The Entrepreneur's Journey: Stages & Contents

Entrepreneurs | Ecosystem Entities

THE ENTREPRENEUR'S JOURNEY: STAGES

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Corfo delivers this methodology to entrepreneurs in order to maximise their chances of success. **This methodology has six stages (0-5)** *and also an Expert Committee, where you will be able to hone your skills through a fundamental contents-based programme that must be obtained according to the corresponding stage.*

Once this is done, the actors that are focused on training courses and learning support will be able to choose which contents, according to his/her experience, will be offered by means of the platform. However, a validation held by Corfo must be done before proceeding.

STAGE 0
INDUCTION

I&E Ecosystem / Innovation Bases / Finance Principles / Leadership / Seminars / Induction to The Entrepreneur's Journey / Initial Pitch

STAGE 5
ESCALATION

Continuous Innovation / Finance Strategy / CEO Management / Scaling Marketing / Directory II / International Experiences.

STAGE 1
BASIC PITCH

Opportunity Detection / Lean start-up / Strategy Principles / Property Repartition Company Constitution / Principle of...

Entrepreneurs and entities within the ecosystem

Start-up journey has six stages

Learn the contents for each stage

ENTREPRENEURS &

ECOSYSTEM ENTITIES

STAGE 4
REACHING BREAK EVEN

Business Plan II / Expansion Plan II / Accounting / Cost optimising / Talent: creation, recruiting and selection / Strategic Marketing

STAGE 3
STRONG PITCH

Business Plan I / Expansion Plan I / Orchestration and Providers / Venture Deals / Funding Sources / Intellectual Property Mentoring & Coaching /
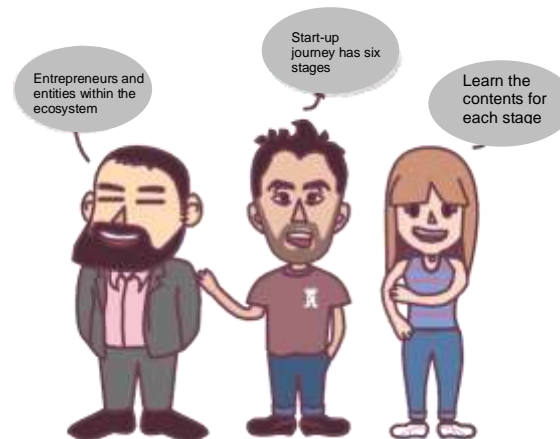
STAGE 2
VALIDATING PROCESS

Customer Development / Strategy II / Management legal principles / Project Evaluation / PERMA / Start-up Marketing / Selling I /...

STAGE 0 CONTENTS- INDUCTION

For beginner entrepreneurs (or for those who do not know they are entrepreneurs yet). It is like a start-up "driving course".
This phase is similar to a basic course for concepts and information retrieval, which will allow the learner to proceed to the next stages. The goal is to obtain a minimum score on a basic online test that teaches minimum concepts about this world.

MANAGEMENT_ AREA

COURSE/WORKSHOP_ INNOVATION AND START-UP ECOSYSTEM

*Required contents_*
- **Existing start-up support structures**
- **Support structures and their functions**
- **How to request and apply to these support structures**
- **Benefits and attributes as part of an ecosystem**

*Expected learning_*
- **To acknowledge the importance and how to request important support structures among the entrepreneur ecosystem, such as sponsors, incubators, mentor networks, co-workspaces, Corfo and angel networks.**

MANAGEMENT_ AREA

COURSE/WORKSHOP_ INNOVATION FUNDAMENTALS

*Required contents_*
- **Basic concepts and tools for start-ups**
- **Importance of the problem more than the importance of the solution. Idea-testing mechanisms and the validation process**

*Expected learning_*
- **Start-up, Business Model, Business Plan, Design Thinking, Early Adopter and Gamestorming**
- **Tools for tests and tools for idea and hypothesis validation: Landing page, Get out of the building, Launchrock, Launch.deskgator, QuickMVP, Unbounce, Kickofflabs, interviews**

FINANCE_ AREA

COURSE/WORKSHOP_ FINANCE FUNDAMENTALS

*Required contents_*
- **Basic concepts about taxes, finance, accounting, and legal aspects.**
- **Accounting finance mechanics**
- **Financial statement interpreting**
- **Financial statement analysis**

*Expected learning_*
- **It is expected that the entrepreneur learns about accounting finance, generally accepted accounting principles, fundamental accounting equation, financing exchange registry and financial report preparation by means of accounting equation. Interpreting and comprehension of balance sheets, cash-flow state, results state, and familiarisation with all accounting related terminology that appear on financial statements.**

PERSONAL DEVELOPMENT_ *AREA*

COURSE/WORKSHOP_ LEADERSHIP

*Required contents_*
- Basic distinctions about leadership. Beyond formal relationships: leader as a motivator and the role of the leader in people development

*Expected learning_*
- To understand how basic leadership works and how to influence others beyond simple power-use or reward-control skills. Recognising leadership related to the ability to affect values and beliefs and, through them, emotions and wishes, which also affect the required abilities to implement expected behaviours (skill development).

MARKETING_ *AREA*

COURSE/WORKSHOP_ INITIAL PITCH

*Required contents_*
- Pitch types, applications, and structure
- Story-telling and story construction
- Body-language

*Expected learning_*
- Entrepreneurs understand how to effectively communicate an idea and understand how to use tools in order to be more precise about their ideas. Entrepreneurs will also understand how to be persuasive and effective while speaking.

STAGE 1 CONTENTS- BASIC PITCH

For entrepreneurs that already have an idea and handle the basic concepts of Dynamic Start-Ups There is only a "theorical" start-up.
At this stage, the goal is to create a firm pitch and get the initial capital to begin. Why focus on pitch? Because it is the main tool as beginner entrepreneurs. It allows the entrepreneur to achieve his/her first partners, to get funds and to test ideas in order to obtain market feedback.

MANAGEMENT_ AREA

COURSE/WORKSHOP_
OPPORTUNITY DETECTION

*Required contents_*
- **Challenge and opportunities detection methodologies**
- **Tools for start-up hypothesis design and agile validation**

*Expected learning outcome_*
- **Identifies relevant problems that require solutions and identify a clear client segment.**
- **Quantify in order to determine which market opportunity is the most attractive to participate in.**

MANAGEMENT_ AREA

COURSE/WORKSHOP_ *LEAN STARTUP CREATION*

*Required contents_*
- **Lean StartUp Method**
- **Pivoting**
- **Challenge and solution-demanding problem identification**
- **Spontaneous idea creation methodologies**
- **Agile prototype building methodology, design, and execution**

*Expected learning outcome_*
- **Characteristics and benefits from the Lean StartUp Method (create, measurement and learning). To identify who receives solutions. Customer Development Role. How to develop the Lean StartUp Method. Experiments and what can be offered in StartUp mode. Minimum viable product. Decision-making, metric importance and Lean Start-up Method importance. Business-model creation. Design Thinking and its relation to Lean StartUp.**

MANAGEMENT_ AREA

COURSE/WORKSHOP_ STRATEGY PRINCIPLES

Required contents_
- Management and strategy evolution
- The delta model focus on the client
- Strategy formulation process
- Extended business
- The mission of a business
- Strategic management
- Strategy and structure

Expected learning outcome_
- By the end of the course, the entrepreneur will be able to actively participate in an organisation strategy definition and/or revision from both the entrepreneur and manager point-of-view. To apply concepts that correspond to the entrepreneur project preparation such as mission, vision, short and long-term strategy formulation, and the respective management according to client-based analysis.

FINANCE_ AREA

COURSE/WORKSHOP_ ENTERPRISE CONSTITUTION PRINCIPLES AND PROPERTY DISTRIBUTION PRINCPLES

Required contents_
- Requirements and ways that a person in Chile must accomplish to co create a company and its costs.
- Give knowledge about their characteristics, advantages, and disadvantages. Social participation (what it is and how it is defined).

Expected learning outcome_
- It is expected that the entrepreneur can be able to decide, according to start-up requirement-compliance and characteristics, what kind of business he/she should set up.

FINANCE_ AREA

COURSE/WORKSHOP_ BUSINESS-MODEL PRINCIPLE

Required contents_
- An explanation about what it is and how a business-model works
- Canvas Model (Osterwalder & Pigneur) and its developed variations

Expected learning outcome_
- The entrepreneur is capable of understanding and defining a self-made business-model that explains how his/her business works and which topics must be validated on the market.

FINANCE_ AREA

COURSE/WORKSHOP_ PROJECT APPLICATION

Required contents_
- Corfo instruments and application processes

Expected learning outcome_
- The entrepreneur is expected to know about Corfo's instrumental offers (emphasis on Start-Ups and Innovation Management) and the application process both directly with Corfo as well as instruments that are managed by incubators and/or business accelerators.

PERSONAL DEVELOPMENT_ *AREA*

COURSE/WORKSHOP_TEAM

Required contents_
- **Group and tea, basic differences**
- **Team concept**

Expected learning outcome_
- **To understand basic elements that define a team: shared purpose, defined coordination mechanisms, ability-complementarity, and identity sense.**

MARKETING_ *AREA*

*COURSE/WORKSHOP_*
BRANDING

Required contents_
- **Branding key-concepts**
- **Corporative image formation**
- **Corporative communication channels**

Expected learning outcome_
- **It is expected that the entrepreneur will understand the importance of the value of a brand in a business and trade environment. He/she will also understand how to build, manage, and protect the brand. Specific topics include what a brand is and why it is important how brands create value ways to measure and understand value and the role of the consumer in brand-management. To get to know concepts such as branding or corporative identity positioning, corporative image communication, slogan, logo, symbols, corporative colours, stakeholders, mission, vision, start-up culture and others.**

WORKSHOP_ *AREA*

*COURSE/WORKSHOP_* *PITCH DAY - DEMO DAY*

Required contents_
- **Assertive pitch-construction**
- **Attractive visual support**

Expected learning outcome_
- **The entrepreneur knows how to build a pitch focused on assessment criteria, obtaining knowledge about how to discriminate relevant and irrelevant information and be able to include visual support in a modern and attractive way.**

STAGE 2 CONTENTS- VALIDATION PROCESS

At this stage, the entrepreneur already has a formal project, invests resources in it and seeks its initial validation.

We have found that in Latin America the growth of projects with no business model is complicated, since investors do not participate in traction-only models given that there are still no big companies purchasing start-ups in this ecosystems. Given this, the first goal of this stage is to accomplish a first sale.

MANAGEMENT_ AREA COURSE/WORKSHOP_ CLIENT DEVELOPMENT	Required contents_	Expected learning outcome_
	• Client development methodology • Applied client-development cases	• The entrepreneur has knowledge about the client-development methodology and in-detail information about each step, so the business creation and development process can be applied.
MANAGEMENT_ AREA COURSE/WORKSHOP_ STRATEGY II	Required contents_ • Competitive advantages • Isolation • Scale economies • Cost-advantage • Segmentation and differentiation • Offer-demand differentiation	Expected learning outcome_ • Start-up strategy concepts knowledge is acquired, and competitive-advantage is applied to situate the company profit-levels above the competitors' level. The competitive-advantage concept is mastered, and also the entrepreneur acquires knowledge about how to create it and sustain it over-time. To understand that this advantage can be obtained through two ways mainly: costs and differentiation.

FINANCE_ AREA

COURSE/WORKSHOP_ LEGAL
ACCOUNTING PRINCIPLES

*Required contents_*
- **Business creation process**
- **Definition of each kind of business, considering legality, main characteristics, foundation, and restrictions**
- **Tax regimen: simplified tax regime (14TER), article N°14, simplified tax regime (14bis) and presumptive income.**
- **Personnel hiring contracting methods and characteristics.**
- **Inland Revenue (Servicio de Impuestos Internos, SII, in Spanish) activity initiation and document stamping**
- **Municipal permits and authorisations: when are they necessary? Which institutions award them?**

*Expected learning outcome_*
- **The entrepreneur is expected to know the available legal boundaries to set up a business, related regulations according to each business type, and the personnel hiring mechanisms that will influence further actions.**

FINANCE_ AREA

COURSE/WORKSHOP_ PROJECT
EVALUATION

*Required contents_*
- **Decision-making cost-analysis**
- **Budget, variance analysis**
- **Capital budget**
- **Work-capital management**

*Expected learning outcome_*
- **Cost behaviour, equilibrium analysis, relevant cost-approach for different decision-making scenarios. Financing and operative budget preparation. Comparison between real performance and budgets. Quantity-price variation. Uncontrollable and controllable variation. Income and contribution variation. Project cash-flux state preparation, capital cost measuring and project evaluation. Work capital cycle, inventory management, accounts to be charged and cash.**

FINANCE_ AREA

COURSE/WORKSHOP_
COMPANY CONSTITUTION

*Required content_*
- **Definition of each kind of business**
- **Business creation process**
- **How to set up a company in Chile and ways to do it**

*Expected learning outcome_*
- **Based on practical exercises, the entrepreneur will have to decide what kind of business he/she should set up, according to the business characteristics, work-team, and projections, in order to carry out the constitution process of the business.**

PERSONAL DEVELOPMENT_ *AREA*

COURSE/WORKSHOP_
PERMA MODEL

*Required contents_*
- Emotional self-knowledge and private conversations as starting point to increase your well-being sense
- Acknowledgment and functional/dysfunctional emotion management
- Purpose and its benefits for well-being

*Expected learning outcome_*
- Introduction to research history, main authors, and the Positive Psychology Theory.
- PERMA Model and human blooming (Seligman).
- What is a "flow" state?

MARKETING_ *AREA*

COURSE/WORKSHOP_
MARKETING FOR START-UPS

*Required contents_*
- Client segmentation
- Positioning
- Consumer preferences
- Price strategies
- Introduction to digital marketing

*Expected learning outcome_*
- To develop a basic client segmentation system. Effective client-segment management and product/service positioning in the marketplace. To understand basic consumer decision-making psychology. To develop price strategies that maximise profitability. To define appropriate system channels and efforts to join a market. To understand how marketing metrics can benefit your business. To build effective communication-efforts with clients. You are expected to be familiar with the main and most tools for digital marketing (Google Adword, Google Analytics, Adsense, Mailchimp, Hudspot, among others).

MARKETING_ *AREA*

COURSE/WORKSHOP_
SALES I

*Required contents_*
- Detection and fast interpretation of client's needs
- Purchase-process and client decision-making knowledge
- The importance of the first impression which enables operations
- Sale-style, according to each client type
- Client body-language and its implications
- Efficient techniques to obtain effective sales and mutual-benefit agreements
- Techniques to increase sale volume through the addition of prospects

*Expected language outcome_*
- The entrepreneur obtains knowledge about sales techniques and applications, aiming at permanent business success. Communication approach and importance: sale techniques and listening skills, in order to know client needs. Sales emotional curve, production presentation, possible objections, and objections solution-making.

ACTIVITIES_ *AREA*

COURSE/WORKSHOP_
MENTORING I

*Required contents_*
- **Mentoring and mentor importance**
- **Informal, confidential, and customised activities and meetings focused on the business' needs.**
- **At least six mentoring activities must be accomplished.**

*Expected learning outcome_*
- **Mentor-profile learning, mentored v/s non-mentored project experiences and the objective of mentoring.**
- **The entrepreneur obtains an external vision that will aid to identify possible project improvements and opportunities that will allow him/her to develop quickly and while avoiding mistakes.**

ACTIVITIES_ *AREA*

COURSE/WORKSHOP_
MVP - MINIMUM VIABLE PRODUCT

*Required contents_*
- **What is a Minimum Viable Product (MVP)**
- **What are MVPs' for**
- **MVP characteristics**
- **MVP development step-by-step**
- **MVP testing**
- **Examples**

*Expected learning outcome_*
- **The entrepreneur learns about the MVP building benefits and characteristics, and also learns necessary concepts to construct and MVP and validate it.**

ACTIVITIES_ *AREA*

COURSE/WORKSHOP_ *FUNDS APPLICATION AND NEGOTIATION*

*Required contents_*
- **Identity application platforms in public-private financing instruments, and funds negotiation.**

*Expected learning outcome_*
- **The entrepreneur can identify the most convenient instrument to finance his/her start-up project. Platform identification in order to apply and the corresponding process.**

STAGE 3 CONTENTS- FIRM PITCH

At this stage the entrepreneur has already experienced a first sale, knows about the product/service and also knows about the client. Now, an escalating business-model must be validated.
The goal of this stage is to reach a pivot and find a product/client/sale match that allows income to grow and escalate.

MANAGEMENT_ AREA *COURSE/WORKSHOP_* *BUSINESS-PLAN I*	*Required contents_* • **Definition of product and service** • **Goal and milestone definition** • **Strategy-accomplishment step-definition process** • **Milestone-accomplishing funding definition** • **From modelling to business plan**	*Expected learning outcome_* • **The entrepreneur is capable to explain where his/her business is heading to and how he/she pretends to reach goals, according to the strategy. The knowledge to explain to an investor or jury which kind of result can be expected for his/her start-up, arguing how to proceed.**
MANAGEMENT_ AREA *COURSE/WORKSHOP_* *EXPANSION PLAN*	*Required contents_* • **How to elaborate an expansion plan and business aspects to consider** • **Identifying the perfect time to expand a business**	*Expected learning outcome_* • **The entrepreneur is expected to learn how to create an expansion plan, considering key information (market, product/service adaptations, competence, team-operative business capacities and finance details, among others).**

MANAGEMENT_ AREA

COURSE/WORKSH OP_ PROVIDERS AND ORCHESTRATION

Required contents_

Orchestration:

- **How to define a joint challenge**
- **How to articulate an internal and external value network**
- **Work models and network-business**
- **Good practices in orchestration models**

Providers

- **How to define which kind of provider I need**
- **How to evaluate different providers**
- **Negotiation with providers**
- **Provider strategic management**

Expected learning outcome_

- **The entrepreneur comprehends the importance of maintaining dynamic networks, taking new-opportunities, and not stagnating within initial business-models in order to acquire business-models that allow the business to escalate quickly and augment its strategic agility. The entrepreneur must comprehend and identify a provider, according to the project needs, assessing different selection criteria and a mutual-benefit negotiation. Furthermore, the entrepreneur must be capable of creating provider-strategic management that allows him/her to create enough entry-barriers for competitors and how to reduce business risks.**

FINANCE_ AREA

COURSE/WORKSHOP_ VENTURE DEALS

Required contents_

- **Business appreciation and a company's financing structure process**
- **What kind of financing is appropriate and why ask for it according to the stage**
- **Financing models**
- **Negotiating with investors.**
- **Legal details for capital raising**

Expected learning outcome_

- **The entrepreneur can understand what kind of investment is required and can present a coherent plan to an investor, presenting the amount at which the company is valued, how much money is needed**

  and what for, and how the investor would increase his or her return.

FINANCE_ AREA

COURSE/WORKSHOP_ FINANCING SOURCES

Required contents_

- **Information about public financing (Corfo) and private financing available in the ecosystem to finance start-up projects. To mention characteristics and requirements to access them and their costs.**

Expected learning outcome_

- **The entrepreneur is expected to know different financing sources, both public and private, and the requirements to obtain it. Given this, he/she must also identify which is the most appropriate source of project and start-up financing, according to the nature of the start-up project. The entrepreneur can apply to a financing programme.**

FINANCE_ AREA

COURSE/WORKSHOP_
INTELLECTUAL PROPERTY

*Required contents_*

- **Basic concepts in industrial and intellectual property**
- **Patent types. Registry procedure.**

- **Business brands. typology, classification, and registry procedures**

*Expected learning outcome_*

- **National and international intellectual property is acknowledged**
- **Intellectual property protection**

  fundamentals.
- **To explore intangible asset innovation and exploitation protection ways**

PERSONAL DEVELOPMENT_ AREA

COURSE/WORKSHOP_
MENTORING / COACHING

*Required contents_*

- **Coaching and mentoring: support relationships and work orientation**

*Expected learning outcome_*

- **To identify and practise key leadership role skills, as coach and facilitator of learning. Strategy design, follow-up plans and coaching (effectiveness and ensuring of implementation and impact of improvement plans)**

MARKETING_ AREA

COURSE/WORKSHOP_
STARTUP MARKETING II

*Required contents_*

- **Segmentation strategies**
- **Digital marketing plan**
- **Consumer behaviour**
- **Website and online content planning and development**
- **Social Media Marketing**

*Expected learning outcome_*

- **The entrepreneur knows and uses basic e-marketing tools.**
- **Marketing strategy application: segmentation, guidance, positioning and online differentiation. Social communication media role assessment. The use of digital analytics to evaluate and optimise digital marketing strategies efficacy.**
- **Knowledge about how on-line marketing differs from a traditional marketing environment and identification of marketing web-based opportunities, such as the use of Facebook, Twitter, and Google in today's business world.**

MARKETING_ AREA

COURSE/WORKSHOP_
SALES II

Required contents_

- **Sales guidance**
- **Sales prevision and goal-management**
- **Zone planning and sale-routes**
- **Selection, formation, and retribution of sale-teams**
- **Client management and customer relationship management (CRM)**
- **Relation programmes and client loyalty building**
- **Business control and sales plan**
- **Business budgets and control**

Expected learning outcome_

- The entrepreneur will obtain knowledge on sales application and its techniques. Sales-plan development and respective organisation based on a sales network and appropriate zoning. Budget-elaboration management. Quality measuring to foster management control for budgets.

MARKETING_ AREA

COURSE/WORKSHOP_
INVESTORS DEMO-DAY

Required contents_

- **How to create a great Pitch**
- **What investors seek for**
- **Negotiation strategies**
- **Required investment estimation**
- **Investment instruments**
- **Appreciation: How much is my company worth?**

Expected learning outcome

- The entrepreneur develops his/her own pitch, knows which relevant aspects will be assessed by the investor, and how to negotiate with the investor. Furthermore, the entrepreneur is expected to learn how the amount-determination process is carried out and what kind of investment is needed, assessing advantages and disadvantages of each instrument and investor type.

ACTIVITIES_ AREA

COURSE/WORKSHOP_
MENTORING II

Required contents_

- **First meeting with the mentor to get to know the importance of mentors and mentoring**
- **Activities and informal meetings, confidential and customized meetings focused on the company's needs**
- **At least six mentoring activities must be accomplished**

Expected learning outcome_

- To define start-up aspects that need to be enhanced (mentoring needs).
- To establish an agreed work-plan by both parts (mentor and mentored).
- The entrepreneur is expected to obtain an external vision that helps him/her to identify improvements and project opportunities, allowing the entrepreneur to advance faster and make less mistakes.

STAGE 4 CONTENTS - BREAK EVEN REACHING

An escalating model has been already found. Focus: Survival. Now it is expected that the project breaks even, a phase where income is equal to cost expenses (before escalating investments and salaries that permit subsistence.

MANAGEMENT_ AREA

*COURSE/WORKSHOP_*
BUSINESS PLAN II

Required contents_
- **Escalating model**
- **Expansion plan**
- **Structure of the business**
- **Operation growing**
- **Financing structure**

*Expected learning outcome_*
- **The entrepreneur acquires knowledge about how to shift from a selling product/service strategy-browsing to a business structure and growing plan that allow him/her to grow quickly. The entrepreneur can explain to investors or juries which kind of results he/she expects to achieve with the start-up, arguing how to accomplish the task.**

MANAGEMENT_ AREA

*COURSE/WORKSHOP_*
EXPANSION PLAN II

Required contents_
- **Legal, accountable and tribute aspects to consider for international expansion**
- **Support structures for international expansion**

*Expected learning outcome_*
- **Knowledge about which topics are relevant to check in order to acquire international expansion, for instance, societal types, parent company, branches, taxes and legal restrictions. Furthermore, the entrepreneur must know support structures that ease international expansion.**

MANAGEMENT_ AREA

*COURSE/WORKSHOP_*
DIRECTORY I

Required contents_
- **Importance of a board of directors**
- **How to form a board of directors**
- **The roles of a board of directors**

*Expected learning outcome_*
- **The entrepreneur understands when and how a board of directors must be formed in order to support the growth of his/her business.**

FINANCE_ AREA

COURSE/WORKSHOP_ CAPITAL INCORPORATION

*Required contents_*
- Capital raising fundamentals and types of appreciation
- Financial state and financing accountable business order revision

- Legal structure revision before investment
- Strategies and capital influx models (cases)
- Strategies to modify a societal structure
- Roles and structure of a board of directors
- Negotiations of support process scope (if applicable)

*Expected learning outcome_*
- The entrepreneur has the necessary skills and knowledge to negotiate with investors, establishing the best legal strategy and finance strategy in order to incorporate capital into the society.

FINANCE_ AREA

COURSE/WORKSHOP_ ACCOUNTABILITY

*Required contents_*
- Basic accountability (concepts, functions, objectives, and accountability principles)
- Accountability process (definition, stages, registry, accountability books and ledger accounts), considering electronic invoices
- Balance and State of Results interpretation and creation
- Tax obligations

*Expected learning outcome_*
- Necessary knowledge to comprehend and supervise accounting processes within a company determining and follow-up of tax obligations that must be rendered, and interpretation of period-end results through Balance and State of Results.

FINANCE_ AREA

COURSE/WORKSHOP_ COST OPTIMISATION

*Required contents_*
- Basic purchasing-process concepts
- Cost of start-up and expense concepts
- Budget planning
- Resource optimisation

*Expected learning outcome_*
- Ability to recognise product/service processes. Both processes require knowledge about what these processes involve, costs and how to optimise them.
- Purchasing stages and good purchase process- identification, purchasing, stock and other variables risk-reducing.
- Cost concepts and business expenses (fixed and variable costs, difference between expense and cost), types of expenses and types of costs.
- Creation of a smart budget plan that will allow the entrepreneur to optimise resources within the company.

FINANCE_ AREA

COURSE/WORKSHOP_
DUE DILLIGENCE

*Required contents_*
- **What Due Diligence is**
- **Characteristics and documents revised in a Due Diligence, according to stage**
- **Good practices for a good Due Diligence**

*Expected learning outcome_*
- **Knowledge about how to structure a business and documents that ease investment receiving through the Due Diligence process**

PERSONAL DEVELOPMENT_ AREA

COURSE/WORKSHOP_
TALENT: CREATION, RECRUITMENT AND SELECTION

*Required contents_*
- **Position description, skills and required knowledge**
- **Hiring design for applicant calls**
- **Broadcast and browse publication (social media, universities, magister and doctorate programmes, national and international searches)**
- **Candidate interview planning**
- **What questions to ask and to explore during the interview**

*Expected learning outcome_*
- **Human capital search process design and planning, considering the following phases:**
- **Job profile creation**
- **Advertising design**
- **Broadcast sources and advertise publication definitions**
- **Where and what to be found definitions**
- **Job interview design with job-challenges orientation focus**

MARKETING_ AREA

COURSE/WORKSHOP_
INTERNATIONAL MARKETING STRATEGY

*Required contents_*
- **International-growth strategy demarcation**
- **Growth Financing-strategy determination (access to credit, raising capital, etc.)**
- **Diagnose and ethnography of potential clients abroad**

*Expected learning outcome_*
- **Marketing strategy development learning in order to start international sales and operations, including an objective within the marketing plan, positioning intention and characterisation of its target public, taking into consideration existing cultural differences. Furthermore, the entrepreneur will be able to design a finance plan for his/her campaign**

ACTIVITIES_ AREA

COURSE/WORKSHOP_
MENTORING III

*Required contents_*
- **First meeting with mentor to know the importance of mentoring and mentors**
- **Informal activities and meetings, confidential and customised meetings focused on the business' needs.**
- **At least six mentoring activities must be accomplished.**

*Expected learning outcome_*
- **Accorded mentor-mentored task accomplishment**
- **Mentoring results and impact**

STAGE 5 CONTENTS - ESCALATING

The business shifts from a Dynamic Business to an Innovative Business. Strategic decisions must be taken: to continue with private finance, to go public on the stock market or to be acquired

MANAGEMENT_ AREA	Required contents_	Expected learning outcome_
COURSE/WORKSHOP_ CONTINUOUS INNOVATION	• Examination of new core-business associated needs • Business innovation system structuration • Innovation portfolio structuring • Continuous innovation metrics and strategies	• The entrepreneur will be able to understand how to maintain an innovative DNA, creating new solutions associated to his/her original product or service, generating new growth pathways. It is relevant that the entrepreneur understands how to generate new business lines in order to avoid dependence on a single star-product.
MANAGEMENT_ AREA COURSE/WORKSHOP_ BOARD OF DIRECTOS II	Required contents_ • Good practices while using a Board of Directors in the business • Director profile and types • Board of directors' retribution models	Expected learning outcome_ • Maximum efficiency while working with a board of directors is achieved by the entrepreneur.
PERSONAL DEVELOPMENT_ AREA COURSE/WORKSHOP_ CEO MANAGEMENT	Required contents_ • To articulate and to give meaning to a start-up project • How to expand global presence • How to create trans-frontier effective organisations • How to understand employees' motivations • To define corporative governance within the structure of the business	Expected learning outcome_ • The role of the Executive Director must be understood as well as its key task in the company's vision and mission definition and implementation through strategic plans. In order to do so, the entrepreneur must lead and conduct the teamwork that structures the organisation, ensuring the company's operating conditions (financing, capacities, etc.).

FINANCE_ AREA

COURSE/WORKSHOP_ *FINANCE STRATEGIES*

Required contents_
- **Financing strategic-decision concept**
- **How work capital works**
- **Financing v/s debt**
- **Proper use of liquid assets**
- **Investment contributions (how to manage investment)**
- **How start-up utilities work**

Expected learning outcome_
- **To understand how strategic-decisions concepts affect finances, therefore he/she will be able to understand how important his/her decisions are within a strategic context having more information resources available.**
- **Understanding how working capital works: financing v/s debt as short- and long-term decisions.**
- **Decision-making regarding risk-reducing financing structures.**
- **Improve use and functioning of cash-flow fluxes, through informed decision-making.**
- **The entrepreneur is expected to have clear action-field knowledge regarding proper use of utilities, understanding time limitations and management (when withdrawals can be made, how utilities are distributed, etc.).**

MARKETING_ AREA

COURSE/WORKSHOP_ *ESCALATING MARKETING*

Required contents_
- **Business growth strategy**
- **Massive growth marketing strategy**
- **Digital strategic marketing and performance metrics**

Expected learning outcome_
- **The entrepreneur will acquire marketing strategy-development for growth and positioning within a target group knowledge, including an objective contained within his/her marketing plan and the characterisation of the target public. Additionally, the entrepreneur will be able to assess results and impact of his/her campaign.**

ACTIVITIES_ AREA

COURSE/WORKSHOP_ *INTERNATIONAL EXPERIENCES*

Required contents_
- **Advantages and disadvantages of raising foreign capital**
- **International operations onset: regulations and restrictions**

Expected Learning_
- **Comprehension and practical knowledge about what the entrepreneur must consider at the moment of launching international operations and what to avoid during the process.**

EXPERT COMMITTEE

The Chilean Dynamic Start-Up Expert Committee addresses The Entrepreneur's Journey's last stage. It consists of successful cases that will support others and will feedback the ecosystem in order to sustain the country's growth.
The Entrepreneur's Journey is made up of all the aforementioned, allowing the entrepreneur to know the Chilean start-up profile better and to have a better impact nationally and globally.

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