IAP Accelerator Overview	<ul style="list-style-type: none"> Present and discuss expectations for the 6 month IAP Present and discuss expectations for the Bootcamp
10:30 - 12:00	Project Presentations	<ul style="list-style-type: none"> Companies will present their businesses to the audience for 5 minutes each.
12:00 - 13:30	Lunch	
13:30 - 15:30	Project presentations (continued)	<ul style="list-style-type: none"> Companies will present their businesses to the audience for 5 minutes each.
15:30 - 15:45	Break	
15:45 - 17:00	Speed dating	<ul style="list-style-type: none"> Consultants working with assigned teams to get to know each other Wrap up
Day 2 - Tuesday 18/08/2015		
8:30 - 10:20	Introduction to lean startup	<ul style="list-style-type: none"> Learning Goal: Why is speed so important for innovation? How does Lean manage risk? What is Customer Development? Objectives and Key Results:

		<ul style="list-style-type: none"> ○ Understand how Design Thinking overlaps with Lean Startup ○ Understand the key principles of Lean ○ Understand validated learning
10:20 - 10:30	Break	
10:30 - 12:00	Disruptive Innovation and Innovation Management	<ul style="list-style-type: none"> ■ Learning Goal: How can startup culture be maintaining when growing the company? How can existing companies bring startup culture into their teams? ■ Objectives and Key Results: Identify new success metrics based on experimental velocity and learning velocity
12:00 - 13:30	Lunch	
13:30 - 14:50	Experiment Design Basics and the Real Book	<ul style="list-style-type: none"> ■ Learning Goal: What is an experiment in the context of a business? What's the difference between a concierge test and a Wizard of Oz test? ■ Objectives and Key Results: <ul style="list-style-type: none"> ○ Be able to explain the different quadrants of the Real Book. ○ Be able to explain the critical components of an experiment
14:50 - 15:00	Break	
15:00 - 16:30	Customer Segmentation and Personas	<ul style="list-style-type: none"> ■ Learning Goal: Who is the early adopter? What is a psychographic? Why aren't demographics enough? ■ Objectives and Key Results: <ul style="list-style-type: none"> ○ Be able to generate a hypothesis of an early adopter segment and detail it sufficiently for customer discovery research. ○ For later stage companies: be able to confidently identify your target early adopter
16:30 - 17:00	Debrief	Review key learnings and go over any questions the attendees may have
Day 3 - Wednesday 19/08/2015		
8:30-9:50	Value Proposition Design	<ul style="list-style-type: none"> ■ Learning Goal: What gains are we creating for the customer? What pains are we relieving for the customer? ■ Objectives and Key Results: <ul style="list-style-type: none"> ○ Be able to clearly define a Value Proposition using the "Jobs to be Done", 6-up Value Prop

		Sketches, or Value Proposition Canvas.
9:50 -10:00	Break	
10:00 -12:00	Business Model Canvas	<ul style="list-style-type: none"> ■ Learning Goal: What are the building blocks of a business model? Why isn't a business plan good enough? ■ Objectives and Key Results: Be able to create a well-structured Business Model Canvas and use it to identify key business risks.
12:00 – 13:30	Lunch	
13:30 – 15:20	Customer Discovery Interviews	<ul style="list-style-type: none"> ■ Learning Goal: What's the difference between a discovery interview and a sales pitch? How can I get the most value out of a customer interview? ■ Objectives and Key Results: <ul style="list-style-type: none"> ○ Understand the basic structure of a customer discovery interview
15:20- 15:30	Break	
15:30 – 16:20	Comprehension Testing & Fieldwork	<ul style="list-style-type: none"> ■ Learning Goal: Are the conversion rates for my marketing material or landing pages low because users don't want it? Or because they don't understand it? ■ Objectives and Key Results: % of mentor attendees able to perform a Comprehension test in one hour
4:30 – 4:50	Debrief	
Day 4 - Thursday 20/08/2015		
8:30-9:50	Effectuation and Jobs To Be Done	<ul style="list-style-type: none"> ■ Learning Goal: What characterizes an entrepreneurial mindset? How does an entrepreneur think differently than an MBA? How do market research and experiments translate to marketing? ■ Objectives and Key Results: <ul style="list-style-type: none"> ○ Understand the 5 core principles of effectuation ○ Understand Jobs To Be Done framework
9:50 -10:00	Break	
10:00 -10:50	Generative Product Research	<ul style="list-style-type: none"> ■ Learning Goal: How can I create an effective solution for the market? Which product features are the most

	Overview	critical? <ul style="list-style-type: none"> Objectives and Key Results Understand and differentiate the different types of generative product research.
11:00 – 11:50	Competitor Usability Testing	<ul style="list-style-type: none"> Learning Goal: What about our competitors? How can our product be differentiated from our competitors? Objectives and Key Results: Be able to perform competitive usability tests and identify one solvable pain point from the customer.
12:00 – 13:30	Lunch	
13:30 – 14:50	UI Sketching and Design Charrettes	<ul style="list-style-type: none"> Learning Goal: How can we build and experiment faster? How can we avoid spending days coming up with new designs? How can everyone on the team be involved as designers? Objectives and Key Results: Be able to create three distinct design concepts in 15 minutes.
14:50- 15:00	Break	
15:00 – 16:20	Rapid Prototyping	<ul style="list-style-type: none"> Learning Goal: What is the fastest way to prototype an idea? How can a non-technical person do rapid prototyping? Objectives and Key Results: Be able to construct a basic prototype using off-the-shelf tools.
16:30 – 16:50	Debrief	
Day 5 - Friday 21/08/2015		
8:30-10:20	Intellectual property	The key things companies should know about IP when building and growing their businesses
10:20 - 10:30	Break	
10:30 - 11:50	Complex Customer Personas and Buyer Types	<ul style="list-style-type: none"> Learning Goal: Who is my customer? Why didn't the sale get approval from the purchasing department? Objectives and Key Results: Create distinct customer personas for a complex sale.
12:00 – 13:30	Lunch	
13:30 – 14:50	Product Metrics and	<ul style="list-style-type: none"> Learning Goal: What are the most important things to measure in

	Dashboards	<p>the product? How can we make sense of too much data?</p> <ul style="list-style-type: none"> Objectives and Key Results: % of participants able to design an AARRR dashboard
14:50 – 15:00	Break	
15:00 – 16:20	Innovation Ecosystem Elements	<ul style="list-style-type: none"> Learning Goal: What are the parts of an innovation ecosystem? How can we identify the obstacles for innovation? Objectives and Key Results: % of attendees able to map out and define relevant KPIs for the accelerator's Innovation Ecosystem.
16:30 – 16:50	Debrief	
Day 6 - Saturday 22/08/2015		
8:30-9:50	Brainstorming for the Accelerator activities	<ul style="list-style-type: none"> Learning Goal: What are the topics, important for company growth, that need to be covered in future IPP workshops? What other support does IPP need to provide during the Accelerator? Objectives and Key Results: Companies produce a list of topics that they want covered in future workshops and other IAP activities.
9:50 -10:00	Break	
10:00 - 12:00	Workplan	Each team working with innovation consultants to define their plan for the next 6 month
12:00 – 13:30	Lunch	
13:30 – 14:20	Workplan and SMART Goals	<p>Each team will continue to work with IPP Coaches to define their plan for the next 6 month.</p> <p>Each team member will design a SMART goal to start working on their plan for the next week</p>
14:20 - 14:30	Break	
14:30 – 16:20	Peer to Peer Circle	<ul style="list-style-type: none"> IPP Coaches will facilitate Peer to Peer Circles, with the support of the rest of the teaching team (IPP Support Team, HATCH!, and Trainers), for the companies to go over questions they have from the Boot camp, as well as review the SMART goals they have set for the next week In this Peer to Peer Circle, the format will be

		adjusted slightly: ○ We will talk about Workplans instead of voting on topics to discuss
16:20 - 16:30	Break	
16:30 - 17:30	Bootcamp closing	IPP Management Team will present a closing speech

Contact point:

For further information and support, please contact: Ms. Ngoc at ngoc@hatch.vn, 01228383935 and/or Ms. Diep at diepdkq@ipp.vn, 0904072182.



IAP BOOTCAMP REGISTRATION FORM

Please fill in the form individually and submit the hard-copy of the completed form at receptionist desk at **8:00 A.M., Monday, August 17th, 2015** when you and your team do the check-in.

Your full name and position:

Name:

Position:

Your team and project name

Your contacts

Phone:

Email:

Your expectations toward the 6-days activity?

Date of birth

Interest/Hobbies



ATTENDANCE CHECKLIST - INNOVATION TEAMS

Bootcamp and Standardized Training

From August 17 to 22, 2015

NO.	TEAM	NAME	MON	Party	TUE	WED	THU	FRI	SAT
			17 Aug		18 Aug	19 Aug	20 Aug	21 Aug	22 Aug
1	Abivin	Pham Nam Long							
2		Le Thanh Hai							
3		Pham Phuong Mai							
4	Beeketing	Nguyen Ngoc Diep							
5		Ha Phuong Anh							
6	Cold Plasma Jet	Nguyen The Anh							
7		Do Hoang Tung							
8		Nguyen Huy Hanh							

9	Danang Entrepreneurship and Innovation Ecosystem	Nguyen Thi Phuong Nhi							
10		Ly Dinh Quan							
11		Pham Thuy Lien							
12		Nguyen Thi Huyen Linh							
13		Huynh Huy Hoa							
14		Nguyen Thi Tuyet							
15		Huynh Cong Phap							
16	Do It Yourself Internet of Things	Nguyen Nhu Phuong							
17		Le Quoc Khai							
18	Echoes								
19	Entobel	Alexandre de Caters							
20		Gaëtan Crielaard							

21	Fablabs Vietnam	Mai Nguyen							
22		Son Vu							
23		Nhan nguyen							
24	FlexAds	Tran Minh Hoai							
25		Bui Trung Ngoc							
26	Freelancing Platform	Nguyễn Hữu Bình							
27		Lê Đăng Hiếu							
28	Hamona-The Premium Coconut	Nguyen Hoang Long							
29		Phong Trieu Duong							
30		Do Thi Thu Thuy							
31	HandiGlass	Nguyen Thi Cam Van							
32		Nguyen Huynh Nhat Thuong							
33		Nguyen Minh Chau							

34	Herbal Medicine for burns	Ton That Vien Hung							
35		Nguyen Dinh Truong Nguyen							
36	Kpibsc.com Platform	Dao Hong Ha							
37		Phan Duc Quang							
38	Mass customization for women's fashion	Linh Thai							
39	Smart Education Now (SEN)	Nguyen Thi Lan Hoa							
40		Le Hung Ban							
41	Telemedicine solution	Anh Truong-Hoang-Tuan							
42		Ngoc Nguyen-Chi							
43	The Gardener	Dang Minh Phuon							
44		Vu Thi Bach Khoa							
45		Do Minh Tri							

46	Total Hotel Management System	Nguyen Hoang Duong							
47		Dang Thanh Trung							
48	Vietnam Impact Incubator	Tran Nhung							
49		Tran Tam							
50		Nguyen Van							
51	Vietnam Innovation Assistance Program	Thieu Mai Huong							
52		Nguyen Thanh Phat							
53		TRAN BICH VAN							
54		Nguyen Thi Thanh							
55		Hoang Thu Yen							
56	Water monitoring and treatment in catfish farming	Ngo Huu Trung							
57		Doan Duc Chanh Tin							

58	Zinmed	Chu Thi Hong Hai							
59		Đặng Xuân Trường							
60		Chử Đức Hoàng							



IAP BOOTCAMP & STANDARDIZED TRAINING SURVEY

Dear Participant,

Thank you for joining the IPP's IAP Bootcamp Training from August 17 to 22, 2015.

We wish to receive your feedback on the 6-days Bootcamp and Training program. Please fill in the questionnaire below to complete the course evaluation. Your feedback will be recorded and shared among our IAP team, so that we can design better activities and workshop for the next 6 months of the IAP.

Thanks for your time!

QUESTIONNAIRE

- Full name:
- Title & Company:
- Email:

I. Course Design	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Q1. This course is necessary for my current project and future work.					
Q2. There is good match between course objectives and its design.					
Q3. Course flow and duration for each module are appropriate.					
II. Course Delivery	Very Poor	Poor	Fair	Good	Very Good
Q4. Knowledge and experience of international trainers					
Q5. Training skills of the international trainers					
Q6. Effectiveness of exercises by local facilitators					
Q7. Theory and practice balancing					

Q8. Select 03 training modules that you like the most:

- | | |
|--|--|
| <input type="checkbox"/> Introduction to Lean Startup | <input type="checkbox"/> Generative Product Research |
| <input type="checkbox"/> Disruptive Innovation and Innovation Management | <input type="checkbox"/> Competitor Usability Testing |
| <input type="checkbox"/> Experiment Design | <input type="checkbox"/> UI Sketching and Design Charrettes |
| <input type="checkbox"/> Customer Segmentation and Personas | <input type="checkbox"/> Rapid Prototyping |
| <input type="checkbox"/> Value Proposition Design | <input type="checkbox"/> Intellectual Property |
| <input type="checkbox"/> Business Model Canvas | <input type="checkbox"/> Complex Customer Personas and Buyer Types |
| <input type="checkbox"/> Customer Discovery Interviews | <input type="checkbox"/> Product Metrics and Dashboards |
| <input type="checkbox"/> Comprehensive Testing & Fieldworks | <input type="checkbox"/> Innovation Ecosystem |
| <input type="checkbox"/> Effectuation & Jobs to be done | |

Q9. Select 03 exercises/activities that you like the most:

- | | |
|---|---|
| <input type="checkbox"/> The Paper Tower Game | <input type="checkbox"/> Minimal Features for Generative Product Research |
| <input type="checkbox"/> Dump & Sort: 2 by 2 | <input type="checkbox"/> Competitor Usability Testing |
| <input type="checkbox"/> Experiment Design | <input type="checkbox"/> UI Sketching and Design Charrettes |
| <input type="checkbox"/> Customer Personas | <input type="checkbox"/> Rapid Prototyping |
| <input type="checkbox"/> Value Proposition Design | <input type="checkbox"/> Intellectual Property |
| <input type="checkbox"/> Business Model Canvas | <input type="checkbox"/> Complex Customer Personas and Buyer Types |
| <input type="checkbox"/> Customer Discovery Interviews | <input type="checkbox"/> Product Metrics and AARRR Dashboard |
| <input type="checkbox"/> Comprehensive Testing on Value Proposition | <input type="checkbox"/> Innovation Ecosystem |
| <input type="checkbox"/> Effectuation - Ice Hotel & Cooking | |

IV. Impact	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Q10. The course provides new & relevant information to me.					
Q11. The course has helped to change my mindset.					
V. Overall Assessment	Very Poor	Poor	Fair	Good	Very Good
Q12. Your overall assessment on the course					
Q13. List out TOP 2 things you like the most in the course					
Q14. List out the things that need improvement					
Q15. What are your TOP 2 recommendations for the next workshops?					
Q16. What would you want to say about this course publicly (for the media, for example):					
Q17. Do you agree for us to use your above statement for public relation purposes?	<input type="checkbox"/> Yes		<input type="checkbox"/> No		

THANKS FOR YOUR COOPERATION!

Non-Disclosure Agreement

I, (full name) _____

hereby understand and acknowledge that all information related to the IPP2 and its supported Beneficiary under the IPP Innovation Accelerator Program, namely _____ (name of the company or lead consortium), is internal confidential information.

I hereby confirm that I will treat all information confidentially and will be responsible legally for any action that are not permitted as agreed with the Company that I am assigned to work with.

Full name of the undersigned:	Representative of the Company/consortium:
Signature:	Signature:
Date:	Date:

Innovation Coach - Weekly Time Allocation

Day/Time	Mon	Tue	Wed	Thu	Fri
8:00 - 8:50					
09:00 - 09:50		Weekly working hours: 8 * 5 ↓			
10:00 - 10:50					
11:00 - 11:50			40		
12:00 - 13:30					
13:30 - 13:50					
14:00 - 14:50					
15:00 - 15:50					
16:00 - 16:50					
17:00 - 17:30					

Work type	# of hours	time allocated			
Startup coaching	4	10%			
Startup coaching - Preparation	20	50%			
Coaches - P2P, Retro	2	5%			
Coaches - P2P, Retro - Preparation	6	15%			
IAP, Coaches - Retro	1	3%			
IAP, Coaches - Retro - Preparation	3	8%	Travelling	4	10%
Workshops, Communitiy activities	4	10%	Preparation	11	28%
Total	40	100%		15	38%

Personal Coaching Plan

Startup name

ABC

Stage 1

Ideation & Validation

6 months goals:

Validate problem and identify market size

Core Team

Core Team Members' Profile

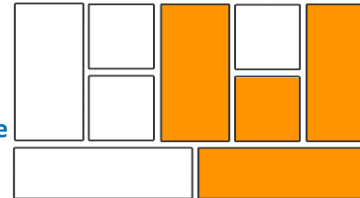
Focus	
Team	Coach
Identify market need	Make sure validation happens before execution
Validate market demand	
Identify early adopters	
Assess market size	

KPIs	
Team	Coach
Customer conversations/week	Customer conversations/week
	Business model iterations
	Knowledge to assumption ration in customer segment & value proposition

Tools	
Team	Coach
Business model canvas	HDD form
Value proposition canvas	Customer development scorecard
Interview scripts	
Customer persona sheets	
Design stencils	
HDD form	
Customer development scorecard	

Startup name XYZ
Stage 2 Growth
6 months goals: Reach product market fit

Core Team
Core Team Members' Profile



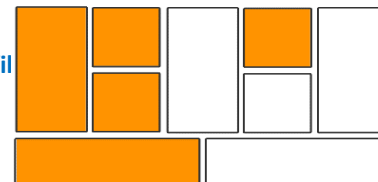
Focus	
Team	Coach
Validate channel	make sure teams experiment at speed and the experiments are mainly geared towards retention or referral (based on individual business model assessments)
Market traction	
Retention or referral	
Define pricing strategy	
Define revenue stream	

KPIs	
Team	Coach
Experiment velocity	Knowledge to assumption ration in the marked fields
Cost per experiment	Experiment velocity
Product dashboard (AARRR)	Cost per experiment
	Validation velocity

Tools	
Team	Coach
Experiment canvas	Experiment canvas
Customer persona sheets	
Design stencils	
HDD form	

Startup name ABC
Stage 3 Scalability & Sustainment
6 months goals: Become economically sustainable

Core Team
Core Team Members' Profil



Focus	
Team	Coach
Profitability	Profitability
Operation streamline	Operation streamline
Cost reduction	Cost reduction
	Business model innovation

KPIs	
Team	Coach
Sales funnel conversion rate	
CAC	
ARR	
CLTV	
Profit margin	
RONA	

Tools	
Team	Coach
Customer satisfaction NPS	Customer satisfaction NPS

Innovation Coach - Weekly Schedule Details

Meeting Type	Startup Coaching	Startup Coaching Preparation	Coaches - P2P, Retro	Coaches - P2P, Retro - Preparation	IAP, Coaches - Retro	IAP, Coaches - Retro - Preparation	Workshops, Community activities
Goals	Coaching the startups		Learn from shared experiences		Learn from shared experiences		
	Help in removing blockers		Identify coaching blockers and/or constraints		Identify program blockers and/or constraints		
	Ensure KPIs and targets are met		Understand the weekly progress startup teams are making		Understand the weekly progress teams are making		
			Improve the overall coaching in a collaborative manner		Improve the overall program in a collaborative manner		
					Ensure KPIs and targets are met		
Recurrence	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Monthly
Duration	4 hrs	20 hrs	2 hrs	6 hrs	1 hr	3 hrs	4 hrs
Status	Mandatory	Mandatory	Mandatory	Mandatory	Mandatory	Mandatory	Optional
Type	Coaching, Reporting	Self-help	Peer Coaching, Retrospective	Self-help	Reporting, Retrospective	Self-help	Community Development & ...
Participants	Coach, Startup Team	Coach	Coaches	Coach	IAP Management, Coaches	Coach, IAP Management	Coaches, IAP Supporting Staffs
Tools	Coaching Log	Various ...	P2P Sheet	Various ...	Coach & Management Sheet	Various ...	Various ...
	Experiment Canvas		Various ...				
	HDD Form						



INNOVATION ACCELERATOR PROGRAM

Coaching and Progress Log

Google Form for Innovation Coaches

COACHING AND PROGRESS LOG

Coaching and Progress Log

**Bắt buộc*

1. COACHING NOTES

1. **Innovation team ***

Name of the sub-project team

Chỉ đánh dấu một hình ô van.

- ☐ Abivin
- ☐ Applancer
- ☐ Beeketing
- ☐ Crana
- ☐ Cold Plasma
- ☐ Danang Consortium
- ☐ Do it yourself
- ☐ Echoes
- ☐ Entobel
- ☐ EzCloud
- ☐ Fablabs
- ☐ Hamona
- ☐ HandiGlass
- ☐ Herbal Medicine
- ☐ ICOMM
- ☐ iNext
- ☐ Kpibsc.com
- ☐ SEN
- ☐ Stitch Appeal
- ☐ The Gardener
- ☐ VIAP
- ☐ Vietnam Impact Incubator
- ☐ Zinmed

2. **Coach's name ***

Name of the coach

Chỉ đánh dấu một hình ôvan.

- ☐ Phan Dinh Tuan Anh
- ☐ Tran Vu Binh
- ☐ Nguyen Ngoc Dung
- ☐ Nguyen Hoang Giang
- ☐ Nguyen Giao Hoa
- ☐ Truong Thanh Hung
- ☐ Ngo Tho Hung
- ☐ Phan Hoang Lan
- ☐ Nguyen Dang Tuan Minh
- ☐ Pham Dung Nam
- ☐ Nguyen Tien Trung
- ☐ To Phong

3.

Meeting date *

dd/mm/yyyy

4.

Participants

Names & positions

5.

Current stage

Select the company's current stage of business

Chỉ đánh dấu một hình ôvan.

- ☐ Early of stage 1
- ☐ Stage 1 - Ideation & Validation
- ☐ Between stage 1 & 2
- ☐ Stage 2 - Growth
- ☐ Between stage 2 & 3
- ☐ Stage 3 - Scaling up

Meeting contents

6. Insight

List out all activities done in the meeting, their results & lessons learned.

7.

Notes

Progress of tasks set in previous sessions, any problems, reasons of failure (if any).

8.

Session goals accomplished?

Chỉ đánh dấu một hình ô van.

☐

Yes

☐

No

☐

Mục khác:

Next Tasks and Needs

9.

Next team tasks

Tasks to be done by team - Deadline - Person in charge

10.

Next coach tasks

Tasks to be done by coach - Deadline

11. **Team's needs**

Type of knowledge and skills to be trained, connection & networking, and other needs

2. PROGRESS LOG

12.

Current focus area in BMC

Chọn tất cả mục phù hợp.

- ☐ Value Proposition
- ☐ Customer Segment
- ☐ Customer Relationship
- ☐ Channels
- ☐ Revenue
- ☐ Key Resources
- ☐ Key Activities
- ☐ Key Partners
- ☐ Cost

Progress Tracking - IAP KPIs

13.

Introductions made?

Any introductions made and followed-up?

Chọn tất cả mục phù hợp.

- ☐ Yes
- ☐ No
- ☐ Mục khác: _____

14.

Knowledge/Assumption ratio:

ASSUMPTIONS

Number of assumptions

15.

Knowledge/Assumption ratio:

KNOWLEDGE

Number of experimented knowledge

16. **Experiment Velocity**

Times per month

17.

Experiment Cost

Average cost per experiment in VND

Progress Tracking: Company's KPIs

18.

a. Conversation

Any conversations to customers/partners?

Chọn tất cả mục phù hợp.

☐ Yes

☐ No

19.

More details of Conversation

20.

b. Metrics

Any metrics set?

Chọn tất cả mục phù hợp.

☐ Yes

☐ No

21.

More details of Metrics

22.

c. Product

Any product activities done?

Chọn tất cả mục phù hợp.

☐ Yes

☐ No

23. **More details of Product**

24.

d. Sales

Any sales activities done?

Chọn tất cả mục phù hợp.

☐ Yes

☐ No

25.

More details of Sales

26.

Other notes

QUARTERLY EVALUATION

27.

Attitude

Innovation team's attitude toward learning

Chỉ đánh dấu một hình ôvan.

	1	2	3	4	5	
Very good	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very bad

28.

Improvement

Improvement in learning progress

Chỉ đánh dấu một hình ôvan.

	1	2	3	4	5	
Very good	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very bad



ToT1	PERSONAL LEARNING PLAN AND REFLECTIONS
Name of the Learner:	

[date as a title]

Next learning goals

1. [Definition of the goal]. How: [describe how to learn it]

Previous learning goals

2. [Definition of the goal]: Done OR Not done. If not, describe why it is not accomplished and how to tackle it.

Next experiments

3. [Description of the experiment]

Previous experiments

4. [Description of the experiment]: Done OR Not done. If not, describe why it is not done and how to tackle it.

Reflections

[What did you learn with experiments? What did you learn related to your learning goals? What else have you learnt? What are the most important things to remember from what you have learnt?]

[date as a title]

Next learning goals

5. [Definition of the goal]. How: [describe how to learn it]

Previous learning goals

6. [Definition of the goal]: Done OR Not done. If not, describe why it is not accomplished and how to tackle it.

Next experiments

7. [Description of the experiment]

Previous experiments

8. [Description of the experiment]: Done OR Not done. If not, describe why it is not done and how to tackle it.

Reflections

[What did you learn with experiments? What did you learn related to your learning goals? What else have you learnt? What are the most important things to remember from what you have learnt?]

SUMMARY OF THE PERSONAL LEARNING GOALS

To be updated while moving forward!

My personal vision - What will I have learnt by the end of January 2016:

In the end of January 2016, I will ... *[write anything that summarizes your learnings and growth]*

Topics and skills I want to learn are summarized in the following table:

More important & Harder	More important & Easier
To be started: Add topics you want to learn or reinforce. Already covered: Keep here the list of topics that you have already covered.	To be started: Add topics you want to learn or reinforce. Already covered: Keep here the list of topics that you have already covered.
Less important & Harder	Less important & Easier
To be started: Add topics you want to learn or reinforce. Already covered: Keep here the list of topics that you have already covered.	To be started: Add topics you want to learn or reinforce. Already covered: Keep here the list of topics that you have already covered.

Event Plan: IAP Workshops on Complex Sales and Sales Funnel 14.11.2015

Public program shared with potential participants: [Announcement](#)

PROGRAM 14.11.2015 in Hanoi

Time: 9:00 am - 5:00 pm
Place: To 14 HATCH, 15F, no. 195B Doi Can st., Ba Dinh dist., Hanoi
Participants: 25 people including Hanoi IAP team & coaches
 see the [sign-up list](#) for participants

Roles

Name	Role and tasks
Minh	Key trainer
Hung HN	2 nd key trainer
Dan	Prepare training contents and materials
Other coaches	Support Dan in preparing exercises/other materials; support teams in doing exercises
Diep, Ngoc	Logistics
Luong	Communications, IT support on site, photo shooting
IPP Financial team	Contract & payment
HATCH staff	Reception, giving instructions to guests

PROGRAM 14.11.2015 in HCMC

Time: 9:00 am - 5:00 pm
Place: To be confirmed
Participants: 25 people including HCMC IAP team & coaches
 see the [sign-up list](#) for participants

Roles

Name	Role and tasks
Dan	Key trainer

Phong	2 nd key trainer
Dan	Prepare training contents and materials
Other coaches	Support Dan in preparing exercises/other materials; support teams in doing exercises
Ha	Logistics, photo shooting, communications, support on site, reception, giving instructions to guests
IPP Financial team	Contract & payment

For more detailed, see [Agenda](#).

PLANNING AND PREPARATIONS OF THE EVENTS

Team

Team leader	Dan
Other team members	Ha, Diep, Luong, Ngoc

Main goals and metrics

Goal	Metric (successful outcome)

Tasks

What	By when	Who	Status
CONTENT PREPARATION			
Design training contents/slides & agenda	10 Nov	Dan	
Design exercises	10 Nov	Dan, Minh	
Prepare list of materials , printouts & stationeries to provide logistic team	10 Nov	Dan	
Design Feedback form	10 Nov	Dan/Diep	
COMMUNICATION & REGISTRATION			
Design invitation letter/registration form	9 Nov	Ngoc	
Prepare guest contact list & check-in list	9 Nov	Ngoc	

Send registration form/invites to teams/guests	9 Nov	Diep/Ha	
Prepare/Post PRs articles & announcements & event requests on IPP's website, Facebook groups, fanpage, newsletter, etc.	9 Nov	Luong	
BOOKING			
Book flight for trainer (if any)		Diep/Ha	
Book hotel for trainer (if any)		Diep/Ha	
INTERNAL PROCESS, CONTRACTING & PAYMENT			
Prepare Proposal (if any)	6 Nov	Diep/Ha	
Prepare/send Stationery Request List to supplier	6 Nov	Diep/Ha	
Prepare contents for contracts	9 Nov	Diep/Ha	
Venue contracting (including technical devices, wifi connection, decor, table/chair arrangement plan & other services, if any)	9 Nov	Diep/Ha	
Contracting for Refreshment (tea, coffee, fruits, cookies/candies, drinking water, cups, spoons, hot water, paper tissues, sugar/condensed milk) & Lunch (if not included in venue contract)	9 Nov	Diep/Ha	
Contracting with designing supplier for backdrop/standee/banner printing (if any)	9 Nov	Diep/Ha	
Collect & submit invoices & other financial docs to IPP Financial team	After event	Diep/Ha	
REPORTING			
Print out, distribute & collect feedback forms	13 Nov	Diep/Ha	
Prepare & send event report	After event	Diep/Ha	
OTHERS			
Photoshooting during event		Luong/Diep/Ha	
Technical support during event		Luong/Ha	
General supervising before, during & after event		Diep/Ha	

Supplies needed at the event

What	By when	Who	Status
TECHNICAL DEVICES			
Projector & screen		Venue supplier?	

Microphone, Loudspeakers		Venue supplier?	
Internet wifi connection/password		Venue supplier?	
Projector adaptor		Diep/Ha	
Presentation clicker		Diep/Ha	
Laptop		Key trainer	
Printer		Venue supplier?	
Power supply & plugs (5-6)		Venue supplier?	
Camera		Diep/Ha	
STATIONERIES			
Whiteboard (1) & cleaner		Venue supplier?	
Markers (blue, black, red) (25)		Diep/Ha	
Sticky Notes (25)		Diep/Ha	
Pens (25)		Diep/Ha	
Scotch tape (paper sticky tape) (5)		Diep/Ha	
Paper glue (5)		Diep/Ha	
Paper A4 (1 pack) & A0 size (10 pieces)		Diep/Ha	
Sharpies (25)		Diep/Ha	
Paper boxes (18x25x6cm)		Diep/Ha	
PRINTOUTS			
Customer Personas (50)		Diep/Ha	
Feedback Forms (25) <i>insert link</i>		Diep/Ha	
Check-in list (2) <i>insert link</i>		Diep/Ha	
Agenda (if any) (1) <i>insert link</i>		Diep/Ha	



FEEDBACK FORM *Phiếu khảo sát*

Thanks for coming to our workshop. Please fill in the following survey so that we can improve our next workshops. (Cảm ơn bạn đã đến tham gia hội thảo của chúng tôi. Xin vui lòng điền vào phiếu khảo sát dưới đây để chúng tôi có thể nâng cao chất lượng các hội thảo tiếp theo.)

- **Full name:**
- **Gender:** ☐ **Male** ☐ **Female**
- **Email:**

1. What did you hope to learn today before coming here?
(Bạn mong muốn học được gì từ buổi hội thảo trước khi đến đây?)

.....

2. What did you actually learn today?
(Bạn đã học được những gì sau buổi hôm nay?)

.....

3. How likely is it that you would recommend these trainers to a friend or colleague?
(Bạn có sẵn sàng giới thiệu những giảng viên hôm nay với bạn bè hoặc đồng nghiệp không?)

Prof. Dr. Peter Kelly

0 1 2 3 4 5 6 7 8 9 10

Not at all likely
Không sẵn sàng

Neutral
Bình thường

Extremely likely
Rất sẵn sàng

4. What did you like most about our workshop?
(Bạn thích gì nhất trong buổi hội thảo này?)

.....

5. What did you dislike most about our workshop?
(Bạn không thích gì nhất trong buổi hội thảo này?)

.....

6. How sad would you have been if you had missed this workshop?
(Bạn có tiếc nếu như bạn không tham gia được buổi hội thảo này không?)

0 1 2 3 4 5 6 7 8 9 10

Not sad at all
Không tiếc chút nào

Neutral
Bình thường

Extremely sad
Rất tiếc

THANK YOU FOR YOUR COOPERATION!
CẢM ƠN SỰ HỢP TÁC CỦA BẠN!

IAP EVENT STATISTIC REPORT

Events	Date	Venue	No. of Participants	General feedback
ToT1 course Trainers: Dan Toma, Nick Norena, Ryan MacCarrigan, Pasi Malinen	June 8 to Aug 7, 2015	Hanoi & HCMC	12	Assessment: 4.25/5.0 – Above ‘Good’
Bootcamp & Standardized Training Trainers: Nick & Ryan	Aug 17 to 22, 2015	Hanoi	63	Assessment: 3.9/5.0 – ‘Good’, helpful for participants.
Workshop on Pitching skills Trainer: Masayoshi Ike	Sep 9, 2015	Hanoi	14	Average
Workshop on Design Thinking Trainer: Angeles Cortesi	Sep 21-22 and Sep 24-25	Hanoi & HCMC	40	
Midterm Demo Day	Oct 31 & Nov 1	Hanoi	250	
Workshop on Complex Sales & Sales Funnel Trainer: Dan Toma	Nov 14	Hanoi & HCMC	32	NPS: 45%
Workshop on Growing & Scaling Trainer: Dan Toma	Nov 20 & 23	Hanoi & HCMC	59	NPS: 55%
Workshop on Disruptive Innovation Trainer: Michael Horn	Dec 2 & 4	Hanoi & HCMC	47	NPS: 23%
Workshop on Investment Valuation Trainer: Nguyen Viet Long, Ms. Dinh Thanh Hang, Ms. Le Thi Lan Huong	Dec 19 & 21	Hanoi & HCMC	87	NPS: 55% (Hanoi); 5% (HCMC)
Workshop on Startup Toolbox	Dec 26-29	Hanoi & HCMC	64	NPS: 41% (Hanoi)

Finland – Vietnam Innovation Partnership Program

Trainer: Stephanie Marrus				40% (HCMC)
Workshop on Sustaining an Innovation Culture Trainer: Karen Henken	Jan 21-22, 2016	HCMC	104	NPS: 12.5%
Final Demo Day	Jan 23, 2016	HCMC	187 guests	

THE USE OF EXPERT

- Number of international experts involved: 11 as curriculum designers and/or trainers (Tristan Kromer, Kenny Nguyen, Heidi Humala, Nick Norena, Dan Toma, Ryan MacCarrigan, Pasi Malinen, Angeles Cortesi, Michael Horn, Stephanie Marrus, Karen Henken), and 04 as consultants (Csaba Bundik, Hendrik Scheel, Marko Seppä, Brett Dickstein).
- Number of local experts involved: 07 as facilitators from local universities, 08 business people as guest speakers

PARTICIPATION

Total IAP members: 94 (according to their contacts we have)

Number of IAP female members: 37 (accounting for 39%)

Attending above 6 workshops: 14 people

Attending 5 workshops: 16 people

Attending 4 workshops: 12 people

Attending 3 workshops: 15 people

Attending 2 workshops: 18 people

Total number of participants in workshops: 563 (in which, there are 411 of IAP members; the others are guests from community).

Total number of female participants: 143 (accounting for 25% of the total participants)

Number of IAP graduates (attending at least 4 workshops, equi. 50%): 42

Number of IAP female graduate: 16 (accounting for 38%).

ANNEX A4.1a-1: IAP MANAGEMENT TABLE - INNOVATION TEAMS INFORMATION

IAP INNOVATION TEAMS INFORMATION

Code	Type	Project Name	Company name	IPP's Case Manager	Lead Coach	Int'l mentor	Project contact person	Project email	Project phone	Project Skype

	Location	Project Original Public Summary	Official Project/Company Summary	Impact Business	Dev. Stage (1 to 3)	Details of Dev. Stage	Other notes	What is it about in IPP's own words?	Thoughts from IPP Funding Process	Date of Business Registration

	Ownership	Business Fields	Status of IPP Admin	Key team members/ observation on team dynamics and commitment	Key partners/resources secured or needed	Financing needs	Their business objectives in the next 6 moths, 12 months	Goals and outputs of their IPP supported project	Who Is Your User?	How are you learning from your users?

	Who are your stakeholders?	How are you learning about your Stakeholders?	Pitching Mentor Source	Learning Passion (1:High-3: Low)	Finland/ Slush Connection	US Connection	US Connection	Project Update 1	Project Update 2	One-on-One training session with international mentors

PROJECT UPDATE

INNOVATION TEAMS AND COACHES ALLOCATION				Project Update 1			Project Update 2		
Project code	Teams	Lead	Support	Date	Status (is the team is doing well? Challenges facing? Do they cooperate? Are they learning and what they learn? and Is their project is progressing?)	Follow-up actions planned	Date	Status	Follow-up actions planned

ANNEX A4.1a-3: IAP MANAGEMENT TABLE - PROFILE OF INNOVATION COACHES & RESPONSIBILITIES

PROFILE OF INNOVATION COACHES & RESPONSIBILITIES

No	Full Name	Email	IPP Email	Tel	Location	Position & company	Leader of Project 1	Leader of Project 2	Supporter of Project 1	Supporter of Project 2	Supporter of Project 3	Supporter of Project 4 or/and other IAP work	Activities for startup community and ecosystem development	Other works related to innovation & startups
1														
2														
3														
4														
5														
6														
7														
8														
9														
10														
11														
12														

LIST OF PROJECT TEAM MEMBERS

[illegible]

Total number of people

XX

ANNEX A4.1a-5: IAP MANAGEMENT TABLE - NETWORKING AND CONNECTIONS LOG

IAP NETWORKING AND CONNECTIONS LOG

Project Code	Team	Connection idea	Connection offered	Topic	By whom	How	Did they follow up?	If yes, what is output this far?

IAP PROGRESS UPDATE

SUMMARY

Report date	Project	Writer
30.9.2015	IAP	Diepdkq

KEY MESSAGES

Thank you everyone for your inputs and help while the IAP details have been developed after our last planning workshop. You can find details and status updates from below. Few issues require work from some of the coaches immediately or before Friday 2.10. 16:00. In case you need any help, please contact Diep or Riku.

ALERT!

Stop the sync of offline copies of IAP Google Drive files.

Six of the members in our distributed IAP team have a problem with offline sync of Google Drive files of IAP. This creates unwanted copies of folders and files. Please STOP/PAUSE the offline use and sync of the IAP files for now. We will tell hopefully soon that we have found another solution for this too common problem.

CURRENT DOCUMENT STATUS & REQUIREMENTS

work	% completed	deadline	person in charge	note
IAP Calendar (preliminary)	80%	10-Oct	Riku	Link to document . This preliminary calendar is pending for approval by Management board.
Networking and connection log	80%	4PM Fri, Oct 2	All coaches	Link to document Please update with the introductions, follow-ups and results you have generated. This data will be used for quarterly KPI report.
Coaching plans	N/A	4PM Fri, Oct 2	All coaches	Link to template . Please make your plans and store them in the team specific Coach Docs folder at Drive.
Coaching notes template	100%		All coaches	Link to template . Please feed this form after each coaching session with innovation teams.
Coaching and Progress log	100%		All coaches	Link to document . All coaching notes can be found here (automatically generated from the coaching note feeding form). Please use Filter function (by your name) to see your own notes.
Terminology in Vietnamese	70%	Oct 15	Hoa/all	Link to document .

OTHER INFORMATION

1. ToT1 content until January

will be based on

- 1) coaches' participation in the training events of IAP as learners and interactivity enablers,
- 2) mentoring for coaching and
- 3) monthly ToT training session.

The mentoring (to be started Oct 19) and ToT training sessions will be conducted by one of the trainers from ToT's summer program and this is still pending for final approvals and contracting.

2. Coordination of IAP and ToT1

The same person that will be the ToT1/coach trainer will coordinate the flow and content of both IAP and ToT1 until the end of January after he starts in two and half weeks.

3. Dashboard

is an experiment we started to test if a simple set of links can help teams and coaches to find the relevant documents and folders easier than with the folder structure. The test continues few more days (by Hoa).

4. Curriculum material bank

Is under development. The first version will be a material collection from ToT to be published at ipp.vn website on October 1, 2015 including ToT1 tutorials, slides, exercises, and other related videos. The learnings and inputs from this experiment will help to plan the next version.

5. Ecosystem information sharing

is one part of the updated IPP budget. If we get acceptance from IPP steering committee in the end of Oct, we will start doing things online.

6. Documentation folders

have been re-structured to a more user friendly flow that starts with docs for coaches, then docs for everyone, then team folders for team specific documents.

Current structure of the IAP Accelerator Program folder:

IAP Documents

General Documents - for Coaches

- _Coaching and Management Templates
- _Coordination and Management of IAP
- _Preparing of Training Events and Workshop

General Documents - Public

- Homework Assignments for IAP Teams
- Materials from IAP Training Events
- Tools and Templates at IAP
- PC0001 Do It Yourself Internet of Things - Viet Systems
- PC0001 Coach Docs
- PC0001 Team Docs
- PC0003 ...

All the rest of IAP documents - to be organized contains all old documents in old folders and will be re-organized soon.

Please share your ideas with us!



INNOVATION ACCELERATOR PROGRAM

Project Appraisal Form

Google Form for Innovation Coaches

IAP project appraisal form

* Required

1. **IAP appraisal given by (your name) ***

2. **Date ***

3. **IAP appraisal given for (company name) ***

Mark only one oval.

- ☐ Viet System [pc0001]
- ☐ Proview [pc0003]
- ☐ Beeketing [pc0004]
- ☐ iNext [pc0006]
- ☐ Entoble [pc0008]
- ☐ Cran [pc0009]
- ☐ PLT [pc0030]
- ☐ Abivin [pc0032]
- ☐ Zinmed [pc0035]
- ☐ iComm [pc0044]
- ☐ HerbalMed [pc0039]
- ☐ Applancer [pc0051]
- ☐ EzCloud [pc0054]
- ☐ Stitch Appeal [pc0056]
- ☐ Hamona [pc0065]
- ☐ HaniEquip [pc0066]
- ☐ SEN [pc0068]
- ☐ Green Leap [pc0071]
- ☐ DaNang University [ps001]
- ☐ Vietnam Impact Incubator [ps008]
- ☐ V2I [ps009]
- ☐ FabLab [ps010]

4. **What is the company's market potential? ***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Low market potential	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High market potential

5. For this project, have you been: *

Mark only one oval.

- ☐ lead coach
- ☐ secondary coach
- ☐ IAP accelerator manager

6. Please justify your answer regarding the company's market potential *

7. How would you rank the company's coaching session engagement level during the IAP program. *

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Low engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High engagement

8. How many coaching sessions did you do with the company?

9. Which hierarchical level of the company attended most of the coaching sessions? *

Mark only one oval.

- ☐ Founding team or Founder
- ☐ Executive level (C-level non-founder)
- ☐ Stuffers

10. Was the team open to receive and implement changes in their business, resulting from the coaching session? *

Mark only one oval.

- ☐ Yes
- ☐ Some what open
- ☐ No
- ☐ Other:

11. How satisfied were you working with this team? *

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Less satisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Highly satisfied

12. What was the thing you LIKED most about working with this team? *

13. What was the thing you DISLIKED most about working with this team? *

14. How would you rank the learning of the project team during IAP? *

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

15. To your knowledge, how many IAP workshops did the team attend? *

Mark only one oval.

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. To your knowledge, did the team attend all IAP mandatory workshops? *

Mark only one oval.

☐ Yes

☐ No

17. Which hierarchical level of the company attended most of the workshops? *

Mark only one oval.

☐ Founding team or Founder

☐ Executive level (C-level non-founder)

☐ Stuffers

18. Using the existing reporting tools and processes, did the team constantly update you on their progress? *

(the Google Drive progress sheet)

Mark only one oval.

☐ Yes, weekly

☐ No, I haven't seen any entry

☐ About 50% of the time

☐ Other: _____

19. **What is the biggest issue the team SOLVED during the IAP program? ***

20. **What is the biggest issue the team DIDN'T SOLVE during the IAP program? Why? ***

21. **Has the team pivoted from the original business model? How? ***

(value proposition pivot, customer segment pivot, zoom-in pivot, zoom-out pivot, revenue stream pivot etc.)

22. **What do you think about the team in terms of human resource and personal development? ***

23. **How would you rank the impact the team will have on the Vietnamese ecosystem (and/or society)?**

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Low impact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High impact

24. **How successful do you think the team will be in the future (medium term)? ***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Less successful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Highly successful

25. **If you would have savings worth 100,000 euro, would you invest in this team? ***

Mark only one oval.

- ☐ Yes, all
- ☐ Yes, but not all due to unmitigated risk
- ☐ No
- ☐ Other: _____

26. **Briefly justify your previous answer ***

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 Google Forms



INNOVATION ACCELERATOR PROGRAM

Feedback Form

Google Form for Innovation Coaches

IAP feedback form (coaches)

* Required

1. **How would you rank your overall experience in the IAP program? ***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Total waste of time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Best ever!

2. **What do you think about the workload? ***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
High workload (to many things to do)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Low workload (had time to run my current business too)

3. **What can you tell about IAP and TOT programs' impact on your personal development? ***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Low impact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High impact

4. **What was the biggest thing you've learned during the IAP? ***

5. What can you tell about IAP programs' impact on the Vietnamese innovation ecosystem? *

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Low impact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High impact

6. How likely are you to recommend TOT2 program to one of your peers? *

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
not at all likely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	very likely

7. In your opinion, what was the biggest accomplishment of the IAP program? *

8. In your opinion, what did the IAP program fail to accomplish? *

9. In your opinion, what was the biggest accomplishment of the TOT1 program? *

10. In your opinion, what did the TOT1 program fail to accomplish? *

11. How satisfied are you with the overall setup of the TOT1 program? *

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Completely dissatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very satisfied

12. How relevant was the knowledge you got during the TOT1 to the work you have done during the IAP? *

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Completely irrelevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very relevant

13. How satisfied are you with the overall setup of the IAP program? *

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Completely dissatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very satisfied

14. How satisfied were you with the communication process during the IAP? *

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Completely dissatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very satisfied

15. Justify the answer *

16. How satisfied were you with the overall transparency of the IAP program? *

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Completely dissatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very satisfied

17. Justify the answer *

18. How statified are you about your collaboration with IAP case manager? *
(case managers: Ms. Dinh Thanh Hang, Ms. Trang Nguyen)
Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Completely dissatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very satisfied

19. Justify the answer

20. How satisfied are you about your collaboration with other IPP staff? *
Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Completely dissatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very satisfied

21. How satisfied are you about your collaboration with your fellow coaches? *
Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Completely dissatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very satisfied

22. Justify your answer

23. **How satisfied are you about your collaboration with IAP's accelerator manager? ***

(IAP accelerator manager: Mr. Dan Toma)

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Completely dissatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very satisfied

24. **Justify your answer**

25. **How satisfied are you about your collaboration with the following workshop facilitators? ***

Mark only one oval per row.

	Completely dissatisfied	Somewhat dissatisfied	It was ok	Somewhat satisfied	Very satisfied
Angeles C.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dan T.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Karen H.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Michael H.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nick N.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ryan M.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stephanie M.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. **What do you think about the following events? ***

Mark only one oval per row.

	Waste of time	Somewhat a waste of time	It was ok	Good	Really good
Bootcamp	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mid-term Demo Day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fina Demo Day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

27. **How satisfied are you about your work with the startup teams you have been coaching? ***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Completely dissatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very satisfied

28. What was the thing that worked the best during IAP? *

29. What was the thing that worked the worst during IAP? *

30. If you would be tasked with designing a program similar to IAP, what would you do differently? *

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 Google Forms



INNOVATION ACCELERATOR PROGRAM

Feedback Form

Google Form for Innovation Teams

IAP feedback form (for teams)

* Required

1. **How satisfied were you to have been taking part in the IAP? ***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Completely dissatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very satisfied

2. **Did the attence in the IAP helped your business? ***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	A lot

3. **What's the biggest thing your company has accomplished during the IAP? ***

4. **What's the biggest thing your company failed to accomplished during the IAP? ***

5. **Did your attence in the IAP helped you in terms of personal development? ***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	A lot

6. What's the biggest thing you've learned during the IAP? *

7. How satisfied were you to with the overall setup / format of the program? *

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Completely dissatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very satisfied

8. How would you rank the overall transparency of the program? *

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Not transparent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very transparent

9. How easy was it to find information about IAP? *

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Difficult	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Super easy

10. How happy were you with IPP's communication during the program? *

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Not happy at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Super happy

11. How satisfied are you with the responsiveness of IPP to any of your communication during the IAP program? *

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Completely dissatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very satisfied

12. **How happy are you with the networking opportunities your company had by joining IAP? ***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Not happy at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very happy

13. **How happy are you with the financing opportunities your company had by joining IAP? ***

(strictly talking about access and contact to other investors, VC companies etc.)

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Not happy at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very happy

14. **How satisfied are you with the coaching that was offered to your company as part of IAP's support package? ***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Completely dissatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very satisfied

15. **Please justify your answer ***

16. **How satisfied are you with the financial support that was offered to your company as part of IAP's support package? ***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Completely dissatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very satisfied

17. **Please justify your answer ***

18. **How satisfied are you with the workshops that were offered to your company as part of IAP's support package? ***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Completely dissatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very satisfied

19. **Please grade the following workshops based on your overall level of satisfaction ***

Mark only one oval per row.

	Completely dissatisfied	Somewhat dissatisfied	It was ok	Somewhat satisfied	Very satisfied
Bootcamp (Nick N. & Ryan M.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design thinking workshop (Angeles C.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales (Dan T.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Growing and Scaling (Dan T.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disruptive innovation (Michael H.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation toolkit (Stephanie M.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing a culture of innovation (Karen H.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. **How satisfied are you with the support offered by case managers to your company as part of IAP's support package? ***

(case managers: Ms. Dinh Thanh Hang, Ms. Trang Nguyen)

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Completely dissatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very satisfied

21. **Please justify your answer ***

22. **How satisfied are you with the support offered to your company by other IPP staff? ***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Completely dissatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very satisfied

23. **How satisfied are you with the support offered to your company by the IAP accelerator manager? ***

(IAP accelerator manager: Mr. Dan Toma)

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Completely dissatisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very satisfied

24. **What is the most important thing IAP helped your company with? ***

25. **What was the biggest thing IAP failed to help your company with? ***

26. **How likely are you to recommend IAP to other startup companies? ***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Not at all likely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very likely

27. **How would you rank your experience of being part of IAP? ***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Terrible! I wish I haven't joined	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Great! I'll do it again anytime

28. **How would you rank IAP's impact on the Vietnamese startup ecosystem? ***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Low impact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High impact

29. If you have any other comments or suggestions, we will be very happy to read them *

Powered by
 Google Forms



Frequently Asked Questions (FAQ)

The Training of Trainers (ToT1) Program

Where is the Expression of Interest form? I can't find this EoI template.

The EoI instructions can be downloaded from the [Library](#) and this page: [EoI call for the ToT1 Program](#). Please send all the required documents to info@ipp.vn

Does the ToT1 program require a Bachelor from an university abroad?

We prefer candidates who have one or more years of experience studying or working abroad, so receiving a degree from a university abroad is an excellent indicator of this type of experience, but we will also consider strong candidates who do not hold a degree from a foreign institution for selection.

Is the ToT1 seat and related support awarded to individuals or one team?

The ToT1 Program is for individuals. One potential on-the-job-learning work for the trainees in this program is to coach the project teams supported by IPP in its Fast Track Training program.

The ToT1 is a 8-month full time commitment, meaning that trainees may not have any other full-time employment during the nine months of the program. What does this mean?

Trainees must be able to commit enough time for the program and cannot be in a full time job during the program.

Where will the training take place?

ToT1 training will take place in Vietnam, most likely in Hanoi and Ho Chi Minh City.





ANNEXES OF PART B

Training of Trainers on Entrepreneurship and Innovation for University Lecturers – ToT2



Plan for the Call for University Collaboration

1. Background - Purposes

IPP2 aims to improve the functionality of the NIS by increasing innovation capabilities of growth minded entrepreneurs and the capacity of the public sector and knowledge institutions to accelerate their success. So far capacity building of IPP2 has been targeted at promising new innovative companies and organizations supporting innovation ecosystem development. A curriculum on innovation and entrepreneurship has been made available for TOT1 for coach training and Innovation Acceleration Program (IAP) held for 22 subprojects.

One of the visions of IPP2 is to give contribution to start a process for strengthening the role of higher education in NIS. The focus will be on capacity building to leverage the roles of universities in NIS which will bring added value to the activities of whole IPP2.

By the SC4 approved implementation plan the main tool of collaboration is the adoption and piloting of an open and focused Innovation and Entrepreneurship Core Curriculum (CC) developed by IPP2 for innovation practitioners during ToT1 and innovation accelerator program (IAP). The current CC consisting of practical innovation tools and tailored modules for different audiences may contribute to innovation and institutional capabilities across the NIS. Activities in this component target sustainability and the continuation of innovation capacity building activities after IPP2 at a larger scale. During University collaboration IPP2 will develop other initiatives for capacity building activities.

2. Objectives and Activities

- Key concepts, tools and techniques of the designed Core Curriculum (CC) to be adopted and further developed in interested and selected Universities based on their capacity, needs and plans. IPP2 will open Training of Trainers 2 program (ToT2) for about 20 university/educational organization lecturers and practitioners to conduct this activity.
- Support the tailoring and further development of open source and universities' own curriculum and training activities (to benefit I&E offering).
- Facilitation of other Innovation and Entrepreneurship supporting activities to be proposed by the supported universities.
- Integration to start-up actions and business development and industry outreach, for example, via Venture Lab activities.

3. Process and scopes

Process:

- Educational Organizations will be selected through open Call for Proposals. These organizations can be public, private universities or any other educational organizations with operating license in Vietnam.
- International Advisory Board (IAB) will be set up, consisting of two senior international experts. IAB will support IPP2 in selecting, establishing and implementing collaboration with most promising Vietnamese educational organizations for the adoption and further development of the CC and delivery of ToT2, CC-based training programs and other related activities. IAB will be complemented by Vietnamese academic advisors if necessary.
- Lecturers and practitioners will be proposed by the selected educational partners for ToT2.

Scope of IPP support:

- Soft support: IPP will focus on capacity building with main soft support, such as expertise, training and coaching during ToT2.
- Certain financial support can be considered for facilitating implementation of CC adoption and CC-based training development, such as workshop/training course organization at selected partner universities.
- Certain financial supports for TOT2 participants through certain assignments during curriculum development/adoption are needed to keep commitments.

4. Selection criteria

IAB will help IPP2 to set up Call for Proposals, to support IPP2 in selecting university partners on the basis of their proposals. The following points are foreseen to be used as a reference for comparison of proposals.

- Long-term plan and commitment of universities in applying Innovation & Entrepreneurship Curriculum.
- Capability of applicants, including their current curricula, capability of lecturers and practitioners in related fields of entrepreneurship and innovation, infrastructures, attractiveness to potential students. Quality of students.
- Strong linkage with industries and willingness for giving more contribution to national innovation system.
- Availability of financial resources and potential to attract more needed resources.
- Commitment to understanding and utilizing entrepreneurship and private enterprise creation as the key source of innovation and growth in the economy
- At least 02 participants for TOT2 will be proposed by each university/educational organizations. These participants to be selected by IPP should meet the following requirements:

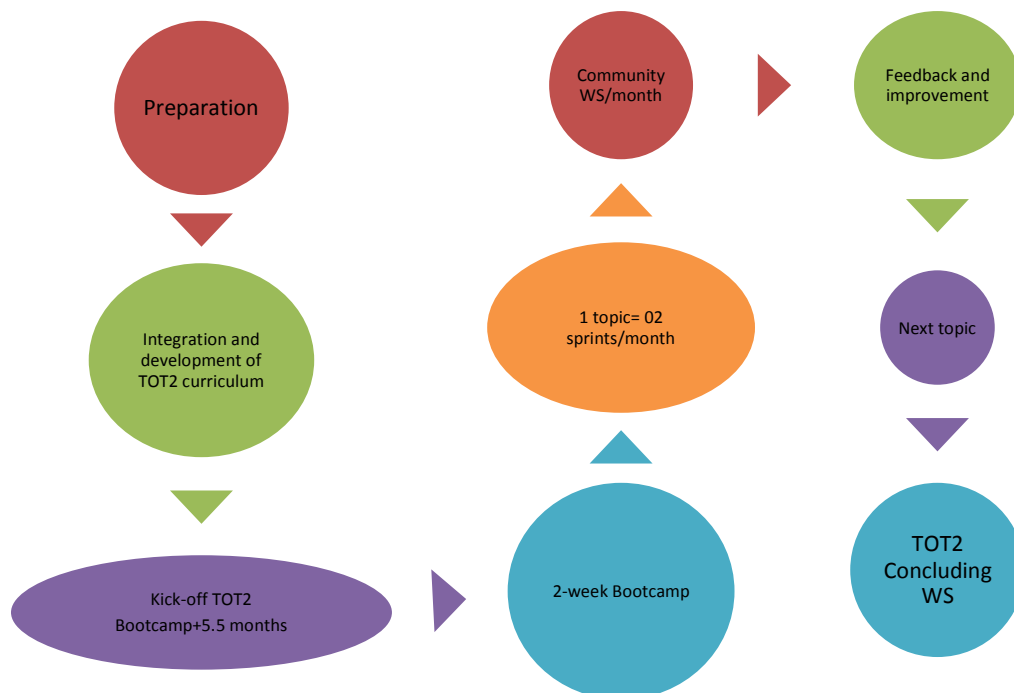
- + Fluency in English.
- + Have certain experiences in teaching/training entrepreneurship, innovation, or other relevant business subjects.
- + Practical business and/or entrepreneurial experience appreciated.

5. Process, Activities and Timeline

5.1 Process of collaboration

Process of collaboration is shown in the below figure.

Figure 1. Process for University Collaboration



- Preparation has been carried out by meeting with potential partners to receive their EOI, feedbacks and comments on the collaboration plan of IPP. See the section 6 for more information.
- Curriculum for TOT2 to be prepared by international experts on the basis of current TOT1 and IAP materials.
- Selection of partners, to be supported by IAB experts and approved by Steering Committee.
- Tentatively the ToT2 is planned to consist of:
 - + 2-week full-time training, focused on CC introduction and co-creation for further development.
 - + 5.5 months for co-creation. ToT2 participants will come back to partner universities to work on their own projects, tailoring/adopting CC for their own organizational purposes as well for broader use (open-source curriculum and platform). They will receive support from IAB, international short-term experts and selected ToT1 coaches. Each month will

Plan for the Call for University Collaboration

consist of 2 springs for one selected topic. University will organize a Community workshop each month to receive feedback from their future clients on the topic under development.

After the TOT2 IPP support will also be extended to other training programs based on CC that developed by these partners.

5.2 Activities and timeline

No.	Activities	Time	Results
1	04 Pre- activation workshops were held for open discussion with universities in Hanoi, HCMC, Da Nang and Can Tho. These workshops can be considered as consultative meetings as well as marketing events.	1-12 December 2015	About 40 universities/organizations attended
2	Meetings with some university managements to discuss about their plan	Jan-Mar 2016	
3	Setting up an International Advisory Board (IAB)	December-Jan 2016	IAB has been set up with 2 international experts
4	EOI Call for university collaboration	Jan –Mar 2016	IPP, IAB
5	3 precall workshops in Hanoi on March 16 th , Ho Chi Minh City March 17 th , and Da Nang March 18 th	Mar 2016	
6	Meeting with some universities and their stakeholders for further discussion/elaboration	Jan –Mar 2016	FPT, FTU, HUST, Da Nang UT, Ton Duc Thang, Hanoi university of Industry.
7	Call for proposals from universities (this call also include proposed lecturers/practitioners for ToT2)	April-May 2016	IPP, IAB
8	Selection of partner universities and their lecturers/practitioners for ToT2	May-June 2016	IAB
9	Proposal to SC for approval	June 2016	SC approval
10	TOT2 Curriculum development	May-June 2016	International expert(s), IAB
11	ToT2 + 02-week central full time training (bootcamp) + 5.5-month project for CC adoption/development at each partner universities	Jul 2016 – Jan 2017	IPP, IAB, short-term experts, selected ToT1 coaches
12	Carrying out organisation-specific activities according to plan	Jul 2016-Jan 2017	IPP, IAB
13	Joint activities between supported educational organizations in developing open-source curriculum and other services for broader use	Jul 2016-Jan 2017	IPP, IAB
14	Other implementation activities for CC adoption/piloting and CC-based training programs	2017	IAB (if available), STE, selected ToT1

6. Updated progress

In order to follow the plan, a roundtable discussion was held on February 17th with representatives from 3 universities in Hanoi, namely Foreign Trade Universities, Hanoi University of Science and Technology, and Hanoi National University. The main concluding remarks of the meeting can be cited as follows.

- While TOT1 and IAP have been designed for practitioners, TOT2 would be a capacity building for educators at universities. Additional contents for the new target clients will be needed, especially undergraduate students.
- Once a curriculum is officially introduced it takes time for universities to change, at least one semester or even 1 year. The curriculum should therefore be well prepared before that.
- Collaboration is expected after the 6-month TOT2.

IPP has received 18 EOIs, of which 7 from Hanoi, 7 from HCMC, 3 from Da Nang/Hue and 1 from Can Tho. A number of universities met with IPP to confirm their participation to the future Call although they haven't sent EOI, namely Foreign Trade University, School of economics and management of Hanoi University of Science and Technology, and Hanoi University of Industry. IPP also met management of some universities for more discussion on their plan, namely FPT University, Foreign Trade University, Hanoi University of Technology, Ton Duc Thang University (HCMC), and Da Nang University of Technology. They share their visions and intention to take part in the collaboration partnership with IPP for development of I&E curriculum. To prepare for the Call IPP2 organized 3 workshops in Hanoi on March 16th, Ho Chi Minh City March 17th, and Da Nang March 18th. Agenda of the 3 workshops is attached. Participants were representatives of those organizations that had sent their Expression of Interest (EOI) to IPP. Objectives of the workshop are as follows.

1. Defining needs and opportunities in Innovation and Entrepreneurship Education
2. Understanding IPP approach and curriculum
3. Knowing how to proceed towards collaboration

In Hanoi, 15 participants from 10 universities/educational organizations attended the workshop, HCMC 10 participants from 7 organizations, and Da Nang 5 participants from 2 universities, list of participants is attached. It was also an opportunity for Dr. Marko Seppa, International expert of Advisory Board to have initial discussions with potential collaborators on innovation and entrepreneurship education.

The feedbacks and comments from participants have categorized in 4 main groups, namely Needs from universities, Curriculum, collaboration Process as described in Fig.1 above, and any other Ideas for collaboration. Main feedbacks can be summarized as follows:

a. Needs

- Needs vary for different universities.
- Expertise supports and networking with international partners.
- After TOT2, through 2017 collaboration and further support for piloting the CC are expected.

- Ecosystem is crucial for innovation and entrepreneurship education. Financial supports will highly be appreciated for organizing activities to promote entrepreneurship ecosystem at universities.
- New Case Studies should be developed for Vietnam. Some case studies can be developed from IPP supported startup cases?

b. Curriculum

- Teaching Methodologies are important for TOT2.
- TOT2 Curriculum should be practical, with activities such as industry visits, discussion with entrepreneurs, etc.
- Each partner will have full right to modify the curriculum.

c. Process

- Continuous support through TOT2 are important, not only bootcamp.
- Tool for need and skill assessment should be developed to facilitate cooperation.
- Bootcamp for TOT2 should be held for 2 weeks in July as June is still a busy time for universities.

d. Ideas

- Universities should link together to create a bigger ecosystem and synergies, although curriculum can be adapted to each different need. For example, university with strength in technologies should collaborate with universities strong in business.
- Networks with industries will be appreciated.
- Venture labs will be very useful for the ecosystem in universities.
- Universities may need supports for various activities to develop their ecosystems, including events, workshop, club, contests.

7. Upcoming activities

No.	Activities	Time	Resources
1	Application form	8 th April	IPP to prepare the first draft to receive IAB comments
2	Call for Proposal	15April-09 May	IPP, IAB
3	Selection of partners	25 May	IPP and IAB
4	Approval by SC	June	IPP
5	Preparation for TOT2 curriculum	May-June	Short-term consultants (to be recruited), IAB
6	TOT2 kick-off	July	IPP



BUDGET PLAN

IPP Training of Trainer Program 2, HCMC 2016

No	Descriptions	Unit	Quantity	Unit price	Amount	Note
I	TOT2 BOOTCAMP TRAINING					
1	Training Room	Day				
2	Equipments (projectors, sound)	pax				
3	Interpreter	pax				
4	Stationery	pax				
5	Tea break	pax				
6	Backdrop	piece				
7	Standee	piece				
8	Media costs	Pax				
9	Local travel costs	pax				
10	Allowances for ToT2 participants	pax				
11	Field work activities	person				
12	Books	set				
13	Guest speaker	pax				
II	MONTHLY WORKSHOPS + ONSITE COACHING	day				
14	Venue rent for workshop	day				
15	Refreshment	pax				
16	Stationery	pax				
17	Equipments (projectors, sound)	package				
18	Costs for experts	night				
III	CLOSING & AWARDING CEREMONY					
19	Venue, decor, teabreak, equipment	pax				
20	Farewell lunch	pax				
IV	TOT2 assistant					
V	ToT2 facilitator fee					
VI	International fees					
VII	CONTINGENCY (10%)					
	TOTAL					

Proposed by:

Approved by:

Date:



PARTNER SELECTION CRITERIA

University Collaboration Program – Training of Trainer 2

International Advisory Board (IAB) supports IPP2 in selecting university partners on the basis of their proposals. The following points are used as a reference for comparison of proposals.

- Long-term plan and commitment of universities in applying Innovation & Entrepreneurship Curriculum.
- Capability of applicants, including their current curricula, capability of lecturers and practitioners in related fields of entrepreneurship and innovation, infrastructures, attractiveness to potential students. Quality of students.
- Strong linkage with industries and willingness for giving more contribution to national innovation system.
- Availability of financial resources and potential to attract more needed resources. - Commitment to understanding and utilizing entrepreneurship and private enterprise creation as the key source of innovation and growth in the economy
- At least 02 participants for TOT2 will be proposed by each selected partner. These participants to be selected by IPP should meet the following requirements:
 - ✓ Fluency in English;
 - ✓ Have certain experiences in teaching/training entrepreneurship, innovation, or other relevant business subjects;
 - ✓ Practical business and/or entrepreneurial experience appreciated.



Call for Expressions of Interest in University Collaboration

IPP's focus area for 2016 and beyond will be in collaboration with universities and other educational organisations in Vietnam for the development of their innovation and entrepreneurship training and broader offering. Details of this collaboration will be announced in a Call for Proposals in April 2016. We are currently in process of establishing connection with Vietnamese organisations that are working on their I&E curricula, training programs and other support and to learn about their current plans and needs in more detail. We have organized events in collaboration with local universities in December 2015. We are currently tailoring our support toward their needs.

Initial Scope of IPP'S Support

- Capacity building support: IPP will provide capacity building support, such as expertise, training and coaching during ToT2.
- Networking support: introduction and facilitation of international cooperation with foreign partners as well as facilitation of integration to and collaboration with surrounding innovation and entrepreneurial ecosystem.
- Monetary incentives: Certain minor financial support can be considered for facilitating implementation of CC adoption and CC-based training development.

Find the application form and learn more about the request [here](#).

Source: <http://ipp.vn/en/expressions-of-interest-for-university-collaboration/>



EXPRESSION OF INTEREST FORM

IPP Support for Educational Organisations for Developing Innovation and
Entrepreneurship Training and Related Offering

IPP internal: EoI Number	
IPP internal: appraisal dates (yymmdd)	

1. Organization

Organisation:

Name:

Establishment year: 1950

Authorized Leader:

Name:

Position:

Department:

Tel:

Mobile:

Fax

E-mail:

Website:

Postal address:

EoI Contact (if different than Authorized Contact)

Name

Position

Department

Tel

Mobile

Fax

E-mail

Website

Postal address

2. Summary of your plans related to innovation and entrepreneurship

A short summary that describes the content, goals and implementation plans of your organisation regarding the development of your offering related to innovation and entrepreneurship training and ecosystem development.

3. Project Team

Who are the key team members (and organizations in case of external expert resources) in the development activities you plan to propose for IPP's support and collaboration?

4. Questions and comments to IPP

Please share your questions and comments to IPP and we will get back to you.

*Please send your Expression of Interest to IPP Hanoi Office by email: info@ipp.vn
Address: 15th Floor, Thang Long Tower,
98a Nguy Nhu Kon Tum Street, Thanh Xuan District, Hanoi.
Tel: +84 4 3939 3982 Fax: +84 4 3938 7047*



Eol Database Management Table

ID	Name of organization	Description	Meeting attendants	Date Eol Received	Case Manager	Company/ Consortium	Region	Questions to ask	Responses to questions/ clarifications from team	Comments	Key Contacts	Emails	Phones	Log	Active/ Inactive



Call for Proposals: Universities & Educational Institutions Collaboration

November 19, 2015

The Vietnam – Finland Innovation Partnership Programme (IPP) is an Official Development Assistance (ODA) program jointly financed by the governments of Vietnam and Finland. IPP2 invites universities and educational organizations to submit a proposal to participate in the Collaboration Program on Innovation & Entrepreneurship Education.

IPP's goal is to strengthen the role of higher education in the National Innovation System (NIS) with a focus on capacity building. The main tool for collaboration is an open-sourced Innovation and Entrepreneurship Core Curriculum (CC) developed by IPP2 for innovation practitioners during ToT1 and innovation accelerator program (IAP), to be adopted and further developed on the basis of specific needs of each organization. This collaboration program will include a central Training of Trainers (ToT2), training materials, advisory supports, international expertise and networking supports. Depending on the commitment of each partner organization, IPP will discuss extended partnership activities and the possibility of granting financial support to promote the implementation of curriculum, training and networking efforts.

This program is for universities, training institutions and educational institutions from both the public and private sector. Foreign educational institutions must have an official license to operate in Vietnam. In order to participate the collaboration program, please send us a proposal and 02 appendices (forms are provided as in the below links) and participant's CVs.

The Proposal form can be downloaded [here](#).

The Appendices form can be downloaded [here](#).

Proposals must be in English to be sent to info@ipp.vn and hard copy posted to IPP no later than **09 May 2016**.

All three documents must be submitted before the above deadline to be considered valid.

During the call, questions and answers related to the call can be found from the

[FAQ Universities and Educational Institution Collaboration](#).

If you don't find answer to your question from FAQ page, please send it by email to info@ipp.vn

DETAILS OF THE SCOPE OF SUPPORT, SELECTION CRITERIA AND TIMELINE:

Scope of support

- IPP will focus on providing capacity building including soft support, such as expertise, training and coaching during ToT2.
- Because this collaboration program is not a grant only limited financial support may be considered for facilitating implementation of CC adoption and CC-based training development, such as workshop/training course organization at selected partner organizations.
- Certain financial support through assignments during curriculum development/adoption may be applied.

Selection criteria

- Long-term plan and commitment of universities in applying Innovation & Entrepreneurship Curriculum.
- Capability of applicants, including their current curricula, capability of lecturers and practitioners in related fields of entrepreneurship and innovation, infrastructures, attractiveness to potential students. Quality of students.
- Strong linkage with industries and willingness for giving more contribution to national innovation system.
- Availability of financial resources and potential to attract more needed resources.
- At least 02 participants for TOT2 will be proposed by each university/educational organizations. These participants to be selected by IPP should meet the following requirements:
 - ✓ Fluency in English;
 - ✓ Have experience in teaching/training entrepreneurship, innovation, or other relevant subjects;
 - ✓ Practical business and/or entrepreneurial experiences are appreciated.

Timeline:



Training of Trainer for University Collaboration (TOT2):

- 09/05/2016: Deadline for Proposal Submission;
- May 2016: Selection of partners;
- June-July 2016: Discussion with partners for collaboration plan;
- July 2016 – Jan 2017: ToT2 implementation:
 - ✓ 2-week full-time training, focused on CC introduction and co-creation for further development.
 - ✓ 5.5 months for co-creation activities. ToT2 participants will come back to partner universities to work on their own projects, tailoring/adopting CC for their own organizational purposes. They will receive support from international and Vietnamese experts. Each month will consist of one selected topic, such as Creating Value, Innovation Management, Business modeling, Business Communication etc...
 - ✓ Partner University will organize a community workshop each month to receive feedback from their future clients on the topic under development.
 - ✓ February-December 2017: After the TOT2 IPP support will be extended to other activities based on curriculum piloted by IPP partners.

Link on IPP's website: <http://ipp.vn/en/what-we-do/cop-unicollab/>



Code

Date received

Proposal Form for Universities & Other Educational Institutions

Name of organization	
Head Office Address	
Organization's Authorized Representative	Name: Position: Email: Phone:
1. PURPOSE & OBJECTIVES FOR COLLABORATION WITH IPP2 ON INNOVATION AND ENTREPRENEURSHIP TRAINING. <i>A focused and open source Innovation and Entrepreneurship Core Curriculum (CC) developed by IPP2 will be introduced for further adaptation and development. Our collaboration is expected to give contribution to strengthening the role of higher education in the National Innovation System.</i> <i>Please share with us your purpose and concrete objectives for 2016, 2017 and the coming years.</i>	
2. PROJECT TEAM	
Summary: 	

Project Leader	Name: Position: Email: Mob: Mailing address:
Project Participants	<i>There's no limit on the number of proposed participants but max 4 will be selected for each partner.</i> <i>Minimum requirements: Fluent in English, relevant teaching experience to Innovation and Entrepreneurship.</i> <i>Participants' Curriculum Vitae must be attached and contain information on the relevant courses and activities they have delivered.</i>
TOT2 Participant 1	Name: Position: Email: Mob:
TOT2 Participant 2	Name: Position: Email: Mob:
TOT2 Participant N	Name: Position: Email: Mob:
3. CAPACITY	
General Description (main academic disciplines, faculties, number of faculty members)	

Total number of students	<p><i>Undergraduate:</i></p> <p><i>Postgraduate:</i></p> <p><i>Others:</i></p>
Number of student enrollment annually	
4. ORGANIZATION'S PORTFOLIO OF ENTREPRENEURSHIP EXPERIENCE	
Is there any Curricula related to innovation and/or entrepreneurship currently available in your organization?	<div style="display: flex; justify-content: space-around; align-items: center;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </div> <p>If Yes, please give more description, including curriculum structure and timing.</p>
Are there any activities or initiatives in innovation and entrepreneurship promotion?	<div style="display: flex; justify-content: space-around; align-items: center;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </div> <p>Please outline what activities and collaborations you have to promote and support entrepreneurship (other than courses):</p>

Select & rank the preferable contents to be trained. Ranking from 1 (most preferable) to 5 (least preferable).					
▪ Creativity		1	2	3	4 5
▪ Lean Startup & Agile Strategy		1	2	3	4 5
▪ Innovation Management		1	2	3	4 5
▪ Design Thinking		1	2	3	4 5
▪ Ideation		1	2	3	4 5
▪ Business Model Generation		1	2	3	4 5
▪ Finance & Fund-raising		1	2	3	4 5
▪ Marketing & Sales		1	2	3	4 5
▪ Technology, Operation & Resources Management		1	2	3	4 5
▪ Metrics & Analytics		1	2	3	4 5
▪ Ecosystem Management		1	2	3	4 5
▪ Leadership, Teambuilding, Personal Development		1	2	3	4 5
IMPLEMENTATION PLAN (Activities during and after TOT2 to implement the innovation & entrepreneurship training in your organization). <i>TOT2 is soft support for universities to develop their curriculum based on their own needs. Please describe your plan for piloting and scaling up your curriculum on innovation & entrepreneurship in the coming years.</i>					
Outline your partners that are or will be involved in implementation or will support the implementation of innovation and entrepreneurship, including a brief description of cooperation task(s) if applicable.					
Resources (manpower, finance, other) to be allocated for the implementation of innovation & entrepreneurship training in your organization?					

Any requests to IPP2 for special support in the implementation of innovation & entrepreneurship training in your organization?

Appendice

Mark here (with 'X' to the boxes) the additional documents you will submit with this proposal form to check that you have attached all required documents:

- ☐ **Appendix 1:** Implementation Plan (part of MS Excel template file by IPP)
- ☐ **Appendix 2:** Project activities to propose for IPP financial support (limited)
- ☐ **Appendix 3:** Participant's CVs
- ☐ **A scanned electronic copy of the last page of this form** (signature & stamp)

All appendices should be submitted online together with the proposal file and other supporting documents, and hardcopy should also be posted by the deadline, May 9th, 2016.

Signature and stamp

Signature and full name of the authorized leader of the organization	Signature: _____ Full name:
Stamp	
Date	



APPENDIX 1: IMPLEMENTATION PLAN

IPP'S CODE:

DATE:

NAME OF ORGANIZATION:

TASKS	DETAILS	2016								2017												REQUEST IPP'S SUPPORT
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	(non-financial support)	
I. Team kick-off (example, please edit)																						
II. TOT2 Participation (example, please edit)	Select staff to join ToT2																					
	Participate Bootcamp																					
III. Practicing Activities (example, please edit)	Activity A																					
	Activity B																					
	Activity C																					
	...																					
IV. Pilot the Curriculum (example, please edit)	Plan to pilot the Curriculum																					
	Activity D																					
	Activity E																					
	Activity F																					
	Activity G																					
V. Other activities	Activity H																					
	Activity I																					
	Activity K																					
	...																					

Prepared by:



APPENDIX 2: REQUEST FOR FINANCIAL SUPPORT FROM IPP

IPP'S CODE:

DATE:

NAME OF ORGANIZATION:

NO.	ACTIVITIES	DETAILED DESCRIPTION	TIMELINE	COST	PAID BY PROJECT OWNER	REQUEST FOR IPP'S SPONSOR
1	Activity A					
	Item 1					
	Item 2					
	Item 3					
	Item 4					
	SUM OF ACTIVITY A					
2	Activity B					
	Item 1					
	Item 2					
	Item 3					
	Item 4					
	SUM OF ACTIVITY B					
3	Activity C					
	Item 1					
	Item 2					
	Item 3					
	SUM OF ACTIVITY C					
	TOTAL					



Frequently Asked Questions (FAQ)

Giải đáp những thắc mắc liên quan đến Chương trình Hợp tác giữa IPP với các trường đại học và các cơ sở giáo dục

Tài liệu này cung cấp những câu hỏi thường gặp và giải đáp của IPP liên quan đến Chương trình Hợp tác với các trường đại học và các cơ sở giáo dục. Bạn có thể tìm thêm thông tin về chương trình hợp tác này trên trang web của IPP.

Hỏi: Tôi được biết là Hồ sơ đề xuất hợp tác cần phải nộp kèm CV của các cán bộ được cử tham dự chương trình. Tuy nhiên, tôi không thấy IPP cung cấp mẫu CV. Vậy tôi có thể lấy mẫu này ở đâu?

Đáp: Để thuận tiện cho các trường, IPP không yêu cầu CV phải viết theo một mẫu cụ thể nào. Anh/chị hoàn toàn có thể sử dụng CV có sẵn của cán bộ. Tuy nhiên, CV nên cung cấp đủ các thông tin về kinh nghiệm của ứng viên có liên quan đến nội dung chương trình.

Hỏi: Được biết IPP sẽ chọn tối đa 4 người tham dự. Nếu ngoài số giảng viên được trường cử đi dự khoá ToT2, chúng tôi còn có một số cán bộ khác tham gia hỗ trợ thì có cần kê khai trong hồ sơ đề xuất hay không và có tính vào hạn mức 4 người trên hay không?

Đáp: Trường chỉ gửi CV của các cán bộ/giảng viên dự kiến sẽ tham gia khoá TOT2. IPP sẽ chọn trong số đó tối đa 4 người/trường để tham dự khoá ToT2. Với các cán bộ khác tham gia hỗ trợ thực hiện dự án, trường không cần gửi CV mà chỉ cần liệt kê trong phần trả lời câu hỏi về nguồn lực thực hiện dự án.

Hỏi: Được biết chương trình này sẽ được triển khai tới hết năm 2017. Vậy IPP sẽ tài trợ thực hiện dự án trong thời gian bao lâu? IPP có quy định vốn đối ứng của đối tác là bao nhiêu trong từng hoạt động hay không?

Đáp: Đây không phải là chương trình tài trợ mà là chương trình hợp tác. Chương trình không đặt vấn đề vốn đối ứng của đối tác cũng như thời gian tài trợ, do kinh phí thực hiện các hoạt động sẽ do đơn vị tự chi, theo đúng như kế hoạch và nhu cầu của mỗi đơn vị. IPP sẽ cung cấp hỗ trợ kỹ thuật dựa trên đề xuất về kế hoạch triển khai các hoạt động giáo dục/đào tạo về khởi nghiệp và đổi mới sáng tạo của từng đối tác. IPP chỉ tài trợ một phần rất hạn chế cho một vài hoạt động mà IPP sẽ trao đổi cụ thể, căn cứ theo kế hoạch của từng đối tác.

Hỏi: Có phải IPP chỉ hỗ trợ kỹ thuật khi triển khai chương trình hợp tác với các trường, còn phần các trường tổ chức hội thảo đào tạo cho doanh nghiệp thì IPP sẽ không tài trợ?

Đáp: Trong chương trình hợp tác này, IPP chỉ hỗ trợ chủ yếu về mặt kỹ thuật. Tuy nhiên, IPP cũng cân nhắc hỗ trợ về mặt tài chính cho một số hoạt động phù hợp nếu nhận thấy hoạt động được đề xuất có tác động tốt đến việc triển khai đào tạo. Vì vậy tùy theo kế hoạch do đối tác đưa ra, IPP sẽ trao đổi phương án hỗ trợ cụ thể.

ANNEX B3.1a: TEMPLATE OF PROPOSAL EVALUATION MANAGEMENT SYSTEM




EvalMS - Proposal Evaluation Management System

BASIC INFORMATION							ADDITIONAL INFO					
ID	Name of organization	Contact Person(s)	Contact Email(s)	Contact Phone(s)	Contact skype(s)	Applicant's detailed Address	Applicant's Location	Lead Evaluator	Interview schedule	Online Submission Date	Paper Sent Date	

1st PRIORITY RANKING MEETING (20.5.2016)				2nd PRIORITY RANKING MEETING (27.5.2016)				OPEN ISSUES			
Comments	Open Questions and Issues	Key Reasons for Yes / No	Conclusion (Y / N / ?)	Comments	Open Questions and Issues	Key Reasons for Yes / No	Conclusion (Y / N / ?)	Issue	Who clarifies?	Requests by IPP during the process	Answers to requests

ADMIN, ELIGIBILITY AND MINIMUM REQUIREMENTS CHECK & SCREENING							PROCESS				
Admin Checker	Admin Result	Eligibility Result	Min Req Result	Screening Result	IPP (Mgmt's) Screening Reasoning for NO	IPP Management Screening Decision	Financial Check	IPP Effect Check	Interview times	Status of evaluation	

MANAGEMENT'S DECISION				STEERING COMMITTEE'S DECISION			FOLLOW-UP PROCESS	
Management Meeting Date	Category of negative decision proposal	Management's Reasoning	Management's Decision Proposal	SC Meeting Date	SC's Reasoning	SC's Decision	Decision Letter Date	Complaints and Other Communications

Proposal #		Innovation and Entrepreneurship Education Collaboration	
Organization			

Steering Committee's Decision	
-------------------------------	--


IPP Management's Decision Proposal	
Main Reasons for the Decision Proposal	

Evaluation Result (Y/N)	
Main Reasons for the Result	
Other recommendation	

Evaluators' summary	
---------------------	--

Brief description of the application	
---	--

Open questions and things to clarify	
---	--


Proposal #		Innovation and Entrepreneurship Education Collaboration	
Organization			

Evaluation

Ready:	
--------	--

Name of Evaluator	
-------------------	--

Plan of the applicant for I&E education.	<i>Is it feasible and sustainable?</i>
Based on the application and interview, your opinion about the applicant's commitment for collaboration	<i>Has the applicant committed enough resources in their plan for implementation? Does the applicant have long-term strategy and clear objectives for the coming years?</i>
Capability of the applicant - <i>Relevant curriculum</i> - <i>Faculty</i> - <i>Attractiveness to students</i> - <i>Infrastructure</i> - <i>Other</i>	
Capability of nominated participants for TOT2. Please recommend who can be selected from the list of candidates provided by the applicants	<i>Participants must be fluent in English, and should have relevant experiences in teaching I&E</i>
International and local collaboration of the applicants that can bring values to I&E education	

Proposal #		Innovation and Entrepreneurship Education Collaboration	
Organization			

Other activities for supporting I&E education/training	<p><i>How do the proposed activities bring values to I&E educations?</i></p> <p><i>IPP may consider to give limited financial support to those activities that</i></p> <ul style="list-style-type: none"> - <i>Bring high values to I&E education</i> - <i>Good impacts on I&E ecosystem not only for the considered applicants but also for other organizations</i> <p><i>Please give your recommendation if you find the applicant's proposed activities eligible for financial support.</i></p>
--	--

Policy Relevance

Ready:	
--------	--

IPP's Evaluator	
-----------------	--

Effect of IPP's support	<p><i>How does IPP's soft support initiate or accelerate the I&E training/education?</i></p>
-------------------------	--



Vietnam - Finland Innovation Partnership Programme, Phase II (IPP2)

Address: 15th Floor, Thang Long Tower,
No. 98A, Nguy Nhu Kon Tum Str., Thanh Xuan, Hanoi
Tel.: +844 39 39 39 82 | Email: info@ipp.vn | Website: <http://ipp.vn>

Hanoi, July 12, 2016

[University name]

[Address]

**Announcement on the Partner Selection for
IPP2's University and Educational Institutions Collaboration Program 2016**

Dear Sir or Madam,

Thank you very much for your application to IPP2's 2016 Call for Proposal of University and Educational Institutions Collaboration.

We have received 32 applications which have been evaluated against the selection criteria on (i) training capability, (ii) resources and long-term commitment, and (iii) feasible implementation plan. The applications were assessed by a panel of independent international experts. On the basis of comparison, 11 out of 32 project applications have been deemed most suitable and selected. The Steering Committee of IPP2 has made the selection decision on July 7, 2016.

We are delighted to inform that your proposal has been approved.

The schedule for IPP2's University and Education Institutions Collaboration Program 2016 is provided as followed:

July 26 to Aug 6, 2016: Bootcamp for the Training of Trainers (ToT2), a full-time training on Innovation and Entrepreneurship designed and delivered by IPP2's international experts. The list of selected participants, training calendar and other information are enclosed.

Training venue: Saigon Innovation Hub, No. 273 Dien Bien Phu, District 3, Hochiminh City.

During the Bootcamp, lunch allowance is provided for all participants. Participants outside of Hochiminh City will receive accommodation, travel and meal allowances.

August 2016-January 2017: Co-creation and Consultation on Innovation and Entrepreneurship (I&E) Curriculum development.

Furthermore, IPP2 plans to have a Call for Grant Support on (I&E) Curriculum Implementation in 2017 for our selected university partners. Details of this plan will be communicated during ToT2.

We wish you success and look forward to closely collaborating with you.

Yours sincerely,

Tran Thi Thu Huong
Programme Director

Lauri Laakso
Chief Technical Advisor



Vietnam - Finland Innovation Partnership Programme, Phase II (IPP2)

Address: 15th Floor, Thang Long Tower,
No. 98A, Nguy Nhu Kon Tum Str., Thanh Xuan, Hanoi
Tel: 844 39393982 | Fax: 844 39387047
Email: info@ipp.vn | Website: http://ipp.vn

Hanoi, July 12, 2016

[University name]

[Address]

**Announcement on the Partner Selection Results for
IPP2's University and Educational Institutions Collaboration 2016**

Dear Sir or Madam,

Thank you very much for your application to IPP2's 2016 Call for Proposal on University and Educational Institutions Collaboration.

We have received 32 applications which have been evaluated against the selection criteria on (i) training capability, (ii) resources and long-term commitment, and (iii) feasible implementation plan. The applications were assessed by a panel of independent international experts. The Steering Committee of IPP2 has made the selection decision on July 7, 2016.

Because of IPP2's limited resources only 11 out of 32 project applications have been selected on the basis of comparison. We are sorry to inform that your proposal has not been selected for the Training of Trainers program this year. However we hope that you are still interested in other opportunities for collaboration with IPP2 and would like to continue to keep in touch with you.

We should highly appreciate any initiatives in promoting innovation and entrepreneurship education and training in Vietnam.

Yours sincerely,

Tran Thi Thu Huong
Program Director

Lauri Laakso
Chief Technical Advisor



Vietnam - Finland Innovation Partnership Programme, Phase II (IPP2)

Address: 15th Floor, Thang Long Tower,

No. 98A, Nguy Nhu Kon Tum Str., Thanh Xuan, Hanoi

Tel.: +84-4 – 39 39 39 82 - Email: info@ipp.vn - Website: <http://ipp.vn>

Hanoi, July 12, 2016

[University name]

[Address]

**Announcement on the Partner Selection for
IPP2's University and Educational Institutions Collaboration Program 2016**

Dear Sir or Madam,

Thank you very much for your application to IPP2's 2016 Call for Proposal on University and Educational Institutions Collaboration.

We have received 32 applications which have been evaluated against the selection criteria on (i) training capability, (ii) resources and long-term commitment, and (iii) feasible implementation plan. The applications were assessed by a panel of independent international experts. The Steering Committee of IPP2 has made the selection decision on July 7, 2016.

Considering the IPP2's requirement on the application deadline, May the 9th 2016, we are sorry to inform that your proposal is not eligible for the Training of Trainers program this year due to your late submission. However we hope that you are still interested in other opportunities for collaboration with IPP2 and would like to continue to keep in touch with you

We should highly appreciate any initiatives from your organization in promoting innovation and entrepreneurship education and training in Vietnam.

Yours sincerely,

Tran Thi Thu Huong
Programme Director

Lauri Laakso
Chief Technical Advisor



PRESS RELEASE

IPP2 Training of Trainers 2 to start in Ho Chi Minh City

Ho Chi Minh City, 26 July 2016 - Today, IPP2 is officially unveiling its 2-week Training of Trainers 2 (ToT2) Bootcamp for 33 lecturers from 11 universities that have been selected as official partners for IPP2's Universities & Educational Institutions Collaboration. The ToT2 program aims to bring the curriculum of innovation and entrepreneurship developed in IPP2 into higher education institutions and promotes the development of the innovation and entrepreneurship ecosystem in Vietnam.

ToT2 is part of IPP2's 6-month program of collaboration with universities and educational institutions in Vietnam. 11 public and private universities and colleges have been chosen through an open call officially launched in February 2016. Among the selected education partners, 3 are from the Northern region (Hanoi), 4 are from the Southern region (Ho Chi Minh City), and other 4 universities are from Vietnam's Central region (Da Nang, Hue, Nha Trang, Da Lat).

Mrs. Tran Thi Thu Huong, Director General, Assistant to the Minister of Science and Technology, IPP2 Program Director said: *"IPP2's Universities & Educational Institutions Collaboration Program and ToT2 aim to build capacity for higher education institutions in Vietnam and strengthen the role of higher education in the innovation and entrepreneurship ecosystem by supplying high quality human resources for business sectors, contributing to innovative thinking and creating and diffusing entrepreneurial and innovation culture in Vietnam"*.

ToT2's foundation is IPP2's Core Curriculum on Innovation and Entrepreneurship. This curriculum was developed by IPP2 and tested through two training programs, namely (1) Training of Trainers Program 1 - ToT1, a pioneering training program on innovation and entrepreneurship for 12 Vietnamese innovation consultants; and (2) Innovation Accelerator Program (IAP) - a training & coaching program for startup teams. ToT1 and IAP are the first 'world-class' training programs on innovation and entrepreneurship in Vietnam.

ToT2 focuses on transferring key concepts, tools and techniques from the above mentioned Curriculum to be adapted and further developed for various needs by selected partner universities. After ToT2, these partner universities will also have the opportunity to apply for the next phase of IPP2's support in 2017, which aims to facilitate I&E training and innovation ecosystem development. ToT2 consists of a 2-week Bootcamp and 5.5-month co-creation support through workshops and coaching.

"IPP strives to build an international standard training program with practical and highly applicable contents tailored to the reality of Vietnam ecosystem. This can help Vietnam's higher education system to update itself with newer trends and international best practices in entrepreneurship and innovation. For this purpose, we have invited three highly experienced international trainers in innovation and entrepreneurship, who have taught and consulted in many countries around the world. At the same time, IPP2 gathers exemplary speakers from local and international companies, startups, ecosystem developers and key stakeholders to come and talk in the Bootcamp and ToT2 workshops", Mr. Lauri Laakso, Chief Technical Advisor shares.

List of selected universities for ToT2:

North region (Hanoi):

- Hanoi University of Science and Technology (HUST)
- Foreign Trade University (FTU)
- FPT University (FU)
- MOST Management Technology Institute (MTI)

South region (Ho Chi Minh City):

- Ho Chi Minh city University of Science and Technology (HCMUT), HCMC National University
- Ho Chi Minh City Open University (HCMCOU)
- University of Finance and Marketing (UFM)
- Saigon Technology University (STU)

Central region:

- Da Nang University of Technology (DUT)
- University of Nha Trang (NTU)
- University of Da Lat (DLU)
- Hue Industrial College (HUEIC)

About IPP2

The Vietnam - Finland Innovation Partnership Programme (IPP) is an Official Development Assistance (ODA) program financed jointly by the governments of Vietnam and Finland. IPP is in its second phase (IPP2) running through 2014-2018 with EUR 11 million budget.

IPP targets long-term benefits for the Vietnamese economy and innovation system. The program works with key national and international partners to scale up practical innovation and entrepreneurship training as well as to improve local support mechanisms and programs for Vietnamese new innovative companies. It connects key actors in the ecosystem in order to build a strong foundation for Vietnam's next-generation entrepreneurs and promotes innovation and business partnerships between Vietnam and other countries, particularly Finland.

For more information, please contact:

IPP2 Ho Chi Minh Coordinator - Ms. Nguyen Thu Ha, Email: thuha@ipp.vn, Mobile: +84 904229006

Vietnam - Finland Innovation Partnership Programme, Phase II (IPP2)

Address: 15th Floor, Thang Long Tower, No. 98A, Nguy Nhu Kon Tum st., Thanh Xuan, Hanoi

Tel.: +84-4 – 39 39 39 82; Fax: +84-4 – 39 38 70 47

Email: info@ipp.vn - Website: <http://ipp.vn>



PREPARATION CHECKLIST FOR IPP TOT2 BOOTCAMP 2016

ITEM	DESCRIPTION	IN CHARGE	STATUS	July																											
				30	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22					
				thu	fri	sat	sun	mon	tue	wed	thu	fri	sat	sun	mon	tue	wed	thu	fri	sat	sun	mon	tue	wed	thu	fri					
PRE-EVENT																															
Plannning																															
Proposal draft																															
Budget estimation																															
Budget approval																															
Content																															
Bootcamp agenda																															
Orientation kits																															
Trainee contact list																															
Content for classes ready																															
Organizing class content to shared Google Drive folder																															
Work in progress report format																															
Guidelines for guestspeakers																															
Agreement forms for participants																															
Attendance list																															
Lunch stipend receipt confirmation																															
List of nearby coffee shops																															
In-class networking activites																															
Networking + Social activities																															
Press release draft + finalize																															
Article for TOT2 for Website																															
Press release approved																															
Media list																															
Allowance + reimbursement guideline																															
Sending guideline to trainees																															
Invitation and Communication																															
Guest list development																															
TOT2 factsheets																															
VIP invitations draft																															
Guest speaker invitation draft																															
Final invitations approved																															
Sending invitations																															
Sharing guidelines for guest speakers																															
Reminder before event																															

ITEM	DESCRIPTION	IN CHARGE	STATUS	July																											
				30	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22					
				thu	fri	sat	sun	mon	tue	wed	thu	fri	sat	sun	mon	tue	wed	thu	fri	sat	sun	mon	tue	wed	thu	fri					
Media invitation sent																															
Design and Printing																															
IPP & university logos																															
Backdrop + standee design																															
Backdrop + standee approved																															
Certificate design and approval																															
IPP kits																															
Printing of press kit																															
IPP folde																															
Check in class format/ Attendance list																															
Printing of Excersice and Training materials																															
Final invitations approved																															
Logistics																															
Contact 01 Interpreter for the opening																															
Supplier review and get quotations																															
Draft contracts with supplier																															
Contracts signed																															
Payment advance request																															
Class room booking																															
Class room facility booking + checking																															
Restaurant booking (Kickoff + Farewell dinner)																															
Catering booking																															
Purchase of tea-break supplies																															
Transportation booking																															
Photographer booking																															
Arrival + departure time information																															
Accommodation information																															
Purchase of stationery																															
Purchase of craft supplies																															
Printing of class activity materials + documents																															
Printning of forms																															
Certificates																															
Gifts for guests, participants																															
Allowance preparing for participants																															
Preparing of orientation packets																															

ITEM	DESCRIPTION	IN CHARGE	STATUS	July																											
				30	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22					
				thu	fri	sat	sun	mon	tue	wed	thu	fri	sat	sun	mon	tue	wed	thu	fri	sat	sun	mon	tue	wed	thu	fri					
DURING EVENT																															
Venue final checking																															
Venue everyday checking																															
Catering service supervision																															
On-site supevisor																															
Everyday clean up																															
AFTER EVENT																															
Payment completion																															
Reporting																															
Participant follow up																															
Guest follow up																															
Media follow up																															
Website update																															

CHƯƠNG TRÌNH ĐỐI TÁC ĐỔI MỚI SÁNG TẠO
VIỆT NAM – PHÂN LAN, GIAI ĐOẠN 2



GUIDELINES
FOR TOT2 PARTICIPANTS

Jul 2016

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1. Introduction

This document provides the guidelines for ToT2 Bootcamp Trainees with the course information related to course content, reading materials, training calendar, payment procedure and instructions for cost reimbursement, information exchange and report (with templates and samples in the annexes). Besides. Ngoài ra, tài liệu này cũng cung cấp các thông tin hữu ích khác cho học viên như: bản đồ chỉ dẫn địa điểm đào tạo, liên lạc với cán bộ quản lý khoá học, gợi ý các địa điểm ăn uống xung quanh địa điểm đào tạo.

2. ToT2 Training Calendar

2.1 Overview

The Vietnam – Finland Innovation Partnership Programme Phase 2 (IPP2) aim at strengthening the role of higher education in the National Innovation System. In 2016, IPP has selected 11 universities and colleges to collaborate in developing the entrepreneurship and innovation training curriculum and E&I ecosystem. The first step of this collaboration is the Training of Trainers Program 2 on Entrepreneurship and Innovation (ToT2) using the Core Curriculum of Entrepreneurship and Innovation and developed by IPP2. This curriculum has been tested through the Training of Trainers Program 1 on Entrepreneurship and Innovation (ToT1) and the Innovation Accelerator Program (IAP) – a training and coaching program for innovative projects.

ToT2 concentrates on providing the concepts, tools and techniques of the above mentioned curriculum with proper revision to meet the needs of the partner universities. After ToT2, these partners have the opportunities to receive IPP2 Grant Phase 2 early next year, which also targets the facilitating of E&I education and the Vietnam's E&I ecosystem development.

ToT2 includes a 2-week Bootcamp and 5,5 months support in form of training workshops and consultation sessions. In order to help ToT2 have more practical information, IPP2 will invite leaders of some outstanding Vietnamese and foreign-owned big corporations, startups, startup supporters and some other key stakeholders of the Vietnam's E&I ecosystem to join this Bootcamp and the followed training workshops as guest speakers to share about the related issues.

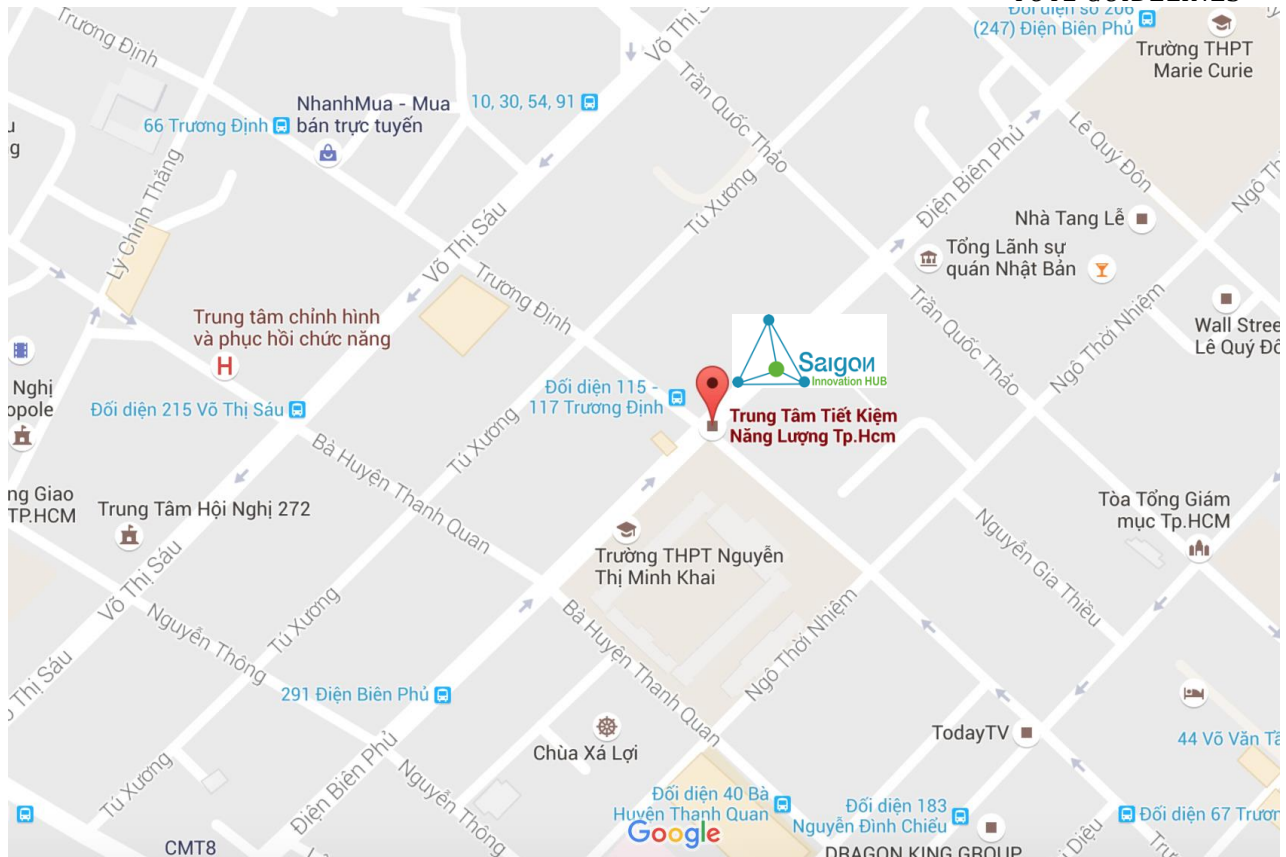
2.2. Time and venue

Time: From Jul 26 to Aug 5, 2016, full day from 9.00 am 5.00 pm.

Venue: **Saigon Innovation Hub (SiHUB), No. 273 Điện Biên Phủ street, Ward 7, District 3, Ho Chi Minh city**

(within Ho Chi Minh City's Center for Energy Saving)

See the instruction map in the next page.



2.3 Training Calendar

See Annex 1.

2.4 List of Participants

See Annex 2.

2.5. Requirements

ToT2 should bring along to class:

1. Laptop & charger
2. USB
3. Pen (IPP2 will give each trainee a notebook as gift)

Trainees should wear casual comfortable clothes to make ease in classroom activities participation.

Before joining the class, the trainees are required to sign the Rule of Engagement (see Annex 3).

3. Allowance and financial reimbursement procedure

3.1 Bootcamp allowance for trainees

- For those trainees within Ho Chi Minh City and the nearby: lunch allowance of VND 100,000 per day * 10 days = VND 1,000,000 (1 million Vietnam dong).
- For those trainees from regions outside Ho Chi Minh city: during the time attending ToT2 (12 days, from Jul 25 đến Aug 5, 2016), each trainee receive the following allowances:
 - Accommodation: VND 600,000 per person per night * 12 nights = VND 7,200,000
 - Per diem: VND 400,000 per person per day * 12 days = VND 4,800,000
 - Travel allowance: Air/Train ticket fare + Airport taxi fare. IPP2 will reimburse to trainees based on the reasonable real paid costs including 01 trip from the trainee's official residence to Ho Chi Minh City and 01 trip back from Ho Chi Minh City. Only economy class

tickets are eligible. IPP2 encourages trainees to buy save types. Trips not commencing from trainee's official residence must be accepted officially by IPP2 Financial Manager via email.

3.2 Bootcamp cost reimbursement procedure

a. For those trainees within Ho Chi Minh City and the nearby, IPP2 will pay in cash once at classroom within the training time. Trainees must sign in the list of allowance receivers provided by Bootcamp Facilitator.

b. For those trainees from regions outside Ho Chi Minh city, trainees pay for their travel, accommodation and meals in advance and then IPP2 will reimburse these cost in 2 payments based on the submitted financial documents including:

Payment 1: Within 1-2 first days of the Bootcamp, the trainees must submit to Bootcamp Facilitators the followings:

- Travel Claim (providing travel routine, airticket fare and taxi fare of the first one-way trip with trainee's full name and signature)
- Boarding pass with valid financial receipts
- Trainee's bank account (Account name, account number, bank name and branch name, bank address)

Payment 2: After finishing the Bootcamp, the trainees must submit to IPP the followings (scan and send the documents via email for checking before sending the hard copies via post to Ms. Diep – IPP2 Office in Hanoi)

- Travel Claim (providing the travel routine, hotel cost, travel cost of the trip back to home, the per diem cost should be exactly VND 400,000 per day, trainee's signature)
- Financial receipts for the hotel costs, taxi fare and air/train ticket fare of the trip back to home (if any).

Important notice:

- All receipts (taxi, air/train, hotel) must be signed together with trainee's full name and date..
- **IPP2's information to be provided as buyer in each financial receipt:**
Ban Quản lý Dự án Chương trình Đối tác Đối mới Sáng tạo Việt Nam – Phần Lan Giai đoạn II
(or in short “BQL DA Chương trình Đối tác Đối mới Sáng tạo VN – Phần Lan GD2”)
Address: P1502, tầng 15, toà nhà Thăng Long, số 98A Ngụ Như Kon Tum, Thanh Xuân, Hà Nội
Tax code: **0106802853**
- For any questions related to financial issues, please contact IPP2 Financial Manager, Ms. Lê Thị Lan Hương.

3.3 Templates

Travel Claim template: IPP2 will share the template via email.

Samples of Travel Claims of the 2 payments:

- How to fill in Travel Claim of the 1st payment: See Annex 4.
- How to fill in Travel Claim of the 2nd payment: See Annex 5.

4. Other useful information

4.1 Contacts

(1) UNICOL program manager Mr. **Chu Văn Thắng** – Email: , Mob:.

(2) Bootcamp Facilitator in HCMC: Ms. **Nguyễn Thu Hà** – Email: , Mob: .

- (3) Bootcamp Admin Assistant in HCMC: Ms. **Nguyễn Minh Thùy** - Email: , Mob:
- (4) International trainer Ms. **Karen Henken** – Email:
- (5) International trainer Mr. **Marko Seppa** – Email:
- (6) Academic Facilitator Ms. **Nguyễn Đặng Tuấn Minh** – Email: ; Mob:
- (7) IPP2 Financial Manager, Ms. **Lê Thị Lan Hương** – Email: , Mob:
- (8) IPP2 Office Manager: Ms. **Đinh Kim Quỳnh Diệp** – Email: , Tel: +84-4- 39393982 - Mob:
- (9) IPP2 Communication channels: Email: info@ipp.vn - Website: www.ipp.vn - Facebook fanpage: www.facebook.com/ipp.fi.vn

4.2 Suggestions on services nearby training venue

(1) Hotels (from VND600k-1,000k per night)

IPP2 suggests some nearby hotels as follows or you can check other options at www.agoda.com.

LeBlanc Saigon Hotel, No. 414 Nguyễn Đình Chiểu, District 3

Website: www.leblancsaigon.com

Tel: (08) 39292622

Minh Khang Hotel, No. 155 Võ Văn Tần, District 3

Website: www.minhkhanghotel.com

Tel: (08) 39330055

Ruby Star 2 Hotel, No. 43 Trương Định, Ward 6, District 3


Tel: (08) 3933 3146

Âu Lạc Hotel, No. 90 Nguyễn Thị Minh Khai, District 3

Website: www.aulachotel.vn

Tel: (08) 54041198

(2) Other services

You can access to the interactive map at www.tinyurl.com/HCMCinfo to see suggestions on basic services around the training venue and HCM city center. The map is classified into group with correspondent icons as: 🏠 hotel,  ATM, 🍴 restaurant, ☕ cafe, 🛒 convenience shop/supermarket, 🧺 laundry và 🌸 site seeings. You can choose other options to check one or different site groups at once.

Bootcamp Admin Assistant will order lunch under your request everyday. Besides, you can check other dining venues within HCMC at the website www.foody.vn.

ANNEX 1

TOT2 BOOTCAMP TRAINING CALENDAR (26.7 to 5.8.2016)

TIME	CONTENTS
WEEK 1:	Fostering the intersection of Creativity, Innovation and Entrepreneurship
TUESDAY, JUL 26	What Is The Art of Business Creation
8:30-9:00	Registration
9:00- 10:00	Opening Ceremony
10:00-10:45	Entrepreneurial Imperative
11:00- 13:30	Dream Team Exercise & working lunch
13:30- 14:00	Dream Team presentations
14:15- 15:45	The “why” of entrepreneurship: Introduction to E & I and ABC; CREATIVITY as The Basis.
16:00 - 16:30	TOT2 Introduction
18:00-20:00	Welcome Dinner for trainees & guests
WED. JULY 27	The Entrepreneurial Mindset
8:30-9:00	Coffee and networking
9:00-10:00	Creativity Inspired Innovation - What is your roadmap?
10:15-11:30	What is Effectuation and Why It's Important; How can we put effectuation into practice?
11:30-12:00	University Talk Show #1
12:00-13:00	Lunch break
13:00- 13:30	University Talk Show #2
13:30--16:30	Starbucks and The Coffee Experience
16:30- 16:50	Recap and Review
THU, JUL 28	Introduction to Design Thinking
8:30-9:00	Coffee and networking
9:00-9:30	University Talk Show #3
9:30- 12: PM	What is Design Thinking?
12:00-13:00	Lunch break
13:00- 14:30	Design Thinking and The Sharing Economy
14:30- 16:15	Applying Design Thinking – Making Business Out of the Sharing Economy
16:15- 16:45	University Talk Show #4
16:45-17:00	Recap and Review
FRI, JUL 29	Introduction to Lean Startup
8:30-9:00AM	Coffee and networking
9:00- 9:30	University Talk Show #5
9:00-10AM	Design Thinking vs. Lean Startup
10:00-12PM	Introduction to core concepts of Lean Startup
12:00-13:00	Lunch break
13:00-13:30	University Talk Show #6
13:30-16:30	Into The Wild
16:30- 16:50	Recap and Review
SAT, JUL 30	Vietnam's Growing Role in the Global Economy- Sustainability, Supply Chain & Social Innovation
8:30-9:00	Coffee and networking
9:00-9:30	University Talk Show #7
9:30-10:30	Sustainable Business Model Design
10:45- 12:00	Supply chain, sustainability and social innovation- impact on Vietnam's economic growth
12:00-13:00	Lunch break

13:00-13:30	University Talk Show #8
13:30-15:00	Introduction to Social Entrepreneurship; Social Entrepreneurship Showcase
15:00- 16:30	Team Project Time: Sharing Economy Group “ Ideation Nuggets” in class work
16:30- 16:50	Recap and Review
SUN, JUL 31	Teamwork
WEEK 2	
MON, AUG 1	Fundamentals of creating an enterprise (Analytical tools)
8:30-9:00	Coffee and networking
9:00- 9:30	Getting to Know You Exercise
9:30-10:00	University Talk Show #9
10:15- 12:00	Product/ Market Decision; Make or Buy Decisions.
12:00-13:00	Lunch break
13:00-13:30	University Talk Show #10
13:30- 2:45	Who Should Own?
15:00- 16:30	Ecosystem Components:
16:30- 16:50	Recap and Review
TUE, AUG 2	Creating an Entrepreneurial Ecosystem
8:30-9:00	Coffee and networking
9:00 11:00-	Present Sharing Economy Ideas
11:15- 12:15 PM	Tying in your university ecosystem with the regional / city entrepreneurship community
12:15-13:15	Lunch break
13:15- 13:45	University Talk Show #11
13:45- 16:30	Creating Your E & I Ecosystem- Live Case Development
16:30- 16:50	Recap and Review
WED, AUG 3	Funding and Growth Opportunities in Vietnam and ASEAN Region- Global Context
8:30-9:00	Coffee and networking
9:00-12:00	Funding and Growth Opportunities' Vietnam’s opportunity to be part of the ASEAN region growth
12:00-13:00	Lunch break
13:00- 15:30	Creating the pitch to capture your audience, win support and get funded
15:30 - 15:50	Recap and Review
18:00-22:00	TEAM NIGHT OUT
THU, AUG 4	Develop your TOTAL E&I plan
8:30-9:00	Coffee and networking
09:00-12:00	Rethinking the Experience of E & I Education
13:30- 16:00	Team's Ecosystem Project
12:00-16:30	Lunch & outdoor activity.
16:30- 16:50	Recap and Review
FRI, AUG 5	What’s Next and Celebration
8:30-9:00AM	Coffee and networking
9:00- 12:00	Your TOTAL E & I Ecosystem Plan
12:00-13:00	Lunch break
13:00-14:30	Recap and What’s Next
15:00- 16:00	Closing ceremony
16:00-18:00	Farewell party

ANNEX 2

List of ToT2 Bootcamp Participants

No.	Participant	Organization
HANOI		
1	Nguyen Tien Dong	Hanoi University of Technology
2	Nguyen Trung Dung	Hanoi University of Technology
3	Pham Thi Thanh Huong	Hanoi University of Technology
4	Nguyen Quang Huy	Foreign Trade University
5	Lu Thi Thu Trang	Foreign Trade University
6	Nguyen Thi Hanh	Foreign Trade University
7	Nguyen Minh Hai	FPT University
8	Pham Tuyet Hanh Ha	FPT University
9	La Thi Cam Tu	FPT University
HOCHIMINH CITY		
10	Kim Huynh Ton	Hochiminh city Open University
11	Nguyen Thi Dieu Linh	Hochiminh city Open University
12	Ngo Thi Phuong Anh	Hochiminh city Open University
13	Truong Minh Chuong	Hochiminh city University of Technology - Vietnam National University
14	Pham Quoc Trung	Hochiminh city University of Technology - Vietnam National University
15	Nguyen Ngoc Dung	Hochiminh city University of Technology - Vietnam National University
16	Vu Tien Long	Saigon Technology University
17	Mai Nhat Minh Anh	Saigon Technology University
18	Luong Thi Han	Saigon Technology University
19	Le Quoc Thanh	University of Finance and Marketing
20	Tran Vinh Hoang	University of Finance and Marketing
21	Nguyen Huu Minh	University of Finance and Marketing
CENTRAL REGION		
22	Truong Thi Ngoc Thuyen	University of Dalat
23	Nguyen Ha Thu	University of Dalat
24	Nguyen Thanh Hong An	University of Dalat
25	Tran Duc-Hoc	Danang University of Science and Technology
26	Dang Duy Thang	Danang University of Science and Technology
27	Nguyen Quang Nhu Quynh	Danang University of Science and Technology
28	Ho Thi Hanh Tien	Hue Industrial College
29	Nguyen Huu Chuc	Hue Industrial College
30	Ca Quoc Hai	Hue Industrial College
31	Phan Thi Kim Lien	Nha Trang University
32	Le Tran Phuc	Nha Trang University
33	Nguyen Thi Huyen Thuong	Nha Trang University

ANNEX 3



TOT2 BOOTCAMP

RULES OF ENGAGEMENT

1. I am here to be fully engaged, open minded, receptive to new ideas, to collaborate and connect in new ways and to learn! We are here as a group to maximize our learning and to empower the entrepreneurship and innovation economy in our university, region and Vietnam.
2. I am here to have fun and have a sense of humor and adventure about new experiences.
3. I will share my knowledge and experiences proactively with others during the Bootcamp and seek the same from others. We are here to learn from each other.
4. I can dress casually.
5. I will NOT use or look at cell phones during the sessions. I may look at them during lunch and breaks only.
6. Laptops and tablets are to be used ONLY for note taking or for research at designated times.
7. I will get enough sleep every night to be alert in class during the day!
8. I will commit to meeting every participant and talking with them and getting to know everyone by the end of the boot camp.
9. I will show up on time every day. 8:30- 9AM is coffee and connection time, and 9AM sharp I will be ready to start! I am willing to pay a fine of VND 50,000 VND for each late showing-up.
10. I will come prepared with having completed all assignments by the start of the day on which it was assigned.
11. I will ask questions and get clarification when I need it.
12. I will be available on the weekend of July 30 and 31 to work with my team for the Sharing Economy presentation due August 1.

SIGNATURE

FULL NAME

DATE

Sample of Travel Claim – Payment 1

Fill in you information. Do not change the calculations.

Training
of Trainer 2

Vietnam - Finland Innovation Partnership Programme - IPP II
No. 98A Nguy Nhu Kien Str., Thanh Xuan Dist, Hanoi

TRAVEL EXPENSE CLAIM

Date: 8/7/2016

Name: La Thi Cam Tu
(claimant)

Organisation FPTU

Travel Purpose: ToT2 Bootcamp

Route: Hanoi - HCMC - Hanoi Destination: HCMC

Location	Travel began		Travel Ended		TOTAL DURATION		Per diem	
	Date (dd/mm/yy)	Time	Date (dd/mm/yy)	Time	Length of trips (in hours)	Equiv No. of per diem days	Unit per diem	TOTAL (VND)
Hochiminh	23/07/2014	13:00	8/6/2016			0.00	400,000	-

ACCOMMODATION

Receipt No.	Description of Expenses	No. of nights	Rate		Total amount (VND)
			Currency	Rate (per unit)	
			VND		-
					-

TRAVEL EXPENSES

Receipt No.	Description of Expenses	No. of units	Rate		Total amount (VND)
			Currency	Rate (per unit)	
1	Air ticket from Hanoi to HCMC	1	VND	4,000,000	4,000,000
2	Taxi ticket from Hanoi center to Airport	1	VND	220,000	220,000
					4,220,000

OTHERS

Receipt No.	Description of Expenses	No. of units	Rate		Total amount (VND)
			Currency	Rate (per unit)	
		1	VND		-
		1	VND		-
					-

Exchange rate(s):

Date:

1 USD = 22,330.00 VND 8-Jul-16

TOTAL AMOUNT 4,220,000

Claimed by:

Date:

(Claimant) La Thi Cam Tu

8/7/2016

FOR ACCOUNTING PURPOSE:

Expenses	Codes	Amount
Per diem		-
Accommodation		-
Travel		4,220,000
Others		-
Total		4,220,000

Checked by:

Financial Manager

Approved by:

Approved by:

Verified by:

Chief Technical Adviser (CTA)

Programme Director (PD)

Nguyen Thu Ha
Coordinator of C&T

Sample of Travel Claim – Payment 2

Fill in you information. Do not change the calculations.

Training
of Trainer 2

Vietnam - Finland Innovation Partnership Programme - IPP II
No. 98A Nguy Nhu Kon Tum Str., Thanh Xuan Dist, Hanoi

TRAVEL EXPENSE CLAIM

Date: 8/7/2016

Name: **La Thi Cam Tu**
(claimant)

Organisation: **FPTU**

Travel Purpose: **ToT2 Bootcamp**

Route: **Hanoi - HCMC - Hanoi**

Destination: **HCMC**

Location	Travel began		Travel Ended		TOTAL DURATION		Per diem	
	Date (dd/mm/yy)	Time	Date (dd/mm/yy)	Time	Length of trips (in hours)	Equiv No. of per diem days	Unit per diem	TOTAL (VND)
Hochiminh	25/07/2014	15:00	8/6/2016	15:00		12.00	400,000	4,800,000

ACCOMMODATION

Receipt No.	Description of Expenses	No. of nights	Rate		Total amount (VND)
			Currency	Rate (per unit)	
1	Hotel in HCMC	12	VND	600,000	7,200,000.00
					7,200,000.00

TRAVEL EXPENSES

Receipt No.	Description of Expenses	No. of units	Rate		Total amount (VND)
			Currency	Rate (per unit)	
1	Taxi ticket from Airport to HCMC center	1	VND	150,000	150,000
2	Taxi ticket from HCMC to Airport	1	VND	150,000	150,000
3	Taxi ticket from Airport to Hanoi center	1	VND	380,000	380,000
					680,000

OTHERS

Receipt No.	Description of Expenses	No. of units	Rate		Total amount (VND)
			Currency	Rate (per unit)	
		1	VND		-
		1	VND		-
					-

Exchange rate(s):

Date:

1 USD = 22,330.00 VND 8-Jul-16

TOTAL AMOUNT 12,680,000

Claimed by:

Date:

(Claimant) **La Thi Cam Tu**

8/7/2016

FOR ACCOUNTING PURPOSE:

Expenses	Codes	Amount
Per diem		4,800,000
Accommodation		7,200,000
Travel		680,000
Others		-
Total		12,680,000

Checked by:

Financial Manager

Approved by:

Programme Director (PD)

Verified by:

Nguyen Thu Ha
Coordinator of C&T

Chief Technical Adviser (CTA)

TENTATIVE TOT2 BOOTCAMP CALENDAR

(from Jul 26 to Aug 5, 2016)

TIME	CONTENTS
WEEK 1:	Fostering the intersection of Creativity, Innovation and Entrepreneurship
TUESDAY, JUL 26	What Is The Art of Business Creation
8:30-9:00	Registration
9:00- 10:00	Opening Ceremony
10:00-10:45	Entrepreneurial Imperative
11:00- 13:30	Dream Team Exercise & working lunch
13:30- 14:00	Dream Team presentations
14:15- 15:45	The “why” of entrepreneurship: Introduction to E & I and ABC; CREATIVITY as The Basis.
16:00 - 16:30	TOT2 Introduction
18:00-20:00	Welcome Dinner for trainees & guests
WED. JULY 27	The Entrepreneurial Mindset
8:30-9:00	Coffee and networking
9:00-10:00	Creativity Inspired Innovation - What is your roadmap?
10:15-11:30	What is Effectuation and Why It’s Important; How can we put effectuation into practice?
11:30-12:00	University Talk Show #1
12:00-13:00	Lunch break
13:00- 13:30	University Talk Show #2
13:30--16:30	Starbucks and The Coffee Experience
16:30- 16:50	Recap and Review
THU, JUL 28	Introduction to Design Thinking
8:30-9:00	Coffee and networking
9:00-9:30	University Talk Show #3
9:30- 12: PM	What is Design Thinking?
12:00-13:00	Lunch break
13:00- 14:30	Design Thinking and The Sharing Economy
14:30- 16:15	Applying Design Thinking – Making Business Out of the Sharing Economy
16:15- 16:45	University Talk Show #4
16:45-17:00	Recap and Review
FRI, JUL 29	Introduction to Lean Startup
8:30-9:00AM	Coffee and networking
9:00- 9:30	University Talk Show #5
9:00-10AM	Design Thinking vs. Lean Startup
10:00-12PM	Introduction to core concepts of Lean Startup
12:00-13:00	Lunch break
13:00-13:30	University Talk Show #6
13:30-16:30	Into The Wild
16:30- 16:50	Recap and Review
SAT, JUL 30	Vietnam’s Growing Role in the Global Economy- Sustainability, Supply Chain & Social Innovation
8:30-9:00	Coffee and networking
9:00-9:30	University Talk Show #7
9:30-10:30	Sustainable Business Model Design

10:45- 12:00	Supply chain, sustainability and social innovation- impact on Vietnam's economic growth
12:00-13:00	Lunch break
13:00-13:30	University Talk Show #8
13:30-15:00	Introduction to Social Entrepreneurship; Social Entrepreneurship Showcase
15:00- 16:30	Team Project Time: Sharing Economy Group " Ideation Nuggets" in class work
16:30- 16:50	Recap and Review
SUN, JUL 31	Teamwork
WEEK 2	
MON, AUG 1	Fundamentals of creating an enterprise (Analytical tools)
8:30-9:00	Coffee and networking
9:00- 9:30	Getting to Know You Exercise
9:30-10:00	University Talk Show #9
10:15- 12:00	Product/ Market Decision; Make or Buy Decisions.
12:00-13:00	Lunch break
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13:30- 2:45	Who Should Own?
15:00- 16:30	Ecosystem Components:
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TUE, AUG 2	Creating an Entrepreneurial Ecosystem
8:30-9:00	Coffee and networking
9:00 11:00-	Present Sharing Economy Ideas
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12:15-13:15	Lunch break
13:15- 13:45	University Talk Show #11
13:45- 16:30	Creating Your E & I Ecosystem- Live Case Development
16:30- 16:50	Recap and Review
WED, AUG 3	Funding and Growth Opportunities in Vietnam and ASEAN Region- Global Context
8:30-9:00	Coffee and networking
9:00-12:00	Funding and Growth Opportunities' Vietnam's opportunity to be part of the ASEAN region growth
12:00-13:00	Lunch break
13:00- 15:30	Creating the pitch to capture your audience, win support and get funded
15:30 - 15:50	Recap and Review
18:00-22:00	TEAM NIGHT OUT
THU, AUG 4	Develop your TOTAL E&I plan
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09:00-12:00	Rethinking the Experience of E & I Education
13:30- 16:00	Team's Ecosystem Project
12:00-16:30	Lunch & outdoor activity.
16:30- 16:50	Recap and Review
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8:30-9:00AM	Coffee and networking
9:00- 12:00	Your TOTAL E & I Ecosystem Plan
12:00-13:00	Lunch break
13:00-14:30	Recap and What's Next
15:00- 16:00	Closing ceremony
16:00-18:00	Farewell party



ToT2 BOOTCAMP: ART OF BUSINESS CREATION AGENDA AND READING ASSIGNMENTS

WEEK 1: Fostering the intersection of Creativity, Innovation and Entrepreneurship				
Time	TUESDAY JULY 26 WEEK 1 - DAY 1: What Is The Art of Business Creation	CONTENT <i>Description of Exercise</i>	SPEAKERS	READINGS <i>To be completed before day's sessions</i>
08:30-09:00	Registration	Group		Be seated and ready to start 9AM
09:00- 10:00	Opening Ceremony			
10:00-10:45	Entrepreneurial Imperative	Presentation & discussion on why E&I is so important. How does it tie to your mission as a university? What is the entrepreneurial imperative and what does this look like for you personally? Your university? Your region? Vietnam as nation? Globally?	Karen, Marko	Video: Make business with meaning, by Guy Kawasaki: https://www.youtube.com/watch?v=lQs6lpJQWxc Reading: From Business Administration to Business Creation http://timreview.ca/article/562
10:45-11:00	Break			
11:00- 12:00	Dream Team Kick-off	Organize pre-assigned Dream Teams. Members introduce each other within their Dream Teams. All name their Dream Teams and identity, make team name badges, and agree on a shared mission. Prep 3 minute elevator pitch.	Karen, Marko	Provide guidelines
12:00- 13:00	Catered lunch	All seated in their Dream Teams, continue Dream Team organizing and mission talk		
13:00- 13:30	Finalize Elevator Pitches	Finalize a 3 minute elevator pitch on your Dream Team	Ha, Dream Teams	

13:30- 14:00	Dream Team elevator pitch presentations	3 minutes per Dream Team - why are you here, what is your shared mission, and what does your personal name badge represent for your Dream Team	Team introductions (9)	
14:00-14:15	Break			
14:15- 15:45	The “why” of entrepreneurship and nature of entrepreneurs: Introduction to E&I and ABC:	The intersection of creativity, innovation and entrepreneurship:	Karen, Marko, Hamona, Stitch Appeal, others TBD	Video Simon Sinek:Start with Why https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?language=en Reading: Steve Blank on the Invention Process http://www.inc.com/steve-blank/the-inventure-cycle.html
16:00- 16:30	Why Are We Here – and for What? TOT2 Introduction	Goals and expectations: Introduce (1) “Rules of Engagement” and sign pledge by all and (2) the activation challenge to be completed by the end of boot camp: Your Dream Team’s “Total E&I Offering”	Karen, Thang, Marko	
17:00	Group get-together (format to be announced)	(Entrepreneurs join us)		
Time	WEDNESDAY JULY 27 WEEK 1 - DAY 2 The Entrepreneurial Mindset	CONTENT	SPEAKERS	READINGS
08:30-09:00	Coffee and networking	Group		Be seated and ready to start 9AM
09:00-10:00	Creativity Inspired Innovation-	Marshmallow exercise- review of key lessons when completed	Karen	
10:00-10:15	Break			

10:15-11:30	What is Effectuation and Why It's Important How can we put effectuation into practice?	<i>"What makes entrepreneurs entrepreneurial?"</i> Openness to risk, uncertainty & failing forward	Marko	Reading: What Makes Entrepreneurs Entrepreneurial http://www.effectuation.org/sites/default/files/documents/what-makes-entrepreneurs-entrepreneurial-sarasvathy.pdf
11:30-12:00	University Talk Show #1	Feature 1 university with # best practice and biggest failure	Karen & Marko host	Each university to prepare ahead
12:00-13:00	Catered Lunch			
13:00- 13:30	University Talk Show #2	Feature 1 university with # best practice and biggest failure	Karen & Marko host	Each university to prepare ahead of time
13:30-- 16:30	Starbucks and The Coffee Experience	<i>Exercise & letter to Howard Schultz. . Examine the evolution of the coffee shop/ coffee experience in Vietnam. Go out to do interviews at Starbucks and Highlands Coffee and report back</i>		Reading: Starbucks Experience Design – Sent as PDF Starbucks in Vietnam http://www.economicsuniverse.com/starbucks-ho-chi-minh-city.html
16:30- 16:50	Recap and Review	Discuss Wants, Likes and Recommendations for How the Day Went	Group	
Time	THURSDAY JULY 28 WEEK 1 DAY 3 Introduction to Design Thinking	CONTENT	SPEAKERS	READINGS
08:30-09:00AM	Coffee and networking	Group		Be seated and ready to start 9AM
09:00-09:30	University Talk Show #3	Feature 1 university with # best practice and biggest failure	Karen & Marko host	Each university to prepare ahead

09:30- 12:00	What is Design Thinking?	Introduction and exercises to understand the power of the Design Thinking process and tools The Gift Giving Experience	Karen	Reading: An Introduction to Design Thinking PROCESS GUIDE https://dschool.stanford.edu/sandbox/groups/designresources/wiki/36873/attachments/74b3d/ModeGuideBOOTCAMP2010L.pdf?sessionID=68deabe9f22d5b79bde83798d28a09327886ea4b Reading: Turning Design Thinking into Design Doing (PDF)
12:00-13:00	Catered Lunch in			
13:00- 14:30	Design Thinking and The Sharing Economy	Presentation on disruptive innovation driven by the sharing economy and how this relates to design thinking applications.	<i>Intro by Karen Presentations by LoanVi and GrabPeople</i>	Reading: PwC Report: Sharing Economy http://www.pwc.com/us/en/industry/entertainment-media/publications/consumer-intelligence-series/assets/pwc-cis-sharing-economy.pdf Reading: Time Article Feb. 2015: Baby, You Can Drive My Car http://time.com/3687305/testing-the-sharing-economy/
Time	THURSDAY JULY 28 WEEK 1 DAY 3 Introduction to Design Thinking	CONTENT	SPEAKERS	READINGS
14:30-14:45	Break			
14:45- 16:15	Applying Design Thinking – Making Business Out of the Sharing Economy A (live case?) challenge exercise?	Introduce Sharing Economy Team Challenge. Teams to begin to create their own proposal for Sharing Economy solution using Design Thinking and how to test and validate.	Karen	

16:15- 16:45	University Talk Show #4	Feature 1 university with # best practice and biggest failure	Karen & Marko host	Each university to prepare ahead of time
16:45-17:00	Recap and Review	Discuss Wants, Likes and Recommendations for How the Day Went	Group	
Time	FRIDAY JULY 29 WEEK 1 DAY 4: Introduction to Lean Startup	CONTENT	SPEAKERS	READINGS
08:30-09:00	Coffee and networking	Group		Be seated and ready to start 9AM
09:00- 09:30	University Talk Show #5	Feature 1 university with # best practice and biggest failure	Karen & Marko host	Each university to prepare ahead of time
09:30- 12:00	The Power of Millenials	Understand the power of millenials to drive new economies, generate disruptive innovation and change mindsets and cultures for how business is done	Karen	Time Magazine: The Me, Me, Me Generation (PDF) What Happens When Millenials Run the Workplace? http://www.nytimes.com/2016/03/20/fashion/millennials-mic-workplace.html?_r=0
Lunch	Catered Lunch			
13:00- 13:30	University Talk Show #6	Feature 1 university with # best practice and biggest failure	Karen & Marko host	Each university to prepare ahead of time
13:30-16:30	Into The Wild	Further develop Sharing Economy ideas and go into the field for at least one or two rounds of customer interviews on this day Be “outside from 2:00- 3:30PM and then regroup at meeting space, report back from 3:30-4:30.	Facilitators needed on outing. We need 1 facilitator per team	What did you learn? What will you do next- move forward, iterate, pivot>
16:30- 16:50	Recap and Review	Discuss Wants, Likes and Recommendations for How the Day Went	Group	

Time	SATURDAY JULY 30 WEEK 1 DAY 5: Vietnam's Growing Role in the Global Economy	CONTENT Sustainability, Supply Chain & Social Innovation	SPEAKERS	READINGS
08:30-09:00	Coffee and networking	Group		Be seated and ready to start 9AM
09:00-09:30	University Talk Show #7	Feature 1 university with # best practice and biggest failure	Karen & Marko host	Each university to prepare ahead of time
09:30-10:30	Sustainable Business Model Design	Session on how to use the business model canvas to maximize social and economic impact.	Karen	<p>Video: The Business Model Canvas https://www.youtube.com/watch?v=QoAOzMTLP5s</p> <p>Business Model Generation http://www.businessmodelgeneration.com/downloads/businessmodelgeneration_preview.pdf</p> <p>Mars and The Cocoa Initiative http://prod.thestoryofchocolate.com/files/StoryofChocolate/Mars%20Invested%20in%20Cocoa's%20Future%20-%20NCA%20Journal%202012.pdf</p>
10:30-10:45	Break			
10:45- 12:00	Supply chain, sustainability and social innovation- impact on Vietnam's economic growth	How do trends in global supply chain and sustainability impact the needs and opportunities for Vietnamese businesses? How can you as university leaders tap into this trend?	Karen- Introduction Speakers TBD	
12:00-13:00	Catered Lunch			
13:00- 13:30	University Talk Show #8	Feature 1 university with # best practice and biggest failure	Karen & Marko host	Each university to prepare ahead

Time	SATURDAY JULY 30 WEEK 1 DAY 5: Vietnam's Growing Role in the Global Economy	CONTENT Sustainability, Supply Chain & Social Innovation	SPEAKERS	READINGS
13:30- 15:00	Introduction to Social Entrepreneurship and Impact Investing	Presentations by successful social entrepreneurs and impact investors	Lotus Impact,, Unitus Impact HandiKit, K, KOTO	Reading: Using The Business Model Canvas for Social Enterprise Design http://knode.com.au/wp-content/uploads/Knode_BusModCanv4So cEntDesign_E1LR_30p.pdf
15:00- 15:15	Break			
15:15- 16:30	Team Project Time: Sharing Economy Group “ Ideation Nuggets” in class work	Work at boot camp for afternoon , Teams should continue to work over weekend for Tuesday presentation	Karen	
16:30- 16:50	Recap and Review	Discuss Wants, Likes and Recommendations for How the Day Went	<i>Group</i>	
NIGHT	Evening program - for all			
	SUNDAY JULY 31			
	No formal program- Teams to continue to work on sharing economy presentations off site			

WEEK 2: ACTIVATION - Enterprise Creation

Time	MONDAY AUGUST 2 WEEK 2 DAY 1 Fundamentals of creating an enterprise (Analytical tools)	CONTENT	SPEAKERS	READINGS
8:30-9:00	Coffee and networking	Group		Be seated and ready to start 9AM
9:00- 9:30	Getting to Know Each Other Better Exercise		Karen	
9:30-10:00	University Talk Show #9	Feature 1 university with # best practice and biggest failure	Karen & Marko host	Each university to prepare ahead
10:00-10:15	Break			
10:15- 12:00	The “hardware” of business creation. Business Logic. What is offered, how, and to whom? Issues dealing with what The Person <i>does</i> .	The visible in business creation: What they teach you at the Business School. Productization, Pricing, Marketing, Sales, Accounting, COGs, Finance, Margins, ROI, Strategy, Business Model, Outsourcing, HRM, Governance, Leadership Product-Market Decisions and the Make or Buy Question, Financial projections	Marko	Reading: Core Concepts of Marketing http://www.saylor.org/site/wp-content/uploads/2012/11/Core-Concepts-of-Marketing.pdf Business Model Generation -review from July 30 reading http://www.businessmodelgeneration.com/downloads/businessmodelgeneration_preview.pdf
12:00- 13:00	Lunch- cater in			

Time	MONDAY AUGUST 1 WEEK 2 - DAY 1: Fundamentals of creating an enterprise (Analytical tools)		SPEAKERS	READINGS
13:00- 14:45	The “software” of business creation. Ownership Logic. Who owns, why, and how? Issues dealing with <i>who</i> The Person is.	The invisible in business creation: What they do not teach you at the Business School. Business logic vs. ownership logic. The role of owners in business creation vs. the role of managers in business administration. Who should own, why, and how; and who should not and why?	Marko	Readings: Strategy Logic of the Venture Capitalist https://jyx.jyu.fi/dspace/handle/123456789/27258 From Venture Capital to Knowledge Capital http://vcc.fi/media_3086/Artikkeli_t/eBRC_rr29.pdf
14:45-15:00	Break			
15:00- 16:00	Ecosystem components of a university E&I offering	Importance of developing accelerators, incubators, innovation and design centers, hackathons, internships, mentoring, alumni engagement, engagement with industry and regional ecosystems	Marko to lead but design as interactive discussion	Overview of each and discussion / showcase which schools have experience with each of these elements? What’s working/ not?
16:00-16:30	University Talk Show #10	Feature 1 university with # best practice and biggest failure	Karen & Marko host	Each university to prepare ahead
16:30- 16:50	Recap and Review	Discuss Wants, Likes and Recommendations for How the Day Went	<i>Group</i>	

Time	Tuesday August 2 WEEK 2 - DAY 2: Creating an Entrepreneurial Ecosystem		SPEAKERS	READINGS
08:30-09:00	Coffee and networking	Group		Be seated and ready to start 9AM
09:00- 11:00	Present Sharing Economy Ideas	Present per guidelines provided.	All teams	
11:15- 12:15	Tying in your university ecosystem with the regional/city entrepreneurship community	Presentation and discussion with local ecosystem leader(s)	SME Mentoring & Networking, others TBD	
12:15-13:15	Catered Lunch			
13:15- 13:45	University Talk Show #11	Feature 1 university with # best practice and biggest failure	Karen & Marko host	Each university to prepare ahead
13:45- 15:30	Creating Your E&I Ecosystem- Live Case Development	Kickoff team planning efforts for their program development/ presentation on this at end of week- cross functional, multi school, prize money	Marko/ Karen work with groups	
15:30-15:45	Break			
15:45- 16:30	Creating the pitch	Developing tools for your students and your ecosystem to capture your audience, win support, gain customers and get funded	Marko	
16:30- 16:50	Recap and Review	Discuss Wants, Likes and Recommendations for How the Day Went	Group	
NIGHT	TEAM NIGHT OUT			

Time	WED. AUGUST 3 WEEK 2 - DAY 3: Nine stakeholder perspectives to help craft a total E&I offering	CONTENT Runway-to-Growth (R2G) demo event VENUE: Saigon Technology University (STU), 180 Cao Lo, Phuong 4, Quan 8 - Lecture Hall B, 5th Floor		
08:30-09:00	Coffee and networking	Rounding up the Dream Teams and the Workshop Host teams at Saigon Technology University		Be seated and ready to start 9AM
09:00-09:45	Opening, introductions and prepping for the R2G event	Words of welcome by STU, introduction of Dream Teams and Workshop Host teams and prepping for the Runway-to-Growth	Marko, venue host	Reading: Preparing for Runway-to-Growth at STU on 3 August (pdf) Introduction to Runway-to-Growth (R2G) Method (pdf) by Marko Runway-to-Growth empowering Kasvu Open https://www.kasvuopen.fi/going-global
10:00-12:00	Thematic workshops for 6-9 Dream Teams	The Dream Teams meet, in private, with 6 of the following Workshop Hosts: Alumni/donors, Corporations, Entrepreneurs, Government, Investors, Mentors, Researchers, Students, Trainers	Thematic Workshop Hosts meet Dream Teams	Workshop hosts have basic introductions of the Dream Teams, and vice versa, as pre-reading
12:00- 13:00	Lunch- cater in	All Dream Teams and all Workshop Hosts use the lunch time to reflect upon the morning sessions to make the final afternoon sessions optimal for them		
Time	WED. AUGUST 3rd WEEK 2 - DAY 3		SPEAKERS	READINGS
13:00-14:00	Thematic workshops for 6-9 Dream Teams, cont.	The Dream Teams meet, in private, with 3 of the following Workshop Hosts: Alumni/donors, Corporations, Entrepreneurs, Government, Investors, Mentors, Researchers, Students, Trainers	Thematic Workshop Hosts meet Dream Teams	
14:15-15:00	Feedback	Feedback from all the Workshop Hosts on the experience, lessons and takeaways from having met nine Dream Teams	Workshop Hosts	

		plus Q&A		
15:00-15:45	Reflections	Reflections from all the Dream Teams on the experience, lessons and takeaways from having met the Workshop Hosts plus Q&A,	Dream Teams	
15:45-16:30	Closing discussion	Drawing conclusions for the Dream Teams, as well as the Workshop Hosts, for going forward; words of farewell by STU	Marko, venue host	
16:30-18:00	Networking Reception (to be confirmed)	Continuing the dialogues of the day and commencing new ones, discussing future cooperation prospects	All R2G participants	
Time	THURSDAY AUGUST 4 WEEK 2 - DAY 4: Global Growth Opportunities in Vietnam and ASEAN to help Dream Teams create their Total E&I Offering		SPEAKERS	READINGS
08:30-09:00	Coffee and networking	Group		Be seated and ready to start 9AM
09:00-10:30	Funding and Growth Opportunities Vietnam's opportunity to be part of the ASEAN region growth	Presentation by leaders in high growth corporations and industries- How are these industries driving growth in Vietnam and beyond? What is role of university in developing students to identify opportunities for their careers and impact in these areas	VinaTex ,Wrap n Roll	Reading: Exploring Vietnam's progress in economic development http://www.r4d-employment.com/wp-content/uploads/2015/04/Vietnam-Country-Paper.pdf
10:30-12:00	Rethinking the Experience of E&I Education <i>Every Dream Team is to finalize a Total E&I Offering for their ecosystem towards a final presentation. From the outset, these are designed as shared offerings with multiple schools and departments involved.</i>	Take what you have learned so far and create a strategy for your Dream Team to launch a shared integrated regional E&I program in the next 12 months. Small group work for all / part of day to create an action plan about key ideas, programs they want to adopt, resource needs, goals, opportunities. Create a solution specifically to support growth of E&I relevant to your community's needs and markets.	Potentially recruit mentors and community leaders to be available for all / part of day to work with teams on ideas and presentation	Reading: Training Students in "Problems Worth Solving": http://njb.fi.s189994.gridserver.com/wp-content/uploads/2015/03/2014-2-Discussion_Kannampuzha_etal.pdf
12:00-13:00	Lunch out (during day)			

Time	THURSDAY AUGUST 4 WEEK 2 - DAY 4: Global Growth Opportunities in Vietnam and ASEAN to help Dream Teams create their Total E&I Offering		SPEAKERS	READINGS
13:00- 16:00	Rethinking the Experience of E&I Education (continued) <i>Goal is to fund these initiatives for implementation after TOT2 boot camp and workshops are completed. Recommend that higher funding levels be awarded for shared offerings. Also recommend to involve ecosystem partner if possible.</i>	Work to develop a 5-10 minute presentation on your most creative ideas, greatest opportunities and potentially greatest needs or challenges to implement this plan. Plan to incorporate 3-5 questions for the audience to be able to help you/ give you ideas.	Potentially recruit mentors and community leaders to be available for all/part of day to work with teams on ideas and presentation	
16:30- 16:50	Recap and Review	Discuss Wants, Likes and Recommendations for How the Day Went	Group	
Time	FRIDAY AUGUST 5th WEEK 2 - DAY 5: What's Next and Celebration		SPEAKERS	READINGS
08:30-09:00	Coffee and networking	Group		Be seated and ready to start 9AM
09:00- 12:00	Your Total E&I Offering	Final presentations by each Dream Team on their Total E&I Offering followed by a brief group discussion and input on ideas and needs (Note: with 9 teams with a 12min presentation and 6min for Q&A, this will take 3h, with one 18min break included)	Recruit mentors and community leaders to be available for all / part of day to work these presentations.	Do we want judging of the presentation and any prizes?
12:00-13:00	Lunch catered in			

13:00- 14:30	Recap and What's Next How about taking Art of Business Creation to a next level by formally launching ABC as "a new domain of knowing" with birth nest in VN Opportunity to produce a joint special issue on E&I in VN for Technology Innovation Management Review (TIM Review) by Q2/2017 – reporting either practical E&I experiments only or also higher level ABC experiments	1. Recap of key lessons, takeaways and opportunities from the bootcamp and open discussion. -What worked/ didn't work?) -What do they want to learn more about? -How can we help them going forward? - Resource needs? - How to ensure collaboration and support among each other? 2. Discussion of planned fall /winter workshops. 3. Feedback Survey by participants on boot camp. Make this recap interactive!	Karen, Marko, Thang,	Homework challenge: Each Dream Team must develop and pilot one new E&I program or course element between boot camp and September workshop and report back on results Pre-reading and reference material: Readings: June 2012 issue of TIM Review (Global Business Creation): http://timreview.ca/issue/2012/june June 2016 issue of TIM Review (E&I in Australia): http://timreview.ca/issue/2016/june
Time	FRIDAY AUGUST 5th WEEK 2 - DAY 5: What's Next and Celebration		SPEAKERS	READINGS
15:00- 16:00	GRADUATION CEREMONY	Graduation and presentation of certificates of completion and gifts to all participants / Closing ceremony	Karen, Marko, Thang, and other key officials	
16:00- 18:00	Celebration Event (voluntary)			



TOT2 BOOTCAMP RULES OF ENGAGEMENT

1. I am here to be fully engaged, open minded, receptive to new ideas, to collaborate and connect in new ways and to learn! We are here as a group to maximize our learning, foster a global mindset and empower an entrepreneurship and innovation ecosystem for my university, our region and entire Vietnam.
2. I am here to have fun and have a sense of humor and adventure about new experiences.
3. I will share my knowledge and experiences proactively with others during the boot camp and seek the same from others. We are here to learn from each other.
4. I can dress casually.
5. I will NOT use or look at cell phones during the sessions. I may look at them during lunch and breaks only.
6. Laptops and tablets are to be used ONLY for note taking or for research at designated times.
7. I will get enough sleep every night to be alert in class during the day!
8. I will commit to meeting every participant and talking with them and getting to know everyone by the end of the boot camp.
9. I will show up on time every day. 8:30- 9AM is coffee and connection time, and at 9AM sharp I will be ready to start! I'll pay a jointly agreed fine, if arrive late.
10. I will come prepared with having completed all assignments by the start of the day on which it was assigned.
11. I will ask questions and get clarification when I need it.
12. I will be available on the weekend of July 30 and 31 to work with my team for the Sharing Economy presentation due August 1.

In Ho Chi Minh City, on Tuesday, 26 July 2016

My name: _____

My university: _____

My signature: _____

TOT2 BOOTCAMP EVALUATION SURVEY



Dear Trainees,

Thank you for joining the IPP2's Training of Trainer Program 2. We wish to receive your feedback for the ToT2 Bootcamp. Please fill in the questionnaire below to complete the evaluation.

Thanks for you time.

QUESTIONNAIRE

Full name:

Organization (in abbreviation):

I. General Evaluation	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. "I'm satisfied with the training contents."					
2. "I'm satisfied with the training materials."					
Your comments on training quality in general:					
III. Modules	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
3. "I'm satisfied with the module <i>The Art of Business Creation</i> ."					
4. "I'm satisfied with the module <i>The Entrepreneurial Mindset</i> ."					
5. "I'm satisfied with the module <i>Design Thinking</i> ."					
6. "I'm satisfied with the module <i>Vietnam's Growing Role in the Global Economy</i> ."					
7. "I'm satisfied with the module <i>Fundamentals of creating an enterprise</i> ."					
8. "I'm satisfied with the module <i>Creating an Entrepreneurial Ecosystem</i> ."					
9. "I'm satisfied with the module <i>Nine stakeholder perspectives to help craft a total E&I offering</i> ."					
10. "I'm satisfied with the University Talk Show format and presentations by university participants as speakers."					
11. "I'm satisfied with the Team Presentation module."					
Your comments on the results and effectiveness of the training modules & activities:					

ANNEX B4.2f: TOT BOOTCAMP FEEDBACK FORM

IV. Trainers	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Karen Henken					
12. "I'm satisfied with Karen's delivery in the 2 nd week."					
13. "I recommend Karen for future training sessions."					
Other comments about Karen:					
Marko Seppa					
14. "I'm satisfied with Marko's delivery in the 2 nd week."					
15. "I recommend Marko for future training sessions."					
Other comments about Marko:					
VI. Others	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
16. "I'm satisfied with the admin support & training facilities in the 2 nd week."					
17. How sad would you have been if you had missed this week training?	1	2	3	4	5
	Not sad at all		Extremely sad		
18. List out 03 things that you LIKE the most in the ToT2 Bootcamp.					
19. List out 03 things that you DISLIKE the most in the ToT2 Bootcamp.					
20. What are your recommendations on IPP's support for you and your university in the next phase?					



THANKS FOR YOUR COOPERATION!



CONTACT LIST OF TOT2-HANOI PARTICIPANTS

BOOTCAMP IN HANOI, OCT 20-28, 2017

[illegible]



ATTENDANCE LIST

ToT2-HANOI BOOTCAMP, OCT 20-28, 2017

No.	Fullname	University	20/10	21/10	23/10	24/10	25/10	26/10	27/10	28/10	Note

ANNEX B4.3b: SAMPLE OF WORKSHOP ATTENDANCE LIST



ATTENDANCE LIST

THE DESIGN OF HIGH IMPACT ENTREPRENEURSHIP' WORKSHOP IN HANOI, SEPTEMBER 15, 2016

No.	Fullname	University	Signature
1			
2			
3			
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16			
17			
18			



ToT2 CONSULTATIVE WORKSHOP - TENTATIVE AGENDA

Entrepreneurship & Innovation Curriculum and Ecosystem Building

December 14: Hanoi University of Technology, Conference Room 2nd Floor, A17 Building (17 Ta Quang Buu street).

December 15: Da Nang University of Technology, 54 Nguyen Luong Bang, Conference Room-E Block.

December 16: Ho Chi Minh City University of Technology, R. 201, B10 Building, 268 Ly Thuong Kiet, District 10.

TIME	SESSION	CONTENT (tentative)	SPEAKERS	Participants
08:30-09:00	Registration	Group		TOT2 trainees & guests.
09:00-9:05	Welcoming Speech		University Representatives	
09:05- 09:35	Presentation 1	University E&I programs - Innovation Capacity and Enterprise Creation capability.	Dr. Marko Seppa	
09:35-09:45	Q&A			
09:45-10:30	Presentation 2	"Agile Curriculum Prototyping"	Prof. Peter Kelly	
10.30-10.45	Tea Break			
10:45-11.30		Agile Curriculum Prototyping (continued)	Prof. Peter Kelly	
11.30-12.00	Q&A			
12.00-13.00	Lunch Break			
13:00-17:00	One on One Consulting on E&I curriculum and ecosystem building	Two Consulting Stations: Prof. Peter Kelly and Dr. Marko Seppa. Two groups will be formed for discussions. Each group has a time slot of 2 hours. No tea break, tea and coffee are served during the discussion.	Dr. Marko Seppa	2 separate places for the two consulting stations.
17:00-17:15	Summary			



FEEDBACK FORM *Phiếu khảo sát*

Thanks for coming to our workshop. Please fill in the following survey so that we can improve our next workshops. (Cảm ơn bạn đã đến tham gia hội thảo của chúng tôi. Xin vui lòng điền vào phiếu khảo sát dưới đây để chúng tôi có thể nâng cao chất lượng các hội thảo tiếp theo.)

- **Full name:**
- **Gender:** ☐ **Male** ☐ **Female**
- **Email:**

1. What did you hope to learn today before coming here?
(Bạn mong muốn học được gì từ buổi hội thảo trước khi đến đây?)

.....

2. What did you actually learn today?
(Bạn đã học được những gì sau buổi hôm nay?)

.....

3. How likely is it that you would recommend these trainers to a friend or colleague?
(Bạn có sẵn sàng giới thiệu những giảng viên hôm nay với bạn bè hoặc đồng nghiệp không?)

Prof. Dr. Peter Kelly

0 1 2 3 4 5 6 7 8 9 10

Not at all likely
Không sẵn sàng

Neutral
Bình thường

Extremely likely
Rất sẵn sàng

4. What did you like most about our workshop?
(Bạn thích gì nhất trong buổi hội thảo này?)

.....

5. What did you dislike most about our workshop?
(Bạn không thích gì nhất trong buổi hội thảo này?)

.....

6. How sad would you have been if you had missed this workshop?
(Bạn có tiếc nếu như bạn không tham gia được buổi hội thảo này không?)

0 1 2 3 4 5 6 7 8 9 10

Not sad at all
Không tiếc chút nào

Neutral
Bình thường

Extremely sad
Rất tiếc

THANK YOU FOR YOUR COOPERATION!
CẢM ƠN SỰ HỢP TÁC CỦA BẠN!



SAMPLE OF IPP'S TOT2 CERTIFICATE



SAMPLE OF TOT-REPLICATION CERTIFICATE

IPP2 UNIVERSITY COLLABORATION PROGRAM



PROGRESS REPORT

ORGANIZATION NAME	
IPP2 CODE	
DATE	

Reporting of period from		to	
--------------------------	--	----	--

PROGRESS UPDATE

- 1. Progress on Core Curriculum adoption and implementation as planned:** Activities done or doing, results obtained.

Activity	Results (Indicators)	Update
Activity 1		
Activity 2		
Activity 3		

- 2. Encountered problems and needs for changes to the plans:** Problems that have arisen in the project, as well as reasons for revision of project plan, schedule or resources.

--

MESSAGE TO IPP2

Give any ideas, questions, comments or requests to IPP2 regarding the next implementation period or any other subjects.

--

Prepared by:

Signature:

Full Name & Title:

TOT2 EVENT REPORT & STATISTICS

Events	Date	Venue	No. of Participants	Feedback (NPS - Net Promoter Score = customer satisfaction level)
ToT2 Bootcamp Trainers: Karen Henken Marko Seppa	July 26 to 30, 2016	Saigon Innovation Hub - HCMC	36 ToT2 trainees + 2 trainers + 3 facilitators + 11 guest speakers Opening ceremony: 60	Week 1: NPS 35% (Good) Week 2: NPS 39.6% (Good) Recommendation for next training: - Need more field works/outdoor activities - Need more networking
Workshop “The design of High Impact Entrepreneurship” + Demo Class + Curriculum Design Presentation + Consultative session Trainer: Peter Kelly, Marko Seppa	September 15-18, 2016	Hanoi & HCMC 1. Foreign Trade University – Hanoi 2. Open University - HCMC	317	Hanoi: NPS 37.5% (Good) HCMC: NPS -14% (Bad) - Reasons: Problems of unclear content structure & Bootcamp content repetition, sometimes not straight to the point.
Total:	5 theme workshops, 8 events		1090 participants	

THE USE OF EXPERT

- Number of international experts involved: 5
- Number of local experts involved: 0