

## Curriculum: Start-Up und Takeover Training

### Prerequisites of the participants (as company founders or company successors) in the respective country of residence

- Essential linguistic prerequisites exist (orientation at B 2 level).
- Participation in the self-assessment and participation in the subsequent consultation process by experts
- Personal motivation to start or develop a business and to stand up to resistance and setbacks is high.
- Fundamental cultural, social, legal and economic conditions as inhabitants of the country are widely known.
- Participation in the extensive training in business administration / management has taken place.
- There is a basic business idea (business founder) or ideas for developing an existing business idea (business takeover), as well as a forward-thinking, strategic vision of a deductible product or service for specific customer groups.
- The question of who should be the current and future customers (target group), can be answered positively.
- if applicable, additional country-specific requirements and framework conditions

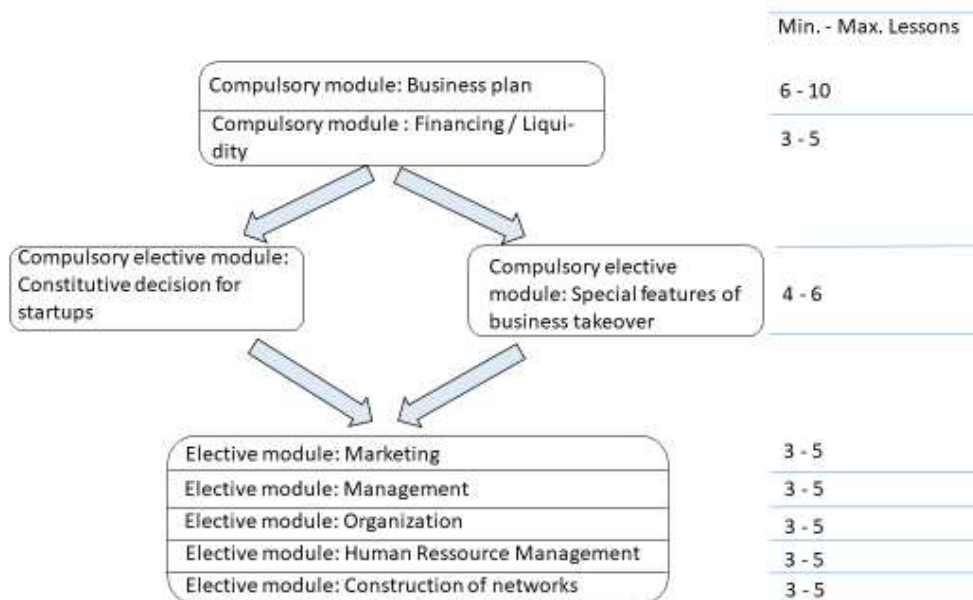


Figure 1: Graphical presentation of the training modules

Ser. no.	Status of the module	Module name	Dauer in Stunden
1	Compulsory modul	Business Plan	6 - 10
2	Compulsory modul	Financing Liquidity	3 - 5
3a	Compulsory elective module	Constitutive decision for startpus	4 - 6
3b	Compulsory elective module	Special features of business takeover	4 - 6
4	Elective module	Marketing	3 - 5
5	Elective module	Management	3 - 5
6	Elective module	Organization	3 - 5
7	Elective module	Human Ressource Management	3 - 5
8	Elective module	Construction of networks	2 - 4
		<b>total</b>	<b>27 - 45</b>

*Table 1: Tabular presentation of the training modules*

## General information:

### Individual adaptation of the curriculum

The following module descriptions provide an overview of the essential business management and management-related content that should be considered in the training for the target group of company founders and / or company successors. In some cases, the contents are shown a bit more extensively than the time available suggests. Depending on the requirements of the participants and, depending on the level of knowledge, due to the business management and management-related training completed beforehand, a selection of contents may also be made.

### Business plan as "red thread" for company founders and take over

The prerequisites described above are necessary prerequisites for the intention of all entrepreneurs (founders and takeover) to engage in the establishment of a company.

However, as a further step, there is still a lack of intensive knowledge of business topics and contents, which are necessary at the beginning of a business start-up or company successors. Serious mistakes are made right at the beginning. Such mistakes can often mean the early end of an entrepreneurial idea. Even for company successors, the initial phase represents an important milestone, which still involves many imponderables and challenges.

Based on the structure and idea of a **business plan**, the necessary knowledge can be explained for both founders and takeover for didactic and pragmatic reasons.

Therefore, orientation on the business plan concept is the focus of training for founders and takeover.

In addition, the issue of financing / liquidity is a major challenge for many founders and takeover. Therefore, this module should also be included as a compulsory module in a training indepth to the business plan module.

### Creation of networks

Another special feature in this curriculum is the role of "networks". It is usually not part of business training content. However, dealing with supporting networks is a very important prerequisite for many migrant entrepreneurs or people with an escape background in order to successfully implement their own business ideas. This topic is also becoming increasingly important for company successors or business takeovers. Particularly useful for this are their own networks in which one can exchange views with other entrepreneurs and other groups of people. Therefore, designing networks to pursue entrepreneurial goals is also included as module content.

The modules of the curriculum, which are already shown above in the figure and in the table, are presented as a follow-up.

### **Module: Business plan (6 -10 hrs.)<sup>1</sup>**

This module is intended to supplement the previous training in business administration / management with an overview of the essential features of a business plan. Creating a business plan is equally relevant to startups and business takeovers. Both target groups should be able to develop such a plan in order to be able to systematically build or sustain a sustainable business model. The individual content of a business plan should be applied in an application-oriented manner based on the already existing entrepreneurial ideas of the participants. The central goal is the creation of key points of an individual business plan for the different groups of participants (startups and takeovers).

The business plan is the central planning tool for preparing a business start-up or takeover. It systematically presents the business opportunities and risks as well as the planned steps of the realization.

A good description of the purpose of a business plan provides the following quote:

“The real value of creating a business plan is not in having the finished product in hand; rather, the value lies in the process of researching and thinking about your business in a systematic way. The act of planning helps you to think things through thoroughly, study and research if you are not sure of the facts, and look at your ideas critically. It takes time now, but avoids costly, perhaps disastrous, mistakes later.”<sup>2</sup>

In particular, the business plan serves to communicate with potential investors and therefore plays an important role in obtaining the financial resources needed to realize the idea. The discussion of the business plan combines many business contents, which are to be applied application-oriented to the own business idea. Therefore, a business plan is also a kind of big thematic brace, which covers all of the following content on the topics: financial planning, marketing, management, organization and personnel.

### **Competencies:**

#### **The participants...**

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<sup>1</sup> The times are only guideline values that can be changed if necessary.

<sup>2</sup> <http://www.shapentrepreneurs.com/wp-content/uploads/2017/10/business-model-template.pdf>

- recognize the benefits of a business plan as a comprehensive tool to prepare for starting a business
- knows the central components of a business plan
- can review a (simple) business plan in terms of content and validity
- can create a basic business plan for your own business idea

**Contents (overview):**

- 1) Information about the person (of the founder), eg. qualifications, certificates, work experience.
- 2) Business idea, eg. description of the product / service, innovation and specifics, business objective, idea for marketing, legal formalities ...
- 3) Market and competition, eg. potential customers, customer needs, competing products or competitors, own strengths and weaknesses towards competitors, company location (advantages and disadvantages)
- 4) Marketing, eg. benefits and added value of the product for customers, pricing strategy and price of product, costing, sales strategy, sales market, distribution channels, advertising strategy and advertising measures ...
- 5) Organization and staff, eg. company presentation (management, employees, business purpose, location of the company ...)
- 6) Legal form, z. B. Selection and justification of the legal form ...
- 7) Risks and opportunities, eg. strengths, weaknesses, opportunities and risks analysis for your own business idea ...
- 8) Financial plan, eg. equity and debt capital requirements, liquidity and reserve, funding programs, profitability ...
- 9) Various documents, eg. curriculum vitae, if applicable social contract, if necessary lease, possibly leasing contract, if necessary collateral ...

**Materials and Information:**

<https://www.entrepreneur.com/article/76140>

<http://www.shapentrepreneurs.com/wp-content/uploads/2017/10/business-model-template.pdf>

<https://www.existenzgruender.de/DE/Gruendung-vorbereiten/Businessplan/Gliederung/inhalt.html;jsessionid=EBA05F639E31A5C4885854D7E225DD9F>

BMW (2018): GründerZeiten 07 - Businessplan

[https://www.existenzgruender.de/SharedDocs/Downloads/DE/GruenderZeiten/GruenderZeiten-07.pdf?\\_\\_blob=publicationFile](https://www.existenzgruender.de/SharedDocs/Downloads/DE/GruenderZeiten/GruenderZeiten-07.pdf?__blob=publicationFile)

Nagl (2018), Der Businessplan, 9., überarbeitete und ergänzte Aufl., Wiesbaden

As part of the business plan module presented above, a first overview of all central topics and contents is provided, which are very important for company founders and business takeover.

In this context, the content of dealing with some topics is particularly relevant and critical to success for entrepreneurs. These topics and related content are therefore presented in the following modules.

**Module: Financing and liquidity (3 – 5 hrs.)**

A big problem for both startups and company successors is the topic of "finances". Despite a good business idea, promising market opportunities or established structures, many startups or business succession fail relatively early because one does not care enough about the company's financial basis.

For this reason, financing and financial planning are of particular importance for both target groups (startups and takeover), which should be specifically covered in this module.

Securing liquidity is key to the survival of every business at every stage of its existence. In the context of this module, financial aspects of corporate governance are considered against the background of the specific conditions of small business financing.

These are particularly evident in the possibilities of raising capital. In this context, an exact assessment and consideration of the individual risk is of immense importance. Furthermore, the use of capital provided in the context of the value added process of the company is the focus.

Especially for small companies, identifying their own capital needs is often difficult, so careful operational and strategic planning of capital requirements is an important tool for financial planning.

### **Competencies:**

The participants should

- know basic requirements and instruments of corporate finance,
- determine the equity and debt capital requirements of your own company,
- create financial plans with different deadlines and determine the resulting liquidity or capital requirements,
- know basic financing options and their design
- be able to draw up and interpret a liquidity plan
- know financing rules and key figures and use them in financial management
- be able to determine the (expected) profitability of the company and the profit by (simple) foresight
- ...

Contents: (overview)

- 1) Financial planning, determination of capital requirements, investment plan and financing concept, financing rules, key figures
- 2) Liquidity planning: liquidity, liquidity plan, key figures, critical liquidity-relevant events in the start-up phase (bad debts, tax payments)
- 3) sales forecast
- 4) Profitability and earnings preview

### **Materials and Information:**

BMW I - Finanzierungswissen, Checklisten und Online-Training  
<https://www.existenzgruender.de/DE/Gruendung-vorbereiten/Finanzierung/Finanzierungswissen/inhalt.html>

BMW I (2018): GründerZeiten 06 - Existenzgründungsfinanzierung  
[https://www.existenzgruender.de/SharedDocs/Downloads/DE/GruenderZeiten/GruenderZeiten-06.pdf?\\_\\_blob=publicationFile](https://www.existenzgruender.de/SharedDocs/Downloads/DE/GruenderZeiten/GruenderZeiten-06.pdf?__blob=publicationFile)

Olfert, K. (2017): Kompakt-Training Finanzierung, 9., akt. Aufl., Herne

### **Module: Constitutive decisions for company founders (4 - 6 hrs)**

Company founders face special challenges. Unlike company successors, they often have to make important, long-term decisions about very basic issues. These constitutive decisions include in particular:

- the choice of the legal form of the future company
- searching and finding a suitable location for the new company
- checking cooperation opportunities and making decisions about which elements in the value creation process should be done in cooperation with others and which elements in the value creation process should be done by your own company
- the analysis of one's own qualifications, skills, abilities and knowledge

### **Competencies:**

The participants should

- differentiate legal forms for companies and make well-founded choices of legal form
- identify and assess legal, operational and financial consequences when choosing a legal form
- get to know the possibilities of determining a suitable location and make a decision on the location under comprehensible criteria
- get to know the necessity of cooperation and critically reflect on the advantages and disadvantages of cooperation
- identify and assess possible cooperation and consequences for your own company
- assess own qualifications, competences, abilities and knowledge for starting a business and build up necessary competencies etc.

### **Content:**

1. Legal form discrimination, choice of legal form, advantages and disadvantages of legal forms
2. Location differences, location, location, site selection criteria, tools and methods for determining a location
3. Differentiation of forms of cooperation (vertical, horizontal, lateral / diagonal), advantages and disadvantages of cooperation, cooperation agreements or agreements, special features of cooperation with startups

### **Materials and Information:**

BMWI (2018): GründerZeiten 20 – Marketing;

[https://www.existenzgruender.de/SharedDocs/Downloads/DE/GruenderZeiten/GruenderZeiten-20.pdf?\\_\\_blob=publicationFile](https://www.existenzgruender.de/SharedDocs/Downloads/DE/GruenderZeiten/GruenderZeiten-20.pdf?__blob=publicationFile)

BMWI - Marketing, Checklisten und Online-Training;

<https://www.existenzgruender.de/DE/Gruendung-vorbereiten/Gruendungswissen/Marketing/inhalt.html>

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

<https://www.startupfesteurope.com/site/>

<http://startupeuropeclub.eu/eu-funds-and-support/>

<https://500.co/startups/>

### **Module: Special features of company successors (4 – 6 hrs.)**

Although there are many common aspects related to business startup and business succession for each target group, company successors has some special features to convey in this module. In the case of company successors, a central difference to starting a business is the existence of established structures, business units, business partners, employees etc. In addition, the personality of the entrepreneur and owner often plays a very important role in family business.

### **Competences**

The participants should

- know and consider the specifics of company succession - in contrast to starting a business
- critically analyze their personal attitudes and motives as potential business successors,
- critically analyze their own professional and entrepreneurial skills,
- know, critically reflect and assess special features of internal and external corporate succession
- know the rights and obligations of a transfer of business and recognize possible consequences

### **Content**

1. Special features of business succession, eg legal, organizational, human resources, financial etc.
2. Attitudes and motives of company successors
3. Professional and entrepreneurial skills
4. internal and external business takeover
5. Rights and obligations in the event of a transfer of business

### **Materials and Information:**

Bundesministerium für Wirtschaft und Energie (BMWi) (Hrsg.): Unternehmensnachfolge - Die optimale Planung. Berlin August 2018 (Online:  
[https://www.bmwi.de/Redaktion/DE/Publikationen/Mittelstand/nexxt-unternehmensnachfolge-die-optimale-planung.pdf?\\_\\_blob=publicationFile&v=39](https://www.bmwi.de/Redaktion/DE/Publikationen/Mittelstand/nexxt-unternehmensnachfolge-die-optimale-planung.pdf?__blob=publicationFile&v=39))

Beckmann, R./Brost, H./Faust, M. (Hrsg.): Unternehmensnachfolge im Mittelstand. 4., komplett überarbeitete Auflage. Frankfurt am Main 2018

<https://www.ifm-bonn.org/forschungsprogramm/entwicklungsverlaeufe-von-mittelstaendischen-unternehmen/unternehmensnachfolge/>

## **Module: Marketing (3 - 5 hrs)**

Marketing involves engaging in all the measures that a business needs to take in order to establish its products or service on the market and to consistently align with the current and future needs of the marketplace. The orientation to the needs of the customers plays an essential role for all marketing activities.

A key factor here is the price of a product or service that is to be sold on the market. The planning and review of suitable ways of the product to the customer are also part of the design factors of marketing.

### **Competencies:**

The participants should

- be aware of and differentiate between goals, tasks and conception of marketing as a tool for the permanent establishment of products and services on the market
- plan and implement the design of products, prices, means of communication and distribution channels
- knowing the possibilities of systematically analyzing market events and deriving consequences for their own market
- understand, interpret and exploit existing investigations and insights into your own market
- understand elements of price and terms policy
- determine prices by calculating lower price limits
- ...

### **Content**

- 1) Marketing concept, marketing strategy
- 2) Market analysis, target group analysis, targeting, marketing tools for sales and procurement, marketing mix (product-, price-, communications- and distribution policy)
- 3) Source of information to estimate market potential (statistics, analyses, branch reports...)
- 4) Price policy, pricing, lower price limit, breakeven point...)

### **Materials and Information:**

BMW I - Marketing, Checklisten und Online-Training  
<https://www.existenzgruender.de/DE/Gruendung-vorbereiten/Gruendungswissen/Marketing/inhalt.html>

BMW I (2018): GründerZeiten 20 - Marketing  
[https://www.existenzgruender.de/SharedDocs/Downloads/DE/GruenderZeiten/GruenderZeiten-20.pdf?\\_\\_blob=publicationFile](https://www.existenzgruender.de/SharedDocs/Downloads/DE/GruenderZeiten/GruenderZeiten-20.pdf?__blob=publicationFile)

Weiss, C. (2016): Kompakt-Training Marketing, 8., überarb. u. akt. Aufl., Herne



### **Module: Management (3 - 5 hrs.)**

In a market economy, most companies typically have a very dynamic environment that is subject to many changes. That is why young companies in particular have to be clear about their strategy, goals, structures and ways of how they want to act their current and future market. Therefore, dealing with management tasks, and in particular with the organization and equipment of the company with suitable human resources is important. Of particular importance in management is the planning of the corporate strategy and its operationalization in goals and measures, as well as the control of corporate development.

### **Competencies**

The participants should

- 1) understand management als a comprehensive planning, control and monitoring process
- 2) understand company development as a process that seeks to realize a vision that takes into account the corporate mission statement
- 3) know and apply goals and methods of corporate planning
- 4) know planning deficits of small business

### **Contents:**

- 1) Management process
- 2) Corporate vision, corporate mission and corporate culture
- 3) corporate strategy
- 4) Business Planning

### **Materials and Information:**

Hering, T./Vincenti, A./Gerbaulet, D.: Unternehmensgründung. München  
Lauer, T.: Unternehmensführung für Dummies, Weinheim  
Dillerup, R./Stoi, R.: Unternehmensführung: Management & Leadership. München  
Strauß, E.: Praxishandbuch Start-up-Management. Weinheim

### **Module: Organization (3 - 5 hrs.)**

In companies, the division of labor usually takes place due to the multitude of complex tasks that a person alone can not cope with.

The design of the resulting challenge is an essential aspect of understanding companies as an organization.

Organization is a management task that extends to all stages of a value added process. The management includes in particular the coordination of performance processes and in particular the production process. Managing organizations is often described by the term

management. Company founders and company successors have to deal with various organizational and management tasks in their role as executives.

## Competencies

The participants should

- 1) know the basic model of the production process and thus describe your own business
- 2) understand organization as a function and institution
- 3) know and understand the substitution principle of the organization
- 4) know units and structures of organizations
- 5) know success factors of the management of processes
- 6) know different legal forms of private companies and describe advantages and disadvantages
- 7) know and apply decision criteria for the choice of legal form
- 8) know the factors that determine the location
- 9) know and apply methods for choosing a location

## Contents:

- 1) Basic model of the production process
- 2) Structure and process organization, processes
- 3) legal forms of companies
- 4) Choice of location of a company

## Materials and Information:

Dillerup, R./Stoi, R.: Unternehmensführung: Management & Leadership. München  
Strauß, E.: Praxishandbuch Start-up-Management. Weinheim  
Lauer, T.: Unternehmensführung für Dummies, Weinheim

BMW - Standort, Checklisten und Video  
<https://www.existenzgruender.de/DE/Gruendung-vorbereiten/Gruendungswissen/Standort/inhalt.html>

BMW - Rechtsformen, Checklisten und Online-Training  
<https://www.existenzgruender.de/DE/Gruendung-vorbereiten/Rechtsformen/inhalt.html>

## Module: Human Resource Management (3 - 5 hrs.)

In many cases, your own business ideas can not be completely planned and implemented over a longer period of time without any additional employees. Therefore, the planning of additional personnel capacities from a certain point in time makes sense and is necessary. The efficiency and quality of service delivery depend on the right planning and commitment of the employees.

Therefore, knowledge of methods and instruments of personnel management is essential. The personnel management process comprises the determination of the personnel requirements, the adjustment of the personnel capacities, the attitude and integration of

coworkers, the remuneration structure, the deployment planning and the personnel controlling.

Furthermore, the leadership of employees is one of the most important tasks of a manager. Efficient personnel management ensures the smooth running of operational processes and is the basis for achieving the desired goals.

### **Competencies:**

The participants should

- know the basics of HR management and describe the outstanding importance for small businesses
- know methods of personnel requirements planning and independently determine the need for workers and personnel capacities
- know the methods of recruitment and apply to recruiting problems of small businesses
- be familiar with and be able to use targeted personnel deployment planning tools
- know the basics of personnel management

### **Content**

- 1) Personnel management (goals, methods)
- 2) Personnel requirements planning (qualitative and quantitative)
- 3) Recruitment (goals, methods)
- 4) Personnel planning (especially onboarding)
- 5) Leadership (objectives, methods, tools)

### **Materials and Information:**

Lindner-Lohmann, D./Lohmann, F./Schirmer, U.: Personalmanagement. Heidelberg (aktuelle Auflage)

Jung, H.: Personalwirtschaft. München (aktuelle Auflage)

Kolb, M.: Personalmanagement. Wiesbaden (aktuelle Auflage)

Berthel, J./Becker, F. G.: Personalmanagement. Stuttgart (aktuelle Auflage)

Deutsche Gesellschaft für Personalführung (Hrsg.): Personalcontrolling für die Praxis: Konzepte – Kennzahlen – Unternehmensbeispiele. Bielefeld (aktuelle Auflage)

Scholz, C. (Hrsg.): Vahlens Großes Personallexikon. München (aktuelle Auflage)

Online:

<http://www.bmwi-unternehmensportal.de/beschaeftigung/personal/planung/index.php>

<http://www.orghandbuch.de>

<http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/>

<http://www.fachkraefte-toolbox.de>

<http://www.hrmars.com/admin/pics/1753.pdf>

<https://www.managementstudyguide.com/human-resource-management.htm>

[https://www.youtube.com/watch?v=c8\\_avX9miag](https://www.youtube.com/watch?v=c8_avX9miag)

<http://www.harvardbusinessmanager.de/>  
[https://www.researchgate.net/publication/5012668\\_Human\\_Resource\\_Management\\_within\\_small\\_and\\_medium-sized\\_enterprises](https://www.researchgate.net/publication/5012668_Human_Resource_Management_within_small_and_medium-sized_enterprises)

### **Module: Design of networks (2 - 4 hours)**

As part of the analysis of "start up's" has been found that the technical input from the field of business topics should often be supplemented by the exchange of experience in matching start-up networks. Also for company successors it is very helpful, if the company successors participate in suitable networks.

In addition to entrepreneurs, participants in such a network should also be actors from the local or regional economy, who, as advisors and supporters, can make a contribution to solving challenges. In many cases, migrant organizations provide assistance and assistance in finding suitable networks. Often such migrant organizations themselves are part of a comprehensive network in which entrepreneurs can exchange views.

Therefore, the module "Networking" is outlined below for the exchange of experiences.

### **Competencies:**

The participants should

- know regional or national networks and assess their possibilities and limits for their own development as a start-up or takeover
- Consider networking as an opportunity to discuss your own ideas with others
- Establish contact with start-up or takeover networks and submit your own ideas and wishes to networks
- Exchange with other companies in the network
- present experiences of starting a business and address challenges and difficulties
- identify suitable network partners and provide opportunities for cooperation

### **Contents:**

- 1) Basic structure and functioning of (social) networks
- 2) Strategic Networks
- 3) Cooperation relations in networks
- 4) Migrants networks

### **Materials and Information:**

<https://ut11.net/de/blog/networking-power-tipps-startup/>  
<https://www.themuse.com/advice/3-startup-networking-ideas-that-actually-work>  
<https://neilpatel.com/blog/how-can-networking-help-your-startup-grow/>  
<https://www.migrationhub.network/>  
<https://eit.europa.eu/eit-migrant-initiative>