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E-VENTURE

PROMOTING YOUTH ENTREPRENEURSHIP WITH FEWER OPPORTUNITIES IN EUROPE

KA220- YOU- COOPERATION PARTNERSHIP IN YOUTH



E-VENTURE



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TRAINING COURSE GUIDE

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KA220- YOU- Cooperation partnership in youth

Chapter 1 – Let’s know the social economy

Chapter 2 – Do I know where I am moving?

Chapter 3 – Let’s start with mine e-Venture

Chapter 4 – Digitalization of your Business

Chapter 5 – Coaching the young entrepreneurs

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Index

Chapter 1 - Let's know the social economy.....	7
1.1 Social economy vs company.....	7
1.1.1. What is social entrepreneurship?.....	7
1.1.2. What is the social economy.....	7
1.1.3. Principles of social economy.....	8
1.1.4. Benefits of entrepreneurship in rural areas.....	9
1.1.5. Different legal forms in Social Entrepreneurs.....	10
1.2. Characteristics of the entrepreneur.....	12
1.2.1. Who is an Entrepreneur.....	12
1.2.2. Characteristics of a leader.....	13
1.2.3. Relationship between a leader and entrepreneur.....	13
1.3. Teamwork.....	16
1.3.1. Different skills needed in a team.....	16
1.3.2. Building confidence in a team.....	17
1.3.3. Benefits of teamwork.....	18
1.4. Training for entrepreneurs available (links) for Italy:.....	18
1.5. Practical activities related to the Chapter 1.....	19
Activity 1 - SSE (Social Sustainable Entrepreneurship) Presentation.....	19
Activity 2 - Introduction to the Entrepreneur Q&A.....	19
Activity 3 - SWOT activity (leader/workers).....	19
Activity 4 - Introduction on Teamwork.....	19
Activity 5 - Team building.....	19
Activity 6 - A game for Defining Priorities.....	19
Activity 7 - Name Scrabble game.....	19
2.1. Market analysis: what it is and its objectives.....	20
2.2. How to do a Market Analysis.....	23
2.3. Economic analysis: what it is and its objectives.....	30
2.4. The different types of economic analysis.....	31
2.5. Links to do analysis market.....	34
2.6. Funding available for young entrepreneur.....	36
2.6.1. Erasmus for Young Entrepreneurs.....	37
2.6.2. Eurodissey - Assembly of European Region.....	38
2.6.3. European network of mentors for women entrepreneurs.....	38
2.7. Available funds in the partner's countries.....	39
2.8. Entrepreneurship options: open a new business or re-entrepreneurship; alone or with partners.....	42



2.8.1. Practical information if you want to take over a business.....	44
2.9. Practical activities related to the Chapter 2.....	46
Activity 8 – Know your enemy and know yourself!.....	46
Activity 9: Let’s look for a good business idea.....	46
Activity 10 – The fantastic sustainable fair.....	46
Activity 11 - Empathy workshop - Who is my customer?.....	46
Chapter 3 - Start your personal e-Venture.....	47
3.1. How to start social entrepreneurship in rural areas.....	47
3.1.1. The idea.....	47
3.1.2. How do we start.....	50
3.1.3. Challenges in developing a social business in rural areas.....	51
3.1.4. Possible solutions to the challenges of setting up a social business in rural areas.....	55
3.1.5. Conclusions.....	61
3.2. Challenges in setting up a business in project partners countries.....	62
3.2.1. Italy.....	62
3.2.2. Spain.....	62
3.2.3. Greece.....	63
3.2.4. Romania.....	63
3.2.5. Study case, Commune of Ghioroc, Arad.....	64
3.3. Turning an idea into a business.....	66
3.4. The process of establishing the business.....	68
3.4.1. The meaning of the business plan.....	68
3.4.2. The client.....	69
3.4.3. Characteristics of a business plan.....	70
3.4.4. SWOT Analysis.....	72
3.5. Practical activities related to the Chapter 3.....	74
Activity 12 – Brainstorming and Starbursting (ME AND MY AREA).....	74
Activity 13 – Presentation on community and youth (SETTING-UP YOUR BUSINESS).....	74
Activity 14 – Presentation on things people notice and want to solved on their rural village (MY HOME).....	74
Activity 15 – Presentation of SWOT Analysis (SWOT ANALYSIS).....	74
Activity 16 – Presentation on Business Model Canvas.....	75
Activity 17 – Presentation 100 Venture tasks (Organizing an idea to launching) - 100 Venture tasks – Organizing an idea to launching.....	75
Chapter 4 – Digitalization of your business.....	76
4.1.Social Networks.....	76
4.2. Applications that help digitize the business.....	78
4.3. How Application Development Can Grow Your Business?.....	80

4.5. Marketing Activity: create your logo.....	83
4.5.1. How to design a logo?.....	84
4.5.2. What makes an awesome logo?.....	86
4.6. Gamification.....	86
4.7. Practical activities related to the Chapter 4.....	88
Activity 18 – How to design a logo, Step 1: Discover.....	88
Activity 19 – How to design a logo, Step 2: Explore.....	88
Activity 20 – How to design a logo, Step 3: Design.....	88
Activity 21 – How to design a logo, Step 4: Refine.....	88
Activity 22 – How to design a logo, Step 5: Define.....	88
Activity 23 – Brainstorming Digital Business Solution.....	88
Activity 24 – Social Media Strategy Presentation.....	89
Activity 25 – Digital Adoption Platform Assessment.....	89
Activity 26 – Digital Marketing Plan.....	89
Chapter 5 – Coaching the young entrepreneurs.....	90
5.1. The aim of coaching.....	90
5.2. Defining priorities and achieving objectives.....	91
5.3. Turning barriers into opportunities.....	93
5.4. Stress management.....	95
5.5. Cultural shock in daily life, what it is and how to face it.....	98
5.6. How to build a network and wide contact.....	100
5.7. Practical activities related to the Chapter 5.....	102
Activity 27 – What does goal mean?.....	102
Activity 29 – The fantastic injustice.....	102
Activity 30 – One Hour Stress Plan.....	103
Activity 31 – Workplace mindfulness.....	103
Activity 32 – My dear Potato friend.....	103
Activity 33 – The Intercultural Bridge.....	103
Activity 34 – Shake my hand friend!.....	103
Bibliography.....	104
Chapter 1.....	104
Chapter 2.....	105
Chapter 3.....	106
Chapter 4.....	108
Chapter 5.....	108
ANNEX I: ACTIVITIES.....	110
Chapter 1.....	110



Chapter 2..... 113

Chapter 3..... 123

Chapter 4..... 132

Chapter 5..... 142

ANNEX II: Commune of Ghioroc Research, Arad.....157





Chapter 1 - Let's know the social economy

1.1 Social economy vs company

1.1.1. What is social entrepreneurship?

The purpose of social entrepreneurship is to set up a business or a non-profit where the final aim is not the maximization of the economic benefit but the creation of value for society.

Social entrepreneurship is the satisfaction of a social or environmental need, through a business or a no-profit, which reinvests the economic benefits produced in achieving the main social goal.

Social businesses contribute to smart growth by responding with social innovation to unsatisfied needs; they create sustainable growth considering their environmental impact and their long-term vision; they are at the core of inclusive growth because they emphasize people and social cohesion. In other words, their key objective is to achieve a social and economic transformation and, in this way, to contribute to the development of a social and solidarity economy.¹

1.1.2. What is the social economy

The social science and area of economics that examines the connections between economic activity and social conduct is known as social economics, sometimes known as socioeconomics. Social economics studies how values, attitudes, and other factors such as social standards and ethics have an impact on the economy.

¹ Abu-Saifan, Samer. (February 2012). *Social Entrepreneurship: Definition and Boundaries*, TIM, <https://timreview.ca/article/523>

The expression social economy establishes that the companies and similar entities must fulfill certain guarantees, for example, a high level of autonomy in the management, the creation of a minimum occupation, the guarantee of the fulfillment of a clear objective benefiting the society, or that the sharing of benefits is not doing in the function of the capital.²

1.1.3. Principles of social economy

All the projects of the social economy both the ones of business and the ones that do not have to identify with some characteristics, agreed on a European level in a workgroup of the SSE (Small Social Enterprises) in the EU.

These characteristics or **basic principles** gather in two aspects, social and economic.

Social aspects:

- **It must pursue a clear and main social goal**; understanding that a social objective is the one that brings benefits to society and promotes a socially responsible sense from a local view.
- It must be an organization where the power is not based on the property of the capital, which means that in the decision process the collective forms the organization.
- It must be an initiative coming from a group of citizens
- It must **limit the distribution of active benefits**: the purpose of these limits must be the priority of the social objective over the profit.
- It must have an **inclusive governance characterized by a participative and democratic decision process**. In many cases, one of the goals of the company of the social economy is to get to the bottom of democracy from a local view through economic activity.

Economic aspects:³

- **It must be an economic activity**, which means that it must participate in a continuous production activity and/or in an exchange of goods and/or services
- **It must be independent**, which means it can receive grants and help from the public or the private sector, but it must have **organizational autonomy independent from any other institution or organization**.

² Bruhn, Zarah. *Social Entrepreneurship Black & White – Always with the back against the door*, Zarah Bruhn, <http://zarahbruhn.com/zarah-bruhn-always-with-the-back-against-the-wall/>

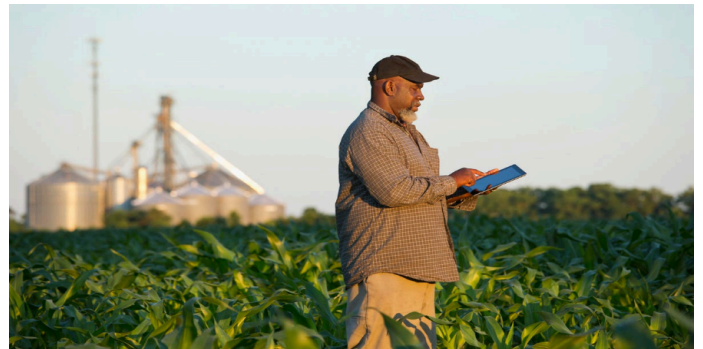
³ CFI Team. (December 22, 2022). *Social Economics*, CFI, <https://corporatefinanceinstitute.com/resources/economics/social-economics/>

- **It must have a significant risk level.** The **promoter** group who constitutes a company of the social economy **takes the risk of the initiative, totally or partially.** The financial viability depends on the effort of the members and workers to guarantee enough resources.
- It must create a **minimum of occupation.**
- It must have a **market orientation.** An important part of the income must come from the market or the contractual transactions with the public administrations.

The main juridical forms used by organizations of the social economy are mutual social insurance companies, cooperatives, labor societies, foundations, and associations.

1.1.4. Benefits of entrepreneurship in rural areas

- It promotes the integral development of the human being.
- It creates practices that strengthen solidarity experiences and critical, creative, and entrepreneurial thinking as a way to achieve development.
- It contributes to the exercise and **improves the participating democracy.**
- It guarantees its members' participation and access to information, work, property, management, and qualitative distribution of the benefits without any discrimination.
- It promotes and contributes to the development of **responsible consumption and the circular economy.**
- **The right price:** any product bought in the market and produced by a capitalist company has a price. In the case of social economy, the price has not to be calculated in the classic method, but concerning the quality of life.
- **Caring for the environment:** another rule of the social economy is not affecting the environment. The SSE guarantees the maintenance and respect of the environment, and the transformation and reduction of waste, including transforming it into green energy sources.
- **Relations of quality of work:** increasing the quality of life of everyone, based on the non-exploitation of the work of others, because it is associated with work, not salaried one.



- **Social integration and access to the rights of citizens:** it must create an integration social that goes together with the creation of bonds, the quality of the work relations, and the recuperation of the bonds.
- The centrality of the associated and self-management work emphasizes that **a collective company can self-manage**, be independent, look for resources and improve, **but it is never self-sufficient because it needs that the social collective to earn strength, value, and continuity.**

1.1.5. Different legal forms in Social Entrepreneurs

The legal forms most used by social economy organizations are mutual social insurance companies, cooperatives, labor companies, foundations, and associations. However, more and more projects are emerging from self-employed people who create projects that are included within the SSE:



1. **Mutual social insurance companies:** a non-profit association that provides a series of services to its members, among which the guarantee of services for risks associated with the world of work stands out. These types of entities try to complement the social security system, assisting their partners (mutualists) with social benefits in situations that require it. These benefits are financed through the mutual fund, with the capital contributed, as premiums, by the mutual members.
2. **Cooperative:** A cooperative is a company formed by natural or legal persons who come together voluntarily to meet common economic, social, and cultural needs and aspirations, through a jointly owned and democratically managed company. A cooperative is constituted of a minimum of three partners who must carry out the corresponding cooperative activity according to the type of cooperative in question. Consumer and user cooperatives and second-tier cooperatives are accepted.

The cooperative enterprise is based on principles established by the International Cooperative Alliance (ICA). Among the principles that identify it, we must highlight the business democracy that defines its management, the economic participation of the partners, the interest in providing training and information to the partners, as well as the improvement of the economic and social situation, both components such as the community environment.

3. **Labor company:** Companies of a mercantile nature where most of the share capital (more than 50%) must be owned by the workers/nothing with an employment relationship of an

indefinite nature. It requires a minimum of 3 partners since their heads can have a participation in the company of more than 33%.

4. **Foundation.** They are constituted non-profit organizations that, by the will of their creators, have their assets assigned indefinitely to the realization of purposes of general interest. They are born by two elements: the declaration of will of wanting to establish a foundation and the patrimonial attribution or endowment, which, being able to consist of money or other kinds of goods, must be sufficient for the fulfillment of the foundational purposes.
5. **Association:** Associations are groups of people formed to carry out a collective activity in a stable manner, democratically organized, and non-profit making. From this definition, we can extract the following characteristics: Group of people; Common objectives and/or activities; democratic functioning; Nonprofit; independent.
6. **Self-employed (freelance):** that natural person (individual entrepreneur or self-employed worker) who regularly performs a job to obtain remuneration, without an employment contract that binds him to work on behalf of the employee.

1.2. Characteristics of the entrepreneur

1.2.1. Who is an Entrepreneur

A person with the insight, motivation, and ambition to take a risk and address business or consumer problems is defined as an entrepreneur, albeit there is no formal definition for the term.

- a person who, with little funding and high risk, pursues a business-driven chance to market a novel good or service.
- a person who develops large ideas into reality while enhancing the economy and adding jobs.
- a person with a drive for innovation and the capacity to see a project through; someone with the capacity to identify a need that has not yet been met or, in some situations, to create a need that did not previously exist.

In other words, an entrepreneur is someone who spots a market opportunity for a novel good, service, or method and builds a company around it.

There are different **types of entrepreneurs**, and which type of entrepreneur someone ends up depending on factors such as personality, abilities, and surroundings.

Some of the most common types of entrepreneurs are **innovators** - the type of entrepreneur who comes up with new, fresh ideas.

Hustlers - the type of entrepreneur who starts small with a vision of growing bigger through effort and hard work

Imitators - the type of entrepreneur who copies certain business ideas intending to improve them.

Researchers - the type of entrepreneur who will spend extra time researching to limit the risk of failure and maximize success rates.

Byers - the type of entrepreneur who buys promising businesses based on viability assessments, and then hires staff to run and grow the business.

decisively when necessary, outperform the competition, and motivate others to perform to the best of their abilities. The leader(s) sets the tone of the business's management sets and the culture of the company. Leadership is the accomplishment of a task through controlling human helpers. In short, leadership provides direction and motivation. The direction in which the company is headed and the plan and motivation to get it to the destination.



1.2.2. Characteristics of a leader

Positive traits of a leader	Negative traits in a leader
<ul style="list-style-type: none"> - Clear communication skills - Optimistic - Supportive - Integrity - Delegation - Motivational - Courageous - Emphatic - Influential - Trustworthy - Competent - Selfless 	<ul style="list-style-type: none"> - Selfish - Hotheaded - Impatient - Rude - Inconsistent - Micro-managing - Incompetent

An effective and successful leader can have many different characteristics. A **leader should set positive examples for the rest of the staff, and encourage motivation.** Setting positive examples while encouraging and motivating others successfully is based on certain characteristics of a leader. **Examples of characteristics of a leader:**

Different leadership styles: there are multiple ways to be an effective leader. One can lead by example by coaching others and showing them the way. Another way is to divide and conquer, more commonly called delegating tasks, based on others' skills and experiences. Others lead by directing from a position of authority. Lastly, one can lead through positive reassurance and support to help team members reach their goals.⁴

1.2.3. Relationship between a leader and entrepreneur

Leadership and entrepreneurship are often considered synonyms, however, the two concepts should not be confused as the same. Entrepreneurship means a set of attributes that an entrepreneur possesses and practices in starting their business. Whereas, leadership is the process of influencing

⁴ Leading Effectively Staff. (November 24, 2022). *The 10 Characteristics of a Good Leader*, Center for Creative Leadership, <https://www.ccl.org/articles/leading-effectively-articles/characteristics-good-leader/>

people and providing an environment for them to achieve organizational objectives. Just because one is an entrepreneur does not automatically make them a leader, and vice versa.

One way to distinguish entrepreneurship from leadership can be in terms of their task demand (doing) and their positions (being).

- Entrepreneurship goal is to make a profit - leadership is focusing on transformational change
- Entrepreneurship period is both short term and long term
- leadership is long term
- Arena for entrepreneurship is the organization and its markets - leadership is individuals (to transform followers into leaders) and social systems.



- Resourcefulness for entrepreneurship tends to be medium to high for leadership
- Sense of achievement tends to be higher for leadership than for entrepreneurship
- Visionary skills, as well as innovativeness, tend to be higher for entrepreneurship than for leadership.

Transformational leadership/entrepreneurship could be measured in terms of how it impacts the motivation and performance of followers. Feelings of trust, admiration, loyalty, respect and empowerment among followers will usually lead to a higher level of performance.

How to be both an entrepreneur and a leader: So far it has been established that leadership and entrepreneurship are two different concepts. However, in some instances, one needs to be both the entrepreneur and the leader. Then how does one do so? Leadership is almost 100% about managing people. Having great ideas and strategic visions will not get an entrepreneur far if their employees are not willing to follow them.⁵

A **common denominator** to leadership and entrepreneurship is the **ability to influence people**, with or without authority.

The ability to influence is arguably one of the most important characteristics of a leader and an entrepreneur.

There are **three elements to the ability to influence**:

1. **Awareness** - understanding that every action has an impact.
2. **Ability** - in terms of communication, conflict resolution, and decision-making.

⁵ Rengel, Alexandra. (August 16, 2017). *Entrepreneurship and Leadership*, IE University, <https://www.ie.edu/insights/articles/entrepreneurship-and-leadership/>

3. **Commitment to one's ideas** - making decisions that may not always please everyone and dealing with the consequences

Besides the ability to influence, there are some other key leadership skills all business owners should possess or develop.⁶

Develop a strategic vision The company needs a strategy. Plan the business goals five years ahead and the measures to get there.⁷

Communicate with transparency It is important to share both the successes and failures with the employees to give them context and a sense of inclusion. This will create motivation and subsequently growth. The success of the business is not the entrepreneurs alone.

Spot and retain the best talent The business is never more successful than the people working in it. Good leaders surround themselves with talented, courageous, loyal people. Invest in these people through coaching and training to keep them a part of the team.

Knowing how and when to delegate One person cannot play all of the roles in a successful business. Lose the ego, and share, delegate and empower the employees.

Lead by example Is honest and ethical in every action. Have strong values. Live what you are preaching.

Ask for advice. It is always a good idea to have a business advisor. The entrepreneurs will not be able to know everything about business and will not be able to keep up with every aspect of the industry.

Developed leaders: Leadership should start at the top of the organization, but leaders do not necessarily come from positions of power. They can be found at all levels in an organization. Identify them and help them to develop their leadership skills.

For an entrepreneur turning leader, to manage and continue growth, more effective control requires letting go. Entrepreneurs need to entrust others to manage much of the organization and institute systems (e.g. budgets and quality control) that partly replace or supplement their attention/surveillance. Successful entrepreneurs must learn to balance risk-taking, hard work, and self-reliance with forethought, delegating authority, and trusting their employees.

⁶ Rengel, Alexandra. (August 16, 2017). *Entrepreneurship and Leadership*, IE University, <https://www.ie.edu/insights/articles/entrepreneurship-and-leadership/>

⁷ Doyle, Alison. (July 6, 2022). *What Are Teamwork Skills?*, the balance, <https://www.thebalancemoney.com/list-of-teamwork-skills-2063773>

1.3. Teamwork

1.3.1. Different skills needed in a team.

Teamwork is a very important and attractive aspect of a workplace. **Teamwork is a soft skill that allows one to work well with others during collaborations.** Teamwork is so much more than just working with others. **It requires different types of skills** to do successful teamwork.

Among the most crucial teamwork abilities are:

Communication: This skill is useful in all aspects of teamwork. Whether one is working on a presentation or a spreadsheet in collaboration with others it is important to be able to speak openly and honestly with the other participants. Good communication is especially important to establish trust and open lines of communication, and a great tool for conflict resolution.



Time management: Great organizational skills and the ability to work with a deadline are essential for this skill. This means that to manage time effectively one must prioritize and delegate tasks.

Problem-solving: This skill requires creative thinking when approaching challenges and issues. Also, one must be able to focus on the positive and stay calm to help their team work towards a solution.⁸

Listening: Being open-minded and able to see things from the team member's perspectives is part of good listening skills. It allows one to be a better colleague and leader by having a holistic point of view.

Critical thinking: This skill allows one to make better, more informed decisions. In a team, this means that it is okay to question different approaches, and not always just go with the flow. Examining all sides of an issue, and reflecting on past experiences can lead a team to an unexpected breakthrough.

Collaboration: It is not always easy to work in a team, but it often is a great opportunity to uncover creative ideas, share different perspectives and experiences, as well as enhancing skills. Collaborating successfully can help foster a more productive team environment.

Leadership: A leader who works well with others can help spread knowledge and resources, thereby contributing to the organization's or project's success. The most important part of the leadership skill is the ability to demonstrate and promote teamwork while acting as a mentor.

Responsibility: The dynamics of teamwork depend on the parties involved being aware of the assignments they are responsible for. Also, holding each other accountable and to a certain standard

⁸ Doyle, Alison. (July 6, 2022). *What Are Teamwork Skills?*, the balance, <https://www.thebalancemoney.com/list-of-teamwork-skills-2063773>

makes a well-functioning team. By taking responsibility for one's work, the team can work together towards a common goal.

Honesty: This skill might mean working through disagreements, e.g. a missed deadline. Being transparent about shortcomings and sharing difficult updates fosters trust which is a fundamental pillar of teamwork.

Empathy: Being empathetic towards one's teammates can allow one to better understand their motives and feelings. This also helps with the team's communication skills.

Awareness: This skill requires one to be aware of the team dynamic at all times to have a balanced power structure within the team. Every teammate should have the opportunity to contribute evenly to a discussion or general conversation. Being aware of team dynamics means creating a comfortable environment for everyone to apply their skills and abilities.

1.3.2. Building confidence in a team

If a team member loses confidence in their abilities, the morale and motivation of the entire team suffer. Therefore, **it is important to build the confidence of all team members to be as effective as possible.** When the team members are confident one needs to spend less time overseeing their work. The goal is not to limit communication with the team, but to encourage autonomy. Team confidence creates an environment where people are not afraid to speak up. Building confidence in one's team will help the team members to speak up against bad behavior and be more likely to present ideas.

Confident team members have two main attributes:⁹



Self-efficacy. The team members believe they can perform their work well and that when they put their minds to a task they'll be able to succeed.

High self-esteem. The team members believe they are "worth it" and believe that they are valuable members of the team.

To build team confidence there are a few things to do.

Consistency is key to these steps, as confidence builds over time.

Making oneself available to the team members by for example having a booking system to allow each team member to share their thoughts, and help coach them through challenges. It is important to stick to the schedule and not cancel the meetings as it can harm confidence.

Tackling team issues as soon as possible. Keep the team member informed on the steps that are being taken to address the issue, to underline that it is being handled. Developing the team members

⁹ Bryant, Adam. *How to Build a Successful Team*, The New York Times, <https://www.nytimes.com/guides/business/manage-a-successful-team>

by addressing weaknesses or skill gaps through coaching, mentoring, or training. Team members improving their careers can build confidence and self-esteem.

Let the team members try new things and allow them to fail. Let team members try new approaches and tools to see if they work. Supporting team members through trial and error can help build confidence because it shows trust in them.

Team members mentoring others will help facilitate skills development and help build confidence in not just the mentored team member but also the mentor.

1.3.3. Benefits of teamwork

Many businesses and organizations are not able to function or perform without teamwork. Within problem-solving, it is scientifically proven that working as a team will lead to better outcomes. A healthy, supportive, and confident team creates the environment for people to take calculated risks which further will lead to innovation.



The benefits of teamwork can be: Better problem solving, Increased potential for innovation, Happier team members, Enhanced personal growth, Less burnout, More opportunities for growth, Boosted productivity, Smarter risk-taking, Fewer mistakes, Expanded creativity.

1.4. Training for entrepreneurs available (links) for Italy:

Useful Tools and sources of information

Build Canva model plan ([Canvanizer](#))

Build Future persona template (for ex. On Miro - [La piattaforma di collaborazione visiva per ogni team | Miro](#))

Build your Business Plan - [Resources for Planning to Start a Business - businessnewsdaily.com](#)

(Use a business plan template or take advantage of it and create your own)

Build your budget (Use Excel file, Make use of a template/ create your own/ search for help/ get a team member who has such knowledge if you do not)

Find a source of funds. (yourself, Angel Investors, bank loans, Venture companies)



1.5. Practical activities related to the Chapter 1

Name of activity and Link	Aim
<p>Activity 1 - SSE (Social Sustainable Entrepreneurship) Presentation Activity link: Chapter 1 Activity 1 - SSE Presentation</p>	<p>The main purpose of this activity is to give participants a basic understanding of Sustainable Social Entrepreneurship and introduce them to the basics of the concept.</p>
<p>Activity 2 - Introduction to the Entrepreneur Q&A Activity link: Module 1 Activity 2 - Introduction to the Entrepreneur Q&A</p>	<p>Learn more about entrepreneurship by listening to everyone's thoughts about it and teamwork.</p>
<p>Activity 3 - SWOT activity (leader/workers) Activity link: Module 2 Activity 3 - Presentation of SWOT Analysis</p>	<p>The main aim of this presentation is to introduce participants to the method of SWOT Analysis. It is aimed that by introducing them to this method, they can find it useful to employ it in their future works.</p>
<p>Activity 4 - Introduction on Teamwork Activity link : Module 2 Activity 3 - Introduction on Team Work</p>	<p>Present Team Work to encourage it. Learn how to deal with teamwork.</p>
<p>Activity 5 - Team building Activity link : Module 2 Activity 4 - Team Building</p>	<p>Build confidence between Team members.</p>
<p>Activity 6 - A game for Defining Priorities Activity link : Module 2 Activity 5 - A game for Defining Priorities</p>	<p>Develop decision-making skills and risk-management skills.</p>
<p>Activity 7 - Name Scrabble game Activity link : Module 2 Activity 6 - Name Scrabble game</p>	<p>The aim of this activity was to improve several qualities of the participants. These qualities are:</p> <ul style="list-style-type: none"> -Identifying a strategy -Creativity -The English language -The intellectual abilities -Emotional well-being and personal confidence -Social cooperation and Bonding



Chapter 2 - Do I know where I am moving to?

Before opening a new business it's important to study the territory in which the company will be located. A successful analysis of the area allows one to understand the needs and lacks of services and products and as a consequence thinking about what it is possible to offer to satisfy the people who live there. In this chapter, we help to understand what to consider during a market analysis, how to do it, what help you can have from your government and possibilities of options once you choose to open a new business.

2.1. Market analysis: what it is and its objectives

Market analysis is a tool for **strategic planification that allows a qualitative and quantitative evaluation into a specific market**. This evaluation helps in understanding the size of the market we are exploring in terms of volume and value, what kind of customers we are looking for and their behavior, the general economic environment and its limitations or regulations.

Thanks to a market analysis we can solve questions like:

- Who are your potential clients?
- What are the consumption patterns of your customers?
- How big is the market?
- What are the potential competitors and what are their weaknesses and strengths?¹⁰

A good moment to do the market analysis is when putting together the detailed business plan, for example, if the entrepreneur is seeking capital and investors. There can be many reasons to do a

¹⁰ Quintana, C. (2022, December 14). *Qué es un análisis de mercado y cómo se hace*. <https://www.oberlo.es/blog/analisis-de-mercado>

market analysis, one of them is that it helps in building a smarter strategy for expanding your business and it helps identify potential uncovered blindspots.

Entrepreneurs have to keep in mind two different kinds of approach when realizing the market analysis:

Quantitative assessment is a research strategy that focuses on quantifying the collection and analysis of data ¹¹. It considers countable aspects about the market, something that can be measured, for example, the number of certain kinds of company in one area.

Qualitative research is a type of research that aims to gather and analyze non-numerical (descriptive) data in order to gain an understanding of people's attitudes, beliefs, behaviors, and motivation; it is used to understand how people experience the world. The qualitative assessment considers the perception of a certain product or service, if people are satisfied or not with it, for example, if people are happy with the kind of supermarket they have in their town. These are some of the most common qualitative methods:

Observations: recording what you have seen, heard or encountered in detailed field notes.

Interviews: personally, asking people questions in one-on-one conversations.

Focus groups: asking questions and generating discussion among a group of people.

Surveys: distributing questionnaires with open-ended questions.

Secondary research: collecting existing data in the form of texts, images, audio or video recordings, etc.¹²

The **aim of the market analysis is to study and understand the conditions of the market when you want to open a new company**, so it is a specific study related to the particular conditions of an identified market. Other specific objectives are the following:

- To measure and understand the level of supply and demand of the market.
- To define the customer profile and characteristics.
- To know the competitors and understand how they work.
- To define the position of your company into the market.
- To identify the opportunities offered by the market.
- To understand the risks and threats of the market as well as the possible solutions to face those challenges.

If you want to realize a market analysis there are **seven topics** to be considered:

¹¹ Bryman, A. (2012). *Social research methods, (4th ed.)*. Oxford: Oxford University Press.

¹² Bhandari, P. (2022, December 14). *What Is Qualitative Research? | Methods & Examples*. Scribbr. <https://www.scribbr.com/methodology/qualitative-research/>



Product: it's important to know that our product answers to the needs and desires of the customers of the market.

Location: we have to keep in mind how we are going to distribute our product between clients of our target.

Price: it's fundamental to have perfectly in mind the relation between the mission of the company (what we sell, to whom and what make us competitors) and the price of our product. If there's not a healthy correlation between the two variables, there's a high risk to not be successful in the market.

Promotion: it's important to have clear which channels are going to be used for promoting the product, for example, the promotion in TV, newspaper, social network).

Human capital: to have a successful company, it's important to count on human resources, their competences and abilities to accomplish their responsibilities. It's important to consider if there are qualified people in the market we are entering. For example, if you want to open a SPA, it is important to know if there are qualified therapists in the market.

Process: it's important to have a good idea about the process we use to realize our product and/or service, because understanding this aspect can help us in knowing our competitive advantages.

Physical evidence: it's important to make sure that all the elements related to the physical existence of our shop (with that we mean anything about the company that the client can see) work into the market we are entering in.

2.2. How to do a Market Analysis

Market analysis helps you to understand the buying habits of your target market and it's important to take it into consideration when realizing a business plan. We suggest you follow **seven steps in order to do a good research**. The things to take into consideration are:

a. DEFINE YOUR OBJECTIVE



It's important that the entrepreneur has clear **objectives of what the potential company wants to achieve**. It's also important to know if the objective is for internal or external purpose, because the way of the research is different.

For example, the aim of an internal objective can be launching a new product or adjusting marketing tactics; the aim of an external purpose can be the approbation

for a business loan.

b. PROVIDE AN INDUSTRY OUTLOOK

It consists in understanding the **general direction of where your industry is heading**, if the potential target is a **growing industry or a declining one**. This analysis offers a preliminary view of the market and what to expect in the market analysis. To have a proper industry outlook it is important to consider:

Market size: is it a big market or a very niche market? If it is a small and niche market, are there enough customers to support the business?

Product life cycle: how is the life cycle of the product? How is it the fruition of it? In this section it is important to discuss research and development, launch, growth, decline.

Projected growth: how is the performance of the company over time? Remember to calculate year over year the growth of the business and show how the business will fare in future projected market conditions.

c. DETERMINE YOUR TARGET MARKET

During this phase **you are defining the potential and ideal customer**, and how to cater the product to serve the needs of the customer. It's important to remember that the target is specific, there's no need to sell the product to everybody because it is better to have a characteristic customer, **this idea will help in designing a business and marketing strategy**.

When you do a target market it's important to include the following point:



Demographics: in this phase you define all the characteristics of your ideal customer, such as **age, gender, income level, location, occupation, lifestyle.**

Create a customer persona: you can give to the potential customer a name, background and job, molding the persona into the target customer. What are the customer's pain points? How do the pain points influence the way to buy products? What matters most to them? Why do they choose one brand over another?

Research and supporting material: it's important to strengthen our information and idea of the customer with data. Some methods for collecting data can be target group surveys, focus groups, reading reviews and feedback surveys.

d. CALCULATE MARKET VALUE

In this case there are two different kinds of analysis you can do:

A top down analysis: you have to calculate the entire market and then estimate how much of a share you expect your business to get. For example, imagine that your target market consists of 100.000 people, if you're optimistic and manage to get the 1% of the market, you can expect to make 1.000 sales. This kind of analysis tends to be easier.

A bottom up analysis: it is more a data-driven analysis and it requires more research, that means as well a more accurate calculation. You calculate the individual factors of your business and then estimate how high you can scale them to arrive at a projected market share. The factors to analyze when doing a bottom up analysis are:

- Where is the product sold?
- The price for a unit
- The number of consumers you expect to reach
- Who is your competitor?
- An estimation about customer who buy over time

e. GET TO KNOW YOUR COMPETITION

It is really important for the entrepreneur to research the level of competition within your market. The kind of competitors belong to two different areas:

Direct competitors: other companies that sell the same product as you. Ex: you want to sell apples and there is another apple seller at the other part of the town.

Indirect competitors: they sell a different but similar product. Ex: you want to sell apples, there is another seller that offers oranges. Companies sell different products, but the target is similar because both customers eat fruits.

In this process it is important for the entrepreneur to make a distinction between the company, service and product offered from the other competitors. There are different aspects to keep in mind if you want to distinguish your business from others, such as location **of business, prices, timetables of**

shops, types of services. To help yourself in defining the kind of competitors, you can ask yourself some questions as:

- What are the competitors' strengths? And weaknesses?
- How can you cover your competitor's weakness in your business?
- How can you solve the same problems better or differently than your competitors?
- Can you use technology to give a better service to your company?
- How big of a threat are your competitors if you open your business?

The entrepreneur has to **consider not only the existing competitors, but also future competitors**, so it's necessary to have a protective plan for the company. In order to be in advantage it can be a good idea to have a great location or patent the product/service.

f. IDENTIFY YOUR BARRIERS

If you realize a market analysis, you will probably identify some barriers to start your business. Researching those barriers will help in avoiding costs or business mistakes. Some issues to take into consideration when realizing this analysis are:

Technology: how rapid is technology advancing and if it can affect your product in the next five years.

Branding: it's important to have a brand identity to stand out in a saturated market.

Cost of entry: considering all the startups' costs, like renting, hiring and equipment.

Location: it's important to have a prime location if you are opening a physical shop.

Competition: a market with fierce competition can be a steep uphill battle.

g. KNOW THE REGULATIONS

If you're a newer entrepreneur and you're planning to open a new business, it's important to research governmental and state business regulations related to your market. Some aspects to keep in mind are:

- Tax code
- Advertising
- Employment and labor laws
- Privacy
- Environmental regulations

There are business attorneys who help in this research, a legal professional can help in finding the legal requirements specific to your business.¹³

¹³ Marticio, D. (2022, December 19). *How to Write a Market Analysis for a Business Plan*. NerdWallet. <https://www.nerdwallet.com/article/small-business/market-analysis>

In the following part we leave you some steps to keep in mind if you are going to be freelance in your country:

COUNTRY	REGULATIONS																																																																																																																																												
SPAIN	<p>One of the most important things when you choose to be an entrepreneur is to be informed properly about the regulations and find the updated information: laws and economy are always changing, so it's fundamental to double check the new regulation. In the case of Spain, there are different topics to take into consideration if you want to be freelance, because there are different payments you have to realize as an autonomous:</p> <p>FREELANCE FEE: it's an established amount of money that the freelancer pays each month in order to be an entrepreneur. The amount changes considering the income of the person and if it is the first time that you enroll.</p> <p>In 2023, the government introduced a system that will be applied in the following eleven years, the amount of money to spend in relation to your income are resumed in the following table:</p> <p style="text-align: center;">PROPUESTA DE LA SEGURIDAD SOCIAL TRAMOS DE RENDIMIENTOS NETOS Y CUOTAS</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>TRAMOS</th> <th>2023</th> <th>2024</th> <th>2025</th> <th>2026</th> <th>2027</th> <th>2028</th> <th>2029</th> <th>2030</th> <th>2031</th> </tr> </thead> <tbody> <tr> <td><600 €</td> <td>281,5</td> <td>269,3</td> <td>257,0</td> <td>244,8</td> <td>232,6</td> <td>220,3</td> <td>208,1</td> <td>195,8</td> <td>183,6</td> </tr> <tr> <td>900</td> <td>281,5</td> <td>269,3</td> <td>257,0</td> <td>244,8</td> <td>244,8</td> <td>244,8</td> <td>244,8</td> <td>244,8</td> <td>244,8</td> </tr> <tr> <td>1.125,9</td> <td>293,9</td> <td>293,9</td> <td>293,9</td> <td>293,9</td> <td>293,9</td> <td>293,9</td> <td>293,9</td> <td>293,9</td> <td>293,9</td> </tr> <tr> <td>1.300</td> <td>351,9</td> <td>351,9</td> <td>351,9</td> <td>351,9</td> <td>351,9</td> <td>351,9</td> <td>351,9</td> <td>351,9</td> <td>351,9</td> </tr> <tr> <td>1.500</td> <td>351,9</td> <td>413,1</td> <td>413,1</td> <td>413,1</td> <td>413,1</td> <td>413,1</td> <td>413,1</td> <td>413,1</td> <td>413,1</td> </tr> <tr> <td>1.700</td> <td>351,9</td> <td>413,1</td> <td>474,3</td> <td>474,3</td> <td>474,3</td> <td>474,3</td> <td>474,3</td> <td>474,3</td> <td>474,3</td> </tr> <tr> <td>1.900</td> <td>351,9</td> <td>413,1</td> <td>474,3</td> <td>535,5</td> <td>535,5</td> <td>535,5</td> <td>535,5</td> <td>535,5</td> <td>535,5</td> </tr> <tr> <td>2.330</td> <td>351,9</td> <td>413,1</td> <td>474,3</td> <td>535,5</td> <td>596,7</td> <td>596,7</td> <td>596,7</td> <td>596,7</td> <td>596,7</td> </tr> <tr> <td>2.760</td> <td>351,9</td> <td>413,1</td> <td>474,3</td> <td>535,5</td> <td>596,7</td> <td>728,3</td> <td>728,3</td> <td>728,3</td> <td>728,3</td> </tr> <tr> <td>3.190</td> <td>351,9</td> <td>413,1</td> <td>474,3</td> <td>535,5</td> <td>596,7</td> <td>728,3</td> <td>859,9</td> <td>859,9</td> <td>859,9</td> </tr> <tr> <td>3.620</td> <td>351,9</td> <td>413,1</td> <td>474,3</td> <td>535,5</td> <td>596,7</td> <td>728,3</td> <td>859,9</td> <td>991,4</td> <td>991,4</td> </tr> <tr> <td>4.050</td> <td>351,9</td> <td>413,1</td> <td>474,3</td> <td>535,5</td> <td>596,7</td> <td>728,3</td> <td>859,9</td> <td>991,4</td> <td>1123,0</td> </tr> <tr> <td>>4.050</td> <td>351,9</td> <td>413,1</td> <td>474,3</td> <td>535,5</td> <td>596,7</td> <td>728,3</td> <td>859,9</td> <td>991,4</td> <td>1266,7</td> </tr> </tbody> </table> <p style="text-align: right;">14</p> <p>If it's your first time being freelance, you can apply for "TARIFA PLANA", it is applied in the first two years of activities and you pay 70 euros for a month, only if your income is lower than 1.125,9 euros.</p> <p>IRPF: it's a tax the freelancer has to pay related to the social security contribution, it can be between 19% and 47% of the income that the freelancer receives.</p>	TRAMOS	2023	2024	2025	2026	2027	2028	2029	2030	2031	<600 €	281,5	269,3	257,0	244,8	232,6	220,3	208,1	195,8	183,6	900	281,5	269,3	257,0	244,8	244,8	244,8	244,8	244,8	244,8	1.125,9	293,9	293,9	293,9	293,9	293,9	293,9	293,9	293,9	293,9	1.300	351,9	351,9	351,9	351,9	351,9	351,9	351,9	351,9	351,9	1.500	351,9	413,1	413,1	413,1	413,1	413,1	413,1	413,1	413,1	1.700	351,9	413,1	474,3	474,3	474,3	474,3	474,3	474,3	474,3	1.900	351,9	413,1	474,3	535,5	535,5	535,5	535,5	535,5	535,5	2.330	351,9	413,1	474,3	535,5	596,7	596,7	596,7	596,7	596,7	2.760	351,9	413,1	474,3	535,5	596,7	728,3	728,3	728,3	728,3	3.190	351,9	413,1	474,3	535,5	596,7	728,3	859,9	859,9	859,9	3.620	351,9	413,1	474,3	535,5	596,7	728,3	859,9	991,4	991,4	4.050	351,9	413,1	474,3	535,5	596,7	728,3	859,9	991,4	1123,0	>4.050	351,9	413,1	474,3	535,5	596,7	728,3	859,9	991,4	1266,7
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¹⁴ Real, A. C. (2023, January 10). *El Gobierno propone que a partir de 2023 los autónomos coticen en función de sus rendimientos netos - Asaja Ciudad Real*. Asaja Ciudad Real. <https://www.asajacr.com/noticias/el-gobierno-propone-que-a-partir-de-2023-los-autonomos-coticen-en-funcion-de-sus-rendimientos-netos/>



	<p>VAT: it's a part of the above costs. Freelancers have to keep in mind the costs related to VAT; in the case of Spain it's usually 21%.¹⁵</p>
ITALY	<p>Becoming a freelancer in Italy is a relatively simple process. The first step is to acquire a <i>Partita IVA</i> (VAT number). This can be done by registering with the <i>Agenzia delle Entrate</i> (the Italian tax office). The next step is to register with the Chamber of Commerce in the province where you live. You will then need to obtain a business license or <i>atto costitutivo</i> (articles of association). This can be done through a notary or lawyer. Once you have all of the necessary documents, the next step is to register with the Italian National Social Security Institute (INPS). This will allow you to be covered by the national health care system and pay social security contributions. Finally, you will need to register your business with the local municipality. This will enable you to pay local taxes and obtain any necessary permits.</p> <p>You can also learn more about how to become self-employed in Italy by visiting the official website of the Italian Revenue Service: https://www.agenziaentrate.gov.it/en/Home.htm</p>
ROMANIA	<p>In Romania, there are several options available to young people wishing to become self-employed/freelancer.</p> <p>The most common option is registering as a <i>Persoană Fizică Autorizată</i> – Registered Sole Trader (PFA). Another option would be setting up an <i>Întreprindere Individuală</i> – Sole Proprietorship or Individual Entrepreneurship (II). When it comes to both, the registration procedure is not as complex as in the case of other types of businesses, and it is completely free – as long as you follow all the steps by yourself, without asking for support from a consultant.</p> <p>They both follow similar guidelines and procedures, when it comes to registration, the taxation and book-keeping systems. In order to set up a PFA or an II, you need to have obtained some level of professional certification/qualification in your chosen area of activity, and to be clear of a tax offense record. Just as well, in the case of both, the sole owner has unlimited liability, so they will be held personally liable for any debts, expenses or prejudices caused to other entities (since both, the owner and the business, represent a single entity, as compared to LLC formats).</p> <p>However, there are some key differences, mostly regarding the scale of the activity: a PFA can have a maximum of 3 employees, while the limit is 8 in the case of an II. Similarly, a PFA needs to choose a maximum of 5 NACE classification codes, as compared to an II, which can choose up to 10.</p> <p>The first step is choosing the name under which your business will function onwards – this is normally your family name and first name (your middle name if it is the case), followed by any distinctive elements related to the chosen profession, as well as the acronym PFA. Then, you will need to check the National Trade Register database to find out whether your chosen name is available, since it needs to be unique to each entity. This can be done either online, by post or in person, and after reaching a positive conclusion you will be able to reserve it for yourself (you can find</p>

¹⁵ M. (2023, January 11). *Cuotas de Autónomos 2023: Nuevos tramos y propuestas*. Ódice Abogados. <https://odiceabogados.com/cuotas-de-autonomos-2023-propuestas-y-tramos/>



	<p>more information regarding the process at https://www.onrc.ro/index.php/ro/inmatriculari/persoane-fizice).</p> <p>The next step would be providing the address of a company office, as well as any documents proving that you are entitled to use the space (e.g., sales contract, lease agreement, free loan agreement) and obtaining any necessary approvals from the neighbors, if it is the case. If your company's activity will not take place at this office, it will suffice to submit a statement in this regard.</p> <p>There are several other documents and statements which need to be provided, such as: state ID, professional qualifications, a specimen signature, etc.</p> <p>Once all the necessary documents are submitted, it will take a few days until the new business owner will receive a Registration Certificate, as well as a unique registration code (CUI) and other relevant documents. You will then need to find out if other operating permits or licenses are required, according to your area of activity.</p> <p>Useful resources:</p> <p>https://www.onrc.ro/index.php/ro/inmatriculari/persoane-fizice https://www.onrc.ro/index.php/ro/inmatriculari/operatiuni-prealabile/verificare-si-rezervare-pfa-ii-if https://douazeci.ro/?p=3291</p>
<p>GREECE</p>	<p>A freelancer is a natural person who is paid by offering his services to other people or businesses, being independent and not as an employee of a company. That is someone who is self-employed with his own clients. It can have any specialty, although some are more common than others, such as graphic designers.</p> <p>Another distinctive feature of a freelancer is that they work and are paid based on each project and not with a monthly salary as if they were an employee.</p> <p>It is possible to offer their services full time (as a full-time freelancer), or part time in combination with their main job.</p> <p>For example, a freelancer can be a photographer, graphic designer or programmer, who works as freelancer and may charge for their work by the hour or even on an entire project basis.</p> <p>This is one of the many advantages that freelancers have, since they have the freedom to determine their pricing policy, the hours they will work, as well as, which clients they will work with.</p> <p>In addition, they are also associated with entrepreneurship as their income "has no ceiling". That means that they determine it and not an employer.</p> <p>But can anyone become a freelancer?</p> <p>In theory yes, but how successful they are will depend on the quality of their work, so they have to be well practiced in their subject matter.</p> <p>If you are a natural person wishing to operate in the commercial sector and be based in Greece, you can digitally start your own business, without having to sign up in advance to the General Commercial Registry (GEMI) and the National Social</p>



Insurance Agency (eEFKA).

The commencement of operation can also be affected by a third person acting on your behalf, if he/she/they have been duly authorized for this purpose from within the application, and after he/she/they have signed up to the National Communication Register (EMEP), in order to confirm his/her/their phone number.

The conditions for using the service are:

- You need to have a valid and active Greek tax identification number (AFM).
- You have to be a Greek national or a national of another EU member state and be over 18.
- The registered seat of your company has to be in Greece.
- You must not already have a sole proprietorship.
- If the offices of your company are rented or transferred, the lease agreement must include the postal code of the address.

You will need to fill in:

- Your personal Taxisnet credentials.
- The Real Estate Identification Number (ATAK) of privately owned offices or the Electronic Lease number and the year of its submission, in the case of leased or transferred offices.
- The details of the company (e.g. name), details of Greek Accounting Standards (e.g. category of books), VAT (e.g. VAT status) and the Activity Code Number (KAD).
- The tax identification number (AFM) of the authorized third person, in case that person affects the submission on your behalf.

After completing the process, you will receive a unique application number to start the sole proprietorship.

The process is successfully completed with the creation of the Business Commencement Certificate, which bears the security features of **gov.gr**. In its printed form, it does not need to be validated and is verified with the **document validity application of gov.gr**.

The certificate can be retrieved from the **myAADE** web page and more specifically by selecting the Register & Contact / e-notifications option, by using the Taxisnet credentials.

As soon as the Business Commencement Certificate has been issued for your sole proprietorship, you can register for eEFKA insurance by choosing **Register as a non-salaried professional (eEFKA)** or **Re-register as a non-salaried professional (eEFKA)**. If you skip this step, the registration will be carried out ex officio by the competent insurance institution.

Sources:

<https://www.gov.gr/en/ipiresies/epikheirematike-drasterioteta/enarxe-kai-luse-epikheireses>

<https://www.taxheaven.gr/acforum/topic/97603-%CF%85%CF%80%CE%BF%CF%87%CF%81%CE%B5%CF%89%CF%84%CE%B9%CE%BA%CE%AE-%CE%AD%CE%BD%CE%B1%CF%81%CE%BE%CE%B7-%CE%B5%CE%BB%CE%B5%CF%85%CE%B8%CE%AD%CF%81%CE%B9%CE%BF%CF%85-%CE%B5%CF%80%CE%B1%CE%B3%CE%B3%CE%AD%CE%BB%CE%BC%CE%B1%CF%84%CE%BF%CF%82/>

https://www.reddit.com/r/greece/comments/j5m8xy/%CE%AD%CE%BD%CE%B1%CF%81%CE%BE%CE%B7_%CE%B1%CF%84%CE%BF%CE%BC%CE%B9%CE%BA%CE%AE%CF%82_%CE%B5%CF%80%CE%B9%CF%87%CE%B5%CE%AF%CF%81%CE%B7%CF%83%CE%B7%CF%82_freelance_upwork/

2.3. Economic analysis: what it is and its objectives

An economic analysis is an **evaluation of cost and benefits**, it is an evaluation based on the economic viability of a product, a service, a project, investment opportunity or event. That means that the economic analysis involves identifying, evaluating and comparing costs and benefits. This kind of analysis helps the organizations to understand the opportunity cost because **it contributes to the optimal allocation and use of resources**. Economic analysis evaluates projects, scenarios, tasks, topics or actions to understand their profitability or negative consequences: the analysis process passes through the pros and cons, understands the matter and it helps in moments such as opening new product identifications or an expansion or integration process. ¹⁶

Economic systems are studied in economic analysis and it might also be a study of a production process or an industry. The goal of the research is to assess how effectively the economy, sector or something within is run, so the process of taking decisions is based on data and information. ¹⁷

In order to estimate the economic consequences of a decision we can use a diagramma based on Ruegg's and Marshall's "Building economics: theory and practice"¹⁸, in which the authors consider four different steps:

To define the problem and determine the objective of the problem: it is the first necessary step to determine feasible options for achieving the goal. It's important to keep in mind any limits.

To recognize if the economic analysis is necessary: in case the answer is positive it's significant to determine the level of effort required. Once you do that, you establish one or more methods of economic analysis.

To define the kind of data to use: if the data to use in the economic methods are unclear, choose a strategy that compensates for uncertainty and/or risk by gathering information and making assumptions.

To calculate an economic performance indicator

¹⁶ Team, W. (2022, December 19). *Economic Analysis*.

WallStreetMojo. <https://www.wallstreetmojo.com/economic-analysis-2/>

¹⁷ Bhasin, H. (2022, December 19). *Economic Analysis – Definition, Methods, Benefits*. Marketing91. https://www.marketing91.com/economic-analysis/#google_vignette

¹⁸ Dutta, B. (2022, December 19). *Economic Analysis: an Overview | Analytics Steps*. <https://www.analyticssteps.com/blogs/economic-analysis-overview>

At the end, comparison and decision making: the entrepreneur compares the economic repercussions of different options and makes a decision, considering also the non-quantifiable effects and the decision maker's risk attitude.

2.4. The different types of economic analysis

An economic analysis is an **evaluation of costs and benefits**. This type of evaluation is based on a product's or service's economic viability.

Four concepts that will pop up often:

- a. **Investment and financing:** it refers to the resources in which it is necessary to invest, to carry out the activity of the company and the sources of financing necessary to cover the initial investment.
- b. **Income statement:** it consists of the summary of all the income and expenses of the company during the year to know the result obtained. The income statement expresses the benefit of a given period, based on the difference between income and expenses produced in that period.
- c. **Cash forecast:** it serves to reflect the forecast of collections and payments, as well as the fact that the entrepreneur may always make sure to not have money problems or predict that they may have them and solve them before they happen.
- d. **Balance sheet:** (the most difficult to understand) this document expresses the patrimonial situation of the company at a given moment in time and is made up of:
 - Assets (assets and rights of the company)
 - Liabilities (duties and obligations pending payment)
 - Net assets (the value of the fund contributed by the entrepreneur, the founding team or the other shareholders and resources generated not distributed).¹⁹

¹⁹ Rodriguez F., Toldo M., Fundación EVEHO

- COST-BENEFIT ANALYSIS AND SOCIAL RETURN OF INVESTMENT

It can be done in different ways, one is retrospectively to assess actual outcomes, another is prospectively to estimate the worth of desired outcomes.²⁰ If we look into this kind of analysis, we can see that there is not a single universal way to realize a cost-benefit analysis, anyway every process usually has some variations of the following five steps:

Identify project scope: identify the goals and purposes and create a framework for the scope. In this part of the analysis the project planning takes place, including timeline, needed resources, required staff or evaluation techniques.

This step should include and inform the key stakeholders to give them a chance to provide their input in the process.

Example: “to determine whether to expand to increase market share” or “to decide whether to renovate a company's website”.

Determine the costs: in this phase of the analysis you look at the numbers to determine the project cost (direct costs, indirect costs, intangible costs, opportunity costs, cost of potential risks). During this step, it should be determined whether or not the costs are reoccurring or a one-time cost and if the costs are variable or fixed.

Costs can be financial (i.e. expenses recorded on an income statement) or non-financial (i.e. negative repercussions on the community).



Determine the benefits: every single project can have different underlying principles, these can be:

- Higher revenue and sales from increased production or new product
- Intangible benefits (e.g. improved employee safety and morale or customer satisfaction)
- Competitive advantages or market share gain.

An analyst or project manager should apply a monetary measurement to all of the items on the cost-benefit list, taking special care not to underestimate costs or overestimate benefits.

Compute analysis calculations: if the benefits are higher than the costs, the project has a net benefit to the company. However, some cost-benefit analysis requires more in-depth critiquing.

²⁰ Dutta, B. (2022, December 19). *Economic Analysis: an Overview | Analytics Steps*. <https://www.analyticssteps.com/blogs/economic-analysis-overview>

Make recommendations and implement: once you realize all the previous steps, the analyst must synthesize findings to present it to the decision maker. That means summarizing the costs, benefits, net impacts, and how the findings ultimately support the original purpose of the analysis.²¹

It is very important that any calculation must be done including taxes, especially value added tax (VAT).

2.5. Links to do analysis market

Each country gives some information and data to do market analysis. In the next table you can find some useful links and sources:

COUNTRY	LINKS AND SOURCES
SPAIN	<p>Some webs that can help you in realizing Market Analysis:</p> <p>Ministerio del trabajo y economía social: https://www.mites.gob.es/es/sec_trabajo/analisis-mercado-trabajo/index.htm</p> <p>INE - Instituto Nacional de Estadística: https://ine.es/index.htm</p> <p>Banco de España: https://www.bde.es/bde/en/</p> <p>Registradores: https://www.registradores.org/</p> <p>Protección al consumidor: OCU - Organización de Consumidores y Usuarios https://www.ocu.org/</p> <p>If you are looking for bibliography in order to base your studies, thanks to this link you can find some inspiring articles or book: Librería Virtual (trabajo.gob.es)</p> <p>If you want a template to use in your market analysis, this web can help you: Plantilla GRATUITA de Estudio de mercado en Excel (justexw.com)</p>
ITALY	<p>MarketResearch.com: this website offers a range of market research services, including industry analysis and trends, competitive intelligence and market forecasts for Italy. Link: https://www.marketresearch.com/</p> <p>Mintel: Mintel provides detailed reports on the Italian market, including the latest trends and forecasts. Link: https://ita.mintel.com/</p> <p>EIU: the Economist Intelligence Unit provides in-depth country analysis and forecasts for Italy, covering key macroeconomic, political and business issues. Link: https://country.eiu.com/italy/articlelist/updates/economy</p>

²¹ Hayes A., (20.12.2022) *What Is Cost-Benefit Analysis, How Is it Used, What Are its Pros and Cons?*
<https://www.investopedia.com/terms/c/cost-benefitanalysis.asp>



	<p>Euromonitor International: Euromonitor provides comprehensive market research reports and analysis for Italy, including macroeconomic, political and business trends. Link: https://www.euromonitor.com/italy</p> <p>Istat: the official website of the Italian National Institute of Statistics provides a wealth of data and analysis on the Italian economy. Link: https://www.istat.it/</p> <p>Osservatorio dei Mercati Finanziari: this website provides financial market research and analysis on the Italian economy and financial markets. https://osservatoriofinanziario.it/of/</p> <p>Global entrepreneurship Monitor: GEM provides comprehensive analysis and forecasts of the Italian economy and business environment. Link: https://www.gemconsortium.org/economy-profiles/italy-2</p> <p>Cerved: Cerved provides a range of research and analysis services for the Italian economy, including macroeconomic and industry-specific analysis. Link: https://www.cerved.com/</p>
<p>ROMANIA</p>	<p>We haven't been able to identify companies carrying out market analysis free of charge in Romania, however there are various tools and studies available to young entrepreneurs, in specific areas of activity – some of which are public statistics. Just as well, we are including below some links to the websites of the largest/most reliable actors in the field of market analysis.</p> <p>National Statistics Institute: https://insse.ro/cms/</p> <p>National Trade Register Office Statistics: https://www.onrc.ro/index.php/ro/statistici</p> <p>Eurostat: https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Main_Page</p> <p>Overview: https://startarium.ro/articol/template-analiza-de-piata</p> <p>Google Trends: https://trends.google.com/trends/?geo=RO</p> <p>MKOR: Consumer Trends Live: https://mkor.ro/fashion-consumer-trends-live/</p> <p>Ipsos Interactive Services: https://www.ipsos.com/ro-ro/news-and-events/overview</p> <p>GFK: https://www.gfk.com/insights?content_type1=content_typeReports&ct=true&countries17=countriesRomania&countries10=countriesGlobal</p> <p>Euromonitor: https://www.euromonitor.com/romania</p>



GREECE	<p>Market analysis in Greece: https://indima.gr/resources/ereuna-agoras-kai-analysh-antagonismoy/</p> <p>Institute of Greek Tourism Confederation (SETE): https://insete.gr/studies/</p> <p>Greek e-commerce association: https://www.greekecommerce.gr/ereynes-gia-ellada/ereyna-agoras-ilektronikoy-emporioy-apo-tin-pleyra-eshops-couriers/</p> <p>Greek Ministry of Development: https://www.mindev.gov.gr/</p> <p>Business mentor: https://www.businessmentor.gr/2016/05/17/%CF%80%CF%89%CF%82-%CE%BD%CE%B1-%CF%83%CF%87%CE%B5%CE%B4%CE%B9%CE%AC%CF%83%CE%B5%CE%B9%CF%82-%CE%BA%CE%B1%CE%B9-%CE%BD%CE%B1-%CF%80%CF%81%CE%B1%CE%B3%CE%BC%CE%B1%CF%84%CE%BF%CF%80%CE%BF%CE%B9%CE%AE/</p> <p>Professional chamber of Thessaloniki: https://www.eeth.gr/articles/26/kladikes-meletes.html</p> <p>Professional chamber of Athens: https://www.eea.gr/ipiresies-eea/statistika-stichia-eea/</p> <p>National center for documentation and electronic content: https://www.ekt.gr/el/publications/2</p>
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2.6. Funding available for young entrepreneur



The policy of the European Commission is to support the education of entrepreneurship to encourage young people to open a company in order to support small and medium-sized enterprises; for those reasons there is a program to co-finance exchange of young entrepreneurs. The EU Commission is aware of the importance of the development of small and medium-sized companies and for this

reason COSME was created. **COSME is the programme for the Competitiveness of Enterprises and Small and Medium-sized Enterprises, which funds many initiatives that help small businesses access new markets.** The budget of 2.3 billion euros from 2014 to 2020 supports European entrepreneurship, the primary goal is to facilitate access to finance for SMEs, make those companies more visible on their respective markets and improve growth and business creation conditions in Europe.

This programme is based on three main categories:

- Improving entrepreneurship education
- Creating a growth-friendly working environment where SMEs can flourish
- Connect European youth with entrepreneurship²²

Thanks to this programme the EU commission gives the possibility to have support and funds for the programs described below.

2.6.1. Erasmus for Young Entrepreneurs

Erasmus for Young Entrepreneurs is a EU project with the **aim to help new entrepreneurs acquire relevant skills for managing a small or medium-sized enterprise by spending time with an experienced entrepreneur** in one of the EU member states, UK and the COSME countries. This programme contributes to improving the exchange of knowledge between new young entrepreneurs who want to go abroad and experienced entrepreneurs who want to collaborate with new people.²³

The application and participation in the programme are **free of charge for both parties** (young entrepreneurs and hosting entrepreneurs), no application or participation fees are requested.

Each country has a local contact point that can help in the management of the project, as young entrepreneurs who want to go abroad, as well as host companies that need information about the programme. These entities are selected by the European Commission and they guide you throughout the exchange, the best option is to choose a local contact point which is active in your region or in your country of residence; in case you live in one of the few countries without local contact point, you may register with a local contact point located in another European country of your choice.

In case you are a young entrepreneur who want to go overseas, you can participate in the programme if:

- You are firmly planning to start a business, based on a viable business plan.
- You have less than 3 years of total entrepreneurial experience.

Other requirements are that you need to be a permanent resident in one of the participating countries; have a concrete project or business idea, reflected in a business plan; be ready to complement the programme funds as needed to cover the costs of your stay abroad.

Another important fact is that the young entrepreneur can realize the experience just one time.

In case you are a potential host entrepreneur, you can participate in the programme if you are a permanent resident in one of the participating countries and your company is registered in that country; you are the owner/manager of a small or medium enterprise or a person directly involved in

²² Year, E. P.-. T. E. O. T. (2022, December 20). *EU Support For The Young Entrepreneurs >> Euro Pioneers*. <https://europioneers.eu/eu-supporting-young-people.html>

²³ (2023, January 3) European business exchange programme - Erasmus for Young Entrepreneurs. (n.d.). <https://www.erasmus-entrepreneurs.eu/>

entrepreneurship at SME board level (not employee); you have been running a company as an entrepreneur (not employee) for more than 3 years; you are willing to share your knowledge and experience with a new entrepreneur and act as a mentor.²⁴

2.6.2. Eurodyssey - Assembly of European Region

Eurodyssey is a **youth mobility programme, entirely managed at regional level in Europe**. It provides young people based in the participating regions with a **paid traineeship abroad, between 3 and 7 months**. Eurodyssey promotes social inclusion and integration of young people in the job market, while encouraging language learning and intercultural exchanges.

Organizations (companies, associations, public administrations) based and legally registered in the participating regions can sign up to the programme and submit traineeship offers through the website. Their registration and ship offers are reviewed by the regional authorities coordinating Eurodyssey in the region.

Young people based in the participating regions are eligible to apply to these traineeships. Their registration and applications are reviewed by the regions as well and then by the companies.

Regions, companies, young people: all three parties are essential for the good functioning of the programme and Eurodyssey delivers special objectives for each of them.²⁵

2.6.3. European network of mentors for women entrepreneurs

WEgate is an online platform that aims to help women entrepreneurs to start and build up their business with the help of our engaging community and knowledge sharing. This website wants to enable them to find the best networking opportunities, experienced mentorship and a space for growth. The WEgate is not an organization as such and does not provide services or advice, but it is an online gateway to useful and inspiring information.²⁶

The WEgate is oriented to women because a 2012 statistic shows that only 29% of active entrepreneurs were women in Europe: women make up 52% of the total European population but only 34.4% of the European Union (EU) self-employed and 30% of the start-up entrepreneurs. When establishing and running a business, women face challenges like access to finance, information, business networks, training and reconciling business and family. If you are a woman interested in

²⁴European Union. (2023, January 3) *Erasmus for Young Entrepreneur – Programme Guide*. <https://www.erasmus-entrepreneurs.eu/upload/Programme%20Guide%20EN,%20Update%20July%202022.pdf>

²⁵ Eurodyssey. (2023, January 3) *Eurodyssey website*. <https://eurodyssey.aer.eu/>

²⁶ WeGate. (2023, January 3) Welcome to WEgate - European gateway for women's entrepreneurship. <https://www.wegate.eu/>

opening a business, you can consult this web, finding information, inspiring examples, help and funds given by your country.



2.7. Available funds in the partner's countries

If you wanna open a business in Spain, Romania, Italy or Greece, you can take a look at these funds available in those countries:

COUNTRY	KIND OF FUNDS
SPAIN	<p>If you need some financial help in the beginning of your business plan, this can be useful:</p> <p>CAIXA BANK: https://www.microbank.com/es/productos/negocios-convenio.html</p> <p>CERSA: https://www.cersa-sme.es/</p> <p>ENISA: https://www.enisa.es/es/financia-tu-empresa/lineas-de-financiacion/d/jovenes-emprendedores</p> <p>ICO - Instituto de credito oficial: https://www.ico.es/web/guest/inicio</p> <p>Plataforma de crowdfunding: https://todocrowdlending.com/mejores-plataformas-crowdfunding-espana/</p> <p>ICEX - Instituto de Comercio Exterior promociona empresas españolas a nivel internacional: https://www.icex.es/es/quienes-somos/quienes-somos</p> <p>Funds region by region: https://desafiomujerrural.es/recursos-y-normativa/recursos-tematicos/ayudas-y-financiacion/</p> <p>In case you want to invest in technologies or innovation:</p> <p>Programa Neotec: https://www.cdti.es/index.asp?MP=4&MS=0&MN=1&textobuscado=neotec&tipo=1&R=A&IDR=38&tipoO=Contenido&id=239&xtrmc=neotec&xtrcr=8</p> <p>Invierte: https://www.cdti.es/index.asp?MP=4&MS=0&MN=1&textobuscado=Programa+Invierte</p>



	<p>te&tipo=1&TR=A&IDR=38&tipoO=Contenido&id=1812&xtrmc=Programa_Invierte&xtr=3</p> <p>I+D+E https://www.cdti.es/index.asp?MP=100&MS=898&MN=1</p> <p>In case you are a woman, there are some specific helps and funds given: Programa PAEM: https://empresarias.camara.es/financiacion/ayudas-subsuenciones/ The program PAEM helps young women in starting a business, you can see if there is any funds given by your region in the time you want to open a new business. Instituto de las mujeres: https://www.inmujeres.gob.es/</p> <p>In this web you can find different kind of helps related to women, some of them are related to open a new business, such as:</p> <p>Programa desafío mujer rural: https://desafiomujerrural.es/</p> <p>This program is for women living in the countryside, they give help such as counseling, training and other resources related to entrepreneurship. There is as well a specific part of the web with funds given by the different region of Spain: https://desafiomujerrural.es/recursos-y-normativa/recursos-tematicos/ayudas-y-financiacion/</p> <p>Microcredit for women by Caixa Banks: https://empresarias.camara.es/financiacion/microcreditos/ 10 ayudas y subsuenciones para emprender en España (iebschool.com)</p>
ROMANIA	<p>There are several types of financing programs organized by different state structures. Some of them function at a local, regional, national, EU or international level; they can address only one or several areas of activity such as digitalisation, tourism, agriculture and so on. Some are directed at start-ups or SMEs, others support large, established companies active in certain strategic areas. It is not relevant to go into detail regarding the specifics of each of them, since the guidelines change according to the priorities chosen for each campaign.</p> <p>Ministry of Entrepreneurship and Tourism: SMEs: http://www.imm.gov.ro/</p> <p>Informative platforms regarding different funding sources available (updated constantly):</p> <ul style="list-style-type: none"> • https://www.fonduri-structurale.ro/ • https://www.startupcafe.ro/finantari.htm • https://startarium.ro/articol/finantare-antreprenori-2022 <p>Resources to support young entrepreneurs:</p> <ul style="list-style-type: none"> • Free website creation platform: https://webwave.ro/ • Affordable website creation & hosting: https://wordpress.com • Free platform for graphic design, photo & video editing, creating presentations: https://www.canva.com/ro_ro/



	<ul style="list-style-type: none"> Free business consultancy for startups: https://coob.ro/consultanta-pentru-startup-uri/ Business & leadership development: https://www.jciromania.ro/ Trainings and support for entrepreneurs: https://www.rbls.ro/proiectele-rbl/ Trainings organized regularly by the Chamber of Commerce and Industry, advertised on: https://ccir.ro
ITALY	<p>Accesso ai finanziamenti a livello nazionale</p> <ul style="list-style-type: none"> Invitalia: l'Agenzia nazionale per lo sviluppo d'impresa - Agenzia nazionale per l'attrazione degli investimenti e lo sviluppo d'impresa: Invitalia Chi Siamo Finanziamenti per Aziende e Imprese BPER Banca Finanza agevolata per le imprese, cos'è e come funziona <p>If you do not want to find funding on your own, a good choice is to go through incubators/accelerators assistance or contact the National Agency.</p> <ul style="list-style-type: none"> Invitalia Incubatori e acceleratori: cosa sono e differenze (+lista completa)
GREECE	<p>Η επιχειρηματικότητα στο προσκήνιο - Επιχειρώ - epixeiro.gr: https://www.epixeiro.gr/</p> <p>Youth Entrepreneurship in Greece: how to cross the “valley of death”: http://www.excelixi.org/knowledge-base/entrepreneurship/neaniki_epixeirimatikotita_stin_ellada</p> <p>The Program is designed as an integrated intervention of the NSRF 2021 – 2027 that will support the productive, competitive and extroverted sectors of the economy in their transition to a development model driven by the Knowledge Economy. http://21-27.antonistikotita.gr/</p> <p>General Secretariat for Vocational Education, Training, Lifelong Learning and Youth: http://www.gsae.edu.gr/en/</p> <p>Public employment service: https://www.dypa.gov.gr/neosa</p> <p>Funding opportunities by the Corporate Agreement for the Development Framework: https://www.espa.gr/el/Pages/Proclamations.aspx</p>

2.8. Entrepreneurship options: open a new business or re-entrepreneurship; alone or with partners

If you want to start an economic or social project, there are different ways to create it:

To create a new project: that means that you start a business from the ground.

Re-entrepreneurship: that means that you buy one that already exists, it can be an existing or a closed business because of retirement, moving, illness or other reasons; the owners are selling or renting, so it's a transfer of business.



There are several challenges and key considerations as a business owner, whether you choose to start a new business or purchase an existing one.²⁷ Each one has a proper process from the beginning of the idea till the setting in motion of our project, but inside this process they have a lot of points in common.

Let's expose some advantages and some some disadvantages of each option:^{28 29}

OPENING YOUR OWN BUSINESS

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none"> ● Freedom to make all the decisions from the beginning. ● To choose the location, decor, equipment, size and even the type of business. ● Setting up your own business can be done for less than purchasing one, depending on what kind of business it is. ● Freedom in choosing employees. ● You can choose a business that you can run by yourself to cut costs. ● You don't have to worry about whether someone else's decisions will be right for you or your business. ● Prices are established by you from the 	<ul style="list-style-type: none"> ● You may not have the right experience for setting up or running the business. ● Financial risk: if something you decide on turns out to be wrong, you have to take the responsibility for it. ● It may be more difficult to get funding for a start-up. ● You won't get immediate income to help with paying the bills. ● Many decisions to be made that can take your attention away from running the business. ● Starting up and running a new business can be time-consuming with statistics showing that many new business owners work up to 52 hours a week or more.

²⁷ Fallon N., [Buying a Business vs. Starting a New Business \(uschamber.com\)](https://www.uschamber.com/co/start/strategy/buying-business-vs-starting-new-business) <https://www.uschamber.com/co/start/strategy/buying-business-vs-starting-new-business> (3.1.2023)

²⁸ *Advantages and Disadvantages of Owning a Small Business.* (2023, January 3). Duquesne Univ. SBDC. <https://www.sbdc.duq.edu/Blog-Item-Advantages-and-Disadvantages-of-Owning-a-Small-Business>

²⁹ Vergara, A. M. (2023, January 4). *Ventajas e inconvenientes de comprar una empresa en traspaso – Inverpoint.* <https://www.inverpoint.com/ventajas-inconvenientes-comprar-traspaso/>

<p>beginning.</p> <ul style="list-style-type: none"> You can deal with a necessity with a wider quote of a market. 	<ul style="list-style-type: none"> Slow legalization process. More difficulties to find clients.
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RE-ENTREPRENEURSHIP: TRANSFER OF A COMPANY

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none"> Project is already existing and many tasks are already done, such as customer acquisition, service/product providers, shop, equipment and machines, geographical location, management of product, human resources, trade. The legal documentation of the company is already done. The economic and financial plan is based on realistic information of the history of the company. You can acquire the “know how” of the business and understand all the characteristics of the business. Human resources are already traded for the activity. The company is active and you can be operative immediately. You can negotiate and have a good deal. It’s easier having funds from banks because the business already has an economic background with bills and results. 	<ul style="list-style-type: none"> Your first investment is bigger compared to a total new business: you are buying the goodwill of the company. You inherit the good and the bad of a company, it’s important to have a complete study of the situation before buying the business. The change of owner can affect the sales, customers can be attached to the old owner. The employers of the ancient owner have not been selected and trained by you, their way of working and attitude can be different from yours. Less creativity and personal point of view: because you are buying an existing company, it can not accomplish your expectations. You must properly review all the legal documentation and numbers of the company. If you continue with the same activity, the prices should be like the previous ones.

Another topic to take into consideration is **how you want to manage the new business**. Many first-time entrepreneurs start a new business solo, managing all the hard work of starting and running a business alone. At the same time, it happens that you can have an idea with school or work peers and you want to go into business together. Let's look at the **pros and cons of starting a business solo vs. starting a business with a partner**.

STARTING A BUSINESS SOLO

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none"> A sole proprietorship is the simplest organizational structure. There won't be conflicts about business decisions. 	<ul style="list-style-type: none"> You need to do it all, even though you're not an expert at everything. You can't go on vacation without shutting down the business. Or you use technology to



<ul style="list-style-type: none"> You are indisputably the source of your own success. 	<ul style="list-style-type: none"> take business along on your vacation. You have no sounding board for your ideas and nobody to provide a second opinion.
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STARTING A BUSINESS WITH A PARTNER

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none"> More heads are better than one, the probability of success increases with team size up to four or five entrepreneurs. Partner contribution to startup capital allows you to scale up your business sooner. Chances are better that you'll have the right talent for all facets of the business. 	<ul style="list-style-type: none"> Decision-making is difficult if the partners are of different minds; conflicts will invariably arise. You need to choose a suitable organization structure to meet the needs of all partners. Will some be limited partners? An exit strategy is much more complicated and at the same time it is more necessary.

2.8.1. Practical information if you want to take over a business

Each country gives some platforms and webs to look for existing businesses to sell. In the next table, you can find useful information about it:

COUNTRY	LINKS AND SOURCES
EUROPE	<p>Helps and information by EU community: https://single-market-economy.ec.europa.eu/smes/supporting-entrepreneurs/hip/transfer-businesses_en</p>
ITALY	<p>Networking - Incubator/Accelerator: Incubatori e acceleratori: cosa sono e differenze (+lista completa) Lista Incubatori certificati di startup per città [Aggiornata a Giugno 2022]</p> <p>Buy or sell a business: Guide of what to pay attention to Rilevare un'attività: guida all'acquisto e dritte per la negoziazione Rilevare attività: come rilevare una società o un negozio - B2scout.com</p> <p>Buy/sell Digital Platforms: stai pensando di acquistare un'azienda o un'attività già avviata? Casa.it B2scout</p>



	<p>Sos Azienda Vendo Attivita Commerciale</p>
ROMANIA	<p>Networking/co-investing hubs and communities for entrepreneurs:</p> <p>https://launch.ro/ https://www.btstup.ro/ https://innovx.eu/ https://seedblink.com/ro http://sehub.ecovisio.org/ https://www.impacthub.ro/ https://www.businessdays.ro/ https://antreprenorinromania.ro/</p> <p>Websites dedicated to selling and buying businesses:</p> <p>https://inafaceri.ro/ https://trade-x.ro/ro/ https://www.piataafacerilor.ro/ https://rbe.ro/afaceri-de-vanzare/ https://www.transfer-business.com/</p>
SPAIN	<p>Platform to see available business:</p> <p>https://www.puntonegocio.com/traspaso-de-negocios https://www.tablondeanuncios.com/traspasos-venta-negocios/ https://www.negociosenventa.es/traspaso</p> <p>Information about how to do a business transfer in Spain:</p> <p>https://www.infoautonomos.com/ideas-de-negocio/traspaso-de-negocios/ https://www.camara.es/que-te-ofrecemos/ayudas</p>
GREECE	<p>Procedure to start a new entrepreneurship in Greece:</p> <p>https://www.gov.gr/ipiresies/epikheirematike-drasterioteta/enarxe-kai-luse-e-pikheireses/enarxe-atomikes-epikheireses</p> <p>Independent Public Revenue Authority - Starting a new business:</p> <p>https://www.aade.gr/menoy/hristikoi-odigoi/enarxi-epiheirimatikis-drastiriotitas</p> <p>“Establishment of an individual business via gov.gr - Instructions for use”:</p> <p>https://www.taxheaven.gr/news/62209/enarxh-atomikhs-epixeirhshs-mesw-govgr-apo-1301</p>



	<p>4 steps to acquire a business: https://www.kemel.gr/library/4-vimata-gia-tin-exagora-mias-epicheirisis</p> <p>The procedure of transferring an entrepreneurship: https://www.capital.gr/tax/3612271/i-metabibasi-atomikis-epixeirisis-meros-a</p>
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2.9. Practical activities related to the Chapter 2

Name of activity and link	Aim
<p>Activity 8 – Know your enemy and know yourself! Activity Link:</p>	<ul style="list-style-type: none"> - To define a strategy for the analysis of the business competitive environment - To know the competitors related to the business idea - To introduce improvements and avoid mistakes during the process of creating a business idea
<p>Activity 9: Let’s look for a good business idea Activity Link:</p>	<ul style="list-style-type: none"> - To identify the viable business ideas in the real market; - To identify the best business ideas according to the environment. - To consider the needs of the customers when realizing a business idea
<p>Activity 10 – The fantastic sustainable fair Activity Link:</p>	<ul style="list-style-type: none"> - To identify the importance of the study of the market, its elements and behavior; - To identify criterias to establish a marketing strategy. - To show abilities about selling and negotiation.
<p>Activity 11 - Empathy workshop - Who is my customer? Activity Link:</p>	<ul style="list-style-type: none"> - To identify user needs - To realize a user journey - To understand the experience of a customer



Chapter 3 - Start your personal e-Venture

3.1. How to start social entrepreneurship in rural areas

3.1.1. The idea

Social entrepreneurship can be defined as an action belonging to an entrepreneur or a group of entrepreneurs that bring positive changes and solve problems for communities living in disadvantaged backgrounds. The reasons for these actions come from the heart in order to heal other hearts. One of the disadvantaged backgrounds that needs care, ideas, problem solving, investors and attention is the rural environment.

While the world's big cities are growing and becoming metropolises, rural areas remain, even in the second decade of the 21st century, marginalized and neglected. The population of rural

dwellers are declining every year while the population of cities is growing. The reasons for this phenomenon may be the following: lack of jobs, lack of facilities, lack of access to natural gas heating, lack of investors, migration to other countries in Europe, and beyond in order to obtain higher wages to compensate for the deprivation they experience in rural areas.

Anyone can be an entrepreneur and create a business. Some businesses fail in a short time, others are long lasting, but the key to growing a business is creativity and ideas.

Researcher and writer Richard St. John during his three-minute Ted Archive monologue ("4 Simple Ways to Have a Great Idea | Richard St. John," 2016)³⁰, revealed to the people that many great business ideas originate from simple things, but attention is required. The researcher argued that for

³⁰ St. John, R. , (January 13, 2023) 4 simple ways to have a great idea [TV series episode]. (2016, 11 1). In TED Archive (Executive Producer), *TED Archive*. TED Archive. <https://www.youtube.com/watch?v=mtn31hh6kU4>

great business ideas to come up, a problem needs to be identified. The second aspect to keep in mind, presented by Richard St. John, is **listening**, ideas come from listening to other people's needs. The third source of business ideas is **observation**, seeing. Looking around can lead to a business idea. Ideas come, but they can also go, and the researcher stated that it is very important to write down ideas on a piece of paper.

In order to come up with a business idea, people can find inspiration in many places, such as the Online Digital Library of Administration and Management, (Identifying Business Ideas and Evaluating the Right Idea, 2019)³¹.

Ideas can result from **reflection and insight into demographics**, where the population can be segmented according to **needs** and **categories** such as **age, gender, education and background**, as well as **changes in family size**. The birth of a family member, divorce, disease may lead to changes of needs.

H.D. (...) In Ghioroc, there was only one hairdresser who was already old and I saw a business opportunity as well as hairdressing from the city to the countryside. " (H.D., personal communication, January 17, 2023) (Appendix 2).



The need for **new features among electronics**, as well as issues related to the need for **lower energy consumption**, may influence the emergence of new business ideas. For example, the creation of a laptop computer, which is equipped with a powerful graphics card but weighs less than the others on the market, can be easier to transport when traveling on business.

Business ideas can spring from a person's **work experience** and **skills**, as well as their **hobbies** and **passions**, for example gardening, art, music, handicraft. D.N. "(...) I have always loved hairdressing, but as the years have gone by I feel it has become my passion. I feel happy at the saloon with the clients, socializing and creating something beautiful. (...) (D.N., personal communication, January 18, 2023) (Appendix 2).

A.B.: „(...) Nu am avut o idee anume, am crescut cumva în farmacie, mama mea a fost asistentă. Eu am fost farmacistă la farmacia care a fost la Ghioroc (...) (A.B, comunicare personală, Ianuarie 17, 2023). (Anexa 2)

G.R.: „S-a înființat firma în urma unei rupturi dintr-o altă firmă din același domeniu. (...). (G.R., comunicare personală, Ianuarie 17, 2023) (Anexa 2)

³¹ *Identifying Business Ideas and Evaluating the Right Idea* (January 16, 2023). Biblioteca Digitala Online de Administratie si Management. (2019, May 25), from <https://administrare.info/economie/6996-identificarea-ideilor-de-afaceri-si-evaluarea-ideii-oportune>

A.B.: "(...) I didn't have a particular idea, I somehow grew up in pharmacy, my mother was a nurse. I was a pharmacist at the pharmacy in Ghioroc (...) (A.B, personal communication, January 17, 2023). (Annex 2)

G.R. : "The company was set up following a break-up of another company in the same field (...) (G.R., personal communication, January 17, 2023) (Annex 2)

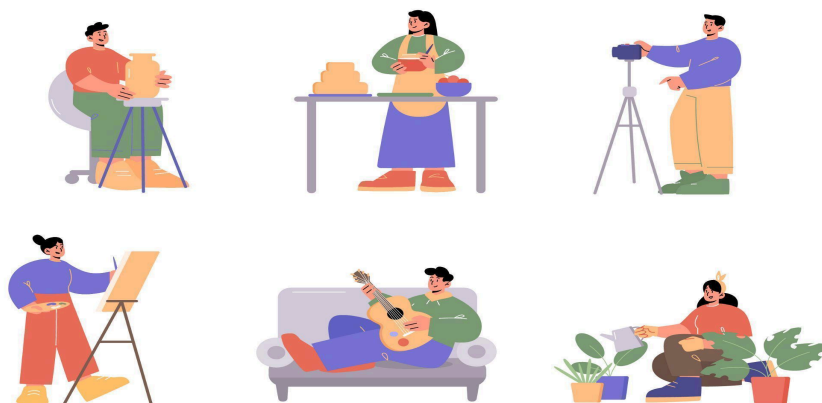
Conversation and social relationships can be sources of ideas, where at least two people exchange information about their work, hobbies, family, their needs as well as the problems they face up to.

M.L.: "The idea came to me from my family. My grandparents were involved in flower businesses and so were my relatives in Hungary (...) growing up surrounded by flowers, I feel I am attracted to them. (...)" (M.L., personal communication, January 17, 2023) (Appendix 2).

The sources of business ideas often encountered are **personal observations and findings**. These consist of observing everyday activities and shortcomings, both from a personal point of view and from observing others, as well as personal findings which can lead a person towards a business idea.

I.C. : "Ovidiu, my husband came up with the idea. A friend had a wedding on the beach, if you remember he put up a tent on the sand and that's where the idea came from." (I.C., personal communication, January 18, 2023) (Appendix 2)

Another source of business ideas is **research**. Research can be individual or collective as in the case of taking part in institution research, on a particular topic within a university, and so on. Another source of business ideas is, of course, the internet.



To create and develop a company in a rural environment, the sources of ideas can be the same, but attention should be paid to the specifics of the area and its needs. In order to develop a social enterprise or any business, the structure of the community should be considered, as well as the number of inhabitants and the opportunities in the area.

3.1.2. How do we start

It all starts with the business idea, and once you have it, the creation and construction begin.

First of all, to develop a business idea, whatever its source, it needs to be tested. To test the business idea, an analysis should be done where the following are determined:

Who the business idea is aimed at, who is the potential customer, the target audience and the consumer profile. Once the target audience and consumer typology are determined, the business idea can be taken forward to the next steps.

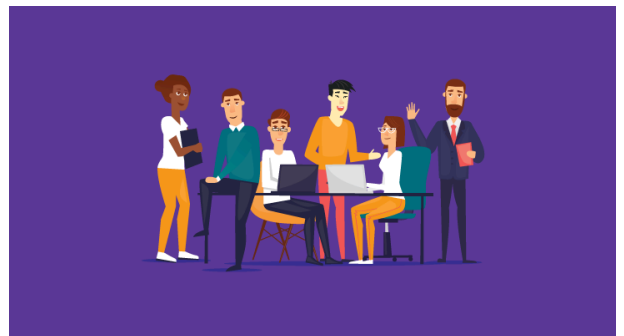
What the consumer wants and what are his needs, and how the business idea, which leads to a product or service, can meet the needs of the consumer.

Determining the competition is important because a battle cannot be won without knowing the opponent.

Determining the right time to develop a business idea into a well-built business is influenced by the right time and place.

Once these aspects have been analyzed and established, the next step in building a business is to determine the scope of the business and to make a business plan. According to the European Union's website, *europa.eu*, setting up and registering a business should "take no more than three days, cost less than €100, complete all formalities through a single administrative body and complete all registration formalities online".

Viviana Popa, a CECCAR member, accountant, graduate in Economic Sciences (Popa, 2021), on the website Starco claimed that the steps to be taken in order to set up a business are to establish the amount and to estimate the costs of a business (cost of materials, cost of utilities, cost of machinery and equipment, rent, raw materials, and salaries). Consideration should be given to establishing "the registered office and the place of business"³² (Popa, 2021), and after that, the "legal status of the organization, which can be PFA, SRL, SA"³³ (Popa, 2021), establish "the CAEN code, the name of the business, the web domain and an accountant"³⁴ (Popa, 2021) in case the administrator does not do the accounting.



³² Popa, V, (January 13, 2023), *How to start a business: The first steps in Entrepreneurship*, Starco, (October 06, 2021) from <https://startco.ro/blog/cum-sa-incepi-o-afacere-primii-pasi-in-antreprenoriat/>

³³ Popa, V, (January 13, 2023), *How to start a business: The first steps in Entrepreneurship*, Starco, (October 06, 2021) from <https://startco.ro/blog/cum-sa-incepi-o-afacere-primii-pasi-in-antreprenoriat/>

³⁴ Popa, V, (January 13, 2023), *How to start a business: The first steps in Entrepreneurship*, Starco, (October 06, 2021) from <https://startco.ro/blog/cum-sa-incepi-o-afacere-primii-pasi-in-antreprenoriat/>

In terms of funding and resources, the European Union offers funding for those who want to develop a business: *'The EU offers funding in several forms:*

grants - are partly funded by the EU and partly from other sources and are usually awarded following public calls for proposals,

subventions managed by national and regional authorities,

loans, guarantees and equity participation, as forms of financial support for actions related to EU policies and programmes, and prizes awarded to winners of competitions organised within the programme Horizon 2020" (European Union, n.d.).

The European Union provides: "European structural and investment funds:

European Regional Development Fund.

European Social Fund: social inclusion and good governance.

Cohesion Fund: economic convergence of less developed regions.

European Agricultural Fund for Rural Development.

European Fund for Fisheries and Maritime Affairs."³⁵(European Union, n.d.).

Indirect funding is also provided which "are known as subventions, this funding is managed by national and regional authorities, not the EU. You can apply for this type of funding at the national level."³⁶ (European Union, n.d.) Other sources through which a business can be funded are: own resources, using personal money, resources from family members and friends, investors, associations, bank loans.

3.1.3. Challenges in developing a social business in rural areas

Anyone can come up with a great business idea and become an entrepreneur, but sometimes there are certain challenges that can discourage or prevent a person from developing a business. Rural communities can play an important role when it comes to failing a business or creating a challenge to become an entrepreneur. Some of the challenges that an entrepreneur may face in their approach to open a social business in rural areas are highlighted below from different perspectives.

³⁵ European Union, (January 18, 2023), *European Union funding, grants and subsidies*, European Union (n.d.) https://european-union.europa.eu/live-work-study/funding-grants-subsidies_ro

³⁶ European Union, (January 18, 2023), *European Union funding, grants and subsidies*, European Union (n.d.) https://european-union.europa.eu/live-work-study/funding-grants-subsidies_ro

Challenges related to legislation and regulations

One possible **challenge** encountered in the process of developing a project relates to issues of **legislation and bureaucratic procedures**. Sometimes one may encounter challenges related to timetables and challenges related to the low probability of having a solicitor, accountant or lawyer in a nearby village. Therefore, this involves traveling to a town where the necessary documents and approvals can be drawn up according to the chosen field of activity. Another challenge that can prevent an entrepreneur from developing a business is the **high taxes and fees** imposed by municipal councils.

The development of a business can be hindered by the challenge of legislation prohibiting a certain type of activity in a certain area (protected area, nature park, reserve, etc.), by local regulations that are too strict and also by the lack of local regulations in certain areas, which means not taking responsibilities on the part of local authorities.

H.D. : "Yes, it was difficult to make a business at that time, the difficulty was in the bureaucracy and the paperwork, I had a lot of errands to run and they were sending me from one door to another." (H.D., personal communication, January 17, 2023) (Appendix 2)

Challenges related to neighbors

A common challenge in both rural and urban settings is caused by neighbors. Depending on the area chosen and the location that is available to develop a business or project, neighbors may hinder certain steps in creating a new business for reasons such as noise during construction. Others feel threatened and disturbed by changes and the noise and sounds during working hours coming from the business location. Some neighbors feel disturbed by cars parked in front of the business premises. Sometimes there are not enough parking spaces and parking is needed in front of the neighbors, and not all of them agree. Others feel disturbed by the sound of conversations of employees during breaks. Although some issues may seem slightly absurd, they do exist and can burden the development of projects and businesses, especially in the case when approvals from neighbors are necessary.

Challenges related to locals

A challenge encountered in the case of the rural environment is related to **the approach to local people regarding local business**. Sometimes the locals of rural areas have certain concepts related to the financial situation in the community. An example of a concept found in a village in western Romania sounds like this:

"Why should I buy from X's store and give him money? No! I will travel by train or tram to the city where I will buy from the store/supermarket/hypermarket, and that way X will not get rich. I'd rather give money to someone else than give it to X..."

Sometimes, poor education in rural areas can create concepts and prejudices about other people, both about locals and investors and entrepreneurs who want to do business in a specific area. One factor that can cause this kind of challenge is the fear of change and the unknown. Morgan

52

Mandriota on the Verywell Mind website (Manly & Mandriota, 2022) describes the fear of change as closely related to the fear of the unknown, amplified especially if the change comes from an external factor such as a pandemic, accident, a new business or development of a new project.

D. N. (...)I had difficulties in the community because at first not everyone was happy that I was doing hairdressing and they sent a lot of checks to find a reason for me to shut down. (...) (D.N., personal communication, January 18, 2023). (Appendix 2)

Another challenge is also related to the **locals and their concepts** and that is the gossip that occurs in the village that takes place between locals about other locals, as well as between locals about entrepreneurs outside the countryside. One cause of this challenge is the envy caused by the financial situation of the business owner. One challenge that can make it difficult for an entrepreneur to develop a business is **discouragement from communities and residents of a village**.



Discouragement may come in the form of discrimination based on age, gender, ethnicity and/or religion. Although it is common in rural areas, it can affect an entrepreneur's business or the running of a project because certain situations may lead to a decrease in the number of customers among local people. Related to the community and locals, an entrepreneur can experience certain negative concepts and spreading of false statements related to the entrepreneur and the business. Sometimes communities can feel their privacy is invaded and that's why they feel the need to protect themselves, but sometimes they protect themselves in a way that is destructive.

Challenges related to competition

When building and developing a project in a rural environment, an entrepreneur must pay close attention to details as well as to competing businesses. One challenge that arises is related to competition and the **problems related to residents' concepts** that exist among local entrepreneurs who want to eliminate competition. There are situations when competition can ask different control authorities (such as Public Health Authority, National Tax Administration Agency, Environmental Guard) to check the new companies. Challenges related to distance from the city

Another **challenge** is the shorter or longer distance of the rural area from the city. When it comes to supplying and delivering products to customers, sometimes distance can be an impediment, but with efficient management, the right suppliers and contractors, nothing is impossible.

Challenges related to corruption

Although we are talking about countries in the European Union, corruption is present even in the year 2023, and it is a real **obstacle** encountered in all countries around the world. In some countries, corruption is more powerful than in others, and this can obstruct the establishment of new businesses.

Challenges related to financing the business

One of the challenges in rural areas is **limited funding** or **no funding at all** and the lack of options for joint ventures. Accessing funds for rural projects and businesses can sometimes be more difficult, and one of the reasons why may be the lack of know-how. The rural areas sometimes create a lot of stress to the businessmen as they are not connected to the area and they can't find any local business partners.

D.N. (...) Another difficulty we faced was financial resources because we didn't have resources, we invested our own money and reinvested. (...) D.N., personal communication, January 18, 2023) (Appendix 2).

Challenges related to the market

Another **challenge** encountered by entrepreneurs is related to the **market** of their business. This barrier is affected by scarcity of population because rural residents leave villages for cities with more opportunities.

M.L.: "At the beginning it was hard, the first 3-4 years were really uncertain because we didn't have many customers. (...) (M.L., personal communication, January 17, 2023) (Appendix 2).

Another aspect of this challenge is the **low number of clients** in certain areas, which is due to a possible different interest of the rural population in certain products. Low purchasing power in a given region or area brings this challenge because incomes in rural areas may be lower than in an urban area and utility and transport costs are higher. The pandemic crisis and the war between Ukraine and Russia have led to rising prices for all goods and services in all categories globally, which has affected rural areas as well and resulted in lower purchasing power.

In terms of **prices of products**, in rural businesses, if the price of a product is very high, due to several factors, for example higher fuel costs, there is a risk that the number of customers will decrease.

Challenges related to employees

Another challenge in rural areas refers to **limited possibilities of recruiting staff** and an underqualified **population**. This barrier is caused both by the reduced population and the lack of educational opportunities in rural areas. Another challenge is the **decrease** in rural population, as more and more people are leaving for cities where they have more opportunities. First of all, the decrease in population makes it difficult for new businesses to flourish and develop as the target audience is not big enough. Secondly, it may be difficult to set up a business if you can't find employees.

G.R.: "In the beginning it was hard, very hard as in any start up, it was difficult to find suitable people to work in such a business because not many people are used to funeral services. (...) G.R., personal communication, January 17, 2023) (Appendix 2).

Challenges related to infrastructure

The challenge of infrastructure is due to the lack of or weak electricity network as well as the high costs of connecting to an existing one. In inaccessible areas, one can find significant electricity-related challenges that prevent business development.

Lack of sewerage and running water in the area as well as **high costs** of connecting to sewerage. Some countries face a lack of sewerage and running water due to poor infrastructure, for example in less populated hill and mountain areas.

Infrastructure, poor roads and challenges related to **means of transport** in rural areas may be an obstacle in recruiting staff. If a business is to be developed in a village with decreased population, employees may be selected from other places in the area, but if the means of transport in the area is insufficient then this becomes a challenge in recruiting suitable staff and attracting partners to the area.

Another challenge includes **the high cost of internet connection**, which makes installing it more expensive but also the monthly fee that needs to be paid in order to get internet services. The high cost of purchasing smartphones, headsets, laptops, etc. have to be mentioned as well as the locals having a minimum income. Finding a **suitable location** for certain types of businesses (headquarters, work point, sales point, etc.) is a challenge in the development of a project or a business in a rural area, as it forces the entrepreneur to build all the locations where a business activity can take place.

Challenges related to suppliers

A common challenge that prevents entrepreneurs from developing a business in a rural area is due to **suppliers**. This challenge includes poor or non-existent services for the primary needs of the business (**accounting, legal advice, IT**, etc.). Rural areas are also less attractive to employees due to the absence of **health care**. Emergency situations can be slowed down by the *poor infrastructure*.

3.1.4. Possible solutions to the challenges of setting up a social business in rural areas

As all challenges may have solutions, therefore here are some solutions to the possible challenges that an entrepreneur may face when it comes to setting up and developing a business in rural areas.

The key to any challenge encountered in setting up a rural business is patience. A patient entrepreneur who communicates clearly and confidently with those around him will find solutions to the challenges that arise.

Possible solutions to legislative challenges

To solve the challenge of legislation, one possible solution could be in the entrepreneur's good management, in order to manage time well and get the best results. Another possible solution lies in

highlighting the **benefits of the area** (these areas are less polluted), in focusing on the smaller and more **connected community** and of course in **lobbying** for clarification of regulations on certain areas.

Possible solutions to neighborhood challenges

As far as the neighbors problem is concerned, a possible solution lies in **communication and patience**. Sometimes people want to be listened to and maybe a win-win situation can be found. If the neighbors are too stubborn, another location can be sought or legal steps can be taken in court, depending on the case and the severity of things...

Possible solutions to challenges related to locals

Possible solutions to challenges in the community related to local people can be achieved through effective communication and by creating a safe space for the inclusion of people with disabilities, people of different ethnicity, people of different religions, people of different genders and members of minority communities. In relation to the community and the locals, it is again important to be patient and **communicate clearly** by showing **good intentions** and **honesty**.

Possible solutions to competition challenges

Winning against competition can be achieved by **keeping all paperwork up to date** and **complying with the hygiene and safety rules** imposed by national agencies which also help to gain the trust of customers. Offering a better deal, better quality material can lead to winning over competitors.

Possible solutions to distance challenges

The possible solution to the challenge of distance to the city can be achieved by developing the infrastructure (poor roads, repairing roads and adding more public transport routes)

Possible solutions to corruption challenges

Challenges related to corruption can find possible solutions by **staying honest and fair with oneself and others** and fight against them. Another possible solution is in the hands of authorities to **detect and sanction illegal business**. As far as the employees are concerned, they should refuse to work without a legal contract.

Possible solutions to funding challenges

Possible solutions to the funding challenges lie in the use of **funding programmes** at **local, regional, national and European level**. There are programmes that provide funding specifically for rural areas, as well as funding for young people who want to start a business. **Partnerships with schools and universities** can bring funding through jointly developed projects. And as for the lack of joint venture options, there is the possibility of joint ventures with experts in certain fields, and with the help of a partner it is easier to finance a business. We can also find funding streams in the **Ethical banking**: there are different types of ethical banking in Europe, all of them have priority for social projects, but we must be very clear about the conditions that they offer us: some examples of ethical banking:

56

Italian popular bank

Trust ethical banking

Triodosbank

Banks that are cooperatives: rural savings banks, engineers savings bank

Bank of Karditsa.

Greece Ethical financial services

They are not banks; they are cooperatives of people and entities that create a money box to finance other social projects. Coop 57, Oikocredit, Fets.

Possible solutions to market challenges

Challenges related to the market can be solved by having a strong presence on social networks, and on the internet where the business can be easily promoted. A business can be tested, and **scenario testing** with customers can be a solution to this barrier. **Digitalization, innovation and the use of digital platforms** can lead to an increase in customers in certain regions as information reaches the target audience more easily.

Possible solutions to challenges related to employees

Possible solutions to challenges related to employees can be found by establishing online remote work, offering **staff training, education, mentoring, internship programmes** with high school students and local students to facilitate the development of their skills. All this can lead to **partnerships with schools and universities**.

Possible solutions to challenges related to infrastructure

Possible solutions for a better infrastructure can be **installing solar panels** to produce one's own electricity if the area does not allow connection to the electricity network, looking for **good practice models** and **adapting** the relevant elements.

As for the internet connection, this can be done through a **satellite network**, mobile telephony, etc. As for the water and sewage network, solutions can be found in making an own **water filtration and sewage system**.

The lack of locations for certain types of business can be solved via internet distribution. The insufficient means of transport in the area can be solved by using **associative forms of transport** and providing **own transport** for emergencies.

Possible solutions to the challenges related to providers

Possible solutions to the challenges related to providers can be achieved by **outsourcing**, adopting **flexible contracts based on sales**, offering a **medical subscription** for **virtual medicine** and **providing**

own transport for emergencies. Finding the most compatible suppliers and good management to deliver products to the customers, leads to solving the problem of distance.

Synthesis – challenges and solutions related to setting up a social business in rural areas

Challenges in creating projects in the rural area		Possible Solutions	
Challenges related to legislation and regulations		Possible solutions to legislative challenges	
Legislation that prohibits a certain type of activity in a certain area (protected area, natural park, etc.)	Solutions:	Lobby for clarification of regulations	
Problems related to solicitors' working hours		Efficient time management	
Strict local regulations		Focus on a small and connected community	
Lack of local regulations which triggers lack of responsibilities		Benefits of the area	
High taxes and fees			
Challenges related to neighbors and location		Possible solutions to neighborhood challenges	
Neighbors disturbed by noise during construction	Solutions:	Efficient communication	
Neighbors disturbed by changes		Tolerance towards certain people	
Neighbors disturbed by noise coming from the location of the business		Look for another location	
Neighbors disturbed by cars parked in front of the business premises		Take legal steps according to the severity of things	
Neighbors disturbed by the sound of conversations during breaks			
Challenges related to the locals' approach on local businesses		Possible solutions to challenges related to locals and their approach on local businesses	
Concepts, approaches and prejudices related to entrepreneurs	Solutions:	Patience	
Fear of change		Clear communication	
Locals that feel their privacy was invaded		Good intentions and honesty	

Challenges related to competition		Possible solutions to competition challenges	
Local entrepreneurs who want to eliminate competition	Solutions:	Keep all paperwork up to date	
Competition can ask different control authorities (such as Public Health Authority, National Tax Administration Agency, Environmental Guard) to check the new companies.		Comply with the hygiene and safety rules imposed by national agencies	
Challenges related to distance from the city		Possible solutions to distance challenges	
Sometimes distance can be an impediment when delivering goods	Solutions:	Find compatible providers	
		Efficient management in delivering the goods	
Challenges related to corruption		Possible solutions to corruption	
Authorizations	Solutions:	Obey the rules	
Working without a work contract		Sanction illegal businesses	
		Refuse to work without a work contract	
Challenges related to financing the business		Possible solutions to funding businesses	
Limited funding or lack of it	Solutions:	Use of funding programmes at local, regional, national and European level	
Lack of options for joint venture		Partnerships with schools and universities	
		Joint ventures with experts in certain fields	
Challenges related to the market		Possible solutions to market challenges	
Few customers	Solutions:	Strong presence on social networks	
Decreased population		Sell on internet	
Lower purchasing power in the are/ region		Scenario testing with customers	
		Digitalization	
		Digital platforms	
	Innovation		

Challenges related to employees		Possible solutions to challenges related to employees	
Reduced /underqualified population Limited possibilities of recruiting staff		Solutions:	Work from home
			Formation
			Involve freelancers
			Education
			Mentoring
			Partnerships with schools and universities
			Internships
			Personalization
Challenges related to suppliers		Possible solutions to challenges related to suppliers	
Poor or non-existent services for the primary needs of the business (accounting, legal advice, IT Less attractive area to employees due to the absence of health care.		Solutions:	Outsourcing
			Flexible contracts
			Medical subscription for virtual medicine
			Provide own transportation for emergencies
Challenges related to infrastructure		Possible solutions to challenges related to infrastructure	
Lack of or weak electricity network High costs of connecting to the network High costs of connecting to the internet High costs of connecting to the sewerage system Lack of sewerage and running water Infrastructure Insufficient transport routes		Solutions:	Solar panels
			Good practices to follow
			Internet connection through a satellite network
			Own water filtration and sewage system.
			Associative forms of transport
			Own transport for emergencies.

3.1.5. Conclusions

In conclusion, even though the rural environment may bring some initial discomfort for entrepreneurs wanting to do business, life in rural environments is different from urban environments, from landscape to language and traditions. The rural community can become welcoming, proud that someone is offering them a chance of employment, and eventually it will bring smiles to the faces of the inhabitants as well as the entrepreneurs.

Giving someone a chance can change a person's life and this, in turn, will spread and give chances to others, and finally to the community. Change comes from within and if there is a problem, there is a solution. That's what social entrepreneurship is all about, solving problems, changing for the better, giving opportunities and integrating people. All of this creates a community not only in a certain environment or geographical area, but also within the workplace, where people can feel important and safe.

3.2. Challenges in setting up a business in project partners countries

3.2.1. Italy

LiberaMente



The Italian National Statistics Institute estimated that there was a population of a little over 4,600 people in Terranova da Sibari in the beginning of 2022, which means it can be defined as a small community. The lack of cultural services, education options, and job opportunities affects the population which we can see from a survey made with the total answers of 44 where half of them don't want to live in Terranova da Sibari in the future. The main reason for this is the lack of job opportunities, also, 95% of them do not believe that Terranova has the necessary services to work comfortably highlighting the lack of entertainment, qualified job opportunities and first necessity services.

In Terranova da Sibari, it is relevant to promote entrepreneurship for the young people in order to keep them in the community. By doing so, the young people will help to develop the options of the community they believe are lacking. However, an issue with promoting entrepreneurship in Terranova is inspiring the young people and convincing them that entrepreneurship is an advantage both for themselves and for the community. Furthermore, the education path is restricted which makes it challenging to build a successful business.

3.2.2. Spain

Fundacio Privada Eveho



There are many reasons why setting up a business in a rural area can be difficult in Spain. One of the reasons is the language, as there are communities in which it is necessary to know both the national and local language, as in Cataluña or Euskadi. There is also a strong stigma towards young migrants and youth mentored and former youths mentored; accompanied by a lack of basic education: many of the young people barely have basic education. Another problem is the slow and complicated procedures to be "legal" in the country, the excessive or complex administrative procedure, accompanied by poor access to information and communication. Another topic is that, in rural areas, there are difficulties in accessing the necessary resources (financial resources, technologies, etc.).

3.2.3. Greece

ARSIS KOINONIKI ORGANOSI YPOSTIRIXIS NEON

As mentioned by a large number of entrepreneurs, the economic environment in the country and the policies adopted in the last decades have not encouraged entrepreneurial activity and, in many cases, obstacles prevailed. Bureaucracy is one of the most important problems that entrepreneurs in the country face today not only in setting up their business but also when developing it too. This leads a number of businesses to the point of not being able to survive for too many years.



Furthermore, the economic support offered by the state to the potential entrepreneurs ranges from limited to non-existent brings entrepreneurship in Greece to the point of being led by opportunity recognition and embedded risk. Well trained and specialized personnel are actually missing from the business and if there is, it is financed by the family, is positively recognised by society, but is not facilitated by the state. Traditional bank lending poses several barriers to Greek entrepreneurship, as it comes with high interest rates, lack of adequate collateral, poor negotiation conditions and time-consuming processes.

Corruption, political instability, the tax system, the effects of COVID-19 and the restricted access to financial resources are mentioned as factors that discourage students from developing entrepreneurial activity. In addition, the misconception of associating innovation exclusively with large firms could drive them away from becoming entrepreneurs.

3.2.4. Romania

Ioana Andreea Popa - Predict CSD Consulting

One of the greatest challenges that Romanian entrepreneurs face is a lack of predictability when it comes to legislation. This only adds to a field already burdened by extremely convoluted bureaucratic procedures, which greatly increase the amount of time and costs incurred by setting up a business, no matter how small. This is evident from the very first steps, since obtaining all the necessary operating permits and licenses is a costly process that can take months. Just as well, many times these costs are not correlated with the scale at which small businesses operate, charging them the same amounts as large companies.



At the same time, there are insufficient measures aimed at supporting both new and established entrepreneurs. This has become imperative in recent years, when many businesses have been pushed to close down or significantly reduce their activity. Not only are there insufficient financial or fiscal incentives aimed at stimulating young/new entrepreneurs, but any funding programmes available to

them often suffer from the same unpredictability, while own contribution/co-funding rates can make them inaccessible to most start-ups.

Another considerable challenge arises in the area of human resources. At the level of the EU, the minimum wage in Romania counts among the lowest, while statistics show that the proportion of people earning minimum wage is among the highest³⁷. Adding to this, due to high taxes (which include contributions to the health and social security systems), most employees take home a little more than 50% of their gross wages - even those earning minimum wage. This can make it very difficult for small enterprises to offer competitive salaries to their staff when compared to other European countries. At the same time, the hiring process faces the same bureaucracy, as well as a lack of flexibility when it comes to the types of contracts available, and unnecessary burdens on both employers and employees - for example, a part-time employee pays the same social contributions as if they were hired on a full-time contract. Entrepreneurs are also facing the lack of a qualified workforce in some fields, due to the fact that the educational system is not always responding to the needs of the labor market.

3.2.5. Study case, Commune of Ghioroc, Arad

Commune of Ghioroc is one of the most developed communes in Arad Country (Western Romania) and is located, according to the website of the Municipality of Ghioroc, at a distance of 24 km from the city of Arad. **It is composed of three villages Cuvin, Ghioroc and Miniș.** It is a special area in the West of Romania because a geographical phenomenon occurs whereby the Mures Plain meets the Zărand Mountains directly, without the two landforms being separated by a hill or plateau.

Because of the orientation of the mountains, the area of the Commune of Ghioroc has developed an ancient tradition of growing vines and making wine. This has led to the establishment of several wine cellars and wineries in the commune. The vine variety specific to the area is Cadarca de Miniș, a type of wine popular for its strong aroma and color.



The commune of Ghioroc is not popular only for the wine made in the area, but also for the Ghioroc Lake and beach which has become a tourist attraction. The mayor of Ghioroc, Popi Morodan Corneliu, has succeeded in developing the community, bringing in investors and winning several projects with European funding, and at the same time has brought smiles and pride to the faces of the people of Ghioroc through his interest in the modernisation of the area.

³⁷ https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Minimum_wage_statistics

Entrepreneurship and business around the beach, during the summer season have a measurable development and evolution. On the Ghioroc services and businesses developed as follows:

- restaurants and terraces,
- sunbeds and water bikes to hire
- Imperial Events Hall - Ghioroc Events,
- Restaurant Curtea de vara
- Camping area offered by Ghioroc Town Hall
- fishing in Lake Ghioroc
- other businesses from Arad County offering their products and services through commercial caravans in the beach car park.

Ghioroc is equipped in terms of means of transport by connecting the commune to the city using the train, tram and personal cars. Other businesses that are located in Ghioroc are:

- Town Hall of Ghioroc
- Police Station
- Vasile Juncu Minis Technological High School,
- SVSU (Volunteer Service for Emergency Situations)
- Post Office
- Tram station
- Train station,
- 3 Orthodox Churches
- 1 Reformed Church
- 1 Catholic Church
- Metanoia Christian Church and other churches
- Tramway Museum in Ghioroc
- Wine Museum
- Shops and warehouses of building materials
- Universal Store
- Funeral services
- Food stores
- Flowers shop
- Seed shop
- Second hand shops
- Bakery and Patisserie
- Laura's Bakery
- Elit Shop
- Profi Loco supermarket
- Two veterinary surgeries
- Two pharmacies
- Lavender in Ghioroc
- Pet Food Store



- Hareta Foundation
- Ghioroc Mill
- Systematic SRL
- Guesthouse Konak
- Guesthouse Geza - Monica - Amadeus,
- Hydro BG SRL,
- Bars and other local businesses.
- Since grapes are grown in the commune, there are several wine cellars to mention:
- Winery Pal,
- Winery Pivnițele Birăuș
- Winery Daiconi
- Winery Wine Princess.

Ghioroc is a well-developed commune and admired by the surrounding villages, but it is not equipped with a gas system, which is why both local businesses and inhabitants use wood and electricity for heating.

A research on the situation in Ghioroc in terms of the community and local businesses was carried out. A discussion was held in which entrepreneurs, a local woman who closed down her hairdressing business after a decade of activity, a colleague who has had several project activities in rural communities, the inhabitants of Ghioroc commune and a local from the neighboring village of Păuliș answered some questions.

The locals were asked what changes they would make in the commune and what else would be needed for Ghioroc to develop further. Local entrepreneurs were asked about the source of their business ideas and whether they faced any challenges in setting up and developing their business. The former entrepreneur was asked about the source of her business idea, the obstacles she encountered, why she closed her business, what was missing and what she would change in Ghioroc. (* find the entire research in Annex II- end of the guide)

3.3. Turning an idea into a business

Successful businesses are built on the foundation of great ideas that came in a simple way or suddenly, based on various sources such as observation, personal findings or as a result of passions or hobbies.

Business ideas come, they must be written down, but it is important that a business idea does not remain just an idea, a thought or a dream. Even though converting an idea into a business requires a lot of work and may take more time, ideas must be pursued to move from the idea phase to the business phase.

Rogers H. mentions on the HJR Global Website in the article "Turning An Idea Into A Business Opportunity"³⁸ the steps that an entrepreneur with a business idea must take to turn his idea into a business.

a. Defining a problem that the business idea can solve

Business ideas solve problems and every problem has a solution. Identifying the problem that the business idea can solve helps create the business.

b. Documentation on the competition

There are so many existing businesses in 2023 that solve the same problems that in order to develop the business, one must research the competition and create an analysis on the product/service by means of which the competition answers the problem and the business idea that answers the same problem one wants to be turned into a successful business.

c. Marketing research

It is important to research the market and establish the target audience for the business. Fixing the target audience and refining the consumer profile leads to a successful promotion of the product/service offered by the business idea.

d. Finding a support team

A team and/or a business partner that brings the best increases the speed of development of a business.

e. Creating the business plan

The business plan is a tool that creates the foundation of any business because it puts, in one document, the basis of planning all the concepts, aspects and opportunities that a business can have.

f. Finding investors

Once the business plan is done, it can be presented to investors to receive funding. The sources of investment can be found in:

- Personal financial resources;
- Financial resources of family and friends;
- Bank credits;

³⁸ Rogers, H. (n.d.). *Turning An Idea Into A Business Opportunity*. Consulted on January 19, 2023, from HJR Global: <https://hjrglobal.com/news/turning-an-idea-into-a-business-opportunity/>

- Business partners;
- Investors who, in exchange for a percentage of the business, offer funds for financing;
- Financing programs from the European Union
- National funding programs.

3.4. The process of establishing the business

3.4.1. The meaning of the business plan

Roxana Epure, entrepreneur, Co-owner of Ciel Romania, on the Ciel.ro website, defined the business plan as "a written document that describes in detail how a business, usually a start-up, defines its objectives and the way in which they must be followed. The business plan must include details for managing the company from an operational, financial and marketing point of view"³⁹. (Epure, 2020)

Dr Jim Porter, in the book *"How to Bake Your Business Idea and Eat It Too"*⁴⁰ (Porter, 2012) described the importance of a business plan for entrepreneurs who have a business idea and want to put it together and for those who want to expand their business. Thus, the author outlined the fact that **a business plan defines the objectives, priorities and strategies of a business over a period of several years.**



A well-made business plan helps both to plan the development of the creative process and to clearly describe the objectives for a smooth operation of a business. The business plan provides financial information and details about all the financial requirements that an entrepreneur may have, as well as details on how to manage a business. At the same time, a business plan supports the identification of possible risk factors, even before they occur, offering the possibility that they can be avoided or resolved. At the same time, a business plan allows an entrepreneur to be able to focus on what is most important to his business.

Dr Jim Porter, in the book *How to Bake Your Business Idea and Eat It Too*, argued that some of the people or institutions that might ask to consult or review the business plan include:

³⁹ Epure, R. (January 19, 2023). *The Business Plan: how to make it, what it has to contain and why it is necessary to transform your idea into a successful business.* (2020, December 17). From Ciel.ro.: <https://ciel.ro/blog/antreprenoriat/cum-se-scrie-un-plan-de-afaceri-de-succes-ghid-complet/>

⁴⁰ Porter, D. J. (2012). *How to Bake Your Business Idea and Eat It Too* (ed. Smashwords Edition). (D. J. Porter, Ed.) Smashwords, Inc. Consulted on January 19, 2023

- "The banks.
- External investors such as friends, venture capitalists or business angels.
- Grant providers.
- Potential business partners."⁴¹ (Porter, 2012, pp. 111-113)

3.4.2. The client

Emma Jones, in the book *"The StartUp Kit: Everything you need to start a small business"*⁴² (Jones, 2020) argued that in order to transform an idea into a business and to be able to draw up the business plan, it is necessary **to carry out a thorough research on the market to be able to determine the target audience and customers.**

A starting point is **researching the potential target customers for the business idea, the competition** from which an idea of yours differentiates, and also **determining a price point.** These can be done using different platforms through which the competition offers can be accessed. Dr Jim Porter, in the book *"How to Bake Your Business Idea and Eat It Too"*⁴³ (Porter, 2012) described the importance of market research by addressing any potential risk factors that may appear in the business plan and also stated that *"The more you know about consumers and competitors in the market, the less anxious and tense you will be."*⁴⁴ (Porter, 2012, pg. 56-57)



Dr Jim Porter also established in his book *"How to Bake Your Business Idea and Eat It Too"*⁴⁵ (Porter, 2012) that a business requires a good and adequate understanding of potential consumers as well as their expectations, needs and at the same time to understand their behavior. A business must think about how the product or service offered will be used by customers, but also about how the results of the business can fulfill the needs of a consumer in everyday life.

⁴¹ Porter, D. J. (2012). *How to Bake Your Business Idea and Eat It Too* (ed. Smashwords Edition). (D. J. Porter, Ed.) Smashwords, Inc. Consulted on January 19, 2023

⁴² Jones, E. (2020). *The StartUp Kit: Everything you need to start a small business* (ed. 2020). (H. House, Ed.) Great Britain: Enterprise Nation. Consulted on January 19, 2023, de pe <https://ro.scribd.com/book/443276743/The-StartUp-Kit-Everything-you-need-to-start-a-small-business>

⁴³ Porter, D. J. (2012). *How to Bake Your Business Idea and Eat It Too* (ed. Smashwords Edition). (D. J. Porter, Ed.) Smashwords, Inc. Consulted on January 19, 2023

⁴⁴ Porter, D. J. (2012). *How to Bake Your Business Idea and Eat It Too* (ed. Smashwords Edition). (D. J. Porter, Ed.) Smashwords, Inc. Consulted on January 19, 2023

⁴⁵ Porter, D. J. (2012). *How to Bake Your Business Idea and Eat It Too* (ed. Smashwords Edition). (D. J. Porter, Ed.) Smashwords, Inc. Consulted on January 19, 2023

To determine the target audience that constitutes the possible customers, performing a **segmentation on the market** will lead to a **more accurate view of the needs of the consumers**. Market segmentation can be done by categorizing the population according to:

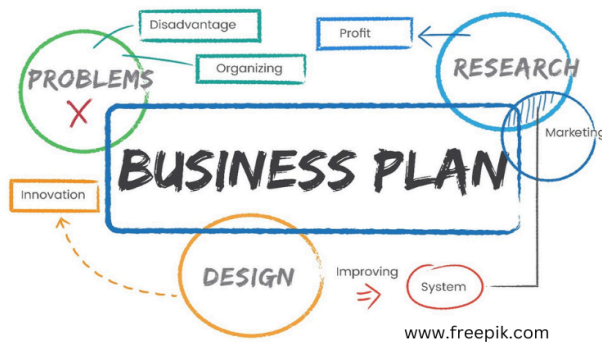
Gender – Age – Demographics – Religion – Education – Concerns and interests - Social class – Occupation - Revenues



In order to develop a successful business, after completing the view on potential customers and the market, differentiating a business from competition by providing authenticity to the product/service and identity of a business leads to the **clear vision that consumers have of the product**.

3.4.3. Characteristics of a business plan

A **business plan** is an essential tool for developing and running a successful business. **It helps in getting investments from investors, banks and any available financing projects** because it has all the necessary information about the business fundamentals, essence and future. The business plan **must be drawn up and reviewed periodically to be able to keep track of a business's plans, opportunities, goals, strategies and finances**. Thus, a business plan can become the source of new ideas that will develop and expand the business and, at the same time, motivate the entrepreneur and the team to act.



Roxana Epure, entrepreneur, Co-owner of Ciel Romania, through the Ciel.ro website **presented and argued the characteristics and stages of making a business plan**. The entrepreneur Roxane Epure suggests for the beginner to design the general view and the accumulation of all the information that can be related to the business: **market examination, financing, investments and how the business proceeds and works**. It's also important to determine the structure and create the business plan.

According to the descriptions made by Roxana Epure, the structure of the business plan includes the following sections and characteristics:

Features regarding the business idea:

- The description
- Presentation
- The mission
- Objectives
- Features regarding the product and service offered:
- The description
- Benefits
- Development
- Technologies



Features regarding market analysis and competition examination:

- "target market, market share, growth potential, market segmentation
- description of the target audience
- presentation of needs and trends
- analysis of the strong and weak points of the competition
- the opportunities found on the market"⁴⁶ (Epure, 2020)

Characteristics regarding strategy and application:

- Production of products
- Sale
- Marketing
- Partners

Characteristics regarding the business structure:

- Legal form
- Organizational structure
- Managerial training
- Plan for recruitment and training

Characteristics regarding the financial plan:

- "estimated expenses for launch, production, promotion, salaries and others for a period of at least one year
- break-even estimate
- financing sources and cash-flow forecasts"⁴⁷ (Epure, 2020)

⁴⁶ Epure, R. (January 19, 2023). *The Business Plan: how to make it, what it has to contain and why it is necessary to transform your idea into a successful business.* (2020, December 17). From Ciel.ro.: <https://ciel.ro/blog/antreprenoriat/cum-se-scrie-un-plan-de-afaceri-de-succes-ghid-complet/>

⁴⁷ Epure, R. (January 19, 2023). *The Business Plan: how to make it, what it has to contain and why it is necessary to transform your idea into a successful business.* (2020, December 17). From Ciel.ro.: <https://ciel.ro/blog/antreprenoriat/cum-se-scrie-un-plan-de-afaceri-de-succes-ghid-complet/>

Characteristics regarding annexes:

- Financial and cash flow forecasting
- The manager's CV

3.4.4. SWOT Analysis

SWOT analysis is an effective tool used in business planning to determine certain internal and external factors to facilitate decision-making and evaluate key points by gathering relevant information. SWOT analysis means:

- **Strengths,**
- **Weaknesses,**
- **Opportunities,**
- **Threats.**

A SWOT analysis helps you assess internal factors that might affect your business (strengths and weaknesses) and external factors (opportunities and threats). Dr Jim Porter, in the book "How to Bake Your Business Idea and Eat It Too"⁴⁸ (Porter, 2012) made a comparison between the four characteristics of SWOT analysis and argued that although the sources of the factors are internal and external, the four characteristics are however closely related to each other. Strengths influence and can bring opportunities to a business, while weaknesses can determine threats.



Schooley Skye, Adam C Uzialko, Nicole Fallon, and Step Guide, authors of "SWOT Analysis: Definition and Examples"⁴⁹ (Schooley, Fallon, Step, & Uzialko, 2022) Business News Daily, via the Business News Daily website, named the factors that influence, determine and those that must be considered to carry out a SWOT analysis.

In order to determine the **internal factors**, it is necessary to carry out an analysis of:

- **Financial resources** (financing, sources of income and investment opportunities)
- **Physical resources** (location, facilities and equipment)
- **Human resources** (employees, volunteers and target audience)

⁴⁸ Porter, D. J. (2012). *How to Bake Your Business Idea and Eat It Too* (ed. Smashwords Edition). (D. J. Porter, Ed.) Smashwords, Inc. Consulted on January 19, 2023

⁴⁹ Schooley, S., Fallon, N., Step, G., & Uzialko, A. C. (2022, October 18). *SWOT Analysis: Definition and Examples*. Consulted on January 23, 2023, de pe Business News Daily: <https://www.businessnewsdaily.com/4245-swot-analysis.html>

Access to natural resources, trademarks, patents and copyrights

- **Current processes** (employee programs, department hierarchies, and software systems—such as CRM software and accounting software)” (Schooley, Fallon, Step, & Uzialko, 2022)

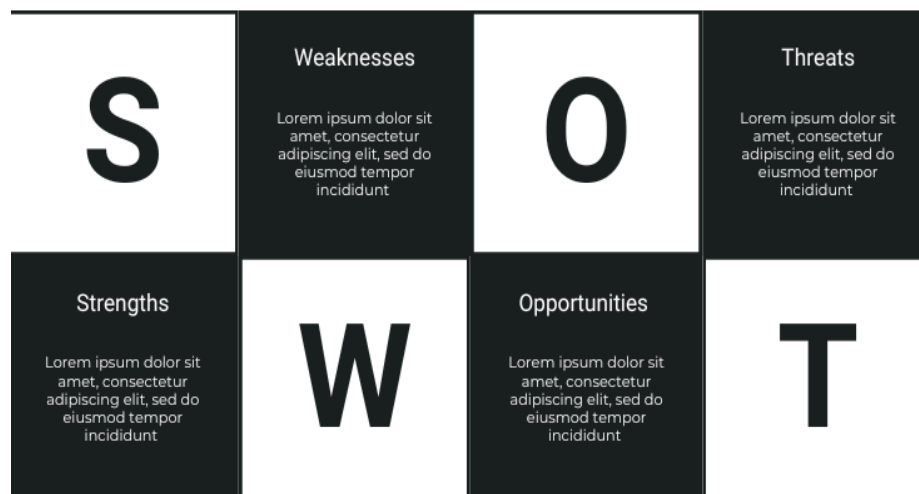
To determine the **external factors**, it is necessary to carry out an analysis of:

- **Market trends** (new products, technological advances and changes in public needs)
- **Economic trends** (local, national and international financial trends)
- **Funding** (donations, legislative and other sources)

Demographics

- Relations with suppliers and partners
- Political, environmental and economic regulations (Schooley, Fallon, Step, & Uzialko, 2022)

SWOT analysis brings beneficial information for the process of creating a business, a brand and helps the entrepreneur in determining the best opportunities and also the worst scenario including weaknesses and threats. For successful business planning and making the smartest decisions, one can include this analysis in the business plan.



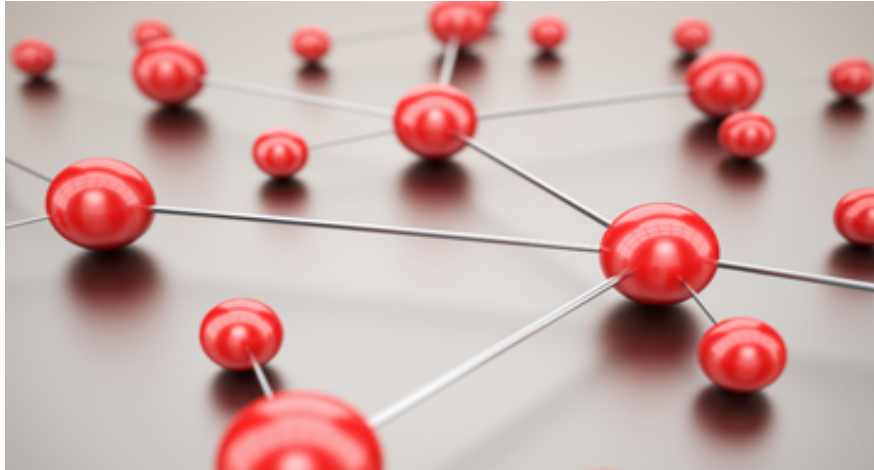
3.5. Practical activities related to the Chapter 3

Name of Activity	Aim
Activity 12 – Brainstorming and Starbursting (ME AND MY AREA)	To think and observe in themselves and in the area they come from, the abilities, needs and values in order to start up a business.
Activity 13 – Presentation on community and youth (SETTING-UP YOUR BUSINESS)	The aim is for the participants to work in groups and develop their social skills, working with others and be a team. <ul style="list-style-type: none"> - To work in group and develop social skills: team building - To use creativity and previous knowledge to look at the problems and characteristic of the community - To solve problem - To develop communication skills
Activity 14 – Presentation on things people notice and want to solved on their rural village (MY HOME)	<ul style="list-style-type: none"> -To think, reflect and analyze -To come up with an idea that, one day, could help their community and area. -To realize a small market analysis
Activity 15 – Presentation of SWOT Analysis (SWOT ANALYSIS)	The aim is for the participants to work with the tool, to work in groups, to make decisions internally in the group, be organized and to learn how to search for information using the internet. <ul style="list-style-type: none"> - To teach participant to work with a SWOT tool - To improve team building competences - To improve the internal communication of the group - To improve the researching and organizational skills



<p>Activity 16 – Presentation on Business Model Canvas</p>	<p>The aim is for the participants to learn the creative way of developing a Business Model Canvas for a business idea. Another aim is to develop their abilities, group work, communication, be organized and to think quickly.</p> <ul style="list-style-type: none"> - To develop a creative thinking method - To realize a Business Model Canva - To improve team building competences - To improve the researching and organizational skills - To develop the competence of problem solving and quick thinking
<p>Activity 17 – Presentation 100 Venture tasks (Organizing an idea to launching) - 100 Venture tasks – Organizing an idea to launching</p>	<p>The aim of the activity is to work in groups, organize and fill in the sections for 100 tasks regarding organizing a business from the idea to launching.</p> <ul style="list-style-type: none"> - To develop team building skills. - To improve critical thinking and practical skills. - To pass from the theory part of an idea to a practical one





Chapter 4 – Digitalization of your business

4.1.Social Networks

The wonder of social media has been introduced in a social insurgency on a universal scale, and it appears that this energy changes the way in which businesses work. The aim behind the creation of stages such as Instagram, Facebook and Twitter may have at first been to empower story-telling and interpersonal associations, but they have advanced to be principal promoting instruments since their beginning. In a digital era, the businesses which understand not only the potential of social media marketing but also how to effectively apply it will ensure that they can keep up with the accelerated pace of digitalization.

It's imperative to be beyond any doubt that social media hasn't fairly changed the ways in which businesses showcase their items and administrations, it has moreover molded shopper behavior in ways that can be of significant advantage to businesses.

Social media impacts the lives of its clients on an everyday premise, and we presently anticipate to be carefully associated to the world around us at all times. Clients will in this manner be continually looking over and browsing through their different social media accounts and uncovering themselves to a run of pictures, messages, concepts all through the day.

Inevitably, this implies that it will strongly impact their inclinations and choices when it comes to making purchases. Usually, an unimaginably profitable opportunity for businesses since the control of social media is that it totally breaks down the physical barriers which customarily exist between a client and a brand. Within the computerized time, you'll communicate specifically with potential as well as existing clients.

Social media flourishes on community, interaction and making discussions around pertinent and curiously subjects. As a commerce, you'll be able truly utilize this to your advantage, to begin with and first by propelling campaigns that will create a buzz that amplifies distant past with your current client base. And don't disregard connecting a one-of-a-kind hashtag to your campaign, since campaign hashtags frequently end up viral – creating indeed more introduction and leads.

Of course, marketing could be a multi-faceted venture that comprises numerous steps. Brand engagement is one angle of a fruitful showcasing plot, but creating a framework where your clients can inquire questions and make proposals is as fair as it is critical. Its fairness happens to be that social media stages make for compelling client benefit helplines.

Some time recently before the approach of social media, the only way clients might get in touch with a trade was by writing an email, filling in a long online or paper shape, or making a call – a time-consuming and disappointing action.

Lately, clients can presently see up a brand's social media accounts and comment beneath their most recent posts or send them a private message. It's a much more profitable and helpful arrangement for either side. A client is more likely to be taken note by and get a convenient reaction from one of the brand's agents while as a trade you may be able to resolve any client complaints and questions in an opportune way.

Social media promotion is additionally very reasonable, particularly when compared to a highlight in a national magazine or a promotion on tv. Setting up an account is free of charge, and this simply can concentrate the bulk of your assets on eye-catching photography and quality recordings in order to draw in as much intrigue as conceivable.

It doesn't matter whether you've got a multinational organization with handfuls of workers, a little trade with a modest bunch of colleagues or indeed if you're a sole consultant – you'll be able to reach out to potential clients from all over the world with small to no consumption.

Numerous social media stages moreover give paid showcasing alternatives, and these certainly shouldn't be neglected. On the off chance that your budget permits it, at that point you'll take advantage of these paid publicizing openings, which is able to empower you to reach out to clients based on a number of criteria recognizing them as your target group of onlookers. This simply implies you can focus on promoting your endeavors on those clients who are most likely to reply to them, agreeing to their online behaviors, interface and different socio economics such as age, calling and notion of home.

The more custom fitted your promoting techniques are, the more noteworthy your chances are of coming out to your target groups of audience. Deciphering and analyzing information is everything to a commerce, and information is one thing that social media gives in plenitude. Instagram and Facebook, for illustration, give in-depth analytics with respect to the socioeconomics of your supporters, which campaigns have or haven't been fruitful as well as what your clients are most fascinated by seeing from you.

There's unquestionably a big sum to pick up from distributing a noteworthy sum of your promoting budget to advanced showcasing, and social media stages in specific. Increasingly businesses are moving their consideration away from in-print and tv towards advanced systems, a drift which has been watched by customers as they focus less on conventional implies of media and amusement.

Over a long time, social media stages have totally changed the promoting and publicizing scene. There's no question that social media has totally revolutionized our lives on an individual level, and it has had a phenomenal effect on the ways in which businesses approach showcasing. Shopper behaviors and desires have changed as well, with social media deleting the boundaries of communication and presentation regularly related with conventional media.

In an advanced time, online stages empower businesses to receive showcasing methods and methodologies which are custom fitted, effective and charming – making for genuinely focused campaigns that produce discussions, interface and leads for your trade.

4.2. Applications that help digitize the business

A computer program's biological system is fundamental to be competitive these days. Digitally mature firms experience 45% revenue growth for a good reason (Nehra, 2023)⁵⁰. Advanced change makes a difference in business to decrease dreary strategies, streamline groups, and handle client complaints more successfully.

Computerized change is conveying innovation over an endeavor. Usage of successful influences organize structure and operations. Complete computerized change requires changes to corporate methods and culture. Entrepreneurs must name responsible pioneers, actualize modern forms, create the documentation, prepare representatives, and oversee long-term arrangement implementation. Consider advanced change a built-up propensity. Company's specialists won't be as energized as the entrepreneur about the changes. Altering resistance and skepticism are unavoidable. It'll be short-lived on the off chance that entrepreneurs appropriately communicate the benefits of an unused setup. Advanced change has been going on for a long time. In any case, numerous companies fall flat to successfully utilize the computerized instruments at their transfer or take the essential steps to see what comes about. Being late to the computerized diversion can cause genuine problems. Advanced development goes hand in hand with execution. For illustration, nations that have effectively executed computerized change activities and proceed to improve. Companies that have gone digital can confirm this. Using high-performing and innovative digital tools have many advantages, including, but not limited to:

- time optimization;
- faster time to market;
- increased return on investment;

⁵⁰ Nehra, M. (2023, January 25). <https://www.decipherzone.com/>. Ανάκτηση από <https://www.decipherzone.com/blog-detail/software-tools>



- improved internal and external communication;
- information centralization;
- enhanced employee experience;
- boost digital adoption;
- customer retention and new sales.

“Companies still fear digitalization even though they realize how essential it is for their business. Sometimes it’s because they lack the necessary internal resources or because they don’t consider digital tools a priority expense (Herman, 2023)⁵¹.” “Digitizing your business delivers multiple benefits like reduced costs, increased security, and improved productivity to name a few. Among the whole vectors of digital transformation, we’ll touch upon 2 aspects of the digital environment: data and mobility (Struk, 2021).”⁵²

In an information-driven world, it’s a fact that there is not any doubt when considering advanced patterns. Making your data digital helps you build a better business.

Firstly, you save on costs and time. Documents arranged in digital format stored in the cloud optimize your expenses. There is less office space, less organizers, less paper, less assets to function on them physically. Printing, sorting, recording requires tons of charged working hours rather than some clicks of a mouse.

Secondly, you get improved execution and efficiency. With all the basic commerce information accessible in real-time on a portable gadget, the company and the employees can access it any time from essentially all over, beginning from comprehensive monetary data on stock cites, showcase information, communication with clients in a productive way and up to field specialists able to communicate all the changes right away.

Thirdly, and fundamentally. Your information is secure. There are specific vulnerability issues when working with physical reports, issues, etc. Advanced cutting-edge security limitations ensure information works well all through the businesses and vectors.

The power of apps is hard to underestimate. Made and custom-designed apps matched with particular highlights and user-friendliness have demonstrated to contain a tremendous showcasing control. Wealthy usefulness, beginning from consistent online installments and requesting gamification and excitement components are enticing enough for customers to participate with their favorite brand on an everyday basis. Companies encounter noteworthy advantages from the continuous engagements since faithful clients utilizing their app make normal buys and also recommend the company to their associations. . Mobile applications can be a real fix of bringing commerce promoting and deals improvement techniques to the following quality level.

⁵¹ Herman, M. (2023, January 24). <https://www.lumapps.com>. Ανάκτηση από <https://www.lumapps.com/digital-workplace/digital-transformation-tools/>

⁵² Struk, V. (2021, August 27). <https://relevant.software/>. Ανάκτηση από <https://relevant.software/blog/why-and-how-to-digitize-your-business-today/>

The advantages of mobile applications for the companies are:

- a. **No geolocation limits.** The companies get a worldwide reach, they can be gotten to and handled in anyplace independent of area. An app is a noteworthy tool to amplify your offerings to any Web client, no matter the nation or the continent.
- b. **Added esteem for the clients.** Strong apps with upgraded ease of use offer assistance and spare time impressively on preparing, submitting and data sharing. Other than that, fast-performing and responsive apps make it more comfortable for clients to take after the news and overhauls, hence get way better benefit insights.
- c. **Marketing on-the-go.** A custom app promotes and advances your items or services in a successful opportune way when a client downloads or dispatches it. Your promoting technique effectively deciphered through advanced portability devices can offer assistance target your clients and get an improved advertised reach.
- d. **Brand awareness.** Engaging clients together with your branded application is the most likely chance to develop commerce with brand mindfulness. Standard intelligent and personalized offerings make clients more faithful and subsequently more productive for the company.
- e. **Data sharing.** Well-tailored apps give both common data around an item or benefit, like costs, shapes, news feed conjointly display modern advancements, bargains nearby thrust notices as a shape of coordinate interaction with clients.
- f. **Social engagement.** Mobile applications are the drivers of social life, no matter in the event that one likes the concept or not. They empower clients to socialize, observe the news and upgrades closely, to like, share and comment on items and administrations through implanted social media buttons.

4.3. How Application Development Can Grow Your Business?

Numerous digitization companies are effectively utilizing the accomplishments of portable app advancement to develop their trade. You can find below the data on how to utilize computer program patterns and how to digitize commerce through applications:

1. **Guaranteeing access to services.** Mobile applications permit utilizing the benefit much more helpful than websites. They work without necessarily accessing the Web and utilize the built-in API of the gadget.



2. **Expanding deals and growing the audience.** The portable application may be an unused channel through which you'll increment the company's benefits. For example, with the assistance of notices about promotions, discounts, and bonuses, you'll spur clients to make purchases.
3. **Constant, direct, quick, and reasonable contact with the client.** The portable device is close to the owner nearly 24 hours a day. Because of this, it is possible to communicate with diverse bunches of clients who have the application installed.
4. **Marketing and communication channel.** Mobile applications can be utilized effectively to draw in consideration to the brand through different promoting campaigns. It is important in setting the capacity to get input from users.
5. **Trade preparation optimization.** Mobile applications can be viably utilized as a tool to organize numerous trade assignments. For example, to oversee any forms, trade records, and information, etc.
6. **Secure access to corporate information.** Mobile applications are a solid channel for secure information trade between employees.
7. **A helpful way to control vital trade markers.** Mobile applications permit setting up e-commerce following and collecting data on almost all acquired items, the full number of buys, their cost, etc.
8. **Increasing client devotion.** By giving clients the opportunity to book a table, arrange lunch, pay for orders through the application, etc. trade gets an effective apparatus to extend loyalty.
9. **Source of important analytics.** With the assistance of a mobile application, collection of a lot of valuable data for analysis is important for companies.
10. **Competitive advantage.** Companies can effectively start using mobile applications as a marketing and sales tool, you will confidently strengthen your position among competitors (Patel, 2018).⁵³

The use of mobile applications in commerce is exceptionally promising. Digitalization of commerce contributes to the improvement of unused sorts of trade exercises and the arrangement of a modern quality of financial relations. In expansion, the mental and inventive potential of all workers is effectively revealed.

Using the right tools may save time and boost team morale. Here are eleven software tools you should use to digitize your business:

1. Digital Adoption Platforms (DAPs)

Digital change includes advanced appropriation. One-third of customers related management organizations come up short. Without a selection arrangement, you will see comparable computer program acknowledgment rates exterior CRM, such as venture administration and communication applications. Companies at times prepare workers on modern innovation. Advanced selection stages

⁵³ Patel, N. (2018, February 23). <https://makeanapplike.com>. Ανάκτηση από <https://makeanapplike.com/digitize-your-business-with-mobile-apps/>

resolve this issue. An advanced appropriation stage interatomic with any framework in your inner tool stash to supply customized in-app help, such as walkthroughs, errand records, keen recommendations, and lessons. DAPs are valuable for onboarding staff, clients, and users.

2. Electronic workplace suites

Digital working environment applications or suites give scattered groups with computerized choices to customary office facilities. In expansion to giving the duties of physical work environments, they go over and past what a customary working environment may offer. They move forward relationship collaboration, protect information, streamline information administration, and give special worker motivating force programs. The breakroom has been developed. The Metaverse stage offers virtual work situations. Instead of advertising 2D communication instruments, the stage gives completely programmable 3D workspaces.

3. Group communication tools

The applications for group collaboration and communication are more than fair informing programs; they are advanced working environments where most corporate operations occur. Regardless of whether the company firm is entirely remote, hybrid, or completely on-site, a web collaboration arrangement is required. Even though your representatives involve the precise physical location, it is inefficient to require them to hinder the whole bunch at whatever point they have an address or crave to examine a project. However, little, cross breed, and on-site firms require different inner communication digitization procedures. Organizations with a mixed work fashion must discover a way to keep everybody educated approximately online and offline conversations. Simple communication applications offer assistance to all organizations. Businesses may develop channels for groups and ventures, share records, and create bots on the stages.

4. Intranet-social tools

The collaboration devices at the end are social intranet innovation. By tying your commerce applications to an intranet entrance, these innovations permit you to examine your entirety suite from a single dashboard. In a way, it could be a custom-made social networking stage for inner use. Despite prevalent conviction, intranet program entries are as it were a way to combine work environment gadgets and channels.

5. Cloud-based CRMs

Embracing a cloud CRM arrangement is significant for computerized change. CRM arrangements help businesses in: Managing leads, Sales funnels, Shorten deals cycles, Relationship management, Market and offer together Cross-sell and up-sell Loyalty, etc.

6. HCM platforms

HR must contribute to the HCM computer program to experience computerized change. HCM is Human Capital Administration. It rearranges and optimizes these procedures: Personnel Planning Recruiting and Employment Onboarding Training Administration Analytics and Announcing, etc.

7. Employee-self-service platforms

Representative self-service entrances permit representatives to upgrade individual information, get to related data, and see benefits without HR back up. HCM platforms offer these functionalities. A representative self-service stage may incorporate the features: Onboarding comprises marking papers, Check-ins, time tracking, scheduling shifts, and schedule modifications, travel reimbursement, benefits enrollment, savings management making associations, The company's information base is its handbook, upgrades, rules, and dialogues. Help Work area: HR, IT, Fund, and other inquiries SP Worker Self-Service Entry and other HCM bundles offer these highlights.

8. Cloud-based storage

Cloud capacity is the way to anticipate information misfortune and allow on-demand access to imperative assets. Everyone's work must be transferred to the cloud. It's required for digital transformation.

9. Project management software

Project management software isn't for everyone. A project management solution is effective and provides support, but it may be unnecessary when using a sophisticated collaborative platform.

10. Digital accounting tools

Digitalization in finance and accounting is critical. When choosing one finance tool, counsel with the Finance Department. What's their ordinary plan? The challenges in Finance administration have changed. There are apps providing a financial overview, automate invoicing and reporting, and handle payments and bills. Organizations are progressively digitalizing record handling strategies to end up paperless and exploit cloud-based computerized arrangements that boost bottom lines.

11. CMS platforms

CMS program permits uploading, customizing, and distributing web substance. Rather than composing code to form site adjustments, utilize a CMS's pre-built layouts and drag-and-drop editors.

4.5. Marketing Activity: create your logo

Logo creation is an important aspect of marketing as it helps to establish a visual identity for a brand, which in turn helps to create brand recognition and awareness. A logo is a symbol or design that represents a company or organization and helps to communicate the brand's values, personality, and message.

The process of creating a logo involves several steps, including researching the brand's target audience, analyzing competitors' logos, developing a concept, choosing colors and fonts, and refining the design. When done correctly, a logo can become a powerful marketing tool that helps to differentiate a brand from its competitors and create a lasting impression on consumers. In terms of marketing, a logo can be used in a variety of ways to promote a brand, including on websites, social

83



media channels, marketing materials such as business cards and brochures, and even on products themselves. A well-designed logo can help to build brand recognition and loyalty, and can also make a brand more memorable and appealing to consumers.

Overall, logo creation is an essential part of marketing as it helps to create a strong visual identity for a brand, which can lead to increased brand awareness, recognition, and loyalty.

A logo can be an image or design utilized to distinguish a company or organization, as well as its items, administrations, representatives, etc. In its least difficult definition, a symbol recognizes. It's how your company is recognized and recollected among others. It moreover operates as the confront of your trade. The logo can be an opportunity to create an explanation about the organization. One caveat is that indeed in spite of the fact that a logo can pass on a more profound meaning, it doesn't always have to. In truth, most companies battling to choose a symbol are basically inquiring much of it. A logo may play a vital part, but it isn't everything about the company.



A logo isn't your brand. This could be a common conflation, but the logo isn't the brand. And the brand isn't the logo. The brand is intangible; it's the reputation—what individuals think of when they listen to the title, what they tell others approximately and how it makes them feel. The brand is built from a thousand touchpoints together with customers—not from a logo.

The visual identity. When modern companies or organizations request a symbol, a great originator will say, "You don't require a symbol, you wish for a brand identity." Logos are a portion of the picture, but they're not the whole thing. They're a fair one picture inside a bigger visual framework that incorporates your colors, typography, photography, visuals, format, etc.

An indicator of success. The logo symbol isn't getting to make or break the trade. The most excellent logo within the world can't spare a degenerate commerce, nor can the most exceedingly bad symbol hold back an genuine one.

4.5.1. How to design a logo?

Logo creation is an important aspect of branding, as a logo is a visual representation of a company or organization's identity, values, and message. A well-designed logo should be both memorable and distinctive, and should accurately reflect the brand's personality and purpose.

The meaning behind a logo can vary depending on the brand, its target audience, and the design elements used. For example, a logo might incorporate a particular color or shape that is associated with the brand's industry or values, or it might include an image or symbol that represents the brand's mission or message.

Some examples of logos and their meanings include:

- Nike's "swoosh" logo: The simple, curved design is intended to represent motion and speed, and is associated with Nike's athletic products and brand message of "Just Do It."
- Apple's iconic apple logo: The apple design has evolved over the years, but has always been associated with the brand's focus on innovation, creativity, and simplicity.
- McDonald's golden arches: The golden arches are meant to be a simple, memorable representation of the brand's name, and are associated with McDonald's fast food products and family-friendly image.
- Coca-Cola: Coca-Cola's classic logo features a distinctive script font that has become synonymous with the brand's message of fun and refreshment. The logo has remained virtually unchanged since its creation over 130 years ago, a testament to its enduring appeal and effectiveness.
- FedEx: FedEx's logo features a hidden arrow between the letters "E" and "X", a clever design element that conveys the brand's message of speed and efficiency. The logo has helped to establish FedEx as a leader in the shipping and logistics industry.

Ultimately, the meaning behind a logo is not just about the design elements themselves, but also how those elements are perceived by the brand's target audience. A well-designed logo can help to build brand recognition and loyalty, and can communicate a brand's identity and values in a memorable and effective way.

Logo creation can have a significant impact on a brand's success, as a well-designed logo can help to create brand recognition, establish a strong visual identity, and build consumer trust and loyalty.

Here are some ways in which logo creation can impact a brand:

- **Brand recognition:** A logo is often the first thing that consumers see when interacting with a brand, and a well-designed logo can create a lasting impression and make the brand more memorable. Over time, this can help to build brand recognition and make it easier for consumers to identify and choose the brand over its competitors.
- **Visual identity:** A logo is a visual representation of a brand's identity and values, and a well-designed logo can help to communicate those values in a memorable and effective way. This can help to establish a strong visual identity for the brand and make it easier for consumers to understand and connect with the brand's message.
- **Differentiation:** A well-designed logo can help a brand to stand out from its competitors and create a unique identity in the marketplace. By incorporating distinctive design elements or symbols, a logo can help to differentiate the brand and make it more memorable and appealing to consumers.
- **Consumer trust and loyalty:** A strong and recognizable logo can help to build consumer trust and loyalty, as it signals to consumers that the brand is professional, reliable, and committed to quality. Over time, this can help to establish a loyal customer base and increase brand loyalty and advocacy.

Logo creation is an essential aspect of branding and can have a significant impact on a brand's success. By creating a well-designed and memorable logo, brands can establish a strong visual identity, build consumer trust and loyalty, and stand out from their competitors in the marketplace.

Here are two things to be beyond any doubt as we jump in: Design may be a lot of technique. Yes, you'll ought to make something visual at a few points. Be arranged to do more considering and decision-making than drawing. You're not just designing a symbol. Keep in mind that the symbol is a portion of a bigger visual framework, and its person pieces all got to work together.

To do this right, you'll want to work in phases. While every designer's process looks different, the one we're going to guide you through has five steps:

- Discover
- Explore
- Design
- Refine
- Define

Every phase has its own goal, process, and deliverable. We'll outline why each phase is important, the series of actions or steps you need to take, and the final deliverable you're working toward—which you'll need for the next phase (Grano, 2021)⁵⁴.

4.5.2. What makes an awesome logo?

A great logo is: Simple, Memorable, Evocative

Where will you employ this logo? Consider both your essential use-cases—like your site or social media profiles—as well as your auxiliary use cases, like printed promoting materials, recruitment and banners etc. Don't halt at contemplations. Deride it up on the different foundations to create beyond any doubt the picture, words and by and large message decipher over each medium. Any logo stamp ought to be viable at numerous sizes, but little, advanced applications are basic.

4.6. Gamification

"Gamification is the process of incentivizing peoples' engagement and activities to drive results with game-like mechanics.". This method is being used more and more not only in the field of education, but also to engage employees and boost training programmes, involve customers in entertaining processes and increase sales.

Gamification involves the use of aspects of game design in non-game contexts. Some common uses of gamification elements would be rewarding players by allocating points which can later unlock certain

⁵⁴ Grano, M. (2021, March 26). <https://sproutsocial.com/insights/how-to-design-a-logo/> Ανάκτηση από <https://sproutsocial.com/insights/how-to-design-a-logo/>

rewards or achievements (e.g., in the context of frequent customer points, frequent flyer miles, and so on) and badges (levels and rating/ranking of loyal customers), creating leaderboards, quests, missions, and many others. This fosters a sense of competition and excitement, which can be motivating both for employees and customers, according to our purpose.

When it comes to using gamification as part of the company's internal system, it has been proven to be very effective in different departments, such as sales, marketing, HR, and others. The employees will find extra motivation to complete their tasks, being more productive and feeling constantly engaged and challenged. Depending on the way the system is designed, these could be individual or collaborative tasks, improving spontaneity, creativity, flexibility, or other skills.

At the same time, gamification can be used as part of the customer outreach strategy. This can also take the form of various competitions and challenges, encouraging the public to interact with content related to the company in order to obtain certain rewards – not necessarily prizes. This way, our business can leave a more memorable impression, improving visibility and brand awareness, and encouraging brand fidelity. Just as well, this system can incorporate purposes outside sales or marketing, such as personal health (by creating good habits such as exercising), supporting charitable causes and so on.

Statistics overwhelmingly show their positive impact at different levels: for example, it has been demonstrated that 95% of employees enjoy using gaming-inspired elements in their work, that 72% of employees claim gamification inspires them to work harder, or that gamification can help companies increase customer interactions by up to 40%, and so on. You can consult the cited article in order to obtain more evidence regarding different ways in which gamification can boost learning, engagement, sales, and many more.

However, we should keep in mind that there are also some possible negative outcomes we need to be aware of. It is very important that our gamification solution is well-designed and executed, according to our specific needs. In cases where it is implemented poorly, it can become a distraction from the real goals of our company or of our team, it can lead to unhealthy levels of competitiveness which can be divisive to team members, it can become addicting without bringing any true benefits. To avoid these outcomes, it is important to make sure that our gamification solution is completely correlated with our business and leadership strategies, that we take an initial risk assessment and make sure we mitigate the occurrence of foreseeable risks. At the same time, we need to constantly monitor the process and evaluate the results, making changes and updates whenever necessary, in order to ensure that the gamification elements still serve our overarching goals. Some resources and examples which can be useful in finding out more regarding gamification and ways in which we can incorporate it in our overall strategy:

<https://everyonesocial.com/blog/gamification-strategy-tips/>

https://www.linkedin.com/pulse/gamification-business-you-ready-win-colin-cooper?trk=articles_directory

<https://www.bitrix24.com/articles/7-gamification-strategy-tips-techniques-for-businesses.php>

<https://www.forbes.com/sites/forbestechcouncil/2019/11/12/15-innovative-ways-businesses-can-leverage-gamification/?sh=4d672e901836>



<https://www.growthengineering.co.uk/top-12-examples-of-gamification-in-business/>

Some examples of popular gamification tools:

<https://gametize.com/index>

<https://www.designingdigitally.com/>

<https://crmamified.com/>

4.7. Practical activities related to the Chapter 4

Name of the Activity	Aim
Activity 18 – How to design a logo, Step 1: Discover	The goal is to have a solid understanding of who your company/organization is, what you believe in, what you want to accomplish and how you want to get there
Activity 19 – How to design a logo, Step 2: Explore	This is the research phase. Essentially, you'll be turning your focus outward to encounter and explore design out in the world. Your goal here is twofold: Get educated and get inspired. Essentially, you'll be turning your focus outward to encounter and explore design out in the world. Your goal here is twofold: Get educated and get inspired.
Activity 20 – How to design a logo, Step 3: Design	Take all the considerations and inputs from the first two phases and start generating some logo designs.
Activity 21 – How to design a logo, Step 4: Refine	If you ended the last phase with several different options, now's the time to narrow down. Already have a final choice? Great! Let's put it to the test .
Activity 22 – How to design a logo, Step 5: Define	it's important to define a set of rules and guidelines for how to treat your logo.
Activity 23 – Brainstorming Digital Business Solution	-To generate ideas for applications that can help digitize a business. -Understanding how digital business solutions can help improve efficiency, streamline processes, and increase revenue for a business.



<p>Activity 24 – Social Media Strategy Presentation</p>	<p>To communicate the importance of social media use in entrepreneurship and how to develop a social media strategy.</p>
<p>Activity 25 – Digital Adoption Platform Assessment</p>	<p>To assess and choose the best digital adoption platform for a specific business need.</p>
<p>Activity 26 – Digital Marketing Plan</p>	<p>-To develop a digital marketing plan for a product/service</p> <p>-This activity will help understand the key components of digital marketing and how to develop a plan that aligns with your goals and target audience. It will also help develop important skills such as research, data analysis, and presentation skills</p>





Chapter 5 – Coaching the young entrepreneurs

5.1. The aim of coaching

There are many reasons to follow a coaching path, especially if the person receiving it is someone who needs to start a business and doesn't have experience with it. Most people that have follow a coach method, say that their work and life have been impacted in those topics:

- Establish and take action towards achieving goals
- Become more self-reliant
- Gain more job and life satisfaction
- Contribute more effectively to the team and the organization
- Take greater responsibility and accountability for actions and commitments
- Work more easily and productively with others
- Communicate more effectively

It is easy to see how coaching helps personal development and confidence, by improving the internal thought process.⁵⁵

So coaching is a process that aims to improve performances, that focuses on the present rather than the past or the future, the coach is a facilitator of learning by helping the individual to improve their own performance. The belief of the coach is that the individual always have the answer to their own problems but he/she understands that they may need help to find the answer.⁵⁶ So the process of

⁵⁵ (2023, January 18) *Benefits of Coaching* | Institute of Coaching.

(n.d.). <https://www.instituteofcoaching.org/coaching-overview/coaching-benefits>

⁵⁶ (2023, January 18) Copyright skillsyouneed.com 2011-2023. (n.d.). *What is Coaching?* | SkillsYouNeed. <https://www.skillsyouneed.com/learn/coaching.html>



coaching can be resumed in the phrase “Coaching is unlocking a person’s potential to maximize their own performance. It is helping them to learn rather than teaching them”⁵⁷. So if you look globally at the process of coaching, this methodology can help in:

- **Make changes:** It can be a change of view, idea or action; all of them are valid.
- **Seeing potential:** Coaching helps in seeing the hidden strength and possibilities
- **Taking control:** People have more control in the direction that work, relationships and life can go.
- **Creating a safe space:** Being listened to without interruption or judgements, is one of the most useful aspects of the coaching experience.
- **Overcoming challenges:** Usually people come to coach to work on obstacles, blockage, difficulty or struggle.
- **Working on strength:** Coaching can be a way of developing good things for a person, not only for problems and challenges.⁵⁸

5.2. Defining priorities and achieving objectives

If you want to help youngsters in realizing a business, it can be really useful to define priorities and achieve objectives on a timeline. Identifying goals is an essential skill for personal and business success. Dr. Gail Matthew’s studies at Dominican University reveals that people who write down their goal succeeded at achieving them 50% more often than those who didn’t. The participants of the study were of different ages, professions and countries. Another important step that helps participants in achieving the goal is that their goals include the identification of actionable steps, sharing the goal with another person, and reporting weekly the progress of the goal to that person.

It’s important to have a clear mindset about setting priorities and framework to use in daily to do lists. How can you do it?

a. SHIFT YOUR MINDSET

It’s crucial to set priorities and goals that move your career forwards; the priority is not focus on today and moment needs, but more on the long term view. How can you do it? You need to picture your life a year, three years, five years from now, and answering questions such as:

- o What do you want to have accomplished?
- o Who and where do you want to be?

⁵⁷ Whitmore J. (2010) “Coaching for Performance: GROWing Human Potential and Purpose: The Principles and Practice of Coaching and Leadership”, Nicholas Brealey Publishing.

⁵⁸ (2023, January 18) *What is the purpose of coaching?* – *Love Your Coaching*. (n.d.). <https://www.loveyourcoaching.com/blog/what-is-the-purpose-of-coaching/>

It's important to not only imagine the picture, but also to write the objectives down. This process helps in being very specific, understanding what actions you need to take, and establishing a decision-making framework by which you can evaluate other actions and opportunities in your life. Written goals help in looking at the progress and how you are reaching the goal.

b. SETTING PRIORITIES IN TWO SIMPLE STEPS

How do you prioritize the different goals and tasks? Here, we suggest a two-step system that consists in:

1. Identify your goals

To realize a "to do list", it's important to have what you're trying to achieve clear in mind on a grand scale. Start by taking a bird's eye view of your life and slowly nail down more specific goals.

For example: Kim works as a job bagging groceries, she enjoys staying with customers and in five years she would like to be store manager, that is her big goal. Once this is clear, she needs to get more granular and identify specific goals, such as passing from bagging groceries to being a cash register, then assistant manager, improving her knowledge about business and people management, which can allow her to be eligible for store manager status. All these small goals are stepping stones to her big aim of being store manager.

2. Set S.M.A.R.T. goals

All the goals should follow a S.M.A.R.T. criteria:

- o SPECIFIC: the more specific your goals are, the better chance you have of achieving them
- o MEASURABLE: it helps in determining if you are on track or not.
- o ATTAINABLE: it's important that you actually take care of it
- o RELEVANT: the goal must be relevant for you, because you are the one who will spend time on this goal.
- o TIMELY: there must be a timeframe and plan, if not the risk is that the goal won't be accomplished and it stays in the future. If you fall behind in your timeline, you can always adjust.



c. ORGANIZE YOUR TASKS

Once those goals and steps are established, it's time to start planning daily tasks, and a to-do list in which you have to keep in mind the importance and relevance of each task.⁵⁹

⁵⁹ Toggl. (2023, January 19). *Jacob Thomas, Author at Toggl Blog*. Toggl Blog. <https://toggl.com/blog/author/jacob-thomas>

5.3. Turning barriers into opportunities

To realize social inclusion into the labor market it's important to consider some keys that help in changing barriers into opportunities for companies and workers. Heterogeneous staff, with different profiles from a social, cultural, competences and generational point of view, are good for the company for different reasons. From one side we see the commitment for a democratic society with equal opportunities, while at the same time there are many competitive benefits, such as attracting talents and enriching the process of taking decisions, and there is better creativity and innovation.

Many companies don't know how vulnerable groups can add value to the company. For those groups, having a job is a great opportunity, so usually their involvement in the work is high, and their performance as well. Anyway for a positive impact, it's necessary to have good management, organization and planification. First of all, the different managers departments, the highest part as the lowest ones, have to be committed to social inclusion as a value and believe in it, through a follow up of the employers and project. It's important that human resources take into consideration social inclusion as an integral part of the company, and when there is a vacancy, the team has to analyze if the job can be occupied by someone belonging to a vulnerable collective.

Another important point is to collaborate with social entities of the third sector that helps in the first contact with the potential worker. They support people from an emotional and competence point of view, and help in adjusting the new person to the vacancy.

All that is a social approach that needs the involvement of the staff, so in the company there should be some supporting unit, usually made by social workers or psychologists, that helps in the inclusion of the new member, to guarantee the adaptation and a correct follow up.⁶⁰

Anyway people have to be realistic and understand that there are some barriers that you face once you get into the labor market: finding the dream job is not an easy task, and there are some transversal topics that make it harder. People who look for jobs usually appreciate these opportunities of the offer:



STABLE EMPLOYMENT: In the contemporary world, often companies offer a temporary job that doesn't guarantee a secure income.

BALANCING PERSONAL AND WORK LIFE: The well being of a person depends on a good balance between work and personal life. Sometimes it's difficult to find a job that allows you to have enough time for all personal interests, such as family, taking care of physical and mental health, economic independence and leisure time and so on.

⁶⁰ Independiente, E. (2023, January 20). *Claves del éxito para la inclusión laboral de colectivos vulnerables*. El Independiente. <https://www.elindependiente.com/sociedad/2022/12/30/derribar-barreras-y-converterlas-en-oportunidades-claves-para-el-exito-de-la-inclusion-laboral/>

LIFELONG LEARNING: In a complex labor market, workers value the opportunity to keep learning throughout life the aspects that help them improve their competences.

Those can be the characteristic of a good job, meanwhile the barriers you find in the job world are usually related to:

DIFFICULT JOB MARKET: It's difficult to reach good opportunities. Especially for women, having a permanent contract is not easy and usually wages are low.

GENERATIONAL GAP: The older people believe that getting into the market is really difficult.

WEAK NETWORK: Not having contact can be a problem to find a job, especially if it is related to your passion.⁶¹

Another important topic related to the introduction into the labor market is poverty. Unfortunately, you need to be wealthy, or having money, to obtain the necessities of life to survive, because if not you never enjoy the effective power to say no to coercion or exploitation, and so are systematically vulnerable to forced labor. This is a consequence of globalization and economic growth, because market societies force people to accept exploitative work, prioritizing short-term survival needs over long-term economic security.

In 2015, more than 75% of the global workforce was in temporary, informal or unpaid work, Four in 10 young workers are either unemployed or working but living in poverty, while as of 2014, over 200 million people were entirely unemployed. In fact, between 1981 and 2008, the number of people living on between US\$1.25 and US\$2 a day doubled worldwide.



The statistics show that the ranks of the “working poor” are constantly expanding. We live in a context where corporate profits are at their highest levels. The majority of the world’s workers lack the certainty that they will earn a sufficient living from their work and almost half of the world’s working young people have next-to-no income security. In other words, the need to have money to guarantee the necessities of life has underpinned the integration of millions of people in the market, but

because of their poor conditions, they have little scope or power to act and shape their working conditions. The only way to accomplish their urgent needs is to accept dangerous, risky, insecure or poorly remunerated employment relations. That means that when people are forced to take wage labor on bad terms, that can fortify their poverty and vulnerability by preventing them from having long-term economic security or accumulating wealth. So we see a circular dynamics into adverse

⁶¹ *Barreras que nos impiden acceder a las oportunidades laborales, Formación y estudios | Interactiva.* (2023, January 20). InteractivaDigital.com. <https://interactivadigital.com/formacion-y-estudios-marketing-digital/barreras-que-nos-impiden-acceder-a-las-oportunidades-laborales/>

incorporations, which means that while poverty shapes people's vulnerability to exploitation, their exploitation also reinforces their inability to escape poverty

That can be easily seen in the use of children in the textile and clothes market of big chains, who received little or no money for their labor. This system of production has immediate and long-term effects: from the work of today, children can eat tomorrow. However this circumstance doesn't allow them to be educated or have other opportunities for better work in the future. By prioritizing short-term survival over long-term security, children are not upgrading towards a more skilled, secure and better-paid employment prospect, an aspect that entrenches their poverty further.

It's important to take into consideration that poverty cannot be reduced just to the concept of lack of money; it has a multidimensional character that is related to poor health, sanitation, food insecurity or a lack of education. Each one of these aspects interact with the lack of money to increase an individual's vulnerability to forced labor. So we can see that poverty is an interlinking web of mutually reinforcing disadvantages, which interacts with the demands of the market society to shape people's vulnerability to forced labor.⁶²

5.4. Stress management

Stress is one of the illnesses of contemporary society, and there is a complex relationship between the workplace and our well being from a psychological, cognitive, and physiological perspective. Our stress at work can be addressed to one of the following labor demands:

- **Task demands:** Job insecurity, workload, occupation, etc.
- **Role demands:** Role conflict and ambiguity
- **Physical demands:** Workplace, lighting, and temperature
- **Interpersonal demands:** Staff density, leadership style, and personality conflicts

Contemporary workers should know about the presence of stress as a characteristic of the work world. There should be the healthy habit of realizing preventive stress management. It's important to realize that it is not the stimuli that decide the degree of stress experienced by the individual, but the individual's response to those stressors.

To reduce the effect of stress at work, there can be three types of interventions:

- **Primary:** Proactive and involved in preventing stress and promoting employee wellbeing (including wellness programs, conflict management, etc.)
- **Secondary:** Proactive and reactive, to help remove risk factors (including coping skills, employee fitness programs, job redesign)
- **Tertiary:** Reactive, for employees who need help (including counseling, employee assistance programs, and Cognitive-Behavioral Therapy)

⁶² (2023, January 20). *Confronting the root causes of forced labour: poverty.* (n.d.). openDemocracy. <https://www.opendemocracy.net/en/beyond-trafficking-and-slavery/confronting-root-causes-of-forced-labour-poverty/>

Into the interventions that you can have, you can see:

- **Cognitive-behavioral interventions:** Primary and secondary interventions. Changing cognitions and reinforcing active coping skills.
- **Relaxation techniques:** Secondary and tertiary interventions. Physical and mental relaxation techniques to help cope with the consequences of stress.
- **Multimodal programs:** Secondary interventions. Acquiring passive and active coping skills. They consist of a combination of approaches, including relaxation and cognitive-behavioral skills.
- **Organization-focused interventions:** Mostly primary interventions, but some considered secondary. Organizational development and job redesign.
- **Individual-level interventions:** Secondary or tertiary interventions, including relaxation, meditation, and cognitive-behavioral skills training.
- **Organizational-level interventions:** Primary and secondary interventions, including changing working conditions and employee participation.
- **Systems approach:** Primary and secondary, combining individual and organizational interventions.



Those interventions are used in combination to prevent, reduce and cope with stress. Those strategies appear simple, but they require focus and commitment, and the workers are have to consider three important aspect during the job:

1. Control your stress

We are constantly overwhelmed with demands and information that cause stress or reduce our ability to focus. To avoid and reduce stress, promote positive emotions and be more organized, it's important to do simple actions in our daily life such as getting adequate sleep; enjoying a balanced diet and staying hydrated, exercising throughout the week and getting time away from your desk, preferably in nature.

Other actions to do at work are:

- o Schedule regular catch-ups with people you value.
- o Break large tasks into smaller ones.
- o Maintain a tidy work environment.
- o Schedule some 'thinking time' in your busy schedule.
- o Allocate time for lunch and take it away from your desk.
- o Recognize when you do your best work. Plan your most demanding tasks for those times.
- o Walk around more, stand, or listen to music, depending on what works best for you.
- o Set reminders for a 'hard stop' at the end of the workday.

2. When you feel overwhelmed

- o Slow yourself down. When stressed, we often move into panic mode.
- o Take time to perform a calming exercise.
- o Move around. Walk outside or head to the break room/kitchen.
- o Ask for help. Seek out people you trust.

3. Managing your energy

It's important that workers can manage their energy, because demanding jobs, long hours and increasing workload can leave us exhausted. So it's good to have habits, practices and rituals that promote physical and emotional well being.

o Physical energy

Recognize times when you feel tired or unable to concentrate during the day.

Step away from the desk, meet colleagues, or perform something interesting.

Aim to focus for 90 to 120 minutes at a time, taking regular breaks.

Eat smaller, lighter meals during the day to maintain energy.

o Emotional energy

Exercise with breathing to manage negative emotions, such as irritability, anxiety, and impatience.

Express gratitude and appreciation for others while adopting self-compassion for yourself.

Try to change point of view, see the situation from the other person's point of view, using a wide lens to consider the bigger picture.

o Mental energy

To perform high-concentration tasks, switch off emails and move phones away.

Schedule specific times in the day to answer and respond to emails.

Make a list of key actions for tomorrow at the end of the day.

o Spiritual energy

Focus on when you perform at your best: what strengths do you enjoy using, and how can you use them more often?

During the last part of the work day, start relaxing, such as sitting mindfully or listening to music before returning to home life.

Look and focus on your core values, reflect on whether you are using and showing them, find opportunities to be your authentic self.

It's fundamental to have a good knowledge of yourself, listening to your limits before reducing energy levels and increasing stress. Investing in healthy work habits can maintain productivity and performance throughout the day.

5.5. Cultural shock in daily life, what it is and how to face it

Cultural shock is a cultural adjustment and is the result of being in an unfamiliar environment. It's a feeling of confusion, anxiety and uncertainty that people experience when experiencing a new culture or moving to a new country. This feeling can occur when people move to another city or country for traveling, working, studying or living. The reasons can be connected to weather, local costumes, language, food, and values.

Cultural shock can be stressful, although the timing of each person can be different, and there are specific phases that most people go through before they adjust to their new environment. It's important to understand that cultural shock happens when someone leaves the comfort zone to reach an unfamiliar environment. The adjustment period can be intense, especially if the two locations are completely different, for example if you are moving to a new country, or from a small town to a large metropolis.

The cultural shock is not caused by a specific single event, but it is gradually built from a series of incidents, it can be difficult to identify it while struggling with it. Usually the feeling is pretty intense at the beginning and it can be tough to overcome. Usually the cultural adjustment dissipates over time as a person becomes more familiar with a place, people, customs, food, and language. The cultural shock can produce a range of symptoms that can vary from person to person and have different scopes and intensity. The typical symptoms of cultural shock we can identify are:

- o Being homesick
- o Feeling helpless
- o Feeling isolated
- o Disorientation
- o Lack of concentration
- o Irritability
- o Sadness
- o Sleep or eating disturbances
- o Paranoia

Usually the people who experience the cultural shock pass through **four different stages**:

1. Honeymoon Stage

It happens at the beginning, when people are thrilled to be in their new environment and there is an initial excitement. If someone is on a short stay, this phase can define the whole experience. For those who are going to stay on a longer term, this phase comes to an end.

2. The Frustration Stage

Time passes and people can be irritated and disoriented, that can be related to the fact that there are difficulties in understanding other people's actions, conversations and ways of doing things. All those things can cause fatigue. People feel overwhelmed by a new culture, especially if there is a language barrier. Local habits can become increasingly challenging, and easy tasks can take longer to accomplish, leading to exhaustion. The symptoms of this phase can include frustration, irritability, homesickness, depression, feeling lost and out of place.

The prime source of frustration is usually related to the communication part, such as interpreting what others mean and say, and making oneself understood.

This stage is the most difficult part of the cultural adjustment, some people may feel the urge to withdraw.

3. The Adaptation Stage

It comes gradually, people feel more at home in the new surroundings and adjust themselves. They may not still understand certain cultural cues but they become more familiar with the environment and the interpretation is much easier.

4. The Acceptance Stage

In this phase people are able to experience and enjoy their new home. The beliefs and attitudes towards their new surroundings improve, which leads to increased self-confidence and a return of their sense of humor. The obstacles of the frustration stage have been solved, and people became more relaxed and happier. There is an experience of growth, of changing old behavior and adopting manners from the new culture.

A specific event doesn't cause cultural shock, but it can be the result of encountering different ways of doing things, being cut off from behavioral cues, having your own values brought into question, and feeling like you don't know the rules. Time and habits help deal with cultural shock, but each person can minimize the impact and speed of the recovery. Some actions that can help in adjusting yourself in the new environment can be:



- o Be open-minded, learn about the new country or culture and understand the reasons for cultural differences.
- o Do not compare constantly the new surroundings with your hometown
- o Writing a journal of your experiences, including positive aspects
- o Be active and socialize with the locals
- o Be honest about how you feel. If there is confusion and you are disoriented, ask for advice and help
- o Talk about and share your cultural background

Even if cultural shock seems to have a negative connotation, it is a normal experience that people live when moving or traveling. Even if it is challenging, after the adjustment there is a personal growth and a favorable experience.⁶³

5.6. How to build a network and wide contact

In order to develop a successful career it's important to have a proper networking that allows individuals to connect with other professionals and learn about industrial trends and job opportunities. There are manners to develop impactful relationships that can help in meeting your career goals.

A business network is a group of people who have similar interests and expertise in terms of jobs. There are several places in which you can meet people to add to your network, such as conventions, business luncheons, events with your current organization, social events, on business-oriented social sites, trade shows, fundraising events, professional association events, online courses or classes, social events, alumni association events, and so on.

There are different reasons why networking is important, it can:

- connect you with potential clients
- provide you with a group of experts in a particular field
- helps you identify opportunities for professional growth and other job opportunities
- give knowledge and advice into your field or industry, and stay on top of the latest trends
- provide the opportunity to generate business referrals
- offer opportunities to gain professional mentors and contacts

In the following part we give you some tips to start building your professional network:

Search for people who can make a difference: It's not about how many people you connect with, but more about the quality of people you bring into your network. Build relationships with people connected to your industry or that can be a mentor to you.

⁶³ Segal, T. (2023, January 23). *Culture Shock Meaning, Stages, and How to Overcome*. Investopedia. <https://www.investopedia.com/terms/c/culture-shock.asp>

Search for connections online: It's important to use social media and professional networking platforms to build the network, for example you can connect with classmates who may be rocking in the same industry.

Ask your current network for contacts: If you work in an office and have colleagues, you can ask them about their own networks and if they can connect you with others in your field.

Consider your passions: It's important that you keep in mind what are your true passions, even if it's not in the industry you currently work. This can help in gaining more insight into the industry and potentially having a career change.

Be willing to help first: The more you help the others, the more likely they may be to help you when you need it, and you can also deepen your relationship with them.

Add value to your relationship: Spend time on the quality of the relationship, as well as in knowing them by researching them and understanding what they do from a professional point of view.

Go to networking events: This is a way to meet new people and build valuable professional relationships regarding your industry or desired career path. If you have a business card with name and contact, it will be easier for your new relationships to contact you.

Develop an online presence: It's important to keep your profile updated, with experiences, interests, education and qualifications.

Stay updated in your industry or field: It's important to keep track of the news of your sector and know the trends. In this way, you can add value to a conversation, and attract quality individuals to your network.

Focus on meaningful connections: Building last-longing professional relationships takes time, but it can be beneficial for both parts.⁶⁴

On the other hand, there are also practical tips to follow during the meeting in order to meet new people and/or strengthen the relationships. We suggest you some tips:

Look at other name tags before filling yours: Take a look about how people write their name (name / name + surname / name + company name) and copy it. You can also find an attractive way to explain your position, for example you can write "behavioral investigator" instead of "psychologist".

Make lists of people you want to meet: One list is about people you met and that you want to strengthen the relationship; another is about the people you want to meet.

Create an action plan with the list of people you have created. Think about how to reinforce the connection with some people, and on the other hand focus on how to make a good first impression with new people.

⁶⁴ Indeed Editorial Team. (2023, January 23). *10 Tips To Help You Build a Network (With Benefits)*. Indeed Career Guide. <https://www.indeed.com/career-advice/career-development/build-a-network>

Update your relationship action plan regularly as you foster connections and develop new goals.

It's easy to see that it is important to focus on the person as a human being with interests, a life of experiences and things done. So being social and open to listening is important, so when you are speaking with people it can be useful to answer these questions:

- o What motivates this person?
- o What is important to them?
- o What energizes them?
- o What do they love to talk about?
- o What shuts them down or closes them off?
- o What do they value?

If you have an idea about those topics at the end of the conversations, the person will find you fascinating and interested in their life.

Last but not least, it is important to remember to do a follow up, by writing an email to the people you have connected with, explaining who you are and what you talked about. That small thing allows you to establish a connection with them and to open a line of communication.⁶⁵

5.7. Practical activities related to the Chapter 5

Name of the Activity name and Link	Aim
Activity 27 – What does goal mean?	<ul style="list-style-type: none"> - To define what goal means - To understand the reason to define goal
Activity 28 – That's a smart goal, and you can do it	<ul style="list-style-type: none"> - To identify the importance of having goals. - To recognize realistic and unrealistic goals. - To identify goals as short, medium and long term.
Activity 29 – The fantastic injustice	<ul style="list-style-type: none"> -To examine people's attitudes towards -To examine expectations of people with different economic background -To reflect about access to labor market

⁶⁵ Van Edwards, V. (2022, January 23). *How to Network: 18 Easy Networking Tips You Can Use Today*. Science of People. <https://www.scienceofpeople.com/networking/>



<p>Activity 30 – One Hour Stress Plan</p>	<ul style="list-style-type: none"> - To low stress and focus the attention more wisely - To gain a sense of control and reducing the work list
<p>Activity 31 – Workplace mindfulness</p>	<ul style="list-style-type: none"> - To decrease stress - To improve workplace satisfaction
<p>Activity 32 – My dear Potato friend</p>	<ul style="list-style-type: none"> - A brown paper bag with potato - One potato for each participant - One potato for trainer
<p>Activity 33 – The Intercultural Bridge</p>	<ul style="list-style-type: none"> - This exercise is a game that simulates a situation where different cultures meet and within which it is necessary to develop cultural awareness in order to work together successfully. Typical feelings of insecurity are experienced. - The subsequent reflection with the help of the observer group makes it possible to work out successful and less successful communication strategies in dealing with different cultures.
<p>Activity 34 – Shake my hand friend!</p>	<ul style="list-style-type: none"> - This exercise is a game that simulates a situation where different cultures meet and within which it is necessary to develop cultural awareness in order to work together successfully. Typical feelings of insecurity are experienced. - The subsequent reflection with the help of the observer group makes it possible to work out successful and less successful communication strategies in dealing with different cultures.

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ANNEX I: ACTIVITIES

Chapter 1

Activity Name	Activity Description	Activity Link
Activity 1 – SSE (Social Sustainable Entrepreneurship) Presentation	<p>This activity is a resource-oriented activity for the benefit of the project, aimed at understanding the subject of social entrepreneurship and seeing the work done.</p> <p>Material: Projection, Laptop</p> <p>Duration of the activity: 15’</p> <p>Numb. Of people :16</p> <p>Suitable App: Powerpoint/ Google Slides</p> <p>Internet need: No</p>	<p>Link to activity</p> <p>Link to presentation</p>
Activity 2 - Introduction to the Entrepreneur Q&A	<p>The aim of this activity is to brainstorm how the theoretical part of the training will be applied, to develop ideas for understanding the basic needs in their own countries and to encourage the participants to think.</p> <p>Material: Paper to write questions and answers on. 1 black marker, 4 colored markers.</p> <p>Duration of the activity: 55’</p> <p>Numb. Of people: 16 participants</p> <p>TIPS AND TRICKS: No right or wrong answers.</p> <p>Suitable App: No</p> <p>Internet need:No</p>	<p>Link to activity</p> <p>Link to presentation</p>



<p>Activity 3 - SWOT activity (leader/workers)</p>	<p>The main aim of the SWOT activity is to identify the Strengths, Weaknesses, Opportunities and Threats (SWOT) of a particular business, project, or any other situation. The leader of the activity will guide the workers to brainstorm ideas, discuss and analyze the situation, and come up with realistic solutions to the identified issues.</p> <p>Material: Projection Laptop</p> <p>Duration of the activity: 60'</p> <p>Numb. Of people: 16</p> <p>Suitable App: Powerpoint/Google Slides</p> <p>Internet need: No</p>	<p>Link to activity</p> <p>Link to presentation</p>
<p>Activity 4 - Introduction on Teamwork</p>	<p>This activity focuses on the benefits of teamwork, the different skills needed and possible in teamwork, and how to build trust in a team.</p> <p>Material: Projectors and Laptops. Papers and pens to draw.</p> <p>Duration of the activity: 60'</p> <p>Numb. Of people: 16</p> <p>Suitable App: Powerpoint/Google Slides</p> <p>Internet need: No</p>	<p>Link to activity</p> <p>Link to presentation</p>



<p>Activity 5 - Team building</p>	<p>The main aim of the activity is to build the confidence of all team members in order to increase the effectiveness of the team.</p> <p>Material: Projectors. Laptops.</p> <p>Duration of the activity : 50'</p> <p>Numb. Of people: 16</p> <p>Suitable App: Powerpoint/Google Slides</p> <p>Internet need: YES</p>	<p>Link to activity</p> <p>Link to presentation</p>
<p>Activity 6 - A game for Defining Priorities</p>	<p>The main aim of the activity is to help youth understand the responsibility that comes with creating a business and being a leader. The activity aims to explain the importance of decision making and how it can affect the success of a business. It also helps to give youth a fun, interactive way to learn about the dynamics of creating a business.</p> <p>The aim of this activity was to give participants a perspective on that in a fun way as well as to improve several qualities of the participants. These qualities are:</p> <ul style="list-style-type: none"> -Decision making skills -Ability to prioritize -Helps in Risk analyses & risk management -Improves thinking abilities <p>Material: Pen and paper</p> <p>Duration of the activity :45'</p> <p>TIPS AND TRICKS: After doing it and sharing, discuss if they could only bring 5 of them the answer will be the same.</p> <p>Numb. Of people: 16</p> <p>Suitable App: No</p> <p>Internet need: No</p>	<p>Link to activity</p> <p>Link to presentation</p>



better their competitors. Each group have to answer to those questions:

How Long Are They On
The Market?

What
Products/Services They Sell?
How Do They Sell?
How Much They Sell?

What Are Their
Differentiation /Innovation Factors?

What Are Their
Strengths?
What Are Their Weaknesses?

4. If you want to get

deeper into the analysis, you can realize and fill in the “Michael
Porter's 5

Forces Model”, whose aim is to know deeper the competitor
and the industry you
work in. You can use two methodologies:

Create a poster
template following one of those [examples](#).

If you want to

increase the digital competition, you can use the platform
“Miro” and let the

youngsters fill the [template of the platform](#)
[Miro](#).

(Follow tip 2 for this step if
necessary).

5. At the end of the analysis, each group presents to the others
what

they have discovered and what they need to keep in mind in
order to have a good



business idea, as well as some difference from the initial idea of the business

to the one they had at the end of the analysis.

AIM of the Activity

To define a strategy for the analysis of the business competitive environment

- To know the competitors related to the business idea

- To introduce improvements and avoid mistakes during the process of creating a business idea

Duration: 90'/120'

Material:

-Markers/pens
- Scotch sticky tape

- Papers of different colors

- Big papers (2

posters with each group, the first for putting the word and the ideas of the beginning; the second to present the resume of the activity at the end)

- Printing "[External analysis for business idea](#)"

(2-3 for participant or 2-3 for group, depending on how trainer want to manage it)

- Printing "[Internal analysis for business idea](#)"

(2-3 for participant or 2-3 for group, depending on how trainer want to manage it)



	<p>Numb. of People:</p> <p>At least 10 people. The big group will divide into smaller ones (at least 4 people per group).</p> <p>Tips and Tricks:</p> <p>Tip 1:</p> <p>if you want to facilitate the process of business ideas and places where they take place, you can give them some options of companies and places as examples.</p> <p>Ex. of companies: restaurants, laundry, IT services, graphic designer, clothes shops... Ex. of places: can be big cities, specific suburbs, small cities, in different part of the country you belong.</p> <p>Tip 2: before filling the template of Michael Porter's forces, take a look at this briefly video to understand better each forces: The Explainer: The 5 Forces That Make Companies Successful Explanation of theory Porter's Five Forces Analysis of Netflix</p> <p>Practical example</p> <p>Suitable App: Google Maps</p> <p>Miró (in this case, the trainer needs to create a profile and create the template.)</p> <p>Internet Need: YES</p>	
<p>Activity 9: Let's look for a good business idea</p>	<p>Before realizing the activity, the trainer has to explain that a good business idea is related to a market analysis of the environment, because it answers to the needs of the population. Once this theoretic part has been explained, the trainer can go with the activity.</p> <p>1. Each participant writes in one word something that he/she likes to do or that he/she is good at (ex: cooking, ball, music, etc) and write it down on a piece of paper. Each person has to</p>	<p>Link to activity</p>



keep in mind why they choose this word, and after that each participant sticks the word in the big poster (poster number 1).

2. In each group all the participants share business ideas related to the word they have chosen. In this phase there's no limit for imagination and creativity, each participant expresses their idea and writes it down on a paper. After the brainstorming, each participant chooses two or three ideas that likes the most to work on in the next phase. In case you prefer to have the group to work as a whole, after the brainstorming of business ideas the group can choose two or three ideas in a democratic way and analyze together. Those ideas have to be written in a paper, and stick it under the original word from which the idea started.

3. In order to understand if the idea is good or not, the participants have to answer some questions related to the environment in which the business should take place (external analysis). Each business idea (2-3 ideas for each participant or for each group, depending on how the trainer wants to manage it) has to answer to different questions that are resumed in the **"Template external analysis"**. Participants have to answer the question with a YES or NO, the YES answers add value to the business idea, the NO don't sum up anything. Once all the questions have been answered, participants realize the calculation of the YES and the TOTAL VALUE of the business idea. The maximum score for business ideas is 115; the business ideas that have at least 80 points are good ideas to apply in the environment that participants choose. The most important question is the first one, without this yes it's not a good opportunity to take into consideration.

4. **Once all the business ideas have been analyzed**, the group chooses all the ideas that pass a minimum of 80 points and analyze them to an internal analysis, **related to the realistic possibilities of applying the business idea they thought. To do the internal analysis the group has to answer the questions resumed in the document "Internal analysis" (instruction on how to do it in the document).**

5. **The final decision** of the best business plan is the one with the highest score **that combines external and internal analysis, that means that there is a good environment to realize the business and the freelancer is in the right condition to realize the business plan.**



6. All groups present to the others a poster with the best idea, difficulties they have seen, weak points and strong points of the business ideas.

Aim of the Activity:

- To identify the viable business ideas in the real market;
- To identify the best business ideas according to the environment.
- To consider the needs of the customers when realizing a business idea

Duration:60'

Material:

- Markers/pens
- **Scotch sticky tape**
- **Papers of different colors**
- Big papers (2 posters with each group, the first for putting the word and the ideas of the beginning; the second to present the resume of the activity at the end)
- Printing "External analysis for business idea" (2-3 for participant or 2-3 for group, depending on how trainer want to manage it)
- Printing "Internal analysis for business idea" (2-3 for participant or 2-3 for group, depending on how trainer want to manage it)

Numb. of People: Different groups of 3/5 participants. It's important to have at least 2 groups, but if there are more is better (no more of 5-6 groups)

Tips and Tricks: It's important to underline that the business ideas that haven't passed the score test are not bad, but that the environment is not ready to welcome them, or that the freelancer is not ready to realize the business. Anyway the entrepreneur can strengthen his/her weak point in order to improve their competences.

Suitable App:

Google search Google maps

Internet Need: **YES**



Activity 10 – The fantastic sustainable fair

1. In the first part, the producers/sellers use the recycled materials to build up some products to sell.

There will be a table in one part of the room with all the needed materials to realize the products. This part is about creativity and building a product.

2. After 20/30 minutes, the sellers/producers have to use the furniture of the room to create a space where they will sponsor and sell their products.

3. Meanwhile the buyers think about their profile, who they are, how old they are, which needs they would like to cover. It's a good idea to have variety in the group of sellers (some old people. some young people...).

4. When the space of the sellers is ready, the exhibition starts with all the characteristics: products and services to sponsor and promote from sellers on one side, and customers who go around the room and listen to the sellers promoting their products/services.

5. At the end the buyers can decide to buy some products, only if some of their needs will be satisfied by the product. The trainer can help in the mediation of the sale transaction between buyers and sellers.

6. CONCLUSION AND DEBRIEFING

After the activity all the group observes the results and marketing strategy.

Many participants will recognize that they didn't take into consideration an important aspect, to investigate the needs, desires and tastes of the client in order to develop a proper marketing strategy. They need to think about the difficulties of staying in a limited market, personal competencies to negotiate and selling, if they fail or succeed.

Trainer should use those questions to lead the reflection time with the participants, from a customer point of view and from a seller's point of view:

- Why do you choose this product/service?
- What is the marketing strategy you use to sell the product/service?
- Do you ask the sellers the needs and tastes before realizing the product/service? Why do you negotiate on some occasions, and why don't in some other cases?
- Which are the reasons for failing / succeeding?
- What did you learn from the exercise?

- What can be improved in the marketing of sellers of those products?

Aim of the activity:

[Link to activity](#)



	<ul style="list-style-type: none"> - To identify the importance of the study of the market, its elements and behaviour; - To identify criteria to establish a marketing strategy. - To show abilities about selling and negotiation. <p>Duration: 60'/90'</p> <p>Material: Various recycled materials: magazines, CDs, bottles, cans etc.</p> <p>Scissors Colour pencils, markers Rubber</p> <p>Numb. of people: At least 15 people, who will be divided into two kind of groups:</p> <p>Producers/sellers: group of 4-5 (at least two groups) Buyers: group from 3 to 5 participants.</p> <p>Tips and Tricks: If you want to make the activity more complicated, you can add the money transaction as an extra part:</p> <ul style="list-style-type: none"> - Sellers needs to think about the price - Buyers can have a limited amount of money, some of them with more money than others. <p>Suitable App: NO</p> <p>Internet Need: NO</p>	
<p>Activity 11 - Empathy workshop - Who is my customer?</p>	<ol style="list-style-type: none"> 1. Each group will choose as an area of referent of the exercise one person that wants to be a customer of a business idea of the exercise "Let's Look For A Good Business Idea". 2. Read together the example of the empathy workshop in the Miro template. 3. Define your persona (5-10 minutes): imagine and build your persona with some information, give a name and gender. When you have the persona, establish the goals of this person, what she/he wants to accomplish and what motivates her/him; define the tasks she/he use to carry when facing the issue; write down the references (brands, tools, services and places) she/he has to perform these tasks. 	<p>Link to activity</p> <p>Link to Empathy map</p>



4. Empathy Map (10-15 minutes): once you have the persona, complete the empathy map and put yourself into the user's shoes to capture what she/he experiences: what does she/he see that matters; what does he/she hear and catch the attention; what does he/she say and do, the actions, research and questions; what does she/he feel about fears, frustrations, motivations.

5. Problems/needs (35-40 minutes): once you complete the previous two steps, divide the group into two. One of the team will define the needs of the persona: in order to achieve the goal, the persona need to....; the other group will define the issues team, what stops the persona to achieve the goal is.... Once the needs and problems are defines, all the group together try to:

- **Make groups of needs and problems**, by defining the topic in a few words.
- Vote for the **topic that seems more relevant** for the group. Each person put on a scale from 1 to 5 which are their most important topic in their opinion.

IMPORTANT: always consider the user's point of view.

6. Experience map (20 minutes): considering all the observations the group did before, the group build up the experience map by grouping the observations and following a chronological order.

7. Feedback to the entire group: all groups share briefly what they discover, suggestions they identify for the business and what they think about the activity.

Aim of the activity:

- To identify user needs
- To realize a user journey
- To understand the experience of a customer

Duration: 90'/120'

Material:

- One laptop for group to realize the workshop (in case of doing it online)



OR

- One poster with templates: in case of doing it with no laptop, trainer has to reproduce on paper the different templates of the Miro exercise
- Pencils
- Colours
- Post it of different colours

Numb. of people: At least 10 people, divided into groups of 4-5 people each.

Tips and Tricks:

- If the exercise seems too complicated for the group, you can skip the step 6 and ask the group to give you a general idea of the persona.
- If you want the group to focus on users of the same business, you

can create some basic information of the different persona (age, gender) of

each group and de (one group has a female young character; one group has a male

old character: one group has a teenager female character).

Suitable App: Miró - [Empathy Workshop Template](#)

Internet Need: Yes

Extra support: - [Icebreaker exercise.](#) // - [Ikigai: motivational work](#)



Chapter 3

Activity Name	Activity Description	Activity Link
<p>Activity 12 – Brainstorming and Starbursting (ME AND MY AREA)</p>	<p>Description: Each participant will receive a paper sheet and a pen in order to write their ideas and answer the questions:</p> <p>Each participant has to think about the area they come from, state it is specific about the area and what its needs are.</p> <p>What is specific about your area?</p> <p>What do you feel it needs?</p> <p>Participants will think and write their experiences if they have any, the abilities and their passions.</p> <p>What is your experience?</p> <p>What skills do you have?</p> <p>What are your passions?</p> <p>In order to start-up a business that the area needs, the participants will have to think about the capital and the opportunity.</p> <p>What good opportunities does the area offer?</p> <p>How does the capital look like?</p> <p>Discussion the results with the participants who present the paper sheets.</p> <p>Aim of Activity: To think and observe in themselves and in the area they come from, the abilities, needs and values in order to start up a business.</p> <p>Duration: 30'</p> <p>Materials: A4 paper sheets and pens</p> <p>Numb. of People: 20'-40'</p> <p>TIPS AND TRICKS: Keep in mind the community of the area because the community is a possible client.</p>	<p>Link to presentation</p>



	<p>SUITABLE APP: NO INTERNET NEED: NO</p>	
<p>Activity 13 – Presentation on community and youth (SETTING-UP YOUR BUSINESS)</p>	<p>Description: The 20-40 participants will be divided into groups of 5, which means there will be a maximum of 8 groups. In the bowl there will be 8 papers folded with 8 scenarios and each group will have to choose a paper from the bowl.</p> <p>Zone 1. Rural area with 4000 inhabitants, 30 km from the city. Access to electricity, water and wood. It has one City Hall, 3 churches of different religions, one medical surgery, a pharmacy, one pub, one school, one grocery store and a warehouse of construction materials, one police station. Public transport is 5 times a day by train and tram.</p> <p>Zone 2. Rural area with 1000 inhabitants, 15 km from the city. Access to electricity, water and gas. It has one City Hall, 2 churches of different religions, one police station, one medical surgery, a pharmacy, two pubs, one school, one grocery store and a butter factory. Public transport is 4 times a day by train.</p> <p>Zone 3. Rural area with 2000 inhabitants, 50 km from the city and 200m from the sea. Access to electricity, water and gas. It has one City Hall, 1 church, one police station, one medical surgery, two pharmacies, one pub, two restaurants, one bakery, one school, two grocery stores and a museum. Public transport is 5 times a day by train and by bus.</p> <p>Zone 4. Rural area with 300 inhabitants, in the mountains, 20 km from the city. Access to electricity, water and wood. It has one City Hall, 1 church, one medical surgery, one pharmacy, one school, one police station, one pub, one 3 star Hotel, one grocery store and a market. Public transport 2 times a day by train.</p> <p>Zone 5. Rural area with 200 inhabitants, 70 km from the city, at the shore of a delta. Access to electricity, water and wood. It has one City Hall, 1 church, one police station, one medical surgery, two pubs, one 4 star Hotel, one restaurant, one grocery store. Public transport is 4 times a day by train and by bus.</p> <p>Zone 6. Rural area with 100 inhabitants, 25 km from the city, on the mountains. Access to electricity and wood. It has one City Hall, 1 monastery, one medical surgery, one pub, one grocery store, and one police station. Public transport 4 times a day by train and 2 km walk.</p> <p>Zone 7. Rural area with 500 inhabitants, 5 km from the city. Access to electricity, water and gas. It has one City Hall, 1 monastery, one medical surgery, one pharmacy, two pubs, one event hall, one police station, one law office and one supermarket. Public transport 3 times a day by bus.</p>	<p>Link to presentation</p>



Zone 8. Rural area with 150 inhabitants, 35 km from the city. Access to water and wood. It has one City Hall, 1 monastery, one police station, one pub and the public transport 3 times a day by train.

The groups will have 20 minutes to think quickly, and answer the questions about what that area lacks and what it needs and to come up with a business idea for the area

Give reasons why the area might have strong/weak business development?

What do you think the area needs in order to develop more?

How does the situation from your area make you feel?

How can your business idea contribute and help the area to develop?

How can your business idea help the communities?

The groups will have to brainstorm, use their creativity and focus, use the star burning technique and answer the 6 questions:

Who?

What?

Where?

When?

Why?

How?

Will their business idea and product develop in the chosen area?

Each group will have 5 minutes to present the area, the business idea and the questions they answered to.

Aim of the Activity:

The aim is for the participants to work in groups and develop their social skills, working with others and be a team. The groups will use creativity and what they have learned so far and get to actually participate and have a look at the problems the communities and inhabitants are facing in the rural areas, the groups will also get to be the problem solvers. Thinking, identifying the problems and the needs, to be the problem solver, to work in a team, be creative, understanding, communicating in the team and communicating a business are important abilities for an entrepreneur.

- To work in group and develop social skills: team building

- To use creativity and previous knowledge to look at the problems and characteristic of the community

- To solve problem

- To develop communication skills





	<p>Duration: 150'</p> <p>Materials: A4 paper sheets and pens. Group work (40:5=8) Bowl</p> <p>Numb. of People: 20-40</p> <p>Tips and Tracks: Keep in mind the community of the area because the community is a possible client.</p> <p>Suitable apps:No</p> <p>Internet Need:No</p>	
<p>Activity 14 – Presentation on things people notice and want to solved on their rural village (MY HOME)</p>	<p>Description:Each participant will have to think about the area they come from and answer some questions:</p> <p>Each participant will make a list of what the area has, what it lacks, what it needs, describe the communities and the inhabitants, the relationship between the neighbors.</p> <p>What is specific about your area?</p> <p>What are your area’s needs? And how is their statement?</p> <p>How has the relationship between the communities from your area affected your physical or emotional health?</p> <p>Why do you think it happened?</p> <p>What decisions can you make regarding the community; is there any potential for business development?</p> <p>Each participant will have to think and come up with an idea about how that participant can change something in the area they come from.</p> <p>What exactly does it have to be changed in the area you come from?</p> <p>What are the changes you have seen in your area?</p> <p>How would you like the area to be?</p> <p>What can you do to help the area and the local communities to be as you would like to?</p>	<p>Link to stadistics</p>





	<p>The participants are encouraged to be creative.</p> <p>The participants will present their ideas.</p> <p>Aim of the Activity:</p> <p>To think, reflect and analyze To come up with an idea that, one day, could help their community and area. To realize a small market analysis</p> <p>Duration: 80'</p> <p>Materials:</p> <p>A4 paper sheets Pens</p> <p>Numb. of People: 20-40</p> <p>Tips and Tricks: Be creative, see the bigger picture.</p> <p>Suitable App: NO</p> <p>Internet Need: NO</p>	
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<p>Activity 15 – Presentation of SWOT Analysis (SWOT ANALYSIS)</p>	<p>Description: The 20-40 participants will be divided into groups of 10, or a lower number, in order to form 4 groups. There will be 4 paper sheets folded in the bowl, with four different domains of business. Manufacturing of textile product Hotels and other accommodation facilities Activities of libraries, archives, museums and other cultural activities Landscaping activities and services for buildings Each group will choose a paper from the bowl. The groups will get to decide on which company they will make a SWOT Analysis, but they have to keep in mind the activity domain they choose. The participants will fill the SWOT ANALYSIS TABLE given. The groups will have 10 minutes to prepare for the presentation.</p>	<p>Link to presentation</p>
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Presentation of groups, each group will get 20 minutes for presentation.

The participants will answer a few questions about the learning experience.

What did you learn from this activity?

How exited from 1 to 10 did you get during this activity?

Why is this activity important to you?

How will you use the SWOT Analysis in your future business ideas/projects?

Aim of the activity: The aim is for the participants to work with the tool, to work in groups, to make decisions internally in the group, be organized and to learn how to search for information using the internet.

- To teach participant to work with a SWOT tool
- To improve team building competences
- To improve the internal communication of the group
- To improve the researching and organizational skills

Duration:

30 minutes group work

20 minutes presentation of groups

10 minutes to prepare for the groups

10 minutes for discussion and answering the questions.

Material:

The SWOT Analysis printed paper sheets

A4 paper

Pens

Internet

Smartphones/Laptops

Bowl

Numb. of People: 20-40

Tips and Tricks: Try to be focused, simple, and write the key points

Suitable app: Any app suitable for information searching.

Internet Need: YES



**Activity 16 –
Presentation on
Business Model
Canvas**

Description:The participants will work in the same groups as for the “SWOT ANALYSIS” Activity, and they will have to develop a business model canvas for a business idea from the domain of activity they have chosen for the previous activity.

[Link to presentation](#)

Manufacturing of textile product

Hotels and other accommodation facilities

Activities of libraries, archives, museums and other cultural activities

Landscaping activities and services for buildings

The groups will have to think about a business idea for the domain of activity chosen.

The groups will have to fill in the sections from the business model canvas table.

Customer Segments – decide the customer segments, features, age, occupations, gender, demographics, etc

Value Proposition – how the business idea meets the customers’ needs and how the product/service answers the wants, needs and fears of the customer.

Revenue streams – how the brand brings money

Channels – the way the brand promotes itself (the value proposition) to the customer; how the value proposition gets to the customer.

Customer relationships – the relationship between the customers and the brand

Key Activities - what the brand does and what the brand’s activities are.

Key Resources - the resources the business idea needs in order to do the activities

Key Partners – the most important partners

Cost Structure – depending on the activities and resources, create a list with the costs



After filling in the business model canvas, the groups will be given 10 minutes each to present their business model canvas.

The participants will answer a few questions about the learning experience.

What did you learn today?

What aspects of making the Business Model Canvas concern you?

Why was it important for you to make the Business Model Canvas?

What would you say to your colleagues about the activity you participated in today?

Aim of the activity: The aim is for the participants to learn the creative way of developing a Business Model Canvas for a business idea. Another aim is to develop their abilities, group work, communication, be organized and to think quickly.

- To develop a creative thinking method
- To realize a Business Model Canva
- To improve team building competences
- To improve the researching and organizational skills
- To develop the competence of problem solving and quick thinking

Duration:

100 minutes

(60 minutes of group work – 40 minutes of presentation)

Material: The Business Model Canvas printed paper sheets (source: <https://www.businessmodelsinc.com/en/inspiration/tools/business-model-canvas>)

Numb. of People: 20-40

Tips and Tricks: Be creative and focused

Suitable apps: Any app they might need in order to research

Internet Need: YES



**Activity 17 –
Presentation 100
Venture tasks
(Organizing an idea
to launching) - 100
Venture tasks –
Organizing an idea
to launching**

Description:The 20-40 participants will be divided into groups of 4, that means in the end there will be a maximum number of 10 groups, using the following technique:

[Link to presentation](#)

Each participant will choose a paper from the bowl.

On each paper there will be the following written numbers 1, 2, 3, 4, 5, 6, 7, 8, 9, 10 and there will be 4 papers of each number in the bowl.

Every participant will extract one paper from the bowl

In the end, every 4 people will have the same numbers.

The groups will be formed from the participants that have the same number.

Each group will have to find 10 tasks for the process of creating a business. In the end there will be 100 tasks. The Business is a Coffee Bar.

Group 1: Mission and idea.

Group 2: Customer Segmentation.

Group 3: Products and service.

Group 4: Finding finance, investors and providers

Group 5: Finding a location and the utilities, facilities

Group 6: Costs of resources

Group 7: Designing the location

Group 8: Producing

Group 9: Marketing

Group 10: Delivering the products/service

Aim of the Activity: The aim of the activity is to work in groups, organize and fill in the sections for 100 tasks regarding organizing a business from the idea to launching.

- To develop team building skills.



	<ul style="list-style-type: none"> - To improve critical thinking and practical skills. - To pass from the theory part of an idea to a practical one <p>Duration: 120 minutes</p> <p>Material: A4 paper sheets Pens A bowl</p> <p>Numb. of People: 20-40</p> <p>Tips and Tricks: Be creative</p> <p>Suitable apps: NO</p> <p>Internet Need: YES</p>	
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Chapter 4

Activity Name	Activity Description	Activity Link
<p>Activity 18 – How to design a logo, Step 1: Discover</p>	<p>Description:</p> <p>Ask</p> <p>Why do you want and/or need a new logo? What’s the catalyst for this design?</p> <p>What is the meaning/story behind your company name?</p> <p>Who are your target audiences? Who are your main competitors?</p> <p>What are your goals for this new logo? How will “success” be measured?</p> <p>Who are your 3-5 top brand “role models?” Who’s look and feel do you admire?</p>	<p>Link to activity</p>



	<p>What do you want people to feel when they see your logo?</p> <p>What are the values you wish your brand to express?</p> <p>What are the unique characteristics of your brand’s personality?</p> <p>What will be the main use-cases of the logo/visual system? Social? Website? T-shirts?</p> <p>Context matters!- Any special requests or must-haves included in the design? If a visual refresh, anything to maintain from the previous iteration?</p> <p>Aim of the activity:The goal is to have a solid understanding of who your company/organization is, what you believe in, what you want to accomplish and how you want to get there</p> <p>Duration: 30’</p> <p>Material: Paper to write, markers, flipchart</p> <p>Num. of People:30</p> <p>Tips and Tricks: Brainstorming</p> <p>Suitable Apps: NO</p> <p>Internet Need: NO</p>	
<p>Activity 19 – How to design a logo, Step 2: Explore</p>	<p>Description: Start simple by googling basic design principles. Read up on the fundamentals like style, color, and typography.</p> <p>Discover which color will elicit the feelings you want from your audience.</p> <p>Once you’ve got a handle on the basics, start gathering intel. Look first to your immediate competitors, then to your broader industry. Don’t just look at logos. Experience the entire visual system by observing brands across multiple channels, ie. website, different social media networks, etc. Take notes. What elements stand out to you, both good and bad?</p>	<p>Link to activity</p>





Create a mood board to collect all the images, designs, color combinations, photos, illustrations and yes, logos, you felt drawn to, and represent the look and feel you want for your brand identity.

Aim of theActivity:

This is the research phase. Essentially, you'll be turning your focus outward to encounter and explore design out in the world. Your goal here is twofold: Get educated and get inspired. Essentially, you'll be turning your focus outward to encounter and explore design out in the world. Your goal here is twofold: Get educated and get inspired.

Duration:45'

Material: Laptop, paper

Numb. of People: 10

Suitable App: Google, Pinterest

Internet Need: YES

Activity 20 – How to design a logo, Step 3: Design

Description: Make connections. Consider your company or organization's name, and write down as many related words you can think of.

[Link to activity](#)

Think figuratively. This is where the questions in the "Discover" phase come into play. Consider how you want your audience to feel, or what message you want to convey. Are there any symbols that come to mind?

Go literal. Just don't be afraid to play around with it. Put a unique spin on it. Try combining a literal symbol with something more figurative.

Get weird. At this stage, there are no rules. Think as far outside the box as you want. As the saying goes, that's often where the magic happens. Don't question if something makes sense. It could be the key that unlocks the winning idea.

Generate, evaluate, repeat. Do this as many times as you need to narrow down your options. Most designers go through multiple rounds before they get to the good stuff. Iteration is the name of the game. And don't forget to tap a friend for help. Sometimes you just need fresh eyes to get you unstuck.



	<p>You should end up with at least one logo design to evaluate. It's also common at this stage to have two or three logos to choose between.</p> <p>Aim of the Activity:</p> <p>Take all the considerations and inputs from the first two phases and start generating some logo designs.</p> <p>Duration: 60'</p> <p>Material: Adobe Illustrator, Google Fonts</p> <p>Numb. of People: 10</p> <p>Tips and Tricks: No</p> <p>Suitable App: Adobe Illustrator, Google Fonts</p> <p>Internet Need: YES</p>	
<p>Activity 21 – How to design a logo, Step 4: Refine</p>	<p>Description:</p> <p>Evaluate your designs by asking yourself these questions:</p> <p>What makes a great logo?</p> <p>Where will you use this logo?</p> <p>Consider both your primary use-cases—like your website or social media profiles—as well as your secondary use cases, like printed marketing materials, recruitment and event banners, etc.</p> <p>Don't stop at considerations. Mock it up on the various backgrounds to make sure the image, words and overall message translate across every medium. Any logo mark should be effective at many sizes, but small, digital applications are critical.</p> <p>Consider whether or not you see your logo lasting you 5, 10, 15, even 20 years from now.</p> <p>consider the logo in the context of your entire visual identity. This might need to be an additional exercise. Take the various elements of your logo design, like colors, fonts and styles, and see how you might be able to incorporate them elsewhere in your use-cases.</p>	<p>Link to activity</p>





	<p>Finally—and one of our designers was quite emphatic about this—make a single-color, black and white version of your logo and make sure it can be reversed on dark colors</p> <p>Aim of the Activity: If you ended the last phase with several different options, now’s the time to narrow down. Already have a final choice? Great! Let’s put it to the test .</p> <p>Duration: 45’</p> <p>Material: Laptop, pencil, paper</p> <p>Numb. of People: 10</p> <p>Tips and Tricks: No</p> <p>Suitable apps:No</p> <p>Internet need: No</p>	
<p>Activity 22 – How to design a logo, Step 5: Define</p>	<p>Description: Consider any guidelines you may have about your logo’s size, color, layout, treatment, positioning, orientation, etc.</p> <p>Some questions to ask yourself:</p> <p>Are there only certain color backgrounds your logo should be placed against?</p> <p>Aim of the Activity: it’s important to define a set of rules and guidelines for how to treat your logo</p> <p>Duration: 30’</p> <p>Material: Paper, markers, pencil</p> <p>Numb. of People: 10</p> <p>Tips and Tricks: NO</p> <p>Suitable apps: NO</p> <p>Internet Need: NO</p>	<p>Link to activity</p>
<p>Activity 23 – Brainstorming</p>	<p>Description:</p>	<p>Link to activity</p>



Digital Business Solution

1. Define the business: Choose a type of business that you would like to digitize. It can be any type of business, such as a restaurant, retail store, or consulting firm.

2. Identify the challenges: Think about the challenges the business faces when it comes to digitization. For example, the business might have difficulty managing customer data, or might need help with online ordering and payment processing.

3. Research existing solutions: Look for existing digital business solutions that address the challenges you identified. You can use search engines, online marketplaces, or business directories to find these solutions.

4. Brainstorm new ideas: Based on the challenges you identified and the solutions you found, start brainstorming new ideas for digital business solutions. Think about ways to improve upon existing solutions, or come up with completely new ideas that can help the business.

5. Evaluate the ideas: Once you have generated a list of ideas, evaluate each one based on its feasibility, potential impact on the business, and overall value. Choose the best ideas to pursue further.

6. Develop a plan: With the best ideas in hand, develop a plan for implementing them. This might involve hiring developers, partnering with a technology company, or using a no-code platform to build the solutions.

7. Implement the solutions: Put the plan into action and start implementing the digital business solutions. Test and refine the solutions as needed, and monitor their impact on the business over time.

Aim of the Activity: To generate ideas for applications that can help digitize a business.

Understanding of how digital business solutions can help improve efficiency, streamline processes, and increase revenue for a business.

Duration: 60'

Material: Pen and paper or a computer for taking notes

Numb. of People: 10



	<p>Tips and Tricks: NO</p> <p>Suitable apps: NO</p> <p>Internet Need: NO</p>	
<p>Activity 24 – Social Media Strategy Presentation</p>	<p>Description: Introduction: Begin the presentation by introducing yourself and your topic. Explain the importance of social media use in entrepreneurship, and highlight some of the benefits, such as increased brand awareness, customer engagement, and sales.</p> <p>Importance of Social Media: Use statistics and examples to show the impact of social media on businesses. Explain how social media platforms have transformed the way businesses interact with customers and how businesses can benefit from this trend.</p> <p>Target Audience: Explain the importance of understanding your target audience, and how to use social media to reach them. Discuss how to identify your target audience, and how to tailor your social media messaging to speak directly to them.</p> <p>Social Media Platforms: Discuss the various social media platforms available, and their unique features and benefits. Help entrepreneurs understand which platforms are best suited to their business, and how to effectively use them.</p> <p>Content Strategy: Explain the importance of a content strategy, and how to develop one. Discuss the different types of content, such as text, images, and videos, and how to use each effectively on social media.</p> <p>Engagement Strategy: Discuss the importance of engaging with customers on social media, and how to develop an engagement strategy. Provide examples of how to respond to customer inquiries and complaints on social media, and how to use social media to build customer relationships.</p> <p>Analytics and Metrics: Explain the importance of analytics and metrics, and how to track and measure social media success. Show entrepreneurs how to use social media analytics to understand their audience and make data-driven decisions.</p> <p>Conclusion: End the presentation by summarizing the key points, and encouraging entrepreneurs to take action by developing a social media strategy for their business.</p>	<p>Link to activity</p>





	<p>Aim of the Activity: To communicate the importance of social media use in entrepreneurship and how to develop a social media strategy.</p> <p>Material: Computer with internet access, presentation software (such as PowerPoint or Google Slides), and a projector or large screen to display the presentation.</p> <p>Duration: 60'</p> <p>Numb. of participants: 10</p> <p>Tips and Tricks: No</p> <p>Suitable apps: No</p> <p>Internet need: Yes</p>	
<p>Activity 25 – Digital Adoption Platform Assessment</p>	<p>Description: Define the business need: Start by identifying a specific business need that requires a digital adoption platform, such as onboarding new employees, training staff on new software, or improving customer engagement.</p> <p>Research potential platforms: Use search engines and online marketplaces to identify potential digital adoption platforms that can address the business need you identified. Create a list of platforms to assess.</p> <p>Assessment Criteria: Define a set of assessment criteria that will help you evaluate and compare the different platforms. Some example criteria might include ease of use, customization options, pricing, customer support, and integrations with other software.</p> <p>Rate the platforms: Use the assessment criteria to rate each platform on a scale of 1-5, with 1 being the lowest score and 5 being the highest. You can use a pen and paper or a spreadsheet to record the assessment results.</p> <p>Analyze the results: Once you have rated all the platforms, analyze the results to identify the strengths and weaknesses of each platform. Compare the scores to determine which platform is the best fit for the business need you identified.</p> <p>Select the platform: Based on the assessment results, select the digital adoption platform that best meets the needs of the business. Take into consideration factors such as budget, functionality, and</p>	<p>Link to activity</p>



	<p>ease of implementation.</p> <p>Implement and Evaluate: Once you have selected a platform, implement it and evaluate its effectiveness in addressing the business need. Monitor the platform's performance over time, and make adjustments as needed to ensure that it continues to meet the needs of the business.</p> <p>Aim of the Activity: To assess and choose the best digital adoption platform for a specific business need.</p> <p>Material:</p> <p>Duration:60'</p> <p>Numb. of Participants: 10</p> <p>Tips and Tricks: No</p> <p>Suitable Apps: No</p> <p>Internet Need: Yes</p>	
<p>Activity 26 – Digital Marketing Plan</p>	<p>Description: Choose the product or service that you want to market.</p> <p>Research the target audience, competitors, and market trends related to the product/service.</p> <p>Identify the digital channels that can be used to reach the target audience (e.g., social media, email marketing, content marketing, paid advertising).</p> <p>Create a marketing budget based on your research.</p> <p>Develop a digital marketing plan that includes:</p> <ol style="list-style-type: none"> Specific goals and objectives for the marketing campaign Target audience personas Marketing messaging that resonates with the target audience A content calendar outlining the content and messaging for each channel A budget breakdown that allocates resources to each channel Metrics for measuring the success of the campaign <p>Present your digital marketing plan to the group or explaining your research and strategy.</p>	<p>Link to activity</p>



Aim of the Activity: To develop a digital marketing plan for a product/service

This activity will help understand the key components of digital marketing and how to develop a plan that aligns with your goals and target audience. It will also help develop important skills such as research, data analysis, and presentation skills

Material: Computer with internet access and a pen and paper

Duration:60'

Numb. of Participants: 10

Tips and Tricks: NO

Suitable Apps: NO

Internet Need: YES

Extra support: [Targeting \(plane methapor\)](#)



Chapter 5

Activity Name	Activity Description	Activity Link
<p>Activity 27 – What does goal mean?</p>	<p>Description: 1. As an ice-breaker divide the group into 4 smaller groups. Each small group will do a noise:</p> <ul style="list-style-type: none"> - First group rub their hands together - Second group snap their fingers continuously - Third group hit their thighs with hands - Fourth group stomp their feet <p>Trainer counts till three and asks them to make noise, after 30 seconds the trainer makes them stop, and ask “Did we accomplish anything in this activity? Did we have a goal?”. Students should respond negatively, the trainer explains that having a goal can help ensure that they accomplish what is important to them.</p> <p>2. After the noisy activity, the trainer asks the participant to define what “goal” means. After a brainstorming, read the definition of goal in your own language.</p> <p>3. Participants repeat the first part of the exercise with noise, but with the goal of making the sound of a rainstorm. Remind each group the assigned sound. Tell students that when you point to groups one, two, three, and four, in that order, each group is to begin making its noise and continue doing so. Explain that when you next point, in reverse sequence, to groups four, three, two, and one, each group will stop making its noise. In other words, point to each group in succession, so that the noise builds and sounds like a rainstorm. Then reverse the order, so it sounds as if the rain is dying down.</p> <p>4. Let’s take a debriefing time and ask participants what they accomplish. Lead participants to recognize that having a goal helped them in focusing and making sense out of something that didn’t make sense at the beginning.</p> <p>This is a metaphor to share with students: having goals for what they want to accomplish in life can help them stay on track and make sense of activities they undertake.</p> <p>Aim of the Activity:</p> <ul style="list-style-type: none"> - To define what goal means - To understand the reason to define goal 	<p>Link to activity</p>



	<p>Material: -</p> <p>Duration: 20'</p> <p>Numb. of Participants: No limit</p> <p>Tips and Tricks: NO</p> <p>Suitable apps: NO</p> <p>Internet Need: YES</p>	
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**Activity 28 –
That’s a smart
goal, and you can
do it**

Description:

1. Do the activity “What does goal mean” as an ice breaker and warm up of the activity.

2. After that we want the participants to think deeply about their own goals. Take a reflection moment: put some relaxing music, make the participants to close eyes and concentrate on themselves, lead this moment with words and ask them:

What can I do for my career?

What can I do for my education?

What can I do for my leisure time?

What can I do for my family?

What can I do for my possessions?

What can I do for my home?

After a few minutes of thinking, the trainer gives to each participant the template “My personal goals” and asks them to write down what they would like to accomplish.

3. The trainer asks each participant to share at least one goal, and this is written in the poster “our goals”. Now the topic to talk about is the identification between realistic and unrealistic goals, because not achievable goals can lead to lack of motivation, at the same time an extremely easy goal makes you bored. Make them thinking by classifying as realistic or no realistic the following goals:

- A 14-year-old girl, interested in science, sets a goal to become a veterinarian.
- A high school senior who hasn’t worked or saved any money wants to travel during the summer after graduating from high school.
- A school principal wants all graduating seniors to go to college.

In this part of the debriefing, trainer reflect with participants about the time frame attached to a goal: any long term goal should specify a time frame to achieve the goal.

[Link to activity](#)

[Link to your way](#)





4. Participants have to classify their goals into different categories. They can use colors to make the distinctions, so they make Ncircle/underlined their goals in the sheet following this scheme:

- GREEN: realistic goal
- ORANGE: unrealistic goal
- PURPLE: long term goal
- BLUE: short term goal

5. Trainer asks the students some examples of their short and long term goals. Trainer takes one long term goal as an example, and asks them if it can be broken into short term and medium-range goals, and that is important on one side to summarize the process of a goal, and on the other side to be specific on a short term basis.

6. The previous step leads participants to the concept of stepping-stone goal: the things that a person needs to do now or soon are stepping-stone goals that help in reaching realistic goals in realistic periods of time. So goals can be divided into:

- SHORT TERM GOAL: to be achieved in a short time frame (now, today, few months). They can be step for the medium or long goals
- MEDIUM RANGE GOAL: to be achieved between a month and a year.
- LONG-TERM GOAL: to be achieved in the future, a few years from now or when you are older.

7. After this reflection time, trainer distributes to each person the "On your way" sheet. Participants choose one realistic goal from the first sheet (the trainer checks if it can be realistic) and from there participants go backtrack and decide what goals need to be accomplished just before achieving the long term goal, this part is the part before the last box.

Participants work by backtracking and identify all the medium and short goals to realize. At the end it will be easy to see that everything starts with a simple task.

8. Trainer shares with students that what they realized is the beginning of an action plan, and that a complete plan includes some kind of timeline. Participants now revisit the stepping stone goals and



	<p>set deadlines. Trainer reminds us to be realistic, to complete each step on time and continue until the long term goal is achieved.</p> <p>9. The final debriefing wants to resume all the concepts that have been touched in the session, such as:</p> <ul style="list-style-type: none"> - Set positive and realistic goals. - Choose realistic goals: they are the ones that can be achieved, they should not be too easy nor too hard. - Stepping-stone goals: help to achieve long-term goals. <p>Aim of the Activity:</p> <ul style="list-style-type: none"> - To identify the importance of having goals. - To recognize realistic and unrealistic goals. - To identify goals as short, medium and long term. <p>Material:</p> <ul style="list-style-type: none"> - Papers: print one copy of “My personal goals” for each participant - Poster “OUR GOALS”: trainer write one goal for each participant - Pens and colors - Speaker and music (optional) <p>Duration: 60’</p> <p>Numb. of Participants: No limit</p> <p>Tips and Tricks: - Suggesting to review the goals after a period of time, checking if deadlines are been respected, how they should change the plan</p> <ul style="list-style-type: none"> - Ask to participants what they do in daily life to reach goals - Asking participants app or instrument that help in establishing goals <p>Suitable Apps: To search and discuss potential app to use with participants</p> <p>Internet Need: No</p>	
<p>Activity 29 – The fantastic injustice</p>	<p>Description: 1. The participants are divided into 5 groups, and the mission they have is to make a poster to celebrate a holiday, season of the year or any occasion (mothers day, women international day...). All groups have to:</p> <ul style="list-style-type: none"> - represent the same holiday or occasion 	<p>Link to activity</p>



- receive a bag of supplies. They can use just their own bag, they cannot borrow supplies from others.

- complete the poster in **20/25 minutes** and after show it to the rest of the groups.

2. Trainer has the bags of supplies in view for all to see, and gives to each group the bag without commenting on the content. If participants ask why the contents are different, just say that these are the supplies available for your group.

3. Groups start realizing the poster, when there are 5 minutes to the end the trainer gives a 5 minute warning. When the time is up, the trainer asks the participants to put their supplies into their bags.

One at a time trainer calls each group to the front and asks them to present their poster.

When all groups have completed their presentation, engage the group in a discussion about the activity. Those questions can help you in leading the activity:

1. How did you feel when you noticed that some people had more materials than you did?

2. How did you feel when you noticed that some people had fewer materials than you did?

3. In what ways did resources affect your project?

4. How would you have felt if I had judged your final products for a prize or for a grade? Would that be fair? Why or why not?

5. If other people saw your posters and were asked to pick the most talented students in the room, whom would they say? Would these posters necessarily be a fair assessment of what all of you can do?

6. Why do you think I set up this activity this way?

7. In what other situations do people have advantages over others? (Provide some examples to prompt the class.)

8. Is it important to consider individual circumstances and opportunities before judging a person's capabilities? Why or why not?

Aim of the Activity:

To examine people's attitudes towards

To examine expectations of people with different economic background

To reflect about access to labor market

Duration: 45'

Material:

- 5 large sheet of poster papers

- Five different bags, one for each group, and each of them with different material:

- BAG 1

Regular pencils



	<p>One colored pencil - BAG 2 Regular pencils Colored pencils Crayons Assorted colored paper BAG 3 and 4 Regular pencils Colored pencils Crayons Assorted colored paper Scissors Colored markers Glue BAG 5 Regular pencils Colored pencils Crayons Assorted colored paper Scissors Colored markers Glue Tape Glitter Ribbons Stencils Anything you want to add</p> <p>Numb. of People: 15/25 people: 5 groups, between 3-5 people each</p> <p>Tips and Tricks: Try to translate this context to the professional areas, how and where you can see injustice in the professional world.</p> <p>Suitable Apps: No Internet Need: No</p>	
<p>Activity 30 – One Hour Stress Plan</p>	<p>Description:</p> <ol style="list-style-type: none"> 1. Give to the participant a paper and pen and ask them about their to do list at the moment 2. Ask participants to write a list of everything urgent they must do. 3. Ask participants to spend 10 minutes focusing on as many fast, small tasks as possible. Tick or cross them off as they go. 	<p>Link to activity</p>



	<p>4. Ask participants to spend 20 minutes focusing on the most challenging task without interruption (ignore emails, calls, etc.)</p> <p>5. Take a break for 10 minutes</p> <p>6. Ask participants to repeat the process starting at step 2, with the new shorter list of activities</p> <p>This activity allows one to gain a sense of control as well as reduce the work list, which helps in lowering the stress and focus the attention more wisely.</p> <p>Aim of The Activities:</p> <ul style="list-style-type: none"> - To low stress and focus the attention more wisely - To gain a sense of control and reducing the work list <p>Duration: 60'</p> <p>Material: Papers- Pens</p> <p>Numb. of Participants: No limits</p> <p>Tips and Tricks: -</p> <p>Suitable apps: No</p> <p>Internet Need: No</p>	
<p>Activity 31 – Workplace mindfulness</p>	<p>Description: Put the group together, create a relaxing atmosphere in order to have a suitable place to think. Give to each participant a paper and pen and make them thinking about different topic:</p> <ul style="list-style-type: none"> - INTENTION: each participant thing about their goals and aspirations for work, the question they ask themselves are: <p>What is most important to you?</p> <p>What do you value most?</p> <p>How might you be able to move more towards your values?</p> <p>Once they think that, they have to write down some new, realigned, short term and long term goals</p> <ul style="list-style-type: none"> - ATTENTION: each participant think about how much attention they are giving to work, the question leading the thinking time are: 	<p>Link to activity</p>



	<p>Where is your balance between work and home life?</p> <p>Are you lacking focus and attempting to multitask?</p> <p>Once they do that, participant write down the tasks they need to focus on tomorrow, without distraction</p> <p>- ATTITUDE: a workplace of kindness, compassion and curiosity is less stressful and more conducive to growth. Think about:</p> <p>How could you make this happen?</p> <p>Participants write down some immediate steps they could take tomorrow to improve the environment for themselves and others.</p> <p>Aim of the activity:</p> <ul style="list-style-type: none"> - To decrease stress - To improve workplace satisfaction <p>Duration: 45'</p> <p>Material: - Papers - Pens</p> <p>Numb.of participants: No limits</p> <p>Tips and Tricks: -</p> <p>Suitable apps: No</p> <p>Internet Need: No</p>	
<p>Activity 32 – My dear Potato friend</p>	<p>Description:</p> <ol style="list-style-type: none"> 1. Trainer chooses one potato and realize the demonstration, by holding the potato and say: ““I have a potato here. I don’t know about you, but I’ve never thought that much about potatoes. I’ve always taken them for granted. To me, potatoes are all pretty much alike. Sometimes I wonder if potatoes aren’t a lot like people.”. 2. The brown paper with potato is passing through the participants, who take one potato each. The trainer tells the participants to examine your potatoes, get to know its bumps, scars, and defects and make friends with it for about one minute or so in silence. <p>Get to know your potato well enough to be able to introduce your ‘friend’ to the group.</p>	<p>Link to activity</p>



3. After a few minutes, the trainer as an example shares a story about potato and how it got it bumps. After that, invite the rest of participants to do the same, and share a story about their own potato.

Trainer asks several participants to introduce the potato, it doesn't have to be all the group.

4. Once the stories have been shared, the trainer passes the brown bag through participants and asks them to put back their potato friend.

5. DEBRIEFING DISCUSSION TIME

Trainer takes advantage of this activity to start a debate. The trainer can start by sharing this thought: "Perhaps potatoes are a little like people. Sometimes, we lump people of a group all together. When we think, 'They're all alike,' we are really saying that we haven't taken the time or thought it important enough to get to know the person. When we do, we find out everyone is different and special in some way, just like our potato friends."

6. Trainer asks to think about groups in different situations, such as school or community. Some people/categories the participants can think of are:

people of a certain religion

people in special education classes

people from a certain racial or ethnic group

people who live in rural settings

people who live in the city

girls

boys

The discussion should follow those questions:

1. When we lump everyone from the same group together and assume they all have the same characteristics, what are we doing? What is this called?



	<p>2. Do you know a lot of people from the groups we tend to lump together? Do they all fit the stereotype?</p> <p>3. Why are stereotypes dangerous?</p> <p>Aim of the Activity: To help eliminate stereotyping and recognize the uniqueness of each individual.</p> <p>Duration: 30'</p> <p>Material:</p> <ul style="list-style-type: none"> - A brown paper bag with potato - One potato for each participant - One potato for trainer <p>Numb of participants: At least 8 people</p> <p>Tips and Tricks: - Suitable Apps: No Internet Need: No</p>	
<p>Activity 33 – The Intercultural Bridge</p>	<p>Description:</p> <p>Preparation phase:</p> <ul style="list-style-type: none"> - Introduce the scenario to the learners, distributing the role cards to the observers, the experts and the Veram people and give them 20 minutes time for the preparation phase. After the 20 minutes preparation phase, ask the group to meet and start the bridge-building session. - The groups prepare themselves separated from each other by means of their role instructions. The aim is for the members of the Veram culture to learn a particular bridge-building technique from the experts. Both groups speak the same language but the members of the Veram culture have different communication habits (explained in the role instruction), which are not known to the experts. The group of people from Veram needs to study their communication habits. The group of experts needs to study the bridge-building technique described in the role instructions during the preparation phase. <p>Playing phase:</p>	<p>Link to activity</p>



- The groups will have 30 minutes to show the bridge-building technique to the people of Veram. After 30 minutes the game will be stopped even if the goal has not been achieved. If the goal is achieved earlier, you can stop it earlier.

Debriefing phase:

Each group is asked to describe their feelings in the game from the respective position. The observer group can give feedback from an outside perspective. The trainer works together with the group to extract the most important findings from the game, such as:

- Especially in an intercultural context it is important not only to concentrate on the pure factual level (task orientation), but also to deal with the “how” of communication.
- For communication to succeed in an intercultural context, adaptation is necessary in the form of mutual “negotiation” of the rules of communication.
- Less successful is a strategy where both groups insist on one’s own habits, this can even lead to breaking up the interaction.
- If communication in an intercultural context does not succeed, this often leads to the degradation of the other group (e.g. “they are rude / limited”) The exercise helps to reflect on their own way of dealing with cultural differences.

-It can be highlighted that intercultural conflicts arise most of the time from the way we interpret “the other” than from the differences themselves.

Aim of the activity: - This exercise is a game that simulates a situation where different cultures meet and within which it is necessary to develop cultural awareness in order to work together successfully. Typical feelings of insecurity are experienced.

- The subsequent reflection with the help of the observer group makes it possible to work out successful and less successful communication strategies in dealing with different cultures.

Duration: 1h 30m/ 2h

Material:

- Handout bridge building role cards[8]



- 3 rooms
- Paper
- 3 scissors
- 3 pens
- 3 rules

Numb. of participants: Minimum 12 people, who are divided into three groups:

- A group of **engineers/experts** in bridge building from your home country
- A group of members of the **people of Veram**
- A group of **observers**

Tips and Tricks: 1. In order to achieve the common goal (to build the bridge) successfully, both sides have to make adjustments. The cultural “codes” must first be understood before communication is even possible. Do not help to find this out but make the culture clash happen!

[Link to cards](#)

2. Suggestions for the debriefing questions can be:

- How did you feel during the game? (Start with the experts and then go on with the Veram people)
- Why was the communication difficult?
- Who caused the difficulties?
- What did the observers perceive?
- What kind of real-life situations are similar to the situation in the game?
- How could frustration have been avoided?

3. Usually, the groups tend to stick to their own rules and have a lot of difficulties to be flexible. They often focus on the tasks instead of on the “how” of communication. When the other group does not “function” and does not do what they expect, there comes up a lot of frustration and sometimes participants also give comments like “They are so stupid” or “They are impolite”. You as a trainer can work



	<p>on where these feelings come from and how they could have been avoided.</p> <p>Suitable apps: No</p> <p>Internet need: No</p>	
<p>Activity 34 – Shake my hand friend!</p>	<p>Description:</p> <p>- Divide the group in half with each half standing, facing the other half.</p> <p>- Each person should greet the person standing across from him with a firm handshake.</p> <p>- Each person should say, “Hello” and introduce himself to the person across from them saying, “My name is...”.</p> <p>- The person being addressed should counter with, “Hello, _____. It is a pleasure to meet you.”</p> <p>- After the greeting, critique each other’s handshakes.</p> <p>- After the exchange has taken place, one line should move one person down and repeat the activity.</p> <p>Aim of the activity: To be comfortable with different types of hand sizes and different methods of shaking hands.</p> <p>Duration: 15’</p> <p>Material: No material needed</p> <p>Numb. of participants: No limit</p> <p>Tips and Tricks:</p> <ol style="list-style-type: none"> 1. Trainer can suggest to some people to exaggerate some handshaking: really firm, or really soft, or extremely smiling, serious face. 2. Ask people what they felt and the communication was given to them thought the exercise. 3. How should be a perfect handshaking? <p>Shake hands firmly but don’t squeeze too hard.</p>	<p>Link</p>



	<p>It is typical to give two pumps.</p> <p>Match the strength of the handshake with the person whose hand you are shaking.</p> <p>Look the person in the eye.</p> <p>SMILE</p> <p>Suitable apps: No</p> <p>Internet need: No</p>	
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Extra support: [The necessary soft skills for Job Market](#) // [Peer Sharing](#) //

[Silhouette](#) // [About myself](#)



ANNEX II: Commune of Ghioroc Research, Arad



Local business entrepreneurs responded in the following way:

D.N. - local entrepreneur, Minis Hairdressing Salon.

How did you come up with your business idea to set up a hairdressing salon in Minis?

D.N. : "I was young, I finished high school and I didn't go to college, but I chose post-secondary education, beautician department. I didn't like it and I switched to hairdressing. After finishing school in 1997, I got a job in the commune and I worked as a hairdresser at home. I decorated a small place in the garage and after work, I worked at home as a hairdresser. After that, it became harder for me with both work and hairdressing and I resigned and dedicated my time just to hairdressing. After I got married, I built the salon in the same location as it is now. I invested my own money together with my husband and I built it from scratch. After a while, we expanded and offered cosmetics as well. Now, after 25 years, I can say that I have everything I need and I like it. I would just have to change the design and install photovoltaic panels to make it more sustainable, to not use electric water heaters for hot water, at least in the summer. My mother dreamed of being a hairdresser, but when she was young she didn't have the opportunity and somehow she lived her dream with me. I have always loved hairdressing, but as the years have gone by I feel it has become my passion. I feel happy at the salon with clients, socializing and creating something beautiful. I feel very happy when the client is happy and likes how I did her hair and she recommends me to others. (D.N., personal communication, January 18, 2023).

Have you encountered any challenges in setting up/developing your business?

D.N. - Yes, it was very difficult for me. At first, I wanted to do hairdressing in the city, but my mentor recommended me to do it in my rural area in Minis, and she was right because I got my clients quickly. I had difficulties because of the community: at the beginning not everyone was happy that I was doing hairdressing and they sent authorities to check on me to find a reason to close down. Another difficulty I had was finances. I didn't have financial resources except for my personal money

157

which I invested and reinvested. In the beginning my mother bought me a pair of scissors from the Russians for 25 lei and I cut a German gentleman's hair. He liked the way I cut his hair and offered me the hair cutting sets and lots of tools which he bought second hand in Germany. That's how we started. (D.N., personal communication, January 18, 2023).

A.B. - local entrepreneur, Exquisit Pharmacy

How did you come up with your idea to set up a pharmacy in Ghioroc?

A.B.: "I didn't have a particular idea, I grew up in a pharmacy somehow, my mother was a nurse. I was a pharmacist at the pharmacy in Ghioroc but I never thought I would have my own pharmacy." (A.B, personal communication, January 17, 2023).

Have you encountered any challenges in setting up/developing your business?

A.B: "I didn't face any difficulties or obstacles. Everything went ok because I took over the pharmacy from the former pharmacist. " (A.B, personal communication, January 17, 2023).

G.R - Sc Poarta Eternității SRL, funeral services

How did you come up with your idea to set up a funeral service business in Ghioroc?

G.R.: "The company was set up following a break-up of another company in the same field. The company is called Sc Poarta Eternității SRL" (G.R., personal communication, January 17, 2023).

Have you encountered any challenges in setting up/developing your business?

G.R.: "In the beginning it was hard, very hard as in any start up, it was difficult to find the right people to work in such a business because not many people are used to funeral services. It was hard in the beginning because investments had to be made and the amount of work was little, but gradually the number of clients increased. In this business there are certain strict requirements and rules that you have to follow and learn along the way and we have learned over time what we have to do to have both customers and satisfied employees." (G.R., personal communication, January 17, 2023).

M.L. ,local entrepreneur, florist, Ghioroc

How did you come up with your idea to set up a flower shop in Ghioroc?

M.L.: "I came up with the idea from my family. My grandparents were in the flower business as well as my relatives in Hungary, who were the number 1 in flower wholesalers. I grew up surrounded by flowers, I felt attracted to them. And that's when I said "I'd give it a try, and why not?" I went to my aunt in Hungary for a week and she taught me how to make different types of bouquets. Then, I opened my own flower shop in Ghioroc and I made bouquets and flower arrangements for events, like weddings. The first wedding I made floral arrangements for was for our godparents and after that for my own wedding. I was nervous but then I got organized and I learned. After that I also started

planting flowers in my own greenhouse and I had to divide my time between working in the flower shop, making arrangements and the greenhouse. Now, in 2023, I want to develop the business to take wholesale orders. I have planted 2400 hyacinths, 400 more than last year, and last year I only had 4 crates of 18 hyacinths left in stock. To make a flower shop you need imagination and creativity. You have to like it and you have to do it with passion. I always want everything I do to be beautiful and to please me because I know that if I like it, the customer will like it too. I also get inspiration from where else I buy seedlings in Hungary, I make flower arrangements, I make combinations that look nice. I make arrangements for Christmas, for schools, March 8, all kinds of mugs and pots. If I don't feel it's aesthetically pleasing me, I don't even display them. I care a lot about what my products look like. To make a flower shop you have to like it and have imagination. " (M.L., personal communication, January 17, 2023).

Have you encountered any challenges in setting up/developing your business?

M.L.: "At the beginning it was hard, the first 3-4 years were really uncertain because we didn't have many customers. But as time went by, being located near the school, in the center of the village, locals got used to buying floral arrangements as gifts for the loved ones, bouquets for teachers and flowers for celebrating the Catholic Day of the Dead. I have a lot of orders and I do well. It helps me a lot that I plant at home in the greenhouse and so I haven't been affected much by the price war issue. I offer the produce at affordable prices. I also have orders from the villages around Ghioroc, the closest florist is in Lipova, and the inhabitants of the surrounding villages come to me, I have customers from Păuliș, Sâmbăteni, Covăsânț, from the urban area as well. Even if it was hard at the beginning, I have developed and I like what I do, I couldn't see myself doing anything else but flowers. I come 6 days a week to the flower shop and I don't feel like I'm working, I feel good, like I'm at home. It's my passion. I can't see myself doing anything else, even after I retire, I will do the same, flowers." (M.L., personal communication, January 17, 2023).

I.C. - entrepreneur Mini-Market "La Cucu", Terrace "Blue Land" and Imperial Events Hall - Ghioroc Events

How did you come up with your idea to set up an events hall in Ghioroc?

I.C.: "Ovidiu, my husband, came up with the idea. A friend had a wedding on the beach, if you remember, and he set up a tent on the sand and that's where the idea came from." (I.C., personal communication, January 18, 2023).

Have you encountered any challenges in setting up/developing your business?

I.C.: "No, It was not my case." (I.C., personal communication, January 18, 2023).

H.D., A resident of Ghioroc who ran a local hairdressing business in the 1990s and closed the business in the 2000s

How did you come up with your idea to set up a beauty salon in Ghioroc at that time?

159

H.D.: "It was in 1992, after the revolution. I was doing a hairdressing course in Arad and learned the trade with the requirements in the city. There was only one hairdresser in Ghioroc who was already old and I saw a business opportunity." (H.D., personal communication, January 17, 2023).

Did you encounter any challenges in the process of setting up/developing the business?

H.D.: "Yes, it was difficult to set up a business at that time, the difficulty was in the bureaucracy and paperwork, I really tried hard and walked from one door to another." (H.D., personal communication, January 17, 2023)

What was the reason why you shut down the business?

H.D.: "I closed the business because I had a young child and I didn't have time to take care of the family, I was working most of the time, but there were other things as well. With the arrival of the 2000s, the requirements changed according to fashion and trends, customers became less and less, I had to take courses and more specializations to keep up with fashion, which would have meant moving my business to the urban area. I had the salon at home, if I were to move the business to the city, I would not have time for my family. I didn't have many clients from the Ghioroc because they didn't want to come to me and preferred to go to Vladimirescu or other villages around because they said they didn't want to enrich me. On the other hand, I had a lot of clients from the surroundings and the city." (H.D., personal communication, January 17, 2023)

If you were to change something in Ghioroc what would you change?

H.D.: "I would change the people." (H.D., personal communication, January 17, 2023)

What is missing and what would be needed in Ghioroc for a better development?

H.D.: "More investors are needed, more factories in order to create job opportunities for locals. It would help to have more means of transport from the commune to the town and even within the commune. I would like to see the road from Sâmbăteni to Ghioroc repaired and widened." (H.D., personal communication, January 17, 2023)

S.A., a colleague who has had several activities in rural projects

Did you encounter any difficulties during your work in rural areas?

S.A.: "Yes, I had difficulties with residents who did not want to listen to what I had to say unless they got something in return, more than information. We also encountered people who said they didn't have the time, they didn't want to participate and listen, people who were scared to give their data and also people who used licentious and inappropriate language. As with everything, these were difficulties, but I also met wonderful, understanding people, groups who were curious and listened to me carefully." (H.D., personal communication, January 17, 2023)

How did you deal with the difficulties you encountered?

160

S.A.: "I treated each person with patience and respect. I responded to their language with silence, and understanding and did not insist on trying to make them listen " (H.D., personal communication, January 17, 2023)

Residents responded as follows:

A.H. - resident of Ghioroc

If you could change something in Ghioroc, what would you change?

A.H. - "If I could change something I would change the people, the inhabitants of Ghioroc. I would change them to be better and tidier, not to expect everything from the Town Hall, but to do something, for example not to expect the Town Hall to clean the cemeteries and cut the grass, everyone should do where they have graves and belongings. As a commune, I wouldn't change anything because I like it a lot. " (A.H., personal communication, January 17, 2023)

What is missing and what would be needed in Ghioroc for a better development?

A.H. - "Ghioroc lacks an emergency center. There are many inhabitants and I feel that Ghioroc needs an emergency center because it takes a long time for someone to get to the one in Sâmbăteni or Șiria. There are enough skilled doctors in the commune who could work at such a center. Although Ghioroc has a SVSU (Volunteer Service for Emergency Situations) I feel the need to create a center in Ghioroc, to have a team with personnel from the Fire Brigade because volunteers are not always available, they are volunteers. I feel the need that just as there are firefighters in Vladimirescu, there should also be firefighters in Ghioroc, so that in case of fire in the commune or in the surroundings they can intervene more quickly." (A.H., personal communication, January 17, 2023)

R.Z., a 22-year-old young woman who moved to a city in Western Romania for a better salary.

If you could change something in Ghioroc, what would you change?

R.Z. : "I would like to change the people at the pub. Sometimes they bother people passing on the street, they are drunk and I don't feel safe." (R.Z., personal communication, January 15, 2023)

What is missing and what would be needed in Ghioroc for a better development?

R.Z.: "Ghioroc is quite developed for a commune, we have the lake and the restaurants around it open in the summer season, but I would feel the need for a restaurant or a terrace bar, in the center of Ghioroc, open also in winter where you can order food and spend time with friends and family." (R.Z., personal communication, January 15, 2023)

A.Z., a mother of two who cannot find a job in the Ghioroc area

If you could change something in Ghioroc, what would you change?

A.Z.: "I would change people, their way of thinking and mentality. Residents of Ghioroc sometimes act as if they hate each other, sometimes I consider myself part of them because I feel annoyed when my husband goes to the local shop and does a lot of shopping, even though I know we need those groceries, I feel as if he has a subscription to the shop." (A.Z., personal communication, January 15, 2023)

What is missing and what would be needed in Ghioroc for a better development?

A.Z.: "Ghioroc lacks investors and inclusive jobs for women, especially for those who have children. I have a small child who goes to kindergarten, I can't work anywhere because I have problems with my eyesight and I can't lift heavy objects. The extended day nursery and the after-school programme are under construction. But when they are ready to use, I hope I will find a job in the area. " (A.Z., personal communication, January 15, 2023)

C.Z., postman in Ghioroc

If you could change something in Ghioroc, what would you change?

C.Z.: "I would change the people. The people of Ghioroc are mean, I know them all. It pains me to say this about them, but if I could change them to be better and more understanding, it would be better." (C.Z., personal communication, January 15, 2023)

What is missing and what would be needed in Ghioroc for a better development?

C.Z.: "More jobs would be needed" (C.Z., personal communication, January 15, 2023).

T.D. , resident of Ghioroc

If you could change something in Ghioroc, what would you change?

T.D.: "People." (T.D., personal communication, January 15, 2023)

What is missing and what would be needed in Ghioroc for a better development?

T. D.: "In my opinion, a livestock center would be needed, where I could pay a certain amount per month, and that center would grow a pig for me, to make it easier for me after a day at work in the city." (T.D., personal communication, January 15, 2023)

M.B. , resident of Cuvin village, Ghioroc commune

If you could change something in Ghioroc, what would you change?

M.B.: "I wouldn't change much because it seems to me that it is a commune that is gradually developing for the better, but I would like to see more events throughout the year, not just in summer." (F.B., personal communication, January 16, 2023)

What is missing and what would be needed in Ghioroc for a better development?

M.B.: "I think Ghioroc is slowly becoming a touristic place and there is a big emphasis on the beach as the main focus which is fine, but I think the culture of the village should also be taken into account to develop better, the museum and the history that we have." (M.B., personal communication, January 16, 2023)

F.B. , resident of Cuvin village, Ghioroc commune

If you could change something in Ghioroc, what would you change?

F.B.: "I can't think of what I could change in Ghioroc, I think for the most part everything is fine here." (F.B., personal communication, January 16, 2023)

What is missing and what would be needed in Ghioroc for a better development?

F.B.: "From my point of view, an agricultural market where local producers of Ghioroc and the villages around can take their products to be sold." (F.B., personal communication, January 16, 2023)

C.M. , resident of Păuliș village, Păuliș commune

If you could change something in Ghioroc, what would you change?

C.M.: " I would change everything, I would change the people, the management, the mayor, the local councilors, I would change everything but what can you change!? Who to vote for because there's no one worth voting for. Look at Ghioroc, it is developing and there are so many shops and jobs! In Păuliș there is nothing. Everything should be changed, but you can't change it." (C.M., personal communication, January 17, 2023)

What is missing and what would be needed in Ghioroc for a better development?

C.M.: "Everything is missing. Jobs are missing, there is nowhere to get a job, affordable shops are missing, 1 liter of oil is 17 lei, how can a pensioner with a pension of 1000 lei go to the shop and buy 1 liter of oil? There are three grocery stores and the commune is big, made up of four villages" There is a lack of investors, there is La Doi Pași, but that's it, we don't have a Profi, we don't have anything, if you want to go shopping you need a car so you can buy at ok prices, in Lipova, in Ghioroc, in Arad. A pensioner can't manage with that money. And there is a lack of commitment on the part of the town hall. You have nowhere to get a job except on the mayor's farm where no local people are employed." (C.M., personal communication, January 17, 2023)