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How to create a successful company?



Introduction

How do you create a company and what are the steps to do so? What are the do's and don'ts for a young entrepreneur? Below we explain in detail how the Dutch start-up! When you have decided to start your own business a new world is opening up, with a wide variety of possibilities.

Although it is clear that there is no a recipe for finding good ideas and start-up a business, we have summed up the most important details in the Dutch framework. Of course it's important to note that each TBG country critically reflect on the knowledge given below, if it can be implemented and adapted in their local reality. So we can add these expert views.

Before we start It's important to discover yourself. What do you want to do in your life? What is your dream? Do you Have the ambition to become an entrepreneur? If you do – but also if you don't - you have to be aware that you are also a brand; You as a person is the brand 'I'. Before you will start working or start-up a business the brand 'I', your personal brand is already there. In the digital era we live in your personal brand has become more important then ever. . An estimated three-quarters of consumers now say social media influences their buying decisions. Nearly 90% of companies are currently using Twitter, Facebook, and other networks.

Personal Branding: The Brand 'I'

The idea is that all young people have a lack of work experience, lack of business experience, but have a lot of smartphone experience. So the only thing young people do have is their own personal brand. A professional digital identity is the first step to gain any kind of formal work experience which will lead to a substantial improvement of career development and/or starting up a business. So it's important that a young person us able to apply their smart phone experience on Facebook, Twitter, etc. in connection with the world of work...

Why? Well, In 40 milliseconds, we're able to draw conclusions about people based on a photo... That's less than one-half of one-tenth of a second. Wow! So you don't want to make the wrong first impression: There are 7 elements which are essential for a good profile photo. The 7 Elements are :

- Smile with teeth
- Dark-colored suits, light colored button downs
- Jawline with a shadow
- Head-and-shoulders, or head-to-waist photo



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- Squinch – It's all about the Squinch! Must Watch: Photographer Peter Hurley explains the squinch: <https://youtu.be/ff7nltdBCHs>
- Asymmetrical composition
- Unobstructed eyes

Worth trying out, regarding making the perfect profile picture:

- Facing the camera (or not)
- Bright background
- Face the light (The source of light should come in front of you)
- At least 600 pixels wide.

It's important to note that 'Edgy photos are seen as a sign that the subject isn't credible or competent'. Further: Faces only. No family, friends, dogs, logos, etc.

Other things to avoid:

- Hats
- Sunglasses
- Hair, glare, and shadows over the eyes
- Laughing smile
- Sexiness

Researchers at the Department of Psychology at University of York analyzed 1,000 images of faces in order to find the specific facial tics and features that help make a good first impression. It's important you take in account the following:

- Approachability – “Does this person want to help or harm me?”
- Dominance – “Can this person help or harm me?”
- Youthful-attractiveness – “Might this person be a good romantic partner or a rival?”

Why Personal Branding?

To understand personal branding, start by doing a Google search for your name; Chances are you'll see a list of your prominent social profiles such as: LinkedIn, Pinterest, Instagram, Twitter and Facebook in your search results. Remember that everything you do online is a representation of your personal brand... So Pick your platforms. When it comes to online personal or business branding, the creation of social media profiles is absolutely essential.

Whether you are just trying to get more exposure online, connect with your fans or customers, or working to purify your online reputation, social networking profiles are the way to go as they will rank highly in search engine results when people search for your name. It's vital to present a cohesive and consistent brand message across all of the social platforms. If not, you run the risk of creating brand confusion and disseminating mixed messages to your audience.



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Reserve your name everywhere

For a while, I thought that your username, or the name that usually shows up in the URL (such as <https://twitter.com/PieterVschie>) was extremely important in getting your profile to rank in search results. I found, however, that unlike usual website SEO that says that the URL counts in ranking, the real ranking for social media profiles happens with your name. So be sure to enter the name you want to be found under. This is of course no different regarding the name of your start-up/company. You have to Define Your Objective: What do you hope to achieve when people search for your name? What do you want them to see? It is always a good idea to identify Up to Three Areas of Expertise: What do you want to be known for? Whom do you want to connect with? The Internet is flooded with entrepreneurs and experts, so you need to determine what makes you unique. So that also means that you have to Write a good bio ! Describing who you are, and what you do, is one of the most important steps in setting up a social media account for the brand 'I'. Your main social profile's bio is usually just a sentence or two about yourself or your business - Elevator Pitch &

include your main keywords. Be sure to fill out your bio to its full potential: You need to stand out from the crowd.

Starting-up a business starts with an idea

Roel Gielkens, a young multi-entrepreneur summarized his 'Enterprise Journey' starting-up business as follows and divides them in 5 points:

- Idea
- Setting up the company
- Make (some) money
- Evaluate and improve
- Commitment

Before plucking up which is planted, there is a time to think and plant the idea. In other words: you will have to be prepared to tackle challenges as well - either as a provider of services or products, as a self-employed entrepreneur, a sole trader, an independent contractor, or as a freelancer. Being self-employed radiates a pleasant sense of freedom and independence, but it may carry certain risks as well. Whether you offer services or products: you will do so at your own risk, expense and with full responsibility towards third parties. Apart from that, being self-employed entails certain obligations, such as paying taxes and VAT and keeping records of your business activities. Preparing well is the best way to start. In the Netherlands you are definitely not on your own; plenty of competent assistance is to be found in the Dutch business world...

Idea

Build something you believe in — because that's the first step to building a great brand

Where do you think does a great business idea come from? It certainly comes from passion, confidence, coincidence, previous experience copy-cat and drunk nights (although the last one is questionable). So it is true that it can come from anywhere



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When is an idea perfect to make a great business out of it? The Idea is only the start, how you go on from that is far more important. For instance: Facebook: the original idea was that of a rating page of girls, to piss off your ex-girlfriend. It is clear that the next steps were the best part of Facebook... Anyways: When you're all alone, sitting in a dark room wondering why your business is failing, there is only one true thing to power you forward — *you believe in your purpose*. Don't aim for 10% improvement. Make it radically better and different. In today's society we collectively create amazing products, services and companies through entrepreneurship. Dig deep and decide right now to build something *radically* different and *radically* better. Be also prepared to be copied. Don't start unless you'll survive imitation. If your idea is truly radical and takes off, you can count the minutes before the copy-cats arrive. How will you survive competition from the big 800-pound gorillas on the block? Or even from the upstart little guys? Your key is a system of 'continuous innovation'. Although you could also take the road of Honest Tea — make friends with one of the gorillas and let them buy you out. (Coca-Cola Company acquired Honest Tea in 2011.)

Setting up a Company

How do you start-up after the idea? This depends on what exactly do you want to do? Who else does it and how do they do it? What would you improve? Mr. Gielkens tells: 'None of my businesses are unique... but the personal touch makes it your business!'

In order to accommodate the starting entrepreneur or professional, Dutch law recognizes various legal forms, such as a one-man business, a private limited company (BV), a partnership or a limited partnership. The main issues at stake are the matter of liability if your enterprise should run up debts, and which tax regime applies. In the Netherlands you can establish a one-man business without a notarial deed. Registration in the Trade Register is mandatory. As a private individual you can only register one one-man business. However, you can have more than one trade name and carry out various business activities under different trade names. These activities can be carried out at the same or at another address, as a branch office of the one-man business. The majority of starting Dutch entrepreneurs either choose a one-man business or a general partnership as the legal form for their business, according to their preference for doing business by themselves or in cooperation with others.

Registration in the Dutch trade register is compulsory for every company and every legal entity, including 'freelance' and 'zzp' ('zelfstandige zonder personeel' = self-employed without staff).

Business plan

Records show that enterprises started upon a thorough business plan are more likely to be successful. Starting a business requires a number of steps and key decisions. The process of creating a business plan enables you to look at your business in its entirety. No matter how small or big the business, it will help you identify areas of strengths and weaknesses. Banks require a business plan when you take out a loan. Even if you do not need the latter, and financing your enterprise is not a problem, a business plan will definitely help you understand the impact of starting a business. It will significantly contribute to the professional and efficient start-up of your enterprise



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(Note: Submitting a business plan is also one of the criteria set for non-EU and non-EEA nationals to be allowed to start their own enterprise in the Netherlands).

Get started

It is advisable to write the plan yourself. In doing so, you will gain a better understanding of your objectives, targets and future customers or clients. Crucial questions to be addressed are:

- which legal form will best suit the enterprise?;
- which products or services will you offer – DO's and DON'Ts?;
- who will be your clients?;
- promotional activities to get contracts?;
- how to optimize visibility to your target group?;
- which prices and fees?;
- financial plan (available budgets, expected turnover, investments)?;
- which insurances do you need?;
- permits and/or licenses required?;
- administrative organisation, which form?;
- what should be included in your General Terms and Conditions – if applicable?

A considerable number of part-time and full-time entrepreneurs run their enterprises from their home address. Others lease commercially exploited office space, a shop or other premises where they have their registered business. Whichever you choose, please bear a few things in mind. In practice, setting up an enterprise at a residential designated address is permitted provided that:

- the type of business you run can be classified as an office;
- your clients do not visit the house;
- you do not cause any nuisance to your neighbours;
- only a small part of the house is used for business activities.

Young entrepreneurs in the Netherlands currently use a lot of shared office space, entrepreneurial hubs to do business.

Make (some) Money

Bottom line is always: How can I make money! A business always needs customers who want your product. And selling the product should make the money for you, otherwise you cannot survive...

How do you think you will get money out of a business? Go out in the market. Do this through:

- Social Media
- Network meetings where your clients are
- Security conferences
- Cold calling: just try it with the numbers game



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Evaluate and improve

Continuously search for improvement. Ask feedback from customers. You will have a lot of bad days while starting. After failure you get better, if you learn from it':

Search for the Added value for customer:

- Thinking you have it is a good start
- Thinking about how to explain it is even better
- In a million ways: Get as many appointments as possible (Headhunting: 10 calls can give you eight NO's and twice a YES. If the appointment does not go as planned, then think how to follow up, improve
- Build up reserves of money and energy for bad luck and mistakes." This is Great advice — but sometimes extremely difficult to do. What startup or growth company has reserves of cash sitting around? Run as lean as you possibly can and do not waste money or energy. You will endure mistakes and bad luck along the way, so having a good war chest full of capital and energy can help handle it
- Never, ever give up control — until you sell." Relinquish control and you risk losing the culture and vision of the company you set out to build. Even though Honest Tea raised investment capital from the beginning, the co-founders always remained in the driver's seat. (And yes — Goldman can still drive his vision as CEO of Honest Tea, but his boss at Coca-Cola can say 'no' at anytime. Thus, true control is forever gone.)
- Don't compromise on the big things — compromise on everything else. Vision. Purpose. Core values. Write these things in stone and never budge. But flexibility in the value propositions, products and services you build to execute your purpose is vastly important. Many entrepreneurs fail to 'bend to the market' by adapting to what their customer's are telling them
- Figure out how to achieve your goals on a tiny budget — then cut that number in half. You need to apply the principles of lean to your business from day one. No fancy offices. No fancy full color brochures. Your goal is to stay alive until you can nail your secret formula for success. Blowing the budget will insure nothing but a quick death
- It's a marathon, not a sprint. Building a business is neither for the faint of heart or the speed demon. Climbing the Mount Everest is not done in 3 easy steps (1.) decide you want to do it; 2.) fly to Nepal with zero preparation; 3.) sprint straight up the mountain in 12 easy minutes, ☺. So be sure you build systems for the long-haul and focus on small-connected steps: It takes 26,364 steps of 7" each to climb Mt. Everest, and that's starting from half way up at Basecamp.

Commitment

Commitment is one of the most important things. Why is it important to be committed and passionate? Because it's hard work and you have to do it in balance with your private life. Imagine the path to a wildly successful business: founder working at a feverish pitch for 18 hours each day, for at least 5 years straight.



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True? No, it's not. In my private conversation with Goldman, he flat-out told me two reasons he made it through the rough years: first — he believed in his purpose, second — his drive for personal balance. The notion we need to kill our family relationships, personal health or level of sanity to build our own business is sadly misaligned. Take it from me — [don't go there](#).

Build the enterprise and the brand as if you'll own them forever.

Will you sell your business someday? Maybe. Should that be the sole reason you are building it? Probably not. When you start and build a business based on passion and purpose, with a burning desire to solve the pain of your customer through the deliverance of monetizable value, you build a far more valuable enterprise. Those in it for the short-term quick buck rarely succeed.

Sources used, among others:

- Source Eric T. Wagner / Forbes 2016
- Source drs. R. Gielkens / First steps in starting up a (successful business Dutch TBG Meeting 14-15th April 2016
- Source Presentations drs. P.G.J.C. van Schie MA / TBG 2016
- Source P. Hurley / It's all about the Squinch! 19/11/2013 YouTube
- Source Staring your own business as a self-employed entrepreneur / Kamer van Koophandel
- Source: Department of Psychology at University of York, Richard J. W. Vernon, Clare A. M. Sutherland, Andrew W. Young, and Tom Hartley 17th July 2014
- Source: Dutch Ministry of Education



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A Critical reflection - Croatia

Referenced work: How to create a successful company?

After reading through the work (and following a presentation) based on it, I have to note the similarities between the dutch and croatian young people in schools, or for the most part: general young people in the western world. Indeed, for them, it does mostly come down to the cellular phones. It has become a way of life for them and they find it increasingly more difficult to step away from the mobile phone, even impossible. They find themselves constantly checking it, head always tilted down, even when it could be inappropriate. It's an addiction for the majority of young people today. Ofcourse, its hardly just a cellphone today, with social networking, Internet browsers, videos, music and just about every piece of electronic equipment young people use, all scaled down and in one device. When it comes to selling yourself as a brand, showing yourself, presenting and advertising it is a perfect medium. As noted in the original work it allows them to connect themselves with the world in seconds, exchange media content and spread information.

Today, that would be increasingly beneficial in business terms, as it not only speeds up the process, makes it available everywhere and to everyone, but its also on a piece of equipment young people find familiar, fun and easy to use. When it comes to elements that compose the good profile picture I have to note that most of our young people dont manage to keep true to them, as they indeed do like to post pictures of themselves either wearing sunglasses, fixed forced smiles, crazy poses and obstructed eyes. However, I find it difficult to believe that any number of them think entrepreneurial, that their online profile might help them should they decide to try and brand themselves online. The fault that was mentioned in the previous reflection, is that our young people still dont see social networking as a business platform, it's still primarily a source of fun and games. They do use Facebook and Instagram, but for them Mark Zuckerberg is just the guy who made FB, not the entrepreneur who made millions with his (controversial) invention.

They are still unaware of the entrepreneurship as something they could try their hand at, they feel it's something that takes money and extremely high formal education and they fail to see the oportunities that could benefit them even when they have a promising idea to start with. The problem is not only in their personal stance, but also in the bureacracy that plagues the Croatian system. It is nearly impossible for an enterpreneur to start off in Croatia, without significant monetary backing. For that very reason some of the most prominent young croatian entrepreneurs that found success were actually pretty well off (or their families were) even before their enterprise took flight.

I would like to refer to one Mr. Mate Rimac, possibly the most well known young entepreneur in Croatia today and certainly one of the most well known local enterpreneurs in general. What did he do? Mr. Rimac set out to create his own electric car and eventually found the little company called Rimac Cars (or Rimac Automobili). Currently, he is in his mid twenties, but his company just recently presented the fastest private electronic car in the world on the last European Car Show.

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While it all sounds like quite an amazing and triumphant story worth of a big screen, its a fairly well known fact that Rimac family is not some poor family living in squalor, but rather have a well standing and are relatively prosperous. Ofcourse, car company is hardly a modest enterprise, but the point is that the self-made enterpreneurs that started from scratch and still found success are almost non existant in Croatia.

Other then cynicism of young people the system is plagued by the conditions that make it almost impossible for a struggling enterprise to prosper. Other then the endless bureacracy, required permits, contracts, there are almost no benefits that the country offers to the enterpreneurs, let alone the young ones without significant starting budget. Conditions like that effectively smother the potential of any promising ideas. Should the starting conditions change, should it be made more easy for young enterpreneurs to start off with something of their own, I have no doubt they could more and deliver on the ideas with their own personal touch. Or maybe they would evolve the existing idea, promote it and make it superior. From my experience, working with my students in preparations for the mobilities, I have seen and heard a good deal of what they have to show and they don't lack imagination. Ofcourse, not every idea is the sure winner, but where some lacked in imagination they more then made up in enthusiasm and more then once I have seen the creativity of others influence the ones that lacked it in a most positive way. They worked together quite amazingly, with those more creative ones being a bit more liberal with their obligations, yet delivering on ideas and visual design choices, while the ones that lacked creativity kept their face down and worked hard on more systematic parts of the ideas. It came together easily and I found it inspiring the way they managed to work together.



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A Critical reflection - Turkey

Referenced work: How to create a successful company?

Setting up a company requires more or less the same process needed by Netherlands. For connection to the World, using social media, creating a professional digital identity, proving that you are a really a trustful brand are the key factors for the first kick to start. Searching the market, learning about do's and don'ts, creating a good first impression are the key elements, as well. Giving a personal touch to your business idea helps it being less imitated. However, any entrepreneur should be ready to face with copy cats. Some legal procedures save its originality. It is usually like the quick buck will rarely succeed.

As a gateway between Europe, Middle East and Central Asia, Turkey has a good economy, a liberalized investment climate and good taxation regime. The company incorporation process in Turkey is straightforward and one of the shortest in Europe. The investor can begin running the new business in approximately one week, if all the documents are in order the first step is drafting the articles of association signed by the company directors. These documents will also need to be notarized in Turkey. The minimum share capital can then be deposited in a bank account opened for the company. After the capital is deposited (0.04% of the required minimum capital) and the investors have the necessary receipt, they can begin the registration process. A registration fee is payable to the Commercial Registry Office, together with the necessary documents.

The Turkish Commercial Registry issues a registration certificate and the incorporation of the company is published in the Turkish Gazette. The company must also register for VAT purposes with the relevant State Tax Authority.

<https://www.slideshare.net/mobile/ferruhtigli/comparison-of-turkish-and-dutch-participation-regimes>



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A Critical reflection - Greece

Referenced work: How to create a successful company?

Setting up a business in Greece isn't the easiest thing in the world. One basic reason is that the bureaucratic process both before and during the existence of the company is really tiring and needs much time. Another negative factor is that since someone creates their company, they must pay a lot of taxes. As a consequence most of the companies avoid to pay taxes in order to survive or go and settle in a Balkan country such as Bulgaria or FYROM. It's worthy to mention that in Greece the corporate tax is 23% while in Bulgaria or FYROM this is 10%. Unfortunately, instead of solving the problem, things get worse. Another problem is that in Greece the insurance contributions are really high. Moreover, it's impossible for a new company to get a loan from a bank, unless the company has a history of 3 years of moneymaking. The only way to get money from the beginning of the creation of a company is via the National Strategic Reference Framework. Taking into consideration all the previous facts and the fact that the economical crisis strongly affects sales, a lot of people are really discouraged setting up their own business.

Regarding the social media, definitely they are being used more and more especially by young entrepreneurs with intelligent ideas and digital competences. These people mostly run their enterprise from their home address. As for the business plan, in Greece this is not obligatory for the starting up of a company. However, it is obligatory in the case that someone intends to take a loan from a bank or has financing via National Strategic Reference Framework. In Greece using shared office space is not so popular.



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A Critical reflection – Portugal

Referenced work: How to create a successful company?

1) From the idea to the business plan

There are a couple of reasons why one decide to be an entrepreneur – the most common is unemployment. In Portugal, due to the economic crisis, a lot of people lost their jobs. Therefore, creating one's own employment is the logic step to take. However, it is important to reflect over several aspects before investing one's savings or jeopardizing them as collaterals to the bank's loan.

1.1) Personal characteristics

What are one's knowledge, skills and experience? A person should focus on what one's good at, where one feel confident about his or her ability to be successful. However, must be taken into consideration if that constitutes a viable business...

Don't aim for the world just from the beginning: be prepared for the failures and manage the costs very strictly – see where can be saved: choose a coworking space or a business incubator, for instance, to start.

Choose the partner(s) wisely – he, she or them must share the idea, be committed and bring added value to the project. A good personal relationship is important, but not vital.

1.2) The Business Idea

When someone wants to start a business and does not have enough money, he or she shouldn't be afraid to join with someone on the same conditions. Sharing each other expertise could be a way to gather forces or to save money, which is a scarce resource.

The entrepreneur shouldn't assume profit will be made from the beginning, as it will take some time before the costs are paid from the revenue. He or she must work hard to show the market one's product brings an added value; problems should be considered as opportunities to improve the product.

Trying to find suitable training to deal with the areas of the business plan one doesn't have proper skills is also an important item – before taking the idea to the bank, a full business plan should be written, after a critical reflexion.

There are no clients at our house's doorstep, so the entrepreneur shall be ready to go door to door, city to city, to meet potential clients. Therefore, he or she must be prepared to deal with rejections, negatives, days without clients and so on. Be sure to communicate the idea to the clients as they are your future ambassadors, so bear in mind to listen what they want and say, in order to adapt and incorporate on one's product.



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One may even come to the conclusion that the business won't work, that there is no need for that. Don't push it, don't waste time and money! Choose another idea and start all over again!

After the first sales, evaluate the product and try to improve with the original feedback which was provided.

2) How to create a company – operational aspects

The initiative to set up a company includes a range of risks that must be assessed and important decisions that must be taken, including defining the legal status of the company – in terms of the entrepreneur's and the business' liability.

2.1) Business carried out by a single person must be in the form of one of the following:

- Empresário em Nome Individual (Sole Proprietor);
- Estabelecimento Individual de Responsabilidade Limitada (Individual Limited Liability Establishment);
- Sociedade Unipessoal por Quotas (Single Shareholder Limited Liability Company).

2.2) Businesses carried out by more than one person may take the legal form of one of the following;

- Sociedade em Nome Colectivo (Partnership),
- Sociedade por Quotas (Limited Liability Company),
- Sociedade em Comandita (Limited Partnership),
- Sociedade Anónima (Public Limited Company) or
- Cooperativa (Cooperative)

2.3) If one's planning on employing staff, you should be sure to evaluate the cost. One will have to pay not just a regular salary, but 14 months of salary a year, social security contributions, 14 paid public holidays and five weeks paid vacation time

2.4) If one is preparing to start a business in Portugal his/her first obstacle will be the language barrier. If one does not speak and understand Portuguese fluently, a translator should be hired, as all official documents will be in Portuguese.

2.5) If moving to Portugal as a non-European Union national, one may find it difficult to obtain a residence permit on the condition of starting a business. European Union nationals with a residence card however, are free to become self-employed in Portugal.

2.6) The process of setting up a business has been simplified recently, and alternative ways have been introduced. These are:

- Empresa Online (a company can be set up over the Internet);
- Empresa na Hora, which allows a company to be set up in under an hour by delivering documentation to one of the special offices: Lojas da Empresa (Business Formality Centres) or Conservatórias de Registo Comercial (Commercial Company Registers).



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These simpler methods are not yet available for all legal types of company or in all regions of the country, so the traditional method may have to be used. The basic steps in this method are:

- Apply for a Certificate of Eligibility and the respective legal entity provisional Identification Card;
- Deposit the share capital in a bank account opened in the name of the future business;
- Obtain a public deed executed by a notary (if needed);
- Declare commencement of activity in a local tax office;
- Register the company with the Conservatória do Registo Comercial (Company Register);
- Enrol as a taxpayer.

Before starting your business, one should find a reliable lawyer. Obtaining legal advice will help identifying any tax breaks available and will help navigating through the bureaucratic process awaiting the entrepreneur.

2.7) One should pay attention to the legislation governing the setting up of companies in certain areas of activity, which may require a licence. For some businesses it is illegal to start activity before being granted an official status in Portugal. One may need to have certain qualifications or certificates, and may even have to take a written examination in Portuguese to open a specific business. Lojas de Empresa (Business Formality Centres) can help in formalising companies and licensing requirements for that particular sector of activity.



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An Italian Epilogue about setting up a Business

Introduction

With the TBG project, school partners have been called to reflect on how the educational and entrepreneurial Dutch system could be adapted to their local and national realities.

This exercise, which started with the implementation of thematic workshops in the Netherlands on April 2016, implemented in combination with the pilot of the online modules from the “A Scuola d’Impresa” project was very useful. In particular, it encouraged the teachers involved in the implementation of the TBG project to critically report on their pedagogical practice in the field of entrepreneurial education, thus exploiting the results obtained during the two years of activities with the students.

Taking into consideration the reflections provided by the school partners, we hereby provide additional thoughts and suggestions on Setting up a Business and Business Planning

Business Planning

The formation of the spirit and entrepreneurial mind-set is the focus, which precedes the actual business projects (business plan).

In this regard, it may be useful to understand even better the term "Entrepreneurship education" distinguishing between: general business skills, which everyone must acquire, and specific entrepreneurial skills needed to start a business.

It is important to ensure that in the field of education and vocational training, the acquisition of entrepreneurial attitudes run through the entire education system. This type of education should foster characteristics and abilities that generally form the basis of entrepreneurship.

The general shared objectives of educational paths that go in this direction are, for example:

- Gain awareness of self-employment as a viable career choice;
- Be able to develop an idea to make a product or service;
- Know how to face problems and solve them;
- Learn to work in groups and be able to network with other students and adults;
- Manage with responsibility resources and money;
- Bring out the creativity as a lever for the business;
- Understand the way in which organizations operate in society.



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According to Androulla Vassiliou (Education, Culture, Multilingualism and Youth commissioner) on the Communication in Entrepreneurship 2020 Action Plan, "Entrepreneurship education is a future growth engine and will help entrepreneurs tomorrow. To remain competitive, Europe must invest in its people, their skills, adaptability and innovation. This means that we need to encourage the adoption of a new European mentality focused on the entrepreneurship's attitude, and the first step in this direction consists in instilling an entrepreneurial spirit from the earliest educational system stages". The report shows that in two-thirds of the countries entrepreneurship education is explicitly recognized in the primary education programs. Although it is not taught as a separate subject in primary schools, half of the countries studied have defined educational objectives related to entrepreneurial attitudes and skills such as a sense of initiative, creativity and risk taking. In secondary education, half of the countries integrate entrepreneurship in the curricula of compulsory subjects such as economics and social sciences.

The Entrepreneurship Action Plan 2020 also states that to boost entrepreneurship in Europe and bring Europe back on track for growth and jobs we need more entrepreneurs. As a follow up of the review of the Small Business Act in April 2011 and the Communication on industrial policy, the proposed Action Plan outlines a renewed vision and a series of actions that need to be taken both at EU level and in Member States to support entrepreneurship in Europe. It is based on three pillars: developing education and training for entrepreneurship; create the right business environment; defining role models and raise awareness among targeted groups.

The investment in entrepreneurship is one of the most productive step that Europe can make. The surveys have shown that between 15% and 20% of students participating in a 'small-business' program in secondary school will then start their own businesses. This figure corresponds to three or five times which apply to the general population. Regardless of whether they proceed then to start their own business or a social enterprise, young people would benefit from entrepreneurship learning and so develop business knowledge, skills and attitudes such as creativity, initiative, tenacity, teamwork, knowledge of risks and sense of responsibility. This is the entrepreneurial mind-set that helps entrepreneurs turn ideas into facts and also greatly enhances employability.

Entrepreneurship is a key competence within the European framework, and the actions set out on the Commission "Rethinking Education".

Entrepreneurship is a tool to improve employability reiterated in the Annual Growth 2013. Several Member States have successfully introduced national strategies for entrepreneurship education or into the learning curriculum 'entrepreneurship as a compulsory subject'. However, more work is still needed.



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Education shall be closer to real life through learning models anchored into practice and experiences of entrepreneurs operating in the real economy. We need learning objectives for entrepreneurship defined by all educators in order to introduce effective class learning methodologies. Partnerships with businesses can ensure that education and training curricula are relevant to the needs of the real world.

One of European Council priorities from the "Strategic Agenda for the Union" on June 2014 stated that in a time of change, everyone must have the chance to develop skills, change their lives, and so the goal is to promote appropriate skills to a 'modern economy and lifelong learning'.

To contribute the review of the Europe 2020 strategy, the Italian Presidency has started a political debate on the future role of education and training programs for growth at EU and national level. The emphasis placed on education entrepreneurship is configured as a return of Oslo Agenda for Entrepreneurship Education in Europe, because it reinforces the promotion of an entrepreneurial mind-set in society, and to the strategic framework for European cooperation in education and training.

The main challenge is to promote citizens' acquisition of transversal key skills such as digital competence, "learning to learn", sense of initiative and entrepreneurship as well as sensitivity to cultural issues.

The integration of entrepreneurship's elements in education and training should aim to provide all students, regardless of gender, socio-economic or special needs, the opportunity to develop the skills and expertise needed to 'entrepreneurship'.

In particular, the ability to communicate in foreign languages is essential to ensure that European citizens are able to move, work and learn freely across Europe, and is becoming increasingly important for young people.

Entrepreneurial skills are important for life in general, and also to enable citizens to exercise greater control over their future. Entrepreneurial skills should be taught at all levels of education and training, starting, appropriately, from the earliest years, so as to allow their continued development for the entire duration of schooling. All pupils should have the opportunity to participate in programs that help develop these skills.