DELTA ARC
School of Business Innovation

Introduction to ICSM

Intellectual Capital Strategy and Monetisation for the Mission Economy

A three-day course 26–28 October 2026.

Built for mission-driven organisations of any size:
EU project design · organisational strategy · nonprofit finance.

€1,380 (excluding VAT) per participant

Held at Expo Family Hotel Plovdiv (38 Ruski Blvd., Plovdiv 4000, Bulgaria). A discounted room rate is available for participants who choose to stay at the hotel. Places are limited.

Please confirm your participation by 7 September. Use this link to confirm: CONFIRM. You can also contact us at sbi@deltaarc.org

Temporary funding and rented tools are not true foundations. **Introduction to ICSM** helps mission-driven organisations identify their existing assets, translate a portion of them into reliable earned income, and construct funding requests around capabilities they will permanently own.

Why this course?

Most mission-driven organisations depend on a single source of funding. This is not a weakness of the work; it is a structural exposure. When one funder sets the terms, the organisation negotiates from weakness, absorbs no shocks, and lets the value it creates accrue to others.

Introduction to ICSM addresses this directly. Over three days, it teaches leaders of mission-driven organisations, civic institutions, and purpose-led companies to identify the intellectual capital they already hold—their knowledge, methods, and relationships—to value it, and to convert a measured share into earned income and organisational resilience. The organisation does not abandon grant funding. It stops being defined by the loss of it.

Who Should join the course?

This course is built for the people who decide how a mission-driven organisation funds itself, and the people who have to make that funding real on the page.

It is for **executive directors**, **founders**, and **senior leaders** who set strategy and carry the risk of single-source dependence; for board members and trustees who govern the organisation's finances and want a sharper lens on where its real assets lie; and for the grant leads, development managers, and project writers who translate strategy into applications and live closest to the funding calls.

The strongest results come from organisations that send someone who both decides and writes, or a small team of two who split those roles across the three days, so the strategy and the application are built by the same people who will carry them home.

It suits organisations at a particular moment: dependent on one or two funders and uneasy about it; sitting on knowledge, methods, and relationships they have never valued or monetised; and ready to treat earned income as a discipline rather than an afterthought. Prior EU-project experience helps but is not required; what matters more is the authority to act on what the week reveals.

It is not for those seeking a pure grant-writing masterclass, a software tool to buy, or a course someone else can attend on the organisation's behalf. The work here is done by the people who will own the outcome.

Days 1 & 2

Intellectual Capital Strategy.

Participants complete a structured inventory of their organisation's intellectual capital, a dependency self-assessment, and a first earned-income pathway plan. This is the lens: the organisation is seen as a holder of assets, not only a recipient of funds.

Day 3

Application & Activation.

The morning is *Application Augmentation:* a single repeatable workflow, **Decompose → Search → Scaffold**, that takes a real funding call apart the way an evaluator reads it and builds it back into a defined application. The method stays with your team. The afternoon is the *Intellectual Capital & Collaboration Sprint*: a live working session that turns the week's strategy into partnerships, joint ventures, and a concrete activation plan.

Days 1 and 2 change how participants see their organisations. Day 3 puts that perspective to work, first in a funding application, then through partnerships that make the proposition credible and the organisation more durable. Participants learn to win funding and grow more independent of it in the same week.

What you'll learn

ICSM is a body of framework research developed over fifteen years in systems design, resilience, and institutional stewardship, brought together here for mission-driven organisations. Three ideas carry the course.

First, an organisation should be built to run on change, not break under it: flexible, resilient, modular, adaptive. This reframes the organisation from a body that delivers grant activity into a system that compounds its own capacity under stress.

Second, an organisation holds real assets, knowledge, methods, relationships, and those assets must be recognised, made to yield value, and reinvested, rather than left to leak away. An asset that generates no yield is not neutral; over time it becomes a liability. This is the monetisation logic: convert a measured share of what you own into durable value, retain participation in it, and reinvest.

We address the strict mechanics of this transformation, ensuring your earned-income pathways protect your non-profit mission integrity, align with EU non-economic activity boundaries, and structurally insulate you from mission drift.

Third, what matters is whether the change is actually working, measured by real outcomes and early signals, not by activity counted for its own sake. This discipline runs through the whole course: it is how you test whether an earned-income plan produces real dividends, and how a funding application is built around adoption and impact rather than attendance and outputs.

Day 3 puts this to work. Application Augmentation treats technology as an amplifier of the organisation's own intellectual capital, never a replacement for it. It is taught as one repeatable workflow, Decompose the call, Search the landscape, Scaffold the application - so that what participants leave with is not a single proposal but a method they can run again on every call that follows. The Collaboration Sprint then converts strategy into relationships: a validated array of your own artefacts, services, and methods, arranged so that each strengthens the others, and opened to partners through joint ventures and a community-facing offer.

The programme is organised by the DELTA ARC School of Business Innovation in collaboration with the Visoko Darvo Centre for Intellectual Capital, Innovation and Competitiveness (CICIC), ITTI, and the Centre for Intellectual Property (CIP) at the University of Gothenburg.

DELTA ARC is the educational platform of Business Region Group, dedicated to developing human capability across the full arc of lifelong learning, from a child's earliest years through CATS, to activating young talent through SHIFT, and advancing leaders at the School of Business Innovation.

Its work is grounded in the conviction that human capability is a country's most valuable resource and one of the easiest to lose. DELTA ARC exists to cultivate people to the highest standard, keep their knowledge and value connected to the country that nurtured them, and create an uninterrupted pathway for attention, curiosity, judgment, and resilience to develop throughout life.

DAY 1 — DEPENDENCE AND INVENTORY

The cost of dependence. Participants examine reliance on a single funder, client, or contract as a concentration risk rather than a stable relationship. Using their own figures, they assess how dependence constrains strategy, weakens bargaining power, and exposes institutional continuity.

Three forms of intellectual capital. An introduction to human, structural, and relational capital: where each resides, how it creates value, and why much of it remains invisible on conventional balance sheets.

Live asset inventory. Conduct a structured audit of their organisation's knowledge, methods, systems, relationships, and reputation, naming the external audience for each asset.

From inventory to asset. Distinguish productive, dormant, fragile, and declining assets, then identify where documentation, protection, or activation should begin.

Exposure Dinner. Each participant names the dependency whose loss would cause the greatest institutional damage. The table tests assumptions rather than offering reassurance, converting private concern into shared diagnosis and establishing the cohort as the first relational asset of the programme.

DAY 2 — VALUATION AND STRATEGIC CHOICE

Valuation and pricing. Learn to build a defensible value and price range for knowledge, methods, services, and relationships using cost, market, income, and outcome-based evidence. Pricing is treated as protection for the mission, not a threat to it.

Resilience threshold. Calculate the level of independent income required to withstand the loss of their largest funder, client, or contract without weakening essential operations.

Market validation. Identify the user, buyer, problem, alternatives, and evidence of willingness to pay. Organisational value is distinguished from genuine external demand.

Selecting a first pathway. Match priority assets to routes including training, consultancy, licensing, certification, paid content, fee-for-service, and convening. Each participant commits to one pathway and deliberately declines the rest.

Participation without extraction. Participants examine how to structure commercial activity, partnerships, and licensing without compromising mission, community trust, intellectual property, or institutional control.

Pathway Dinner. Each participant presents a two-minute proposition. The table asks who could strengthen, test, buy, distribute, or build it with them, turning peer discussion into practical collaboration.

DAY 3 — APPLICATION AND ACTIVATION

The augmentation principle. Technology is framed as an amplifier of institutional capability rather than a substitute for it. Participants identify where tools can strengthen research, knowledge management, decision-making, and delivery without creating a new dependency.

Decompose the opportunity. Take apart a live funding call, procurement brief, client request, or partnership opportunity, translating it into explicit requirements, evaluation criteria, risks, and evidence needs.

Search and scaffold. Identify relevant partners, precedents, evidence, comparators, and market signals, then build a structured proposal or offer around outcomes, value, delivery, and proof. They leave with a method they can repeat, not merely one completed application.

The Solution Matrix. Connect assets, services, methods, audiences, and partners into an integrated portfolio in which each element strengthens the others.

Live activation sprint. Build a pilot, partnership, licence, service, or market-facing offer in the room, with a named audience and a clear first external action.

Ninety-day plan. Each participant leaves with one selected pathway, a resilience target, a defensible price range, priority partners, implementation milestones, and clear criteria for proceeding, revising, or stopping.

FOLLOW-UP

Three- and six-week online reviews. Structured sessions test progress against the earned-income plan, examine market evidence, refine pricing and partnerships, and resolve barriers to the first external step. The purpose is to keep the work moving once ordinary organisational demands resume.

What's in the box

- **The ICSM Guidebook:** the complete written framework, yours to keep.
- **The ICSM Toolbox:** the worksheets, dependency self-assessment, and planning workflow.
- **The Application Augmentation Toolkit:** the Augmentation Workflow written up step by step, with a curated, vendor-neutral toolset for funding search and application design. No subscription to renew, nothing to hand back.
- **Two interactive activation dinners**.
- **Two online follow-up sessions** at three and six weeks.

A Distinction is awarded to participants who submit both deliverables: a one-pathway earned-income action plan, and a defined funding application scaffold with an accompanying collaboration and activation plan.