



## Module 6

<b>Adaptive Management and Flexibility</b>	
<b>Duration:</b>	6 hrs
<b>Learning objectives:</b>	<ol style="list-style-type: none"> <li>1. Identifying business opportunities through an adaptive approach</li> <li>2. Utilizing data and feedback for business decision-making</li> <li>3. Develop a flexible business model for green SME's</li> </ol>
<b>Resources and devices:</b>	<ul style="list-style-type: none"> <li>- Group brainwork: identify green business opportunities in Nigeria, such as waste- to- energy initiatives or eco-friendly businesses.</li> <li>- Instructor-led; in-depth explanation of key tools like data-driven decision making and Lean Startup.</li> <li>- Role-play Scenarios. This will stimulate market flexibilities and adaptation strategies using Farmcrowdy, a Nigerian agrotech startup that adapted its model from crowdfunding farms to providing end- to-end digital agricultural solutions.</li> </ul>
<b>Assessment:</b>	<p>Quick reflection activity</p> <p>Business idea pitch (Quick feedback Session)</p>
<b>Skills/abilities developed:</b>	Leadership Skills

	Communication Skills Critical thinking and problem solving
<b>Further reading and references</b>	<ul style="list-style-type: none"><li>- Adaptive management for Sustainability – <i>Harvard Business Review</i></li><li>- Video: “Understanding Adaptive Management - <i>YouTube Lecture</i></li><li>- Case Study: “Farmcrowdy’s impact on Nigerian Agriculture - <i>African Business Review</i></li></ul>

## Submodule 6.1

### APPLYING ADAPTIVE MANAGEMENT: UNDERSTANDING THE CONCEPT

→ **Skills:**

1. Leadership
2. Communication

<b>APPLYING ADAPTIVE MANAGEMENT: UNDERSTANDING THE CONCEPT</b>
<b>Activity 1: Role Playing and Understanding Adaptive Management</b>
<b>Duration:</b> 2 hours
<b>Specific Learning Objectives</b> <ul style="list-style-type: none"><li>● Identifying business opportunities through an adaptive approach</li><li>● Utilizing data and feedback for business decision-making</li><li>● Develop a flexible business model for green SME's</li></ul>
<b>Methodology, Resources and Devices</b> <p>Instructor Led participation, Group Work Conversations, Role Playing Tools are Videos and Case Studies</p>
<b>Description of the activity and Key Concepts</b> <ol style="list-style-type: none"><li>1. Group brainwork: identify green business opportunities in Nigeria, such as waste- to-energy initiatives or eco-friendly businesses.</li><li>2. Instructor-led; in-depth explanation of key tools like data-driven decision making and Lean Startup.</li><li>3. Role-play Scenarios. This will stimulate market flexibilities and adaptation strategies using Farmcrowdy, a Nigerian agrotech startup that adapted its model from crowdfunding farms to providing end- to-end digital agricultural solutions.</li></ol>
<b>Assessment</b> <ul style="list-style-type: none"><li>● Quick reflection activity</li><li>● Business idea pitch (Quick feedback Session)</li></ul>
<b>Skills/Abilities developed</b> <ul style="list-style-type: none"><li>● Leadership Skills</li><li>● Communication Skills</li><li>● Critical thinking and problem solving</li></ul>

### **Further readings, activities, materials, best practices**

- Adaptive management for Sustainability – *Harvard Business Review*
- Video: “Understanding Adaptive Management -*YouTube Lecture*
- Case Study: “Farmcrowdy’s impact on Nigerian Agriculture  
-*African Business Review*



Co-funded by  
the European Union



# GSMESKILL

Developing VET Entrepreneurial Green  
Mindset and skills for Small-Business  
Development



# Adaptive Management and Flexibility

Applying Adaptive Management: Understanding the Concept

Duration: 2 hours





# Specific Learning Objectives

- Identifying business opportunities through an adaptive approach
- Utilizing data and feedback for business decision making
- Develop a flexible business model for green SME's



# Methodology, Resources, and Devices

Methodology

Instructor Led

Reflection Activities

Tools

Short videos

Case Study

Reports

# Key Concepts & Activity Descriptions

## Content:

- **Key Concepts:** Understanding the concept, Systems Thinking
- **Activities:**
  - Group Work on developing an understanding of the concept
  - Role Play Scenarios ; Understudying Farmcrowdy a Nigerian agrotech startup.



# Assessment

- Presentation to the Class
- Reflection Activities
- Group Work



# Skills and Abilities Developed

- Leadership Skills
- Communication Skills
- Design Thinking
- Teamwork and Collaboration





# Further Reading & Resources

- Adaptive Management for Sustainability - Harvard Business Review
- Video: “Understanding Adaptive Management” Youtube Lecture
- Case Study. “Farmcrowdys Impact on Nigerian Agriculture- African Business Review



Co-funded by  
the European Union



# THANK YOU

**DISCLAIMER:**

GSMESKILL PROJECT N. 101091883 FUNDED BY THE EUROPEAN UNION. VIEWS AND OPINIONS EXPRESSED ARE HOWEVER THOSE OF THE AUTHOR(S) ONLY AND DO NOT NECESSARILY REFLECT THOSE OF THE EUROPEAN UNION OR THE EUROPEAN EDUCATION AND CULTURE EXECUTIVE AGENCY (EACEA). NEITHER THE EUROPEAN UNION NOR EACEA CAN BE HELD RESPONSIBLE FOR THEM.



## Submodule 6.2

### TOOLS AND STRATEGIES FOR FLEXIBILITY IN BUSINESS

→ **Skills:**

1. Presentation
2. Communication

TOOLS AND STRATEGIES FOR FLEXIBILITY IN BUSINESS
<b>Activity 1: Business Risk Assessment</b>
<b>Duration:</b> 2 hours
<b>Specific Learning Objectives</b> <ul style="list-style-type: none"><li>● Integrate data and feedback for business decision-making</li><li>● Implement Lean and Circular Economy models</li><li>● Develop risk mitigation strategies for sustainability</li></ul>
<b>Methodology, Resources and Devices</b> <p>Instructor Led participation, Group Work Conversations, Case Studies Tools are Videos and Case Studies</p>
<b>Description of the activity and Key Concepts</b> <ol style="list-style-type: none"><li>1. Mini-lecture: Explain key tools like data-driven decision-making and Lean Startup.</li><li>2. Business Risk Assessment: Identifying and proffering solutions to risk in Nigerian green business/enterprises, Using <b>Wecycler</b>, a Lagos-based startup that adapted to customer behaviour by introducing incentives for plastic waste recycling.</li><li>3. Group Discussion: Real-life challenges and adaptive solutions in the Nigerian green economy.</li></ol>
<b>Assessment</b> <ul style="list-style-type: none"><li>● Written Reflection</li><li>● Assessment in How to use the tools: Data Driven Decision Making, Lean StartUp</li></ul>
<b>Skills/Abilities developed</b> <p>Leadership Skills Risk Management Skills Design Thinking Decision-making skills Critical thinking and Problem-Solving Skills</p>

## Further readings, activities, materials, best practices

- **Article:** Circular Economy in Nigeria  
*African Circular Economy Network*
- **Report:** Waste Management Strategies in Africa  
*UNDP*
- **Case Study:** Wecyclers: Turning Waste into Wealth  
MIT Sloan



Co-funded by  
the European Union



# GSMESKILL

Developing VET Entrepreneurial Green  
Mindset and skills for Small-Business  
Development



# Adaptive Management and Flexibility

Tools and Strategies for Flexibility in Business

Duration: 2 hours





# Specific Learning Objectives

- Integrate data and feedback for business decision
- Implement Lean and Circular Economy Models
- Develop risk mitigation strategies for sustainability



# Methodology, Resources, and Devices

Methodology

Instructor Led

Group Discussion

Tools

Short videos

Case Study

Reports

# Key Concepts & Activity Descriptions

## Content:

- **Key Concepts:** Understanding how to apply the tools ; Interpreting Data
- **Activities:**
  - Business Risk assessment: Identifying and Proffering solutions to risk using Wecycler as a case study
  - Group Discussion: Real Life Challenges and adaptive solutions in Nigerian Green Economy



# Assessment

- Presentation to the Class
- Reflection Activities
- How would you apply these tools?



# Skills and Abilities Developed

- Leadership Skills
- Risk Management Skills
- Presentation Skills
- Critical Thinking





# Further Reading & Resources

- Article: Circular Economy in Nigeria  
African Circular Economy Network
- Report: Waste Management Strategies in Africa
- Case Study: Wecyclers: Turning Waste into Wealth  
MIT Sloan



Co-funded by  
the European Union



# THANK YOU

**DISCLAIMER:**

GSMESKILL PROJECT N. 101091883 FUNDED BY THE EUROPEAN UNION. VIEWS AND OPINIONS EXPRESSED ARE HOWEVER THOSE OF THE AUTHOR(S) ONLY AND DO NOT NECESSARILY REFLECT THOSE OF THE EUROPEAN UNION OR THE EUROPEAN EDUCATION AND CULTURE EXECUTIVE AGENCY (EACEA). NEITHER THE EUROPEAN UNION NOR EACEA CAN BE HELD RESPONSIBLE FOR THEM.



## Submodule 6.3

### Case Studies and Real World Applications

→ **Skills:**

1. Risk Management
2. Leadership

Case Studies and Real World Applications
<b>Activity 1: Role Playing and Studying Active and Real Businesses</b>
<b>Duration:</b> 1 hour
<b>Specific Learning Objectives</b> <ul style="list-style-type: none"><li>● Analyze real-world examples of Adaptive Management in green business</li><li>● Learn from successes and failure of sustainable enterprises</li><li>● Develop strategies for overcoming green business challenges</li></ul>
<b>Methodology, Resources and Devices</b> Instructor Led participation, Group Work Conversations, Case Studies Tools are Videos and Case Studies
<b>Description of the activity and Key Concepts</b> Case study Presentations <ol style="list-style-type: none"><li>1. <b>Resource Energy</b> – How this company pivoted to provide solar-powered microgrids for businesses in Nigeria</li><li>2. <b>ColdHubs</b> – How solar-powered cold storage systems help reduce food waste in Nigeria.</li><li>3. <b>Aspire Power Solutions</b> – A Nigerian company using adaptive management to deploy renewable energy solutions in different business sectors.</li></ol>
<b>Assessment</b> <ul style="list-style-type: none"><li>● Group Reflection: Lessons learned and applications to personal businesses.</li><li>● Q&amp;A Session: Address participants' questions.</li></ul>
<b>Skills/Abilities developed</b>  Leadership Skills Risk Management Skills Listening Skills Decision-making skills Critical thinking and Problem-Solving Skills

### **Further readings, activities, materials, best practices**

- **Report:** “Nigeria’s Renewable Energy Future” – International Renewable Energy Agency (IRENA)
- **Video:** “Solar Energy Innovation in Africa” – TED Talk
- **Case Study:** “ColdHubs and Food Security in Nigeria” – UNIDO



Co-funded by  
the European Union



# GSMESKILL

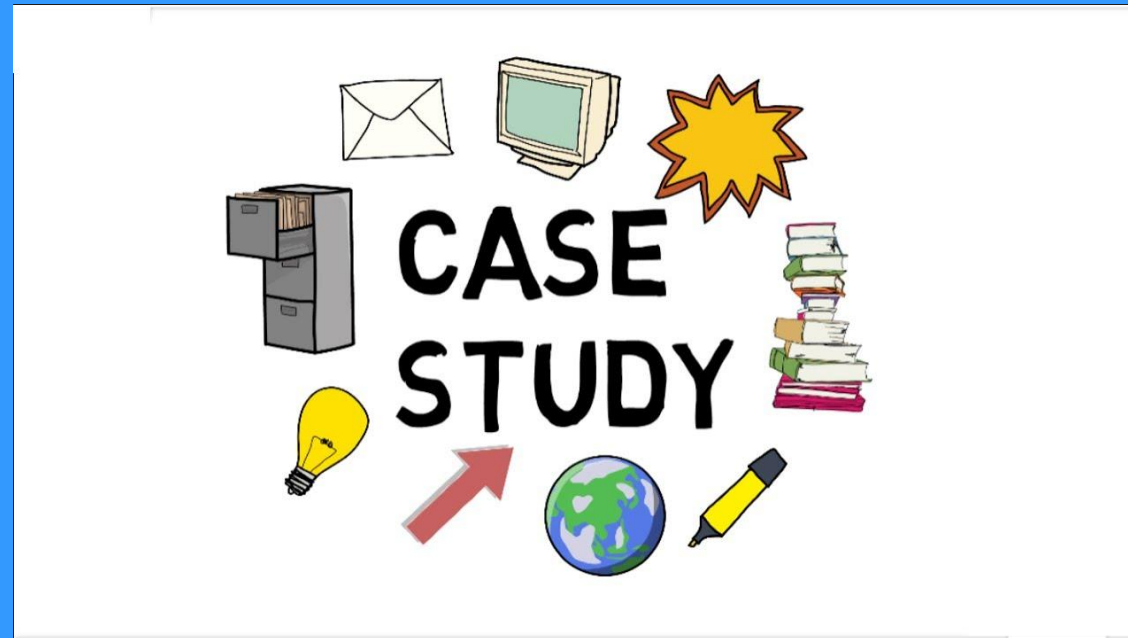
Developing VET Entrepreneurial Green  
Mindset and skills for Small-Business  
Development



# Adaptive Management and Flexibility

Case Studies and Real World Applications

Duration: 1 hour





# Specific Learning Objectives

- Analysing real world examples of Adaptive Management in Green Business
- Learn from successes and failures of sustainable enterprises
- Develop strategies for overcoming green business challenges



# Methodology, Resources, and Devices

Methodology

Instructor Led

Group Discussion

Tools

Short videos

Case Study

Reports

# Key Concepts & Activity Descriptions

## Content:

- **Key Concepts:** Using the interpretation real life scenarios to interpret adaptive management styles
- **Activities:**
  - Case Study Presentation and Analysis of 3 companies
  - Rensource Energy, COldHubs, Aspire Power Solutions



# Assessment

- Presentation to the Class
- Reflection Activities
- Q/A Session: Feedback Questions



# Skills and Abilities Developed

- Leadership Skills
- Risk Management Skills
- Listening Skills
- Decision Making





# Further Reading & Resources

- Report: Nigerias Renewable Energy Future: International Renewable Energy Agency
- Video: Solar Energy Innovation in Africa-TED Talk
- Case Study: ColdHubs and Food Security in Nigeria-UNIDO



Co-funded by  
the European Union



# THANK YOU

**DISCLAIMER:**

GSMESKILL PROJECT N. 101091883 FUNDED BY THE EUROPEAN UNION. VIEWS AND OPINIONS EXPRESSED ARE HOWEVER THOSE OF THE AUTHOR(S) ONLY AND DO NOT NECESSARILY REFLECT THOSE OF THE EUROPEAN UNION OR THE EUROPEAN EDUCATION AND CULTURE EXECUTIVE AGENCY (EACEA). NEITHER THE EUROPEAN UNION NOR EACEA CAN BE HELD RESPONSIBLE FOR THEM.



## Submodule 6.4

### Practical Application – Developing an Adaptive Green Business Plan

→ **Skills:**

1. Decision Making
2. Communication

PRACTICAL APPLICATION-DEVELOPING AN ADAPTIVE GREEN BUSINESS PLAN
--

<b>Activity 1: Designing a Green Business Plan</b>
--

<b>Duration:</b> 1 hour
-------------------------

<b>Specific Learning Objectives</b>
-------------------------------------

- |  |
|--|
| <ol style="list-style-type: none"><li>1. Design an adaptive green business concept</li><li>2. Develop leadership skills for flexibility in entrepreneurship</li><li>3. Pitch and receive feedback on a green business idea</li></ol> |
|--|

<b>Methodology, Resources and Devices</b>
---

Instructor Led participation, Group Work Conversations, The Tools to be used are videos, Business Model Canvas Template
--

<b>Description of the activity and Key Concepts</b>
---

Case study Presentations
--------------------------

- |  |
|--|
| <ul style="list-style-type: none"><li>● <b>Business Plan Development:</b> Participants create a brief adaptive green business plan.<br/><i>(Estimated Time: 30mins)</i></li><li>● <b>Group Coaching &amp; Feedback:</b> Peer and mentor feedback.<br/><i>(Estimated Time: 20 mins)</i></li><li>● <b>Final 3-Minute Pitch:</b> Present and refine their business ideas.</li></ul> |
|--|

<i>(Estimated Time: 10-15mins)</i>
------------------------------------

<b>Assessment</b>
-------------------

- |   |
|---|
| <ol style="list-style-type: none"><li>1. Final 3Mins Business Pitch</li><li>2. Peer and Instructor Feedback</li></ol> |
|---|

<b>Skills/Abilities developed</b>
-----------------------------------

Leadership Skills Risk Management Skills Listening Skills Decision-making skills
---

Critical thinking and Problem-Solving Skills

**Further readings, activities, materials, best practices**

- **Guide:** “How to Write a Green Business Plan” – World Economic Forum
- **Tool:** Business Model Canvas Template – Strategyzer
- **Video:** “Sustainable Business Strategies” – Harvard Business School



Co-funded by  
the European Union



# GSMESKILL

Developing VET Entrepreneurial Green  
Mindset and skills for Small-Business  
Development



# Adaptive Management and Flexibility

Practical Application: Developing and Adaptive Green Business Plan

Duration: 1 hour





# Specific Learning Objectives

- Design an Adaptive Green Plan Concept
- Develop Leadership Skills for Flexibility in Entrepreneurship
- Pitch and Receive Feedback on a green business idea



# Methodology, Resources, and Devices

Methodology

Instructor Led

Group Discussion

Tools

Short videos

Case Study

Reports

# Key Concepts & Activity Descriptions

## Content:

- **Key Concepts:** Using the design of a Business Plan concept to show adaptive management and Decision Making
- **Activities:**
  - Business Plan Development
  - Group Coaching and Feedback
  - Final 3Mins Pitch



# Assessment

- Peers and Instructors Feedback
- Final 3 Minutes Pitch



# Skills and Abilities Developed

- Leadership Skills
- Risk Management Skills
- Listening Skills
- Decision Making





# Further Reading & Resources

- Guide: How to write a Green Business Plan- World Economic Forum
- Tool: Business Model Canvas Template- Strategyzer
- Video: Sustainable Business Strategies- Harvard Business School



Co-funded by  
the European Union



# THANK YOU

**DISCLAIMER:**

GSMESKILL PROJECT N. 101091883 FUNDED BY THE EUROPEAN UNION. VIEWS AND OPINIONS EXPRESSED ARE HOWEVER THOSE OF THE AUTHOR(S) ONLY AND DO NOT NECESSARILY REFLECT THOSE OF THE EUROPEAN UNION OR THE EUROPEAN EDUCATION AND CULTURE EXECUTIVE AGENCY (EACEA). NEITHER THE EUROPEAN UNION NOR EACEA CAN BE HELD RESPONSIBLE FOR THEM.

