

METHODOLOGY

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RESEARCH REPORT SUMMARY

Entrepreneurship is often described as one of the main drivers for economic growth and job creation. Significantly enough, entrepreneurship is also related to economic competitiveness and innovative growth. However, during the recent years, the number of people willing to be self-employed in Europe has dropped (European Commission, 2012). Nowadays it is more and more difficult for youngsters with non-EU background to find a job due to cultural differences, language barriers and unfamiliar regulatory frameworks. Therefore, a new project, **Migrant Talent Garden (MTG)**, was created to reduce unemployment and boost entrepreneurship amongst migrants, improving their social and economic integration. It is funded by EEA and Norway Grants Fund for Youth Employment and exercised by seven partner organisations.

Active Youth Association is a lead partner which coordinates the management and implementation of this project. Meanwhile, **Zagreb Entrepreneurship Incubator** is responsible for the overall coordination of the incubator programme, establishment of an incubator in Croatia and assisting other consortium members in running the incubator in their countries. **Safe House** coordinates the implementation of the project as well as the establishment of an incubator in Latvia. **The European Institute for Local Development** shall coordinate all the project-related activities, like incubator in Greece, while **Hemus Technologies** shall undertake all the activities in Bulgaria. **Caritas Norway** and **Reykjavik Red Cross** is responsible for sharing their expertise of youth employment and migrant integration with other consortium members, as well as, for ensuring that good practices will be shared, and project deliverables will be of high quality.

The donors provided €3.3 billion through consecutive grant schemes between 1994 and 2014. In order to achieve these goals **business incubators** will appear in Lithuania, Croatia, Greece, Bulgaria and Latvia. The incubator is a co-working hub where networking events, training and mentoring programmes for migrants will take place. The main aim of the incubator is to boost the establishment of new businesses. **This paper aims to describe how the aforementioned ideas will be realized in real life.**

In this paper, integration is understood as a process involving migrants, institutions and local people of the receiving country, all of which are interrelated on legal, economic and social-cultural dimensions. A successful implementation of one of the dimensions is closely related to a successful development of the others. For this reason, the MTG project, mainly focusing on the economic dimension, will pay particular importance to both the social and legal dimensions of migrant life in a new country. The **implementation of the MTG project consists** of the following phases: management, communication, evaluation, infrastructure, networking, training, and incubation. The methodology in this paper provides an explanation of all of them.

The **main objective** of this paper is to present the results of the study on the already implemented support schemes for migrant entrepreneurship in Europe and harmonize them to create a common methodology on how young migrant entrepreneurship could be supported. The **results** of the research will allow us to collect information on what young migrants think about this. In addition to that, inquiring relevant business communities will shed light on the feasibility of various aspects of the migrant entrepreneurship incubator. Therefore, this paper presents a universal methodology on how to establish a multi-national entrepreneurship and employment support programme

There are **two main chapters of this paper:** 1) qualitative and quantitative research (the empirical data), and 2) guidelines for project implementation. The qualitative and quantitative research consists of four steps: i) a good practice analysis, ii) study visits, iii) a survey, and iv) interviews. The guidelines for project implementation consist of several phases: selection, training programme, hub, networking, online platform and communication.

The good practice analysis aims to find out which initiatives and schemes support migrants in Europe. 21 initiatives were chosen and examined in terms of three aspects: selection criteria for candidates, programme structure and programme content. A summary of the good practice analysis with respect to the selection criteria for migrants were analysed, using the following initiatives: Spark, Refugees Forward, Migrant Integration Lab, Fresh Start, M-UP, MEnt project, and ME4CHANGE.

Most of the **initiatives** include workshops, trainings and mentorship of migrant activities. It can be noticed that the length of training varies from 2 to 18 months. Most initiatives have an initial networking meeting, workshops and master classes where migrants present their business idea to potential investors, after which support services may be proposed (some initiatives provide support on demand, others only to the best participants or all of the attendants). The initiatives use tools, such as trainings, mentorships, events, advocacy and online platforms, to educate migrants and improve their skillset.

Legal and financial literacy courses (procedural aspects, tax calculation or additional funding) seem to be the most common **training courses**, followed by less popular subjects, such as marketing research courses (covering product and service development, local market analysis, sales and PR). Interestingly enough, managerial and creative courses, e.g. idea generation, business plan writing, leadership thinking and behaviour, entrepreneurial skills and challenges, project and team management, are not left behind. Some successful initiatives focuses on economic and social integration by providing language, intercultural and cultural assessment courses. Regarding methodologies, the initiative Young Migrant Entrepreneurs uses a flipped-classroom approach to encourage active migrant participation throughout the training course. Thus, the initiatives cover the topics of personal qualities, business idea/plan, law, finances, marketing and management.

Mostly, the topics of business concept, law, financial marketing and management are covered in teachings, which are chronologically planned according to the business creation logic (idea generation → business plan → essential knowledge about business → mentoring and networking → investors and business registration).



Flipped-classroom approach to encourage active migrant participation throughout the training course.

When it comes to **mentorship**, the initiatives use quite different approaches and topics to consult on. **ME4Change** advises on drafting a business plan and issues management or entrepreneurial behavioural models and competences, while **TERN** focuses on the market, marketing and finances. **Fresh Start** provides legal advice in group or individual sessions. In addition, **Barcelona Activa** suggests an on-demand phone consultation. Hence, there is a variety of topics to consult on and ways of providing the services. However, consultations are **mostly about business plans and financial** topics.

Online platform is the most popular tool for mentorship and training which is more or less an open toolkit/guide to start a business. Here, one can find trainings and courses in preferred languages with a possibility to take notes, upload documents or chat with other participants. An online platform can have a variety of downloadable instruments, such as idea tester, tax calculator or guidebooks. Within the right content, this platform can become a tool for cultural integration of migrants.

Other activities are used to tackle migrant unemployment and entrepreneurship. Conferences, living room events and language cafés are organised to **increase social and business networks of migrants**. This leads to social inclusion and funding opportunities since both potential investors and common minded people can find one another here. What is more, the organisations Inkubator Międzykulturowy and E.M.E.N focus on **mass gatherings** and **belonging to a group**. For example, Inkubator Międzykulturowy organises special clubs where people can seek mutual support by sharing their experiences and inspiring one another, whereas E.M.E.N integrates migrants into highly professional business associations. In addition to that, **success stories** are told to boost enthusiasm among migrants. Startups without Borders reveals successful stories of migrant

entrepreneurs to beginners to show that challenges shall not scare them as they can be successfully dealt with. M-Up, on the other hand, **addresses challenges directly** and advocates migrants in the political arena to break the barriers hindering migrant entrepreneurship.

After the good practice analysis, **study visits** are described. They show what must be done in order to support young migrant entrepreneurship. 18 practices were identified and analyzed, which helped to identify crucial factors for reducing unemployment and boosting entrepreneurship amongst migrants.

Since there is still no common understanding of what constitutes 'good practice' in the field of youth employment and the management of youth migration (especially from non-EU states), MTG identifies three features that characterize 'promising practices'. These include any type of intervention that:

1. has positively affected youth employment and/or the management of youth migration (non-EU in specific if any) and is able to provide evidence of its results (e.g. collected data or information documenting positive change);
2. can specify why it has been successful by explaining how the initiative/practice affected the beneficiaries, and how this led to a positive change in youth employment and/or the management of youth migration (non-EU in specific if any);
3. shows a potential for replication by other organizations or institutions, is able to specify how and in which context it can be useful for others and articulates the necessary preconditions for adaptation.

The topics of consultations, mentorship, funding, networking, online platform, incubation and sustainability of the program are discussed. Strategies that operate at both the macro (e.g. policy and legislation development) and micro levels (e.g. delivery of youth employment and migration programs and services) are more effective in responding to the needs of young people and in improving the overall governance of the labor market. **Comprehensive** and **well-targeted programs** can mitigate education and labor market failures, promote equity in the labor market, ease the transition to the formal economy, and minimize the risks of labor market detachment, social exclusion and unsafe migration practices.

A number of concrete examples were practiced in partner countries how to integrate migrants into society more efficiently by providing suggestions how to improve their opportunities for employment and entrepreneurship.

For example, in **Lithuania** the International Organization for Migration (IOM) is working on the project titled 'I Choose Lithuania', which aims to bring 'native' migrants back to their homeland with the prospect of establishing new businesses, thus boosting economic increase and maintaining the stability of the financial system in the country. Having a contact with such social organizations will provide ways to reach the target group of this project more easily, especially in countries where the number of migrants is rather small, for example, in Croatia. Interestingly enough, another study visit in Lithuania showed that it is worth collaborating with start-ups as they already have years of experience with giving guidance in business. Therefore, the MTG Project should seek collaboration between organizations that already have experience with the target group of this project and organizations that do not have experience with the target group but are experienced enough in developing the business aspects that the MTG Project aims to present and teach to migrants.

The study visit in **Latvia** was based on a presentation about non-governmental organizations, where a variety of topics were discussed, including social entrepreneurship with a strong emphasis on market analysis, marketing, networking and financing. These topics are highly important for the MTG Project as they debate a solid and secure informational environment for the target group of this project. The study visit in Latvia also showed that it is a good idea to find out the legal status of people before advising them so that asylum seekers would not be given the same advice as people with a refugee status or a residence permit. What is more, mentorship is probably the most effective way to help migrants with entrepreneurship, as they need personalized guidance. It would be good to invite migrants who already have a business to act as mentors to new migrants as they have personal experiences in starting a life in a new country and could help others with integration (just as the Council of Refugee Women in Bulgaria does). Inviting non migrant entrepreneurs can turn out to be beneficial as well, in creating a connections between the start-up community and active migrants group.

In addition, the study visit in **Latvia** demonstrated that we should use pre-existing tools to create the online platform as similar things have been done before. This study visit also brought the understanding that we need to locate funds and/or investors that the migrants can apply for so that their efforts are not just

theoretical but become something real. There could be a program where investors could invest small amounts in many different projects, after which each project would have a financial support from a few investors. Perhaps, some kind of CSR recognition could be provided for those investors and companies, if needed. Last but not least, the study visit in Latvia showed that in order to ensure the sustainability of the program, the MTG project could also focus on connecting organizations receiving migrants, such as Caritas and Red Cross, with the already existing incubators. However, educating the incubators on migrants' issues is significant as certain cultural differences might arise.

The study visit in **Iceland** was based on the Directorate of Labour and their European project Empower, an online training program. It showed that creating an online platform for migrants is very useful when forming their own networking groups as the participating women claimed that the biggest benefit they got out of the program was connection with one another and the network that was created afterwards. It was discovered that the development of training materials for women of foreign origin is valuable and simple and should mainly focus on women who wish to develop and improve their skills so as to increase their opportunities for entrepreneurship and chances to be employed. For young migrants, it is necessary to create similar easy-to-use learning materials, which would develop the self-esteem and entrepreneurial skills of youth migrants.



Biggest benefit they got out of the program was connection with one another and the network that was created.

Finally, regarding the study visit **Croatia**, there was a valuable meeting at ZIP Business Incubator. It was important to find out that ZIP Business Incubator provides people with theoretical knowledge and practical experience in the field of entrepreneurship and creates a sustainable environment in which new and emerging companies can develop and grow.

These practices provided insight into the topics of consultations, mentorship, funding, networking, online platform, incubation and sustainability of the program. Hence, the study visits created an opportunity to learn valuable lessons and upgrade or replicate the initiatives.

Following the study visits, the paper presents a **survey** which was carried out to acquire a **deeper understanding** of organisational and migrant experiences with entrepreneurship in Europe. **Two questionnaires** were designed: the first one for migrants, and the second for organisations which have relationships with migrants.

The **first questionnaire** was filled in by 245 migrants willing to be self-employed, was designed to better understand migrant needs for entrepreneurial support. It indicated that migrants who answered the survey had various reasons behind the decision to leave their country of origin, like better living conditions, study opportunities, family encouragement, safety reasons, political issues, but mostly due to seemingly better job opportunities abroad. However, once arrived, they often face the difficulties of social and economic integration, because most members of a migrant's family usually come from a different country, not the migrant's current country of residence. The migrants' experience shows that the biggest challenge for social integration is language barrier (even 57.8% of respondents) affecting migrants' social integration in their country of residence, lack of networking (27.9%), i.e. opportunities to meet people, while lack of contacts, working opportunities and language barrier are the main challenges of integration into the labour and business market. Surprisingly enough, 28.3% states that they did not face any difficulties during social integration.

When it comes to economic integration, the respondents mentioned language barrier, lack of contacts and working opportunities as the biggest challenges regarding integration into the local labour or business market. More than 50% believe that language barrier is the main limitation, while competition and stigma appear to be less of a challenge (less than 30% combined). Almost 30% indicated they feel it is relatively easy to integrate into the local labor and/or business market. Most of the respondents were either employed or students.

A lion's share of respondents are interested in being self-employed and feel the benefit of a support system in starting a new business or becoming self-employed. The need for support may occur due to the aforementioned challenges of integration. The main fields that the respondents have interest to open a business in are related to the following: hospitality; tourism and the service industry; social services; computers and technology; management, business and finances. In addition to that, people's demand for improvements in modern advances and IT industries is also on top these days, which is why the respondents

show great interest in the field of computers and technology. Targeting the most relevant sectors in the modern world shows the respondents' clear understanding of the most profitable areas for business.



Respondents are interested in being self-employed and feel the benefit of a support system.

When it comes to the topics for training, legal advice seems to be most needed (more than 80%). Most respondents also put emphasis on the topics of local language skills (77%), business planning (79%), marketing techniques, networking and business financing (75% each). The respondents were less interested in learning about further training/higher education and past experiences of other entrepreneurs from similar backgrounds.

In general, migrants do have a positive opinion about learning offline. However, online tools seem to play an important role here too, especially in cases of e-learning and success stories of other entrepreneurs. Even though the respondents do not have a clear preference regarding the type of training. Hence, the majority of migrants wish it to be mixed. As a result, migrants do feel a general need for entrepreneurial support.

The **company (second) questionnaire** was answered by 83 organisations with experience of migrant support, was created to measure the experience of organisations which have had working relationships with migrants. Organizations from Norway, Latvia, Greece, Lithuania, Iceland Croatia, Vietnam and Bulgaria have participated in the survey. Their results are quite similar, except for Vietnam and Bulgaria, whose responds constitute 2.4% of all the answers. It shall also be noted that the coverage of the survey is not only EU countries, which shows that the issue can be recognized in a broader scale.

It indicated three types of organisations with migrant experience, namely civic society organisations, entrepreneur organisations and SME. 2/3 of the respondents belong to the groups of civil society organizations, while 23.2% can qualify as entrepreneur organizations. Although these organizations perform different activities (e.g. mentoring, coaching) and develop various strategies (e.g. career support, cultural training) for migrants, the absolute majority (more than 90%) agrees that there is a considerable need of

training that would help them learn and understand how to integrate migrants into the business/labour market better.

The main strategies that are used to integrate migrants are as follows: social events, language training, job/career support, and cultural training. The absolute majority of migrant organizations (60%) use social events as their key tool of integration, whereas integration strategy through entrepreneurship, even though broadly adopted (39%), appears to be less common. It is worth mentioning that health/psychological support does not get many votes as an integration strategy (only 26%).

However, migrant is a broad term, which includes a sensitive group, namely asylum seekers and receivers. As research shows, asylum seekers have a higher risk of getting mental disorders (Sandalio, 2018), traumatic experiences and stress. In general, refugees are 10 times more likely to have a poor mental health than the general population of the same age (Giacco and Priebe, n.d.). It is believed that the mental state of asylum receivers is closely connected to the integration after asylum is granted, which is why emotional support is of high importance when talking about asylum receivers' mental health. (Munz & Melcop, 2018; Sandalio, 2018). The research on the residents who stayed in Switzerland for over 10 years showed that they were poorly integrated (Schick et al., 2016). The study discovered that psychological health is key to a successful integration; education and legal or economic integration are not enough here. It is this research that showed that poor integration is closely linked with poor psychological health.

Psychosocial support addresses both social and psychological issues and assists people when rebuilding their social structures, coping with stress, creating a mentally healthy everyday life and harmoniously functioning within society. Since economic integration is closely interlinked with the social and legal one, it is important to consider some tools from each of them in order to improve one specific type of integration (in this case the economic one).

Organizations sometimes lack enough competences to organize trainings for migrants by themselves, which is why new training programmes and events need to be created. The respondents identify the best ways to support migrants by providing them with language learning support and increasing their awareness of legal procedures. In addition to that, the respondents also lack a more significant experience in the field of migrant

integration. Therefore, when searching for participants to attend the training programmes developed by this project, it might be useful to ask the organisations to share their networks of migrants with the project.

Finally, **an interview data analysis** is presented in order to figure out what knowledge and feelings migrants have regarding opportunities to start their own business. 15 migrants from 7 European countries, namely Croatia, Latvia, Lithuania, Norway, Iceland, Greece and Bulgaria were selected to say: 1) what speciality, information (coaching) and support they need, and 2) what their expectations for a business incubator are. The respondents come from different backgrounds and possess different interests (e.g. arts, crafts, clothes, teaching, food etc.), which provides a more diverse look at the issue.

The interviews showed that migrants have fears to start their business as they are rarely accepted by local communities. Discovering more about migrant fears is key to determining whether they need networking, e.g. business providers, migrant-integration supporters, migrant entrepreneurs, training programmes or events. In addition, revealing migrant fears also shows whether they need any online support platform (e.g. online business training, legal and regulatory advice, mentoring and easier access to finance).

Almost half of the respondents replied negatively to the question whether they know any restrictions in law if they wanted to start a business in their country of residence. This demonstrates that little do the migrants know about the legal aspects of starting a business. Not knowing the local law was also perceived as one of the fears when setting up a company. Interestingly enough, even though the migrants seem to have lack of knowledge how to start a business, almost half of them claim to have finished education in connection to their business idea.

The lack of knowledge speaks of one more extremely serious issue when creating a business, namely money. Since they still face difficulties, especially in the field of finance, law and marketing, as these are the key areas in which the participants seek guidance and consultation the most. As a result, there is a great need to create better training programmes or events, such as interactive workshops, online business training, means to provide legal and regulatory advice. In addition, there is a considerable need to provide migrants with an easier access to finance, because there are many financial institutions, such as banks, insurance companies, pension funds, brokerage firms, credit unions etc., they are not the institutions that the migrants go to.

The respondents seem to be excluded from the local community as if they are not part of it and as if they are not wanted, which might lead to serious psychological issues, including feelings of isolation, desolation, unfairness and inequality. It shall be noted that this situation may be particularly sensitive in Bulgaria, where respondents are facing gender equality issues.



They still face difficulties, especially in the field of finance, law and marketing.

Some migrants expressed fear to fail, possibly resulting in lack of determination, which is especially relevant when talking about starting a venture that requires a lot of courage, persistence, self-confidence and self-esteem. What is more, this situation is closely linked to the fact that some participants also expressed a deep fear of possibly not finding enough clients or customers, which results in migrants not seeing the point in trying to establish a start-up at all. No surprise most of the respondents also mentioned mentorship. Interestingly enough, all the informants said yes when answering the question whether they need a mentor or not but some of them reminded the interviewer of the previously discussed money issues, i.e. they propose that such support should be free of charge. Not all of the respondents indicated who their mentors should be but those that were specific usually spoke of business experts, business providers and entrepreneurs. Guest visits (hands on business cases) and visits to local start-ups or social enterprises might come handy here, too.

These facts indicate that there is a considerable need of creating a multinational young migrant entrepreneurship support programme in which migrants and local communities would have a chance to improve their employment opportunities. The respondents expressed a strong willingness to have more opportunities for networking, i.e. they are eager to meet business providers, migrant-integration supporters, migrant entrepreneurs etc. In addition to that, modern education seems to be insufficient, which is why new training programmes or events, e.g. online classes, interactive workshops, guest visits, visits to local start-ups or social enterprises, are really needed.

In this paper a **hub** represents space where a co-working, acceleration or incubation activities take place. Hub space becomes an incubator when provides the support activities to establish businesses. Hub grow into a co-working when the community within hub or incubator engage in sharing experiences and resources. The respondents associate such hubs with more opportunities to increase creativity and productivity as they are the places where migrants could present their business ideas to fellow colleagues or even potential investors, ask for help, get consultations and seek mutual support by sharing their experiences and inspiring one another. What is more, business incubators are seen as places where the differences and inequality between the local community and migrants could disappear, bringing more confidence to migrants and making them forget about the fears discussed in the first part of this section of the paper.

Regarding migrants' expectations for a **business incubator**, the interviews showed that migrants want to have an ordinary working place for finding help/support and sharing their ideas with one another. Interestingly enough, the informants do not have very high expectations for these hubs, i.e. they do not want them to be fancy all-the-time-working offices with a plenitude of expensive equipment and furniture. Most of the migrants just wish to have a cosy place to work, where printing services and a space to have a rest would be available. Reasonably enough, quite a number of the migrants relate hubs with homes where there is a warm place to eat. It is reasonable to say that the informants concentrate more on the humane aspect of business incubators, such as the aforementioned possibility to meet like-minded people, get support, help and inspiration from them and run away from their fears.

At the same time, the migrants are aware of possible difficulties when working in a common space but they are not big enough to cloud their wish of having such a space. Even though the majority of the informants had no fears regarding such working places, some migrants did mention possible distractions because of noise and many activities being done by a number of people working under the same roof. The informants still demonstrate a definite preference for a common space over a private office, yet some private sections in common spaces should also exist. To sum up, the respondents do not have very high expectations for business incubators, which makes it easier to create them. They are willing to have a comfortable ordinary place to work in, where they could share their ideas with one another, get inspiration and motivation, be supported and helped throughout the process of setting up their own businesses.

GUIDELINES FOR PROJECT IMPLEMENTATION

The MTG project aims to reduce unemployment and boost entrepreneurship amongst migrants, improving their economic integration. Integration can be described as a process involving migrants, institutions and local people of the receiving country (UNHCR, 2013), all of which are interrelated on legal, economic and social-cultural dimensions. The legal dimension includes equal rights (as compared to local citizens), freedom of movement, access to education, health facilities, labour market and social assistance. The economic dimension covers the importance of a growing economic independence of migrants, capability to create sustainable livelihoods and possibility to contribute to local economy. The social-cultural dimension is about a harmonious life of a foreigner within a local community without any discrimination and with an opportunity to contribute to the social life of the state (UNHCR, 2013). As mentioned earlier, a successful implementation of one of the dimensions is closely related to a successful development of the others. For this reason, the MTG project, mainly focusing on the economic dimension, will also contribute to social-

cultural aspects of integration. This part of the paper presents the explanations and guidelines to be followed in order to create a business hub with an incubation programme, which would have supporting tools, such as the online platform.

MTG project has few planned deliverables as: online platform, 5 hubs, incubation programme, two training courses (1 for migrants 1 for professionals working with migrants). The online platform will host a network of professionals (mentors, lecturers, businessman) and migrants participating in the project. Here you will be able to find online lectures too. In parallel to online platform, a creation of both the training courses and the incubation programme will be done. The training courses for migrants will be held to improve their knowledge on general topics of business creation. This training will lead to an identification of potential migrants for the incubation programme. The incubation programme will be exercised to accelerate the start of new business amongst migrants. Meanwhile, the training programme for professionals working with migrants (integration or employment) is to be organised to boost the support system for entrepreneurship. Hence, the materials for professionals' trainings will be created while relying on MTG experience after organising educational trainings for migrants. All of aforementioned deliverables are to be presented and exercised in physical hubs.

As you can see from the table below the active part of the project will last for 1 year. However, its outputs like online platform with the educational material or yearly conferences will be available for 5 years.

Table 1. Deliverables of MTG.

	1	2	3	4	5	6	7	8	9	10	11	12	13
Entrepreneur capacity													
Incubation													
Expert training													
Online platform													
Hub													

ENTREPRENEUR CAPACITY TRAINING

Belonging to a migrant community is the main criteria for participation in the MTG project incubation and training programme for migrants. Specifically, the programme is designed for people who have a recognised legal status and will stay in partner countries for more than two years. Priority will be given to young adults of 20-29 years old. However, the application of a motivated older candidates, preferably with a concrete business idea, will also be taken under consideration.

Table 2. Target groups characteristics.

TARGET GROUPS	DETAILS
Non-EEA up to 30 years	Young asylum-receivers and refugees in all the partner countries, who are willing to improve their entrepreneurial capacity are the primary target group of the MTG project. This group, in general, faces additional obstacles and fewer opportunities than their local counterparts. Hence, those who are willing to develop their entrepreneurial capacity and/or those who are unemployed will be targeted the most because all our activities are dedicated to improving employment opportunities.
EEA up to 30 years	Young migrants (mostly students) will be invited to join our activities. Individuals of the group might have different characteristics such as: be unemployed, currently studying or belong to the NEETs group.
Non-EEA any age	Elder asylum-receivers and refugees with entrepreneurial mindset will have an opportunity to participate in MTG project activities.

Training phase will be active for 4 months and will consist of intensive cross-cultural and business training/workshops and mentoring. Business courses will cover idea generation, business model writing and development, local market analysis, current trends and customer needs, marketing research, and sales. Socio-cultural courses, on the other hand, will focus on the past experiences of other entrepreneurs, entrepreneurial skills, intercultural and cultural assessment, opportunities and challenges for young entrepreneurs. The courses may follow a flipped-classroom approach, which can be done by using the online platform.

A training programme for individuals who do not have a business idea but who need to improve their skills to be more attractive in the labour market will be suggested based on the participants' needs. It may include various classes to develop computer skills and creative competences. It is important that the selection process of participants will be over one month before the start of the programme since some adjustments in the programme may be needed based on the participants' characteristics. Mentorship regarding career planning will be also suggested to this group.

With regards to the training and incubation programmes, **2 groups** will be created. At first, during the capacity training phase a wider public (matching the aforementioned characteristics) of migrants will be invited to participate. After this programme is finished people with an entrepreneurial spirit and a business idea will be grouped into another one.

- The first group will be called "Entrepreneurs" – this group will be participating in an incubator programme.
- The second group will be called "Professionals" – they will participate in a training course designed to improve their qualifications and employability.

After completing these stages, a person will be advised about which group they should join.

INCUBATION

The **selection process for incubation** consists of 2 stages:

1. At first, people who want to participate will have to fill in the forms where questions about their age, legal status, personal qualities, and business idea will be asked. Also, a proof of legal status will be required. This is the first sampling based on the main criteria of the project. The participants who meet the requirements of the project (see Table 21) will be invited to the second selection phase.
2. An interview is the second step of the selection process. During the interviews, individual skills, competences, goals, motivation and cultural knowledge will be evaluated. The participants with a profitable business concept or experience will have a priority to attend the Entrepreneurs group. An interview will be led by people from MTG and a local incubator/accelerator.

The incubation programme for entrepreneurs will be active for 6 months. During this period, three groups will complete training programmes, where great attention will be paid to both economic and social factors.

1. **Incubation: Development.** This phase consists of advanced business training/workshops and mentoring. Business courses will provide knowledge about product and service development, final business model, marketing, sales, PR, project and team management, financial literacy, tax calculation, and legal procedural aspects.
2. **Incubation: Action.** The phase consists of final mentorship and training/workshops. The final courses will cover testing business model in a real-market setting with real customers, creation of a financial plan, ways of assessment to business financing and additional funding, and meetings with potential investors.

3. **Final Step.** Final business models will be pitched to potential investors, the registration of individual businesses will be organized and the graduation certificates will be given to each participant.
4. **Post-incubator:** On-demand Support. At the end of the programme, entrepreneurs will be invited to continue with coaching and consultations. On-demand support can be provided by phone, via online chat, email or one-on-one sessions. To ensure the sustainability of the MTG project, its outputs will be available to the public free of charge for at least 5 years after the completion of the project.

In a nutshell, the first phase is purely about business and legal as well as financial aspects, whereas the third phase includes testing and networking. The fourth step is a closing one, where business plans will be presented to investors, after which on-demand support will be provided.

Mentorship will be provided throughout the incubation programme. The topics of drafting a business model, financial planning, management strategy and issues management, being an entrepreneur, marketing and finances, legal advice, risk analysis can be covered here. Mentors can communicate with participants by phone, online (via chat, email, or video call) or live.



Mentorship will be provided throughout the incubation programme.

The interview showed that the migrants have a fear of being charged for training and mentorship, thus marketing plays an important role here. It is essential to communicate about the trustworthiness of the programme, which is why the success stories of participants who have already finished a training programme should be spread to the public.

HUB

The interview analysis showed that a common workspace for entrepreneurs may increase networking opportunities, creativity and productivity. It is considered to be a place for presenting business ideas to fellow colleagues or potential investors, seeking mutual support by sharing their experiences and inspiring one another, which is how a co-working spirit can be created. Atmosphere and community play an important role when making a hub a co-working space.

The interview results showed that the migrants have a fear of not being accepted by a local community, which is why activities to create a local community within the hub, where migrants could feel welcome, will be done. MTG's goal is to create a hub which would become a place of **incubation** and **co-working**. Since the migrant category includes asylum receivers who may have psychologically traumatic experiences, psycho-social support activities will be organised to promote the participants' **social well-being**.



Migrants have a fear of not being accepted by a local community.

Firstly, a **self-support group** will be organised to include participants from both the training groups and enable them to share their entrepreneurial and labour market experiences, exchange practices and advice, fears and inspirations. In addition, social and networking events shall be organised, including **language cafés, conferences** of the success stories of other entrepreneurs, and **theme evenings** for members of the two groups. Representatives from successful businesses and related political organizations will be invited to participate. In order to ensure a smooth functioning of a hub as a co-working space, a **community leader** may be recruited. Moreover, one of the MTG project communication objectives is to form the public opinion about migrants so communication activities play an important role when addressing migrants' fear of not being accepted by a local community. Based on the interview results, the migrants would enjoy working in a

common space due to networking opportunities but would also like to have a quiet space to focus or have meetings. Hence, a hub should have a common space for work and a quiet space for individual purposes. As a result, partitions in a common space would be useful for sound isolation and concentration. The interview informants also mentioned that they would prefer to have a place to rest, eat and shower, which means that a hub should include a lounge zone, kitchen and, if possible, a shower. A hub should also provide printing and cleaning services, access to the internet and, if possible, phones and computers or laptops.

NETWORKING

Two types of networking can be established. Firstly, when looking for people to participate in the programme, collaboration between universities and migrant integration centres is highly needed. MTG could ask organisations, which work with migrants directly, to share their networks of migrants with the project. This way, ambitious people could be invited to participate in the selection process. Also, universities might have active foreign students who are willing to learn something new and may have business ideas, while migrant integration organisations often work with ambitious migrants, who may also possess an entrepreneurial mindset. Secondly, relationships with entrepreneurs and SMEs are very important in cases of mentorship and training. Mostly, entrepreneurs are activists of entrepreneurship, which is why they are eager to share their experiences. In addition, SMEs usually possess professionals of various spheres, such as finances, marketing or law. It is highly beneficial to the project to invite both the groups to form a social friendship. This way, professionals and entrepreneurs can share their experiences via lectures, workshops or mentorship. Moreover, other forms of collaboration among the training programme organisations can be encouraged when creating an online platform. For example, the MTG project could outsource the already existing training practices and include them in its programme.

Table 3. Types of organizations to network with.

ORGANIZATION	DETAILS
Entrepreneurs	This includes representatives of mainstream business support organizations (startup accelerators, businesses, business consultancy agencies, micro-financing companies, business schools etc.). These will be included in our activities to help the unemployed migrant youth develop their ideas.
SMEs	SMEs in the project partner countries will be invited to join our network of business support organizations and act as mentors to migrant youth developing their business ideas (and provide them with employment opportunities, if possible).
Civil society organisations	Organizations which are active in supporting migrants will be invited to join the network of the project (incl. integration centres, refugee reception centers etc.).

ONLINE PLATFORM

The content analysis established that an online platform is the most popular tool for mentorship and training. Due to its diverse functionality and wide feasibility, it is the main digital tool for everyday communication, personal development and the implementation of projects.

The online platform is the ultimate stand-alone tool for integration, migrants' personal and professional growth, the establishment of their business network and connections, which would help them become entrepreneurs. It is this digital space where young migrant entrepreneurs create and develop, share and

exchange, implement and grow their business ideas with the support of experts, professionals and more advanced entrepreneurs.

The project aims to engage more than 1,000 youths who are going to take part in the program. The online platform is an environment where the participants can collaborate on their daily activities and the development of the project, discuss ideas, share thoughts with one another, gain knowledge, make progress and receive support from business professionals, e.g. mentors, trainers, legal experts etc. All information regarding an internal network is communicated via the online platform. It is this space where migrants could keep a diary or upload documents.



Online platform is an environment where the participants can collaborate on their daily activities and the development of the project, discuss ideas, share thoughts with one another, gain knowledge, make progress and receive support from business professionals

Besides being a great tool for daily communication between the members of the network, the online platform is also a tool for online training and development. While general information, tutorials and guidelines (such as information on local cultures, integration, languages or basic legal advice) is available in a variety of languages and is accessible to every visitor free of charge, registered members have access to more advanced information and online training programs that are specifically created for the project. Registered members have access to guidebooks on different topics, such as how to begin and grow a business, downloadable business models, an idea tester and a tax calculator. Finally, it is this space where participants can gain more knowledge on business processes, development, management, as well as develop their professional competencies, gain or improve their soft and hard skills by taking part in various online trainings and courses.

Since migrant entrepreneurs will be participating in the incubator programs and actively work with both online and offline activities, the online platform is the main tool for tracking their progress, managing tasks, receiving comments and feedback from the program managers and other members of the support network.

COMMUNICATION

The communication of the MTG project will be directed to two segments, namely common public and migrants. Here are their characteristics:

Common public – local and migrant (who does not participate in the programme) people at any age and interested parties (organisations, businesses). They might follow project updates due to the interest in foreigners as a group, their integration in the country and MTG activities. Common public may *expect* to receive stories and information about migrants and MTG activities. This group may have a *fear* that migrants might be bad and unreliable, which is why this group might encounter difficulties to understand the essence of MTG activities. As a result, the specificity and relativity of information play an important role when communicating to the common public.

Migrants – participants of the MTG project. They follow our project updates to get informed about the activities within the incubator, other participants' stories and community life. The expectations of this group may include acceptance, relevant and community spirit communication. Besides, they may possess fears of insecurity, rejection, a negative approach towards foreigners, isolation, language barrier and intolerance towards their religion. Warm and welcoming communication here is of high importance.

Based on the different segments, two objectives of communication can be established:

1. Common public: to boost awareness, tolerant relationship between the hub community and society, communication is used to represent the migrant community to local society, thus embracing harmony and unity.
2. Migrants participating in the incubation programme: to keep a community spirit, encourage active participation of its members, thus creating a dialogue between the foreigners and society.

Communication can be divided to inner and external. **Internal** communication can be exercised via the online MTG platform, newsletters, Facebook groups and community leaders (face to face). The attributes of internal communication are managerial/organisational information, events for the members of an incubator community exclusively, day-to-day office information are all.

On the other hand, **external** communication including public events, conferences about/for MTG activities, migrant stories, migrant achievements, other content about entrepreneurship and employment, should be available via public articles, news stories on the Internet communication website, Facebook, Instagram or YouTube profiles.



The content of an attractive marketing campaign can include mentor profiles, stories of already admitted/successful members, training courses and opportunities.

External communication shall be used during all the stages of the project. At first, during the recruitment process, the marketing of 2 training programmes with the hub and the online platform, shall be done via Facebook, Instagram, email marketing and face-to-face communication. At this stage, inviting posts on Instagram and Facebook with explicit information about the project must be created. The posts should be shared in partner profiles as well. When it comes to e-mail marketing, it will be done through collaboration with universities since this is the most commonly used tool for publication in such kind of institutions. The face-to-face marketing will be developed in integration centres where people have a closer connection with their social coordinators. The content of an attractive marketing campaign can include mentor profiles, stories of already admitted/successful members, training courses and opportunities. Later, after the recruitment is over, information about on-going activities, events and migrants' progress shall be provided on Facebook, Instagram and public news portals (articles). After the incubator programme is completed, the success stories, the results of the events and participants' future plans can be published.

Internal communication shall be used during the incubation process and activities related to on-demand mentorship. This communication will be exercised via community-private platforms and may include technical information about the use of the online platform, homework and community events (language cafés, theme parties, case visits, success/failure stories of successful businessman etc.).

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