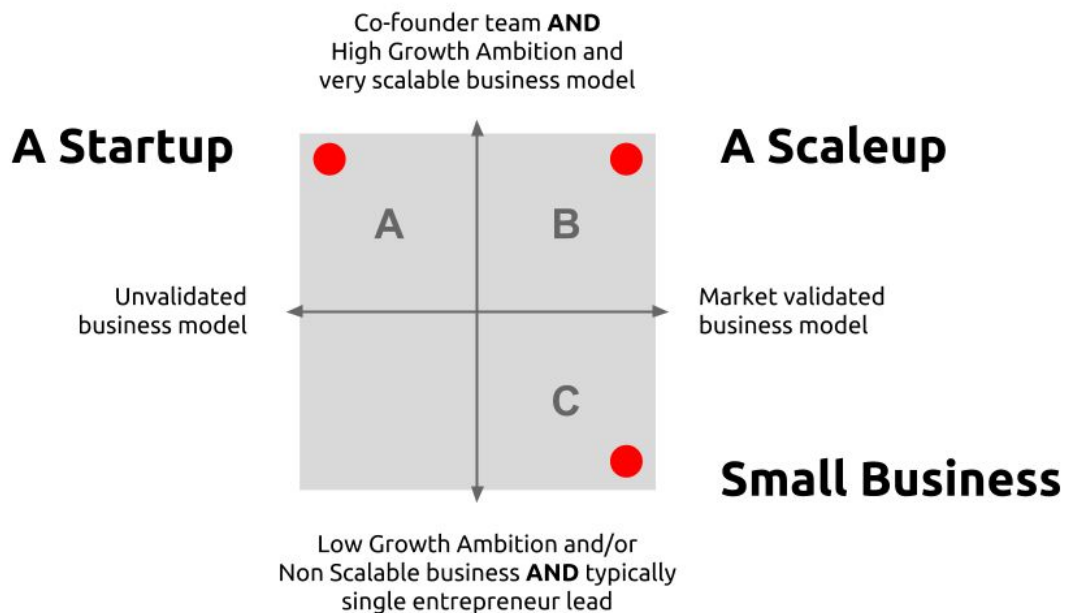


“Educating to jobs vs. educating job creators.” - Call for Innovation Entrepreneurship Education.

Why Growth Academy

Most of business education is focused on educating people for being a good resource at some specific functions in an organization or at managing an existing organization, but not for creating organizations.

Also most entrepreneurship education is educating about creating a known business model to a known market, where innovation based entrepreneurship (ie startups) are about creating unknown business to unknown market AND building organization along the way.



Availability of entrepreneurship education

There is limited availability of proper entrepreneurship education available globally. Especially for innovation driven entrepreneurship and especially compared to how valuable innovation driven entrepreneurship is for the societies and economies everywhere. Most education is targeting to train skilled resources to various existing organizations needs, while innovation entrepreneurship is aimed for developing creative entrepreneurial mindsets, new entrepreneurs and ultimately, new value creating innovations and job creating growing organizations.

Timing, relevance and access

Also most of traditional education, educating for jobs with most economic or societal values are mainly available in higher education levels, consumed at rather young age and in many countries only available to those who can afford it, or those who qualify for the entry criterias. Considering the value of education to societies at large, more education should be more inclusive.

At the same time, looking at entrepreneurial statistics most successful entrepreneurs on average are people in their forties and in many ecosystems there is a higher percentage of innovative entrepreneurs among first and second generation immigrants, including Silicon Valley. Also in practise, big part of education/knowledge needed to build an innovation driven business and organization, needs to be available and learned at the time when actually building it. So that things learned can be used right when needed. "Learning for later", is only partially beneficial compared to learning it, when really needing it.

While there are vast amounts of materials and knowledge freely available online, about entrepreneurship and creating & growing a startup business, most new and potential future entrepreneurs, startups and other people new to startup ecosystems, don't know how and where to start, what they should focus on, when to do what, and how to identify what's relevant now and next.

*"It is like trying to read a book, where all individual pages are ripped of from the book and scattered around the floor in random order, **without having any page numbers or index** to what information those pages hold, and in what order to read them. While also not fully understanding the language and terms used, where sometimes also same term have several different meanings."*

So they don't know what available knowledge online is relevant, and how all these things connect with local support, trainings and services available in their ecosystems.

Also among most people in ecosystem supporting entrepreneurs, only have partial understanding and limited experience on how to actually build a successful startup from nothing. As it is naturally hard to accumulate such knowledge and experience in general and it also takes long time. Also being dependent on various sources to refer to when guiding others along the way.

Even with very well established and know methodologies like Lean Startup, such limited perspectives, only covers small part from multitude of things that innovation entrepreneurs need to solve while building their business and organization. And there are a whole set of question before lean startup phase on how to select the idea to start validating, let alone about how to build a founding team or a whole topic about intellectual property rights. Each of with their own set of build in risk factors that can be impossible to fix later.

There are many other similar things related to building and scaling businesses, that can be generally considered as “right advice” to share for new entrepreneurs. But because there is also the timing question of “when specific advice is relevant”, this easily leads to situations, where “A right advice, at the wrong time, is in fact a wrong advice.”

It's not only about entrepreneurs, trainers and mentors

Beyond educators, trainers, mentors and business advisors who are directly supporting and training new entrepreneurs, also new talent, investors, managers in support organizations and organizations funding these support, educational or funding activities, need to have a better way to identify, be aware and make decisions regards to what is actually educated and trained with their resources.

These are just some of the many reasons why more holistic framework for structure of key development topics and phases is needed. A framework that also help balance the focus between building “a business” and “building an organization” running that business.

It is necessary for the whole startup ecosystem to find alignment to work on more common language and to utilize open standard framework to describe, track, measure and guide entrepreneurship and innovation from an “Ideas to Products, into Growing Businesses” and from “Talent to Teams and to effective Organization” in logical and balanced manner.

An “open standard framework”, that while bringing necessary structure, can also be further developed and adapted by all the key parties within and between ecosystems that are utilizing it in their own operations, and do so in a coordinated way. Where - where anyone having sound

reasoning and common agreement with others and supporting data, indicating that something needs to be changed, it will be changed to be improved. This is only possible when there is “a shared common thing” in use, with having different actors working together and processes for making improvements. And also functions in place to measure actual impacts that changes actually made.

Growth Academy curriculum

Growth Academy together with broader startup ecosystem development framework, is designed to tackle the issues above as a open standard framework based curriculum. A curriculum designed and build from a balanced and globally neutral perspective, as a common language and structure, how various existing leading global knowledge, methodologies etc. link to each others in a logical manner, filling known gaps between existing innovation entrepreneurship knowledge and by providing global expertise, research and statistics based based reasoning for key topics covered within the curriculum.

Growth Academy minimize “reinventing the wheel”, by leveraging all the key knowledge captured by multiple serial entrepreneurs, mentors and advisors over the years and by using open standard framework, connect all this knowledge with best existing and future methodologies developed to various parts of building a successful innovative business and effective organization from nothing to success (available extensively and mostly for free online).

The key value of Growth Academy is achieved and experienced by putting all these key pieces in right order, divide them into clear modules based on phases of business and organization development and provide various levels of detail on each these development paths, to cater for different levels needed depending on the needs and roles of the audience in question. Ie. new entrepreneur just starting, team member looking to join a venture, policy maker, advisor of specific phase in the overall journey etc.

Scaling entrepreneurship education by leveraging benefits of online and offline

In addition to tackling above issues, by having and making such education available to help create a known common language for potential, new and existing entrepreneurs and amongst all ecosystem actors, - it is also key to make it available in multiple ways and also connect it logically with all support services available in any local ecosystem.

Related to this, one Startup Commons partner in Canada - Startup Continuum, is working on an eLearning platform and application for expanding reach and to provide 24/7 availability, combined with building strong connections to offline and/or in person training, education, mentoring and broader ecosystem services in each ecosystem locally.

You can learn more about eLearning developments via:

<http://www.startupcommons.org/blog/growth-academy-elearning>

Startup Commons is also doing a program to deliver entire Growth Academy curriculum via online webinar format and also include a training of trainers program for deeper learning of the Growth Academy curriculum from trainers perspective, to create curriculum training opportunities to motivated trainers globally. Qualified and certified trainers will be then able to train and support more people entering startup ecosystems, about innovation entrepreneurship and how successful startups are created and scaled.

Eventually Growth Academy curriculum will be released as a library of video recordings for permanent digital learning and teaching support resource with related materials, templates and more. Along with dedicated section for coaches and trainers to access all Growth Academy training materials and developing a growing online peer community between trainers, supported by Startup Commons.

Growth Academy providers program caters for three levels of actors;

1. Individual coaches and trainers, who want to become certified as Growth Academy coaches and/or trainers to educate others,
2. Organizations looking to become certified of having trained coaches and/or trainers available, becoming known to provide Growth Academy based education, training, mentoring etc.
3. And Operators, who can take a bigger role in local ecosystems to promote, organize and certify local organizations, coaches and trainers for Growth Academy, as well as take a role in coordinating the development needs of this program and related tools and materials.

Open Framework Curriculum

Holistic approach and tools for collaboration in all levels, including Growth Academy curriculum, eLearning programs, digital library and platform that are based on startup development phases open standard framework.



To support the startup ecosystem pipeline of successful established business starts with having a large quantity of good quality startups, please see the typical numbers needed below. Where the growth and success of any ecosystem is dependent of constant flow of new people entering the ecosystems, navigating it successfully and effectively utilizing what is available and/or contributing to what is needed the most.

Ideation	Concepting	Commitment	Validation	Scaling	Establishing
6000 business ideas	4000 people ≈250 teams	150 startup teams	55 potential startups	15 growing startups	4 significant companies

A common language and open framework to be utilized and developed together, is the best way to reduce waste in resource use, lower risks, reduce randomness and to accelerate all aspects within ecosystems. Certification model communicate basic knowledge and various levels of startup development understanding and expertise between people and organizations within the ecosystem.

Along with eLearning platform, with users own consent, valuable data can be captured from various aspects of its use for further development and knowledge (learning in general, problem topics, where learning stopped and why, what are most requested offline support needs etc.).

Implementing Growth Academy

About the approach

Building understanding of the challenges of innovation entrepreneurship (startup co-founding team members) overall journey”, most importantly in what knowledge and in what order should knowledge should be catered and consumed. To be more knowledgeable of the broader, more holistic view and related best sources of expert knowledge, beyond what is already know well or is already more commonly available.

An important part of Growth Academy and training trainers about - **is to be able to train about the "index" of the overall journey and "an executive summary" view of all the key topics and contents.** Along with proper reasoning and logic for why such order in the index and executive summary, at level where the audience feels it's properly justified to the point that:

- A. they really internalize the the overall journey perspective and related key segments (formation, validation and growth)
- B. they will start utilizing it from that perspective and/or
- C. they will seek to explore that justification deeper on their own to agree.

Growth Academy curriculum itself is not about all deeper details of all underlying levels and related methodologies, or about becoming expert in them, but being able to:

- understand, communicate and/or coach or train others at this higher level content in detailed enough.

- gain understanding to make audiences understand key phases, related topics and how they connect with each other.
- convincingly and in a logical manner to justify/reason “why so?”

Beyond this level and towards to deeper knowledge, there are plenty of experts and content available even for free and/or in very affordable ie. books, videos, websites, blogs, other trainers, etc. - each whom are specialized on "deeper content/expertise" on specific knowledge or methodologies. Being that lean startup, ideation, fund raising, investing, legal, customer development, business model canvas, process management, product development etc.

Those having learned Growth Academy can independently and effectively select and study different subtopics from online or from other trainers. Many who are taking part to Growth Academy training are already also specialized trainers of some of related subtopics.

Growth Academy Certifications

Everyone attending the full Growth Academy course will get a certificate of attendance.

For talent, new entrepreneurs etc. who are just learning the knowledge for their own use, their verification is their own success what they do with their knowledge. As such, a certificate of participation is enough for most.

For coach and trainers, passing their knowledge to others will be certified with additional steps. We verify some of the "knowledge having been learned and understood" via questions and interview process (for both coach and trainers) and other piece of the qualification to be verified is the ability to teach (trainers).

While it could seem like a natural thing that “by knowing the topic, one can also teach it” - a best way to validate this is via feedback collected by attendees who have been coached or taught by the coach or trainer being evaluated.

Interview process and questions

The knowledge interview part of the certifications are to be conducted within one or two weeks after the teaching. Questions and interviews are conducted via online.

Startup Commons does not give out the exact "test or interview questions" upfront as that will distort the attention focus towards the items/topics expected to be asked about. That would then lead to a situation where we would have to have much more questions and tests to qualify.

When the questions and tests are not known upfront, everyone has to pay more attention (and therefore learn) more broadly, as they do not know what are the questions being asked.

Comparing Certifications

Coach & Trainer Qualification

For those being certified for Coach and Trainer, the interview questions are the first qualification (and for Coach the only one unless they later want to also become trainer). At this level, it's all about the curriculum content and the justifications given by us at the level it's been presented in the materials and in the actual training provided by us. Nothing deeper.

Also as all materials are also available after the training (presentations and video recordings) all the materials that questions are being asked about is to be made available also for further/later revisit and/or independent studying, for reminding and further studying. So in case not passing the first time, they can always revisit materials and try again.

Depending on ecosystem maturity and related general innovation entrepreneurship knowledge levels, the initial barrier should be matched and not be too high, as it is known that each of participants skills and knowledge will start improving significantly over time, as having this new understanding they will start also internalizing, seeing, understanding and learn many other Startup related things better from more holistic perspective and also as they actually use their own learnings by coaching and training others.

Certified coach means and communicates that a coach has the knowledge and understanding of the "index and executive summary" of startup journey and as such can effectively coach, support and guide new talent and entrepreneurs along the way and also guide them towards deeper knowledge and sources to learn any key topic in more detail (those sources are part of Growth Academy materials). Coaching mostly happens in "one to one" or "one to few" -types of settings.

Second Level Trainer Qualification

Second level of the validation is for trainers level certificates (for those who will be able to also certify others). This level is not only about being able to provide training, but also having skills beyond just knowledge itself, where also presentation skills and general training experience is needed. This means being able to communicate Growth Academy knowledge in a way that audience "gets it" and "values it", taking into account the type of audience in question, how to best communicate to different audiences, allowing enough questions, being able to respond to

these questions and sometimes explaining same points with additional and new ways to get the message across.

The quality measure of a trainer level is a combination of Growth Academy knowledge and being able to communicate that knowledge for each audience in question. The measure is evaluated by feedback from those coached and/or trained, where more and more of this feedback will accumulate over time. This feedback is also a way to improve as a trainer, not only for the certificate but for personal growth and for overall impact for the ecosystem.

Feedback is collected after trainings have happened and are verified with a simple feedback system where coach/trainer can give a link to those person(s) who they are training/coaching and where after training sessions the attendees are asked with simple questions and preset options on scale from 1 to 5 for their feedback.

The type of feedback questions are like below, where xxxx are adjusted per module and/or audience:

Scored from 1-5.

How well do you feel having achieving training targets regards to:

- Help you to understand the benefits of a Growth Academy regards building Startup Companies.
- Help you to get perspective on how and what to communicate/discuss when [xxxx]
- Help you to know what are the important topics regards to [xxxx] and why?
- Help you draft out your own first version of the [xxxx]
- Help you to be prepared and/or being able to have close to complete version of [xxxx] before finalizing it with help of an [xxxx].
- Help you to understand a model for how to do [xxxx]
- Help you to understand how to be prepared and/or agree about potential [xxxx] situations.

Value of training in your work/business?

- How important you consider this training was for the future of your [xxxxx]
- Do you believe this information will help you to remove some [xxxx] related risks from your business/work?
- How well did this training help you to resolve the open questions in your mind before the training?
- Would you recommend this to other [xxxx]'s looking to learn about [xxxx] topics?

Suggestions to improve (free text).

- Were there some topics/information you felt totally missing?
- Were there any parts in the training you would change or remove?
- Do you have some suggestions for topics you would like to be included or talked in further detail?
- Open feedback/suggestions?

About Scoring

Overall these scorings levels and feedback questions are to be developed together and adjusted over time, based on the overall volumes, averages. In a way that works in good balance for volume, quality, and overall impact and a way that reflects overall growth of knowledge and expertise in local ecosystem and among those taking part in Growth Academy program.

Volume of feedback

The minimum requirement is 10 feedbacks to be evaluated. This can be from one session of 10 people where everyone gave feedback (it is not mandatory for all to give feedback) or from several training groups until there is 10 feedback.

Max number of score questions per feedback is 10 and scoring of feedback questions are from 1-5 (five being highest) and to qualify the average of these ten feedbacks all questions need to be 3,5 or higher (as it's average some can be below if also enough is above). If and when there are more than 10 feedbacks, there 3,5 average need to be from 80% of all the feedbacks or from latest 10.

Other factors impacting scores

It's important to understand that feedback scores may also be impacted depending on how the training is being promoted, ie. if there is over the top marketing where expectations are set really high there feedback can be lower than if the marketing is more realistic, audience is well targeted and some expectations and questions are collected up front to be addressed in the actual training.

Master Trainer Qualifications

For trainer to qualify as a master trainer, the scores need to be from 30 feedbacks with an average score above 4. But in the beginning, before there are enough trainers with high enough scores, it can start from any trainer within the top 5 having score above 3.5.

Scoring Below Qualification Levels

Having mission to scale innovation entrepreneurship globally, Startup Commons aim is to have as many qualified and certified trainers available as possible, for providing as much training and coaching as they can. So in case if some trainers do not qualify on the first time, they can revisit video recordings, related materials and get support from local operator, peers, via Startup Commons global peer group available for all trainer & coach participants and where Startup Commons team also contribute. Additionally Startup Commons can be requested to conduct another interview or provide additional trainings to be able to improve their knowledge and training skills.

Pilot approach to deploy Growth Academy

1. Startup Commons does the full curriculum (or optionally just a partial curriculum). All training sessions, along with Q&A's are to be video recorded for further training and knowledge support purposes.
2. Those taking part will get a certificate of participation for different levels;
 - a. general one for those only taking part of the general content (first half of each training day)
 - b. coach & trainer certificates, for those who take part in afternoons where we focus on trainer/coach perspective of the modules (a separate qualification process included later).
3. Startup Commons can create a participatory certificate also for "ecosystem developer" - that have no separate qualification process. Designed for those who want to consume all knowledge, but are not looking to do coaching/training or to certify others.
4. Coach & trainers can start doing their coaching and training right away after they have got their own training.
5. Starting typically after one week, Startup Commons start interviews process for coaches & trainers to test their knowledge of the curriculum. And verify their certificates to Startup Commons records that they have qualified this step.
6. Once trainers do their training for others and collect feedback from participants with predefined feedback approach, Startup Commons will then evaluate those feedbacks to certify and verify trainers status to keep record of all certifications.
7. Any organization looking to hire coaches or trainers, can verify that coach or trainer is in fact certified (and in case of trainers, to be able to give trainings with certificates to others).
8. Startup Commons can start to promote the best coaches and trainers for those who are looking for Growth Academy trainers & coaches.

Logistics and setup for the Growth Academy training

Topics covered are defined within Growth Academy program, where each dedicated module (excluding modules I and IB), are divided into:

Morning Sessions: for actual training for knowledge sharing and basic capacity building where everyone from all roles are participating, including talent, entrepreneurs, trainers, ecosystem developers etc.

Afternoon sessions: for coaches & trainers for dedicated Q&A session, with approach to summarize and go deeper in various topics based on topics needed to elaborate on the background, statistics and logic of the knowledge related to various topics.

For efficient delivery of the Growth Academy, capacity for each of the modules is about 25-30 people.

Other logistics matters:

1. CV's of those aiming to become trainers and coaches should be requested prior to training and also ask for any questions they may have, to be taken into account when and where relevant; before, during and after the training.
2. Video recording. All of the sessions (mornings and afternoons) need to be video recorded for further learning, training and support needs. So camera(s) along with person taking care of the recording should be prepared for training sessions. Testing and adjustments of recording regards to lighting and sound should be done prior to sessions starting.
3. Generally for actual training, a basic "classroom" with a projector to show presentation materials is sufficient.
4. Printouts from the training materials should be made available to be distributed immediately after each of trainings morning session is concluded (ie after training and before Q&A/justifications session)
5. Certifications are distributed on the final training day, so those need to be printed and signed by then as well.

Language

In case of localizing Growth Academy for new local language, where as the first training is only the beginning, with more opportunities coming later, - first trainings are provided in English only. This approach make beginning easier and initial training smoother and faster.

It could be possible to do simultaneous translation, but we recommend for the first set of trainings to be provided for those who have proper english language skills already, since Growth Academy content, topics and delivery are quite challenging for live translation that can also lead to misunderstandings on many of the topics along the way.

For local language, it will be good having a proper translation from materials, and first start with translating recorded training videos with subtitles. Especially when there are actual trainers who can do it fully now in local language as well, having first learned it in English.

Operator License

The operator license fee varies depending on the market size, maturity and distribution model per ecosystem (where an ecosystem would be a city/country) and typically include revenue between Licensee and Startup Commons for certificates, for managing and maintaining certifications records, coordinating support groups and towards development of the curriculum.

While not our target, we are open to explore partnership model where Operator potentially becomes the exclusive growth academy operator in local ecosystem. But we also know that often there are or will emerge others that may get benefit from our partnership so we also suggest a model where sublicenses for Startup Commons Growth Academy operator can be granted for other ecosystem actors.

In case of sole exclusivity, the licensing fee is also higher and in case of sublicensing to others, the licensing fee would be lower and include again a revenue share the between local operator and Startup Commons of the sublicense based revenues.

The objective of the licensing model is first to have a model that is design to be financially sustainable for all parties, as well as be motivated to develop and improve it together from both parties perspectives.

Responsibilities and Rights

The basic principle of the local operator is be the one coordinating trainings of trainers, granting certifications for trainers to qualify or not, to become and remain trainers in local ecosystem, promote certified trainers locally and also grant sub-licenses to training organisations and manage these relations.

Additionally, if other individuals/organisations approach Startup Commons from existing local operators markets, Startup Commons forward those to local operator. Startup Commons expect local operator to grant sublicense and provide necessary trainings and negotiate financial considerations locally.

From Pilot Training to long term agreement

Process of knowledge transfers to local operator (e.g time frame, materials, training of trainers, etc.) is made by mainly on-site trainings, that are also video recorded. Additionally Startup Commons provide online support forum (ie. a closed facebook group for trainers) and additional update trainings and access to eLearning components as needed, but not mandatory. Important support and future training components are quality video recordings of the initial on-site training sessions and supporting eLearning components, as well as tracking all trainers feedback from trainings provided by new trainers. To both evaluate need for additional training, support tools and training materials development.

To establish local Growth Academy operations, we suggest a step-by-step process with initial pilot approach between Startup Commons & local operator to validate and enter into the partnership.

Option one

To do full offline Growth Academy version between one to three times, in order to help evaluate the quality of our program based on real delivery and feedback from attendees, while together adapting the program into local context. Aim is to have a good mix of target audiences to gain as wide and holistic view and feedback as possible. One full day per module is reserved for training + Q&A & reasoning session of on each key topics covered and part of each module.

After successful pilot period, Startup Commons and local operator continue developing partnership to next phase with mutually agreed model, where details of conditions like sole exclusivity or sub licensing to others are strategized together.

Option two

As Growth Academy Program may be split into different modules, Startup Commons can initially focus on delivering just one module that covers basic training needs in a way that is aligned with the level of understanding of the topic matter amongst participants.

In this approach, Module I (Startup Journey) fits well and brings added value. It is specifically suited for those preparing to go into this journey, either by starting a venture or joining a venture already in progress, but also valuable for those working with with startups or startup related projects and activities, as well as for those looking to potentially start investing in startups as a new business angel, a crowdfunding investor or in the form of work investing (sweat equity).

This approach helps evaluate value towards longer term commitment, build mutual relationship and give time for local operator to seek and involve for more local resources, partners and/or finding sponsors from local financiers, donors or programs available for supporting entrepreneurship and innovation.

If after first sessions, both parties are happy to continue, next steps are then planned together.

Agreement

Leading towards and during the first training mission and in order to contain both sides perspectives, Startup Commons will dedicate time to start refining draft for long term agreement based on information provided, real experience and also adding all key topics covered through related mutual communications. Agreement will be finalized and signed when both parties are ready to execute it.

Fees

- **Option one:** The full Growth Academy, with normal full fee to be paid the first time. Then for second and third time, at 30% discount.
- **Option two:** The pricing per module at normal rate. I.e. if done twice in two locations, the total cost would be 2x2.
- Travel expenses are on top of the base fee.

Initial Commitment

Mutual commitment to this path and process is confirmed, once initial 50% payment towards the first on-site pilot delivery is completed to start fixing all related logistics, resource availability and calendars.

During the delivery of these on-site trainings, both parties will work together based on feedback and suggestions towards localized version editing and regards additional eLearning model details, in sync with those working on eLearning components.

Startup Commons recommend to secure availability of resources early on, by signing official proposal with a payment schedule in place, for securing calendars and logistics and to avoid potential overlaps coming from other projects in need of same expert resources.

Once full agreement in place, most of the certification qualifications work and status checks will become local operators responsibility.

On-Site Training of Trainers Travel logistics

Startup Commons recommend to schedule one to two days before and after the scheduled trainings to have time to orient and adapt to local timezone difference and to give some room to review and discuss all related topics and about collaboration after trainings have been done.

Testimonials

Growth Academy training have been delivered and recorded for City of Helsinki, working directly with NewCo Helsinki for their internal training use www.newcohelsinki.fi/en/

Additionally, different modules as part of the academy program has been delivered around 20+ ecosystems, mainly in Europe, North America and Asia. In Vietnam, much of the content was made available for and via IPP www.ipp.vn.

Below are also copies of recommendation letters from our customers about Growth Academy and also testimonials from people attending our Team Building and Shareholder Agreements Workshop (content is part of our Growth Academy Program):

Additional personal testimonials recommending our work are publicly available via Startup Commons experts LinkedIn profiles:

Valto Loikkanen: <https://www.linkedin.com/in/valto/>

Oscar Ramirez: <https://www.linkedin.com/in/oramirezmunoz/>

eLearning

For eLearning, Startup Commons have partnered with [StartupContinuum](#), a Canadian company based in Calgary, Alberta. Where parties are working together to bring a digital eLearning solution to help scale Startup Commons Growth Academy to reach a global audience and provide 24/7 access to eLearning. So that all entrepreneurs in the world can benefit to improve their potential for success. The role of eLearning is meant to provide knowledge also for those who have no other method to access trainings and also work in parallel to expand and support the easy access, convenience, repeats and availability of offline and in person learning, coaching and trainings of Growth Academy knowledge.

Read more here: <http://www.startupcommons.org/blog/growth-academy-elearning>

Combining both the offline and online approaches offers more holistic approach where, availability, scalability and levels of detail are best covered in ways where both sides support each other. 24/7 availability of digital, connected with offline on-site trainings that can be made more impactful, deeper, collaborative, engaging and overall to be designed to better fit into existing education formats/channels, where eLearnings role is to extend and help revisit some key topics.

Global interests and demand

Growth Academy curriculum have got strong validation of its importance and for model how it can be scaled globally. In connection to eLearning platform development with our partners in Calgary, since spring 2018 Startup Commons started to communicate about the availability of Growth Academy more to broader audience with growing inbound requests to become Growth Academy provider in different regions and languages.

Having mentioned about Growth Academy operator licensing opportunity in one edition of Startup Commons newsletter, so far there have been following inquiries interested to also translate/provide Growth Academy in multiple languages:

Locations:

- South East Asia (Singapore, Malaysia and Indonesia)
- Salt Lake City, Utah

Languages:

- English
- French
- German

- Montreal
- Toronto
- Costa Rica
- Africa
- UK
- Long Island, New York
- Calgary and the rest of Alberta
- Garowe, Puntland, Somalia
- Lubumbashi, in the DRC
- Lagos, Nigeria
- Nairobi, Kampala
- Armenia
- Saudi Arabia, Bahrain
- Africa, Australia, India
- Ulaanbaatar, Mongolia
- Charlotte NC
- Spanish
- Russian
- Arabic
- Mongolian

FAQ

Q: All potential attendees want coach certifications after the Growth Academy, rather attendance certificates (because they want to become trainers/coaches afterward). What are the additional steps, costs?

A: To become certified coach, trainer or master trainer, it is not only enough having taking part in the program. Attendees also need to qualify by having separate interviews by us and first deliver training with our materials with good feedback. This is also why it is important part to do video recording of all sessions so those recordings can be used (and translated if needed) for further ongoing support for certified trainer coaches.

Q. Are there any additional cost for the full training program?

A: There's no additional cost

Q: What is the technical criterion for acquiring the coach certificates? (e.g. interviews, tests, etc?)

A: There are levels of certificates, so that each who takes part will get certificate of participation, but then to qualify as "coach, trainer or master trainer", Startup Commons will do combination of interview based test and actual training or coaching based feedback from coach and trainers participants to qualify to get coach or trainer certificate.

Q. What are the rights and responsibilities of attendees/future coaches if they successfully meet all the criterion?

A: Attendees get certificate of participation. For some this may be enough to help them in many ways depending on their job/position where they work or want to work.

Certified coach is someone that is qualified by Startup Commons (later this can also be by other master trainers) to have right to use such certificate. It communicates that they know the Growth Academy content at required level to be able to coach others about the topic. But they can't certify others.

Certified Trainer is someone that is qualified by Startup Commons (later this can also be by other master trainers) to have right to use such certificate. It communicates that they know the Growth Academy content at higher level to be able to train others about the topic. Participants taking part in their training can get certificates of participation.

Master trainer certificate is something that in addition also requires certain volume and time of trainer and/or coach activity performed, until qualifying as Master trainer. Master trainers can then train and certify other trainers and coaches. In context that there is agreement in place between Startup Commons and reputable local organization to collaborate with.

Q: What else do we need to know?

A: Organizations (like incubator, accelerator, co-working space etc.) can use "Certified Provider" status, when they have three or more certified coach and/or trainers working in their organization.

A: If there is no agreement in place, additional coach, trainer or master trainer certifications can't be granted, while naturally participatory ones still can. However as individuals they always carry their certificate level with them and if later there is another organization with agreement in place, they can get certified later (assuming all other criterias hold, ie have been performing trainings/coaching to others etc.).

Q: Is the organization training and certification a one-time fee or a yearly fee?

A: The Organization training and certification fee is based on trained personnel, where the requirement for organization certification is minimum three certified coaches and/or trainers working in or for the organization. So the fee depends on the circulation of the trained coaches and/or trainers. I.e. new trainers or coaches will need to be trained if the number of trained coaches and/or trainers drop below three.

Q: Will Startup Commons provide leads for coaches/operators or do they need to create their own?

A: Trainers and coaches can and should promote their certified coaching and training services. Once we have developed the training of trainers and coaches further along, we will start to publicly promote the availability of certified trainers & coaches and their available trainings and coaching services.