



EYE in Rural

The enhancement of Youth Entrepreneurship in Rural

eye-project.eu

PROJECT 2018-2-TR01-KA205-060888

YOUTH ENTREPRENEURSHIP CURRICULUM



institute of
Entrepreneurship
Development



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Co-funded by the
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The **Youth Entrepreneurship Curriculum** was developed within the framework of the project *“EYE in Rural - The enhancement of Youth Entrepreneurship in Rural”* co-funded by the Erasmus+ Programme of the European Union.

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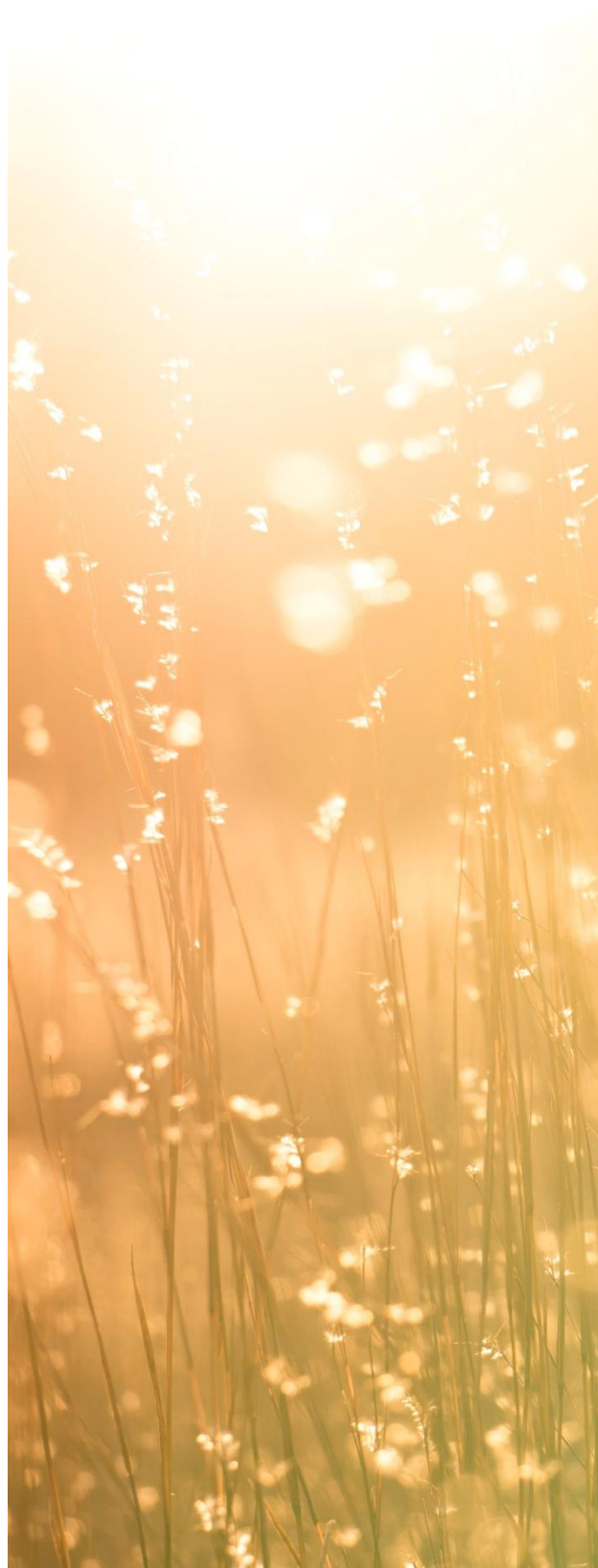
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**Estimated
Reading Time
50-60 minutes**

MODULE 1

YOUTH ENTREPRENEURSHIP IN EUROPEAN COUNTRIES

PARTNER: Cukurova Development Agency

PROJECT 2018-2-TR01-KA205-060888

YOUTH ENTREPRENEURSHIP CURRICULUM

Purpose

The purpose of this module is focusing on the growing phenomenon of ‘Social Entrepreneurship’, defined as developing business ideas and companies that drive social change through innovative and profitable solutions and how to engage it with youth entrepreneurship in rural. As such, social entrepreneurship combines tools, techniques and visions related to entrepreneurship and business innovation on the one hand with practical, market driven solutions for fundamental social challenges, problems and concerns on the other hand. This course is aimed primarily at young entrepreneurs and focuses on the opportunities of social entrepreneurship on youth.

Learning Outcomes

In terms of **knowledge**, the learner will know:

- ✓ The unique characteristics of “social entrepreneurship” and differences with regular business.
- ✓ The knowledge how to engage social entrepreneurship with youth in rural.
- ✓ Identify and utilize their individual skills, knowledge, passion, talents within social or economic enterprises.

In terms of **skills**, the learner will understand:

- ✓ The role of social entrepreneurship in the world and its future.
- ✓ Some keys that allow you to think differently about youth and social entrepreneurship.
- ✓ Deriving recommendations for other social entrepreneurship activities.

In terms of **competences**, the learner will be able to:

- ✓ Understand whether an enterprise is a social or not.
- ✓ an attitude of open-mindedness and self-critical reflection with a view to self-improvement.
- ✓ understanding and facilitating individual and group learning processes;

1.1. What is Youth entrepreneurship?

Young entrepreneurs are individuals, aged 18-29, or potential entrepreneurs, aged 18-29, who own a business alone or with a share of at least 30%. Youth Entrepreneurs equip young people with the values and vision to pursue their dreams. Youth Entrepreneurship opens the door to economic empowerment and places students on a path to prosperous future for themselves and their communities. Youth Entrepreneurship transforms mindsets by opening students' eyes to the opportunities that surround them, and then by giving them the necessary tools to go after them.

1.2. Youth Entrepreneurship in

1.2.1 Greece

Which is the current situation of youth entrepreneurship in Greece?

In recent years, due to the economic crisis, youth unemployment in Greece reached the highest percentage (31,1%) compared to the rest of the Europe. This presents the importance of creating young entrepreneurial opportunities that can act as a basic pillar to reduce this unemployment rate. Youth entrepreneurship is recognized as the aim of the young people to create or develop their own business idea. Young people usually have the most innovative ideas which can be a starting point for social changes. But, the majority of these young people work in jobs (e.g. waiter/waitress, bartender, bakery seller etc.) that are not close to what they had studied.



Opportunities or Challenges?

On the one hand, the main opportunities of greek young entrepreneurs are:

- Time availability
- Fast learning
- Low business risk

- Enthusiasm
- Support from family and friends

On the other hand, the main challenges of greek young entrepreneurs are:

- Lack of funding opportunities and programmes
- Lack of experience
- Lack of business skills
- Lack of networking
- Challenges on human resources management
- Lack of customer trust

1.2.2 Spain

Which is the current situation of youth entrepreneurship in Spain?

In Spain the volume of unemployed in this age range reaches a value of 38.6%. In this context, the promotion of youth entrepreneurship through the strengthening of education and the approval of aid programs and the speeding up of administrative procedures is essential. While age is a conditioning at the time of undertaking does not have to be a negative factor since it gives the youth digital skills and a professionalization of the entrepreneurial profile. The results of various studies show that the age of the average Spanish entrepreneur has fallen, that one in five young people believes that creating his/her own business is an alternative and that the new sector technologies are the most attractive for it.

If Spanish youth is asked about the positive aspects of entrepreneurship is proven to obtain relatively results below the mature population and, in some cases, below the values of the European average. The 61.8% considers that undertaking is a good option, the 64.2% believes that successful entrepreneurs are well valued and the 44.8% which is a topic of interest in the media of communication from your country.

The most common sectors for youth entrepreneurship in Spain are Digital Health and Digital Education, Digital Transport, Environment and Aerospace engineering.



Opportunities or Challenges?

Since Spain is a touristic country, the main opportunity that the youth entrepreneurship has is tourism. For example:

1. Adventure tourism.
2. Lifestyle blogs.
3. Thematic tourist routes.
4. Hostels or rural houses with sports and wellness offers.
5. Entertainment and games services by cities.
6. Specialized Marketplace: cosmetics, fashion, technology.
7. Rental accommodation and transportation for holidays and trips.
8. Hospitality or catering franchises.

The main challenges are:

- It is very complicated to open to the international market
- It is very difficult to publicize businesses and products
- It is very difficult to get financed
- Very high competition
- Few information
- Very high taxes as entrepreneur
- Little public administration support

1.2.3 Poland

Which is the current situation of youth entrepreneurship in Poland?

The main base of the national economy is an entrepreneur and trader. Taking care of unfettered entrepreneurship lets traders developed and, and thereby the increasing of the wellbeing of the country and citizens. Following the opinion that the young entrepreneurs are the future of the country, we are obliged to ensure and provide them with the tools and methods which helps them to grow, be more effective and innovative in the future.

Based on the European Union's statistics Poland is the eighth economy in the EU. We have around 1,8 million companies and 99,8% of them are small and middle-size companies. Poland is one of the EU countries where the number of companies is increasing but also most of them were/are created from the necessity what stop innovation and creation new place workplace.

Based on the Generalny Urząd Statystyczny date, 14% of 30 years old polish has their own business (8% are classified as of the other gainful activities (OGA) directly related to the holding. That leads us to the conclusion that entrepreneurship of young people in Poland is rather low. The reasons for these results we can find in high popularity of high education, more than 70% of young people started the university / high education carrier and more than 65% of the study on the full-time study. Also, entrepreneurship is perceived by young people as a complicated and high-risk process and people below 30 years old are seen as occupational instability and uncertainty, and thus, is not conducive to a sense of security on the labor market. These ideas are translated into very low interest into the continuation of the family businesses by youngsters and lack of future plans for more than 70% of the polish, family businesses, especially in agriculture and farm areas.

It is important to mention the disproportion between gender populations. The data shows that 4% of the entrepreneurship in Poland is run by males below 30 years old, and only 2% by females below 30 years old. The strong correlation could be seen in the education background and carrier which is continued by the young entrepreneur. We can divide them into 4 groups:

1. Education and humanistic study,
2. Social study, economy, law, technical study, industry and construction fields,
3. Health care, social care,
4. Agriculture,



The highest numbers of entrepreneurs, based on the high education we can observe in IT and media communication (like telecommunication, IT, movie making, social media, PR), entrepreneurs of specialist and high education teachers (like legal service, accounting, banking, architecture, high education teachers and mentors) and also trade and repair services.

Opportunities or Challenges?

The main obstacles for the young entrepreneurs in Poland are:

- High rates/percentage of the taxes which are imposed on the companies (tax scale of 18% and 32% on the surplus 85,528 PLN income, 19% flat tax),
- Bureaucracy and very complicated forms of law,
- The high rate of the competition,
- The lack of security and law support,
- The market condition,
- The lack of the entrepreneurship policy plan from the government,
- Local and regional disabilities,
- The lack of social support (such as the lack of family support and the lack of positive authority),
- The lack of the platform and space for the experience sharing and exchange,
- The lack of knowledge of social media and PR.

The main opportunities for the young entrepreneurs in Poland are:

- Growing numbers of the highly educated young people,
- Growing numbers of experts and experience young people,
- International experience young polish people coming back to Poland,
- Support from the SIP and Business Angels,
- Growing numbers of funding support and program,
- Growing wants of the running own business,
- E-administration and e-business,
- Modification and modernization of the methods and techniques,
- Growing social awareness about the business and market,
- Growing numbers of the possibilities of the international examples and experience sharing,
- Opening the market and business for the young from the
- Growing numbers of the job shadowing's and the internship's offers for the youth in Poland and abroad,
- Growing interest of the young in running their businesses,
- Variety of online businesses.

1.2.4 Turkey

Which is the current situation of youth entrepreneurship in Turkey?

In recent years, countries have placed entrepreneurship at the forefront in order to ensure continuity in their development. Accordingly, the support of qualified enterprises and entrepreneurs is considered as the most important movement. In this context, Turkey's entrepreneurship is also one of the most important titles in the 2023 development goals.

As in every country, entrepreneurship has a key role in the social and economic development of the country. In order to promote entrepreneurship, especially in recent years, there has been an intense public resource allocation, but there are deficiencies in the development of entrepreneurship through an ecosystem approach. National and international studies which indicates Turkey's performance in entrepreneurship, show that Turkey should continue to work in this field and to improve ecosystem. Global Entrepreneurship Development Institute (GEDI) prepared by the Global Entrepreneurship Index (GEI), Turkey ranks 36 among 137 countries; It ranks 22nd in the European regional ranking of 41 countries. According to GEA report, Turkey's entrepreneurial strengths above the world and regional average are venture capital, rapid growth, product innovation, start-ups and technology skills while the aspects that fall behind the world and region average are evaluated as risk acceptance, competition, cultural support, opportunity perception and opportunity-based entrepreneurship.

According to the index of World Economic Forum which classified the level of economic development as production factors oriented, efficiency-driven and innovation-driven economies, Turkey is located in efficiency-driven economies. According to 2016/17 Global Entrepreneurship Monitor (GEM), compared with efficiency-driven economies, Turkey lags behind in terms of the number of start-ups. At the same time, the rate of entrepreneurship activities based on opportunity is lower than the rate of obligatory entrepreneurship activities.

According to the Global Entrepreneurship Monitor (GEM) 2016/17 Global Report;

While the rate of Early Stage Entrepreneurship in Turkey in 2015 was 17,4 percent, it dropped to 16,1 percent in 2016. However, this rate (16,1%) is still higher than the average rate of efficiency-driven economies (14%).

According to the GEM study, the drop in entrepreneurship rates is caused by male entrepreneurs. While there was a decrease in male early stage entrepreneurship activities in 2016, there was an increase in female entrepreneur rates. It can be said that there is a continuity in female entrepreneurship activities in Turkey.



An innovative economy is also related to economic development rates. Regionally, innovation intensity is highest in North America at 39 percent and lowest in Africa at 20 percent. However, in Turkey the rate of entrepreneurs who are introducing innovative products or services is 30,1 percent.

The report states that there is a strong relationship between entrepreneurship rates and how people perceive entrepreneurship. See entrepreneurship as a good career choice, entrepreneurs receiving frequent positive media attention are factors affecting people to become entrepreneurs.

Sixty percent believe entrepreneurs receive positive media attention. Among the highest levels reported are China, Thailand, and Indonesia, where more than three-fourths of adults see positive media attention for entrepreneurs, Greece, India, and Mexico report around half this level. While the rate of adults seeing entrepreneurship as a good career choice is 45 percent, the rate in Turkey is 81 percent. It is 65th among the countries that took part in the GEM study. In addition, in Mexico and India 47 percent of the adults believe that entrepreneurs are well-regarded and enjoy high status, whereas this rate is 72 percent in Turkey.

When the technology densities of enterprises in the world are examined, it is seen that there is an intense start-up presence in the information and technology-oriented sectors. According to TurkStat's Small and Medium Enterprise Statistics published in 2016, 99.8% of the total number of enterprises in Turkey in 2014 was composed of SMEs. When the technology densities of manufacturing industry enterprises are examined, it is seen that 59.7% of them use low technology, 31% of them use medium-low technology, 9.1% of them use medium-high technology and only 0.3% of them use high technology. With regard to large share of manufactured goods in Turkey's exports, it is observed that Turkey exports low and medium-low technology products while imports high-tech products.

In order to break this cycle, it is important that an effective university-industry cooperation should be provided and human resources specialized in thematic technology fields should be encouraged for entrepreneurship initiatives. According to the 2018 Entrepreneur and Innovative University Index prepared by TÜBİTAK, Çukurova University ranks 27th and Mersin University ranks 40th in terms of their entrepreneurship and innovation performance. With its extensive academic network composed of 6 universities and a well-established industry, Çukurova Region can stimulate the young entrepreneurship potential focused on high-tech areas that has not been revealed yet through university-industry cooperation.

Opportunities or Challenges?

There are quite a large number of barriers to youth entrepreneurship opportunities in Turkey, but there are many circumstances that are helping this country to foster better growth environments. For example, Turkish investment in Research and Development ranks in the top thirty, worldwide. Additionally, a “tidal wave” of youth, aged fifteen to twenty-four is poised to enter the labor market, in a time when there have recently been significant lay-offs. According to the Turkish Statistical Institute, 18.6% of the unemployed are in this age group.

This may contribute to growing entries into entrepreneurial careers. Additionally, Turkey provides good overall access to communication technology, making it 16th in the world for access to Internet bandwidth, and 41st for number of secure-Internet servers per capita. This may spur new interest in non-traditional entrepreneurship opportunities.

Looking at the challenges faced by young entrepreneurs in general, it can be said that there are many obstacles such as the high cost of directing inefficient and inconsistent bureaucracy, difficulty in protecting intellectual property rights, lack of education and information, monopoly market dynamics and limited access to capital.

- Education, Training and Knowledge
- Access to funding
- Tax and Regulation
- Intellectual Property Rights
- Culture
- Entrepreneurship skills
- Lack of Skilled Mentors
- Market Conditions

The domestic market, on the other hand, shows a very weak structure considering the level of sophistication. Low demand for innovative products is another problem.

In accordance with the geopolitical position of the country, due to its proximity to the Middle East countries, the tendency to avoid risk and uncertainty among the young people creates disadvantage at a significant level. In addition, the lack of sufficient capital and the inability to provide grants to all young people can be seen as a threat to entrepreneurship. It is seen as an important opportunity that institutions such as KOSGEB provide information and financial support to new entrepreneurs. Entrepreneurship trainings provided free of charge increased the level of awareness of entrepreneurship in the society and enabled the establishment of more enterprises and the survival of the established enterprises at a higher level. Such supports create significant opportunities for new entrepreneurs.



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1.3. Introduction to rural areas as an entrepreneurial opportunity for youth

The economy has changed dramatically over the past decade, and that the Internet is creating new opportunities for small businesses to compete and be real wealth generators. Rural youth recognizes that markets that were not accessible before the advent of the World Wide Web, can now be successfully reached even from the most remote community. As a result, they are seeking out entrepreneurship classes in their schools and starting micro-businesses as early as elementary school.

Who are these young entrepreneurs? They range from an elementary school student, operating a successful lemonade stand on a hot summer afternoon, to a recent graduate who starts a new venture or begins to revitalize an existing business. Young entrepreneurs exhibit a passion to create. When channeled and combined with entrepreneurial education and real-world experience, they can find businesses with significant wealth and job

creation potential. Engaging, equipping and supporting young entrepreneurs are keys to long-term vitality and sustainability of rural communities.

We are witnessing another trend in our work with rural communities – a growing number of high school and college students would prefer to return to their rural hometowns if good career opportunities were available. The burgeoning interest in entrepreneurial careers, combined with the desire to “come home”, creates significant opportunities for rural leaders to begin to reverse historic outmigration trends and revitalize their communities.

Definitions of ‘rural’ and ‘remote’ entrepreneurship vary, sometimes being defined by the number of people living in a location, and sometimes by the distance that an entrepreneur lives from essential services. Rural development is, more than ever before, linked to entrepreneurship. Institutions and individuals promoting rural development now see entrepreneurship as a strategic development intervention that could accelerate the rural development process. Furthermore, institutions and individuals seem to agree on the urgent need to promote rural enterprises: development agencies see rural entrepreneurship as an enormous employment potential; politicians see it as the key strategy to prevent rural unrest; farmers see it as an instrument for improving farm earnings; and women see it as an employment possibility near their homes which provides autonomy, independence and a reduced need for social support. To all these groups, however, entrepreneurship stands as a vehicle to improve the quality of life for individuals, families and communities and to sustain a healthy economy and environment.

Although agriculture today still provides income to rural communities, rural development is increasingly linked to enterprise development. Since national economies are more and more globalized and competition is intensifying at an unprecedented pace, affecting not only industry but any economic activity including agriculture, it is not surprising that rural entrepreneurship is gaining in its importance as a force of economic change that must take place if many rural communities are to survive. However, entrepreneurship demands an enabling environment in order to flourish.

The need to create viable economic opportunities to engage rural youth is urgent. At the same time, the current youth bulge offers an unprecedented opportunity for practitioners and governments to harness the energy, motivation, and innovation of these young people to bolster economic development and social change, while addressing pressing food security needs. For rural youth in particular, new business creation in the agriculture sector can present an important and viable opportunity to earn a decent living. Increasing meaningful employment opportunities along the agricultural value chain can give rural youth the chance to engage in productive work and overcome challenges. An often overlooked area of opportunity is the ‘green economy’ (e.g., solar energy, organic agriculture), which has the potential to become a growth sector for rural youth.

1.4. Social Entrepreneurship

1.4.1 What is social entrepreneurship?

It is the entrepreneurship that has as main goal to address pressing social challenges and meet social needs in an innovative way while serving the general interest and common good for the benefit of the community. In a nutshell, social entrepreneurship targets to social impact primarily rather than profit maximization in their effort to reach the most vulnerable groups and to contribute to inclusive and sustainable growth.

A social entrepreneur is someone who recognizes a social problem and uses entrepreneurial principles to organize, create, and manage a venture to make social change. Whereas a business entrepreneur typically measures performance in profit and return, a social entrepreneur focuses on creating social capital. Thus, the main aim of social entrepreneurship is to further social and environmental goals.

The target of social entrepreneur is not focused on making profit out of the solution adopted, but it is rather focused on generating impact on the society. Also, the solutions adopted encourage other people to become social entrepreneurs.

The simplest definition of social enterprise more or less precisely: a trading business with a social purpose.

- A for-profit organization with a social mission.
- Behaves like a business but seeks to achieve social as well as financial goals. Is sustainable and covers its costs.
- An approach that solves social problems using business methods.

Social entrepreneurs are individuals with innovative solutions to society's most pressing social, cultural, and environmental challenges. They are ambitious and persistent — tackling major issues and offering new ideas for systems-level change.

1.4.2 The types of social enterprises

Social entrepreneurs are innovators who commit themselves to the need of the society, and on making products and services that solve social issues and problems. Unlike traditional startups and business ventures, their goal is to make the world a better place to live in, and not to take market share or to generate profits for the founders. Social entrepreneurs may be categorized generally as:

- Nonprofit
- For-profit, or
- Hybrid.

As social entrepreneurship does not have a concrete definition, groups focused on social entrepreneurship can be also categorized into:

AWARENESS

There are a variety of social enterprises and entrepreneurs who seek to bring awareness to a particular problem, cause, or a second brand solving a social issue. These enterprises attract a larger attention to draw out help from a community that may exceed the local community. In one sense, awareness brands crowdsource solutions to solve the social challenge.

NON-PROFIT

When most think of nonprofits, they do not consider this to be a “business” model. However, a nonprofit can be sustainable while not turning profits. A nonprofit does not have to exist solely on gifts from donors. While many do, the work of a business and earned income can go towards sustaining the business practices, paying salaries, and giving toward the causes it is seeking to address. In most countries, nonprofits benefit from tax breaks and less restricting business laws making it an agile form of social enterprise.

FOR PROFIT

For profits are businesses who have a stated goal to increase their profit margin, yet still maintain a social goal. Clothing companies which create an increased transparency in the textile industry are examples of this. A specific example is Everlane. They maintain the focus of transparency in practices and pricing to ensure fair pricing and fair wages. Businesses such as Everlane similar to an Awareness Brand, yet turn a profit to reinvest in the social cause. The business is not only sustainable, but thriving.

“ONE FOR ONE”

The “One for One” model has been made famous by brands such TOMS and Warby Parker. Blake Mycoskie traveled to Argentina in 2006 and saw the hardship of children without shoes. This struggle led him to introduce a simple shoe model that was efficient, durable, and affordable. For every pair of shoes sold, they give a pair to a child in need. TOMS operates as a for profit and has expanded to address other social issues such as affordable eye care.

Apart from these, there are organizations which focus on empowerment of the social entrepreneurs; they create a platform to connect these social entrepreneurs with like-minded people, mentors and funding agencies. They help in further strengthening and fortification of the various social entrepreneurship model.

1.4.3 Why do we need social enterprises?

Social enterprises are businesses that are changing the world for the better. Like traditional businesses they aim to make a profit but it's what they do with their profits that sets them apart – reinvesting or donating them to create positive social change. Social enterprises are in our communities and on our high streets – from coffee shops and cinemas, to pubs and leisure centers, banks and bus companies.

By selling goods and services in the open market, social enterprises create employment and reinvest their profits back into their business or the local community. This allows them to tackle social problems, improve people's life chances, provide training and employment opportunities for those furthest from the market, support communities and help the environment.

They're creating jobs and opportunities for those most marginalized from the workforce, transforming the communities they work in and making the Sustainable Development Goals a reality. It's business for good and when they profit, society profits.

1.4.4 What are the differences between social and regular business?

Entrepreneurs whether social, corporate or any other, majorly focus on creating profits whether for the organization or social well-being. The foremost responsibility is to benefit the people either inside or outside the organization. The entrepreneurs tend to start a business venture in order to bring changes in their lifestyle, and routine, and tend to boost social and economic development. Entrepreneurship is generating a business, starting and running a new business, and maintaining it in a long-run. Entrepreneurs take and bear risks, are focused, determined, innovative and creative, confident and bold, possess a can-do and go-getter attitude. They are self-motivated and have strong work ethics and people skills. The best part about entrepreneurship is that the business idea can be small or big, whether in an urban area or rural, involving any amount of capital, tangible or intangible, its gives an opportunity to grow and make changes in the society to the person or group generating the idea. These changes can range from generating employment opportunities to impacting the society in a positive manner.

Encouraging the idea and concept of entrepreneurship always leads to more improved and satisfied economy, as it gives the liberty to the people to turn their dream or idea into a full-fledged business plan, further generating employment, which leads to improved standards of living and welfare of the people, further resulting into a developed economy. Entrepreneurs are considered as the national assets to be encouraged, motivated and remunerated to the best extent.

Entrepreneurs have a powerful ability to change the way a society survives and runs. If successful, their innovations might enhance our standards of living. In short, an entrepreneur not only creates wealth and generates profits from the business venture, but also they also create jobs and the conditions for a developing society.

CORPORATE ENTREPRENEURS

Corporate Entrepreneurship has been recognized as prospectively viable means for promoting and maintaining the performance, renewal and corporate competitiveness of an organization over the past couple decades. The entrepreneurial activities assist organizations to develop new business-lines that further sources for revenues. Corporate Entrepreneurship activities also improve a company's work culture by promoting product and process innovations, thus leading to success. Corporate Entrepreneurship is incorporating risk bearing, pro-activeness and progressive product innovations. These Corporate Entrepreneurship activities can enhance organizational growth and profitability and, their impact may increase over time depending on the organization's competitive environment. The practical evidence is gripping that Corporate Entrepreneurship boosts company's performance by enhancing the firm's pro-activeness and willingness to bear risks, and by instigating the development of new products, process and services by upgrading its competitiveness.

Creation of corporate entrepreneurial activity is not an easy task as it involves changing the internal behavioral patterns of an organization. The environment plays a major role and radical influencing. It has been agreed on that the external environment is an important factor leading to Corporate Entrepreneurship.

Corporate Entrepreneurship has been known for renewing and revitalizing current companies. It serves as a tool for business development, revenue growth, profitability enhancement and instigating, developing and innovating products, services and processes

SOCIAL ENTREPRENEURS

A rapidly growing and dynamic sector of the industry today, social entrepreneurs play a pivotal role in providing products and services with the prime motive of creating social well-being, operating from a 3-tier bottom line perspective benefitting People, Planet, and Profit. Profit in the social enterprises is reinvested into the enterprise rather than being distributed among the stakeholders and founders. Social enterprises operate on different models. Such enterprises have an entirely different legal structure created, thus distinguishing them from charities, in being self-sustaining through income. Social enterprises have been persistently survived for any economy and contribute remarkably to the revenues.

Social entrepreneurship prioritizes far beyond just generating a profit, and measures its performance based on the impact the business makes on the society as well as economy. This responsibility of focusing on generating and maximizing positive social returns differentiates the social entrepreneurial business from the conventional

and outdated “corporate social responsibility” approaches which tend to occur only when healthy profits have been made by the businesses.

People finding meaning in their work are shifting to social entrepreneurship which kills two birds with one arrow by helping the society and succeeding in their ambitions with a different approach altogether. Social entrepreneurs are demographically spread across the world from young to old and from different type of background, stature, and education.

BASIS	CORPORATE ENTREPRENEURSHIP	SOCIAL ENTREPRENEURSHIP
MAIN OBJECTIVE	Building a business and maximizing profits	Creating social change
WEALTH CREATION	Wealth is same as Profits	Wealth means creating and maintaining social and environmental capital
MEASURE OF PROFITABILITY	Benefiting shareholders and investors	Engage in for-profit activities
INVESTORS	Venture Capitalists	Philanthropists
EMPHASIS ON TEAM AND INDIVIDUAL	Venture Capitalists invest in business on the basis of company’s leadership team and the organization supporting it	Individuals raise and donate money for charitable causes on the basis of viability of the project gauged by the individual in charge.
PERFORMANCE MEASUREMENT	Corporate entrepreneurs can rely on relatively tangible and quantifiable measures of performance such as financial indicators, market share, customer satisfaction, and quality.	Measuring social change is difficult due to its non-quantifiable and multi-causal characteristics, and perceptive differences of the social impact created.

1.4.5 Social entrepreneurship as a possibility for rural development

Rural development is based on many factors related to economic, political and legal, social activity. Rural areas have specific economic and social situation. Mostly rural areas were based on farming and agriculture. The changing demographic situation of emigrating citizens especially from rural areas, existing non-living areas and buildings call for some specific activities and special attention in rural areas. Innovative decisions are needed for solution of these problems. In European Union countries, more than 10 years social businesses and social enterprises are the most important actors in social economy. Social entrepreneurship became the axe of focused attention in political and legal documents in EU because it was noticed that economy becomes more socially oriented and involves all spheres of our lives. And this focus counts not only social services as nursing, health care and so on. Social businesses became oriented to diversified activity, involving all kinds of businesses and entrepreneurship. Agriculture, farming and other rural activities in farms now remain as the main sectors.

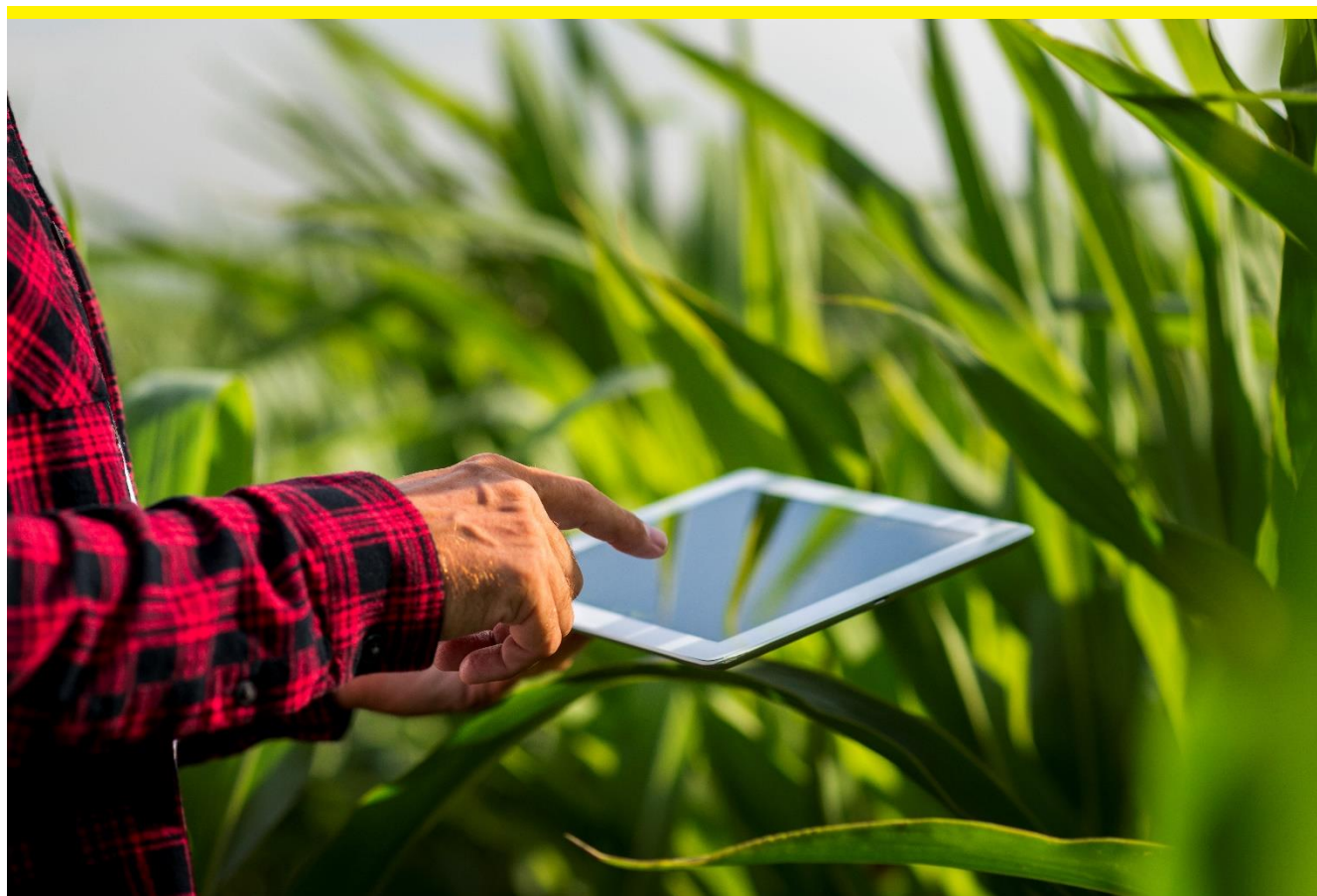


image from freepik / freepik.com

Many rural regions are facing continuing rural-urban migration, which not only accentuates sparsity but also distorts the age, gender and socio-economic balance by depleting the population of young, well-educated and economically active people. At the same time, there is a growing push towards increased efficiency in the use of constantly shrinking public resources.

Considered together, these trends constitute something like a “perfect storm” – demographic shifts are increasing the need for services while at the same time resourcing for services is decreasing. This is making it incredibly difficult to maintain acceptable levels of well-being and economic vitality in rural communities. Social innovation (SI) has been suggested as a potential way to address these challenges.

Social entrepreneurship is one of the most innovative ways to achieve a better quality of life, independence and inclusion in society of persons from vulnerable groups. It is a tool for sustainable rural development. The investment in social entrepreneurship may become a key factor in providing employment and development of entrepreneurial initiatives leading to sustainable rural development. Social entrepreneurship is a paradigm that can be seen as one of the solutions to reduce poverty, migration, depopulation and retention of the working population in rural areas.

Social entrepreneurship plays a key role in building thriving rural communities. Rural social enterprises provide sustainable economic development, employment opportunities, community cohesion and more. However, these rural social entrepreneurs face unique challenges, from trouble finding funding to networking and collaborating with other social entrepreneurs, from market size to the lack of relevant infrastructure and services and more. This means a one-size-fits-all approach to social enterprise development doesn't work for rural social enterprises.

Rural entrepreneurship can help the development of rural areas through good management of the local resources. Rural entrepreneurship, conceptually speaking, does not differ much from entrepreneurship. Indeed, rural entrepreneurship could be seen as using the process and methods of entrepreneurship to exploit untapped potential of rural areas, to bring about growth and development.

1.5. Trends in Youth entrepreneurship around the world

Youth entrepreneurship is also attractive to policy makers because of the high rates of latent entrepreneurship amongst young people. UNCTAD Research shows that young entrepreneurs are especially active in high growth sectors and responsive to new economic trends. Young entrepreneurs are more likely to create jobs on a large scale in high growth companies. Young entrepreneurs, therefore, could potentially make a key contribution to global prosperity.

Like all great entrepreneurs, youth entrepreneurs see big problems as massive opportunities and have managed to convince employees, customers, and investors that going along for the ride they are on could very well be life changing.

With regard to good examples of businesses which are started by young entrepreneurs under the age 30, there are 4 common themes:

1. CONSUMER PRODUCT INNOVATION IS HOT

Innovation has been a common theme among young entrepreneurs' companies. Sols is creating 3-D custom orthotics from pictures of your feet taken on an iPad. Athos makes exercise clothing that will measure how your body moves and how hard your muscles are working. Soylent hacks your dinner table with a powdered meal replacement that purportedly contains all the nutrients a human needs to live. Casper disrupts the staid mattress industry with an affordable, direct-to-consumer product that's crazy comfortable. This is innovation not for innovation's sake, but with the intention to improve our lives. There is nothing small or easy about what these companies are trying to accomplish.

2. DISRUPTION PAYS OFF

Innovation-starved industries are irresistible for entrepreneurs, as they cry out for greater efficiency and the promise of technology-driven improvements. Dinesh Wadhvani of ThinkLite reinvented LED light bulbs to fit into existing fixtures so that big companies would have a far more cost-effective way to convert to energy-efficient lighting. Watch out, General Electric. Avant shakes up the traditional banking sector with a consumer-lending platform that targets people with imperfect credit ratings. Zoe Barry's ZappRx is taking the paperwork pain out of the specialty drug prescription industry, and Stripe is quietly eating the lunch of entrenched competitors in the \$1.5 trillion global e-commerce payments industry. These companies take a good look at the status quo, identify the pain points, and build their companies around creative solutions.

3. BIG DATA RULES

Big data is big business these days. Technology gives us reams of information on everything from Twitter postings to traffic patterns. It is valuable information, provided you know how to collect and analyze it. Next Big Sound uses data to help predict music industry hits by analyzing Pandora plays, YouTube views, and social media traffic. Poshly provides beauty brands with consumer insight that it gleans through product giveaways and media partnerships. And Knotch uses visual interfaces such as color spectrums to garner insight into consumer emotions opinions--information that is valuable to marketers as well as to media companies.

4. ONLINE MARKETPLACES GET SOPHISTICATED

Everyone has an online presence these days. And that is a tremendous opportunity, as several of young entrepreneurs have discovered. Olga Vidisheva's Shoptiques brings small boutiques online, giving local businesses a national presence. CoachUp is a platform that allows athletes to connect with private coaches to raise their game. Wanderu aggregates bus schedules so that travelers can book intercity trips on a single platform. The Zebra has built an online tool to help consumers shop the best deals on auto insurance. And then there is Twice, the online version of your favorite local consignment shop. These companies have all built highly sophisticated back-end technologies to bring buyers and sellers together in a way that was not possible just a few years ago.

1.6. Case studies of Young Entrepreneurs

We have listed a catalogue of best practice of young entrepreneurs in partners' countries where you can learn, be inspired and take their example in order you to start you own enterprise.

You can find the catalogue here:

<https://eye-project.eu/outputs>.

Quick Knowledge Test 1

The knowledge tests, will help learners to quickly refresh what they have learned in this module.

QUESTION 1

A for-profit enterprise with the dual goals of achieving profitability and attaining social returns

- a) social business
- b) green entrepreneurship
- c) social entrepreneurship
- d) entrepreneur

QUESTION 2

Social entrepreneurship always requires the participation of charitable foundations.

- a) True
- b) False

QUESTION 3

Social entrepreneurs are typically solo acts and less reliant on networks of support than commercial entrepreneurs.

- a) True
- b) False

QUESTION 4

What are the Benefits of Social Enterprises?

Write 5 of them.

QUESTION 5

What is the main difference between traditional and social entrepreneurs?

- a) making a sustainable business model
- b) look at market realities and study trends to perform better
- c) take social media, online marketing and branding seriously
- d) always create value for the world without stressing on maximizing profit

Activities

The activities are prepared for educators and teachers to teach specific abilities to the participants.

Activity 1

IS SOCIAL ENTREPRENEURSHIP BEING MISUNDERSTOOD?

Introduction of the Activity

In a constantly fast-changing world, organizations focusing on social impact have no other choice than to reinvent themselves. In fact, as the demand for solutions toward reducing inequalities, diminishing poverty and fostering community spirit grows, the means at our disposal to address such issues decrease. Therefore, it is essential to think about new and innovative economic models. Social entrepreneurship presents an extraordinary opportunity to develop cost effectiveness and high impact as pillars for sustainable development. Such hybrid models combine philanthropy, subsidies, and income generating activities to generate varying degree of income (depending on the maturity of the project, its sector of activity, etc.). New drivers of growth and development lie in new forms of “win-win-win” collaboration with other actors, such as the private sector or government. As a result, there are tremendous opportunities for organizations interested in new forms of entrepreneurship changing the world to reinvent themselves. But the right questions have to be asked at the right time

Explanation of the activity

You have decided to commit yourself to putting your talent and energy into a social entrepreneurial project; you are heading up your project, your activity is working but you are asking yourself: How can I develop without losing sight of my social mission? How to bring a response that meets the social challenge? How to ensure and increase my social impact? How to enlist other actors in society? Take some time now in order to save time later. All social entrepreneurs should ask themselves to have a clear idea, develop their project and maximize their impact and get some answers to the following questions:

1. What social problem have you identified and how are you responding to it?
2. What is your added value?
3. What is your development strategy?
4. What is your economic model?
5. How do you accelerate your development by collaborating with other stakeholders of society?
6. How do you measure your social impact?
7. What is the best organizational model for your project?

**Time
foreseen:
45 minutes**

MATERIALS NEEDED:

A business model canvas, a sticker, a pencil or pen or a computer

Scope

The goal of this activity is to give you some keys that allow you to think differently about your social entrepreneurship project. It should help you see it more clearly and ensure the relevance of your project's social impact. Some of the questions included here may seem complicated and far from your everyday life. However, they are essential in preparing you as a social entrepreneur.

Didactic plan

TIME ALLOCATION	DESCRIPTION
10'	Think about the type of your enterprise
10'	Check the information you have learned from online book about business model canvas
25'	Answer the questions above

Activity 2

WHY DO WE NEED SOCIAL ENTERPRISES?

Introduction of the Activity

Social entrepreneurship is important because it provides a framework for businesses to find their own success in the pursuit of helping others. It's a constant source of motivation for employees, especially for Generation Y, which is increasingly skeptical about the traditional corporate work environment.

Explanation of the activity

Go on a walk through the local city center. Write down different businesses you are passing by. You can also write down comments and take pictures.

Back at the training venue, think about which businesses are social businesses and which not. And ask yourself “Why do we need Social Enterprises?” and choose the reasons you agree below the list.

1. To fill the problem gap between needs (goods and services) not met by government, public and private sector
2. Marginalization from the market and society – disabled, poor, widows, children, youth
3. Provide simple and innovation solutions – new ways of meeting community needs
4. Support poverty reduction, unemployment, marginalization, and vulnerability
5. Ensure sustainable growth and development
6. New social challenges need innovative, simple and effective solutions
7. Governments have a top down approach and cannot fulfill all community needs (supply driven services)
8. Private sector is also looking to maximize profits and not service real needs of communities
9. SE's focus on social issues and social solutions in a highly interactive process – (demand driven products and services)
10. SE's create new opportunities and employment.

**Time
foreseen:
1-2 hours**

MATERIALS NEEDED:

Scope

The goal of this activity is to give you some keys that allow you to think differently about your social entrepreneurship project. It should help you see it more clearly and ensure the relevance of your project's social impact. Some of the questions included here may seem complicated and far from your everyday life. However, they are essential in preparing you as a social entrepreneur.

Didactic plan

TIME ALLOCATION	DESCRIPTION
60'	Analyzing the businesses in the center of the town
60'	Choose the statements above

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2. Francis Green, 2013, Youth Entrepreneurship, OECD
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5. The Hollings Center for International Dialogue, 2019, Social Integration through Entrepreneurship
6. Marta Maretich and Margaret Bolton, 2010, Social Enterprise: From Definitions to Developments in Practice
7. INC, Donne Fenn, 2016, 4 Emerging Trends That Young Entrepreneurs Are Getting Right, <https://www.inc.com/donna-fenn/2015-30-under-30-a-community-of-young-innovators.html>
8. www.ashoka.org
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image from pressfoto / freepik.com

**Estimated
Reading Time
110-120 minutes**

MODULE 2

LEGAL FRAMEWORK OF YOUTH ENTREPRENEURSHIP

PARTNER: IED & All partners

PROJECT 2018-2-TR01-KA205-060888

YOUTH ENTREPRENEURSHIP CURRICULUM

Purpose

The purpose of this module is to acquire basic knowledge, skills and competences on legal framework in Europe, Greece, Spain, Poland and Turkey. The module is divided into two parts, a) mapping the legal business forms in each country and b) a step-by-step establishment process of these types. After the reading of this module, the learners will have a general overview of the existing forms, and based on the advantages and disadvantages, taxation they can clarify which form is more suitable for them.

Learning Outcomes

In terms of **knowledge**, the learner will know:

- ✓ the legal framework of youth entrepreneurship in EU and different member states
- ✓ the legal forms and different types of entrepreneurship within the national law of EU member states
- ✓ the various advantages and disadvantages between the types

In terms of **skills**, the learner will understand:

- ✓ how legal frameworks work in the EU and in different member states
- ✓ how entrepreneurship is a positive alternative for employment

In terms of **competences**, the learner will be able to:

- ✓ found his/her own company according to the EU and national law
- ✓ choose the right type of a company
- ✓ overcome the various barriers when starting their own company

2.1. Legal Entity types in project countries

Establishment processes of a business in Europe and around the world are implementing under very specific domestic, national and international laws. In this module, you can learn which are the legal entities and how can you start a business in Greece, Spain, Poland, and general in Europe. If you would also like to learn how to start a business in Norway and in other countries you can advise Bridge West website, a network of international legal firms, consultants and accountants activating in over 65 countries: <http://www.bridgewest.eu>.

2.1.1 Greece

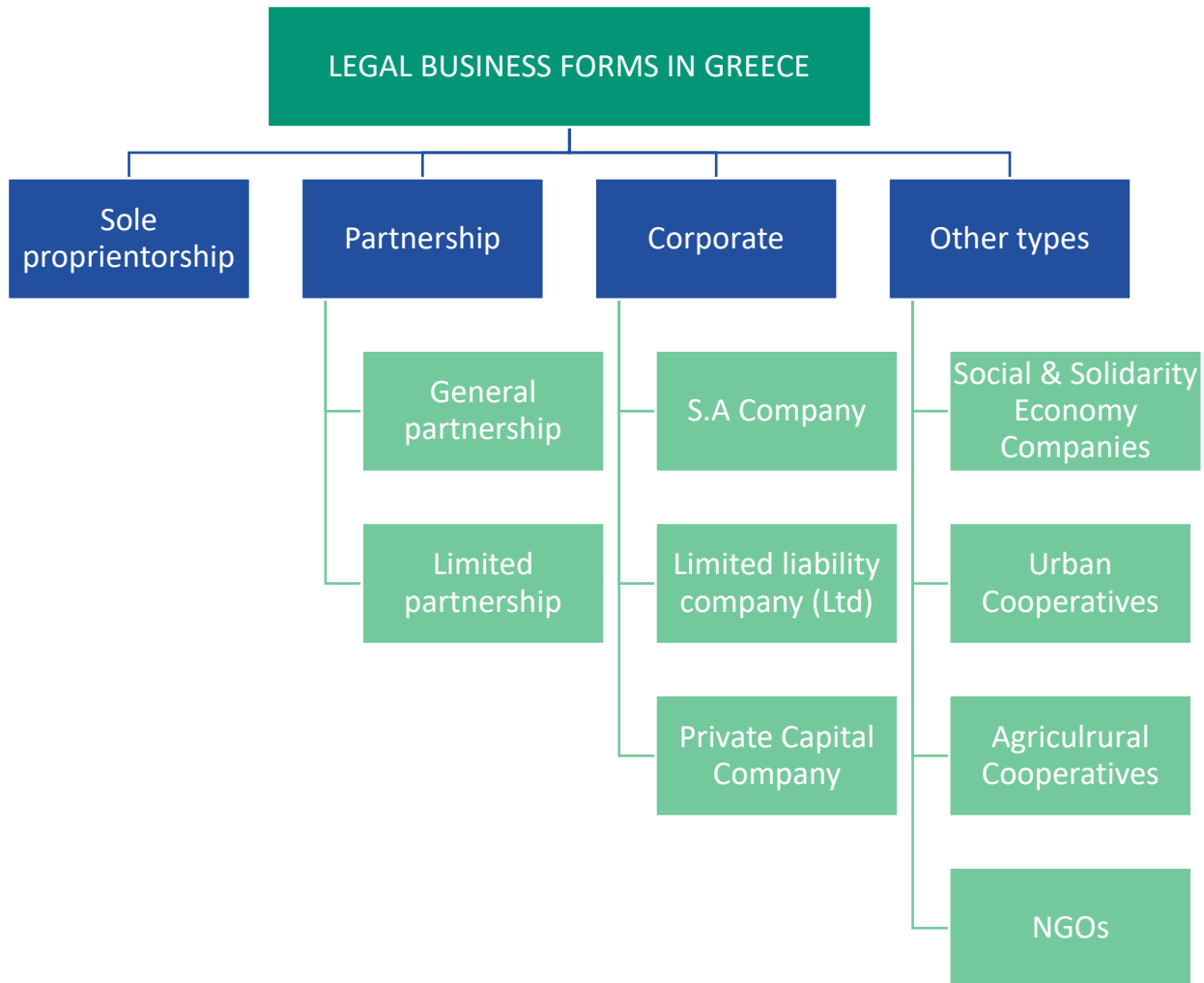
In Greece, all legal entities require a set of provisions of domestic and international law in order to start the business activity. Each entity has its own criteria and can be categorized based on:

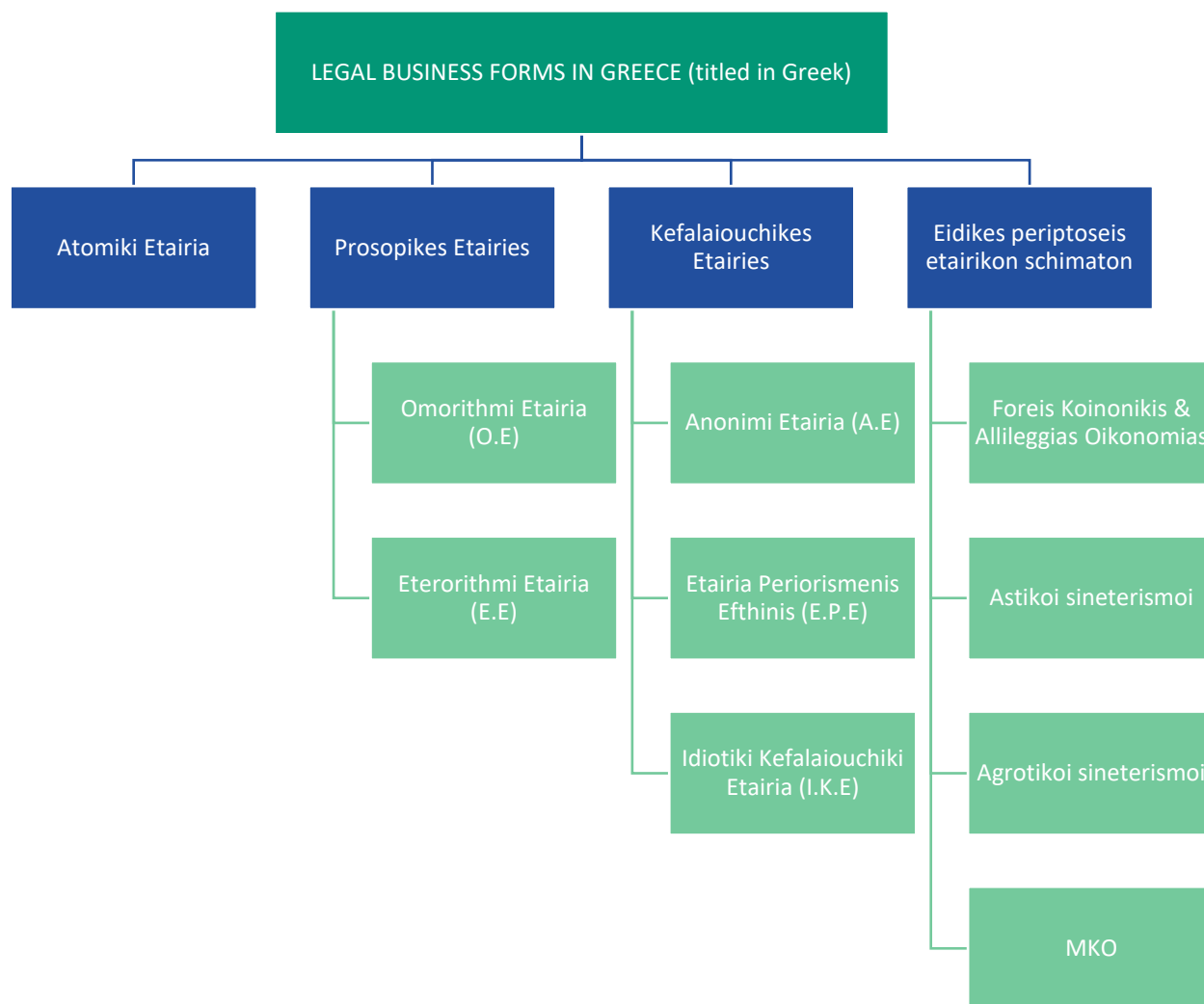
- the legal status recognized under the Greek law (Sole Entrepreneurship, O.E, E.E, A.E, E.P.E etc)
- the business activity
- the business size (small, medium, large)

Reading and learning for each legal entity will help you defining their characteristics and pointing out their differences and similarities.

New and young entrepreneurs need to decide whether if they are going to rely on their own strengths (sole proprietorship) or if they will establish a business with one or more other persons (partnership or corporate).







1. Sole proprietorship – Atomiki Etairia

Sole proprietorship is widespread among Greek population. It's the oldest and simplest form of business owned by one individual who works alone or employs others. Sole proprietorship provides essential advantages in small size businesses in agriculture, craft and commercial. When it comes to large-scale growth, corporate form is recommended.

PARTNERSHIP OR CORPORATE

Partnership and corporate businesses owned by two or more people or partners who determine the cooperation between them based on the defined business type. The basic partnership and corporate types are: General partnership, Limited partnership, S.A Company, Limited liability company (Ltd) and Private capital Company (P.C.C).

2. Partnership – Prosopikes Etairies

Partnership companies (in short O.E and E.E) are the simplest forms of partnership between two or more people aim to make profit. These companies are owned by two or more individuals. O.E and E.E are addressed mainly to entrepreneurs who wants to start a family business, a business with a friend or a partner. Decision making processes, work, duties, expenses and profits are shared to partners. The main difference between O.E and E.E is the level of liability in business obligations. In O.E, the partners are unlimited and entirely liable for business obligations with their own personal property while in E.E the partners are solely liable for up to the amount of their contribution to the company.

I. GENERAL PARTNERSHIP – OMORITHMI ETAIRIA O.E

O.E is owned by two or more individuals. Partners of O.E are liable with their own personal property to company obligations. Even after the dissolution of the company, partners are still liable for any existing dept of the company.

II. LIMITED PARTNERSHIP – ETERORITHMI ETAIRIA E.E

E.E is owned by two or more individuals. In E.E the division of partners into two categories is required. The first category includes the general partners and the second the limited partners. This means that the company should be consisted of both categories, one or more general partners and one or more limited partners. Their key differentiations are in terms of management responsibilities and business duties. The general partners usually undertake the overall business control while the limited partners undertake responsibilities and duties based on the amount of their participation to the company. Usually their contribution is either an amount of money or an offering such as work etc. Each category has a specific role. For example, if a limited partner is involved in management processes of the company, he/she loses the limited status.

Legally, E.E is divided into i) simple limited partnership and ii) limited by share partnership. Simple limited partners are not allowed to stand for titles, and limited by share partners stand for titles freely transferable.

3. Corporate – Kefalaouchikes Etairies

Capital plays a significant role in corporate businesses. Partners are liable to business obligations only if they have obligations and depts to public bodies and social security.

I. S.A COMPANY – ANONIMI ETAIRIA A.E

S.A requires at least two individuals, one Greek resident and one foreigner. In S.A the capital is divided into shares, and the partners are no liable to company's obligations. The company, requires a minimum capital of 25.000€ for its establishment. This kind of business has limited or unlimited duration and the establishment costs are quite high in comparison the above-mentioned companies.

II. LIMITED LIABILITY COMPANY LTD – ETAIRIA PERIORISMENIS EFTHINIS E.P.E

E.P.E is a commercial company even if its purpose is not commercial. Based on this framework, the law prohibits certain activities such as insurance, banking, sports etc. In E.P.E, a board of directors undertake a General Assembly once a year where Administrators are elected. The business capital is divided into shares and the decision-making process is made of the majority of the partners.

III. PRIVATE CAPITAL COMPANY P.C.C – IDIOTIKI KEFALAIOUCHIKI ETAIRIA I.K.E

I.K.E requires two or more individuals for its establishment, and its preferred medium and big size companies. As in EPE, IKE is a commercial company. It has a simple and quick establishment process, and costs for establishment and operational are low. Flexibility on decision-making process and no minimum capital is required. The company duration is limited up to 12 years and is preferred for small-medium business.

4. Other types of partnerships or corporates

I. SOCIAL AND SOLIDARITY ECONOMY COMPANIES

Social and Solidarity economy companies are divided in four categories.

- a) Social Cooperative Companies or Social Entreprises, in Greek titled as Koinonikes Sineteristikes Epicheiriseis Koin.S.Ep, that aim to collective and social benefits. Koin.S.Ep are based in specific purposes for a) Integration of vulnerable groups or b) the integration of special groups.
- b) Social Cooperatives Limited Liability, in Greek titled as Koinonikoi Sinteterismoι Periorismenis Efthinis Koin.S.P.E
- c) Workers Cooperatives that aim to social benefits.

The companies are consisted of at least 5 individuals if the company aimed at collective and social benefit, and of at least 7 individuals if the company aimed at intregation of vulnerable or special groups.

II. URBAN COOPERATIVES

Urban cooperatives are consisted of at least 15 individuals with an economic purpose who aim at the economic, social and cultural development of their members. These cooperatives are active in fields such as production, consumption, supplication, transport and Tourism.

II. AGRICULTURAL COOPERATIVES

As agricultural cooperatives are considered any sector or activity of agricultural economy such as beekeeping, agro-tourism, livestock etc. This form of cooperatives has commercial purposes and is consisted of at least 20 individuals.

III. NON-GOVERNMENTAL ORGANIZATION

NGOs are legal entities consisted of individuals or group of individuals. NGOs can be categorized in a) Urban Non-profit Company, b) Association, and c) Charitable Foundation. An indispensable element of an NGO is the non-profit activity, regardless of the qualifications given to it by its founders. An NGO distributes profits to achieve its objectives.

Table 1 Advantages and Disadvantages of above-mentioned forms of business.

		Advantages	Disadvantages
SOLE PROPRIETORSHIP (recommended for small enterprises)		<ul style="list-style-type: none"> Owner has complete control of business activities Simple and easy set up process Flexibility and immediate decision making and execution No minimum capital required No notary involvement required Low fixed costs (operational & organizational) Low taxes 	<ul style="list-style-type: none"> Owner takes over the whole business risk Expanding difficulties Limited access to capital markets
PARTNERSHIP	O.E	<ul style="list-style-type: none"> No minimum startup capital required Notary involvement is optional Low fixed costs (operational & organizational) Partners participate in management processes 	<ul style="list-style-type: none"> Unlimited and personal liability, including the personal property, to the company obligations Difficulties on finding a long-term finance source
	E.E	<ul style="list-style-type: none"> No minimum startup capital required Notary involvement is optional Limited partners have limited responsibility on the business obligations, just when they do not 	<ul style="list-style-type: none"> Unlimited and solely liability for up to the amount of their contribution to the business obligations

		Advantages	Disadvantages
		participate in management processes	
CORPORATE	A.E	<ul style="list-style-type: none"> Partners are no liable to company's obligations Cooperation of Greek inhabitants and foreigners 	<ul style="list-style-type: none"> A minimum capital of 25.000 euros is required Medium and high operational costs Decision-making process is made of General Assembly and board of directors
	E.P.E	<ul style="list-style-type: none"> Partners are liable up to the amount of their participation to company obligations Quick and easy establishment process though One-stop service Ability to raise large capital 	<ul style="list-style-type: none"> A minimum capital of 2.400 euros is required Non flexible decision making process Inability for Stock Exchange funding Strict accounting and auditing standards Medium and high operational costs
	I.K.E	<ul style="list-style-type: none"> Low establishment and operational costs No minimum startup capital required Flexibility on decision-making process Quick and easy establishment process though One-stop service 	<ul style="list-style-type: none"> Inability for Stock Exchange funding Strict accounting and auditing standards Limited company duration to 12 years
OTHER	Koin.S.EP	<ul style="list-style-type: none"> Low establishment costs Quick and easy establishment process Partners are liable up to the amount of their participation to company obligations 	<ul style="list-style-type: none"> A minimum capital required Non flexible decision making process Limited duration (defined in the statute)
	Urban Cooperatives	<ul style="list-style-type: none"> No minimum capital required Low establishment costs 	<ul style="list-style-type: none"> Non flexible decision making process

	Advantages	Disadvantages
	<ul style="list-style-type: none"> • Quick and easy establishment process • Partners are liable up to the amount of their participation to company obligations 	<ul style="list-style-type: none"> • Limited duration (defined in the statute)
Agricultural Cooperatives	<ul style="list-style-type: none"> • No minimum capital required • Low establishment costs • Quick and easy establishment process • Partners are liable up to the amount of their participation to company obligations 	<ul style="list-style-type: none"> • Non flexible decision making process • Limited duration (defined in the statute)
NGO	<ul style="list-style-type: none"> • No minimum capital required • Quick and easy establishment process • Low establishment and operational costs 	<ul style="list-style-type: none"> • Non flexible decision making process • Inability for Stock Exchange funding • Limited duration

Table 2: Comparative Table

	SOLE	NGO	O.E	E.E	A.E	E.P.E	I.K.E
MINIMUM CAPITAL REQUIRED	0€	0€	0€	0€	25.000€	2€	0€
CONTRIBUTION IN KIND (MEANS NO-CASH CONTRIBUTIONS)	No	No	Yes	Yes	Yes	Yes	Yes
CAPITAL CONTRIBUTION	No	No	No	No	No	No	Yes
MINIMUM NUMBER OF PARTNERS	1	>2	>2	>2	>2	>2	>2
LIABILITY OF PARTNERS	Unlimited	-	Unlimited	i) General partners have liability with their own personal property ii) Limited partners are liable up to the amount of their contribution	No liability	Limited up to the amount of the contribution	Limited up to the amount of the contribution
REPRESENTATION & MANAGEMENT	-	-	The partners	The general partners	a. General Assembly b. Board of directors	a. Meeting of partners b. Administrators	a. Meeting of partners b. Administrators
DURATION	Unlimited	Limited	Unlimited	Unlimited	Limited or Unlimited	Limited	max. 12 years

	SOLE	NGO	O.E	E.E	A.E	E.P.E	I.K.E
SETTING UP PLACES	DOY	1.GEMI 2.Notary 3. e- YMΣ	1.GEMI 2.Notary 3. e-YMΣ	1.GEMI 2.Notary 3. e-YMΣ	1.GEMI 2.Notary 3. e-YMΣ	1.Notary 2. e-YMΣ	1.GEMI 2.Notary 3. e-YMΣ
SIMPLE AND EASY SETTING UP PROCESSED	Yes	Yes	Yes	Yes	No	No	Yes
FLEXIBILITY ON DECISION MAKING	Yes	No	Yes	Yes	No	No	Yes
ESTABLISHMENT COSTS	Low	Low	Low	Low	Medium	Medium	Low
OPERATIONAL COSTS	Low	Low	Low	Low	High	High	Low
STOCK EXCHANGE FUNDING	No	No	No	No	Yes	No	No
TRANSFER OF SHARES	-	-	No	No	Yes	Yes	Yes
COMPULSORY INSURANCE OF PARTNERS IN EFKA	Yes	No	Yes	Yes	Directors owing >3%	Yes	Administrators only

Source: asnetwork.gr

Table 3: Comparative Table (part 2)

	KOIN.S.EP	URBAN COOPERATIVES	AGRICULTURAL COOPERATIVES
MINIMUM CAPITAL REQUIRED	500€ Koinsep aimed at collective and social benefits 700€ Koinsep aimed at integration of vulnerable and special groups	0€	N/A
MINIMUM NUMBER OF PARTNERS	>5 or >7	>15	>20
REPRESENTATION & MANAGEMENT	Board of Directors	Board of Directors	Board of Directors
DURATION	Limited (defined in the statute)	Limited (defined in the statute)	Limited (defined in the statute)
LIABILITY OF PARTNERS	Limited up to the amount of the contribution	Limited up to the amount of the contribution	Limited up to the amount of the contribution
SETTING UP PLACES	<u>Online in Social Entrepreneurship Registry</u>	Country Court and GEMI	Country Court, National Agricultural Cooperatives Registry
FLEXIBILITY ON DECISION MAKING	<u>Yes</u>	Yes	Yes
SIMPLE AND EASY SETTING UP PROCESSED	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>

KÖİN.S.İP

URBAN
COOPERATIVES

AGRICULTURAL COOPERATIVES

FLEXIBILITY ON DECISION MAKING	No	No	No
ESTABLISHMENT COSTS	<u>Low</u>	<u>Low</u>	<u>Low</u>

2.1.2 Spain

To set up a business project the choice of the appropriate legal form is an important decision. Spanish law recognizes different legal forms in which cost and time as well as the particular requirements of the process vary. The forms of a company can be distinguished principally by their capacity as sole proprietor, partnership or corporation. The significant legal forms are explained below.

SOLE-PROPRIETOR

A sole-proprietor (empresario individual / autónomo) requires only one shareholder. This shareholder is fully accountable with his or her personal assets for all business-related liabilities. The process of company formation is very simple and takes approximately one day. A minimum capital is not required.



PARTNERSHIPS

A company constituted as a partnership (Sociedad Civil) is required at least two partners, thus the company is formed because of a partnership agreement. A minimum capital or an entry in the register is not required. The partnership is therefore fast and economical to set up.

The partners can give the company a separate legal entity through an agreement, notarized and authenticated and entered into the Spanish Commercial Registry.

THE GENERAL PARTNERSHIP (SOCIEDAD COLECTIVA)

The creation of a general partnership (Sociedad colectiva) requires at least two partners. These partners have unlimited accountability with their personal assets for the liabilities of the company. A minimum capital is not required. In order to set up the company, it is necessary to establish a social contract that will be certified by a notary. Created with full legal capacity, the company is recorded in the Spanish Commercial Registry.

LIMITED PARTNERSHIP (SOCIEDAD COMANDITARIA SIMPLE)

A limited partnership (Sociedad comanditaria simple) needs two or more partners. A limited partnership requires a general partner (socio colectivo) and a limited partner (socio comanditario) who has unlimited liability for the debts

of the company. A minimum capital is not required. The establishment occurs by means of a notarial deed and the registration of the company.

COMPANY WITH LIMITED LIABILITY (S.L.)

The most frequently created corporation in Spain is the limited liability company (Sociedad de Responsabilidad Limitada (S. L.)). This requires at least one shareholder. If there is only one shareholder, the company name must identify the company as a single shareholder company (Sociedad Unipersonal). The liability of the shareholders is limited to their contributions. The required capital is at least €3,000.00 and must be fully paid at the time of establishment. It is required a mandatory notarization and registration in the Spanish Commercial Registry.

NEW COMPANY WITH LIMITED LIABILITY (S.L.N.E.)

In the new Company with limited liability (Sociedad Limitada Nueva Empresa (S.L.N.E.)) is needed a maximum of five shareholders. The liability of the shareholders is limited to their contributions. There is a minimum capital of € 3,012.00 prescribed and a maximum capital of € 120,202.00. In the case that the upper limit is exceeded, the S.L.N.E. is converted to a S.L.

JOINT STOCK COMPANY (SOCIEDAD ANÓNIMA, S.A.)

The largest companies in Spain are joint stock companies (Sociedad Anónima (S.A.)) which requires at least one shareholder. The liability of shareholders for company debts is limited to their contributions. The minimum capital amounts to € 60,000.00, from which only 25% must be paid at establishment. The establishment requires notarial authentication and registration of the of the company.

2.1.3 Poland

The general rules related to conducting business are regulated by the Freedom of Economic Activity Act dated on 2nd July 2004.

The Act is also known under the name of '**business constitution**', because the Act governs the undertaking, conducting and legal limitation of business activities in Poland. The Act is the source of various terms, e.g. **entrepreneurship or economic activity, that remain applicable in relation to business activities**. The Act also contains a list of specific licenses that have to be acquired in order to undertake certain business activities.

The rules of the Act are applicable to **natural persons and legal entities**. However, the Act distinguishes between the investors from EU/EFTA and other third party countries.

Natural persons and legal entities from the EU/EFTA countries, in regard to conducting business in Poland, fall under the same conditions and rules as Polish individuals or companies. Such a foreign entity may choose any legal form for their business activity in Poland freely with the same restrictions as are applicable for Polish naturals or companies, if any.

<https://www.trade.gov.pl/>

Common type of business activity are commercial companies, in particular, the limited liability company and the general partnership. According to the Polish Central Statistical Office, as at the end of 2016, limited liability companies accounted for approximately 82 per cent of all commercial companies, with general partnerships and limited partnership accounting for approximately 7 per cent each. Further down the list are the joint-stock company and the limited jointstock partnership. The smallest group are professional partnerships, accounting for approximately 0.5 per cent of all commercial companies in Poland. However, it should be noted that in recent times, the highest growth was reported for the limited partnership. The above is due to the ability to optimise taxation in the structures of such a partnership as revenues are taxed at the level of the partners in that partnership rather than the partnership itself. Many natural persons choose to pursue individual business activity. In the private sector, these entities account for over 70 per cent of all entrepreneurs. Individual business activity may also be conducted in the form of a civil partnership, i.e. an association of at least two entities for the purpose of conducting for-profit activity. Unlike a corporation, a civil partnership is not a separate legal entity –



only its partners are separate legal entities. (Forms of conducting business activity in Poland FKA Furtek Komosa Aleksandrowicz sp.k. for Polish Investment & Trade Agency).

Polish regulations allow the following legal forms of business:

Individual business activity (Self-Employed) Własna działalność gospodarcza

It is the simplest form of business activity for small business. This is not a legal entity, and there is no division between business and its owner. Every name of sole proprietorship has to include the name and surname of its owner, that is, the individual's name, and some other freely chosen constituents. Only natural person can conduct a sole tradership.

- is the simplest form of establishment
- is intended for natural persons
- registered in the Central Register and Information on Economic Activity (CEIDG), you can register it online
- it does not require a minimum amount of capital
- accounting depends on the form of taxation
 - when taxing on a general basis (tax scale and flat-rate tax), simplified accounting (revenue and expenditure book) may be maintained, but only if in the previous year the revenue did not exceed the amount of EUR 2 000 000
 - for lump sums, records of lump sums are required
 - there is no obligation to keep accounting records for the tax card
- the entrepreneur is liable with all his assets for obligations arising as a result of running the business
- the company (name) of the entrepreneur given in CEIDG must include at least the name of the applicant - e.g. John Smith. It is possible to add other elements to the company, e.g. defining the profile of the activity
- the entrepreneur has the sole right to represent his activity
- the entrepreneur is a PIT payer
- the entrepreneur may be subject to VAT

The main disadvantage is that the entrepreneur has to take over the whole business risk. Another disadvantage is the difficulty of expanding the business due to lack of capital and due to limited access to the capital markets. This business form is recommended for small enterprises.

CIVIL PARTNERSHIP

The basis of a **civil partnership in Poland** is regulated in the Civil Code of 23rd April 1964 in Art. 860 and subsequent. By a deed of partnership, the partners shall undertake to promote the attainment of a common economic objective by acting in a specific manner and in particular, by making contributions. The partners shall bear joint and several liabilities for the partnership's obligations.

REGISTERED PARTNERSHIP

In accordance with the definition a **registered partnership in Poland** shall be a partnership which conducts an enterprise under its own name and is not any other commercial company. Such a partnership does not possess a legal personality, though it may act on in its own behalf, and has its own assets and debts. Every partner shall be liable for obligations of the partnership without limits, with all his assets jointly and severally with the remaining partners.

PROFESSIONAL PARTNERSHIP

Business activity conducted solely by persons who have the right to practice a freelance profession (e.g. physician, architect, securities broker). Freelance professionals may choose another form of business activity as well. May be formed for the purpose of practicing more than one freelance profession.

LIMITED PARTNERSHIP

A **limited partnership in Poland** is a company, in which at least one partner is a general partner and has an unlimited liability towards the partnership's creditors (unlimited partner) and the liability of at least one other partner is limited (limited partner). **The limited partner** is responsible for the company's liabilities only to the value of his capital contribution. The deed of this company shall be made in a notary form. The limited partnership comes into existing after entry into the National Court Register.

LIMITED LIABILITY COMPANY

It is a commercial company with legal personality. It may be established by one or more shareholders, but it may not be established solely by another single person limited-liability company. Its founders may be either natural persons or legal persons, regardless of their nationality or place of establishment. In order to be established, a capital of at least PLN 5,000 is required. The company is responsible for its liabilities with all its assets. Shareholders are not liable for the company's obligations (if they are not members of the company's management board). Shareholders bear only limited liability, up to the value of their contributions (business risk).

JOINT STOCK COMPANY

A limited joint-stock partnership shall be a partnership in which at least one partner (general partner) has unlimited liability towards the partnership's creditors and at least one partner is a shareholder. The initial capital of this company shall amount to at least PLN 50.000. A supervisory body may be appointed in this partnership. The supervisory board shall exercise permanent supervision over the activity of the partnership in all areas of such activity. This partnership does not possess a legal personality, though it is in a way a hybrid of a joint-stock company and limited partnership (limited joint-stock partnership).

<https://www.bpg.pl/>

<i>Type of company</i>	<i>Civil law partnership</i>	<i>Registered partnership</i>	<i>Professional partnership</i>	<i>Limited partnership</i>	<i>Limited joint-stock partnership</i>	<i>Limited liability company</i>	<i>Joint stock company</i>
Minimum number of founders	Minimum two partners (natural persons, legal persons or organisational units having legal capacity)	Minimum two partners (natural persons, legal persons or organisational units having legal capacity)	Minimum two natural persons authorised to practise liberal professions (partners)	Minimum two partners (natural persons, legal persons or organisational units with legal capacity), including one general partner (liable with all his assets) and one limited partner (liable with the amount specified in the contract)	Minimum two partners (natural persons, legal persons or organisational units with legal capacity), including one general partner (liable with all his assets) and one shareholder	Minimum two partners (natural persons, legal persons or organisational units with legal capacity)	Minimum one founder (natural person, legal entity or organisational unit with legal capacity). A single-member limited liability company may not be the founder.
Instruments of incorporation	Contract in writing	Contract in writing, unless the partner's contribution is real estate (then notarial deed) or enterprise (contract with notarially)	Contract in writing, unless the partner's contribution is real estate (then notarial deed) or enterprise (contract with notarially)	Agreement in the form of a notarial deed. It is possible to register a limited partnership in a simplified manner (the so-called S24), i.e. to conclude a partnership	Articles of association in the form of a notarial deed	Agreement in the form of a notarial deed (founding deed for a single-member limited liability company). It is possible to register a limited liability company	Articles of association in the form of a notarial deed

<i>Type of company</i>	<i>Civil law partnership</i>	<i>Registered partnership</i>	<i>Professional partnership</i>	<i>Limited partnership</i>	<i>Limited joint-stock partnership</i>	<i>Limited liability company</i>	<i>Joint stock company</i>
		authenticated signatures)	authenticated signatures)	agreement without a notarial deed on the Internet.		in a simplified manner (the so-called S24), i.e. to conclude the articles of association without the form of a notarial deed on the Internet.	
Name-requirements	When partners are natural persons, the name should include at least the first and last names of all partners together with the name "spółka cywilna" (civil law partnership) or abbreviation (sc.).	It should contain the name of at least one partner or the name of the company, as well as the indication "spółka jawna" (registered partnership) or "sp. j."	It should contain the name of at least one partner and the words "and partner" or "and partners" or "spółka partnerska" (professional partnership) together with the name of the profession (e.g. "architects"),	It should contain the name or full business name of at least one general partner as well as the indication "spółka komandytowa" (limited partnership) or "sp. k.". The name may not include the name or business name of the limited partner	It should contain the name or full business name of at least one general partner, as well as the indication "spółka komandytowo-akcyjna" (limited joint-stock partnership) or "S.K.A.". The name may not include the name	It may be freely chosen but must include the term "spółka z ograniczoną odpowiedzialności" (limited liability company) or "spółka z o.o." or "sp. z o.o."	It may be freely chosen but must include the term "spółka akcyjna" (joint-stock company) or "S.A".

<i>Type of company</i>	<i>Civil law partnership</i>	<i>Registered partnership</i>	<i>Professional partnership</i>	<i>Limited partnership</i>	<i>Limited joint-stock partnership</i>	<i>Limited liability company</i>	<i>Joint stock company</i>
			the abbreviation is "sp.p."		or business name of the shareholder		
Registration	Each shareholder is entered in CEIDG, register of national economy entities (REGON),	National Court Register (KRS). Online registration is possible with S24	National Court Register (KRS).	National Court Register (KRS). Online registration is possible with S24	National Court Register (KRS)	National Court Register (KRS). Online registration is possible with S24	National Court Register (KRS).
Minimum amount of share capital	None	None	None	None	PLN 50,000 The value of shares is at least PLN 0.01	PLN 5,000. The value of the share is at least PLN 50	PLN100,000 The value of share is at least 0,01
Accounting	Simplified if the partners are natural persons and last year's income did not exceed EUR 2 million. Full accounts in other cases	Simplified if the partners are natural persons and last year's income did not exceed EUR 2 million. Full accounts in other cases	Simplified if the partners are natural persons and last year's income did not exceed EUR 2 million. Full accounts in other cases	Full	Full	Full	Full

<i>Type of company</i>	<i>Civil law partnership</i>	<i>Registered partnership</i>	<i>Professional partnership</i>	<i>Limited partnership</i>	<i>Limited joint-stock partnership</i>	<i>Limited liability company</i>	<i>Joint stock company</i>
Who is income tax payer	The partnership does not have legal personality. Partners are income tax payers.	The partnership does not have legal personality. Partners are income tax payers.	The partnership does not have legal personality. Partners are income tax payers.	The partnership does not have legal personality. Partners are income tax payers.	Corporate income tax - 19% or 9% (preferential for new companies). Additionally, the dividend is taxed at the rate of 19%.	Corporate income tax - 19% or 9% (preferential for new companies). Additionally, the dividend is taxed at the rate of 19%.	Corporate income tax - 19% or 9% (preferential for new companies). Additionally, the dividend is taxed at the rate of 19%.
Organs	None	None	None; management board can be appointed	None	1) general meeting; 2) supervisory board (if there are more than 25 shareholders in the company)	1) general meeting of shareholders; 2) management board; 3) supervisory board and/or audit committee or both in the case of partnerships the share capital of which exceeds PLN 500,000 and the number of	1) general meeting of shareholders; 2) management board; 3) supervisory board

<i>Type of company</i>	<i>Civil law partnership</i>	<i>Registered partnership</i>	<i>Professional partnership</i>	<i>Limited partnership</i>	<i>Limited joint-stock partnership</i>	<i>Limited liability company</i>	<i>Joint stock company</i>
Representation	Each partner, unless the articles of association provide otherwise	Each partner, unless the articles of association provide otherwise	Each partner	Each general partner may represent the company independently. Each limited partner may represent the company as its attorney-in-fact	Each general partner may represent the company independently. Each shareholder may represent the company as its attorney-in-fact	shareholders exceeds 25 The company is represented by its Management Board. If the Management Board is composed of more than one person, two members of the Management Board or a member of the Management Board must act jointly with a commercial proxy to ensure effective representation (the company's	The company may be represented by a Management Board. If the Management Board is composed of more than one person, two members of the Management Board or a member of the Management Board must act jointly with a commercial proxy to ensure effective representation (the company's

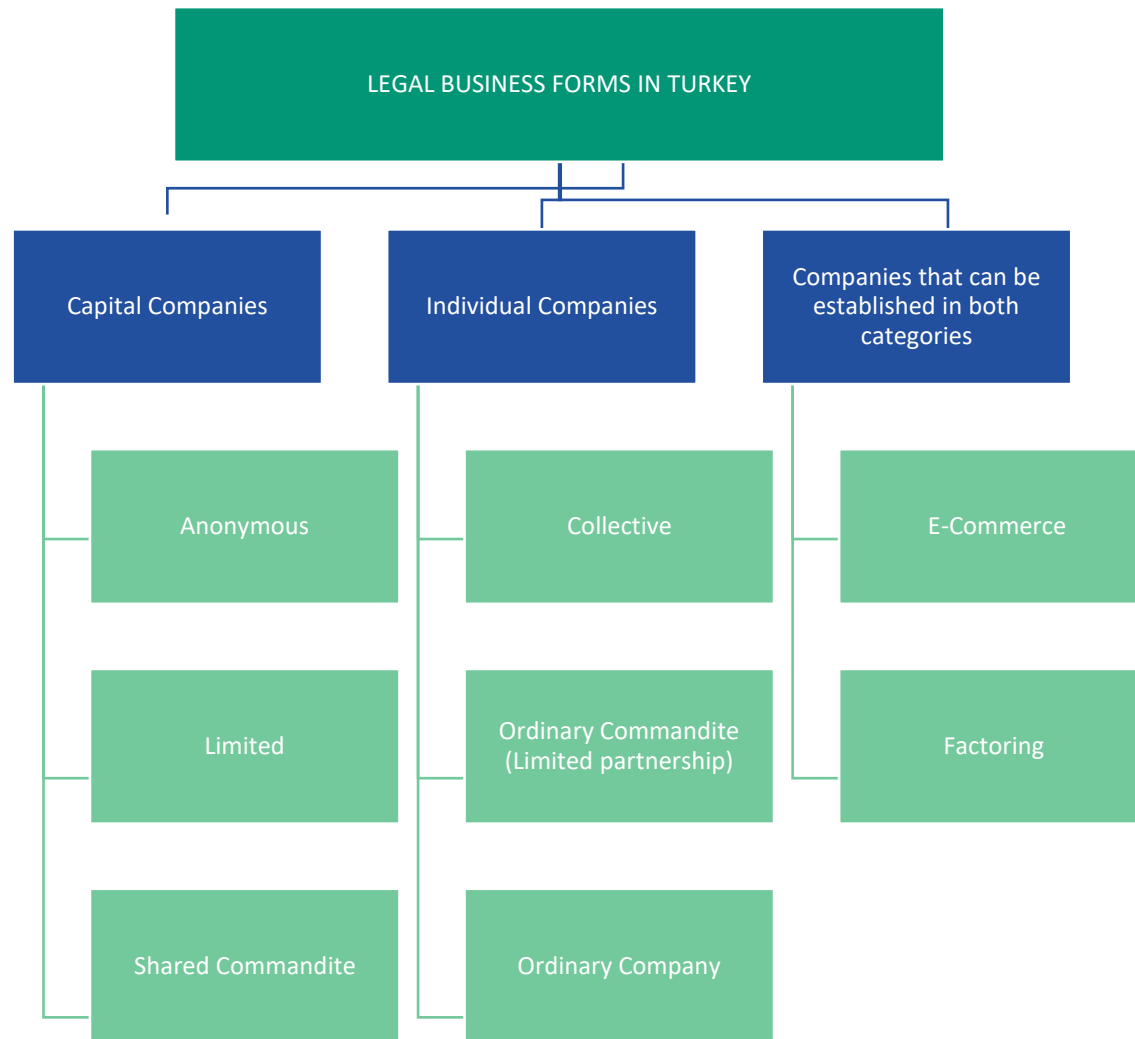
<i>Type of company</i>	<i>Civil law partnership</i>	<i>Registered partnership</i>	<i>Professional partnership</i>	<i>Limited partnership</i>	<i>Limited joint-stock partnership</i>	<i>Limited liability company</i>	<i>Joint stock company</i>
Liability	Joint and several liability of all partners (including partnership's and partners' personal property)	Joint and several liability of all partners (including partnership's and partners' personal property)	Responsibility for commitments is shared between the partners. However, the articles of association may identify those partners who will be fully liable	The partnership is primarily liable with its own assets. At least one general partner shall be liable with the entire property. At least one limited partner is liable up to the amount specified in the contract.	The partnership is primarily liable with its own assets. A general partner shall be personally liable with all his assets, jointly with the other general partners. A shareholder shall not be liable for the company's	Articles of Association may provide for a different manner of representation). The Management Board may also appoint an attorney-in-fact.	Articles of Association may provide for a different manner of representation). The Management Board may also establish an attorney-in-fact

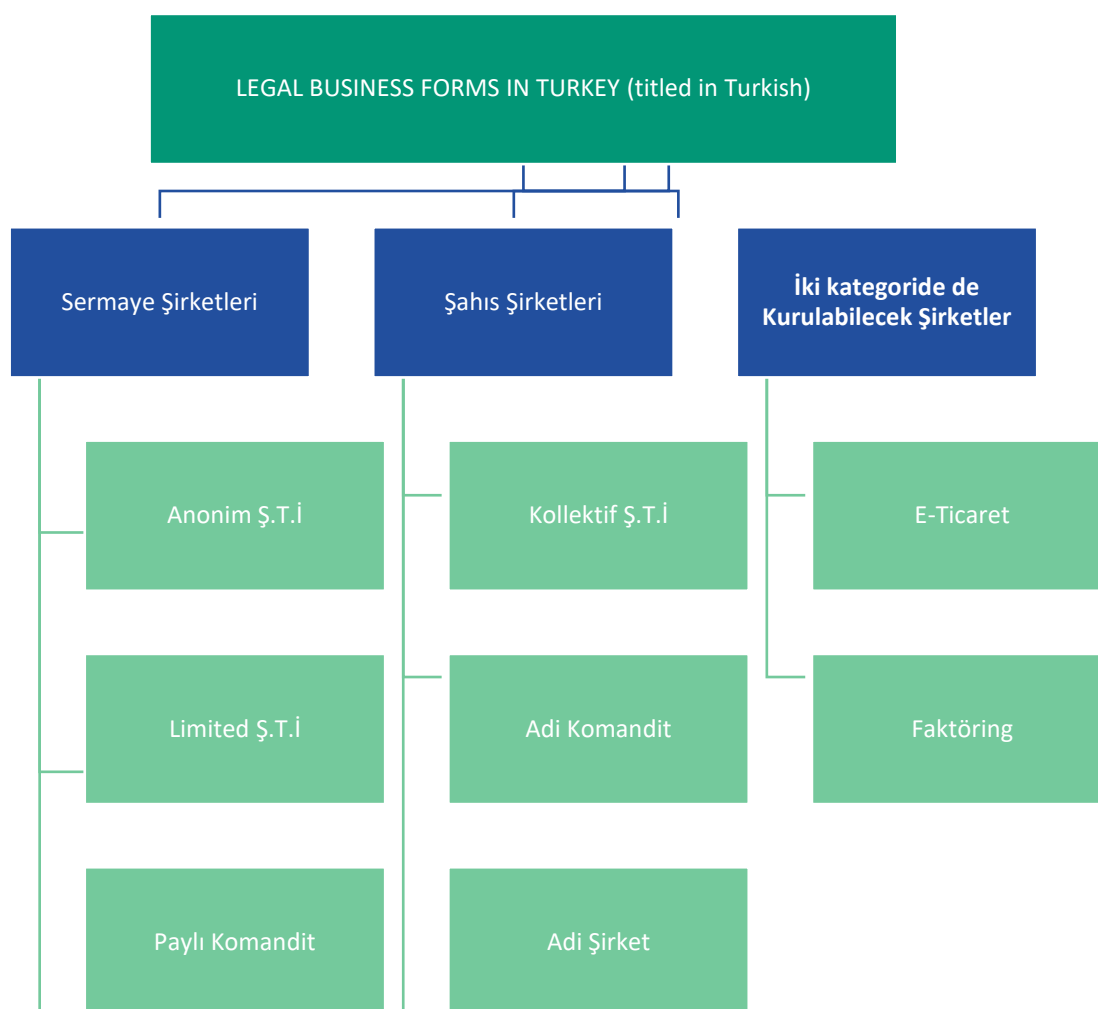
<i>Type of company</i>	<i>Civil law partnership</i>	<i>Registered partnership</i>	<i>Professional partnership</i>	<i>Limited partnership</i>	<i>Limited joint-stock partnership</i>	<i>Limited liability company</i>	<i>Joint stock company</i>
Remuneration	Partners have the right to equal share in profits	Partners have the right to an equal share in profits, as well as to demand annually an interest payment of 5% on their capital share	The share of each partner is equal regardless of the type and size of contributions. The partners have the right to demand an annual interest payment of 5% on their participation in the capital.	The share of each general partner is equal, irrespective of the nature and value of the contributions, and the share of each limited partner is proportional to the contribution actually made by the limited partner to the partnership.	liabilities with his assets. The general partners and shareholders participate in the profit of the company in proportion to their contributions to the partnership.	Shareholders are entitled to a share in the profit resulting from the annual financial statement and to be distributed pursuant to a resolution of the general meeting of shareholders. Profit attributable to shareholders is distributed in proportion to shares	Shareholders have the right to a share in the profit shown in the financial statement, which has been audited by a certified auditor and which has been allocated by the general meeting for payment to shareholders. Profit is distributed in relation to the number of shares

2.1.4 Turkey

It is a legal structure established by one or more people to produce goods or services in order to make profit. These companies, which are established according to the Turkish Commercial Law (TTK), have goals such as making profit and serving the society in ensuring the continuity of life. There are a wide variety of company types and their unique features established for these purposes. Abbreviations located next to the company titles such as LTD. or A.Ş., indicate how these companies were established as well as their capital structures, fields of activity and types. This is not the only feature that enables companies to separate. In addition to these statements, there are different types of companies depending on whether they are a sole proprietorship, a capital company, or one or more partnerships.







Company Types and Features

A) CAPITAL COMPANIES

1. Anonymous
2. Limited
3. Shared Commandite

B) INDIVIDUAL COMPANIES

1. Collective
2. Ordinary Commandite

3. Ordinary Company

C) COMPANIES THAT CAN BE ESTABLISHED IN BOTH CATEGORIES

1. E-Commerce
2. Factoring

A. Capital Companies

Capital companies are the type of companies that derive their power and value from their capital and management style. In this company structure, the responsibilities of the partners are limited by the amount of capital they are committed to provide. If one or more of the partners leave in this company structure, the partnership does not deteriorate and the shares are not personal. In addition, the shares owned can be transferred to other parties and sold. The most distinctive feature of this company structure is that the share of capital and the right to management are separated from each other. According to the TTK(Turkish Commercial Law), capital companies are divided into three sections. Joint stock company, Limited company and Shared commandite companies.

A1. JOINT STOCK COMPANY (AS)

The joint-stock company is one of the most suitable types of companies, consisting of at least 5 natural or legal persons, aiming to carry out economic activities to ensure high capital accumulation. The founding capital of this company must be at least 50.000 TL and the title of the company must be A.O (anonymous partnership) or A.Ş. (joint stock company). Joint stock companies are managed by the board of directors, the general assembly and the audit unit.

A2. LIMITED COMPANY (LTD.ŞTİ.)

Limited company is a type of company whose main capital amount is determined by one or more natural persons or legal entities to achieve all kinds of economic purposes in accordance with the law. The number of partners cannot exceed 50 people and their capital cannot be under 10,000 TL. In this type of company, the capital consists of the total of the main capital shares. In this company structure, they are not responsible for all company debts and are only responsible for the delegated capital shares and payment obligations stipulated in the company contract. In this type of company, the management unit consists of managers, and in cases where the number of partners exceeds 20, the supervisory board and the general assembly are formed.

A3. SHARED COMMANDITE COMPANY

Shared commandite company; is a type of company whose capital is divided into shares, while one or more of the company partners have unlimited liability to company receivables while others have limited liability. The

most distinctive feature of being a limited company is that the capital is divided into shares and there are at least 5 partners. The right to represent and manage the company belongs to the partners of the company, which has unlimited responsibility. In the operation of the company, if there is no binding article in the law other than these rules, the provisions of the joint stock company are valid.

B. Private Companies

Private companies are companies that have legal personality and their partners have unlimited responsibilities in order to achieve common economic interests. This type of company can be established by a single person, or it can be established by more than one real person, and the transfer of partnership is a difficult process, while the number of partners is usually few. If all partners do not approve, the partnership share cannot be transferred to other persons or sold. All of the partners are held liable for all assets against the creditors of the company. According to the TTK (Turkish commercial Law), private companies are divided into three.

B1. COLLECTIVE COMPANY

In Collective companies established by two or more partners, the partners are unlimited and jointly liable for corporate debts. While the company is responsible in the first place in debts and commitments, the company partners are held unlimitedly in the second place. This limitlessness is also considered as a plus for the creditor. Also, in this type of company, each partner has the right and responsibility to manage the company at the same rate.

B2. ORDINARY COMMANDITE COMPANY (LIMITED PARTNERSHIP)

While this type of company is a rare type of company in our country, it is a type of company that can be established between legal entities and natural persons. In ordinary Commandite companies, one or more of the partners are unlimitedly liable to creditors, while one or more of them are limited in liability. Unlimited partners can only be real persons and are referred to as a commandite, while legal entities can be limited partners and are referred to as a commanditer. In cases where company assets are insufficient in company receivables, the personal assets of commanditers can be confiscated.

B3. ORDINARY COMPANY

It is the type of company that occurs when two or more natural persons combine their labor and property to achieve a specific commercial purpose. In this type of company, the company does not own any external assets and does not have a legal personality. For this reason, the company has shares in the assets of the partners and the partners must act together in the actions to be taken regarding the assets of the company.

C. Companies That Can Be Established as Capital Companies or Individual Companies

C1. E-COMMERCE COMPANY

E-Commerce company is a company structure that aims to offer more attractive services and products and to make sales over the internet, where they can pay in a digital environment than the stores with physical assets at any time and place to meet the needs of customers. These companies are companies that can be established as individuals or capital companies. Setup and operation procedures differ depending on which company group they will be included in.

C2. FACTORING COMPANY

Factoring company is a financial company used in domestic and foreign trade, especially in short-term product sales. The factoring, which is also defined as the total service provided for the receivables collection of the creditors in the commercial transactions, is the company that acquired the receivable rights arising from the sales of all kinds of services and goods of the companies that sell in a short term. These companies serve in three main sections as financing, collection (receivable) and guarantee. The establishment and functioning of the factoring companies are subject to the regulations determined by the Banking Regulation and Supervision Agency (BDDK).



image from Tyler Franta / unsplash.com

2.2 Setting up your business

Corporate Tax Rate (2020)

24% Greece

19% Poland

25% Spain

22% Turkey

Countries indicators are presented here: <https://tradingeconomics.com/countries>

2.2.1 Greece

SOLE PROPRIETORSHIP

Sole proprietorship establishment process includes the following steps:

1. Private lease agreement endorsed by lessor's DOY or property ownership contract.
2. Registration of the entrepreneur to the Professionals Insurance Agency – Organismos Asfalisis Eleftheron Epagelmaton (O.A.E.E).
3. Certificate of Company Name and Distinctive Title – Pistopoiisi Epwnimias kai Diakritikou Titlou which can be provided by the local chamber of commerce.
4. Registration of the business to the DOY

Supporting documents

- Identity Card
 - Property ownership contract or lease agreement
 - Certificate of registration or exemption from the Professionals Insurance Agency
 - Certificate of Company Name and Distinctive Title
5. Registration of the company to the Chamber of Commerce & Industry in order to receive the Business Registration Certificate and deposit of annual contributions – Pistopoiitiko egrafis kai katavolis ton etision eisforon, which is based on the business activity.
 6. If the company is running specific activities, it has also to be issued the Operating License – Adeia Leitourgias.

[Law 4172/2013](#)

O.E AND E.E

O.E or E.E establishment is made online through One-stop Service – Ypiresia Mias Stasis (e-YΣM). The establishment process is divided into two phases.

The first phase includes all the necessary actions made before One-stop Service.

- 1.1 Company statute compilation. A private agreement signed by all partners. According to the law, the statute must include:
 - the name of the company



- the purpose of the company
- the names of the partners and their residence details
- the names of the managers and their representatives
- the company's duration
- the contributions' types and values
- the O.E or E.E company form

1.2 Seat of the company is the location of its headquarters. If the place is rented a lease stamped by the tax authority is required, and if the place is privately owned a copy of the property ownership contract is required.

1.3 Tax and insurance documents of all founders/partners.

1.4 Designation of the legal representative for the formation process of the business.

The second phase includes the registration of company to the General Commercial Registry (G.E.M.I.) along with the submission of the following documents to the One-stop Service:

- 2.1 Identity Card of Greek nationals, identity card or passport for nationals in the EU, passport for non-EU nationals and residence permit, if residing in the country.
- 2.2 Company's Statute (signed by all partners and founders) printed and electronically.
- 2.3 The proof of bank deposits provided to G.E.M.I. during the business registration process.
- 2.4 The lease stamped by the tax authority, or the copy of the property ownership contract.
- 2.5 Mandates filled and signed by the founders or their representatives.
- 2.6 Payment of the establishment costs.
- 2.7 All the necessary documents for the VAT registration.

O.E law 4072/2012 [Articles 249 to 270] & law 4072/2013

E.E law 4072/2012 [Articles 271 to 292] & law number 4072/2013

I.K.E

I.K.E establishment is made at General Commercial Registry G.E.M.I. (this process is the same as in O.E and E.E).

1. Company statute compilation. A private agreement signed by all partners. According to the law, the statute must include:
 - the name of the company
 - the purpose of the company
 - the names of the partners and their residence details

- the names of the managers and their representatives
 - the company's duration
 - the contributions' types and values
 - the I.K.E company form
2. Seat of the company is the location of its headquarters. If the place is rented a lease stamped by the tax authority is required, and if the place is privately owned a copy of the property ownership contract is required.
 3. Tax and insurance documents of all founders/partners.
 4. Designation of the legal representative for the formation process of the business.
 5. Identity Card of Greek nationals, identity card or passport for nationals in the EU, passport for non-EU nationals and residence permit, if residing in the country.
 6. Company's Statute (signed by all partners and founders) printed and electronically.
 7. The proof of bank deposits provided to G.E.M.I during the business registration process.
 8. The lease stamped by the tax authority, or the copy of the property ownership contract.
 9. Mandates filled and signed by the founders or their representatives.
 10. Payment of the establishment costs.
 11. All the necessary documents for the VAT registration

I.K.E law 4072/2012 [Articles 43 to 120] & the law 4072/2013

E.P.E

E.P.E establishment is made at General Commercial Registry G.E.M.I and at One-stop Service (e-Y  M). The process has many commons with O.E and E.E establishment process. The two phases of the process are:

The first phase includes all the necessary actions made before One-stop Service.

- 1.1 Company statute compilation should made by notary or lawyer. According to the law, the statute must include:
 - personal information of the partners
 - the name of the company
 - the seat, the purpose and the duration of the company
 - the E.P.E legal company form
 - the initial capital of the business and the amount of the shared capital by each partner provided in a written certificate of payment
 - the contributions' types and values

- possible partners' agreements on additional contributions, transfer of shares, withdrawal of a partner, for reasons not provided for by law and internal control regulation
- 1.2 Seat of the company is the location of its headquarters. If the place is rented a lease stamped by the tax authority is required, and if the place is privately owned a copy of the property ownership contract is required.
 - 1.3 Tax and insurance documents of all founders/partners.
 - 1.4 The name of the legal representative for the formation process of the business.

The second phase includes the submissions of the founders'/partners'/applicants' documents to the notary along with the submission of the them to the One-stop Service:

- 2.1 Identity Card of Greek nationals, identity card or passport for nationals in the EU, passport for non-EU nationals and residence permit, if residing in the country.
- 2.2 The proof of bank deposits at the business registration process.
- 2.3 The lease stamped by the tax authority, or the copy of the property ownership contract.
- 2.4 All the necessary documents (M3, M6, M7, M8 printed forms) for the VAT registration.
- 2.5 After documents submission, the founders will receive certificates from One-stop service which are required in the establishments process.

E.P.E law [3190/1955](#) & law [4541/2018](#) & law [4072/2013](#)

A.E

A.E establishment is made at General Commercial Registry G.E.M.I and at One-stop Service (e-ΥΣΜ). The process includes the following steps:

1. Company statute compilation made by notary. According to the law, the statute must include
 - personal information of the partners and their VAT numbers
 - the name of the company
 - the seat, the purpose and the duration of the company
 - the A.E legal business form
 - the initial capital of the business and the amount of the shared capital by each partner provided in a written certificate of payment
 - the contributions' types and values
 - possible partners' agreements on additional contributions, transfer of shares, withdrawal of a partner, for reasons not provided for by law and internal control regulation

2. Seat of the company is the location of its headquarters. If the place is rented a lease stamped by the tax authority is required, and if the place is privately owned a copy of the property ownership contract is required.
3. Tax and insurance documents of all founders/partners
4. Identity Card of Greek nationals, identity card or passport for nationals in the EU, passport for non-EU nationals and residence permit, if residing in the country.
5. The proof of bank deposits at the business registration process.
6. The lease stamped by the tax authority, or the copy of the property ownership contract.
7. All the necessary documents for the VAT registration.

[A.E law 4548/2018 & law 2190/1920 & the law 4072/2013](#)

SOCIAL AND SOLIDARITY ECONOMY COMPANY

Koin.S.Ep establishment is made at Social Entrepreneurship Registry. The process includes the following steps:

1. Company statute compilation by at least 5 founders/partners/members aimed at collective and social benefits or by at least 7 founders/partners/members aimed at integration of the vulnerable or special groups. According to the law, the statute must include:
 - the name of the company. Its name is defined by the purpose and the type of the company. Members or third parties' names and not used for company's name.
 - the seat and the purpose of the company.
 - possible partners' agreements on additional contributions, transfer of shares, withdrawal of a partner, for reasons not provided for by law and internal control regulation
 - Tax and insurance documents of all founders/partners.
2. Seat of the company is the location of its headquarters. As seat is defined the municipality in which the company is located.
3. Registration of the business to the DOY
4. Certificate of Registration from the Social Entrepreneurship Registry
5. Online submission of the Statement of Commencement to the Public Finance Service.
6. All the necessary documents for the VAT registration

[Law 4430/2016](#)

URBAN COOPERATIVES

Astikoi Sineterismoï establishment is made at Country Court and at GEMI. The process includes the following steps:

1. Company statute compilation by at least 15 partners/members. According to the law, the statute must include:

- The name of the company. Its name is defined by the purpose and the type of the company. Members or third parties' names and not used for company's name.
- The seat and the purpose of the company.
- possible partners' agreements on additional contributions, transfer of shares, withdrawal of a partner, for reasons not provided for by law and internal control regulation
- Tax and insurance documents of all founders/partners.

2. Seat of the company is the location of its headquarters. As seat is defined the municipality in which the company is located.

3. An administrative Committee is formed ensuring company's registration and approval, and covering the first general meeting for the election of the Board of Directors.

[Law 1667/1896 & law 4601/2019](#)

AGRICULTURAL COOPERATIVES

Agrotikoi Sineterismoi establishment is made at Contry Courta and at National Agricultural Cooperatives Registry. The process includes the following steps:

1. Company statute compilation by at least 20 partners/members. According to law, the statute must include:
 - The name of the company. Its name is defined by the purpose and the type of the company. Members or third parties' names and not used for company's name.
 - The seat and the purpose of the company.
 - possible partners' agreements on additional contributions, transfer of shares, withdrawal of a partner, for reasons not provided for by law and internal
 - Tax and insurance documents of all founders/partners.
2. Seat of the company is the location of its headquarters. As seat is defined the municipality in which the company is located.
3. A Board of Directors is formed ensuring company's registration and approval, and covering all the necessary obligations.

[Law 4384/2016 & law 4673/2020](#)

NGOS

MKO establishment process is made at GEMI and at One-stop Service (e-YİM). The process includes the following steps:

1. Company statute compilation. According to the law, the statute must include
 - personal information of the partners and their VAT numbers
 - the name of the company
 - the seat, the purpose and the duration of the company
 - the contributions' types and values

2. Seat of the company is the location of its headquarters. If the place is rented a lease stamped by the tax authority is required, and if the place is privately owned a copy of the property ownership contract is required.
3. Tax and insurance documents of all founders/partners
4. Identity Card of Greek nationals, identity card or passport for nationals in the EU, passport for non-EU nationals and residence permit, if residing in the country.
5. The proof of bank deposits at the business registration process.
6. The lease stamped by the tax authority, or the copy of the property ownership contract.
7. All the necessary documents for the VAT registration.
8. Registration at DOY

Taxation

	SOLE PR.	NGO	OE & EE	IKE	EPE	AE	KOINSEP	URBAN COOP	AGRICULTURAL COOP
TAX	between 9%- 44% (depends on the amount of profit)	N/A	29%	39.65%	39.65%	39.65%	29%	10%	13%
G.E.M.I ANNUAL COSTS	30€	100 €	80 €	100 €	150 €	320 €	-	100€	-

2.2.2 Spain

As a general rule, **setting up a corporation or limited liability company** using the ordinary procedure takes between 6 and 8 weeks. The requirements in order to create your own company are:

1. Clear name search certificate
2. Application for provisional N.I.F. (VISA)
3. [Opening of a bank account](#)
4. Document containing representations by the beneficial owner
5. Execution of deed before a notary
6. Application for registration of the registered office at the Commercial Registry
7. Period for assessment and registration in the Commercial Registry (15 days)
8. Obtainment of definitive N.I.F.
9. Opening formalities for tax and labor purposes

WAYS OF DOING BUSINESS IN SPAIN

Creation of a Spanish company with its own legal personality	Spanish law provides for a variety of vehicles that can be used by foreign companies or individuals for investing in Spain. The most common forms used are the corporation (S.A.) and, principally, the limited liability company (S.L.).
Limited Liability Entrepreneur	Pursuit of the activity directly by the individual where certain requirements are met.
Branch or permanent establishment	Neither alternative has its own legal personality, meaning that their activity and legal liability will at all times be directly related to the parent company of the foreign investor.
Joint venture	<p>Association with other businesses already established in Spain. it allows the parties to share risks and combine resources and expertise. A joint venture can be set up under Spanish law in a number of ways:</p> <p>A Temporary Business Association (“Unión Temporal de Empresas” or UTE).</p>

WAYS OF DOING BUSINESS IN SPAIN

	<p>An Economic Interest Grouping (EIG) and a European EIG (EEIG).</p> <p>Under a type of silent partnership arrangement peculiar to Spanish law (“cuenta en participación”) with one or more Spanish entrepreneurs.</p> <p>Participating loans.</p> <p>Joint ventures through Spanish corporations or limited liability companies.</p>
Without setting up a business or entering into an association with existing business or establishing a physical center of operations in Spain	<p>The alternatives include:</p> <p>Signing a distribution agreement.</p> <p>Operating through an agent.</p> <p>Operating through commission agents.</p> <p>Franchising.</p>
Acquisitions	Acquisition of shares, real estate located in Spain or businesses.
Venture capital	Investment in venture capital entities.

Source: Ways of doing business in Spain, [ICEX](#)

General requirements for non-European Union Countries

In order to successfully obtain an entrepreneur visa in Spain (for more info [visit](#)), you must be from a **non-European Union country** and check the following characteristics:

The entrepreneur must be **over 18 years old (legal age in Spain)**.

Clear criminal records background. That must hold both for Spain and for any other country during the 5 years prior to the application.

At the moment of the application, you can't be in an irregular situation in Spain.

The professional starting the company must have health insurance (public or private) with full coverage on the Spanish territory.

Having sufficient means for her/his and family (if they apply jointly) is also needed. The required amount is 2.130€ for the main applicant and 532€ for each family member that she is in charge of.

Documents you need to submit to get your residency as an entrepreneur

The main documents that you need in order to gain your entrepreneur visa are:

Application form. The specific document that states that you want to apply for an entrepreneur visa or for a residency authorization. As we have seen before, the form differs depending on which of the two paths you follow. You will find those documents attached in their specific sections in this article.

Complete passport.

Proof of the payment of the corresponding fee.

Proof that you meet all the necessary requirements: that you have **sufficient economic** means, **social security**, etc.

Business plan. You will need to submit your business plan, in which you carefully detail your activity and how it is going to benefit the Spanish economy. As we have already mentioned, emphasis on the creation of employment, innovation and positive impact on the socio-economic growth of the country must be placed in this document. It must be sent to the Commercial Office.

Favorable report. If the business plan gets approved by the Commercial Office, your project will be considered as of economic interest for Spain. Then you will have green light to send that approval document to the corresponding Immigration Office in order to get your entrepreneur visa.

Entrepreneurship

In order to support to entrepreneurs and their internationalization, it is offered a **telematic formation** of **limited liability companies**. The Entrepreneurs Law created the concept of the **“Limited Liability Entrepreneur” (ERL)**, the main characteristics of which can be taken on by an individual entrepreneur, regardless of their business or professional activity.

According to the [ICEX](#), the requirements are:

- 1) *Registration of ERL status at the Commercial Registry* corresponding to the registered office which can be done with a notarial certificate that must be submitted by the notary to the Commercial Registry on the same day or on the business day following its authorization, or the application signed with the digital signature of the entrepreneur and sent by telematic means to the Commercial Registry
- 2) Value of the principal residence for which liability for business or professional debts
- 3) Disclosure of ERL status
- 4) Registration at the Property Registry

WHERE CAN I FIND ADVICE TO SET UP MY OWN STARTUP IN SPAIN?

If you need advice for set up your own startup, the **“aceleradoras” (accelerators)** and **“incubadoras” (Incubators)** provides all kind of information and access to finance at different stages of the project’s development.

Business incubators (incubadoras) are usually sponsored, supported and operated by government entities, universities or private companies. The main objective is to help in order to create and growth a business by giving support during the first phase of a startup. It is used to give workplace, mentoring, education, support services and technical and financial services. In addition, it is also provided initial seed capital that allows startups to test the viability of their idea.

Business incubators can be found in Spain such as [Tetuan valley](#), [Euronova](#), [Demium startup](#), [Cloud incubator](#), [Kbi Digital](#), [Blast of Partners](#).

In Business accelerators (aceleradoras), they offer resources, support to entrepreneurs and they only invest in those startups that are in full development, so they bet on startups whose team already has previous experience, covers the main roles of a company and is fully committed to the project. Just, the main objective is to accelerate the growth and try to ensure the success of entrepreneurial projects by giving a work-space rental, capitalization, coaching, mentoring, networking and even other basic services such as telecommunications, or even cleaning or parking.

Business accelerators can be found which are [Seedrocket](#), [Wayra](#), [lanzadera](#), [Antai Venture builder](#), [Connector accelerator](#), [Plug and play](#), [Impulsame](#), [Sprita](#), [Barcelona Activa](#), [Star Wars Lab](#), [Orizont](#), [Ship2b](#), [Climate Kic](#)

WHAT ARE THE MAIN SOURCES OF FINANCING FOR LAUNCHING PROJECTS?

We can find public finance covers a wide variety of instruments that provide support and incentives for investment and private financing sources includes bank finance, basically lines of credit and loans; However, there are also other financial products, such as leasing, renting, factoring, payment facilities from suppliers or creditors, etc. As alternatives to bank finance, there are mutual guarantee schemes and venture capital companies or the issue of shares or debts on capital markets. We have recopillated the most well-known options to find financing sources:

Friends and family:

The average amount contributed by these "investors" usually ranges between €1,000 and €10,000, which help with initial costs

Business angels (private investors):

They look for startups with high growth potential and they invest between €10,000 and €50,000, although figures of up to €300,000 can be reached.

EBAN(European Business Angel Network) is the pan-European organization for early stage investors that brings together more than 150 member organizations from more than 50 countries. In Spain there are two main umbrella organizations for Business Angel Networks (BANs): [ESBAN](#) and [AEBAN](#). However, we also have [BAN Madrid](#), [Bagi](#), [Biocrew](#), [Esade](#), [IESE](#), [Keiretsuforum](#), among others.

Collateral free- loans:

This financing option offers loans with generally more advantageous conditions. There are some lending programs by Spanish institutions such as [Enisa, CDTI](#).

Venture capital

Venture capital companies invest in the early stages of a startup. Normally, entities of this type invest in business models with a high technological component such as biotechnology, ICT and software. The Spanish Association of Capital, Growth and Investment (ASCRI) is the entity that represents the private capital industry (Venture Capital & Private Equity) in Spain. Some of the major national VC fund sare [Active Venture Partners](#), [Axon Partners Group](#) and [Kibo Ventures](#).

Crowdfunding

This is a collective financing scheme, where an entrepreneur receives small amounts of capital from numerous investors. This system is less demanding than other financing channels. [Capital Cell](#), [Crowdcube](#), [Startupexplore](#), [Bolsa Social](#)

Microcredits and banks

USEFUL WEBPAGES

1. ICEX - Invest in Spain +34 91 503 58 00
2. <http://www.investinspain.org>
3. Spanish Chamber of Commerce-
+34 91.590.69.00
<https://www.camara.es/en>
4. Dirección General de Industria y de la Pequeña y Mediana Empresa (General Management for Industry and Small and Medium Enterprises)
5. www.ipyme.org
6. Agencias de desarrollo locales y regionales (Local and regional development agencies) www.foroadr.es
7. Asociaciones de jóvenes empresarios (Associations of young entrepreneurs) www.ajeimpulsa.es
8. Portal de Emprendedores de la Agencia Tributaria (Entrepreneurs Portal of the Tax Agency)
www.agenciatributaria.es/AEAT.internet/Emprendedores.shtml
9. Sepe www.sepe.es/contenidos/autonomos/index.html
10. Centros Europeos de Empresas Innovadoras (European Centers of Innovative Companies)
www.ances.com
11. Young business Spain
Tel: +34 91 790 63 58
<https://www.youthbusiness.org/member/youth-business-spain-spain>
12. ENISA www.enisa.es
13. ICO www.ico.es

2.2.3 Poland

All entrepreneurs in Poland are subject to being entered either in the Central Registration and Information on Economic Activity (CEIDG) or the register of entrepreneurs of the National Court Register (KRS), so in order to perform certain types of economic activity in Poland it may be obligatory to undergo a registration procedure. The registration process differs depending on the form of business activity.

Registering your business will require several important decisions, which will determine, among other things, what taxes you will pay and what your obligations as an entrepreneur will be.



INDIVIDUAL BUSINESS ACTIVITY (SELF – EMPLOYMENT) *Własna działalność gospodarcza*

The entrepreneur may take up business activity on the day of submitting an entry application unless he provides a later date in the application. The entry application is free of charge and should be made up on the CEIDG-1 form, which then has to be submitted:

- In a chosen municipal (city) office; the entrepreneur is not territorially restricted and may submit the application in an arbitrarily chosen municipal/city office (the requirement to settle this matter in the municipal/city office adequate to the place of residence is currently no longer in force). It may be done in person or by post (registered letter). Posting the application requires signature authentication by a notary (the notarial fee for signature authentication is 20 PLN), or
- Through www.ceidg.gov.pl website (requires logging into the system and having a secure electronic signature, or setting up a trusted profile on www.epuap.gov.pl platform)

IN THE APPLICATION “CEIDG-1”, YOU MUST STATE:

- your personal data (name, surname, Personal Identification Number (PESEL), etc.)
- your address of residence and addresses of the economic activity
- the chosen business name
- the PCA codes related to the economic activity
- the number of employees
- data concerning social security and health insurance
- the chosen personal income tax treatment
- the address of the place where the accounting records of the applicant will be stored

- the data of the bank accounts

ESTABLISHING AND REGISTERING AN ENTITY

The first step in incorporation an entity is to choose the appropriate legal form. This has a significant effect on the further proceedings. The LLC or PLC are probably the most attractive legal vehicles for investors conducting business in Poland. Therefore, the following explanations will focus on the hereinabove. The formation of LLC and PLC is executed before the Polish notary and the Articles of Association must be notarized. In effect, the company as an entity is incorporated. The company in an organization (before the documents are submitted to the Court) may, in its own name, acquire rights, including ownership of immovable property and other rights in rem, incur obligations, sue, and be sued. The company must also choose their business address. In the registration process, the address is confirmed by the lease agreement or the title of ownership of the real estate. The initial capital of the company must be paid in full by the LLC and at least in 25% by the PLC before the moment of submitting the documents to the Court. All companies in Poland are required to open a bank account. The documents required for the opening of an account may be different at every bank (e.g. articles of association/statute, and the specimen signatures of those authorized to represent the company). It is also possible to open an account for the company in the organization. The next step is to submit an application to the National Court Register (KRS).

General Partnership

A general partnership is an association of at least two partners operating an enterprise under its own business name. The general partnership is governed by **the Code of Commercial Companies**. The company is registered in the Entrepreneurs' Register (KRS). The General **partnership is not a separate entity**, it is a legal organization with the capacity to acquire rights, incur debts, sue and be sued. The rights and obligations of the partners are stipulated in the partnership agreement. Each partner has unlimited liability for the debts of the General partnership, where execution from the assets of the partnership proves ineffective (subsidiary liability of the partner). There is no obligation of a minimum share capital (except in a limited joint-stock partnership). The partners, their professional qualifications, and work performed are of the biggest importance. All partnership's operations which result in assuming obligations are secured by the partners' liability. As a rule, partners' liability is:

- unlimited – for all obligations of the partnership, including tax obligations;
- personal – with all assets of a partner;
- joint and several – a creditor may demand that a claim be settled by the partnership or by one, some, or all partners;
- subsidiary – a creditor may execute upon the assets of a partner if an execution upon the assets of the partnership has proved ineffective.

A partnership is established upon registration in the KRS. From then onwards, it is a separate legal entity, a so-called imperfect person, an organizational unit without legal personality to which the KRS granted legal capacity.

In its own name the partnership may acquire rights, including the ownership of real estate and other property rights, assume obligations, and sue and be sued.

The only taxpayers are partners in the partnership, not the partnership itself (except in a limited joint-stock partnership) and that is why only a partner's income is subject to taxation. Depending on whether the partner is a natural or a legal person, he will be subject to personal income tax (PIT) or to corporate income tax (CIT).

Limited Liability Partnership

A limited liability partnership is a partnership incorporated by professionals (such as lawyers, tax advisors or doctors), for the purpose of rendering professional services. A partner of the limited liability partnership may only be a person authorized to conduct the profession. The main feature of the limited liability partnership is that a partner is not liable for the obligation of the partnership incurred in connection with the professional activities of other partners.

Required documents

The entry of a limited liability company in the National Court Register is made on the basis of an application. The application for entry should be submitted on the official KRS-W3 form.

Fill in the form in Polish, legibly, by machine, computer or hand, in capital letters. **Attach to the application:**

1. KRS-WA form - branches, local organizational units
2. KRS-WE form - partners of a limited liability company subject to entry in the register
3. KRS-WH form - the method of establishment of the entity
4. KRS-WK form - organs of the entity
5. KRS-WL form - proxies
6. KRS-WM form - subject of activity
7. articles of association
8. statement by the Management Board on the contribution of capital
9. a document appointing members of the company's governing bodies
10. the list of partners
11. the surnames, names and addresses of the members of the Management Board
12. surname, first name or business name and registered office and address of the sole member (if any)
13. proofs of payment of the fees
14. a list containing the name and address for service or the business name and registered office of the members of the authorities or persons authorised to appoint the management board.

Joint-stock Company/Public Limited Company (PLC) A joint-stock company/public limited

Joint-stock Company/Public Limited Company (PLC) A joint-stock company/public limited is company is very similar to a limited liability company with regard to the liability of shareholders, governing body and taxation. However, the provisions stipulated by the Code of Commercial Companies in relation to the PLC are relatively more formalistic and provide additional obligations which must be fulfilled by the bodies of the company. This has a direct impact on the cost of incorporation and running the company. In fact, this legal form is used for business planning IPO, searching for 7 PE/VC investors or when this form is required by Polish law (e.g. banks, pension funds and other financial institutions). Similarly to LLC, PLC is treated as a separate legal entity from its stockholders or sole stockholder. The PLC can be incorporated by one or more person/entity. However, the PLC cannot be incorporated by another single shareholder limited liability company governed by Polish or foreign law. The restriction concerns only the registration process. The statute of the PLC should be signed before the Polish notary. Nonetheless, the company may be incorporated by attorney in fact upon the power of attorney granted to him. The company comes into existence on the implementation of the statute. Only registration in the Entrepreneurs'

REGISTER PROVIDES THE PLC WITH ITS FULL LEGAL STATUS. THE STATUTE SHOULD SPECIFY:

- the business name of the company, including the additional description 'spółka akcyjna' or its abbreviation 'S.A.',
- the seat of the company,
- the scope of its business activity,
- whether the company has been incorporated for a limited period of time,
- the amount of the company's share capital and the amount paid up to cover the share capital before its registration,
- the nominal value of the shares and their number with an indication of whether they are registered or bearer shares,
- whether various types of shares are provided, and if so, the number of shares of a specific type and their related rights,
- the founder's name,
- the number of members of the Management Board and Supervisory Board (at least the minimum and maximum number of members of these bodies with information concerning the entity authorised to define the membership),
- the gazette selected for publication of the company announcement if the company intends to publish announcements in addition to those published in Court and Business Gazette (Monitor Sądowy i Gospodarczy).

Under Polish law the joint-stock company must have a minimum share capital of 100,000.00 PLN and the minimum nominal value of the stock must be 0.01 PLN Contributions may be made in cash or in kind and the contribution in kind must be at the disposal of the Management Board.

Based on: <https://www.biznes.gov.pl/>

Taxation in Poland

The standard VAT rate in Poland is 23%, although reduced rates of 8% and 5% apply to certain products.

The corporate tax rate in Poland is 19%.

In Poland, dividends are subject to a withholding tax of 19%, while interests and royalties are subject to a withholding tax rate of 20%, unless double tax treaties apply.

2.2.4 Turkey

CONTRACT WITH AN EXPERT FINANCIAL ADVISOR

It is the smartest decision to make an agreement with a financial advisor that will help manage this entire process during the establishment of a company. When the documents to be prepared, permissions to be issued, notary, attestations, changing legislation are involved, a professional person who has given this job years is the authority that will guide you in the most correct way. In addition, it is an issue not to be missed that they will assist you in many other issues such as tax advantages and KOSGEB supports. In addition, it is necessary to make a contract with him/her regarding the activities of the company during the working period of the company. At this stage, it is possible to get rid of the paperwork and procedure load for a certain price by getting help from the consultancy firms that do the business of the company establishment.



COMPANY TYPE SELECTION

It is necessary to be aware of the responsibilities and disadvantages of all these companies in order to determine whether the company to be opened in the company type selection will be a capital company, a private company, a joint stock company or a limited company. At this stage, it is necessary to conduct a deep research to decide which type of company to establish based on the capital and the business that is going to be done. At this stage, the financial advisor will have a big impact. After determining the company type, there are procedures to be performed in official institutions and organizations such as notary, tax office, chamber of commerce, banks, customs, and etc.

PREPARATION OF THE COMPANY ARTICLES OF ASSOCIATION, NOTARY AND TRADE REGISTRY APPROVAL PHASE

The main company contract, which is indispensable for a company, is the contract in which the most basic points such as the title of the company, the subject of activity, the center of the company, the amount of capital, shares, founding members, the type of profit distribution, the way of general assembly meeting are determined among the partners. After the contract is prepared, it is registered on the MERSİS (Central Registry Registration System) system over the internet. In MERSİS system, the main contract is entered and the tracking number is obtained. In the next stage, the original of the main contract is made to the Trade Registry Directorate with the MERSİS tracking number, and 3 main contracts are signed, registered and received by the partners in the presence of authorized officers. In addition, company registration certificate (signature declaration) is prepared. And a copy

of the identity notarized from the notary must be issued to the tax office to be notified of the start of employment stage.

TAX OFFICE PROCESS AND BANK CAPITAL BLOCKAGE PROCESS

It is necessary to apply to the tax office near the headquarters of the company with a petition regarding the main contract and tax number request. With the potential tax number received, a capital blockage is created at the bank in the next step. In order to create this block, it is necessary to go to the bank with the tax number and the main contract and discuss with the SME customer representative. While this blockage amount is at least 1/4 of the capital for the joint stock company, there is no such requirement for limited companies. After the money is deposited into the account, the documents related to the receipt and blockage are taken from the bank and one copy is given to the trade registry office. This amount, which is blocked in the later stages, can be transferred to the company account to be opened for the transactions after the registration of the company establishment.

THE PROCESS OF DEPOSITING THE FEE OF THE COMPETITION AUTHORITY

While the Competition Authority Fee is deposited in any Halkbank branch before 01.01.2018, it is deposited in the Chambers of Commerce and Industry as of this date. The amount of this fee is 4 in 10.000 of the capital. A copy of this receipt, which will be received after the fee has been deposited, must be kept in the company establishment files.

MINISTRY OF COMMERCE AND CUSTOMS PERMITS

This permit to be taken by joint stock companies subject to the Ministry's permission is financial leasing, banks, companies operating foreign exchange offices, companies subject to capital market law, financial leasing, factoring companies, etc. must be taken by companies.

DELIVERY OF COMPANY ESTABLISHMENT DOCUMENTS TO TRADE REGISTRY

The company establishment process is a process that starts with registration to the MERSİS system and continues with the delivery of all documents that are recovered to the trade registry. The fees wanted in the delivery of documents to the commercial registry must be deposited immediately.

These documents are:

- Mersis screen output
- piece of main contracts approved by the notary public
- If the partners do not come to the trade registry, the proxy
- Room registration declaration with photo
- piece of company establishment application forms

- Information form about founding partners
- Bank letter on capital blockage
- Bank receipt related to the Competition Authority's share
- piece of company authorized signatory statements

After the approval of the application, registration certificate, registration letter and activity document must be obtained. In addition, after the registration, all legally requested books must be certified by a notary.

RECEIVING SIGNATURE CIRCULARS

The signatory circular should be prepared at the notary public with the signature samples to be assigned by the company official, who acquired a legal personality after registration from the trade registry, under the name of the company. These signature circulars are used in all activities and transactions to be performed on behalf of the company.

PERFORMING NOTEBOOK APPROVALS

Companies have to keep the notebooks required by the law to document their financial and economic status, receivables and debts in each activity period according to their business structures. According to the company type, these notebooks to be kept must be certified in the trade registry at the establishment stage in accordance with the legislation. It is obligatory to transmit the following information regarding the certification processes of these commercial registry books electronically to the Ministry of Finance.

- Taxpayer's title, tax identification number, tax identification number information
- Approved notebook type, accounting period information to be used
- Attestation number, attestation date information regarding to the attestation
- Name, surname, title information of the officer performing the certification process

TAX LIABILITY AND STARTING NOTICE

In this process, the documents requested are submitted in the process of obtaining tax liability by applying to the tax office. After submitting the requested documents, a polling visit is made to the company by the tax office. The official report kept during the poll is signed by the company representative. After the official report, a tax plate can be requested. If the company has a contract with a financial adviser, the financial adviser can use his or her authority to approve the request for a tax certificate without waiting for an inspection. Therefore, it is always healthier and more practical to start

The documents requested by the tax office in the application are as follows:

- Start-up form
- Company signature circular
- Trade Certificate of Registry
- Certified copy or original of the identity cards of the partners and signatory
- Residence copies of partners and signatory
- Lease contract or title copy of the company headquarters
- Trade registry registered main company agreement

BANK CAPITAL BLOCKAGE RESOLUTION PROCESS

The capital amount blocked at the bank during the establishment phase can be used by unlocking it after these processes. While this resolution process is being carried out, an interview is made with the SME Consultant of the relevant bank along with the registration certificate received from the Trade Registry Office. After the submission of, the signature circular, the letter from the trade registry office regarding the company that acquired a legal personality, and the official newspaper on which the main contract is published , to the bank, the amount that is blocked is resolved and taken into account.

INSURED PERSONNEL EMPLOYMENT PROCESS

In the company whose establishment has been completed, if the personnel will be employed, an application must be made to the Social Security Institution (SGK) for their entry.

The documents required in the application are as follows:

- Workplace declaration
- Trade Registry Newspaper
- Signature Circulars
- Tax plate
- Employment contract, if any

In the next process, declarations about employees should be given to SGK(Social Security Institution) . Notification services to the SGK are provided by the contracted financial advisor with a user password.

REGISTRATION PROCEDURES TO CHAMBER OF INDUSTRY / CHAMBER OF COMMERCE / CHAMBER OF CRAFTSMEN AND ARTISANS

If the established company is an industrialist, it is required to register in the chamber of industry. The documents required for application to the chamber of industry are as follows:

- Application form
- Registry Newspaper
- Authorized Signature Circular
- Notary approved articles of association
- Copies of the identity card of the company partners
- Residence reports of the company partners

MUNICIPALITY TRANSACTIONS

According to the activity requirement of the company established, the application must be submitted to the relevant municipality and a license must be requested. In order to benefit from the municipal services, there are some procedures to be done in the municipality and the permits to be taken. These transactions must be completed as soon as possible. A license to open a workplace and a permit is issued with the lease / title deed, the registration of the chamber of commerce and the tax certificate. Meanwhile, an environmental cleaning tax is deposited.

COMMERCIAL ACTIVITY START-UP PROCESS

After all these legislations and procedures are fulfilled for the operation of the company, the establishment of the company is completed and the company can start its commercial activities. The procedures required for the beginning will be partially completed by preparing the needs such as receipts, invoices, stamps, collections and payment receipts to be used in commercial activities from the printing press before the operation. Now, this new company is in a position to start its plans and activities to achieve its target success.

2.3 European laws

European Commission has been published step-by-step guide on “how to set up a business in the EU”. Below will be presented the steps and rules required, if you wish to start a business in the EU. Of course, you can advise the [platform of the European Commission](#) and check all the details.

Setting Up a business in the EU

If you are an EU citizen, you can:

- Set up your business in any EU country
- Set up a subsidiary branch of an existing EU-based business that is already registered in one EU country

Requirements

Each European Country has its own requirements. However, the most common requirements are:

- Setting up process lasts approximately 3 working days
- Establishment costs are less than 100€
- All procedures are made through a single administrative body
- Registration and [administrative](#) processes are usually made online

Funding and support

EU provides funds for new businesses.

START

[Startup Europe Club](#) is a list of funding programmes, informations and trainings to which you can find funds that meet your own needs.

DEVELOP & EXPAND

In addition, [Startup Europe Partnership](#) is a platform that can help developing and even expanding your business by collaborating with other European businesses.

INCREASE VISIBILITY

[European Investment Project Portal](#) gives you the opportunity to get in contact with potential international investors and increase your business visibility. Register is required.

OTHER USEFUL COMMUNITIES, GROUPS AND DATA BASES

[Examples of businesses funded by EU](#), an interactive map around the world.

[European e-Justice Portal](#)! This allows you to search for and access company information from the national business registers.

[Women Entrepreneurship](#). A platform that gives to women start their own business.

EU rules and Laws

EU company laws address issues such as formation, capital, disclosure requirements, and operation procedures of the companies.

- [Directive 2017/1132](#):
- [Directive 2019/1151](#) of 20 June 2019 covers provisions on the use of digital tools and processes in company law
- [Directive \(EU\) 2019/2121](#) of 27 November 2019 lays down new rules on cross-border conversions and divisions and amends the rules on cross-border mergers. Member States need to transpose this Directive by January 2023. This new set of rules will enable companies to use digital tools in company law procedures and to restructure and move cross-border, while providing strong safeguards against fraud and to protect stakeholders. These new Directives revise and complement Directive 2017/1132.
- [Directive 2012/17/EU](#) and [Commission Implementing Regulation \(EU\) 2015/884](#) set out rules on the system of interconnection of business registers ('BRIS'). BRIS is operational since 8 June 2017. It allows EU-wide electronic access to company information and documents stored in Member States' business registers via the European e-Justice Portal.
- [Directive 2009/102/EC](#) provides a framework for setting up single-member companies.
- [Regulation 2157/2001](#) sets out a statute for a European Company (Societas Europea or 'SE'), i.e. an EU legal form for public limited liability companies, and allows companies coming from different Member States to run their business in the EU under a single European brand name.
- [Regulation 2137/85](#) sets out a statute for a European Economic Interest Grouping (EEIG), i.e. a EU legal form for a grouping formed by companies or legal bodies and/or natural persons carrying out economic

activity coming from different Member States; the purpose of such a grouping is to facilitate or develop the cross-border economic activities of its members.

EU company laws address issues of corporate governance, focusing on relations between company's management, board, and stakeholders.

- [Directive 2007/36/EC](#) sets out certain rights for shareholders in listed companies
- [Directive \(EU\) 2017/828](#), aims to encourage more long-term engagement of shareholders
- [2018 Commission Implementing Regulation \(EU\) 2018/1212](#) lays down minimum requirements as regards shareholder identification, the transmission of information and the facilitation of the exercise of shareholders rights.
- [Directive 2004/25/EC](#) sets out minimum standards for takeover bids (or changes of control) involving securities of EU companies.

Read more in the [European Commission's Platform](#).

Quick Knowledge Test 2

The knowledge tests, will help learners to quickly refresh what they have learned in this module.

QUESTION 1

All EU member states follow the same business establishment process?

- a. Yes
- b. No

QUESTION 2

How long it approximately takes to set up a business in an EU country?

- a. 3 days
- b. 1 week
- c. 1 month

QUESTION 3

In general, which country have the highest corporate tax rates?

- a. Turkey
- b. Poland
- c. Spain
- d. Greece

QUESTION 4

What are the business establishment costs in the EU?

- a. low
- b. medium
- c. high
- d. based on the company type

QUESTION 5

Can a business establish online?

- a. Yes
- b. No

Activities

The following activities are prepared for educators and teachers and their aim is to teach specific abilities to the trainees.

Activity 1

MATCHING CARDS

Introduction of the Activity

This exercise is an introductory point aiming to enhance trainees' knowledge by boosting what they have learnt during this module.

Explanation of the activity

Time foreseen:
1 didactic
hour (45')

MATERIALS NEEDED:

- printed cards (or pieces of paper) with business forms and their characteristics
- business forms to be added (based in country. e.g for Greece: Sole entrepreneurship, NGO, OE, EE, AE, IKE, EPE, KoinSEp, Urban cooperative, Agricultural Cooperative)

Scope

Trainees to become more aware of the legal entities available in the EU countries, learn about their characteristics and pointing out their differences.

Didactic plan

TIME ALLOCATION	DESCRIPTION
2'	1. The trainer leaves around the classroom the cards with the forms and characteristics
20'	2. The trainees have to collaborate and match accurately the terms with their definitions
10'	3. After the time has passes, the trainer will ask the trainees to show their results
13'	4. A discussion session will follow.

Activity 1

QUIZ “HOW IS THE EU RELEVANT TO YOUR DAILY LIFE?”

Introduction of the Activity

A funny team activity, which will help trainees to understand more on how the EU affects positively EU citizens' lives.

Explanation of the activity

Time foreseen:

**1 didactic
hour (45')**

MATERIALS NEEDED:

- link (https://europa.eu/learning-corner/quiz/life_en)
- Laptop or PC with access to internet
- Projector (preferably)

Didactic plan

TIME ALLOCATION	DESCRIPTION
2'	1. The educator will present the EU's quiz called “How is the EU relevant to your daily life”
35'	2. The trainees will decide together which of the answer is right. After each answer the educator will discuss with the trainees about the topic of the question and then will continue to the next question. The quiz consists of 12 test questions.
8'	3. Group Discussion

Glossary

Greece

DOY – Internal Revenue Services

GEMI – General Commercial Registry

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Greece

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image from monsterstudio / freepik.com

**Estimated
Reading Time
50-60 minutes**

MODULE 3

SKILLS FOR STARTING A BUSINESS IN RURAL AREAS

PARTNER: Karaisalı Municipality

Purpose

The purpose of this module is the analysis of the concept of rural areas and the general problems, the importance of motivation, the meaning of strategic thinking, the risks in all areas of life, the decision-making stages and qualities of a good decision. Also, this module aims to address general information about communication and networking skills, persuasion techniques, flexibility types and users' digital competence levels.

Learning Outcomes

In terms of **knowledge**, the learner will know:

- ✓ Rural areas problems
- ✓ Problem solving steps
- ✓ Persuasion techniques

In terms of **skills**, the learner will understand:

- ✓ Problem solving skills.
- ✓ Thinking ability.
- ✓ Networking skills.

In terms of **competences**, the learner will be able to:

- ✓ Local opportunities and constraints will be revealed during the preparation phase of the project.
- ✓ to shape his/her project according to local characteristics and needs
- ✓ Think strategically and use time effectively

1. Motivation and positive mentality

Motivation; It constitutes the basis of an operational behavior that causes people to act, use their energy and increase their existing power with the enthusiasm they give. The size of the motivation, people have during the realization of these processes, is important in using it as an effective and successful method. The more advanced is this dimension, the more success can be achieved. From this point of view, it is understood that the concepts of success and motivation are directly proportional. The criterion that determines the size of the motivation of individuals; it is also related to the depth of the meaning they give to the content when faced.

In terms of motivation, which is divided into two dimensions as internal and external motivation in general; internal motivation itself is considered the main motivation. Because the instinct to take action within the individual is associated with the motivational dimension of motivation. At this point, the internality of the concept of motivation is avoided as there are external effects in external motivation. Since achieving a specific purpose or goal will be achieved by the individual's own desire, the behaviors expressed by internal motivation will be exhibited as a result of this process. As Archimedes said; "Give me a long enough and solid support, let me play the world alone." From this point of view, it is clearly emphasized what the common characteristics of individuals who have a high level of internal motivation are to achieve success. Individuals who want to improve themselves and progress by achieving success in their career will be able to reach their goals as long as they have motivation. Since motivation can be negatively affected due to the effect of both internal and external factors, training of motivation from time to time will benefit both individually and organizationally.

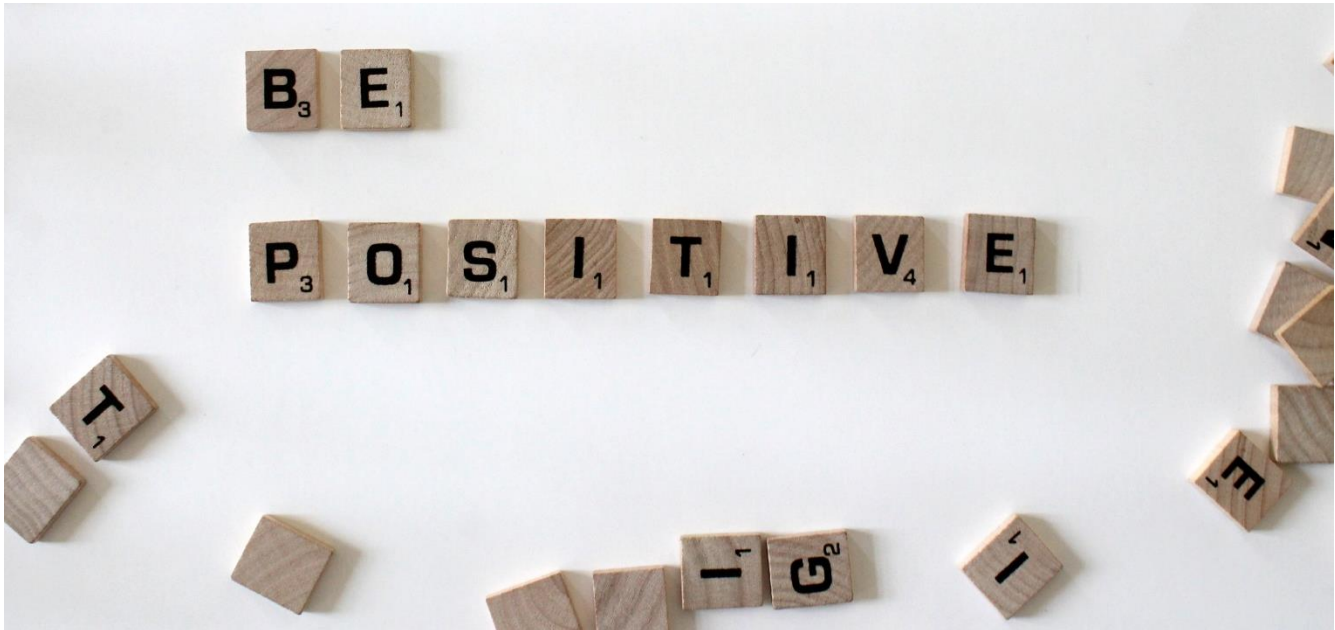


Image from Amanda Jones / unsplash.com

3.2. Strategical thinking

The concept of the strategy is easy to understand but difficult to define. Strategy means literally referring, directing, sending, taking and guiding. The concept of strategy was first and widely used in military referral and administration. In this sense, the strategy is defined as a general warfare plan and refers to the targeted planning and management of war. In the literature, it is stated that the word strategy came from the concept of "Stratum", which means road, line or bed in latin, and "Strategos", which means head of military and civilian administration in Ptolemais in ancient Egypt and Rome. The strategy can be defined as the ways and methods to be followed by using all human and non-human tools to achieve a specified purpose or goal.

Another point of view to the concept of strategy is as it follows. The strategy is to make the difference. To offer different benefits to the same customer compared to competitors. For this, every institution should review their "job designs". Total quality is already a must for today. But it doesn't give you a priority over the competition. Total quality is now the minimum bill to enter the market or stay in the industry. Whether total quality or restructuring, these are all things that provide operational efficiency within the organization. The strategy is a matter of outside and then of the interior. The strategy is to see the preferences in the customer preferences, to observe the changes in the work habits and to offer the customer very different benefits that the competitors cannot offer.

As a result, nowadays where rapid change is lived in all areas, The Strategy is; above all, it is a management tool that ensures innovation, progress and the adaptation of the institution or the state to the environment continuously or to be in harmony with the environment and that controls the changes that occur.

WHAT IS STRATEGIC THINKING?

- ✓ To look global.
- ✓ To create competitive advantage and added value.
- ✓ It is a long-term view.
- ✓ To do what is said and thought.
- ✓ To design the invisible and unknown.
- ✓ To dream.
- ✓ It is making mistakes.
- ✓ To learn continuously.
- ✓ To be considered odd.
- ✓ To risk losing.
- ✓ To take advantage of metaphors.
- ✓ Thinking at the system level.
- ✓ Creating and developing negative entropy.

3.3. Risk taking and fail possibility

Risk is something we all have to face, but understanding its value and impact in our lives is not always that easy. When your friends on social media are asked whether it is good to take risks, you will get a hundreds of "Yes" as answers. However, you will see that 100% do not match this answer and do not take more risks than they can take.

Take, for example, a client who needs consulting to do his own business. Counselors know that people who have been at the top of their career for more than 20 years can take and risk more easily, but still need their consultation to get rid of their thoughtful weight and hear the sentence "Let's do this!"

Taking risks is scary. Whether you are a person who has been working side by side with your boss for 10 years, when it comes to giving ideas, and if your idea is opposite to your boss, you will become a little boy who is ashamed to sing in front of the audience. The important thing here is to remember that you control the risks you take and that the help kit will guide you.

REMEMBER WHEN YOU SUCCEEDED

Many people say their fears invalidate their beliefs about what they can achieve. It is not easy to think of something different at such times and wait for it to happen magically.

Try to keep the facts on your side. Even if you have filled your head and heart with negativity, ignoring the work you have achieved so far is not controversial and you cannot ignore it.

BE AWARE OF YOUR SKILLS

When we take a risk like the boss example above, you need to know what you need, that is, your skills to get the results we want.

KNOW THAT MAKING A MISTAKE IS A GOOD THING

Exceptional situations do not prevent you from being successful. Today, none of the great inventions were flawless in time, and it was a great opportunity to learn mistakes. Mistakes in achieving good and bad results are great opportunities for you.

When everything is ready, you have some evidence. Even if you have done your researches, are accountable, focused and ready to act, sometimes it will be useful for you to chat with just the right person.

You may need advice from people you are talking with. It is very important to have the right people who will give you strength, challenge and be ready in all capacities, rather than just hearing the phrase "you are doing great!"

Remember, before a speaker is on stage or a person steps towards their big size, there are often people around them who act as a last-minute reminder, encouraging.

Finally, you may feel bad even if you have heard the right sentences from the right people.

Sometimes our cultural beliefs, our emotions can get into your mind, pull you down, you can hear the phrase 'this hasn't been done before' from other people in the same industry, and it can derail your thoughts and it can keep you from what you need to focus on.

So how do you need to feel to get the results you want? Exactly 200 years ago, if you heard that a person could fly on this planet, they would most likely put the person who said it in prison. Our beliefs change with time and experience. You may be the one who creates the thoughts and beliefs of the future.

Face your fears and take risks. You now have an idea of how to take calculated risks. It is now easier for you to take more opportunities by accepting yourself as it is. You can do this!

3.4. Decision Making

Features of the Decision Making Activity

1. DECISION MAKING IS FORWARD-LOOKING AND PREDICTIVE.

The decision is a statement of will about a future-oriented movement and behavior

2. DECISION-MAKING HAS PSYCHOLOGICAL AND FINANCIAL DIFFICULTIES.

The decision process requires a mental effort.

3. THE DECISION PROCESS IS BASED ON EFFECTIVENESS AND RATIONALITY.

The fact that the decision is based on rationality means that any costs that may arise during the decision making and implementation phases are kept at the foreseen level. Every decision costs. This cost can be material or psychological. The decision maker should be able to predict this cost. Rational behavior is to accept and predict that every decision has a cost.

4. THE DECISION IS A KIND OF PLAN AND IT IS BASED ON BEING ABLE TO SEE THE FUTURE.

There is a close similarity between the decision and the plan and decision making process and the planning process. Planning is a decision-making process regarding what goals will be followed in the future and what to do to achieve this goal. The main difference between the plan and the decision is that the plan is more detailed

than the decision. The plan is actually a sum of decisions. Regarding this, every plan has the nature of a decision, but not every decision necessarily has a plan feature.

5. THE DECISION REQUIRES A CERTAIN FREEDOM OF BEHAVIOR AND AUTHORITY.

Decision making is choosing the path to follow from among the various options. Therefore, there must be at least one freedom of behavior to speak of the decision.

6. THE DECISION INCURS ALTERNATIVE EXPENSES.

The best alternative is the option that best matches all the objectives and values of the organization with the expected result, using the least resources.

7. THE DECISION PROCESS IS A PROBLEM-SOLVING PROCESS.

The problem is the deviation in the specific standard or expected performance level. Trouble shooting is the process of determining the applications or appropriate answers to fix a problem.

8. DECISION-MAKING AND IMPLEMENTATION REQUIRE A TIME PERIOD.

During the period from the beginning of the decision phase to the end of the implementation phase, it is imperative that the decision does not show a significant variability in the subjective element of the motives and the objective element, in terms of the appropriateness and efficiency of the decision.

9. THE PROCESS OF THE DECISION IS EXPENSIVE.

Decision makers need information to achieve an effective decision. However, the process of collecting information is very costly and uncertain, due to the fact that the best time to end the information gathering process is not clear.

Since the decision is very important in the life of the individual and the community, it is of great importance to evaluate the decision itself, to decide whether it is good or not. The decision is made to do a job, to work, to achieve a goal. Since the decision is made based on this reason, whether it is good or not will depend on the extent to which it resolves the problems. But to get the real results will appear after implementing the decision. Also, who or what benefits the decision serves is an important factor.

In its shortest form, a good decision is the decision that leads to the goal. An effective decision is a decision that produces a new situation, a desired result, as a result of its influence. Undesirable results may be at the end of the decision. It is necessary to consider this as the cost of a decision. That is, it is necessary to measure the goodness of the decision not only by the degree of accuracy, but also by the degree of total costs imposed, that is, the degree of rationality.

The goodness of the decision can be expressed as the function of f (Effectiveness, Efficiency, Applicability, Timing). These four independent variables can increase or decrease the goodness of the decision, which is the dependent variable.

The decision should be effective:

The decision taken must be of a binding (resolving) nature of the event (problem) in question; the problem should not come back to the decision maker over and over again. In order for a decision to be a good decision, it must first be effective. This decision will be effective to the extent that it eliminates the problem that requires the decision to be made. For this reason, the problems to be solved as a result of the implementation of the decision must have been identified correctly.

The decision must be productive:

It means “keeping the foreseen level” of any costs that may arise during the decision making and implementation phases.

The decision must be applicable:

The applicability of the decisions taken also increases or decreases the goodness (value) of the decision. Therefore, the realism and suitability of the decisions taken will increase the acceptability of the decision and therefore its applicability.

The decision must be made on time:

The important thing is that the decision must be made within the required time, and is not delayed except for mandatory reasons.



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3.5. Communication skills

Individuals communicate with each other by transferring their feelings, thoughts and information in various ways. In this process, where communication is carried out using sense organs, each sense organ acts as a communication channel.

In addition, this process using visual, auditory, tactile, olfactory or gustative channels is a versatile process. Communication is a kind of message exchange. In addition to the effort to convey clearly what we understand and what we want to say to the individual in front of us; it is the art of listening, perceiving and understanding what the other person wants to say. With the realization of communication, both a mysterious bond is established between individuals and emotions and thoughts are conveyed.

In order for these processes to achieve the desired results, the communication process must be carried out successfully and effectively by individuals. For this, image, speaking language, body language, empathy and the amount of information possessed are important. Effective communication; It is the realization of the effect expected to occur among the individuals involved in the process. Thus, the individual in the donor position transmits the message he / she wants to convey to the individual in the recipient position fully and accurately.

This can be achieved through the mutual transfer and listening of what is desired to be conveyed. The communication process that occurs with the combination of transmission and sensing processes should always take place in two directions. Otherwise, communication cannot occur.

In addition, because the structure of the individuals tends to explain rather than listening, one side remains passive, thus avoiding effectiveness. From here, it can be seen how important it is to be a good listener in the effective communication process.

In order for an effective communication to be carried out, individuals should pay attention to:

- Be honest in the communication process.
- The word “no” should not be included in the sentences established as much as possible.
- Each other should be treated sincerely and this should be felt.
- You should act by putting yourself in the shoes of your opponent, that is, empathizing and when necessary, expressions such as "I apologize" and "thank you" should be used.
- Necessary time should be given to each other during communication.
- Individuals should demonstrate that they value each other by addressing their names.
- It should be remembered that many things can be achieved through love and communication.

The communication process, which is important in all areas of life, is important for individuals in order to live together. Considering that most of the time is spent in the workplace, it is seen that communication in the business environment also reflects on the career processes of individuals. Since an individual who cannot communicate properly cannot get support from an organizational perspective, individuals should pay attention to improving themselves in this regard.

3.6. Networking skills

Networking

Actions such as discussing business issues, exchanging information, joining professional associations, volunteering for organizational tasks, and participating in collective events are examples of networking behaviors. The main purpose of networking is to develop relationships, maintain existing ones, and provide support in business and career matters. Access to information and resources through members in the established network acts as a means of gaining benefit. Research has shown that support in business and career matters can be provided from many in a community, covering relationships inside and outside the organization. Networking behavior is efforts to establish and maintain relationships to achieve business or career goals through access to resources. Networking behavior is due to the presence of a more dynamic business environment where people may have to change their positions, talents, organizations, industries or countries to improve their careers, is considered more important than ever.

Networking behavior is a critical factor for managers to realize their strategies. Networking behavior includes individuals' actions on relationships established and maintained to access information and resources in order to achieve career development or job-based goals. Examples of networking behavior are activities such as socializing with colleagues, joining professional organizations and communities. Thanks to these networking behaviors, people can guide their career processes more easily. Networking behavior has been associated with a number of positive results on an individual basis. The researchers stated that people engaged in networking behavior are more likely to have a higher salary, better contract terms, career and job satisfaction, and more promotion opportunities than those who do not. In addition to facilitating progress in the career process, networking behavior also provides intangible subjective career benefits. People who have a higher position in an organizational structure and who have been in the same organization for a longer period of time are more likely to engage in networking behavior. In addition, it is among the results of the studies that the individual has a positive position on networking behavior. It is foreseeable that individuals who are in the management position are included in the business associations, unions and communities and have more connections. Being a supervisor, for example, is positively associated with networking behavior. The external network connections of the top executives are higher than the middle and lower level managers. For this reason, it can be suggested that individuals who have the authority to make decisions that may affect the existence of the organization take on more responsibility than the middle and lower level decision-makers in organizing their interaction with the environment of the organization.

Social capital theory suggests that individuals' career performance results from differences in their relational networks. Individuals with advantageous relational networks can achieve higher levels of career success, while less advantageous relational networks can lead to lower levels of career success. Relational networks provide competitive advantage over individuals who do not have such relational networks when they provide opportunities to connect with people from different groups who have various resources and information. The differences in relational networks arise from the types of relationships that individuals develop and maintain. These relationships are the building blocks of networks. Individuals engaged in such relationships have access to competitive information and resources. The differences in the career processes of individuals with similar abilities may result from the amount of relational capital that individuals obtain through such relationships.

As the established relationships develop, each link serves as an open source to the individual. Mutual trust, which is created among the members of the network and facilitates the realization of the activities, forms the basis of relational capital. Benefits such as access to information and resources and career support can be derived from the development of relational capital. Once relationships are established, they can be used to influence and / or direct individuals in the community to achieve their intended goals. For this reason, as the established community grows, more access is provided to the resources needed.

3.7. Time management

Time; It can be defined as a measurable element in human life. It is a part that is long or short term, impossible to repeat, with a beginning and a certain end, and also expresses an abstract concept. The fact that it is a non-repeatable element shows the degree of its importance. Therefore, the concept of time management constitutes one of the concepts related to the individual himself/herself.

Today, most individuals have difficulty in finding enough time. In fact, time is a constant element and the amount of time that all individuals have is the same. At this point, the concepts of using time well and time management come to the fore. Individuals who can use their time well and manage it will be able to achieve their goals and purposes by acting in a certain discipline.

In this process, which can be realized with a correct planning; It is seen that the concept of planning is at the heart of time management and an important management function. The concepts of goal and purpose have great importance in time management. Achieving a goal or reaching a goal is also possible by planning the time correctly. Unless a plan is made and implemented, it is never possible to use time well.

The following steps can be planned and implemented to create an effective and efficient time plan:

- A to-do list should be created in which time estimates are also considered and included.
- When the individual energy is high, a time plan should be made in order of importance.
- While creating plans, time should be taken for unexpected situations.
- During the implementation of the prepared plan, time savings should be made by making time-based according to the content of the tasks.
- The plans made during the process should be recorded and the progress should be seen more clearly.
- In terms of motivation, individuals should not neglect to congratulate themselves as they make progress in the process.

Individuals who can effectively control their time are one step ahead of everything. Individuals who spend their time to improve themselves during their education periods also prepare for career processes. Individuals who get used to using time well will be able to take confident steps towards being a successful employee by taking advantage of this throughout their lives.



image from NeONBRAND / unsplash.com

3.8. Creative skills

Creativity is defined as the emergence of conceptually different, unusual, personal and radical thoughts. Creativity plays an important role in enabling individuals to understand and interpret life better by turning these thoughts into action. As a result of the establishment of a relationship between these thoughts for the first time, creative thinking process takes place. However, some sort of discovery is made as a result of the use of imagination by establishing a connection between individuals and existing facts. In this process, which is carried out by acting differently from the thought structure, there is an open-ended thinking style. Thus, it is possible to reach new ideas, various options and different results. The rate at which new ideas and options were obtained, but different results, indicates the degree of realization of the creative thinking process.

Creative thinking ability is a skill that exists in every individual. However, individuals use various abilities to use this ability and reveal the skill. As an example to these;

- not to get out of it by adopting a certain style,
- To have the idea that only one is true, not considering the different options about a situation,
- avoiding questioning what is available
- Fear of looking simple in other people's eyes.

However, as a result of overcoming these obstacles, creative thinking can be realized. Creative thinking is a process that needs to be addressed individually. The point to be considered in evaluating whether an idea is creative is; is whether there is a new thought for the individual who thinks it. It is not important whether the same idea is handled by someone else. Although some techniques are used in this process, the most preferred and most result oriented one is the brainstorming method. Other methods are; It is the method of sequencing of Synectic, characteristic features, joining technique, morphological analysis, horizontal thinking and PO, checklist method. Individuals may have the chance to reveal all the ideas, no matter how pale or absurd they seem in their creative thinking processes, with the support of these methods.

3.9. Persuading & Influencing Skills



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Basic Persuasion Techniques

1. FIRST SMALL, THEN BIG REQUEST TECHNIQUE

It was brought to the literature by Freedman and Fraser; It is a technique that is subject to many researches. The technique is called "foot in the door" in English and "graded effect technique" in Turkish. The resource audience is in high likelihood of acceptance to the target audience, which is considered small demand first. Then, by making great demands step by step, the mass of the resource makes progress. The technique is also referred to as the "foot-to-door technique". The point that is important in the first small and then big request technique; to ensure that the individual is consistent in his behavior. Important elements for the technique are commitment, expectation of consistency and self-perception. According to the technique, the first acceptance behavior is to

create the perception of commitment in the individual, the individual acts with a sense of responsibility and tends to accept successive requests.

2. FIRST BIG THEN SMALL REQUEST TECHNIQUE

The technique is referred to as "door in the face" in English. According to the technique, firstly, great request is requested from the individual. When the request is not accepted by the individual, a smaller request is made from the individual to increase the likelihood of acceptance of the request. First stage; request from the individual is aggressive, oppressive, and imposing. As an example of this technique; In the sale of second-hand cars, the dialogues between the customer and the salesperson are shown. The essence of the method is the idea that "When you shrink your request, the person in front of you should understand your willingness to compromise". It is important that little time passes or no delays between the two requests to ensure the technique is successful.

3. INCREASING REQUESTS TECHNIQUE.

In English, the technique is referred to as "low-ball technique". Firstly, suggestions are made to the target audience with high potential to be accepted by the salesperson. Then, the suggestions are expanded until it reaches the point where it will receive a "yes" answer from the customer. It is seen that this technique carries similar elements with the small and first big request technique. The point of the technique, which differs from the method, is that the condition that the second request after the first small request, is large and not sought.

4. NOT JUST THAT TECHNIQUE

It is expressed as "that's not all" in English and "sweetening technique of sale" in Turkish. The demand is either increased or decreased in level before it is stated whether the target audience accepts the request. The sales person's 10% discount on the product at the stage of product purchase from the store and the gift of another product, shows that the technique is also a widely used technique in the marketing field. It has been observed that the principle of "reciprocity" with the small and large request technique has similar characteristics. The difference between the two methods is that the second request is directed to the customer immediately, without waiting for a response from the target audience. The important point for the technique is that the first request should be an acceptable request by the customer. Otherwise, the attractive presentation of the supplementary presentation is of no importance.

5. YES-YES TECHNIQUE

The technique is included in English with the expression 'yes-yes technique'. The essence of this method is the tendency to get the answer "yes" from the target audience. It is desired to create a loop in which the resource will always get the answer "yes" with the questions it asked. The resource leaves the question that is the most important to the end, and thus wants to increase the probability of getting the answer "yes". It is stated that the

state of constant approval is a situation that causes the person to persuade himself. It is a widely used technique in marketing. The techniques used by the sales representative when trying to sell credit cards to individuals are shown as an example of the application of this technique. Thus, thanks to this situation, it is desired to create the necessary infrastructure for the sales representative to receive the yes answer.

6. NOT I WONDER, WHICH TECHNIQUE

This technique is known in English under the name "don't ask if, ask which technique". According to the technique, the target audience is not asked to understand whether there is a need for any product at the first stage, instead the options are offered by the salesperson in a tendency to act, and the target customer is expected to choose an alternative from the offered options. For example, the customer may visit the store with the idea of buying a sweater and buy trousers next to the sweater. Instead of offering too many options to the target audience, the salesperson wants to reduce the response by offering two or fewer options.

7. TECHNIQUE OF ANSWERING A QUESTION WITH A QUESTION

In English, the technique is called "ask question with question". The method forces the salesperson to respond to the target audience, that is, customers, and this aims to save time in terms of resources. "What do you think about this?", "I do not understand, will you repeat? The idea of throwing the ball to the other side by asking questions like "is the dominant way of thinking in the technique. The salesperson cannot always successfully perform the persuasion action during the personal sales process. When the act of persuasion does not take place successfully during the process, the process is interrupted after a certain period of time. The technique of answering the question with a question is an effective method at the stage where the persuasion process is interrupted. This technique is intended to respond to the target customer base, that is, to defend it.

8. PLACEMENT TECHNIQUE

In English, this technique is also referred to as "planting technique". Placement technique is one of the widely preferred techniques in advertisements. The technique wants to revive the product in the mind of the target audience, namely the customers, with the aim of addressing the sense organs. Expressions such as 'crimson tomato', 'warm soup', which are among the expressions in food advertisements, serve for this purpose. The product is requested to be reminded to the customer thanks to the qualifications made regarding the product through connotation.

9. PUT IN DEPT TECHNIQUE

The debt insertion technique aims to ensure that the customer does not leave the favor of the salesperson doing the customer unconditionally. This technique underlying the behavior of the salesperson to display the sweater model that will suit us the most is by removing all the different brand models one by one. It is known that the principle of "reciprocity" is an important main element in this technique. At the core of the principle of

reciprocity. There is the idea of asking the customer to feel indebted to the salesperson as a result of the effort of the salesperson making a lot of product presentation to the customer and making efforts

10.FIRST GIVE AND THEN TAKE BACK TECHNIQUE

It is expressed in English as "throw a ball technique". According to the technique, firstly, attractive conditions are offered to the customers. Thanks to these presented conditions, it is desired to create a positive perspective for the target product for the customers. The example given for the method is shown as take three pay one campaigns that are frequently used in marketing.

11. REPETITION OF THE MESSAGE

Successful persuasion action depends on repeating the message until it reaches its purpose. There are two important advantages of message repetition. The first advantage; Thanks to the repeated stimulus, it is easy to focus on the individual as attention is not drawn in another direction. The second advantage is that the stimulus that is in the attention area of the individual is more sensitive to the recurrence state.

12. ATTRACTIVENESS OF FEAR

With the fear attractiveness element, the attitudes and behaviors of the individual are desired to be changed by the salespeople in the desired direction. While trying to persuade individuals on any subject, the damages that may arise as a result of the individual performing that behavior are expressed through this method. Expressing the damages that may occur repeatedly is shown as an example of the element of attractiveness.

13. NARROWNESS-SCARCITY TECHNIQUE

In English, it is called "scarcity technique". According to the narrowness-scarcity technique, few resources create a competitive perception of owning a product in the customer. As an example of the application area of the technique; Limited number of products are sold in stores. Individuals tend to buy more against less products. The phrase 'limited number remaining' leads the customer to purchase products.

14. UNUSUAL REQUEST TECHNIQUE

The English word is explained as "the pique technique". Individuals sometimes tend to refuse requests that come to them without thinking. As an example of the application area of the method; In many cities, beggars are given an example of asking pedestrians for money. Most pedestrians ignore this request and turn their heads in another direction. If the beggar wants to be successful, he should aim to attract the attention of the pedestrian. There are other studies related to the method. Other studies are related to female students studying in college. The schoolgirls approach pedestrians as beggars and as a classic request, they ask the question, "Do you have a quarter?" However, female students cannot attract the attention of pedestrians and in this case, female students fail. Then, the question "Is it possible to give 20 cents?" Is directed to pedestrians by female students, and it is

seen that the rate of those who give money to girls is higher than the rate of those who give money in the classical method. As a result of the research, it was seen that the extraordinary request prevented the target's rejection tendency.

15. BECAUSE THE SHORTCUT METHOD

The main idea of the method is that if the salespeople perform the sales process and the customers are given a reason to consent to purchase the product, the said action increases the probability of taking place. The word “because” is the word that forms the essence of this technique.

16. PRICE-QUALITY SHORTCUT METHOD

Customers make the decision to purchase products based on the idea that it brings high price and quality. It is observed that the price-quality estimation method is used by salespeople in cases where it is difficult for customers to decide whether or not to buy the product during the sales process.

17. ONE PENNY TECHNIQUE

The penny technique is a part of our life as a method widely used by telemarketing organizations. As an example of a penny technique, 1 million stores (1 TL) are sold, mostly selling Chinese goods.

18. AUTHORITY PRINCIPLE

Authorities and titles (doctors in white coats, businessmen, bank employees, university teachers) and expensive items (Zen diamonds) are shown as factors affecting people by giving the image of status.

3.10. Problem solving

People around the world face various problems and are looking for ways to solve these problems. Various factors affecting the ways of problem solving affect human; At the beginning of these, time, environmental factor and people being in different ages caused people to find different solutions to problems in many subjects such as their gender, profession, various opinions and beliefs. Social scientists consider the problem solving concept within the concept of culture and see it as a way of solving social problems. Psychologists, on the other hand, made concrete researches and explained the problem solving methods by using concrete researches.

Problem Solving Techniques

Below, only the classification is made without going into problem solving techniques.

Idea Generating Techniques

1. Brainstorming Technique
2. Six Thinking Hats
3. Power Field Analysis
4. Focus Groups
5. Interview

Continuous Development Techniques

1. PYSU (PDCA) (Plan-Do-Check-Act) Cycle
2. 5N and 1K Technique

Problem Analysis Techniques

1. Flow Diagram
2. Fishbone
3. Pareto Analysis
4. Decision Analysis
5. Diagram of Interest
6. Polling Papers
7. Force / Power Field Analysis

Suggestions / Causes Prioritization Techniques

1. Relationship Diagram
2. Priorities Matrix / Effectiveness Analysis (Matrix Diagram)

Decision Making Techniques

1. Nominal Group Technique
2. Multiple Voting Technique
3. Benchmarking

Data Collection, Data Analysis and Evaluation Techniques

1. Pareto Diagrams
2. Survey
3. Team Work
4. SWOT (SWOT) Analysis
5. Similarity Diagram
6. Diagram of Interest
7. Control Chart
8. Histogram
9. Sprinkling Diagram
10. Motion Schedule
11. Control Charts



image from Andrew Neel / unsplash.com

3.11. Flexibility

With the effect of the oil crisis in 1973, the economy experienced negative changes in the following years. As a result, international competition has increased, the concept of flexibility and flexible working types have entered the working life. In fact, flexibilization in labor law has been involved in working life since 'shift work'. However, the concept of flexibility was first used in Germany in 1967. Due to the congestion in traffic at that time, two basic time-based flexible work practices were carried out to solve the problem of late arrival of employees. The negative changes in the economy, the increase in international competition, the use of changing and growing technology, the shrinkage in demand in the workforce, increasing the flexibility in the changing labor market and workforce policies were shown as the reasons for the flexibility in working life.

Flexibility has become inevitable, as emerging technology uncovers new ways of

working. Workplaces that adopt flexible working styles, avoided by unions, expect their employees to develop an attitude that is ready for change and away from serial and formal structure.

Flexibility is a transformation in employee-employer relations and the labor market, brought about by the working conditions of the 20th century and increasingly branching into branches. Today, different conditions also receive the support of workers and employers. Therefore, it is important to understand the concept of flexibility to understand today's job markets and industry relations.

The concept of flexibility also has controversial aspects; While some researchers talk about flexibility practices that increase employment, some argue that this is a key to capitalism that harms the rights of labor organizations and tends to become irregular.

Types of Flexibility

Flexibility is a multidimensional concept that reveals the complex structure of today's work life. When we look at the models, there are many differences in the application. While the business concept, which is full-time working, with employment guarantee, indefinite-term contracts until the mid-1970s, is dominant, today's working patterns have become more complex than the standard. This has been the cause and result of the types of flexibility.

Digital Flexibility

Numerical flexibility is a type that liberates enterprises in the amount of labor force. For the employer, it provides freedom to increase the ability to adapt to changing conditions. However, this is a freedom that has limits. In terms of workers, if the laws are regulated to ensure worker protection, these restrictions mean job security and are more common in countries such as the USA and Japan. There are measures to prevent workers from being unfairly dismissed: compensation payment, etc. In numerical flexibility, the concepts of "core" and "environmental" labor are widely used. Here, the core workforce represents full-time employees and workers with employment security, while the environmental workforce represents low-wage workers without employment security, which is called for when needed. Environmental labor force is the segment where numerical flexibility is used. It reflects the atypical form of employment.

Non-standard working style that promotes the use of temporary labor is one of the most important features of numerical flexibility. While giving the work to the subcontractors, the exploitation of the labor is ensured, while a salaried segment that is valued constitutes the main employment. Thus, it will be easier to adapt the employment structure and job to changing conditions. Cost advantage and low wages provided in this way attract companies. In addition, temporary workers' control becomes easier for employers. Numerical flexibility is also associated with shifting production. Getting jobs done abroad has become a global trend. Having subcontracted production abroad by ship transportation has become globally widespread, and thus employment insecurity has become a target by companies.

Zero hour contracts, free permits are other applications that realize numerical flexibility. The increasing use of trainees after the economic crises also emerges as applications that deepen precarious working life under the view of digital flexibility.

Functional Flexibility

Functional flexibility is the functional behavior of employees in their ability to do business. According to Atkinson's model, this type of flexibility is more functional in the core workforce. Functional flexibility, which provides an advantage of numerical flexibility as a plus to numerical flexibility, compels workers to be equipped

and skilled in increasingly competitive conditions. It is suggested that employers expose employees to concentrated work due to the fact that the employers do not give too much time to the workers. The aim is to make the most efficient use of the workforce. Thus, the current job is maintained without the need for new workers. It reflects the strength of the core workforce. In these groups where highly skilled and cooperative groups change and move by replacing each other, multi-functionality is essential, in practice, it has existed for a long time in Japan. It is also implemented in EU countries through human resources methods such as teamwork and quality circles. The functional method that companies use to quickly replace the division of labor and to switch workers among suitable jobs is called functional flexibility. Competition and technology compel companies to do so. In terms of workers, the risks that start with numerical flexibility reach to dimensions with different risks with functional flexibility.

Wage Elasticity

Wage flexibility is that businesses can adjust their wage structure in the face of changing market conditions. Businesses follow the way to increase the productivity of the employee in order to increase their productivity, and they use rewarding systems that support the skills and success of their employees even if there is no noticeable increase in the salaries given. In summary, instead of standardized wage, individualized wage application comes to the fore. Wage flexibility is the restructuring of the social income that develops against the employee in favor of the employer.

Flexibility in Working Times

Flexibility in working times and being able to go beyond the standard working times is often possible according to the choice of both the worker and the employer. When it is left to the preference of the employees, it is widely applied in developed countries with the advantage of work-life balance.

Working time flexibility is another way to increase the competitiveness of businesses, to try to make more profit. Employers aim to increase productivity by lowering labor costs. Widespread flexibility in working hours in the service sector personally increases the use of workers in this field, which is based on people. In a globalizing world, such sectors compel workers to work outside of standard times. Stretched working times have revealed non-standard forms of employment. These:

Flextime is the worker's ability to work between hours of the day.

Overtime is the work done more than the normal working time by employer preference or employer imposition.

Compressed hours: It is the compression of the normal working time of the worker in certain periods weekly, in longer hours.

Zero working hours contract (zero hours contract): It is a form of working in short-term jobs where there is no mutual contract.

Hot sitting (hot desking): It is the division of personal areas in the office with the spread of work at home.

Temporary workers: undefined workers used in short jobs.

Irregular (occasional) employees: employees who are received when needed, like seasonal workers.

Permanent employee: those who are planned to be employed all year.

Homeworkers: those who work for employers in their own homes.

Part-time workers: less than 30 hours a week

Stretching working times can be positive or negative. What distinguishes here is that the employee facilitates the work-life balance or meets the employer's interests only. While the flexibility to work hours is particularly family-friendly, it is a family-friendly flexibility with the ability to design the time that women will devote to their participation in the business life. It is discussed how family-friendly or positive these forms of non-standard employment can be with practices that classify them as employees, limit job security, limit social benefits, and reduce career opportunities.

3.12. Digital skills

1. Data Processing

BASIC USER

I can look for information online using a search engine. I know not all online information is reliable. I can save or store files or content (e.g. text, pictures, music, videos, web pages) and retrieve them once saved or stored.

INDEPENDENT USER

I can use different search engines to find information. I use some filters when searching (e.g. searching only images, videos, maps). I compare different sources to assess the reliability of the information I find. I classify the information in a methodical way using files and folders to locate these easier. I do backups of information or files I have stored.

PROFICIENT USER

I can use advanced search strategies (e.g. using search operators) to find reliable information on the internet. I can use web feeds (like RSS) to be updated with content I am interested in. I can assess the validity and credibility of information using a range of criteria. I am aware of new advances in information search, storage and retrieval. I can save information found on the internet in different formats. I can use cloud information storage services.

2. Content creation

BASIC USER

I can produce simple digital content (e.g. text, tables, images, audio files) in at least one format using digital tools. I can make basic editing to content produced by others. I know that content can be covered by copyright. I can apply and modify simple functions and settings of software and applications that I use (e.g. change default settings).

INDEPENDENT USER

I can produce complex digital content in different formats (e.g. text, tables, images, audio files). I can use tools/editors for creating web page or blog using templates (e.g. WordPress). I can apply basic formatting (e.g. insert footnotes, charts, tables) to the content I or others have produced. I know how to reference and reuse content covered by copyright. I know the basics of one programming language.

PROFICIENT USER

I can produce or modify complex, multimedia content in different formats, using a variety of digital platforms, tools and environments. I can create a website using a programming language. I can use advanced formatting functions of different tools (e.g. mail merge, merging documents of different formats, using advanced formulas, macros). I know how to apply licences and copyrights. I can use several programming languages. I know how to design, create and modify databases with a computer tool.

3. Communication

BASIC USER

I can communicate with others using mobile phone, Voice over IP (e.g. Skype) e-mail or chat – using basic features (e.g. voice messaging, SMS, send and receive e-mails, text exchange). I can share files and content using simple tools. I know I can use digital technologies to interact with services (as governments, banks, hospitals). I am aware of social networking sites and online collaboration tools. I am aware that when using digital tools, certain communication rules apply (e.g. when commenting, sharing personal information).

INDEPENDENT USER

I can use advanced features of several communication tools (e.g. using Voice over IP and sharing files). I can use collaboration tools and contribute to e.g. shared documents/files someone else has created. I can use some features of online services (e.g. public services, e-banking, online shopping). I pass on or share knowledge with others online (e.g. through social networking tools or in online communities). I am aware of and use the rules of online communication ("netiquette").

PROFICIENT USER

I actively use a wide range of communication tools (e-mail, chat, SMS, instant messaging, blogs, micro-blogs, social networks) for online communication. I can create and manage content with collaboration tools (e.g. electronic calendars, project management systems, online proofing, online spreadsheets). I actively participate in online spaces and use several online services (e.g. public services, e-banking, online shopping). I can use advanced features of communication tools (e.g. video conferencing, data sharing, application sharing).

4. Problem solving

BASIC USER

I can find support and assistance when a technical problem occurs or when using a new device, program or application. I know how to solve some routine problems (e.g. close program, re-start computer, re-install/update

program, check internet connection). I know that digital tools can help me in solving problems. I am also aware that they have their limitations. When confronted with a technological or non-technological problem, I can use the digital tools I know to solve it. I am aware that I need to update my digital skills regularly.

INDEPENDENT USER

I can solve most of the more frequent problems that arise when using digital technologies. I can use digital technologies to solve (non-technical) problems. I can select a digital tool that suits my needs and assess its effectiveness. I can solve technological problems by exploring the settings and options of programmes or tools. I regularly update my digital skills. I am aware of my limits and try to fill my gaps.

PROFICIENT USER

I can solve almost all problems that arise when using digital technology. I can choose the right tool, device, application, software or service to solve (non-technical) problems. I am aware of new technological developments. I understand how new tools work. I frequently update my digital skills.

5. Safety

BASIC USER

I can take basic steps to protect my devices (e.g. using anti-viruses and passwords). I know that not all online information is reliable. I am aware that my credentials (username and password) can be stolen. I know I should not reveal private information online. I know that using digital technology too extensively can affect my health. I take basic measures to save energy.

INDEPENDENT USER

I have installed security programmes on the device(s) that I use to access the Internet (e.g. antivirus, firewall). I run these programmes on a regular basis and I update them regularly. I use different passwords to access equipment, devices and digital services and I modify them on a periodic basis. I can identify the websites or e-mail messages which might be used to scam. I can identify a phishing e-mail. I can shape my online digital identity and keep track of my digital footprint. I understand the health risks associated with the use of digital technology (e.g. ergonomics, risk of addiction). I understand the positive and negative impact of technology on the environment.

PROFICIENT USER

I frequently check the security configuration and systems of my devices and/or of the applications I use. I know how to react if my computer is infected by a virus. I can configure or modify the firewall and security settings of my digital devices. I know how to encrypt e-mails or files. I can apply filters to spam e-mails. To avoid health

problems (physical and psychological), I make reasonable use of information and communication technology. I have an informed stance on the impact of digital technologies on everyday life, online consumption, and the environment.



Quick Knowledge Test 3

The knowledge tests, will help learners to quickly refresh what they have learned in this module.

QUESTION 1

According to the OECD, rural areas are places where the population density is below how many people per km²?

QUESTION 2

What are the most important qualities of a good decision?

QUESTION 3

What are the persuasion techniques?

QUESTION 4

What are the scientific problem solving stages?

QUESTION 5

What digital skills does a key user in security have?

Activities

The activities are prepared for educators and teachers to teach specific abilities to the participants.

Activity 1

PROBLEM SOLVING

Introduction of the Activity

BRAIN STORM APPLICATION STEPS

STEP 1: GROUP IS PREPARED FOR THE BRAIN STORM

The preparation needed includes:

- A bright and spacious hall.
- materials such as flipchart / board / pencil.
- presentation of preliminary information on the problem or subject.
- refreshments such as coffee / tea / cake (self-service).

STAGE 2: THE PROBLEM IS DEFINED

While defining the problem, the following is done in order;

- The subject or problem for which a solution is sought is identified.
- It is explained what kind of a result is desired to be achieved.
- It is stated that the aim is to generate as many ideas as possible.
- Initially everyone is given a short time to write down their own opinions.

STAGE 3: A MODERATOR IS APPOINTED FOR IDEA PRODUCTION

A good moderator;

- Does not use expressions containing judgment.
- It gives everyone the right to speak equally and fairly.
- It tries to provoke new ideas with extra questions.

STAGE 4: IDEAS AND SOLUTION PROPOSALS

At this stage, group members are active to generate ideas;

Introduction of the Activity

- Ideas are spoken as an idea every time under moderator management.
- The promise is made according to the willing, not the seating arrangement.
- There is no prejudice against ideas.
- Each idea is written without skipping.
- Influenced by others' opinions is free
- Idea generation is encouraged by extra questions.

STAGE 5: WORK AFTER MANY IDEAS PRODUCTION

- Individuals who are considered feasible from the ideas produced are individually noted (for example, each individual 3 or 5).
- Group members cannot change their good ideas when they hear other ideas.
- The ideas chosen by each element are marked in order in the general list
- When individual preferences are marked, the ideas with the most sign are listed as group preferences.
- In this ranking, group discussion is made on the top ideas.
- Ideas to be considered more are determined as a result of the group discussion.
- Brainstorming creative thinking process ends here
- The next step is the convergent thinking step on the chosen ideas.

There are also more advanced applications of classical brainstorming. However, advanced applications are somewhat more complicated. First of all, it is the specialization in the classical brainstorming technique proposed.

Explanation of the activity

- The educator determines a question. For example, what are the reasons for the "low performance of sales assistants" originating from the manager?
- Duration is determined
- Everyone writes their ideas on a piece of paper.
- When the time is over, the ideas are explained in order.

- The views are listed on the board.
- A number or letter is given to each opinion.
- Each member is asked to select 3 views in order. The top priority opinion is given 3 points, the next 2 points and the last one 1 point. It is written next to the opinions.
- Points are collected and opinions with few votes are removed from the list.
- 5 Highest Rated Ideas are the ideas to go to the solution of the problem



MATERIALS NEEDED:

- paper sheet for each student, pen/pencil for each student, Blackboard/flipchart, board marker

Scope

Idea Generating Techniques Used in Problem Solving

1. Brainstorming Technique
2. Six Thinking Hats
3. Power Field Analysis
4. Focus Groups
5. Interview

We Will Use The Brainstorming Technique Of These. Brainstorming can be done alone or with a group; As soon as ideas come to mind during the brainstorming, they are asked to be exposed. Ideas are not judged and criticized at first, no ideas are considered absurd so that the person tries to present all of his ideas without hesitation.

Didactic plan

TIME ALLOCATION	SUB - ACTIVITY	TYPE	MATERIAL	DESCRIPTION
5 MINUTES	Brainstorming	Practical	Paper sheet for each student, pen/pencil for each student,	Students work individually on their ideas.
10 MINUTES	Saying ideas	Exercise	Blackboard, board marker	Trainer writes the ideas to blackboard/flipchart
5 MINUTES	Listing the ideas and giving them numbers	Exercise	Blackboard, board marker	Trainer writes the ideas to blackboard/flipchart
5 MINUTES	Writing the sum of The points of the ideas	Exercise	Blackboard, board marker	Trainer writes the ideas to blackboard/flipchart

Activity 2

PERSUASION AND INFLUENCE SOMEONE

Introduction of the Activity

Persuasion is one of the important tools of business life. Many studies on persuasion have revealed that face-to-face interviews are important for men to be persuaded, while women are easy to persuade in face-to-face interviews. Here are 8 important methods you can apply to persuade...

1. NOTE HOW YOU SAY MORE THAN WHAT YOU SAY

Your way of saying is one of the most important tricks to convince the other person in a thought or event. Speaking in a language that the other person can understand, the idea you want to present without much importance to what you want to say will be more easily accepted by the person in front of you.

2. MAKE THE OTHER PERSON / PEOPLE FEEL THEY ARE VALUABLE.

Researches have revealed that housewives all over the world think that their husbands, who are working and earning money, the housekeeping they are doing is more valuable and their works are worthless. They think that the housework they do every day is not appreciated by anyone. In fact, not only housewives, we all want to be appreciated without exception. Making people feel valued is one of the strongest ways of persuasion.

3. SHOW PROOF

People often ask for something concrete, that is, proof of persuasion. You must provide evidence to convince the other person. Because concrete evidence is often validated by people.

4. USE THE FEELING OF LIKING

Remember, people say yes more to people they know and enjoy. At the same time, they are more positively affected by people who are physically more attractive and like them. Even if you coincidentally have the same name as the person in front of you or have something in common, it can create subconscious feelings about you subconsciously.

5. DO NOT INCLUDE PROFESSIONAL TERMS WHEN SPEAKING

One of the big mistakes that many people make is talking a lot about professional terms. The professional terms related to the job or subject you are working in, indicate that you have a good command of that subject. However, the person in front of you may perceive this situation negatively and feel inadequate or think that

Introduction of the Activity

you are exaggerating. Therefore, make sure to choose expressions suitable for everyday speech and easy-to-understand words about the subject you want to persuade. Especially avoid slang words.

6. ONE OF THE IMPORTANT TOOLS IN PERSUADING IS BEING WELL-DRESSED

It has been revealed in studies related to business life that especially uniforms wear much more respect and have more impact on employees. In addition to the uniform, it is stated that well-dressed and successful people affect the employees more easily and the defense resistance against them decreases. So it's important how you look to convince someone.

7. INCLUDE THE PERSON YOU WANT TO PERSUADE TO SPEAK.

For the subject you want to persuade, include the other person in the conversation and ask questions, get their comments, and give them the opportunity to say their thoughts on the subject. Keep talking in line with the reactions and comments you receive from him. If the person you want to persuade has an idea about the subject and comments, there will be a negative perspective on the subject, and you will be able to move in the direction you want to speak. In fact, the messages you want to convey without being aware of the subject in front of you will be placed under his/her consciousness.

8. AVOID NEGATIVE EXPRESSIONS

The most repulsive and negative behaviors on people are negative thoughts. For this, you need to avoid negative statements for the subject you want to persuade someone. In order to convince a person, it is useful to explain by focusing on the positive aspects of the subject you are telling him/her. Then it becomes easier for you to express and convince the person.

Explanation of the activity

Salesman; In this activity, the aim of a student is to try to sell an imaginary product in the classroom by convincing other students. For this activity to be efficient, students should be given the opportunity to give time and prepare.

If the student is many, it is divided into groups, if less, individual work can be done. Students / groups create an imaginary product. He/she tries to sell what the product does by explaining its features to its friends / other groups in the classroom. Meanwhile, teachers and students ask questions about the product. After the introduction, the student asks who wants to take the class, the number of people to buy on the board is written.

Other groups / students also perform the same practice. The most selling student / group has the ability to make the most successful sales.

**Time
foreseen:
55 minutes**

MATERIALS NEEDED:

- Paper sheet for each student/Group, pen/pencil for each student,
- Blackboard/flipchart, board marker

Scope

This is a highly motivating, enjoyable activity that increases students' speaking practice. The activities to be implemented in the classroom may be to improve the mental processes and the diction directed to the physical elements of speech education. These activities can be adjusted and implemented in different ways by considering the level of the class and the target behaviors of the class. Through these activities, it is aimed for students to learn without getting bored in a play atmosphere and to gain speaking skills as a behavior.

Didactic plan

TIME ALLOCATION	SUB - ACTIVITY	TYPE	MATERIAL	DESCRIPTION
15 MINUTES	Brainstorming	Group/individual Exercise	paper sheet for each student/Group, pen/pencil for each student,	Students work individually/with group on their ideas.
10 MINUTES	Speaking, persuasion	Introduction of the material	Blackboard/flipchart, board marker	Trainer writes the numbers to the blackboard
10 MINUTES	Speaking, persuasion	Introduction of the material	Blackboard/flipchart, board marker	Trainer writes the numbers to the blackboard
10 MINUTES	Speaking, persuasion	Introduction of the material	Blackboard/flipchart, board marker	Trainer writes the numbers to the blackboard

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image from yanalya / freepik.com

**Estimated
Reading Time
50-60 minutes**

MODULE 4

THE ROAD MAP OF A BUSINESS

PARTNER: Adana Governorship

PROJECT 2018-2-TR01-KA205-060888
YOUTH ENTREPRENEURSHIP CURRICULUM



Erasmus+
Yaşamları değiştirir, ufukları açar.



Purpose

The purpose of this module is to help young people from rural areas acquire knowledge and basic competencies to manage a project into a business creation perspective. This includes supporting some of the youth in converting their business idea into a business creation. By the end of the module, participants will be able to explain the value of having a business plan, understand what a business plan is and how to develop a simple business plan. They will learn about training and funding support for entrepreneurs in different countries.

Learning Outcomes

In terms of **knowledge**, the learner will know:

- ✓ Understand the role of the business plan
- ✓ Learning the most appropriate of the current trainings and how to reach them
- ✓ Learning the organizations, networks providing commercial support in the host country and how to access them

In terms of **skills**, the learner will understand:

- ✓ Development of business plan preparation skills
- ✓ Development of communication skills with institutions that support entrepreneurship
- ✓ Improved skills in applying to fund resources

In terms of **competences**, the learner will be able to:

- ✓ To learn the issues to be considered in writing and presenting the business plan and prepare their own plans
- ✓ To the ability to identify opportunities and develop the necessary resources and capital
- ✓ To understand and facilitate individual and group learning processes

4.1. A road map of a business

You've got goals and objectives, and multiple steps to get there. How are we going to make this happen? The question is where a business roadmap can create alignment by visually explaining how everything will come together to make that vision become a reality.

Most businesses start with a business plan. The business plan is often used to secure funding from banks or investors. This plan will identify opportunities and provide a market analysis of the current players and solutions addressing these opportunities.

The plan then points out how the company can attack this opportunity in a novel way. From there, it will delve into the details of the execution. It may also touch on the management team before getting into the financials.

Business plans are dense, text-heavy documents. Aside from some charts and graphs to hammer points home, they're not particularly visual. They're also often pretty light on the execution phase of things.

But here is where business roadmaps can shine. They complement the business plan while bringing it to life. The business plan itself doesn't provide much specific direction. The roadmap blows out what needs to happen when it needs to happen and who needs to do it.

With a business roadmap, it becomes crystal clear how various roles, tasks, and responsibilities come together. Best of all, it's available at a glance and easily updated, versus having to sift through pages of text or the minutiae of project plans.

Much like a business plan, a roadmap is a long view of where your organization is going and how you are getting there. But what differentiates it from your typical business plan is that it is a higher-level visualization of your business' big picture.

This type of roadmap illustrates your company's major objectives and strategies for achieving growth. For businesses comprising of multiple departments, a roadmap prevents individual teams from being siloed off by clearly outlining the business' future and each department's role in upcoming growth.

A business roadmap is a long-term strategic document that shows where your company is going and the steps required to get there.

Unlike lengthy business plans, it does not show the individual items and activities required in fine detail.

Instead, it focuses on the big picture, clearly showing your company's major objectives and the high-level strategies it will use to achieve these — this helps keep stakeholders and team members aligned and on-track to succeed.

Unlike lengthy business plans, it does not show the individual items and activities required in fine detail.

When well constructed with thoughtful and thorough consideration, a roadmap lays out everything required to turn a business plan into reality. Stakeholders and individual contributors alike can get the full picture.

Finding the right business opportunity or creatively developing an idea is certainly not an easy task. This is the phase called “Envisioning the idea” the first true task of an entrepreneur.

WHAT IS A BUSINESS IDEA?

A business idea is a concept that can be used to make money. Every successful business started as someone’s idea.

Although a business idea has the potential to make money, it has no commercial value initially. To find out about an idea’s chances in the market and check its innovative content and feasibility, you need to conduct a plausibility check. A promising business idea must have the following characteristics:

- Relevant (must fulfill customers’ needs or solve their problems)
- Innovative
- Unique
- Clear focus
- Profitable in the long run



Image from AbsolutVision / unsplash.com

A successful business idea must meet the following three conditions:

1. It must offer benefit to the customer by solving a problem or fulfilling a need. Customers buy products and services for just one reason; to satisfy a need. So, if your business idea cannot satisfy customers, it won't be successful. Every successful business idea must have a unique selling proposition.
2. It must have a market that is willing to accept it. A promising business idea must offer a product or service that would be accepted by a large market. It must also have feasible arrangements for catering to that large market as well as unique values that differentiates it from the competition.
3. It must have a mechanism for making revenue. A successful business idea must show how much money can be earned from it and how the money will be earned.

WHAT IS A BUSINESS OPPORTUNITY?

A business opportunity is a business idea that has been researched upon, refined and packaged into a promising venture that is ready to launch. While multiple business ideas may strike you on a daily basis, only few of them will be profitable in the long run based on market research and feasibility study conducted. These few are the real business opportunities. An opportunity is regarded as one after it has been found to meet the following criteria:

- ✓ It must have high gross margins.
- ✓ It must have the potential to reach break-even cash flow within 12 months – 36 months.
- ✓ The startup capital investment must be realistic and within the range of what you can provide.
- ✓ You must have the strength and ability needed to drive the business to success.
- ✓ Your level of enthusiasm for the business must be very high.
- ✓ It must have the potential to keep on improving with time.
- ✓ It must have a low level of liability risk.

Market research and competitive analysis

Market research blends consumer behavior and economic trends to confirm and improve your business idea.

It's crucial to understand your consumer base from the outset. Market research lets you reduce risks even while your business is still just a gleam in your eye.

Gather demographic information to better understand opportunities and limitations for gaining customers. This could include population data on age, wealth, family, interests, or anything else that's relevant for your business.

Then answer these questions to get a good sense of your market.

- Demand: Is there a desire for your product or service?
- Market size: How many people would be interested in your offering?
- Economic indicators: What is the income range and employment rate?
- Location: Where do your customers live and where can your business reach?
- Market saturation: How many similar options are already available to consumers?
- Pricing: What do potential customers pay for these alternatives?

You'll also want to keep up with the latest small business trends. It's important to gain a sense of the specific market share that will impact your profits.

You can do market research using existing sources, or you can do the research yourself and go direct to consumers.

Existing sources can save you a lot of time and energy, but the information might not be as specific to your audience as you'd like. Use it to answer questions that are both general and quantifiable, like industry trends, demographics, and household incomes.

Business Plan

A business plan is also a road map that provides directions so a business can plan its future and helps it avoid bumps in the road. The time you spend making your business plan thorough and accurate, and keeping it up-to-date, is an investment that pays big dividends in the long term.

In today's competitive marketplace, 70% of all new businesses fail within the first 2-3 years. Whether you're starting a new business or working to strengthen or expand your current business, having a



image from William Iven / unsplash.com

business plan is your road map to success. A good business plan is the heart and soul of any successful business. It can help someone's secure finance, priorities the efforts and evaluate opportunities.

A business plan is a blueprint of success and best practice in the entrepreneurial process. It is a document that explains the business model and the strategic and operational plans in great detail.

A business plan is the entrepreneur's perspective of the strategic and operational aspects specific to their ideas. It is a roadmap with which the entrepreneur aims to build the idea into a stable, sustainable and scalable business. A written business plan is indispensable if the entrepreneur is seeking finance from external sources. Banks, angel investors and venture capitalists will be wary of investing money into a start-up unless they have the means to evaluate the risks and growth potential. Therefore, a sensibly documented business plan can help both, the entrepreneur and the potential investors.

A business plan is created in a particular template. Its contents are divided into sections. The opening sections give information about the start-up that includes the name, the entrepreneur's vision and the start-up's objectives, legal status of the venture (sole trader/partnership/company), current operational status, a brief profile of the members of the management team. The subsequent sections include a comprehensive strategic analysis and strategic plan, detailed plans on marketing and operations, followed by financial data, financing alternatives and risk analysis.

A good business plan begins with 'an executive summary', which is a well thought out synopsis of all sections articulated in no more than four pages. An executive summary communicates that the product/service being offered by the start-up will serve an identifiable and sizeable market segment. It discusses the expected return on investment and the growth potential over a period of 3–5 years. The verbal information is supported with numbers, and as a result, acts as a summary capable of capturing the imagination of potential investors, who are typically hard-pressed for time.

Strategy is vital to achieving business goals. A sound business plan must discuss its intended strategy and the action to realize this strategy. It discusses how the start-up plans to integrate its tangible and intangible resources with the business opportunity with the aim to gain sustainable competitive advantage.

A business plan should explicitly justify the start-up's strategy and support it with detailed marketing and operational plans. It should explain how the start-up's value chain activities - supply chain management, operations, distribution, marketing and sales and after-sales service – will be managed to deliver value and satisfaction to its customers. A venture performs well when it manages to create a distinct value chain that delivers superior value with lower costs.



Adapted from: Hitt, Ireland and Hoskisson (2015: 112)

Figure 1 Business Level Strategies

The Internet has infused dynamism into the marketing and customer relationship functions. In the digital economy, consumer behavior is much more transparent. For instance, transactions between the start-up and its customers generates data on a constant basis. At the same time, social media facilitates interactivity and instant feedback. The marketing plan should emphasize the ways in which it will exploit the new dynamics to build brand loyalty.

THE IMPORTANCE OF FINANCIAL DATA

A start-up's growth strategy is incomplete without financial data. This distinct section of a business plan covers:

- break-even analysis;
- the income statement (also called the profit and loss account);
- the balance sheet (also called the statement of financial position);
- the cash flow statement;
- financial ratios.
- Information presented should demonstrate that the start-up is structured efficiently.

Cash and profit are oxygen for business. Operations cannot be sustained without liquidity, and expected return on investment cannot be achieved without profit. A start-up cannot survive on owner's capital and borrowed funds forever. Financial forecasts should communicate the timeline in which the start-up expects to generate revenue, in excess of its costs, and build up cash.

It is generally understood that a start-up may be in loss for the initial couple of years while revenue picks up but is inadequate to cover the fixed costs. However, a viable venture should be capable of exhibiting profit and consistent cash flow from third year onwards. Assumptions used in conceiving financial data should be reasonable and explicitly presented. The performance should be accentuated by reviewing the financial data with the help of established financial ratios such as: liquidity and solvency ratios, efficiency ratios and profitability ratio.

WHAT IS INCLUDED IN A BUSINESS PLAN?

The following components make up a business plan:

Table of Contents

Executive Summary:

Appears first, written last. Provides a snapshot of your company explaining who you are, what you do, and why.

Mission & Vision:

Here you define the purpose of your business (Mission) and a statement about your perception of the company's growth and potential (Vision). Include specific goals and objectives of the business

Business Description:

Provide background information about the company including brief history of the business and list of key company principals.

Define Your Market:

Describe the industry within which your business will operate, identify your target market, provide a general profile of your targeted clients, and describe what share of the market you currently have and/or anticipate. For this section of the business plan, you will undertake following types of research:

Industry Analysis:

how is the industry structured, trends and statistics, key players, segmentation, sales and distribution channels etc.

Competitive Analysis:

Major competitors, strengths and weaknesses, how would you position yourself against the competition, market niche, product/service comparison.

Customers:

Who are the customers (demographic data), what do they want, customer buying habits, market share/market size, consumer preferences.

Advertising and Promotion:

How will you reach out to potential customers? Where do they currently shop for product/service? Where will you advertise and how will you measure the effectiveness of your advertising and promotion efforts?

Pricing:

Strategy, policies, price list, break-even analysis.

Location:

Where is your business located? (home-based; retail; commercial, etc....), is the location of your business important? Any special zoning, land or building improvements needed to accommodate your operation? If location is important, what are the features of your location?

Products & Services:

Describe all your products and services; explain how your products and services are competitive including unique features, benefits of the product or service, niche served, stage of product/service development, production, future growth.

Organization & Management:

Describe how your company is organized including legal structure (sole proprietorship, partnership, corporation etc); identify any special licenses and/or permits your business operates with; provide brief bio of key managers within the company; include an organization chart if available.

Marketing & Sales Strategy:

Identify and describe your market -- who are your customers and what's the demand for your products and services; channels of distribution you will use; your sales strategy specific to pricing, promotion, products, and place.

Financial Management:

- For new business include: estimate of start-up costs (all one-time expenses such as equipment, deposits, fees, etc.); projected balance sheet, income statement, cash flow statement (1 year forward)
- For existing business include: balance sheets (last 3 years), income statements (last 3 years), cash flow statements (12 months)
- If applying for a loan: current personal financial statement on each principal; federal tax return for prior year

Appendices:

This section may include company brochures, resumes of key employees, list of business equipment, copies of press articles and advertisements (if available), pictures of your business location and products, any applicable information about your industry and /or products, key business agreements such as lease, contracts etc.

(Adapted from: SBA's Business Plan Template)

Conclusion

Writing a business plan prior to the launch of a start-up is the best practice that can produce positive outcomes for the entrepreneur. A written business plan is a pre-requisite for obtaining finance from banks and other investors.

It is perhaps rightly argued that the environment in which a start-up begins its journey is dynamic, and therefore capable of turning even a well-meaning action plan into an ineffectual enterprise. For this reason, a well thought out business plan is a document made in earnest, but is certainly not etched in stone. The onus of shaping the start-up's strategy in response to environmental and competitive forces lies with the entrepreneur. A wise entrepreneur uses it as an instrument to assess and mitigate risks.

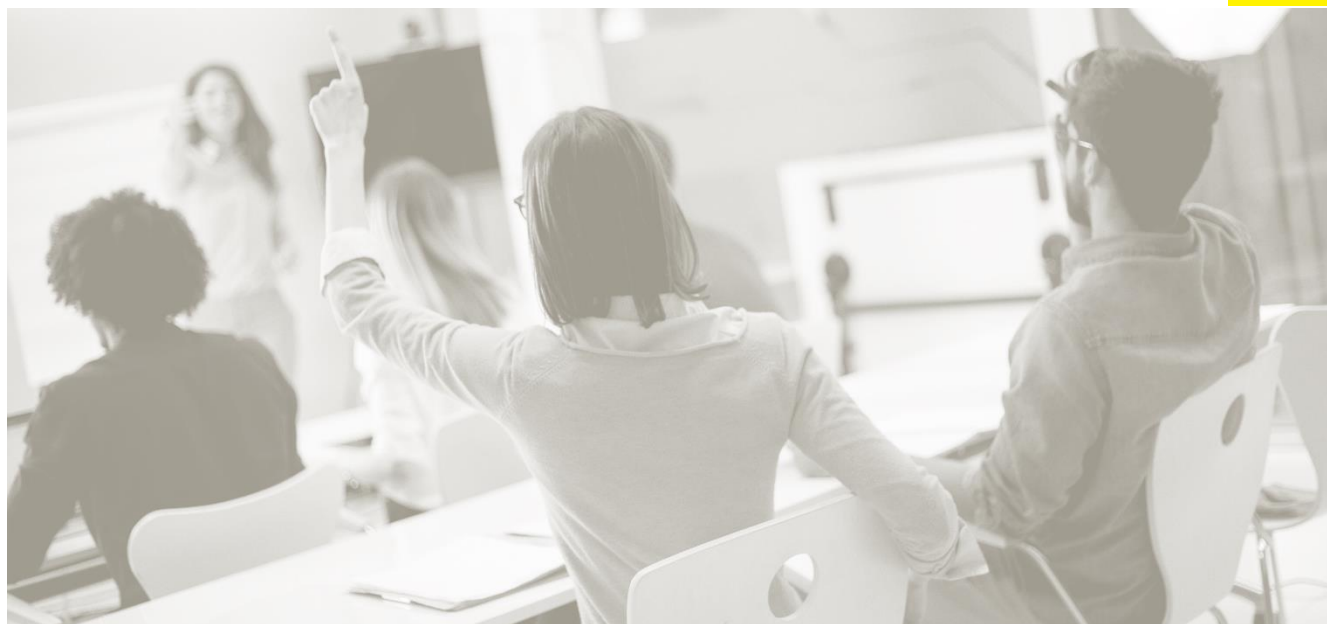


image from boggy / freepik.com

4.2. Training programmes

4.2.1 Free trainings

Entrepreneurship Development Support Programme KOSGEB / Turkey

Purposes of the programme are to rise information and capabilities of entrepreneurs on establishing and executing the business to award successful business plans/business models; to increase cooperation between actors who take place in entrepreneurship ecosystem; to create structures which contribute to the increase in survival rate of newly established enterprises during their weakest period and to provide establishment and execution of the new enterprises within the line of national plans and programmes.

As a first step, it is necessary to receive a certificate after having a minimum 32 hour “Applied Entrepreneurship Training” which is open to all and free of charge. Trainings may be organized by different institutions and organizations (municipalities, professional associations, higher education institutions, development agencies, İŞKUR etc.). You can learn the dates and venues of these trainings on www.kosgeb.gov.tr

Online Entrepreneurship Courses (Harvard)

ENTREPRENEURSHIP IN EMERGING ECONOMIES

This business and management course, taught by Harvard Business School professor Tarun Khanna, takes an interdisciplinary approach to understanding and solving complex social problems. You will learn about prior attempts to address these problems, identify points of opportunity for smart entrepreneurial efforts, and propose and develop your own creative solutions.

The focus of this course is on individual agency—what can you do to address a defined problem? While we will use the lens of health to explore entrepreneurial opportunities, you will learn how both problems and solutions are inevitably of a multi-disciplinary nature, and we will draw on a range of sectors and fields of study.

What you'll learn

An awareness of the opportunities for entrepreneurship in fast-growing emerging markets

An understanding of a conceptual framework for evaluating such opportunities

An appreciation of the types of problems that lend themselves to entrepreneurial solutions

For more information, please visit:

<https://online-learning.harvard.edu/course/entrepreneurship-in-emerging-economies?delta=0>

Essentials of Entrepreneurship: Thinking & Action / University of California, Irvine

Success in business can be greatly enhanced with an understanding of key entrepreneurial characteristics and competencies solutions. This interactive course provides potential entrepreneurs with the knowledge of succeeding in an entrepreneurial opportunity. Topics include: how creativity, opportunity and feasibility are best evaluated; business strategies for new businesses; importance of a business plan; achieving success in a new business. At the end of the course students will have the skills and confidence to evaluate starting a business, in addition to becoming more enterprising in how they approach their roles should they decide to work in organizations.

Upon completing this course, you will be able to:

- ✓ Learn about the many faces of and contexts for entrepreneurship
- ✓ Learn about the entrepreneurial process and how to manage it
- ✓ Learn about what it takes to be an entrepreneur and your own potential to be one
- ✓ Learn to recognize opportunities to generate and assess your own business idea
- ✓ Explain the business planning process

- ✓ Apply entrepreneurial approaches, concepts and methods to your own business idea
- ✓ Learn about the operational issues in developing new business ventures

These series of courses will help you build, develop and hone the essential skills needed to improve your employability and advancement in today's dynamic workforce. The courses in this Specialization may be taken in any order. Each course can also be taken independently. The Specialization concludes with a Capstone project that will give you the opportunity to integrate and apply the skills you have gained throughout the courses to your individual and organizational needs.

For more information and 7-Day Free Trial, please visit:

<https://www.coursera.org/learn/entrepreneurial-thinking>

Developing Innovative Ideas for New Companies: The First Step in Entrepreneurship / University of Maryland, College Park

This course assists aspiring and active entrepreneurs in developing great ideas into great companies. With strong economies presenting rich opportunities for new venture creation, and challenging economic times presenting the necessity for many to make their own job, the need to develop the skills to develop and act on innovative business opportunities is increasingly vital.

Using proven content, methods, and models for new venture opportunity assessment and analysis, you will learn how to:

1. Identify and analyze entrepreneurial opportunities;
2. Enhance your entrepreneurial mindset;
3. Improve your strategic decision-making; and
4. Build innovative business models.

Our goal is to demystify the startup process, and to help you build the skills to identify and act on innovative opportunities now and in the future.

With this course, students experience a sampling of the ideas and techniques explored in the University of Maryland's master's degree in technology entrepreneurship, an innovative, 100% online program. Learn more at <http://mte.umd.edu/landing>.

For 7-Day Free Trial, please visit:

<https://www.coursera.org/learn/innovative-ideas>

Foundations of Business Strategy

Strategic analysis is critical for analyzing the competitive context in which an organization operates and for making reasoned and reasonable recommendations for how that organization should position itself and what actions it should take to maximize value creation. In this course, we will explore the underlying theory and frameworks that provide the foundations of a successful business strategy. Managers, entrepreneurs, social entrepreneurs, analysts, and consultants all may find value in mastering these fundamentals.

<https://www.udemy.com/course/foundations-of-business-strategy/>

Creativity & Entrepreneurship / Berklee Institute

Creativity & Entrepreneurship will help you tap into your inner creativity and learn how to leverage it for career development or business innovation.

Presented by for Creative Entrepreneurship founder Panos Panay, this course features interviews with world renown entrepreneurs, innovators, songwriters, producers, creative directors, educators, performers, visual artists and chefs as they discuss parallels between the creative and entrepreneurial journeys.

The course approaches entrepreneurship as a creative process, a fundamental human instinct that we all possess and can unlock. Creativity & Entrepreneurship applies concepts from the creative and musical creation process, such as observing, prototyping, iterating and embracing failure, as a means of guiding you through the concept of thinking like a startup. You will develop the basic mindset, knowledge, and insights required to pursue an entrepreneurial career, whether as the steward of your own career or as the founder of a new business in any field.

Creativity & Entrepreneurship is about the side of entrepreneurship you won't learn at a business school but, instead, in the music studio.

For more information and 7-Day Free Trial, please visit:

<https://www.edx.org/course/creativity-entrepreneurship>

Becoming an Entrepreneur / Massachusetts Institute of Technology

Becoming an Entrepreneur is designed in partnership with MIT in order to guide people of all ages and backgrounds through the process of founding a company. With enrollment in the hundreds of thousands, this course is as engaging and accessible as it is informative.

Becoming an Entrepreneur will provide you with inspiration to explore an entrepreneurial path and tools to overcome the initial challenges of building a business.

From developing new business ideas and doing market research to designing and testing your offering and pitching, this course follows LaunchX's successful approach to entrepreneurship that leverages MIT's Disciplined Entrepreneurship, lean methodologies, and design thinking. There will be a combination of short videos and activities that will challenge you to get you away from your computer screen and into the community to make a real impact.

For more information, please visit:

<https://www.edx.org/course/becoming-an-entrepreneur>

Corporate Entrepreneurship: Innovating within Corporations Specialization / University of Maryland, College Park

For an increasing number of established companies, creating new business opportunities within the company is an imperative for success. Maturing technologies and aging product portfolios are requiring companies to create, develop, and sustain innovative new businesses. The Corporate Entrepreneurship Specialization is designed for those interested in learning how to innovate and apply entrepreneurship principles in the corporate setting.

Learners will develop knowledge on how to navigate the barriers to creating, developing, and sustaining innovative new businesses or initiatives within existing companies. These new activities rarely fit neatly within well-established systems, processes, and cultures. Learners will develop the skills, and learn the tools and best practices, for identifying and developing the entrepreneurial opportunities, building business models, creating strategies for leading innovation, and financing innovation. These four topics comprise the four courses of the Corporate Entrepreneurship Specialization, along with a final project.

The Corporate Entrepreneurship Specialization is for individuals who are charged and/or inspired to develop and lead new businesses within established companies. It's specifically designed for junior- and middle-managers with the opportunity, or responsibility, to start new businesses or initiatives within their company or division, in any industry, and in any country.

Applied Learning Project

The courses' projects challenge learners to apply the strategies, tactics, and tools learned in the course to examine leading companies or the learner's own company. With this action-oriented approach, learners can quickly develop and apply lessons learned to develop or reclaim their company's innovation prowess.

For more information, please visit:

<https://www.coursera.org/specializations/corporate-entrepreneurship>

Startup Entrepreneurship Specialization / Technion - Israel Institute of Technology

The Startup Entrepreneurship specialization focuses on issues of Innovation, Creativity and Entrepreneurship. It leads the students through the entire process of creating a start-up from an idea.

Part One deals with ideas, and the creative imagination: discovering new ideas, new products, new services, new and better ways to do almost anything.

Part Two focuses on how to build a business (entrepreneurship). This course guides the learner through a series of tools and methods that help take an idea and make it happen, in a way that can sustain the business or organization that delivers it to humanity. Use this course to build a solid business or organization around the idea you developed during Part One.

Part Three offers Innovation Career Lessons from a Master of proven achievements. During this course you will follow conversations and interviews with Dadi Perlmutter, who, until recently, was Executive VP of Intel Corporate, the highest-ranking Israeli executive of any multinational company.

For more information, please visit:

<https://www.coursera.org/specializations/startup-entrepreneurship>

4.2.2 Paid trainings

Master in Entrepreneurship in Barcelona / GBSB Global Business School

The Master in Entrepreneurship in Barcelona offers students the skills training to foster the entrepreneurial mindset. This master in entrepreneurship in Spain focuses on generating new ideas and seeing them to fruition, creating economic and social value. The Master in Entrepreneurship in Barcelona teaches students how to start their own businesses, develop new products, or manage innovative projects for existing firms and how to adapt new ideas to make a positive impact on the world today.

Students can learn about doing business in Europe, Asia, the Middle East and Latin America, which helps develop the skills and knowledge to be competitive in the global market. While studying for the Master in Entrepreneurship in Barcelona, students learn how to design successful business plans, integrate innovation and sustainable practices in business, and how to pitch ideas to prospective investors. Students will graduate from the Master in Entrepreneurship in Barcelona ready to succeed in markets across the globe.

DEGREE

Master of Science in Entrepreneurship

Accredited by University of Vic – Central University of Catalonia (UVic-UCC) – University-specific programs

Accredited by European Council of Business Education (ECBE)

GBSB Global Business School uses the quarter system where there are four 10 week study periods (or quarters) during the year. Students are expected to attend three quarters, but may attend all four quarters (including summer quarters) to graduate sooner. Summer quarters are available based on the number of students signed up.

For more information, please visit:

<https://www.global-business-school.org/>

Entrepreneurial Training Program (ETP) / University of Wisconsin - Madison

ETP is an intensive business planning training program designed to help qualified applicants wanting to start a business or grow an existing business, and who want to write a high-quality business plan suitable for presentation to a bank. This program is a comprehensive combination of courses, business plan development and optional individual counseling, and is available for start-up ventures or business expansion. In this program,

you will use the Business Model Canvas to identify your customers and determine their needs. You will analyze that information and incorporate it into a feasible business plan on a timely basis.

ETP is an application-based program, funded in part by a grant to the Wisconsin SBDC network from the WEDC. Qualified participants who successfully complete program requirements receive a \$750 tuition reimbursement grant to off-set the total program cost of \$1,000. For your application to be accepted, you will need to have: the capability to write a business plan, a feasible business idea, relevant experience/training and financial ability, or feasible path, to start your proposed business.

The program fee is \$1000. The Wisconsin Economic Development Corporation (WEDC) is supporting this program by providing a grant that covers 75% or \$750 of the tuition to students that successfully complete the course. To take advantage of the WEDC grant reimbursement, participants are required to submit a business plan with financials at the end of the program. Applicants pay \$250 due at registration. An email outlining how to register will be sent to those that are accepted into the program.

For more information, please visit:

<https://sbdc.wisc.edu/start-a-business/entrepreneurial-training-program-etp/>

The Essential Guide to Entrepreneurship by Guy Kawasaki

The hardest part of starting your own business is taking the first step. This course is designed for budding entrepreneurs of all backgrounds and experience levels. If you're even remotely interested in becoming an entrepreneur or starting your own business, you can't afford to miss out on Guy's 30 years of hard-earned wisdom.

In this course, you'll not only learn the essential principles of starting your own business, you'll also benefit from the course instructor Guy Kawasaki's 30+ years of experience working as an entrepreneur, advisor, and investor.

Guy understands the entrepreneur's point of view and the investor's point of view, and he will help you to see your business from both sides of the table. When you take this course, you will receive privileged access to Guy's unique anecdotal advice about his experiences working for technology giants like Apple and Google, and his role in creating several innovative Silicon Valley startups.

Contents and Overview

Whether you already have a detailed business plan or just a great idea that you're passionate about, you'll find value in the way this course breaks down the various concepts of entrepreneurship in an easy and accessible manner with plenty of real-world examples, tips and tricks, and wisdom from a seasoned entrepreneur.

Entrepreneurship from A to Z: Starting with Launching and Pitching, moving on to Fundraising and Team Building, and concluding with Marketing and Evangelizing, this course will take you through each step necessary to start your own business.

Interactive Exercises: You'll watch as an entrepreneur just like yourself pitches his company to a potential investor and then hears Guy's uncensored feedback.

After completing this course, you will understand a range of time-tested strategies and have gained practical advice that takes you further along the journey from having an idea to being a full-fledged entrepreneur. You will gain the clarity and confidence needed to create a lasting, influential company.

For more information, please visit:

<https://www.udemy.com/course/entrepreneurship-course-by-guy-kawasaki/>

Try Entrepreneurship in 90 Days / Global School for Entrepreneurship

Join our try-out program to discover whether you have what it takes to become an entrepreneur.

In 90 days, you will be facilitated in discovering whether your business idea can find traction in the market.

You will achieve this through:

- ✓ Learning agile working methods to realize results in quick succession;
- ✓ Learning the founding principles of the Entrepreneurial Mindset, as encapsulated within Effectuation theory;
- ✓ Learning what it takes to create value.

In doing so you will:

- ✓ Use project management tools such as SCRUM (a highly desired skill for corporates).
- ✓ Practice the Effectuation principles by applying them on your own business (idea).
- ✓ Discover whether your business idea finds traction in the market through validation.

For more information, please visit:

<https://www.globalschoolforentrepreneurship.com/try-90-days/>

4.2.3 List of training courses provided by the European Union

The focus on entrepreneurship education is fuelled by the understanding that the EU today is not fully exploiting its entrepreneurial potential and that enhancing this will help the member states and Europe as a whole in transforming its economy and building its future economic and competitive strength.

A coherent framework for entrepreneurship education was presented in the Entrepreneurship 2020 Action Plan and the Communication on Rethinking Education. As education policies are the competence of EU countries, the European Commission acts mainly as a catalyst and a facilitator for the promotion of entrepreneurship education. It focuses on the dissemination of information and the exchange of best practices among EU countries, and on the development of support tools and projects with a high added value at EU level.

Co-Innovation Journey for Startups and Corporates

This course will guide you how to prepare, plan and implement a mutually beneficial collaboration, regardless if you are a startup, a corporate or generally interested to reap the potentials.

After finishing this course you should be able to:

- ✓ recognize the benefits and challenges of Startup-Corporate collaboration,
- ✓ characterize the urgency of innovation in the corporate world,
- ✓ find and examine matches between potential partners,
- ✓ distinguish and explore existing formats of collaboration,
- ✓ understand both Startups and Corporates to streamline the collaboration, and
- ✓ apply dedicated tools and techniques to overcome collaboration challenges and design a joint roadmap.

How is this course structured?

Week 1 of the course is all about the „Why “. It outlines the theoretical concept, its relevance and potential for both corporates and startups.

Week 2 is about the „How “. Different approaches to finding your innovation partner and various formats of co-innovation will be covered.

Week 3 embraces the corporate perspective; it prepares your company to successfully co-innovate with startups.

Week 4 is the startup week and will flip the perspective to equip your startup with the necessary insights for co-innovating with a strong, large partner.

After week 4, the fast track ends. Here, the real experience starts and you are invited to continue with two extra weeks in cross-sectoral teams to work on real-life challenges with dedicated tools.

For more information, please visit:

<https://mooc.house/courses/corship2020>



4.3. Public and private bodies that helps young people to start their own business activity

4.3.1 Greece

PUBLIC BODIES:

- OAED
- Chamber of commerce

PRIVATE BODIES:

- Elix
Website: <https://www.elix.org.gr/en/>
- Arsis
Association for the Social Support of Youth
Website: <http://arsis.gr/>



4.3.2 Spain

1. FUNDACIÓN GENERAL UNIVERSIDAD DE LA LAGUNA:

Emprende.ull is the free advice and support service for entrepreneurship at the University of La Laguna and its General Foundation.

2. ADVENTUREES:

Adventurees is a participatory financing platform authorized and supervised by the National Securities Market Commission (CNMV).

3. SOCIALNIUS:

Socialnius is a communication, public relations, online marketing and events agency specializing in the innovation and business sector with more than five years of experience and an important list of success stories.

4. ENISA:

Enisa is the public institution of reference for support to entrepreneurship in Spain, of the Ministry of Economy, Industry and Competitiveness, which provides instruments adapted to the needs of companies.



5. LINEAS ICO 2019:

Since its launch, more than 25 years ago, the ICO Lines have established themselves as one of the most effective financing formulas to meet the credit demand of Spanish companies

4.3.3 Poland

In Poland plenty of public and private body help young entrepreneurs to start their businesses, especially in the fields of entering into the market, analyzing information and financial support.



1. MINISTERSTWO INWESTYCJI I ROZWOJU:

A public body, from the government, which helps with fundraising and investments and provides all official EU's financial information and support.

2. BANK GOSPODARSTWA KRAJOWEGO:

A public body that helps with programs such as „First business” and “Wsparcie na starcie” dedicated to students, graduated and unemployed youth. They offer low percentage loans for starting new businesses.

3. POLSKA AGENCJA INWESTYCJI I HANDLU:

A public body that helps young people who came back to Poland from their abroad working/leaving, and want to use their international experience to start and run the business in Poland. The agency helps them with starting investment business, cooperation and support from the consultants and experts from Zagranicznych Biur Handlowych (ZBH) and also participates of the grand project “Polskie Mosty Technologiczne.”

4. POLSKA AGENCJA ROZWOJU PRZEDSIĘBIORCZOŚCI:

Public body, running the Consultant Points in every voivodships/region of Poland, where the experts provide the consultants the help that is needed.

5. AKADEMICKIE INKUBATORY PRZEDSIĘBIORCZOŚĆ

University body, which is an initiative for young polish people (students, grouted). They offer support and pro innovative services.

4.3.4 Turkey

There are numerous support programs that already exist for entrepreneurs in Turkey. The Turkish government and other public institutions have done a good job in laying the framework for Turkey's entrepreneurial ecosystem.

Turkish Ministry of Industry and Technology supports technology parks and provides seed capital for entrepreneurs through the "Techno-Entrepreneurship Grant Program".

Scientific and Technological Research Council of Turkey (TUBITAK) is another government body extending grants, subsidies and other incentives for entrepreneurs. It encourages research and development.

The **Economic Policy Research Foundation of Turkey (TEPAV)** is a think tank looking at economic issues. It has partnered with the U.S. State Department's Global Entrepreneurship Program to provide a platform for Turkish entrepreneurs to network with American entrepreneurs and funders.

Small and Medium Enterprises Development Organization (KOSGEB) provides grants to young people who want to establish their own initiatives after a 70-hour training program to develop entrepreneurial knowledge and skills in business start-up and execution, and reward successful business plans / business models.

Most impressive is the independent **Turkish Technology Development Foundation (TTGV)**, which was established in 1991 as part of a World Bank loan agreement with Ankara. It has supported "technological innovation activities in Turkey," providing \$300 million to 950, largely R&D, projects, carried out by 800 companies. TTGV also contributed to the establishment of investment firms, **İŞ GİRİŞİMLERİ** (Business initiatives) and **TURKVEN**, both of which launched in 2000 and have made combined investments over \$3.5 billion. This has laid the ground floor for Turkish venture capital.

Incubators and Accelerators: Another form of organization supported by KOSGEB for the purpose of accelerating and systematizing this process by providing comprehensive support for the establishment of successful enterprises is called Business Development Centers (**İŞGEM**). Aside from **İŞGEM**, Turkey is currently the home of 20 incubators and accelerators. Some of these incubators and accelerators are the local branches of international NGOs, such as Startup Labs. Others vary from being a part of a university, such as Bilkent Cyberpark, to private organizations such as E-tohum(E-Seed). Endeavor, an international NGO supporting and assisting effective entrepreneurs, also has an office in Turkey

Universities: Nearly all Turkish universities are focused on entrepreneurship in some way. Universities provide Technology Development Zones and accelerators to support entrepreneurs in every stage. Technology



Development Zones are providing proper environment and opportunities to enable young entrepreneurs develop and commercialize technologies. Accelerators in universities carry out various programs for companies and entrepreneurs under their roof. They provide the Early-stage Incubation services for young entrepreneurs that want to turn their ideas into commercializable products or services. Some of the examples of accelerators support entrepreneurs in the establishment and growth process are; ITU Seed (Arı Çekirdek(Bee core)), Enkuba, Embriyonix, E-tohum(E-seed), Endeavor, The Fit Startup Factory (Girişim Fabrikası), Inovent.

Entrepreneurship Centers act as an incubation center for the young entrepreneurs and techno-entrepreneurs. The centers organize various activities to support entrepreneurial ideas and to facilitate the achievement of entrepreneurial goals. The centers equipped with the necessary equipment and technology infrastructure. In order to serve well for the entrepreneurs, there are standard office places for each and basic electronic services such as, internet connection, web server, or laptops and desktops.

4.4. Funding opportunities

4.3.1 Greece

ESPA (ΕΣΠΑ): ESPA constitutes the main strategic plan for growth in Greece with the contribution of significant resources originating from the European Structural and Investment Funds (ESIF) of the European Union. ESPA announces entrepreneurial funding programmes that is related to many deferent fields.

Website: <https://www.espa.gr>

The ESPA funding [list!](#)

The [Startup funding programme](#) of ESPA!

OAED (ΟΑΕΔ): National Employment Service provides funding programmes to young people at specific period of time, but requirements such certificates/seminars or unemployment card are needed.

Website: <http://www.oaed.gr/>

The [Youth Entrepreneurship programme](#) of OAED!

Eurobank: EGG (Enter-Go-EGG) funding programme targets on youth entrepreneurship.

The [EGG programme](#) of Eurobank!

OpenFund: Private finding (e.g startups, youth)

Website: <http://www.theopenfund.com/>



4.3.2 Spain

1. The Ministry of Labour, Migration and Social Security has developed an Action Plan for Youth Employment (2019-2021) (Plan de choque por el empleo joven 2019-2021) where a strategy for entrepreneurship for youth is specifically framed. The main objectives of this strategy are to support the organizations in the following key areas:

- Social economy
- Start ups and business incubators
- Intersectoral organizations of self-employed workers.



2. The Youth Institute (Injuve), develops the Microcredit Programme for Youth (Programa de Microcréditos para Jóvenes), offering funds in the form of microcredits for young entrepreneurs up to 35 years of age, allowing for the concession of loans without any type of guarantee.

3. Emprendedores.gva is the platform that the Generalitat ,available to people who want to undertake, gathering all the information that can be useful to develop and implement their business idea and business project.

Different option for funding:

- AXIS ICO Group (under Ministry of Economy and Business).
- ENISA -National Innovation Company S.A. (under Ministry of Economy and Business).
- ICEX-Invest in Spain (under MINCOTUR).
- RED.ES (under Ministry of Economy and Business).
- IDAE -Institute for Energy Diversification and Saving (under Ministry of Ecological Transition).
- CERSA -Spanish Guarantee Company S.A.
- CDTI -Centre for Industrial Technological Development (under Ministry of Science, Innovation and Universities).
- Tripartite Foundation for training in employment (under Ministry of Labor, Migration and Social Security).
- CESGAR -Spanish Confederation of Mutual Guarantee Companies.

4.3.3 Poland

The main supporting financial instituting is Bank Gospodarstwa Krajowego. That public, governmental institution provided with fundraising and financial support for the young entrepreneurs. Despite the governmental and public bodies in Poland are very popular funding programs offers from the AIP and Business Angels, who are the private bodies and investors who invest their own financial surpluses in new, promising companies. Thanks to the capital injection, they can quickly (within 2-4 years) spread their wings, giving the investor a high increase in the value of his shares. The other financial support is offered by Credit Guarantee Funds are non-profit institutions. They provide financial assistance in the form of guarantees for small development companies that do not have sufficient credit history or collateral required by the bank. The surety can be granted for loans and credits, including starting or expanding your business.

Being the part of EU's Poland also, getting support for the European union's founding program which is managed and spreads by the governmental institution in a variety of the programs which are available and transparent for the public view.



4.3.4 Turkey

Turkey offers quite a sophisticated environment for youth entrepreneurs. Youth entrepreneurship at the country level is supported by various policy tools. In particular, there are different kinds of governmental support mechanisms provided by Small and Medium Enterprises Development Organization (KOSGEB), Ministry of Science, Industry and Technology and The Scientific and Technological Research Council of Turkey (TUBITAK), Regional Development Agencies and Turkish Employment Agency (İŞKUR). However, there are venture capital, angel investors and various other support opportunities.



Small and Medium-Sized Enterprises Development Organization (KOSGEB): Entrepreneurship trainings, financial support for machinery-equipment, mentoring and business coaching are provided for traditional entrepreneurs and advanced entrepreneurs. Purposes of the programmes are to rise information and capabilities of entrepreneurs on establishing business and maintenance; to award successful business plans/business models; to increase cooperation between actors who take place in entrepreneurship ecosystem; to provide creating structures which contribute to increase survival rate of newly established enterprises and to provide

establishing of new enterprises within the line of national plans and programmes. KOSGEB, which supports new entrepreneurs financially, gives entrepreneurship certificate to new entrepreneurs through entrepreneurship trainings by cooperating with institutions. It grants up to 50% to the entrepreneurs who submit suitable projects. It also provides guidance to small and medium-sized enterprises and provides financial support to increase their survival rates.

Regional Development Agencies: They provide financial support for newly established enterprises in order to supply machine equipment, training and consultancy (brand, export, foreign trade, institutionalization, etc.), software-hardware, quality management systems. In addition, they provide financial and technical support for the development of physical and human infrastructures of intermediary institutions (entrepreneurship centers, non-governmental organizations, universities, etc.) operating for entrepreneurs.

Turkish Employment Agency (İŞKUR): Entrepreneurship trainings are provided. It provides start up expenses support (up to 3.000 TL(Turkish liras)), operation costs support (up to 11.000 TL) and establishment support (up to 36.000 TL) for disabled people who want to start their own business. It also provides “establishment support” for convicts who want to start their own business up to 15 times the gross minimum wage.

The Ministry of Food, Agriculture and Livestock: The Ministry is make grants up to 30.000 Turkish Liras for the projects aimed at production of vegetable, animal, local agricultural products and medicinal and aromatic plant production to be executed by young rural farmers in order to support the projects for agricultural production at rural areas which will contribute to employment of young rural population, development of alternative income resources, enhancement of income level, supporting entrepreneurship of young farmers and ensuring agricultural sustainability.

VENTURE CAPITALS:

500 Startups İstanbul: It is an early stage investment company that invests in all talented ventures ranging from financial technologies to healthcare initiatives, from advertising / marketing to blockchaine.

Boğaziçi Ventures: They invest in technology-oriented products, digital products / services, big data, machine learning artificial intelligence, game technology, blockchain, FinTech, InsureTech.

Inovent: It is the first technology commercialization / accelerator and seed fund company in Turkey which was founded by Sabanci University in 2006. Inovent manages the commercialization of early technologies, with a particular focus on academy-based entrepreneurship, and focuses on university start-ups established by academics and / or students.

Inventram: It is a high-tech investment company which was founded with the partnership of Koç Group and Mitsui & Co. It invests in many areas of high technology and innovation, including the Internet of Things and Sensors, Robotic Technologies, Biotechnology, Nanotechnology, Artificial Intelligence, Big

Data and Cloud Systems, Automotive Technologies, Electronics and Durable Consumption, Defense Industry Technologies. Its goal is commercializing accurate business models with disruptive technologies.

KOBİ Venture Capital Investment Trust Inc.: They invest entrepreneurs whom they believe will return their investment within 5-6 years, with a share percentage of 49 percent as a joint venture. Taking into consideration the demands of the companies applied, they invest an average of 250 thousand US Dollars for initial projects, at least 500 thousand US Dollars for IT projects, at least 1 million US Dollars and at most 5 million US Dollars for other sectors.

Turkish Foundation for Development of Technology (TTGV): They invest in technology companies in the initial and growth stages. They provide financial support for technological investments through their programs such as Explore Investment Program, Access to Market Investment Program (HIT), Green Technology Projects (YETEP) Support Program etc.

In addition to them, there are other venture capitals such as 212 VC, ACT, Revo, Pioneer Venture Capital Investment Trust Inc., Akportföy, Bosphorist Technology Fund, Young Turk Ventures, Ilab Ventures and so on.

ANGEL INVESTORS:

Endeavor Angel Investor Network: They provide support in the fields of mentoring & business development, training, consultancy, human resources, networking, access to finance for enterprises that have been operating for at least 1 year, are in the growth stage regardless of the sector, have an innovative approach, have growth potential and have been determined to be suitable for investment with their past performance support.

Keiretsu Forum Angel Investor Network: They provide opportunity to invest and mentor from an elite investor group, access to global funds and resources, and examine the best practices in Silicon Valley for entrepreneurs who have passed their idea stages, established their companies and provided their core financing with their own resources.

LABX: It is an angel investment network established to support entrepreneurs who have a business idea and need capital support.

In addition to them, there are other angel investors such as BUBA Angel Investment Network, Galata Business Angels, E-Seed, BIC Angels Investment, Business Angels Association of Turkey, TEB Private Angel Investment Platform and so on.

OTHERS:

ITU Tekno Arikent: It provides common areas of use, training, mentoring, networking and financial support for early and advanced entrepreneurs who need R & D and innovation-based technological infrastructure development through ITU Core, ITU Magnet and Innogate programs.

Tech-Invest TR: It is a TÜBİTAK program aiming to support TTOs, TGBs and qualified investors who invest in the venture capital funds for early stage technology-based companies on SME scale to meet the capital they will need in the process of commercializing their products and technologies resulting from the R & D and innovation activities.

Venture Factory: This is Turkey's first business acceleration program, implemented under the auspices of Özyeğin University. It is a business acceleration program that helps entrepreneurs who want to build technology-based, high-potential, sustainable businesses to test their business ideas with lean startup and customer development methodologies in the shortest time with minimum activity and support them with training, infrastructure, mentors and wide business network.

MIT Enterprise Forum: It organizes competitions aimed at encouraging young people and those who want to start their own business, and awards business ideas that will produce innovative solutions.

Turkey Grameen Microfinance Program: They provide small capital support without mortgage, guarantor, unsecured for women who want to start their own business, has a low income, cannot get a bank loan. A group of five women with a business idea should be formed. The first loan can be up to 1.000 TL.

4.3.4 Around the world

African Development Foundation

The U.S. African Development Foundation (USADF) is an independent U.S. government agency established by Congress to invest in African grassroots organizations, entrepreneurs and small and medium-sized enterprises. USADF's investments promote local economic development by increasing incomes, revenues and jobs, and creating pathways to prosperity for marginalized populations and underserved communities.

Utilizing a community-led development approach, USADF provides seed capital and local project management assistance improving lives and impacting livelihoods while addressing some of Africa's biggest challenges around food insecurity, insufficient energy access, and unemployment, particularly among women and youth.

Over the last five years, throughout Africa, with an emphasis on the Horn, Sahel and Great Lakes regions, USADF has invested more than \$114 million dollars directly into over 1,000 African owned and operated entities and impacted over four million lives.

For more information, please visit:

<http://www.usadf.gov>

The Halcyon Incubator program / USA

The Halcyon Incubator program equips early-stage social entrepreneurs with the support they need to transform audacious ideas into scalable and sustainable ventures. They do this by providing three things: space, community, and access.

Space - The Halcyon Incubator was founded to ensure that all social entrepreneurs, regardless of their economic background, can succeed. They give you physical and mental space, so you can focus more of your energy on your venture and achieving your full potential.

The Halcyon Incubator builds a community of support around Fellows through our unique residential program, extensive post-residency Fellow community, and a robust network of world-class mentors and advisors. These mentors and advisors are seasoned entrepreneurs, experienced change-makers, and leaders across sectors.

Access - You need an ecosystem to build, grow, and sustain a social enterprise. The Halcyon Incubator connects entrepreneurs with key partners to advise and directly support Fellows' ventures and provide crucial exposure.

Criteria

To be eligible for the Halcyon Incubator, you:

- Must be the CEO or primary decision-maker for the venture's development and management
- Must be able to make a full-time commitment to work on the venture during the residency phase from September 8, 2020 to January 15, 2021
- Must be able to postpone any undergraduate or graduate course work during the residency phase
- Must already live or work in the U.S. or be able to obtain a visa for the residency phase
- Must be fluent in English
- Must be at least 21 years of age by the start of the program

For more information, please visit:

<https://halcyonhouse.org/incubator/apply>

The YGAP Accelerator Program / Bangladesh

The ygap Accelerator Program is a powerful opportunity for passionate impact entrepreneurs in Bangladesh who are at the early stages of building businesses and organizations in order to to change the lives of Bangladeshi's.

Attend The Ygap Accelerator – An intensive five day live-in workshop in Dhaka where applicants join a small group of ygap entrepreneurs and access world class entrepreneurship training designed to help them focus their business and accelerate the growth of their venture.

Access The Ygap Support Network – Beyond the accelerator applicants receive ongoing training and support from ygap and it connects them to experts and professionals who can help them as they launch and grow their business. Specifically, it provides them with 6 months of access to graphic designers, website creators, business coaches, mentors, research assistants, lawyers and accountants (all super helpful for their venture). Applicant's venture also has the opportunity to continually apply for small grants (up to BDT 60,000) to help them overcome barriers and test ideas to grow the impact or sustainability of their venture.

Access Growth Support & Connections – The best ygap entrepreneurs move into growth, where it provides larger amounts of support to help applicants grow a model that have proven in the startup phase. At this level applicants can access larger rounds of funding, of over \$10,000 Australian dollars (typically \$25,000), are connected directly to its investor partners and its team work closely with them to strategise specific approaches that will help them dramatically increase their impact and sustainability.

Eligibility Criteria

They are looking for Bangladeshi startups who:

Have already launched an enterprise that is making a difference in the lives of Bangladeshi's (by improving education, health, homes or creating good jobs).

Want to scale their enterprise to impact many more people.

How to Apply

Applicants can apply online via given website.

For more information, please visit

<https://ygap.org/bangladesh/>

Dreams for a Better World's Business Grants / Australia

Dream big and applicants could receive a grant to help their business address local issues like housing affordability, unemployment, sustainability, mental health issues or even help boost their local economy. As long

as applicants' dream has a direct positive impact on an Australian community the foundation wants to hear from them.

Applicants have a chance to receive up to \$10,000 and help fund a project or innovative solution that tackles a social issue in their local community.

Eligibility Criteria

If Applicants qualify, their dreams must aim to tackle a local or social issue in Australian communities, and the business receiving the grant must also be:

- ✓ a registered Australian business
- ✓ based in Australia with funds being spent in Australia
- ✓ a small to medium sized business with less than 200 employees
- ✓ able to be undertaken in the next 12 months

If applicant's dream is shortlisted to the top 10, their business must also provide documents that validate the viability of the business.

Sunsuper's Dreams for a Better World is open to all Australian residents aged 18 years or older at the time of entry.

How to Apply

Applicants can apply via give website.

For more information, please visit

<https://dreamsforabetterworld.com.au/business-grants>

Call for Incubation at a-IDEA / India

a-IDEA, The Technology Business Incubator of NAARM is delighted to seeking applications from innovative Agri, Allied, and Agri-Biotech startups to enroll for incubation support.

The objective is to help early-stage startups to build their idea/ prototype/ venture through technology mentoring, validation, intellectual property support, marketing strategy, team building, fund raising advisory etc.

a-IDEA is an Agriculture focused incubator for supporting startups in Agri, Allied and Agri Biotech sectors. It is an incubator housed in ICAR-NAARM, supported by DST, Gol, a recognized incubator under Startup India Initiative. a-IDEA has been conferred the National Award for Emerging Technology Business Incubator in 2017 by DST, Gol.

a-IDEA nurtures and provides support to the startups in the initial and critical stages of a new startup venture through customized and focused incubation support and mentoring.

What A-IDEA Offers

- ✓ Technology Mentoring & Access to Agri scientists, Technology Validation, and R & D access in network of research institutes.
- ✓ Business Support Services in Legal, Financial, IPR and Secretarial Compliances.
- ✓ Startup- Corporate connects for Business synergies, Market Access
- ✓ Access to Institutional databases, forums and visibility.
- ✓ Cross leverage a gamut of startups across 20 sectors of Agri value chain (Farm to Fork).
- ✓ Access to Investors including Govt Grants, Seed funds, HNI's, Angel networks, and Venture Capitals.

Eligibility Criteria

Entrepreneurs with a focus towards building innovative solutions in Agri, Allied and Agri Biotech sectors are invited to apply for the incubation program, if they have

1. An idea/early Stage Startups
2. Searching for Market access
3. Seeking for Mentor & Support Services
4. Looking for Investment Advisory

How to Apply

Applicants can apply via given website.

For more information, please visit

<https://aidea.naarm.org.in/call-for-incubation/>

The Social Innovation Tournament / Luxembourg

The Social Innovation Tournament recognizes and supports the best European social entrepreneurs. It promotes innovative ideas and rewards initiatives that contribute to creating social, ethical or environmental impact. Typically, it covers projects in the areas of education, healthcare, the environment, circular economy, inclusion, job creation, ageing and many more.

All projects compete for the General Category and Special Category 1st and 2nd Prizes of EUR 50 000 and EUR 20 000 respectively. In 2020, the Special Category Prizes will go to projects focusing on the environment (with a special emphasis on biodiversity and ecosystem conservation). Two projects will be selected to attend INSEAD's Social Entrepreneurship programme in Fontainebleau, France.

The prizes are awarded by a jury of specialists from the academic and business worlds.

The tournament runs in two rounds. A selection committee, comprised mainly of EIB Group experts in innovation, the environment, and other relevant disciplines, selects 15 finalists. The finalists participate in a tailor-made training programme (Mentoring Bootcamp, e-training on pitching, one-to-one coaching sessions) to provide them with the necessary guidance to finalise their proposals and prepare them for the final event where all the finalists have to present and defend their project to a jury of social innovation specialists.

Eligibility Criteria

The EIB Institute Tournament responds to the considerable need for greater emphasis on Social Innovation and aims to attract interest from both non-for-profit and for-profit organisations, mainly from young entrepreneurs and social enterprises, corporate responsibility departments of private-sector companies of any size, [NGOs](#) and government or local government entities and university communities. Entries from student teams are also welcome.

How to Apply

Interested applicants can apply online via given website.

For more information, please visit:

<https://institute.eib.org/whatwedo/social-2-2/social-innovation-tournament-2/>

Southeast Asian Technology Entrepreneurs and Business Leaders Program / New Zealand

The Asia New Zealand Foundation and the New Zealand Ministry of Foreign Affairs and Trade offer six-to-eight young Southeast Asian technology entrepreneurs and business leaders the chance to visit New Zealand.

The week-long programme will give participants an understanding of New Zealand's tech sector and allow them to attend Techweek 19 in Auckland.

Benefits

The Asia New Zealand Foundation will fund the costs of successful applicants, including a return economy airfare, domestic transport, accommodation and insurance, as well as most meals and miscellaneous expenses.

Participants will need to cover their own spending money

Selection Process

Applications will be assessed by the relevant New Zealand Embassy or High Commission. Shortlisted candidates will be interviewed either in person or via Skype. In New Zealand a panel made up of Asia New Zealand Foundation and relevant experts will consult with overseas posts to make a final decision.

How to Apply

Applicants can apply at the address given on the website.

For more information, please visit

<https://www.asianz.org.nz/entrepreneurship/nz-visit-for-southeast-asian-tech-entrepreneurs-and-business-leaders/>

Anzisha Prize for Young African Entrepreneurs / South Africa

The Anzisha Program is a partnership between African Leadership Academy and Mastercard Foundation that seeks to fundamentally and significantly increase the number of job generative entrepreneurs in Africa.

Prize Information

This is the value of the Fellowship applicants will be a part of, if they win – Additional investment of \$8,000/\$10,000 in each Fellow

Eligibility Criteria

Applicants must be between 15 and 22 years old with an ID document or Passport to present as evidence.

Applicants must be a national of an African country with a business based in Africa for African customers/beneficiaries.

Their business must be up and running. The Anzisha Prize is not for great ideas or business plans – applicants must have already started, and be able to prove it! Applicants have time to get started now and have tangible results to share before applications open.

Their business, invention or social project can be in any field or industry (science and technology, civil society, arts and culture, sports, etc.). Any kind of venture is welcome to apply.

Individuals who apply must be one of the founding members of a business (for example, 2 or 3 co-founders who started a business together).

How to Apply

Applicants can apply online via given website.

For more information, please visit

<http://www.anzishaprize.org/apply/>

FT/IFC Transformational Business Awards

The Financial Times and the International Finance Corporation (IFC), a member of the World Bank Group, have launched the sixth edition of the FT/IFC Transformational Business Awards.

This year's (2020) programme marks 15 years of collaboration between the Financial Times and the International Finance Corporation on awards that have had a substantial impact on the way financial and non-financial organizations approach sustainable investment. The Awards highlight ground-breaking, long-term private sector solutions to major development issues, with the core categories directly related to global efforts to achieve the UN Sustainable Development Goals. The winners will be announced at a special dinner in London on 8 October, preceded by the FT/IFC Transformational Business Conference, a major gathering of thought leaders who will explore and debate the issues generated by the Awards.

Categories

- Transformational Solutions in Urban Infrastructure
- Transformational Solutions in Food, Water and Land
- Transformational Solutions in Health, Wellness and Disease Prevention
- Transformational Solutions in Education, Knowledge and Skills
- Special Award: Innovating for Disability

The winners of the following Overall Awards will be selected by their esteemed judging panel from those short-listed for the above core categories:

1. Overall Award: Excellence in Disruptive Technologies
2. Overall Award: Excellence in Climate Solutions
3. Overall Award: Excellence in Transformational Finance
4. Overall Award: Excellence in Transformational Business

Eligibility Criteria

The programme is open to all financial and non-financial private sector organizations. Start-ups with innovative solutions and a clear roadmap to financial sustainability are encouraged to apply.

Productive sector companies, investment institutions, and advisory firms involved in projects addressing key challenges in urbanization, technology and sustainability with respect to developing economies.

How to Apply

Applicants can apply via given website.

For more information, please visit:

<https://live.ft.com/Events/2020/FT-IFC-Transformational-Business-Awards-2020>



Quick Knowledge Test 4

The knowledge tests, will help learners to quickly refresh what they have learned in this module.

QUESTION 1

What is a business plan?

QUESTION 2

What are the differences between the business plan and roadmap?

QUESTION 3

What does the first page of a good business plan start with?

QUESTION 4

What are the characteristics of a good business idea?

QUESTION 5

What should a business plan include?

Activities

The activities are prepared for educators and teachers to teach specific abilities to the participants.

Activity 1

IMPROVING YOUR ENTREPRENEURIAL KNOWLEDGE: ANALYSING NEWSPAPERS

Introduction of the Activity

A research-based task aimed at encouraging young people to look at entrepreneurial activity and to share information as a group.

Explanation of the activity

**Time
foreseen:
1 to 1 ½ hours**

MATERIALS NEEDED:

Economic newspaper, Laptops for PowerPoint, pen and paper

Scope

- ~ ~ ~ ~ ~ The participants will have a clear view about the current entrepreneurial activities in the labor market ~ ~ ~ ~ ~
- ~ ~ ~ ~ ~ Improved presentation skills and again a broader view of the current entrepreneurial activities (broader ~ ~ ~ ~ ~
- ~ ~ ~ ~ ~ view because of the information you gathered from the other group). ~ ~ ~ ~ ~

Didactic plan

TIME ALLOCATION	SUB - ACTIVITY	MATERIAL
5 MINUTES	Separate the participants in groups of 2. Each group receives an economic newspaper from the instructor.	none
20 MINUTES	In this newspaper find some articles about entrepreneurship that you like. Look at interesting articles in which you can find useful information for a potential own business.	Economic newspaper
30 MINUTES	Read the chosen articles and discuss them with another group. What do you find interesting about this article and why have you chosen it?	none
30 MINUTES	Gather some interesting information about your chosen articles and the articles of the other group and make a presentation (presentation is optional)	Laptops for powerpoint / pen and paper

Activity 2

CREATIVITY AND IDEA SEEKING

Introduction of the Activity

In this activity, the participants are going to get creative. They are going to find ideas for their possible enterprise, by placing themselves in a new environment and looking around.

Explanation of the activity

**Time
foreseen:
1 hour**

MATERIALS NEEDED:

An environment outside the classroom, whiteboard and board marker.

Scope

The participants will have ideas for their own business in their mind.

Didactic plan

TIME ALLOCATION	SUB - ACTIVITY	MATERIAL
5 MINUTES	This activity is in groups of approximately four participants (three to five), so the group can be separated into groups. Explain the assignment. The individuals in the group are going to search for ideas for a possible (imaginary) new business. Keep in mind that the business must be realistic, but the practical matters do not have to become realized. The assignment is just to find ideas!	None
30 MINUTES	The activity is starting! The group must imagine being unemployed. What would they do in this case? How can they serve their market? By going outside (walking or going in a boat, choose an activity) and being in a different environment, the group will get more ideas. Also, let the individuals communicate. The participants will challenge each other to come up with more ideas.	An environment outside the classroom
15 MINUTES	It is now time to go back in the classroom. Ask students what ideas they came up with and discuss them. Also, write them down on a whiteboard. Participants can also come up with ideas that can come in convenient later on in the training course. Be careful to go to deep in the matter. Generating ideas is only the aim of this exercise	whiteboard and board marker
10 MINUTES	Discuss the process of creating and finding ideas. Did the new environment help to find ideas? Was it easy or did some participants find it difficult to find ideas for an own enterprise by looking around?	None

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image from unsplash.com

MODULE 5.1

DEVELOPING A BUSINESS IN A RURAL AREA

PARTNER: Autokreacija Foundation

PROJECT 2018-2-TR01-KA205-060888
YOUTH ENTREPRENEURSHIP CURRICULUM

Purpose

The purpose of this module is to prepare young entrepreneurs in rural areas, who are aware of strategic planning and management concepts and techniques, operation tools, marketing and are sufficiently knowledgeable to take advantage of them.

Learning Outcomes

In terms of **knowledge**, the learner will know:

- ✓ where to look for professional advisory and help before they start business
- ✓ strategic planning and management techniques
- ✓ operational tools
- ✓ basics of marketing

In terms of **skills**, the learner will understand:

- ✓ uncovering needs
- ✓ thinking strategically
- ✓ defining goals
- ✓ planning and organizing
- ✓ developing sustainable business plans
- ✓ defining priorities
- ✓ monitoring progress
- ✓ identifying strengths and weaknesses

In terms of **competences**, the learner will be able to:

- ✓ find examples of groups who have benefited from a solution to a given problem
- ✓ explain what a vision is and what purpose it serves
- ✓ define long-term goals arising from the vision for their value-creating activity

- ✓ carry out a simple plan for value-creating activities
- ✓ develop a business model for their idea
- ✓ prioritize the basic steps in a value creating activity
- ✓ identify different types of data that are necessary for monitoring the progress of a simple value-creating activity
- ✓ judging their strengths and weaknesses and those of others in relation to opportunities for creating value

5.1. Where to find a professional advisory and help before you start your business?

Running your own business may seem like a great time to become independent, trust your own decisions and do what feels right. While it might be true in the beginning, initial enthusiasm fades off after several failures. It's highly recommended to seek professional advisory before you start a business. You'll avoid typical mistakes and have somebody to address when you get stuck or confused.

Promoting youth entrepreneurship is a major direction for many institutions. There are literally dozens of organizations ready to help you out and guide you. Keep in mind, that none of them will do your job for you. Your first task is to find the ones, that are interested in making your business flourish.

Online

Use the word "entrepreneurship" and your location in the preferred search engine. Chances are high, you might find a helpful institution within your neighborhood. Start from the streets where you live/study/work, then scale up to regional, national and EU levels to discover all the opportunities. What you need to look for can be divided into categories such as but not limited to:

- Non-governmental organizations working with youth, entrepreneurship and business development
- Research and development institutions
- Youth entrepreneurship networks
- Business support associations
- Associations of your chosen industry
- Business incubators

These institutions might be consulting SMEs on a long-term basis or provide them with free or fee-based business training. Make a list of organizations, most relevant for you and your business.

Offline

If you have limited access to the internet, check libraries for local newspapers and magazines on entrepreneurship to find contacts of organizations listed above. Visit the nearest employment agencies and ask them to tell you about local opportunities for SMEs.

Networking

Sometimes you will need people not only to answer your questions, but also to appreciate your goals and share a different viewpoint on your ideas. Support of your nearest and dearest is necessary for anything you do in life, from getting a new habit or starting a family. If they help you, it's great. In case they are prejudiced against entrepreneurship, you can always seek support from people with shared views and values. Find your "tribe" and, ideally, a mentor.

Make a list of private businesses in your area and try to build new connections with their leaders. Each of them was once at your place and it is part of human nature to share the experience with the younger generation in need. Visit them at their offices or get in touch at local trade fairs and thematic exhibitions.

If you don't feel comfortable enough to directly speak to great entrepreneurs of the region, ask your friends and family if they are acquainted with any business owners. First of all, they might know the VIP you were looking for or somebody who could help to arrange an appointment. Second, they might know a cool entrepreneur you haven't heard of or somebody from who's mistakes you might learn. Check the survivor's [bias concept](#) to value the failure as much as a success story.

In case of emergency

Make sure you know whom to contact if things get very unsafe. Write down all the troubles that can possibly happen to you and your business and make sure you have a number to call in any of such cases, be it employee/client food poisoning, clogged sewer line, suppliers car breaks down, or a helicopter if your region floods a lot, a cyberattack and etc. If you can't think about anything like that or not sure your list is full, google «troubles with»/"emergency at" + "your business type».



image from jofreepik / freepik.com

5.2. Strategic Planning and Management

Many small business owners may believe that strategic plans are only for billion-dollar corporations. But if you aspire to become one of the big guys, you need a strategic plan with actionable steps that not only spells out where you want to go but also outlines how to figure out whether you're on the right track. If you want to work smarter — not just harder — you need a strategic plan.

How to plan?

You can write your strategic plan in whatever style you want. Just make sure your plan addresses these key elements:

Mission statement

The purpose of a mission statement is to provide a short summary of the business's purpose and focus. Many mission statements identify the type of business they are, the products or services they sell, and/or the target market and customer base they're seeking.

Examples:

- **Amazon:** *When Amazon launched in 1995, it was with the mission “to be Earth’s most customer-centric company, where customers can find and discover anything they might want to buy online, and endeavors to offer its customers the lowest possible prices.”*
- **American Express:** *Our mission is helping others accomplish theirs.*
- **Google:** *Our company's mission is to organize the world's information and make it universally accessible and useful.*

Values statement

This lays out your company's core beliefs. They describe the morals, ethics, and ideals that are important to your company. There are usually more than one or two, ideally from 3 to 10. Your mission and vision answer the question, “Why?” but your values answer the question, “How?”. They are a guiding principle and should not change. Examples: **Google, Starbucks, Netflix**

Competitive advantage

This states what your business does really well and lays out how your company surpasses your competitors. Deploy techniques like SWOT or USP from the next 5.3 section of this module.

Vision statement

While the mission describes your company's focus and what it does, the vision for your company is its direction and identifies what you want it to become.

For your team, it lays out the picture of what the future looks like for your business and inspires them to help get it there. For your customers, it provides a picture of what your company is working toward and invites them along for the ride.

When crafting your vision statement, you (and team, if you have one) will want to ask some important questions about the future, like:

- What problems does our company want to solve?
- What does future success look like for our company?
- How many employees will our company have?
- How large will our customer base be?
- Does our vision align with our mission?
- What is the legacy you want your business to leave?

Examples:

- **Caterpillar:** *Our vision is a world in which all people's basic needs – such as shelter, clean water, sanitation, food, and reliable power – are fulfilled in an environmentally sustainable way and a company that improves the quality of the environment and the communities where we live and work.*
- **Ford:** *To become the world's most trusted company.*
- **Ikea:** *To create a better everyday life for the many people', this is the IKEA vision.*

Action plan:

An action plan needs to be a working document; it must be easy to change and update. It stems to objectives and strategies, tactics, KPIs and targets.

Set **objectives** (where) that you need to accomplish to make your vision come true. Each objective should have associated **strategies** (how): what approaches will you use to reach your objective.

Tactics (what) are the tools, the actions, the operational aspect of strategy: what concrete action needs to be taken tomorrow, to reach our objective at the end of the year. Take your resources into account: budget, staff, technical equipment.

Key performance indicators (**KPIs**) are used to measure your company's progress towards its objectives. These are the metrics to watch, and they are what will ultimately let us know whether or not our strategic plan was effective. The **target** is the number you need to reach to achieve your objective.

Financial assessment:

You'll be able to see if your strategic planning translates into financial performance. To conduct a financial assessment of your strategic plan, take the following steps: Estimate revenue and expenses. Raw estimation is better than no estimation. Conduct a contribution analysis to determine if your strategies positively contribute to the bottom line. Combine all of your numbers in a one-year and three-year financial projection.

Assessing progress:

Figure out how you'll measure progress toward the goals you've laid out. How often and in which form will you check the KPI, what will you do if the targets will not be reached and if they will be overdone.

How to organize?

First of all, don't get overwhelmed with all that complex planning. Using practices from "Google", or "Ford" for small businesses might seem irrelevant. Even comparing your business with those giants can paralyze you.

In the long run, it's all about achieving your goals. So even before you gather your team (or get in a serious mood to think it over on your own) and write several A4 pages of text, define your personal vision.

What do you want your business to bring to your life? Enormous growth, early retirement, or simply more time to spend with family and friends?

Aligning your personal vision with your company vision is key to achieving your personal and professional goals. Just as with your company vision, have your personal vision written down in a 100-word statement. Know that statement inside and out and keep it at the forefront of your decision making.

Planning becomes fun when you're adding reality into it. It is not just an abstract client, who will benefit from your goods or services, it's your classmate's uncle. Not tourists from another city, but relatives of shop-keeper, who sold you snacks when you were a teenager. You can measure your success by seeing people smiling more often. You also have a unique capability to tailor your business to cover their personal needs.

Define your company's mission, vision, and values on paper.

For it to be a useful management tool, a strategic plan needs buy-in from key people in your company. Have a diverse, but the core, team of partners, investors, employees take a look at your plan and give you feedback. Think about their suggestions and show the team that you've incorporated some of them.

How to implement?

The implementation stage comes next. At this point, you define your action plan with its long-term objectives, strategies, tactics, and targets. and success measures. Identify and implement an appropriate structure that will best support your strategies. Allocate the tasks among your employees. If you're currently both boss and then only employee, use techniques like mind-mapping and waterfall planning to prioritize and re-order the targets.

Communicate and align. You need to begin with clearly communicating your objectives, which should be driven by the company's values and vision. Having clear goals with a comprehensive list of business objectives creates guidelines that become the foundation for business planning and growth.

All employee work should align with company objectives and your vision for the company. Having conversations with leadership and managers about how employee work translates into the company's goals should be prioritized.

Drive accountability. You are the first to create goals and then share those goals with the rest of the company. You should be responsible for showing how the day-to-day work of each employee impacts the success of the company. That sharing of goals at the CEO level should inspire employees to share their goals and work with each other.

Create focus. The bigger the number of goals a business attempts to set and achieve, the less likely it will be achieved. Employees need clear and aligned goals so that they can track their own progress and see how their work contributes to the rest of the company. Regular, structured performance conversations throughout the entire company should be the norm.

Be action-oriented Everyone's daily and weekly focus should be on the very specific tasks they need to achieve to move their goals forward, and those goals need to align with the vision.

Track progress. Regular meetings about tasks should be held with each team to talk about their progress. That way, everyone will understand how their contributions to the whole company play out when weekly meetings take place, and there will be clear lines of communication to answer questions and get everyone on track.

How to manage?



image from ijeab / freepik.com

Strategic planning is the process of formulating a direction for an organization, while strategic management is the process of determining how this direction can be achieved.

While strategic plans are important management guides, they are not written in stone. As the marketplace changes, go back and take a look at your plan. You may realize that your plan needs adjustment from time to time.

Check-in regularly to make sure you're progressing toward your goals. A weekly review of your goals, strategies, and action plans can help you see if you need to make any modifications.

Schedule time in your calendar for this. Weekly check-ins allow you to reassess your plan in light of any progress, setbacks, or changes.

- **Analyze:** Study past years successes, and review the best practices for your own industry and other industries that could have takeaways for your market.
- **Prioritize:** Based on objectives, based on budget, based on specific events in the coming year as well as in previous years.

How to control?

After the strategies are implemented, the evaluation process begins. You use performance measures to monitor the company's success in accomplishing short-term goals and its progress toward long-range goals. Along the way, you take corrective actions and adjust the strategy, if necessary.

Strategic control is a way to manage the execution of your strategic plan. As a management process, it's unique in that it's built to handle unknowns and ambiguity as it tracks a strategy's implementation and subsequent results. It helps you find internal or external factors that affect your strategy and adapt to them, whether or not they were initially included in your strategic planning.

The various components of the strategic control process generate answers to these two questions:

1. Has the strategy been implemented as planned?
2. Based on the observed results, does the strategy need to be changed or adjusted?

In many senses, strategic control is an evaluation exercise focused on ensuring the achievement of your goals. The process bridges gaps and allows you to adapt your strategy as needed during implementation.

Determine what to control. What are the organization's goals? What elements directly relate to your mission and vision? It's difficult, but you must prioritize what to control because you cannot monitor and assess every minute factor that might impact your strategy.

Set standards. What will you compare performance against? How can managers evaluate past, present, and future actions? Setting control standards—which can be quantitative or qualitative—helps determine how you will measure your goals and evaluate progress.

Measure performance. Once standards are set, the next step is to measure your performance. Measurement can then be addressed in monthly or quarterly review meetings. What is actually happening? Are the standards being met?

Compare performance. When compared to the standards or targets, how do the actuals measure up? Competitive benchmarking can help you determine if any gaps between targets and actuals are normal for the industry, or are signs of an internal problem.

Analyze deviations. Why was performance below standards? In this step, you will focus on uncovering what caused the deviations. Did you set the right standards? Was there an internal issue, such as a resource shortage, that could be controlled in the future? Or an external, uncontrollable factor, like an economic collapse?

Decide if corrective action is needed. Once you've determined why performance deviated from standards, you'll decide what to do about it. What actions will correct performance? Do goals need to be adjusted? Or are there internal shifts you can make to bring performance up to par? Depending on the cause of each deviation, you'll either decide to take action to correct performance, revise the standard, or take no action.

5.3. Techniques of strategic planning and Management

There are plenty techniques to make strategic planning and management simpler. Some are variable and multi-purposeful, like SWOT analysis, and some make sense only for specific businesses.

Below you can find a list of techniques fit for SME and links on where to read more about them.

S.M.A.R.T. - building objectives, setting goals and targets.

When you are setting a goal, make sure that it aligns with each of the following criteria:

- **Specific:** Well defined, clear, and unambiguous
- **Measurable:** With specific criteria that measure your progress towards the accomplishment of the goal
- **Achievable:** Attainable and not impossible to achieve
- **Realistic:** Within reach, realistic, and relevant to your vision
- **Timely:** With a clearly defined timeline, including a starting date and a target date. The purpose is to create urgency.

<https://www.youtube.com/watch?v=xqFgYMc7ke8>

A SWOT analysis - multitool

S.W.O.T. analysis identifies a business's internal Strengths and Weaknesses, and its external Opportunities and Threats. Use SWOT analysis for business planning, strategic planning, competitor evaluation, marketing, business, and product development, and research reports.

Swot file template in [doc](#), for [apple/mac](#)

[Starbucks swot analysis](#)

Executive summary helps readers quickly understand your business concept, products or services offered and financial obligations - <https://www.youtube.com/watch?v=R9zRapFoHV0>

Industry analysis helps illustrate a company's position relative to competitors and define competitive advantage. Based on the analysis you can develop a short term and long-term strategy for market penetration - <https://www.youtube.com/watch?v=g6wQOE1G4U>

Product (Service) / Market fit [metrics](https://www.youtube.com/watch?v=c-ruOFVG078) checks if you are in a good market with a product that can satisfy that market - <https://www.youtube.com/watch?v=c-ruOFVG078>



illustration from buffaloboy / freepik.com

All-in: Business plan vs. Lean Canvas

These techniques are a set of practices used to prepare a business plan for yourself, potential partners, investors and loan institutions.

A traditional business plan is very detailed, takes more time to write, and is comprehensive. Lenders and investors commonly request this plan.

Lean Canvas is a high-level focus, fast to write, and contains key elements only. Some lenders and investors may ask for more information.

Description of both models with examples and links to templates can be found [here](#).

Looking for more specific tools and techniques? Check [this site with 100+ techniques](#):

https://www.mindtools.com/pages/main/newMN_STR.htm

You are limited to reading only 3 full descriptions, but nobody stops you from searching googling the technique of your interest.

5.4. Operational Tools

Finding the tools

Just search for them on the web, choose the one that you can allow yourself, and that will be compatible with your devices. Note that many apps developers paid for getting top positions in many charts, so always check several apps to try out and make your own decision upon them. The right tool will help you a lot in the long run. Take your time to find the one that fits you most. It might also be possible that you won't find a perfect app to serve all your needs. Read the reviews in the Play Market and App Store. See why people don't like the app, maybe it crashes, or becomes slow.

Hands-on experience is the best, but there is a catch. You can't experience the app without using it for real cases. But it also means that you might spend some time in reentering the same data in the second or third app that you will be trying out.

It might seem like a waste of time, especially when there are so many other things to do when you launch your business. Imagine choosing a bicycle to get somewhere. If the seat and handlebar are not set for you to ride in a proper posture, your neck, back and legs will get sore, and you will hate the whole idea of riding a bike. So, take some time to see if it's your size and adjust them properly.

At the same time, it is just a tool. If you feel like diving into procrastination by checking every app for half a day - pick one and go further. When your daily business "track" will change from a concrete street road to a bumpy forest, you will always be able to upgrade your cruiser to a mountain bike.

At your minimum, you can go with basic MS office or it's free open-source alternatives like online [Google Docs](#) or [Libre office](#).

But an entrepreneur can also find a solution to digitize [any aspect of your business](#).

That also includes making a business plan with any of the models

[Classical business plan](#).

BUSINESS MODEL CANVAS RESOURCES

- [Strategyzer](#)
- [Canvanizer](#)
- [Xtensio](#)
- [Lean Canvas: Create Your Business Plan Quickly](#)

5.5. Marketing

Marketing is an important part of starting and running a business. It helps you to sell your goods or services in the right way and to the right people.

Marketing is the ability to identify the needs of potential customers and to satisfy those needs better than your competitors, in order to make a profit.



image from rawpixel.com / freepik.com

Conduct market research

It is important that you should identify the needs of potential customers and find out how your future competitors have been satisfying those needs. This can be done by conducting market research. From your experience and from developing your business idea, you may already know quite a lot about your market. But the more you know, the more capable you are to design a good Marketing Plan.

You need to find out more information about the market from a variety of sources. List all the sources that you are aware of. Here are some examples of ways to find out more about your customers and competitors:

Talk to potential customers. Ask them:

- What goods or services do they want to buy?
- What do they think about your competitors?

Observe your competitors' businesses. Find out about:

- What goods or services do they provide?
- What prices do they charge?
- How do they attract customers?

Ask suppliers and friends in the business:

- Which products do they sell the most?
- What do they think about your business idea?
- What do they think about your competitors' products?

Read newspapers, catalogues, trade journals and magazines to get information and ideas about new goods or services.

Surf the web to explore what others are doing and to get information about the goods or services you want to provide, your competitors and new trends.

As you collect information about your customers, remember that potential customers do not all share the same needs and wants. In order to be able to provide the most adequate good or service, you need to identify different groups of potential customers that have clear and distinguishable characteristics. This is called market segmentation. Grouping your potential customers by their characteristics will enable you to collect detailed and specific information on their product preferences.

Make a Marketing Plan

The market research provides important information about customers' needs and how your competitors have been fulfilling those needs. Consequently, in your Marketing Plan, you need to think about and describe how you will meet the needs that were not met by the competitors. This will make your business different and stand out

from the competitors. To clearly describe what different methods you will use to serve your customers, write down the seven Ps of the marketing mix:

- Product
- Price
- Place
- Promotion
- People
- Processes
- Physical Evidence

All of the seven Ps are equally important. They should work in unison and not contradict each other to produce a synergy that effectively meets the needs of the customers.

Product

Product can mean more than a single good or service or a range of goods or services you offer. You will attract more customers if your product is certified by reputable organizations, as you are making them aware that your products are guaranteed to meet the high standards that have been set.

You should not only describe your goods or services in general terms, but the more detailed the description of your goods or services (i.e. their quality, color, size, packaging etc.), the more the customers will understand how you will satisfy their needs.

After you write down the product description check if it matches the client needs from research.

Customers buy goods and services to satisfy their basic needs and their specific needs. Meeting their basic needs is only the first step your business should take. Meeting their specific needs may make your business more competitive and sustainable. The following are examples of how companies can meet specific needs:

Products	Basic needs	Specific needs
Fresh vegetables	Satisfy the need to consume food daily	Vegetables that are cleaned, cut and ready for cooking, satisfy a need to save time in the kitchen.

Mobile phones	Satisfy the need to communicate and to be entertained	A mobile phone shop that offers a decoration service for mobile phones satisfies the need to be fashionable and stylish.
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Price

Price is the amount you will charge your customers for your goods or services. Price also includes any discount you will give and if you are going to offer credit. There are many factors that you must consider before setting your price.

To set your prices you have to:

- Be aware of how much customers pay for a similar product and then decide how much extra they would pay for fulfilling any specific unmet need supplied by your product.
- Know the highest and lowest prices charged by the competitors, so you will have a better idea of the prices you can charge for your product.
- Know the cost of your products so you can set a price that is above your cost.

You do not always have to set a low price to be competitive. Instead, your price should reflect your differentiation. For example, if you offer a high-quality product, your price should be higher than the price charged by the competitors. A price that is too low may not cover all the costs and could be counter-productive, that is, customers may doubt the product quality.

In situations wherein you are selling a totally new product, it is impossible to compare with competitors' pricing. What should you do then? You should check with potential customers about different levels of pricing and see how many of them would agree to buy your product at each price level.

Once you have decided on your price, you might consider doing several promotions, offering discounts and giving credit terms to increase sales occasionally. Make sure you have a clear objective for each discount or credit decision, so that these decisions do not become unprofitable.

Place

Place is a location for your business. If your business is not located where your customers are, you need to find ways to get your products to the customers. This is called distribution. Choose between direct distribution, retail distribution and wholesale distribution.

Direct distribution means selling your products directly to consumers. Direct distribution is the most useful form of distribution for businesses that produce fairly expensive, specialized products and have few customers.

Retail distribution means selling your products to shops and stores who then sell to the consumers.

Wholesale distribution means selling your products in very large quantities to wholesalers who then sell them in smaller quantities to retailers to sell to consumers.

Retail distribution and wholesale distribution are the most useful forms of distribution for businesses that usually produce large quantities of goods, sell goods at low prices and have many customers spread over a large area.

Promotion

Promotion means informing and attracting customers to buy your goods or services. There are many different ways to inform and attract customers:

Direct marketing means communicating directly to the customers. Direct marketing may take many different forms, such as direct email, telephone sales, text messages via cell phones, emails, interactive websites, forums and fan pages.

Advertising is giving information to potential customers to make them interested in buying your goods or services. Advertisements on newspapers, magazines, television, radio and outdoor billboards can reach a large number of potential customers but are often quite expensive. New types of media, such as blogs, websites, social media or pop up advertisements which are relatively cheap but still reaches wide audience.

Publicity is gaining visibility with the public through sponsorship of some charity or organizing a debate about environmental issues or an awards ceremony. In comparison to advertising, publicity is inexpensive and more credible. However, it is difficult to control what the public says about you. You should protect your business from bad publicity by maintaining a good reputation with your customers.

Sales promotions are incentives to simulate immediate sales. Examples of sales promotions are coupons, samples, premiums, point of purchase displays, contests, rebates and sweepstakes.

People

From a marketing point of view, the term “People” refers to the question: “Who will develop the unique characteristic that differentiates your product?” For example, if you decide to provide better customer service than the competitors, you will need staff who are customer-oriented. It means they should be responsible, patient, flexible, sympathetic and enjoy working with different people.

For your Marketing Plan, you will need to:

- Identify the key positions that could make a difference in your business
- Decide the criteria for recruiting people to fill those key positions

- Plan relevant training and coaching for people in the key positions
- Think about the key positions you need for your business.

Process

Process includes the various mechanisms and procedures that you use to get the product to your customers. For example, if a customer goes to a pizza restaurant, he or she not only consumes a pizza, but also enjoys going through the entire process. This includes easily finding convenient parking, enjoying the ambiance of the restaurant, reading an attractive menu, getting information on the menu items from staff and listening to good music while waiting for the pizza. Therefore, you should make sure that each step of the process is a pleasant experience for your customers.

Think about a process that would please your customers and make them decide to buy your product.

Physical evidence

Physical Evidence is the overall appearance of your product or company. You should consider what your customers should see and feel whenever they interact with your business or product. Below are some of the many points of interaction between your business and the public:

- Office premises and interior decoration
- Internet presence and website
- Packaging
- Signage
- Employee uniforms
- Business cards

Sales estimation

For those businesses that use direct distribution, sales start low and pick up continuously over time. If you use wholesale or retail distribution methods, sales may be quite good for the first couple of months because you are sending a supply of your product to wholesale warehouses and stores, where it is initially stockpiled or put on display before being distributed or purchased by consumers. Sales may drop for a few months until the wholesalers or retailers sell the product and place additional orders. Then sales will become more stable and reflect the actual amount of purchases by the end users.

Social Media trends in youth entrepreneurship

Social media is everywhere. We use it to make buying decisions, to stay in touch with friends and family, and to develop new relationships—both personal and professional. However, many entrepreneurs still aren't taking a systematic approach to social media.

WHAT IS SOCIAL MEDIA?

Social media refers to a wide range of Internet and mobile services that allow users to participate in online conversations, contribute content or join online communities.

HERE ARE A FEW OF THE BENEFITS FOR YOUR BUSINESS:

- A more direct relationship with new and potential customers
- Word-of-mouth referrals
- A higher public profile that puts you top of mind
- Brand promotion
- Better customer service
- A way to manage your reputation
- A way to attract qualified employees
- Interaction with other professionals in your field from around the world
- Page ranking improvement on web searches

Monitoring social media is a critical starting point to help you understand where you should focus your efforts and how you should establish your social media strategy. If you've never used social media before, get started by following these steps.

Visit key social media platforms - visit Facebook, Twitter and LinkedIn to get familiar with how they work.

Create personal pages. This will help establish your presence and give you the access you need to understand how social media could be useful for your business.

Start searching. Use search tools to look for mentions of your business, products or brands.

Look at what your competitors are doing. Conduct simple market research within your industry to see whether you can adapt some of your competitors' practices to your own brand, and where you might have opportunities to fulfill unmet needs.

Create a social media strategy. Now that you've familiarized yourself with social media and know where your business stands in relation to others in your industry, you're ready to plan your social media strategy.

10 DO'S AND DON'TS FOR SOCIAL MEDIA

1. Tailor your social media activities to your business goals and target audience.
2. Grow your audience by offering helpful, value-added content.
3. Create social content that stands out from your competitors'.
4. Always maintain a polite and respectful tone when interacting with clients on social media.
5. Keep learning and listening to what's being said about you, your company and your industry.
6. Be patient. Like any relationship, social media success takes time.
7. Don't use a hard sell and avoid being pushy. Instead, allow people to come to you. An engaged follower



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is more likely to become a customer.

8. Don't take yourself too seriously. Instead, be likeable and authentic. Remember that social media is about building relationships.
9. Don't rush to create a Facebook page or Twitter account without proper planning. You might waste resources and achieve poor results.
10. Don't post material that's inappropriate or outside your area of expertise.

More details, and case studies can be found [here](#)

Quick Knowledge Test 4

The knowledge tests, will help learners to quickly refresh what they have learned in this module.

QUESTION 1

Where would you look for a professional advisory and help before your start your business?

QUESTION 2

What are the seven elements of Strategic Plan?

QUESTION 3

What does setting a SMART goal mean?

QUESTION 4

Which tools are sufficient for making a business plan?

QUESTION 5

What are the 7 Ps of a Marketing plan?

Activities

The activities are prepared for educators and teachers to teach specific abilities to the participants.

Activity 1

S.W.O.T. ANALYSIS

Introduction of the Activity

First make two SWOT analysis forms on both sides of the paper as shown on the next page and then write down name of your business on the first form and your main competitors' business in the second.

Think carefully about the strengths and weaknesses within the business. These may be personal characteristics, financial issues, marketing issues, the location of the business or the cost of promoting and selling your product. Write all of them down.

Think of the external environment for this business. What are the opportunities and threats in your business environment? The "key informants" you spoke to during your field research may have pointed these out to you. Write them down.

Ask yourself:

- Can I combine my strengths with the opportunities to create a big advantage?
- What disadvantages are created by the weaknesses and the threats? Can I overcome them? How?
- Then write down the advantages and disadvantages, as well as how you intend to overcome them.

When you are finished with your business, do the same SWOT analysis for your competitor and compare them.

Explanation of the activity

The SWOT analysis is structured planning method that used to evaluate the Strengths, Weakness, Opportunities, and Threats that involved in a project or a business venture. The SWOT analysis can be done for products, places, industry or people. This involves determining the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable in achieving the objective.

Swot is widely accepted tool due to its simplicity and value of focusing on the key issues which affect the firm. The aim of swot is to identify the strengths and weaknesses that are relevant in meeting opportunities and threats in particular situation. [4]

Benefits

Swot tool has 5 key benefits:

- Simple to do and practical to use;
- Clear to understand;
- Focuses on the key internal and external factors affecting the company;
- Helps to identify future goals;
- Initiates further analysis.

Limitations

Although there are clear benefits of doing the analysis, many managers and academics heavily criticize or don't even recognize it as a serious tool. According to many, it is a 'low-grade' analysis. Here are the main flaws identified by a research:

- Excessive lists of strengths, weaknesses, opportunities and threats;
- No prioritization of factors;
- Factors are described too broadly;
- Factors are often opinions not facts;
- No recognized method to distinguish between strengths and weaknesses, opportunities and threats.

Swot can be done by one person or a group of members that are directly responsible for the situation assessment in the company. Basic swot analysis is done fairly easily and comprises of only few steps:

**Time
foreseen:
15 minutes**

MATERIALS NEEDED:

paper sheet for each student, pen/pencil for each student, SWOT analysis example (screen, blackboard)

Scope

Prepare the materials for each of the participants. Then briefly introduce the model, don't go to deep into it. Distribute the materials and set a time restriction. If any of the students is concerned about the quality of the model, use the approach from the explanation section.

Didactic plan

TIME ALLOCATION	SUB - ACTIVITY	TYPE	MATERIAL	DESCRIPTION
5 minutes	Model explanation	Theory	SWOT analysis example (screen, blackboard)	introduce the model.
5 minutes	Business analysis	Exercise	paper sheet for each student, pen/pencil for each student,	Students work individually on their business analysis.
5 minutes	Competitor analysis	Exercise	paper sheet for each student, pen/pencil for each student,	Students work individually on their competitor's analysis.

Activity 2

BUSINESS MODEL CANVAS

Introduction of the Activity

From Silicon Valley in United States comes two concepts that have quickly reached worldwide adoption among entrepreneurs; customer development (Blank and Dorf, 2012) and lean startup (Ries, 2010). These two concepts share many basic ideas and concepts and emphasize the need for quickly validating a hypothesis of whether some product or service creates value to people. The books by Blank, Dorf and Ries contain a wide variety of perspectives, methods and tools that help entrepreneurs take action through experimenting with real world stakeholders instead of getting stuck in planning and analyzing what might happen. These tools can also be applied to the educational domain allowing teachers to give robust advice to students on how to manage a value creation process involving outside stakeholders. Students can ask themselves questions such as “What can we ask a prospective customer today?”, “How can we test our guesses on real people outside school?” and “How can we expose ourselves to the risk of being proven wrong?”. While useful for supporting taking action and interacting with the outside world they however do not give any firm advice on team work issues.

Explanation of the activity

The Business Model Canvas outlined by Osterwalder and Pigneur (2010) consists of nine basic building blocks needed when creating value to external stakeholders. This could be viewed as a simple checklist that students can use when planning their value creation attempts, asking them to provide answers to key value creation questions such as “Who do you help?”, “How do you help?”, “Who helps you?” and “What do you do?”. It is particularly useful when working in groups allowing for sketching and discussing around ideas outlined by the team. Here too the language is business biased, but the principles are applicable to a wider context than venture creation. In fact, Osterwalder and his colleagues have written a book on how to apply these nine building blocks to personal development, which is well in line with a wide definition of entrepreneurship (Clark et al., 2012).

Depending on the size of your class, you might consider a [jigsaw](#) activity with the canvas where you break the class into small teams, each team researches one of the boxes of the canvas, and then presents their findings to the rest of the class.

Alternatively, you can provide an overview of each of the components of the canvas for them, and then have them break into teams to diagram the canvases for well-known companies that use validation techniques (e.g. Airbnb, Uber, etc.)

Once they outline their case study canvases, you can talk about the original experiments the founders of their case studies used to start their companies ([Airbnb's](#) is a great one), to demonstrate how to move from writing a canvas to starting a real company.

If you haven't already done so, take the one-hour Business Model Canvas webinar for an overview of the process.

**Time
foreseen:
30-35 minutes**

MATERIALS NEEDED:

[2 Lean Canvas printouts](#), scissors, writing utensil for each group

Scope

You start by introducing the concept and telling about its origins. Show the Lean Canvas model print out and give a short introduction to each of the blocks. Divide student in teams and distribute the jigsawed Lean canvas model blocks among them. Give students a company of your choice or ask them for a company they all would like to analyze. Make sure that everyone knows the company. Give them 2 minutes to fill in the block and a minute for each group to present the results. Add a case of real usage like Airbnb and explain on a couple of student cases how they could benefit from using it.

Didactic plan

TIME ALLOCATION	SUB - ACTIVITY	TYPE	MATERIAL	DESCRIPTION
3 minutes	Introduction	Theory	Lean Canvas print out	Introduce the model to the students, show them how full model looks like
3 minutes	Team division	Practical preparation	Jigsaw puzzles lean canvas model, writing utensils	Divide the class in groups, distribute the puzzles
10 minutes	Filling in the blocks	Group exercise	-	Choose a SME known by all the students, and give them 10 minutes to fill in their block(s)
10 minutes	Results presentation	Presentation	-	A representative of each group has a minute to present each block
4 minutes	Closing remarks, Q&A	Theory	-	Tell students about real cases like airbnb, explain how each of them could benefit

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4. Google for Startups, 2014, Tools for Entrepreneurs: Finding Product Market Fit,
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Answers for the Quick Knowledge Test 5.1

QUESTION 1

Online, in the local entrepreneur magazines and newspapers, through private network.

QUESTION 2

Mission statement, Values statement, Competitive advantage, Vision statement, Action plan, Financial assessment and Assessing progress

QUESTION 3

It's an acronym for a goal setting technique. Each goal should be Specific, Measurable, Achievable, Realistic, Timely.

QUESTION 4

MS Office or it's free alternatives.

QUESTION 5

Product, Price, Place, Promotion, People, Process, Physical Evidence



image from unsplash.com

**Estimated
Reading Time
50-60 minutes**

MODULE 5.2

DEVELOPING A BUSINESS IN A RURAL AREA

PARTNER: ACD LA HOYA

PROJECT 2018-2-TR01-KA205-060888
YOUTH ENTREPRENEURSHIP CURRICULUM

Purpose

The purpose of this module is to learn and prepare entrepreneurs in rural areas regarding different aspects such as the recruitment and personal process management; how to evaluate their business process; how apply ways to gain sustainability in the workplace in order to highlight the worker safety and health and establish their own ethics code in workplace.

Learning Outcomes

In terms of **knowledge**, the learner will know:

- ✓ Recruitment process
- ✓ Business evaluation process
- ✓ Strategies that enhance ethics in workplace
- ✓ Sustainability in the workplace

In terms of **skills**, the learner will understand:

- ✓ How to Identify staff weaknesses and strongnesses
- ✓ How to define the best recruitment methods and monitor them
- ✓ The steps of the recruitment process
- ✓ Methods of staff motivation and well-being and apply them
- ✓ Staff control methods
- ✓ How to evaluate his/her business
- ✓ How to implement strategies that enhance ethics in workplace
- ✓ How to identify a sustainable workplace

In terms of **competences**, the learner will be able to:

- ✓ Validate and revise staff recruitment process and control
- ✓ Gather information and implement methods of staff motivation and wellbeing

- ✓ Develop a business assessment (financial, customers, employers, competitor's management)
- ✓ Analyze the importance of ethics in workplaces
- ✓ Learn different stages in order to set up his/her code of ethics
- ✓ Define the benefits of establishing a sustainable workplace



5.6. Recruitment and Personnel management

5.6.1 Methods of staff selection

Organizations use different types of recruitment methods in order to attract great candidates. Recruitment process includes several factors, so before starting you must take into account the following:

- Understand the job role
- Make sure what are you looking for (part-time, full- time...)
- Choose the best strategy and process
- Decide the tools required
- Monitor the whole system closely

Having considered the most important aspects of the job profile an effective employee selection method should be followed and taken into consideration for better results. Selecting process is not as easy as we think, it implies a lot of pressure in selecting the best eligible candidate for a particular position. For that reason:

1. The recruiter must consider various criteria to determine employee's abilities, talents, skills, and qualifications/ work-experiences.
2. The recruiter has to look out for an employee who would do well in times of prosperity as well as wish to be an ever relying helping hand during worse times such as a crisis situation. That means that recruiter is looking for someone who is reliable and wants to get involved fully in your company.
3. The recruiter has to know the base salary in order to negotiate with candidates. Thus, it is needed to check before the collective bargaining agreement.

During recruitment process we must to know the well-known methods used among organizations such as:

1. Direct advertising

Creation of job adverts on careers site, job boards, social media and industry publications. All those methods are excellent ways to find applicants. It also boosts your company's reputation but it is essential to target correctly the placement in order to avoid unsuitable applicants. A disadvantage can be that external advertising can be very expensive. The well-known online sites among others are [EURES](#), [monster](#), [infojobs](#), [glassdoor](#), [linkedin](#), [indeed](#).

2. Employee referral

It can be an option to ask to your staff to refer people they know for vacancies. Indeed, it is a very quick, effective and trust process because your staff is going to refer the best suitable candidates. Added to this, you can contact with external people you know and ask friends, co-workers, etc.

3. Recruitment agencies or head hunters

Recruitment agencies are external and they will manage the full cycle recruiting on your behalf. However, this kind of services are expensive but very useful to find specifics positions and companies that don't have the internal HR resources department to hire. In addition, recruitment agencies are specialized in different fields such as marketing, sales, administrative, finance, accounting, customer service, etc, thus make sure that you will select the correct agency according to your job description and field. Apart from that, we can also find headhunters whose objective is to find a talented candidate for a specific job requirement.

4. Professional associations

If you are looking for hiring professional and technical applicants, professional associations can be more appropriate because these associations are working between companies and job-seekers. Besides, chambers of commerce, universities and local governments count on candidates' databases and might be useful in order to find the best candidate.

5. Press advertising

You can also try to post your vacancies on journals of specialists, national and local newspapers including online resources which are prevalent. Don't forget that some applicants are looking for vacancies in relevant professional journal firstly instead of newspapers.

WHAT ARE THE STEPS OF THE RECRUITMENT PROCESS?

The typical steps of a recruitment process vary depending on the role. But most hiring teams will likely go through these steps:

1. Identify the need for a new job.
2. Decide whether to hire externally or internally.
3. Review the position's duties and requirements and write a job ad and post it online.
4. Solicit referrals from employees.
5. Select appropriate sources (external or internal)
6. Decide on hiring stages and possible time frames.

7. Review curriculums in company database
8. Create a shortlist of applicants.
9. Screen and interview candidates (video-conference, telephone, face-to-face, etc).

5.6.2 Methods of staff motivation



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CREATE A FRIENDLY WORK ENVIRONMENT

Your employees spend a great deal of time of their lives working. That is why we must try to make our work environment look as friendly and appealing as possible. Moreover, your staff will be eager to work every day if you create a pleasant atmosphere.

REWARDING EMPLOYEES

Within an organization there may be times with more pressure than usual. Incentives such as monetary rewards or day offs can be a good tactic for motivating your employees, that provides great benefits for your company as well.

COMMUNICATION

Everyone communicates at work; however, it can be the most difficult part. Consequently, think of spending each day a short period of time in order to talk with your staff. Positive communication is the key, remember that you work as a team. Listen to employees' comments, complaints and ideas, and you will find new and interesting way that can be improved in your company.

FOSTER PERSONAL GROWTH AND CAREER DEVELOPMENT

A training for your employees is required in order to inform them what they need to know in advance in their careers and understand deeply their tasks. Your staff is looking for a professional development, to feel fulfilled and to enjoy their job experience. If you are able to create a good career development, you will increase commitment towards them.

WELCOME ALL IDEAS

Did you know that best ideas are deleted because of ego? Everyone is unique and unpredictable and we are able to create great things and ideas who provide many benefits. Sometimes ideas or suggestions no matter how silly or meaningless they may sound, can be the key to success.

CHANGE THE AVERAGE WORKING DAY

Flexibility in your workplace makes it attractive. In order to offer this, it will depend on your schedule and objectives, that means that your timetable must be adapted according to the services given to your clients. However, some organizations are able to offer working remotely as well as working a four-day week dropping a day and increasing their hours from 8 am to 6 pm each day.

5.6.3 Methods of staff wellbeing

Wellbeing or "Employee happiness" has a business benefit for companies. It is linked to employee engagement and productivity. For that reason, wellbeing means how your employee's job – his/her duties, expectations, stress level, and environment – affects his/her own overall health and happiness. Thus, it also implies cognitive aspects of life. In order to start you have first to answer the following questions:

- Is management and leadership training available and encouraged? Are teams provided with opportunities to learn new skills?
- Is it known and appreciated the company's culture among your staff?
- Can you feel a respect environment among teammates?
- Do managers have good relationships and communication with their staff? Are they managing conflict?

- Are there clear policies and procedures to prevent bullying, harassment and discrimination (including mental illness stigma)? Do staff know about these?
- Are there facilities to support your staff to exercise at work – such as lockers, bike racks, showers? Are staffs encouraged and able to safely move around during their working day?
- Is the work environment pleasant to work in?

As far as methods of staff wellbeing we can highlight:

Practice Mindfulness

Practicing mindfulness can reduce stress, enhance relationships, strength focus and boost self-awareness and resiliency. Indeed, like mindfulness, guided meditations offer as well many benefits such as weight loss, reduced stress and aging, and improved mood and cognition. Establishing a company practice encourages community and is a great culture exercise.

For instance:

- Establish short routine practices in order to introduce mindfulness in your company
- Take a break from digital devices (in case that you need it)
- Try to focus on a single task- do one thing at a time
- Try to have a breath conscious

Encourage Employees to Develop Friendships

Friends coordinate tasks more effectively because they know each other's strengths and weaknesses so that can break up work in the most effective way, thus it can actually produce better results for your company.

As we said before, feeling safe, supported and appreciated at work can improve productivity but social interactions also release oxytocin, referred to as the love drug. No doubt having friends at work helps you be better at your job by improving communication and collaboration. Some simple ideas to facilitate connections between your employees are the following:

1. Encourage team traditions or rituals.
2. Break the routine offering a new place to work such as outside or home.
3. Allow employees to take a full lunch break
4. Plan a social event at work

5. Join a team or a club
6. Offer courses
7. Set a challenge goals and work towards achieving it

Set up volunteer programs and volunteering days

As a rural area you can contribute in volunteering activities because those challenges enhances happiness, life satisfaction, self-esteem, sense of control, physical health and among overall benefits in the mind and body. As far as volunteering types are concerned, you can find something related to your field or something completely different.

Establish Meaningful conversations

It is a well fact that being able to talk about different aspects of our life, like feelings and thoughts, express connection and a good attitude towards health at work. It can be very easy, just start to practice the active listening, and question how people are feeling and what is impacting (positively or negatively) on their actions and relationships at works. Do you really care about them? That is the key, we are humans, we need relationships.

For example:

- Compliment someone
- Get involved and help your employee with their work
- Support them
- Express gratitude – thank someone
- Perform an act of kindness

5.6.4 Methods of staff control

It's important to measure the impact of your management. Knowing the reach and impact you achieved will help you learn what worked and what didn't and help build a case for future initiatives. Added to this, it is important to establish a regular monitoring in the staff management because it allows you to monitor execution of a task and it helps to modify the plan of action avoiding errors. Thought this, it also helps to evaluate employee's skills, strength and shortcomings. All considered, those appraisal methods help us to:

- Define clear goals

- Provide real-time feedback
- Enhance employee performance and motivation
- Spot training and development needs
- Offer information on counter-productive tasks
- Improve employee engagement and retention
- Adapt individual performance with business goals
- Transform the workforce into a strategic advantage

Type 1. Non-Quantitative Methods of Control

Non-quantitative methods of control are those directed towards controlling employees' attitudes and performance. Techniques that are frequently and widely used for controlling the organizational performance are the following:

- Observation
- Periodic or 'spot' inspections
- Oral and written reports
- Performance evaluations
- Well-sketched performance assessment

Type 2. Quantitative Control Techniques

Quantitative techniques are based on specific data or information in order to measure and correct the quantity and quality of output. In several occasions you can use computer programmes. Using a software or a spreadsheet can be useful in order to check and calculate productivity, revealing the number of products an employee produce in a specific given time period.

Management by Objectives Methods: it reveals how well an employee's output is contributing to your company's goals and targets.

Measuring Sales Productivity: It reveals productivity with complete accuracy such as total sales completed, total amount of sales, number of new customers gained, etc.

Measuring Service Productivity: it reveals productivity counting the number or tasks performed and the number of customers served in a day or in an hour. In addition, customers feedback, features of the product (e.g product speed performance) etc. enable measuring of productivity.

Time Management Method: This method can help employees and managers set goals for reducing time losses. Nowadays can be found helpful software programs that accurately measure how much time employees actually spend (or don't spend) being productive such as harvest, Proofhub, clarizen, teamwork, etc.



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5.7. Evaluation

Business process analysis is the action of conducting a review and gaining an understanding of business processes. It involves reviewing the components of a process, including inputs, outputs, procedures, controls, staff, applications, data, technologies and their interactions to produce results. It helps us to realize those aspects that work properly or on the contrary, and which might need to be improved. Evaluation processes include among other the evaluation of time, quality processes, value chain, cost, the procedures, etc.

5.7.1 Measurement of your financial performance

Analyzing your financial performance gives you information of how your business is running and if it is growing properly.

Measuring your profitability

To measure profitability is essential in order to increase profits in your company, that is why we must to analyze it deeply. Thus, try to consider the following aspects:

Gross profit margin measures the money you gain. It's also known as the direct costs of sales and contributions.

Operating margin is known as EBIT (earnings before interest and taxes margin). That means that it is taking into account profitability but not tax payments.

Net profit margin measures all costs which are into account, not just direct ones. So, it is included interest and tax payments in the profit calculation.

Return on capital employed (ROCE) calculates net profit as a percentage of the total capital employed in a business. In this case you will realize if your money is well invested.

Other key accounting ratios

Accounting ratios offer useful measures of business performances such as:

liquidity ratios, which meet your short-term financial obligations

efficiency ratios, which show how well you are using your business assets

financial leverage or gearing ratios, which present how sustainable is the debt

5.7.2 Measurement of customers

The key is to try to retain your customers which is an important task for every business. The main objective is trying to see your business through your customer's eyes because it can help you avoid getting sidetracked as you consider your options for growth.

Try to check and receive as much information as possible, including:

sales data give information of what your customers choose to buy (or not to buy). Besides, it gives a clearer indication of their preferences

complaints offer information of those things to be improved but remember that many customers will simply change suppliers before making a complaint

questionnaires and comment cards are a good way to check information and consider customer satisfaction

mystery shopping is a good option if you have company which sells products to clients because it checks how well your staff is performing their task.

Software for customer relationship management (CRM) such as HubSpot, NetSuite, fresh sales can be powerful tools to analyze information about your customers and the products and services.

5.7.3 Measurement of employees

Your company and employees are the same team, that is why is important to know what your staff are doing and if objectives are gained.

Measuring through meetings and appraisals

It is a great idea to prepare Informal meetings and more formal appraisals because they allow you to monitor and encourage the progress of individual employees. It offers different views by both sides and you can check employee targets and measuring progress towards achieving them.

Regular staff meetings can also be a very useful tool because it also gives information of important concerns or developments that may take some time to come to the attention of your management team.

Quantitative measurement of employee performance

Employee performance can be encountered through management tool and the most common measures are sales profit and contribution per employee. Indeed, if you want to check the employee performance quantitatively is

easier to be applied in some sectors as well as for some types of workers. However, these kinds of measures can be applied in almost any business or sector. For example, you can use it to assess how many hours an employee is performing the task, that means to check a profitable use of their time in workplace.

5.7.4 Measurement against other businesses - benchmarking

It is a well-attested fact that it is a very useful and helpful measure to compare your own company with competitors. However, it is essential to make sure that all your objectives are well-established. Thus, Benchmarking is a valuable way of improving your understanding of your business performance and potential by making comparisons with other businesses. Ask yourself:

Do you know how good is your position in to market?

How much of the market stakes do you have?

What competitive advantages and disadvantages do you have? How do you get better?

Who are your competitors? What are they doing?

5.8. Ethics

5.8.1 Definition of ethics

Ethics are collection of values and behaviors which people feel as moral including values, moral principles, and standards that need to be followed by both employers and employees in the workplace. For that reason, those set of rules and regulations are needed to be followed by all staff of the workplace.

5.8.2 Pillars of ethics

The pillars of ethics are:

TRUSTWORTHINESS

- Act in a reliable way
- Be consistent and dependable in word and act

RESPECT

- Treat others as you wish to be treated
- Tolerance against complains

HONEST

- Always say the truth in every business operation
- Fully disclose all the information that your staff members have a right to know

RESPONSIBILITY

- Your actions, feelings are your responsibility
- Inform and meet obligations to your staff
- Accept the consequences of decisions and act to improve corporate behavior

FAIRNESS

- Act always according to establish standards of behavior (i.e. code of conduct)

CARING

- Be concerned to the welfare of others

CITIZENSHIP

- Follow the laws and customs of society
- Act in a socially responsible manner

INTEGRITY

- Keep and accomplish promises
- Act in order to improve the behavior or prevent tricky situations

5.8.3 Strategies that enhances ethics in workplace

In order to create a more ethical organizational culture workplace, we suggest the following:

1. **Be a role model and be visible.** You must try your employees look to the behavior of top management as a model of what's acceptable behavior in the workplace.
2. **Reinforce the message:** Probably, you've communicated company core values and ethics via email, on the company website, in company-wide meetings, and during the onboarding process of new hires.
3. **Offer ethics training.** Set up seminars, workshops, and similar ethical training programs in order to reinforce the organization's standards of conduct, to clarify what practices are and are not permissible, and to address possible ethical dilemmas.
4. **Communicate ethical expectations.** It is essential to create firstly a safe, open space for communication. Employees are expected to follow your company's values and rules. Remember, however, that a code of ethics is worthless if top management fails to model ethical behaviors.
5. **Provide Protection to employees.** Almost anyone would feel intimidated if they felt the need to report the unethical behavior of one of their superiors or someone in a senior management position. There are several ways to try to hide the identity of your employees and guarantee their integrity, an ethics counselor, ethics officer or ethics consultant can be helpful in these situations.
6. **Visibly reward ethical acts and punish unethical ones.** That means to establish a visibly rewarded code for good behavior. Just as importantly, unethical acts should be punished.

5.8.4 Examples of ethical workplaces

Undoubtedly, to apply your own code or ethical business policy is not as easy as we think. It is a mix of your own values, education and morality. As was mentioned before, there are concealed rules which are included in our society -no cultural aspects or religious- and they must be followed.

Examples of ethical behaviors in the workplace include:

1. Respect the Company's Rules & Regulation
2. Take Responsibility of your own actions and feelings
3. Uphold trust
4. Show Initiative without being told, that means to be proactive
5. Respect Your Colleagues
6. Avoid unethical workplace behaviors such as lies, taking credits for personal purposes, verbal abuse, violence, non-office related works, extended breaks, theft, sexual harassment and corrupt practices



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5.8.5 Creating an ethical workplace

There are a few different ways that you can promote ethical conduct among your staff in order to accomplish your objectives and assess your resources and needs.

Successful businesses start with a good plan. Consequently, you have to think:

- What are the ethics challenges that are common in the working environment or in your workplace?
- Where are the areas of risk? Which groups of employees, locations, business units, etc. are potential “hot spots”?
- What values are important to your company and to your employees?
- What values are necessary for your business, particular in your work?
- What ethics code and resources can be beneficial for employees? What vehicles of support (a phone line, an email, an individual or committee, internal social network, etc.) are likely to be most utilized and helpful?
- Which groups’ input is necessary when you are developing your code and values? Who would be helpful?

You can gather information in different ways, but as much information you receive from your employees, it would allow to compare results and analyze data. In case that you are creating your own code with no staff included, just think and analyze how it could be work in your company.

5.8.6 Establish a strong foundation

Once you identify your needs, it is necessary to establish a strong foundation because it is a powerful tool in order to avoid pressure to follow standards and misconduct. It allows to report observations that occur and your staff will not feel pressure to break the rules or misunderstand. Indeed, when bad behaviors appear, employees will be able to report the problem internally. Thus, you have to take into consideration the next steps:

1. Written standards of ethical workplace conduct.
2. Training on the standards.
3. Provide advice and resources about ethics.
4. Creating tools to report potential violations confidentially or anonymously.
5. Performance evaluations of ethical conduct.

6. Creating of a system to discipline violators.

An effective ethic and compliance program must follow:

1. Freedom to question management without fear;
2. Rewards for following ethics standards;
3. Not rewarding bad practices, even if they produce good results for the company;
4. Positive feedback for ethical conduct;
5. Employee preparedness to address misconduct;
6. Employees' willingness to seek ethics advice.

Build a culture of integrity

As aforementioned, effective ethics and compliance program may help to build a culture of integrity between all members of your company. For that reason, it is important to:

- Talk about the importance of ethics.
- Keep employees informed about issues that impact them.
- Uphold promises and commitments to employees.
- Acknowledge and reward ethical conduct.
- Hold accountable those who violate standards
- Create an ethical model both professionally and personally.

Keep a “value focus” in each moment

Organizations with integrity keep their values always, including time of crisis. Indeed, in crisis situations the intensity of emotions is huge and are powerful moments to build up priorities and learn that ethics matters. Different multiple processes are included in a corporate value that drive the everyday life of the company, including:

- HR policies and their implementation
- Reward systems
- Hiring and retention
- Performance management and evaluation

- Promotion decisions

Re-evaluate and revise as needed.

Everything changes. For that reason, you will deal with new situations at workplace and it is essential to assess as well as follow up risks, and revise the state of ethics in your company. You can use surveys or manage meeting groups to evaluate the progress. Through regular assessment you will realize that resources are useful and works properly.

5.9. Sustainability

Sustainability means to have as a goal balancing the people, planet, and profit. The main objective is to produce success and viability in the long-term and it is important to safeguard the health and welfare of our employees.

It is truth that the objective of every business is to be sustainable and maximize profits. That means, paying minimum wages, open offices - minimize expenses and, significantly, maximize profits. However, recent researches are showed that a sustainable work environment means a long-term profitability. Thus, “building green” is an opportunity to use resources efficiently while creating healthier environments for people to live and work in. For example:

- Reducing use of material resources, waste and environmental degradation
- Using recycling paper and materials for employees’ desks
- Reducing pollution and avoid using plastics in your packaging
- Installing energy efficient light globes in the office and consider sensor lighting for bathrooms and other places that don’t need to be constantly
- Providing high quality and healthy productive spaces, utilizing elements such as natural light and responsive heating/cooling measures
- Incorporating recycled and/or responsibly produced materials into your building/office design
- Increase natural ventilation and window placement
- Offer storage facilities to encourage use of other modes of transport e.g. bicycle racks
- Choose a sustainable supplier
- Add plants in your workplace because it makes the air in your workplace cleaner and healthier



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5.9.1 Benefits of a sustainable workplace

It is considered that we can gain great benefits creating a sustainable workplace and it permits to reduce expenditure, reinforce the productivity and staff engagement. Recent studies have shown that green workplaces:

- Reduce the average sick days per employee
- Reduce sick leave costs
- Improved productivity
- Increase job satisfaction
- Talent retention
- Identify

In conclusion, focusing on building a sustainable workforce is a must if a company aims to connect and produce results authentically and successfully and will create a huge impact on the community locally and globally.

Quick Knowledge Test 5

The knowledge tests, will help learners to quickly refresh what they have learned in this module.

QUESTION 1

The staff method controls are:

- a) Employee referrals, Recruitment agencies and social media
- b) Direct advertising, employee referrals, recruitment agencies, professional associations, press advertising
- c) Direct advertising, employee referrals, recruitment agencies, professional associations

QUESTION 2.

Ethics is a collection of values and behaviors which people feel as moral including values, moral principles, and standards that need to be followed by both employers and employees in the workplace.

- a) True
- b) False

QUESTION 3

We evaluate our business process because... (Choose the incorrect answer)

- a) we are able to know how is running our organization and if it is growing properly.
- b) the key is to try to retain your customers which is an important task for every business
- c) it just gives general information, not relevant, to have an idea how works everything.

QUESTION 4

Quantitative techniques of staff recruitment process are based on specific data or information in order to measure and correct the quantity and quality of output. In several occasions we can use computer programmes.

- a) True
- b) False

QUESTION 5

Sustainability in workplaces can reduce the average sick days per employee, improve productivity, decrease job satisfaction and talent retention.

- a) True
- b) False

Activities

The activities are prepared for educators and teachers to teach specific abilities to the participants.

Activity 1

STAFF RECRUITMENT PROCESS?

Introduction of the Activity

The recruitment process is not as easy as we think, it implies to have knowledge in order to deal with it. There are many different types of recruitment that companies use to attract the best staff. That means that employers have to use hiring tactics that will match their environment and appeal to the candidates they're looking for. In recruitment process, it is needed to make sure what you are looking for, that means to know deeply the job performance, staff profile characteristics, etc. The main objective of this activity is to make the group involved in a recruitment process and to have knowledge to deal with staff recruitment in future.

Explanation of the activity

Each group is given a role-playing to perform in class. They are going to simulate situations in order to cope with a recruitment process. During the activity trainees will learn the main objective they must to accomplish and they will have to perform the procedure as a human resource department. It is necessary to show real examples online in order to learn what are the main key words used as a recruiter, the job description or responsibilities, the company description, what we are looking for and what we offer.

Group 1: Your company is dedicated to offer training services for local governments, organizations, etc. You need to hire a coordinator who will be in charge of getting more clients and closing the agenda. You should think about the characteristics of the job, the profile of the staff you are looking for, the methods you would use to find the best candidate for your company.

Group 2: Your company is in charge of selling products for irrigation. Your company has a lot of experience in your field but you need to open new perspectives and you want to hire a marketing staff to establish the best planning and find new sub-products. You should think about the characteristics of the job, the profile of the staff you are looking for, the methods you would use to find the best candidate for your company.

Group 3: Your company is in charge of selling stationery products. In the last quarter, the company has grown considerably, so it is necessary to hire a high experienced person for financial management. You should think

about the characteristics of the job, the profile of the staff you are looking for, the methods you would use to find the best candidate for your company.

Group 4: Your company makes furnitures. You need to hire an administrative for the sales and incidence management of the company. You should think about the characteristics of the job, the profile of the staff you are looking for, the methods you would use to find the best candidate for your organization.

Process:

- ✓ Start introducing staff selection process.
- ✓ Show different examples of vacancies in LinkedIn or any other Social Media page in order to demonstrate how recruiters post their vacancies online, key words, as well as staff desirable characteristics.
- ✓ Split the class in 4 groups and distribute each group their role. Make sure that everyone knows what they have to do as group. Remember that they have to simulate a role-playing as a Human Resource Department and they must explain the reason of their decision.
- ✓ Give them between 10-15 minutes to prepare the activity.

After that, they have to present the result to the rest of the group

**Time
foreseen:
45 minutes**

MATERIALS NEEDED:

Paper, pen/pencil

Didactic plan

Time allocation	Sub - activity	Type	Material	Description
10 min	Introduction	Theory	Internet	Introduce the staff recruitment process and show real examples on internet
3 min	Group division	Practical preparation	Papers and writing materials	Divide the class into 4 groups
20	Recruitment process role-playing	Group exercise	-	They are given each situation and the role-playing that they must to perform.
10	Group Result	Presentation	-	Each group will present the results to the rest of the groups.

Activity 2

INCIDENT MANAGEMENT, CLAIMS AND CUSTOMER SERVICE

Introduction of the Activity

Finding and retaining customers is a crucial task for every business. The main objective is trying to see your business through your customer's eyes because it can help you avoid getting sidetracked as you consider your options for growth. You have to consider to receive as much information as possible to track and evaluate your customer service satisfaction including incidents and claims. During the activity, trainees have to consider a case of study as a role-playing simulation.

Explanation of the activity

Each group is given a case of study. As aforementioned, they are going to simulate situations in order to cope with an incident, claims and customer service management. During the activity the trainees will have to perform the procedure as an organization. It is necessary to show real examples online in order to have an idea of their task in order to assess customer satisfaction (location, accommodation, activities, etc.), follow up customers in order to improve different aspects and track claims and analyze the main reasons.

In order to analyze and assess your company, you will present a case of study of a bed and breakfast organization located in Pyrenees. The main objective is to figure out how you will track the customer claims, satisfaction and incidents. Stress the importance of being creative, not matter that their answer is not accurate, the main goal is to reinforce the idea that customers are essential to give their money in your organization. Remember, you have to simulate a role-playing and explain why you have come out with your decisions. Give to each group 25 minutes to prepare the activity. After that, you have to present the result to the rest of the group and all groups have to discuss in aloud the following questions:

- Why do you think that customer service management is important?
- Do you consider that clients are always right?
- What is the main objective of our organization? (make money, sustainability..)
- How we can know the opinion of our clients? (internet, our staff...)

CASE OF STUDY:

Your company is specialized in rural tourism. You are located Pyrenees, a unique landscape in the middle of nature. Apart from offering accommodation, you are specialized in sustainable ecotourism, providing services of guided tours, adventure activities in nature and eco-wine tourism. You are running your company for 6 years considering the fact that many clients want to stay in your bed and breakfast hotel, you have not been able to count or follow up on the complaints, claims or satisfaction of your clients. There are 2 receptionist employers working in different shifts, the clean staff (2 employees), employees (2) who prepares the breakfasts and you who deal with the rest of the company management including finances. As you want to start managing customer service, you must:

- assess customer satisfaction (location, accommodation, activities, etc.)
- follow up customers in order to improve different aspects
- track claims and analyze the main reasons (cleaning aspects, breakfast scheduled...)

Remember that you can implement your own ideas if you justify them correctly. Besides, you can include internet devices, CRM, or other tools which you consider as useful. Explore different ideas!

Answer the following questions:

- Why do you think customer service management is important?
- Do you consider clients are always right?
- What is the main objective of our organization?
- How can you know the opinion of our clients?

**Time
foreseen:
1 hour**

MATERIALS NEEDED:

Paper and pen

Didactic plan

TIME ALLOCATION	SUB - ACTIVITY	TYPE	MATERIAL	DESCRIPTION
5 min	Introduction	theory	-	Introduce the main objective. Explain the importance of considering customer service management. Find different real examples of well-known companies.
3 min	Group division	Practical preparation	Paper and writing materials	Divide the group into 4 groups
25	Group activity	group exercise		They are given the case of study to develop and implement the customer service management.
10 min	Group results	Presentation	-	Each group will present the results to the rest of the groups

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Answers for the Quick Knowledge Test 1

QUESTION 1

c

QUESTION 2

b

QUESTION 3

b

QUESTION 4

1. Fulfill a social purpose and make positive difference in communities eg health care, education, land and housing, conservation,
2. Provide new income streams for individuals and organization (Using production differentiation and Market segmentation)
3. Give communities opportunities for increased income, job creation and employment
4. SE's put all available resources (land, labor, capital, time) to productive use (value addition)
5. SE's enable individuals to use their passion, talents, knowledge, skills in social enterprises

QUESTION 5

d

Answers for the Quick Knowledge Test 2

QUESTION 1

Correct answer: b

QUESTION 2

Correct answer: a

QUESTION 3

Correct answer: c

QUESTION 4

Correct answer: d

QUESTION 5

Correct answer: a

Answers for the Quick Knowledge Test 3

QUESTION 1

150

QUESTION 2

The goodness of the decision can be expressed as the function of f (Effectiveness, Efficiency, Applicability, Timing)

QUESTION 3

First Small Then Big Request Technique, First Big Then Small request Technique, Increasing Requests Technique, Not Just That Technique, Yes-Yes Technique, Not I wonder Which Technique , Not To Answer The Question Technique, Place Technique, Put in Debt Technique, Give First then take back Technique, Message Repetition, Fear Attractiveness, Narrowness-Scarcity Technique, Unusual Request Technique, Because Shortcut Method, Price-Quality Shortcut Method, A Penny Technique, Authority Principle

QUESTION 4

1) Noticing and defining the problem, 2) Analyzing the problem, 3) Developing alternative solutions, 4) Applying the chosen solution, 5) Evaluation of the result

QUESTION 5

They should be able to perform basic operations to protect their tools (using anti-virus programs and passwords, etc.) to know that not all online information is reliable. He must be aware that credentials (username and password) can be stolen. It knows that it should not reveal private information online. Knows that using digital technology intensely can affect the health negatively. It can take simple measures to save energy.

Answers for the Quick Knowledge Test 4

QUESTION 1

What is a business plan?

A business plan is a blueprint of success and best practice in the entrepreneurial process. It is a document that explains the business model and the strategic and operational plans in great detail.

A business plan is the entrepreneur's perspective of the strategic and operational aspects specific to their ideas. It is a roadmap with which the entrepreneur aims to build the idea into a stable, sustainable and scalable business.

QUESTION 2

What are the differences between the business plan and roadmap?

Much like a business plan, a roadmap is a long view of where your organization is going and how you're getting there. But what differentiates it from your typical business plan is that it's a higher-level visualization of your business' big picture.

A business roadmap is a long-term strategic document that shows where your company is going and the steps required to get there.

Unlike lengthy business plans, it does not show the individual items and activities required in fine detail.

QUESTION 3

What does the first page of a good business plan start with?

A good business plan begins with 'an executive summary', which is a well thought out synopsis of all sections articulated in no more than four pages.

QUESTION 4

What are the characteristics of a good business idea?

A promising business idea must have the following characteristics:

- Relevant (must fulfill customers' needs or solve their problems)
- Innovative
- Unique
- Clear focus
- Profitable in the long run

QUESTION 5**What should a business plan include?**

A business plan should explicitly justify the start-up's strategy and support it with detailed marketing and operational plans. It should explain how the start-up's value chain activities - supply chain management, operations, distribution, marketing and sales and after-sales service – will be managed to deliver value and satisfaction to its customers.



Answers for the Quick Knowledge Test 5.1

QUESTION 1

Online, in the local entrepreneur magazines and newspapers, through private network.

QUESTION 2

Mission statement, Values statement, Competitive advantage, Vision statement, Action plan, Financial assessment and Assessing progress

QUESTION 3

It's an acronym for a goal setting technique. Each goal should be Specific, Measurable, Achievable, Realistic, Timely.

QUESTION 4

MS Office or it's free alternatives.

QUESTION 5

Product, Price, Place, Promotion, People, Process, Physical Evidence

Answers for the Quick Knowledge Test 5.2

QUESTION 1

Correct answer: b

QUESTION 2

Correct answer: a

QUESTION 3

Correct answer: c

QUESTION 4

Correct answer: a

QUESTION 5

Correct answer: b