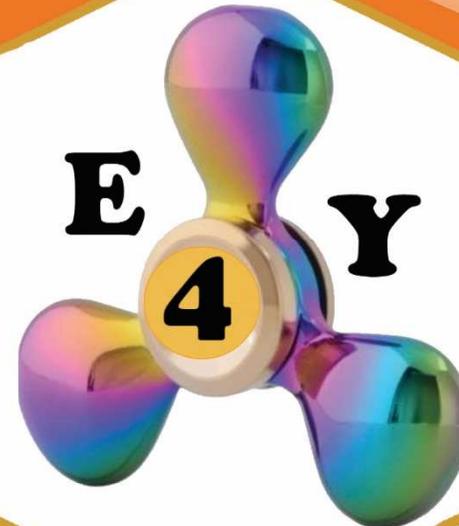
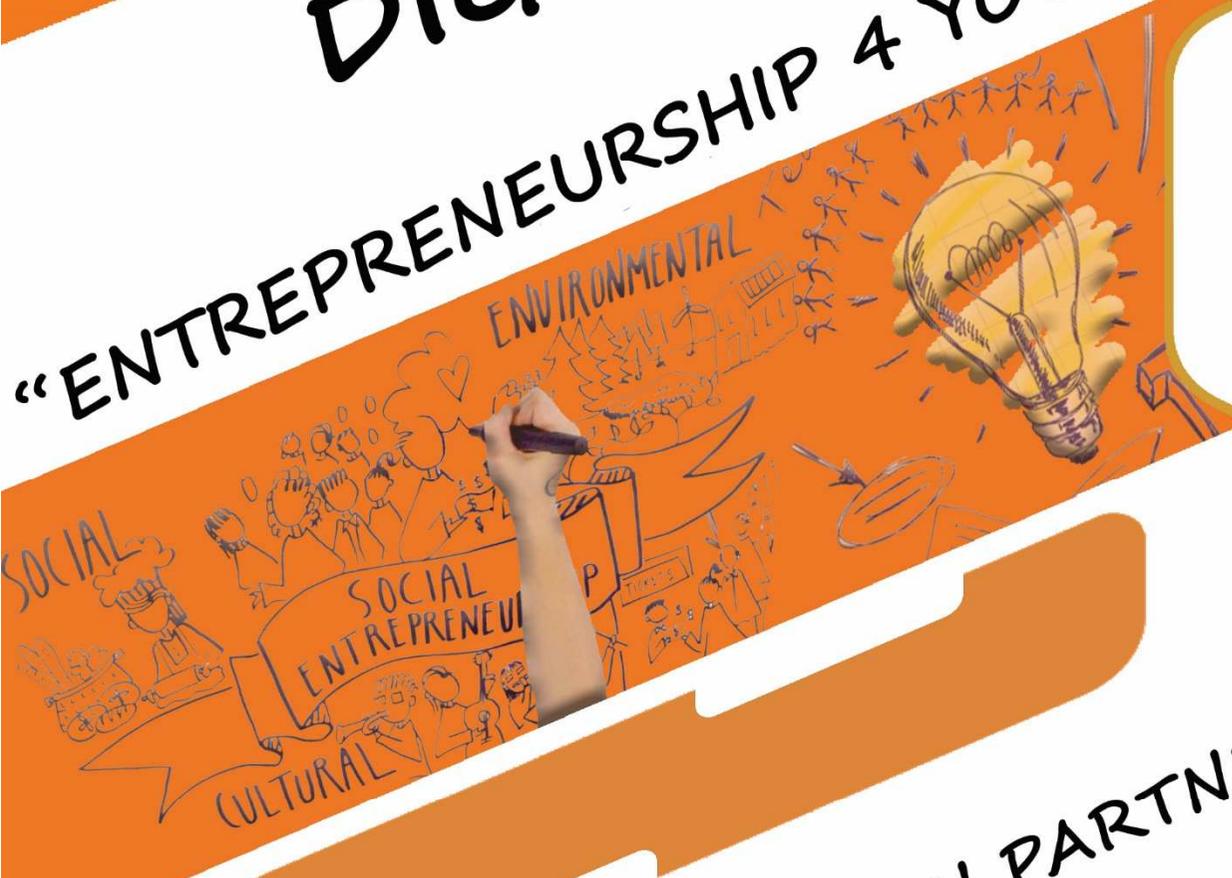




DIGITAL GUIDE

“ENTREPRENEURSHIP 4 YOUTH”



IN PARTNERSHIP WITH





ENTREPRENEURSHIP 4 YOUTH

Key Action 2 Strategic partnership

Project Consortium

- *Alternativi International (Bulgaria)*
- *Nooruse Maja (Estonia)*
- *Projuven (Spain)*
- *Mobility friends (Portugal)*



Table of Content

Introduction	4
CHAPTER 1: The role of NGOs in supporting young entrepreneurs	6
CHAPTER 2: New technologies for supporting young entrepreneurs	19
CHAPTER 3: Methods and resources for youth workers	35
CHAPTER 4: Case study. Success stories of young entrepreneurs	54
CONCLUSION	67
LIST OF REFERENCES	69

INTRODUCTION

The project Enteperenurship 4 Youth aims to provide youth workers with a better understanding of entrepreneurship and the role of non-formal learning in supporting entrepreneurship among young people as well as to give youth workers practical methods, tools and practices that they can adopt and adapt to their context and so make it easier to promote entrepreneurship among young people. The current material is created in cooperation between the partner consortium and is a digital guide for youth workers to support youth entrepreneurship.

This digital guide provides sufficient knowledge and information based on case studies, best practices and concrete examples from across Europe regarding entrepreneurship, digital technologies and digital entrepreneurship, success stories of entrepreneurs, roles of NGOs in supporting young entrepreneurs and concrete methods and tools of non-formal education. The guide is divided into 4 main chapters, each one developed by practitioners and experts in the field.

In the first chapter developed by Nooruse Maja you will find relevant information and get an overview of the role of NGOs in supporting young people becoming entrepreneurs by consultation, counselling, advice, financial support, soft skills development, etc. Moreover, there is a highlight on the importance of cooperation between NGOs

and business- you will understand why entrepreneurs need NGOs. The second chapter is developed by Association Projuven and will provide you with key terms related to digital technologies and its relation to entrepreneurship- you will learn about digital entrepreneurship - digital and content marketing, e-commerce, social media usage, digital communication and other online tools and strategies. The third chapter developed by Alternativi International will give you another perspective- an overview of non formal education methodology and tools how to encourage entrepreneurial spirit in young people or how to tackle entrepreneurship topic youth work- trainings, seminars, exchanges or other youth events as well as give you share key findings and developed methods during the training event in Parnu, Estonia. The very last chapter of the guide is practical yet inspirational - you will learn from success stories of entrepreneurs from across Europe. Furthermore, the chapter gives definition and tips of what successful entrepreneur is.

The guide is developed by experts and practitioners in the field and will give you an extensive overview of the topic but we suggest you taking a look at the educational modules where even more knowledge, tools and resources are shared.

Enjoy reading!



CHAPTER 1: The role of NGOs in supporting young entrepreneurs

Innovation and entrepreneurship are increasingly regarded as an indispensable factor behind the growth and social development, by policymakers. Rather than relying upon corporate managers and public sector leaders to deliver growth, innovation, jobs and prosperity, solutions are to be found in the activities of entrepreneurs. Much of the strong legitimacy of entrepreneurship in modern society rests upon the general notion of entrepreneurs that they put all their energies into innovative actions that in the end will mean prosperity and development for all of us.

NGOs (Non-governmental organizations) are big influencers in the field of entrepreneurship. NGOs bring in shifts in three elements – regulation, institutional funding and the identification of the right product. These shifts modify the environment and society in which potential entrepreneurs operate or will operate. They react accordingly to stay in the environment which they identify as the most favourable for the success of their enterprises. Basically, the role of NGOs in supporting young entrepreneurs can be divided into three parts: partnership, financial support and advice.

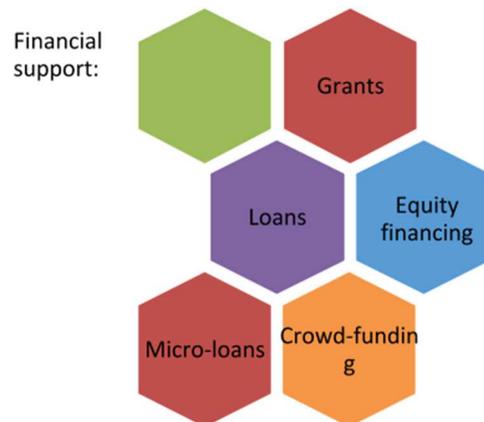
Financial support

Most youth that complete entrepreneurship training programs will need access to capital in order to start their business. Many may find it difficult to secure loans from traditional sources, such as banks since they lack a credit history or start-up collateral. A good entrepreneurship program can provide support during this transition by establishing strong relationships with lenders who have a history of working with small business owners and are willing to work with youth. Tapping multiple sources of financing will also increase opportunities for youth. Possible sources include local NGOs with revolving funds, small banks, microfinance institutions (MFIs), self-help savings or credit groups, state loan guarantee funds, and grants programs or foundations. Clear expectations for the lender, borrower, and implementing partner should be carefully set out so that the result is a productive and successful relationship for all parties involved. By engaging lenders early in the program, new loan products catering to youth have the opportunity to be strategically developed.





Access to finance support refers to any activities that help young entrepreneurs to obtain funding in order to start and/or grow their business. This support also assists young entrepreneurs to gain access to suitable financial products. The money and investments that are obtained and which help the entrepreneur start with their preliminary business activities, such as market research, product/service testing, business infrastructure, is referred to as seed capital. Commonly used forms of financing are grant, debt or equity financing as well as crowdfunding which is seen as more of an alternative funding option. Depending on the stage the business is in as well as the sector, one form of financing may be more appropriate than another:



Grants are a certain amount of money provided by the government or local authorities, public institutions, such as foundations and NGOs for a special purpose. A common way to obtain grant money is to

apply for the grant or to participate in a business contest where a grant is awarded as the prize. Grants may be given as cash or in-kind contributions, such as equipment or office space. By definition, a grant does not require repayment. Some governments, NGOs, foundations, religious organizations, and private investment firms may offer grants to businesses to stimulate economic development. A program should investigate if appropriate grants exist.

- Debt financing usually takes the form of a loan, which can be given by family or friends, banks, or other financial institutions (e.g. microfinance institutions), or government programmes. An interest rate is applied, and the loan needs to be paid back within a certain period of time.
- Microloans are a special form of loans for people with no credit history and little savings. They are smaller in size but with more suitable loan conditions for young entrepreneurs and are provided by alternative or specialised financing institutions, such as the microfinancing branch of a commercial bank.
- Crowdfunding as an alternative way of financing a business, either in a very early stage or later stage of the business, means raising capital through a large number of people when any interested party may contribute a small or larger amount of money. Crowdfunding is usually run through established



platforms, which use their reach through online media to attract individuals who may be interested in investing.

- With equal financing, investors obtain a certain stake in the company, depending on the size of the investment. Common forms of equity financing are venture capital and angel investment. While venture capital firms are normally interested in more established start-ups and in high return on investments, angel investors (can be individuals or businesses), on the other hand, provide early-stage financing (i.e. smaller amounts of money) and are not only interested in economic returns but in supporting the entrepreneur with his/her business endeavour

Grants and debt financing are commonly used in the early stages of a business but can also be used in a more advanced stage of business development. Access to grants through youth entrepreneurship programmes encompasses non-financial and financial services.

Non-financial services provided by organizations include support activities that help the entrepreneur and business to become investment ready:

- Training on financial literacy, including financial planning and management (usually part of the initial training curriculum and/or special workshops on a specific issue, for example, taxation);

- Support for 'call for funding' applications;
- 1:1 financial advisory support (through a mentor and/or a financial advisor);
- Networking for access to finance to connect the entrepreneur to investors and financial institutions.

Grants from NGOs, Private Foundations, or Government Agencies:

PROS:	CONS:
<ul style="list-style-type: none"> • Grants do not require repayment, so they will not impact business cash flow. 	<ul style="list-style-type: none"> • Grants may not be available as they are primarily reserved for non-profit groups. • Grants may foster a sense of complacency or encourage a free money mentality that is antithetical to business success. • Grants are usually only available as a one-time option or for start-up expenses and do not represent a solution for ongoing business financing.

Advisor

Non-Governmental Organisations (NGOs) are any non-profit, voluntary citizen's group which is organised on a local, national and international level. It is task-oriented and driven by people with a common interest. NGOs



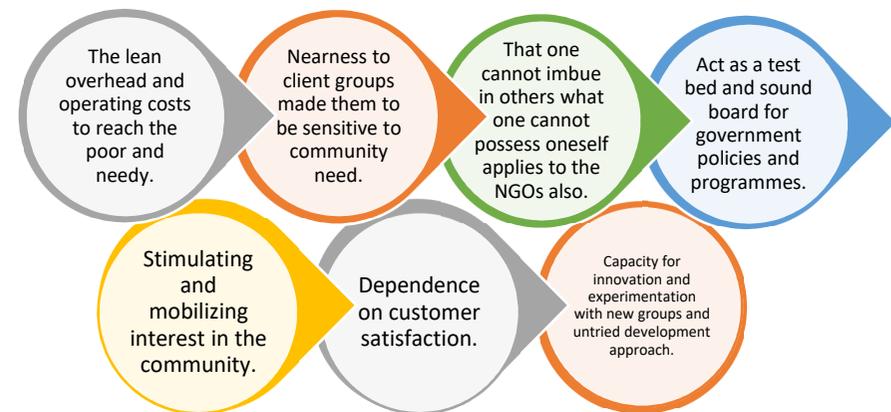
perform a variety of service and humanitarian functions, bring citizen concerns to Governments, advocate and monitor policies and encourage political participation through provision of information. It is to be noted that NGO's has been on existence in our society for some time. But they were mostly into sanitation, health, family planning, environmental protection, primary education etc. Against the backdrop of government trying to introduce entrepreneurial system into our society, the NGOs decided to join the mission as the need for colossal entrepreneurship potential was imminent. They also realise that it could support the thriving economy. Positively, the government collaborative attitude towards the NGOs led to redesigning some of the projects and adoption of new strategies.



new strategies.

There are many organizations that support the ongoing growth of entrepreneurs and businesses. Some are good, while others provide little to no value. But there is definitely value to be gained from being a part of the right organizations, and it's something every entrepreneur should be considering. It can lead to new relationships and connections, partnerships, business ideas and even new clients and customers. In addition, NGOs has some knowledge, methods and connections, that young entrepreneurs do not have and therefore, they can give some good advice to entrepreneurs.

WHY IS IT IMPORTANT TO ACCENT THE ROLE OF NGO'S FOR ENTREPRENEURSHIP DEVELOPMENT?





From among the NGO's, it is witnessed that they primarily contribute towards entrepreneurship development as mention below:

- The NGOs who mobilize their own resources, operate at international level and execute developmental activities themselves or through intermediate fall within this category.
- There are those NGOs that procure funds from various agencies, impart training and conduct workshops for the target workforce.
- Those who conduct field activities by establishing direct contact with the grass-root needy people.

Some NGOs have succeeded largely in imparting entrepreneurial skills among the weaker sections of the society. These are some of the initiatives NGOs have taken to help especially the needy ones for entrepreneurship development:

- Stimulation: Conducting EDPs and other training programmes for the target people with a view to stimulate enterprising attitude among them.
- Counseling: Providing and consultancy services to the needy ones how to prepare a project, feasibility report, purchase of plant and machinery, and performing other procedural activities.



- Assistance: Assisting the target group in marketing their products and securing finance from financial institutions.

Partnerships

NGOs are not there to reinforce the social acceptability of businesses. They are there to improve the living conditions of populations without access to vital goods and services. But in order to reach many people quickly and much more effectively, partnerships with large companies often make sense, so long as the products and services distributed have a real impact on local populations. Partnering with local organisations, such as ministries, municipalities, job centres, schools, colleges, universities, community institutions and NGOs that already work with the defined target audience has proven highly effective for many young entrepreneurs. A good way of reaching out to the right participant profiles has been through the development of partnerships with organisations that provide training and are entrepreneurial oriented, such as hairdressing, sewing, handicrafts or woodworking, etc. In such cases, youth entrepreneurship



programmes have proven to be an excellent and complementary service for experience and mentoring.

Businesses bring in know-how on products that are sometimes highly technical, with a whole logistical setup and broad experience in marketing and distribution. But they rarely know how to reach the poorest population groups. Conversely, NGOs know how to work with economically insecure groups and how to listen to their needs, but they often lack resources. Consequently, their actions are often limited. The complementarity is therefore obvious, and indeed essential if we want to have an impact on populations that are currently cut off from access to vital goods and services. NGOs can play an early-warning role for businesses, thanks to their proximity to local populations, about issues that the business might have failed to identify, due to a lack of knowledge about the social environment, local traditions and beliefs, and so on.



To have success NGO-business partnership, the main thing is that all of the stakeholders must be sincere about what they are doing.

If the business acts not out of conviction about the relevance of the actions being taken, but primarily just to enhance its brand image, you can be certain that before too long the actions will be undermined by diverging goals and visions. Likewise, if an NGO signs up to a project in order to obtain funding, to the detriment of the purpose of the action, it will unbalance the partnership and possibly wreck it. Getting the right match between the people who carry the project and share the same vision is therefore essential. Going beyond the human investment, and with the aim of building a healthy and equitable power balance, the company and the NGO must both invest financially in the joint project. By relying on actors who know the field, the company makes precious savings of time and money while developing new markets and reinforcing its social responsibility. Consequently, it is legitimate for it to shoulder its share of the project. The NGO, meanwhile, accomplishes its mission of reaching the poorest segments of the population, while reinforcing its experience, its visibility, and its reputation. It isn't working for the company, but it is working with it to build an action aimed at a target population that lies at the heart of its mission. It is therefore healthy for the NGO also to contribute financially to the actions.

Examples of NGO-business partnerships are more and more numerous and diversified in their content. This is great news, and it



probably foreshadows what tomorrow’s company will look like: an increasingly responsible actor, both by obligation (due to ever greater pressure from consumers and legislators) and by conviction:

those at the forefront have already realized that it’s possible to serve the poorest population groups and still not lose any money – if not make a little.

WHY ARE NGOS GOOD PARTNERS FOR ENTREPRENEURSHIP?



CHAPTER 2: New technologies for supporting young entrepreneurs

Today’s available technologies and policies create an environment that is highly conducive for entrepreneurs and business.

Technology has helped immensely to boost access to large amounts of information and has supported changes that have transformed our lives forever. Nowadays, there are many start-ups that have emerged by exploring new and innovative technologies and are dedicated to further growth using the same. The innovative potential of young people, combined with the power of technology, is already proving to be a powerful force for creating successful enterprises. Moreover, business is no longer just about buying or selling goods and services, but how technology can be used to assist and expand those services. In addition, many examples show us that many businesses, which began as start-ups, have become successful after garnering customers mostly through their online presence.

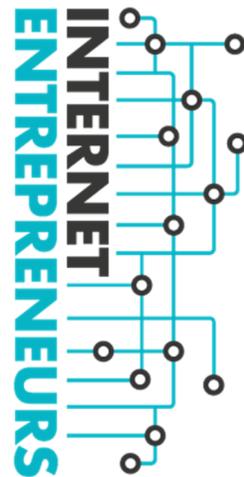
In the following chapter, we will elaborate on how technology is enabling better entrepreneurial opportunities for youth as well as the importance of Internet and new technologies for the development of entrepreneurship in the digital era.



The importance of Internet and new technologies in entrepreneurship

Technology helps businesses in a number of ways that are generally centred on doing things bigger, better or faster than you could without technology. The role of technology in business caused a tremendous growth in trade and commerce, and business concepts and models were revolutionized as a result of the introduction of technology.

Over the past decade, the impact of technology on our day lives has grown exponentially. Whether it be laptops or mobile phones, technology helps us to be connected with the world around us and acts as a portal to vast amounts of knowledge which can be accessed easier. For example, thanks to the Internet and smartphones, the amount of commerce being conducted online has experienced explosive growth. Considering that the Internet is still largely in its infancy, as the modern conveniences give way to near-instant delivery of products via drones, 3D printing and other means, and as virtual and augmented reality helps to improve the online shopping experience, nearly all our commerce will be eventually conducted through online channels rather than offline channels. Below we will give you some reasons of



why entrepreneurs should incorporate technology in their businesses.

Research and Development



Internet is important for business development. Internet technology provides powerful communication and marketing tools. The Internet is a new Bazaar in which entrepreneurs can find online shops, online degree programs and a lot more. They can browse various

educational and business development websites, management service platforms anytime and anywhere. Thanks to the Internet and new technologies, businesses are growing, achieving their goals rapidly as well as entering in new and competitive market. Nowadays, without Internet, business success is impossible because technologies have transformed all areas around us, such as the education, communication and methods of receiving and providing data, getting customer information with buying habits as well as creating marketing strategies based on this analysis.

Business research is really important in receiving data related to target customers, trends in market, interest and information about



the competition. Internet helps business to obtain data and analyses the information to create better and effective products, and marketing plan before investing money in product development. It helps businesses to test and collect the data behind the idea of product and services. Business and companies get customer data and relationship status, feedback, comments, likes, shares, reviews in a real time mode. When you're competing globally in a business development and marketing, the speed of your actions really matters. Email marketing, collecting emails address, tracking user behaviours, page views, landing pages are few examples in which business owners get benefits by including Internet to speed up the operations and accuracy in the process of business development. Without the use of Internet in business, it's impossible today to grow business and earn profit. Entrepreneurs need to create business and marketing plan by targeting markets, consumer demand, nation's requirement, distribution cost and analysis of existing products etc. Although there are offline methods to perform market research, they are costly, time-consuming, generally of a low quality and require editing and burdensomemanagement. Using Internet to perform market research is more beneficial than ever because new technologies provide great data management sources for business to launch unique and creative solutions for customers.

Internet Advertising

The Internet is a global village and gives a chance for business owners to take benefits of online advertising that is less costly. Internet advertising and marketing is affordable for all kinds of small and big businesses as compared to traditional marketing costs. Nowadays, thanks to the Internet and all new technologies business can reach a wider audience and geographical locations by the use of Google AdWords, Facebook ads, content marketing, YouTube video ads etc. Internet Advertising becomes one the most beneficial use for entrepreneurs to reach millions of people around the globe by just clicking a button. More about this kind of advertisement we will share in the next part of our chapter.

Communication

Technology provides multiple channels for businesses to communicate both internally and externally. Whether it is setting up virtual workspaces where employees can interact and develop ideas, or connecting to international businesses through the use of video conferencing, technology can be used as an outlet which allows businesses to collect feedback from their customers, which can be used to improve or alter a product to suit the needs of acustomers better.





E-Training and development programs

Internet plays an important role in business to create multiple types of employee learning and training programs. These programmes are providing a lot of benefits for managing and executing task effectively among the team as well as employees can access learning materials anywhere and anytime. Online training is web-based so they can log in from anywhere: home, office or when working remotely. Because they are not tied to a fixed location to complete training, this reduces the long distance travel. And if project or work schedules change, business owner can still carry out his/her training online. This is beneficial for both individuals and organizations. Despite that a profound learning takes time, in the case of the e-learning, employees can choose the time and place that suits for them best.

E-trainings can be useful for the staff to learn from professionals related to the business industry keeping them always updated due to the continuous education and training. These kinds of online programmes help employees to learn on their own and save money for the business. Course costs are reduced and there are no additional time, travel or accommodation costs. Online training has the smallest carbon footprint and is the most sustainable learning solution.

Apart from the important learning processes for the employee, keeping up to date with technology is also essential for every business

owner, even for those who don't run any technology companies. Computers, mobile phones and other technologies seem to be improving in a fast pace.



Therefore, E-learning

resources also have benefit for entrepreneurs and help them to be up to date. Technology and trade magazines, blogs and newsletters can keep them informed, informing what is happening in their business industry. Entrepreneurs should be able to integrate technology awareness into their business in smooth and efficient steps relying on the already available resources . Once you, as an entrepreneur have a chance to review online resources or other publications and possibly attended some training sessions, you should have an idea on what works best specifically for you. Based on where you think you are getting the best information, you prioritize which resources will get the most of your time. Some resources you've reviewed may prove to be irrelevant to you, but others can be the most accessible or easiest to follow, being the ones you would want to spend time reviewing.



Outsourcing



Outsourcing involves hiring a remote staff, or people who are located outside the confines of the company. In the context of outsourcing, remote staff means contracting people or service providers that are located in areas or regions where comparative cost advantages and economies of various scale exist. For example, if you need a designer or an app developer, you can hire such talent on the Internet. Hiring remote staff does not only reduce cost but also it is a great option to access a worldwide talent. There are different freelance platforms in which you can post job opportunities and projects, and an interested freelancer will notify you that he or she is able to work for you remotely. Thanks to the technologies and outsourcing, entrepreneurs can generate more savings and/or new talents. Although outsourcing utilizes people with significantly lower labour costs, it does not mean the quality of work or service rendered will be sub-standard. Often, by implementing outsourcing solutions in their business strategy, companies can exponentially improve productivity by reducing costs and improving revenue generation.

E-Commerce

E-commerce is becoming popular day by day due to its vast advantages, including the convenience of shopping anytime and anywhere. Technology is always changing and the new online businesses that are popping up, try to meet the new needs that are being created.



E-commerce is a strong trend across many different industries and due to the rapid growth of online shopping, there are more entrepreneurs who are choosing career in e-commerce. According to reports, it is estimated that the global retail e-commerce sales will reach about 13 percent in the year 2019 from today's stat of 10.1 percent. Thus, it is a great opportunity for the entrepreneurs to expand their boundaries by opening an online store. Nowadays it is a must to have an online presence of business as it is considered the best communication medium between the vendor and the consumer.

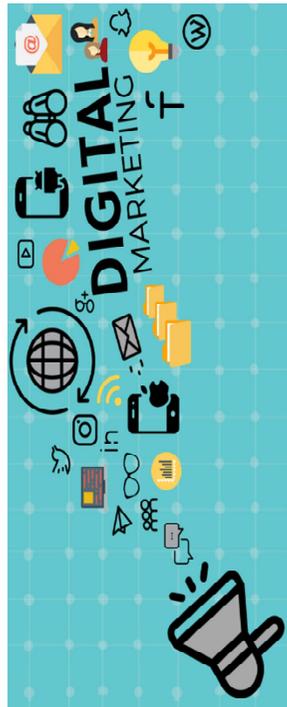
Advantages of the Internet for entrepreneurs. Online tools and strategies.

Internet offers many advantages for businesses such as more marketing options, benefits and platforms for business than traditional methods. In this part, we will see some digital marketing



strategies that entrepreneurs need to consider for their businesses as well as some online tips, tools and tendency related to the entrepreneurship.

Digital marketing is the marketing of products or services using digital technologies, mainly on the Internet, but also including mobile phones, display advertising, and any other digital medium. As digital platforms are increasingly incorporated into marketing plans and everyday life, and as people use digital devices instead of visiting physical shops, digital marketing campaigns are becoming more prevalent and efficient. Thus, the development of digital marketing is inseparable from technology development.



Digital marketing refers to any advertising delivered through digital channels such as search engines, websites, email and social media. It is facilitated by multiple channels, as an advertiser's core objective is to find channels which result in a maximum two-way communication and a better overall ROI for the brand. There are multiple digital marketing channels available, namely:

Search engine marketing

Search engine marketing (SEM) is a form of Internet marketing that involves the promotion of websites by increasing their visibility in search engine results pages primarily through paid advertising. SEM may incorporate Search engine optimization, which adjusts or rewrites website content and site architecture to achieve a higher ranking in search engine results pages to enhance pay per click listings. Search engine optimization (SEO) is the process of increasing the quality and quantity of website traffic by increasing visibility of a website or a web page to users of a web search engine. SEO refers to the improvement of unpaid results (known as "natural" or "organic" results), and excludes the purchase of a paid placement. As an Internet marketing strategy, SEO considers how search engines work, the computer programmed algorithms operate. what dictates search engine behaviour and what people search for, as well as the actual search terms or keywords that can be typed into search engines, and which search engines are preferred by their targeted audience.



Content Marketing

Content marketing is a form of marketing focused on creating, publishing, and distributing content for a targeted audience online. It is often used by businesses in order to attract attention and generate

leads, expand their customer base, generate or increase online sales, increase brand awareness or credibility and engage an online community of users. The easiest way to implement content marketing into your plan is to develop a section on your website which is updated on a regular basis with blogs or news items about your industry, products and services. By adding a blog to your website, it positions your business as the thought-leader in your industry. It also has a positive effect on both your social media and search engine optimization.

Google Ads



Google Ads is an online advertising platform developed by Google, where advertisers pay to display brief advertisements, service offerings, product listings, video content, and generate mobile application installs within the Google ad network to web users. Often times Google ads are confused with search engine optimization. While the two do work hand in hand they are factually two different digital marketing strategies. Google ads which can be purchased through Google AdWords, the search results which appear above the organic listings. These ads look very similar to the organic listing however feature a small green “Ad” icon to differential them. Google

ads are purchased on a pay-per-click basis meaning that each time someone clicks the ad and visits your website, you’re charged a fee.

Social Media

When we use social media channels (Facebook, Twitter, Pinterest, Instagram, Google+, etc.) to market a product or service, this strategy is called Social Media Marketing. The Social Media is probably the most utilized and well-known by entrepreneurs, however, most entrepreneurs are not optimizing all the benefits that social media has to offer or just use it inefficiently for business. Social media is not meant to be a direct sales tool for your business. It is a tool you use to connect with your followers, build brand awareness, share information about your products or service, and answer any questions about the product or service. Social networking websites allow individuals, businesses and other organizations to interact with one another and build relationships and communities online. When companies join these social channels, consumers can interact with them directly. Social networking sites act as word of mouth or



more precisely, e-word of mouth. Apart Digital Marketing, new technologies give entrepreneurs *many other opportunities*.

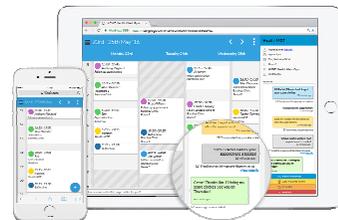
Internet banking, payment wallets, mobile banking, POS machine and



all kind of banking services enable business owners to speed the business transactions. You can pay, transfer and receive money from customers. You can also pay employees digitally with the help of Internet. Using payment gateway on the website enables a user to order product and pay directly from their home.

Cloud storage for business or online data storage application allows entrepreneurs to manage, secure, share and access business data and information anywhere in the world from any device. There are different cloud storage technologies such as Google Drive, One Drive, Dropbox, Spider Oak, etc. For example, under Google Drive, you can also use various applications such as Google Docs, Google Sheets, Google Slids, Google Forms, Google Drawings, etc.

Online scheduling tools are also great for entrepreneurs and their businesses. Whether you are scheduling employee shifts, online appointments, or work meetings, automating these essential tasks is one way to increase productivity



and work efficiently. There are different online scheduling tools such as ZoomShift, Homebase, Doodle, Calendy, Setmore, etc.

On the Internet, you can find various **video conference applications** that are cost effective, trustworthy and able to give you a complete focus on the topic instead of manual setting of camera, chat, sounds every time. With online meeting software, entrepreneurs can schedule regular meetings for their team to get together through the Internet to share information and ask questions. Moreover, web video conferencing software can be used to conduct various types of meetings including traditional staff meetings, web seminars, webcasts, collaboration and training. Some of the web video conferencing software tools that you can check are Skype for Business, Hangouts Meet, Cisco WebEx, GoToMeeting, Join.me, ClickMeeting, etc.

New digital technologies have transformed the nature of uncertainty inherent in entrepreneurial processes and outcomes as well as the ways of dealing with such uncertainty. While there are still people who don't realize how much entrepreneurship is impacted by the new technologies and Internet, researches in the field of entrepreneurship increasingly acknowledge the importance of digital entrepreneurship and an intersection of digital technologies and entrepreneurship.

Digital entrepreneurship opens up new possibilities for anyone thinking of becoming an entrepreneur. Digital entrepreneurship includes everything that is new and different about entrepreneurship in a digital world - new ways of finding customers for entrepreneurial



ventures, new ways of designing and offering products or services, new ways of generating revenue, and reducing cost, new opportunities to

collaborate with platforms and partners. There isn't exact definition of digital entrepreneurship, partly because it is on its introductory stage, and partly because it's a moving target. As digital technology evolves, what is new about digital entrepreneurship will change over time.

CHAPTER 3: Methods and resources for youth workers

Youth work and entrepreneurship learning

Rising youth unemployment across Europe is extremely alarming and lots of consideration is given to alternative approaches to learning for oneself and for the labor market. Entrepreneurship education, as a particular pedagogical approach in combination with youth work and vocational education and training, can operate as a driver for innovation and the creation of new employment. The development of entrepreneurial thinking, which entails critical and creative reflection, can serve the purpose of a meaningful integration into society through the active participation in generating an income.

As we have described the aim of youth work to support a young person both as an individual and as a member of different social fields. A young person is seen as an active agent, as a person – ability whose growth needs



nurturing, and also as an active member of different groups, communities and institutions. When youth work is successful, it



manages to create processes that help young people develop as individuals and also helps them to find their place and influence their social relations. This means that personalization in youth work is not only seen as an inner process, it is also seen as a social process that requires attention to the different life contexts and situations a young person is engaged

only helps the ones potential, but their role as active driving a social issues such as itself for example. personal growth, creating active society-volunteers, entrepreneurs.



young people to involves promoting love, capabilities young to fulfill their dreams. It also features supporting their talents and career orientation. Helping young people to actualize their hidden potential is one of the key things in youth work. Youth work is based on the voluntary assent of the young, and the aims of youth work are achieved during a process in which young people fulfill their needs. This requires creating learning environments which support

in. So youth work not young person develop help youth to realize citizens, as the ones change, thus tackling youth unemployment Then moving from the youth work help in members of the social activists, Youth work is helping develop as individuals self-confidence, self- and empowering the

the development of individual skills in the company of others. Once the young person has developed those skills, found out ones potential and passions, he/she also gets the sense of belonging to the society and sense of initiative and entrepreneurs which leads to young people being active citizens and often entrepreneurs. Quality Youth work can definitely play a key role into transforming young people`s lives and bringing a positive change into the society, by empowering youth and tackling important social issues. It can especially support social entrepreneurship-many NGOs themselves have transformed some of their activities into social enterprises which combines the so called regular business with the most significant part of NGOs-their cause. So trough youth work and non-formal education that provide entrepreneurial learning, young people realize their own role in society as active citizens, find their passions and combat social issues by becoming social activists or/and entrepreneurs.

History of youth work

In a number of countries, youth work definitions and missions have come under discussion and in addition, on a European level, the new EU framework for youth policy comes up with new roles for more professionalised youth work.



Youth work has always played a role in general pedagogical and social strategies. However, there is indeed a risk of instrumentalisation and a possibility for youth work becoming a tool for the target. This practice lead to a discussion on youth work's identity and its essential features.

What we tend to think of this identity as 'the essential features' of youth work, which is carried by young people, policymakers, researchers, youth workers, parents and other social professionals. Youth work can be group work, work in leisure time, based on informal learning, based on association and recreation. These characteristics have a long history. They sometimes structure our practices without being visible or questionable. Therefore it is useful to be aware of where we come from and where we might go.

How did youth work principles evolve through history? Which evidences have been thrown overboard and why? Which policies have already been tried before, even though they are now introduced as brand-new?

The meaning of the term 'youth work' is difficult to be clearly identified. When we and other people talk about youth work, we may mean very different things. For example, we might describe work with a group of Guides; running a youth club; making contact with different groups of young people on an estate; mentoring a young

person; or facilitating a church fellowship; or tutoring on a mountain walking course. When we explore the theory and practice involved with these we can find some key elements that define youth work. And here we look in five dimensions:

- *Focusing on young people*, their needs, experiences and contribution.
- *Voluntary participation*, young people choose to become involved in the work.
- *Fostering association, relationship and community*, encouraging all to join in friendship, to organize and take part in groups and activities and deepen and develop relationships that allow them to grow and flourish.
- *Being friendly, accessible and responsive while acting with integrity*. Youth work has come to be characterized by a belief that workers should not only be approachable and friendly; but also that they should have faith in people; and be trying, themselves, to live good lives.
- *Looking to the education* and, more broadly, the welfare of young people.

Both youth work as social work or youth work as youth movement existed in about every European country. In these roots one can identify two powerful and often competing sources of inspiration: the social question and the youth question. The former started up as a public intervention to deal with the integration of the lower social

classes in mainstream society. The latter starts from a lifeworld perspective and is an attempt to change society so that it fits better the needs of young people, emancipating them as a distinct age group. Depending on the perspective one takes, the integration efforts can take into account either the social context, or the individual development of young people.

The youth work was and it's still a deliberately constructed transit zone between the private lifeworld and the public system, focusing on individual



development and smooth integration into the existing society. Policymakers, youth workers and researchers then find each other in the construction of ideal developmental trajectories and transitions for the young. And so, as other forms of social work (in a broad sense), youth work has increasingly been constructed as a tool to integrate individual young people in the prevailing adult society.

In youth work practices that are inspired by their youth movement descent, youth work defines itself rather as a **social forum**. In this approach youth work is social work and is less concerned with

imposing individual solutions to social problems, rather it is the task to engage with young people in defining problems. Social inclusion is not seen as the result of the harmonious development of an individual young citizen, but as a social learning process that takes into account diversity, and problematizes inequality.

Youth work has the duty to support young people in often difficult transitional periods, and at the same time, youth work has the power to give young people a forum to negotiate power relations, to get to know and understand each other and the interest of the others.

The diversity of youth work practices and methods is valued in most countries, although new claims on accountability and efficiency risk to formalise the informal. A risk that is recognised in the recently adopted EU youth work resolution, but is also in the agenda 2020 of the Council of Europe.

In some countries youth work is an established and to a large extent professionalised part of both the educational and social welfare system. In other countries youth work develops relatively separately from these systems and is a practice carried by volunteers. In most countries youth work is a mix of all these interventions. In any case, youth work today also has to find its place, positioning itself in relation to family and school (as a central part of the so-called third socialisation environment), but also positioning itself in between adult concerns and young people's needs and desires.



Non formal education



Non-formal education has a long and lively tradition in Europe, a tradition that is widely acknowledged to have been spearheaded and shaped by the Council of Europe, in particular its youth sector. It has been the core methodology and

philosophy of the Council's youth programmes, although the term "non-formal education" as such was only introduced in the 1990s. Starting with the need for and belief in value-based education after 1945, to the focus on acquiring life skills in support of citizenship and employment in the present millennium, the European youth centers, the European Youth Foundation and the Youth Partnership have been instrumental in: developing concepts and methodologies for non-formal education and learning; proving and developing its value; initiating and supporting its recognition; boosting and documenting its quality; and, facilitating and researching its contribution to education and social change

Non-formal education (NFI) is an organized learning and educational process, which is conducted in parallel with the mass education and training systems. Participants are included on a voluntary basis and

play an active role in the learning process. NFI is a specific approach to education that uses such pedagogical and social methods and learning activities that are focused on the individual learning needs of the learner. It is directed to specific problems and less often to abstract subjects, it is flexible, centered and oriented to the learner. Moreover, it is practical rather than theoretical. Non-formal education is extracurricular learning, which is planned and structured not random activity and realized with the active participation of a facilitator and participants. The non-formal education is based on mutual trust and respect, learning by doing and encouraging questioning and reflection.

Elements of Non formal education:

The 70 youth sector professionals and activists participating in the symposium readily agreed that a universally-valid definition of non-formal education was neither possible nor desirable; nobody wanted to subscribe to a definition that rapidly became outdated, and everyone wanted to respect diversity of perspective and practice. But through identifying common elements and essential features across the various forms of creative, experiential and participatory non-formal learning, the first symposium on non-formal education nonetheless made a crucial contribution to documenting and verifying how non-formal education was perceived, understood and practiced in the youth sector.



The symposium report also challenged the binary opposition between formal and non-formal learning, noting that: “their respective features fade into one another towards the center of what is ultimately a continuum of learning contexts, contents and methods”. The first symposium also marked a terminological shift in the youth sector. The title used the word education, whereas the report introduced the term learning as an alternative, maintaining that that term drew attention to activities rather than systems and, by seeing people as the central concern, was closer to the rationale and value of learner-centeredness in non-formal learning contexts. Following the symposium, the discourse and understanding of non-formal learning gradually shifted.

Training resources



During the short term joint staff meeting event in Parnu, Estonia in January 2019 we have implemented and tested several non formal education methods with the participants coming from Estonia, Spain, Portugal and Bulgaria. In the next several pages we will give you guidelines

on how to create your training event by using the methods we adopted.



Where do you stand?

Materials

Enough room so that the participants can get divided into groups of 8-10; Flip chart papers with the 5-10 statements. Agree, Disagree, Mostly Agree, Mostly Disagree signes fixed in the corners of the room

Duration

30 minutes

Aim

The activity aimed to strengthening participants’ knowledge on entrepreneurship and it associated concepts, as well as to bring out a number of other related and often confused issues. This was done by a simple agree-disagree exercise. Participants’ task was to identify with them and either agree or disagree with each statement. Each of the statements was commented on, allowing participants to express their views

Instructions

1. Prepare 5-10 statements that touch the various aspects of social business and social dilemmas. The statements should be clear not to raise discussions of how to perceive them.
2. Introduce the exercise to the participants. A statement is going to be contributed to them. They are asked to decide whether they agree or disagree with the statement and go to the appropriate side of the room



(Agree, Disagree and mostly Agree/Disagree). Everybody has to take a stand, you cannot remain in the middle. Everybody is free to change sides during the discussion, if you have been convinced by an argument you heard.

3. Start the exercise by showing the first statement. Give people time to read and understand the statement. Ask people to take their side, and, once everybody has decided, invite them to explain their decision.

4. It is not the purpose of the exercise at this stage to reach a consensus. Decide for yourself when you feel it is a good time to finish the discussion and move on to the next statement.

5. Move through all the statements following this routine. When you have finished, you might want to ask participants about how they felt and give room to resolve any outstanding issues

Example of statements:

- 1. Everyone can be an entrepreneur.*
- 2. Social enterprise does not need a lot of money to be started / run*
- 3. One needs to have proper education to be able to start a business.*
- 4. Profit is very important for social enterprise.*
- 5. Private sector have the resources and entrepreneurial skills to create big social change.*
- 6. Big private companies in the development sphere can make changes at far larger scale than many smaller NGO-s combined.*
- 7. Blending profit and non profit organisation might lead to abuse or potential conflict of interests.*
- 8. A businessmen and an entrepreneur are the same person?*

*The session continued with a summary of the exercise and theoretical input from trainers team on definitions on **social** entrepreneurship, start up and entrepreneurship.*

Creative thinking? What do you see ?

Materials

Photos, pens, color pencils, crayons, papers, laptops (optional)

Duration

1h - 1h 30 minutes

Number of participants

10-25 (groups of 5)

Aim

The aim of the workshop is to encourage participants to develop creative thinking about social entrepreneurship and social economy

Instructions

- 1. First, divide all participants into groups. Groups should contain max. 5 members (5 min).*
- 2. Each team gets the same folder with 10 random pictures. Pictures represent different aspects of social economy.*
- 3. Each team must choose 3 out of 10 photos and develop a story about social economy or business connected to the photos they choose (30 minutes).*
- 4. Each team should present the story they created with the help of photos. Team has maximum 5 minutes for presentation (around 20 minutes).*
- 5. Each individual is invited to comment on stories that groups contributed. Goal is to establish an open debate about the good ideas that were invented (35min)*



Experiment

90 minutes

Duration

Group size

12-18 (if a group is bigger, have two parallel "experiments" going on)

Materials needed

Tape; construction bricks (Lego); large material cover (to act as wall); flipchart with rules; 6 A4 sheets; 2 pens; mouth masks; 2 small covers; 2 flipcharts with communication barriers & effective communication

Aim

1. To introduce young people to the concept of effective communication; To let young people experience various communication situations and reflect on own actions; To open a discussion on the topic of effective communication and communication barriers being verbal and non-verbal

Instructions

1. Prepare the room for the game making three large rectangles with tape separated by a large cover. Mark them as Sector A (architects), Sector B (translators), Sector C (builder). Place a table and equal amount of chairs in each sector. Place a laptop in Sector B with a countdown timer in front of the 5 chairs;
2. Randomly separate participants in 3 groups of 5-6 persons;
3. Introduce the story: You are a group of scientists from all over the world that initiated an experiment with a radioactive DNA structure to see if you

can duplicate it and make the biggest step to end all the known diseases to humanity.

The experiment involves you working in 3 sectors (A,B,C) without being able to leave them.

- Your task is to recreate the exact DNA structure in sectors A & C. - You have to carefully follow instructions for each team. - No outside equipment can be used - You have 10 minutes for making a common strategy - You will have only 30 minutes to fulfill your task - If the DNA structures in sectors A & C will have more than 4 differences – you will be contaminated.

4. Give the role of each group based on written cards;
5. After answering questions if occurred give the whole group 10 minutes for strategy preparation;
6. Start the game with the countdown timer for 25 minutes and as facilitators observe, not interfering unless the rules are broken;
7. After the time runs out compare the two constructions;
8. Ask the group to form a circle and lead the debriefing process

Debriefing Questions

1. How did your strategy meet up the reality when you were actually constructing?
2. What kind of similar challenges you met in your life
3. How did you overcome them?
4. What can help you to be more effective in communication with others?
5. How did you feel during the process of the game, what were the highlights? (for each group)
6. What were the challenges of the game?



Business owners



12 or more people

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

30 minutes

Group size

Materials

Duration

Aim

- 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

Description

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 ware-house, 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.

Debriefing Questions:

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



CHAPTER 4: Case study. Success stories of young entrepreneurs

Introduction – Defining the profile of a successful entrepreneur

Entrepreneurship is all the rage these days, but do you have what it takes to be a successful entrepreneur?

Lot of the personality traits necessary to succeed in one's ventures on his or her own are well known; hard work, appetite for risk, integrity, competitiveness, growth-oriented mindset, resourcefulness. However, there are other subtle, less talked about characteristics that are equally important to succeed in a very competitive entrepreneurial world and we shed some light on them here.

Successful entrepreneurs are fearless

All successful entrepreneurs are fearless. The one thing that most commonly stands between a successful entrepreneur and a person who will get kicked around all his life into becoming what others want him to be, is the fear of failure. Entrepreneurs know that this is not an impregnable hurdle. They face it, embrace it and celebrate it.



Successful entrepreneurs are perceptive

It takes a lot of savviness, heightened awareness, and good judgment to identify a viable business opportunity and figure out how it can be transformed into a high growth business model. Entrepreneurs are therefore extremely perceptive individuals who can foresee the potential in solving a problem they experienced themselves or reported by someone around them. These same insights also serve to fuel their passion and lay the foundation of a startup. Entrepreneurs use their perceptive powers to dream and craft a vision that will guide them through the rest of their entrepreneurial journey.

Successful entrepreneurs are Informed

After identifying a viable business opportunity, entrepreneurs need to accumulate intelligence about their venture. Market size, customer preferences and behavior, competitive landscape, pricing options, decision makers and key influencers in the market as well as prospective customers, potential partners, distribution options, legal and regulatory landscape, etc; all such things need to be known to succeed in this high-risk, high-rewards business. This information needs to be validated by actually getting out of the building and interacting with potential customers. Lousy entrepreneurs are informed by untested hypotheses. Good ones extract intelligence out of market-validated results.

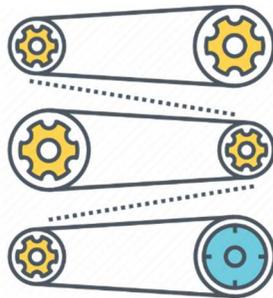
Successful entrepreneurs are charismatic



Entrepreneurs need to be charismatic. It takes a lot of charm and drawing power to sell one's vision to co-founders, employees, partners, investors and early customers. Entrepreneurs are not necessarily the most articulate in a public setting but they are still very good communicators and very passionate about their vision. Good ones need to learn to connect with people and infect them with that passion, energy and vision of the future.

Successful entrepreneurs are lean

I am a big fan of The Lean Startup methodology and I think all entrepreneurs need to embrace the essence of it. A lean startup is not a cheap business, but one that is more methodical and scientific about growing the organization with a keen sense of order and priorities. I have seen so many entrepreneurs start developing a product in a vacuum only to discover there never existed a market for what they have built. A lean entrepreneur, on the contrary, recognizes the value of customer discovery and validating his hypothesis about the business model very early on in the business' life-cycle.



Successful entrepreneurs are resourceful

Growing a business requires resourcefulness as well. Not just to build a world-class team but also to reach out to investors, partners and customers as well. A good network is one of the most crucial assets of an entrepreneur, but more importantly, the ability to leverage that network effectively can be the difference between a failed and a successful startup. An entrepreneur will have to tap into his friends and family network to raise initial seed money for the venture. He will need to tap into the college or professional network to recruit good talent. He will need to be knowledgeable about tools and resources needed by his venture. He will leverage his contacts to approach business partners and investors for the startup. An entrepreneur is constantly fire-fighting and improvising and making the best out of every situation. All of this requires resourcefulness of mind, ideas, people and assets.

Successful entrepreneurs are tenacious

High-growth businesses require unyielding and strong-willed drivers with nerves of steel. While they need meticulous planning, even more importantly, they need leaders who have the ability to quickly react and adapt to constant feedback from the market. Conception of a business to an IPO or exit is almost always a very long roller-coaster ride with high highs and very low lows.



Good entrepreneurs have the tenacity to absorb all the shocks and shield the rest of the organization from the bumps of that journey.

Successful entrepreneurs are patient

The high school I went to had a motto: Perseverance Commands Success. Almost all successful entrepreneurs I know of seem to subscribe to that mantra. Building a business is not the same as building a product. While products can be built in weeks or months using a lot of open source tools and frameworks out there, businesses are built over the years, without exception. Successful entrepreneurs are not crap shooters, they are chess players and think and act long term. It's pivotal for a good leader to be aware of the fine line behind which he must persevere and beyond which he must pivot and adapt. The only way to know where that line draws is to be in constant touch with the market and customers.

Successful entrepreneurs are caring

A successful entrepreneur knows how to love! He needs to care for his company, his employees, his business partners, his investors and most importantly, his customers. The hallmark of all successful, long running, profitable businesses has been customer service and the loyalty that accompanies happy customers. Successful businesses shoot for 25-40% of their revenue to come from repeat customers. Companies, like Zappos, best known for their customer loyalty attract

more than 75% of their business from repeat customers. Their tag line? Powered by Service.

Success stories of young entrepreneurs from E4Y countries



Estonian analysis - Karoli Hindriks



Karoli Hindriks (born 1983) is an Estonian entrepreneur who in 2014 founded the forward-looking hiring company Jobbatical which she heads as CEO. In 1999, when only 16, she patented and marketed a soft reflector for pedestrians and in 2007 was appointed CEO of the television station MTV Estonia.

Born in Kohtla-Järve on 17 June 1983, Karoli Hindriks was brought up in Pärnu where she attended the local high school. In 2008, she graduated in International Business Administration from the Estonian Business School in Tallinn.



When she was 16, she participated in a school fashion project which led to her inventing a soft reflector for pedestrians which could be worn as clothing or jewellery. Encouraged by her father, she successfully applied for a patent, becoming the youngest inventor in Estonia.

In 2006, in her role as marketing manager, she helped to establish MTV in Estonia and worked in marketing and public relations for MTV Baltics. Half a year after the launch, when she was just 23, she was appointed CEO of MTV Estonia, the youngest MTV CEO ever. From 2009, she was charged by Fox to bring their television channels to Estonia and the Baltic States. In all, she successfully launched seven channels.

In 2012, while following a graduate programme at Singularity University in California, Hindriks was inspired to found Jobbatical, a company which could connect technical and media people from around the world with those who were interested in hiring them. Founded in 2014, the company quickly grew to serve over 100,000 users from over 50 countries.

Markus Villig

Not many people want to take on Uber, but Markus Villig launched his own competitor, Taxify, when he was only 19-years-old. While his initial vision was to focus on taxis in Tallinn, Estonia, the founder and

CEO has grown Taxify rapidly in the last four years. The service now has over five million customers and over 100,000 drivers. Taxify also expanded to more than 20 countries around the globe from South Africa to Australia. Even China's Didi Chuxing made a strategic investment in the ride-hailing app, which has raised over 50 M €.

Bolt, formerly known as Taxify, is an Estonian transportation network company founded and headquartered in Tallinn, Estonia. The company develops and operates the Bolt mobile application, which allows people to request a taxi or private driver from their smartphone, as well as electric scooters. As of February 2019, Bolt operates in 30 countries and 50 cities in Europe, Africa, West Asia, North America and Australia. The company has 25 million customers globally and more than 500,000 drivers use the platform to offer rides.

Spanish analysis - Antonio Espinosa



Antonio Espinosa de los Monteros, founder and CEO of Auara, a Spanish social enterprise that produces and sells mineral water. What is different about Auara? One hundred percent of its profits are invested in projects targeted at providing access to clean drinking water in Africa and Cambodia.



Antonio Espinosa is an architect who discovered the inequalities of our world through different experiences as a volunteer in cooperation projects.

While he was working with a Spanish NGO on building a hospital in the Afar Region of Ethiopia, Antonio got in contact with communities that did not have access to clean water and he could see how this affected their daily lives in dramatic ways. Following that experience, he decided to work on improving water access in the poorest communities. He thus founded AUARA, the first Spanish water brand that invests 100% of profits in water access projects, and the first water brand in Europe to produce its bottles with 100% recycled plastic.

Yaiza Canosa

Yaiza Canosa is the founder and CEO of GOI. Born and raised in Coruña, Yaiza is a restless entrepreneur determined to improve the efficiency of traditional systems. At the age of 16, Yaiza sold her first project to a media company and was hired to develop and manage it, giving her the opportunity to grow her leadership skills for the first time. Three years later, the company was acquired, and Yaiza moved to Barcelona to take a senior position at a gaming tech company while completing her B.A at the University of Coruña remotely. Yaiza was ready for a new project by the time she was 21. She moved to Madrid in 2014 and earned an MBA from EUDE while founding Glue Concept,

a coworking space and start-up accelerator. Glue Concept became successful quickly, but it was not a scalable model, and Yaiza had greater ambitions, so she passed the baton into capable hands and stepped aside from daily operations to dream up her next venture.

After leaving Coruña at a young age, Yaiza missed the fresh fruits that grow in her hometown. Her mother attempted to send her bulky crates of her favourite foods, but no mail carrier would deliver them. Yaiza soon discovered she was not the only one who needed a simple and affordable way to deliver oversized packages. In fact, every time retailers sold large items, they had to hire three different contractors to handle, deliver, and install them, a process that took 5 days on average. On the other side, contractors spent too much time negotiating with retailers and struggled to attract enough clients.

Bulgarian analysis - Alexander Naydenov



A young Bulgarian decided that he liked the idea of a better world through social entrepreneurship, helping people to solve their issues and make a career. For eighteen months now Alexander Naydenov has been improving the scientific communication between those who know and those who seek knowledge in the different parts of the world.



Alexander is the co-founder of the PaperHive platform, following the idea of German Andre Gaul for the creation of software that helps scientists and students to read together and comment on complicated texts. The platform's activities didn't remain unnoticed and the Forbes listed them in their ranking of Top 30 most successful social entrepreneurs in Europe.

Boris Kolev

Boris Kolev is a dreamer-enthusiast. He is a visionary serial entrepreneur living with the mission to change things, locally and globally. Boris started his first enterprise as a student project just after entering the high-school. Turning 18 he founded his first start-up and was quickly recognized as one of the most perspective young entrepreneurs in Europe. Just a few years later after couple of fails as well, Boris has successfully founded 8 companies, 3 social businesses, 2 non-profit organizations and a masters degree program in CSR.

- Europe's Best Young Entrepreneurs 2007 by Business Week Worldwide.
- Young Manager of the Year 2010 – 2nd Place.
- Inspirational Leadership Award by JobTiger.
- Forbes "30 under 30" list in 2013 by Forbes Bulgaria.

- Forbes Special Contribution Award 2013 (Awarded with Full MBA Scholarship).
- Next Generation Award Finalist by Capital Newspaper.

Portuguese analysis - You Can Event, by *António Trincão*: he started a start-up in Lisbon and nowadays lives in Silicon Valley.



Nutrium: it was created by informatic students of University of Minho (Braga, Portugal) whom became very famous at Start-Up Braga.

Farfech, by *João Neves*: it is a platform to sell luxurious products which became a point of reference in Portugal.

Science4You, by *Miguel Pina Martins*: it is an enterprise which creates toys for kids, in order for them to better understand the sciences.

PepFeed: it is a start-up founded in Braga, Portugal that creates customers' profiles when they are buying products online. It was bought by FollowPrice.

Scytale, by *Nuno Ferreira*: it started at University of Minho (Braga, Portugal) to develop digital products. It was bought by Uphold, an American company specializing in virtual money.



Success stories of young entrepreneurs from non-E4Y countries

Hakan Baş

In November 2013, Hakan Baş was included in Fortune Turkey's "40 Under 40 List," recognizing the country's top young business leaders and innovators.

Hakan Bas is a serial entrepreneur from Turkey, listed as one of the 100 global tech influencers by Wired UK magazine. He is the co-founder of Peak Games, Krombera, Lidyana, Anibera, Gardrops and Supermassive e-Sports. He works as the CEO of Lidyana.com, a leading fashion e-commerce site in Turkey. He is also an active angel investor. He is a founding board member of Turkish Entrepreneurship Foundation, and is a two-time entrepreneur and advisory board member of Endeavor. Hakan is also an ex-national record holder swimmer. He holds a BA in Economics from Cornell University, and MBA from Yale University.

Lidyana is the leading online jewelry and accessories e-commerce company in Turkey. It was recognized as "Turkey's Hottest Start-up" by Wired UK (September 2012 issue). Celebrity endorsement and effective relationships with bloggers and other social media have helped the company create high brand awareness with relatively low spending.



CONCLUSION

The present digital guide is one of the main outcomes of the project Entrepreneurship 4 Youth-strategic partnership in the field of youth with partners from Bulgaria, Estonia, Spain and Portugal. The main aim of the guide is to provide youth workers with a better understanding of entrepreneurship and the role of non-formal learning in supporting entrepreneurship among young people as well as to give youth workers practical methods, tools and practices that they can adopt and adapt to their context and so make it easier to promote entrepreneurship among young people. This digital guide provides with sufficient knowledge and information based on case studies, best practices and concrete examples from across Europe regarding entrepreneurship, digital technologies, and digital entrepreneurship, success stories of entrepreneurs and etc.

The first chapter introduced the idea of NGOs supporting entrepreneurs –what could the role of NGOs be, how to establish this partnership and why they are valuable for both sides. The chapter proves that NGOs can play an early-warning role for businesses, thanks to their proximity to local populations, about issues that the business might have failed to identify, due to a lack of knowledge about the social environment, local traditions and beliefs. The most important when forming those partnerships is the common vision of the two sides. But mainly the chapter encourages you not to underestimate NGOs and to explore their potential to help you as an entrepreneur. In the second chapter, you

were introduced to the role of digital technologies in supporting modern entrepreneurs. Valuable tools, programs, and resources were shared such as tools for communication, using social media, internet banking, different cloud storage platforms and tools for entrepreneurs, online scheduling tools to help run daily tasks, tools for video conferences and scheduling online meetings. The chapter highlighted explained the ways how digital technologies are supporting entrepreneurs - new ways of finding customers for entrepreneurial ventures, new ways of designing and offering products, and services, new ways of generating revenue and reducing cost, novel opportunities to collaborate with platforms and partners. Moreover, many useful free tools and resources were shared. The third chapter was also very practical in terms of tools and methods ready to be applied to youth work tackling entrepreneurship. The chapter focused on both importance and history of youth work and non-formal education on the one side, and practical approach useful for trainers, facilitators, and people dealing with the topic on daily bases on another side so that the proposed methods can be used in their daily work. The last chapter gave you an idea what the profile of the perfect entrepreneur is. Moreover, the chapter is also highly inspirational as it gave a closer glimpse into the success stories of young people from across Europe becoming entrepreneurs. Moreover, some of the examples show the connection of those young people to local NGOs thus again proving the role of youth work in boosting entrepreneurial spirit in youth.



LIST OF REFERENCES

1. <https://www.techstars.com/content/community/profile-successful-entrepreneur/>
2. https://en.wikipedia.org/wiki/Karoli_Hindriks
3. <https://www.forbes.com/profile/markus-villig/>
4. <https://auara.org/a/l/en/blogs/prensa/antonio-espinoza-fundador-auara-la-startup-lleva-agua-potable-personas-no-la-tienen-y-nicio>
5. <https://endeavor.org/entrepreneur/yaiza-canosa/>
6. <http://bnr.bg/en/post/100940037/27-year-old-bulgarian-places-in-forbes-social-entrepreneurs-rankings>
7. <http://www.boriskolev.com/bk/>
8. <https://endeavor.org/catalyst-investment/lidyana/>

LIST OF REFERENCES USED FOR THE GRAPHICAL REPRESENTATION

1. <https://teleman.in/success-stories/>
2. https://www.flaticon.com/premium-icon/charismatic_1492694
3. https://www.iconfinder.com/icons/4078953/assembly_gear_s_lean_lean_management_lean_manufacturing_manufacturing_operations_icon
4. <http://www.constructionworld.org/keys-to-operating-a-successful-construction-business/>
5. https://www.iconfinder.com/icons/2688337/hypothesis_lab_experiment_lab_research_research_book_scientific_research_arch_icon
6. <https://dramaresource.com/where-do-you-stand/>
7. <https://osr.northwestern.edu/training/resources>
8. <https://huntermartens.libguides.com/c.php?g=244355&p=2809359>
9. <http://www.valeru.eu/en/>
10. <https://www.freepik.com/free-photos-vectors/entrepreneur>
11. <https://alexsb.org/2015/12/19/the-secrets-to-becoming-an-entrepreneur/>



12. https://wwen.uni.lu/media/images/diaporama/inside/icon_youth_research_context_and_structures
13. <https://www.entrepreneur.com/article/275400>
14. <https://www.lilachbullock.com/online-booking-scheduling-tools/>
15. <http://www.teenshield.com/blog/2016/06/28/positive-effects-of-social-media/>
16. <http://www.iconarchive.com/show/seo-icons-by-designbolts/Search-Engine-Optimization-icon.html>
17. <https://www.pentoz.com/5-reasons-why-digital-marketing-is-important-for-startups/>
18. <https://www.zensar.com/service/digital-commerce-evolution>
19. https://www.iconfinder.com/icons/2583291/foreign_outside_outsourcing_people_supplier_icon
20. <https://www.activia.co.uk/blog/8-disadvantages-of-e-learning>
21. https://www.iconfinder.com/icons/2785031/digital_advertising_news_digital_print_campaign_newspaper_advertising_website_online_classified_advertising_online_newspaper_advertising_icon
22. <https://www.politico.eu/section/internet-entrepreneurs/>
23. <https://www.sanlam.co.uk/financial-advisers/partnerships>
24. <https://iconscout.com/icon/business-mind-idea-finance-strategy-entrepreneurship-24>
25. <https://blog.markgrowth.com/4-key-qualities-to-look-for-in-a-small-business-advisor-a310f78cdc09>
26. <https://www.freepik.com/free-photos-vectors/light-background>
27. <https://e27.co/entrepreneurship-40-part-3/>
28. https://pngtree.com/freebackground/go-blue-background-layout_729157.html