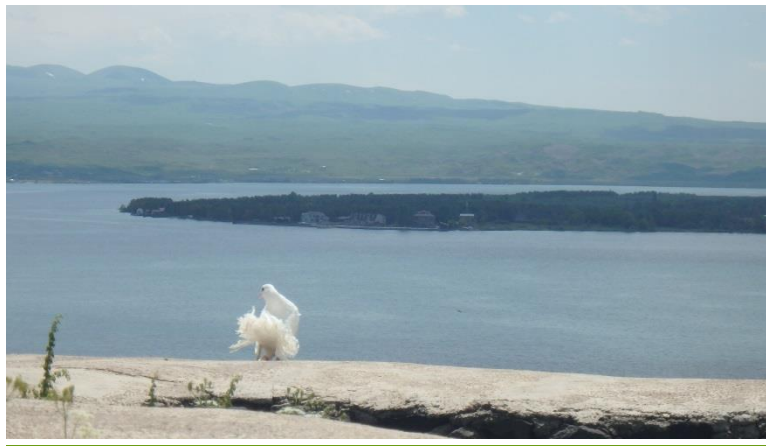


RURAL ENTREPRENEURSHIP APPETIZER

**Instructions Booklet
from “RURAL BUT CRUCIAL”, youth exchange
12-21 June 2017, Dilijan, Armenia**

TOPICS:

1. Partnership – Participating Organizations
2. Introduction: Topic of the project; Objectives; The Needs for This Project
3. Theoretical Input about Entrepreneurship
4. Methods and Games We Used
5. Example of Good Practices in Armenia



1. PARTICIPATING ORGANIZATIONS:

Association for Promoting Creative&Eco
Education and Innovative Abilities, Creative+
Romania, **coordinating and sending organization**
www.creative-plus.ro

UniGrowth Development Center Armenia,
organizer and hosting organization
<https://web.facebook.com/unigrowth.center/>

Youth Progress Estonia, **sending organization**
<http://youthprogress.info/>

Projuven Spain, **sending organization**
<http://projuven.org/en/>

ADEL Slovakia, **sending organization**
<https://www.adelslovakia.org/en/>

New Faces Belarus, **sending organization**
<http://new-faces.org/language/en/>

Georgian Youth for Europe Georgia, **sending
organization**
<http://gye.ge/>

Podilska Hromada Ukraine **sending organization**
<https://gromada.vn.ua/>



2.Introduction:

“Rural but Crucial”, Youth Exchange

An **Erasmus Plus** project coordinated by **Association for Promoting Creative&Eco Education and Innovative Abilities**, Constanta, Romania and organized by **UniGrowth Development Center**, Yerevan, Armenia

Dilijan Armenia

12.06-21.06.2017

Objectives:

- To increase participants self -empowerment and self-confidence in labor market
- To break the prejudices regarding rural life and to increase the level of information and motivation about the benefits and potential of rural areas
- To promote the development of rural areas among youth at least from 8 countries,
- To develop entrepreneurial competences of young people
- To form a network among like-minded organizations and develop follow-up projects on the similar topics

The needs for this project:

One of the biggest challenges contemporary Europe faces are the escalating tendency of young people to settle in urban areas and underestimation of rural areas potential. Ability to discover the potential of rural areas from labor market perspective and the development of entrepreneurial competencies among youth are of essential importance as they can have two-sided and strong impact: employability facilitation and rural areas development.

Nowadays rural development is more than ever before linked to social entrepreneurship. Institutions and individuals promoting it now see entrepreneurship as a strategic development intervention that could accelerate the rural development

process. Rural entrepreneurship in its turn has an enormous employment potential and the promotion of entrepreneurship among youngsters aimed at rural areas can be used as an effective tool tackling youth unemployment.

After undertaking a needs assessment among our partners we identified a strong need for targeted young people to gain knowledge on rural areas labor market and employability potential, to develop entrepreneurial skills, their sense of initiative, as well as social and civic competencies for better integration in community life.

Thus, our working team proposed **“Rural but Crucial”** youth exchange that wanted to get together 32 young people and 8 youth leaders from 8 countries interested in rural areas beneficial potential as well as in development of their entrepreneurial competencies.

3. What is a social entrepreneurship? **(few theoretical considerations)**

Social enterprises are positioned between the traditional private and public sectors. Although there is no universally accepted definition of a social enterprise, their key distinguishing characteristics are the social and societal purpose combined with an entrepreneurial spirit of the private sector. Social enterprises devote their activities and reinvest their surpluses to achieving a wider social or community objective either in their members' or a wider interest.

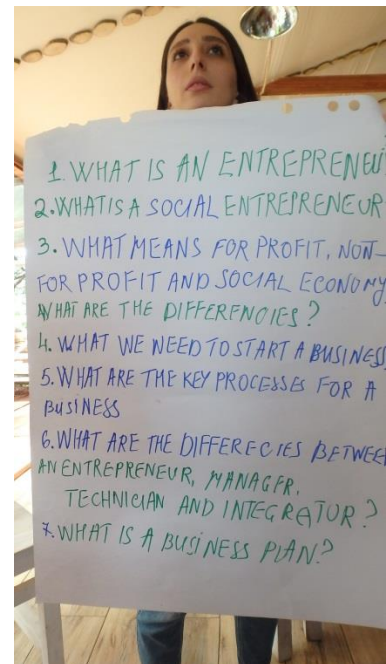
Economic and entrepreneurial nature of initiatives:

- Continuous activity of producing goods and/or selling services
- High degree of autonomy
- Significant level of economic risk
- Minimum amount of paid work

Social dimension of the initiatives:

- An initiative launched by a group of citizens
- A decision-making power not based on capital ownership
- A participatory nature, which involves the persons affected by the activity
- Limited profit distribution
- An explicit aim to benefit the community

Social enterprises exist in all European Countries. However, there is no single legal model for these enterprises. Many social enterprises are registered as



private companies, others are in the form of social cooperatives, associations, voluntary organizations, charities or mutual, and some organizations are unincorporated.

Despite their diversity, social enterprises operate mainly in the following three fields:

- Work integration (training and integration of unemployed persons);
- Personal services (e.g. childcare services, services for elderly people, 'proximity' services, aid for disadvantaged people)
- Local development of disadvantaged areas (e.g. social enterprises in remote rural areas, neighborhood development/rehabilitations schemes in urban areas).

Source:

http://ec.europa.eu/enterprise/policies/sme/promotingentrepreneurship/social-economy/social-enterprises/index_en.htm

4. Methods and Games that we used

SIX THINKING HATS

Number of participants: Between 4-7 participants in each group

DURATION: 1 session (1.5 h)

OBJECTIVES:

- To provide a practical approach to the topic of identifying employability problems in rural areas
- To equip the participants with a set of procedures and methodologies to effectively find solutions to the main problems they face for finding work in rural areas

ACTIVITY DESCRIPTION: PART 1

Participants are given time to identify problems and challenges they have in rural areas regarding employability. After discussing challenges and coming up with common ones, each of the group member suggests their solutions.



PART 2

The second part of the session is devoted to the Edward De Bono's **Six Thinking Hats** methodology, an innovative method for finding solutions to a problem from different perspectives. Facilitator running the session will explain briefly the fundamentals of the methodology with the help of a slide show presentation.

“White hat” - List out the facts. What information is missing? How can you get it?

“Red hat” - Express your instinctive feelings. What are your fears, likes and dislikes?

“Black hat” - Be pessimistic. What are the downsides and risks?

“Yellow hat” - Be optimistic. What are the benefits to be gained?

“Green hat” - Focus on alternatives. Are there any options

“Blue hat” - Focus on control and progression. What's been learned? What's next?

In order to find efficient solutions to their problems, participants will be requested to put in practice the **Six Thinking Hats** methodology.

30 minutes discussion

After the implementation, a debriefing will be held in plenary. Each group will explain the tasks, the outcomes of their work, their impressions about the methodology and recommendations for the future implementation.

MATERIALS REQUIRED:

- Stationary
- Printed copy of a summary of the rules and a mindmap of the Six Thinking Hats methodology
- Flipcharts and markers
- A laptop and a projector

THE MARSHMALLOW CHALLENGE

The **Marshmallow Challenge** is a remarkably fun and instructive design exercise that encourages teams to *experience* simple but profound lessons in collaboration, innovation and creativity.

The task is simple: in eighteen minutes, teams must build the tallest free-standing structure out of 20 sticks of spaghetti, one yard of tape, one yard of string, and one marshmallow. The marshmallow needs to be on top.

We have used this exercise with the purpose of showing how important is to have a plan in your actions. “Failing to plan means planning to fail”, was the motto. Team work is also revealed by means of this activity, showing each member his/her style of working, involving, acting and so on.

HOW TO DO:

In advance of the meeting, create a marshmallow challenge kit for each team, with each kit containing twenty sticks of spaghetti, one yard of masking tape, one yard of string and one marshmallow. These ingredients should be placed into a paper lunch bag, which simplifies distribution and hides the contents, maximizing the element of surprise.

- Spaghetti: Ensure that you use uncooked spaghetti. Avoid spaghetti as it is too thin and breaks easily. Fettucini is too thick.
- String: Include string that can be easily broken by hand. If the string is thick, include scissors in your kit.
- Marshmallow: Use a name brand or private label brand of marshmallows that measure the 'standard' size, about an inch and a half across. Avoid mini or jumbo marshmallows. Also avoid stale marshmallows. You'll want squishy marshmallows that give the impression of lightness.
- Masking Tape: Get standard masking tape. Generally, you'll want to put the tape on the side of the table, the back of a chair or a nearby wall. Rolling it in the bag tangles the tape.
- Paper Lunch Bags: Standard size lunch bags work well as do letter size manila envelopes.



Also ensure that you have the following tools to run the challenge:

- Measuring Tape: Have a contractor's retractable measuring available after the challenge is finished so you can measure the height of the structures.
- Countdown Application or Stopwatch: The actual marshmallow challenge takes eighteen minutes. Eighteen minutes seems to be the magic time. Twenty minutes

is too long and fifteen is too short. You can use a stopwatch, but better yet is to use a video projector and display the countdown time.

Source:

<http://www.marshmallowchallenge.com/>

BUSINESS OWNERS, MAFIA AND POLICE

Theme: Business simulation

Objectives:

To teach participants about different actors and rules involved in entrepreneurship;

To develop the participants' competences in risk assessment and strategy planning;

To develop creativity and logical thinking;

Conditions: indoor or outdoor, but there should be plenty of space for participants to move around.

Materials needed: a spoon for each member of the group, a bag of candy, pens

Group size: +12

Time: at least 30 minutes



Preparation

Prepare in one corner of the room a “warehouse” where you will put all the candy. Create out of pens an enclosed space for the candy. Mark this space with a paper sign saying “warehouse”. In the opposite corner of the room create a “shop” - another enclosed space made out of pens, but this one will have no candy in it. Mark this space with a paper sign saying “shop”.



Prepare written instructions for the three groups: Mafia, Police and Business Owners.

Instructions

Give each person a spoon and divide the group into three teams. One group will be MAFIA, one group will be the POLICE and the other group will be the BUSINESS OWNERS. The Business

Owners will start the game from the “shop” corner. Mafia will have their designated headquarters in the corner of the room, situated on the left side from the “shop”. Police will have their designated headquarters in the corner of the room, situated on the right side from the “shop”. The Police head-quarters include the “jail” – a sitting area with a few chairs or a couch. No one is based at the candy warehouse.

Give each group their written instructions. Go to every group and make sure they understand the rules. During the game you have to keep the time for the Police and announce when they are working and when they are on break.



Instructions for Business Owners:

Your goal is to transport as much candy as possible from the warehouse to your shop, in 12 minutes. Each of you can only carry one candy at a time. The candy has to be transported in the spoon. You have to be very careful, because Mafia is after your candy. To take candy from the warehouse, you must remove one pen, but after you take the candy, you have to close “the door” of the warehouse, by putting the pen back. If you leave the warehouse open, Mafia can come and still your candy.

If you are touched by a member of the Mafia team you have to give them the candy you were transporting. If you see any Police around you can alert them of the danger you are in and they can choose to arrest the Mafia member that was after you. But be careful, not all cops are honest, and if you announce the danger to a corrupt cop, you might be the one that ends up in jail. And then the game is over for you. The rest of your team will continue to play without you. Throughout the game you have to walk very slowly, placing your heel in front of your toe, almost tiptoeing.

You win the game if you manage to collect more candy than the Mafia.

Instructions for the Police:

Your job is to protect the community and make sure that Business owners can conduct their business without interference from the Mafia. The goal of the Business owners is to transport as much candy as possible from the warehouse to their shop. The goal of the Mafia is to steal the candy from the Business owners.

Half of you will be honest cops and the other half corrupt cops. Decide amongst yourselves which part you want to play.

As a public institution you have a fix schedule: you work for two minutes and then you take a break for two minutes. This means, that in the total 12 minutes of the game, you can only intervene in 3 rounds, two minutes each.

Within working minutes you patrol the game area and if any Business owner alerts you that he is in danger of being robbed you have to intervene. If you are an honest cop then you arrest the Mafia member and escort them to jail. If you are a corrupt cop, then you arrest the Business owner and accept the candy stolen by the Mafia member as bribe. You can only transport the candy in your spoon.

Throughout the game you have to walk very slowly, placing your heel in front of arrested and taken to jail and the game is over for you. The rest of your team continues to play without you. If you are caught by a corrupt cop, then you can bribe them, by giving them the candy you were stealing. You have to return to your base and start again, but at least, you will have your freedom.

You win the game if you manage to collect more candy than the Business owners.

Instruction for Mafia:

Your goal is to steal the candy from the Business owners and transport it back to your headquarters. The goal of the Business owners is to transport as much candy as possible from the warehouse to their shop. Throughout the game you have to walk very slowly, placing your heel in front of your toe, almost tiptoeing.

To steal candy from Business owners you have to get close to them and touch them. If you touch them, then they have to give you the candy they were transporting, and you have to carry it slowly to your base. You can only transport the candy in your spoon. You can also steal candy from the warehouse, if Business owners forget to close the door of the warehouse.

Be careful, Police is also involved, and not all cops are on your side. If you are caught by an honest cop trying to steal from the Business owners, then you are arrested and taken to jail and the game is over for you. The rest of your team continues to play without you. If you are caught by a corrupt cop, then you can bribe them, by giving them the candy you were stealing. You have to return to your base and start again, but at least, you will have your freedom.

You win the game if you manage to collect more candy than the Business owners.

Topics and questions for debriefing:

How did you feel playing this game?
What was frustrating about the game?
What was difficult in your group?
In which way do you think the game relates to every-day life?

ELEVATOR PITCH

This methodology provides 30 minutes to participants for a speech representing themselves and their business idea to the “investor”.

First Facilitator presents what is **Elevator Pitch** and when participants can use it. Then some recommendations are given to the participants to make their pitch successful.



9 Steps To A Successful Elevator Pitch

- 1.) Clarify your target
- 2.) Put it on paper
- 3.) Format it
- 4.) Tailor the pitch to them, not to you
- 5.) Eliminate industry jargon
- 6.) Read your pitch out loud
- 7.) Practice, practice, practice
- 8.) Prepare a few variations
- 9.) Nail it with confidence

Participants are given time to think over, write down and practice their pitch. After some time when they are ready the procedure begins. To make pitching effective and give an opportunity for each participant to be both in a role of pitcher and in a role of investor we used carousel method, where participants are making 2 circles sitting in front of each other and after making their pitch move to the next chair and introduce it to the other participants.

Afterwards discussion is organized to share impressions, best moments and challenges arisen during the exercise.

SWOT ANALYSIS method

A **SWOT analysis** is a very good way to try to identify ways of addressing threats and weaknesses to convert them to opportunities and strengths.

Participants were given time in each group to come up with an idea of most succesful project they worked through the whole project and to make a SWOT analysis of it to understand the future steps for its realization.

Facilitator explained the main principles of **SWOT analysis** and how it works.

Strengths

Advantages of proposition?
Capabilities?
Competitive advantages?
USPs (unique selling points)?
Experience, Knowledge, Data?
Financial reserves, likely returns?
Marketing - Reach, distribution, awareness?
Innovative aspects?
Location and geographical?
Price, value, quality?
Processes, Systems, IT, communications?

Weaknesses

Disadvantages of proposition?
Gaps in capabilities?
Lack of competitive strength?
Financial?
Know own vulnerabilities?
Timescales, deadlines and pressures?
Effects on core activities, distraction?
Reliability of data, planned predictability?
Morale, commitment, leadership?
Accreditations etc?
Processes and systems?

Opportunities

Market developments?
Competitor's vulnerabilities?
Industry or lifestyle trends?
New markets, vertical, horizontal?
Geographical, export, import?
New USPs?



Tactics - surprise, major contracts, etc?
Business and product development
Information and research?
Partnerships, agencies, distribution?
Volumes, production, economies?
Seasonal, weather, fashion influences?
New Technology?

Threats

Political effects?
Legislative effects?
Environmental effects?
Competitor intentions - various?
Market demand?
New technologies, services, ideas?
Vital contracts and partners?
Sustaining internal capabilities?
Obstacles faced?
Insurmountable weaknesses?
Loss of key staff?
Sustainable financial backing?
Economy - home, abroad?
Seasonality, weather effects?

After group work presentations and small discussion are held.

5.Example of good practices in Armenia

During the project we had study visits to 3 different organizations. They shared their good practices of social entrepreneurship in rural areas of Armenia.

1. The head of **Youth Cooperation Center of Dilijan** organization presented us their ARMENECOOP social entrepreneurship project, which is aimed at empowerment of women, leaving in Dilijan and nearby villages. Women gather in the center with all necessary equipment to produce handcrafts from clay and to sew clothes.
Finished goods are distributed to various souvenir shops and markets inside and outside the country and from the gained profit workers get salary. Certain part of the income goes to the enlargement of production and training of new members.

Another example of social entrepreneurship was also presented this time in cooperation with Georgian partners on successful implementation of rural tourism development of bordering villages of Armenia and Georgia.

<https://web.facebook.com/armenecoop/>



2. **Dilijan Community Center** in cooperation with local foundations realized a very interesting project of café – “Café 2” in Dilijan town. All the furniture there was renovated from old ones giving refreshed design. It was made by youngsters at Dilijan community center studio in the supervision of a famous Armenian designer. All the income from café goes to the youth projects of Dilijan community. As well as it is the only café in Armenia where teenagers can officially work having some acceptable working hours per day.

<https://web.facebook.com/Cafenumber2/>

3. **Sevan Youth Center** established “Boheme Studio - Teahouse” café in Sevan town. The main purpose of this studio-cafe is to create a platform for young creative people of Sevan which is small town with almost none places for organizing artistic events, gatherings, concerts etc. In this space dominates the cultural environment and it became one of the beloved places for inhabitants and guests of Sevan. 50% of profit is used for projects pertaining to cultural life in the city, such as Sevan Music Festival. The studio-teahouse is launching within the sub grand of, "Community Development through Social Entrepreneurship" of the EU.

<https://web.facebook.com/bohemsevan/>