



## MODULE 15

I am in control of my green business

### Learning outcomes

You will learn here:

- How to monitor the progress of your business
- How to protect your personal data, devices and digital content
- What to do when your business is not going according to plan
- How to make the best of a setback or failure



*Figure 1: Ride the wave of success!*

## Basic information



In this last module, you will learn methods to keep on top of your green business.



This module contains four exercises.



You will need 15 h to finish the module.



You need 66% correct answers to pass this module.



Your lecturers are Susanne and Vladimir.

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## Welcome to Module 15

In this last module of the training you will learn a lot about how to monitor the progress of your business. And what you can do if your progress does not match your work plan.

In module 9 you learned how to create a work plan. If you have a good work plan, you know what needs to be done and when it needs to be done. You have a timetable and an overview of the steps and activities to be done. So a good work plan is very important.

In this module you will learn how to use the work plan to assess the progress of your project.

But: Not everything always goes according to plan. Especially not if you are still at the very beginning and have little experience. That's why it's important to stay flexible and learn from experience. And: not to lose courage! You will learn how to do this in the second part of this module.

Then you will learn about three examples of entrepreneurs who did not let failure deter them from their path. And these three persons eventually became very successful!

The last part of this module is about how to protect personal data, devices and digital content. Protecting personal data, devices and digital content is critical to the longevity of business and entrepreneur security.

## How to monitor your green Business



*Figure 2: Business Monitoring*

To monitor the progress of your project, it is best to use a monitoring sheet. You can easily create this as an Excel spreadsheet with the following columns:

Number	Activity	Start date	End date	Status	Comments	Actions
--------	----------	------------	----------	--------	----------	---------

You can also download a monitoring sheet [here](#).

It is important that all steps that are necessary for the success of your project are entered in the column "Activity". If you have already created a work plan, you can simply transfer these steps from there to the monitoring sheet.

There are a few points to keep in mind:

1. Set the important milestones.
2. Think about what steps are necessary to reach these milestones.

In project language, these steps are called work packages.

## Milestones

A milestone marks a part of the path. You can see that you have already completed a section. It is the same here. When you start a green business, there are certainly several milestones on the way to the opening:



... and so on.

With each of these points, you have passed a milestone.

## Work packages

The individual steps necessary to reach a milestone are called work packages.

For example, to research the legal requirements (milestone), ...

- You visit different public counselling services
- You search the internet for information
- You contact friends and acquaintances who have experience

... and so on.

Each of these points represents a work package.

## EXERCISE 1



### M 15\_E 1: Creating and using a Monitoring Sheet

**Open a writing program or a spreadsheet program or take a sheet of paper. On the top, write the number of the module and the number of this exercise.**

With this exercise, you can learn about monitoring while creating a monitoring sheet for your green business!

#### 1. Create a monitoring sheet

You can download a monitoring sheet from the project website or create it yourself in Excel and name the columns like this:

Number	Activity	Start date	End date	Status	Comments	Actions
--------	----------	------------	----------	--------	----------	---------

#### 2. Enter your milestones in the monitoring sheet

Look at your work plan from Module 9. Have you defined the "milestones" here? Enter these milestones in the monitoring sheet in the column "Activity". In the column to the left, enter the number. Start with 1. This then looks like this, for example:

Number	Activity
1	Project idea is developed
2	Market analysis is completed
3	Risk analysis has been carried out
4	Legal framework is clear
5	Budget is calculated
6	Business Plan is developed
7	Work plan is ready
8	SMART analysis is completed
9	Homepage is created



A milestone is always formulated as if it were already finished.

*If you don't have a work plan yet, go to module 9 and follow the instructions. With this work plan you can easily proceed. Think about which milestones are necessary for your business. Enter them one below the other in the column "Activity".*

### **3. Enter the work packages in your monitoring sheet.**

Enter the work packages in your monitoring sheet.

For each milestone, consider which sub-steps, also called "work packages", are necessary and enter them one by one below the milestone. To do this, insert a corresponding number of new lines.

Example: Creating a homepage is a "milestone".

Several work packages are necessary for this, for example:

<b>Number</b>	<b>Activity</b>
<b>9</b>	Homepage is created
9.1	Domain is bought
9.2	Structure of the website is defined
9.3	Images are available
9.4	Texts are finalised

Number the work packages with sub-numbers, as in the example 9.1, and so on. Like chapters in a book. Sometimes you have to subdivide the work packages more precisely, for example:

<b>Number</b>	<b>Activity</b>
9.4	Texts are finalised
9.4.1	<i>Drafts of the texts are ready</i>
9.1.1	<i>Texts are proofread</i>
9.1.2	<i>Feedback to the texts is given</i>
9.1.3	<i>Feedback is incorporated in the texts</i>

Insert a corresponding number of new lines below the work package.  
Number each of these actions with a sub-number, e.g., 9.4.1, and so on.

The more detailed you list the actions, the more accurately you can assess what has already been done and what still needs to be done. Think of this list like a shopping list: as a reminder not to forget anything. In addition, these considerations will help you to estimate the time needed more realistically.

#### 4. Set a start date and an end date

In the next two columns of your monitoring sheet, enter the start and end date of the activity. Be as realistic as possible. Often activities build on each other. For example, you can only approach sponsors or funding agencies once you have a business plan. If the business plan is delayed, all subsequent activities will also be delayed.

Number	Activity	Start date	End date
1	Project idea is developed	01.01.2022	30.01.2022
2	Market analysis is completed	20.01.2022	28.02.2022
3	Risk analysis has been carried out	01.03.2022	20.03.2022
4	Legal framework is clear	20.03.2022	10.04.2022
5	Budget is calculated	10.04.2022	30.04.2022
6	Business plan is developed	01.05.2022	20.05.2022
7	Work plan is ready	20.05.2022	30.05.2022
8	SMART analysis is completed	01.06.2022	10.06.2022
9	Homepage is created	01.05.2022	30.06.2022

Sometimes it makes sense to work on several milestones at the same time. For example, you can use texts or graphics from your business plan for your homepage at the same time. In the example above, you see the same start date.

In our example, you see the start and end dates for the individual milestones. Enter a start and end date for each work package and activity in your monitoring sheet. If you define the duration of the individual activities, you can also better estimate the duration of the associated milestone. A milestone always covers the entire duration of the individual work packages and activities below it. This means that they begin with the start date and must be completed by the end date, otherwise the completion of the milestone will be delayed.

## 5. Use of the monitoring sheet

Your monitoring sheet is now ready. Now you have a plan that you can use as an overview. Set regular times (for example, once at the end of the week or every 14 days) when you take the monitoring sheet and check whether you are still within the estimated time. To do this, use the "Status" column. Here you can enter how far the tasks have been completed:  
*e.g.: one quarter, halfway, three quarters or completely.*

In the "Comments" column, you can write down important additions or things that have come up that you should not forget.

If you see that the task will not be completed in the expected time, use the "Actions" column to write in keywords how you will deal with it.

See the monitoring sheet as your process companion.

You can add new work packages at any time or change the date to adapt it to the circumstances.

When you have completed the exercise, name your digital document after the number of this exercise, and save it in the folder to Module 15!

If you did the exercise on paper, take readable photos and keep them.

## Online tools for Project Management and Progress Monitoring

You can find a lot of tools for download or online use in the internet.

### Tools for free:

<https://todoist.com/templates>

<https://www.ganttexcel.com/download-link-gcpc/>

<https://templates.office.com/en-US/Search/results?query=gantt+chart>

### Tools to buy:

<https://app.asana.com>

<https://www.smartsheet.com/s/project-tools>

<https://monday.com/lang/>

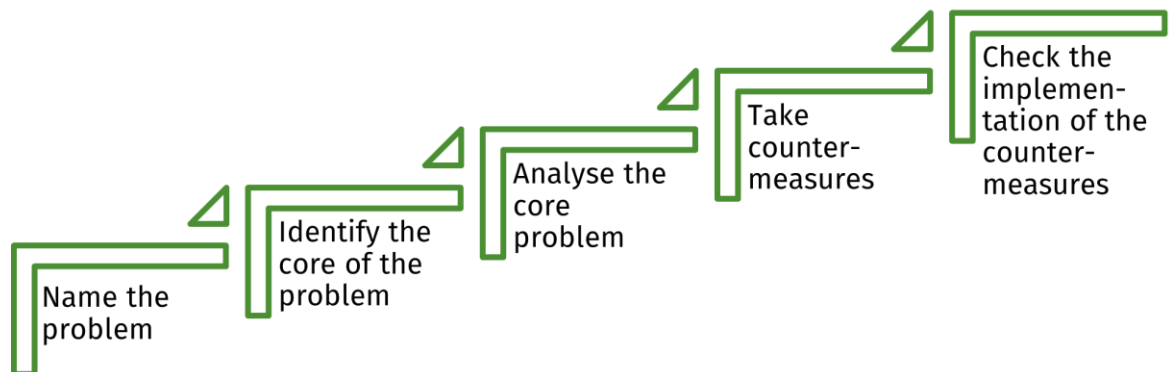
## How failures can lead to valuable achievements

In this chapter, you will be introduced to two methods with which you can learn from setbacks and failure. Finally, you will see that a failure does not have to be the end of a business idea. On the contrary, you will find out how famous personalities have achieved great success precisely because of a failure.

### 5-WHY-Method or Root-Cause-Analysis

This method is often used to analyse a problem or a mistake. The approach is to keep asking "WHY?" until you get to the root cause. It is also important to find a cause that you can influence yourself in order to prevent future problems or mistakes.

These are the steps:



## Proceed as follows:

### **Start by naming the problem**

What is the problem or mistake? Tell it in simple words, like for example:

*"I did not get the commission."*

### **Identify the core of the problem**

Ask the question "why". Find an answer and ask the "why" again. Keep asking until you find the root cause. This can be twice or seven times, depending on how complex the problem is. The "5" in the name of the method is not to be taken literally.

*How can you be sure that you are getting to the core of the problem?*

Whenever a response to a why points to a flawed or missing process. This is a signal that something can be improved.

## Example: 5-WHY-Method or Root-Cause-Analysis:

**Name the problem:**

I did not get the commission.

**WHY?**

I was late for the meeting with the client.

**WHY?**

An important table was missing from my files.

**WHY?**

My collaborator did not upload them anymore last night.

**WHY?**

He worked late yesterday and then forgot about it.

So, also in our example, the cause of the problem is a faulty process.

You can check this by formulating the effect as an IF-THEN statement:  
If the employee had not worked so long, then the table would have been there. BINGO!

When you have found the core of the problem, you can continue to work with it.

## Analyse the core problem

Answer these questions:

**What exactly happened?**

**Who was involved?**

**Does the problem occur frequently or regularly?**

**When exactly does it occur?**

Let us analyse the core problem in our example:

**What exactly happened:**

The collaborator did not upload the list because he was overloaded.

**Who was involved?**

He and I, because it seems I gave him too many tasks.  
In addition, I relied on him and checked one important thing too late.  
Also, I hired him.

**Does the problem occur frequently or regularly?**

Yes, he works overtime more often.

**When exactly does it occur?**

Mostly during deadlines.





## Take countermeasures

Now that you have found and analysed the real problem, you can take the appropriate countermeasures. You can now take action in two directions:

*What is to be done acutely to remedy the problem?*

This is about the original problem, so in our example: What can you do to get the job after all or to compensate for the lack of income?

*What can be done to prevent something like this from happening again in the future?*

Here you can think in several different directions, in our example the management should think in the following directions:

- Better time management
- Better communication with the employee
- Relieving the employee
- and so on.

### **Important!**

Fix deadlines and persons in charge for all measures you develop here to ensure realisation!

## Check the implementation of the countermeasures

Use these or similar questions to check the success of your countermeasures:

**Have the countermeasures been implemented?**

**Is the problem still occurring?**

**Are further steps necessary?**

**What has improved since the implementation?**

If you notice that the countermeasures have not been implemented or are not working, you can continue with another 5-why analysis.

## Mind Mapping

This method allows to creatively visualise a problem and its causes. The problem is central in the middle of the mind map. The rays emanating from the centre represent the important areas of your company.

These can be, for example:

Personnel, Organization, Finances, Resources, Offer, Clients, ..

These areas can branch out again to name the individual influencing factors more precisely. In this way, you can systematically identify the possible causes of a problem.

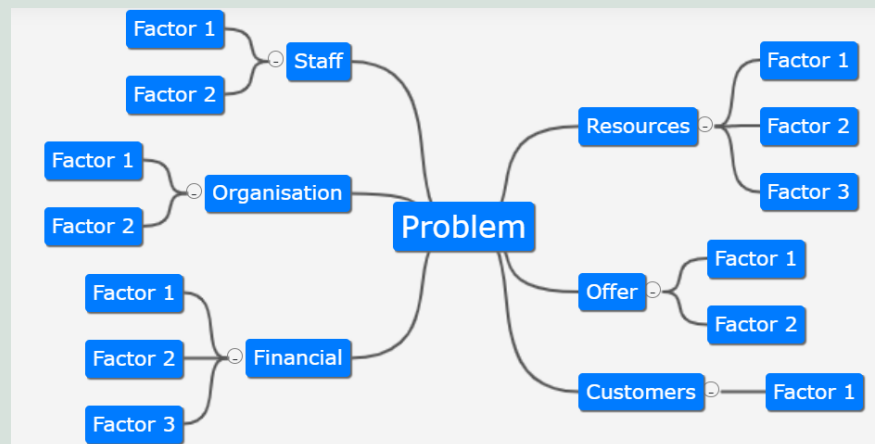
## EXERCISE 3



### M 15\_E 3: Create a mind map!

**Open a writing program or take a sheet of paper. On the top, write the number of the module and the number of this exercise.**

Take a sheet of paper (at least A4 format) or a flip chart paper. Write your problem in the middle and surround it. Think about which areas of your company are affected and draw them in. They move away from the problem in the middle in a radial pattern. To show the individual influencing factors, let individual rays go away from the areas. It looks roughly like this:



*Figure 3: Mind map, developed with the help of “mind-map-online”*

### Further procedure

When you have found the cause(s) of the problem, set countermeasures as described before and check them. You can also create a mind map for developing countermeasures.

When you have completed the exercise, name your digital document after the number of this exercise and save it in the folder to Module 15!

If you did the exercise on paper, take readable photos and keep them.

**Mind maps are available free of charge on the web for working online:**

<https://mind-map-online.de/>

<https://gitmind.com/>

<http://www.edrawsoft.com/>

<https://coggle.it/>

<http://www.xmind.net/>

<http://www.mural.co/>

## Examples of temporary failures that have led to valuable achievements

If you have had a setback and are thinking of giving up, please remember these true stories:

They are about very famous people. Each of them is or was a pioneer in his field. Maybe he was also too much ahead of his time. In any case, the three of them have learned their lessons and have become very successful.

### **Walt Disney was told he lacked creativity.**

One of the most creative geniuses of the 20<sup>th</sup> century was once fired from a newspaper because he was told he lacked creativity. Trying to persevere, Disney formed his first animation company, which was called Laugh-O-Gram Films. He raised \$15,000 for the company but eventually was forced to close Laugh-O-Gram, following the close of an important distributor partner.

Desperate and out of money, Disney found his way to Hollywood and faced even more criticism and failure until finally, his first few classic films started to skyrocket in popularity.

**Bill Gates watched his first company crumble.**

Bill Gates is now one of the world's wealthiest individuals, but he didn't earn his fortune in a straight line to success. Gates entered the entrepreneurial scene with a company called Traf-O-Data, which aimed to process and analyse the data from traffic tapes (think of it like an early version of big data).

He tried to sell the idea alongside his business partner, Paul Allen, but the product barely even worked. It was a complete disaster. However, the failure did not hold Gates back from exploring new opportunities, and a few years later, he created his first Microsoft product, and forged a new path to success.

**Steve Jobs was booted from his own company.**

Steve Jobs is an impressive entrepreneur because of his boundless innovations, but also because of his emphatic comeback from an almost irrecoverable failure. Jobs found success in his 20s when Apple became a massive empire, but when he was 30, Apple's board of directors decided to fire him.

## EXERCISE 4



### **M 15\_E 4: Learning from failures of successful entrepreneurs!**

**Open a writing program or take a sheet of paper. On the top, write the number of the module and the number of this exercise.**

What can you learn from the failures of successful entrepreneurs?

Do these entrepreneurs have something in common, for example some competences, resources, will-power, values or similar that helped them to stand up and try again?

Write for each question one A4 page:

**1. Search the internet for more information to these three stories.**

Compile the information you found to the history of these three famous persons.

**2. Find at least three more examples for failures that led to success**

You find lots of similar stories in the net, if you enter for example the keywords “failure prominent persons” in the search engine.

Find at least three more stories and add them.

**3. What success factors can you identify in these stories?**

Can you identify special success-factors that these persons have in common? Name at least 5 success-factors and describe them.

Put it in context with your own business: what are the most important success factors? Explain which success factor you find most important, which least important for your business.

#### **4) What can you learn from these stories?**

Now think about your own abilities. Which of them can you use to cope with failure? Name at least five of your abilities and describe in detail how you can use them.

When you have completed the exercise, name your digital document after the number of this exercise and save it in the folder to Module 15!

If you did the exercise on paper, take readable photos and keep them.

# How to protect personal data, devices and digital content

Protecting personal data, devices and digital content is critical to the durability of business and entrepreneur security. There are many risks associated with data security, content and device security. The risks are very complex and rapidly changing, so constant awareness is required. These risks range from damage or malfunction of devices to serious hacking of accounts and destruction of digital content, as well as the theft of valuable sensitive and important information.

## 1. Secure your accounts

Everyone should use a password manager to establish and remember unique, complicated passwords for each account. This is the single most critical thing individuals can do today to preserve their privacy and security. Password managers may appear difficult to set up, but once installed, you may just browse the Internet as usual. The password manager stores your passwords when you log in to accounts and proposes changing weak or duplicate passwords. You wind up having new passwords for the majority of your accounts within a few weeks.

*Users can choose from various password manager solutions.*

- Some internet browsers like Microsoft Edge and Google Chrome are providing password manager features and keep the password secured.
- Google password manager is also a useful tool to use strong passwords for all online accounts.
- There are also a variety of desktop software for storing your passwords. Examples of such offline and desktop tools are [DashLine](#), [1Password](#) and [Bitwarden](#).



- Some of the computer security and antivirus software are also providing the password manager feature, for example:

Aviras Password Manager (free) and Norton Password Manager (paid)

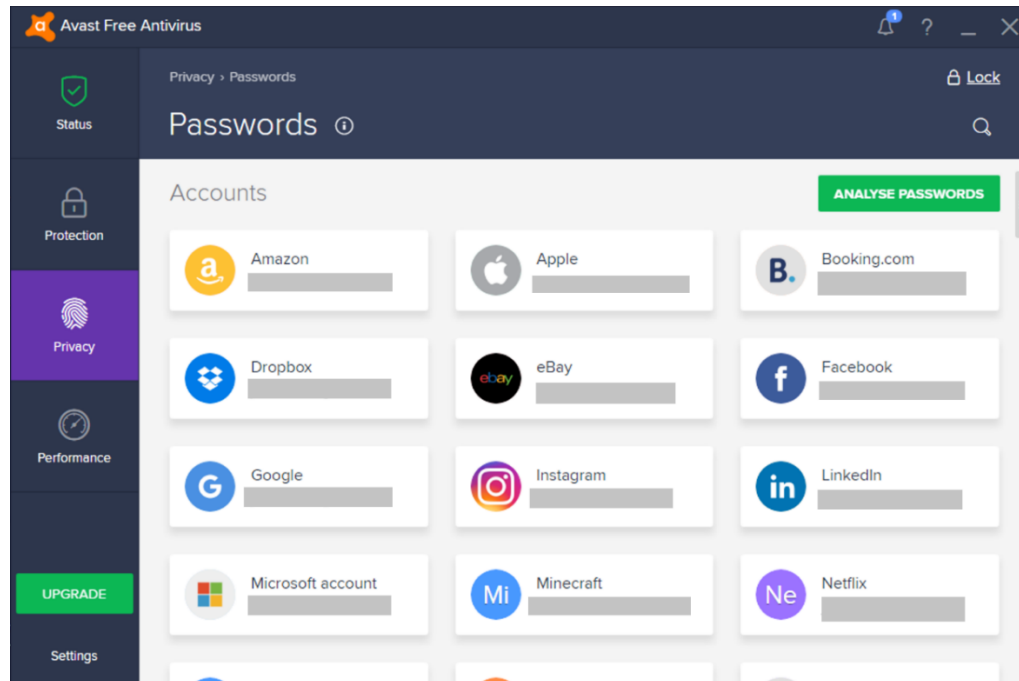


Figure 4: Example of a password manager / screenshot

## 2. Use strong passwords

Using strong passwords is essential to prevent brute force attacks on the accounts. The best practice is to use a long password with mixed characters (upper-case and lower-case), as well as numbers and symbols. Avoid to use common substitutions, as well as memorable keyboard paths.

Some of the registration forms might provide an option to generate a strong password automatically, but there are also a lot of online solutions that are providing automatic generation of strong and unique random passwords. Examples for this solutions are the Random Password Generator by Avast or F-Secure.

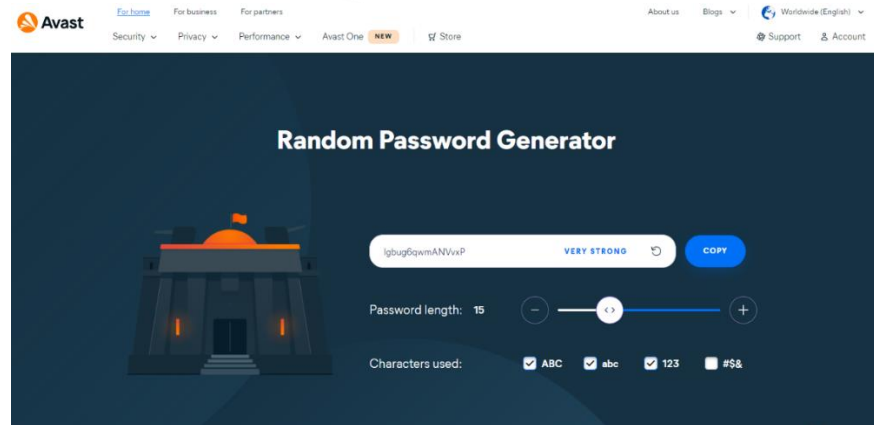


Figure 5: Example of a random password generator / screenshot

### 3. Two-step authentication

Two-step authentication is another good method for securing your accounts. This option is available for many online services.

Two-step authentication, as the name implies, necessitates two steps: entering your password and entering a number that only you have access to. Step one, for example, is to log in to Microsoft Account using your login and password. In step two, a Microsoft Account provides you a temporary code through text message or, better yet, an app like Authenticator, which you use to log in.

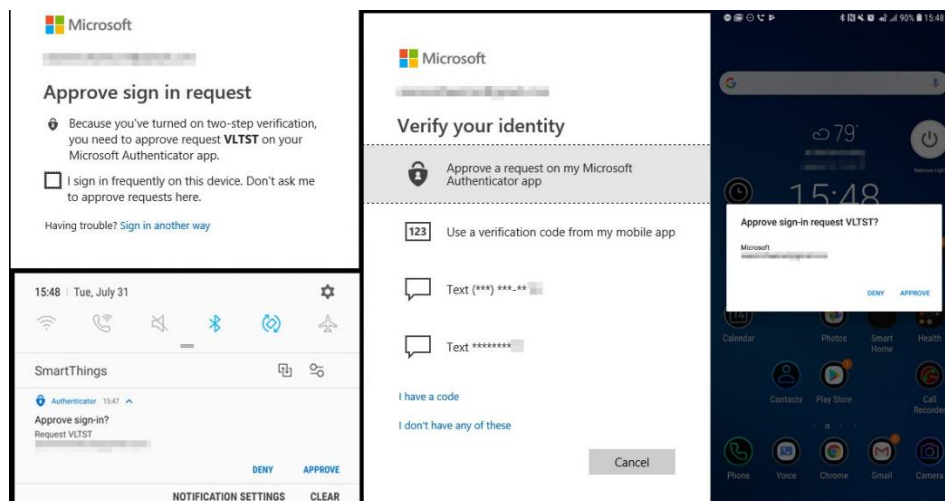


Figure 6: Example of two-step authentication

## 4. Protect your web browsing

Companies and websites monitor everything you do on the internet. Every advertisement, social network button, and website collects information on your location, surfing behavior, and other factors. The information gathered reveals many things about you.

There are three possibilities to minimise this:

1. You can use a **browser plugin** that prevents advertisements and the data they collect from being displayed. Some of these extensions also prevent malware from being used in your browser and provide an easy option to turn off ad blocking if you want to support safe websites.
2. It's also a good idea to use an **HTTPS extension**. When a site supports HTTPS, it automatically redirects you to the secure version, making it impossible for an attacker — even if you're using public Wi-Fi at a coffee shop, train station, or in a hotel.
3. If you often connect to public Wi-Fi, a **VPN** (virtual private network) is another way to protect your online privacy, because it provides another type of protection when HTTPS isn't available. It can also provide a degree of privacy from your ISP and help reduce tracking based on your IP address. However, all your internet activity will still be routed through the VPN provider's servers.

## 5. Update your software and operating system

Software updates may offer new or improved functionality, along with security improvements, as well as improved interoperability with other devices or apps. They can also improve your software's stability and eliminate obsolete functionality. All of these changes are intended to improve the user experience. While continuous update reminders might be frustrating, especially if you have a number of different programs, they can improve your overall experience and guarantee that you get the most out of your technology. While some computer software needs you to manually approve and install updates, upgrading software on mobile devices may be much simpler. You may enable auto-update to keep your mobile applications up to date.

## 6. Do not use illegal or pirate software

The use of pirated software violates software copyright law and poses serious security risks. It can damage the computer and all data and information on it can be corrupted and stolen. This is especially dangerous for sensitive data such as personal information, financial data, bank card numbers, online banking accounts, etc. In addition, the pirated copy cannot be updated.

## 7. Limit information shared online

Do not share too much information on social media. Oversharing on Facebook, Twitter, and Instagram may make it simpler for hackers to get identifying information, allowing them to steal your identity or access your bank information. Ignore the "About Me" areas in your social media profiles to safeguard your online anonymity. You don't need to provide the year or location of your birth, which may make you an easier target for identity theft. Investigate various privacy options as well. You might wish to restrict who can see your postings to those you've directly invited.



## 8. Secure your mobile devices

Smartphones are becoming an essential part of the digital life which includes reading the web, checking emails, and watching movies. That's why it's important to protect online privacy on mobile devices - smartphones and tablets - just as you would on laptops and desktop computers.

Make sure your smartphone is locked with an access code. It may seem annoying to enter a code every time you want to access your phone's home screen.

However, if the phone is lost or stolen, this passcode can provide an extra level of security. Passwords and passcodes should be as complicated as possible and passwords that are too weak should not be used.

## EXERCISE 2



**M 15\_E 2: Safety check - How safe are your personal data, devices and digital content?**

**Open a writing program or take a sheet of paper. On the top, write the number of the module and the number of this exercise.**

Here is a summary of all the options you have to secure your personal data and devices:

1. Secure your accounts
2. Use strong passwords
3. Two-step authentication
4. Protect your web browsing
5. Update your software and operating system
6. Do not use illegal or pirate software
7. Limit information shared online
8. Secure your mobile devices

In this exercise you have to check how much you do to protect your data on your own devices (Smartphone, Laptop, etc.).

Safety check: answer these questions for each of the 8 advices:

- **To what extent have I already made these provisions?**
- **Can I do more to protect my personal data, devices and digital content?**
- **What can I do exactly?**

When you have completed the exercise, name your digital document after the number of this exercise and save it in the folder to Module 15! If you did the exercise on paper, take readable photos and keep them.



### **Congratulations!**

You finished Module 15. You are now able to take a quiz on the platform to test your knowledge and apply for a certificate with ECQA.

## Reference list

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Kidston. P. (2015) *Planning, Scheduling, Monitoring and Control: The Practical Project Management of Time, Cost and Risk*

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Nuguti, E. (2015) *Project Monitoring and Evaluation; tools and techniques Books about learning from failure:*

<https://medium.com/@ShaneLester2016/5-best-books-about-learning-from-failure-db1fe8b2fac1>

*Stories of Super Successes Who Overcame Failure:*

<https://www.entrepreneur.com/article/240492>

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