



KA205 - Strategic Partnerships for youth
Fostering Entrepreneurial Mindset in Migrants
through Education –

FEMME

(2019-1-FR02-KA205-015830)

GUIDE FOR FEMALE MIGRANT ENTREPRENEURS



SIHTASUTUS NOORED TEADUSES JA ETTEVÖTLUSES
YOUTH IN SCIENCE AND BUSINESS FOUNDATION



Co-funded by the
Erasmus+ Programme
of the European Union



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1. Introduction to the Project

“Fostering Entrepreneurial Mindset in Migrants through Education” (FEMME) aim is to develop the entrepreneurial mindset and related hard/soft skills in first- and second-generation female youth migrants aged 18-25 potential entrepreneurs.

The project meets the challenge of enhancing the entrepreneurial spirit and education of young people in the EU, in order to increase business creation rates and provide alternative pathways of employability and personal fulfilment to the youth, with a particular focus on female youngsters. According to the latest statistical evidence of the EC (see https://ec.europa.eu/growth/smes/promoting-entrepreneurship/we-work_for/women_en), the challenge of female entrepreneurial participation is substantial, with women representing 52% of the total European population, but only 34.4% of the EU self-employed and 30% of start-uppers. European societies are also at the center of migration and refugee flows dynamics as well as of the related challenge of integrating vast masses of refugees, many of whom are women. The aforementioned trend is already at play, and will be ever more in the future, in orienting the evolution of European societies in a multicultural perspective. Nowadays, the overall population of Europe is composed of non-nationals for up to the 5%. Far from representing a hindrance to the development of the hosting societies, migrants have recurrently proven to provide an added value to socioeconomic growth by providing an additional pool of entrepreneurial motivation and potential.

FEMME is delivering on the above mentioned aim through the following:

- Research Report for the identification of the training needs of female youth migrant entrepreneurs and their connection with the existing educational offer.
- Guide for female migrant entrepreneurs integrating methodologies of self-learning supporting them in giving shape to and developing their entrepreneurial ideas.
- Training Toolkit for Trainers integrating guidelines and methods of NFE tailored to the needs of youth workers willing to implement educational programs to empower prospective female migrant entrepreneurs.



- Online modules and Web Platform providing the target with useful information and exercises supporting them in the design and development of their own entrepreneurial ideas.

2. Introduction to the Guide

Guide for female migrant entrepreneurs consists of two sections – theoretical and practical section. Development of sections were divided among partners.

Theoretical section - Concept-related information about general soft skills and specific hard entrepreneurial skills (based on the results of the Research Report) composing a specific entrepreneurial profile suited to the peculiar needs of female migrant youngsters, alongside an individual exercise for concretely developing the latter soft/hard skills.

Practical section - Providing concrete guidance and orientation to users in the different dimensions whose cultivation is needed for successful establishment, running and development of a start-up.

PRACTICAL SECTION TOPICS:

- Product/ Service;
- Market Analysis;
- Marketing;
- Customer Service;
- ICT;
- Human Resources Management;
- Legislation.



3. Theoretical Section

Entrepreneurial skills

SOFT SKILLS

Leadership skills	● ● ● ● ●
Communication	● ● ● ● ●
Teamwork	● ● ● ● ●
Time Management	● ● ● ● ●
Decision Making	● ● ● ● ●
Problem Solving	● ● ● ● ●
Flexibility/ Adaptability	● ● ● ● ●
Self-Confidence	● ● ● ● ●
Self-Motivated	● ● ● ● ●
Critical Thinking	● ● ● ● ●

HARD SKILLS

Marketing Campaign	● ● ● ● ●
Management	● ● ● ● ●
Marketing	● ● ● ● ●
Language skills	● ● ● ● ●
Accounting	● ● ● ● ●
Presentation skills	● ● ● ● ●
Business Management skills	● ● ● ● ●
Project Management skills	● ● ● ● ●

As you can see in the photo above – there are mentioned Soft and Hard skills that entrepreneurs need to start the business. What is the difference between “soft” and “hard” skills?

“Soft skills are personal habits and traits that shape how you work, on your own and with others. Effective communication, for example, is a key soft skill many employers seek. Some others include dependability, effective teamwork, and active listening.

Hard skills are technical knowledge or training that you have gained through any life experience, including in your career or education.”¹

As we can see all the soft skills mentioned are skills that depends either on our personality type or skills that we can learn ourselves by experiencing and working on it. All the skills mentioned are important because an entrepreneur not only need to have a great business idea and be creative, have ability to adapt and be flexible, but also need to be able to lead a team,

¹ Hard skills vs Soft skills - <https://www.indeed.com/career-advice/resumes-cover-letters/hard-skills-vs-soft-skills>



communicate successfully, make important decisions, and solve problems that occurs when running the business. Also, each of these skills complement each other and are somehow related to each other. For example, to be able to make the right decisions for the business, entrepreneur needs to be able to think critically. Also, self-confidence is needed to be able to lead a team and communicate with team.

However, hard skills are different than soft skills. Hard skills are the ones you study separately. They are based on a lot of theoretical information that normally needs to be understood first before person can use this skill in practice. For example, language skills are one of the most important for migrant to be able to open a business in another country, since most of bureaucracy and laws are in the local language. Marketing skills are necessary to be able to popularize and sell product or service. Business management skills are important to be able to run and understand the different processes that one face when opening and running a business. Project management skills are crucial to divide the responsibilities and tasks to employees. It is also important to see which the strong sides of each person are involved in business and based on it – divide responsibilities /tasks. Presentation skills are mentioned as a hard skill because this is something you can develop and learn to do.

Here we have completed the list of skillsets that are needed to open a business as a migrant. In the next part, you will find exercises to develop some of these skills.



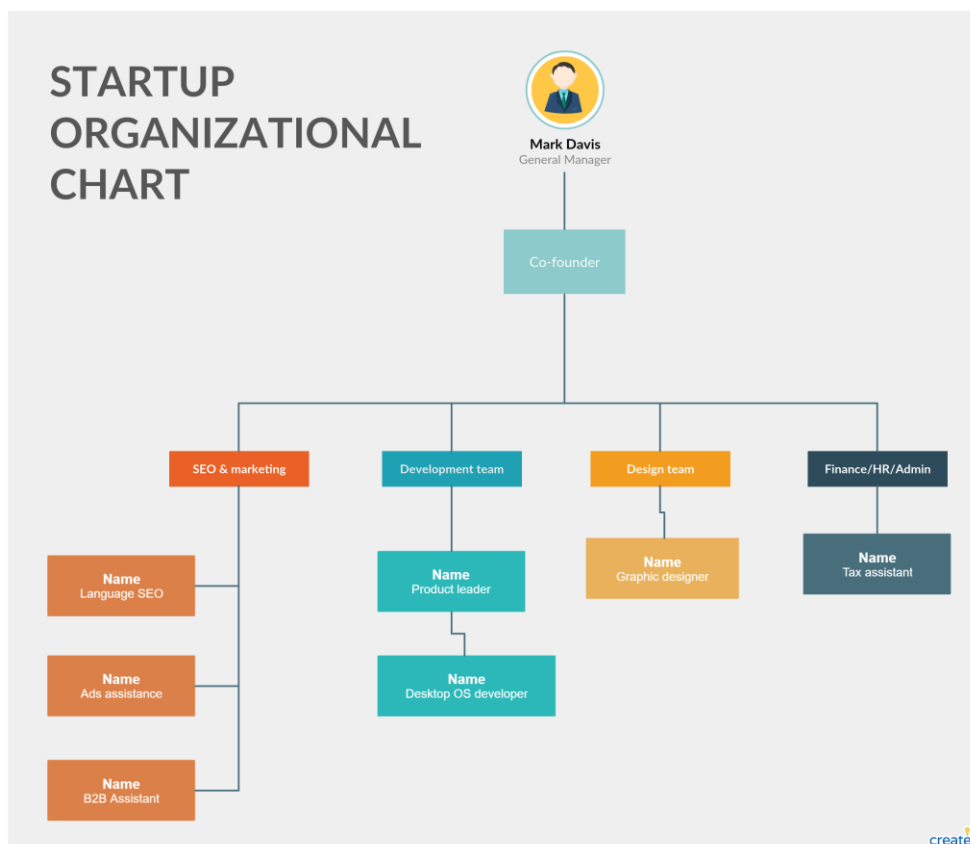
Exercise

Business management skills

To successfully build up business the entrepreneur needs business management skills. First, it is important to understand how to build a structure of enterprise and divide responsibilities to each person involved. It will be easier to manage business if responsibilities are clear to everyone. It will also help you to see, what kind of people you need to hire.

Materials needed – you can use <https://app.creately.com/diagram/qxYA61Z4x1s/edit> to create Organogram of your enterprise (also, you have option to add information about responsibilities for each person).

Different member of Organization





As we can see in the photo above – there are many different members in each organization. Also, structure can be different.

Members of organization:

- ✓ CEO - main person responsible for managing the company;
- ✓ Marketing Manager - controls communication between a company and customers;
- ✓ IT Manager - implementing and maintaining IT infrastructure;
- ✓ Sales Manager - leading and guiding a team of a sales people in organization;
- ✓ HR Manager - in charge with the employment, training, support, records etc.
- ✓ Support Manager - determine and implement specific technical needs and priorities of an organization;
- ✓ Finance Manager - are responsible for the financial health of an organization.

To understand easier what is/is going to be your company's structure, it is important to create Organogram.

Organogram = Organizational Chart is a diagram that shows how an organization is structured, and how the positions in the organization are related to each other.

Includes:

- ✓ The job titles;
- ✓ Names;
- ✓ Areas of Responsibility for the employees.

It is important to make planning easier and defining the organizational structure, culture and style while clearly showing the line of authority and of responsibility of everyone in the organization.

More information - <https://www.orgcharting.com/organogram-definition-purpose/>



4. Practical Sessions

4.1. Product/Service

Branding a product/service	
Learning Outcomes:	Learners will gain insight into theoretical background necessary for branding their brand or a product. After that, they will be presented with a practical activity which might be helpful in their own personal businesses.
Theoretical content:	Branding, either a product or a service, is not an easy task, especially if it's from scratch. The main aim of branding is to familiarize the audience with your name and logo. In other words, it means distinguish yourself from the crowd. In order to achieve that, you must go through several stages. Firstly, you have to understand the current situation on the market, i.e. get to know who you target audience is. Once you did this, you have to choose your focus and personality – the way you're going to present yourself. After that, you should choose the name of your business and there are several strategies how to do this (further reading). In order to promote your name, you should also have a slogan, some catchy words which will become your tagline. Then you should make it visual, i.e. choose fonts and colors of your brand or product and put it on your platform (website, social media). After that, you should pay attention to your logo because it will be the first thing people will associate with your business. Bear in mind that it should be something unique and related only to your business. Last, but not least, you should aspire to apply your branding across your business. You should have a story which will give away details about your business and what it stands for.
Practical exercise:	Learners are presented with a product they supposed to advertise. The products are part of a food industry (chocolate bars of various flavours – nuts, banana, oats, etc.) Each participant gets one product and becomes in charge of its branding. They have to go through each stage described above (in theoretical section) and apply those steps on their product (name, logo, audience, etc.). Once they have completed, they will do a presentation of their business/product in front of other participants (and a lecturer). While listening, other participants and a lecturer will note strengths and weaknesses of presenter's branding strategy and then give a constructive feedback.
Further readings:	https://www.shopify.com/blog/how-to-build-a-brand https://freshsparks.com/successful-brand-building-process/



4.2. Market Analysis

MARKET ANALYSIS	
Learning Outcomes:	<p>Upon completion of this session, learners will be able to:</p> <ul style="list-style-type: none"> • Define market analysis • List key steps in market analysis • Understand the core elements of market analysis • Conduct a market analysis for their potential business
Theoretical content:	<p>What is a market analysis?</p> <p>The term market analysis refers to the quantitative and qualitative assessment of a market. It consists of the analysis of the size of the market both in volume and in value, the various customer segments and buying patterns, the competition, and the economic environment in terms of barriers to entry and regulation. As an assessment tool, market analysis allows you to determine how suitable a particular market is for your industry. Whether you wish to launch a start-up company, looking to expand your existing business, or re-evaluate your current market, conducting a market analysis will help you identify the attractiveness of a market, as well as current and future risks.</p> <p>The core elements of market analysis consist of several evaluation tools, including a discussion of your industry and its outlook in the market, an analysis of the target market, a competitive analysis, and identification of cultural and legal regulations.</p> <p>Why conduct a market analysis?</p> <p>In order for your business plan to be successful, you will need to carry out a market analysis. A comprehensive market analysis is the foundation of a concrete marketing strategy and solid marketing measures.</p> <p>Additionally, a market analysis provides:</p> <ul style="list-style-type: none"> • Back up to your business idea with figures, data, and facts, therefore developing a successful business plan; • Ability to recognize market potential at an early stage and avoid wrong decisions; • Ability to identify any existing knowledge gaps and fill them in on time; • An insight on the competing products that already exist in the market; • Ability to identify the market entry barrier and estimate the market attractiveness. <p>Conducting Market Analysis</p> <p>When you conduct a market analysis, you are going to look at several</p>



characteristics in different dimensions of the market you are interested in entering. These characteristics will help you to better understand the market you want to operate in, and help you determine how suitable your industry is for the market. These dimensions include:

Market Size:

- How big is the market?
- How should you price your product/service according to the market size?

Growth rate of the market:

- How long will the market last?
- Will the market grow?

Market trends:

- What is the current trend?
- What do the customers like?
- How much are the customers willing to spend?
- What other trends might capture the customers' attention?

Market profitability:

- Will my business make profit by investing in this market?
- In order to calculate the profitability of the market, one has to consider the following: buyer power, supplier power, barriers to entry.

Key success factors:

- The key success factors are those elements which help the business to achieve great success in the market, such as technology progress, economies of scale, efficient utilization of resources.

Distribution channels:

- How well do the distribution channels work?
- Are the existing distribution channels successful or should you develop new ones?
- Should you come up with new channels such as online marketing?
-

Industry cost structure:

- How much cost is required to sell your products?
- How can you reduce the cost and make greater profit without increasing the market price?



7 Useful Tools for conducting a Market Analysis

Find below a list of tips to help you conduct a successful and all-encompassing market analysis for your own business plan:

1. **Use the Internet:** The Internet is a great place to start, as it provides demographic data, information on your competition, and the ability to conduct a part of your market research online.
2. **Be the Customer:** It is important to look at your products and services through the eyes of a customer. This perspective will help you identify problems that need solutions, how the competition addresses certain issues, and provide you with new and more efficient solutions.
3. **Cut to the Chase:** While drafting your business plan, include a summary of the market analysis before going into the details. This will provide the reader with a general idea of what's to come and will help them focus on the most important points better.
4. **Conduct Thorough Market Research:** Invest time in the initial exploration phase to research the market and gather as much information as possible: You can do this by sharing surveys, conducting focus groups, and asking for feedback when you can. The data collected will be used as supporting materials for your market analysis.
5. **Use Visual Aids:** It is easier for the audience to grasp information that is highly number-driven, such as statistics and metrics, when they are presented in a visual form. You can achieve this by using charts and graphs to illustrate data and numbers in your market analysis.
6. **Be Concise:** Generally, those reading your business plan already have some understanding of the market. Therefore, it is more efficient to include the most important data and results in the market analysis section of your business plan, while moving the support documentation and statistics to the appendix.
7. **Relate Back to Your Business:** All of the statistics and data you incorporate in your market analysis should be related back to your company and the services and/or products it provides. When outlining the target market's needs, highlight the innovative ways your company will fulfil those needs.

Conclusion

A market analysis is a powerful tool for business to acquire valuable information about a specific market. It functions as the foundation on which you can develop concrete marketing strategies and successfully implement your business idea.

Practical exercise: In this practical exercise, we are going to look into an example of market analysis of the smartphone industry. By the end of this exercise, you will understand the core elements of market analysis and how you can conduct



one for your business plan.

Chosen Market

As stated above, the chosen market for this market analysis example is the smartphone industry, as smartphones have become an integral part of everyday life.

Purpose of Analysis

It is important to set a purpose for a market analysis, as it clears what you hope to learn from it and makes it useful for your business.

A market analysis is often performed for two main reasons and at two times:

1. To assess viability (before entering a new market)

The market analysis is performed before entering the market and helps you decide whether you are making a smart business decision.

2. To thrive (while operating in a market)

A market analysis is performed when your business is already operating in the market, and helps you optimize your business.

For this exercise, we will assume that you want to assess the viability of entering the smartphone market.

Market Analysis Factors (Smartphone Industry)

For the purpose of this market analysis example, we will focus on the five variables as described in the theoretical part of this session.

Quantitative factors:

- Volume

A quick Google search will provide an estimation of over 1.5 billion smartphones are sold to end consumers every year.

- Value

The same search will provide an estimation of the value of the smartphone market at just under \$480 billion on the basis of annual revenue.

Qualitative factors:

- Market need

There is no standard procedure to evaluate the need for smartphones, but personal experience reveals the relevancy of smartphones.

- Competition

There is a vast number of smartphone manufacturers, with the most popular to be Apple and Samsung. It is more important to qualitatively evaluate whether your smartphone will be able to rival



	<p>these big corporations rather than estimate the market share they capture.</p> <ul style="list-style-type: none">• Regulation <p>In the smartphone industry, regulation is not a major concern, as no strict laws exist for smartphones, unlike other markets, such as for foods or pharmaceuticals.</p> <p>After considering the above, it is clear that the smartphone industry could have vast potential for some entrepreneurs. However, the fierce competition in this industry indicates that it harder for small and medium-sized businesses.</p> <p>Final Thoughts</p> <p>As this exercise demonstrates, conducting a market analysis is simple and does not have to follow a rigid structure. However, it provides valuable insight regarding new business ventures. As a potential entrepreneur, just think about how much time and money you just saved by avoiding this unrealistic venture!</p>
Further readings:	<p>Blake, D. (1990). Financial market analysis (p. 130). London: McGraw-Hill.</p> <p>Day, G. S. (1981). Strategic market analysis and definition: an integrated approach. Strategic Management Journal, 2(3), 281-299.</p> <p>Mortensen, D. T. (1986). Job search and labor market analysis. Handbook of labor economics, 2(15), 02005-02009.</p>

4.3. Marketing

Marketing - How to structure a good marketing plan	
Learning Outcomes:	After the following session, the reader will be familiar with the basics of marketing planning, its essential parts, and structure. This introduction will make further advancement in this field more comfortable, as well as the process of writing a marketing plan itself.



Theoretical content:

The most vital aspect of any business is the marketing plan. A marketing plan can be as short as one page and also extended to several pages, but the main aspects of it should answer the questions such as where are we now? where are we going, and how do we get there? When working on a marketing plan starting point should be the **Executive summary**, an overview of your company, and everything about it (Your company **values, mission, and vision**). In this paragraph, you can also write shortly about the function of your business and the purpose of your marketing plan, past achievements, and future goals. This part of the marketing plan should be very specific and short.

The next step is to show and define your knowledge and understanding of the market you are competing in by doing **the SWOT analysis**. SWOT analysis is an easy strategic planning technique that consists of :

1. **Strengths** - what are the strengths of your business;
2. **Weaknesses** - what are the weaknesses of your business;
3. **Opportunities** - opportunities in the future;
4. **Threats** - threats in the future;

After we should set out **Marketing goals**: what are we hoping to achieve with our marketing plan? we should be specific with actual numbers and concrete goals (*for example* increase of social media engagement by 30% until December of 2021).

Objectives should always be **SMART**:

- **Specific** - for example, you might set an objective of getting ten new customers.
- **Measurable** - whatever your objective is, you need to be able to check whether you have reached it or not when you review your plan.
- **Achievable** - you must have the resources you need to achieve the objective (The key resources are usually people and money).
- **Realistic** - targets should stretch you, not demotivate you because they are unreasonable.
- **Time-bound** - you should set a deadline for achieving the objective. For example, you might aim to get ten new customers within the next 12 months.

The following step is to determine your **Ideal buyer**:

1. **demographics** such as their age, income, and location;
2. **Buyers profile** - more precise information about their characteristics(why would they buy your product?), habits, and interests ;



	<p>After we should write a marketing strategy that consists of:</p> <ol style="list-style-type: none"> 1. Product - all the information about the product itself and what you would like to make known with the correct marketing (such as its outstanding features and benefits). 2. Price - what we want to do through marketing on prices (<i>for example</i>, set competitive prices for existing products in the market); 3. Promotion - who would you like to partnership with; 4. Place - Where you want to promote your product (on social media, on TV...). <p>The last step is to Define the budget by presenting very detailed expenses - how much it will cost to achieve your marketing goal? Also, the crucial part is the proper Presentation - visualize your plan to be more clear, divide it into the steps and phases.</p>
Practical exercise:	<p>To practice the knowledge</p> <ol style="list-style-type: none"> 1. try to write the SWOT analysis of your future company (If not future, favorite); 2. Define the ideal buyer; 3. Write the marketing strategy (Product, Price, Promotion, Place);
Further readings:	<p>Guide to write a marketing plan https://www.infoentrepreneurs.org/en/guides/write-a-marketing-plan/#1 How to Write a Marketing Plan: A Comprehensive Guide [w/ Templates]: https://vtldesign.com/digital-marketing/digital-marketing-strategy/how-to-write-marketing-plan-template</p>

4.4. Customer Service

Customer Service	
Learning Outcomes:	Customer Service => instruments/channels for customer service
Theoretical content:	<p>7 Customer Support Channels for Online Business:</p> <p>1) Email In online business, email customer service is going to be a non-negotiable channel for most companies. In fact, 91% of consumers use email every single day. In terms of channels with wide distribution, there aren't many that come close.</p> <p>2) Social Networks Depending on who your customers are, they almost certainly spend time each day on at least one social network.</p>



Once you figure out which one that is, you can achieve some big wins by delivering great support in that channel.

That's a pretty strong argument for including social media in your support strategy. But don't assume that Twitter and Facebook are the only networks your customers might be using.

For example, KLM Airlines knows that many of their customers are professionals using LinkedIn. So the airline launched a special LinkedIn group that offers 24/7 customer support to KLM passengers.

3) Forums/Message Boards

It's easy to forget that many of our customers share similar interests.

For example, many Groove customers are SaaS companies and startups, whose employees often read and participate in online forums like Stack Exchange.

You might find that you have similar "shared communities" where many of your customers are active.

KVS tool is an app used by frequent fliers to track flight availability. So it makes sense that many of their customers are active on FlyerTalk, the internet's largest frequent flier community.

4) Phone

While some see phone support as more old-fashioned than email, the reality is that most customers still expect it.

In fact, phones still account for 68% of all support interactions.

Many customers prefer the speed and convenience of being able to pick up the phone and get an answer right away.

5) Live Chat

With the speed of phone support but with a lot more convenience for customers who prefer their web browser to their telephone, live chat has been growing massively as a support channel for anyone doing business online.

In fact, 44% of online consumers say that having questions answered by a live person while in the middle of an online purchase is one of the most important features a site can offer.

6) Self-Serve Knowledge Base

An online knowledge base can be a useful tool for helping your customers help themselves.

With answers to frequently asked questions, a knowledge base lets you deliver 24/7 support, even with a small team.

7) On-Page Support Widget

On-page support widgets turn your website into a support channel.



	Source: https://www.groovehq.com/blog/customer-service-channels
Practical exercise:	For each point listed afore, think how you could use it as a Customer Support. What kind of information do you need? How effective it might be? What are the customer's needs? How you could use these tools for the best?
Further readings:	"Nudge" by Richard Thaler and Cass Sunstein "The Thank You Economy" by Gary Vaynerchuk "The Paradox of Choice" by Barry Schwartz

4.5. ICT

ICT	
Learning Outcomes:	ICT => how to exploit digital tools to promote/run your business
Theoretical content:	<p>Team communication</p> <p>Some tools to help your teams communicate:</p> <p>1. Slack Slack is one of the top enterprise messaging tools on the market. It helps your teams cut through the noise of email, texts, phone calls, and all the other ways you keep in touch to give you a central place to communicate. Slack's channels give you complete customization over your team's messaging. Individual teams can create channels to discuss day-to-day operations or specific projects, while you can also create company-wide channels to encourage feedback, post company updates, and more.</p> <p>2. Zoom After the initial COVID-19 lockdown in the United States, Zoom became a household name. Teleconferencing is a great way for families to keep in touch with one another, but Zoom is also a valuable tool for teams to connect while working remotely. Nevertheless, there are also other similar tools.</p> <p>3. Doodle If your team has a unified calendar app with access to everyone's schedules, that's great. If you're not ready to make that investment, Doodle is a quality scheduling alternative. Whether you're trying to plan a company-wide</p>



(virtual) happy hour or you just want to touch base with the marketing team, Doodle turns scheduling into a poll. Send out a Doodle, and all of your invitees can fill out when they're free so you can eliminate the back and forth.

Sales and marketing

85% of employees say it's not possible to get a 360-degree view of customers from a single system. That's a problem in a remote work environment. The customer/client relationship depends on clear communication and systems, especially when there's no office to host meetings.

Some tools:

1. Salesforce

Salesforce is the world's leading customer relationship management system (CRM), supporting more than 150,000 companies. It's pricey, but the price tag is justified. Salesforce is customizable to your company's needs, giving you seats for as many customers and employees as you want and creating a system unique to your business. It provides both high-level and granular views into your company's sales and operations.

2. Mailchimp

Email is an important marketing channel for any business, but collaboration on an email strategy is difficult when people are remote. Mailchimp makes life a little easier, however, by providing an array of easy-to-use features. Between attractive templates, advanced analytics, and one-click personalization, Mailchimp makes it easy for an entire team to create and launch targeted campaigns at the same time.

3. Hootsuite

We often think of social media as an individual endeavor, but great social media marketing requires collaboration. Not only does Hootsuite make it easy for teams to collaborate, but it also simplifies your strategy. With Hootsuite, you can manage multiple social profiles from a single dashboard, scheduling posts, tracking mentions, and engaging with followers. Whether you have a team that manages accounts during different hours or multiple people are managing multiple accounts at the same time, Hootsuite is a valuable asset. It also has a great free plan.

4. Google Analytics

Every business needs analytics tools to understand what is and what isn't



working. Google Analytics is one of the best platforms for small businesses because it's completely free, with easy access for your whole team. There's a bit of a learning curve, but once you understand how it works, you'll develop a granular understanding of your digital marketing efforts and draw insights to help your company grow.

Productivity

According to one study, remote workers complete 1.4 more days of work per month than their in-office counterparts. That's a great number, but it's also facilitated by great corporate technology. These tools can support your employees' productivity.

Some tools:

1. Trello

Trello simplifies project management by creating smart, highly customizable to-do lists. You can use Trello to create and manage a content calendar, track a product launch, manage marketing campaigns, and virtually anything else you can think of. Because it's so customizable, Trello helps employees stay focused and productive on whatever they need to do in a given time frame. They can track progress on individual tasks, see what's due each day, and set reminders when it's time to revisit or update a certain item.

2. Google Drive

Google Drive is one of the best collaboration tools ever invented. It offers almost all of the same benefits of Microsoft Office, except it's accessible in real time by anyone you've given access. It even offers offline syncing so you can update documents, spreadsheets, presentations, and more without an internet connection. Multiple people can work on the same document without risking overwriting an old version and, if that does happen, Google keeps backups and version histories readily available. Google Drive is free for individuals, but if you'd like to provide all of Google's business tools to your team, it costs as little as \$6 per user per month.

3. Dropbox

Speaking of collaboration, if your company deals with many individual files and folders, Dropbox is one of the top cloud storage and collaboration tools on the market. By providing individuals access to your company account, they can securely store company files on Dropbox's service and invite clients or teammates to update, provide feedback, or share with relevant parties.

Source: <https://www.allbusiness.com/digital-tools-to-help-you-run-successful-remote-company-131542-1.html>



Practical exercise:	For the list brought out above, write down their advantages and disadvantages. Which one would you use and why? Do you know any other tools you can use? How can digital tools be helpful for the business?
Further readings:	<p>“Leading Digital: Turning Technology into Business Transformation” by George Westerman, Didier Bonnet, and Andrew McAfee</p> <p>“The Digital Transformation Playbook: Rethink Your Business for the Digital Age” by David Rogers</p> <p>“Driving Digital Strategy: A Guide to Reimagining Your Business” by Sunil Gupta</p> <p>“See Sooner, Act Faster: How Vigilant Leaders Thrive in an Era of Digital Turbulence (Management on the Cutting Edge)” by George Day and Paul Schoemaker</p> <p>“Driving Digital: The Leader’s Guide to Business Transformation Through Technology” by Isaac Sacolick</p> <p>“Digital Transformation: Survive and Thrive in an Era of Mass Extinction” by Tom Siebel</p> <p>“The Technology Fallacy: How People Are the Real Key to Digital Transformation (Management on the Cutting Edge)” by Gerald Kane, Anh Nguyen Phillips, Jonathan Copulsky, and Garth Andrus</p> <p>“MicroMarketing: Get Big Results by Thinking and Acting Small” by Greg Verdino</p>

4.6. Human Resources Management

HR MANAGEMENT	
Learning Outcomes:	Understanding the entire cycle of Human Resources Management
Theoretical content:	<p style="text-align: center;"><u>HUMAN RESOURCES MANAGEMENT</u></p> <p>What are “Human Resources”? To put it simply, they are people. “Human Resources” are all the employees that work for or contribute to an organisation or a business.</p> <p>What is Human Resources Management (HRM)? HRM refers to the entire process of <u>planning</u> the work of your employees’</p>



recruiting new employees for your business, developing your employees' capacities through constant training, finding strategies to retain your employees (keep them from leaving), and measuring their performance and functionality in the business.



1. Plan

Planning means identifying the current and future human resources needs for an organisation/business to achieve its goals. Planning is a continuous process: it is a matter of assessing the existing situation and determining what is needed to improve it (including determining how existing human resources best fit in their jobs).

2. Recruit

Recruitment is the process of searching for prospective employees who have the abilities and attitudes needed to help the organization achieve its objectives. To begin a recruitment process, you will want to think of:

- what are the job posts you want to fill;
- what is the number of persons you will need to fill them;
- what will be their duties;
- what are the qualifications these duties require.

Based on this information, you will need to prepare the job offer (including the description of the job), advertise the offer, pre-select the candidates among those who respond, interview them, and make the final selection. Congratulations! You have hired a new employee!

3. Develop

Once you have your pool of employees, you will want to help them develop their skills, knowledge, and abilities.

You can achieve this by:

- ⑩ formal training (classes, courses, etc)
- ⑩ informal learning (through mentoring, coaching, collaborating etc)

This will in turn improve the effectiveness of your organisation/business.



4. Retain

It is more efficient to keep a quality employee at work than recruiting, hiring and training a new one. Thus, it is important that you employ strategies to retain your employees. These include:

- ⑩ making sure employees know what you expect from them;
- ⑩ providing fairness and equitable treatment;
- ⑩ providing quality management or supervision;
- ⑩ allowing employees to use their talents and skills.

5. Measure

You will want to constantly monitor and measure your employees performance, to know when and where to take the actions that are needed to improve it or maintain its quality. You will also want to assess your staff's welfare (i.e. how they are doing on the job and in the organisation environment), also asking for their feedback. Make sure they know that you *care* for their content and well-being!

Practical exercise:

Your secretary left and now you have a vacant job in your business. You need to initiate the recruiting process and find someone to replace them.

1. Write down a professional job description.

Think about the job post.

Ask yourself: what are the secretary duties? What are the expected working hours? What kind of contract should I propose?

2. Write down your job offer.

Ask yourself: what are the qualifications and other requirements that are needed? What kind of person would I want to hire as a secretary? What are the “soft skills” and technical skills am I looking for?

3. Make a recruitment plan.

Ask yourself: what methods will I use for recruiting? Will I turn to a job agency? What are the selection criteria I will employ? How many candidates will I pre-select to be interviewed?

Make a list of questions you will want to ask during the interview to understand the candidate's skills and personality.

4. Make a development plan.

Now you have hired your new secretary. Make a plan for start developing your new resource.

Ask yourself: what kind of formal training will the new resource need? Will he/she need coaching, mentoring? Will I need to organise some team-building activities?

Write down what you expect from them.

Make a list of all the benefits and incentives you will offer them.



Further readings:	https://sites.google.com/site/sengvanna126/hrm-recruitment
	http://www.hreonline.com/HRE/story.jsp?storyId=379096509
	https://open.lib.umn.edu/humanresourcemanagement/chapter/1-1-what-is-human-resources/#:~:text=Human%20resource%20management%20is%20the,developing%20strategies%20to%20retain%20employees
	https://open.lib.umn.edu/humanresourcemanagement/part/chapter-8-training-and-development/
	https://uclgafrica-alga.org/wp-content/uploads/2019/06/HRMM.pdf

4.7. Legislation

LEGISLATION	
Country:	France
Requirements to open a business:	<p>To start a business in France you have to have a residence permit or be a citizen of the EU.</p> <p>You may also need qualifications or diplomas that French authorities recognize depending on your specialization. For example accountants, vets, hairdressers, builders, wine dealers are regulated professions.</p> <p>Next, you'll need to choose the type of company structure for your business. As for an entrepreneur and business owned by a single person in France, there is a company type EURL (owned by a single person and run as a limited liability single shareholder company).</p> <p>There is a simple business status available to those who just want to establish a small business in France which is called a Micro-Enterprise. Registration can be done online and the tax and accounting rules are simplified, Micro-Enterprise is also known as Auto-Entrepreneur. You have to be able to speak/read French to do this, so make sure you understand everything before you fill in the forms, mistakes will delay the process and make everything complicated.</p> <p>French business categories:</p> <ol style="list-style-type: none"> 1. Commercial or industrial such as running a shop cafe or factory; 2. Trades/artisan such as building trades, manufacturing; 3. Independent or freelance professional (working independently, providing a service such as a dentist, musician, writer); 4. Commercial agent, where you act on behalf of another company



	<p>(negotiate or sell for example); 5. Agricultural.</p> <p>Each category has its registration center (<i>Centre de Formalites des Entreprises</i> - CFE), you have to register your business through the appropriate CFE and inform them of any changes.</p> <p>You can register your bye-laws with the help of a registered company formation agent, which is cheaper than the help of a lawyer. But it is up to you, you can choose between them, take into consideration that the assistance of a lawyer is much more expensive.</p> <p>Contact the Chamber of Commerce and Industry or the chamber of Arts and Craftsmanship in your region. They provide free advice, organize training, and even offer logistics solutions for people starting companies.</p>
Bureaucracy documents to open a business:	<p>Documents needed to open a business in France:</p> <ul style="list-style-type: none">● the company name reservation form which is filled with the Commercial Register● the object of activity of the company with a description● the names of the shareholders, their addresses, and passports● the names of the directors, their passports, or other identification papers;● information about the allotment of the shares in the company <p>you can check online and free of charge whether the name you want to use for your company is already taken by another company through the <i>Institut National de la Propriété Industrielle (INPI)</i>. if you want to protect your company's name and logo you must register it as a trademark (<i>dépôt de marque</i>) also through the <i>INPI</i>.</p>
National grants:	<p>There are several programs that help people to start businesses. For example the movement for young people and student entrepreneurs (MoovJee) that supports young people starting companies through a mentoring program and a competition. Also, there is a network of groups of creators that provides support for young entrepreneurs aged 16 to 25.</p> <p>In France, there is a "French tech" initiative launched by the ministry of the economy that seeks to promote the development of startups. Its role is to bring together networks of startups, speed up their development, and promote their reputations.</p> <p>Bpifrance plays a key role in encouraging startups. It has The startup loan (Prêt d'amorçage), applicable to small innovative companies (with fewer than 50 employees and balance sheet or turnover under 10 million euros) less than 5 years old, in the startup phase and having benefited from public</p>



support for innovation. The loan is between 50,000 euros and 100,000 euros if it is made by Bpifrance alone, but can run as high as 300,000 euros in the event of a commitment from the Region.

LEGISLATION

Country:	Italy
Requirements to open a business:	<p>1. A well-structured and detailed business plan</p> <p>2. Personal Requirements</p> <p>The entrepreneur will not:</p> <ul style="list-style-type: none"> • have been declared bankrupt, • have been convicted of criminal offences or imprisonment, • be subject to special surveillance, prohibition, or obligation to stay, • have been declared a "habitual delinquent". <p>On the other hand, the entrepreneur must:</p> <ul style="list-style-type: none"> • be of legal age, • be resident in Italy, • residence permit for non-European citizens. <p>3. Possible course for the administration of food and drinks issued by the ASL</p> <p>4. Possible pay slip or full-time employment contract for exemption from social security contributions</p> <p>5. Certified E-Mail Box – PEC</p>
Bureaucracy documents to open a business:	<p>For each type of activity, the basic bureaucratic procedure will always be:</p> <ul style="list-style-type: none"> • opening Vat Number; • registration in the Register of Companies at the Chamber of Commerce; • adjustment positions INPS and INAIL (social security and insurance); • communication of start of activity at the municipality (at least 30 days before the start); • Copy of the owner's front / back ID document; • Copy of the tax code of the holder; • Address and name of the activity.
National grants:	<ul style="list-style-type: none"> • NUOVE IMPRESE A TASSO ZERO- https://www.lgandpartners.it/nuove-impres-a-tasso-zero-2020-guida-al-bando-per-le-startup-di-giovan-e-donne/ • MICROCREDITO PMI - https://www.contributipmi.it/microcredito-aziende/ • RESTO AL SUD - https://www.contributipmi.it/resto-al-sud-



	<p>finanziamenti-impresa-per-under-46/</p> <ul style="list-style-type: none"> • Grant “Selfiemployment” https://www.invitalia.it/cosa-facciamo/creiamo-nuove-aziende/selfiemployment • Garanzia Giovani Garanzia Giovani • Incentivi Impresa (to ask a professional to check your business plan) https://www.incentivimpresa.it/ • INVITALIA Invitalia: l'Agenzia nazionale per lo sviluppo d'impresa - Agenzia nazionale per l'attrazione degli investimenti e lo sviluppo d'impresa
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LEGISLATION	
Country:	Croatia
Requirements to open a business:	<p>The whole process of starting a business in Croatia lasts about 10 to 15 days. One should first choose which type of a business they want to start. In Croatia there are normally three types: crafts, a limited liability company (d.o.o.) and a simple limited liability company (j.d.o.o.). These three differ in their business aspects and the amount of capital you should have when starting them. For example, if you want to start a simple limited liability company, you need to invest as much as 25 000 HRK – 3.300 €. Once you have your company established, you need to choose which type(s) of work are you going to do within it. You can choose more than one type of work only (which is also recommended because every next time you want to add another one, you should pay 2.500 HRK – 330 €). It is also recommended to hire a legal person (a lawyer) who will take care of all the documentation and their validity. The most crucial thing to bear in mind are the potential clients which will secure the profit in the first months after launching a business.</p>
Bureaucracy documents to open a business:	<p>There are a lot of papers one should possess in order to start a business in Croatia. First of all, you need a confirmation of a notary public so as to be able to apply for Commercial Court (costs about 2.500 HRK - 330 €). Then you need a statement about setting up your own business. You also need a bookkeeper, someone who will be in charge of your papers (and pay that person each month). You should open a bank account. You should report your company for tax department and bureau of statistics. It is also necessary to make a contract for leasing a business space. You need to issue a paper with the official number of your company/business. You have to introduce your business in court register. Employees and the employer should be registered and have valid contracts. Employers should also be enlisted into the health and pension insurance.</p>



National grants:	National grants can be delivered both to people who don't work or who want to extend their businesses. They have to, however, meet a lot of criteria so as to justify the grant. Here is the link with the conditions: http://mjere.hr/mjere/potpore-za-samozaposljavanje/
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LEGISLATION

Country:	Cyprus
Requirements to open a business:	<p>According to the Company Law, there is a number of requirements which must be met in order to open a business in Cyprus. Before the actual registration procedure, the entrepreneur must select the business form under which he or she will complete the economic activities of the company. Once this important step is completed, the steps to opening a business in Cyprus are the following:</p> <ul style="list-style-type: none">• Reservation of a trading name for the company (the name must be unique and reflect the activity of the business); In order to make sure the selected name is approved, it is recommended to submit at least 3 name proposals, among which the desired one. At this point, trademark registration in Cyprus for the business' name should also be a consideration.• Preparation of a series of documents among which the Memorandum and Articles of Association of the company;• The company, no matter its form, must have a legal address or registered address in Cyprus – virtual offices are available for this purpose;• Opening of a corporate bank account with a local bank in which the share capital will be deposited;• Appointment of the company's officers – the director and the company secretary (all companies in Cyprus must have secretaries);• Submission of the documents related to the company registration procedure with the Cyprus Companies House;• Registration of the company for taxation, VAT and social insurance and pension purposes;• Acquirement of the necessary business licenses which will allow the commencement of the economic activities. <p>Once all above requirements are completed and the Certificate of Registration of the business is obtained, the company can hire personnel and start its activities.</p>



Bureaucracy documents to open a business:

As described above, in order to proceed with the incorporation of your company, you must first decide upon:

- the type of your company;
- the name of your company;
- the address of the registered office;
- the directors and the secretary;
- the members and the share capital;
- the objects of the company;
- the Memorandum and Articles of Association of the company.

For limited liability companies, the most important documents which need to be submitted are the Memorandum and Articles of Association. All statutory documents need to be drafted in Greek or English and must also be notarized.

The tax registration procedure is also a part of the procedure of opening a business in Cyprus, meaning that it will be completed together with the company incorporation process. The tax identification number will be issued together with the Certificate of Registration, however, when it comes to VAT registration, the procedure must be completed separately because it is not mandatory.

VAT registration becomes mandatory when the company reaches the 35,000 euros distance selling threshold. Based on the VAT number, companies with trading activities within the EU can also obtain EORI numbers and thus ease the trading procedures.

Once your proposed name has been approved and provided that you have taken the relevant decisions regarding the establishment of your company, you may proceed with the submission of the application for the company's incorporation, either via e-filing or by hand/via post. In order to be able to incorporate your company online, you must first register on the e-Filing of Documents system.

Online Company Registration

Regardless of the type of company you have chosen, you may submit your request online through the Registrar of Companies' e-filing system, along with:

- a statutory declaration (form HE1) signed and sworn before the court by the entrusted lawyer;
- the memorandum and articles of association in accordance with the proposed type of the company, duly signed in the Greek language. It is noted that, in case a private or public limited liability company with shares chooses to adopt, as its articles of association, the regulations contained in Table A of Schedule I of the Companies' Law, a relevant document should be submitted which refers to the title of the regulations that are being adopted;
- the solemn declaration of witness of signatures;



- a certified translation of the memorandum and articles of association in a language other than Greek, either by an affidavit or by sworn translator of the Republic of Cyprus, in case you wish to create a file of translations for obtaining certified copies of the memorandum and articles of association in a foreign language;
- permission, consent or pre-approval by the appropriate governmental authority or appropriate body in case it is necessary for the use of words or phrases and/or due to the nature of business respectively, in case it has not been submitted already with the application for name approval; and
- the amount of one hundred and sixty-five euros (€165) or the amount of two hundred and thirty-five euros (€235) in the case of a company without a share capital, payable by credit card.
- To accelerate the company registration process, an additional fee of one hundred euros (€100) is paid. In case a file of translations is created, an additional fee of one hundred and sixty euros (€160) is paid.
- In case a public company will be incorporated, the submission of form HE5 is also required, with the payment of an additional fee of twenty euros (€20).

Registration of a company by hand/ post

You can register a company by hand/post by submitting the following documents:

- a statutory declaration (form HE1) signed and sworn by the entrusted lawyer before the court;
- a notification of the company's registered office address (form HE2);
- a notification in relation to the information of the company's first directors and secretary (form HE3);
- the memorandum and articles of association in accordance with the proposed type of company, duly signed in the Greek language. It is noted that in case a private or public limited liability company with shares chooses to adopt as its articles of association the regulations contained in Table A of Schedule I of the Companies' Law, a relevant document should be submitted which refers to the title of the regulations that are being adopted;
- a certified translation of the memorandum and articles of association in a language other than Greek, either by an affidavit or by sworn translator of the Republic of Cyprus, in case you wish to create a file of translations for obtaining certified copies of the memorandum and articles of association in a foreign language;
- permission, consent or pre-approval by the appropriate governmental authority or appropriate body in case it is necessary for the use of words or phrases and/or due to the nature of business respectively, in case it has not been submitted already with the application for



	<p>name approval; and</p> <ul style="list-style-type: none">• the fee of one hundred and sixty-five euros (€165), and an additional fee of one hundred euros (€100), in case an accelerated procedure is required. Payments can be made, in cash, by cheque, through an account maintained with the Department of Registrar Companies or through bank transfer.• In case a public company is incorporated, the submission of form HE5 is also required, with the payment of an additional fee of twenty euros (€20).
National grants:	<p>Government grants</p> <p>The Cypriot government offers significant financing schemes to support start-up ventures throughout their development.</p> <p>Research and Innovation Foundation (RIF)</p> <p>The two major activity pillars of RIF activities are the following:</p> <ol style="list-style-type: none">a) The development and management of national research, technological development and innovation programmes in Cyprus;b) The promotion of Cypriot research organisations, enterprises and researchers in European and other international research and innovation programmes. <p>Industry and Technology Service</p> <p>The Industry and Technology Service (part of the Ministry of Energy, Commerce and Industry) manages and distributes funds under a variety of programmes. Recent examples include:</p> <ul style="list-style-type: none">• Enhancing SME competitiveness in the manufacturing sector and other specific economic activities;• Women’s entrepreneurship;• Youth entrepreneurship;• Manufacturing / marketing / development of agricultural products;• Encouraging investment activity and enhancing competitiveness in the wine industry;• Strengthening business innovation. <p>Primary sector grants</p> <p>Assistance for entrepreneurs can also be found through the Ministry of Agriculture and the Cyprus Agricultural Payments Organisation, which manages and distributes grants for the primary sector.</p> <p>Cypriot Government and European Union</p>



Start-up incubators

The start-up ecosystem is supported by private and public institutions looking to incubate or finance start-up initiatives that are generating innovation in sciences, finance and entertainment.

The main body for financing business research and subsidizing the development of start-ups with global reach is the Research and Innovation Foundation (RIF).

Co-funded by the Cypriot government and European Union structural funds, RIF offers schemes (based on eligibility and qualitative criteria) financing start-ups for research and initial development. The grants cover up to 85% of the invested capital.

LEGISLATION

Country:	Estonia
Requirements to open a business:	<p>Holders of an Estonian ID card or e-Residency card and a growing number of holders of EU member states' ID cards can establish a private limited company fully online. If an ID or e-Residency card is not available, a visit to a notary in Estonia is needed to verify the foundation documents.</p> <p>In addition to the possibility of establishing a business entity, it is possible for any natural person to conduct business as a sole proprietor who must be entered in the Central Commercial Register before commencing with permanent business activity.</p> <p>Foreign companies can also offer their goods or services by establishing a branch. The branch must be registered in the Estonian Commercial Registry by submitting an application and other required documentation. It should be considered that a branch is not a business entity and the foreign enterprise is liable for obligations arising from the activities of the branch.</p> <p>Most common forms of business entities in Estonia are private limited company (OÜ) and public limited company (AS). Detailed information about other company types is available in the Commercial Code.</p>
Bureaucracy documents to open a business:	<p>According to the Commercial Code, there are five forms of business entities in Estonia:</p> <ol style="list-style-type: none"> 1. private limited company (OÜ) 2. public limited company (AS) 3. general partnership (TÜ) 4. limited partnership (UÜ) 5. commercial association (ühistu)



Establishing a private limited company:

- Choose a name for your business and check that it is available. To check the availability, use the free tool on the website of the e-Business Register.
- If you do not have an Estonian address, contact a business service provider to obtain a legal address.
- Register the company online at the company registration portal. You can pay the state fee (190 €) and share capital through the state portal when you submit your application, or choose to defer the share capital payment.
- Receive confirmation. Your submitted application will be reviewed in up to one working day and any notifications will be sent by e-mail.
- If / when your company has employees, register the employees in the employment register on the website of the Tax and Customs Board.
- If the area of activity is subject to special requirements, a license has to be acquired. Information on the areas of activity and electronic registration can be founded on the website of the Register of Economic Activities.
- If needed, the company should be registered as a VAT payer on the website of the Tax and Customs Board.

You will have to register the company through a notary if:

- the contribution of the company's share capital is not monetary but rather a monetarily appreciable thing or proprietary right to be transferred to the private limited company (such as equipment, software, etc.);
- the founders of the company cannot digitally sign documents.

Remote authentication and facial recognition

Remote authentication enables the conduct of notarial acts via a video bridge created between the notary and the customer. Such authentication is equivalent to authentication at a notary's office. Remote authentication is an opportunity, not an obligation.

In order to conduct an act by using remote authentication and be given the relevant advice, you should first contact a notary's office. You can also carry out the required act via the self-service portal of the Chamber of Notaries at iseteenindus.notar.ee (EE). A Republic of Estonia ID card, digital ID, mobile ID, or e-Residency card can be used to log in to the portal and to sign documents to be authenticated.

At the same time, it is possible to establish a company in Estonia by authorizing a representative abroad who can come to a notary in Estonia, or if the



	<p>representative has a digital identity card issued by the Republic of Estonia, he or she can establish the company via remote authentication.</p> <p>Though the process is fairly simple, there are also several private companies that can help you through all the steps. If using e-Residency, you can also turn to a more specific step-by-step guide aimed at e-Residency users.</p> <p>For more information, visit: https://investinestonia.com/business-in-estonia/establishing-company/process</p>
National grants:	<p>EEA and Norway Grants Norway Grants Green ICT Program Enterprise Estonia services Horizon 2020 in Estonia Archimedes Structural Funds in Estonia</p> <p>For more information, visit: http://necc.ee/business-in-estnor/funds-and-grants-in-estonia/</p> <p>To see the Programmes in Estonia under the EEA and Norway Grants 2014-2021, visit: https://eeagrants.org/countries/estonia</p>



Co-funded by the
Erasmus+ Programme
of the European Union

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