



SHIPALL

ERASMUS+ SMALL COLLABORATIVE
PARTNERSHIP

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**MORE
ENTREPRENEURSHIP IN
SPORT
- MORE SPORT FOR ALL**

Project about development
of entrepreneurial skills and
strategies in sporting
organizations and sport
clubs





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SPORT MOVES FORWARD

Europe traditionally gravitates towards collectiveness and inclusiveness on all levels and in the majority of circumstantial constellations in diversified societal and political mash-ups, it is inevitable to engage all the possible mechanisms to improve European policies and practices aiming at engagement of the capital in knowledge, creativity and innovative approaches kept as the offer from the civil society in the shadows of oftenly quite different European states' systems.

This brochure is being created somewhat before the Olympic Games in Tokyo are going to start with a whole year of delay. Sporting organizations always needed cross-sectorial cooperation and creation of partnerships that would improve skills and competences of managements, trainers, athletes, volunteers and even parents. The need for educational programmes is now even stronger as COVID-19 made a gap in development of sport and especially when it comes to finances, as lot of income is being lost due to the exclusion of audience.

The non-profit sector encompasses an incredibly rich array of groups working on different kinds of issues. In recent years there's been the increase in of interest in sport which we combined with our previous experience in entrepreneurship.

This was based on the necessity to involve all possible actors on local levels and provide information and education on business principles. Project "More entrepreneurship in sport - more sport for all" was set up as one of the mechanisms to involve more than 70 persons involved in sport, along with representatives of 4 partner organizations from 3 countries.

With the objectives to primarily widen and exchange the knowledge, foster skills development and experience exchange; foster creativity, competitiveness, and sense of initiative through entrepreneurial attitude, creation of a network of organizations, fostering mutual cooperation and future actions through Erasmus+ sport – one of the tangible results planned was the brochure named after the project.

It was calibrated to be the output in digestible format for target groups in somewhat broader sense: to be comprehensive enough for both sport and civil society organizations.

The completion of it would not be in any way possible without the true dedication, patience and endurance of management members of partner organizations, participants, facilitators and external experts, so I express my deepest gratitude for kind support me and my team received.

In Belgrade, June 2021
President of Best-seller as the coordinating organization
Tamara Petrovic

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SPORT IN THE TIME OF COVID-19

The coronavirus (COVID-19) pandemic has caused a stir around the world. We still can't see all the consequences of the virus, but we can see that they affect all aspects of our lives, including sports and physical activity. In most countries where there are infected people, measures of social and physical distance are in force, as well as a ban on mass gatherings. Further spread of the virus is also prevented by canceling sports events. The COVID-19 virus has stopped sports competitions and training of athletes around the planet. For the first time, the Olympic and Paralympic Games were postponed, as well as numerous major championships and tournaments. In the first attack of the coronavirus, the athletes tried to maintain their shape in specific home conditions. However, after the first wave, more and more professional athletes are returning to the fields, but this time without an audience.

Not only are professional athletes at risk of losing professional sponsors and jobs, but many other related service activities in close correlations to leagues and sporting events such as travel, tourism, transportation, infrastructure, catering, etc.

The cancellation of games, in addition to economic ones, also has its social consequences. Since sport has long been considered a valuable tool for fostering communication between communities and generations, as well as means of creating learning opportunities and inclusion for often marginalized and at-risk populations, the cancellation of games has also contributed to the collapse of social cohesion.

Not only professional athletes are affected, but also recreational athletes. The closure of courts, stadiums, swimming pools, fitness studios and parks has meant that individuals and groups are less physically active outside their homes, have a disturbed sleep cycle and spend more time near the screens. All this can contribute to the deterioration of physical and mental health. However, it is possible to exercise at home in a small space and without equipment. For those whose home life can involve long periods of sitting, there may be options to be more active during the day, for example by stretching, doing housework, climbing stairs or dancing to music. In addition, particularly for those who have internet access, there are many free resources on how to stay active during the pandemic. The global community has adapted rapidly by creating online content tailored to different people; from free tutorials on social media, to stretching, meditation, yoga and dance classes in which the whole family can participate.

The closure of education institutions around the world due to COVID-19 has also impacted the sports education sector, which is comprised of a broad range of stakeholders, including national ministries and local authorities, public and private education institutions, sports organizations and athletes, NGOs, teachers, scholars and coaches, parents and, first and foremost: mostly young learners. While this community has been severely impacted by the current crisis, it can also be a key contributor to solutions to contain and overcome it, as well as in promoting rights and values in times of social distancing.

In the future we are going to face many challenges and problems that we must solve, which concern the safety of sporting events at all levels. Doing sports, we deal with our own physical and mental health. But we must not forget to remain responsible to others as well.



ABOUT THE PROJECT

The sport industry has had a growing impact on the global economy over the last 20 years with investment in public infrastructure, mobilizing resources and creating new professions and jobs. Today it is one of the professional sectors with the most economic momentum, creating opportunities for many people who aspire to a future in the world of sports.

From merchandise to ticket sales, endorsements to cable channels, the business of sports is an industry that generates millions of dollars in revenue every year. No longer simply a game, sports have turned into full-scale productions with commercial endorsements, announcers and news coverage. Even novice athletes have succumbed to the pressure of trying to make the cut as a professional athlete. Oftentimes, business is referred to as a game, where the winner is the entrepreneur who finds success.

Following the broader definition set out in the Vilnius Definition of Sport, this industry accounts for 1.76% of the EU Gross Value Added (€173.86 bn). In terms of the labour market, sport-related employment represents 2.12% of total employment in the EU (in absolute terms, equivalent to 4.46 million jobs). This is above the sport-related share in Gross Value Added (1.76%), which indicates that sport is labour-intensive.

Hence, it is clear that from the economic perspective sport is one sector that can certainly contribute to the overall goals of the Europe 2020 strategy of smart, sustainable and inclusive growth. Beside this economic dimension, it is also necessary to acknowledge the impact of sport in other key areas for the European Union such as social inclusion or healthy lifestyle. These topics are included in the EU Work Plan for Sport 2014 - 2020, as well as in the promotion of actions and initiatives combating any threat to the integrity of sport.

Sport is a form of social policy as it could help solve problems in society. Gilchrist and Wheaton (2011) Gilchrist, P. and Wheaton, B., 2011. Lifestyle sport, public policy and youth engagement: examining the emergence of parkour. *International journal of sport policy and politics*, 3 (1), 109–

131. doi:10.1080/19406940.2010.547866[Taylor & Francis Online], , [Google Scholar], p. 110) state that 'participation in sport and recreation can lead to improved health, reduce crime levels, generate employment and encourage a more positive attitude toward education'. Thus, sport has a central role in society and due to its popularity provides an important way governments connect with communities.

Currently, there is an absence of research on how sport policy is entrepreneurial and innovative, something this project seeks to rectify. An entrepreneurial mindset can help sport policymakers produce better decisions about how to propose solutions to problems.

The crucial roadmap of developing entrepreneurship among youth athletes' development is dependent upon the quality of sports development programmes from grassroots level and leadership competencies of sport administrators, facilitators and coordinators.

Due to that we recognize the needs of:

- sport organization that needs knowledge, education and support to set a proper management in order to facilitate the process of entrepreneurship in sport organization and how to measure and monitor its success;
- needs of manager, trainers involved in sport organization with entrepreneurship needs to have right skills in order to learn from success and failures;
- young people, volunteers, youth workers involved in sport that seek for support in order to make a strong relationship between entrepreneurship and sport;
- young athletes, who needs knowledge, education, support and skills to become a successful entrepreneur
- needs to persistence by sport entrepreneurs to ensure that they have necessary resources in order to make improvements in this two fields;

"More entrepreneurship in sport – more sport for all" aim to provide participating organization, participants and other stakeholders with an understanding of the attributes and perspectives of an entrepreneurial mindset, and the process to acquire one. Project introduces concepts that enables a person to start a trans-formative process in the way they think generally, and in the way they think about business specifically. This new way of thinking has the potential to positively impact not only them, but their family, and community.

Objectives of the project:

- To examine the role of the sports entrepreneur and entrepreneurial process in new venture creation projects;
- To develop more entrepreneurial thinking in sports-related ventures;
- Identify the characteristics of the individual sport entrepreneur;
- Demonstrate creativity and the business idea in sport entrepreneurs;
- To encourage cooperation between EU and in partnership countries;
- To build sustainable partnerships between organizations working in the field of youth and sports;
- To stimulate the development of entrepreneurial thinking;
- To explore the meaning, importance and potential of youth entrepreneurship in/through sport

Participant organizations as well as participants of the project will reach competitive advantage which support entrepreneurship by providing the required tools. They will also approach to creativity, innovation and entrepreneurial thinking that will help them understand what's involved in setting up and running their own business.

This project will be useful for sports organizations, athletes and non-government organizations for promoting the use of entrepreneurship through and with sport, in order to generate competitive advantages on the global marketplace.

Our collaborative partnership projects offer the opportunity to develop, transfer innovative outputs and engage partners and participants into intensive dissemination and exploitation activities of innovative ideas in sport area and skill development especially entrepreneurial skills and mindset of sport organization and youth athletes

Partner organization will be able to competently, efficiently and effectively implement the acquired knowledge and skills in the work and operations of sports and business organizations and institutions. Participants of this project acquire knowledge and competences that enable them for independent, professional, individual or team work and engagement in all areas of business in sport.



Credits: Vince Fleming

THE IMPORTANCE OF YOUTH WORK AND NON-FORMAL EDUCATION IN SUPPORTING THE DEVELOPMENT OF ENTREPRENEURIAL SKILLS

Entrepreneurial skills are not easy to be clearly defined, as they are somewhere in-between or overlapping with those that are called soft skills and transversal skills, also falling under the umbrella of key competences.

Generally, entrepreneurial skills can be picked from the hat and clustered together if we assume that these are those needed for starting up and sustaining a business. We may argue which of these are more or less important, but surely they are all necessary in different phases of our own or the development of our businesses or for what is worth – good care of our own economic state.

Employment is a priority for the European Union. For example, one of the biggest challenges that youth is facing today is the economic and social crisis, a scenario that has had a major impact on the life of all European youngsters, challenging them to struggle with unacceptable youth unemployment rates and the decrease of quality education, training and job opportunities. These facts have intensified the difficulties a young European person faces when transitioning from education to working life.

The statistics shows:

- More than 1 in 5 young people on the labour market cannot find a job.
- 7.5 million young people (aged 15-24) are not working, are NEET neither in education or training.
- 30.1% of the unemployed under 25 have been out of work for more than 12 months.

Modern, knowledge-based economies require people with higher and more relevant skills. CEDEFOP forecasts predict that the proportion of jobs in the EU requiring tertiary level qualifications will increase from 29% in 2010 to 34% in 2020, while the proportion of low-skilled jobs will fall in the same period from 23% to 18%. Transversal skills such as the ability to think critically, take initiative, problem solving and working collaboratively will prepare individuals for today's varied and unpredictable career paths.

Most employers believe soft skills are important to their business and over half rated them more highly than academic qualifications. It was estimated that soft skills contributed £88 billion to the economy and will increase to £109 billion over the next five years.

A recent survey of more than 500 business leaders from across Europe found that most (54%) think young people lack 'soft skills' such as confidence, teamwork, self-motivation, networking and presentation skills.

What we want to solve: There are five critical skills most likely to increase odds of success across all outcomes and which employers expect employees to have: social skills; communication; and higher-order thinking skills (including problem solving, critical thinking, and decision-making); supported by the intrapersonal skills of self-control and positive self-concept.

Interaction at EU level allows member countries and partner country to learn from each other about what works and what doesn't. The EU can point up existing policies or systems that are successful.

Efforts to encourage young people to study, work or volunteer in another country – giving them more job, more projects and traineeship opportunities – are most effective at EU level.

Development of transversal skills is coherent with goals of the European Union in terms of larger occupational mobility and increasing employment through entrepreneurship activities. In addition, the development of these skills is compatible with the concept of lifelong learning as one of the governing principles of the European Union.

The Europe 2020 strategy recognizes entrepreneurship and self-employment as key for achieving smart, sustainable and inclusive growth.

The aim of this transnational EU cooperation is to promote a better cooperation and regional development by a joint approach to tackle common issues.

The results clearly demonstrate that participation in Erasmus+ programs impacts multiple areas for participants, project leaders and management of sporting organizations. Participation has an effect on the behavior, attitude and skills of the participants.

With recently newly born excellent and very successful programmes implemented over the last couple of years by various European institutions in view to stay in tune with the latest trends in education that involve sense of initiative and entrepreneurship as the focal points, the positions and possibilities of youth have greatly improved, giving them the opportunity to go out into the world, meet new people, new perspectives, learn and master new skills necessary to scale up their employability; gain new experiences and generally make them better equipped to tackle the adult world and economic realities. But does the responsibility of improving the lives of young people lie solely on their governments, the European Commission and institutions alike? We don't believe so. In accordance to the EU Youth Strategy 2019-2027 and 11 European Youth goals, 7th of which is Quality employment for all, 10th Sustainable and green Europe and 11th Youth organizations and European Programmes – I believe that organizations in Europe, dedicated to working with and for youth and with and for young athletes, should take the necessary steps to improve their capacities, re-evaluate their previous work, learn from past experiences and genuinely and whole-heartedly work on establishing new and higher standards of their future work, therefore making a greater impact on their respective communities and the lives of young people they work with and a greater and long-lasting contribution to the quality of their programmes aimed at development of entrepreneurial skills and knowledge uptake for years to come.

Time and effort should be taken to improve the capacities and enable the aspirations of organizations and institutions so they can contribute to and benefit from carrying out higher quality projects, thus ensuring more opportunities and higher standards of non-formal entrepreneurial education for youth in their communities and around Europe.
So far so good.



Credits: Quino AI

START SMART – OVERVIEW OF THE WORK FROM EDUCATIONAL MEETINGS AND WORKSHOP SESSIONS

Entrepreneurship has become one of the key interests of every sector, mostly due to the streamlined promotion, funding and support on behalf of individuals and institutions on different levels. Less and less people are interested to be part of predefined system, strongly believing in realization and success of their own ideas. Especially young people are more courageous to step into entrepreneurial waters and create their own future. They are open towards their own ideas and creativity in innovation. Their visionary and willingness to take a chance could play a key role in further development of the society.

The group training was carefully planned in order to tackle all parts of entrepreneurial structure. Content was adjusted towards different levels of experience of the participants. They were introduced to:

1. The main features of entrepreneurship with realistic examples from the participants' environment

Introductory part of the training was aimed to give basic principles and to raise their interest to the subject by giving practical examples focused on successful stories of the companies that they are familiar with. Involved persons showed great interest in the background of locally known companies' history. After the images shared and discussion participants agreed that despite of the various activities of these companies, all of them have some crucial facts in common:

- None of them had an easy road to success
- All of the deliveries to the market in the form of new product/service were innovative or they had some innovative improvement of the existed products/services
- Hard work and strong belief in success
- Nurturing vibrancy, good will, joy and satisfaction while working and delivering results.

2. Characteristics of entrepreneurs and private enterprises

The aim of this training segment was that through panel discussion participants go through the set of main features that drives entrepreneurial spirit. Accent was especially given to the fact that entrepreneurs are creators of a new working place – they are one of the main economic and societal progress contributors in present time, starting from local, through regional, national and moreover – transnational level.

Entrepreneur

- Forward-looking
- Convinced in his/her capability and success
- Responsible
- Willing to risk
- Very dynamic person
- Skilled in organizing and motivating people (boss vs. leader)
- Expects to prove his/her own value through earnings



The benefits of running a private enterprise

- I'm doing what I love, and I enjoy it
- I have control over my life and destiny – depends on me!
- Distinction from others
- The possibility of achieving its own full potential and unlimited profit
- Contribution to society and recognition based on effort
- Your ideas translated into action, successfully implemented resulting in new workplace

Disadvantages of running a private enterprise

- Long working hours and hard work
- Precarious revenue
- Risk of loss of invested capital
- Lower quality of life till the establishment of a business
- Stress

3. The generation of new ideas and its development

The group went through the process from new idea generation to the realization. They were introduced to the main issues that should be worked out before they step into the realization (launching) of their own business.



Main aspects:

- There is no bad idea
- Think in visionary way
- Time – commitment to the business, balancing obligations towards business and the family, the time required for business to generate profit and to reach planned market

position

- the importance and significance of associates - choose your team

4. Key challenges in market analysis

The objective of the exercise done was to direct group mindset into the potential market analysis and go through a range of key issues before moving on to business plan creation.

- Have you identified market segments?
- Is there a need for your product?
- Who are your customers?
- Do you understand their needs?
- Will your product be competitive?
- Is there a competition?

- Who are the main competitors?
- How do you plan to overcome competition?
- Did you do a SWOT analysis?

5. Analysis of business options

When the basic brainstorming was done, participants were introduced to the main tools of business analysis – most important conclusions were made.

- Offer to the market something that makes you different from others and be competitive
- Identify your partners
- Do a business plan development
- Calculate investment and return of the investment
- Dare to establish your enterprise
- Do SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)
- Consider lean start-up methodology (MVP concept)



pixtastock.com – 20667171

6. 90 minutes exercise

This exercise with the group served to describe specific issues that they identify in the environment and seeking for solutions (through a product re-invention, modification or adjustments).

7. Financing models

One of the main issues always is about financing. Participants were more than willing to find out more how they could finance development of their ideas.

- Start-up loans
- Crowdfunding
- Kick-start campaign
- Embassy funding
- EU funding
- Investors

8. Required financial and starting capital

The young entrepreneur must identify the resources required to prepare for business and have the business take off effectively. The size of these resources will depend highly on the nature and complexity of the business: a manufacturing business has more needs than a consultancy business after all.

In a next step, it is important to prioritise the need for the resources. Maybe some might be nice to have at some point in the future, but are not essential for the first business year.

Following is a checklist example of the physical resources required for setting up a small (textile) business in the field of manufacturing balls (for football). It is not exhaustive, but very indicative.

Table 1: Checklist example of the physical resources required for setting up a small business in the field of manufacturing of sporting products (balls)

Resources	Already available	Essential to purchase for start-up	To buy during first year
Transport	Yes, I have my own truck available.	Yes, I need to buy a small truck lift.	Not needed.
Fixtures and fittings	The rented building possesses all fixtures and fittings needed.	Not needed.	Not needed.
Plant and machinery	Yes, 2 handlooms available.	Cutting edge machinery to be purchased.	All relevant machinery to be purchased during the first year.
Furniture and office equipment	Personal furniture not in use at home, will be adapted for use in the administrative office.	Office round table and chairs to be purchased.	All additional equipment needed for the normal work space.

Resale stock	N/A	N/A	N/A
Raw materials	Initially some available raw materials can be used (short term period).	Yarns, fabric, trims and accessories.	Yarns, fabric, trims and accessories to be purchased regularly.
Components	Initially some available components can be used (short term period).	To be purchased immediately.	Sewing threads, beads and sequins, ribbon, binding, cords, and braids, interfacings, pre-manufactured motifs, LED bulbs, boning, elastic to be purchased regularly. Animal materials (if needed), plant (cotton, flax, jute), mineral (asbestos, glass fibre), and synthetic (nylon, polyester, acrylic) to be purchased regularly.
Materials	Initially some available components can be used (short term period).	To be purchased immediately.	Stationery, envelopes, postage, computer disks, and printer ribbon, tea, coffee, milk, and sugar, protective clothing, safety wear, or uniforms.
Consumables	N/A	Identified and purchased immediately with the start-up.	To be purchased regularly, after identification.

After identifying the resources, you need to allocate realistic prices or costs to each item. These will be used to feed into the budgetary plan and cash flow forecasts.

Minor items will probably be paid for at the time of purchase, but for major items of capital expenditure like machinery or vehicles, decisions must be made about how these will be financed. The need to obtain and repay loans to buy equipment, or the payment of hire-purchase deposits and the subsequent phasing of payments for buildings or vehicles, must also be accurately reflected in the budgetary plan and cash flow forecast.

Below some resources are more detailed:

- Transport
 - The selection of vehicles required will depend on the type of goods or services which are being produced and also on the distribution channels and the relative locations of the customers. Into consideration should be taken not only the costs of acquiring a vehicle, but also the running costs such as road tax, insurance, repairs and maintenance, etc. It is therefore useful to check what business vehicles are available with what maintenance costs. Can you find an affordable second hand in a good condition, or do you want immediately brand new vehicles? If you plan to do many kilometres, then a new vehicle may be the best option. This will affect your budgetary plan accordingly.
- Fixtures and fittings
 - These are essentially the items within the premises which are attached to the structure, or which are necessary to the production of the goods or services, but are not directly involved in their creation or provision (heating, AC, water taps, basins, etc.). However, they may affect temperature and humidity and are needed. These can be installed in an affordable manner if you are under budget constraints. Or some will be provided already by the owner in case you rent a place. This should be carefully checked before starting a rent.
- Machinery
 - Machinery can be very expensive, and especially if it is mobile, can be easily stolen. Thus, there are implications for their insurance and the safe and secure storage of some or all of these items, particularly if they are valuable.
- Furniture and office equipment
 - This category will include not just the items within any management or administrative office, but also the carpets, easy chairs, display material that may be located in a reception area for visiting customers; and of course the tea and coffee cups, kettle, toaster, or microwave oven for staff use.

- Resale stock
 - Anyone involved in wholesaling or retailing will need to identify what stock has to be held at any one time, or not.
- Raw materials and components
 - The initial costs of buying the raw materials and components have to be realistically estimated. The process will normally include identifying the various alternative suppliers, the range and quality of their respective products, and their costs, discount structures and terms and conditions of trade.

- Materials and consumables
 - These are the items which are purchased, used and replaced on a fairly regular basis as part of the administration or running of the business. The accounting classification is less important than the fact that they should be identified and included in the budgetary plan and cash flow forecast, because although they are all quite minor items of expenditure, when aggregated and take over a year, they can amount to a noticeable sum.
- Public utilities
 - By these we mean the suppliers of electricity, gas, telephones, water supply, sewage disposal, and waste disposal services.

<https://management-accounting.eu/elearning/course/index.php?categoryid=5&lang=en>

9. Inevitable revolution and by-side processes of value

The following areas are those that are interconnected with all the other in the sphere of entrepreneurship and economic development which early-stage business starters that tend to deeply understand the greater picture should be aware about:

- Inbound marketing – useful low-cost marketing tool with unique approach of addressing buyers' personas
- Technology transfer – an essential process through which every innovation is going on the way of commercialization
- Open innovation concept – ideal case scenario that gives opportunity to small innovative teams to work and share experience with successful companies
- 4.0 industrial revolution – digitalization – Active movement direction of industrial development that will affect all sectors of the economy

Technology transfer represents immeasurable economic chance in innovation delivery. It plays huge and important role in global economic race. Our mission is to encourage upcoming generations to generate innovations so as to make them commercialization-friendly and available for markets.

Present models of doing business are not thought in school classrooms, therefore young generation is not ready to step into cruel market race. Young people are the bearers of potential but without adequate support in education and training, their chances for making an impact will be significantly reduced. Despite this, awareness elevation among youngsters is becoming a reality but still there are wide gaps that they cannot overcome on their own.

Recommendations for further actions:

- Awareness actions – connect young people with the successful start-ups from their environment, giving them a chance to learn and share experience
- Education – through optimized programs give them a basic knowledge that any pre-entrepreneur should have before starting to develop their own business
- Workshops - the lean start-up methodology and the development of products, constant iteration and validation of the idea

- creation of a business model canvas, accordingly with <https://canvanizer.com/new/lean-canvas>
- Making their own pitch for a product that solves the identified problem <https://quykawasaki.com/the-only-10-slides-you-need-in-your-pitch/>

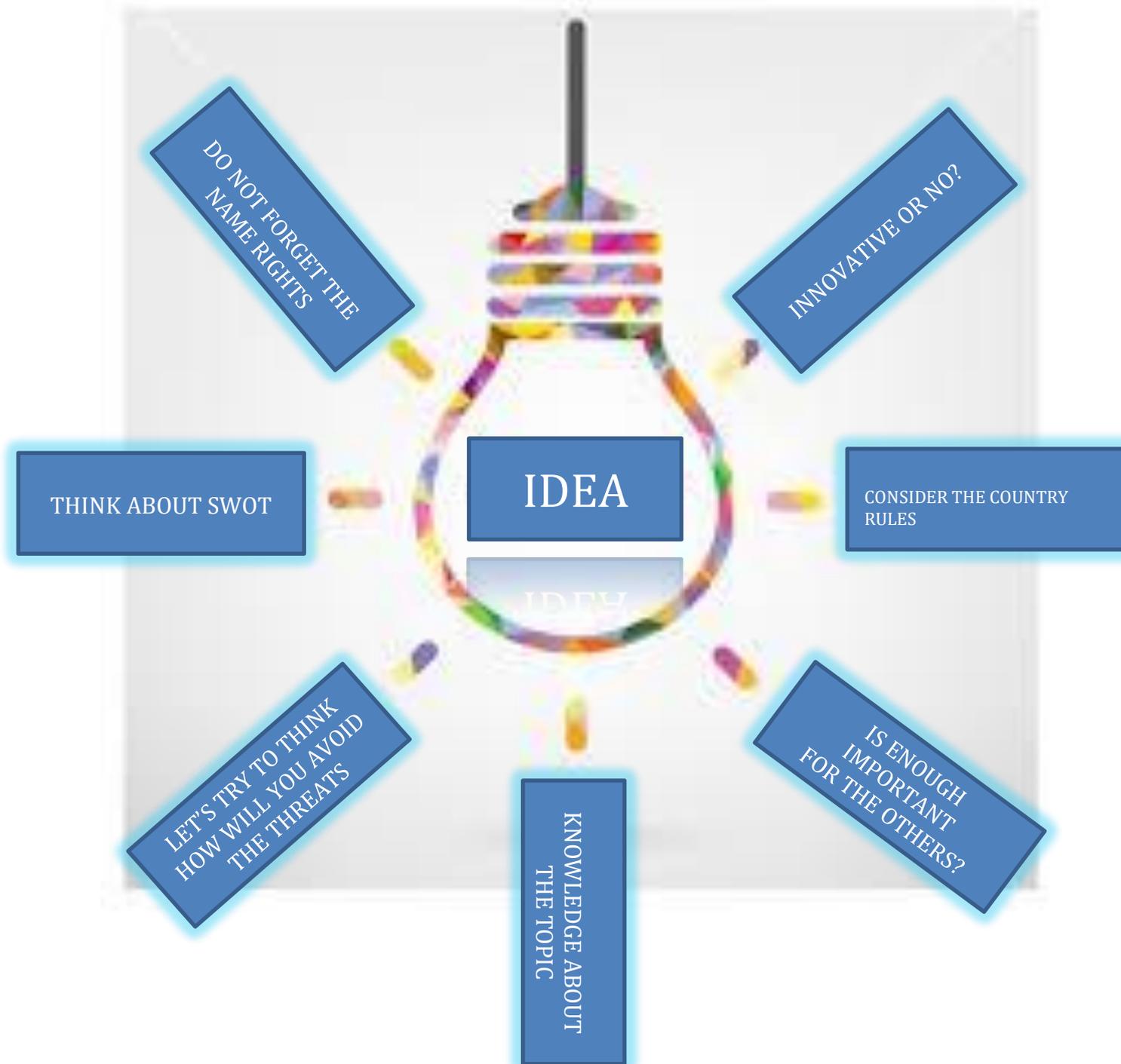
Summary

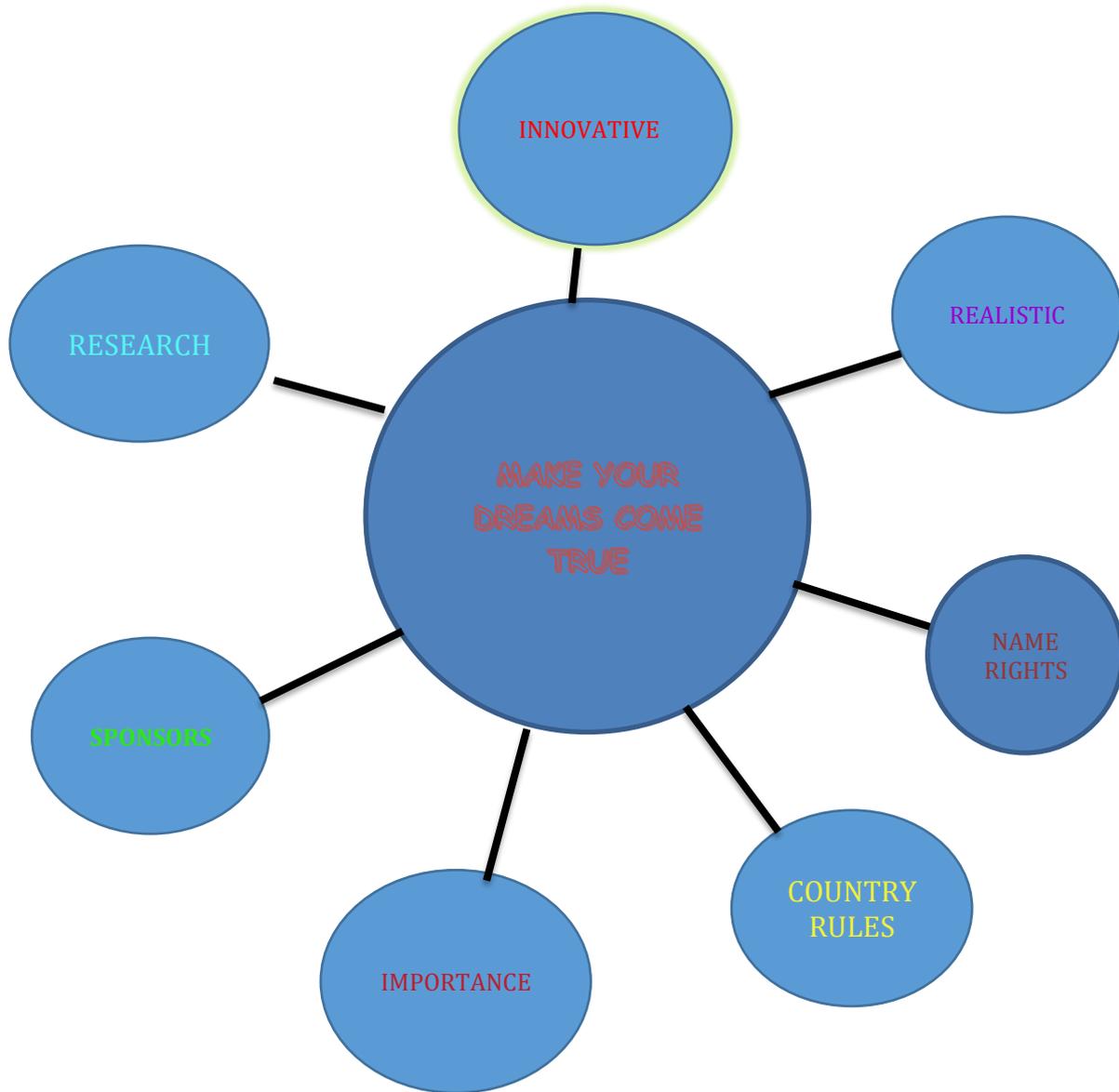
Participants showed a great interest in modern start-up methodology. This type of working sessions showed us justified basics to carefully plan our further steps towards entrepreneurial early-stage support. Future projects should be planned to reach wider audience and to initiate cooperation between agencies from regions in terms of sharing experience and knowledge. Quality infrastructure will also be built, based on cooperation with (worldwide) successful entrepreneurs, lectures, incubators, science parks, technology transfer offices, hubs, etc. Development of early-stage support center for small and medium enterprises will be our main focus in future. Networking among stakeholders may result in key development of entrepreneurship of sporting organization enterprises in the region.

Participants of the Workshop had their own ideas and hints on how the newly born business can be developed, maintained and sustained. Here is what their thought on the matter were...

Have in mind that this section was written by non-native English speakers.

THE BUSINESS IDEA





“We are in the age of the idea. The organization that can develop a culture of creativity and idea generation will be the winners.”

Kevin Roberts



Links that we used for our presentation:

- ✦ <https://www.entrepreneur.com/article/70518>
- ✦ www.erasmus-entrepreneurs.eu
- ✦ <https://www.facebook.com/esyne/>
- ✦ <http://www.businessnewsdaily.com/latest?subsection=business-ideas>
- ✦ <http://www.conceptdraw.com/examples/examples-of-swot-analysis>
- ✦ <https://www.vectorstock.com/royalty-free-vector/creative-light-bulb-idea-sign-vector-1858473>

BUSINESS PLANNING

1. From idea to establishment (intro)

Planning helps an organization chart a course for the achievement of its goals.



2. Business Plan

Why write a business plan?

Writing a business plan for your idea is a very helpful step because it will take you through the process of creating an effective and sustainable business. Everyone wants to create a stable company but actually doing it is a little bit harder. Therefore, creating a business plan will help you put on paper all your ideas, wants and keep you focused on your objective/target.

What to include?

- Analyze the potential markets for your business
- Establish the size of your potential market
- Identify your company's initial needs
- Prepare product samples
- Research possible locations for your business
- Determine your start-up cost
- Put yourself in the shoes of potential investors
- Identify potential investors

Actually write your business plan

First of all, you will need help in writing your business plan. The basic question you have to answer is whether you want to use software for this purpose or hire a consultant to help you with the process of writing it.

Here are some useful links, templates and software:

- <http://www.wikihow.com/Write-a-Business-Plan>
- <https://www.liveplan.com/>
- http://www.paloalto.com/business_plan_software

“A goal without a plan is just a wish!”

3. Relationship between the Business plan and the Marketing Plan

Your business plan spells out what your business is about. What you do and don't do, and what your goals are. Your company business plan provides the environment in which your marketing plan will flourish.

Marketing Plan

Why write a marketing plan?

- It's a rallying point

Your marketing plan will provide your employees with something to rally behind. You want them to be happy and confident about your company and about you.

- Chart to success

The point of writing a marketing plan is to get somewhere, because without it, you will be wandering aimlessly.

- Company operational instructions

Your marketing plan will be a step-by-step guide for your company's success. You have to follow it as soon as it's finalized.

- Top level reflection

After writing your marketing plan, you can sit back and review it after a year or so, and check the progress of your company.

What to include in a marketing plan?

- Prepare yourself to write a marketing plan
- Research your target market situation
- Find out your threats and opportunities

- Think about your marketing objectives
- Set your marketing goals
- Consider your budget

Actually, write your marketing plan

Again here, you will have to decide if you will get help from a consultant or computer software.

Here are some useful links and resources:

- www.mplans.com/flp-marketing-software.php
- [www.paloalto.com/sales and marketing plan software](http://www.paloalto.com/sales_and_marketing_plan_software)

Things to consider

- Set your personal goals for running your business and don't copy anyone else
- Be clear on what you want to achieve for yourself, your company, and your employees
- Consider the environment in which your business will be operating
- Be prepared for the unexpected and have a plan B
- Test out your idea with your potential customers with a survey or a prototype

“You are young at any age, if you are planning for tomorrow. “



Credits: Zachary Kadolph

Sources:

<https://www.entrepreneur.com/article/43018>

<http://www.wikihow.com/Write-a-Business-Plan>

<http://startupowl.com/resources/business-startup-essentials/planning-your-startup/>

ESTABLISHING AND RUNNING A BUSINESS LEGALLY

1. Chose A Business Name

! Important: Make sure you are legally permitted to use it.

* Quick tip: pick up a couple of backup names in case your first choice is already in use and register your trademark for proper legal protection

2. Pick Up A Business Structure

- Sole proprietorship/sole trader

Definition: type of business entity owned and run by one natural person and in which there is no legal distinction between the owner and the business – owner receives all profits and has unlimited responsibility for all losses and debts

- Corporation

Definition: company or group of people authorized to act as a single entity and recognized as such according to the law

! Important: The name should contain one of the following designations: Incorporated, Corporation, Company, Inc., Corp. Or Co.

- Partnership

Definition: partners that agree to cooperate to advance their mutual interests

3. Register your business with the state

- How?

- - You should obtain an application that pertains to your business from the office of Secretary of the state

- ! Important: you may have to supply additional documentation with the application

Example: partnership – Partnership Agreement required

4. Register your business with the IRS (Internal Revenue Service)

- How?

- - You should obtain an employer identification number (Social Security number)

- What is Social Security Number:

- - The number you use to file all of our business tax return forms

- And how to obtain it:

- - By completing the IRS form depending on the business structure

5. Obtaining business licence

- To be aware of:

- - City

- - Country
6. Open a bank account to start building business credits
 7. Shake a hand, raise a dollar
 - Expanding the network of donors
 - Show them how – with their dollars – you will change the world

DOS and DON'TS IN BUSINESS

- DOS
 - * Do what you know, what you are good at
 - * Make long term plans
 - * Recognize your mistakes and ask for help
 - * Make sure of the accurate resources for founding
 - * Make your daily, monthly, or annual targets and compare them
 - * Be ready for the changes and for taking risk
 - * Think about community and people's needs while you are developing your idea
 - * Have a strong work ethic (responsibility, discipline, teamwork)
 - * Give bonuses to your employees when they achieve given targets
- DON'TS
 - * Don't expect success over night (set realistic goals)
 - * Don't miss opportunities for learning from good practices
 - * Don't blame others for the outcomes
 - * Don't ignore your strengths and limits
 - * Don't take people who work for you for granted, respect your employees and managers
 - * Don't be afraid to set high standards (as the best in the business)
 - * Don't be impatient
 - * Don't foster a blame, free culture (accidental errors are considered as learning opportunities, but deliberate sabotage negligence is dealt with disciplinary procedures)

HOW TO MAINTAIN A BUSINESS

1. People

In order to maintain good business, good leader needs to maintain an efficient team. One needs to make sure that the members of their team maintain optimal interpersonal relationships. A team would function better if its members were not only co-workers but also friends. Therefore, the team leader is advised to organize regular team building events.

In order for team to be efficient its members must improve their soft and professional skills. Therefore, regular training needs to be organized in order to make sure the team members' skills are up to date.

A qualified human resources team is a key for functional business. They are the ones who decide if new team members need to be hired and who would be appropriate for a certain position. They are the ones who decide if someone needs to be fired too.

2. Product

In order for a business to exist the product or the service it offers needs to be competitive and up to date. Therefore, the business owner needs to make sure that they keep an eye on their competition and innovate when necessary. This may lead to taking certain risks. Therefore, an adequate risk management is crucial.

3. Marketing

Every business needs good advertisement in allure for more costumers. Therefore, it is a key for a business owner to know who his potential customers are and where their attention is and adapt according to it. For example, 20 years ago every person's attention was his/her e-mail inbox, because it was the "new thing". Therefore, marketers used it for adverting. Nowadays, social media like Facebook, Instagram, Twitter, etc. are more popular and everyone's attention is there. Good marketers need to know how to use social media in order to recruit new costumers.

4. Customers

In order to sustain a business, one needs to maintain its customers. Therefore, one needs to reward the loyal ones. For example, one can give certain discounts, small gifts, or even send a simple Birthday card in order to maintain good relationship.

GOOD PRACTICE EXAMPLES

What is best practice and why is so important?

It means to find and to use the best ways and the best options for working in order to achieve the aims of your business. It involves keeping up to latest trends with the ways that successful businesses operate, especially in your field and measuring your ways of working against those used by the market leaders. There are several things to be considered but the ones the most important are through benchmarking, forecasting, financial and strategic planning, performance monitoring, internal analysis, reviewing national and international standards, maintain the culture of innovation.

A best practice strategy can help the business in a lot of ways, but for sure the ones that are increasing it are the ones with which your company can:

- > Become more competitive on the market
- > Reduce costs and become more efficient
- > Improve the skills and knowledge of your employees
- > Use technology more effectively
- > Reduce waste and improve quality
- > Respond more quickly to innovations in the sector you work in.

There are a lot of examples around Europe of best practice in the field of entrepreneurship, and here are the ones we choose to share with you:

1.) Youth association Alfa Albona, Croatia - "Social entrepreneurship building"

The idea designed by members of the Youth Association Alfa Albona is the conversion of a former student's home into a multipurpose center that works on all the principles of social entrepreneurship with the goal of hiring highly educated young people and people with disabilities, the promotion of social audit and entrepreneurship. It is a self-sustaining based on the principle of social entrepreneurship where each owner has one vote and where all the profits are reinvested in the enrichment facilities of the building or through public tender to co-finance projects of youth organizations in the county. This project got 3 national awards so far: the award for the Best social entrepreneurship idea in 2012, the award for the Best social innovation of the year in 2013, and the award for the Best project in the field of social entrepreneurship in Croatia in 2013.

2.) NVO Atina, Serbia - "Bagel bejgl shop"

Bagel Bejgl shop is a social enterprise that was launched in 2015 by NGO Atina for economic empowerment of victims of trafficking and other forms of gender-based violence. The whole concept of association action is part of a struggle that has lasted for more than 12 years – the struggle for a just society of equal, which promotes diversity and solidarity. In addition to helping victims of human trafficking or other forms of violence, the possibility of economic empowerment and independence, Bagel has developed a special segment of the constant training and education of persons belonging to this vulnerable group. Profit is directed to the programs of support and recovery of victims of trafficking.

3.) Vita d.o.o, Bosnia and Herzegovina - "Amama"

It is a small company whose core business is the sale and distribution of natural cosmetics, cosmetics for special use and dietary supplements under the name Amama. Vita was among the first to recognize the benefits of natural cosmetics in Bosnia and Herzegovina and concentrated on the quality and on providing its customers products that will preserve their health, take care of their beauty and offer products for which many will go back and repeat purchase.

4.) BTM Resources, Romania - "Positive youth development practices applied to education/training in private and public educational institutions"

Positive Youth Development (PYD) refers to intentional efforts of youth, adults, communities, government agencies and schools to provide opportunities for youth to enhance their interests, skills, and abilities. PYD is used in scientific literature and by practitioners who work with youth to refer to programs designed to optimize developmental progress. PYD differs from other approaches to youth in that it rejects an emphasis on trying to correct what is "wrong" with children's behavior or development. Programs and practitioners seek to empathize with, educate, and engage children in productive activities. While not particularly common in use yet, PYD has been used across the world to address social divisions, such as gender and ethnic difference.

5.) Organic vegetable production Marušić, Bosnia and Herzegovina

Organic vegetable production Marušić is a small family company that produces various sorts of vegetables in an organic way. Their local food production answered to the needs of the people who nowadays want to eat healthier as well as to support local farmers. All the products can be found in the local supermarkets or delivered directly to your home.

6.) EUFORIJA Sport & Dance

This is a space for training and dance that nurtures the inclusion of marginalized groups, namely

women (single mothers), Roma and LGBT. Business model of this sport center includes not only paid memberships out of which the benefits are given to the marginalized groups but also nutritional programmes and renting of their space to various fitness programmes leaders. Euforija also expressed the interest to be involved in the Erasmus+, so they became the official partner for the Cooperation partnership and applied with a project during the E+ sport deadline 2021.



Credit: Meghan Holmes

BAD PRACTICE EXAMPLES

Bad choice of an idea for starting a new business

Many new businesses fail because they don't adequately investigate the market.

The main problems with the bad choice of idea to open a new business occur from:

- Already existed similar idea
- Too many players on the trade market
- Overtrade and begs for tips

The question that needs to be asked is - Is there a market share not being served that makes room for another business in this category?

Example: Too many cafes in a small town

Planning

- Bad marketing analysis
- Bad risk management

Establishing

- Inappropriate structure of management – strong or weak, centralized
- Inflexible in the choice of structural management

An organization's structure gets misaligned for many reasons. But the most common one is simply inertia. The company gets stuck in an old way of doing things and has trouble breaking free of the past. How did it get this way to begin with? When an organization is in startup to early growth mode, the founders' control most of the core functions. The founding engineer is also the head of sales, finance, and customer service. As the business grows, the founders become a bottleneck to growth — they simply can't do it all at a larger scale. So, they make key hires to replace themselves in selected functions – for example, a technical founder hires a head of sales and delegates authority to find, sell, and close new accounts. At the same time, the founders usually find it challenging to determine how much authority to give up (too much and the business could get ruined; too little and they'll get burned out trying to manage it all).

Maintaining

- Do not keep an eye in the competition in the trade market and adapt or innovate
- Do not respond the costumers' needs.

KEY TRANSVERSAL SKILLS

Competence is a complex combination of knowledge, skills, abilities and attitudes needed to perform a certain activity in a given context, in real circumstances, where a person should be able to interpret the situation in a certain context and have a repertoire of possible actions that can be taken and that s/he is able to perform certain actions from that repertoire. The result of competent action can be measured on the basis of some accepted standards. Competence can be enhanced through training and development.

Key competencies:

1. Communication in the mother tongue: the ability to express and interpret thoughts, feelings and facts orally and in writing in different contexts;
2. Communication in a foreign language: in addition to those built into communication in the mother tongue, also the ability to mediate and intercultural understanding;
3. Mathematical literacy and basic competencies in science and technology: the use of addition, subtraction, multiplication and division to solve problems in everyday situations; ability and willingness to use knowledge and methodology to interpret the world of nature;
4. Digital competences: mastering the use of electronic media in work, communication and leisure; logical and critical thinking, information management and communication skills;
5. Learn to learn: the ability to organize their own learning, effective time management, problem solving, adoption, processing and evaluation of new knowledge and its application in different life contexts, contributing to career management;
6. Interpersonal and civic competencies: effective interaction with individuals and in groups,

conflict resolution in public and private spheres of life;

7. Entrepreneurship: passive and active component; ability and readiness to accept others, i.e. to create one's own innovations; taking responsibility for actions, developing a strategic vision, setting and meeting goals and being motivated to succeed;

8. Cultural expression: evaluating the importance of creative expression of ideas, experiences and emotions in various media, including music, literature and applied arts.

Definition of transversal skills

Explained in a very simple way, transversal skills are multi-purpose skills that can be applied and used in a large number of different roles and in different professional contexts.

How important are (transferable) transversal skills?

Transversal skills are an inventory of resources that help us move into a new role and shine in it. They ensure our professional sharpness, robustness and longevity of our career, if we consciously use them according to the situation. Also, they help us to more easily and readily explore the secondary dimensions of our career and gain additional skills and expertise.

While an academic degree and highly specialized skills can be key to building our competitive advantage and ensuring success in one particular role in an organization, transferable skills are what ensure that we do not become "redundant" in the long run.

How are transferable skills acquired?

Everyone has more or less developed transversal skills and they are acquired throughout life, from early childhood and school through college, through formal and other forms of education, through reading, social activities, professional activities and life in general.

When we identify a set of essential skills that we can take with us and apply wherever we go, we can commit to the mission of further cultivating these skills and adding new ones to existing ones.

How are transversal skills identified?

Self-awareness gained through rigorous, systematic and constant self-assessment is key to ensuring our market penetration. There are many self-assessment tests that allow us to analyze our personal strengths and weaknesses.

We can also go through the list of skills and mark all those that we are sure apply to us. It is useful to seek the help and advice of a supervisor, associate, professor or family if we want to check our assessments or get feedback and advice from outside.

Although the list of transferable skills is long, they can in principle be broadly grouped into five main categories:

- **Soft skills:** Also known as interpersonal skills, they involve a set of skills that allow us to treat others positively, communicate with them, influence them and inspire them. Some examples: delegation skills, coaching skills, listening skills, presentation skills, cooperation skills.

- Analytical skills: These include intellectual skills that allow us to identify and analyze problems and find creative, innovative and feasible solutions. Some examples: research skills, data collection skills, data analysis skills, creativity, risk analysis.
- Technical skills: These include practical, direct skills such as excellent computer skills, skills in working with certain machines, programs, hardware, construction or repair skills, etc.
- Organizational skills: These are skills that allow us to sort data, plan, allocate projects or resources, keep records that are accurate, efficient, and easy to use, and coordinate multiple resources or tasks. Some examples: prioritization, time management, task management, resource management, coordination.
- Personal skills: These include a set of skills related to character in the workplace. A few examples: integrity, reliability, accuracy, diligence, decision-making skills.

List of transferable skills for self-evaluation

Interpersonal skills

✓ I am able to interact successfully with a wide range of people; I know how to interpret and use body language;

Oral communication skills

✓ I present ideas and information clearly and concisely, with a style and content that is suitable for the listeners (whether it is an individual or a group); I present opinions and ideas in an open, objective way;

Public speaking skills

✓ I can give formal presentations; I present ideas, views and problems in an interesting way;

Advisory skills

✓ I react to what others say without condemnation ("active listening"); I build trust and openness with others;

Coaching/mentoring skills

✓ I give feedback in a constructive way; helping others increase their knowledge or skills;

Teaching/training skills

✓ I can help others acquire knowledge and skills; I know how to create an effective learning environment;

Monitoring skills

✓ delegate responsibilities and establish an appropriate accountability system; I can monitor progress and assess the quality of the performance of others;

Leadership skills

✓ I motivate and empower others to act; I instill trust and respect in people;

✓ I communicate effectively to justify a position or influence a decision; I can sell products or promote ideas;

Negotiation skills

✓ I can negotiate skillfully; I know how and when to make compromises;

Mediation skills

✓ I can resolve conflicts arising from differences in views or interests; I know how to deal with conflict in an open, honest and positive way;

Interview skills

✓ I effectively ask questions and answer them; I can make others feel relaxed and produce a sense of trust;

Customer service skills

✓ I can build a relationship of mutual trust with clients; I am able to deal with complaints and problems in a constructive way;

Skills of caring for others

✓ I can treat others with empathy; I am able to provide delicate care to the sick or elderly and people with severe disabilities;

Analytical/logical thinking skills

✓ I can draw concrete conclusions from a set of general observations or a set of concrete facts; I can combine information and ideas;

Critical thinking skills

✓ I am able to assess different points of view or ideas and make objective judgments; I explore all possible solutions to the problem, weighing their advantages and disadvantages;

Creative thinking skills

✓ I can generate new ideas, come up with new things, create new images or projects; I find new solutions to problems; I can use ingenuity and humor effectively;

Problem solving skills

✓ I can clarify the nature of the problem, evaluate alternatives, suggest feasible solutions and determine the outcome of different options;

Decision making skills

✓ I can identify all possible options, weigh the advantages and disadvantages, assess feasibility and choose the most feasible option;

Planning skills

✓ I can plan projects, events and programs; I can determine goals and needs, evaluate options, choose the best option;

Organizational skills

✓ I can organize information, people or things in a systematic way; I am able to set priorities and meet deadlines;

Advanced writing skills

✓ I can select, interpret, organize and combine key ideas; I can edit the written text so that the message is the clearest, most concise and most accurate possible;

Research skills

✓ know how to find and collect relevant starting information; I can analyze data, summarize findings and write a report;

Financial skills

✓ I can keep accurate financial records; I can manage the budget (that is, I prepare reliable budgets and monitor costs);

Language skills

✓ I am characterized by functional bilingualism; I can translate into a given language in written or oral form;

Advanced computer skills

✓ I can use different programs; I know desktop publishing or web design;

Technological skills

✓ I understand technical systems and work successfully in them; I understand the technical specification; I read technical instructions with ease;

Performing skills

✓ I can make presentations for video and television in an interesting way; I know how to entertain, interest and inspire the audience;

Art skills

✓ I use color and design creatively; I can design presentations and materials for the public (print, video, internet);

Perceptual skills

✓ I can visualize new formats and shapes; I am able to assess physical space;

Mechanical skills

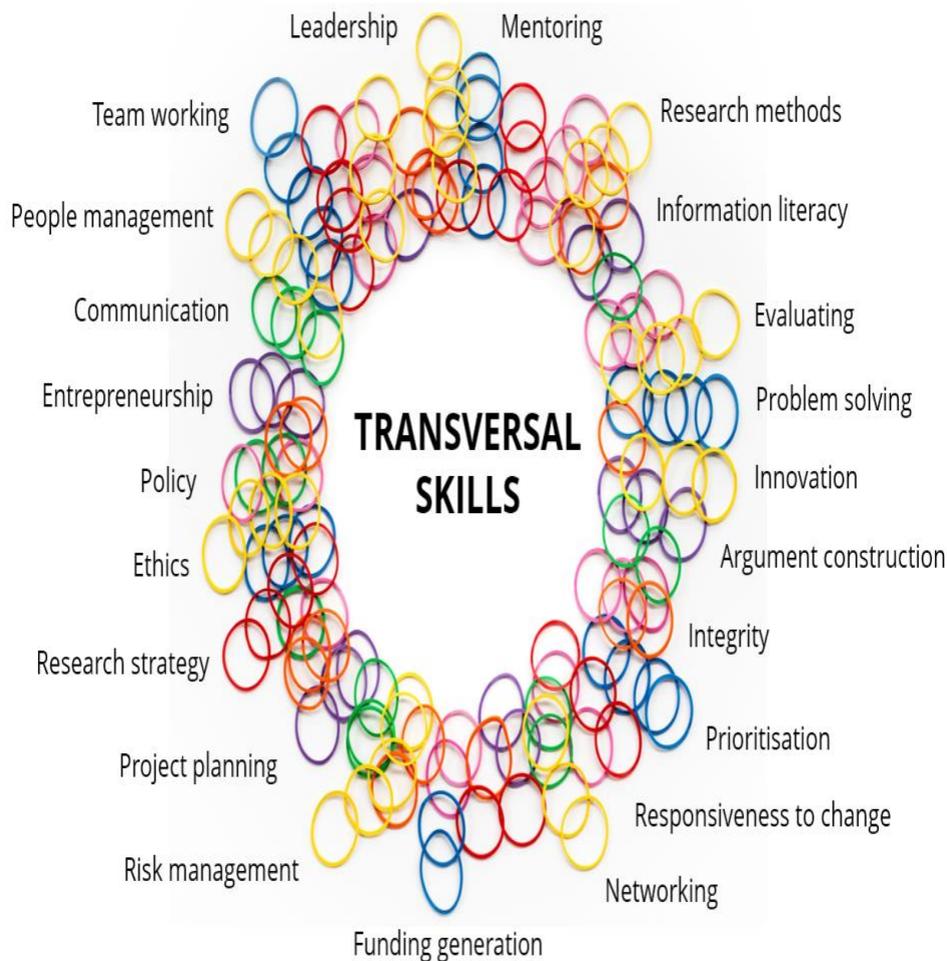
✓ I can install, use and monitor equipment and mechanical devices; I can fix mechanisms;

Adaptation skills

✓ I have the ability to adapt to new situations and conditions and I can withstand changes well; I am characterized by flexibility in adapting to current needs;

Administrative skills

✓ I can use computers and other basic office equipment; I can design and maintain records and control systems.



PERSONAL CHARACTERISTICS OF THE FUTURE ENTREPRENEUR

The personal characteristics of the future entrepreneur are:

- Devotion
 - The establishment of a private business is a very important decision. It will entirely change the entrepreneur's life. The young entrepreneurs start to carry all the responsibilities for the overall management and success of the business, welfare of his/her family and the welfare of the families of the employees. This requires devotion to the business, and continuous hard efforts.

- Willingness to take risks
 - There are no business ideas, which are absolutely secure and have no risk. There is always risk in the business world. The decisions will not always bring the desired results. As a result of constant changes in the business environment, every decision might be risky and might not lead to the desired

outcome. But if there is no risk, there is no profit. The efficient entrepreneurs do never risk everything. They analyse the pros and cons and make decisions based on them.

- Ability to make decisions
 - The everyday management process includes immediate decision-making. Many of the decisions might have serious consequences, but if the entrepreneur postpones them, the outcomes might be even worse.

- Initiative
 - Nothing happens by itself. The entrepreneur success depends on the right decisions.

- The ability to adapt to the family, cultural and business needs
 - Many entrepreneurs violate their usual rhythm of life because of the conflicts among family obligations, cultural needs, and the effectiveness of the business.

- Support from his/her family
 - The management and the process of implementation of the business idea takes the entrepreneur's time and energy, which will deprive him/her from the ability to pay enough attention to him/her family. The decision to start a business has to be supported by the family.

- The ability to adapt to the needs of the customers
 - The business idea will operate successfully only if it satisfies the needs of the customers.

- Self-control and the ability to cope with crisis situations
 - In case of a crisis, the entrepreneur needs to have enough self-control in order not to panic, and deal with the issues at hand in a defining manner.

Case study: A coachwork company in Belgium was active for 40 years, and was working with a small yet devoted but also reducing clientele. The founder decided to stop the business once he retired and offered his 3 kids the option to take it over. The 2 sons declined the offer, but the daughter –who was working for a French oil company- wanted to change her life and was interested to give it a try. Together with a befriended economist, she analysed the entire business, while also forecasting how much money she would need to buy out her 2 brothers. A business plan was made, whereby the expected turnover could be paid from her savings, while

the envisaged expansions would require lending money from the bank. This was 6 years ago. The company went through a complete revision, whereby new clientele and additional staff was attracted, and has now an increased turnover and profit, combined with a new plant to allow further expansion, outside the original residential area.

Case study: An enthusiastic entrepreneur/developer had designed a very advanced ERP system module, totally tailored to the needs of a very specific customer. It took him 2 years to develop the desired configuration. His investments, apart from the time worked, had been minimal, and were restricted to the laptop and software he had purchased. On the day of the delivery, the company informed him that finally they had decided that they would go ahead by the end of the year with another commercial solution, and as such would no longer contract him. While he did get paid for the work performed, his only customer left him, whereas he had no back-up plan available.

As a business owner, you always must avoid depending on one customer/client alone.

A checklist for evaluating personal characteristics of a future entrepreneur can be handy. Following questions will guide the would-be-entrepreneur when evaluating the preparedness for a start-up:

Table 2: Checklist for evaluating personal characteristics of a future entrepreneur

Questions:	Response:
1. What do I want to achieve?	
2. What would be the consequences of the decision and how will it affect the business?	
3. When is the decision making necessary?	
4. What are the possible opportunities for action?	
5. What is the expected result?	

6. How would the unforeseen circumstances affect the expected result?	
7. What would be the effect of the changes in the expected circumstances?	
8. How would they affect the end result?	
9. What would be the expected losses?	
10. What safety measures should be taken into account?	
11. How would the losses affect your business?	

<https://management-accounting.eu/elearning/course/index.php?categoryid=5&lang=en>

LEADERSHIP STYLES

All management styles originate from two sharply contrasting styles: the autocratic one and the permissive one:

- Autocratic: You make all the decisions
- Permissive: You permit your employees to take part in decision making. Moreover, employees have a considerable degree of autonomy in completing routine work activities.

Generally, there are six management styles that derive from this:

- Authoritative: The manager commands individuals and groups of people, sets high performance standards and punishes those who don't meet the performance norms.
- Directive: The manager provides the vision to the team, gives clear directions and standards. Then, the manager steps back and allows the team to work.
- Affiliative: The manager creates harmony in the workplace, avoids conflicts and creates good personal relationships.
- Participative: The manager asks the opinion of all the team members and encourages the employees' input in the decision making process.
- Pacesetter: The manager has as primary objective to accomplish tasks with a high standard of excellence, performs personally many tasks and asks the employees to follow his/her example.
- Coaching: The manager focuses on the learning experience and has as an objective the long-term professional development of the employees.

Successful managers do not always perform the same management style. They adapt their style accordingly to the task, the people who are in charge to carry it out and the company's available resources. Below we explain the characteristics of each management style and when it is effective for achieving company's goals:

- Directive: The "Do it the way I tell you" manager. S/he motivates employees with threats and punishments. This is effective when a) there is a crisis, or b) when deviations are risky. However, this is ineffective when a) employees are underdeveloped (little learning happens with this style), or b) employees are highly skilled (they become frustrated and resentful at the micromanaging).
- Authoritative: The "firm but fair" manager. This manager will motivate employees with persuasion and feedback on their task performance. This is effective when: a) there are clear directions and standards needed, or b) when the manager is credible. This is however ineffective when a) the employees are underdeveloped (they need guidance on what to do), or b) when the manager is not credible - people do not follow the manager's vision if they don't believe in it.
- Affiliative: The "People first, task second" manager. This manager will motivate employees by trying to keep them happy. This is effective when a) it is used with other styles, b) when the tasks are routine, c) when it is combined with counselling, d) or to manage conflicts. However, this is totally ineffective when a) the performance itself is inadequate, or b) when there are crisis situations that need direction and guidance.
- Participative: The "Everyone has input" manager. This manager will motivate employees by rewarding team effort. This is effective when a) employees work together, b) staff has experience and credibility, c) there is a steady working environment. It is however ineffective when a) employees must be coordinated, b) there is a crisis and there is no time for meetings, c) there is a lack of competency (close supervision required).
- Pacesetter: The "Do it myself" manager. This manager will motivate employees by setting high standards and by expecting self-direction from them. This is effective when a) people are highly motivated, competent, b) when little direction/coordination is required, c) when managing experts. It is however ineffective when a) workload requires assistance from others, b) when development, coaching and coordination are required.
- Coaching: The "Developmental" manager. This manager will motivate employees with providing opportunities for professional development. This is effective when a) skills need to be developed, b) when employees are motivated and wanting development. It is however ineffective when a) the leader lacks expertise, b) when performance discrepancy is too great, c) during a crisis.

Case study: Setting up a business in an area where there are already many competitors is risky, unless you serve a niche market. At a time when circuit boards are being produced cheaply in China in mass quantities, a small Belgian entrepreneur wanted to offer quick delivery of good quality highly customised circuit boards in small quantities with very short delivery times to local manufacturers. He started this in his garage, and gradually bought a new building to further expand. As an enthusiast manager, and coacher, he also decided to employ socially disadvantaged people (minorities, people with disabilities, etc.) and became a very successful commercial social entrepreneur.

BLOGS

Now is the time to catch business opportunities in sports

Entrepreneurship captures and affects all areas of social life. We can see that entrepreneurs are expanding their field of activity as well as exploring and reaching new markets and industries. One such realm is the world of sports. If you eat and breathe sports, there are many ways to make money from it. Starting a sports business requires careful planning and smart advertising. Following other sports businesses is a great way to learn how to start a successful sports business. For inspiration, check out these sports businesses which are using entrepreneurial skills.

- Sportsy

Sportsy is a mobile training platform that makes it fun for kids and adults to learn, practice and become better at key skills in a variety of sports. Sportsy members have access to videos to help them learn the proper way to perform drills, special challenges to help them practice the way professional athletes do, and exclusive tips and tricks from professional athletes and coaches. Members can also compete against one another and upload videos of them playing to get feedback from Sportsy coaches. Sportsy covers 20 sports.

- TeamSnap

TeamSnap provides online organizational services and mobile applications for sports teams. TeamSnap helps athletes manage, coach or organize team sports or groups. The company allows players to access their roster, team schedule, member availability and payments. There is also a group-message option to connect with teammates.

- Fancred

Fancred's mission is to unite the world's sports fans by creating a new way to consume sports information and interact with other fans and members of their community. Fancred is social media network, focused on the passion sports fans have for their favorite teams. Fancred connects sports fans to one another with posts, photos, videos, live video, and live On-Air broadcasts, creating relationships, communities, and providing a vibrant experience during live sporting events.

- CoachUp

CoachUp matches users with skilled professionals in their area. All they need to do is enter their location and training goals, then browse through the results by distance, price, reviews and training types. From there, they can choose their coach and either message them for more information or book a meeting time. The coaches offer one-on-one training, camps and clinics, and virtual training.

Be creative, be brave, contribute to sports.

Sofija Pavlovic



Credits: Ryan Graybill

All you need is sense for money

We bound business progress to the concept of money in a quantitative, and not qualitative sense, without having any sense for money. This means that we are not even aware of the value of the money, because we are overwhelmed by getting it in order to have it more, forgetting what it serves for: to be earned privilege of having (paid) free time that we will spend on personal development and helping others.

Instead, we take loans to buy cars, we borrow money to pay rent and spend on expensive things that have no value, in order to SEEM enough wealthy. But on the flip side – we owe to banks, we owe to people, we have many dues and BELIEVE this is the only good way.

Financial education is not good anywhere. No one teaches you how to save and invest, because those that teach you in order make you ready for a job – first keep eyes on your money and take good portion of it – universities, for instance. Not to mention banks. Can't profit from them, can't function without them.

Financial education is important, but where the biggest problems usually lie is in the CONCEPTIONS that we have about one thing. This comes also from the collective consciousness about the thing as well.

I know people that have relation with money that was influenced by political ideology, of course, there is difference in thinking and how they do business between a capitalist and socialist.

But money is not dirty. Money is language. Money talks. We talk about it, either in positive or negative way. We must use it, in this or that way. We CREATE OPINION about people according to their attitude towards money. Having or not having money is differentia specifica of how we live our life. It is as it is.

So, there should not be rejection or resentment when it comes to money. I need it, you need it, I love it, and you should. Being friends with money is beneficial for everybody. People with money help other people with or without money. Have it and share it. It makes the world go round and don't be distrustful any more.

Because it will only cost you MONEY not to believe in money.

Nevena Jovanovic

The last battle of success as being rich in money and success in being rich in knowledge and education

There are many intentions of popular psychology to explain that we can all achieve or have what we want or imagine, through numerous motivating messages – but the most likely outcome is the insight that we have not succeeded, unfortunately.

We cannot build our persona and empire on not so realistic self-confidence. Self-confidence can only have true foundation in education, knowledge and practical use of those.



We were not able to become millionaires in our twenties, imagine that; we were not able to drive Lamborghini, to own a yacht and to live in large villa with a pool. But what we have succeeded in is to see that the burnout costs a lot, and that the momentary success is not sufficient or pleasant, because it is one point on the path of pure illusion.

And accepting professional success, as represented nowadays, as pure illusion is the greatest blessing we can get.

Why?

First, we bound business progress to the concept of money in a quantitative, and not qualitative sense. We think that the only true result is becoming rich. But what does BEING RICH mean? The question shows we are not even aware of the beauty of the process of becoming successful.

Education is needed to realize this.



Secondly, the economic, political and social circumstances in which we live are not suitable for millionaires to flourish (we live in Europe, after all), especially if personal hope is the sole basis for becoming the one. Perhaps the reality could be limiting factor, but as soon as we understand our possibilities, competencies and domains – it will be much nicer and easier to let out our true potential that is not overwritten from a motivating sticker.

Education is needed to realize this once and for all.

Thirdly, nor money nor power should be in everyone's hands. They are burdens, physical and psychological, and they influence the creation of our relationships and, consequently, our overall environment. They can be toxic, to cause unreasonable acts and incalculable consequences, especially if they are acquired to satisfy some deeply buried dissatisfaction in a person. With the help of money and power, frustrations are being only reproduced in such persons' realities.

Education is needed to realize this once and for all and live in peace.

Entrepreneurial education is all about success. But there are many other steps, milestones and check-points young entrepreneur should make and reach on the road to success. There are lot of courses, seminars, online educational materials and support systems that should be the first initial investment. Before investing in some risky business venture – invest in education. It pays off much more in a long run.

Jelena Mitrovic

ABOUT PARTNERS

Coordinator: Best-seller

Association "Best-seller" is a voluntary, non-governmental, non-partisan and non-profit association, established for an indefinite period to achieve the objectives of the development of civil society and civic values.

The objectives of the Association are: the development of civil society, civic values, and non-formal education for citizens, especially young people; to advocate for responsible public policy and practical solutions; to support activism; education, promotion and exchange in the field of human rights; to encourage and promote the development and knowledge in local, regional, European and international relations and cooperation; promotion and development of creativity, innovation and entrepreneurship; and promotion of sustainable development and sustainable development of civil society.

Best-seller was officially founded in January 2014 by a group of experts and youth workers that already established international cooperation with other stakeholders, and were working nationally from 2006 and on European level starting 2009 through the Youth in Action programme.

Since the foundation Best-seller's key staff was providing support to other organizations from Serbia, Western Balkan region and selected EU countries on the basis of consulting through the preparation and implementation of their Youth in action projects, continuing with project development under Erasmus+ and other programmes for youth.

In the sense of capacities to implement projects under youth components of the European Commission's programmes, we supported creation and implementation of 10 Youth in Action projects in Serbia, around 20 KA1 (mobility of young people and youth workers) in various countries, 7 KA2 Capacity building in the field of youth projects in Serbia, and 5 Sport projects, either as service or expertise provider.

Best-seller runs 4 programmes: personal development, professional development, social development and social enterprise Tight-Knit.

Best-seller is a member organization of Umbrella youth organization of Serbia (Krovna organizacija mladih Srbije).

According to our goals and objectives, we see sport as a perfect tool to foster social cohesion and serve as the method for improvements in social fields – on one hand; and as the field in which there is space for entrepreneurship expansion, as this is one of our organization's focuses – on the other hand.

Partners:

1 - Association for progress, education and lobbying – PEL

Association PEL is non-profit, non-governmental organization with aim to improve the situation of young people and women in all areas of social life. This is achieved by promotion of human rights and voluntarism and their values and by making these things possible to all citizens.

Members of PEL belong to different ethnic, religious or gender groups that live in Macedonia on age from 16 years old.

Main fields on which we work on: promotion of human rights, gender issues, community awareness, entrepreneurship, migration, voluntarism. PEL has been working with EVS (European Voluntary Service) since 2004 and has hosted and sent many volunteers. We can currently act as sending, hosting and coordinating organization (2013-SI-102).

Some of the activities we do:

- Organizing workshops, trainings, seminars, round tables, platforms about the values that we promote;
- Promotion of our aims and activities through media and public gathering;
- Organizing campaigns (local and national),
- Coordinating exchange of volunteers on local and national level;
- Cooperation with other local and international organizations that promote our values.

Association for progress, education and lobbying and its members have been active in non-formal education and youth work since 2000th either as participants, coordinators or organisers in various local, national and international projects on different topics. During these years of our work we gathered a lot of experience, knowledge, practices, tools and techniques on non-formal education, youth work and project management while working with young people from different cultural backgrounds from all around Europe and promoting intercultural dialogue and multiculturalism.

We have knowledge and years of experience in project writing; project planning, project implementation and evaluation of projects on the topic of human rights, gender equality, sustainable development, citizenship and migration. Our association has also been working inclusion of marginalized groups, such as: minorities, youngsters from rural areas, youngsters with social-economic background, as the association of founded by people with such background.

Currently we implementing, a small collaborative sport project “Sport to promote change for LGBT” which has for the main topic to promote and encourage social inclusion and equal opportunities for LGBT people in sport.

2 – OTB International

Out of the Box International is a Network which brings together different actors working on social innovation and advocating for a more creative Europe with a main mission to provide fresh ideas and solutions acting as a catalyst for positive changes across Europe and worldwide. Our main goal is to design innovative social projects to respond to the persistent social and economic challenges in order to empower people’s potential and facilitate their active engagement in society.

Out of the Box International have three 4 policy areas: Social Cohesion, Internet, Social Entrepreneurship and European Project and our main target group are young people. In the policy areas, we aim at creating tools and policies in formal education & non-formal learning for a knowledge-based society. We also believe that introduction of an Internet technologies in learning processes is an important aspect in the 21st century.

Our activities in the youth sector are related to following topics:

- Advocacy initiatives and Non-formal education courses on Cross-sector youth policies at the national and European level;
- Building expertise of the youth sector to advocate for the recognition of youth work and youth workers as a profession;
- Building curricula for the studies of youth work and NGO studies by building connections and collaboration amongst youth NGOs, Universities, Authorities and Business;
- Implementation of the training programmes to empower youth workers for quality community work;
- Creating a bridges between youth sector and EU policy makers by providing space and opportunities for Study Visits at EU institutions;

We have learned there is no single or simple answer. Social innovation is the result of tremendously complex social processes, sometimes also environmental conditions, and finally individual contributions. There is no proven road to a quality in innovations, especially in the sport where the policies need cross-sector approach and innovative collaboration with outside actors, especially business sector. Our projects all have a few things in common: they are emerging; involve diverse social actors, and aim at making a real difference in the communities that they target. We don't create change by doing the same things we've always done. By introducing diversity we provoke discovery.

3 – Rukometni klub Beograd (Handball club Belgrade)

Handball club "Belgrade" strives to remove children from the street, to point out the work to be done through work and socializing, to the significance of the values they carry in themselves and make the greatest treasure of this country. Young, affirmed, eager to work and succeed, we strive to achieve even higher goals.

The Belgrade Handball Club was founded in 1957, renewed in 2003, and the first women's team was established in 2012. The club experienced a reorganization in January 2016, and the first title was won by these seronons, by the year 2001.

In order to benefit this sport, as well as the professional development of girls, RK Belgrade has provided a professional leadership with trainers Željko Jankovic and Đurica Nađ.

With the great effort and effort of the coaches and girls, behind the Belgrade team is a very successful season that no club has achieved so far.

Namely, in the 2016/2017, as well in 2017/2018 season, the members of this women handball team won the following results:

Belgrade Championship: first place in the years 2000, 2001, 2002, 2003, 2004 and 2005

Regional Championship: first place in the years 2000, 2002 and 2004

Championship of Serbia: champions of the country - year 2002, vice-champions - 2004th year, fourth place 2000th

The winners of the New Year's International Tournament "Trophy of Belgrade".

At the moment, the club is training about 80 girls and 140 boys, who compete with great success within the League of younger categories of Belgrade, Children's League, Republic and International competitions.

Members of the RK "Beograd" are guided and trained by the director Đurica Nađ, professor of physical culture and sports Janković Željko, former national player Padežanin Branko, Dragan Lečić and one of the most professional trainers of young categories Čubrilo Zoran. Handball club Beograd is sport club active on at local, regional, national, European level through different completion.

