

Educational Training

Core among the operational purposes of the entrepreneurship centre is the provision of educational services in entrepreneurship to members of the community, in order to encourage them towards taking business actions.

Through a series of both general and specialized educational actions and the development of relevant and appropriate educational material, this training aims to deliver to beneficiaries the knowledge and skills needed to efficiently set up and run a successful business start-up.

Educational training is based on a carefully designed mixture of lectures, workshops, case studies, and "active learning". Specialized experts and academic staff will provide the service, offering valuable insights from their professional experience in business, banking, research centres and entrepreneurship in the country and abroad.

Sensibilization - Awareness

Informative and awareness activities are important means of fostering entrepreneurial spirit in all interested parties of the community, highlighting entrepreneurship as a career choice, and disseminating the results of the progress made by the involved universities, both internally and externally.

The aim is twofold:

- Firstly, to inform about progress in research and practice of entrepreneurship, to develop awareness, to foster entrepreneurship and to promote it as a career choice.
- Secondly, to inform the community as well as other entities of the university about the actions developed by the centre and, eventually act as a central platform for communication and promotion. In this vein, the centre needs to select the appropriate means to maximize visibility of the activities it develops so that the beneficiaries as well as the wider environment can learn and exploit the services provided. In this context, the centre should:
 - develop and update its web presence through a portal,
 - maintain a regular presence in social media,
 - organize open days, events and seminars,

- seek synergies to jointly promote actions and disseminate its results with other beneficial actions for students,
- participate in events and activities that are developed in its environment and are related to the services it provides.

Reaching the market - Incubation

The objective of incubation is to help business teams develop their entrepreneurial efforts; and eventually, move from the initial stage of business idea creation to the stage of business implementation, while increasing the chances of success through continuous interaction with the market.

This process of growth and maturation involves every new business concept for a product or service and indicates that each business group needs a different approach to education, guidance, support services and networking activities. The approach to provide the above support activities is based on multiple levels with respect to the process of developing and maturing business models. Based on the lean startup methodology, the following basic steps are proposed:

- Developing the business idea / model
- Impression of the concept and first feedback from market
- Development of the concept and next feedback from market
- Final preparation for exit to the market
- Start-up and development

Strengthening relations with the socio-economic sector

One of the main objectives of the entrepreneurship centre is to further help in the connection of the academic community with the external environment. The latter includes:

- the environment of start-ups and/or established enterprises; with aim to enhance experiential knowledge on business issues
- other university communities through which synergies and complementarity can emerge,
- youth entrepreneurship organizations and centres.

relative courses shall serve as a method to further enhance awareness in the subject through a more pragmatic view.

- *Open coffee.* These events further serve as a connection of the entrepreneurship centre with the real business environment. They aim to organize casual meetings of students with entrepreneurs, in order to support learning from experience.
- *Implementation of a 3-stage business idea competition.* This competition is referred to audiences that have already been introduced to the basics of the culture of entrepreneurship and wish to follow a 3-stage procedure in order to develop, present and be evaluated for their business idea. There will be an evaluation after each of the 3 stages, resulting in 3 winners at the end of the competition. The stages include: (a) submission of a brief description of the business idea, (b) Specialised seminars/workshops and submission of a full-length business plan, (c) presentation of the business model to business experts and final evaluation.

Education

A range of different activities, both of theoretical and practical interest is proposed to be included in the main entrepreneurship courses of the schools.

- *Introduction of courses on entrepreneurship* at both under-graduate and post-graduate programs. The suggested courses shall include educational areas such as entrepreneurship and innovation, digital entrepreneurship and social entrepreneurship.
- *Business games.* Business games constitute a contemporary experiential learning method that enhance entrepreneurial and decision making skills. They include the setting up of new business and real-time market competition in a virtual environment. It is suggested the programs be incorporated within the main entrepreneurship courses of the schools.
- *Experiential learning workshops.* This series of workshops aims to both stimulate interest and educate, with respect to the first stages of a new venture creation. It shall include an interactive method of learning basics, such as the creation of a business model canvas, market research analysis, identification of the market competition, and the creation of product prototypes.

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- (b) cooperates with the Chairman of the Management Committee and the Scientific Coordinators of other centres inside and outside the community, on issues of competence
 - (c) is responsible for certifying the physical implementation of the project in-house; and, the performance of the services provided by third parties in order to make payments.
 - (d) is responsible for all IT systems as well as the web presence of the centre.
 - (e) substitutes the Chairman of the Management Committee if the latter is not present or absent.

- *Staff member/ Executive 1: Coordinator of activities.*

Indicative responsibilities of the executive include:

- The support of business teams in developing their business ideas (mentoring, counseling on entrepreneurship and innovation, overseeing team development).
- Creating a network with the academic community (lecturers, students).
- The development and dissemination of new educational activities and new educational material.
- The development strategic partnerships with other entrepreneurship support organizations.
- The submission of proposals for European or national co-funded projects.
- Reporting on innovation and entrepreneurship issues and reporting on the evaluation indicators.
- Planning and implementation of acceleration seminars, mentoring sessions, pitching sessions.

- *Staff member/ Executive 2: Head of educational actions.*

Indicative responsibilities of the executive include:

- Coordination of all training programs
- Implementation of educational actions for the development of knowledge and skills in entrepreneurship within the academic courses
- Finding and collaborating with business experts and speakers
- Development and dissemination of new educational activities and new educational material.

entrepreneurship-related documents that serve as educational material, towards all interested users.

Further, the documentation centre can efficiently act in favor of the entrepreneurship centre's promotion; thus, further enhancing its penetration into the target population. To this end, it will develop and provide promotional material (brochures, banners, newsletters) of the events and activities of the entrepreneurship centre in printed and online form.

7. Institutionalization

The operation of the entrepreneurship centre is highly suggested to be incorporated into the organizational structure of the university and to be recognized as such, by the university authorities.

The institutionalization of the centre will result in its effective communication with the other structures, and the more direct emergence of synergies within university; also, it will better serve the financing of the centre's needs. Funds will be needed in terms of financing yearly fixed costs (staff members, office supplies, operating costs, publicity and marketing expenses) as well as the installation and equipment expenses (office equipment, computers, infrastructure development).

Financial Resources

Possible sources for the financing of the operating and administrative expenses of the centre shall be found through public and private entities in terms of: sponsorships, development projects, provision of services within the scope of the centre's competencies, and, in addition, through the use of resources (human, financial, etc.) of the university involved.

In particular, in order to increase funding, the entrepreneurship centre may:

- participate in relevant research program invitations or support the participation of the University to other invitations with content related to the centre's activities.
- receive sponsorships from public and private entities for the fulfillment of its purposes.
- cooperate with research laboratories of the university for the execution of research and development projects related to the subject of the centre.

- offer specialized services according to its objectives addressed to public and private entities.

8. Infrastructure – Equipment

Towards the effective operation of the entrepreneurship centre, it is vital to set up proper workplaces at the universities. In particular, it is necessary to create separate workplaces: (a) office space for the employees of the centre, (b) an open workplace that can accommodate working groups, (c) two meeting rooms, and (d) a designated venue for events. Depending on the extent of the activities that each center will adopt, a different need for investment in equipment is expected.

For the first area and, depending on the number of employees in the centre, it is expected that 3-5 workstations with the same number of computers, the corresponding office supplies as well as other furniture for archiving documents will be needed at minimum.

For the workplace hosting space, 15-20 (depending on the size of the centre) workstations and related office supplies are required.

It is recommended to use two rooms for meetings, each equipped at minimum with a computer, a projector, a note board, furniture and office equipment.

Finally, the event venue can be used to hold small events (of 30-50 guests) within the center. A computer, projector, microphone system, note board, chairs, podium are the minimum requirements.

Other facilities may include a space for lunch break, wi-fi/ telecommunication service and air conditioning for all areas.

9. Supporting the creation and management of the Entrepreneurship Centre.

As part of the methodology for developing and managing the business center, tools have been put in place to ensure the desired outcome. In particular, the following are used:

- *Best Practice Guide*. In the context of developing the model for the center, best practices used in entrepreneurship centres from around the world have been gathered. In particular, the practices describe best ways of creating the center's structure,

activities and infrastructure as well as best practices in managing human and other resources throughout its operation.

- *Gap analysis.* After having identified the excellent levels of establishment and operation of an entrepreneurship centre, it is then vital to record the existing situation in universities through the conduct of primary and secondary research. For this purpose, questionnaires are addressed to teaching and administrative staff of the university as well as to students. In addition, focus groups are being carried out at all the universities involved, in order to reflect the views of postgraduate and doctoral students. Therefore, gap analysis reporting reveals the gap between the existing situation and the excellent performance of best global practices.
- *Training the trainers.* Training workshops for administrative and teaching staff will be delivered after the entrepreneurship centres have been established. The aim of the workshops is to transfer the knowledge gained on entrepreneurship building in Universities, adapted to specific University needs and in accordance with each University strategy. The training aims to familiarize all involved parties with entrepreneurship principles, teaching and support, present the university strategy for YABDA and shape participant's involvement. By the end of the training participants will be able to: (a) include entrepreneurial principles in their teaching (for academic staff), (b) guide aspiring entrepreneurs on their first steps (c) engage in the Yabda strategy through their participation in one or more Yabda intra-university networks: Yabda Community, Hub, Innovate, Student and Law Units.
- *Networking.* For the efficient provision of the center's services, it is necessary to create a strong network of partners from the outset, such as public, non-profit or private entities, and other national or international actors from the labor market. For this purpose, a register of co-operating bodies can be created, which will then be enriched further, with aim to include firms operating in different sectors. At the same time, it is necessary to set up a register of experts to act as mentors to the working groups or to provide ad-hoc advisory services.
- *Facebook platform.* The Yabda community, which acts as a facebook community, will serve as a powerful information tool for all actors. Facebook is widely used in partner universities as the main tool of communication between academic staff and students and, university and students. Therefore, it is expected that it will reach more audience,

easily and without cost. Followers will be encouraged to participate in the Yabda Community available via the Yabda site.

10. Indicators of progress

Based on the logical framework matrix, there is a number of indicators that measures results related to the entrepreneurship centres. Below, indicators are presented with respect to the specific objectives of the project.

Project Objectives	Indicators	Measurement
<ul style="list-style-type: none"> to create an entrepreneurial infrastructure and culture that responds to and builds on the regional context to address entrepreneurial and innovation challenges, especially in the areas where partner countries display competitive advantage: ie. green technology, energy and sustainable development to build a high calibre network of future entrepreneurs and thinkers that connects with the local/regional and international market ecosystem. 	<ul style="list-style-type: none"> quality and effectiveness of the institutional strategies quality of services of the 8 Yabda Entrepreneurship Centres 500 persons supported by the 8 Yabda Entrepreneurship Centres 100% satisfaction from the 3 Yabda trainings of WP1, WP2 and WP3 100 users of the 9 Yabda Hubs intensity of top-down and bottom-up support of project objectives in the 10 Yabda partner universities 200 participants in the Yabda teams and units in the 10 partner universities 	<ul style="list-style-type: none"> EACEA reports and comments Project interim and final reports Project biannual quality and evaluation reports Project exploitation report Data will be collected through meetings (with the focus groups), questionnaires and feedback forms (online for the Yabda site and MOOC and paper for trainees, focus groups, target groups), trainees assessment rubrics, participant lists (in trainings, infodays, conferences), contact lists

- intensity of cooperation with social and economic actors
- minimum 10 innovative ideas coached during the WP3 trainings
- minimum 6 innovative ideas in the areas of green technology, energy and sustainable development
- 3 spinn-offs or start-ups formed

(for target group beneficiaries, entrepreneurs, policy makers, public administrators, youth/student representatives interested in Yabda), no of meetings/contacts with economy/society representatives, statistics on Universities' technology transfer and commercialization