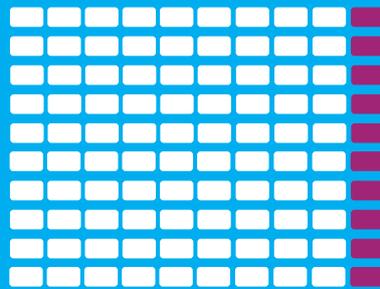


Value of Failure

Business Course

Tutors Workbook

Did you know that...



...in some sectors up to
90 % of new businesses fail
in the first 5 years?

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Did you know that...



...the **value of failure** makes re-starters grow faster and stronger than first-timers?

I Working with this Workbook

Learning without additional working materials does seldom lead to learning success. The Value of Failure Project therefore designed additional workbooks for tutors as well as for learners to support a fast and productive learning environment. Those workbooks follow the structure of the value of failure learning courses and give additional information and content.

The workbooks should be seen as a helping hand for tutors. They provide help, tasks and additional information. Please feel free to add or skip content to your individual needs.

To give tutors enough room to design the course to their individual needs, and to allow individual examples, exercises or regional adoption, only basic statements, important definitions, generic examples, graphics and examples are presented. The workbooks help to structure the learning content and also help to give an overview about the whole course. They do not cover the whole topic and should not be the only source for tests or exams.

The workbooks are based on the value of failure e-learning concept and are designed to be enriched by individual materials. This concept has been developed to work in different countries across Europe. Regional adoption needs to be prepared by the individual tutors. Free pages give enough room for your individual notes and for individual content such as examples, additional links, videos etc.

We also recommend to use and include the additional literature and online resources provided at the end of each section of this workbook.

Following resources are provided on the project website for the value of failure business course:

- Tutors Workbook
- Learners Workbook
- Presentation

To enrich the learning experience we are looking forward to your feedback:

↩ www.valueoffailure.com

Legend

Presentation 

Workbook 

Example 

Remember 

Digression 

Law 

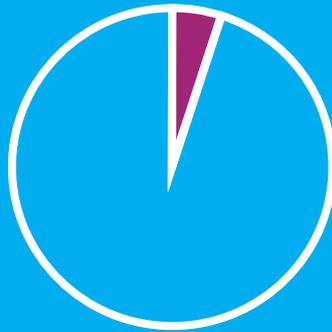
Learned 

Checklist 

Link 

Video 

Did you know that...



...only about **8 %** of failed entrepreneurs start over again?

II About the Project

Value of Failure is a European Union funded grass roots initiative to support a better framework for so called failed or second chance entrepreneurs. The idea is to implement a new positive approach to failure in general and to business failure in specific. The project is funded by the European Union within the Erasmus+ framework.

The approach of the project is to address this important topic from two different sides:

1. **Regional alliances** involve all important stakeholders to set up more a failing- friendly environment and funding framework. The project develops a tool-kit for other regions to develop franchises of the alliances on their own.

2. A set of **learning resources** addressing students as well as failed entrepreneurs are set up to implement a seed for a new thinking about failure and providing in depth knowledge about failure and how to cope with it.

All materials produced are open source and can be used by anyone according to the rules provided in the disclaimer at the end of this publication.

More information about the project, the e-learning courses and the regional alliances can be found on the project website

↶ www.valueoffailure.com

The project is developed, designed and implemented by an experienced international consortium of universities, business development agencies, consulting companies and SMEs (small and medium sized enterprises) coming from Germany, Northern Ireland and Poland:

1. University of Szczecin, Poland (Project Leader)

The University of Szczecin (US) is the most powerful organisation in the West Pomeranian region. Presently over 30.000 students are following full-time, evening & part-time studies in 27 subject areas at 13 faculties. One of the most important objectives of the University is education of students and their preparation for entering labour markets. International cooperation com-

prises an extremely important aspect of US's activity. The top priorities are joint research and student & staff mobility programs.

↶ www.english.usz.edu.pl

2. Canice Consulting, Northern Ireland

Canice Consulting is a small yet established private company based in Northern Ireland which operates in the fields of local and regional development, enterprise education and management and technical support to EU networks and programmes.

Canice Consulting provides a broad range of modern learning services to predominantly the EU market place. Services include training solutions, e-learning content creation, learning technologies and learning strategy design and consulting. Learning technologies include learning portals, learning management systems, content development systems, performance support tools, virtual classroom tools and more.

↶ www.caniceconsulting.com

3. Creo Mind S.C., Poland

CREO MIND (CM) is a civil partnership established from two sole traders: Wojciech Brażuk and Prestige Brand Mariusz Woźniak. The company has wide experience in consulting services in the area of marketing, business development, strategic management and skills development. The owners of CREO MIND have been closely collaborating with the Northern Chamber of Commerce, providing their services for the largest regional chamber of commerce in Poland. Therefore CREO MIND has a strong potential in networking of entrepreneurs and in building relations among various stakeholders of regional market. CREO MIND has elaborated number of analysis and expertise on business and markets. CREO MIND is also recognized on the regional market from elaborating and realizing creative and innovative marketing campaigns and events.

↶ www.websitecreomind.com

Did you know that...



...31% of projects fail?

4. Enterprise Northern Ireland, Northern Ireland

Enterprise Northern Ireland was established in 2000 to represent the network of Local Enterprise Agencies in Northern Ireland, and is the only membership body in Northern Ireland for organisations providing enterprise support. Enterprise Northern Ireland holds national contracts with various public sector organisations which it delivers primarily through its member agencies. These contracts include the Regional Start Initiative; Social Entrepreneurship, Exploring Enterprise, Tradelinks programme and Business Bootcamp. All of these programmes are further supported by access to finance through the ENI Loan Fund and the Northern Ireland Small Business Loan Fund.

As the only membership body in Northern Ireland for organisations providing enterprise support, Enterprise Northern Ireland is at the heart of a dynamic, high profile network. Enterprise Northern Ireland also represents the interests of the wider small business sector through policy and business development, research and quality assurance, and has a strong lobbying and campaigning remit.

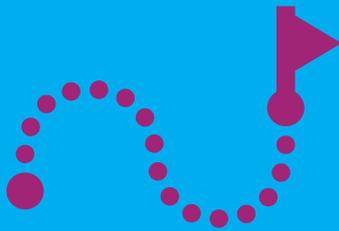
↻ www.enterpriseni.com

5. The visionworks, Germany

The Visionworks is a small company specialized on consulting, coaching, marketing and project management especially for (micro) SMEs and Start-ups. For its clients the visionworks develops investor ready business plans and financing concepts and accompanies founders until the closing of financing. The visionworks has international contacts to public and private investors and has also worked extensively with all relevant regional stakeholders and institutions which are relevant for the regional Second Chance Entrepreneurs Alliance. Despite that the visionworks has great experience in developing learning courses and learning environments for adult education as well as for students.

↻ www.thevisionworks.de

Did you know that...



...88% of projects
are past the deadline?

III About this Course

Course Overview

The Value of Failure Business Course was designed for adult learners, including entrepreneurs and potential entrepreneurs, second chance entrepreneurs as well as undergraduates interested in establishing their own company and the interested public.

For entrepreneurs the course helps to understand the risks involved in companies and how to prevent them. For entrepreneurs who failed before, the course provides important resources to prevent failure next time.

The course can be used in a classroom environment as well as a self-contained distance learning course. Distributed free of charge on the Value of Failure project website.

← www.valueoffailure.com

Course Components

The syllabus of the Value of Failure course is divided into seven different chapters each of them focussing on different aspects of business failure.

1. Business failure in general

This chapter provides general information about business failure, including statistical data, important definitions of failure and the difference between productive failure and unproductive success.

2. Common causes for business failure

This chapter explores the basics of root cause analysis and therefore helps to explore personal business failures and risks related to your business. It also provides information about typical causes of business failure and reasons why startups are not successful.

3. Facing bankruptcy?

This chapter describes how to realize financial distress and it also provides mathematical formulas to predict the risk of insolvency of a company in the near future.

4. Project management

This chapter describes how you can prevent failing by planing properly. It shows different project management approaches and also provides the basics of risk analysis.

5. Risk management

Chapter 5 is about risk management and hazard identification. This knowledge is important to keep track on major risks and to prevent a company from failing.

6. Learning from failures

Failing isn't all bad. Even though business failure is a hard task to take. To restart a business it is important to take as much learning resources from the recent failure.

7. Re-starting your business

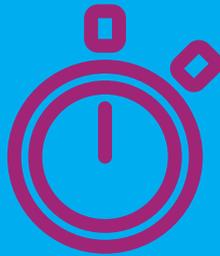
The last chapter of the value of failure business course provides a new and comprehensive approach on business planning and product development.

Additional information can be found on our website and our Pearltrees-Account:

← www.valueoffailure.com

← www.pearltrees.com/thevalueoffailure/

Did you know that...



...the average time overrun of projects is **222%**?

Task

1.1 Preparation



What you need to prepare:

Total time needed for the course 4-6 hours

(the total time needed differs on the amount of exercises you take with the class and the brakes you want to take).

1.2 Introduction

Method: Open Speech

Time: 2-5 Minutes

Chapter 1: Business failure in general

Activity 1.1

Opening Discussion with the class

Method: Open Discussion

Time: 5-10 Minutes

Method



Presentation Value of failure business course (Beamer needed)



Video ... (Internet needed)



Video of ... (Internet needed)



Learners Workbook

Introduce yourself to the class. Explain that in this course the learners will explore the basics of business failure - and important tools how to prevent business failure, how to explore and assess business risks, as well as methodologies how to draw the best learnings from failure to re-start the business.

If you don't know the class (and if the class is small enough) - let the learners introduce themselves.

Start the course with an open discussion on failure in general. Ask the learners a serious of questions about failure, their attitude towards failure and some examples they know. Depending on the learners and the relationship of the class it might be better to start with impersonal questions. A good opener would be a real life story of yourself - but this is optional of course.

Examples of questions might be:

- Please define "failure" in your own words
- What do you feel when you fail?
- Is there anything good about failing?
- Can you give examples of recent business failures? Why did they fail?

Did you know that...



...that James Dyson created
5,126 failed prototypes of his
vacuum cleaner before succeeding?

Activity 1.2

Examples of Failure

Method: Presentation, Discussion

Time: 5-10 Minutes



This chapter provides general information about business failure, including statistical data, important definitions of failure and the difference between productive failure and unproductive success.

Show the examples of failures from the presentation to the class. (Depending on the available time, and the backgrounds of the class you can either discuss all the examples or choose the ones appropriate). Discuss with the class about the examples, about why the examples ended up in a success at the end.

Activity 1.3

Business failure in general

Method: Presentation chapter 1
Discussion

Time: 15-20 Minutes



Present chapter 1 of the presentation. Discuss with the audience why so many companies fail in the first four years.

Chapter 2: Common causes for business failure

This chapter explores the basics of root cause analysis and therefore helps to explore personal business failures and risks related to your business. It also provides information about typical causes of business failure and reasons why startups are not successful.

Activity 2.1

Common causes for business failure

Method: Presentation chapter 2
Discussion

Time: 15-20 Minutes



Present chapter 2 of the presentation.

Activity 2.2

Task 2.1: Root Cause Analysis - the 5-Whys

Method: Workbook (Task 2.1)

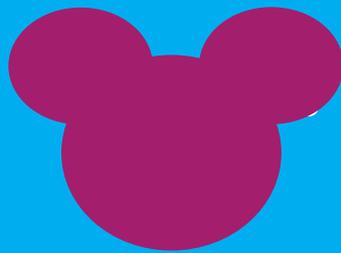
Time: 15-20 Minutes



Let the learners analyse a recent failure using the “5-Whys” approach.

Discuss with the audience about their experience with the methodology and the analysed root causes.

Did you know that...



...Walt Disney failed with several businesses and got fired by a newspaper because he lacked imagination and had no good ideas?

Activity 2.3

Task 2.2: Root Cause Analysis - System Planning Process

Method: Workbook (Task 2.2)

Time: 15-20 Minutes



Let the learners analyse a recent failure using the System Planning Approach.

Discuss with the audience about their experience with the methodology, differences between the two methodologies and the analysed root causes.

Chapter 3: Facing bankruptcy?

This chapter describes how to realize financial distress and it also provides mathematical formulas to predict the risk of insolvency of a company in the near future.

Activity 3.1

Facing bankruptcy?

Method: Presentation chapter 3
Discussion

Time: 30-40 Minutes



Present chapter 3 of the presentation.

Discuss about the reasons for their business failure (if the audience is willing to do so).

Chapter 4: Project management

This chapter describes how failing can be prevented by planning and executing properly through project management.

Activity 4.1

Project management

Method: Presentation chapter 4
Discussion

Time: 30-40 Minutes



Present chapter 4 of the presentation.

Chapter 5: Risk management

Chapter 5 is about risk management and hazard identification. This knowledge is important to keep track on major risks and to prevent a company from failing.

Activity 5.1

Risk management

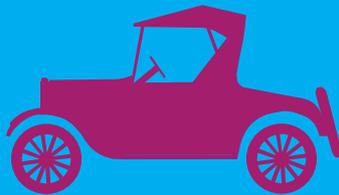
Method: Presentation chapter 5
Discussion

Time: 30-40 Minutes



Present chapter 5 of the presentation.

Did you know that...



...Henry Ford failed with a couple of automobile businesses before he learned from his failures and revolutionized the automotive industry?

Activity 5.2

Task 5.1: Risk assessment

Method: Workbook (Task 5.1)
Time: 20-30 Minutes



Let the audience analyse the risks of an upcoming task or problem they / their companies are facing (product development or internationalization e.g.).

Discuss about the methodology and the outcomes of the task afterwards.

Activity 5.3

Task 5.2: Fault tree

Method: Workbook (Task 5.2)
Time: 20-30 Minutes



Let the audience analyse the risks of an upcoming task or problem they / their companies are facing (product development or internationalization e.g.) using fault tree analysis.

Discuss about the methodology and the outcomes of the task afterwards.

Chapter 6: Learning from failure

This chapter shows how entrepreneurs think and how they can learn from failure. This is important to understand before they re-start a business.

Activity 6.1

Learning from failure

Method: Presentation chapter 6
Discussion
Time: 20-30 Minutes



Present chapter 6 of the presentation. Discuss with the audience about learnings they drew from their recent failures.

Chapter 7: Re-starting your business

The last chapter of the value of failure business course provides a new and comprehensive approach on business planning and product development.

Activity 7.1

Re-starting your business

Method: Presentation chapter 7
Time: 20-30 Minutes



Present chapter 7 of the presentation.

Did you know that...



...Colonel Harland David Sanders
was fired from dozens of jobs before
founding KFC - one of the worlds best
known franchise brands?

Activity 7.2

Video about Business Model Canvas

Method: Video

Discussion

Time: 20-30 Minutes (Video: 3 Min.)



<http://bit.ly/1gX9WHE>

A 2 minute overview of the Business Model Canvas

Discuss with the audience about their new business ideas.

Activity 7.3

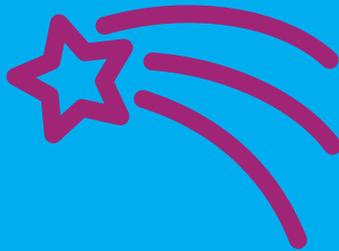
End of session

This is the end of the value of failure business course.

Discuss with the class about the learnings they drew from the course.

Make appointments if you have other courses or classes with the audience.

Did you know that...



...that Steven Spielberg was rejected by University of Southern California **3 times** before he decided to become a director?

V Disclaimer

The Value of Failure Project has been funded with support from the European Commission. The author is solely responsible for this publication (communication) and the Commission accepts no responsibility for any use may be made of the information contained therein.



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