

GUIDELINES FOR THE ESTABLISHMENT OF ENTREPRENEURSHIP CENTRES

Budapest, 2017

SUMMARY OF BEST PRACTICES AT NATIONAL SME SUPPORT CENTRES

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I. EXECUTIVE SUMMARY

This report provides an analysis and evaluation of the current practices of Entrepreneurship Centres (ECs), Business Development Departments of different organisations and similar initiatives in four countries, as Finland, France, Hungary and Romania. The presented best practices, international project experiences and their conclusions can help setting up new ECs not only in the TRUST ME partner countries, but also in other parts of the European Union.

TRUST ME – TRaining for Unique Skills and Techniques for Mentoring – is an international project, which aims to elaborate an internationally certified training of future SME-mentors who, equipped with the latest hard knowledge and soft skills, will be able to work with SME directors/owners as process counsellors in personalised and convivial environments.

One key outcome of TRUST ME project is a guide on how SME support centres can be established in VET institutions – based on the experiences accumulated by the participating partners during long-term cooperation –, and how the process of establishing such Centres could be replicated in VET institutions in partner countries and in other EU states. The ambitious goal of the project is twofold: to provide guidelines concerning how VET institutions can improve the relevance of their education so that the education they provide is better suited to the labour market and to suggest courses of action concerning how they can enhance their overall contribution to the competitiveness of SMEs. All partner institutions introduced some best practices originating from their countries (existing SME support centres), and the comparison of these best practices gave us the opportunity to draw conclusions and to create this guideline.

The guideline can help other institutions in establishing their SME support centres, and in operating these centres more efficiently in the future. In fact, the Budapest Business School based Budapest LAB – Entrepreneurship Centre (established in February 2017) prepared its own strategy based upon these conclusions.

The best practices presented by the individual organisations have mostly been gathered from several collaborating institutions. They all operate as non-profit, non-political foundations, or as initiatives of partnering governmental and non-governmental organisations and enterprises. (There is one exception: this organisation was founded by a private individual.)

The profiles of the organisations are various, but they all share the same goal: to broaden the knowledge base of entrepreneurs, to develop a sound entrepreneurial culture and environment, to perform lobby and advocacy activities targeting public and private institutions, policymakers and governments on issues that affect entrepreneurial potential. Most of these organisations focus on improving their own surrounding entrepreneurial ecosystem, except for the Finnish centre called LADEC, which intends to influence the whole Lahti region.

Although the services of these centres share the same long-term purpose, they are still different. There are centres which concentrate on creating a network from individual members of the ecosystem, others offer specific training; mentor; and consultant programmes to support entrepreneurs. Besides integrating these activities, Budapest LAB pays particular attention to providing high quality media content, which can inspire entrepreneur communities and can shape entrepreneurial attitudes.

There are two main directions of training/mentoring services with respect to the target groups. Some of the organisations are specialised in young, female and disadvantaged entrepreneurs, while others target active managers and provide them the opportunity to grow by organising networking events and by creating an international platform.

Only a few of these training programmes are based on well-established research backgrounds, which can serve as a reliable starting point.

The majority of the national centres employ a decision-making board, an executive director and project managers. In addition to the full-time staff, some of the centres concerned frequently involve external experts, which is a great example to follow. As we examined the best practices, the establishment and active maintenance of partnerships seemed to be obvious priorities. We also realised that connecting to international networks can help SME support centres to grow and broaden their knowledge and services.

Most of the organisations have more than one financial pillar. Financial resources originate from domestic and EU grants and invested capital from founder institutions; in addition, the involvement of business sponsors is also necessary to cover the total costs of the programmes in the majority of cases.

We found out that most of the presented organisations pay only a little attention to marketing activities, thus they are less likely to be noticed by the targeted stakeholders. Even though they have their own websites and newsletters, the efficiency of these media could be improved.

It's worth noting that by way of providing interesting information/publications for stakeholders, organisations would be able to improve their access to target groups.

Based on the selected best practices, we can conclude that the key to success for entrepreneurship support centres is the accurate mapping of the target groups' demands, and the provision of professional content fulfilling these demands.

Besides educational training, mentoring programmes and networking events, professional content supply could be a priority service. We suggest providing a justification of this service

relying on previous research activities focusing on the target group. Most of the organisations have not carried out such assessments so far. Building professional relationships with potential partners and sponsors is essential, just as networking with other local and international organisations from the entrepreneurial world is also a must.

II. SUMMARY OF BEST PRACTICES

In the following section, we present and compare several national case studies on exemplary entrepreneurship centres – two-two examples collected in Romania, France and Hungary and one example from Finland. Please, refer to the Appendix for best practices in entrepreneurship development.

II.1. CDIMM Maramures – Romania

The “Development Centre for Small and Medium Sized Enterprises Maramures” was established in the year 1994, on the initiative of a local group made up of the representatives of the local authority, public institutions, representatives of local banks as well as representatives of local private companies (in total 40 organisations). The CDIMM Maramures Foundation was established as a non-profit, non-governmental, non-political organisation. Its objective is to support the development of the private sector of SMEs on a local level, and through a branch office.

With the help of its activities, CDIMM Maramures Foundation supports individuals willing to start their own business, as well as SMEs that have a private programme and local NGOs. CDIMM provides the following services:

- business consulting
- organising seminars to aid private enterprises
- preparing business plans and feasibility studies for investments
- administering programmes and projects designed for the SMEs
- promoting international partnerships
- consultation for the protection and promotion of industrial property objects
- providing certified training for entrepreneurs.

In the past 3 years, the most important programmes of the organization include:

Project title / objective	Financed by	Year(s)
Europe Direct Centre Maramures Objective: To provide specific services concerning information, assistance and advice provision on European issues for citizens of Maramures County.	European Commission	2008 - 2017
V-UPGRATeS - "Validating and upgrading VET trainers' and teachers' digital skills" Objective: To strengthen VET trainers and teachers' digital competences, to increase their capacities and facilitate their professional development thus achieving a systemic impact on the quality of teaching and students' learning outcomes.	Erasmus+ KA2 VET	2015 - 2018

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Project title / objective	Financed by	Year(s)
New chances for those in rural areas Objective: To promote long-term sustainability of rural areas in terms of human resource development and employment and active employment measures.	MMFPS - European Social Fund	2014 - 2015
Promotion of investment opportunities and cooperation between SMEs Objective: Strengthening of social and economic development in the Carpathian Region by fostering cooperation among small and medium sized enterprises.	ENPI CBC Programme - HU-SK-RO-UA 2007 – 2013	2014 - 2015
IVET VENTURE Objective: A participative approach to strengthening key competencies of trainees.	Lifelong Learning Programme	2013 - 2015

II.2. FPIMM Brasov – Romania

The “Foundation for the Promotion of Small and Medium-Sized Enterprises” is a private and non-political organisation, founded in 1995 with the contribution of the United Nations Development Programme (UNDP), the Romanian Development Agency (ARD) and the Small and Medium-Sized Enterprises Managers' Association (APIMM). FPIMM's mission is the promotion and support of SMEs in Brasov and in other counties by providing quality business consulting services as well as by supporting local councils in their activities to implement and support local socio-economic development programmes.

The organisation offers training programmes to business owners, the unemployed and also employees. Some of these programmes involve volunteers and partner companies, such as the Management Training Programme (in cooperation with Peace Corps volunteers) or Women in Development Programme (in cooperation with the British Council and UNDP). Besides their consultancy services, the organisation also promotes SMEs in representing themselves before public authorities and facilitates their access to financing sources.

Also, FPIMM Brasov has achieved relevant experience in project management, addressing several target groups including the local community and SMEs; it has designed and implemented over 20 projects for local SMEs and also carried out personnel development financed by international organisations.

From 2014 to 2016, FPIMM Brasov implemented the ERASMUS+ project ‘Self-Responsible Learning of Key Competences in Tourism SME – a Means to Improve Competitiveness and Employment’ in partnership with ISOB GmbH Germany, Gazi Universitesi Turkey, AEVC Portugal, Supera Croatia and FEPPV Portugal. The aim was to train 20 consultants so that they become learning facilitators for 50 managers from the tourism industry with a view to helping the employees (about 500 people) to develop key competences for the purpose of increasing business competitiveness and the employability of staff.

From 2014 to 2015, FPIMM Brasov, acting as a partner, participated in the project entitled ‘HERA – Hotărâre, Egalitate, Respect și Atitudine’ financed by ESF, ID POSDRU/144/6.3/S/128481, whose aim was to help 750 women to have access to active measures for developing their professional and entrepreneurial competences. The organisation was involved in training 80 women as Commercial Workers, developing the entrepreneurial competences of 40; and providing consultancy services for other 299 women. As a result, 9 firms were founded and started at the end of the programme.

II.3. FCEM (United World of Women Business Owners) – France

FCEM is a pioneer association uniting women business owners from all over the world. Founded in France in 1945, at the end of World War II by Yvonne Foinant, and months before the foundation of the United Nations, the Association quickly developed in other European countries and across the 5 continents. FCEM is a non-profit, non-governmental, non-political and non-sectarian organisation, whose activities at the national and international level are aimed at promoting women's entrepreneurial initiatives and reinforcing national associations of women business owners. This is realised through the following activities:

- creating awareness and reinforcing the visibility of women business owners
- lobbying and advocacy before public and private institutions, policymakers and governments concerning issues that impede women's entrepreneurial potential
- promoting solidarity friendship, cultural understanding and the exchange of experiences and ideas
- facilitating the development of business, partnership, and trade
- fostering professional growth and perfecting business skills
- encouraging young women to create enterprises.

FCEM presents an enriching experience for other like-minded women to meet from all over the world. The existing contacts among FCEM members offers opportunities to exchange business experience, explore trade and business opportunities, undertake joint business ventures, create technical and mentoring partnerships and so on.

The most important programmes of the organisation include:

Project title / objective	Financed by	Year(s)
<u>WEWIN (Women Entrepreneurs Window of Opportunity)</u> The main objective of this project is to contribute to the development of businesses managed by women through supporting investment, the use of new technologies and the integration into business networks especially in fields such as tourism, agro-food, ICT, etc. with the help of: reinforcing the technical capacities of the associations of women entrepreneurs with respect to their role as trainers; increasing these women's capacities for successfully accessing the regional and global economies and international networks.	European Commission	2007

Project title / objective	Financed by	Year(s)
<u>WE STUDY</u> The project aims to collect data on businesswomen's characteristics, needs and challenges in order to foster knowledge and to understand how to better meet the needs of women business owners and promote their participation in policy dialogue and productive economic development. The project also enables regional and international knowledge sharing through obtaining baseline data, its analysis at the national level, and its comparative analysis at the regional and international levels.	Private and public sector stakeholders and partners	2008

II.4. Réseau Entreprendre – France

Réseau Entreprendre is the creation of one single man called André Mulliez. In 1985, the yarn market was in decline and this was the time when André Mulliez, along with some of his family members, adopted the underlying principle: 'to create employment, you must create employers'. He decided to establish 'Réseau Entreprendre'. The main goal was to provide solutions for entrepreneurs wishing to develop their network in their own countries.

In France, "Réseau Entreprendre" or Network of entrepreneur has 83 offices and more than 5,600 members. The international network of entrepreneur associations exists in 9 countries (Belgium, Spain, Italy Portugal, Morocco, Senegal, Switzerland, Chile and Tunisia), has 33 offices and provides support to business start-ups.

Réseau Entreprendre supports both SME owners and business buyers.

The main activities are the following:

- bringing together experienced entrepreneurs in each region to advise, guide, and support business starters and buyers
- putting new entrepreneurs on the road to success by providing:
 - mentoring by experienced entrepreneurs
 - discussions and assistance by other entrepreneurs
 - facilitated access to funding and banks
 - integration of laureates into the economic fabric
- offering financial support to laureates through loans on trust.

Every year, Réseau Entreprendre supports more than 900 young entrepreneurs, by its 2 or 3-year-long mentoring programme; however, it does not get involved in projects.

The entrepreneur meets the business start-ups each month to provide help about being a business owner, and to offer their experience, hands-on support, and the backing of their own network of relationships and social capital.

Each monthly meeting with the mentor is a chance for the young entrepreneur to take a look back, take stock, update their dashboard, and fine-tune their projections. The offered mentoring is intended to foster and safeguard decision-making. Each year, more than 70,000 hours of advice is given for free throughout the network.

8 businesses out of 10 supported by Réseau Entreprendre are still in business 5 years down the line.

II.5. Junior Achievement – Hungary

Junior Achievement Hungary is a member of Junior Achievement Worldwide, a non-profit youth organisation founded in 1919 by Horace A. Moses, Theodore Vail, and Winthrop M. Crane. Junior Achievement works with local businesses and organisations to deliver experiential programmes on the topics of financial literacy, work readiness, and entrepreneurship to students from kindergarten through high school. Junior Achievement (JA) trains 9.7 million youngsters a year, in 124 countries worldwide.

On a national level, JA Hungary (JAH) is the largest provider of entrepreneurship education programmes reaching students in more than 600 primary and secondary schools every year across Hungary. The core programmes of Junior Achievement Hungary lay emphasis on experiential learning, or the 'learning by doing' process, since project-based activities and active learning are the key characteristics of entrepreneurship education. JAH believes that the key figure in applying entrepreneurial learning to different subjects and fields is the teachers, so JAH continuously organises accredited in-service teacher training programmes for primary and secondary school teachers. At the same time JAH publishes high quality and modern curricula.

The latest programmes organized by JAH:

Project title / objective	Financed by	Year(s)
<u>"Arconic - JAM Build your career!" – Career orientation programme for 7 – 10th Grades</u> Objective: Introduce the following professions and career opportunities to 13-17-year-old students: mathematics, natural and technical sciences, information technology.	Arconic Fund	2016-2017
<u>"Entrepreneurial Skills Pass – ESP" – Internationally accredited exam</u> Objective: (ESP) is an international qualification that certifies students (15-19-year-olds). ESP includes a full-year in-school mini-company experience; a self-assessment of entrepreneurial competences; an examination to test business, economic and financial knowledge and the possibility to access further opportunities offered by small and large businesses, top higher institutions as well as international organisations across Europe.	National Council for Telecommunications and Information Technology	2015-2016

Project title / objective	Financed by	Year(s)
<u>"Agronomist" – agronomist student entrepreneur of the year</u> Objective: The programme provides students the possibility to found agronomist enterprises and try themselves in the entrepreneurial world.	Monsanto Fund	2015-2016
<u>"Social Innovation Relay" (SIR)</u> Objective: SIR is a global competition organised in collaboration with the NN Group, which challenges secondary school students to develop an innovative business concept that addresses a social need. Participating teams are paired with e-mentors, who are all business volunteers and who connect with the best 20 teams in each participating country in order to help them develop concept papers that can translate into feasible business ideas.	NN Insurance	2016-2017

II.6. SEED Foundation for Small Enterprise Economic Development – Hungary

SEED was founded in 1990 by entrepreneurial representative groups, higher education institutions, financial institutions and ministries. According to the objectives of the founders, the organisation started its operation with the aim to broaden the knowledge base of entrepreneurs and to develop a sound entrepreneurial culture and environment in Hungary. As a result of its activity, SEED has gained a so-called public status in 1998. Depending on their clients' needs – in addition to enterprise development –, a part of SEED's work is to strengthen the NGO sector and to support civil organisations. In 2003, the former Ministry of Employment Policy and Labour acknowledged Foundation's outstanding efforts in the field of equal opportunities, and in the same year SEED became an accredited adult education centre.

Core activities of the Foundation are:

- entrepreneurial knowledge and skills training programmes, accredited training programmes
- international knowledge transfer and sharing
- one-to-one advice, professional services provided on an ad hoc or project basis
- organisation of professional events and other networking opportunities
- providing research and expertise for building the basis of activities of entrepreneurship development.

SEED's most important programmes in the past few years include:

Project title / objective	Financed by	Year(s)
<u>'Dobbantó' Women Entrepreneur Competency Development Programme</u> 'Dobbantó' has been implemented in Hungary since 2004 as a programme aimed at increasing entrepreneurial potential and as a focused development of key competences through the combination and synergy of training, advising and mentoring. Participants of the programme are women who plan to run, or are currently running, a business.	Budapest Bank	2004-2017
<u>'Successful Women for the Successful Europe' project</u> 'Successful Women for a Successful Europe' project aims to improve the quality and the quantity of female entrepreneurs' network building capacity through workshops, where participants can exchange their experience and can engage in international co-operation. The project offers non-formal learning activities and international partnership building opportunities to its participants.	European Commission, Grundtvig LLP	2011-2013

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Project title / objective	Financed by	Year(s)
<u>Mentor-Net project</u> Between 2011 and 2013, SEED was one of the implementers and network partners of a mentoring programme of women entrepreneurs representing Hungary. The programme was held simultaneously in 17 EU member states: within the framework offered by the programme 24 women entrepreneurs were given enterprise development advice by volunteer mentors for a whole year.	European Commission	2011-2014
<u>Women Entrepreneurship Enhancement (WIN)</u> The aim of WIN project is to bring women's skills to a professional level, to understand the characteristics of women entrepreneurs and their relationship with the geographical and socio-economic context and to promote the establishment and operation of new businesses.	European Commission, Leonardo Da Vinci, Transfer of Innovation project	2013-2015

II.7. Lahti Region Development LADEC Ltd. – Finland

Neopoli Oy (later called: Lahti Science and Business Park) was founded in 1991 by the City of Lahti. Lahden Seudun Yrityskeskus Oy (later called: LAKES) was founded in 1996 by 5 municipalities. These two companies were merged in 2013 to form 'LADEC. Competitiveness and attractiveness in the Lahti Region'. LADEC provides services to individuals starting up their businesses, to existing companies to develop, grow and internationalise, and LADEC also helps companies to relocate to the Lahti region. LADEC is also in charge of developing and marketing the region as a business environment. The operations are executed in cooperation with the municipalities and the companies in the region. The vision LADEC has for the Lahti Region by 2020 is clear and ambitious: Lahti will become one of Finland's most agile growth centres for businesses and will be able to turn structural changes to its advantage.

LADEC's types of services mostly include providing support and expertise, for example including the following activities:

- starting and launching a new business
- everyday challenges of small businesses
- assisting company growth, becoming innovative and expanding to enter international markets
- relocating to the Lahti region and
- finding the most suitable business premises.

Some highlights of activities from the past years include:

Project title / objective	Sponsor/ Collaborator	Year(s)
<u>EMMA -Enhancing freight Mobility and logistics in BSR by strengthening inland waterway and river sea transport and proMoting new internAtional shipping services.</u> Objective: The aim is to increase the share of Inland Waterway and River-Sea Shipping (IWT) in the Baltic Sea Region countries	Baltic Sea Region Programme 2014 - 2020	2015 - 2019
<u>TENTacle Capitalising on TENT core network corridors for prosperity, growth and cohesion</u> Objective: Improve stakeholder capacity to reap benefits of the core network corridors implementation for prosperity, sustainable growth and territorial cohesion in the Baltic Sea Region.	Baltic Sea Region Programme 2014 - 2020	2015 - 2019

Project title / objective	Sponsor/ Collaborator	Year(s)
<u>Smart & Clean -kokonaisuuden käynnistäminen</u> Objective: The project aims to prepare the Lahti Region for Smart & Clean development targets put forward by the Foundation. The project is about determining the needs of some selected items, and reference needs of SMEs with regards to the Smart & Clean program.	Maakunnan Kehittämisraha – Regional Development Funding	2016-2017
<u>Hyvinvointialan ekosysteemi – Welfare ecosystem</u> Objective: The project will create an entity for broad regional welfare sector development, whose long-term objective is to promote the well-being of the region's inhabitants, to reduce health inequalities, to develop cost-effective and customer-oriented welfare services, to promote the well-being of businesses and to increase competitiveness.	Maakunnan Kehittämisraha – Regional Development Funding	2016-2017

III. CONCLUSIONS BASED ON STANDARD QUESTIONS

III.1. Details of foundation (founders, structure, capital, date)

Most of the best practices presented – with one exception, where the founder is a private individual – have been realised by several institutions (alliances, educational institutions and corporations), and some even have state institutions involved. All of the organisations operate on a non-profit and non-political basis.

III.2. Missions, goals

The presented best practices have one common general purpose: namely, to broaden the knowledge base of entrepreneurs and to develop a sound entrepreneurial culture and environment in their ecosystem. Some of the organisations also focus on lobbying and advocacy before public and private institutions, policymakers and governments concerning issues that impede entrepreneurial potential. Not all of the organisations carry out concrete entrepreneurship development activities; there are centres among them that operate as umbrella networks, but the majority of organisations support entrepreneurs with consultancy, mentorship and targeted training programmes. The Finnish LADEC centre is exemplary in terms of social impact, as it aims to influence the ecosystem of the whole Lahti region.

III.3. Main activities, profile, services offered

Even though the services of these centres share the same long-term purpose, they are still different. Consultancy services and education about entrepreneurial competencies are essential parts of their activities and these activities are realised in diverse forms, ranging from seminars through training programmes to compiling manuals. Most of the organisations surveyed also help entrepreneurs with issues of financing: this ranges from finding the most suitable funding possibilities to establishing professional business plans. Some organisations chose prioritised target groups such as young, women and disadvantaged entrepreneurs.

III.4. Organisational structure, governance

The organisational structure obviously differs in international networks and in independent national support centres. National organisations have a supervisory board consisting of representatives from the funding institutes, an executive director and full-time staff. International subsidiaries connect to the existing structure, where institutions are connected and support each other from different countries.

III.5. Staff (full-time / part-time / project-based)

Most of the organisations work with full-time staff (4-45 people). The employees are responsible for special divisions. The full-time staff works with a wide range of different external experts, professionals and, in some cases, volunteers. In bigger and/or international organisations, there

are more levels of organisation: they run separate divisions and, in addition to the operational team and director, there is some kind of central control.

III.6. Most important programmes/projects of the past 3 years

The most important projects and programmes of the organisations from the past three years mainly focused on solving entrepreneurs' problems, with this aim providing the principal goal. The structure of current EU grants seems to have a strong impact on the selection of programme plans. The concrete programmes and projects are listed in the previous sections.

III.7. Strategic partners (universities, corporations, NGOs), connected networks and ecosystems

All centres work together with several partner institutions; both the establishment and active maintenance of partnerships seem to be obvious priorities. There are partners who offer professional knowledge in the form of services, while others provide assistance concerning everyday operation, e.g. with respect to financing or IT support. Connection to international networks can help SME support centres to grow and to broaden their knowledge and services; this tendency is observable with reference to the majority of best practices.

III.8. Business model (main sources / ratio of income) and sustainability

Most of the organisations have more than one financial pillar to support their operation. Domestic and EU grants are of primary importance – usually these provide the bulk of the income. Apart from these grants, several organisations receive financial support from business sponsors and some of them can generate income through their own services. Achieving financial autonomy would be a central objective for the centres, but currently even the well-functioning ones need external support.

III.9. Mentoring services

All of the surveyed organisations deliver mentoring services in order to help their members or clients. Mentors assist aspiring entrepreneurs in the following areas: setting up their businesses by providing advice on their business plans; providing practical assistance with official and administrative matters related to the start-up process; and helping to find arrangements for funding and identifying available subsidies. Some of the surveyed organisations are for helping start-ups to develop their business, others are to train mentors, who can help and support their students in becoming good entrepreneurs.

III.10. Marketing activities

Although the organisations have websites and most of them send out regular newsletters with some of them having a Facebook page, which are tools of raising awareness, most of the organisations have no strong and conscious marketing activities. There is serious potential in this field not only for new, starter organisations, but for bigger international organisations as well.

III.11. Contribution to education and student engagement activities

The majority of the organisations contribute to educational activities by offering training programmes, and some of the organisations are in fact accredited education centres. Besides offering education in groups, examples for individual consultancy/development are also identifiable. Education programmes offered by the organisations surveyed do not have any connection to higher education institutions, their services are not channelled into, or connected to, university courses.

IV. GUIDELINES TO ESTABLISHING AN EFFICIENT SME SUPPORT CENTRE

The comparison of the best practices has given us the opportunity to draw conclusions and to create a guideline. This guideline can help other institutions in establishing their SME support centres, and can contribute to their more efficient operation in the future.

- a) In order to achieve financial stability, it is important to analyse and consider multiple financial sources such as institutional, local (regional), national (governmental and corporate), and EU-level financial resources. These resources may be institution- and / or project-based. Although resources from the European Union and/or national governments provide a solid financial base in most cases, the most successful organisations build stable relationships with local banks as well as representatives of local private companies – as it is the case e.g. with CDIMM. The best scenario is to generate revenues through the services of these organisations. Most of the listed organisations provide consultancy and training services.
- b) Understanding the interests of various existing stakeholders in the local entrepreneurship development scene is an essential condition for a successful centre. In this light, precise identification of the target group is a must (e.g. young/women entrepreneurs or micro-entrepreneurs, etc.). Before planning the detailed strategy, it is important to identify the exact needs of stakeholders. Some good examples focalise special groups, e.g. women entrepreneurs at FCEM and some programmes at SEED.
- c) Building professional relationships with potential partners and sponsors is essential, and it is likewise important to network with other local and international organisations from the entrepreneurial world. The most successful organisations occupy a central position in their countries' entrepreneurial communities and this way they can be informed of any new trends and possibilities. Strong relationships with sponsors allow the organisations to be independent from governments and enable them to establish market-based operations.
- d) Apparently, the establishment and active maintenance of partnerships are obvious priorities. Besides the full-time staff, it is worth and expedient involving external experts. This ensures that the centres can create real added value surfacing in the scope of certain projects in special areas. Project-based involvement of external experts is a well-functioning and cost-effective solution. E.g. CDIMM works with 10-25 experts, who are hired on project-based contracts. SEED also works with a wide range of different external experts and professionals (trainers, researchers, facilitators, etc.), and with about 10-15 volunteers.
- e) A well-established research backgrounds can serve as a reliable starting point for building successful and efficient activities. In order to provide research capacities, it is advisable to build partnerships with universities and/or research institutes.

- f) In order to reach target groups, it is important to pay attention to marketing activities. Organising and participating in events are good opportunities, many centres use these occasions successfully. Content marketing, sharing information and providing inspiration are an excellent option to engage stakeholders and to build awareness. Moreover, professional content supply could also function as an independent service. Most of the organisations surveyed have a website and/or a newsletter, but strong brand building is missing from their portfolio. In this field, there are good opportunities for development, not just for small but also for the bigger organisations.

V. ESTABLISHMENT OF THE ENTREPRENEURSHIP CENTRE AT BBS

Budapest LAB

Analysis of international best practices presented above provided an adequate basis to blaze a trail in business development for a new entrepreneurship centre at Budapest Business School – University of Applied Sciences (BBS).

Budapest LAB – Entrepreneurship Centre (in Hungarian: Budapest LAB – Vállalkozásfejlesztési Központ) works on promoting entrepreneurial culture and on strengthening domestic small and medium sized enterprises by sharing knowledge. The purpose of the Centre is to become one of the best-known research, development, training and knowledge centres (think-tanks) of the Central European scene of entrepreneurship development.

The development of SMEs, which constitute the backbone of the Hungarian economy, is not only a factor of key importance with respect to GDP and domestic employment but it is also of significance because – thanks to their ideas, creativity, the realisation of their dreams – entrepreneurs contribute to making Hungary a better and more colourful place.

Budapest LAB facilitates the fostering of entrepreneurial culture with providing useful information, research and training. By joining BBS's international and domestic research projects, Budapest LAB makes BBS's scientific results comprehensible and publicly accessible.

In addition, the Centre also contributes to training programmes offered by BBS. With its publications and events, Budapest LAB publicises entrepreneurship-related knowledge accumulated in Hungary and all over the world. Besides, it creates and maintains relevant databases for entrepreneurs and would-be entrepreneurs.

V.1. Background

Determining actors of the Hungarian economy – in accordance with the directives of the EU – make major efforts to strengthen domestic small and medium sized enterprises, and to secure the succession of family businesses. At the organisational level, international Erasmus projects, Team Academy Entrepreneurship Programme, which latter is based on the Finnish model and has been operating for years, the Entrepreneurship master-level programme (launched in 2015), as well as the 'Innovate or Die Day' project contest serve exactly the same purpose.

The next step of realising this strategy was to establish a Centre dealing with enterprise development. This was one of the reasons why the University undertook to establish an Entrepreneurship Centre – similarly to the other participants – as work package WP5 of TRUST ME project.

V.2. Goals and main activities of Budapest LAB – Entrepreneurship Centre

The Centre strives to achieve the status of one of the best-known research, development, training and knowledge centres (think-tanks) of entrepreneurship development in Eastern Europe.

The most important activities planned for the Centre include:

1. Joining ongoing international research projects, launching new programmes, cooperating with the University's Chancellor's Office and those academic organisational units that share the related professional responsibility
2. Joining training programmes related to enterprise development
3. Launching applied research projects related to entrepreneurship in the form of joint projects with Budapest LAB's partners for achieving the following goals:
 - High-quality publication activity
 - Applying and developing the research capacity of BBS (including both researchers and students)
 - Creating knowledge that can be integrated into education
 - Increasing the number of partnerships in the hope of other benefits
4. Sharing and providing knowledge and information relevant to enterprises
5. The development and coordination of educational/training/coaching programmes relevant to enterprises
6. Joining domestic and foreign professional knowledge networks related to enterprise development
7. Promoting entrepreneurship and talent development among university students.

V.3. Operational and organisational conditions

The Centre was established as a cross-faculty organisation, supervised by the Rector. Its executive director is appointed by the Rector. In the first years of its operation, the budget is financed from the 'excellence centres fund' administered by the vice-rector for research. The Centre is continuously striving to generate its own income so that the university's funding can continually be reduced as extensively as possible.

The first Director of Budapest LAB is Budapest Business School's senior research fellow Dr László Radácsi, who has extensive expertise in both business development and academic management. The first employees of the Centre are project managers supporting the above objectives, a part-time researcher, as well as student volunteers and students employed in a contractual relationship.

VI. ESTABLISHMENT OF THE ENTREPRENEURSHIP CENTRE AT BBU

Entrepreneurial Unit Hub

VI.1. Establishment context

Given the Romanian context with regard the already existing resource centres for entrepreneurial activities, that is characterised by non-profit, non-governmental, non-political units, with a good geographical coverage across the country, but most of them developed as private-based units (such as the Foundation for the Promotion of Small and Medium-Sized Enterprises, and the Development Centre for Small and Medium Sized Enterprises Maramures), within the framework of this project, we aim to develop a unit that could value the knowledge resources embedded in the public university system.

VI.2. The profile of the Entrepreneurial Unit Hub

Given the need existing in the market to develop and support the entrepreneurial initiatives, we established the Entrepreneurial Unit Hub (EUH) within the Babes-Bolyai University, Faculty of Economics and Business Administration, as an integrative part of the Centre for the Promotion of Business and Regional Development (CPBRD). An important strength provided by the establishment of the unit within the BBU is represented by the fact that it operates within the umbrella network developed by the Centre for the Promotion of Business and Regional Development.

VI.3. Unit Objectives

The main aim of the EUH is to contribute to the development of the regional entrepreneurial activities and thus value the highly educated human resources of the Cluj-Napoca university region that represent great human capital and potential.

The specific objectives of the EUH will lead to the broadening of the entrepreneurs' knowledge based on scientific evidence and empirical research, and to the enrichment of the entrepreneurial culture within the university environment (BSc and MSc students).

VI.4. Main activities and roles

- Developing, sharing, and providing evidence based knowledge and skills relevant to the new business, to the potential entrepreneurs and business owners
- Organizing training programs on entrepreneurial skills and other developmental activities for the students and the potential entrepreneurs
- Providing individual mentoring and coaching assistance for the entrepreneurs
- Participating in national and international research and professional projects
- Promoting the entrepreneurial activities by high quality publications
- Supporting the university students to embrace the entrepreneurial initiatives
- Organising events such as conferences, workshops, company presentations that aim to support the entrepreneurial activities

- participating actively in events that promote entrepreneurship as a means to ensure the promotion of the services provided

VI.5. Organisational structure and staff

An executive director, who will ensure the executive leadership of the Entrepreneurial Unit Hub, coordinates the Centre for the Promotion of Business and Regional Development. The unit will have a coordinator, who will be responsible for the achievements of its objectives. The unit benefits by the staff of the CPBRD and includes full-time staff, part time staff and collaborators or project-based staff, which will bring the benefits of having access to academic experts, professionals and volunteers. The research background of the human resources represents a reliable starting point for building successful and efficient activities.

VI.6. Target group

The unit aims to support the regional initiatives in entrepreneurship, by offering services to the entrepreneurs who want to develop new businesses. The target group is focused on young entrepreneurs in the beginning of their business career, but also on the more experienced ones, who could use the consultancy support for developing their ongoing business. A special focus is placed on women who wish to enter the entrepreneurial environment, to support them in valuing the ideas and special talents in different business areas. The unit will also focus on strategic partners (other universities, corporations, NGOs), connected networks and ecosystems.

VI.7. Financial resources and sustainability

To ensure the financial stability and the sustainability of the Entrepreneurial Unit Hub on the long term, multiple financial sources are considered: the resources and revenues obtained at the institutional level (the fees charged for the training programs, the fees for the coaching and mentoring services, the access to the space needed for delivering the main activities, resources for running daily activities of the unit and the human capital detained by the academic staff available who are operating at the Centre for the Promotion of Business and Regional Development), private local companies from the region that have an interest in CSR and in promoting their business (supporting entrepreneurial activities for students), national (governmental funds that can be accessed by grant applications to national competitions based on project proposals), and EU-level financial resources (that can also be accessed by applications to EU funding competitions). The aim of the unit is to build stable relationships with the partners and the potential financing organisations, which to support the accomplishment of its long-term objectives. These sources will ensure the independence of the unit enable the establishment of its market-based operations.

VII. ESTABLISHMENT OF THE ENTREPRENEURSHIP CENTRE AT LAHTI UAS

Dynamo Service Concept

VII.1. Strategic Background

The aim of the Finnish Government Program is to accelerate cooperation between higher education institutions and industries in the commercialization of innovations. The Lahti region's competitiveness strategy aims at having the urban area of Lahti measured as the most business-friendly and boldest sustainable growth center in Finland, in 2020. To achieve this goal, investments in research, development and open innovation and interaction between education and the business sector are necessary.

Lahti University of Applied Sciences Ltd (Lahti UAS) will join the Lappeenranta-Lahti University of Technology, commonly known as LUT Universities at the beginning of 2018. The LUT Universities wants to invest into the Päijät-Häme region - to develop business and university innovations. The aim is to set up a Dynamo service concept that is more holistic for companies and communities in the region. Dynamo builds solutions based on the services offered by LUT Universities for business and community needs. In addition, the LUT Universities will establish a multidisciplinary enterprise accelerator for Lahti University of Applied Sciences, which intensifies and promotes the cooperation between the LUT Universities and the City of Lahti to develop the region's attractiveness and business life.

VII.2. Dynamo Service Concept

Dynamo is a service concept that activates, supports and coordinates the design, production and development of Lahti University of Applied Sciences' business and community services. It enhances customer service orientation, remodels service sales and marketing processes, organizes service activities, develops products and services that match with demand, and streamlines the mechanisms and practices of providing services.

VII.3. Business Acceleration Center

The business incubator supports a wider range of technology companies in the Päijät-Häme region, but also start-ups and student companies. Businesses are provided an acceleration environment in which enterprise growth is supported by trainings and company-specific coaching. Acceleration support services focus specifically on product development and commercialization (product development, IPR, sales), networking, finance and the promotion of digital content in the business. For the implementation of the Dynamo and Acceleration Center, the Lahti UAS will develop information, counseling and guidance services for businesses and communities. In addition, work-life oriented development requires organizing events that generate innovation (eg. Hackatons) and networking, whereby universities, regional development companies, companies, communities and venture capitalists can face each other.

In the early stages of the development of the service concept and acceleration, benchmarking of similar services in other regions and the identification of service needs of companies are emphasized. Gradually, in implementing these services, they can be branded, profiled and reconciled to the needs of businesses and communities in the region. The goal is that after a few years of development, the services have clear information, counseling and control processes for business development, identification of potential business ideas and initial evaluation, and conceptual development programs for further development of potential business ideas. It is also important to create networks promoting internationalization and international business operations as well as state-of-the-art cooperation practices.

VIII. ESTABLISHMENT OF THE ENTREPRENEURSHIP CENTRE AT ADINVEST

Sectorial clusters experienced with ADINVEST International

The Entrepreneurship Centre works on promoting entrepreneurial culture and on strengthening and supporting domestic small and medium sized enterprises. ADINVEST is aiming to support the development of small companies through a relevant mentoring approach for SME owners. These actions can be done through entrepreneurship centres or sectorial clusters. ADINVEST is in contact with an industrial cluster: "the mechanic vallée" with about 126 companies spread over 5 regions located in economically disadvantaged areas.

VIII.1. Presentation

Within the framework of service agreement, our tools, resources and methods allow clusters to propose qualitative offers in order to support SMEs growth. We also support the development of the member companies. ADINVEST propose:

- A methodological mentoring approach recognized internationally for SME owners .
- A multilingual collaborative platform where authorized stakeholders can interact but mostly to get involved in SMEs' organization (Banks, investors, groups, business buyers, territorial collectivities, development agencies, clusters...).
- Organization of collaborative workshops and specific training for SME owners on the approaches and international relations in order to build medium and long term perspectives with diversified sources of funding.
- An access to European programmes dedicated to improvement, innovation and competitiveness such as CORNET.

VIII.2. Strategy

In compliance with the territorial strategy defined by the elected representatives of the region, for supplying development support and/or Business transfers.

The entrepreneurship centre of ADINVEST international allows companies to set up the appropriate tools for the deployment of support strategy by using successful and mutualised mechanisms and allow them to elaborate a concrete action for the economic dynamics of the territories.

VIII.3. Tools and methods

- *ADINVEST help clusters develop new support services to their members.*
In compliance with clusters organization's strategy, for supplying development support and the innovation to members, ADINVEST International allows companies to reinforce their mechanisms by using successful and mutualised processes.

Processes that have been put in place to allow clusters to focus on its missions to leading members of ADINVEST organization by using the tools and dynamics of a European network, a further added-value to provide to the members.

- But also reinforce services to members
 - 'Reinforce clusters' support services for SME owners development
 - Be open to international networks, for both trade and innovation which can be founded by EU funds.
 - Provide funding perspectives to your customers such as private funding and co-funding.
 - Interact with ADINVEST International partners network (investors, institutions and Mentors from other European territories)

Tout cela fonctionne à un dispositif de mentors dédiés, mentors qui sont permanents 2 fois /mois pour aider sur les dossiers.

IX. APPENDIX

Project descriptions

IX.1. Women, Entrepreneurship and Technology project – Finland:

a) Title of the project/research

Women, Entrepreneurship and Technology project

b) Institutional framework and financier of the project/research

Funded by: European Social Fund (ESF)

Project reference number: S20756

Project duration: 2016 – 2017 (16 months)

Grant received: 120 000 € (total budget 150 000 €)

c) International consortium, role of the organisation

Lahti University of Applied Sciences

d) Objectives, rationale of the project/research

ICT business is growing, especially due to digitalisation. The project entitled Women, Entrepreneurship and Technology aims to encourage young women to choose ICT studies by familiarising girls studying in upper secondary level general and vocational education with the concepts and the logic of ICT. ICT studies in higher education is in need of more female students and the ICT industry needs more female entrepreneurs. In the case of female entrepreneurs, there is also need for more information concerning making use of ICT in business.

e) Main results and outputs of the project/research

The project will result in three models:

- 1) A course for female students in upper secondary level general and vocational education about ICT.
- 2) A training course for the region's female entrepreneurs about ICT and its possibilities in developing the business.
- 3) Winnovate innovation camp both for female students and female entrepreneurs. The theme of the camp is how to apply new ICT tools to develop business.

Through the three models described above, segregation between male and female entrepreneurs within the ICT industry, where female entrepreneurs are underrepresented, can be reduced.

IX.2. Global Entrepreneurship Monitor (GEM) – Romania:

a) Title of the project/research

Global Entrepreneurship Monitor (GEM), Romania

b) Institutional framework and financier of the project/research

Project reference number: no reference number

Project duration: 2007-2017 (GERA membership period, 2015 was the last year when GEM data for Romania was collected, the research was annually carried out in Romania until then).

Grant received: no grant received

c) International consortium, role of the organisation

The activities of the GEM National Teams are coordinated by a central team of staff within the Global Entrepreneurship Research Association (GERA). GERA is the umbrella organization that owns GEM, which is registered as a private limited not-for-profit company in the United Kingdom. It is funded by National Team fees, and through the contributions of sponsoring institutions. GERA is primarily a virtual organisation, with staff from all over the world using technology to communicate and manage the data collection process. The board of GERA is composed of National Team members and representatives from GEM's founding and sponsoring institutions. In 2015, more than 70 National Teams participated in the international research network. Romania has been member of GERA since 2007, and is represented by the Babeş-Bolyai University (BBU), Faculty of Economics and Business Administration (FEBA). The National Team of Romania consists of five associate professors of BBU FEBA; the Team Leader for Romania in 2015 was Annamária Dézsi-Benyovszki (PhD). The GEM research is annually carried out with 32 National Expert interviews and an Adult Population Survey made on a nationally representative sample of at least 2000 working age adults. The results allow for international comparability, due to the globally common methodology and data management of the research project.

d) Objectives, rationale of the project/research

The Global Entrepreneurship Monitor has been established with three objectives:

- measuring differences on the level of entrepreneurial activity between countries
- uncovering factors leading to appropriate levels of entrepreneurship
- suggesting policies that may enhance the national level of entrepreneurial activity.

e) Main results and outputs of the project/research

The main results of the GEM project for Romania are published in more than 20 publications by members of the Romanian National Team:

- i. Country Reports, published yearly:

<http://www.gemconsortium.org/report>

(click on 'National Reports' and paste in the 'Search' field 'Romania')

- ii. Most important four books:

Nagy Ágnes, Dézsi-Benyovszki Annamária, Györfy Lehel-Zoltán, Pete Ștefan, Szabó Tünde-Petra (2017), Entrepreneurship in Romania. Country report 2013, Presa Universitară Clujeană, Cluj-Napoca, ISBN 978-606-37-0132-0, pg. 80,

<http://www.editura.ubbcluj.ro/bd/ebooks/pdf/2030.pdf>

Györfy Lehel-Zoltán (2015) Activitatea antreprenorială din România în contextul dezvoltării economice, Presa Universitară Clujeană, Cluj/Napoca, ISBN 978-973-595-840-4, pg. 160,

<http://www.editura.ubbcluj.ro/bd/ebooks/pdf/1818.pdf>

Györfy Lehel-Zoltán, Pete Ștefan, Mățiș Dumitru, Nagy Ágnes, Benyovszki Annamária, Petru Tünde Petra (2010), Raport privind activitatea antreprenorială în România 2008, Presa Universitară Clujeană, Cluj-Napoca, ISBN 978-973-595-151-1, pg. 53

Györfy Lehel-Zoltán, Nagy Ágnes, Pete Ștefan, Mățiș Dumitru, Benyovszki Annamária, Petru Tünde Petra (2008), Monitorizarea globală a antreprenoriatului. Raportul de țară al României, 2007, Editura Abel, Cluj-Napoca, ISBN 978-973-114-085-8, pg. 40

- iii. Most important four articles:

Pete Ștefan, Nagy Ágnes, Dumitru Mățiș, Györfy Lehel-Zoltán, Benyovszki Annamária, Petru Tünde Petra (2011), Early-stage entrepreneurial aspirations in efficiency-driven economies, Romanian Journal of Economic Forecasting, 14 (2), pg. 5-18., ISSN 1582-6163

Nagy Ágnes, Pete Ștefan, Benyovszki Annamária, Györfy Lehel-Zoltán, Petru Tünde Petra (2010), Entrepreneurial Perceptions and Activity – Differences and Similarities in Four Eastern European Countries, Theoretical and Applied Economics, Volume XVII, No. 8(549), pg. 17-28.

Pete Ștefan, Nagy Ágnes, Györfy Lehel-Zoltán, Benyovszki Annamária, Petru Tünde Petra (2010), The evolution of early-stage entrepreneurial activity influencing factors in Romania, Theoretical and Applied Economics, Volume XVII, No. 7(548), pg. 5-14.

Györfy Lehel-Zoltán (2014), Socio-demographic and perceptual factors influencing early-stage entrepreneurship in Romania, Forum Economic (Economists' Forum / Közgazdász Fórum), XVII(121), pg. 41-56.

IX.3. ENELFA – ENTrepreneurship by E-Learning For Adults – Hungary, Romania and France:

a) Title of the project/research

ENELFA – ENTrepreneurship by E-Learning For Adults

b) Institutional framework and financier of the project/research

European Commission, Lifelong Learning Programme, Leonardo da Vinci Transfer of Innovation Subprogramme – financed directly by the Tempus Public Foundation

Project reference number: 2011-1-HU1-LEO05-03632

Project duration: 01.11.2011 – 31.01.2014

250 993 EUR, ca. 77.8M HUF (total budget: 334 658 EUR, ca. 103.7M HUF), part of BBS: 57 947 EUR, ca. 18M HUF (totally: 79 462 EUR, ca. 24.6M HUF)

c) International consortium, role of BBS, members of the BBS team

Budapest Business School, Budapest, Hungary – Coordinator

Budapest Chamber of Commerce and Industry, Budapest, Hungary

Babes-Bolyai University, Cluj-Napoca, Romania

Employers and Craftsmen Association Cluj-Napoca, Cluj-Napoca, Romania

Ecole de Management de Normandie, Caen, France

New Mind SA, Rixensart, Belgium

CESIM OY, Helsinki, Finland

d) Objectives, rationale of the project/research

Entrepreneurship education is in the mainstream of European vocational training development and is on the crossroad of priorities of DG Education and Culture and DG Enterprise and Industry. The gap between the Western and Eastern parts of Europe with respect to creating a new entrepreneurial mindset in a large number of people justifies this sectoral as well as geographical transfer, which takes place from an outstanding and innovative French institution to two main players of entrepreneurship education in Hungary and Romania. Beyond this sectoral and geographical transfer, another kind of transfer is also offered: the transfer of innovative curricula is accompanied by the transposition of the know-how developed by Ecole de Management de Normandie (Caen, France) in the field of ICT-based pedagogical approaches. On top of these, the results of the transfers are multiplied by the non-education institutions of the consortium, which boast of extensive outreach to different target groups in the adult population. The project, aimed at the development of a virtual training environment for SMEs, is an important element of a chain of projects headed by promoter Budapest Business School (BBS). This project offers its services to a major group, in the form of the lifelong learning cycle, and targets adults with low levels of economic education. In addition, the project differentiates between subgroups with different educational backgrounds necessitating different learning contents and also offers varied

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Erasmus+

pedagogical approaches. So far, these groups have been exposed to the challenges of entrepreneurship only to a limited extent, but changes in the economic and social environment mean that entrepreneurship will be central in these people's lives. This need is further underscored by the current financial and economic turmoil. 99% of businesses in the EU are SMEs, i.e. 2/3 of all private sector jobs are offered by this sector. Small firms are, in fact, the real giants of the economy, accounting for 80% of the new jobs created (DG Enterprise). There is a political will to recognise the central role of SMEs in the EU's economy (see Small Business Act). Nevertheless, despite its great economic importance, entrepreneurship is not a preferred career option (60% of the citizens say that setting up their own business has never even occurred to them). Our Leonardo da Vinci project helps reverse this trend on the local levels both in Hungary and in Romania, and creates right mindsets in above-mentioned large target groups. This is in perfect conformity with the explicit priorities of the Hungarian and Romanian governments. BBS, in the framework of international cooperation, worked out joint online master-level curricula for multilingual settings. These activities are carried out in standard e-learning frames. This project diversifies the output and the methodological approaches used: on the one hand, research-based learning modules are offered that cover basic knowledge on SMEs and are localized for, and are tailored (both as far as level and pedagogy are concerned) to, the target groups; on the other hand, the project, by way of using Web2.0 techniques and business games, produced another output facilitating the development of entrepreneurial skill groups with a view to making its approach more attractive for the target groups. The experience of the member of the consortium responsible for delivering the transfer guarantees success. SME federations with strong vocational education profiles were invited to the consortium to perform well-defined special tasks.

During pilot trainings, the activities have been validated by samples of 2 strands of the adult target population and usefulness in real life situations have been measured. The Finnish subcontractor CESIM OY (Helsinki) has extensive experience in online knowledge assessment and for this reason this institution evaluated student achievements at the end of the pilot courses. A professional evaluator was also invited to join the consortium. Impacts on the structure and staff of the education institution as well as on the two target groups' entrepreneurial mindset were envisaged.

The adapted course contents cover most of the knowledge SMEs need in the case of the special target groups. This content adaptation was also underpinned by applied research, which helped tailoring the exact content to the target groups. The ICT-based pedagogy actually applied was also adapted to the population in question: the selection and implementation of web-based tools were carried out by the partners' experts but the activities were overseen by the member of the consortium responsible for delivering the transfer.

e) Main results and outputs of the project/research

Results and outcomes:

- 18 trained e-curriculum developer trainers and IT specialist in each of the two countries, i.e. Hungary and Romania
- adaptation of 30 modules in the field of entrepreneurship
- more than 100 participants at the pilot training in each country
- special, personalised study programmes
- opportunities of interactive, individual study
- special combinations of e-learning and business simulations
- cooperation between business schools and the representatives of the world of work

IX.4. ADAPTYKES - ADAPtation of trainings based up on the Finnish Workplace Development Programme (TYKES) – Finland, Romania and Hungary:

a) Title of the project/research

ADAPTYKES - ADAPtation of trainings based up on the Finnish Workplace Development Programme (TYKES)

b) Institutional framework and financier of the project/research

European Commission, Lifelong Learning Programme, Leonardo da Vinci Transfer of Innovation Subprogramme – financed directly by the Tempus Public Foundation

Project reference number: 2012-1-HU1-LEO05-05847

Project duration: 01.12.2012 – 28.02.2015

Grant received: 247 110 EUR, ca. 76,6M HUF (total budget: 329 483 EUR, ca. 102,1M HUF), part of BBS: 66 059 EUR, ca. 20,5M HUF (totally: 88 079 EUR, ca. 27,3M HUF)

c) International consortium, role of BBS, members of the BBS team

Budapest Business School, Budapest, Hungary – Co-ordinator

Budapest Chamber of Commerce and Industry, Budapest, Hungary

Babes-Bolyai University, Cluj-Napoca, Romania

Employers and Craftsmen Association Cluj-Napoca, Cluj-Napoca, Romania

Lahti University of Applied Sciences, Lahti, Finland

New Mind SA, Rixensart, Belgium

d) Objectives, rationale of the project/research

Aims and objectives

A balanced emphasis of technological and social innovation proved to be the condition of successful conversion of various technological breakthroughs into productivity benefits. Social innovation is the weak point of the Eastern European SME systems.

The introduction of the Finnish national workplace development programme TYKES gave an essential input to the famous Finnish success story raising Finnish economy among the very best in the world. On the basis of this programme Lahti University of Applied Sciences (LUAS) developed training courses of diverse forms in the sector of adult education for SME managers. The general aim of the project was to spread around the good practices of the Finnish social innovation of SMEs in the receiver countries. Adaptation and local re-design was essential part of the work programme. A joint objective here was the adaptation of the varied training forms and methods developed by the Finnish partner to the local circumstances.

The concrete objective of the proposal was to complement the so far one-sidedly developed SME-related curricula of the innovation receivers by adapting LUAS vocational education teaching materials in the field of sustainable workplace development. Another, indirect objective was to facilitate longer engagement of the elderly in the workplace making this latter more attractive with the social and organisatory innovations. Unfavourable demographic trends in Finland – even worse in Hungary – have been producing manpower shortage in the SMEs. This shortage can be lessened as a result of the project.

Numerous examples show that the greatest benefit of various technological breakthroughs may befall someone else than the company or even state where the technology was actually developed. The major reason behind is the insufficient managerial and organisatory workplace development in the company where the innovation was produced. This is even more valid in Hungary and in Romania and the project, as the Finnish model shows it, could have been remedy for this. This gives an objective in the long run. A longer term objective is, after having introduced pilot courses in the frame of the project and having analysed the results, to propose re-designed national TYKES programmes for the receiver countries' governments.

e) Main results and outputs of the project/research

Research

- National reports, Case studies, Comparative report

Training material development

- Modular training material – training material for short-term and long-term training programmes
 - Strategic competence management
 - Process and project management
 - Workplace human innovation and development
- Methodology handbook and coach guide – book (description of pedagogical methods, research report and case studies) – Part of the handbook is the transfer of a database with 50 coaching and training methods (adaptation of the Finnish training-methodology experiences)
- Course description – Introduction of the short-term and long-term training programmes

Dissemination event and materials

- Website, project flyer, project closing dissemination publication

IX.5. INSIST - INtergenerational Succession in SMEs' Transition – France and Hungary:

a) Title of the project/research

INSIST - INtergenerational Succession in SMEs' Transition

b) Institutional framework and financier of the project/research

European Commission – ERASMUS+ Programme – Strategic Partnership Subprogramme – financed directly by the TEMPUS Public Foundation

Project reference number: 2014-1-HU01-KA200-002307

Project duration: 01.09.2014 – 31.12.2016

Grant received: 298 807 EUR, ca. 91,5M HUF, part of BBS: 74 138 EUR, ca. 22,7M HUF

c) International consortium, role of BBS, members of the BBS team

Budapest Business School, Budapest, Hungary – Co-ordinator

Leeds Beckett University, Leeds, United Kingdom

Cracow University of Economics, Cracow, Poland

ADINVEST – AZUR Valorisation, Avignon, France

MAC-TEAM aisbl, Brussels, Belgium

Confederation of Hungarian Employers and Industrialists, Budapest, Hungary

Employers Union of Malopolska LEWIATAN, Cracow, Poland

d) Objectives, rationale of the project/research

Rationale

How to deal with the transfer of businesses from one generation to the next is an issue for the sustainability of all economies. Central and Eastern economies are facing this challenge for the first time, as the wave of entrepreneurs that emerged in the 1980s approach retirement age. In the more established market economies of Northern, Western and Southern Europe, significant challenges are emerging in relation to the sustainability of enterprises, particularly family businesses as they move towards the third or fourth generation of owners and leaders. Family businesses are an important part of all national economies accounting for between 70-80 per cent of all businesses and 40-50 per cent of all private sector jobs. Whilst some of the largest European companies are family businesses, a large share of European SMEs are family businesses. SMEs are generally recognised as a key driver for economic growth, innovation, employment and social integration. How to encourage them to start, survive and prosper is a key priority for governments and other stakeholders at the local, regional, national and European levels.

Objectives

This project seeks to support the survival and growth of family based SMEs in two ways. Firstly, through research to gather and disseminate information to highlight the specific

characteristics of the family-based SME sector. Secondly through the development and piloting of higher level training modules that are in tune with the interests and needs of those seeking to manage and lead or support successful, sustainable family SMEs.

e) Main results and outputs of the project/research

Research

National reports and case studies (Hungary, Poland and the UK), Comparative report and Recommendation report to decision makers

Training material development

4 training modules in 50-70 pages with PPT presentation slides and complementary/recommended readings

- Strategic module
- Mentoring module
- Financial and legal module
- Socio-cultural module

Pilot trainings for practitioners and students

Dissemination materials

- project flyers, website, special issues in the Budapest Management Review
- multiplier events – workshops and conference in 4 countries (Hungary, Poland, the UK and France)

IX.6. TRUST ME – TRaining for Unique Skills and Techniques for Mentoring – France, Finland, Hungary and Romania:

a) Title of the project/research

TRUST ME – TRaining for Unique Skills and Techniques for Mentoring

b) Institutional framework and financier of the project/research

European Commission – ERASMUS+ Programme – Strategic Partnership Subprogramme – financed directly by the TEMPUS Public Foundation

Project reference number: 2015-1-HU01-KA202-013535

Project duration: 01.11.2015 – 31.10.2017

Grant received: 257 151 EUR, ca. 80,1M HUF, part of BBS: 48 345 EUR, ca. 15,1M HUF

c) International consortium, role of BBS, members of the BBS team

Budapest Business School, Budapest, Hungary – Co-ordinator

Lahti University of Applied Sciences, Lahti, Finland

Babes-Bolyai University, Cluj-Napoca, Romania

ADINVEST International, Paris - Avignon, France

Confederation of Hungarian Employers and Industrialists, Budapest, Hungary

CDM Consulting - Fundatia Centrul de Dezvoltare Manageriala, Cluj-Napoca, Romania

d) Objectives, rationale of the project/research

Rationale

EU level comparative statistics reveal high bankruptcy rates in the SME sectors of the member countries. It is an even more striking phenomenon in the new, Central and Eastern European members. Since the contribution of the SME sector to the GDP is overwhelming in most of the countries it is appropriate to look for remedies. For these reasons it is necessary to point out shortages which can be blamed for SMEs' weak sustainability and to fill these gaps. This has become high priority of the national economies. This analysis has sensibilised Budapest Business School (BBS) to develop and extend its curriculum system targeting SMEs with the help of a series of European project. The latest element of this series is Trust me project.

The mentioned projects of BBS produced training materials for divers SME target groups and potential entrepreneurs. The different degree-delivering and non-degree blended-learning (b-learning) courses were tailored to the needs of specific clusters of SMEs and developed the teaching staffs' capability in on-line work. However, as far as the operational SMEs are concerned our training experience and the feed-back of the participating entrepreneurs pointed out that traditional and even b-learning training are not ideal for the entrepreneurs any longer and that various sort of mentoring increasingly proves to be a more effective mechanism. The partners realised that a mentoring/coaching approach is needed for the easy

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access of the entrepreneurs. This radically new approach necessitates an important change of mindset of the teaching staff. This analysis gave birth to the Trust me project.

Objectives

The major objective of the project is to elaborate an internationally certified training of future SME-mentors who, with the new hard knowledge and soft skills can work with the SME directors/owners as a process counsellor in a more personal and convivial environment. Beyond the mentor training material an entry level assessment and a continuous monitoring will be elaborated ending in a final evaluation of the learning outcomes achieved by the trainees. Pilot trainings will finish the project's work plan with their feed-back facilitating the last fine tuning of the training material.

e) Main results and outputs of the project/research

Research

- Competency framework and skill card for mentors
- National reports, Case studies, Comparative report

Training material development

- Assessment tool of entry level
- Training module: Soft skills of a mentor
- Training module: Diagnosis and accompanying
- Continuing and final assessment tool

Entrepreneurship Centre and accreditation

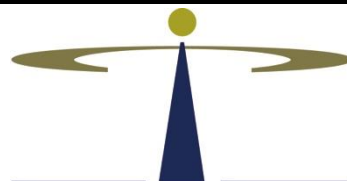
- Guidelines for the establishment of SME Support Centres
- Accreditation/registration documents

Dissemination events

- Pilot trainings for future mentors
- Dissemination materials – project flyer, website
- Multiplier events – workshops and conference in 4 countries (Hungary, France, Finland and Romania)
- Transnational training programme for trainers in France



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