



PROJECT IMPLEMENTATION PLAN

14 June 2018

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| 1. Project Code | 18-AG-23-GE-DLN-A-05 |
| 2. Title | Self-learning e-Course on Business Models for Women Entrepreneurs |
| 3. Reference | Project Notification 18-AG-23-GE-DLN-A dated 9 January 2018 |
| 4. Time and Duration | 15 October 2018–14 April 2019 (six months) |
| 5. Implementing Organization | APO Secretariat and National Productivity Organizations (NPOs) |
| 6. Number of Overseas Participants | Minimum of 400 participants |
| 7. Self-registration | Self-registration opens from 10:00 AM Japan Standard Time on 15 October 2018 on the eAPO's web portal: http://eAPO-tokyo.org |

Note: Participants can register directly from this portal on the APO website. Those who are already registered can access the course by using the assigned username and password. If you have forgotten your username and password, please refer to the help page on the home page of the portal.

8. Objectives

The course is designed to build the capabilities of women entrepreneurs as CEOs, managerial professionals, and SME operators contributing to prospering rural economies. At the end of the course, the participants will:

- Be familiar with the principles of and recent innovations in business models and their practical utilization in real business operations;
- Understand the features and characteristics of women entrepreneurs in planning and managing businesses for successful business model development and adoption;
- Be aware of emerging global trends and areas for further study to acquire an entrepreneurial, foresighted mindset; and
- Manage enterprises by developing strategic business models to provide livelihoods, create employment, and revitalize rural economies for enhancing women's empowerment.

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9. Background

The increased rates of female education and economic participation have gradually brought a change in women's position in business. More women are attempting to be employers like entrepreneurs and business leaders rather than working in hired positions. According to a report by the Global Entrepreneurship Monitor (GEM), 163 million women were estimated to start or run new businesses in around 74 economies in 2016. Despite the upward trend and women's greater involvement in the market, their visibility is still much lower compared with their male business counterparts. For example, although the number of female CEOs in the Fortune 500 has been slowly increasing over the past few years, there were only 27 female CEOs among the 500 companies as of January 2018.

One of the possible ways to promote female-run businesses is to support women in developing good business models. For entrepreneurs setting up a business, the importance of a business model cannot be overemphasized. The business guru Peter Drucker said that a business model should answer: who are the target customers; what are the values for the customers; and how are the values delivered to the customers. Currently, however, most female entrepreneurs are associated with the wholesale and retail industry in SME family businesses, which are run by traditional handover practices from predecessors without answering those three questions.

Today, the emergence of e-commerce requires innovative new business models as the resources and methodological tools for value delivery have moved to the online space. The transformative period can be a great opportunity for women entrepreneurs as the online market is not gender biased and allows fair competition and wider access to resources. Therefore, if female business leaders are well equipped with a good business model such as systematic organizational planning and profit-generating mechanisms, they can make great strides in their businesses in the boundary-free online market.

Women's active participation in business significantly affects household income generation, which contributes to improving the livelihoods of families. Women entrepreneurs provide employment and bring new value to their communities through their products and services. Many reports cite them as the source of national wealth increases in all economies. This e-course will introduce the concept, innovations, and practices of business models with a special focus on women entrepreneurs as protagonists and professionals in the competitive business world.

10. Scope and Methodology

Scope

The tentative course structure is as follows:

Module 1: Why gender matters in business

Features and facts for women in businesses; behavioral approach to women as economic players in business planning, as well as buying and selling products; values that women provide to society as decision makers in the business world; identifying opportunities and overcoming challenges for women entrepreneurs; and entrepreneurial strengths of women.

Module 2: Understanding business models

Definitions, types, concepts, and principles of business models; simple frameworks by type; and functions and roles of business models for increased performance.

Quiz 1 (for self-assessment based on questions from Modules 1 and 2)

Module 3: Seven steps to start a business

Overview of the process of the business model: how to make a personal business plan; market and customer analysis; personal resources for business utilization; creating value for customers; value addition to product (service) development; budgeting and financing; and dynamic approaches to entrepreneurship.

Module 4: Personal resources

Personal resource utilization for female entrepreneurs; evaluating personal resources; five principles of successful entrepreneurs; and use of personal networks, educational experience, financial status, product knowledge, and internal trade networks.

Quiz 2 (for self-assessment based on questions from Modules 3 and 4)

Model 5: Description of products or services

Products or services as the lifeblood of a new business; required analysis before deciding on a business model; and things to consider such as the specific product, line of goods/services, estimating costs, pricing of goods, interchangeability, suppliers, stock, distribution, competitors, and potential for development.

Model 6: Description of the market

Being ready for the market; market identification; possibilities and threats in the market; two methods of research; customer analysis such as types and realistic numbers; and competitive parameters.

Quiz 3 (for self-assessment based on questions from Modules 5 and 6)

Module 7: Sales and marketing

Sales and marketing as tools to approach potential customers; innovative sales approaches as part of a business model; factors for marketing such as family networks, business logos, business cards, websites, sales letters, e-mail, telemarketing, advertisements, signposting, presentation folders, radio and TV advertising, and trade fair participation; influence on sales; and reception at business startup.

Module 8: Organizing a company

Managing specific rules and regulations of a country and society; legal structure of a company; financial and account management; administrative routines; business policies; insurance; localization; and business partners.

Quiz 4 (for self-assessment based on questions from Modules 7 and 8)

Module 9: Budgets

Understanding the importance of estimating costs and income in a business model; three important budgets; establishing a budget; operational budget; gross profit; and cash flow budget.

Module 10: Financing

Ways to raise funds to start a business; sufficient cash for financing; and personal resources and financing networks such as family and friends, public funding schemes, suppliers giving credit, and microfinance NGOs.

Quiz 5 (for self-assessment based on questions from Modules 9 and 10)

Module 11: Final examination

Methodology

Self-learning e-modules, additional study materials for participants, intermittent quizzes for self-assessment, assignments, and a final examination to qualify for the APO e-certificate.

11. Qualifications of Candidates

The target participants are women entrepreneurs, CEOs, and managers of SMEs who want to scale up their businesses; consultants, trainers, and professionals engaged in business advisory services for women; and those who want to learn to develop business models for sustainable, innovative businesses.

12. Eligibility for e-Certificate

A minimum score of 70% on the final examination is required to qualify for the APO e-certificate.

Note: Participants from nonmember countries are welcome to take the course for self-development, although APO e-certificates will not be provided.



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