

Appendix

Table - ISSA competences Table adapted from EntreComp framework.

		Level of proficiency		Foundation		Intermediate		Advanced		Expert	
		Progression		Relying on support from others		Building independence		Taking responsibility		Driving transformation, innovation and growth	
				Under direct supervision.	With reduced support from others, some autonomy and together with my peers.	On my own and together with my peers.	Taking and sharing some responsibilities.	With some guidance and together with others.	Taking responsibility for making decisions and working with others.	Taking responsibility for contributing to complex developments in a specific field.	Contributing substantially to the development of a specific field.
				Discover	Explore	Experiment	Dare	Improve	Reinforce	Expand	Transform
Competence	Hint	Descriptor	Theme	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8
Spotting opportunities	Use your imagination and abilities to identify opportunities for creating value.	Identify and seize opportunities to create value by exploring the social, cultural and economic landscape. Identify needs and challenges that need to be met.	Identify, create and seize opportunities.	I can find opportunities to help others.	I can recognise opportunities to create value in my community and surroundings.	I can explain what makes an opportunity to create value.	I can proactively look for opportunities to create value, including out of necessity.	I can describe different analytical approaches to identify entrepreneurial opportunities.	I can use my knowledge and understanding of the context to make opportunities to create value.	I can judge opportunities for creating value and decide whether to follow these up at different levels of the system I am working in (for example, micro, meso or macro).	I can spot and quickly take advantage of an opportunity.
		Establish new connections and bring together scattered elements of the landscape to create opportunities to create value.	Focus on challenges.	I can find different examples of challenges that need solutions.	I can recognise challenges in my community and surroundings that I can contribute to solving.	I can identify opportunities to solve problems in alternative ways.	I can redefine the description of a challenge, so that alternative opportunities address it may become apparent.	I can take apart established practices and challenge mainstream thought to create opportunities and look at challenges in different ways.	I can judge the right time to take an opportunity to create value.	I can cluster different opportunities or identify synergies among different opportunities to make the most out of them	I can define opportunities where I can maintain a competitive advantage.



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			Uncover needs.	I can find examples of groups who have benefited from a solution to a given problem.	I can identify needs in my community and surroundings that have not been met.	I can explain that different groups may have different needs.	I can establish which user group, and which needs, I want to tackle through creating value.	I can carry out a needs analysis involving relevant stakeholders.	I can identify challenges related to the contrasting needs and interests of different stakeholders.	I can produce a 'roadmap' which matches the needs with the actions needed to deal with them and helps me create value.	I can design projects which aim to anticipate future needs.
			Analyse the context.	I can tell the difference between different areas where value can be created (for example, at home, in the community, in the environment, or in the economy or society).	I can recognise the different roles the public, private and third sectors play in my region or country.	I can tell the difference between contexts for creating value (for example, communities and informal networks, existing organisations, the market).	I can identify my personal, social and professional opportunities for creating value, both in existing organisations or by setting up new ventures.	I can identify the boundaries of the system that are relevant to my (or my team's) value-creating activity.	I can analyse an existing value-creation activity by looking at it as a whole and identifying opportunities to develop it further.	I can monitor relevant trends and see how they create threats and new opportunities to create value.	I can promote a culture within my organisation that is open to spotting the weak signals of change, leading to new opportunities for creating value.
Mobilising resources	Get and manage the resources you need.	Get and manage the material, non-material and digital resources needed to turn ideas into action. Make the most of limited resources. Get and manage the competences needed at any stage, including technical, legal, tax and digital competences	Manage resources (material and non-material).	I recognise that resources are not unlimited.	I can appreciate the importance of sharing resources with others.	I can experiment with different combinations of resources to turn my ideas into action.	I can get and manage the necessary resources to turn my idea into action.	I can develop a plan for dealing with limited resources when setting up my value-creating activity.	I can get together the necessary resources to develop my value-creating activity.	I can allocate enough resources to each step of my (or my team's) action plan and for the value-creating activity (for example, time, finances, and my team's skills, knowledge and experience).	I can judge the key resources needed to support an innovative idea or opportunity to develop an existing business, launch a new venture, or initiate a social enterprise.
			Use resources responsibly.	I value my possessions and use them responsibly.	I can describe how resources last longer through reuse, repair and recycling.	I can discuss the principles of circular economy and resource efficiency.	I use re-sources responsibly and efficiently (for example, energy, materials in the supply chain or manufacturing process, public spaces).	I take into account the non-material cost of using resources when taking decisions about my value-creating activities.	I can choose and put in place effective resource-management procedures (for example, life-cycle analysis, solid waste).	I can identify the opportunities that use resources efficiently and the circular economy brings to my organisation.	I can design and put in place innovative ways to lower the overall impact of my value-creating activity on the environment, the community and society, and measure the improvement.



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		(for example through suitable partnerships, networking, outsourcing and crowd-sourcing).	Make the most of your time.	I can recognise different uses for my time (for example, studying, playing, resting).	I value my time as a scarce resource.	I can discuss the need for investing time in different value-creating activities.	I can use my time effectively to achieve my goals.	I can manage my time effectively, using techniques and tools that help make me (or my team) productive.	I can help others manage their time effectively.	I can put in place effective time-management procedures.	I can develop effective time-management procedures that meet the specific needs of my value-creating activity.
			Get support.	I can look for help when I am having difficulty achieving what I have decided to do.	I can identify sources of help for my value-creating activity (for example, teachers, peers, mentors).	I can describe the concepts of division of labour and job specialisation.	I can find and list public and private services to support my value-creating activity (for example, incubator, social enter-prise advisors, start-up angels, chamber of commerce).	I can find digital solutions (for example, free, paid for, or open-source) that can help me manage my value-creating activities efficiently.	I can find support to help me take advantage of an opportunity to create value (for example, advisor or consultancy services, peer or mentor support).	I can effectively delegate tasks within and outside my organisation to make the most value (for example, outsourcing, partnering, acquisitions, crowdsourcing).	I can develop a network of flexible and responsive providers from outside the organisation who support my value-creating activity.
Ability to identify social problems	Using imagination, knowledge and experience to identify social problems.	Identify and analyse social problems in various contexts. Use social wealth as a measure to analyse and discuss social problems. Understand the system in which social problems exist, including the efforts needed to initiate processes intended to reduce the social problems.	Understand social wealth.	I can identify different constituents of social wealth: social value and social costs.	I can identify different levels of social value and social costs.	I can describe the relations and interconnections between social value and costs.	I can evaluate different constituents and combinations of social value and costs in my work to identify those that optimise a solution.	I can evaluate the social values and costs in a system including economic wealth to identify the best solutions.	I can identify the social values and costs having most influence on different stakeholders.	I can efficiently identify the constituents and combinations of social value and costs that optimise the social wealth of a solution in a system of stakeholders.	I can easily design solutions that optimise the total wealth (social and economic) in a system of stakeholders.
			Utilise contextual knowledge.	I can identify social problems in my context.	I can identify the main driving forces of my context's social problems.	I can identify the characteristics of my context and identify similar contexts with similar social problems.	I can identify measures to create value that could decrease my context's social problems, based on other contexts' measures.	I can develop measures to reduce social problems used in other contexts to fit in my own context.	I can create models of measures' characteristics based on how these fit my context.	I can compare different contexts and measures' characteristics and illustrate how these fit together.	I can quickly identify contexts characteristics and adjust measures' fit in the context to solve social problems.
			Analyse the system.	I can identify social problems that exist in a system.	I can identify changes that would reduce the system's social problems.	I can think of well-known approaches that could reduce the system's social problems.	I can imagine new and novel ways of reducing a system's social problems.	I can assess the plausibility whether different solutions fit in the system.	I can create solutions that combine new and existing approaches to reduce social problems in a system.	I can evaluate different approaches' fit in a system based on the social problems and systems' characteristics.	I can effectively create a potential solution to reduce social problems in a system based on existing and new approaches.



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Cultural awareness	Identify and manage cultural differences	Identify and analyse cultural dimensions in relevant context. See positive and negative aspects of cultures and tolerate differences. Manage differences by communicating effectively and see opportunities from having an “outsider perspective”.	Analyse culture	I can identify examples of distinct cultural dimensions in other cultures.	I can define specific cultural dimensions that are important for social entrepreneurship.	I can describe cultural dimensions that may affect social business opportunities in a given context.	I can manage cultural dimensions which may promote or inhibit social entrepreneurship in a given context.	I can find opportunities for social value-creating activities based on cultural dimensions.	I can think of solutions to social problems considering different cultural dimensions.	I can effectively analyse cultural dimensions and see nuances within a culture.	I can evaluate how changes in a given society might affect the cultural dimensions and opportunities for social entrepreneurship.
			Tolerate differences	I can identify different practices in solving social needs in my own and in other cultures.	I can non-judgmentally observe practices that may be relevant for social value-creating opportunities.	I can describe positive and negative aspects of how social problems are solved in my own and in other cultures.	I can explain and utilise the reasons why there are different approaches to solve social problems.	I can disagree with other cultural practices without judging and learn from their practices.	I can see nuances in my own and other cultures.		I can fully empathize and respectfully communicate with people from another culture.
			Manage differences	I can identify possible obstacles in communicating with people from another culture.	I can identify specific communication obstacles based on certain cultural dimensions.	I can describe communication techniques that facilitate cooperation despite cultural differences.	I can use my knowledge about a given culture to communicate effectively and facilitate cooperation to solve social needs.	I can identify and reflect upon opportunities and barriers from having an “outsider” perspective when working with my value-creation.	I can respectfully communicate ideas and involve local stakeholders.	I can recognise opportunities for value creating activities in cooperation with local stakeholders.	I can use cultural differences as an advantage to enhance value creating activities in cooperation with local stakeholders.



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