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TOOLKIT FOR FACILITATORS GLOBE TROTTERS PROJECT

Forewords

This document provides information on **how to plan** and **deliver** the collaborative **learning sessions** to women entrepreneurs interested to work and compete at the **international level**

The document will cover some **key elements** encompassing the key elements of successful **networking**, key elements of **internationalization**, offering elements to guide the **facilitators** to have a better **understanding** on the proposed activities.

The document offers instructions on the **MEET&LEARN workshop**, such as an all-in-one event designed to boost women's possibility to get in contact with other professionals interested in making new connections at the international level.

The proposed model will offer a new way to **organize networking events**, more focused on building long lasting relationships while engaging participants in a personal / professional development process – as they plan their venture.

Who are the target groups of this document

This document is intended for facilitators, educators as coach, trainers, business consultants and mentors, and other specialists and professionals that work to support women in their professional and improvement process. In a way sense, they are involved and working for/with:

- Women entrepreneurs associations and organization supporting women in planning their businesses, included entrepreneurship-ecosystem organizations, incubators and training organizations.
- Companies offering services to SMEs, chambers of commerce, enterprises and other organizations interested in internationalization, included trainers and HR managers, consultant experts in the entrepreneurship, SMEs, internationalization and innovators and similar umbrella organizations
- Training providers and association providing lifelong learning opportunities, HEIs, institutions offering training services to SMEs, teachers/lecturers providing services in work-based learning programs with SMEs, as teachers/lecturers in executive university programs, supporting both enterprises, SME professionals and individual entrepreneurs
- Local, national and international networks especially those supporting women in their improvement plans and training opportunity in connection with international partners

These organizations are already working with female professionals and entrepreneurs and most of them are interested in working at the global level and they are keen to meet their international counterparts.

Who are the intended participants

The program has been designed to support WOMEN ENTREPRENEURS interested in working at the international level – in different ways: opening a new branch for their business, exporting, importing, be part of international consortia, work on transnational projects and so on.

The organizers can select them based on sector, industry, level of maturity, target country, ... or any other element they consider relevant for their improvement.

Depending on the needs of the participants it can be a short, 2/3 days stand-alone event or proposed to complement other activities and ongoing programs proposed by the organizers.

The result of the process

The event is designed to have 2 main benefits for the participants:

- On personal level, have a 1st hand experience on working internationally, learn something new, teach something - Expand their vision and possibilities for personal growth.
- Set up the strategy for an international business venture, plan a new project, start a cooperation with other women with similar or complementary interests, Expand / improve / kick start their business.

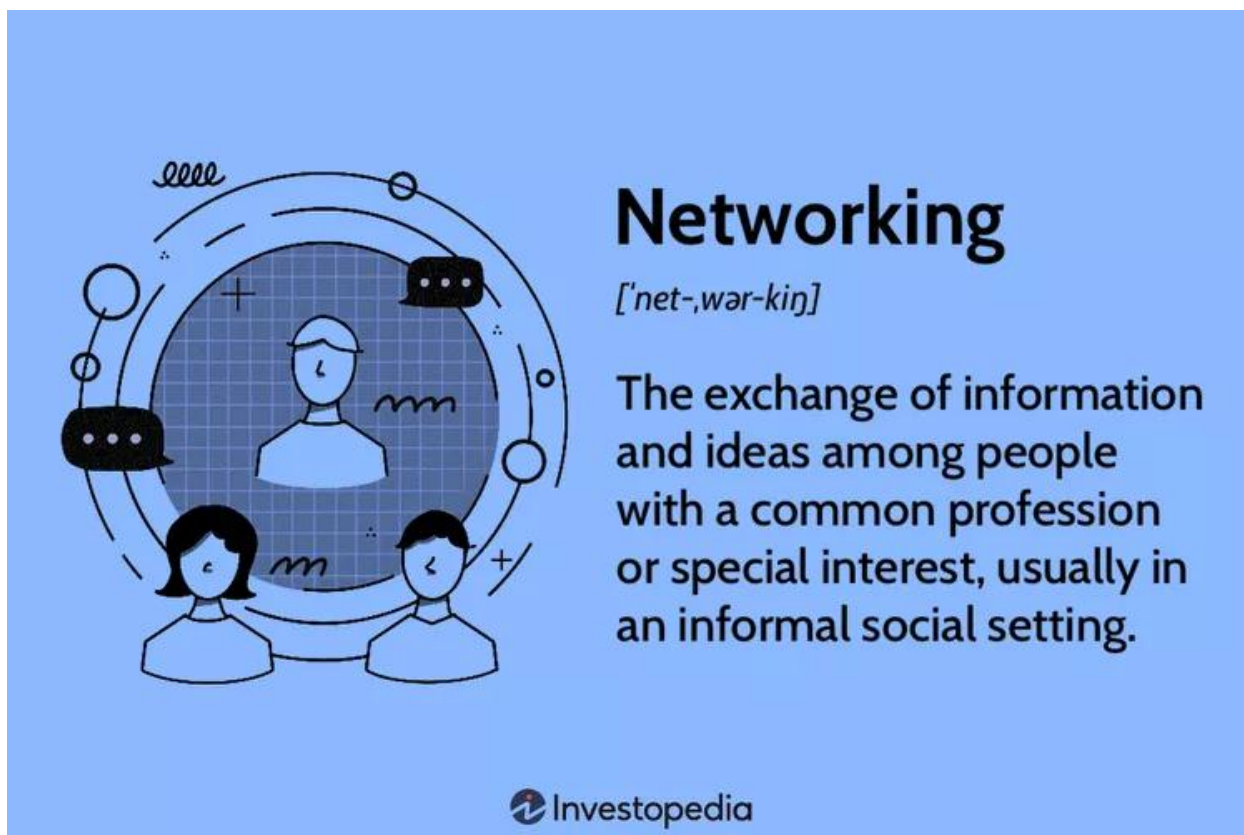
Key elements of the program

- **Introducing** – the participants are asked to present themselves to the others, using simple role play, games and ice-breaking exercises. The process is useful to have them reflect on themselves and the skills/strategies they need to put in place to match others' requests. The toolkit provides some examples of ice-breaking activities. Facilitators can add their own elements here, obviously.
- **Matching** – The partners prepared an ICT based tool to have the participants assess themselves. With the results of the evaluation, the facilitators are able to create the teams that will work on the following steps.
- **Pitching** – once the teams are created, they will start working on their idea.
- **Exploring** – Using design thinking, the participants will work in teams to analyse in depth their possibilities and plan their venture.
- **Presenting** – Once the ventures are prepared, they will present them to the other teams. The participants are asked to assess the ventures and provide constructive suggestions, to help the one presenting to improve their venture.

Rational behind the method

Networking is the exchange of information and ideas among people with a common profession or special interest, often in an informal social setting. The participants to the

MEET&LEARN event are using the possibility to expand their circles of acquaintances, while explore opportunities for professional and business growth.



There has been an increased interest in women's entrepreneurship research due to the changing sociocultural conditions in the global marketplace. While there has been a rise in gender egalitarianism in the global economy, there is still a lot of work to ensure that women are given the same opportunities to enter the international marketplace (C. Brush, Edelman, Manolova, & Welter, 2018).

The GLOBE TROTTERS project addresses the lack of a learning program addressing women interested in reaching international markets or business partners.

The format of the MEET&LEARN is designed to overcome some of the short comings of networking events and compensate for the lack of support some women might have at the beginning of their career. The method should help organizers to offer a more meaningful way to network and to start planning their international ventures.

Networking events can be both **valuable** and **challenging**. The success of the event depends on the **ability of the organizers** to make it relevant and **ability of the participants** to connect with people seeking similar outcomes.

Participating at big events, international events, fairs and conferences might be difficult for those not used to be in contact or negotiate with people from different cultures and not

used to work at the international level. Language might be an issue, too. At the same time, events and training courses for internationalization are expansive and locally based: they prepare professional to go on a venture with clear ideas and plans.

Participating in networking events probably is not getting the consistent results participants are looking for because the success will be directly tied to participants' ability to interact with people looking to achieve many of the same things.

The most basic problem with traditional networking events is that they are mixing bowls for professionals who are there for different reasons. Everyone there is focused on his or her own personal agenda, whether it's signing a new client, creating awareness for their business, or connecting with someone in the hopes of developing a mutually beneficial relationship. Everyone is playing a different game, which is why there are usually no clear winners.

The MEET&LEARN format aims at overcoming some of the main issues connected with the **participants**, for instance: being uncomfortable among strangers; fear of embarrassment; getting lost in small talk, leading nowhere; forget what has been discussed, among others...

The methodology proposed will help organized to provide an environment for participants to building meaningful relationships and allow participants to get the maximum benefit for this learning experience. The guided activities lead participants to meet their needs while having meaningful conversations with other with the same interests to establishing long lasting relationships

With this document, the partners aspire to offer an experiential activity to favour participants engagement and adapt the learning environment to the learning style.

- Favour inclusion. the process will allow everyone to introduce themselves (including those that might find difficult to be part of the conversation) and provide meaningful information to the whole group.
- Overcome embarrassment. not everyone is a public speaker; not everyone is fluent in a second language. The icebreakers are used to put everyone at ease and create a friendly environment.
- Avoid waste of time and opportunities. The guided activities will lead the participants to establish relevant rapports and to get to talk about their business, their passions and the real reasons they have been attending.
- Prioritise ties with potentials. Both the guided and the social activities will help participants in connecting with potential partners or participants with similar interests.
- Retaining information. Helps remembering the other participants, preventing losing track of relevant contacts and useful information.

Networking is not just about meeting people, and it's important that all parties are engaged in mutually beneficial ways. Understand that networking can be hit or miss, the organized

need to offer an environment not to disappoint participants that took time and tried to be present, and somehow expect to have something in return.

UNDERSTANDING INTERNATIONALIZATION

The first thing to understand before applying strategies of internationalization of companies, is that it cannot be confused with travel or temporary business plans. When we talk about internationalization, we refer to a permanent establishment in foreign markets, therefore, internationalization strategies are aimed at expanding the company's market permanently to other countries.

Also, when we talk about the internationalization of a company, it is important to know that there is no exact time to start the expansion process, but everything will depend on the economic resources, decisions and objectives set by the company's management to start, or not, this process.

Internationalization is the expansion of a company's operations to a variety of countries and requires significant adaptation to the specific nature of each individual market.

This process involves not only selling products or services in other countries, but also comprehending and accommodating the cultural, legal, regulatory, and economic disparities of each country when strategizing and executing international expansion initiatives.

For companies looking to internationalize, the process may encompass several stages, ranging from initial goods exportation to the establishment of subsidiaries or the acquisition of local enterprises.

The internationalization process poses **unique challenges**. Companies embarking on internationalization must undertake comprehensive market analysis and meticulously study local conditions in each target country. This enables them to craft effective strategies that capitalize on opportunities while mitigating the risks inherent in entering new markets. Furthermore, internationalization may necessitate establishing strategic alliances, acquiring local companies, or adapting products and services to align with the specific needs and preferences of consumers in each country.

Our event responds to the “**making alliances phase**”, offering a personalized and adaptive approach for ensuring the long-term success of participants' efforts.

Key strategies

For women or anyone that want to internationalize their businesses, they need to decide on a strategy, that match the organization characteristics and that fits the market segment in which they are operating or intend to operate. We present here 5 of the most common

strategies, to provide an initial stepping stone to make some considerations, necessary to establish the team at the MEET&LEARN workshops. The present list is not exhaustive and more information can be found on more specialised websites.

1. Choose the export

The most common strategy is undoubtedly the export of goods.

Direct exports – the company is directly involved in the process

indirect exports – the company operates via intermediary that negotiates and distributes its product.

Both have advantages and disadvantages and need to be assessed and studied to fit the organization strategy and needs.

2. Foreign direct investments (FDI)

In other words, acquire or invest in a company in the target market. This more expensive solution could reduce risks and can allow the buyer to use the local know-how. Another possibility is open a subsidiary in the target market to carry out only commercial activities.

3. Adopt a licensing strategy

Select a local company and agree with them to be your licensor's proprietary. It has low costs, but high risk of the licensee to become a competitor.

4. Set up a franchising

Have someone else use your brand and pay a fee to use it. They have to follow the head-company rules for quality, pricing and advertising.

5. Build a joint venture

Establish an alliance with another company or more, to achieve a common purpose. It has the advantage to pick the partners that complement the company's specialization.

KEY ELEMENTS IN THE PROGRAM

The following are the key elements the facilitator for the MEET&LEARN event should be aware of – the program can be facilitated by more than 1 person, each specialised in a portion of the program. This will allow participants to get the best support and be in contact with different teaching / coaching styles, offering more complete assistance.

Key competences for participants

Critical thinking and problem-solving skills are the starting point for participants to think outside the box and adapt to changing circumstances, and, more importantly, to solve complex, open-ended problems.

These skills empower them to approach challenges with a logical and analytical mindset, leading to better decision-making, increased efficiency, and improved ability to reach the root cause of problems.

The process will support them in having a more adaptable, flexible attitude, willing to embrace change to thrive in the current business environment. These traits enable participants to navigate shifting circumstances, embrace new challenges, and remain focused

Challenging the status quo and generating new ideas and solutions can have a transformative impact on the participants' success, leading to unexpected results.

Effective communication is essential in business as everything requires some form of communication. The participants will be provided the possibility to talk in public, make short presentations and to pitch their ideas. All of this, in a foreign language. This will boost confidence and the ability to be more active and catching more opportunities.

Cultural awareness (often referred to as cultural sensitivity or cultural competence) is defined as the knowledge, awareness, and acceptance of other cultures and others' cultural identities.

Recognizing and accepting diversity is the first step towards leaving one's comfort zone and, as we all know, looking at things from a different perspective will foster creativity and innovation. It helps find original solutions and respond with flexibility to situations that could otherwise be stressful and disruptive. Most of all, it helps deal with and understand people from different cultural backgrounds.

As no one has all the knowledge, expertise, or resources they need to tackle complex challenges alone, participating in international networking events is an opportunity to get the information needed to reach one's objectives. Through the different tasks and group activities, the participants will increase their ability to work with others, work in a multi-cultural environment while setting the bases for future cooperation. As mentioned,

international events will also capitalize on their collective, cultural intelligence they might unlock new solutions.

Demonstrating character, ethical behaviours, and integrity, where you walk the talk and do the right things, is essential for building solid relationships and trust and has positively impacted corporate performance.

Facilitating adults' groups

Group facilitation is an important management skill that can really help a team achieve their goals in the most effective and constructive manner. Hence the role of the facilitator is to help the group make progress and find their own solution in the easiest and most effective way.

Here are ten tips to enhance your effectiveness at facilitating groups:

- Mentally and physically prepare yourself as the facilitator. Take time to familiarise yourself with the proposed method and add your preferred group facilitation techniques to it.
- Create the right environment, for you and for the participants.
- Review objectives with the group at the beginning of the meeting, if these have been established in advance of the meeting.
- Ask about the expectations and establish some common ground rules and acceptable behaviours.
- Use different method to keep the group engaged and energised – changing participant roles, as an example, or moving them physically.
- Adjust your communication style, avoid “one-direction-only” presentations and allow participation.
- Try asking a ‘safe’ question or establishing opinion introverts, once the topic has been initially debated.
- Adjust your facilitation style to meet the needs of the group at different development stages. For example, a directive style of facilitation works well at the beginning of a meeting. However, when the group has settled down working effectively together, a more suggestive or consultative facilitation style would be more appropriate.

2.1. Techniques to start the group / session	2.2. Generic facilitation techniques	2.3. Techniques to facilitate group dynamics	2.4. Techniques to facilitate inter-personal change processes	2.5. Techniques to facilitate intra-personal change processes	2.6. Techniques to end the group / session
1. Introduce people, ice-break 2. Manage expectations 3. Identify/specify & agree group goals 4. Prompt & facilitate group / social identification 5. Identify/specify & agree group rules 6. Negotiate & manage group roles / responsibilities 7. Establish a positive group climate 8. Explain the programme 9. Recap previous session 10. Outline the session	1. Encourage participation 2. Manage time / activities 3. Check understanding 4. Request elaboration 5. Provide clarification 6. Direct questions back to the group 7. Provide illustrations 8. Summarise 9. Paraphrase 10. Refer to what participants said before 11. Reframe 12. Reinforce	1. Identify/refer to common goals 2. Refer to the group as 'we' 3. Refer to/ distinguish from other groups 4. Present the group as attractive 5. Reflect on positive aspects of the group 6. Use names 7. Use humour 8. Provide opportunities for informal talk 9. Encourage group interaction 10. Discuss/reflect on group engagement 11. Refer to/ reinforce group rules 12. Manage disruptive group behaviour 13. Prompt selecting informal group roles	1. Prompt/manage sharing experiences 2. Prompt/manage social learning 3. Prompt/manage social influences 4. Manage agreements, disagreements, challenges 5. Prompt social support in the group 6. Prompt/provide social validation 7. Prompt social identification 8. Provide opportunities for social comparisons 9. Prompt accountability 10. Facilitate competition 11. Prompt group problem solving 12. Provide group-level feedback	1. Prompt commitment to attend the sessions 2. Facilitate understanding 3. Discuss outcome expectations, motivation, confidence 4. Prompt/manage setting goals 5. Facilitate progress review 6. Facilitate individual barrier identification & problem solving 7. Provide individual-level feedback	1. Review the session / programme 2. Review individual progress & provide feedback 3. Plan for long-term & relapse prevention 4. Prompt practice skills & habit formation 5. Prompt social support & social connections outside the group 6. Signpost to expert advice / facilities 7. Explain tailing off of group contact / follow-up group sessions

Source: <https://www.researchgate.net/profile/Jane-Smith-40/publication/333758497/figure/tbl2/AS:770711891222531@1560763442573/Examples-of-different-types-of-facilitation-techniques.png>

Promote Participation

Facilitators should always be aware that some members of the group may be less vocal than others, but their voices should still matter. Facilitators need to give these members room to engage with everyone else in the meeting. As the meeting progresses, you will notice which

members are the quietest, and when there is an opportunity to encourage others to speak up, you should ask the quiet members what their thoughts are on any given topic. Dividing participants into smaller subgroups also helps to bring quieter teammates to the forefront of participation, so that they won't feel left out. Before the meeting ends bring everyone back to the full group and ask for conversation highlights.

One main focus of a facilitator is to keep up a good momentum of the group's work. The facilitator has to ensure that all participants contribute to finding solutions during a meeting. If you notice that the group is lacking in cooperation or the process itself is getting too complicated for anyone to follow, as the facilitator you have to find the right techniques to adjust the plan. By monitoring the progress your group makes in a meeting you should be able to tell visually and verbally where the team is going. If too much time is being taken to reach a solution to a problem, call for everyone's attention to this.

Work and cooperate in a multicultural environment

The facilitator has to offer insights to allow participants from different cultures, nations and most likely not native English speakers. In this scenario, the ability to communicate effectively across cultural boundaries is not just an asset but a necessity. Cross-cultural communication involves understanding and bridging the differences that exist between cultures to foster effective interaction and cooperation.

Cultivating their collective, cultural intelligence they might inlock new solutions, behind their expectations. Beyond merely recognizing cultural differences, make the participants aware and use the full potential of their diverse approach to problem solving, as an example.

Establish a culture of inclusivity: inclusive events foster a sense of belonging and respect for all participants, regardless of their cultural background. Facilitators should prioritize creating an inclusive culture where diverse perspectives are valued, and everyone feels empowered to contribute fully to event objectives.

The icebreakers should help the facilitator to foster **trust and cohesion** within the group by promoting transparency, accountability, and mutual respect. Encourage bonding activities and opportunities for informal social interaction to build strong interpersonal relationships.

Encourage clear, concise communication while also promoting **active listening and empathy**. Effective communication is essential for overcoming language barriers and cultural misunderstandings within multicultural groups.

The brainstorming sessions and the design thinking activity are designed to drive innovation and creativity by bringing together diverse perspectives and ideas. By leveraging the collective wisdom of multicultural group, facilitators and participants can gain a competitive edge and generate more ideas and grow possibility for all involved.

The event format and the possibility to interact with participants from different countries, profession, and experience is going to offer a valuable experience for all participants. The facilitator has to help them embracing cultural diversity, fostering inclusivity, enhancing cross-cultural communication, and providing effective leadership, the aim is to unlock the full potential of group and achieve sustainable success in an increasingly interconnected world.

THE PROGRAM

Part 1 – Introducing the participants

Aim: allow participants to introduce themselves to the group, using simple role play, games and ice-breaking exercises. The process is useful to have them reflect on themselves and the skills/strategies they need to put in place to match others' requests during the other activities.

There is no need to say, facilitators can use other methods, integrating or substituting the ones we present.

Icebreakers

While the participants should have received agendas before the event, review the schedule and objectives again at the beginning of the meeting so everyone in the group understands its direction. This step is particularly important at the start of unplanned or spontaneous meetings.

After the introduction, perform an ice breaker exercise so everyone gets comfortable in the group.

First, the facilitator or meeting leader should get the group to establish some 'ground rules' or a 'team code' for group working. Do this at an early stage of the group coming together.

Before you dive deep into the topics you want to discuss, it is important to let everyone in the room know what the rules of the meeting are. Rules are created to set limitations on what is acceptable to your team. Rules include respecting the opinions of others, how questions will be answered, how everyone will be allowed to participate in conversations but not dominate them, and how everyone should disregard rank and status. Facilitation is best applied when you lead by example, so when you abide by the rules you create, your teammates will respect you. Communication between participants flows better when everyone knows what the rules are and follows them.

In addition, key principles for setting these ground rules are that they:

- Establish an acceptable code of behaviour
- Provide a frame of reference for group members to challenge constructively
- Help the group gain agreement of what is important

- Are specific enough to be practical
- Do not stifle the groups' creativity
- Remain within the team

So how do you go about setting these group working rules? We suggest:

- Getting the group and recording feedback on the flip-chart
- Asking each individual in the group to summarise their own thoughts on post-it notes, then place them on the board
- If time is short, or it's a single day event, we suggest having some visuals with key words on that represent 'ground rules' or an appropriate 'team code of behaviour' for the day

Ice Breakers are ideal to get people interacting early on in the meeting and are particularly helpful for new groups coming together. In addition, they help take the group members mind off the meeting content, whilst concentrating on working with each other in a light-hearted way. Furthermore, the icebreaker activity will make each group member feel included, and provide a bridge into the meeting itself.

The guiding principles of selecting an icebreaker are that they should be:

- Fun and engaging for the participants
- Short and simple
- Bring relevance to the subject matter of the meeting or training

Energisers

Energisers are ideal to raise personal energy levels within the group. Use these, where necessary, at appropriate intervals throughout the day, to re-vitalise the group. You can build up your repertoire of energisers by reviewing training manuals, sharing ideas with colleagues and thinking up your own.

The key principles of using energisers are:

- They should be fun and uplifting
- Make them short e.g. five minutes
- Conduct them with sufficient space
- To be mindful of any potential health and safety hazards e.g. no chairs or equipment in the way
- They are not physically too demanding and that everyone in the group will be able to participate

Go wild:

- The 'Go Wild' facilitation method involves writing down 20 ideas beginning with the phrase 'wouldn't it be good if...'

- As a result, the group is encouraged to come up with better and more imaginative solutions. To begin with, the statements might be obvious and predictable, but will become increasingly creative and 'wild' as you go on.

Getting started

Despite being at a networking event, many people get bored by the question of "So what do you do?" and will become a closed book. It's not that it's a bad question, it's just that it has a transactional taste to it. One of the reasons people don't like networking events is that they feel forced to answer the question over and over. This reduces them only to their title and their potential economic value. It almost completely exudes their human side.

Be creative with your questioning so that you can gain this important answer without having to ask it directly. Asking, "What brought you to this event?" or "How do you see this event helping your current project?" will inevitably weave the answer you're looking for in.

Great discussions can be stimulated by a facilitator asking great questions. Any meeting needs to have a clearly defined goal, and you must ask questions to understand the underlying motivation behind a meeting. You will be able to develop a consensus with teammates about their goals. There are many reasons for asking questions. You ask questions to either gain additional information, to learn about different viewpoints, to note areas of agreement and disagreement, and to ascertain that you are sharing meaning with team members. Take note of which questions you ask your team. Examples include "What would you like to accomplish?", "What do you want to change?", and "What would the benefits be if you achieved this goal?"

If you begin meetings with a check-in process, be willing to ask basic questions like "Before we address today's agenda, what's on everyone's mind?" or "What is the one word that best describes your current mood?" Check-ins require only a few minutes of everyone's time and they can yield valuable rewards. Check-ins give people an opportunity to get to know more about each other and bring everyone's attention to the room. When you have everyone in the room mentally checked in to what is about to unfold, you can proceed with the group conversation.

Part 2 - Matching

The partners prepared an ICT based role-playing tool to have the participants assess themselves. With the results of the evaluation, the facilitators are able to create the teams that will work on the following steps.

A role-playing game (RPG) with avatars will help the participants to identify synergies in a group is a structured activity where they will assume specific roles with the help of digital or physical avatars. The goal is to simulate real-world scenarios and tasks to observe

interactions, collaborations, and the identification of complementary skills and strengths within the group. Here is a detailed definition of such a role game:

With this interaction during the primary objective is to enhance understanding of group dynamics, foster collaboration, and identify synergies among team members. Synergies refer to the cooperative interaction of individuals that results in a combined effect greater than the sum of their separate effects.

Each participant will be assigned a specific role that reflects diverse functions typically in the concept of an internalisation framework. They will use digital avatars to represent their assigned roles. These avatars can be customised to embody the characteristics, skills, and backgrounds of the roles.

The benefits for the deployment of this play thinking game will bring to the workshop: of the workshop will be

- Collaboration: Participants learn to appreciate and utilize the diverse skills and perspectives of their teammates.
- Problem-Solving Skills: The game encourages creative problem-solving and strategic thinking.
- Effective Communication: Role-playing enhances communication skills as participants must clearly convey ideas and coordinate actions.
- Team Building: The activity fosters a sense of camaraderie and trust among team members.

Pitching

Once the teams are created, they will start working on their ideas.

Brainstorming is an ideal tool for generating a large quantity of ideas within the group. However, for effective brainstorming sessions:

- Ideas should flow freely
- Aim for quantity, not quality of ideas
- Record every idea clearly
- Do not criticise or evaluate ideas in the session
- Consider an independent facilitator to the group

In addition, the facilitator should also encourage the team to come up with several 'off the wall' or 'wacky' ideas. These can often stimulate the ideal solution.

Meta-planning is a simple technique that encourages individuals to express their thoughts on the issue under discussion. In summary, it involves writing key words onto Post-it notes

and then collectively placing and arranging them into sub-groups on a flip-chart or wall space.

Ask individuals to quietly write one idea per Post-It note and then place the notes onto a board, sheet of flip-chart paper or similar. When all the notes are on the board, you (or one or two members of the group) can then collate similar ideas together and add a sub heading.

As a result, this approach helps to incorporate everyone's ideas and contributions in the shortest amount of time. It also enables the group to come to some quick conclusions.

This technique allows groups to use Brainstorming to generate a long list of ideas. Following this, it is important to narrow down these ideas into a manageable size, for realistic consideration. A selection process involving the whole group then picks the best ideas, to save time.

Here is a summary of the process:

- Once the Brainstorming has been completed, the group reviews the list to clarify and merge similar ideas/options
- Then conduct voting through a show of hands for each option. Alternatively, allow the group to go to the list and mark their choices or use a sticky dot for each viable option. Participants can vote for any number of options.
- The facilitator then counts the votes
- Votes from half of the group, or more, warrant further discussion and debate
- The facilitator will circle or make a mark against each item now worthy of further consideration
- A further vote then takes place based on the reduced list of options, although participants can only vote for half of the remaining options on the list
- Two more rounds of voting are then used to further halve the size of the list
- Typically groups need to have three to five options for further analysis
- Following this, the group then discusses the pros and cons of the remaining options
- Then debate the pros and cons of each remaining option within the group
- Finally, the group then makes a choice of the best option or identifies the top priorities for further analysis and debate

Ranking is a decision-making technique that helps the group select the most appropriate and relevant idea. Firstly, you can use brainstorming to generate the quantity of ideas you are looking for. Then the group must determine a selection criterion to use, to guide their personal decision-making process, against a numerical scale.

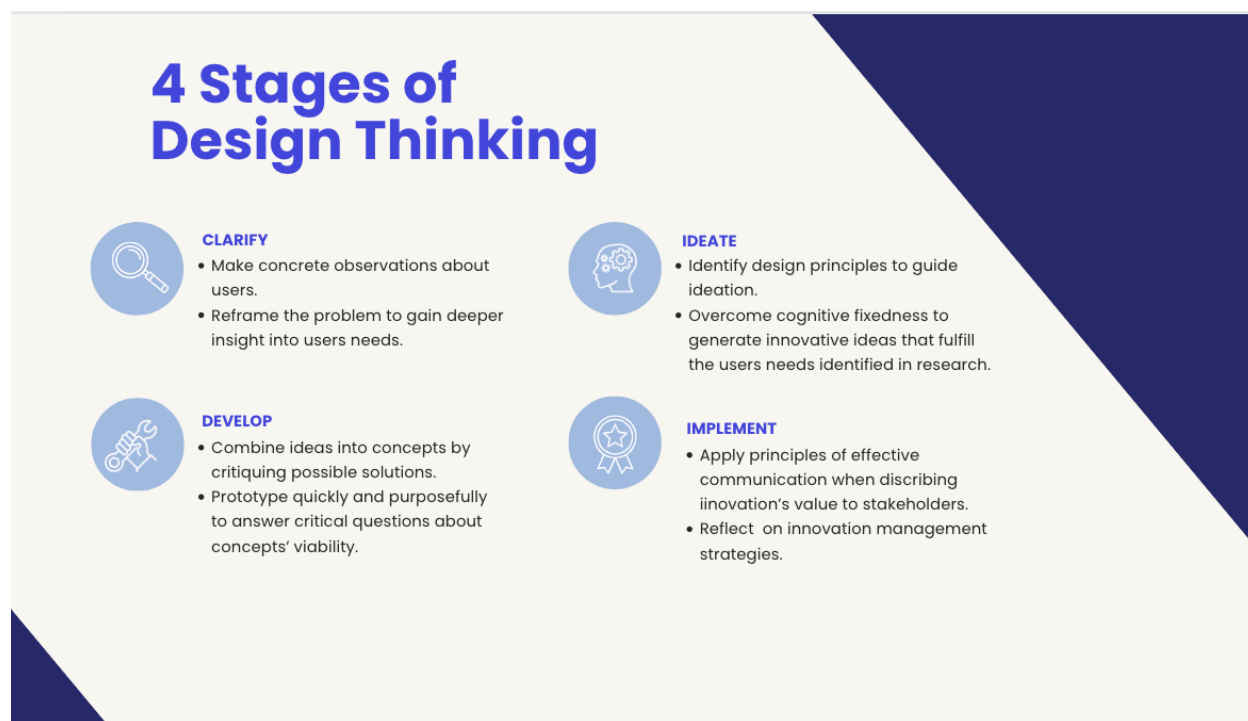
For example, each person might apply a one to six rating, where six is their preferred choice. Finally, the scores of each participant are then added together to determine the most appropriate and relevant idea.

Part 3 - Exploring

Using design thinking, the participants will work in teams to analyse in depth their possibilities and plan their venture.

The workshop will be focused on the internationalisation of female businesses involving integrating several core concepts of both Design Thinking and the unique challenges faced by women entrepreneurs.

Here are some main concepts to consider that will be summarised in 4 phases during the exploratory process:



1. Empathy

- **Understanding the User:** Gain a deep understanding of the female entrepreneurs' experiences, challenges, and goals in expanding their businesses internationally.
- **User Interviews and Surveys:** Conduct interviews or surveys to gather insights directly from the target audience.

2. Define

- **Problem Statement:** Clearly articulate the main challenges female entrepreneurs face in internationalizing their businesses.
- **User Personas:** Create detailed personas representing different segments of female business owners.

3. Ideate

- **Brainstorming Sessions:** Organize brainstorming sessions to generate as many ideas as possible without judgment.
- **Collaborative Sessions:** Use techniques like mind mapping, SCAMPER, and the Six Thinking Hats to explore diverse perspectives and solutions.

4. Prototype

- **Rapid Prototyping:** Develop basic prototypes of the solutions or strategies identified during brainstorming.

Mockups and Simulations: Create visual mockups, role-playing scenarios, or digital prototypes to test ideas quickly.

5. Test

- **User Testing:** Conduct sessions where female entrepreneurs can interact with the prototypes and provide feedback.
- **Iterative Process:** Use the feedback to refine the solutions, iterating through various versions until an effective solution is found.

6. Key Areas of Focus

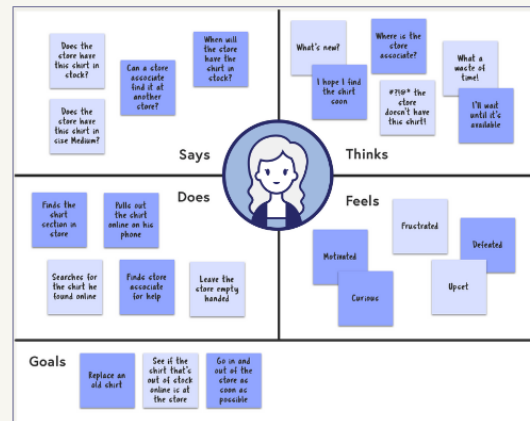
- **Market Research:** Understanding the target international markets, competition, and customer profiles.
- **Cultural Competence:** Educating on cultural nuances and legal requirements in different countries.
- **Networking and Partnerships:** Strategies to build international networks and partnerships.
- **Funding and Resources:** Access to international funding opportunities, grants, and financial planning strategies.
- **Technology Utilisation:** Leveraging digital tools and platforms to facilitate international market entry and operations.
- **Marketing and Branding:** Creating international marketing strategies and adapting branding to different cultural contexts

7. Tools and Techniques

- **Journey Internalisation Map**

Map Breakdown Organization

Breaking down is an essential activity, both in creativity and organization. By breaking down an object or a theme, we get to understand it better, and we obtain many possibilities for variation. Therefore, we start this module with the creation of a breakdown map of a known product.



Stimuli Box (interexchange of team work)

Stimuli Box

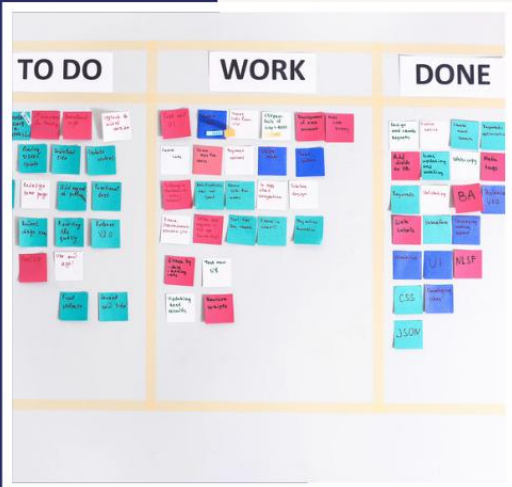
Using a break-down and association template, we were inspired by an arbitrarily chosen object from the Manual Thinking Box wall, to come up with new ideas for our search area.



Part 4 - Presenting

Once the ventures are prepared, they will present them to the other teams. The participants are asked to assess the ventures and provide constructive suggestions, to help the one presenting to improve their venture.

Action Plan - Priorisation



Prioritize

From a task extraction of the respective companies, we show several possibilities to prioritize these tasks, by time, urgency and/or importance. The resulting maps maintain their flexible nature, so that the order of the tasks can be changed, or they can be removed when they have been completed.

The final results will be shared in a Plenarium Team Work

8. Other Facilitation Techniques that will be applied

Interactive feedbacks: Engaging participants through interactive activities, role-plays, and group discussions.

Diverse Team Formation: Encouraging diverse teams to ensure a range of ideas and perspectives.

Feedback Loops: Implementation of continuous feedback loops to ensure ongoing iteration and improvement of ideas.

9. Development of Female Leadership Competences

Using the Design Thinking process to internationalise female-owned businesses will enhance and develop several key competencies essential for successful expansion into global markets. Here are the primary competencies that participants can expect to improve:

- **Cultural Intelligence (CQ)**

Understanding Cultural Nuances: Gain a deep awareness of cultural differences and how to navigate them effectively.

Adaptability: Learn to adjust business practices, communication styles, and marketing strategies to fit diverse cultural contexts.

- **Global Market Research**

Analytical Skills: Develop the ability to conduct thorough market research and analyze international market trends.

Consumer Insights: Learn how to gather and interpret consumer data to understand international customer needs and preferences.

- **Strategic Thinking**

Long-term Planning: Enhance the ability to create a strategic plan for market entry, including objectives, strategies, and key performance indicators (KPIs).

Risk Management: Improve skills in identifying potential risks and developing mitigation strategies.

- **Innovation and Creativity**

- **Problem-Solving:** Foster the ability to approach challenges creatively and develop innovative solutions tailored to new markets.
- **Idea Generation:** Enhance brainstorming and ideation skills to generate diverse and impactful ideas for internationalization.
- **Networking and Relationship Building.** **Partnership Development:** Learn how to identify and build strategic international partnerships and alliances.
- **Cross-Cultural Communication:** Improve communication skills to effectively engage with stakeholders from diverse backgrounds.
- **Marketing and Branding, Global Branding:** Develop the capability to create and adapt brand strategies to resonate with international audiences. **Digital Marketing:** Enhance digital marketing skills to leverage online platforms for global outreach.
- **Funding and Investment:** Improve knowledge of international funding opportunities, investor expectations, and financial planning.
- **Budget Management:** Develop skills in managing budgets and financial forecasts for international projects.
- **Leadership and Management.** **Global Leadership:** Foster leadership qualities that are effective in an international context, including decision-making and conflict resolution. **Team Management:** Learn to manage and motivate diverse teams across different geographies.

By engaging in a Design Thinking process, these competencies can be enhanced through hands-on, collaborative, and user-centered activities. Participants will gain practical

experience and insights that are directly applicable to the challenges of internationalizing their businesses.

Part 5 - Pitching your idea

Pitching the main ideas effectively during a female internationalization workshop is crucial to ensure that participants understand, engage with, and can implement the concepts being presented.

Tips for Effective Pitching:

- **Clarity and Brevity:** Be concise and clear. Avoid jargon and keep your language simple and understandable.
- **Visual Aids:** Use slides, charts, and diagrams to visually reinforce your points.
- **Passion and Enthusiasm:** Show enthusiasm for the subject matter. Your energy can inspire and motivate the participants.
- **Tailor to the Audience:** Customize your pitch to address the specific needs, backgrounds, and aspirations of the female entrepreneurs in the room.

By following these tips, you can effectively pitch the main ideas of your workshop, ensuring that participants are engaged, informed, and motivated to take their businesses to the international stage. The structured approach proposed will be:

1. Start with a Compelling Opening

- **Hook the Audience:** Begin with a powerful statement, statistic, or story that highlights the importance and potential impact of internationalizing their businesses.
 - Example: "Did you know that female entrepreneurs who expand internationally see a 20% increase in revenue on average?"

2. Define the Objectives

- **Clear Goals:** Explain the specific objectives of the workshop. What do you aim to achieve by the end of the session?
 - Example: "Today, we'll explore key strategies for entering international markets, understanding cultural nuances, and building global networks."

3. Present Key Concepts

- **Structured Content:** Break down the main ideas into clear, digestible sections.
 - Example: "We'll cover three main areas: Market Research, Cultural Intelligence, and Leveraging Technology."

4. Use Real-World Examples

- **Case Studies and Success Stories:** Provide examples of female entrepreneurs who have successfully internationalized their businesses. Highlight the challenges they faced and the strategies they used.

- Example: "Let's look at how Sarah, the founder of a health tech startup, expanded her business to Southeast Asia by understanding local health challenges and partnering with regional health organizations."

5. Engage the Audience

- Interactive Elements: Incorporate questions, polls, or small group discussions to keep participants engaged.
 - Example: "Have any of you attempted to enter a new market before? What were your biggest challenges?"

6. Demonstrate Tools and Techniques

- Practical Applications: Show tools, frameworks, and techniques that can help with internationalization.
 - Example: "Using the Business Model Canvas, you can map out a tailored strategy for entering a new market. Let's do a quick exercise to get familiar with it."

7. Highlight the Benefits

- Value Proposition: Clearly articulate how internationalizing their business can provide growth opportunities, market diversification, and increased revenue.
 - Example: "By expanding globally, you not only increase your customer base but also mitigate risks by not relying on a single market."

8. Provide a Roadmap

- Step-by-Step Plan: Outline a clear, actionable roadmap for how participants can start the process of internationalization.
 - Example: "To get started, first, conduct detailed market research. Second, build a cultural intelligence strategy. Third, leverage digital tools for seamless entry."

9. Address Potential Challenges

- Risk Mitigation: Discuss common challenges and risks associated with internationalization and ways to overcome them.
 - Example: "One common challenge is understanding regulatory requirements in different countries. Partnering with local legal experts can help navigate this complexity."

10. Call to Action

- Next Steps: Encourage participants to take immediate action by setting specific tasks or milestones.
 - Example: "In the next month, identify one potential international market and draft a preliminary entry strategy."

11. Q&A Session

- Interactive Discussion: Allow time for questions and answers to address any concerns and clarify any points.
 - Example: "What questions do you have about entering international markets? Let's make sure everyone leaves with a clear understanding."

12. Closing with Inspiration

- Empower and Motivate: End with an inspiring message that reinforces the potential and capability of female entrepreneurs to succeed globally.
 - Example: "You have the potential to create not just a local impact but a global one. Embrace the challenge and let your entrepreneurial spirit lead the way!"

Closing the event and restitutions

Providing closure at the end of the meeting is critical, and it serves as an official stamp on the period of time your team experienced together. Be sure that all decisions, tasks, and next steps are officially documented in detail so that everyone will know how to follow through. Verbally restating key outcomes reinforces the feeling that the team accomplished some of its goals. Asking participants to verbally check out enables closure because you will give them space express final questions or concerns. Use paraphrasing as a method of clarifying. For example, "Please correct me if I'm wrong, but I think Joe and Stacy's comments summarized our last 10 minutes very well by stating..."

Evaluate success either by using individual or group feedback, to review and draw out responsibility for the action points. Initial evaluation is always helpful at the end of the meeting, followed up with a review of how the group has progressed after an agreed period of time.

To facilitate effectively, the facilitator needs to focus all of their energy and commitment to the group. In addition, they need to help the group in the most appropriate and relevant way. This could involve challenging some of the group thinking, or what is not being said through supportive questioning.

Above all, the most effective facilitator is one who quickly establishes and builds trust with the group, through their honesty and transparency in their communications. Importantly, they don't necessarily have the answer for the group they are facilitating, but they hold the belief that the answer lies within the group (or their network). Consequently, they use group working methods to bring these answers and solutions out.

Find a rational reason to deepen the relationship and use it to create a next step. Perhaps you worked on a project that addresses a problem your new contact is trying to solve and you can offer them some insight. Having an actual purpose for a meeting down the track will ensure they follow through with it.

Getting the group to review what they have learnt and gained out of the meeting will help facilitate higher performance. This only takes five to ten minutes. Start by asking three simple questions:

- What did we do that worked well?
- Did anything not work well?
- Should we do anything differently next time?

Resources and best practices

[Ratten, V.](#) and [Tajeddini, K.](#) (2018), "Women's entrepreneurship and internationalization: patterns and trends", *International Journal of Sociology and Social Policy*, Vol. 38 No. 9/10, pp. 780-793. <https://doi.org/10.1108/IJSSP-01-2018-0001>

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**Co-funded by
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