

MENTORING PROGRAM FOR COVID-19 CRISIS AND RECOVERY FOCUSED ON “BUSINESS MODEL INNOVATION ENTERPRISE RESTRUCTURING IN THE POST-ISOLATION PERIOD”**1) GENERAL CHARACTERISTICS OF THE CRISIS MENTORING PROGRAM:****A- Number of Mentoring sessions**

Each of the mentors will conduct as many Mentorings as they are assigned but adapted to the time they have available within the project.

Each individual Mentorships will develop over **eight (8) online sessions** between the mentor and the mentee. The mentee should be the founder, one of the partners, the general manager, or a senior manager of the member company of the cluster who has been selected to participate in the mentoring program. There can be a maximum of two mentees in the same company.

B- Mandatory forms to be used in the Mentoring:

The mentor will conduct with each mentee 8 sessions in total autonomy and will send to the Mentoring Coordinator, Mr. Julio Fuster, the THREE (3) mandatory forms (in the Appendix) described below and respecting the set milestones:

1. Initial Enterprise Evaluation Form, sent by the mentor after session 1;
2. Interim Report Form, sent by the mentor after sessions 2 to 7;
3. Final Evaluation Form of the Mentorship (and recommendations for future), sent by the mentor after the last session 8.

Each mentee in turn will complete and send to the Coordinator only ONE (1) mandatory form:

4. Final Evaluation Form of the Mentorship by the mentee, sent by the mentee after the last session 8.

C- Optional forms:

In addition to these FOUR (4) mandatory forms, the mentor or mentee may, at their discretion and for specific needs, use any of the THREE (3) optional Forms below:

1. Mentee Session Evaluation Form - to be used if the mentor believes that he can help the mentee to remember in writing the themes and actions to be taken before the next session;
2. Request for Change of Mentor- by the mentee, in case this seems necessary for some reason to be justified.
3. Request for Change of a Mentee- by the mentor, in case this seems necessary for some reason to be justified.

These last two forms (2 and 3) are only to be used in cases where one of the two

MENTORING PROGRAM FOR COVID-19 CRISIS AND RECOVERY FOCUSED ON “BUSINESS MODEL INNOVATION ENTERPRISE RESTRUCTURING IN THE POST-ISOLATION PERIOD”

participants, or both by mutual agreement, would like to change the mentor or one of the mentor's mentees.

D- Building a constructive Mentor-Mentor Relationship:

It can be difficult for the mentor to find the best way to start the mentoring relationship. For the mentor, the challenge is to quickly grasp, from the first session, how his experience will be useful. It is therefore necessary to fully understand and identify the situation and the main challenges of the mentee company; as well as its ambitions, plans and obstacles; especially during this period of crisis due to the global pandemic of the COVID-19 virus.

Below is an INDICATIVE list of questions that can help the mentor to quickly determine the challenges that the mentee would face, in order to better prepare the mentoring sessions:

- 1) What approach do you intend to adopt to face the challenges and / or restructure (or help to restructure if the mentee is not the final manager) the company (or the product line, etc.), in this scenario a global health crisis?
- 2) Why do you want to launch / renew / adapt products, or penetrate new markets, especially in this moment of global crisis? What motivations for the company or the unit / product line?
- 3) What markets do you target with the innovations / products offered? Are they realistic and adapted to the markets in a global crisis? Try to define:
 - Its main objectives: sales, exports, added value, employees, etc.
 - His personal aspirations and those of the team that supports him.
- 4) What are you doing that would allow you to achieve these goals?
 - Evaluate their strengths and weaknesses, encourage them to verbalize them.
- 5) What is the company doing worse? What else could prevent you from achieving these goals?
 - Recognize weaknesses and challenges (technical and financial resources, skills, contacts, etc.).
 - Identify the obstacles to know what actions would be appropriate to overcome them.
- 6) What could you do differently to overcome the obstacles linked to this global health crisis, and in particular with a view to the future recovery of the markets?
 - Prioritize the actions to be implemented (do not focus only on the things that we know and that we know how to do well).
 - Understand the behavioral changes, of the mentee and his team, to be implemented in order to achieve their objectives.
- 7) At what level do you need help or technical support / funding, etc., to get out of the crisis? These and other questions will make it easier to formalize the challenges of the mentee, and for the mentor to combine their own skills and expertise for the next sessions.

E. Definition of the objectives of the mentoring program from the first session:

The Mentoring should translate a vision in stages into a detailed action plan:

1) Clarify the objectives and stages of a restructuring, adaptation and / or launch plan for new products, markets, etc.

♣ In the first session, highlight the goals he / she wants to achieve during the mentoring sessions.

2) Discuss the feasibility of these objectives in the current environment of crisis / recovery / uncertainty.

♣ Does the team have the time and resources to reach them?

♣ Is the mentee fully involved in the process?

♣ Does this require sacrifices and is the mentee willing to make them?

Do not hesitate to reformulate or start with less ambitious objectives if necessary.

3) Set up indicators and benchmarking:

♣ How to determine the achievement of these objectives?

♣ Identify realistic indicators, based on benchmarking based on the mentor's experience.

4) Establish a realistic project schedule with the support of the mentoring program:

♣ How much time should the mentee invest to reach each objective?

♣ When will it be ready to start? Allow reasonable time to reach the goal.

5) Establish a clear action plan for the next few months / years post-crisis

♣ Timetable, tasks, sub-objectives, responsible persons, risks, costs and investments, etc.

6) Encourage the mentee to follow the progress of his/her own work and design a monitoring / follow-up plan. If the mentor deems it useful, encourage the mentee to complete the optional form "1. Mentee's Session Assessment Report" in the Appendix. The mentor and mentee can decide jointly to use it after each Mentoring session, or only for the most important ones as a reminder of agreements and actions for the next session.

F- Specific issues in online mentoring:

Distance mentoring needs some adjustments versus face-to-face /physical mentoring sessions:

- Take the time to properly build the online relationship in the first sessions; distance mentoring sometimes takes longer to build mutual trust.
- Plan several meetings and exchanges in advance, and share the optional form “1. Mentoring session evaluation report” from the previous session.
- Active listening is even more important on the phone or via Skype. Stay away from distractions and stay alert during the call.
- Use virtual communication technologies to the maximum to strengthen links (Skype, Whatsapp, Google drive, FB Messenger, etc.), to develop sessions, and see which technology works best in the first online session.
- Take a little more time to understand the target markets and their context (only the Marrakech region? Export to all of Morocco?), And the differences that may be with what is done abroad. Take the opportunity to discuss the possible cultural differences in these markets if the mentee is looking to export.
- Anticipate the calendar (holidays, vacations, etc.) to establish the 8 mentoring sessions.
- Return to the forms as soon as necessary to clarify the oral conversations, so as not to cause misunderstanding (allow a few summary minutes, at the end and at the beginning of each session).

2. MISSION, VISION AND PRINCIPLES OF THE CRISIS MENTORING PROGRAM:

A- Crisis Mentoring Program Vision:

Develop a mentoring program that encourages the valuable exchange of information, skills and contacts between mentees and mentors.

B- Crisis Mentoring Program Mission:

Increase the capacities of the mentee (s), and therefore of his business, by transferring the knowledge and experience of the mentor. This advice will be adapted to the sector / product range, and to the stage of development of the company. The mentors will adapt their advice, their communication style, and their sessions to companies and startups members of the Agrifood cluster, by facilitating the exchange of technical knowledge, management and organizational experiences, and by presenting useful contacts of their networks.

MENTORING PROGRAM FOR COVID-19 CRISIS AND RECOVERY FOCUSED ON “BUSINESS MODEL INNOVATION ENTERPRISE RESTRUCTURING IN THE POST-ISOLATION PERIOD”**C- Crisis Mentoring Program Principles:**

a) Continuity: Mentoring is supported by other project activities: crisis management, finance-readiness, technology transfer, investor training, etc.

b) Equal and equitable access: Equal and equitable opportunity for all companies in the cluster who wish to apply for the mentoring program.

c) Effective evaluation and mentor-mentee relationship: There are different stages of development in the Agrifood cluster companies. At each stage, the issues and challenges differ, especially in the current crisis environment. The mandatory form “1. Preliminary assessment of the business” will help the mentor to assess the stage of development of the business and its challenges and its market, financial, personnel, etc. situation, in order to ensure a precise adequacy the needs of the mentee and his business, and thus ensure a better impact on the business and the local economy.

d) Information management: The mentor will undertake a brief preliminary evaluation of the company during the first mentoring session and will collect key information on the company which will allow him to understand his level of development, his products, his available resources, etc., in order to develop strategies and actions to try to improve the current and future situation of the company.

e) Network of mentors and other experts: As a team of experts mandated by ANIMA Investment Network, each of the mentors of the mentoring program will be able to contact the other mentors, in particular to help each other in identifying the problems of a mentee if necessary. Mentors will thus be able to consult, speak, exchange information with the Mentorship Program Coordinator, the Team Leader, the management team of the project and with other mentors and experts, trainers, etc. as long as this is done for the benefit of mentees and in compliance with the confidentiality rules governing a mentoring relationship (described in part 3 below).

f) Support for the integration of businesses in the local and national ecosystems: The mentoring program should support the integration of businesses in the Marrakech ecosystem as well as at the national level, and in foreign markets. The mentorship program is also complementary to the other activities of the Agrifood cluster advisory and support project.

g) Code of Ethics for Mentors:

A “Mentoring Agreement” will be signed between mentor and mentee, in order to transcribe in writing the mentoring relationship which commits both the mentor and the mentee to certain time and Forms submission responsibilities.

MENTORING PROGRAM FOR COVID-19 CRISIS AND RECOVERY FOCUSED ON “BUSINESS MODEL INNOVATION ENTERPRISE RESTRUCTURING IN THE POST-ISOLATION PERIOD”

This Agreement will be based on the **Code of Ethics for Mentoring and Coaching** as developed by the **European Mentoring and Coaching Council (EMCC 2016)**, a reputable organization that sets standards for mentoring and coaching services. The purpose of the EMCC and Mentorship and Coaching Code of Ethics is to define formal guidelines for the relationship between the mentor and the mentee. This is to ensure a transparent, fair and open dialogue regarding the reputation of the project and the mentors.

The different themes agreed to be the focus of the Mentorship between the mentor and the mentee will thus be listed in the above-mentioned Agreement, and taking as an example the following points:

- Guard against conflicts of interest
- Guarantee the confidentiality of the information exchanged
- Respect for everyone's privacy
- Respect for intellectual property rights

It should be noted that mentoring does not imply that the company reaches certain figures or obtains financing, mentoring is about support without "obligation of result". but by making every effort possible by the mentor in the allotted time to support the mentee and his business.

D- Networking support of Mentors:

The mentor also acts as a “networker” for the mentee and its enterprise, and should provide him with business and professional contacts which are relevant. For example, the mentor can introduce the mentee to potential distributors or suppliers, financing sources, independent experts, etc.

3) PRIORITY MENTORING THEMES OF THE CRISIS MENTORING:

During session 1 of mutual introduction and initial evaluation of the mentee's business, the mentor will try to determine the level of motivation of the mentee and the priority themes of mentoring. Priority themes defined for the project are proposed below, but the mentor and mentee can modify them according to the objectives of the jointly established mentorship:

A- Management of the crisis linked to the COVID-19 epidemic and post-crisis recovery (Business model innovation and restructuring):

The mentor supports the mentee on the most effective methods and actions to face the challenges of the business during and after the crisis.

This thematic focuses on subjects such as:

MENTORING PROGRAM FOR COVID-19 CRISIS AND RECOVERY FOCUSED ON “BUSINESS MODEL INNOVATION ENTERPRISE RESTRUCTURING IN THE POST-ISOLATION PERIOD”

- How to make employees work at home during the months of intense crisis (tools, communications, methods, etc.)?
- How to face and / or reduce operational costs, maintain suppliers, produce with quality, etc.; especially in the event of a prolonged crisis?
- How to maintain and renew the relationship with customers?
- Product opportunities during the crisis and the renewal of blocking products.
- How to manage cash flow and how to access government-subsidized financial resources without a crisis?
- How to reopen and recover the pace of production and sales "before the crisis", and how to become more efficient from experience (more agility)?
- How to communicate during the crisis and after the crisis; how to motivate and send messages to employees, customers and partners in Morocco and abroad (adapted to each country and region of the world, affected differently by the crisis)?

B- Development of the national market after the crisis (market innovations):

The company must meet the new requirements of the local market in which the company operates. A window of opportunity has opened to respond to new demands from local markets, on which the company must adopt its products and services.

C- Adaptation and compliance of requirements of selected international markets after the crisis (market innovations):

Some companies in the cluster are seeking to penetrate international markets and / or increase their share in exports, take advantage of technology transfers from abroad, or integrate international value chains. These companies require a high level of human capital and financial resources, and the challenges in the current context of temporary paralysis of activity are significant. The mentor can help overcome them with ideas, knowledge, and contacts.

D. Product, process or organizational innovations to better adapt to the expected post-crisis markets (progressive product, process or organizational innovation):

In this thematic area, the mentor will support the mentee and his company to find the adequacy to the expected markets through progressive innovations rather than a business model change or restructuring: either of the products, of management processes, or of the business and people organization.

The main success factors in the introduction of progressive innovations are:

- Execution capacities: commitment to develop a coherent action plan and steer it in the pursuit and development of a strategy in the current context.

MENTORING PROGRAM FOR COVID-19 CRISIS AND RECOVERY FOCUSED ON “BUSINESS MODEL INNOVATION ENTERPRISE RESTRUCTURING IN THE POST-ISOLATION PERIOD”

- Capacities of creativity: relevant knowledge and skills to develop and "prototype" new opportunities and if necessary restructure product ranges, management processes or even the complete business trading model in the context of the expected crisis.
- Teamwork: Ability to work in a team with diverse skills and to show leadership in these difficult times.

If the mentee and its enterprise wishes to launch innovation changes in the company's overall business model (defined in this Mentoring program as wanting to change more than ONE THIRD of the sources of sales and income), they **must be first be validated by selected key customers and small-scale pilot tests**. Most entrepreneurs and business executives resist a change in their business model, or are reluctant to "pivot" the company's products to other products / markets, and / or adapt the staff, equipment and resources towards a model. This may be necessary in the current context, and the mentor may be a fundamental support in the design and testing of selected types of innovations.
