Rubizmo

Report on the Master class module system

USING AN E-LEARNING PLATFORM

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[1] PU = Public
PP = Restricted to other programme participants (including the Commission Services)
RE = Restricted to a group specified by the consortium (including the Commission Services)
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4			

Summary

The WP6 of RUBIZMO concerns training, coaching and train the trainer programs for entrepreneurs, students and intermediaries.

The task 6.1 draws upon previous WPs and designs master class modules for existing and future (emerging) rural entrepreneurs and provides necessary skills (economic, legal, personnel, finance, leadership, collaboration etc.) for establishing and developing an enterprise.

In the first section of this report, we present the overall training philosophy of RUBIZMO and how the different tasks in WP6 are integrated. The RUBIZMO Master Class Module System uses state-of-the-art communication technology as well as well-proven pedagogical classroom approaches to provide a combination of an online service based on the Canvas e-learning platform with supporting teaching material, thus realising a "blended learning" approach.

In the second section we introduce the e-learning platform "Canvas", the most important and used functions within the platform. In short, Canvas is a modern e-learning platform that easily integrates with other systems and services; the system distributes materials, instructions, links and learning goals. Canvas can be used in many different ways. How you set up your Canvas room is often dependent on preferences and the structure of a course or program.

In the third section, we present the different modules to be produced and uploaded on the platform, and by whom. This information is also presented in Deliverable 6.2 since the WP6 task leaders work closely together to develop the training and coaching approach.

This document proposes a fixed image at a precise moment of the RUBIZMO project. The proposals presented are not frozen. These action plans will still evolve during the project

Definitions

Project refers to the RUBIZMO project receiving funding from the European Union's Horizon 2020 research and innovation programme under grant agreement N˚773621.[1]

Project partner refers to organisation(s) that has signed the grant agreement N˚773621 as well as third and linked third parties stated in the grant agreement.

Project participants refers to organisations or individuals contacted and/or involved in the project. The project participants include for instance contacted project coordinators from other projects, owners of innovative business cases, rural entrepreneurs looking to develop their current business

Modules, in the RUBIZMO context, refer to a learning module ideally, when applied in a classroom setting, lasts two hours (but may differ), including 1) a tutorial or presentation (ideally Powerpoint) introducing a certain topic and 2) a set of exercises. With it comes also train-the-trainer-guidelines for future trainers on how to implement the module to their own target group and context.

Master Class is a term used to depict a high level, in-situ, live training session primarily directed to a group of entrepreneurs, students or intermediaries.

Intermediaries refer to actors supporting rural entrepreneurs. Intermediaries thus are both target groups and co-actors when it comes to receiving and performing RUBIZMO training activities.

The NSP, the national stakeholder panel, refers to a set of actors invited to be the national bodies to critically react and respond to support the design and deliverable of analysis, tools and training throughout the RUBIZMO project.

The **RUBIZMO Business Tools** refer to the four tools developed within the RUBIZMO project: the virtual library, the guidelines for a supportive business environment, the support tool for improving collaboration and the on-line transformation tool. In addition, the MOOC platform with on-line tutorials is also one of the RUBIZMO tools.

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[1] https://cordis.europa.eu/project/rcn/214741_fr.html

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1. Training & coaching in RUBIZMO

Task 6.1 draws upon previous WPs and designs master class modules for existing and future (emerging) rural entrepreneurs and provides necessary skills (economic, legal, personnel, finance, leadership, collaboration etc.) for establishing and developing an enterprise. A master class module will inform on specific opportunities (incl. public support) and challenges in investing in rural areas, and provides guidance in utilising the opportunities and overcoming the challenges. The Master Class Module set-up uses state-of-the-art communication technology and provides a combination of an online service based on the Canvas e-learning platform with supporting teaching material and realising a "blended learning" approach.

The target groups

RUBIZMO partners, in line with the H2020-ambition, is constituted by very different partners: academy, cooperatives, networks and intermediaries. Thus, the target groups vary per country:

- **Students** are potential future rural entrepreneurs. They need to have all the keys to be able to create efficient and sustainable business models.
- **Farmers** already run a business and can use the RUBIZMO tools combined with their experience to improve their business model, improving the sustainability of their operations.
- **Rural entrepreneurs** already run a business and can use the RUBIZMO tools combined with their experience to improve their business model, improving the sustainability of their operations.
- **Cooperatives and agricultural support actors**: they are very important for the project, as they work closely with farmers and are more likely to train them (but at the same time they can also be considered as entrepreneurs since they can always diversify or improve their current activities). They need clear, plug-and-play training tools, as well as knowledge regarding sustainable rural economy.
- **Agronomy teachers:** they will be invited to participate at the train the trainer sessions since they can be a useful tool to share with the students all the expertise gathered by RUBIZMO.
- **Business support actors - network are entrepreneurs' main trainers**: they are core organisations for bridging diverse stakeholder groups (farmers, entrepreneurs, investors, knowledge providers and NGOs), and this creates a dynamic environment focused on innovation and business development. Network managers need training to support entrepreneurship and support new sustainable business models, and networks are essential for reaching out to stakeholders.

However, the partnership has identified themes which go across these actors, and will prepare on-line material which can be used and adapted to different target groups and contexts.

Preparing the grounds

The RUBIZMO training and coaching team, i.e. the Task Leaders of WP6, have worked closely together starting already in month 2 of the RUBIZMO project. Our ambition was to develop the best possible training and coaching strategy for the consortium. This has provided a good common understanding of how the partnership perceive the training and coaching part of the project. The training modules proposed for the on-line training platform draws on the results from the previous work packages, both the inventories, analysis and the tools developed. They also draw upon the strengths and capacities of each partner, and their relations to the target groups in their respective country.

In June 2018 the WP6 team held their first video conference meeting to initiate the discussion on the concepts presented in the Proposal. The team opted for a very integrated approach, as a means to create the best possible synergies and results: to strengthen the rural economy by putting at work more profitable business models in the fields of food, bio based production and ecosystem services. At the same time, we all agreed that the project can start this work, but that we need to establish a long-term approach to ensure the sustainability of the tools and training modules that we put in place. Thus, the approach during the project period should lay the foundations for a long-term coaching and training making use of the RUBIZMO tools.

During the second project meeting in Madrid, the team presented the idea to base the analysis as well as the training program on the Business Model Canvas (BMC). The BMC tool is widely used by intermediaries and also taught at the universities. Using the BMC as a basis for analysis and training thus facilitates the uptake of RUBIZMO tools into existing intermediaries coaching and training programs. It was however agreed that this was not the only pathway to RUBIZMO knowledge: a wide recognition of the need for sustainability suggested this to be an alternative entry point.

Training in RUBIZMO

The training programs will differ between countries since the RUBIZMO partners operate in different ways and have different capacities and networks. Moreover, each country has its own education and innovation systems, therefore applying a "one size fits all" would not be efficient. The common goal is to strengthen the rural economy through providing top-end coaching and training modules to enhance rural business performance. The coaching and training during the project may be performed directly by the RUBIZMO partners or by trainers/intermediaries introduced to the RUBIZMO tools. See also D6.2 for a more detailed description of the "Rural Academy" as a concept to reach European-wide synergies in the training program.

The themes chosen for the training programs were developed in a joint process between all task leaders and contributors in WP6 during the summer of 2019. A weekly videoconference "summer café" was followed by an inventory of training

needs and capabilities. The results were grouped and a responsible partner per Course module was suggested, as well as a set of "contributing partners".

The training program per country will be developed starting during month 19 and 20, and the trainings will be offered during 2020 and onwards.

Coaching can boost training

Capacity building for successful rural business development may include many different actors and many different topics. To be truly successful, training should be adapted to the target group needs, and in addition be timely: i.e. relate to what the entrepreneur or supporting actor is currently dealing with. A training session can possibly have an even better effect if preceded with coaching session. In addition, to follow up a training session with an individual coaching session greatly improves the chance of actually initiating a change process.

Training the trainer – current and future

An important part of a long-term strategy, one could maybe even talk about a long-term business model for RUBIZMO, is to prepare the grounds for the use of the material produced during the H2020-project. In the design of the RUBIZMO project it was therefore foreseen that train-the-trainer sessions should be developed. However, we propose these modules to be produces alongside with the training modules to allow trainers outside the consortium to actually deliver training within the project period. In this way we have a chance to prove both concepts: the training modules as well as the train-the-trainer modules. While this is an ambitious task, it will allow for a broader uptake rather than just the partners of the consortium doing the training, as illustrated in Deliverable 6.2 by Greenflex:
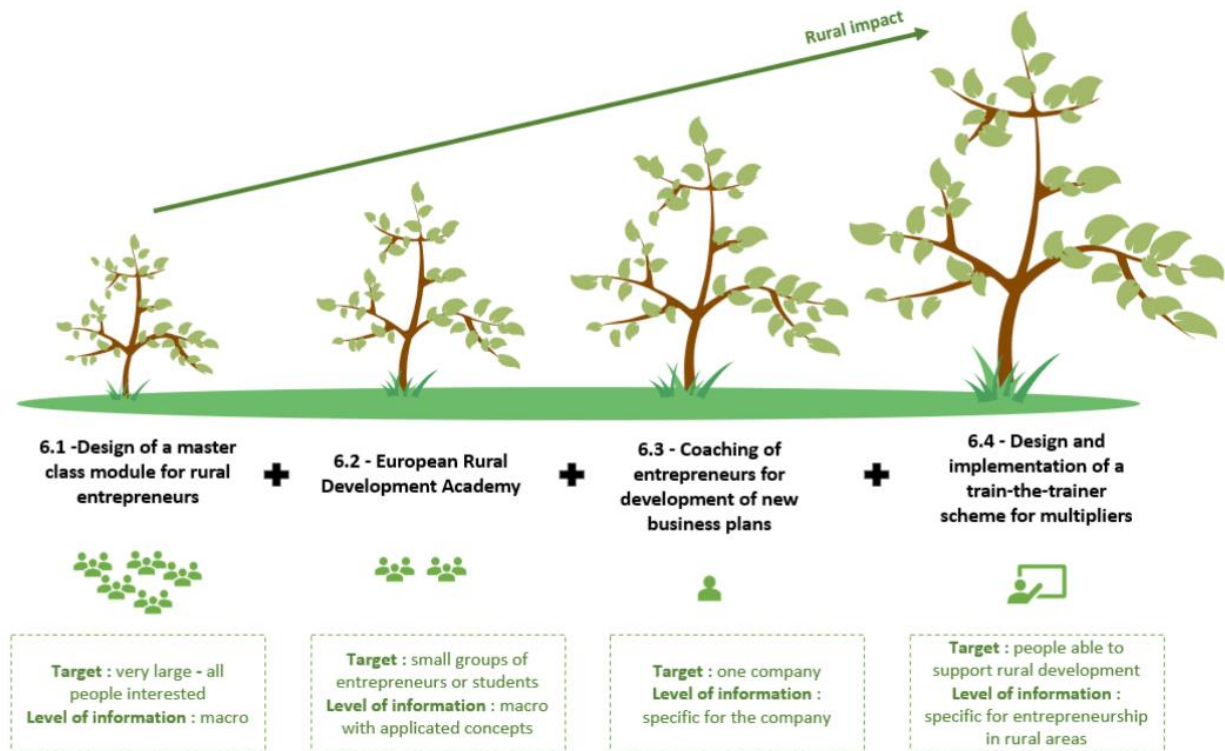
Figure 1.1 high ambition regarding rural impact.

The different training modules that will be produced are briefly presented in section three. But first an introduction to the web-based e-learning platform Canvas

2. Web-based E-learning platform

Canvas is an e-learning platform, a web-based course environment, consisting of course rooms. The course room can be seen as a virtual classroom and is a good complement to traditional classroom education. Canvas is a modern e-learning platform that easily integrates with other systems and services; the system distributes materials, instructions, links and learning goals, and can host a number of interactive learning tools for self-assessment and learning.

Canvas can be used in many different ways. How you set up your Canvas room is often dependent on preferences and the structure of a course. In this short guide, we will only list some very basics to get you started with Canvas as easily and fast as possible.

Because Canvas can be used in very different ways, it is helpful to give students/entrepreneurs/intermediaries a quick run-through about how you will use Canvas in your course. When you introduce your canvas page, also let your students know that they can themselves adjust their notifications and add their private email in their account.

A module in canvas always include a presentation and a set of exercises. These can be used on line, as a self study guide, or used in a physical classroom with peers,

led by a facilitator or teacher. Sometimes it can be combined with videos available as a pre-workshop instruction, or as a way to repeat an exercise previously tried in a workshop.

Access to Canvas

Project partners should already have access to RUBIZMO Canvas room, but if you do not you should email therese.strimell.flodqvist@slu.se or email the IT-support at SLU with the *course name:* **RUBIZMO** and let them know that your role is as "teacher". You reach IT on it-stod@slu.se

As a "teacher" you have access to make changes, to add or remove sections in the Canvas room while you as a participant/student do not have this possibility. Log on to Canvas RUBIZMO room with the login that SLU has provided. The settings should already be done when you access the Canvas RUBIZMO room. Otherwise, go into settings and make sure to add when the course starts (there is no need to specify when the course ends). This is what the entry page looks like:
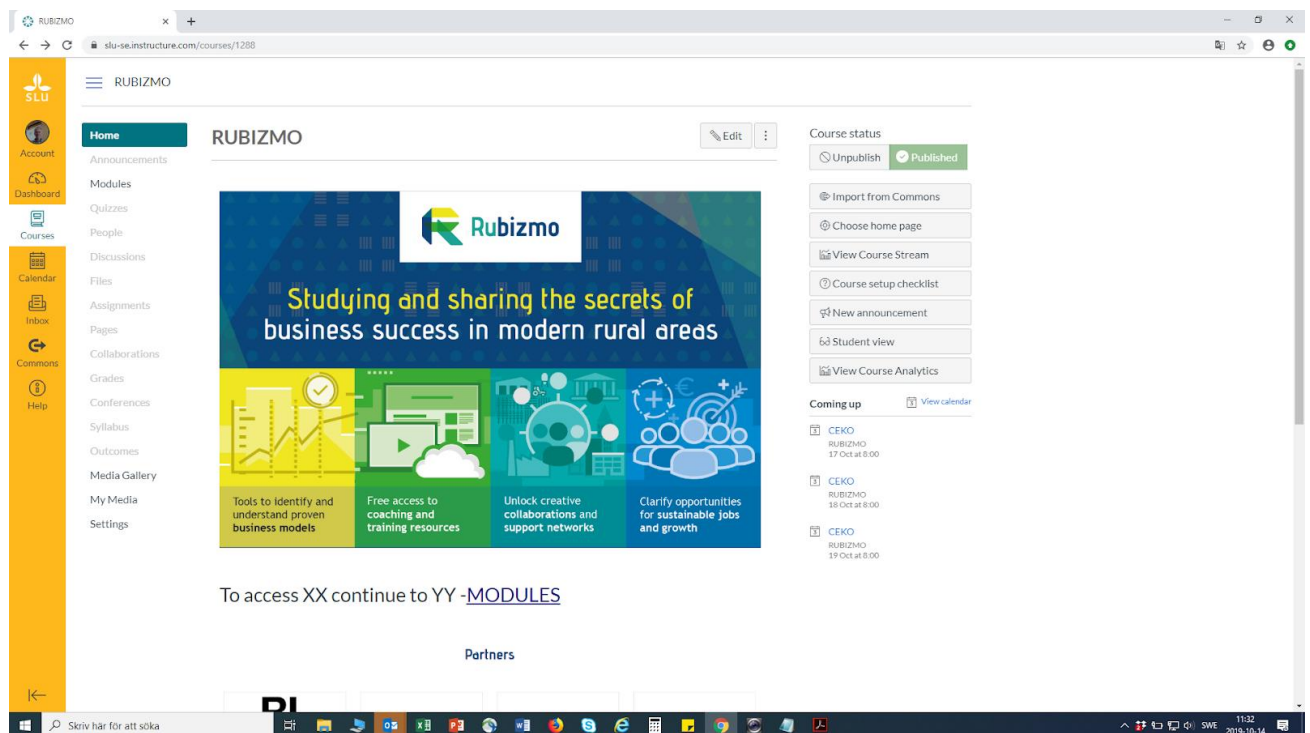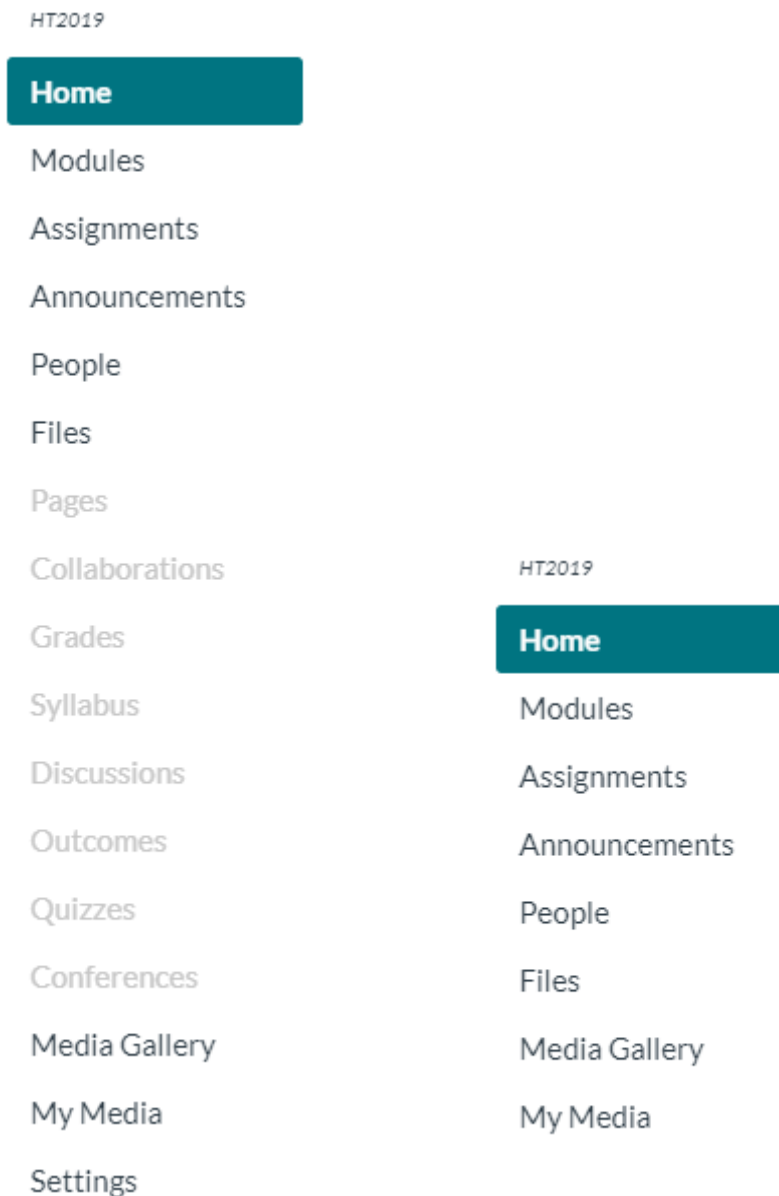

Figure 2.1 Entry page of Canvas RUBIZMO room,

Teacher view vs. student view

The e-learning platform differentiate between if you are a teacher or a student/participant. As a teacher, you "control" the room and students usually only "view" the Canvas room, unless you give access to certain interactive sessions (such as quiz or discussion rooms). To illustrate this, below is how the current Canvas RUBIZMO room is structured, to your left (figure 2.2) you will find what you as a teacher can access while to the right (figure 2.3) is what a student can view.

HT2019

Home

Modules

Assignments

Announcements

People

Files

Pages

Collaborations

Grades

Syllabus

Discussions

Outcomes

Quizzes

Conferences

Media Gallery

My Media

Settings

HT2019

Home

Modules

Assignments

Announcements

People

Files

Media Gallery

My Media

Figure 2.2 Left: The sidebar seen as a teacher and Right: The sidebar seen as a student/participant

Remember to always "publish"

Almost everything in Canvas has a "publish" function and, if a page, module or an assignment is not published, the students will not see it on their Canvas page.

✅ **Published**

🚫 **Unpublished**

Figure 2.3 Home page of the Canvas RUBIZMO room, to the right it is possible to see that this room is "published".

How to construct your Modules in Canvas

There are two possible confusing details due to language and the use of the terms Canvas and Module respectively. The first is the use of the Canvas classroom tool on the one hand and the use of the Business model Canvas on the other. The second is the term "module". They are not that different, but we will have "modules" in two levels: as course modules (with instructional material, exercises and trainer support) as part of thematic "modules" in Canvas.

To create a module in Canvas, go to "modules" on the sidebar (to the left) and then click on "+ Module" and give the module a title e.g. as below: Developing Rural Business Models; Educational material on Business Modelling; Sustainability in Business Development (see figure 2.4). The Modules can here be seen as a table of contents, which gives students/participants a quick overview of the headlines of what is on-line.
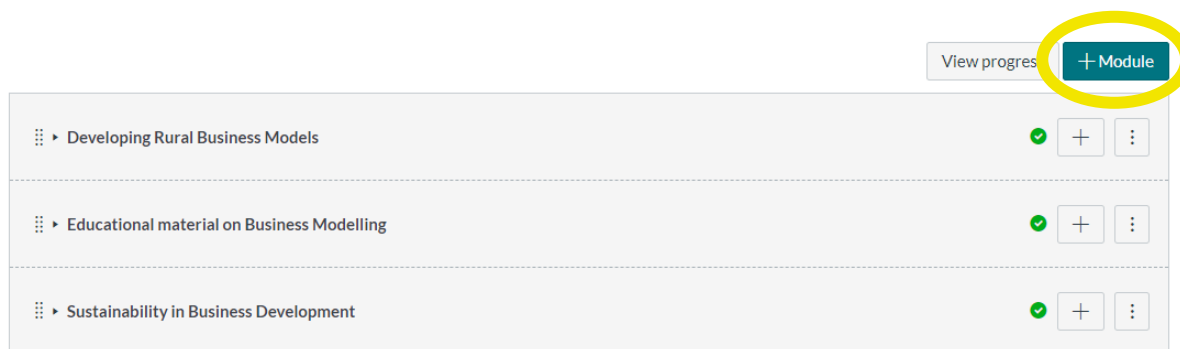

Figure. 2.4 The structure of the on-line material, each holding a set of training modules
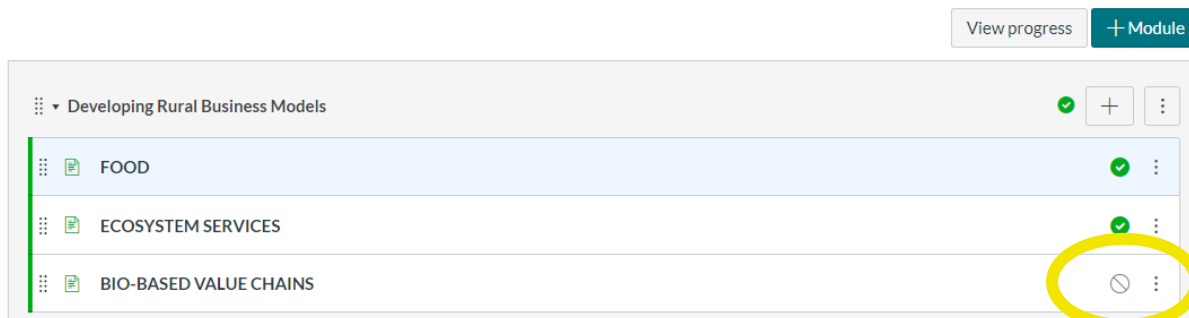
Figure 2.5 Example of division within a module, here with a division between the three RUBIZMO themes Food, Eco-system services and Bio-based value chains. Notice that Bio-based value chains are here marked as "unpublished" and therefore not visible to participants in the course.

When the Module structure is in place - Developing Rural Business Models; Educational Material on Business Modelling; Sustainability in Business Development, it is possible to create sub-themes within the Modules. Hence, within the Module "Developing Rural Business Models" there are currently three sub-themes Food; Ecosystem Services; Bio-based value chains (see figure 2.5). To create a link in a module, click on the "+" to the right of the title. From the drop down menu that appears, select if you would like to link to an assignment, an announcement, a page, a file etc. Select what you want to link to by clicking on it and then on "add item".

When entering the sub-theme FOOD you will currently find and example video about Ängavallen Farm, an organic farm located in the south of Sweden. It is possible to change sub-themes and/or what you want students to reach within the sub-themes. This is done through pressing "edit" in the top right corner (see figure below).

2.6 An example of an uploaded video

How to use the Media Gallery

When you want to upload your training module, you start by uploading it to the Media Gallery. To upload a video or course module to My Media:

1. In the course navigation menu of the Canvas RUBIZMO room, klick: My Media
2. On the My Media screen, open the "Add New" menu to the right and select Media Upload.
3. Click "Choose a File to Upload", locate the file on your computer and then select it. My Media will display a green progress bar as the file uploads.
4. Click "Save".
5. By default, the video is private and can only be viewed by you. To publish to Media Gallery in the Canvas RUBIZMO room, click "publish". My Media will show a list of courses you are enrolled in. Check the desired class and click "save".
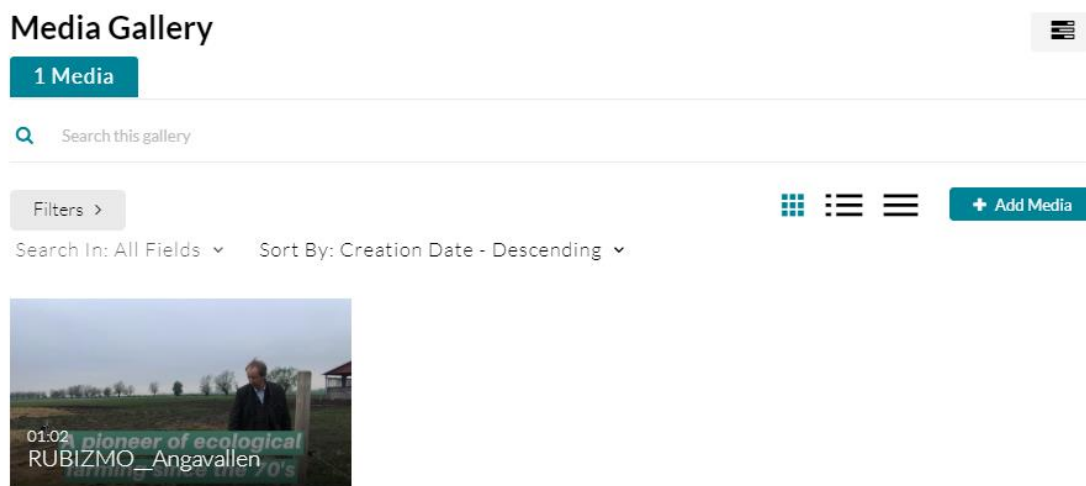

Figure 2.7 A screenshot on how the section My Media with one example video. By clicking "+ Add Media" you can yourself add new videos or training material in the media library.

Canvas Commons

Commons is a learning object repository that enables you as a teacher to find, import and share resources. It is a digital library with educational content, Commons allows Canvas users to share learning resources with other users as well as import learning resources into a Canvas room. In other words, it is a helpful tool to use and find inspiration for your own Canvas RUBIZMO room.

Go to Canvas Commons and locate a resource by using the search field. To import or download the resource, click the **import/download** button. Search for the course/s into which you would like to import the resource, or select the course/s

from the list. Then click the **import into course** button. To download the file to your computer, click the download button.

If you are importing a file that exceeds 500MB, Canvas Commons will generate a warning message notifying you that the import may not be successful. If you try to import a resource that is still pending, the Import into Course button will be inactive, and Commons will display a message notifying you the resource is still processing. View the import status notification at the top of your screen. Please note that it may take a while to see changes in your course.

Helpful Canvas links

With this section we have presented the most important and used functions within the Canvas platform. Canvas is a modern e-learning platform that easily integrates with other systems and services; the system distributes materials, instructions, links and learning goals. If there are still questions that have not been answered with this guide, here are some helpful links where you can find answers to most frequently asked questions:

- **Canvas Community**
- **Canvas and SLU**
- **Canvas and KTH**

2. Learning Modules on Canvas

As described earlier, the process of identifying training needs and partner capacities has been a long process. Based on this, the material for training, coaching and training-the-trainers will now be produced during October-December 2019. The foreseen material is divided in three sections: Business modelling, Territorial development, Sustainability and in addition a set of Instructional videos for the RUBIZMO Toolbox.

Targeting entrepreneurs and intermediaries

The material is first and foremost produced for existing and future (emerging) rural entrepreneurs and provides necessary skills (economic, legal, personnel, finance, leadership, collaboration etc.). The available modules will inform on specific opportunities (incl. public support) and challenges in running and or investing in rural environments, and provides guidance in utilising the opportunities and overcoming the challenges. The modules can be used in a flexible way, depending on the trainer capacity, target group and context. All modules can be followed individually on-line or included in a coaching or training program of various length. Our ideal is a "blended learning" approach, where entrepreneurs can access the material on-line before as well as after a physical course event.

On the platform, a set of animated films will be published to explain certain terms or for energizing entrepreneurs to learn more on a certain topic. An estimate of

nine videos will be produced, based on the cases analysed and presente in the Virtual library, indicating where they have excelled in their business model, to inspire entrepreneurs to review their own approach to that specific part of the business model. There will also be a set of animated videos be produced.

On the platform we will also continuously add such educational material that is freely available on the internet or in other platforms such as YouTube. This is a necessary feature of this kind of platform, helping trainers and entrepreneurs to find useful educational material on-line, but also allowing them to improve and add to the content. With time, the partners may upload and use the platform for on-line or dual mode training courses also after the projects period.

The master class modules

A "Master class" in RUBIZMO terms is a physical learning session which should guide the learner to master a certain topic. The Master class format can vary in time from 1-3 hours depending on topic and context.

Two necessary parts of a "master class" is an introduction to the topic, which could also be called a tutorial, and in addition a set of exercises or questions which enables the learner to digest and apply the knowledge in a concrete case, typically your own business. The course "modules" always includes these two components. For certain topics the tutorial may include in itself exercises as an integral part. The tutorial and the set of exercises should be possible to follow individually on line, or used by a teacher/coach in a classroom setting. A module typically also includes **"train-the-trainer"-instructions**, to enable intermediaries to and coaches "plug-and-play", i.e. to easily pick modules which suits a specific entrepreneur or a group of entrepreneurs, to be used in a coaching situation or for a shorter or longer course.

In Annex 1 you can find the distributed responsibility for the modules which will be produced and uploaded to the Canvas MOOC Platform. In a separate internal document, the time set aside per partner can be found, with the basic assumption that the responsible partner gets two weeks to lead the work, and contributing partners between 2-4 days to "verify" the content. We foresee a production on 25-40 modules on different topics.

Annex 1: Planned course modules

A.1 Plan as of October 2019

Below you find the plans for which on-line learning modules that will be produced within the fields of entrepreneurship and business model development, Sustainability and business development, territorial development and the RUBIZMO toolbox. The modules will be used in different training situations across partner countries based on local/regional needs.

	List of subject (to be review by partner in charge)	Partner in charge	Team members	Estimated time needed
Entrepreneurs business	**Business idea discovery and business concept assessment:** ▪ How to build a competitive business model? How to design a new business and learn from existing experiences? Introductory model to the Business model canvas.	SLU	IFAU - G2G - ARAD - UNIBO - IRL	1 month (+ 1 day for reviewers)
	Finance analysis: ▪ Analysis of potential demand ▪ Analysis of breakeven point ▪ Analysis of benefits and costs ▪ Analysis of investment effectiveness indicators ▪ Private funding mobilisation ▪ Burning platform (methodology to drive strategic change) Complementary module to be adapted in each country: How to identify the best funding solutions for my project?	G2G	RISE - IFAU-CLUBE - UNIBO - WUELS - IRL	0,5 month (+ 1 day for reviewers)
	World market perception: ▪ Export strategy ▪ Doing Business after Brexit	IRL	IFAU - G2G	0,5 month (+ 1 day for reviewers)
	How can knowledge innovations lead to successful business models? Developing R&D activities	SLU	CLUBE	0,5 month (+ 1 day for reviewers)
	How do we become good at storytelling? ▪ Presenting the value proposition? ▪ Digital technology for rural business and social media ▪ How to develop added value from local resources?	SLU / IRL	ARAD	0,5 month per partner leader (+ 1 day for reviewers)
	How to build a competitive business model around the cooperative product/brand?	Sp Co-ops	GreenFLex	1 month for Spanish Coop, 2 days for reviewers

	List of subject (to be review by partner in charge)	Partner in charge	Team members	Estimated time needed
Entrepreneurs business	**Why is sustainability a key factor of companies' success?** ▪ Successful business models with sustainability as a key factor ▪ What is corporate sustainability?	**Greenflex**	UNIBO - IRL - SLU - Spanish Coop	0,5 month for GF, 1 day for reviewers
	How bioeconomy can be a solution for rural development? ▪ How to develop added value from local resources?	**UNIBO**	ATB - IRL - GreenFlex	0,5 month for UNIBO, 1 day for reviewers
	How can disruptive business models (inspired of symbiotic economy, service economy…) can drive positively rural ecosystems?	**Greenflex**	RISE - UNIBO - IRL	0,5 month for GF, 1 day for reviewers
	What is circular economy and how to integrate it in rural strategies? ▪ How can rural companies get into other value chains and benefit from them? Both in main streams, side streams and waste streams?	**Greenflex**	CLUBE - UNIBO - SPanish Coop	0,5 per subject leader, 1 day for reviewers
	How to identify responsible innovations draw something from them?	**Greenflex**	UNIBO - IRL - SLU	0,5 month for GF, 1 day for reviewers
	How to identify a business' positive impacts and how to raise added value from them? ▪ Triple bottom line	**Greenflex**	IRL - SLU	0,5 month for GF, 1 day for reviewers
	Energy use of biomass / sustainable energy	**CLUBE**	GreenFLex	0,5 month for CLube, 1 day for reviewers

	List of subject (to be review by partner in charge)	Partner in charge	Team members	Estimated time needed
Territories	**A suitable business environment (including key partner resources)** ▪ How do we get the various actors involved in rural development to work together? (macro, intermediate, micro-levels)	**RISE**	IFAU - ATB - CLUBE	0,5 for Rise, 0,25 per other partners
	Specificities (strength) of rural areas. ▪ Valorisation of local resources ▪ How can food / Bio-based value chains / Ecosystem services be a solution for rural development? ▪ How to develop added value from local resources?	**Greenflex**	SLU	0,5 month for GF, 0,25 for SLU

	List of subject (to be review by partner in charge)	Partner in charge	Team members	Estimated time needed
Rubizmo Tools	▪ **Virtual Library**	GIE		0,5
	▪ **On-line transformation tool**	proQ		0,5
	▪ **Guidelines for a supportive business environment**	G2G	IFAU	0,5
	▪ **Toolkit for cluster and network**	ProQ		0,5
	▪ **The Canvas on-line learning platform - tutorial**	SLU		0,5