

INSTRUCTION FOR MENTOR**ENTREPRENEURSHIP****1. Theme** Understanding of entrepreneurship**Exercise** “Personal and Business SWOT Analysis Grid”**Adapted by** Speha Fresia, Italy

Based on: *the technique credited to Albert Humphrey (1926-2005) of the Stanford Research Institute (Menlo Park, California) and the adaptations realized during the implementation of a D.o.I. Leonardo da Vinci Project (2009-2011), called “B-Plan Build Personal Labour Acting in Net” (504648-LLP-1-2009-1-IT-LEONARDO-LMP)*

Learning outcome

Improved ability for self-evaluation on motivation to be self-employed or entrepreneur.
Improved awareness about the complexity of the information needs (knowledge-based plans) and the coherence between the personal/team potentials and the business idea.

Aims

- To explore personal and business idea weak and strong points (internal factors) as well threats and opportunities (external factors) of your personal life cycle and of your business project, writing down:
 - from the “business side”, constraints or advantages for each item proposed in the list: product/service, customers, competitors, costs, organisation, technologies, bureaucratic procedures, location etc.
 - from the “personal side” competences, attitudes, behaviours, expectations, deep motivations, capabilities to cope with difficulties and possible obstacles, self-recognition of own competences exploitable for the business creation
- To improve self-assessment skill and stimulate the design of a personal action plan consistently linked to the business idea development.

Expected duration

60 minutes to fill in all the fields of the “Personal & Business SWOT Grid” by the mentee(s);
60 minutes together, mentor and mentee(s) to fill in, through a common synthesis, the four areas (strengths, weaknesses, threats and opportunities) of the Self-Assessment Sheet “I and my business idea”;

For the discussion and deepening of each item described by learners, it depends on the e-mentoring plan and on the on-going process (this tool can be updated during the pathway).

Description

This exercise can be useful to self-investigate and explore mentee’s personal weak and strong points in relationship to his/her business idea. It is a descriptive task.

The outcome of this exercise will be the visualisation of mentee’s personal SWOT matched with his/her business idea, and the Grid is an adaptation of the classical “Strengths & Weaknesses, Opportunities & Threats” Analysis.

Generally, learners find it easy to complete the SWOT matching their personal prospects with their specific business ideas (as showed in the two examples below concerning the entrepreneurial project to set up a youth hostel).

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This visualisation allows underlining the perceptions of the would-be entrepreneur about bindings, difficulties and solutions.

It can be very useful also to give tasks about the collection of further information about the business idea, if the perception about the “external” conditions is weak or not enough investigated by the mentee(s).

Steps for performing the exercise

1. Mentor introduces the theme and the exercise to the mentees.
2. Mentor explains the aim of the exercise and the steps how to perform the exercise.
3. Mentee(s) analyses the **Personal and Business SWOT Grid** and is encouraged to fill in it (if necessary he/she can be helped by the examples, but only in a second step). For company team it is suggested to fill in the Personal and Business SWOT Grid individually, one for each partner, and to draw a common Self-Assessment Sheet for the company and the team of promoters.
4. Mentor and mentee(s) summarize together the SWOT Grid in the Self-Assessment Sheet “I and my business idea”.
5. Then the mentor organizes the discussion of the results.

HANDOUTS FOR MENTEE(S)**Task for mentee:**

This exercise is useful to self-investigate and explore your own personal weak and strong points in relationship to your business idea.

It helps you also to be more aware about the knowledge of yourself and of the business sector you are going to face: which are the main threats? Or which are the opportunities and potentialities you can exploit with your business idea?

Please, fill the **Personal and Business SWOT Grid** bellow, for the purpose to create the visualisation of your personal SWOT matched with your business idea (Self-Assessment Sheet “I and my business idea”). This visualisation will allow you to underline your perceptions about bindings, difficulties and solutions. It will help you also to reflect and self-recognise your specific competences and abilities.

It is a descriptive task and for each item you have 140 words at your disposal.

In case of company team it is suggested to fill in the Personal and Business SWOT Grid individually, one for each partner, and to draw a common Self-Assessment Sheet for the company and the team of promoters.

In order to complete the SWOT, matching your personal prospects with the specific business idea, you could look at the examples below (the examples are concerning the entrepreneurial project to set up a youth hostel in Rome by two young people: Paola and Giovanni).

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ENTREPRENEURSHIP

1. Theme Understanding of entrepreneurship

Exercise "Personal and Business SWOT Analysis Grid"

**PERSONAL AND BUSINESS
SWOT GRID**

"Business idea: _____"

by _____

MATCHING BETWEEN THE PROMOTER(S) AND THE ENTREPRENEURIAL PROJECT

ABOUT MY/OUR ENTREPRENEURIAL PROJECT (BUSINESS IDEA PROSPECT)	WHICH PROBLEMS DO I/WE FORESEE? (INTERNAL WEAK POINTS- EXTERNAL THREATS)	WHICH ADVANTAGES DO I/WE FORESEE? (INTERNAL STRONG POINTS- EXTERNAL OPPORTUNITIES)
PRODUCT/SERVICE		
CUSTOMERS		
COMPETITORS		
COSTS		
ORGANISATION		
TECNOLOGIES		
BUREACRATIC AND ADMINISTRATIVE PROCEDURES		
BUSINESS LOCATION		
OTHERS (SPECIFY)		

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**PERSONAL AND BUSINESS
SWOT GRID**

“Business idea: _____”

ABOUT ME/US (PERSONAL AND/OR TEAM PROSPECT)	WHICH PROBLEMS DO I/WE FORESEE? (INTERNAL WEAK POINTS- EXTERNAL THREATS)	WHICH ADVANTAGES DO I/WE FORESEE? (INTERNAL STRONG POINTS- EXTERNAL OPPORTUNITIES)
COMPETENCES AND ATTITUDES		
EXPECTATIONS (incomes, self-realisation etc.)		
BINDINGS (time management, family care etc.)		
EDUCATION		
OTHERS (SPECIFY)		

EXAMPLES

COMPETENCES AND ATTITUDES: any anxiety for unstable situations, active listener, curiosity, creative problem solver, wide and global view, lifelong learner, “social animal”, team builder and networker, hard worker, respectful of human being, aware of ethical issues, able to manage conflicts, etc.

EXPECTATIONS: income, creativeness, time flexibility, to run something alone or in group, to be the boss of myself, to create a pleasant work climate, to work with my friends or people I can choose, to have more free time as independent worker, to create job opportunities, to grow and become a big enterprise, to follow the tradition of my family/relatives, etc.

BINDINGS: income urgency, time management, family care, chronic diseases, social-territorial isolation, personal barriers in the relationships, emotional trauma, etc.

EDUCATION: Formal, non-formal and informal education, particular licences to possess for working in a specific field, etc.

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Exercise “Personal and Business SWOT Analysis Grid”

Self-Assessment Sheet
TOPIC: “I and my business idea”**STRENGTHS**

PERSONAL

BUSINESS IDEA

WEAKNESSES

PERSONAL

BUSINESS IDEA

OPPORTUNITIES

PERSONAL

BUSINESS IDEA

THREATS

PERSONAL

BUSINESS IDEA

NOTES ABOUT MY NEXT STEPS:

(Place) _____, (date) _____

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HANDOUTS FOR MENTEE(S)

SWOT EXAMPLE: 1

**“Business idea: alternative hostel for young people and self-made travellers” by Paola
MATCHING BETWEEN THE PROMOTER(S) AND THE ENTREPRENEURIAL PROJECT**

ABOUT MY/OUR ENTREPRENEURIAL PROJECT (BUSINESS IDEA PROSPECT)	WHICH PROBLEMS DO I/WE FORESEE? (INTERNAL WEAK POINTS-EXTERNAL THREATS)	WHICH ADVANTAGES DO I/WE FORESEE? (INTERNAL STRONG POINTS-EXTERNAL OPPORTUNITIES)
PRODUCT/SERVICE	Obstacles to maintain the cost of services low in order to guarantee quality and ethical issues	Low cost accommodation for a specific target (young people) alternative to the existing offer
CUSTOMERS	Scarcity of clients (young and self-made travellers)	Clients who share the same interests can play also the role of promoters
COMPETITORS	Demand already covered by the existing hostels	Network with other services with the same vision on sustainable tourism
COSTS	As the initial investment (green-building restoring) will be important, consequently also the depreciation rate will be high	In the medium-long term the costs will be reduced by the re-use and re-cycling consumes
ORGANISATION	Slow down by the informal/personal relationships among partners	Relationships facilitated by the longstanding friendship among partners
TECNOLOGIES	Difficulties for the selection and use of specific ICT tools and fear to under-estimate the initial investment	One of the most requested priority to obtain financial support from public funds
BUREACRATIC AND ADMINISTRATIVE PROCEDURES	Formal obstacles that can stop the evolution of the project idea	Facilitation of the procedures when found the right channel
BUSINESS LOCATION	Neighbourhood without an existing network of commercial and food businesses	Cheaper prices for the location and innovative factor for the differentiation of the chosen neighbourhood
OTHERS (SPECIFY)		

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1. Theme Understanding of entrepreneurship
Exercise “Personal and Business SWOT Analysis Grid”

“Business idea: alternative hostel for young people and self-made travellers”

ABOUT ME/US (PERSONAL AND/OR TEAM PROSPECT)	WHICH PROBLEMS DO I/WE FORESEE? (INTERNAL WEAK POINTS-EXTERNAL THREATS)	WHICH ADVANTAGES DO I/WE FORESEE? (INTERNAL STRONG POINTS-EXTERNAL OPPORTUNITIES)
COMPETENCES AND ATTITUDES	Any entrepreneurial competences	Good skills in organisation and strong motivation
EXPECTATIONS (incomes, self-realisation etc.)	I fear that the return on investment will be too long and that the business needs go ahead at the expense of the ethical ones	Self-realisation from the point of view of employment and values
BINDINGS (time management, family care etc.)	By now I’m working part-time in the afternoon, one last exam and then the thesis to get the University degree	Any family care, and flexibility during the non working time
EDUCATION	Any economic or managerial education/training	Experiences in the organisation of different projects
OTHERS (SPECIFY)		

EXAMPLES

COMPETENCES AND ATTITUDES: any anxiety for unstable situations, active listener, curiosity, creative problem solver, wide and global view, lifelong learner, “social animal”, team builder and networker, hard worker, respectful of human being, aware of ethical issues, able to manage conflicts, etc.

EXPECTATIONS: income, creativeness, time flexibility, to run something alone or in group, to be the boss of myself, to create a pleasant work climate, to work with my friends or people I can choose, to have more free time as independent worker, to create job opportunities, to grow and become a big enterprise, to follow the tradition of my family/relatives, etc.

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HANDOUTS FOR MENTEES

SWOT EXAMPLE: 2

**“Business idea: alternative hostel for young people and self-made travellers” by Giovanni
MATCHING BETWEEN THE PROMOTER(S) AND THE ENTREPRENEURIAL PROJECT**

ABOUT MY/OUR ENTREPRENEURIAL PROJECT (BUSINESS IDEA PROSPECT)	WHICH PROBLEMS DO I/WE FORESEE? (INTERNAL WEAK POINTS-EXTERNAL THREATS)	WHICH ADVANTAGES DO I/WE FORESEE? (INTERNAL STRONG POINTS-EXTERNAL OPPORTUNITIES)
PRODUCT/SERVICE	Such niche products/services could be too expensive for our targets	The products/services could be also a tool to participate to the community life and promote sustainable development
CUSTOMERS	Also clients are a niche!	But, they are good networkers
COMPETITORS	It will depend on the business location, because in some places of Rome competition is very fierce	We could represent a novelty in the local context, as targeted services for young people in our town are quite rare
COSTS	Too high the initial investment	Transparent, fair trade (solidarity)
ORGANISATION	The company should have a little number of partners	As the business will be family run, the organisation can guarantee flexibility
TECNOLOGIES	Investment on time to be on facebook and all the other social networks	With the new energy technologies we will be able to reduce the impact of CO2
BUREACRATIC AND ADMINISTRATIVE PROCEDURES	(Complicated) Bindings of the juridical form we will chose, and a lot, to many procedures to administrate in order to obtain the licences for the start up	We are motivated and young!
BUSINESS LOCATION	As the flat should be quite big, it will be very expensive	Company with roots in the territory and engaged with networks
OTHERS (SPECIFY)		

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“Business idea: alternative hostel for young people and self-made travellers”

ABOUT ME/US (PERSONAL AND/OR TEAM PROSPECT)	WHICH PROBLEMS DO I/WE FORESEE? (INTERNAL WEAK POINTS-EXTERNAL THREATS)	WHICH ADVANTAGES DO I/WE FORESEE? (INTERNAL STRONG POINTS-EXTERNAL OPPORTUNITIES)
COMPETENCES AND ATTITUDES	Any specific competences in the touristic sector, I need training	The desire to reinvent my-self
EXPECTATIONS (incomes, self-realisation etc.)	It will be difficult the start up and the first years in order to have the first incomes	A fix average salary
BINDINGS (time management, family care etc.)	It is a long term project and it is a too all-encompassing effort	The familiar and friendly relationships will support the overcoming of any bindings
EDUCATION		University degree in math, physic and natural science; Professional training course about alternative and sustainable economy; Organisational experiences on active citizenship (social centres)
OTHERS (SPECIFY)		

EXAMPLES

COMPETENCES AND ATTITUDES: any anxiety for unstable situations, active listener, curiosity, creative problem solver, wide and global view, lifelong learner, “social animal”, team builder and networker, hard worker, respectful of human being, aware of ethical issues, able to manage conflicts, etc.

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