



Best practices Resource Book in Youth Entrepreneurship in the EU Member States

The aim of this guidebook is to inspire and encourage young people to follow their innovative ideas and transform them into business.

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Introduction

The effects of the financial crisis have also had repercussions on young people in Europe and younger age groups suffered most the crisis (ILO 2014). Employment in Greece, Ireland and Portugal as a whole declined by 1.6 million between 2007 and 2012, but 75% of this reduction, i.e. 1,2 million jobs were concentrated among younger people. In Italy, adults faced sharper decline in their employment than youth. Turkey recorded a rise in unemployment 2013 for the first time after a period of rapid decline from 2009. A possible path to integrate young people into the labour market is to increase youth entrepreneurship. Studies confirm that becoming entrepreneur is a good way for young people and it offers benefits, in terms of happiness and human capital attributes. A young person setting up a new business may provide demonstration or learning externalities in that they may act as a role model for other young people¹. Investing on young entrepreneurs would have a greater reward.

OECD & EU's Policy Brief on Youth Entrepreneurship (2012) advocates that prior work and entrepreneurship experience is a major determinant of business start-up and entrepreneurship performance.

The SPARK project addresses the difficulties of youths in moving their ideas into business due to a lack of knowledge in human, financial and societal capitals (OECD, 2012). The SPARK project aims to develop entrepreneurship skills of young people and to share best practices of successful young entrepreneurship at European level. The project develops an online learning with mentoring sessions which will run in parallel with e-learning exercise for enhancing entrepreneurship skills.

The aim of this handbook is to inspire and encourage young people to follow their innovative ideas through European best practices.

The document is articulated in two parts.

The first part of the handbook offers an overview on young entrepreneurship in Europe.

The second part of the work is focused on the results of the administration of semi-structured interview in four countries involved in the project, Italy, Greece, Portugal and Turkey. The analysis of this study consents us to identify successful best practices of young entrepreneurship.

The SPARK project aims also to disseminate this document to stakeholders and potential young entrepreneurs, to introduce young business ideas to investors.

¹Green, F. (2013). Youth entrepreneurship. *Background paper for the OECD Centre for Entrepreneurship, SMEs and Local Development Paris*, www.oecd.org/cfe/leed/youth_bp_finalt.pdf.

Overview on the young entrepreneurship

*Young people's human and social capital
is one of Europe's greatest assets for the future.
(COM 2015-429)*

The effects of the economic crisis in Europe have also had repercussions on young people.

Innovative ideas and entrepreneurial spirit are not lacking in Europe. The decision to become an entrepreneur is complex and is determined by several factors that can influence the choice.

There are many young companies that fail to survive the critical phase of the first years of activity or that try their luck in a third country, rather than exploit the potential offered by a pool of 500 million consumers in the EU².

The “Communication from the commission to the European Parliament, the Council, the European economic and social committee and the committee of the Regions” highlights some important data about young such as the rates of higher education of young people up to the age of 29 have improved, from 33.8% to 37.9% of those with tertiary education³. Data also confirm that youth self-employment is predominantly male and that in 2013 only 33% of young self-employed workers in the EU28 were women⁴.

The European Commission has been working for years to change this situation and help start-ups to realize their potential for innovation and job creation.

The European Commission have been proposed several policies for the benefit of European start-ups, such as the Capital Markets Union, the Single Market Strategy or the Digital Single Market. It precises the initiatives and actions of the Member States, which have supported companies that have now become market leaders, such as⁵:

² https://ec.europa.eu/italy/news/20161122_startup_scaleup_it

³ Communication from the commission to the European Parliament, the Council, the European economic and social committee and the committee of the Regions. - Draft 2015 Joint Report of the Council and the Commission on the implementation of the renewed framework for European cooperation in the youth field (2010-2018) - (COM 2015-429)

⁴ Eurofound (2015), *Youth entrepreneurship in Europe: Values, attitudes, policies*, Publications Office of the European Union, Luxembourg.

⁵ https://ec.europa.eu/italy/news/20161122_startup_scaleup_it

- Spotify⁶, is a music, podcast, and video streaming service that was officially launched on October 2008. It is developed by startup Spotify AB in Stockholm, Sweden. Spotify provides access to more than 30 million songs. As of June 2017, it had more than 140 million monthly active users and more than 70 million paying subscribers as of 4 January 2018 (*source: Wikipedia.org*).
- Deliveroo⁷, is a British tech success story. After moving from New York to London, our founder was surprised to find it was nearly impossible to get great quality food delivered. He made it his personal mission to bring great restaurants closer to their customers. We now operate in over 100 towns and cities across the UK, employing over 600 software engineers and employees in our UK headquarters, working with more than 8,000 partner restaurants and engaging 15,000 riders (*source: Wikipedia.org*).
- Klarna⁸, is a Swedish bank that provides online financial services such as payment solutions for online storefronts, debt collection, credit payments and more. Their core service is to assume stores' claims for payments and handle customer payments, thus eliminating the risk for seller and buyer. About 40% of all e-commerce sales in Sweden goes through Klarna. The company has more than 1600 employees, most of them working at the headquarters in Stockholm. In 2014, the company handled about \$10 billion in online sales (*source: Wikipedia.org*).
- Cabify⁹, is a Spanish transportation network company. It provides vehicles for hire via its smartphone mobile app. Vehicles are driven by their owners, who must pass a rigorous selection process. Operating in Latin America, Spain, and Portugal, the company offers two services, one for businesses and another for individuals. As one of the biggest transportation network companies in the Spanish- and Portuguese-speaking world, Cabify operates in Mexico, Chile, Colombia, Peru, Brazil, Panama, Ecuador, Portugal, Spain, Argentina, Dominican Republic, and Uruguay. In early 2016, Cabify reported over one million installations globally, of which the majority were in Latin America and the rest in Spain (*source: Wikipedia.org*).

⁶www.spotify.com

⁷ www.deliveroo.it

⁸ www.klarna.com

⁹ www.cabify.com

- N26¹⁰, the German startup, founded in 2014, which takes its name from the Rubik's cube, has raised over 50 million dollars and has 300 thousand customers in Europe. It allows to open and manage an account only with the smartphone (*source: Wikipedia.org*).

The famous American business magazine 'Forbes'¹¹ published the 2018 edition of the Forbes 30 Under 30 that collects the creative idea of 600 youngs in 20 different industries. The list of successful young people is supported by statistics about some main aspects that characterize younger (figure 1). It summarizes some elements that led them to success.

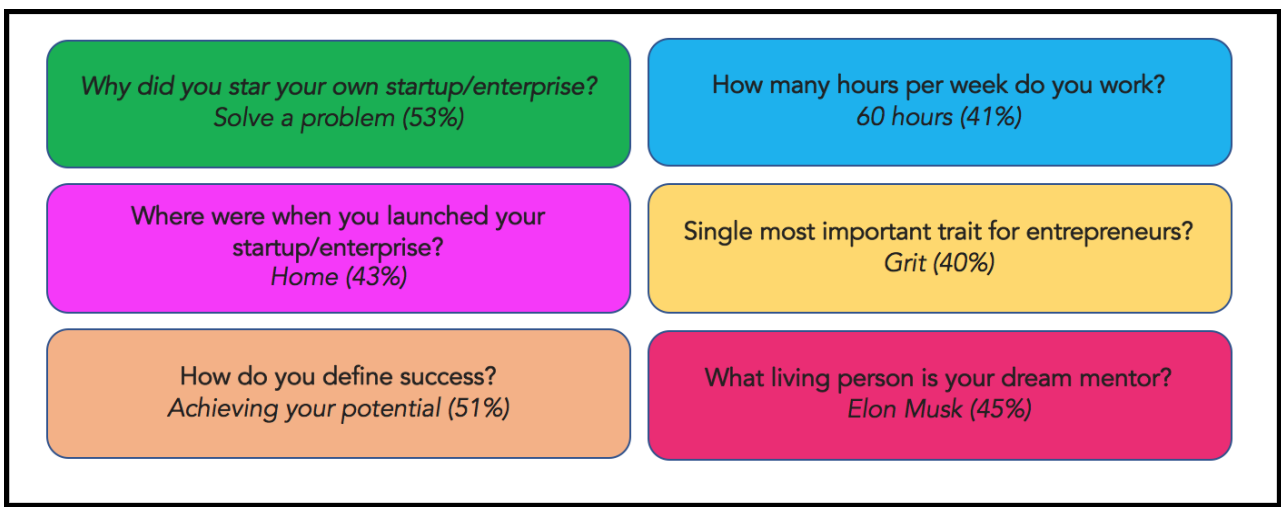


Figure 1 'U30 2018 by the numbers'

¹⁰ www.next.n26.com

¹¹ www.forbes.com

...in Italy...

Talent Garden – www.talentgarden.org

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“The best physical platform to physically connect talent around the world”

- The Huffington Post-

Talent Garden was founded in 2012 by the young Italian Davide Dattoli (26 years old). His start up provides the space, the training and the network for their select community of innovators to succeed. Their co-working campuses are designed to help their community connect, collaborate, learn and celebrate success together. The spaces include different areas to work, relax, enjoy lunch or coffee away from your desk and meet people. They are open 24/7 and offer all the facilities needed to grow your business or idea. They develop training activities to help individuals (n. 85.000 people connected) and companies (n. 410) work with passion, lead, innovate and grow in an increasingly digital world.

GoPillar – www.gopillar.com

“Pillar customers receive multiple design proposals from several international designers, which means more choice and inspiration”

- Inc. –

“Pillar is disrupting the interior design and architectural market by connecting designers and customers from all over the world”

- Vanity Fair -

GoPillar was founded by 3 young Italian boys: Federico Schiano di Pepe, Filippo Schiano Di Pepe and Alessandro Rossi. Pillar is a platform (crowdsourcing) designed for providing services in favor of people interested in evaluating and promoting ideas based on trends and styles of architectural design, managed by CoContest Italy Srl, an Italian company.

...in Turkey¹²...

Q Zenobia – www.qzenobia.com

Q Zenobia is a mobile application that runs as a "refugee hub", based on Refugee Big Data analytics. With Q Zenobia, refugees can submit their data to the application via "questionnaire" and search for opportunities such as verified news, refugee portal, jobs and registrations in the host country.

Marketci – www.expressmarketci.com

Marketci is an e-commerce platform that consists of a website and a mobile application which will be established with the aim of bringing the stores, who provides delivery services and are eager to take a step in this direction, and users who would like to use this service in the same environment. Target customer: In Turkey 20 million people who do online shopping.

Buy Buddy (Payment systems)

Buy Buddy start up was classified 3^o at the Startup Turkey 2017. Buy Buddy provides e-commerce analytics to the stores and allows customers to make payments without going to checkout.

¹² Source: www.startupturkey.com
<https://startupistanbul.com/Startup100>

...in Greece...

GloVo

GloVo is a global volunteers' platform that connects volunteers to various events based on their location, interests, and abilities.

GloVo stands for Global Volunteers. It is a global volunteers' platform, in which people from all over the world can sign up as volunteers for all kinds of events, according to their location, interests and abilities. Also event organizers can benefit from our website by finding suitable volunteers for their events. In other words, GloVo aims at matching great volunteers to great events.

GloVo was the second winner of Athens Startup Weekend University, a national startup competition, between 48 pitched ideas.

App Near-Check Who's Nearby

Valentinos Tzekas is the creator of mobile social Android app Near-Check Who's Nearby, which map-checks who is near you within a two-mile radius, without resorting to using Facebook check-ins, texting and calling friends to find out where they are.

The idea for the app came about a summer when Tzekas and his friends were heading for the coast, traveling by train, and trying to decide which beach bar to go.

...in Portugal...

Talkdesk - www.talkdesk.com

Talkdesk is a cloud-based contact center software provider. Since its founding in 2011, Talkdesk has proved to be one of Lisbon's most successful startups.

Its headquarters are in San Francisco but with offices in both in Portugal (Lisbon and Porto). Talkdesk co-founders Cristina Fonseca and Tiago Paiva noticed the paradigm regarding call center software was not only sloppy but outdated. Fonseca and Paiva entered a contest hosted by Twilio and built the first version of Talkdesk using Twilio's API in 10 days. They were selected to present at Twilio's conference and after winning were invited to join 500 Startup's third batch. Cristina Fonseca and Tiago Paiva founded the company in 2011 and raised \$450,000. Talkdesk demonstrated at TechCrunch Disrupt in New York in May, 2012. In August 2014, the company raised \$3.15 million led by Storm Ventures. In 2015, Talkdesk raised \$21 million DFJ, Salesforce Ventures and Storm Ventures. On October 27, 2015, Talkdesk announced a program to provide technology startups with free licenses.

Uniplaces - www.uniplaces.com

Uniplaces is a case of success of a Portuguese startup who went worldwide. Uniplaces is creating a trusted, global brand for student accommodation. Since launching in 2013, Uniplaces became the fastest-growing international website for booking student accommodation. Uniplaces has been making the process of finding a room easier for students all over the world.

Bold - www.boldint.com

Bold was an IT startup and now is a big company and a case of entrepreneurship presented at the WebSummit 2017 with their augmented reality solutions.

BOLD International provides IT consultancy services, and specialises in delivering technological and functional solutions. It aims to inspire People to work with creativity, passion, optimism and excellence, but above all, to deliver cost-effective and innovative technical solutions their clients can capitalize on.

Methodologies of the study

The aim of this handbook is to inspire and encourage young people to follow their innovative ideas and transform them into business. To reach this goal a semi-structured interview has been administrated to 3 successful young (aged between 18 and 30) entrepreneurs in four-partner countries: Italy, Portugal, Greece and Turkey.

CNR-IBIMET has developed the template of the semi-structured interview for all partners-country.

The semi-structured interview is realized to achieve the following results:

- ✓ Identify best practices of young entrepreneurs
- ✓ Identify innovative ideas
- ✓ Identify successful process of young entrepreneurs

Semi-structured interview is different to the 'traditional' interview or questionnaire. It involves the use of pre-formulated questions (about the project's theme) but there isn't adherence to them. During the conversation, may emerge new questions and such improvisation is encouraged. However, there is some consistency across interviews, given that interviewer usually starts with a similar set of each time. During the interviews is important the consistency across questions. If the interviewer sticks religiously to the prepared set of questions defined will not be possible to pursue any new lines of enquiry that might emerge during the interview.

An interview can be considered semi-structured even if the researcher expects to use a data matrix to organize the collected information. The interviewer submits the question openly, leaving the encoder the task of returning the respondent's response to a certain category. (Fideli and Marradi 1996).

The semi-structured interview is also planned in relation to the previous outputs of the project.

The template of the semi-structured interviews has been planned in different section to detect different aspects of young entrepreneurs.

Introduction to the structured interview: a short presentation of the project, the interviewer and the aim of this interview. During this first step, same general information about the young entrepreneur

will be collected, such as age, gender, level of education, course, town, entrepreneur (field and type), and if it is a start up¹³.

Inventor and innovation. In our study, we have placed emphasis on two aspects that may characterize the youth entrepreneur: innovator and inventor. The inventor is who first creates a new product or a new technology, without taking care of the possible industrial applications.

While the innovator is who, starting from an invention, is able to understand its applicative scope in industrial and commercial terms.

Our study focused on a direct example that underlined the difference between inventor and innovator.

Case study: 'Da Mister Biro a Monsieur Bic'

László Bíró, a Hungarian newspaper editor frustrated by the amount of time that he wasted filling up fountain pens and cleaning up smudged pages, noticed that inks used in newspaper printing dried quickly, leaving the paper dry and smudge free. He decided to create a pen using the same type of ink. Bíró enlisted the help of his brother György, a chemist to develop viscous ink formulae for new ballpoint designs. Bíró's innovation successfully coupled ink-viscosity with a ball-socket mechanism which act compatibly to prevent ink from drying inside the reservoir while allowing controlled flow. Bíró filed a British patent on 15 June 1938. Her pen was sold in many countries, but the price of it was very expensive. For this reason, the business was not good and Birò went back to painting after selling the ball-point patent to Marcel Bich. Bich wanted to produce a practical writing tool and reach everyone, so he made some changes to the invention of Bíró, improving the ink passage from the tube to the ball and using cheaper materials. In December 1950 launched the "Bic Cristal" at the cost of 50 cents francs. In a very short time the pen gained enormous success until it was included in the Museum of Modern Art collection (MOMA) in New York: since the year in which it was marketed, over a hundred billion of specimens¹⁴.

Idea of the entrepreneurs, with this section we would to know the creativity and the story of the interviewed. The aim of this step is to detect the spark that made love for her/his job and to start a business and how he/she promote/communicate the company (for example by web site, social network, radio or TV, conferences, events).

¹³ * A start-up is defined by 3 characteristics (Source: European start-up Monitor (ESM)):

- 1) < 10 years
- 2) Feature (highly) innovative technologies and/or business models
- 3) Have (strive for) significant employee and/or sales growth

Type of business foundation:

- Independent venture foundation
- Spin-off from university/university product – Spin-off from an existing company
- Spin-off from other research institutions

¹⁴Source: 'Da Mister Biro a Monsieur Bic' – Il caso Bic, written by A. Piccaluga (educational goals).

Creativity and Entrepreneurship

Creativity is a cognitive ability of the mind, which can lead to the invention of a completely new process/product or it can lead to the renewal of existing elements. On the one hand there is a new creation, while on the other hand there is a revolution of the process that leads to a renewal. Renewal is also a form of creativity, in which the problem is broken down, the situation is analyzed, the components are isolated and repositioned in a new structure.

K. Adams (2005)¹⁵ studied and defined elements that composed creativity and entrepreneurship, such as: expertise (knowledge-technical, procedural and intellectual), motivation (intrinsic is more effective than extrinsic) and creative-thinking skills (how flexibly and imaginatively people approach problems). Creativity and entrepreneurship are closely related. Entrepreneurial decision process is a creative process. Identifying market opportunities requires creativity.

Background. This section refers to additional information about the background of the young entrepreneurs, with refers to the previous job and the training activities before to start the business. The participants were asked to indicate how important they think training is and the type of training activities (free, private or public, specialized course, on what topics).

Working skills. This section detects to know the working skills in relation to entrepreneurship (8 items). The participants were asked to indicate how important skills are in this stage on a five points scale (1=nothing; 2=not much; 3=nor or little; 4=enough; 5=much). This part of the semi-structured interview focused also to the working day (daily tasks, lunch break, conversation topics with colleagues, conversation topics with customers).

Obstacles. This part of the semi-structured interview is designed to detect about the main difficulties that the young entrepreneurs met to start the business - 'yesterday' and 'today' to handle the business. Based on the previous analysis of the project (IO1) we have been identified n.6 items. The participants were asked to indicate how important obstacles are in this stage on a five points scale (1=nothing; 2=not much; 3=nor or little; 4=enough; 5=much).

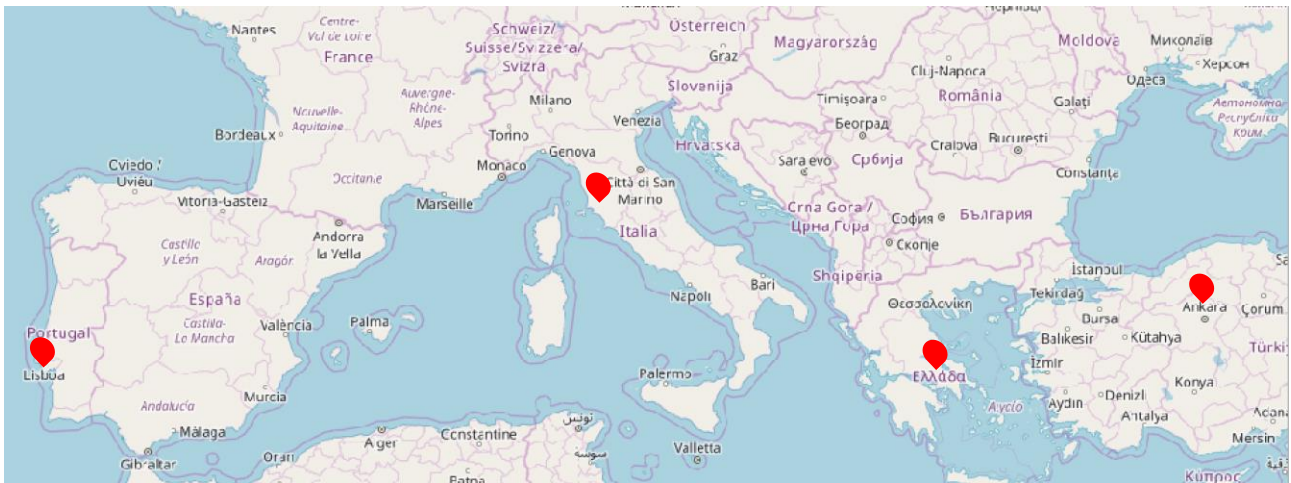
Conclusions. The last part of the semi-structured interview refers to additional information about the experience of the young entrepreneurs. In particular the aim of this section would to inspire and encourage young people to follow their innovative ideas through the 5 words that the interviewed tell to a young person who would like to start a business.

¹⁵Adams, K. (2005). The Sources of Innovation and Creativity. *National Center on Education and the Economy (NJ1)*.

Best practices in Italy, Greece, Turkey and Portugal

*'What never grows old?
The burning desire of youth to reinvent the world.'*
-Forbes -

The present chapter is focused on the young entrepreneurs interviewed with the aim to identify innovative ideas and successful processes of young entrepreneurs in Italy, Turkey, Greece and Portugal. The first part is dedicated to the story of interviewed in each country, while the last part is dedicated to the conclusions in order to have an overview at European level on the best practices.



Italy

The best practices we report for Italy represent three young entrepreneurs in different fields of business and different types of enterprise.

The successful companies have all been launched in a different way: a case of entrepreneur who started his own cooperative with funding (PSR-Tuscany Region) from the Tuscany Region for young entrepreneurs, a case of the University of Florence spin-off and a case of 'traditional' entrepreneur. The interviewed are all from Tuscany Region (n.2 male and n.1 female), all with a different level of education and courses. The three young entrepreneurs presented as best practices of Italy are in different fields of business: Agriculture, trade and consultancy.

The story of Vetreria Toscana

Fabio is the owner of the 'Vetreria Toscana srl' with his brother. He is a glassware wholesaler in Italy. Fabio tells that the company was born in 1991, when his brother and Fabio were still children, from the courage and the desire of his father. Before starting the business and become an entrepreneur Fabio has attended training courses and he highlights that some of this training course are mandatory for his work.

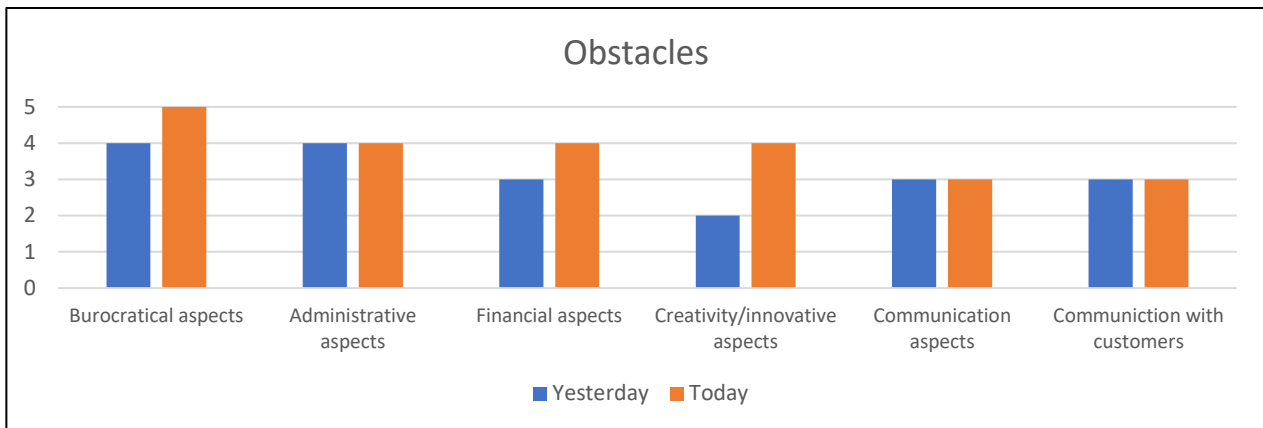


Fabio feels like Mr Bich because he knows how to seize the opportunities offered and this is the same case of Fabio's enterprise... taking the opportunities offered by the market. Fabio highlights the importance of communication with customer in his work (B2B).

Fabio thinks that the main working skills are also the access to finance, the opportunity of identification, the emotional intelligence and running pilot business and at the same time he explains that the skills like development of new products and digital market are less important than the other skills in his sector.

Fabio explains about his working day and he summarizes in one word the different parts of the day. He says that for the daily tasks he thinks to improve himself and the enterprise.

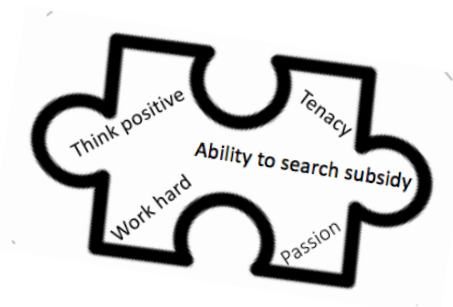
He has friendly conversation with colleagues about the aims of the 'Vetreria Toscana srl', while during the lunch break he goes running.



Fabio concludes the interview says that if he could go back he would begin... again!

The story of 'Perterra cooperativa agricola'

Niccolò Neri was founded the agricultural cooperative 'Perterra' with four young people. He tells that the cooperative was founded to recover and enhance land that once housed a thriving agricultural center. The project of the cooperative is included in the ranking of funding from the Tuscany Region (PSR – Programma di SviluppoRurale).



Before starting the business and become an entrepreneur Niccolò has attended public and private training courses and he says that some of this training course are mandatory for his work (such as HACCP, fire-fighting course, on cheese production, etc.).

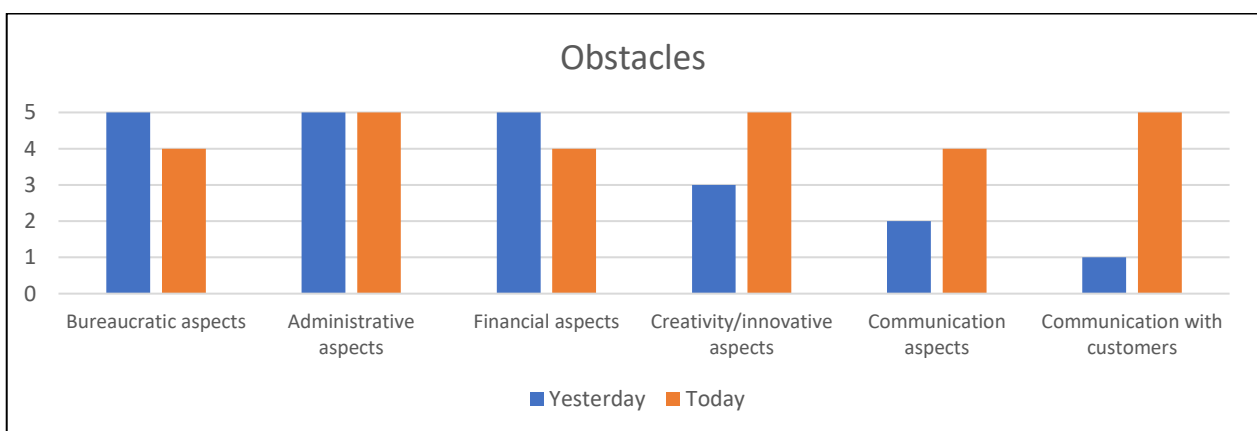
Niccolò feels like Mr Bich related to the improvement of the agricultural product. The cooperative was founded with the aim of recovering a land for 10 years uncultivated and relaunching viticulture, holiculture, the creation of a sheep farm, with its production, and therefore direct sales, of raw milk cheese on those lands. He tells about the project and aims of the cooperative underlines the efforts but at the same the satisfactions. Today, the cooperative produces oil, wine, cheeses and breeds animals. On December, the entrepreneurs of 'Perterra' have opened the shop and the workshop of cheese production. The shop promotes the organic products of the cooperative, and products of other farms in the area united by a philosophy based on respect for the land and the care of its products. Niccolò tells that the next step will be to open an educational farm.

He tells about the spark that made love for her job and he highlights the passion for the territory and the agriculture. He speaks about his previous experiences and he tells about the one year's experience and work in Australia. Niccolò highlights the passion to realize his dream and project

once back in Italy. So this is the spark that made love for his job and in particular to start the cooperative.

Niccolò thinks that the main working skills are the opportunity of identification, the access to finance and interpersonal skill and at the same time he explains that the skills like development of new products and leadership skills are less important than the others in his sector.

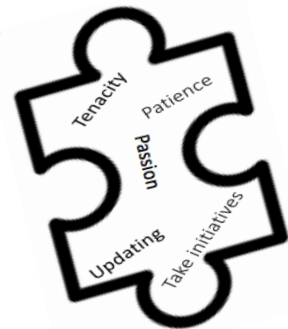
Niccolò explains about his working day and he summarizes in one word the different parts of the day. He says that for the daily tasks he organizes the work and with colleagues he speaks about problem solving and he summarizes in the word of 'smile' the conversation with customers.



Niccolò concludes the interview says that if he could go back he would begin his cooperative again!

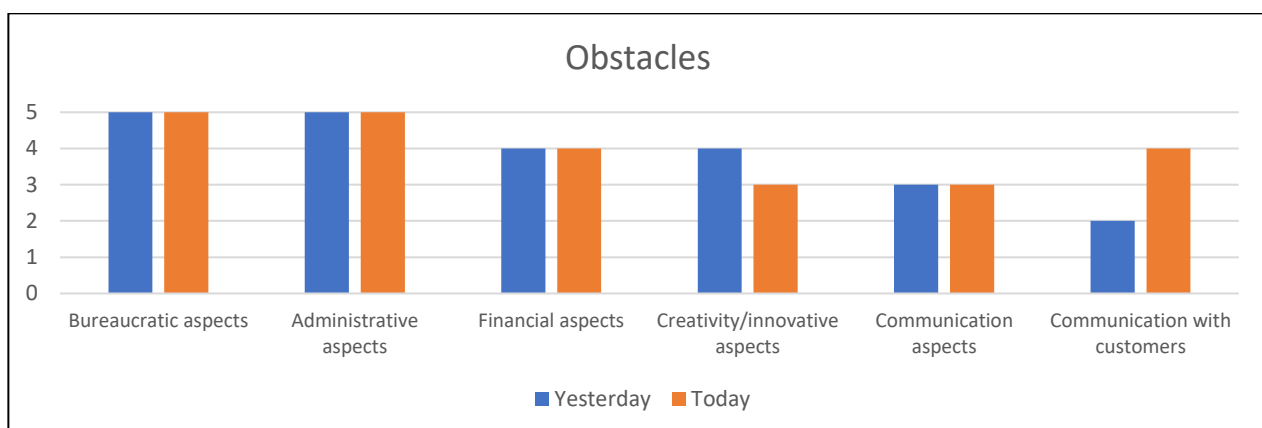
The story of 'Trezerodue – Providing Management Solutions'

Sara is one of the founder of TREZERODUE – Providing Management Solutions. It is a University of Florence spin-off that provides management consulting services on issues related to Marketing, Business Organization and Human Resources Management to companies. It is a strategic partner for small, medium and large enterprises in the processes of growth of their business and development of their internal expertise.



Before starting the spin-off she has attended training courses with her PHD course. Sara feels more like Mr Bich because the aim of TREZERODUE is to support companies in the innovation of managerial practices through highly personalized, innovative and scientifically based management consulting services. The innovation of it is related to the process methodology, on the output. Sara doesn't remember a significant episode related to the beginning of the spin-off, but she tells a nice anecdote related to the name of the spin-off. She says that TREZERODUE is the name of the room where the group was born: from the first day, this was the team that imagined, dreamed, waited and fought to create this adventure.

Sara thinks that the main working skills are the running pilot business, the emotional intelligence, the access to finance and interpersonal skills and at the same time he explains that the skills like development of new products and digital marketing are less important than the others in her sector. Sara tells about her working day and she says that the daily tasks are structured and that the lunch is the perfect conviviality moment. She highlights that the conversation with colleagues are constructive and that during the conversation with customers the empathy is very important.



Sara concludes the interview says that if she could go back she would begin TREZERODUE again...with the same team!!

Greece

The young entrepreneurs interviewed have been selected among the awarded at the Start Up Europe awards in 2017 in Greece. All the interviews were conducted through Skype system.

The interviewed are all from Athens (n.2 female and n.1 male), all with a master's degree, but in different course: leadership, creativity/innovation and financial fundamentals.

The three startups presented as best practices of Greece are in different fields of business: Culinary Arts Industry, Fashion Design Industry and Agritech.

The story of Sustainable food movement startup

Vee Bougani is a startupper that was awarded in the field of gastronomy. She created a social enterprise with five other people and the main objective of their enterprise is to tackle food waste in Greece. The name of her enterprise is Sustainable food movement- Greece.

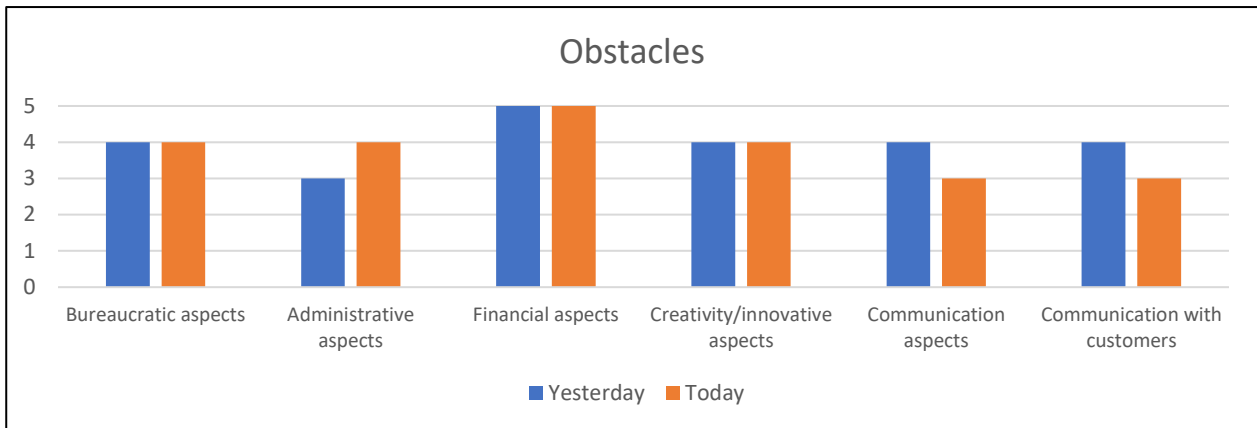
Before starting the business and become an entrepreneur she worked in the same sector. She has attended free and public training courses before to start the start up.

Vee feels like Mr Birò and MrBich because she is an inventor and innovator at the same time. She explains that the idea behind the sustainable food movement is new and unique in Greece and she thinks that all the project is innovative. At the question 'What is your innovation/invention?' she answers 'The idea of my enterprise.' They'd like to tackle food waste in Greece and they visualize sustainable gastronomy as a virtual product of Greek sustainable tourism.

She tells about the spark that made love for her job and she highlights 'The love I had for cooking!'. She thinks that the main working skills are the interpersonal skills, emotional intelligence, opportunity of identification and leadership skills and at the same time she explains that the skills like development of new products and services skills and the access to finance are less important than the others.

Vee tells about her working day and she summarizes in one word the different part of the day. She says that for the daily tasks she schedules and with colleagues they speak about aims, during the lunch break she speaks about gossip and she gives information during the conversation with customers.

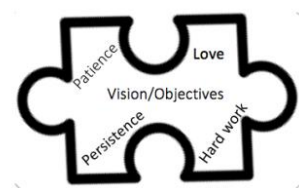




Vee concludes the interview says that if she could go back she would begin her start up again...but earlier

The story of Billagi startup

Agisilaos Daskalopoulos is a start upper awarded in the field of green. He tried to create an eco-fashion, e-commerce focused startup, which will provide truly eco-friendly womenswear, created using the best eco-fabrics. The name of the enterprise is Billagi.



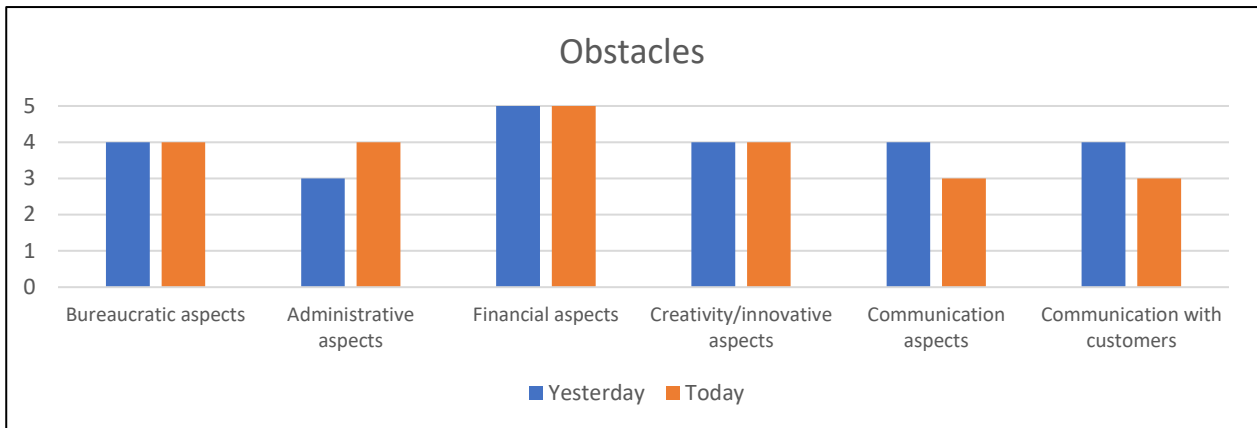
Before starting the business and become an entrepreneur he worked in another sector. He has attended free and public training courses before to begin the start up.

He feels more like Mr Bich because he thinks that all the project idea is innovative. Nobody in Greece has ever thought to create cloths but in a way, that can measure the water, the materials and the staff you need to produce a trouser for example and try to minimize the cost in a ecofriendly way and keep the quality in same levels. An eco-fashion, e-commerce focused startup that is developing which will provide truly eco-friendly womenswear, created using the best eco-fabrics.

He tells about the spark that made love for his job and he says 'The love I had for fashion!'.

Agisilaos explains that the main working skills are running pilot business, emotional intelligence, opportunity of identification and interpersonal skills, and at the same time he says that the skills related to the development of new products and services is less important than the others.

Agisilaos tells about his working day and he summarize in one word the different parts of the day. He highlights that for the daily tasks he identifies and defines the priorities and he speaks with his colleagues about the improvement of the business. While during the lunch break, he speaks about his family.



Agisilaos closes the interview by saying that if he could go back he would begin his start up again and nothing would change.

The story of Agrologies startup

Eleni Kavallieratou is a start upper and co-founder of the Agrologies which helps farmers manage irrigation via their smartphone, anyplace, anytime! She is awarded in the field of agritech.

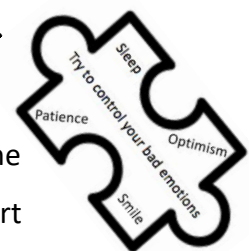
Before starting the business and become an entrepreneur she worked in the same sector. She has attended free and public training courses before to start the start up.

Eleni feels more like Mr Bich because she believes that her start up made an innovation. She explains 'I'm sure somebody in this world thought about creating a device that can help farmers manage the water supplies for plant watering. But we are the first in Greece to make this idea reality'.

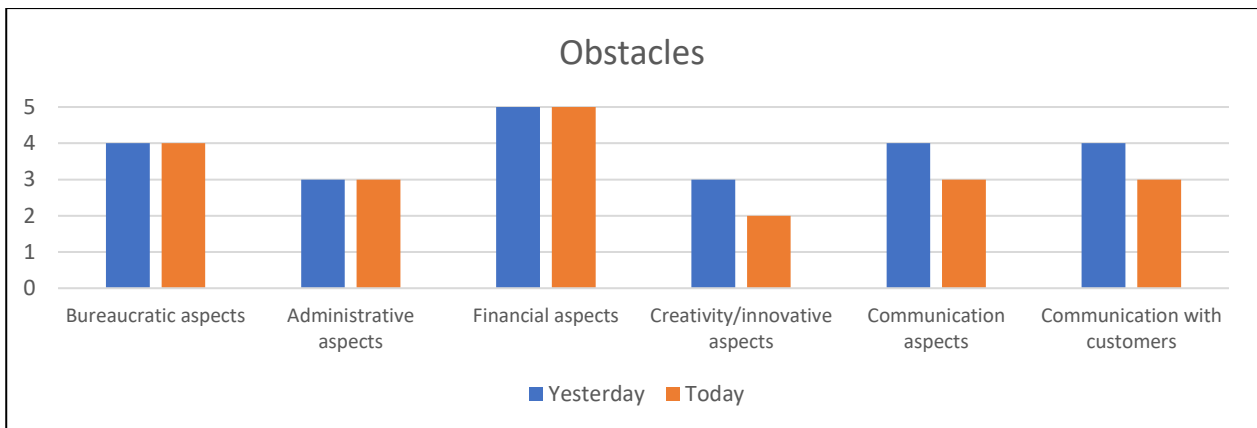
She has an innovative idea and at the question 'What is your innovation/invention?' Agrologies helps farmers manage irrigation via their smartphone, any time, any place.

She tells about the spark that made love for her job and she answers 'The family business that gave me a lot of experience!'.

Eleni thinks that the main working skills are the emotional intelligence, opportunity of identification, access to finance and interpersonal skills and at the same time she explains that the skills like running pilot business and development of new products and services skills are less important than the others.



Eleni tells about her working day and she summarizes in one word the different parts of the day. She says that for the daily tasks she respects/ defines deadlines and with colleagues she 'problem solving', during the lunch break she jokes and she speaks about water management during the conversation with customers.



Eleni concludes the interview says that if she could go back she would begin her start up again...but earlier!

Turkey

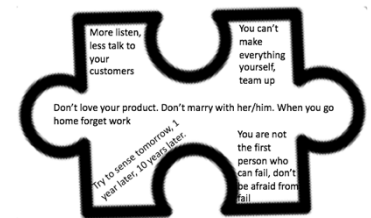
The best practices we report for Turkey represent three young entrepreneurs in different field of business and different types of enterprise, such as 'service sector/restaurant management', 'renewable energy technologies' and 'restaurant'.

The interviewed are all male from Ankara.

The young entrepreneurs are all from a different level of education and courses: master degree in business administration, renewable energy engineering and international marketing.

The story of Service sector/Restaurant management

The young entrepreneur interviewed doesn't felt like Mr Bich and Birò, because he is not trying to find something new. This is not first his first job, he was an officer. He dreamed of becoming a footballer when he was little. He remembers that after losing his job unexpectedly, he had to find something to survive. He felt totally desperate.

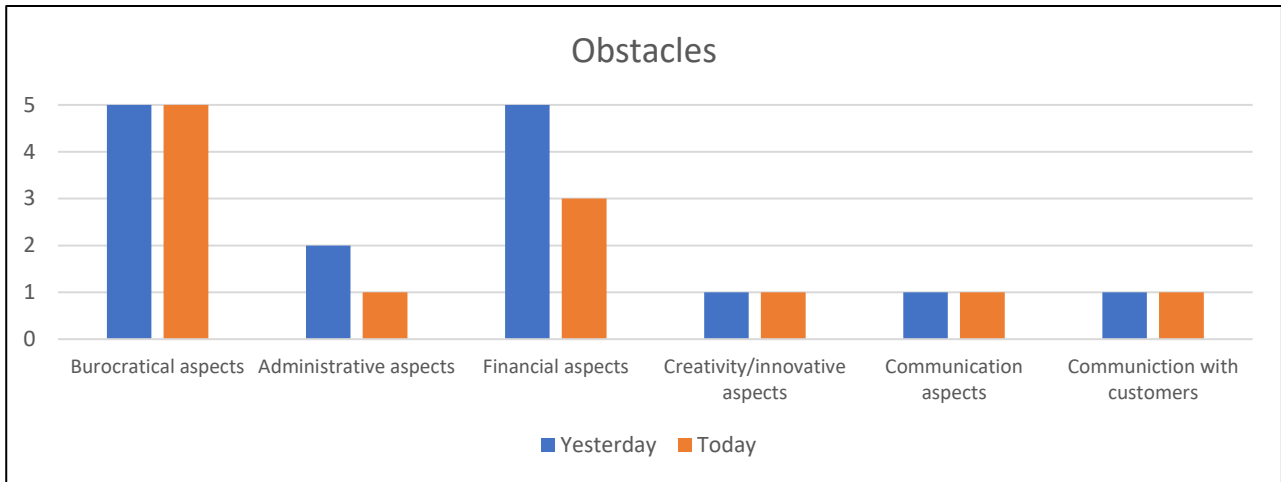


He promotes his enterprise mostly using social network and traditional tools.

He hasn't attended free or public training courses before to start the business for time reason, because he had to do market research, manages HR and staff.

He thinks that the main working skills are the emotional intelligence, opportunity of identification, the development of new products and services skills and leadership skills.

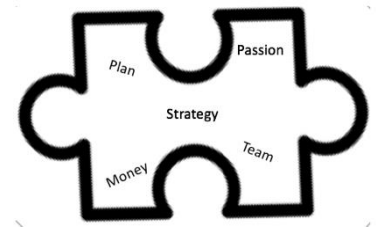
He tells about his working day and summarizes in one word the different parts of the day. He says that for the daily tasks he defines supply chain and manage marketing tools. During the conversation with colleagues they speak about the current market situation, while during the conversation with customers he listens the customer wishes and complaints.



He concludes the interview says that if he could go back he would begin his enterprise again!

The story of RenewableEnergy Technologies

He feels an innovator like Mr Bich. He thinks that the goal is to solve a problem. He explains that Mr. Birò was too close to solve the problem, but Mr. Bich did the right moves. For this reason he feels more like Mr Bich. The innovation is a product to dry food instead of neither traditional methods nor electrical/gas ovens.

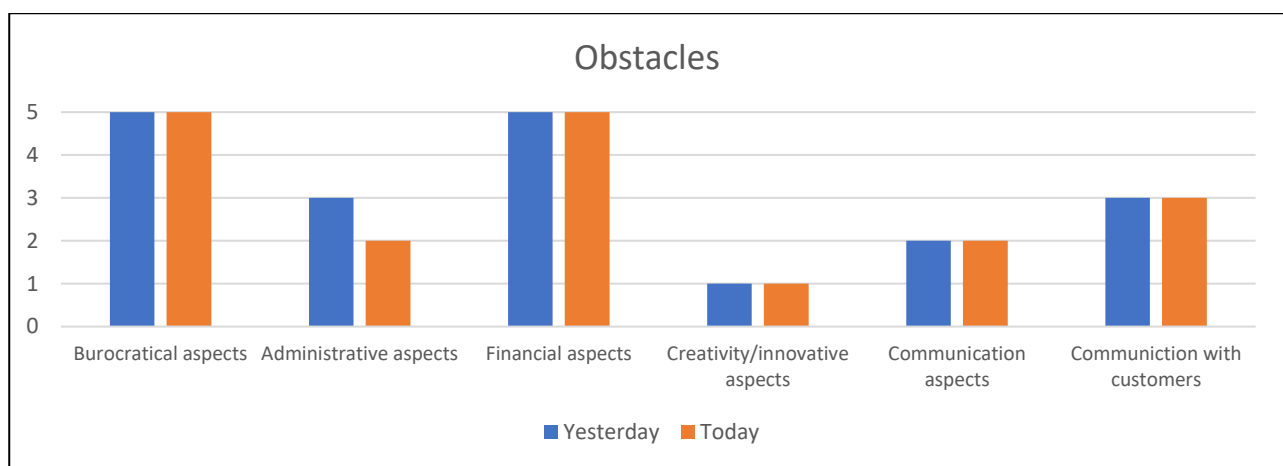


He tells that when he was a kid he dreamed he would be a mathematician. After envying to garbage collectors, he decided to be a paleontologist influenced from archeologist family at age 10. And he found himself as a Nuclear Engineer as grownup. His idea of business came through his MSc. Degree which is on Renewable Energy Engineering. It was a solution to bind solar energy and processing foods. He tells a nice anecdote that has marked the moment to start the enterprise: “I was a Muesli consumer who is not satisfied by the products currently on the market. So that I prepared my own recipe and gather dried fruits and nuts which. But this time I was not satisfied with qualities of the dried fruits which I bought from the market. So that, by combining Solar background and my needs, I designed a system to dry foods in an energy efficient, autonomous, natural way by concerning”.

He promotes his business on website, conference, expos and brochure, but he highlights that the main tool is face to face communication with companies (B2B).

Before starting the business and become an entrepreneur he worked in the same technology area (solar), but in the energy sector while today he is in food processing involved.

He has attended different training course about entrepreneurship, web based, national programs, international programs, product development, business administraton. He says that the main working skills are the development of new products and services skills, opportunity of identification and leadership skillsand at the same time he explains that the skills like running pilot business and digital marketing skills are less important than the others. He tells about his working day and he summarizes in few words the different parts of the day. He says that for the daily tasks he sends e-mail and makes calls, during the luch break he relax herself and he speaks about business development, new ideas, upcoming events and planning with colleagues. While during the conversation with customers he speaks about their needs, products & services and daily issues.



He concludes the interview says that if he could go back he would start again his entreprise!

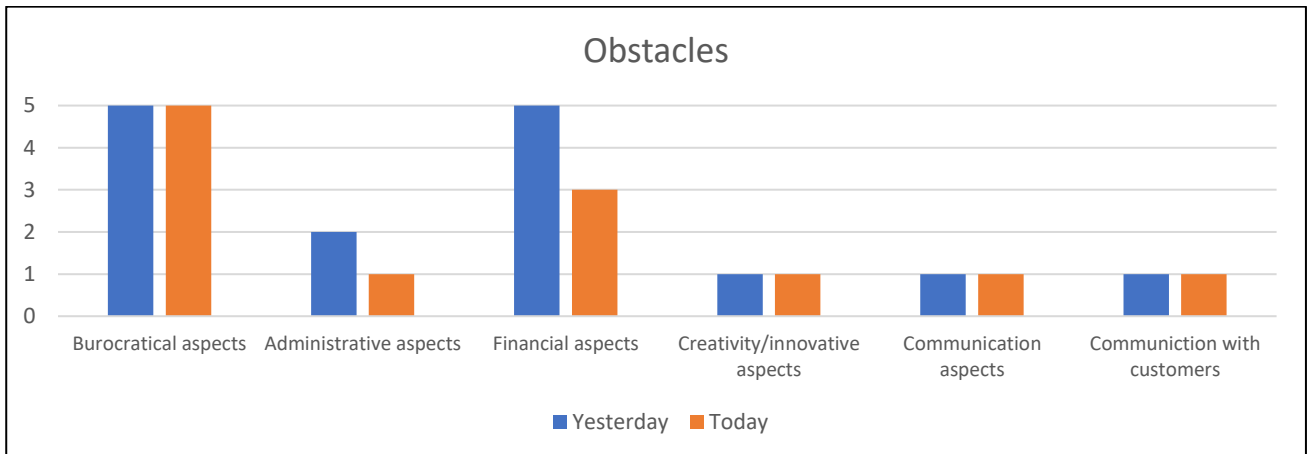
The story of Restaurant

He fells more like Mr Bich because the idea of the entrepreneurs is innovative and the product was already invented earlier. The innovation is related to the cousine product, because he mixes Turkish food taste with famous American fast food cuiseinehome made Turkish Style Burger.

Before starting the business and become an entrepreneur he worked in another sector. He hasn't attended free or public training courses before strat the restaurant, because he thinks that the best way to learn is by practicing.

He tells about a significant episode that has marked the moment to start the entrepreneurs and he tells he tells that he worked for many years for a big company and decided to become entrepreneur one day when one of his friend also having the same spark. His friend and he made a small meeting in a small coffee before to open the restaurant.

He promotes his enterprise on social networks, partnership sponsors, flyers and through the WOMM - Word-of-mouth marketing. He tells about his working day “Checking the results, incomes and outcomes; classifying the outcomes; discussing about future opportunities”.



He concludes the interview says that if he could go back he would start again his restaurant...
“I like more dynamic life in business!”

Portugal

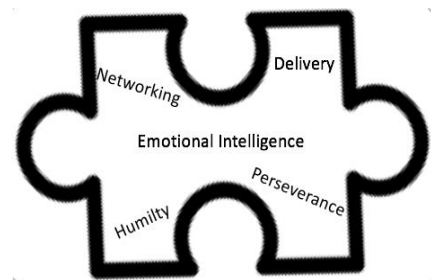
The best practices we report for Portugal represent three young entrepreneurs in different field of business such as Social Entrepreneur and Industrial 3D Printing.

The interviewed are all male from different Portugal city, Lisbon, Mem Martins and Oeiras.

The young entrepreneurs are all from a different level of education and courses: high education in economics, degree in electronic engineering and environmental engineering.

The story of 3DWAYS

He feels an innovator like Mr Bich because he does not want to reinvent the wheel. He wants to use tools already developed and tested to enhance the industrial use of 3D printers without the need for know-how in technology. The innovation is a process that includes hardware, software and logistics in order to enable the use of 3D printing plants autonomously and its remote control.

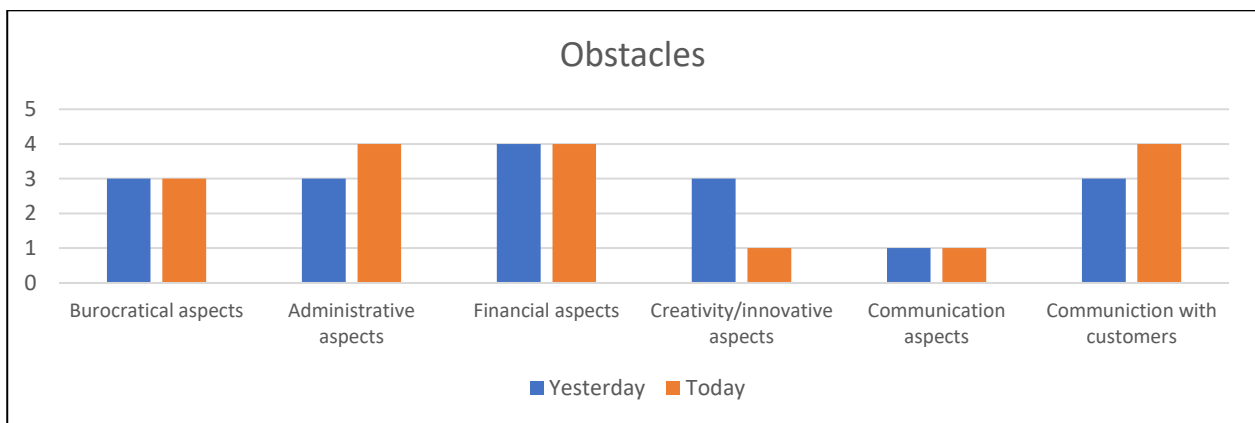


Before starting the business and become an entrepreneur he worked in a different sector. He hasn't attended training courses and he says that "The best course is to start making and asking for help to those who know more than I do in each of the areas."

He says that the dream when he was little being to be an inventor and develop products that improve the lives of his family and society. "According to my parents, at the age of 6 I told my father not to get irritated by traffic because I was going to develop a teleportation machine." He also tells about a significant episode that has marked the moment to start the enterprise and he tells "After finishing my degree and working on software testing automation, in conversation with a college friend, we realized that a global challenge was getting to sleep late at a camping tent in the summer. We then decided to develop a fan that would turn on automatically when the temperature inside the tent became uncomfortable. We ask for help from a company that simultaneously manufactures 3D printers. I was fascinated by the technology and bought 3 printers to get to know the technology, change the machines and model products for replicas of Airsoft that later sold via Facebook. With this learning and regular contact with customers, we realized that we needed to develop a way to automate the Professional 3D printing...I remember the decisive conversation with my partner in which he asked me why I did not leave the job where I was to be 100% developing the fan and I could not give a logical answer. It was not my dream job and I was losing 9 hours a day evolving in an area where I did not feel fulfilled. The next day I submitted the resignation letter".

He highlights the main skills for his enterprise that are related to implementat operational and human relations strategies that guide the whole team towards the vision of the company; establish strategic partnerships for the development of the business; ensure billing monthly.

Participate in interviews, contests and networking events to generate business, foster partnerships and disseminate business progress. He tells about his working day “I guarantee that the whole team is aligned, and know what they need to do and that they have everything they need to do it. Then I organize my daily tasks and I execute them interspersing with the meetings already scheduled”.



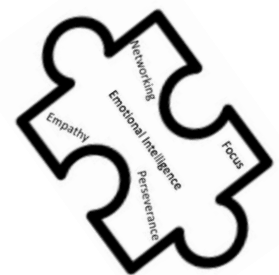
He concludes the interview says that if he could go back he would start again his enterprise...Without hesitation!

The story of Voluntarius

He feels more like Mr Bich –innovator- because the project is based on a problem today which is the lack of information about young volunteering. The innovation is a technological platform which connects both the institutions and the volunteers.

This is the first job of the young entrepreneur and before starting the business he has attended private training courses about social entrepreneurship and business planning creation.

He tells that when he was a kid he dreamed he would be an astronaut and travel to distant planets discovering new worlds and societies. He tells about the spark that made love for her job and he tells the following story “During my course one of the activities was to create an innovative project to solve social problems. We went to Pousada da Juventude de Almada during 3 days on an

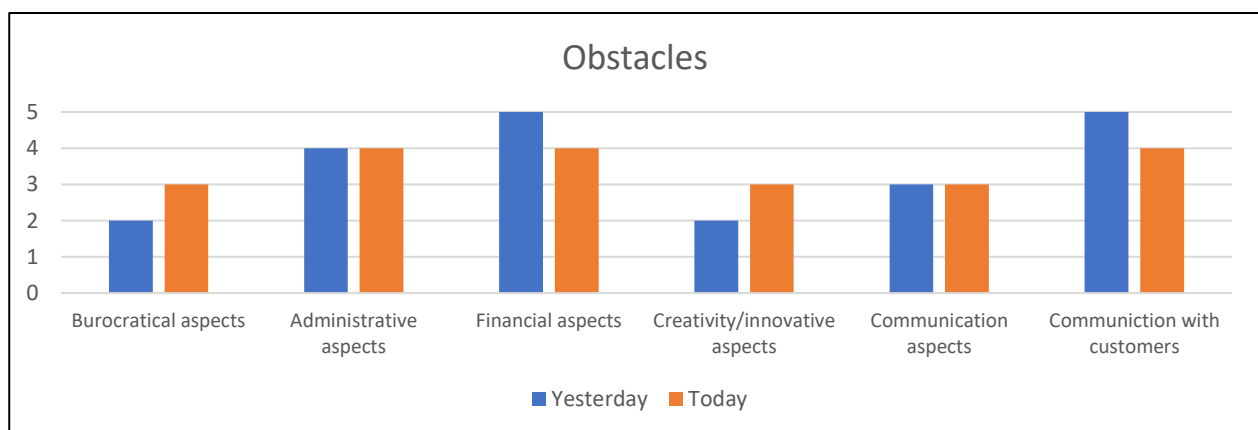


immersive boot camp and create the business plan for the projects and me and my team defined the Voluntarius project and this was the beginning of the process. Then we begin to build the technological platform and make several partnerships with institutions and enterprises to begin this project.” He also tells about a significant episode the has marked the moment to start the entrepreneurs and he tells “in the beginning we had to change the project, because it wasn’t what we wanted it to be and it was a trigger to design the new project related to young volunteering. And at the boot camp we decided to go for this project”.

He promotes his entreprise on website, social networks, partnerships sponsors and flyers.

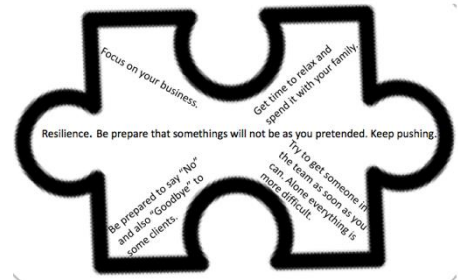
He highlights the main skills for his entrepreneur that are gather information about volunteering projects for the platform; share information about the volunteering projects; define projects of volunteering; implement the projects in the field with the partners and other companies and also young volunteers; establish human relations with the young volunteers and the people involved in the process; organize volunteering events; participate in volunteering events.

He tells about his working day and he summarizes in one word the different parts of the day. He says that for the daily tasks he organizing the weekly meeting with the team to discuss the goals and activities; organizing meetings with partners and sponsors; updating the platform; organizing and participating in invited volunteering activities.



The story of CRZD Solutions

He feels more like Mr Bich because he says that he didn't invent anything new. He highlights that he provides consulting, auditing and training in the areas of occupational safety, fire safety, industrial safety, safety in the transport of dangerous goods, environment and quality.



Before starting the business and become an entrepreneur he worked in the same sector. He didn't identify with the company values or lack of them in the places he passed by. His salary was above the expected for someone with his background, experience and training. After working 11 years for other's he decided to try by his own. He didn't identify with the company values or lack of them. He hasn't attended free and public training courses before to start the business.

He says that the dream when he was little being to be a police man. He promotes his enterprise on website, Facebook, LinkedIn and contacts network.

In his work, he helps organizations to comply with the legislation regarding Environmental and Safety. He also provides training and audits in the areas of Safety, Environment and Quality.

He highlights that in this kind of job is important to establish a relation with the clients because there is always some one that can do the same job cheaper. Sometimes clients can make us lose our minds, so it's important to have some emotional intelligence. He says that in case of team work it's important to have leadership skills.

He tells about his working day and he says that it depends. Some days he stays at the office and works or prepares some trainings. Other days he should do audits and so he goes to client's office and sometimes he should stay away from home when the clients are abroad or are far away from my home. He summarizes in few words the different part of the day. He says that for the daily tasks he verifies bank account, emits invoices, checks expenses, works at the computer, phone calls and preparation of business proposals for the clients. During the lunch break he lunches very fast. During the conversation topics with customers he works in progress and needs of the clients in new services.

He thinks that the main working skills are the running pilot business, interpersonal skills, development of new products and services skills, emotional intelligence, opportunity of identification and leadership skills.

About the obstacles aspects he says that for 'yesterday' aspects he didn't have fiscal knowledge in some matters and that no one knew my company. He invested on a website and prepared the

Facebook and LinkedIn pages. He had to search many information about business creation and about the bureaucratic procedures. He highlighta that when he filled the first invoice he was not sure if that was ok. In the first fiscal year, he decided to use a free invoice software because he would not bill the amount to need to pay for. His first fiscal year was only 2,5 months. By Christmas he bought the license of the invoice software that he uses today. Hespents too many hours trying to understand the first software.

About the obstacles aspects he says that for 'today' the burocratical aspects are still difficult. Some clients don't pay on time, but at least they pay. There are some months of lower billing, so he should delay my salary to have money for current expenses and payment of taxes. He starts to feel the need to innovate because the competition is high and the prices are squeezed.

If he had a bigger financial pillow would be very nice to give some tranquillity but he didn't want to depend on banks so, he runs the budget the best way he can.

Conclusions

If you can dream it, you can do it!
- Walt Disney

The handbook carried out on the semi-structured interviews helps to define a framework to promote entrepreneurship among young people. The aim of this final chapter is to inspire and encourage young people to follow their innovative ideas and transform them into business, drawing from the experiences and advices of other young entrepreneurs.

The study was conducted on 3 young entrepreneurs for each partner countries, in Turkey, Italy, Greece and Portugal.

The semi-structured interview was defined to identify best practices of young entrepreneurs. Thanks to the availability of young entrepreneurs many aspects have emerged related to the spark that has marked the beginning of the business. All the interviewed got involved to make their dreams come true. They underline important aspects related to the business, such as the skills, training course and the importance to put yourself out there.

The main tools identified to promote/communicate the companies are web site, traditional tools and in some case, social network. In other cases, as tool to promote is better events or exhibitions but it depends on the service/product that they want to promote. Same thing is related to the training course, for some of the interviewed is importante the continuous updating of their knowledge, while for other young entrepreneurs the training activities are not so relevant for their business.

The skills that they think it is necessary to improve, are the emotional intelligence, opportunity of identification, access to finance and interpersonal skills. The interview underlined the importance to identify the skills that are important to achieve the goals of the business.

The young entrepreneurs identified the main obstacles (figure 2) that they consider more important in impeding entrepreneurial activity, before starting the business 'yesterday' and after the beginning of enterprise 'today'. With regards to the 'yesterday and today obstacles' they identified with a higher score: financial aspects and burocratical aspects. The financial aspects are considered a major obstacle before starting the business (average 4,2) though also after the beginning of enterprise is an obstacle with a very high score (average 3,8). The communication with customer (average 2,8) and the creativity/innovative aspects (average 2,4) are identified obstacle with a higher score after the beginning of the business.

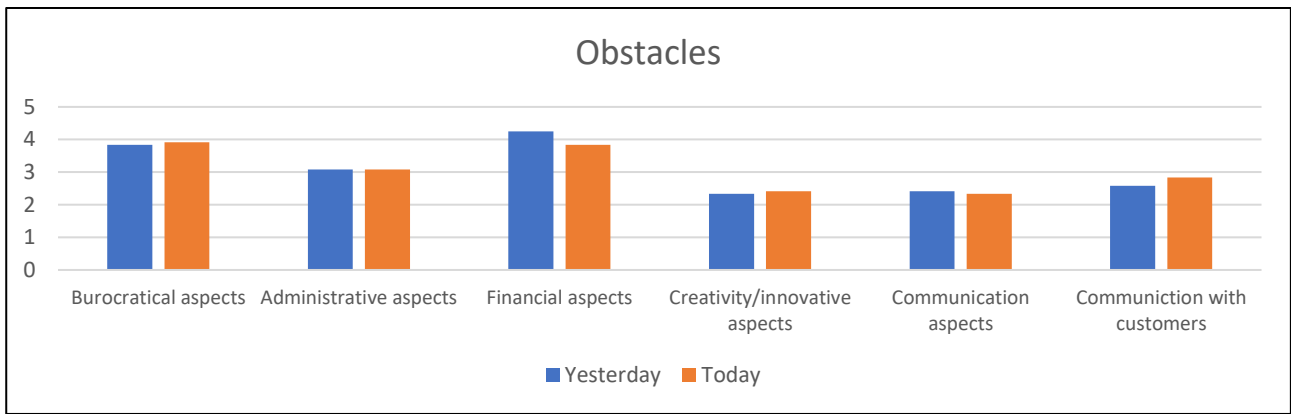


Figure 2 Obstacles

The young entrepreneurs interviewed identified 5 words that they share with future young entrepreneur and they feel importance to highlights to inspire and encourage young people to follow their innovative ideas



Figure 3 Wordcloud

The handbook carried out in the SPARK project represents a framework to delineate promising recommendations for the potential young entrepreneurs with the aim to inspire and encourage young to follow their innovative ideas and transform them into business, drawing from the experiences and advices of other young entrepreneurs.

Acknowledgement

We would like to thank all young entrepreneurs interviewed that have participated and collaborated to create and define best practices at European level.

Follows some logos of the entrepreneurs interviewed.



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