

WHAT WOULD YOU PUT AS A MECHANISM TO SUPPORT YOUNG ENTREPRENEURS, ESPECIALLY THOSE WITH FEWER OPPORTUNITIES?

Results of the international part of survey

Mechanism	Frequency questionnaire	Frequency interview
Mentoring	8	1
Financial support	8	1
Networking, partnerships	7	1
Education	6	1
Training	5	
Development of entrepreneurial competences	4	1
Work on motivation	3	1
Development of social skills	2	
Support group/platform	2	
Success stories	2	
Empowerment	2	1
Access to information	2	
Incubators	2	2
Coaching	1	1
Psychological support	1	
Professional practice	1	
Voluntary service	1	
Social entrepreneurship	1	1
Administrative support	1	1

Results of the Polish part of survey

Mechanism	Frequency questionnaire	Frequency interview
Financial support	15	2
financial/legal issues counselling	9	1
entrepreneurial counselling/support before setting up	9	1
Trainings, workshops	7	2
Mentoring and peer mentoring	5	
Low social security and tax rates	5	
Professional practice	3	
Networking, partnerships	3	3
Entrepreneurial counselling/support after setting up	3	
Easy and quick procedures	3	
Social entrepreneurship	2	2
Psychological support	2	1
Career counselling	2	
PR, marketing counselling	2	1
School education	1	2
Organisational support	1	1
Incubators	1	
Access to information	1	1

FINANCIAL SUPPORT

Access to financial support at the initial stage of business development is an extremely important element. There is a finance gap, which reduces the chances of young entrepreneurs to be able to grow

We are part of the local authority, local government and we work with young people till the age of 30 and we offer business coaching/advise as well as premises at the reduced rent – small workshops, small offices that young people can use up to one year. 15-20 units which are located in 5 different locations in the town- we call it business incubation centres.

Very good mechanism is a bridge financing assistance for young people in the first period of their initiative. It may cover the cost of accountability and some social security payments. As the Labor Office we do not have such a possibility but there are some European Union programmes in which it is possible, although the procedures are very complicated.

The are also small grants and loans that young people can apply for – up to 500 pounds. There is also a UK government scheme “Start Up Loans” which are provided by the government, not by the bank. They have to pay it back, but the terms are a little bit more flexible – they can take a “break” which means they can miss one or two payments if they are struggling, and the interest rate is lower than the bank.

MENTORING

Young entrepreneurs go through process in which they need to survive and need help of mentors who have experience and will support them with their advices and mentorship.

The support depends on the person. I think it is important to have a mentor or other person to motivate, to teach, to help, to support.

It's good idea to connect young people with some entrepreneurs, so they can be their personal mentors.

Peer mentoring

Every time they need an orientation we arrange a meeting with mentor – so we have mentorship support too. We are 5 people here but we have 25 mentors from various areas who help them for free.

ENTREPRENEURIAL COUNSELLING/DEVELOPMENT OF ENTREPRENEURIAL COMPETENCES

Counselling and technical support at the stage of creating an idea - a business support group. So that a young entrepreneur could develop and finalize the concept of her or her product or service and to check how it get on the market as well as and prepare a model of the further activity.

At the level of entrepreneurship we have the objectives separated by years and values, for each year of our social project (3 years duration), we have to teach participants from 15 to 30 years with three values of entrepreneurship. At the end of the three years each participant is endowed with all the values and trained with entrepreneurial skills. How do we work? Since they are young people with social, economic and educational needs, we often use non-formal education. Sometimes we only have to work with one person, or with small groups or large groups, it will always depend on the level of each participant. We have the following values of entrepreneurship to teach: Search and identification of opportunities; Orientation towards objectives; Problem solving in a creative and innovative way; Self confidence; Assertiveness; Initiative; Assumption of calculated risks; Use of influence strategies.

When the entrepreneur arrives we have a meeting with him or her. Sometimes their motivation is not...well they are not entrepreneurs at all, they just want to find their way of living. We are

community managers so we have to stimulate their entrepreneurial spirit if it is possible, and usually it is possible. We make with them a business plan, we find out what they need.

Most of the young people we work with have a good level education, but we have also people from challenging areas. Everyone who is coming to us has already own business idea and we are helping to write a business plan together and suggest what kind of market research need to be done. Because if they want to apply for a grant of a loan they have to have a business plan.

NETWORKING, PARTNERSHIPS

It can be done by schools, NGOs and companies, for example through their CSR activities. Networking and systemic approach are needed as it is a long process to be effective. We cannot "produce" entrepreneurial people quickly just because there is such a need of the labour market which cannot give work to all young people who need it. We can't "produce" entrepreneurs as a result of a training course. What is needed is holistic and partnership-based approach.

To develop entrepreneurial spirit of young people, the organisations that I know in our region they apply for European funds to finance their activities and work with local partners from these challenging areas: schools, police, municipality, social security employment agencies. They cooperate with all those partners in identifying the needs of young people and develop programs – both in school and mainly after school activities to develop their skills. They have programs with sports, culture etc – with all those things they identify that are necessary to change the ways of behaviours, to develop entrepreneurial attitudes. And once a young person or a group have already some ideas for own initiatives, these organisations sent these young people to us.

Local networks connecting youngsters and retired professionals for creating learning

We make with them with a business plan, we find out what they need – if they need a marketing plan we help them with marketing plan or we have partnerships with some very important Portuguese companies (because they also want to "penetrate" into the market of entrepreneurship) and they do it for fee. All our partnerships are pro bono. When they need accountability support we have a partnership with a local company who comes here ones a month and provide this service as well. IF they have some juridical and law questions we have a lawyer who comes here once a month and gives them support for free. We also created Local Business Centres Club - we contacted all big companies in this local area and invited them to create this group, they come here, they listen what entrepreneurs have to say. And they may invest if they are interested. We still don't have a big start-up nor a unicorn but we believe that small and micro companies have a huge impact on the

territories. This is what drives us. We have also various initiatives per month like workshops, networking event, national initiatives.

The area which is undeveloped by the institutions but is developed by business and NGOs is building partnerships. The idea of doing something is not enough – you need to have the opportunity to implement it. And for that you need money, people, knowledge. That is why it is very important to build partnerships to be able to fill these gaps by working with others. Nevertheless, in Poland there is a frequent "tradition" that everything must be done by yourself.

Mechanism should contain actors who are involved in this matter politicians, practitioners, researchers to built an effective policy on support and development of entrepreneurs in society.

INCUBATORS

We go to the territories – we don't work in the big cities- and approach municipalities in the small territories. We also identify some old building or those which are not used and we propose to municipalities to convert them into business incubators. How do municipalities find money for it? For example where I am now, it is 50 km from Lisbon, in a small city we have our incubator in a very big building which used to be a primary school. The projects are founded by funds – both national and European funds. Because we charge 50 euros per month for all the services we provide so it is not sustainable. As we want to support young people who leave in these territories and this is the strategy of municipalities are not to let these people leave – otherwise these territories will be desert so that's what we do- we provide them with all the services, the initiatives, the activities, the support they would have in Lisbon. So they feel like not going away, they are near Lisbon, they have a beach here, so they will stay here. It is our first project which started 2,5 years ago. We have another one in Mafra, in the building which was a public institution before. We have 100 people working in this incubator. Most of them are young people who couldn't find a job and started working on their own ideas, but we have also people of 50-60 years old who found themselves in a very weird situation which no work. They also have ideas and young spirit so they also came here and they started their businesses as well.

DEVELOPMENT OF SOCIAL ENTREPRENEURSHIP

In our opinion, more knowledge about social entrepreneurship would certainly be helpful for young people. This sector can offer a lot to youth- for example internships in social cooperatives. Social cooperatives are, by definition, places where you should work for a certain amount of time until you learn and are able to enter the open labor market. A social cooperative activity is not only focused on profit. In addition to economic goals it needs to achieve social goals: respond to the needs of the local community and / or contribute to the development of its members.

In Poland, young people associate social entrepreneurship with entrepreneurial initiatives which are done for free and not with the fact that your business and your product/service responds to the social



needs and solves the problems of a certain of people. In Poland social entrepreneurship is still a margin -if young people want to work in this area, they mostly set up associations and foundations. There is still much to do and we should take the example from such countries as the USA, Great Britain or Germany.

WHAT KIND OF THE METHODS/TOOLS WOULD YOU LIKE TO HAVE TO WORK WITH THIS GROUP OF YOUNG PEOPLE?

Results of the international part of survey

Methods/tools	Frequency questionnaire	Frequency interview
Specific training (hard skill / soft skill)	7	1
Institutional support	4	1
Experiential learning	3	1
Partnership /sharing experience with other youth workers	3	1
Knowledge about entrepreneurship	3	
Mentorship	3	
School education	2	1
Group / project work	2	
Safe learning environment adapted to the needs of young people with disabilities	2	
Coaching	1	
Personal advising sessions	1	
Personal development in various learning environments	1	
Psychotherapy for personal development	1	
A team of dedicated professionals working on a volunteer basis	1	
Freedom to be real youth worker	1	
Business tools	1	
Visiting companies	1	
Job shadowing: innovation, marketing, business plan, financial management, team management, pr relations and similar.	1	
Connection to the informal social networks	1	

Results of the Polish part of survey

Methods/tools	Frequency questionnaire	Frequency interview
Personal / entrepreneurial predisposition and diagnostic tests	11	1
Personal counselling sessions	9	2
Experiential learning	7	1
Knowledge about entrepreneurship	5	
Group / project work	4	
Educational/empowering movies	4	
Specific training (hard skill / soft skill)	3	
Partnership /sharing experience with other youth workers	3	2
Mentorship	3	
Motivation of youth	3	1
Financial support	3	
Communication , promotion and information tools	3	
Coaching	2	1
Internet platform	2	
Institutional support	1	3
Youth centre of entrepreneurial support	1	2
More local events supporting entrepreneurship	1	
Methods/tools		2
Supervision of my work		1

SPECIFIC TRAINING

And for me the important is to develop the soft skills. So the programs should provide young people with the framework in which they can identify the skills they already to have and those that they need to develop to set up own business – it might be a hairdresser or a e-technology company

Focused and specialized workshops and job shadowing in themes such as: innovation, marketing, business plan, financial management, team management, PR relations and similar.

PERSONAL COUNSELLING SESSIONS

The basis for cooperation is good contact with young people and the ability to communicate in a simple way

I think that the effective method is an honest conversation, listening to what young people have to say; motivating, praising as well as giving life examples and the awareness that they can count on us.

EXPERIENTIAL LEARNING

The most important is to give to the youth the opportunity to try different kind of stuff by themselves and see what they like to do and if they want to develop this in the future.

Learning in practice, creating a simulation (a platform simulating some processes like setting up a business, communication with the social security institution and with the market) with some potential situations.

Visiting companies in the same industry they plan to operate and introducing practical everyday operation, family member also to attend in the education process, learning some operational (ex. activity such as making sandwiches). They will be much happier as they learn something new.

Project-based learning

language adapted to the recipient, topics presented in a visual way. Specialists who can explain specific issues in an easy way.

Financing the implementation of initiatives/projects in which young people look for ideas, implement (test) them together and build groups of people sharing common passions.

KNOWLEDGE ABOUT ENTREPRENEURSHIP

Education about entrepreneurship and what kind of possibilities exists for young people.

PARTNERSHIP /SHARING EXPERIENCE WITH OTHER YOUTH WORKERS

We are part of University, but we also finance ourselves through international projects. We apply for European funds and thus we have partnerships which also give the possibility to transfer knowledge, to share best practices, etc. We work with partners doing similar things , each one according to the local reality, but still very similar. I think such partnerships are important for organisations working with young people with fewer opportunities to share and co-create new tools.

Connections to young people's informal social networks

A team of specialists in various fields (field of science, business, personal development, etc.).

SAFE LEARNING ENVIRONMENT ADAPTED TO THE NEEDS OF YOUNG PEOPLE WITH DISABILITIES

For our organisation the development of entrepreneurial skills of people with disabilities is very important- to create own initiative and to create the jobs for the others. So that they can learn effectively, we want to provide them with a safe environment and the learning process that is adapted to their needs. So that they do not need to adapt to it, but it is adapted to them.

SCHOOL EDUCATION

We are trying to generate very fast reactions/solutions. But I believe that it needs to start in kindergarten, from the very early childhood. For example in the kindergarten and the teacher provides the opportunities for kids to decide what are the problems in the playground and you start generating the solutions in smaller groups. So here we have an opportunity for people to become the entrepreneurs.

While running business incubators one of our mission is to have a connection and interrelation with the students nearby and also in other with schools. We go to schools, we use business model canvas and arrange 3 day Boot Camps with them. Although at the beginning most of them don't know anything, we stimulate them to find out what are their hobbies, what they like to do and in the end most of them, even if the teacher say "they are lost case" they find their entrepreneurial spirit and some of them take part in entrepreneurial contests. We actually wake up their inner entrepreneurial spirit that they even don't know that they have. Although it is a trait of personality, every young person who is not "born" entrepreneur may be transformed in a very motivated person. I believe entrepreneurship activities have a huge impact on young people, also from disadvantaged areas. At the beginning this is a challenge, because the self esteem is down, they don't believe in entrepreneurship, but the team as ours can actually wake up their inner entrepreneurial spirit that they even don't know that they have

The attitudes to meet the needs of the community can be properly taught from kindergarten / school by creating products for which there is a demand and which can later be sold and used for a given purpose. In Finland, for example, the teacher and pupils prepare products that they sell together and thanks to it to go for a trip (co-financed by the school or parents). It teaches entrepreneurial attitudes from an early age. You can invite parents who have their own companies around the school or work in corporations and also have some budgets and maybe they will be able to buy the products produced by children for example during craft classes. You can build a database of enterprises that could buy these products made by children. Although companies want to have good employees with entrepreneurial skills, so far they have not invested in the development of entrepreneurship in schools. These processes are best to be developed from bottom-up activities initiated by those people who want to influence this change in attitudes, develop skills in cooperation with schools and not to impose from the top. Good examples may be found for instance Germany. If it works well and brings results, other companies and schools will want to copy it. However, this is a process that takes time.

INSTITUTIONAL SUPPORT

Access to free of charge public facilities (event venues, copy facilities, communication equipment, public data, contact lists of social partners and stakeholders organisations)

SUPERVISION OF MY WORK

Working with participants is a difficult process, there are different stories - for example, a participant who is in a violent relationship was recently beaten by a partner. What is more, each of our specialists has own methods which sometimes leads to some clashes, because we are simply different and we have different opinions and directions of action. The fact that we work in such a 24-hour mode sometimes results in some misunderstanding. Unfortunately there is no money from the ministry that could be given for supervision which would protect us as employees. Nobody can protect me when I take on the problems of 30 people that we already have in the project and I face various violence situations and addictions they bring as experience. On the contrary-sometimes I hear the opinions that such supervision is a "fad". It is true that supervision is really appreciated rather in a group of psychologists. Specialists from other areas often do not have this awareness. Our organization have to protect its specialists on its own so that they have supervision to pass on the stress. It seems a problem for me and I think that the ministry should pay attention to it and to approach the issue in a complex way. Anyway, it's a difficult job but it gives me a lot of satisfaction when we succeed.