

# "INNOVACREAWORK" EUROPEAN GUIDE Business Guidelines: content, structure and case study.



Leonardo Transfer of Innovation Project "Enterprise as innovation to create new work places at time of global crisis".























Slovakia



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#### 1. INTRODUCTION AND JUSTIFICATION

#### Introduction

The main objective of the project INNOVACREAWORK was to promote the entrepreneurship as one of the key competences in the context of active citizenship and global economy. An innovative programme was transferred to the participating countries in order to support achieving new skills for new jobs and enforcing competitiveness and innovation. The programme in question is "APRENDE A EMPRENDER" ("BE AN ENTREPRENEUR"), created and developed in Spain, and successfully introduced to VET in this country.

Starting from the above mentioned resource, the partnership aimed to translate, adapt and implement the programme in every participating institution, to improve the available materials while taking into account the educational reality of each one of the participating countries and to build a common European product, using a common framework applicable both to this partnership and other European countries not involved in the project.

The numerous innovative ways of dissemination were applied: the European fair during which the recipients of this initiative were able to launch their "fake" companies and where they were able to compare their results and compete with their colleagues from other European countries, and the final seminar in each country where the best practices were presented. In this way the quality and the value of the models adapted from the original Spanish programme were tested and evaluated and we had the opportunity to verify its success and results.

#### **Justification**

The transition to post-modern society (knowledge society, information society) has produced a constantly increasing unemployment rate and a need for modernization of companies/organizations. Nowadays the aim of each institution and each individual is to create conditions which will allow them to face this new challenge of the society in a creative and innovative way.

This project was focused on the development of entrepreneurship skills as one of the key competencies to the European citizenship and addressed that need through the development of new mechanisms and strategies in VET processes. During the project realization other interdisciplinary integrated issues were tackled, mainly, improving the ability of individuals or organizations to face new challenges of the modern society.

# 2. PARTNERS



# **ANPE CASTILLA Y LEÓN**

ANPE CASTILLA Y LEON is a trade union governed by the rules of independence and professionalism, established for teachers in search of the improvement of their job conditions and the quality of public education. It currently has 5000 members.

ANPE CASTILLA Y LEON is an independent union

committed to teachers and it has always attached great importance to teacher training. It has also participated in numerous Lifelong Learning Programmes.

ANPE CASTILLA Y LEON offers to its members a set of quality services which includes: teacher advocacy, legal consultancy, blended learning courses, standardized online in-class training activities and a professional and daily updated webpage.





# DIRECCIÓN GENERAL DE FORMACIÓN PROFESIONAL. CONSEJERÍA DE EDUCACIÓN. JUNTA DE CASTILLA Y LEÓN

La Consejeria de Educacion (Regional Ministry of Education) is a public entity dedicated to promoting, managing, implementing, coordinating and controlling all the issues related to the educational politics at the regional

level. It is responsible for the competencies, functions and services entrusted to the Autonomous Region and concerning the above mentioned area and any others mentioned in the Statute of Autonomy.



# CENTROS EUROPEOS DE EMPRESAS E INNOVACIÓN DE CASTILLA Y LEON, S.A.

The organisation was created in 1990 and cofinanced by the Directorate General of Regional Policies (D.G. XVI) of the European Commission. It was founded to respond to the region's needs for a forward-thinking

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organisation that would promote innovative companies. It has taken on this mission and provides support to entrepreneurs with a range of high-quality services covering information, training, assessment and financing to help entrepreneurs throughout the set up process of successful business initiatives.

CEEI is located in two centres, one in Valladolid and the other on in León. It is structured and organized according to its three main working areas: business incubation, entrepreneurship support and business information and service. Its main objective is to support the creation of small and medium sized companies and/or generate new activities in existing SMEs, based on innovative elements that have the potential to be developed. It aims to promote entrepreneurial and business spirit, to increase human capital and productivity through raising awareness and training managers and to contribute to the economical development and industrial business network of the region.



#### **BURSA CHAMBER OF ELECTRONICS**

Bursa Chamber of Electronics is a professional and not for profit organization founded by electronic technicians and engineers in 1982. It is a semiautonomous government organization which was given its legal status according to the Law of

the Turkish Republic 5362. Its main objective is to support its members, their employees and colleagues in their business activities. In contrast to other similar entities, BELKTRO established its own Vocational Training Centre in order to achieve the main purpose of the institution.

It is the only vocational training centre in field of electronics in Turkey. It has been providing vocational trainings and courses sine 1999 for its 2875

members and thousands of their employees who work in electronics, ICT and other related businesses. BELKTRO also provides vocational training/retraining and consultancy services with the cooperation of employment agency and public education.



## KERIGMA-INSTITUTE FOR INNOVATION AND SOCIAL DEVELOPMENT OF BARCELOS

Kerigma is an institution for innovation and social development in Barcelos, Portugal. It is a not for profit organization. Its mission is to promote innovation, training and social development of the region and its residents through social and training activities. Since its foundation in 1996, Kerigma has designed and implemented various

educational and training programmes and has been involved in different partnerships and networks related to its area of interest.

It is a centre for accreditation of knowledge and competences acquired through work and life experience and within non formal education.



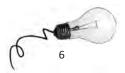
During more than a decade it has been carrying out courses and trainings which can be summed up in 50 000 hours of training, 500 courses, 3500 trainees and 100 trainers.



Mazovian In Service Teacher Training Centre is an institution run by the Self-Government of the Mazovian Province. Our institution provides support

and training to advisors, headmasters and teachers, as well as educational officers of local government. We popularize new pedagogical conceptions, innovative solutions in programs and methodology. Our aim is to support human resources of education system in improving skills, which







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will help to ensure a comprehensive development of students in everyday school practice. Our institution is made up of 7 departments located in 7 major cities throughout the Mazovian region. In particular, we have 112 consultants, 200 methodological advisors and 80 administration staff.

We organize seminars and conferences, provide VET training, continually improve and qualify courses aimed at both developing professional skills and supporting and motivating teachers. Our services are used by 75 000 teachers working in 7275 schools.

# CUMBRIA CREDITS

## **CUMBRIA CREDITS LIMITED**

Cumbria Credits, Carlisle, United Kingdom is a not-forprofit social enterprise company limited by guarantee. CCL promotes community regeneration through adult education. Cumbria CREDITS was set up as part of a round 1 SRB programme and developed over 70

Community Development Centres (CDCs) throughout Cumbria – the second most sparsely populated county in England. This involved a large capital programme to develop the centres, and identify, train and accredit a number of community facilitators as adult trainers. Learning began with ICT training and progressed to other vocational areas, in



response to local needs, in addition to developing a number of projects e.g. credit unions, food co-ops and taster courses. CDCs work in partnership with the LEA to deliver adult training and partners such as rural regeneration agencies, housing associations and local enterprise agencies. Cumbria CREDITS has won a number of national awards, including a National Training Award & Regeneration Award.



# BlaTC BANSKA BYSTRICA, BRATISLAVA, SLOVAKIA

Slovakia is an institution with the mission to speed up the economical development of the region through the support of both businesses and public sector. Organisation has started operating in 1994 and has gradually extended the range of provided services into the educational area and the area of quality management implementation.

Nowadays, there is a broad network of Business Innovation Centres in Europe, which are linked together within the European BIC Network (EBN) and are considered as the key factor for regional development. BIC BB is a member of the Association of Advisory Centres (BICs and RPICs) in Slovakia and closely works in cooperation with National Agency for Development of Small and Medium Enterprises (NADSME). BIC Banska Bystrica has been granted the Quality Certificate from the reputable international company BVQI that enables it to provide the wide range of guidance, support and educational services.

BIC Banska Bystrica was the first organization in Slovakia to start up the operation of Business Incubator and Technological Centre in Banska Bystrica, which was co-funded from the sources of the PHARE program. BIC Banska Bystrica provides guidance and support services for starting innovative businesses and enterprises placed in the incubator. Support is provided through consulting and educational services with the aim to strengthen the business and to prepare the company for the commercial environment. The Technological Centre is designed for existing firms with priority given to the support of development and transfer of new innovative technologies. Its mission is also the presentation of the technological forwardness of the region, which should attract domestic and foreign investors as well.



# EKPOL, SOCIAL AND CULTURAL COUNCIL OF REGION OF THESSALY

EKPOL aims at successfully tackling obstacles on social issues as well as implementing projects for the cultural promotion of Magnesia Prefecture. It was established in 1996 and it is run by a Board chaired by the President. Since its

establishment EKPOL has implemented joint actions for equal rights in employment through the benefit of acquiring specialized information, advisory and social support, training, acquisition of work experience. We have taken initiatives so as to enable integration and rehabilitation of all in the job

market, support their entrepreneurship, promote work related issues, collaborate with all local institutions for the employment and entrepreneurship and support public opinion against the marginalization in the job market. After supporting services are applied, EKPOL proceeds in all





necessary actions so that these individuals are ready to join the job market, by increasing their dexterities and skills related to entrepreneurship.

#### 3. "BE AN ENTREPRENEUR" MATERIALS

"Be an entrepreneur" offers a wide range of resources in different formats prepared in order to achieve the above mentioned objectives. Bearing in mind our target group, these resources have been adapted to the needs of both students and teachers and careful attention has been paid to their design.

"Be an Entrepreneur" can be considered as a resource centre for vocational training teachers who want to develop entrepreneurial spirit in their students.

#### 3.1. Contents of Be an Entrepreneur kit

#### It consists of four binders:

# A. Entrepreneurship and entrepreneurs. Studying the concept

- Entrepreneurship Concept: It facilitates the research process focused on entrepreneur and entrepreneurships terms.
- Entrepreneurial environment It describes the reality of the entrepreneurial environment and some dynamics that business creation can offer.

# B. "Be an Entrepreneur" tools and resources

"Be an entrepreneur" offers the vocational training community some necessary tools useful while giving shape to some teaching and learning ideas.

Therefore, this section includes support documents for the development of dynamic activities with vocational training students. It is complemented with a series of multimedia applications.

# C. Working on attitudes and skills

The aim of "Be an entrepreneur" is to become an introduction to the attitudes needed to be an entrepreneur and which must be put into practice in vocational training by analysing:

- Creativity
- Negotiation
- Group Dynamics
- Communication
- Motivation
- Leadership

## D. Multimedia Materials

- Be an entrepreneur! CD-Rom: It is a simulation game of a small company
  which shows the various activities and actions to be carried out when
  running a business in a competitive environment. It is an easy and
  entertaining way to make business, devised to be used with middle-grade
  students.
- The Business Plan: The CD-Rom Aprende a Emprender Plan de Empresa is an IT application that comprises a series of tools, that in a simple and efficient way, evaluate all the factors that can influence an entrepreneurial project, the interest of the chosen project and the capacity of the future entrepreneur to develop it.
- Experiences: Through a DVD, "Be an entrepreneur" shows the real experiences of young entrepreneurs who, once they finished their vocational training studies, decided to put their knowledge into practice.

# 3.2. www.innovacreawork.com webpage

Both the regional Government and society in general are showing an interest in promoting all kinds of actions in the framework of the Information Society. Therefore, it becomes necessary that an important part of this project deals with this, which will undoubtedly determine to a large extent its various actions and future. In this way, an attractive website will soon become the best possible communication

system among all project participants.











Thus, it is essential to take advantage of the countless possibilities offered by this environment, such as Internet connectivity and especially a continuous feedback system.

www.innovacreawork.com webpage has the following design and contents:

#### **External** area

The external area can be accessed by all the educational community, both teachers and students. It includes the main contents.

# The website is divided into two sections:

#### - Central Section

It is mainly aimed at providing both teachers and students with tools and information on how to start their own business. It includes the following sections:

- a. Idea: a large database of entrepreneurial projects and a feasibility study of an entrepreneurial idea.
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- b. Entrepreneurs: an analysis of your entrepreneurial profile and a study of the attitudes and skills characteristic of the vocational training community.
- c. Market: links with information on the socioeconomic financial and general situation in the region.
- d. Finances: an economic-financial feasibility study of an entrepreneurial project.
- e. Business plan: a practical guide to developing a business plan plus practical examples of typical companies.
- f. Start your business: relevant information on institutions, paperwork, funding, collective agreements, grants and subventions and legal forms.

#### - Side section

It includes subjects of particular interest in the business field which can make work easier for teachers and help students in the search for topics.

- a. News: news on current business topics published in several media.
- b. Tools: a tutorial on the tools available for students.
- c. Prizes: information section including the announcements for the Be an entrepreneur! contest in the idea and project categories.
- d. Contact us: here users can ask for more information.
- e. Newsletter: here you can consult former newsletters and register to receive the current one.
- f. Bibliography: links to interesting websites on how to start your own business.
- g. Registration: user registration.

# - Restricted internal area

You can access this area in the Staff Room section. It includes a series of tools designed to provide information on business creation which meets the needs that may arise in the classroom.

These materials have been produced through joint work carried out by the participants in the project.

#### 4. TEACHER'S GUIDE

# 4.1. INTRODUCTION

**Business Plan** is a preventive analysis and a description of the different areas of a business -marketing, operations and/or production, human resources, financial, legal and institutional aspects-, together with the present and future strategies and intervention plans.

Nevertheless, the term "Business Plan" also refers to its creation process, as a set of tasks carried out to achieve a document apt to be handed out. This process comprises **two phases**:

- **The first one**, the process of gathering all the information and describing the content of the Plan, according to a research, advice, analysis and decision making methodology.
- The second, the process of writing, parallel to the first phase.



The creation of a Business Plan becomes a methodology applied to a wider project named "Entrepreneur Program". The program includes a series of actions structured in four phases, throughout which a simple idea becomes a viable business:

- **Selection of entrepreneurial ideas**. Includes promotion, guidance and motivation actions aimed at detecting ideas, projects and business promoters.
- Definition of the idea and formulation of the Business Plan. Comprises an analysis and mutual collaboration process, through which the promoters describe their idea, learn about it and get prepared for the future company's management.

It involves the following actions:

- a) Training in the many technical and management areas of the company.
- b) Information: access to databases; attendance to conferences, talks and seminars; visits to or work experience in companies; actions between regions or countries for experience exchange.
- c) Advice for the accomplishment of the Business Plan.

## - Creation of the company

- a) Advice on the formal constitution of a company.
- b) Management of the financing sources.
- c) Advice on the start-up of the company: registry, fiscal, labour... proceedings.
- d) Provide accommodation in the BICs or other possible premises.

#### - Development of the company

Advice during the first months of the company and follow-up.

#### The Business Plan has three basic utilities:

- 1. Guide to plan and run a business.
- 2. Tool used to search for third party financing; the Plan will become a business card when applying for collaboration, help or financial support from public or private institutions.
- 3. Development of new strategies and new activities.

These three utilities or goals are only useful if, while writing the Business Plan, the entrepreneurs are forced to see all the important points, together with the defects and mistakes of their ideas and approach, helping to establish the viability of the entrepreneurial project and to defend the ideas in front of a third party.

The Plan will only be useful if it meets the following requirements:

- 1. **Quality** of the information: the information and the style of the document must be clear and concise, true and verifiable.
- 2. **Up-to-date information**: the Plan must be an up-to-date document.
- 3. **Comprehensive information**: for the Plan to be complete, all the areas of the business activity must be included in it.
- 4. **Viewpoint coherence**: it must be a personal product of the promoters. This will make the reading and comprehension process easier. In most cases, the Plan will be read by people with little time to lose (it is recommended not to exceed 80 pages).

The proposal of INNOVACREAWORK regarding the business plan creation can be summarized in the following nine basic points, which become specific Plans inside the general Model.

- 0. Introduction
- 1. Marketing Plan
- 2. Operating Plan / Production
- 3. Human Resources Plan
- 4. Investment and Location Plan
- 5. Economic-Financial Plan
- 6. Legal Structure
- 7. Project fulfilment schedule
- 8. Summary and assessment



#### 4.2. BUSINESS PLAN CONCEPTS

- 4.2.0. Introduction
  - The Company: Identification
  - The Entrepreneur
  - The Environment
- 4.2.1. Marketing Plan
  - · Description and business delimitation
  - Information and analysis
  - Goals and strategy
  - Commercial action plan
- 4.2.2. Operating / Production Plan
- 4.2.3. Human Resources Plan
- 4.2.4. Investment and Location Plan
- 4.2.5. Financial and Economic Plan
  - Introduction
  - Economic Plan: operating profit forecast
  - Financial Plan: Balance. Financial position
  - Economic and financial analysis
- 4.2.6. Legal structure
- 4.2.7. Project Fulfilment Schedule
- 4.2.8. Business summary and assessment

#### 4.2.0. Introduction

#### • The company: identification

The Cover of the Business Plan must be designed so that it includes the name of the promoters, the name of the company and a reference to the business.

In the first pages it could be convenient to introduce some kind of graphic and specific reference to the project's most important information regarding the amount to be invested, job creation, sale forecast, profitability estimation, capital structure,...

It is also necessary to have a summary or index where the different sections of the Business Plan are listed, together with the page number associated with each of the chapters and sections.

The specific content of this introduction must be a short summary that clarifies, in one or two pages, what the business consists of and includes all relevant information.

The reason behind this section is that the project has to be read by people who normally have no time to lose and it is essential that after the first pages the readers know exactly what kind of business they are dealing with. The document must keep their attention, which is why it must be set out in a clear and simple way.

The introduction is divided in three sections: The company, the entrepreneur and the environment.

#### • The entrepreneur

The identification information of the company must be stated, such as: name, address, tax ID number, telephone, fax, share capital, name of the main partner.

The entrepreneurial background of the promoters, their training and qualities (organization skills, creativity, risk spirit...) must be mentioned, together with the motivations behind the creation of the company (having an innovative idea, desire to emulate outside experiences). It can be convenient to include the promoters' CVs as an appendix.

# • The environment

It is important to shortly introduce the immediate environment of the company, always with reference to those elements that can influence its progress, but that the company cannot change.

These elements can be social, economical, technological and institutional.



#### 4.2.1. Marketing Plan

In the writing process for the specific plans for each area, the double meaning of the plan must always be taken into consideration: one, the document itself and the other, the process of writing it.

Regarding the document, it can be divided in four main sections:

- Description and delimitation of the business.
- Information and analysis.
- · Goals and strategy.
- · Commercial action Plan.

As regards the process of preparing the document, it is mandatory to carry out a Market Study before starting with the Marketing Plan and to think about and evaluate the business opportunity, answering many questions and doubts.

# • Description and business delimitation

Detailed description of what is intended to be done, why, by whom and how, pointing out the main competitive advantages. Remember that a business is made of the sum of a product, a market and a specific technology.

As for the product, all the products and services that exist in the market must be described in detail, stating their characteristics, functions and use for the clients.

As for the market, the kind of target clients and the geographical delimitation of their market must be enumerated.

# Information and analysis

This section is divided in three differentiated parts:

- A) The first one is devoted to the Market Study. The study searches for the most relevant information on the sector. This information is obtained by looking up documents and bibliography, but also by direct relation with competitors, clients, etc.
  - It is important to know the sector in person. To do so there is nothing better than to survey those who are directly or indirectly involved in it. This study will help us know in depth what our clients want, what the market situation is and what our competition is like.

It is necessary for two basic reasons:

- From an internal point of view, so the entrepreneurs can convince themselves, because the conclusions of the market study must guarantee the coherence of the goals and strategies to be adopted in the company, and to support the specific decisions that have to be made.
- From an external point of view, the market study must be enough to convince the reader of the Plan.

When talking of a market study in marketing, it normally refers to a technique used to confirm facts like market volume and the company's participation share in it. Also to know the retail price or information related to advertisement and distribution. It can also identify attitudes, that is, to know why the elements of a market act in one way or another.

To carry out a technical research of markets can be very difficult and normally external specialised companies are hired. In our case -SMEs-, due to the limitations of economical and time resources, it is not necessary to go so far.

Therefore, what is pursued? And, how must a market study be carried out?

The aim of a market study is to get the entrepreneurs "out on the streets" so they can analyse their immediate environment, talk to potential clients, competitors, etc.; and obtain useful information for their company.

There are two ways to do so: on the one hand, external information sources (chambers of commerce, bibliography, directories, publications, institutions...); and on the other, structured questionnaires aimed at clients, intermediaries, commercials and suppliers.

The questionnaires should be short, no more than two pages, and with closed questions (choose between options or give 1 to 10 marks).

From all the documentation gathered (lists, statistics, reports, questionnaires, etc.), the entrepreneurs will extract the information they need, together with conclusions, embodied afterwards in the Marketing Plan document.



In a general way, this information should answer the following:

- <u>Market description</u>: what is the current demand (market size, volume, specialization and determining factors) and the forecast of the future demand according to the expected growth rate; is it in expansion or in decline?; which are the factors of the environment that can influence the company's development; which are the current and future entry barriers to the market, etc...
- <u>The client</u>: in particular, to know which are the needs they want to satisfy with the product or service, their buying habits and the factors that influence the most in the purchase. From the study of their needs we will know how our product or service must be.
- <u>The competition</u>: how it behaves in the market; who the competitors are; what kind of companies (location, sale volume, profitability, strong and weak points); in comparison, which are our prices and services and which advantages we have over them; how they react with new competitors; who are the leaders.
- The positioning of our company: in which market segment we can be competitive, according to the target markets classification, the groups of clients and their purchase behaviour. It is recommended to plan this market study in advance in order to decide, on the one hand, what is the information and data we want to obtain and which are the sources to consult (documents or own surveys); and on the other hand, if using surveys, which is the target group, how many will be involved (clients, suppliers, dealers) and how it has to be carried out (personal interview, letter, fax or telephone).
- B) Study of the company itself. Here, the most important points within the company must be briefly analysed with the aim of knowing our own company and comparing it with the competition in the sector.
- C) A third section for analysis and diagnosis. After the two previous information phases, this section sets out the main competitive advantages of the company and the risks it assumes. The company is analysed strategically (strong and weak points) together with the sector (opportunities and threats); known as the Swot analysis.

#### · Goals and strategies

Once the information gathering and analysis phases are over, the entrepreneurs are ready to carry out the formulation of the business strategy. They know where the company is positioned and the intention is to determine what the target is and what road they must follow to achieve it.

# • Commercial action plan

The entrepreneurs know how the company is situated within the sector and to whom the product or service has to be sold. To do so, the most important decisions have to be detailed in the four points of the Marketing Mix: Product, Price, Place and Communication (advertising and promotion).

\* The Preliminary Evaluation and the Self-evaluation Questionnaire will help you achieve it. See Chapter 4.

# 4.2.2. Operating / Production Plan

All the technical and organisational aspects that concern the elaboration of the products or the services rendered are listed in this chapter. From the point of view of the document itself, three sections are differentiated:

- 1. <u>Products or services</u>: description of the technical characteristics of the products or services with clear indication of their most important qualities and the advantages they provide.
- 2. <u>Processes</u>: description of the production process of goods or services stating the most important aspects of the planning and scheduling, especially mentioning the capacities of the production process, technologies used and resources employed.
- 3. <u>Supplies and Stock management</u>: Justification of the policies for purchases and stocking of finished goods and products. Detailed description of how the supplies and stock management is carried out (Purchase Plan).

As for the process for the preparation and study of the Production Plan, it will be necessary to analyse and obtain the answers to the following points:

- Description and organization of the production process.
- Programme of temporary productions: units to be produced, daily working hours, annual working days, production capacity per worker, effective production, production output and utilisation degree.

- Specification of subcontracts: mass production or by order. Quality controls introduced.
- Goods and production technologies: equipment needed in the production processes and their characteristics, purchase, capacities, estimated cost, life forecast and annual depreciation.
- Legal aspects of production: own or purchased licences, technology transfer.
- Legal aspects of the products: industrial models, utility models and patents. Certifications and official approvals.
- Buildings and land needed in square metres, location, expansion capacity, occupancy conditions, maintenance expenses, floor distribution, installations needed and cost.
- Personnel needs, production structure, responsibilities, labour training and costs, cooperation with other institutions and research centres.
- Raw material needed. Cost and estimate of the stock needed in store and their rotation.
- List of suppliers, other alternative supply sources and their location. Supply and payment conditions (discounts, volume discounts, etc.).
- Seasonal nature of the production and/or supply of raw material.

When writing the Production Plan it must be taken into account that the aspects related to the investment in land, buildings, installations and equipment must also be reflected in the Investment Plan document. In the same way, the aspects that refer to production personnel must be reflected in the Human Resources Plan.

# 4.2.3. Human Resources Plan: make-up, organization, management and training

When writing the document, the information regarding human resources (their composition, organization and management) must follow this structure:

- 1. Personnel Structure
- 2. The manager
- 3. The managing team
- 4. Rest of personnel
- 5. Specialization and training
- 6. Training Plan
- 7. External advisers

In the first phase of the starting-up process of a newly created company, four are the main aspects that must worry the entrepreneur regarding the management and planning of human resources. Still, the entrepreneurs must not forget that the management of the human resources of any company already in operation has to be integrated in a wider human resources strategic plan (policy for human resources detection -selection-, policy for integration and development -training, career plans, wage policy,...-, planning and organization -description of the positions and evaluation-, control policy, etc.).

The experience of BICs in SMEs creation assistance shows the main points that worry the most and that anyone interested in starting a new company or activity must analyse:

#### 1. What is the minimum organization structure needed to start the new business?

The aim is to calculate the number of employees needed to bring the company into operation in each of its levels.

In small companies, an important factor to consider is multi-role: the same person can carry out different tasks.

To hire different employees for different positions implies the need to allocate functions and responsibilities in each of the company's departments, which must then be created, and the channels for internal communication between them have to be established.

A tool that can help clarify the organization of a company is the Organization Chart. The different functions that are carried out in the company are set out in it, together with those in charge of them, and if wanted, the number of employees allocated to that function or department.

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The targets and strategies that have been set for the company will always determine this minimum structure.

#### 2. What should the profile of those joining the company be like?

To define the profile of those that are desired to join the company, two points of view must be taken into account:

- a. The company. Before choosing a specific person, the general culture of the company and the entrepreneur must be established. It is also important to know the habits in the human resources area.
- b. The position. The requested technical abilities must be judged, together with the personal capacities to hold the position.

The correct assessment of these points will help define the profile of the person to hold a specific position inside the organization.

# 3. What kind of link will tie human resources to the company?

Not necessarily all the relationships between a person performing a job for the company and the mentioned company are work relationships (work contract). The kind of ties or relationships is going to be determined by the kind of work to be performed. The nature of a legal, labour or fiscal advisory activity will not be the same as a continuous job of an employee that spends eight hours every day operating a machine.

The advice in these cases is to subcontract those activities for which the company is not specialized or prepared to carry out.

Another determinant element that must be taken into account to make a decision of the kind of relationship desired is the analysis of the real cost of the alternatives.

# 4. Once the company is in operation, what points of the human resources policy have to be controlled?

In human resources planning everything is important. Nevertheless, the small size of the companies influences the establishment of some priorities.

Experience shows us that the companies set up are mostly small and with certain peculiarities among the partners (family or friendship relation, partners who at the same time are employees, etc.). In these kinds of situations, it is important to have a mutual adaptation between those responsible and to keep certain levels of information and communication among the partner-executives and the rest of the employees. This will keep the dynamism and creativity of the company alive.

Other factors that help to improve the dynamism of a company are the skills already acquired and the improvement of the human resources through training.

The human factor has become, in our post-capitalist society, the only resource that is truly irreplaceable and at the same time capable of replacing the rest of the productive resources. The competition of the economic systems depends basically on the productivity of the knowledge workers. Therefore, the SMEs based on the knowledge productive factor, open to innovation and new technologies, are destined to entrepreneurial success. Faced with this situation, the SMEs must articulate in their companies' measures favourable to the development of the human resources and the dissemination of knowledge.

## 4.2.4. Investment and Location Plan

The decision to invest in a company will be exposed in how the funding will be used to obtain the resources needed to carry out a specific production process. These resources can be Fixed Assets, as well as human resources and materials needed to carry out this process.

In this case when we talk about an investment plan, we refer exclusively to the area that from a financial-accounts point of view we call Fixed Assets (in a generic way) as one of the parts into which the global investment of a company is divided. This is the typical long-term investment of the company and its contribution to the productive process will be included in the income statement through the so-called depreciation.

The first decision to be taken on the investment in Fixed Assets is the geographical location of the company. This is a strategic decision, considered in many cases to be vital for the viability of the company, and will condition the whole development of the entrepreneurial project in the future.

In many cases, and depending on the kind of activity and product or service to be manufactured or rendered, the promoters don't encounter any special difficulties to locate their new company.



On other occasions, the technical characteristics of a product, the nature of the service, the technology needed and many other reasons make the location of the future company into an important problem. Sometimes, the Administration decisions (public incentives, infrastructures) are the ones to determine the location of the company.

Among the location factors it is always important to consider the following:

- If it is close to the target market.
- The distance to the raw material supply sources.
- The repercussion of the distances in the cost of transport and final cost of the offered product or service.
- The offer of qualified labour in the area.
- Growth expectations of the potential local market.
- The existence of close communication routes to reach all markets (national and international) easily.
- The possibility to have access to services such as energy, telephone and water in the area.
- The opportunity of counting on auxiliary companies in the vicinity to subcontract certain tasks when necessary.
- The physical and legal conditions with a view to expand the capacity of the installations in the future.

Once the company's location has been chosen, it is important to establish the nature and characteristics of the fixed assets needed for the subsequent development of the activity. The decision concerning this investment in fixed assets involves a double approach:

- Choice of the most convenient equipment or technical approach.

  The company doesn't normally face only one investment alternative, but several with different characteristics. The choice problem usually involves an analysis of the technical characteristics, purchase cost, operation costs, useful life, etc.
- Planning of the mentioned investments or financial approach.

  The useful life of the equipment determines the depreciation share of the financial year and, therefore, the reserve fund that is provided for the renovation of the equipment through the mentioned depreciation should allow doing so. Financing, as will be seen in other subjects of the mentioned investment, should also be coherent in instalments with the life of the mentioned equipment.

It is also useful to differentiate between 'useful or technical life' from 'economic life'.

The first is a forecast of the amount of time the equipment can function normally. To extend it would mean making higher maintenance and repair expenses.

The economic life of an investment is what maximises the capital value of the funds invested in it, that is, the maximum economic output of the investment. The first concept has a technical nature. The second has an economic nature.

Another decision to make within this section is to decide if new, first use or used fixed assets have to be bought. To make a decision, the following three factors must be taken into consideration: the price, the use conditions and the possible public subsidies for the purchase of fixed assets (in most public allowances, only the purchase of new fixed assets is subsidized).

In the same sense, the question whether it is best to buy or hire certain concepts of the asset must be raised

These last decisions have an exclusively economic-financial nature, which also includes considerations of a fiscal nature. On the one hand, the cost of each of the options that arises is being evaluated. In certain occasions, each option implies different costs depending on the option used, which has a clear importance in our income statement.

From a financial point of view, it is important to evaluate the cash flow that each of the options can induce. Above all, this will have to be set out according to the financial resources available.

It is convenient, for this purpose, to study the relation between what has been invested in fixed asset and the total of the asset.



This relation is usually too high in the companies that are starting and it can leave them without enough funds to finance working capital for the daily activity of the company.

Last, we cannot forget that there is also a strategic component in these decisions when choosing between having the ownership of the goods or only the right to use them. The advantages and inconvenient that each of these decisions imply, together with other factors already mentioned, will lead to a final decision on this point that would condition the future development of the entrepreneurial project.

The structure of the fixed assets of the company, either new or used, is as follows:

## 1. Tangible fixed assets

- Land
- Building and constructions:
- Planning works, engineering of the project and optional management.
- Conduction and supply connection.
- Urbanization and external works.
- Offices and laboratories.
- Social services and bathroom fittings for the staff.
- Stock of raw material.
- Production buildings.
- Industrial services buildings.
- Storage of finished products.
- Other buildings.
- Installations:
  - General electrical installations and special electrical installations (overhead power lines, transformer stations, etc.)
  - HVAC installations, thermal generators, LPG generators, etc.
  - General and special water installations (water collecting, treatment, etc., without taking into account the plumbing work already included in the buildings' value).
  - Security and hygiene installations.
  - Measure and control systems.
  - Other internal installations.
- Maquinery and tools:
  - Process machinery
  - Tools and equipment
  - Internal transport services
- Furniture and equipment.
- IT equipment and information processing systems.
- Transport elements.
- Other tangible fixed assets.

# 2. Intangible Fixed Assets

- Research and development.
- Administrative concessions.
- Patent rights.
- Goodwill.
- IT Applications.
- Other intangible fixed assets.

# 3. Deferred charges

- Initial establishment
- Setting-up expenses
- Other deferred charges.

These three sections can be explained in the following way:

**Tangible fixed assets**: Investments to be carried out by the new company and which will materialize in tangible personal assets and real state which will not be put on sale or transformed. They will last over a year and their deterioration or contribution to the production process will be materialized through the annual depreciations (except for land).

**Intangible Fixed Assets**: Investments or intangible assets with a stable nature that are needed by the new company and which can be valued economically. They are normally not depreciable because they do not suffer an effective depreciation.

**Deferred charges**: those expenses made before the start of the activity and which are mainly the initial establishment and setting-up expenses. They are considered as long-term expenses and therefore are depreciated every year.

These are the lawyer and notary, registry, etc. expenses related to the establishment of the legal entity of the company.

The initial establishment expenses are formed by all those needed to set the company's activity in motion.

It would be convenient, if any purchases were being made, to attach the pro forma invoices and estimates that validate the economic budget for each of the investments to be carried out, with the aim of making the information more reliable. In this section, a *Depreciation Chart* will be detailed with all the tangible and intangible fixed assets needed for the company. In it, the useful life of the elements will be stated, together with their possible residual value, date when the asset will start to depreciate and the annual depreciation quota for each element.

The depreciation concept is a term that can be very difficult to understand at first, therefore it needs a short explanation.

The depreciation is an expense originated by the use of the different concepts of fixed assets, whether tangible or intangible. This expense is estimated according to the useful life of a given asset.

Therefore, if the useful life of a personal computer is estimated in five years, the annual depreciation, that is, the annual expense, will be the result of dividing the price of that investment by five.

In the mentioned chart, the entrepreneurs will have to set out the asset concept, its value or purchase cost, its useful life and the annual depreciation.

When carrying out the investment plan it is also important to take into account the time factor.

The development of the investments has a double significance:

- To fulfil its development in the given stages will facilitate a correct and coordinated use of the funds aimed at it. This will result in a maximum reduction of possible financial burdens.
- A correct development of the plan will help to fulfil the following stages of the Business Plan with the obvious advantages that this will have to achieve the targets set out previously.

It is recommended to follow conservative criteria when assessing the existing needs and their cost. The investment in non current assets is normally the one that will require more financial resources. Wrong or short valuations of the total investment volume and the nature of these investments can later cause a lack of financial resources not planned initially, which can put the project's development at risk.

In the same sense, it is convenient to include a schedule that includes all the different development stages of the investment plan throughout time, like the one depicted in the following outline:

This representation can be added to other similar points to be developed in the creation of a company.

#### 4.2.5. Economic-Financial Plan

#### Introduction

The different sections of the Business Plan have described the basic characteristics of the entrepreneurial project in each of its different areas. Nevertheless, a business cannot only be studied from the perspective of each one of these isolated areas, but it must mainly be considered as a whole with all of them. In this sense, all working documents must be gathered to assess the result of the conjunction of all these areas and its implications in the global viability of the project.

Therefore, the Economic-Financial Plan can have a <u>double aim</u>:

- <u>Assess the project's viability</u>. This document will gather the estimations established by the rest of the plans already written (marketing, human resources, investment, production, etc.) in monetary terms and will prepare, relying on this forecast, the documents that will help reaching conclusions on the already mentioned global viability of the project.
- To serve as a development guide for the project that will help, on the one hand, to establish its financial needs and its capacity to generate a fund theory and, on the other hand, to establish the deviations that could take place in a future real situation. These deviations will show the possible estimation and/or planning mistakes that could have been made.

This part of the Business Plan will be arranged according to the following sections:

- Economic Plan. Operating profit.
- Financial Plan. Balance Liquid Assets Plan
- Economic-financial analysis.

The aim is to establish a possible development model for the economic-financial plan. We have decided to use the formal structure used in the current Spanish legislation. This will help the reader and will also make easier the subsequent contrast of the mentioned Plan with the projects accounts.

A five-year framework has been established for this analysis, since an inferior period would give a very reduced vision and a longer one would not give reliable data for periods after the fourth or fifth year.

Its development process could be explained in the following outline:

Through the documents gathered in the Economic-financial plan, the entrepreneurs will be able to draw conclusions on the basic aspects to be studied, like profitability, liquidity and solvency, which will establish the project's viability.

For the development of the Economicfinancial plan a series of basic principles must be followed:

- Respect the basic principles for the creation of financial statements used by the current legislation.
- Use conservative (and even pessimistic) criteria in all the estimates, avoiding any optimistic forecast that could lead to making dangerous decisions.
- Make these forecasts in different scenarios to obtain conclusions according to the different conditions that can take place in a real situation.
- Economic Plan: operating profit forecast.

OWN RESOURCES **CURRENT ASSETS** EXTERNAL RESOURCES L/P WORKING EXTERNAL CAPITAL RESOURCES C/P INCOME **EXPENSES** INVESTMENT FUNDING BALANCE OPERATING PROFIT
FORECAST FINANCIAL PLAN **ECONOMIC PLAN** ECONOMIC-FINANCIAL **PROFITABILITY** 

The financial document that will lay down the economic surplus of the project is the Economic Plan. The aim of this document is to define a forecast for its income statement. This statement will show the possible profit or loss of the project as the difference between the estimated income and the expenses, establishing the economic position of the project.

The Commercial plan will define the sales volume of the project for each product. This forecast set as a target for the company will give shape to the income chapter of the income statement.

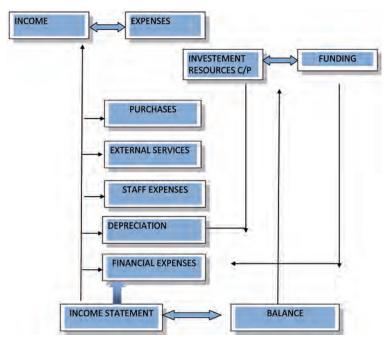
The expenses chapter will include the purchases, directly related to the sales already set and agreed in the commercial plan, together with external services, supplies and staff expenses (already set out in the Human Resources Plan).

The estimation of the depreciation of the non current assets will depend on the structure and nature of these assets, which determines the useful life of each of the goods. All the information concerning the nature of the investments was already set out in the investment plan.

The result before financial expenses constitutes the funds that the company generates and the volume of investment to be made lays down the funding needs for the project. The part of the needed funding obtained through external resources will determine the financial cost of the project and will constitute the financial expenses of the operating profit.

The existing interrelation between the different components that are being dealt with will be set out in the following chart:





# · Financial Plan: Balance. Financial position

The next task to be carried out will be to establish the financial structure needed for the project in relation with the different needs for its development.

These needs will be established through the Investment Plan of the project, which will be made up of two different items:

Investment Plan in non current assets: as described in the Investment Plan section of the Business plan it is formed by those elements or assets whose life or presence in the company exceeds one year, such as buildings, machinery, installations, furniture, etc. In the same sense, patents, administrative concessions and other intangible assets are also non current assets.

Even certain expenses can be considered non current assets if they are given a permanence trait in a period of time within the company's structure. They are called deferred charges and they are those made during the company's setting-up, such as initial establishment expenses, initiation of the production capacity or any other expense not considered to be attributable to a given economic fact of the financial year.

- <u>Investment plan in working capital</u>: the investment related to the operating cycle of the company is called working capital. This term establishes the volume of financial resources that the project needs permanently to face the requirements of the production process.

The amount of time it takes for the monetary unit invested in the production process to turn into money again is what is called an average maturity phase and, with other mentioned factors, it determines the volume of funds needed in working capital.

Once this investment volume has been set, the entrepreneurs must establish the structure of the financial resources or financial plan needed to fund the previous global investment needed.

Two main funding sources are identified in the economic-financial plan:

- **Own resources**: This is, on the one hand, the portion of the funding that is made up of the contributions of the partners in capital. On the other, the results of several financial years which will stay within the company as reserves; and last, the possible public or non-recoverable funds received by the project which have to finance investments of the entrepreneurial project.
- External resources: Part of the funding formed by financial funds with or without cost which will have
  to be returned in a given amount of time. The cost of these funds will form the global financial cost
  of the project.



The document that draws up the equilibrium between investment and funding is the balance. The financial position of the company in a given time is determined in this document

and it shows the financial equilibrium of the project according to the hypothesis used to prepare it. The obtained equilibrium will indicate if it is necessary to change any of the hypotheses set out initially.

#### • Economic and financial analysis

The aim of this chapter is to study rigorously an important task in the design and planning of forecasted financial statements: to obtain their index and ratios. This should help to draw conclusions on its economic viability and its financial equilibrium.

The analysis of the documents obtained will be carried out following three basic analysis factors: profitability, liquidity and solvency.

The first section called Economic Analysis studies the results obtained with the income statement. The second section called Financial Analysis studies the balance and the financial structure defined previously.

The aim of the analysis of the income statement, or economic analysis, is to study and diagnose the features of a project related with its economic activity, such as:

- <u>Profitability of the project</u> in all its dimensions and its evolution throughout several financial years.
- <u>Evolution of the different magnitudes</u> that make up the income statement (sales, staff expenses, depreciations, etc.).
- Economic structure of the company, regarding the arrangement of its expenses (permanent expenses/variable expenses), together with the profitability threshold of the company.
- Study of the efficiency of the different operations carried out within the company.

If the profitability is analysed through the income statement, the analysis of the liquidity and solvency will be carried out through the Balance sheet. These two factors study the structure and composition of the rights and duties of the company, together with their relations in time.

- The liquidity analyses the goods' capacity to become money in a short period of time. From another
  perspective, we can define it as the ability of the company to face its commitments in a short period
  of time. It therefore studies the relationship between the different items that make up the working
  capital.
- On the contrary, the solvency analyses the ability of the company to face its commitments in the long term. We could define it as long-term liquidity. In the same way, liquidity can be defined as short-term solvency.

Last, it is useful to point out that the aim of studying these factors (liquidity and solvency) within a company is to try to establish the financial risk of a company or entrepreneurial project. While liquidity will do this for the short-term financial risk, solvency does it for the long-term financial risk.

## 4.2.6. Legal structure

This section includes the choice of legal status for the company and partners during its setting-up, together with the administrative procedures and the many legal aspects that affect the relation of the company with the environment -administration and public entities, clients, suppliers, employees-.

Since part of the content is practical it could be interesting to add as an appendix to the Business Plan all the formal documents that can be requested for the setting-up of the company.

# 4.2.7. Project Fulfilment Schedule

When a company needs an important investment in construction works for buildings or installations it is interesting to establish the execution stages of the project, and how they will be dealt with in the future. To do so, a schedule of the stages can be written.

All companies will need to point out the stages or milestones needed for them to start: order, reception and setting-up of equipment and installations; setting-up administrative procedures; employee recruitment; start of activities...

## 4.2.8. Summary and business assessment

The most important features of the project will be highlighted here: activity, location, commercial information, investment figures, employment, profitability, social benefit. The strength of the project will be highlighted, together with its advantages and opportunities, minimizing its weakness, threats and risks.



In more detail, the following factors for endogenous development for the region will be assessed:

- The direct employment generated and the level of investment planned.
- Innovative technology.
- The added value generated by the company.
- The endogenous natural resources used in the production process.
- Dynamic nature for the area (indirect employment and new investments).

It is recommended to include an indicator forecast chart in the Business Plan. This document is very easy to create and include in the Business Plan (as an appendix), by means of extracting from the collection of figures a limited list with the indicators that summarize the activity and situation of the company and defining how the data will be obtained and who will be in charge of doing so within the company.

This indicator list must be established as a forecast and must be updated regularly as the launch of the company is progressing. Nevertheless, the indicator chart should not be limited to financial information. It should also include commercial indicators (number of contacts, amount of proposals and offers, number of orders placed, sales, payment instalments, etc.), production indicators (production volume, price per unit, quality, etc.) and management indicators (payment instalments, failure to pay, etc.).

This tool will be useful to control the management of the company, since it shows its positive or negative progress.

#### 4.3. Business Plan format

Since the Business Plan is a document that provides credibility to the promoter and the project before diverse groups (investors, financial institutions, clients...), how it is presented is almost as important as the content. The Business Plan must be read and therefore it must keep the readers' attention. We cannot forget that the Business Plan is what connects the promoter and the reader. That is why the entrepreneurs must pay attention to form and content. They must avoid giving wrong, or not well checked, information and they must take great care of the writing and style. There is no absolute model for the presentation of a Business Plan. Nevertheless, a series of rules are recommended.

#### 4.3.1. Edition

The first rule is to avoid making the document look like it has been assembled as a "collage" of dossiers written by different people.

We recommend using a style defined previously:

- use the same typeface
- use lower case letters
- different size for titles, subtitles, sections and texts
- text alignment
- use of indents
- etc.

Next, we set out a series of formal practical rules recommended when writing the Business Plan:

- Good style.
- It must be communicative.
- Honesty in the information.
- Use of the third person of the verb conjugation.
- Keep and order in the exposition and coherence of the contents, with a detailed and structured presentation, avoiding too long texts and creating as many paragraphs as needed for a good understanding of the text.
- Avoid repetitions.
- Avoid using foreign words as much as possible.
- Principle of word economy -conciseness-: write all that is necessary for the project, but no more.
- Highlight what is positive and avoid, as much as possible, what is negative. But do not overvalue the project and don't apologise to the reader.
  - Use similes and comparisons.
  - Pay special attention to the spelling and review the text.



#### 4.3.2. Presentation

Regarding the physical aspect of the document, it is important to highlight the following presentation rules:

It is recommended to use two volumes or two sections. One will include the basic information of the project and the other one, the appendix.

The main section of the document must be relatively short, from 40 to 60 pages.

The second volume with the appendix will include all that is not basic to know for the viability of the project, but that is used as proof to support the content of the first volume. For example, supplier lists, clients, CVs of the managers, corporate charter, statistics of information sources, market surveys and their tabulations, etc...

The Business Plan must be personal and must look for a corporate image. To do so, it can use a special kind of paper, with a logo or the company's emblem, and an attractive and different typeface.

Creativity and innovation must be searched for when writing the document, always within limits.

Insert all that can help and appeal the reader: diagrams, graphs, photos, tables, drawings,...

Pay attention to the quality of the paper and printing.

Leave enough margins at either side of the page, for the readers' clarity and their notes and comments.

Follow typography rules, such as avoiding underlining, size of the titles and use of boldface.

Achieve a coherent order by dividing each chapter. Enumerate the pages, and on the table of contents give the sections and the corresponding reference to the page, to help the readers find it easily.

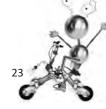
#### 5. STUDENT'S GUIDE (www.innovacreawork.com)

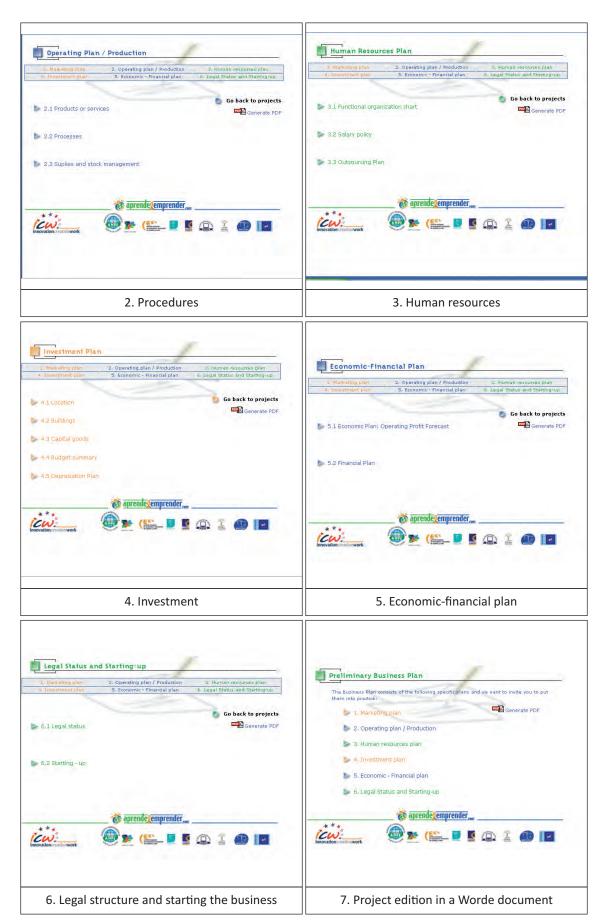
The aim of this guide is to get the best of "Be an Entrepreneur" materials. The starting point are the educational and vocational training systems of each partner country.

"Be an Entrepreneur" project puts at the disposal of Vocational Training Centres a series of very useful but complex materials. Therefore it was necessary to adapt some of them in order to make the students familiar with them and to make them more attractive and easier to follow. "Innovacreawork" has tried to achieve this goal through the process of implementation of the project in the respective partner centres in two stages: the pilot one and the development one.

Steps to be followed while preparing a business plan:



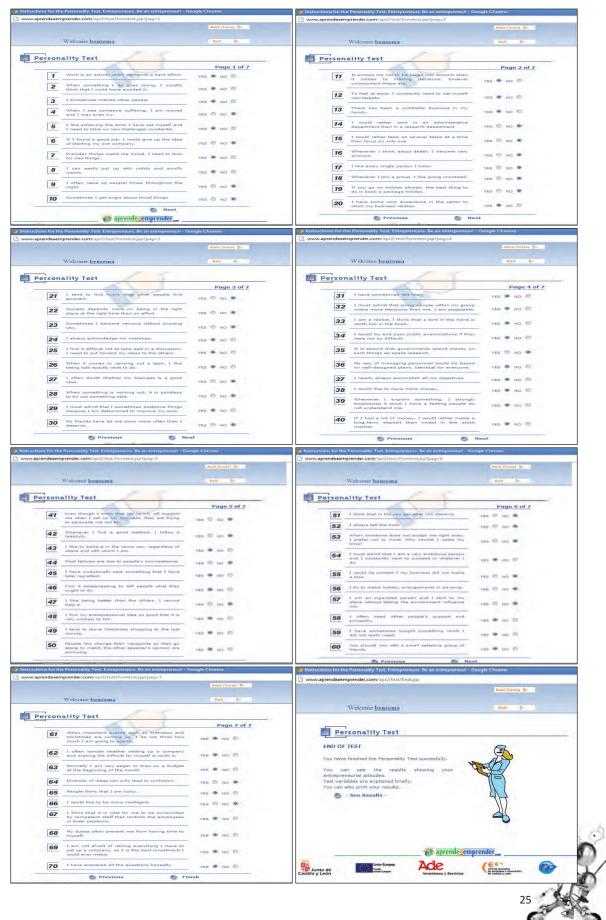






## 5.2. ENTREPRENEUR: PERSONALITY TEST (www.innovacreawork.com)

There are 70 questions which will allow future entrepreneurs get familiar with their attitudes and interests.





# Results

You have finished the Personality Test successfully.

You can see the results showing your entrepreneurial attitudes.

Test variables are explained briefly.

You can also print your results.

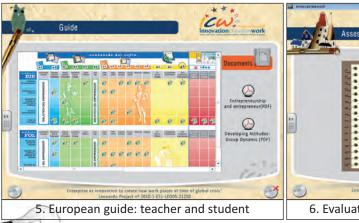


3. Business plan: tutorial and personality test

@ \* ( ... I ... I ... I ... I

4 Business ideas contest: posters, leaflets, three best projects from each partner

icw.

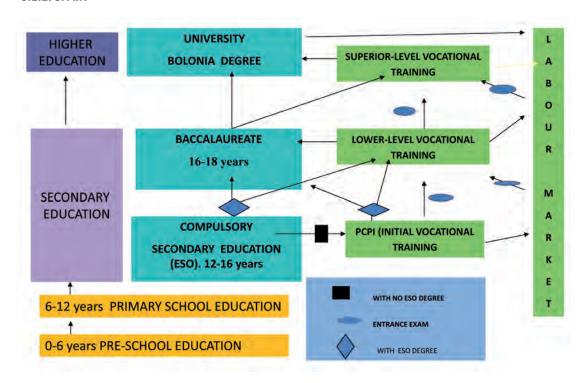


6. Evaluation: indicators system and surveys

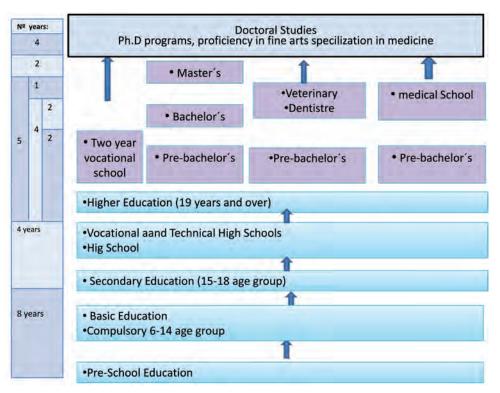
## 6. WORKING METHODOLOGY IN DIFFERENT EDUCATIONAL SYSTEMS

#### 6. 1. COMPARISON OF DIFFERENT EDUCATIONAL SYSTEMS

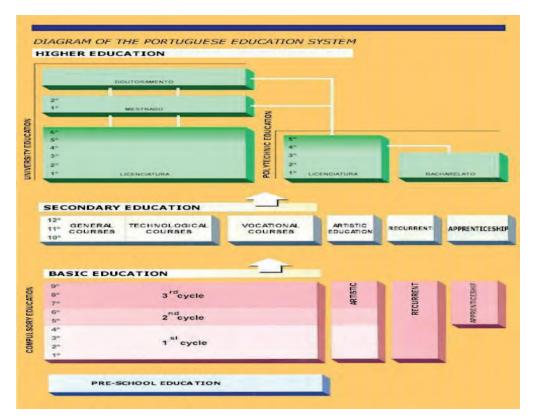
#### 6.1.1. SPAIN



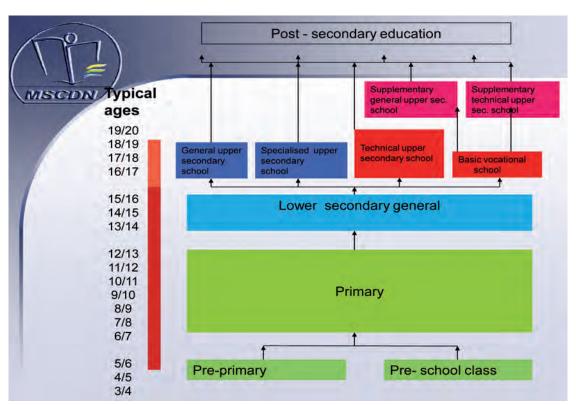
# **6.1.2. TURKEY**



# 6.1.3. PORTUGAL



## **6.1.4. POLAND**

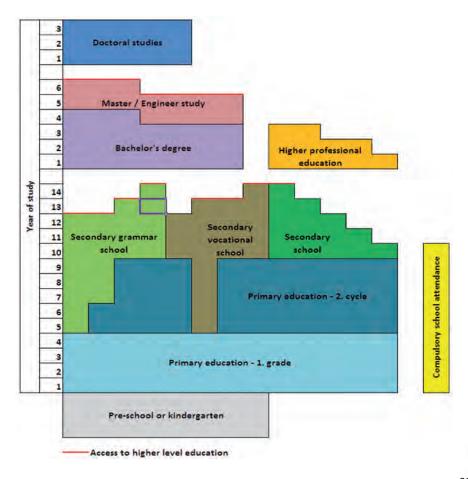




# **6.1.5. UNITED KINGDOM**

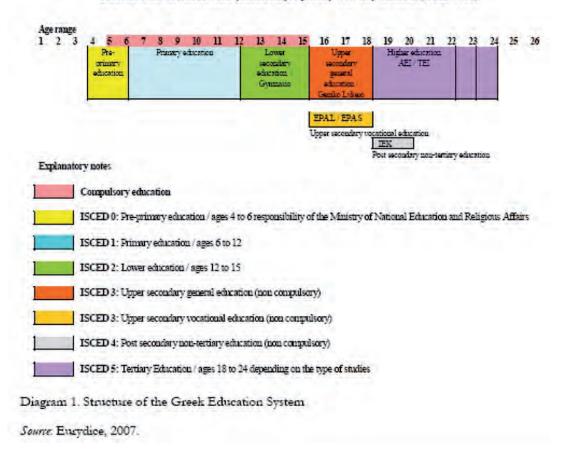
Age on 31 Aug		Curriculum Stage	Schools <u>Nursery school</u>		
3 Nursery	Foundation				
4	Reception	Stage		Primary school	Lower school
5	Year 1	Van Stane 1	Infant school		
6	Year 2	Key Stage 1			
7	Year 3		Junior school		
8	Year 4	Key Stage 2			
9	Year 5				Middle school
10	Year 6				
11	Year 7		Secondary school	Secondary school with sixth form	
12	Year 8	Key Stage 3			
13	Year 9				Upper school or High school
14	Year 10	Key Stage 4 /			
15	Year 11	GCSE			
16	<u>Year 12</u> (Lower Sixth)	Sixth form / International	College/Sixth Form		
17		Baccalaureate or A level			

# 6.1.6. SLOVAKIA



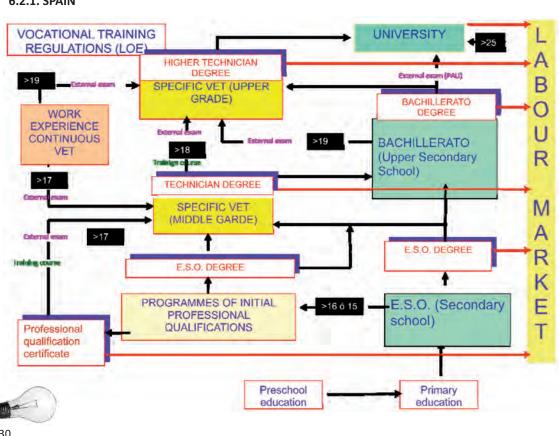
#### 6.1.7. GREECE

Structure of the Greek education system from pre-primary to tertiary education (ISCED 0 to 5)

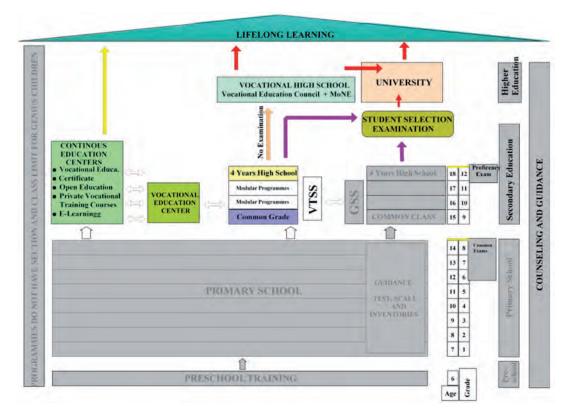


## 6.2. COMPARISON OF VOCATIONAL TRAINING SYSTEMS

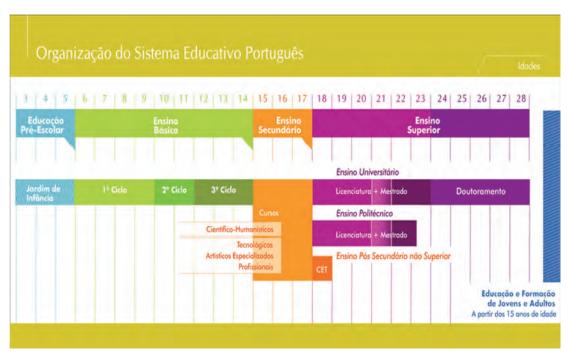
#### 6.2.1. SPAIN



# **6.2.2. TURKEY**



# 6.2.3. PORTUGAL





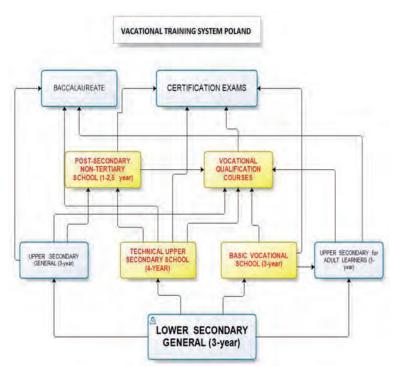
#### 6.2.4. POLAND

Lower Secondary General-general education common core curriculum for education in secondary schools (gymnasium)

Upper Secondary General - three years, which allows for the completion of upper secondary general diploma after passing the matriculation examination. Upper Secondary General graduate can continue training in Post- Secondary Non- Tertiary Scholl to get a diploma confirming vocational qualifications or get professional qualifications Vocational Qualification Courses.

**Red** describes vocational training:

Basic Vocational School - three years, which allows for the completion of a diploma confirming vocational qualifications after passing training and further education or from the other Upper Secondary for Adult Learners, three years.



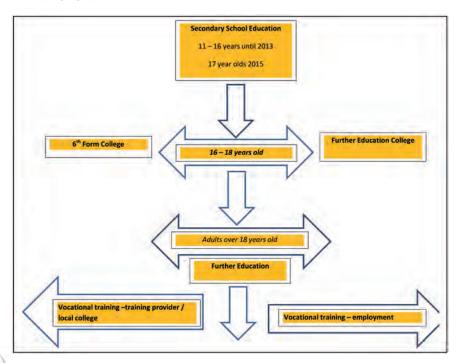
**Technical Upper Secondary School** - four year, of which can get in the end a diploma confirming vocational qualifications after passing the professional examination, and give them high school diploma after passing the matriculation examination

Post-Secondary Non-Tertiary School for those with secondary education (Upper Secondary General or Technical), with a study period of no more than 2.5 years, can receive a diploma confirming vocational qualifications after passing training.

**Vocational Qualification Courses**, which enable pupils to take the exam in a separate confirmation vocational qualification. Qualification vocational courses belong to the continuous form of vocational training.

**Certification Exams** - exams in order to obtain professional qualifications diploma or a certificate of qualification in the profession.

# 6.2.5. UNITED KINGDOM











# DVD "InnovaCreaWork"

# **Presentation**

Presentation of the project, its objectives and justification. It includes a promotional video and enables the users to access all the information about the project partners.





# Be an entrepeneur. Materials

Presentation of "Be an Entrepreneur" original materials: explanatory Power Point and the project tools addressed to future entrepreneurs. It also includes a downloadable guide in PDF.



Entrepreneurial

spirit

The company and

its environment

Starting and setting

up a company

Management

policies

Business plan

Module

Active search

for employment



# www.innovacreawork.com



Starting a business





Business and ideas database

Preliminary evaluation of your idea

Idea

Interviews with entrepreneurs

Study on entrepreneurial attitudes Personality test

Entrepreneur

General environment Curriculum Vitae

Economic-financial analysis

**Financial** 

environment

Business plan guide Business plan model

**Business Plan** 

Preliminary business plan

Paperwork

Institutions

Grants and subventions

Legal forms

Legislation

3.1. DVD TUTORIAL BUSINESS PLAN

cess the

3.2. www.innovacreawork.com

ACCES THE NEW STAFF ROOM:

Project Executive Summary

Teacher's Guide

staff

Funding

good practices



# Teacher's GUIDE STEPS



Ideas contest

1. REGISTRATION: www.innovacreawork.com













• ACCES THE BUSINESS PLAN GUIDE DOWNLOAD GUIDE PDF

**Paperwork** 

**Institutions** 

Grants and subventions

Legal forms

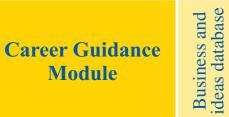
Legislation

3. BUSINESS PLAN

3.1. DVD TUTORIAL BUSINESS PLAN

Funding

- 7.2. Examples of
- 8. EVALUATION



Preliminary evaluation of your idea

Ideas contest

**Student's GUIDE STEPS** 

icw: Do mana and

4.2. EVALUATION

ENTREPRENEUR.

www.innovacreawork.com

• SYSTEM OF EVALUATION

INDICATORS FOR "BE AND

Interviews with entrepreneurs

Study on entrepreneurial attitudes Personality test

Curriculum Vitae

1. REGISTRATION:

www.innovacreawork.com

4.1. EVALUATION

www.innovacreawork.com

SATISFACTION QUESTIONNAIRE

General environment

Economic-financial analysis

Business plan guide

2.1. PERSONALITY TEST:

Clic in "Enterpreneur"

3.4. www.innovacreawork.com

STEPS BUSINESS PLAN

Business plan model

Preliminary business plan

2.2. PERSONALITY TEST: Clic in "Personality test"

3.2. Read Point 3: EUROPEAN GUIDE: Of a Part Business Plan

3.3. INNOVACREAWORK DVD

\*\* \*\* \*\* \*\* \*\* \*\* \*\* \*\* 3.4. www.innovacreawork.com STEPS BUSINESS PLAN

4. EVALUATION **SATISFACTION QUESTIONNAIRE** www.innovacreawork.com

Conflict management EUROPEAN GUIDE and working groups • WEB: www.innovacreawork.com **Employment** contract Students, employment and unemployment

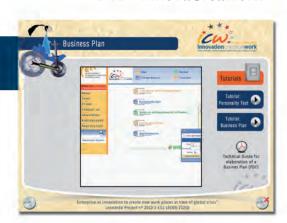




DVD "InnovaCreaWork"

# **Business Plan**

Educational videos about the use of the tools available online in order to carry out a personality test and prepare a Business plan.





# **Ideas Contest**

Presentation of the Idea Contest organizad in all the partner countries and three winning projects from each institution. It inleudes the presentation of the winning Project at the European Fair organizad in Turkey.

# **Assessment**

Evaluate the stages of Innovacreawork project at all its dimensions which could be assessed: planning, processes and results in accordance with the criteria of each stage: pilot stage, development stage and validation stage



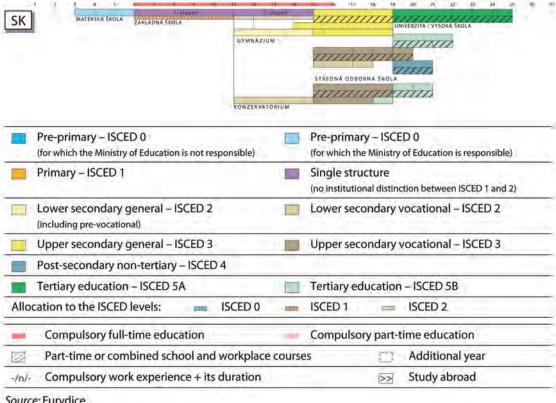


# Guide

Section dedicated to the Teacher's Guide and the Student's Guide(Interactive) and INNOVACREAWORK EUROPEAN GUIDE Business Guidelines: content, structure and case study.

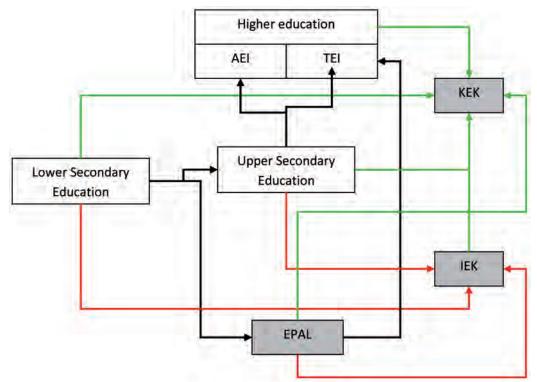
#### 6.2.6. SLOVAKIA

# Organisation of the education system in Slovakia



# Source: Eurydice.

# **6.2.7. GREECE**



- Initial training is provided by Vocational Training Institutes (IEKs).
- The agencies which organise continuing vocational training programmes are the Vocational Training Centres (KEKs).

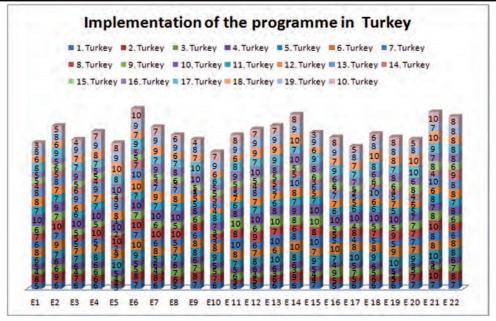


#### **6.3. STRENGTHS AND WEAKNESSES:**

#### **6.3.1. TURKEY**

BELKTRO carried out the pilot courses in two educational centres and more than 25 students and were involved in this stage. The pilot stage was successfully carried out according to the work schedule. One of the biggest impacts is having started to consider entrepreneurship courses within the framework for school curriculum of the Turkish Ministry of Education. The only factor which hindered the work was the fact that the business plan Turkish vocational students are used to work with is less detailed and therefore they found the one within "Be an Entrepreneur" more complicated and teachers working with them did not have enough experience in this field.

# In general terms the pilot stage was carried out successfully and without major problems. One of the biggest impacts is having started to consider entrepreneurship courses within the framework for school curriculum of the Turkish Ministry of Education WEAKNESSES Complexity of the business plan. Lack of experience in working with subjects related to financial issues.

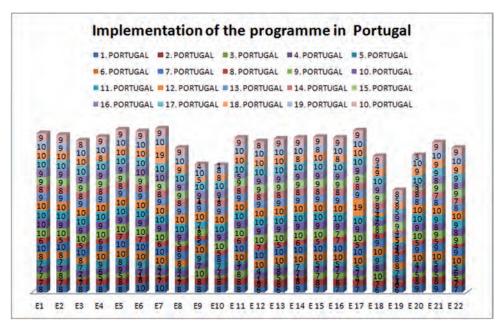


#### 6.3.2. PORTUGAL

Five teachers were trained on the use of "Be an Entrepreneur" tools and there were two editions of training workshops addressed to those interested in participating in the Ideas Contest. 15 trainees were involved in the Pilot Stage, they were all unemployed and wanted to set up their own business.

The Ideas Contest was announced and the best projects were chosen in July.

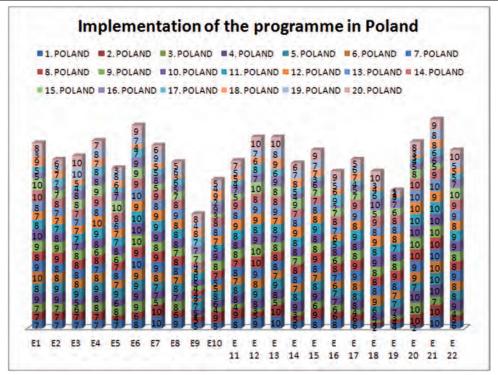
STRENGHTS	WEAKNESSES				
Usefulness and quality of the tools put at the disposal of international users.	Lack of confirmation email after getting registered.				
Opportunity to participate in an international project on the entrepreneurship.	Few characters for the user name or password				
Attractive design of the website.	Lack of forum where participants could interact.				
Tools available in different languages.	Lack of forum where participants could interact.				
	Many documents which have not been translated into Portuguese.				
	The fields of Marketing/ Investment plan/ Economic and financial plan the tax is calculated automatically at the rate of Spain; the fields for the region and the school doesn't allow you to choose data from another country.				



#### 6.3.3. POLAND

The centre involved three upper secondary schools in the Pilot Stage. 25 students and 4 teachers participated in the Pilot Stage. In general terms, both trainers and trainees enjoyed working with the Innovacreawork platform and the atmosphere at the workshops was really good. Nevertheless, the trainers pointed out that there was an insufficient number of exercises enhancing the efficient use of e-learning method both in class and at home and that there was a need for more grounding and revision exercises. Regarding the management of the Project Stage, it was hindered by technical problems with the platform and the delay in the second payment of the grant.

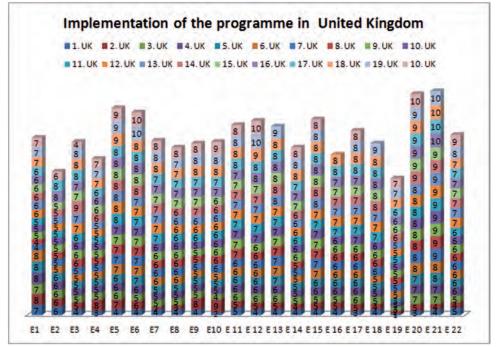
STRENGHTS	WEAKNESSES
In general terms there was positive feedback both from trainers and trainees.	Insufficient number of exercises to revise and reinforce new skills and knowledge acquired.
Brilliant working environment in workshops.	Technical problems while working with the platform.



#### 6.3.4. UNITED KINGDOM

5 trainees participated in the training sessions. The Ideas Contest was announced and the posters were displayed in several organizations. The Contest started in May and the best projects were chosen in July.

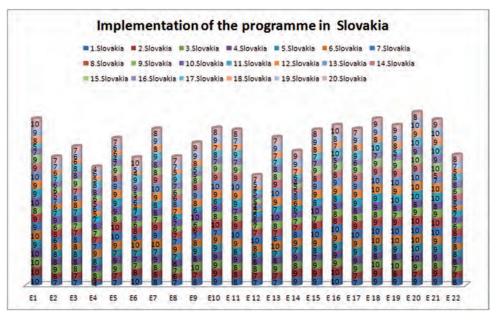
STRENGHTS	WEAKNESSES
	Many concepts and fields which have not been adapted to English reality or which have not been translated into English.
	Rejecting hotmail email accounts.
	Difficulties with understanding some of the questions.
	Missing sections when printing Business Plans.  Too few hours of initial training.
	Not being specialized in financial training and consequently not being able to provide the trainees with the information they expected.
	The variety and attractiveness of materials concerning the entrepreneurship available originally in English.
	Problems with finding participants for the pilot stage.



#### 6.3.5. SLOVAKIA

17 trainees and 4 trainers were involved in the pilot stage. Most of the students were unemployed people, employees who decided to start their own business, university students and people who have recently started their own business.

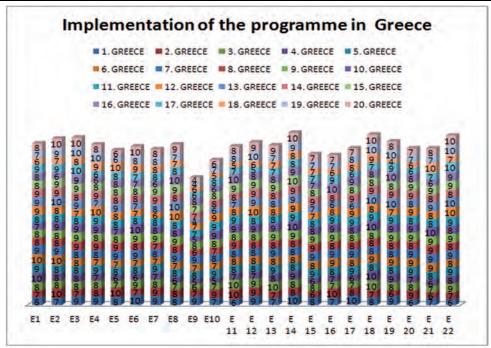
STRENGHTS	WEAKNESSES
Innovative character of the project. Usefulness of the tools put at the disposal of trainees who want to start their own business.	Limited number of translated tools.  Lack of adaptation of the available tools to the Slovakian legislation, mostly the business plan.
Usefulness of the idea of preliminary evaluation of the business idea and preliminary business plan.	Personality test and the evaluation of the idea are based on self-assessment.
Making young entrepreneurs analyze the market.	Lack of information on how to start a business in Slovakia.
	Lack of information on possible sources of financing your business in Slovakia.  Lack of interviews with successful entrepreneurs.



#### **6.3.6. GREECE**

20 secondary school students and 4 trainers were involved in the pilot stage in Greece. The students received a training of 4 hours per week.

STRENGHTS	WEAKNESSES
	The web page tools were not available online in Greek during nearly the entire duration of the pilot stage.  Thus the pilot stage was carried out working with the materials in English.
	Many concepts and fields which have not been adapted to Greek reality or which have not been translated into Greek.
	Many concepts and ideas are aimed at Spanish young entrepreneurs and do not appeal to the Greek ones.



#### 6.4. Optimizing the use of the tools

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COUNTRI	SYSTEM												AGE	RAN	GE									
		3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
1. SPAIN	EDUCATIONAL	Pre	ee-sch	ol	Pri	mary	scho	ol			Sec	ondar	y Sch	ool	Bach	nelor	Unve	rsity				Α.		1
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	VOCATIONAL T.		T		T			T						Low	er LV	T .		Upp	er VT	г				
3. PORTUGAL	EDUCATIONAL	Pre	ee-sch	nol	Pri	mary	scho	ol						Sec	ondary	y School	Bache			L		. 11		
	VOCATIONAL T.	1				T		1						Low	er L V	T	Upper							
4.POLAND	EDUCATIONAL	Pre	ee-sch	iol	Pri	mary	scho	ol				Seco	onda	y Sch	ool	Bache	lor		Unv	ersity				
	VOCATIONAL T.							11							Lowe	er L VT	Upper	VT						
5.UK	EDUCATIONAL	Pre	ee-sch	nol	Pri	mary	scho	ol							Seco	ndary So	hool	-	Back	elor				
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	VOCATIONAL T.					1				Low	er LV	T								Up	per VT			
6. SLOVAKIA	EDUCATIONAL	Pre	ee-sch	ol	Pri	mary	scho	ol		Sec	ondar	y Scho	ool	Bac	helor				Unv	ersity				
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	C. C. C. C.													Upp	er VT			1						
7.GREECE	EDUCATIONAL		Pre		Pri	mary	scho	ol			Sec.	ondar ool	y ·	Bac	helor		Unve	rsity						
	VOCATIONAL T			T		1								Low	er LV	T	Upper	TV						

## COMPARATIVE STUDY OF VOCATIONAL EDUCATION AND TRAINING SYTEMS IN SLOVAKIA, SPAIN, GREECE, POLAND, PORTUGAL, UNITED KINGDOM AND TURKEY.

In all these countries vocational education and training systems are integrated within the national educational systems. Apart from Slovakia, secondary school education is divided in two levels: compulsory one and upper secondary one which is not compulsory. Vocational education and training systems may be included within the second level of secondary school education or not compulsory secondary school education. There are three basic levels of vocational education and training:

- Basic Vocational Education and Training addressed to students who have not been able to pass basic education level. Its objective is to provide the student with the basic vocational education and training: Initial Professional Qualifications Programmes in Spain or Grade 1 professional Certificate in Greece.
- Middle Grade Vocational Education and Training which usually lasts from two to five years (the most common one is of three years in (Slovakia and Poland), and its objective is to prepare the students to enter the labour market.
- **Upper Grade Vocational Education and Training** taught by universities, Vocational Education and Training centres or secondary school centres.

Most of the countries carry out national exams (outside the centres) in order to assess the student's capacity and issue a respective degree. There is a variety of VET centres in all the countries and thus different types of education and training taught by them.

- In Poland students can choose between basic VET centres (3 years), secondary technical schools (from 4 to 5 years), VET secondary school centres (4 years) and upper secondary VET centre (2 years).
- In Portugal students can choose between ten professional areas in which they want to specialize plus
  three artistic areas. Those who cannot access VET centres, they can study in different centres
  addressed to adult students. Technical colleges let students amplify their vocational education and
  training.
- In United Kingdom it is possible to carry out your apprenticeship period in a company (being supervised by a respective institution in charge)
- In Greece, most of VET is taught in VET centres. (90%)

Another aspect where some **significant differences** can be seen is **the participation of companies** in VET. In all the countries, VET students are somehow related to companies where they will have to go through their apprenticeship periods or where part of their education and training will take place.

In recent years educational curriculums have been reformed or are still being reformed in order to adjust them to one common European model of vocational education and training. Although there are so many different specializations, there is a tendency to group them in different professional modules including a major or minor number of specializations.



In each country there are both free public centres and private centres which are often subsidized.

#### 7. BUSINESS PROJECTS

#### 7.1. Posters and leaflets from the Partner countries





# European Contest The Best Entrepreneurial Project "INNOVACREAWORK"

# Concurso Europeo El Mejor Proyecto Empresarial "INNOVACREAWORK"



Develop a Business Project using an exclusive web based tool and YOU could win:

Desarrolla tu proyecto empresarial usando una estupenda herramienta disponible online y podrás ganar:

- 1. A TRIP TO TURKEY TO PRESENT YOUR IDEA
  VIAJE A TURQUÍA PARA PRESENTAR EL PROYECTO
- 2. TABLET PC | TABLET PC
- 3. A DIGITAL CAMERA | CAMARA DIGITAL

Open to individuals or groups of maximum 3 people

Concurso dirigido a concursantes individuales o grupos de 3 personas máximo

Closing Date - 18 May 2012. Fecha finalización - 18 de mayo 2012

Please ask your trainer for a copy of the contest terms and conditions or:

www.innovacreawork.com



Pide a tu profesor una copia de las bases o en: www.innovacreawork.com





















#### 7.2. PARTS OF A BUSINESS PROJECT FOLLOWING THE www.innovacreawork.com TOOL 1. Marketing plan ...... 1.4. Customers. 1.9. Communication and promotion policy. 2. Operations/Production planning ...... 3. Human Resource Planning ..... 3.1. Organizational Structure ..... 3.3. Outsourcing planning ...... 4. Investment and location plan ..... 4.5. Amortization Plan ..... 5. Economic and Financial Planning ......

#### 7.2.1.Marketing Plan

#### 7.2.1.1. Delimitation of Business

- Describe briefly the products and service lines offered by your business and its market.
- Determine the basic needs to be met by your products or services, i.e., the reason why your products or services will be bought by customers.

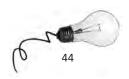
- Analyze whether your product or service will offer something different to the products and services already existing in the market and list the examples:
  - Innovative features of your product or service.
  - Competitive advantage for your product or service over those already existing in the market.

#### 7.2.1.2. Market

• Study the sector which best describes your business activity and its features. Determine the geographic scope of your business.

#### 7.2.1.3. Demand

Think about the participation rate in the market which you aim to for your business. Estimate how
much time you will need to achieve this goal for each type of product or service. Estimate a number
of sales you wish to achieve for each product line.



#### **7.2.1.4. Customers**

• Describe briefly the personal features of the customers to whom you are addressing your product or service: type of person, age, economic resources, tastes and their consumption habits. (In case of an intermediate product or service, list the company features).

#### 7.2.1.5. Competition

- Describe briefly the features of your main competitors as far as the number and volume of sales is concerned as well as their policy for special offers, their points of sale, customer service and technical features of the product.
- Analyze the advantages and drawbacks your business is going to have over the competitors.

#### 7.2.1.6. Product Policy

Consider any modifications, alterations or additional features your products or services should offer
in order to achieve the participation rate in the market you are aiming at. Please consider aspects
such as the way it is presented (wrapper, image, packing, etc.), name, brand and guarantees (free
repairs, money-back guarantee, etc.)

#### 7.2.1.7. Pricing Policy

Determine the way you will fix the sales Price. Describe the criteria you have chosen to fix the price and sum the Price programme up.

#### 7.2.1.8. Distribution Policy

Think of a way you are going to approach your customers and describe your distribution channels (retail sales, wholesales, wholesalers, distributors, mail orders and/or others).

#### 7.2.1.9. Communication and Promotion Policy

Describe type of actions you are going to carry out in order to promote your future product or service (publicity, public relations, sponsorship, special offers...) and their estimated cost.

#### 7.2.1.10. Budget for Marketing Activities

Monetary valuation of costs assumed by Marketing.

	Year 1	Year 2	Year 3	Year 4	Year 5
Publicity					
Sales Promotion					
Public Relations					
Direct Marketing					
Sponsorship					
Fairs and exhibitions					
Other costs of distribution					
Other costs					
Total communication					

#### 7.2.2. Operations/Production Planning

#### 7.2.2.1. Products or services

• Explain briefly technical features of your product or service (structure, design, legal aspects to be considered...)

#### **7.2.2.2. Processes**

• Identify your future business' processes (administrative and commercial procedures, manufacturing process...) and technology to be used (own, assistance contracts...)

#### 7.2.2.3. Provisioning and inventory management

 Find out who your main suppliers of raw materials and any other necessary supplies are and where they operate in your geographical area. Prepare a list of the most important ones and their characteristics.



Raw Material /Supply	Supplier's name	% of market controlled	Price	Quality	Conditions of payment	Delivery deadline

#### 7.2.3. Human Resource Planning

#### 7.2.3.1. Organizational Structure

- Think about a number of staff you consider necessary for your business and the way employment categories will be distributed.
- Determine education level and professional capacity your future employees are required to prove.
- Specify the resposibilities corresponding to each person who is going to work in your business and describe the responsibilities system.

#### 7.2.3.2.Wage Policy

Find the collective agreement your business will have recourse to and establish gross annual salary for each employment category as well as deductions and social security contributions paid by the company.

Departament	Category	Gross Salary	% Social Security	Income Tax Deductions	Total Salary Cost

#### 7.2.3.3. Outsourcing Planning

• Determine type of functions to be outsourced and identify ideal external consultants and estimate the cost.

#### 7.2.4. Investment and Location Plan

#### 7.2.4.1. Location

• Indicate the location of your business and explain the reasons why this location and not another has been chosen.

#### 7.2.4.2. Buildings.

• Describe any installations or facilities you may need in order to carry out you business activity.

#### 7.2.4.3. Capital Goods

• Determine the number and features of required machines, installations and vehicles for your business. Establish its preliminary cost.

#### 7.2.4.4. Budget. Summary

INVESTMENTS	Year1	Year2	Year3	Year4	Year5
Land					
Buildings/Construction					
Facilities					
Machinery					
Furniture					
Computer equipment					
Other tangible fixed assets					
Tangible fixed assets					
Investigation and development					
Administrative concessions					
Industrial property					1.
Goodwill					

Software applications		
Other intangible assets		
Intangible assets		
Financial investments		
Amortization Expense		
Total Investments		
VAT Investments		
Total Investment + VAT		

#### 7.2.4.5. Amortization Plan

• Determine the lifetime of your product. In order to do that, consult annual depreciation rate tables regarding the activity carried out by your business.

#### 7.2.5. Economic and Financial Planning

#### 7.2.5.1. Economic Planning: Provisional Operating Budget \*

Estimate your main expenses during the first twelve months and what you are planning to sell. Calcula cuáles serán tus principales gastos durante los doce primeros meses de tu nuevo negocio y lo qué vas a vender. Introduce the data in euros in the provisional operating budget table below:

#### a. Expenses

	Thousands of euros
Purchasing	
Staff costs	
Financial costs	
Supplies (rent, wáter,gas,electricity supplies, etc.)	
General expenses (office supplies, communication, etc.)	
Depreciations	
Total	

#### b. Income

Sale	
Other income	
Total	
Profit / Loss (b-a)	

• Economic Planning is drawn up on the basis of invoices, i.e., from the moment of creating an obligation to pay or a right to charge, which does not usually coincide with the moment when the liquid money is actually paid or charged.

#### 7.2.5.2. Financial Planning

Estimate the amount of money you will need to purchase or rent lands, buildings, capital goods as well as the staff costs and the money required to face the rest of the expenses of your business. Calculate the amount of money coming in from sales and when you will actually be able to charge it. Estimate cash payments and receipts for twelve months (treasury). \*

#### a. Receipts

	Euros
Sales	
VAT	
Loans	
Other income	
Total	



#### b. Payments

	Euros
Suppliers	
Salaries and Social Security fees	
Other costs of manufacture	
Administrative costs	
Sale costs: commissions and publicity	
Taxes	
Loan repayments	
Total	

#### c. Balance

- 1		
- 1		
- 1	(a-b)	
- 1	14 b)	

- \* Cash flow forecasting is based on calculating both cash inflows and cash outflows of liquid money.
- When you are planning on starting your own business it is important to know the minimum amount
  of money required to be able to set the project in motion. You have to bear in mind that it will be
  necessary to make initial investments and pay a regular monthly amount of money corresponding to
  the company's daily activities (purchases, salaries, supplies...). In order to estimate your financial
  needs, let's assume that the amount of money you need is the sum of the initial investments included
  in the budget, and the expenses corresponding to the first six months of the activity (including VAT).

	Euros
a. Initial investment	
b. Expenses corresponding to the first six months	
Funds required (a+b)	

How are you going to finance the amounf of money you need in order to set your business in motion?
 \* Indicate the origin of funds and the amount:

	Euros
a. Own funds	
Social capital	
Profits	
b. Subsidies	
c. External funds	
Bank loans	
Other loans	

\* The financing amount has to coincide with "funds required", (previous epigraph).

#### 7.2.6. Legal Status and Launching the Business

#### 7.2.6.1. Legal Status

• Determine the legal status of your future business (Public Limited Company, Cooperative...) which best suits the needs of your business.

#### 7.2 6.2. Launching the Business

 Study administrative procedures you will have to follow in order to launch legally your business.



#### 7.3. BEST PRACTICES EXAMPLES

Within Leonardo Transfer of Innovation Project called "Enterprise as innovation to create new work places at time of global crisis" an ideas contest was organized in order to choose the best INNOVACREAWORK entrepreneurial projects. Its objective was to foster the development of **personal values** such as creativity, autonomy, self-confidence, tenacity, responsibility, capacity to asume risks and also some **social values** such as team spirit and solidarity.

In this section you will be able to access three best projects from each partner country which had been prepared using "Be an Entrepreneur" tools.

More detailed information on the winning projects can be found at:

#### www.innovacreawork.com and DVD (ideas contest section)

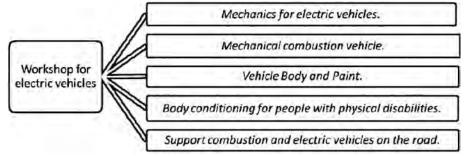
#### 7.3.1. SPANISH BUSINESS PLAN

#### - Title and Name:

Adrian Martin's business project; student in Professional Training of Vehicle Body, where he can study and trainig his subjects in C.I.F.P. Juan de Herrera school of Valladolid (SPAIN)".

#### - Delimitation of the Business:





#### - Market:

- <u>Europe</u>: is expected to vehicle traffic for urban roads for 2050 be carried by vehicles without combustion.
- <u>Spain</u>: se committed to the incorporation of some 250,000 electric vehicles and approximately one million hybrid vehicles to end of 2014.
- <u>Castilla y León</u>: the goal for this region is the incorporation of some 15,000 units of electric vehicles for 2015.

#### - Market Competition:

BIG Vehicles houses and official mechanies workshops.

#### Our customers:

Our clients are drivers for electric or hybrid vehicles; just as, the market will have intended to fossil fuel vehicles.

#### Demand forecasting:

FORECAST OF THE EVOLUTION OF VEHICLES IN SPAIN  (purchase of new and second hand vehicles) units							
YEAR	2010	2011	2012	2013	2014		
Pure Electric and Hybrid vehicles (cars&motorbike).	5.000	20.000	50.000	70.000	110.000		
Combustion vehicles	650.000	580.000	520.000	405.000	290.000		

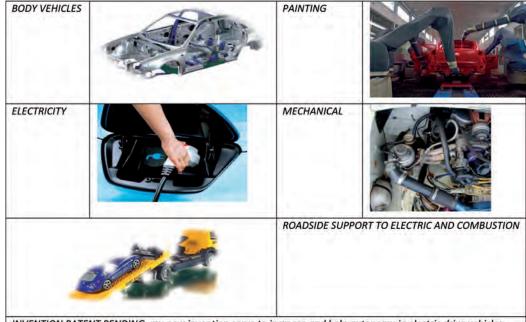
FORECAST OF THE EVOLUTION OF VEHICLES IN EUROPE  (purchase of new and second hand vehicles) units							
YEAR	2010	2011	2012	2013	2014		
Pure Electric and Hybrid Vehicles (cars&motorbike).	32.000	97.000	178.000	285.000	460.000		
Combustion vehicles	2.430.000	1.605.000	1.555.000	1.480.00	1.370.000		

#### **Product Policy:**

	1st Year	2nd Year	3th Year	4th Year	5th Year
Advertising	7679′00€	4575'00€	2750'00€	1700'00€	1552'00€
Sales Promotion	5% disct.	5% disct.	5% disct.	5% disct.	5% disct.
Public Relations	10% disct.	10% disct.	10% disct.	10% disct. dcto.	10% disct.
Direct marketing	320′00€	160′00€	320'00€	160′00€	160′00€
Total communication	7999`00€	4735'00€	3070'00€	1860′00€	1712'00€

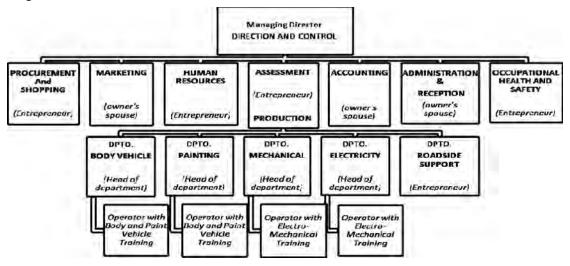
TRANSPARENCY – VEHICLE REPLACEMENT – DISCOUNTS & LIFETIME WARRANTY.

Products and Services:



INVENTION PATENT PENDING: my new invention serve to increase and help autonomy in electric drive vehicles (not possible to provide more data on it, because the invention is in the process of patent; but if you want some interested contact for more information when possible, can talk to me later).

#### **Organizational Chart:**



#### Wage Policy:

Department	Category	Gross Salary	% Social Security	Withholding	Total Wage Cost
Body Vehicle 6A 660,90€  Convention Plus 456,60€		660,90€	We will subtract 40%		
		456,60€	(This will be due to this type of contract).		
(25%) Plus toxicit	y	165,23€			
TOTAL Salary		1291,73€ - 40%	23,60% BCC=333,00€	2%	1327,45€
		775,04€	15,55% BCP=219,41€	(Accrued)	
			TOTAL=552,41€	15,50€	

#### Because...

The youths are the future, just need a chance to prove that ... YES, WE CAN.

Department	Category	Gross Salary	% Social Security	Withholding	Total Wage Cost	
Body Vehicle 6A		660,90€	We will subtract 25% of gross salary for the second			
Convention Plus		456,60€	year (This will be due to this type of contract).		contract).	
(25%) Plus toxicit	/	165,23€				
TOTAL Salary		1291,73€ - 25% 962,05 €	23,60% BCC=340,56€ 15,55% BCP=224,40€ TOTAL=564,96€	2% (Accrued) 19,24€	1527,01€	

Collaborating with the study centers, will complement the training of students.

Can be incorporated, to workforce.



Salary for permanent contract.							
Department	Category	Gross Salary	% Social Security	Withholding IRPF	Total Wage Cost		
Body Vehicle	6A	660,90€		1			
Convention Plus		456,60€	71				
(25%) Plus toxicity	/	165,23€					
TOTAL Salary		1.282,73€	23,60% BCC=353,18€  15,55% BCP=232,71€  TOTAL=585,89€	2% (Accrued) 25,84€	1868,62€		

#### **Buildings:**

#### We have only a small warehouse of:

- 19,45 meters long.
- 10,55 meters wide.

7,50 meters height

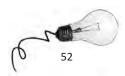
Having a working area of 210 m2 (square meters).

#### **Budgets:**

INVESTMENTS	Year 1	Year 2	Year 3	Year 4	Year 5
Land Buildings / Structures	125.000,00€	0,00€	0,00€	0,00€	0,00€
Facilities	34.390,00 €	1.000,00€	1.500,00€	1.000,00€	2.000,00€
Machinery	79.386,94 €	20.975,60 €	15.000,00€	10,000,00€	10.000,00€
Furniture	5.000,00€	5.000,00€	5.000,00€	2.500,00€	2.500,00€
Computers & more	4.490,35€	664,27 €	0,00€	0,00€	0,00€
Tangible	15.000,00€	15.000,00€	20.000,00€	20.000,00€	20.000,00€
Goodwill	20.000,00€	20.000,00€	20.000,00€	35.000,00€	35.000,00€
Computer Applications	800,00€	800,00€	800,00€	800,00€	800,00€
Total Investments	284.067,29€	63.439,87€	62.300,00€	69.300,00€	70.300,00€
IVA Investments	51.132,11€	11.419,18€	11.214,00€	12.474,00€	12.654,00€
Total invest. + IVA	335.199,40€	74.859,05€	73.514,00€	81.774,00€	82.954,00€

#### Amortization schedule:

- First, unemployment capitalize quoted in last 6 years.
- Ask the Junta de Castilla y León documents relevant to the application of capital "FONDO DE CAPITAL SEMILLA" (Seed Capital Fund); allowing a loan of 6,000 € to 180,000 €.
- Evolution should be presented on the repayment over a period of 5 to 7 years.
  - Consider new aid and grants that come to the rescue of some companies; to provide a method of support in case the market suffer some form of hatching.



• Finally submit a grant application to the City of Valladolid for the year 2013.

#### Legal Form:

I selected for welcoming me to create a Limited Partnership, because

ADVANTAGE:	DISADVANTAGES:
The liability of members are limited.  The partners are registered.  The functioning organs are simpler than in Corporations	Investments in society can't be transmitted freely to people outside the company.      They can't go quote to public.      They should conduct an audit of accounts in cases established by law.

#### 7.3.2. TURKEY BUSINESS PLAN

- Title and Name:

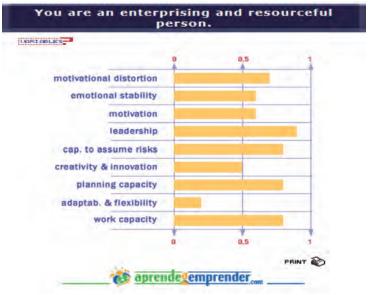
#### **IAO Medical Automation**

Ibrahim Aykut Odabas

Uludag University, Vocational School of Technical Sciences,

#### **Student of Mechatronic Program**

- My experience in this topic:
- I worked before in a company which sells and provides service for medical devices. In this way, I got a work experience related to medical devices.
- Topics that I researched
- 1. Which companies there are working in this topic
- 2. Where is the best place for the company and what is the cost for this place
- 3. What is the establisment cost for the company
- 4. What are the tools required for the company and what is the cost
- 5. What is the annual tax amount to be paid for the company
- Personality Test Result Chart







- Objectives of the company
- 1. To sell and serve portable electronic medical equipments and laboratuary tools (such as EKG, EEG, EMG)
- 2. To provide consultancy in this topic
- 3. To make research & development for my own products belong to my company
- 4. To advertise and sell my own productions in all over world
- Result Chart



#### 7.3.3. PORTUGAL BUSINESS PLAN

- Title and Name:

#### Forestis Essentia.

Ricardo Correia.

#### Business idea:

Planning and management of forests; Cleaning with the use of forest biomass for the production of biochar, Biochar and manure of organic origin; Sequestration of CO2; Register forestry - survey of various terrain features such as: owner, species, area, a water lines, fire lines, dimensions, points of scenic or archaeological interest.

Objective: The manual cleaning of the land allows you to protect young trees do not jeopardize the sustainability of the forest, and forest planning service

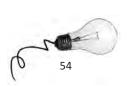
that will provide the customer a higher return on their land.

The Biochar is an innovative product, a fertilizer that increases the retention of water and other nutrients in the soil, increasing its fertility.

Registration forest, allows the removal of forest property and its characteristics and is a process that is being studied for its implementation by the current Minister of Agriculture, is a pressing need of our forest.







#### But also.



Our goal is to keep the forest fire free

We know that:

Air pollution

Costs

Forest fires = Human lifes

Loss of biodiversity

Less carbon sink

#### How we prevente, then, forest fires?

- If we know the constrains
- If we know the actors
- If we know the field
- If we know the problem
- If we know what we want



#### We want:

- Promote the use of forests
- Forests fire free
- Reduce the costs of fire combat
- Better air quality
- Clear/clean landscape
- Forest to the people
- Forest pleasure gardens



#### Create a spatial analyst model that help us prevent and fight forest fires

#### How:

Forest as carbon sink - take peoples and companies green concerns and use them to ensure the removal of the excess biomass.

Being able to use that as a way to mitigate their carbon footprint. greenways - create the infra-structures for people to play sports in the forest, picnic parks for companies be with their employees, scenic and archeological interest places.



forest mapping - create a database with the all the characteristics of the property and info on the owner and make a spatial analyst model that can help us prevent and fight forest fires. Taking in to account the species and their fire resilience, the declivity, the air temperature, humidity to make the best in-place calls.

environmental education - take kids from schools and plant trees in the forest and follow their growth through years

forest pleasure gardens - create the infra-structures for people to be able to produce some no-wood products, like honey, mushrooms, chestnuts and herbs, among others.



#### **BUTGET**

Orçamento.	1 Ano	2 Ano	3 Ano	4 Апо	5 Ano
Resumo.	***				
Activos Tangíveis					
Terrenos		20000	40000	40000	50000
Construção de Edifícios 5%	0				
Adaptação/remodelação de instalações 10%	3000				
Equipamento Básico 12,5%	200000			10000	10000
Equipamento de carga e transporte 25%	5000				5000
Equipamento Informático 12,5%	2000				
Programas Informáticos 12,5%	1000				
Equipamento administrativo 20%	500	500	500	500	500
Mobiliário 12,5%	1200				
Outro Equipamento 12,5%	1000	2000	1000	1000	1000
Outros serviços					
Ativos intangíveis					
Investimentos financeiros					
Despesas de amortização	4550	350	225	1225	2725
Total do Investimento	213700	22500	41500	51500	66500
IVA	27781	2925	5395	6695	8645
Investimento Total + IVA	246031	25775	47120	59420	77870

#### 7.3.4. POLAND BUSINESS PLAN

#### - Title and Name:

#### **MILK- MACHINE**

KAMIL FIJAŁKOWSKI (ZSLIE Number 1 in Warsaw)

#### **DESCRIPTION OF THE BUSSINES**

My idea is simple. Fresh milk will be sold out of standard vending machines. This idea is innovative, and no one has delivered this kind of idea on the market in central Poland.



#### WHY IS MY IDEA DIFFERENT?

Its different from others because it doesn't aim at any target market. Everyone and any one can use it from age differences and genders. The milk will be fresh everyday and milk-machines will be available around the most populated places in Warsaw

#### WHAT ABOUT THE COMPETITION?

To be honest there isn't really any competition on the market, because it is a fresh and new idea. That's why milk-machines would be recognized with only my company.





#### **VISUAL ASPECTS OF THE MILK-MACHINES**

The milk machine will be blue (blue colour is associated with fresh milk). The look of the milk-machines would make the product itself be trustworthy and people will come back to it to purchase more milk. Later on when the idea grows there will be new modifications. You will be able to purchase a 0,5l plastic bottle from the machine to fill it in with milk if you dont have your own bottle. There will also be a 1l glass bottle available



#### HOW DOES THIS MILK - MACHINE WORK?

Milk will be stored in a cooler inside the milk-machine which makes the milk stay fresh for 2 days. Every two days the milk will be taken away from the machine and fresh milk would be refilled. Clients will be able to purchase milk by throwing coins in the machine just like you do so in normal vending machines. After the purchase the milk will pour itself in to the bottle. The whole process will be done, its very simple and everyone will be able to handle it.

#### WHAT ABOUT ADVERTISEMENT?

Obviously I can't put an advert on television because it costs too much. The easiest way to tell people that this milk-machine is available is to make posters around Warsaw, and also have people walking around with milk-machine leaflets

#### HOW MUCH MONEY CAN YOU EARN ON THIS?

Looking at the number of people living in Warsaw which is 2,5 million poeple. Speculating that half of them will buy 1l of milk. having 50gr for a 1l of milk i could generate 600,000zl.



#### **SUMMARY**

A lot of people are scared to invest in new innovations, but if we don't try we won't know whether this idea could be a succes.

#### 7.3.5. UNITED KINGDOM BUSINESS PLAN

#### - Title and Name:

#### Winning Entrant CFI

Ryan Leiba 18 years old - 2nd Year appren:ce – Crown Bev Can

James Weightman – 20 years old 2nd Year appren:ce – Pirelli

Jay Henderson 2nd year appren:ce - Nestle

#### - Winning Plan

Personal experienced fitness instructors visiting clients homes.

Personal training plans, short, sharp sessions.

The latest mobile equipment and technology used.

Aimed at clients with a busy life style.

#### Marketing Plan

A fitness instructor who is capable of going to the customers and performing fitness sessions with all the latest equipment. Also with the option to offer fitness plans, diet plans and the possibility for supplements and group training at a reduced price.

This company would cover the needs of any type of people but mainly Housewives, self-conscious and people who aim to get a targeted goal From home.





#### - Pricing Policy

- 1 hour sessions would be £40. This is a reasonable price 1 on 1 personal training and is an appealing price especially for personal training going to your door. There is a possibility for group sessions with a discount on the price, around 30%. The supplements prices would be dependent on the price that we receive the goods and the average sale price. We would constantly monitor the prices of competitors to make sure we are still competitive.

#### - Budget for Marketing Activities

	Year 1	Year 2	Year 3	Year 4	Year 5
Publicity	400.0	400.0	400.0	400.0	400.0
Sales Promotion	50.0	50.0	50.0	50.0	50.0
Public Relations	0.0	0.0	0.0	0.0	0.0
Direct Marketing	0.0	0.0	0.0	0.0	0.0
Sponsorship	0.0	0.0	0.0	0.0	0.0
Fairs and exhibitions	150.0	150.0	150.0	150.0	150.0
Other costs of distribution	6000.0	6000.0	6000.0	6000.0	6000.0
Other costs	6600.0	6600.0	6600.0	6600.0	6600.0
Total communication					

#### - Operations/Production Planning

Find out who your main suppliers of raw materials and any other necessary supplies are and where they operate in your geographical area. Prepare a list of the most important ones and their characteristics.

Raw Material /Supply	Supplier's name	% of market controlled	Price	Quality	Conditions of payment	Delivery deadline
Food supplements, training equipment	DW Sports Fitness	30.0	50.0	Excellent	30 days	5 working days

#### - Human Resource Planning

- This business is a partnership, however there is a possibility for expansion. This would lead to 1 person per expansion. We would like to expand to 2 more employees in the first 5 years. They would responsible for a van and equipment supplied, and they would be responsible for going to the sessions and interacting with the customer. We would help with appointments but we would expect them to eventually take control of this.

#### **Budget. Summary**

INVESTMENTS	Year1	Year2	Year3	Year4	Year5
Land	0.0	0.0	0.0	0.0	0.0
Buildings/Construction	0.0	0.0	0.0	0.0	0.0
Facilities	0.0	0.0	0.0	0.0	0,0
Machinery	1300.0	1000.0	700.0	500.0	300.0
Furniture	0.0	0.0	0.0	0.0	0.0
Computer equipment	1000.0	0.0	1000.0	0.0	500.0
Other tangible fixed assets	0.0	0.0	0.0	0.0	0.0

Tangible fixed assets	2300.0	1000.0	1700.0	500.0	800.0
Investigation and development	1000.0	500.0	500.0	500.0	500.0
Administrative concessions	0.0	0.0	0.0	0.0	0.0
Industrial property	0.0	0,0	0.0	0.0	0,0
Goodwill	0.0	0.0	0.0	0.0	0.0
Software applications	350.0	100.0	100.0	100.0	100.0
Other intangible assets	0.0	0.0	0.0	0,0	0.0
Intangible assets	1350.0	600.0	600.0	600.0	600.0
Financial investments		1.766			
Amortization Expense					
Total Investments					
VAT Investments					
Total Investment + VAT					

#### 7.3.6. SLOVAKIA BUSINESS PLAN

- Title and Name:

#### Handmade by Tuha

Martina Turharska





#### **BUSINESS PLAN PRESENT**

#### IDEA:

Want to produce and sell original handmade jewelry and organize creative courses.

Jewelry will be made from seed beads, glass, swarovski components and metals.

#### It would:

- Be new and creative
- Have its own soul
- Be made according to customer
- Be unique and special
- Creative courses will focus on techniques of handmade jewelry how to make your own jewelry.

#### BRAND HANDMADE BY TUHA – PRODUCTS AND COURSES:

- My products can captivate customers especially by:
- Unusual design



- Originality
- Colors
- "Inspiration"
- Quality of workmanship
- Do something "new"
- Make jewelry according to
- Customers' design
- The creative courses, I will in particular seek to:
- Have professional lectors
- Ensure quality materials
- Learn as much as possible

#### MARKET:

- Not geographically limited
- Sell through the website
- Frequent changes in customer requirements
- Customers' desire for uniqueness

I would like to reach 5% of the market share in nearby geographic area FOR GOODS and at least 30% market share for creative courses in 5 years.

#### **CUSTOMERS, PRICE, DISTRIBUTION**

#### **FEMALE**

- 15 70 years old
- Have own income
- Wants to enjoy
- Likes unusual and interesting things, but still may be a conservative insists on uniqueness, quality and precise workmanship.
- Sell mainly through the website, the products I will send by mail, or customers can pick products directly at my shop in my home.





**COMPETITION:** many competitors in my kind of business

- WANT to be different from the
- Competition by originality and rapid
- Innovation of my products (Adaptation)
- Ability to BE different from other
- Competitors can produce jewelry by
- Costumers own design
- In the surroundings there are not many
- Companies offering creative courses in
- Jewelry manufacturing







#### **PROMOTIONS:**

- create a website with regularly updating of products (professional design, excellent photographs, to be interesting and varied).
- orders over a certain amount I will sent WITH free shipping, or giving a small gift to order.
- Free Gift wrapping to every product.

#### 7.3.7. GRECCE BUSINESS PLAN

- Title and Name:

**CHOCODOUCHE - The Chocolate Factory** 

Konstantina Stougou

Welcome to our company...



The business women are here to give you a tour in chocolate's world

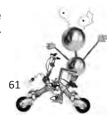


#### Let's meet them



#### A few words about our company...:

Our company was created in 2012 by 6 partners, who decided to go forward with the chocolate factory's construction after researching. Chocodouche is becoming well-known not only in Greece but also around the world.





#### Our products:



#### 8. EVALUATION

## EVALUATION OF THE PILOT AD DEVELOPMENT STAGE OF "BE AN ENTREPRENEUR" TOOLS FOR THE PARTNERS.

#### 8.1. System of evaluation indicators for "Be and Entrepreneur" programme

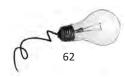
Its aim was to become a tool to evaluate the stages of Innovacreawork project at all its dimensions which could be assessed: planning, processes and results in accordance with the criteria of each stage of the programme: pilot stage, development stage and validation stage.

This system of indicators reported information to the educational centres where the programme was carried out, to the institutions and project partners.

#### 8.2. Stages of model construction

There are six stages of the model construction:

- First stage: defining stages, dimensions and subdimensions (Poland)
  - Second stage: constructing indicators (Project application form)
  - **Third stage**: system architecture those responsible for internal and external project evaluation.



- Fourth stage: submitting and validating variables and indicators pilot stage evaluation, experimentation stage evaluation.
- **Fifth stage**: technical development, variables and indicators which will be useful for future applications of the validated programme.
- **Sixth stage**: preparing European guide on the best use of "Be an Entrepreneur" tools and its evaluation.
  - Experimental implementation and model evaluation was divided into three stages:
    - **First stage**: Pilot (four months)
    - **Second stage**: Experimentation (four months)
    - Third stage: Model validation (one month)

#### 8.3. Calendar for the experimental stage and its evaluation.

These were the deadlines to be followed when carrying out the above mentioned stages:

Stage	Deadline
Pilot stage within the process of experimentation of the indicators system	Four months
Preparation of European Guide on "Be an Entrepreneur"	Two months
Experimental Implementation of the indicators system	Four months
Validation and preparation of European Guide on "Be an Entrepreneur"	Four months

#### 8.4. Developping the experimentation stage

It consisted of three stages:

#### a) Pilot Stage

Its objective is to assess the adequacy of the indicators to be used in order to evaluate the project objectives and address any possible difficulties which may occur when implementing the model.

European centres:	To be specified by each Partner	
Countries where it was introduced:	Innovacreawork Partners	
Timing:	4 months	
Agents:	Coordinators: Centres where the tool was used. External evaluator	

Once this stage was over, some modification to the model structure were introduced.

#### b) Experimentation Stage

Its objective was to introduce the model previously testes in the pilot stage to other educational centres in order to check its adequacy and usefulness at larger scale. This stage provided some useful information for the final design of the tool.



Programme	"Be an Entrepreneur" tool
Countries where it was introduced:	Innovacreawork Partners
Timing:	Four months
Agents:	Coordinators: Centres where the tool was used. External evaluator

#### c) Model validation stage

In this stage all the information provided during the experimentation stage was revised in order to suggest improvements and modifications within the model. Once this stage was over, final version of the European Guide on "Be an Entrepreneur" and INNOVACREAWORK tools was prepared.

#### 8.5. Model elements and tools

The indicators system relies on the following documents:

- Doc.1. Application form and indicators development (page 96 and 97): It accounts for the operationalization process of each indicator and for the adequate sources to find the required information.
- **Doc.2. Evaluation and follow-on panel**: It compares grade of fulfillment of each indicator with the standard foreseen for the Experimentation stage.
- Annex: It provides explanatory information on the process of measuring the indicators.
- Doc.3. Panel of specific indicators of "Be and Entrepreneur" programme
- Doc.4. Satisfaction questionnaire on the pilot and experimentation stage of Innovacreawork project: there was a unique survey used to evaluate all the implementation stages in the Partner countries.

#### 8.6. Tools use

- The partners will use the general information panel (**Doc.1**) in order to devise the indicators and they will be supported by the **Annex** in order to provide the information required.
- The indicator results will be reflected on the evaluation and follow-on panel (Doc.2).
- The information on the specific indicators of the stage being carried out and evaluated will be provided.
   (Doc.3 Doc.4).

#### 8.7. Process supervision

The supervision process of the correct implementation of the experimentation stage at each stage was carried out by the institutions responsible for the internal and external evaluation.

Once the experimentation stage was over, a report was prepared in which "Be an Entrepreneur" tools, and Pilot and Experimentation Stages were assessed using a FileMaker programme. Please find enclosed the survey.

#### Satisfaction questionnaire on the pilot stage of INNOVACREAWORK project

#### **Programme: Leonardo Da Vinci Transfer of Innovation**

Partner:	Country:					
IDENTIFICATION DATA						
Trainer:	d	External collabo	orator	7	ø	
Student:	d	Internal collabo	rator		ø	E
Person in charge:					ø	
Are you familiar with INNO stage)?	OVACREAWORK pr	oject (pilot	YES	선	NO	
Do you participate in INNO stage)?	YES	đ	NO	ø		
Value from 1 to 10						
E1 Extent to which you are familiar with the pilot stage objectives.			12	3 4 5	6 7 8	9 10
E2 Achievement of the pilot stage objectives.			12	3 4 5	678	9 10
E3 Quality of INNOVACRAWORK project pilot stage.			1 2	3 4 5	6 7 8	9 10
E4 Extent to which the pro entrepreneurs' expectation		udent	12	3 4 5	678	9 10
E5 Support you received o educational institutions.	n entrepreneurshi	p from your local	12	3 4 5	6 7 8	9 10
E6 Your interest in this ent	repreneurial proje	ect.	12	3 4 5	678	9 10
E7 Pilot stage organization			1 2	3 4 5	6 7 8	9 10
E8 Adequacy of the objectives achieved so far.			12	3 4 5	6 7 8	9 10
Degree of difficulty of the training. (1-very difficult)			1 2	3 4 5	6 7 8	9 10
E10 Adequacy of the number of hours devoted to the project and to the training.			12	3 4 5	678	9 10
E11 Adequacy of the traini	1 Adequacy of the training quality.			3 4 5	678	9 10
	12 Do you agree that the project facilitates and promotes ntreprenurial activities and provides resources and support.			3 4 5	678	9 10

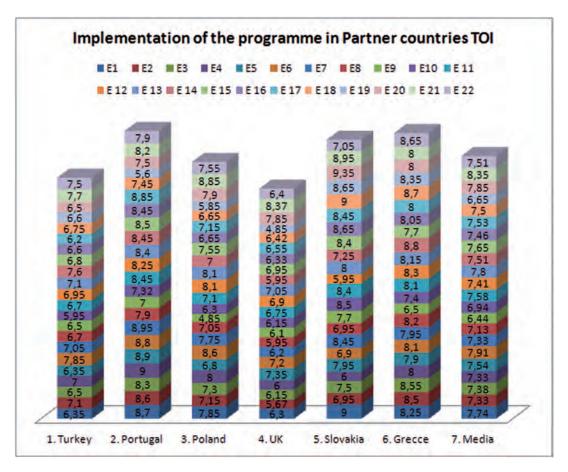


E13 Adequacy of teachers and trainers training on the programme and the use of the online platform.	12345678910
<b>E14</b> Innovative character of the project for your country and your institution.	12345678910
<b>E15</b> Adequacy of communication channels between coordinators, partners, trainers and students involved in the project.	12345678910
E16 Efficacy and speed when it came to addressing needs and problems occurred when implementing the pilot stage.	12345678910
E17 Adequacy of external advisory system during trainers and students training.	12345678910
E18 Innovacreawork platform has been available to all the trainers and their students.	12345678910
E19 All the relevant information has been transferred from Spain rapidly and efficiently to all those who needed it.	12345678910
<b>E20</b> Adequacy of the computer rooms where the training took place.	12345678910
<b>E21</b> The rooms where the training took place met the requirements of space, luminosity, temperature and safety.	12345678910
E22 General grade of satisfaction with the pilot stage of INNOVACREAWORK project.	12345678910
Would you advise other centre in your country to participate in this project?	YES & NO &
What would you change or what are the needs of your in as the entrepreneurship concept is concerned?	stitution or your country as far



## SUMMARY OF THE RESULTS OF THE IMPLEMENTATION OF "BE AN ENTREPRENEUR" PROGRAMME IN DIFFERENT COUNTRIES USING THE SURVEYS

PERSON		COUNTRY/ TYPE	E1	E2	E3	E 4	E5	E 6	E 7	E8	E9	E 10	E 11	E 12	E 13	E 14	E 15	E 16	E 17	E 18	E 19	E 20	E 21	E 2
Bursa Chambers E	P	1. Turkey Centre	6,35	7,10	6,5	7,00	6,35	7,85	7,05	6,70	6,5	5,95	6,7	6,9 5	7,10	7,6	6,80	6,60	6,20	6,75	6,60	6,50	7,7 0	7,5
Kerigma Barcelos	P	2. Portugal Centre	8,70	8,60	8,30	9,00	8,90	8,80	8,95	7,90	7,00	7,32	8,45	8,2	8,40	8,45	8,50	8,45	8,85	7,45	5,60	7,50	8,2	7,9
Mazovian Warsa	P	3. Poland Centre	7,85	7,15	7,30	8,00	6,80	8,60	7,75	7,05	4,85	6,30	7,10	8,1 0	8,10	7,00	7,55	6,65	7,15	6,65	5,85	7,90	8,8	7,5
Cumbria Credit	P	4. UK Centre	6,30	5,67	6,15	6,00	7,35	7,20	6,20	5,95	6,10	6,15	6,75	6,9 0	7,05	5,95	6,95	6,33	6,55	6,42	4,85	7,85	8,3	6,4
BIC Banska Bystrica	P	5. Slovakia Centre	9,00	6,95	7,50	6,00	7,95	6,90	8,45	6,95	7,70	8,50	8,40	5,9	8,00	7,25	8,40	8,65	8,45	9,00	8,65	9,35	8,9	7,0
EKPOL Volos	P	6. Greode Centre	8,25	8,50	8,55	8,00	7,90	8,10	7,95	8,20	6,50	7,40	8,10	8,3	8,15	8,80	7,70	8,05	8,00	8,70	8,35	8,00	8,0	8,6
					7,38		port loca	1 7.		Pliot sta		7.7	A FG	Degree	20.0	6,4		1 trainin			-	58		





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