

A large, stylized version of the DiGiPort logo is centered on the page. The text "DiGiPort" is in a dark teal font, with yellow diagonal lines and red circles of various sizes integrated into the design.

Mobilizing resources

The word "FRAMEWORK" is written in a blue, hand-drawn, blocky font. To its left is a square icon with a yellow lightbulb inside, representing an idea or framework.



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Introduction



The entrepreneurial mindset is often about obtaining and organising resources. Having the ability to cope with limited resources available is not only about managing and planning, but it is also about coping with unexpected changes in resources.

Mobilising resources is one of the 15 competences listed under the European Entrepreneurship Competence Framework (EntreComp).

It is also considered by the United Nations Economic Commission for Europe (UNECE) as a vital component that could facilitate entrepreneurs towards achieving the Sustainable Development Goals (SDGs).



Learning outcomes

01

Defining Resource and Resource Mobilisation and how it is related to entrepreneurship

02

Understand the importance of resource mobilization towards maintaining sustainability.

03

Being able to develop Action Plan for Resource Mobilization.

04

Find out how entrepreneurs can map out the strategies to mobilise the resources they need and eventually generating good values towards the environment.

05

Identify different types of resources to create value and learn how to manage them effectively



Let's get started!

Resource mobilisation may be defined as: The coordination of all activities involved in securing new and additional resources for a business (*creating, accessing, acquiring resources*). By mobilising resources, entrepreneurial firms mediate the relationship between the ends they aim to achieve, and scarce resources as a mechanism to achieve these ends.

Thus, resource mobilisation could be seen as a combination between:

- **Resources** – elements necessary for the running of a business.
- **Mechanisms** – methods which make it possible to obtain resources.
- **Partners** – persons and/or institutions providing resources.

In this module we will offer an overview on what are resources, what are the management mechanisms you should implement and with the support of whom, in order to manage your resources efficiently and effectively.

Resource – A definition

The Oxford Languages dictionary defines resources as;

- «a stock or supply of money, materials, staff, and other assets that can be drawn on by a person or organization in order to function effectively.»

But also

- «an action or strategy which may be adopted in adverse circumstances.»

So, resources are anything that we need, to create value. They are used to model the productive capacities and limits of not only to an organisation, but also to the people and nations.



Types of resources



Physical: Tangible assets that an organisation might use **to form and distribute its products** or services (equipment, production or storage facilities, inventory). Even if a company does not supply a tangible product, it will still use physical resources.

Financial: Monetary sources an organisation can use to complete goals (cash, credit, stocks). In many cases, financial resources are an important aspect of **securing** other resource types.

Human: Human resources are workers who **facilitate a business run**. This includes people who help develop ideas, methods and strategies for the business and its products. It also can embrace the employees who produce, transport or sell the product or service. Example: hiring new staff or developing coaching opportunities to improve the performance and output of current employees.

Intellectual: Any non-tangible resources that allow a business to operate successfully (product patents, any branding content, copyright materials or partnerships with other institutions and data). Data about customer satisfaction or purchasing habits for examples can greatly influence the business' performance and decision-making. It may overlap with human resources.



Defining “Mobilising Resources”

Resource mobilisation refers to all activities involved in securing new and additional resources for your organization. It also involves making better use of, and maximizing, existing resources.

This process can also include strategies that maximize the efficiency of existing resources. In some cases, organisations may take count of what's currently available and develop a plan to use those resources as efficiently as possible.

If necessary, the business can acquire new or enhanced resources to supplement any existing options, especially in times of great business need or demand, it can be important to understand what an organisation need to highly utilise its resources to successfully cover business' expenses and maintain standard quality.

Resources are limited! Even for the wealthiest entrepreneur's resources are not infinite. This is why it is important to mobilise existing resources and generate new ones effectively.



https://www.123rf.com/photo_56476053_mobilizing-resources-for-competitive-advantage-strategy-mind-map-business-concept.html



Why is resource mobilisation important? 1/2

Resource mobilisation is important to an organization for these reasons:

It allows the company to continue service for

customers: By making sure that a business always has the required resources to meet customer demand, it can guarantee that customers never experience dips in service. This can create loyal and long-lasting customer relationships with the company, which can make strong customer relationships.

Helps a business expand: To expand its operations, a business can consider generating new products and services and acquiring new customers. To do this, the business need to know the how to effectively maintain its products' quality by having a consistent production management from resource mobilisation.



https://www.resourcepanel.org%2Fabout-us&psig=AOvVaw1_XQJPd_IK3qkFd8h-UsOK&ust=1668227854573000&source=images&cd=vfe&ved=2ahUKEwjz69aWp6X7AhW8_zgGHcSkD7AQjRx6BAGAEAo



Why is resource mobilisation important? 2/2

Maintains sustainability: If a business is to sustain its operations, then it may require sufficient resources to successfully complete regular tasks and projects. Understanding the number of resources necessary to sustain business practices can help maintain regular production in the event of great demand or any challenges.

Leads to product and service improvement: If an organisation isn't struggling to find sufficient resources and has complied extra resources for the case of emergency, then it can focus its energy on improving products or services rather than worrying about resource acquisition. In a regular resource mobilisation cycle, a business shall have a designated period acquiring resources, and it can follow this period with **innovation and advancement**.



https://www.researchgate.net/figure/Transition-cycle-toward-sustainable-resource-use_fig6_322959462



What is sustainability in resource mobilisation?

Sustainability in resource mobilisation refers to the goal that an organisation may have to obtain sufficient resources for continued business practice. Here are the three types of sustainability you may consider when mobilizing resources:

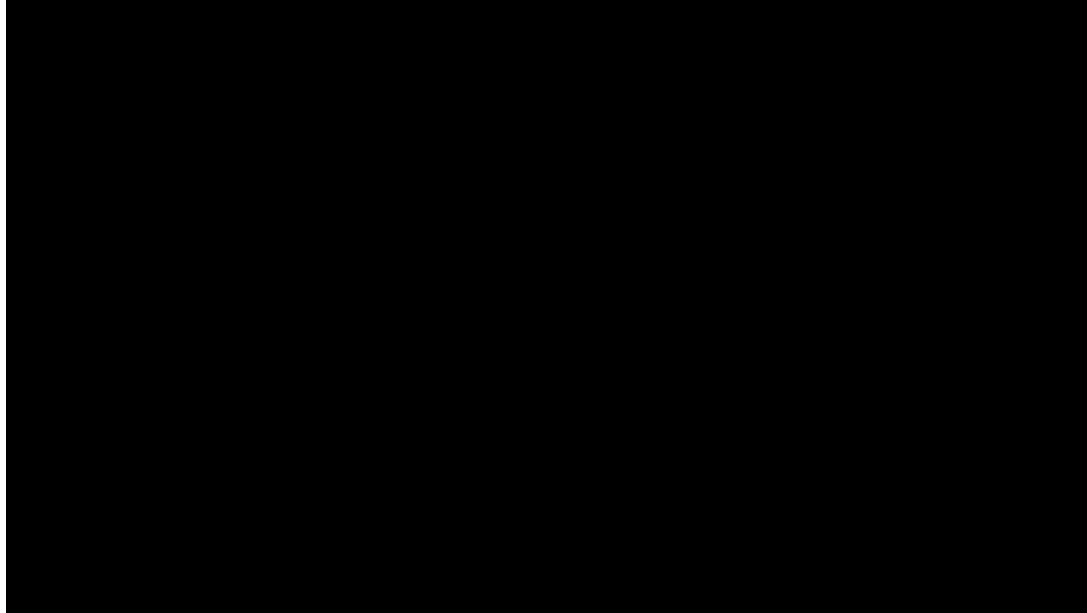
- 1. Programmatic sustainability** - ability to consistently create and deliver quality products and services to customers. It can sustain the ability to understand customer needs, therefore create products to match those needs, while consistently expand its client base.
- 2. Institutional sustainability** - strength and ability to stay successful as an organisation through structure and policy. It requires strong but flexible structures and effective governing practices, strong leadership and the ability to improve the experience of customers and employees constantly
- 3. Financial sustainability** - ability to consistently maintain the proper financial resources to grow and improve, have solid investments and stock options. It means possessing sufficient and diversified financial resource streams to support business operation if revenue suddenly decreases.



<https://cengssud.org/fat-event/circular-economy-the-sustainable-resource-management/>



Watch a video on Entrepreneurship and Resource Mobilisation

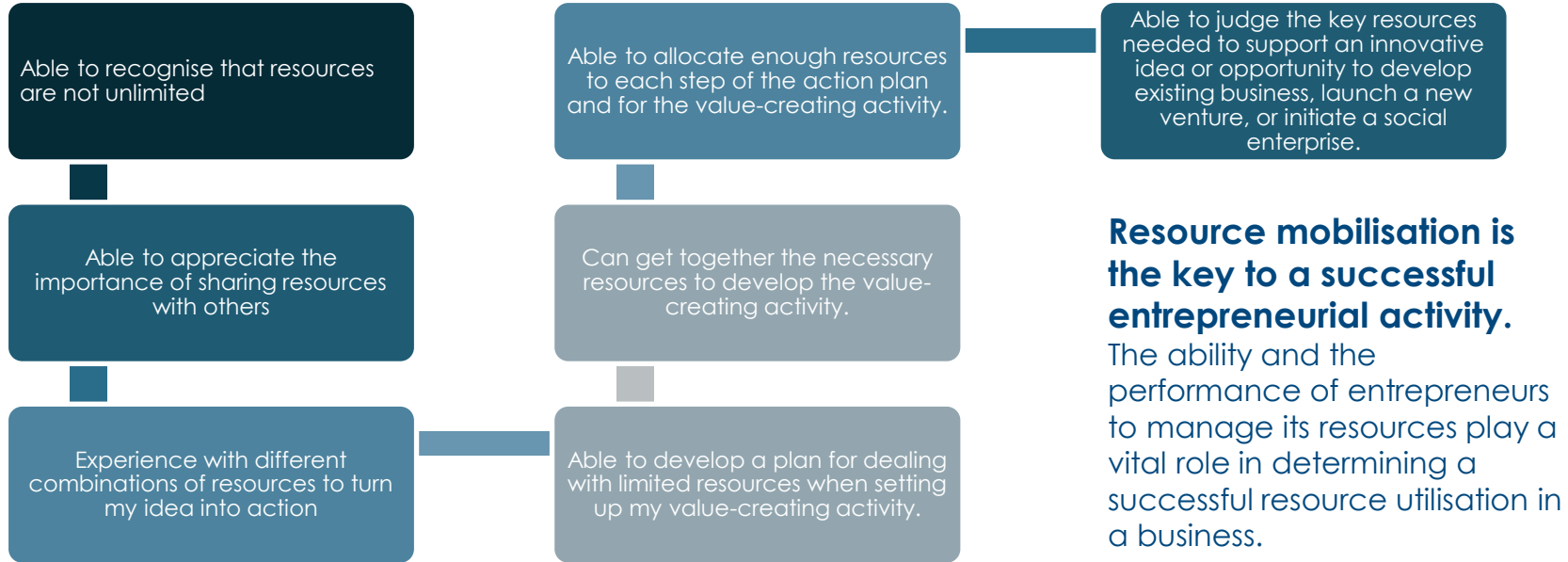


<https://www.youtube.com/watch?v=IHa4MzggFN8>



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Levels of mobilising Resources Proficiency in Entrepreneurship



Levels of skills, according to ENTRE COMP



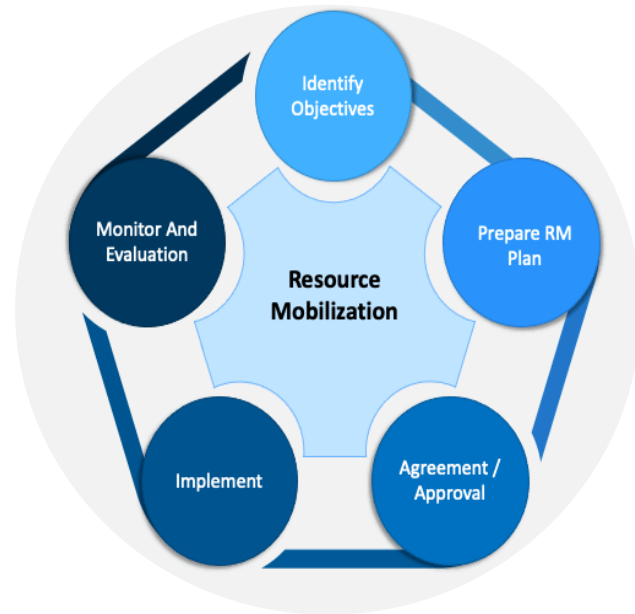
Key concepts in resource management

Resource mobilisation is actually a process that involves three integrated concepts.

The key concepts are:

1. Organisational management and development,
2. Communicating and prospecting,
3. Relationship building.

Each concept is guided by a number of principles.



1. Organisational Management and Development

Organisational/ Business management and development involves establishing and strengthening organisations for the resource mobilisation process. It involves identifying the organisation's vision, mission, and goals, and putting in place internal systems and processes **that enable the resource mobilisation efforts**, such as: identifying the roles of your company's staff; effectively and efficiently managing human, material, and financial resources; creating and implementing a strategic plan that addresses the proper stewardship and use of existing funds on the one hand, and identifies and seeks out diversified sources of future funding on the other.



2 - Communicating and Prospecting

Once a business has achieved a certain readiness for resource mobilisation, it must then take on another challenge: ensuring its long-term sustainability, by acquiring new clients and maintaining a sizeable constituency base.

The art of resource mobilisation entails learning how to connect with prospective investors/ customers in a manner and language they understand, and finding common ground through shared values and interests. It also entails discerning the right prospect to approach, and matching the appropriate resource mobilisation strategy to the prospect.



3 -Relationship Building

Once you identify your investors and customers, the objective then is to get closer to them, get to know them better, very much the same way as developing a casual acquaintance into a trusted friend and confidante.

This increases the chance of giving their higher levels of support over time, intensifying commitment and enlarging investment.

Initiating new relationships, nurturing existing ones, and building an ever-expanding network of committed partners is an ongoing activity, embedded as a core function of the organisation.

This requires the dedication of everybody involved in the process, not only you.



Components of Resource Management

Resource Management can be broken down into five components or tasks. For the efficient **management of resources**, the parts of **Resource Management** should be executed in tandem with the project's lifecycle.



Quick look at Resource Management

1. **Scheduling** - identification and allocation of the available resources. The duration is linked to the length of the task and the work.
2. **Utilisation** – how the resources are used, why and by whom.
3. **Forecasting** – anticipate use and needs, avoid under or over utilization.
4. **Planning** – organise the use, the timing of the use, ensure availability of the resources.
5. **Reporting** – taking note of resource usage can improve decision making abilities and prevent the same errors to occur.



Benefits of Resource Management

PROJECT REQUESTS IDEAS
 GOALS RESULTS PRIORITIES COSTS REVISIONS
 INTERDEPENDENCIES MANAGEMENT STRUCTURE VIEWS MULTI-PROJECT MANAGEMENT MEASURES
 ACTIVITIES PROGRESS DOCUMENTS TEAMS
 ROLES RIGHTS UNDERSTANDING DECISIONS
RESOURCE MANAGEMENT
 PROCESSES STAFF MEMBERS CONTENT
 TESTS COMPLETENESS DATES RISKS TRACEABILITY ORGANIZATION MILESTONES
 REQUIREMENTS PARALLEL PROJECTS CONFLICTS

Resource Management plays an essential role in helping entrepreneurs improve profitability levels, streamline costs and eliminate waste.



The benefits of Resource Management

1. Ensures high productivity and at the same time, prevents overworking for any employee.
2. Avoid Unforeseen Challenges & Conflicts because it develops an understanding of the available resources beforehand helps avoid unforeseen challenges
3. Improve tasks delivery. It reduces costs and increases economical margins while fulfilling customers and stakeholders' expectations.
4. Enhanced profit by reducing costs, increasing product quality, or through repeat business from a satisfied client.
5. Ensure maximum utilisation of human resources while communicating any extra capacity they may have to the entrepreneur.





Some tips to get started

Beneficial use of resources will eventually turn your idea into action and consequently, create value for others.

- 1 - How many resources do you have available today?**
- 2 - What resources do your business need at this stage to grow? Which are available and which are to be acquired?**
- 3 - Is there any limited resources available? How can you make the most out of the limited resources?**

You are the person that knows better than anyone else how your business will look like in the future. Think about what you need today to achieve it. Consider the core units of your future business and explore resources that may facilitate growth.





How to plan resources? 1/4

- **Step 1: Identify available resources**

List as many resources you have available today, as possible. Think specifically about the resources that you possess at the moment. Try to categorise them, having in mind the future core departments of your business.

- **Step 2: Identify missing resources**

Which resources do your business need to work? What are the most critical resources strategic-wise? This list must be brief and comprehensive. Include only the most essential resources





How to plan resources? 2/4

• **Step 3: Combining resources**

Try to make meaningful combinations. You need to do this to fill gaps of missing resources you identified at Step 2. You are getting into problem-solving, which is an essential skill of an entrepreneur! You will be called to find solutions for minor or more significant problems daily during your business journey. Master this skill; it is essential for growth!





How to plan resources? 3/4

• **Step 4: Use resources responsibly**

As the head of a business, you have an impact on society. Your choices might have a positive or negative effect on the people around you.

For example, do you use the profits of your business to generate more jobs or not? Do you use greener renewable energy sources or not? Do you control the waste of your business or not? Do you consider the significant social and environmental problems of our society or not? Do you contribute for a better quality of life for yourself, your family, and your community or not? Asking such questions to yourself might guide you on making better choices.





How to plan resources? 4/4

- **Step 5: Effective resource management**

Effective resource management means to make the most out of your limited resources. You might never be sure about making the most of them, simply because there are always other options that you haven't thought or tried.

The ultimate goal of your business is value creation; transforming purposeful ideas into action to produce value for others, either this is economic, social, or other. This value must also be superior or different from that of competitors.





Find out more on Resource Mobilisation!

1. **Resource Mobilisation E-Course by UNICEF** (practical resource mobilization plans, through effective donor negotiations and proposals. It also stress on the funding modalities, instruments and channels available to mobilize resources for UNICEF programmes, but you can relate with your own organization to practice) – Click [HERE](#)
1. **Article on Turning Lead into Gold: How Do Entrepreneurs Mobilize Resources to Exploit Opportunities?** By Harvard University – Click [HERE](#)
1. **COURSERA course on Responsible Management and Sustainability;** facilitate your learning process to engage in changing practices to make them more sustainable, responsible, and ethically informed. – Click [HERE](#)
1. **COURSERA course on Managing Social & Human Capital in an organization;** develop the skills you need to start motivating, organizing, and rewarding people in your organization so that you can thrive as a business and as a social organization. – Click [HERE](#)



Quiz time!



- 1 - True or false, resources have all the same importance (FALSE)
- 2 - True or false, resources are independent from our organization (FALSE)
- 3 - Which of the 3 set is the correct type of resources:
Immaterial – Financial – Human – Intellectual
Physical – Financial – Human – Intellectual
Physical – Financial – celestial – Intellectual
- 4 - **Add the right word in the sentence:**
Even for the wealthiest entrepreneur's resources are _____. This is why it is important to mobilise existing resources and generate new ones effectively.

Limited, expensive, sustainable, elusive

Quiz time!



5 - Why is resource mobilisation important? (only 1 is correct)

- Allows the company to exploit customers for the best price
- ***Helps a business expand***
- Leads to cheap production

6 - How to plan resources? Put them back in the right order

- Use resources responsibly (4)
- Effective resource management (5)
- Identify missing resources (2)
- Identify available resources (1)
- Combining resources (3)

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