

EMEN

European Migrant Entrepreneurship Network

Crossing borders for financial and business development services

CoP Annual Event 1 – Conference Report

D1.8



EMEN
European Migrant Entrepreneurship Network

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1. Introduction

The First EMEN Annual Event took place on 23rd and 24th April 2018. The event was organised in Munich under the responsibility of Social Impact with contributions from all the partners involved in the Steering Committee. Munich was chosen because here Social Impact has a migrant-specific incubation project, which facilitated the involvement of migrant entrepreneurs. The event was held in Social Impact's premises in the *Campus der Ideen* on the southern side of the city centre.

The main findings and activities were shared in real time via the project's social media feeds on Facebook and Twitter.

As for the structure, according to the project description and given the desirability that migrant entrepreneurship support schemes should offer a comprehensive range of services, the principal meetings of the communities of practice took place in parallel during a series of common events. This structure allowed interchange among the CoPs and overarching topics to be addressed.

The first day of the event (23 April) gathered entrepreneurs, experts, practitioners and interested people together to discuss and share best practices in the support of entrepreneurial endeavours of migrants in Germany, Europe and beyond.

The second day of our conference (24 April) was dedicated to EMEN's core exchange format, the Communities of Practice (CoPs). In the CoP format, experts, practitioners and entrepreneurs share knowledge and disseminate good practice in three areas that are key to supporting migrant entrepreneurship in the short to medium term. Our communities of practice are open to anyone active in supporting migrant entrepreneurs in the EU.

The event started and ended with plenary sessions, with parallel mini-workshops and CoP meetings in the middle.

2. Pre-meeting

The organisation of the pre-meeting involved all the members of the steering committee and was discussed during the monthly video calls and in two supplementary calls focused on the event organisation.

An initial agenda was proposed by Social Impact and discussed within the steering committee. All the partners participating in the steering committee contributed to the finalisation of the agenda.

The event was widely promoted through the project website and social media. An invitation letter (Annex 2) was produced and spread through all the project media channels. All the partners spread the invitations through their network and directly invited relevant stakeholders.

The registration was organised through the event management and ticketing website Eventbrite. The portal provided Social Impact with a link for the registration (emen.eventbrite.de) was displayed on the EMEN website and social media, as well as

promoted through the partners' media channels. The registration list was accessible to all the partners.

In the final version of the Agenda (Annex 3) the CoP2 session was cancelled. The experts contacted by the CoP2 leader expressed a strong interest in the project but were not able to attend due to previous commitments on that same date. For this reason, the CoP2 workshop was transformed into a mini-workshop on access to finance for migrant entrepreneurs during the expert café directed by Klaas Molenaar (Thuas / NL).

3. Agenda

23 April 2018		
Private Session - Consortium Meeting + invited CoP Experts		
10:30	Welcome and coffee for EMEN partners at Social Impact Lab München	
11:00	EMEN Consortium Meeting Brief tour de table of current activities and relevance to EMEN How partners will disseminate CoP learnings; supported needed from DIESIS	All partners Federico Camporesi
12:00	CoP Methodology Workshop Animation training (part 2)	Peter Ramsden
13:00	Lunch + Get-together with partners	
Public Event: "Why Migrant Entrepreneurship matters!"		
14:00	Words of Welcome and Keynote speech The EMEN project presents itself and introduces the program ahead, by Norbert Kunz (Social Impact) & Toby Johnson (AEIDL). Following this, an inspiring Keynote by Prof. Alexander Kritikos (DIW / German Institute for Economic Research) will shed light on the de facto and potential contributions of migrant entrepreneurs to societal welfare.	Plenary session Toby Johnson and Norbert Kunz
14:30	Migrant Entrepreneurs Pitch Event Four Migrant Entrepreneurs will present their business ideas and talk about their daily challenges. Following this, you will have the opportunity to exchange with the entrepreneurs in a Q&A session.	Plenary session Moderated by Farid Bidardel
16:00	Coffee break	
16:30	Expert Café	Workshop session

	<p>In 2 x 3 mini-workshops: you will have the possibility to get deep insights into a wide range of topics relevant to migrant entrepreneurship exchanging and discussing with the following experts:</p> <ul style="list-style-type: none"> • Klaas Molenaar (Thuas / NL) on access to finance for migrant entrepreneurs • Ralf Sanger (IQ-Netzwerk / DE) on coaching and mentoring • Adam Kumcu (UNITEE / BE) on diversity management in corporates • Christoph Zeckra (Generali / DE) showcasing Generali’s CSR Refugee Entrepreneurship Programme “The Human Safety Net” • Olaf Weberring (Social Impact / DE) on the “Start Hope @ Home Project” which qualifies refugees for a later entrepreneurial profession in their home countries • Kameran Shwani & Alexander Anifandakis (City of Munich / DE) on the City’s efforts to support migrant entrepreneurs in the region 	
18:00	<p>Panel and Wrap-up</p> <p>The official programme will be closed with a short reflection about the main take-home messages of the day. Therefore, we will give the word to the invited experts to share their thoughts in a moderated panel.</p>	Plenary session
18:45	<p>Networking cocktail</p> <p>In order to conclude the day we kindly invite you to stay for the informal networking part of the event. Get-together and exchange with the diverse participants of the 1st EMEN Conference.</p>	
24 April 2018		
9:00	Welcome & coffee at Social Impact Lab Munchen	
9:00	<p>CoP workshops session</p> <p>CoP 1: Professional coaching and training vs. volunteer mentorship - what are the special needs of migrants and how to ensure quality?</p> <p>CoP 3: role play between ‘MEs’ and ‘chambers’ dramatising the needs coming out of the 2 surveys. Follow by analysis of the survey results (Giovanni) and</p>	<p>Workshop session</p> <p>Methodological approach, Composition and micro-planning is defined by the respective CoP-leaders (SI and Unitee)</p>

	debate, leading to conclusions on joint work to resolve selected issues	
13:00	Lunch	
14:00	CoP workshops session – Part 2 Continuation Lessons learnt Next steps	Workshop session All CoPs
16:30	CoP Reports back to plenary Providing CoPs with a mutual understanding of lessons learnt and findings	Plenary session
17:00	Closing and Good Bye	

4. Consortium meeting

The meeting of the EMEN partners took place on the morning of the first day of the event.

The public session of the event was preceded by a coordination meeting of the partnership where AEIDL presented the progress of the project implementation and DIESIS introduced the networking strategy and the activities each partner is asked to perform.

This meeting was also the occasion to discuss effective ways to involve and engage stakeholders in Communities of Practice. Every partner expressed its view on the matter and all agreed that more physical meetings would definitely favour stakeholders' involvement.

The main point expressed by the partners were:

- We need to speak more about content, such as what kind of training, coaching or finance benefits migrants.
- We need more feedback from users and/or organisations working with them.
- CoP work has not been totally effective so far since it has been very focused on procedure, on how to kick off the project and deliver the first deliverables. Therefore, the CoPs are not operational yet.
- People are interested in the project, but as yet we have little concrete to offer.
- CoP 2 members are high-level people and thus are too busy to participate, so:
 - How can we engage people if they are already passionate about it? What do those actors care about?
 - Can we identify within those organisations people who are 'less high-level' and who might be easier to engage?
 - What do people need? What kind of content can we offer and for whom?

- In CoP 1, SI is building on its existing networks. The main challenge is to reach more people from outside Germany for which input from the rest of the consortium is key.
- Compared with EMEN's ambitions, the resources allocated are not very generous, and therefore must be used wisely.
- The project will be a success when we manage to (1) clearly define what we are expecting – including from the actors we are engaging with; (2) establish a framework of our work which is as focused as possible; and then (3) inspire them. Expectation management is key.
- The CoP leaders need to be insistent, and to use the deliverables in a smart way. Deliverables are the way to put things clearly on paper, be visible, lever participation from new actors, and make the project sustainable.
- At the same time, we might need to focus more on links with organisations working directly with migrants, to figure out the usefulness of the work (deliverables as well) which we have been doing. We need to exploit the multilevel dimension of the EMEN consortium to reach them.
- We can make more of this opportunity if we share more our results, and develop a culture of multi-engagement.
- A key output to get during the 1st Annual conference is to find out what they are expecting? What do they need?
- It is difficult to reach out and ask users, even if they are in direct contact. Migrant associations are a key actor to get to know better the scene, what we can do to better support them
- The scenario of the CoP is mainly virtual, we need to find out how to devirtualise it, to warm up the relationships among the members of the CoP. This may work best at MS level, working up to EU level.
- CoPs 1 and 2 really need information from the migrant organisations, from the users, what they think about what we are offering them.
- From this starting point, the 3 CoPs need to analyse how they can make a difference in their 3 domains.
- We have both relational and concrete outputs. Relationships with the members and content need to feed each other in a dynamic relationship. We cannot wait for one of these elements to crystallise to start to develop the other.

The consortium meeting was enriched by a session dedicated to CoP Methodology facilitated by Peter Ramsden. This session started with a tour de table with the 3 CoP leaders to explain the positive and negative experiences they have had so far when trying to set up and enlarge their CoP:

4.1 CoP 1 – Mentoring and Coaching Social Impact

Positive	Negative	Recommendations
Has a strong consolidated network at both local and national level.	Working EU-wide is not easy. SI has done research in almost all EU countries, but mainly FR, NL, IT, FI & ES, and invite them to be part of the CoP as well as attending the event but the response level was very low.	One possible solution is to establish that each CoP member search for another member.
		We need strong documentation so that we can show and prove concepts (something to sell). People receive tons of emails each day, you need very nice documentation to attract people's attention.

4.2 CoP 2 – Access to finance. THUAS-FINE

Positive	Negative	Recommendations
Warm links thank to personal links of the CoP leader in several EU countries.	Members only reacted to the 1st email expressing their interest but when the CoP Leader tries to get any input from them, there is no answer at all.	The CoP needs to map and try to engage second-level decision-making people in those member organisations, middle managers, loan officers? We need to identify who has a stronger focus on access to microfinance in those organisations, a particular interest, and try to attract them to participate actively in the CoP
The concept of migrant entrepreneurship is easy to sell at first but then high-level members do not have time to commit,	There is also a lack of innovation in this domain.	

4.3 CoP 3 – Professionalisation and Diversity Management UNITEE

Positive	Negative	Recommendations
<p>Contacts in 24 countries but a clear focus in 5 (FR, UK, DE, NL, BE) due to the number but also the variety of migrant entrepreneurs.</p>	<p>UNITEE needed a lot of time and effort to contact and engage the members; not only reminder e-mails but also phone calls and face-to-face visits to gain people's attention.</p>	
<p>Started with good links which have been strengthened during recent months. This CoP domain is narrow, so it was not difficult to engage members. However, you really need to fight for their attention.</p> <p>C. 20 organisations are really engaged, all migrant business associations.</p>		

4.4 Overall recommendations

Identify clearly who your audience is: Migrant entrepreneurs? Intermediary organisations? Both? Then, what are their needs? What are they expecting them from you and you from them?

- Use a Storytelling approach, with illustrations from one CoP to another as used in the URBACT projects where cities learn things from one another. Find different ways of explaining the CoP activities and objectives beyond the text (people are very busy!).
- Provide engaging content to awake and maintain the interest while building the relationship.
- Right now the CoPs have a radial structure where leader is in the middle; we are the enablers that have to create such a platform for the member but it does not become a real CoP until the members really start to interact and speak with each other without the leader's intervention.
- How can we reach that status?

- We need to bring relevant actors together by reaching out those who are not in-between organisations but listening to migrant entrepreneurs directly. Entrepreneurs are normally active people who like communicating directly and not spending a lot of time writing.

The Consortium meeting ended with a presentation of the Networking Strategy by Federico Camporesi (DIESIS).



Pic. 1 – EMEN Consortium Meeting

5. CoP Public Event: “Why Migrant Entrepreneurship matters!”

5.1 Opening session

The public session started at 13:00 with a friendly walking lunch to break the ice and help participants to socialise.

The activities started at 14:00 with a warm welcoming speech from Norbert Kunz (Social Impact) & Toby Johnson (AEIDL) who presented the project and the activities carried out by the hosting organisation.



Pic. 2 – Welcoming Speech by Norbert Kunz

5.2 Keynote speech

This introduction was followed by an inspiring keynote speech by Prof. Alexander Kritikos (DIW / German Institute for Economic Research) who shed light on the de facto and potential contributions of Migrant Entrepreneurs to societal welfare.

Professor Kritikos started by noting that migration happens in waves; 400,000 people had migrated to Germany since 2010. In the future, migration is likely to be predominantly from Africa, driven by climate change.

Migrants are of three types: refugees, economic migrants, and investors and innovators. An example of the latter category is Kadir Nurman, who invented the döner kebab, a meal which now supports 60,000 jobs in Germany.

German entrepreneurship overall fell by 47% between 2007 and 2016, whereas migrant entrepreneurship rose by 92%. Especially strong growth was seen in construction, where 25% of all businesses are migrant-owned (in greengrocery the figure is 26%). However migrant entrepreneurs are found in all sectors. The main country of origin of migrant entrepreneurs in Germany is Turkey, with significant numbers also from EU countries like Poland, Romania, Italy and Croatia. The share of these start-ups that have innovation potential is the same as for native business founders. The level of employment of each business is also the same. Germany has the second-highest number of immigrants, after the USA, but it has not attracted the top brains.

Therefore higher rates of migrant entrepreneurship are the result of bad regulation and discrimination – put simply, migrants cannot get jobs. The Start-Up Strategy worked well, but the take-up of coaching was low, at around 10%. Barriers of red tape, tax and contract enforcement exist.

Training in entrepreneurship boosts productivity – even among people who are employed – but most refugees and immigrants to Germany are there temporarily. And migrant entrepreneurs are overwhelmingly male.

See Professor Kritikos's presentation in Annex 4.

5.3 Migrant entrepreneurs' presentations

Prof. Kritikos presentation was followed by a Migrant Entrepreneurs session where four migrant entrepreneurs presented their business ideas and experiences and talked about their daily challenges. In particular:

1. **Beslan Kabertay** (Syria) presented his cheese factory and the difficulties he faced in his path to entrepreneurship: He started a cheese-making business at home in Damascus with a \$60 loan. The war in Syria put a stop to it in 2012. He came to Germany in 2015, where it took 18 months to get permission to start up again. Asked what he would do differently, he replied that he would move to a city where residence permits are delivered more quickly (they are slow in Berlin).
2. **Ali Karim** (Iraq) explained how he decided to set up a laundry service and the success of his idea, which allowed his business to expand to a chain of laundry shops;
3. **Lele Golesorkhi** and **Sara Sahim** presented their NGO called WoW (With or Without), which provides inclusion services and support for Muslim women: WoW targets women migrants who either do or do not wear the hijab. The employment status of men and women migrants in Germany is very different, but the share who are seeking jobs is very similar – 23% of men and 17% of women. Research shows that women who wear the hijab get a very low level of return calls when they apply for jobs. WoW aims to bring about equality, openness, tolerance and respect. It says: "What matters in the labour market is what is in the head, not what's on it." WoW runs seminars for employees and campaigns for employees to manage diversity. The gaps include a lack of data, loopholes in the law,

and the fact that diversity management is perceived as an economic issue, and not one of rights.

4. **Robert Seko** (Nigeria) imports spare car parts to his Country of origin and explained how he came up with this idea after a trip back to Nigeria where there is a high demand of European cars spare parts: Nigeria, with a population of 200 million, is Africa's largest market. It loves second-hand car parts. He joined the 'Human Safety Net' programme in October 2017 – six months ago – and has received training in various skills. He has now nearly completed his business plan. He made a 3-week visit to Nigeria to research the market and to take out a business licence. When the business plan is complete and signed off by his coach Olav, he will approach financiers. He has to submit the plan to the chamber of commerce for approval, because he does not have refugee status.

This session was followed by a Q&A moment with the speakers where the audience was able to ask questions and exchange with the entrepreneurs.



Pic. 3 – Successful migrant entrepreneur experiences

5.4 Expert café

After the coffee break took place the Expert Café, a session of 6 mini-workshops where the participants had the possibility to get deep insights into a wide range of topics relevant to migrant entrepreneurship. The workshops were led by experts in the topics discussed. In particular, the following exchanges and discussions were organised:

1. **Klaas Molenaar** (Thuas / NL) on access to finance for Migrant Entrepreneurs. During the workshop the discussion focused mainly on identifying alternative ways to mobilise financing (outside the traditional forms such as banks, micro financing institutions or special projects). Participants came up with a variety of ideas, suggestions and experiences that can be categorised as follows:
 - Community-based system: (informal savings and credit schemes (Roscas, Caf-types), local currency financing, non-cash-based transactions based on community trust;
 - Diaspora partnerships (diaspora peer-to-peer financing, special diaspora funds, family friends and fools in home country);
 - Internet and web-based approaches: peer-to-peer financing (not bound by borders), business angels (no platforms), crowdfunding – mainly direct, not to intermediaries, blockchain – Bit Pesa type of financing;
 - business-to-business financing: being subcontracted with advance payments, trade credit, business-to-business loans (across borders as well).
2. **Ralf Sanger** (IQ-Netzwerk / DE) on coaching and mentoring. Germany has a migrant population of 17.1 million, 1/3 of whom come from Turkey, Poland and Russia. Its legal system embraces 80 different types of residence permit – 46 of which permit self-employment. Between 2005 and 2015 Germany has seen fewer native entrepreneurs but more migrant entrepreneurs.

What is the challenge?

- what services and benefits are on offer?
- recognition of qualifications
- information sources
- business culture
- social networks

Coaching and mentoring programmes:

120,000 migrants found businesses each year, but they are served by only about 20 coaching and mentoring projects:

- Federal: only two projects; one for refugee women in Frankfurt, and the 'Start-up' programme for refugees;
- 3 *Lander* – Brandenburg, Saarland and Baden-Wurttemberg – coach 200 people per year;
- Local: in Hamburg, Berlin, Munich and Frankfurt;
- The Employment Centres and Jobcentres could offer coaching, but mostly do not. In Nord Rhein-Westfalen it is offered in Duisburg and Dusseldorf to 40 people per year;
- Foundations such as Generali and KfW;
- IQ Netzwerk operates 8 projects.

The KfW-funded Gründercoaching programme provides 50 hours of coaching. However it is only accessible once an entrepreneur has started the business, and the €2,000 fee is a deterrent.

3. **Adam Kumcu** (UNITEE / BE) on Diversity Management in corporates. The workshop focused on the relevance of diversity management in general and ethnic diversity management specifically. In existing experiences and literature it is possible to see that a consensus has developed on the added value of ethnic diversity management. Diversity management encompasses different dimensions: economic, psychological, sociological, and political. In this context, if the need for correct ethnic diversity management in business environments is widely acknowledged, in many cases it is still far from being fully realised, due to a series of systemic barriers and challenges:

- Focus on ethnic market niches. Entrepreneurs and workers from diverse backgrounds are still widely framed into ethnic market niches, providing ethnic and minority goods and services to their ethnic communities and the native population alike.
- Lack of shared culture and communication.
- Insufficient resources and human capital. Migrant entrepreneurs and mainstream entrepreneurs often suffer from a mutual lack of knowledge and managerial skills, together with scarce financial resources, which makes it materially impossible for them to acquire the understanding and diverse skills and knowledge that would lower the barriers of access to diversity management and proper understanding of each other's needs.
- Insufficient access to mainstream forms of finance. Many starting entrepreneurs with a migrant background find it very hard to launch because of the impossibility of obtaining credit from banks or venture capitalists.
- Lack of representation and of generalised support programmes. Entrepreneurs with a migrant background experience serious difficulties in creating networks and making themselves heard by the wider business community.

4. **Christoph Zeckra** (Generali / DE) showcasing Generali's CSR Refugee Entrepreneurship Programme "The Human Safety Net"

5. **Olaf Weberring** (Social Impact / DE) on the "Start Hope @ Home Project" which qualifies refugees for a later entrepreneurial profession in their home countries.

Social Impact runs a number of programmes for migrant entrepreneurs: Human Safety Net, Ankommer and Start Hope@Home. The latter programme addresses the problem that many migrants experience it as a failure to go home. Some deportees face rejection by their families, so have to start a business elsewhere. The 6-week programme gives them €1,000 along with their diploma. (The sum is judged not to be an incentive to be deported.) By default, the Arbeitsamt denies migrants the right to work, but will quite often reverse this decision if a migrant presents a viable business plan. Other sources of help are Grünhof in Freiburg, which gave a €1,000 prize to the best migrant entrepreneurs – but then had to

fight to let the winner keep it. The Landesbank in Baden-Württemberg will match capital raised by migrant entrepreneurs.

6. **Kameran Shwani** and **Alexander Anifandakis** (City of Munich / DE) on the City's efforts to support migrant entrepreneurs in the region.

5.5 **Wrap-up**

After the Expert Café session took place a wrap-up time, a short reflection about the main take-home messages of the day. The word was given to the participants and invited experts to share their thoughts in a moderated panel.

The wrap-up session was followed by a friendly networking cocktail to conclude the day, get-together and exchange with the diverse participants of the.

5.6 **Parallel CoP Workshops**

The second day was dedicated to the EMEN's core format, the Communities of Practice (CoPs). Here, experts, practitioners and entrepreneurs shared knowledge and disseminated good practices on two areas that are key to supporting migrant entrepreneurship in the short to medium term: coaching and mentoring (CoP1) and professionalism and diversity management (CoP3).

As previously explained, the CoP2 session did not take place and instead a dedicated workshop on access to finance for migrant entrepreneurs was organised during the Expert Café. The experts contacted by the CoP2 leader expressed a strong interest in the project but were not able to attend due to previous commitments on that same date.

5.6.1 **CoP1 - Professional coaching and training vs. volunteer mentorship - what are the special needs of migrants and how to ensure quality?**

The main objectives of the Community of Practice (CoP) on Coaching and Mentoring for Migrant Entrepreneurs is to co-create a strong European network of practitioners in this field and to have an active transnational knowledge transfer and in the long run to improve existing coaching and mentoring schemes for Migrant Entrepreneurs (MEs). This CoP operates under the responsibility of Social Impact, which started to create the Community by identifying and inviting experts in the field of migrant entrepreneurship to the first EMEN conference for a first get-together.



Pic. 4 – CoP1 Workshop

The CoP meeting consisted of 12 organisations from across Europe and was designed to identify the challenges of an inclusive migrant support approach and in a second step to also develop solutions. In total 16 experts in the field of ME support, one Migrant Entrepreneur and four SI staff members took part in the workshop.

Under the title “Professional coaching and training vs. volunteer mentorship - what are the special needs of migrants and how to ensure quality?” the first CoP 1 Meeting, on 24 April in Munich, was oriented towards the following guiding questions:

- What are the differences between the alternative approaches: what works well and what doesn't work?
- What makes a migrant entrepreneur a good coach/mentor?
- What challenges do migrant entrepreneurship support organisation face?

Due to time constraints the workshop could not adhere to the foreseen agenda. Initially the workshop format was structured into five phases¹ as it was inspired by the design thinking methodology² (i.e. iteration stages, early stage prototyping). In order to mainstream the discussions and to develop early viable solutions, the format aimed to work with 'Personas' of fictional support organisations that are active in the field of Mentoring & Coaching of migrant entrepreneurs. The idea was that, based on these fictional institutions, the participants develop approaches that address real-world challenges of providing coaching and mentoring services to Migrant Entrepreneurs.

Due to very lively exchange and debates, the facilitators adapted the CoP1 agenda and oriented it towards discussions among the CoP-experts. In this context the workshop included four essential steps: Introduction, a presentation on current developments in the Migrant Entrepreneurial Sector and identification of best practices.

Table 1: CoP1 Agenda / April 24th at Social Impact Lab Munich

<p>Introduction</p> <p>by Farid Bidardel</p>	<ul style="list-style-type: none"> • Introduction to the agenda of the day • Creating common understanding of the CoP
<p>Input on current developments in the Migrant Entrepreneurial sector</p> <p>by Ralf Sanger</p>	<p>The presentation focused on:</p> <ul style="list-style-type: none"> • Regional differences (Germany and Europe) in support services for Migrant Entrepreneurs • Current development of coaching and mentoring institutions • The involvement of the public/private sector
<p>Understanding the Migrant Entrepreneur's challenges</p> <p>by Farid Bidardel & Moritz Blanke</p>	<p>Discussions particularly focusing on:</p> <ul style="list-style-type: none"> • Which qualifications are relevant for a coach? • What are the challenges Migrant Entrepreneurs face? • What is the importance/relevance of quality standards for coaches?
<p>CoP 2 Interlude: Financing Migrant Entrepreneurs by Klaas Molenaar</p>	
<p>Identification of best practices</p> <p>by Farid Bidardel & Moritz Blanke</p>	<p>Identification of leverage points in the support of migrant entrepreneurs:</p> <ul style="list-style-type: none"> • Group work in sub-groups • Find solutions from own best practice and add ideas

¹ 1) Understanding the problem; 2) Developing personas; 3) Collecting best practices; 4) Prototyping; 5) Testing

² https://en.wikipedia.org/wiki/Design_thinking

Gallery walk and presentation to the EMEN-Partners and CoP members (see closing plenary session)
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As it was the first physical meeting of the CoP 1 the introduction was very much focused on creating a common understanding of the EMEN process. Furthermore, the first session also aimed at elaborating on expectations of participants and to approach a common vision of the upcoming process.

The first content-related session was led by Ralf Sanger, representing the IQ-Netzwerk / Germany. The input aimed at portraying current developments in the Migrant Entrepreneurial sector and to also show how the support services for Migrant Entrepreneur vary in Germany and Europe.

The following session on "understanding Migrant Entrepreneurs' challenges" aimed at the mapping of the vast experience of workshop participants and getting to know the represented organisations' challenges in their daily operations. The discussion was directed to the question of "What Migrant Entrepreneurs' challenges", as well as "What challenges that are unique to Migrant Entrepreneurs (compared to de conventional Entrepreneurs)? The following aspects were most salient in the discussions: insufficient institutional knowledge (e.g. about administrative-legal processes), lacking information on local markets and viability of business models. Furthermore, also challenges that are particularly relevant for Refugee Entrepreneurs were discussed: Especially lacking knowledge about cultural norms of the receiving countries as well as troubled psychological condition of refugees were mentioned in this regard. With regards to quality standards for coaching services, it was emphasised that this would have potential leverage to foster cross-border cooperation among ME-service providers. However, also critical voices were raised, e.g. that such standards might not be accepted by practitioners and thus not worth the effort.

The last section of the workshop was dedicated to the identification of best practices that also represent leverage points for the support of migrant entrepreneurs. Participants were asked to complement the findings of the preceding discussion so that the results were clustered along several overarching categories of fields of intervention. These results were weighted against their relative importance by the participants. In three sub-groups the CoP1 members then elaborated solutions from their own best practice and asked to also add ideas to the respective category:

- **System Support:** Emphasising the importance of insights into what is often framed as "institutional knowledge". As a result of the sub-group discussions, it was stressed that there is a high demand among MEs to get qualified coaching on the utmost complex state support systems (e.g. funds, counselling etc.) and guidance on how to access resources in the respective EU member states.
- **Access to Networks:** In the discussions, the importance of untapped resources within existing and informal networks of MEs was particularly stressed. The activation of these internal networks through coaching represents a strong leverage. Furthermore, it was

stated that networks play an underestimated role for mentoring of MEs. The connection and exchange with successful ME alumni can help to improve the quality and sustainability of mentoring services, for example.

- (Soft) Skills: Regarding needed skills of coaches, methodical as well as personal competences were especially underlined. On the one hand, it was highlighted that coaching needs thorough structure. Taking as an example, in order to meet the individual needs of ME coaches it is indispensable to undertake a needs assessment process. On the other hand, empathy, intercultural competence and sensitivity for migrant backgrounds are required to make a good coach.

5.6.2 **CoP3 - role play between 'MEs' and 'chambers' dramatising the needs coming out of the 2 surveys. Follow by analysis of the survey results (Giovanni) and debate, leading to conclusions on joint work to resolve selected issues.**

CoP 3 workshop was directed by UNITEE and EUROCHAMBRES, and addresses two types of problems:

1. The general low level of professionalism of associations of migrant entrepreneurs.
2. The general low level of inclusion of migrant entrepreneurs in mainstream business associations, such as chambers of commerce.

The discussion during the CoP3 Workshop focused on these two problems. Stimulated by Adem Kumcu (UNITEE) and Dirk Vantyghem (EUROCHAMBRES), the discussion evolved in the elaboration of a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) related to the role of Business Member Associations, Chamber of Commerce, and local supportive ecosystems. All the participants were involved and participated in the discussion and contributed with comments collected on a board using post-its. All the contributions were discussed and reported in the SWOT analysis.

Adem Kumcu, president of UNITEE, opened by introducing UNITEE, which represents 78 migrant entrepreneurs' organisations in 24 countries. It plays a bridging role, supplying information and building trust.

Dirk Vantyghem, Director of Operations at Eurochambres, mentioned that Eurochambres is 60 years old, but traces its antecedence back to Marseille 500 years ago. Its operations are structured through eight large committees. It aims to embed diversity so that the issue cannot be marginalised. What it wants from its participation in EMEN is the arguments to convince its members that they should adopt an inclusive entrepreneurship approach if they are to do their job properly. For instance in Birmingham the majority of the population is from ethnic minorities, while in Amsterdam 40% of businesses are minority-owned. Diversity has a moral, a legal and a business case – it's about future-proofing.

Adem Kumcu continued by presenting the situation regarding migrant entrepreneurs in Europe. Migrant entrepreneurs have a lower survival rate and have low symbolic capital, yet are revitalising urban areas and providing a variety of tourism services. The following policy gaps exist:

- The role of entrepreneurship in integration

- Which sectors are unwittingly excluded from entrepreneurship promotion programmes/
- How does one identify 'growth companies', e.g. in care or cleaning?
- The ERDF will not support retail, where many migrant business are active
- Social justice and competitiveness are both good grounds for regulation

At European Commission level, migrant entrepreneurship is the domain of DG GROW rather than DG HOME.

Among chambers of commerce, 68% believe that their services are migrant-friendly, and 18% think that migrant entrepreneurs have specific needs. One-third of them are housed along with migrant entrepreneurs' organisations. But it is questionable whether they have people responsible for equality or diversity. 47% are unhappy with diversity management in their organisation, but only 23% are doing something about it.

Chambers' main demands are:

- to learn about good practices
- to acquire skills in diversity management
- to evoke members' interest in the issue

Adem Kumcu proposed three principles to guide action:

- leadership
- perspective – dynamism, not deficit
- animation – creating spaces, bringing people together, circulating success stories

A participative exercise followed.



Pic. 5 – CoP3 Workshop

See also:

- CoP3 presentation by Adem Kumcu (Annex 7)
- charts created in the participative exercise (Below)

<p>S Strengths (internal)</p> <ul style="list-style-type: none">•Legitimacy•Locally based, Local knowledge•Business support is at the core•Sector specific knowledge•Network (local and beyond)•Connections with decision-makers/ Political influence•Access to public subsidy (on some occasions)•Access to media, business leaders•Research and Policy capacities•Contribute to creation of success stories <ul style="list-style-type: none">•Well established (rigid)- too much history, Image (“old”)•The individual who’s in charge of the agenda•Work to the mandate of their membership (members decide)	<p>W Weaknesses (internal)</p> <ul style="list-style-type: none">•Too generic•Lack of flexibility, stagnation•Unrepresentative (on some occasions)•Lack of diversity (members, services) (on some occasions)•Not focused on startups (on some occasions)•Exclusive (perceived)
<p>O Opportunities (external)</p> <ul style="list-style-type: none">•Emerging partnerships•Gap in the market (can become the voice)•New business model (CCI 2.0)•More members means more money•New network, new markets•Improved public perception	<p>T Threats (external)</p> <ul style="list-style-type: none">•Lack/limited resources•Perception among non-members•Competition with BMOs•Politics

5.7 Closing session

The CoP sessions lasted until the lunch break and were followed by a follow-up focused on

- Continuation: how to keep the CoP active and animated;
- Lessons learnt: summarise the content of the discussion;
- Next steps

Each CoP presented the results in an interactive way with the support of post it and a board where all the contributions were attached.

This session concluded the 2-day event.

5.8 Final remarks

The First Annual Meeting was very well organised and well managed by the Social Impact staff. It has also been successful in the engagement of all the participants and the depth of all the topic discussed in plenary, in the workshops, and in the CoP sessions.

Being the first public CoP Event, the organisation and management of the first annual CoP were also an important element for the partnership to learn and understand strengths and weakness in the organisation of this type of event, as well as how to effectively approach experts. This knowledge will prove very useful in the organisation of next year annual event.



Pics. 6 and 7 – Reporting back to the plenary after the CoP Sessions

Annexes

Annex 1: Eventbrite Registration list and CoP workshops Participants' list

Annex 2: Invitation letter

Annex 3: Agenda

Annex 4: Professor Kritikos Presentation

Annex 5: Beslan Kabartai Presentation

Annex 6: With or Without (WoW) Presentation

Annex 7: Adem Kumcu CoP3 Presentation

Annex 1: Eventbrite Registration list and CoP workshops Participants' list

No	Name	Surname	E-Mail	Tickets
1	Hafez	Al Moussa	zain6917zain@gmail.com	1
2	Katharina	Paukner	katharina.paukner@start-with-a-friend.de	1
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6	Gianluca	Pastorelli	luca.pastorelli@diesis.coop	1
7	Luigi	martignetti	lma@revesnetwork.eu	1
8	Gardelli	Ilhem	talent@zeothers.com	2
9	GUY	MBILIZI	Guymbilizi@gmail.com	1
10	Alexandra	Graf	alexandra.graf@volunteer-vision.com	1
11	Johanna	Blum	j.blum@socialimpact.eu	1
12	Leli	Schachtler	schachtler@socialimpact.eu	1
13	Thomas	Erber	thomas_erber@t-online.de	1
14	Karijn	Nijhoff	k.g.nijhoff@hhs.nl	1
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16	Vassia	Karkantzou	karkantzou.v@kmop.gr	1
17	Grischa	Weber	grischa-weber@web.de	2
18	Priyanka	Chaudhary	thinkpriyanka2015@gmail.com	1
19	Rachel	Marangozov	pillairachel@gmail.com	1
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21	Rainer	Schulz	rainer.schulz@muenchen.de	1
22	adriana	olaya	adrianito123@hotmail.com	2
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25	Ismail	YILMAZ	ens99@hotmail.com	1
26	Amelie	HÄ¼bner	amelie@singa-deutschland.de	1
27	Lisi	Brizuela	lisi.brizuela@gmail.com	1
28	Aysun	Demirdogen GOULART DE	demirdogen.aysun@gmail.com	1
29	MERI	CAMPOS	m.campos@spark-online.org	1
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31	Jamie	Johnston	jamie@redi-school.org	1
32	Nataliya	Metla	nataliya.metla@gmail.com	1
33	Viola	HÄ¼rbst	viola.hoerbst@muenchen.de	1
34	Mohammad	Altillawi	tillawi2014@gmail.com	1
35	Mohamed	Fakihi	mohamed@fakihi.com	2
36	Sharon	Silvey	sharonsilvey1@gmail.com	2
37	Eva	Schatz	eva@kuniri.net	2
38	Lale	Diklitas	lalediklitas@googlemail.com	2
39	Luis	Polanco	polanco_luis@hotmail.com	1

40	Tina	Blum	tinabudan@web.de	2
41	Elisha	Collier O'Brien	elisha.collieroobrien@chambers.ie	1
42	Sandeep	Sinha	sandeep.dtu@gmail.com	1
43	Nagib	Khazaka	nagibkh@gmail.com	1
44	Fiona	Huang	fiona.hgworld@gmail.com	1
45	Kameran	Shwani	kameran.shwani@muenchen.de	1
46	Madalina Joseph	Lungu	abonare.site@gmail.com	1
47	Happy	Okoh	josephhappyokoh@yahoo.com	1
48	Tina	Kuo	tinatinakuo@gmail.com	2
49	Mateo	Udovicic	mateo.udovicic1@gmail.com	1
50	Mayra	Buschle	mayrabuschle2@gmail.com	1
51	Maureen Waqar	van Heerden	mvhinternet@gmail.com	1
52	Ahmed	Katib	waqar.katib@tum.de	1
53	Michael	Unterberg	michael.unterberg@eversjung.de	1
54	Federico	Camporesi	federico.camporesi@diesis.coop	1
55	Luis	Calvo	lc@fundacioncapital.org	1
56	PATRICIA	MARTINEZ SAEZ	pma@aeidl.eu	1
57	Robert	Larruina	r.l.larruina@vu.nl	1
58	Adem	Kumcu	akumcu@unitee.eu	1
59	AHMET	ULUSOY	aulusoy@unitee.eu	1
60	Maureen	van Heerden	mvhinternet@gmail.com	1
61	Toby	Johnson	tjo@aeidl.eu	1
62	Toby	Johnson	tjo@aeidl.eu	1
63	Klaas	Molenaar	n.molenaar@hhs.nl	1
64	Patricia	Martinez	pma@aeild.eu	1
65	Farid	Bidardel	bidardel@socialimpact.eu	1
66	Ramona	Lange	ramona.lange@jumpp.de	1
67	Sabawon	Nadjimi	ali@aauev.de	1
68	Marisa	Castillo	marisa.castillo@aauev.de	1
69	Christoph	Zeckra	christoph.zeckra@generalali.com	1
70	Rachel	Marangozov	pillairachel@gmail.com	1
71	Peter	Ramsden	peterramsden2@gmail.com	1
72	Ralf	Sanger	ralf.saenger@ism-mainz.de	1
73	Federico	Camporesi	federico.camporesi@diesis.coop	1
74	Gianluca	Pastorelli	luca.pastorelli@diesis.coop	1
75	Susanna	Selvadurai	susanna.selvadurai@kompassfrankfurt.de	1
76	Meri	de Campos	m.campos@spark-online.org	1
77	Suhayl	Chettih	suhayl@singa-deutschland.de	1
78	Jonathan	Nissen	jonathan.niessen@gmail.com	1
			Total	87

Why Migrant Entrepreneurship Matters



1st Conference of the European Migrant Entrepreneurship Network (EMEN)

Entrepreneurship represents a powerful tool for the integration of migrants in their new home countries, and is a driver of economic growth and job creation for society as such. While many migrants bring in an outstanding entrepreneurial potential, they often face legal, cultural and linguistic obstacles.

The European Migrant Entrepreneurship Network sets out to **improve the conditions for Migrant Entrepreneurs substantially across Europe!** It will do this by networking organisations that support migrant entrepreneurship, so that they can learn from each other in three essential areas: Coaching and mentoring, Access to finance & Professionalism and diversity management.

We – the EMEN Partnership representing 12 dedicated European organisations – kindly invite you to the **First EMEN Conference, taking place 23 April 2018 in our Social Impact Lab Munich.** Throughout the whole day we want to bring entrepreneurs, experts, practitioners and interested people together to discuss and share best practices in the support of entrepreneurial endeavours of migrants in Germany, Europe and beyond.

The second day of our conference (April 24.) is dedicated to EMEN's core exchange format, the **Communities of Practice (CoPs).** In the CoPs format, experts, practitioners and entrepreneurs will share knowledge and disseminate good practice on three areas that are key to supporting migrant entrepreneurship in the short to medium term. Our communities of practice are open to anyone active in supporting migrant entrepreneurs in the EU!

THE VENUE...

Social Impact Lab Munich

Balanstraße 73 / Campus der Ideen, Haus 21a
81541 München

FREE REGISTRATION AT...

emen.eventbrite.de

PROGRAMME¹ OF 1ST EMEN CONFERENCE (23 APRIL 2018)

2:00 PM: Words of Welcome and Keynote

The EMEN project presents itself and introduces the program ahead; by Norbert Kunz (SI) & Toby Johnson (AIEDL). Following this an inspiring Keynote by Prof. A. Kritikos (German Institute for Economic Research) will shed light on the de facto and potential contributions of Migrant Entrepreneurs to societal welfare (tbc.).

2:30 PM: Migrant Entrepreneurs Pitch Event

Four Migrant Entrepreneurs will present their business ideas and talk about their daily challenges. Following this you will have the opportunity to exchange with the entrepreneurs in a Q&A session.

4:00 PM: Coffee break

4:30 PM: Expert Café

In 2 x 3 mini-workshops you will have the possibility to get deep insights into a wide range of topics relevant to the of Migrant Entrepreneurship. The workshops will be led by experts in the respective fields.

6:00 PM: Panel and Wrap-up

We will close the official programme with a short reflection about the main take-home messages of the day. Therefore, we will give the word to the invited experts to share their thought in a moderated panel.

6:45 PM: Networking cocktail

In order to conclude the day we kindly invite you to stay for the informal networking part of the event. Get-together and exchange with the diverse participants of the 1st EMEN Conference.

¹ Further programme details – i.e. Keynote Speaker and Expert Café Topics/ Experts – will be sent to registered conference attendees as soon as possible.

About the EMEN project – better support for migrant entrepreneurs

The European Migrant Entrepreneurship Network (EMEN) is a three-year project supported by the European Union's COSME programme. It aims to strengthen support for migrants from third countries who wish to set up their own businesses.

For further information... www.emen-project.eu

or get in touch with us directly... Moritz Blanke blanke@socialimpact.eu

We look forward to seeing you in Munich!!

Proudly hosted by



The EMEN project has received funding from the European Union's COSME Programme (2014-2020).

EMEN first conference – Munich, 23-24 April 2018

Why Migrant Entrepreneurship Matters

Day 1 – Mon 23 April		
10:30	<i>Welcome and coffee for EMEN partners at Social Impact Lab München</i>	
11:00-14:00	Consortium Meeting + invited CoP-Experts	
11:00-12:00	Consortium Meeting <ul style="list-style-type: none"> <i>Brief tour de table of current activities and relevance to EMEN</i> <i>How partners will disseminate CoP learnings; supported needed from DIESIS</i> 	All partners By Federico Camporesi
12:00-13:00	CoP Methodology Workshop <ul style="list-style-type: none"> <i>Animation training (part 2)</i> 	<u>Workshop session</u> by Peter Ramsden
13:00-14:00	Lunch + Get together with Partners	All Partner & SI-Team
14:00-20:00	Public Event: “Why Migrant Entrepreneurship matters!”	
14:00-14:30	Words of Welcome & Keynote <ul style="list-style-type: none"> <i>Intro into the agenda and EMEN-focus</i> <i>Key Note e.g. highlighting the status-quo and potential of ME (speaker tbc.)</i> 	<u>Plenary session</u> by Toby Johnson and Norbert Kunz
14:30-16:00	Pitch Event <ul style="list-style-type: none"> <i>Four Migrant Entrepreneurs/Teams present their enterprise ideas</i> <i>5 min presentation+ 10 min moderated Q&A)</i> 	<u>Plenary session</u> Moderated by Farid Bidardel
16:00-16:30	Coffee Break + Get together	All Partner & SI-Team
16:30-18:30	Expert Café <ul style="list-style-type: none"> <i>6 x 30 min interactive workshops with experts 15 min input and 15 min Q&A Experts</i> <i>The scope of different topics represents a 360° perspective on discourses relevant to ME.</i> 	<u>Workshop session</u>
18:30-18:45	Wrap-up / Expert Panel <ul style="list-style-type: none"> <i>A moderated panel session with Workshop-Experts reflecting on the Expert Café’ findings</i> 	<u>Plenary session</u>
18:45-20:00	Networking Cocktail <ul style="list-style-type: none"> <i>get together and exchange</i> 	

Day 2 – Tue 24 April		
09:00-09:30	<i>Welcome & coffee at Social Impact Lab München</i>	
09:30-17:00	Parallel CoP Workshops: CoP 1: Coaching and mentoring, CoP 2: Access to finance, CoP 3: Professionalism and diversity management	
09:30-13:00	<p>CoP workshops session (Part 1)</p> <p>CoP 1: Professional coaching and training vs. volunteer mentorship - what are the special needs of migrants and how to ensure quality?</p> <p>CoP 2: presentation by Klaas Molenaar + focus group on new method of finance for MEs (based on the paper he is writing)</p> <p>CoP 3: role play between 'MEs' and 'chambers' dramatising the needs coming out of the 2 surveys. Follow by analysis of the survey results (Giovanni) and debate, leading to conclusions on joint work to resolve selected issues</p>	<p><u>Workshop session</u></p> <p>Methodological approach, Composition and micro-planning is defined by the respective CoP-leaders (SI, Fine and Unitee)</p>
13:00-14:00	Lunch + Get together with partners	All Partner & SI-Team
14:00-16:30	<p>CoP workshops session (Part 2)</p> <ul style="list-style-type: none"> • Continuation • Lessons learnt • Next steps 	<p><u>Workshop session</u></p> <p>All CoPs</p>
16:30-17:00	<p>CoP reports back to plenary</p> <ul style="list-style-type: none"> • Providing CoPs with a mutual understanding of lessons learnt and findings 	<p><u>Plenary session or gallery walk (tbd.)</u></p>
17:00	Closing and Good Bye	

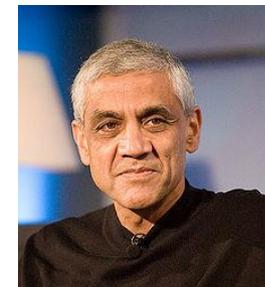
Immigrant Entrepreneurs in Germany: only vegetable sellers?

“Why Migrant Entrepreneurs Matter”
EMEN Conference

München, 23. April 2018

Prof. Dr. Alexander Kritikos

DIW Berlin und Universität Potsdam





Elon Musk (Tesla)



Sergey Mikhaylovich Brin (Google)



Max Levchin (PayPal)



Jerry Yang (yahoo)



Αριάννα Στασινοπούλου (Huffington)



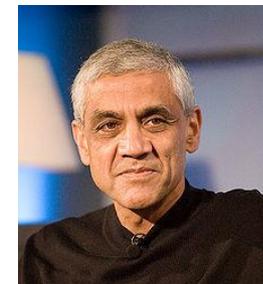
Phil Libin (Evernote)



Jan Koum (WhatsApp)



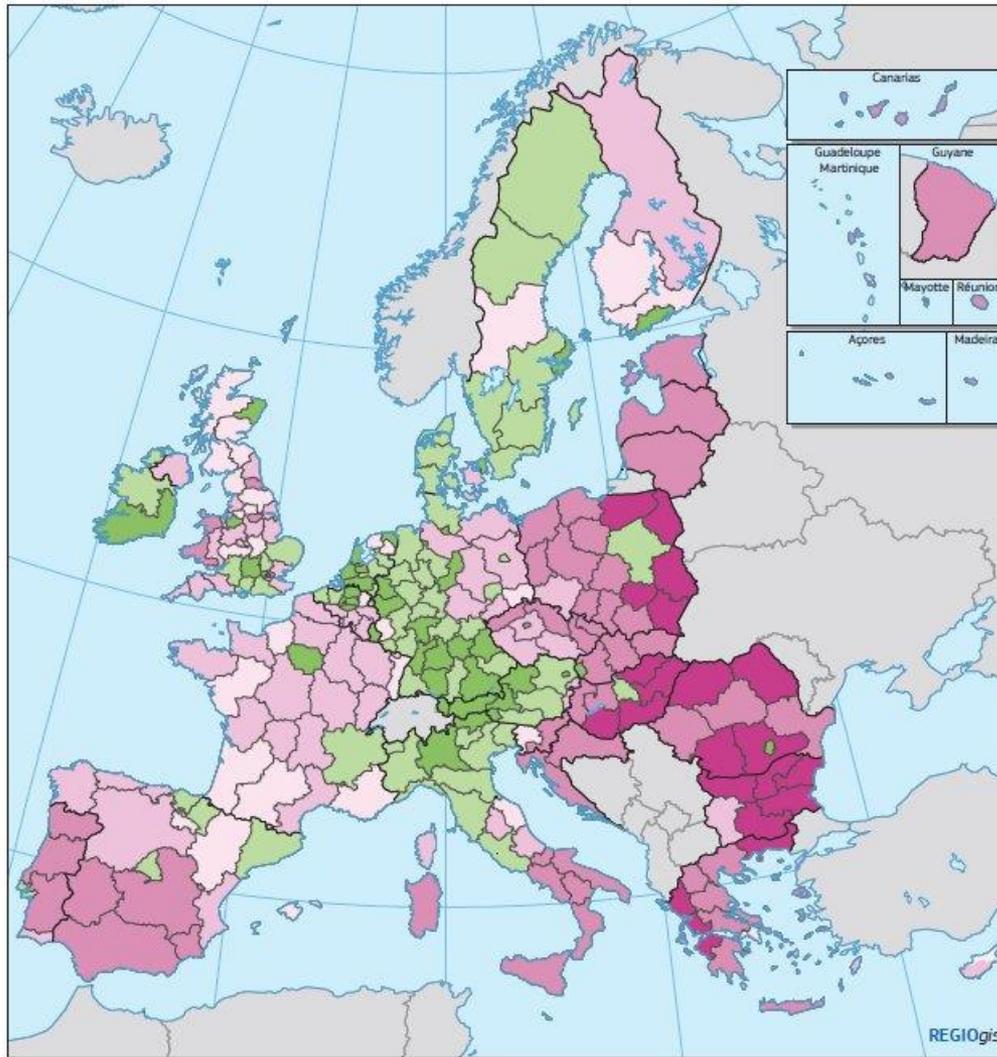
Ben Huh (Cheezburger Network)

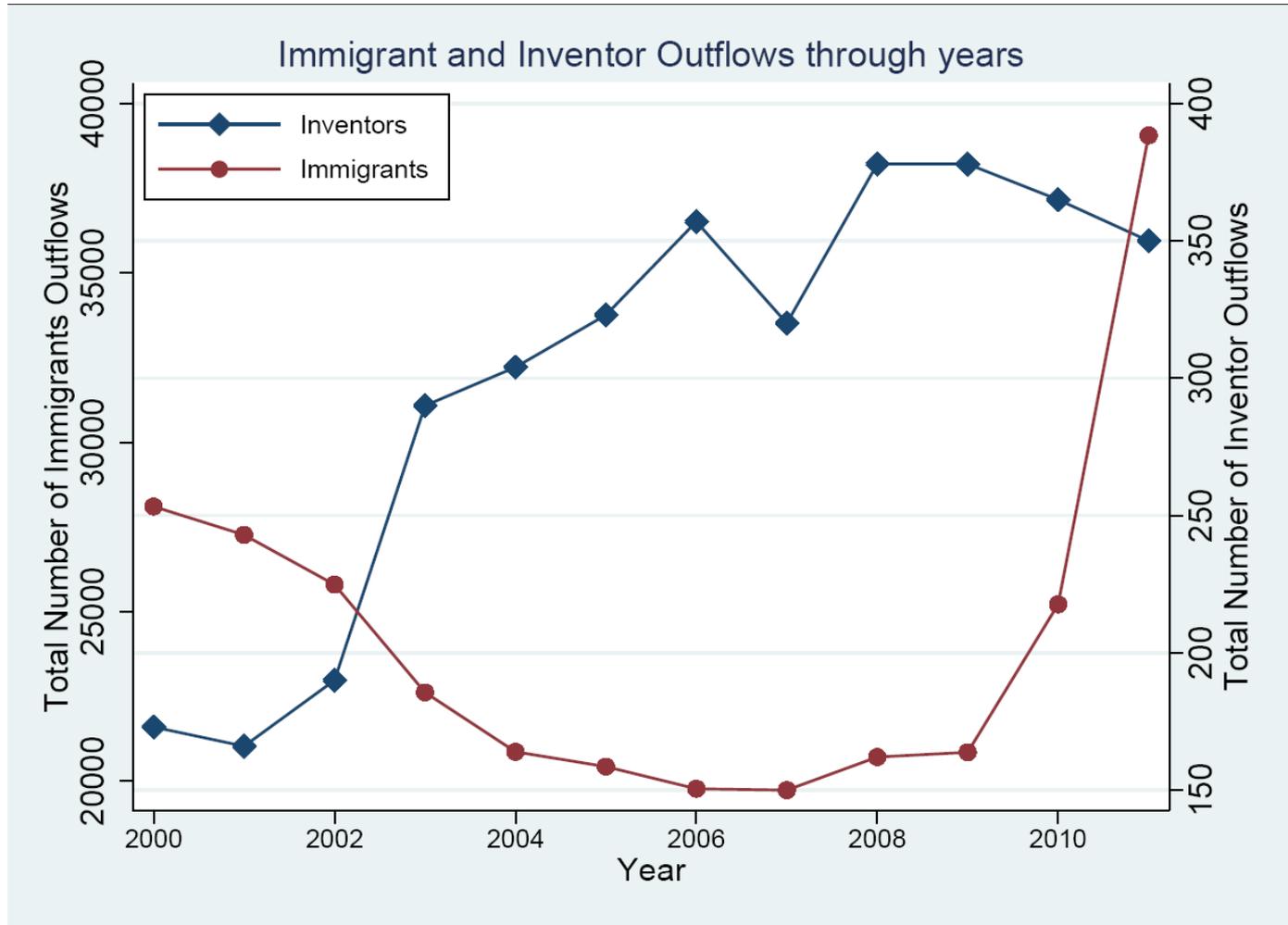


Vinod Khosla (Microsoft)

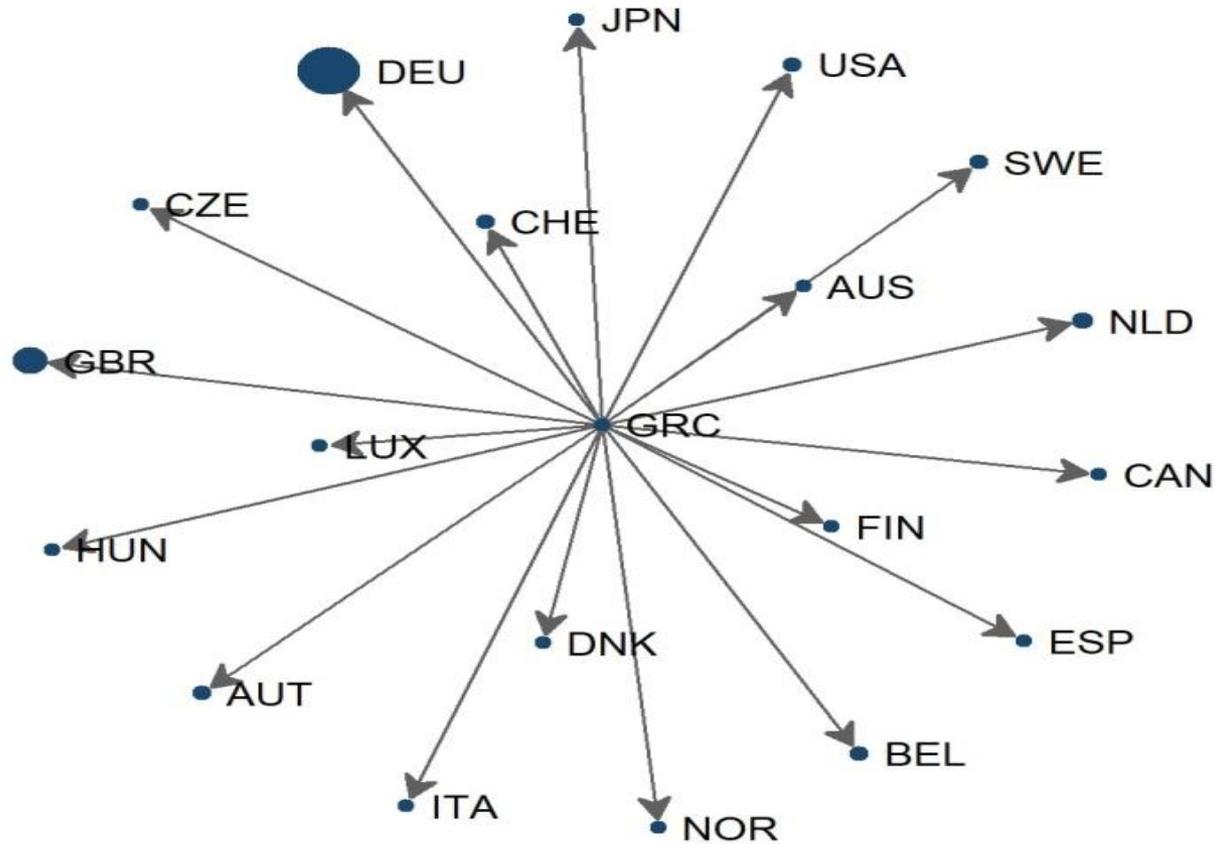
- Why migrants leave?
- Status Quo of Migrant Entrepreneurship in Germany
 - Some Stories
 - Some numbers
- Impact of Migrant Entrepreneurs on German Economy
- Policy Conclusions

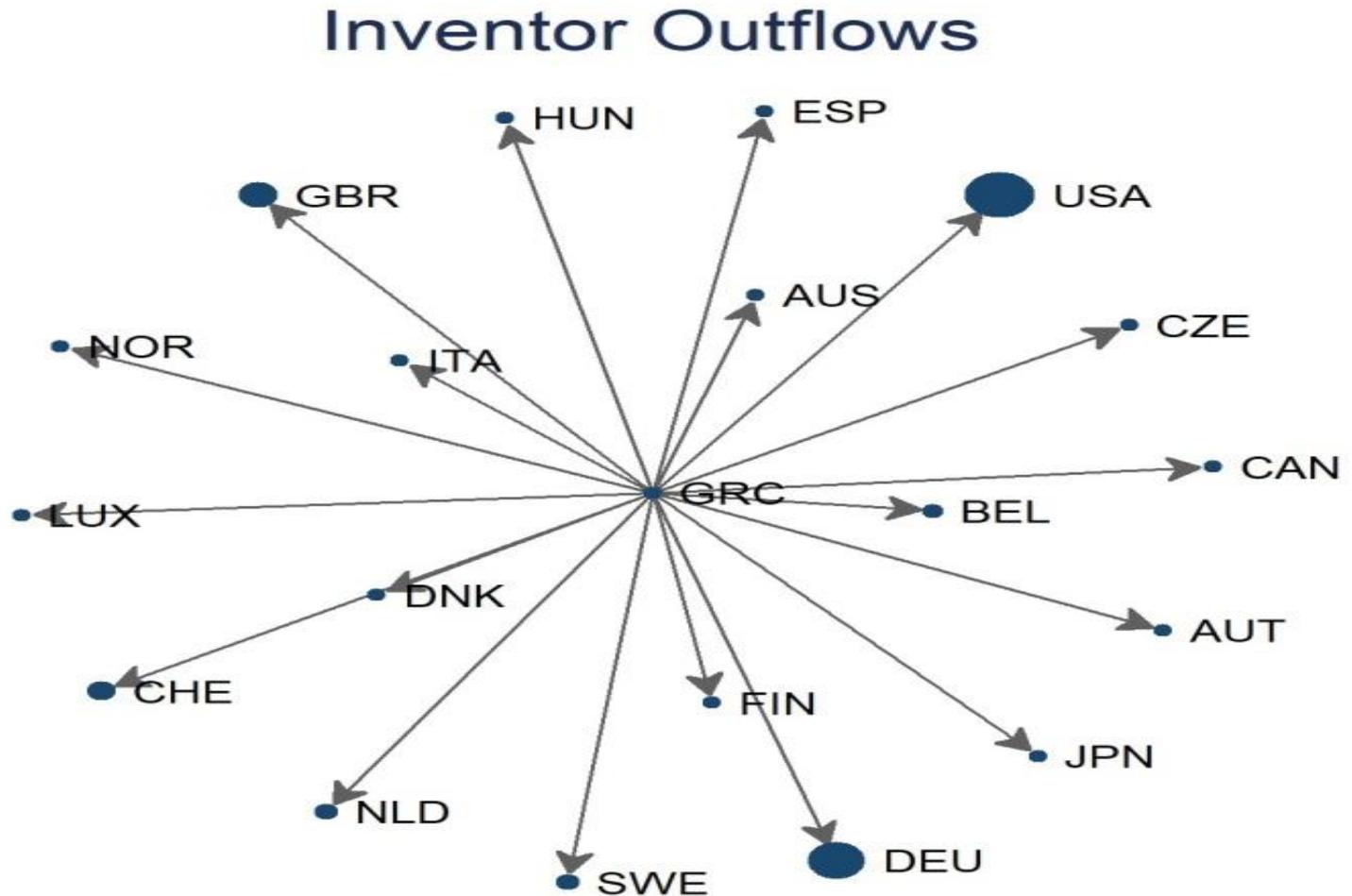
- 1950/60: „guest workers“ from Turkey, Italy, Spain, Greece, Yugoslavia, Portugal...
- Late 1980/early 1990: former Yugoslavia, Russian-Germans
- Since the **right of freedom of movements** within EU:
 - EU8: 3 Baltic countries, Poland, Slovakia, Slovenia, Hungary...
 - EU2: Bulgaria, Romania, EU1: Croatia
 - Since 2010: crisis economies, Spain, Portugal, Greece, Italy
 - Germany is second as receiving country since 2012 (net 400T)
- Since 2015: Refugees from Syria, Afghanistan, Iraq....
- Future refugees: people affected by climate change (mainly Africa)



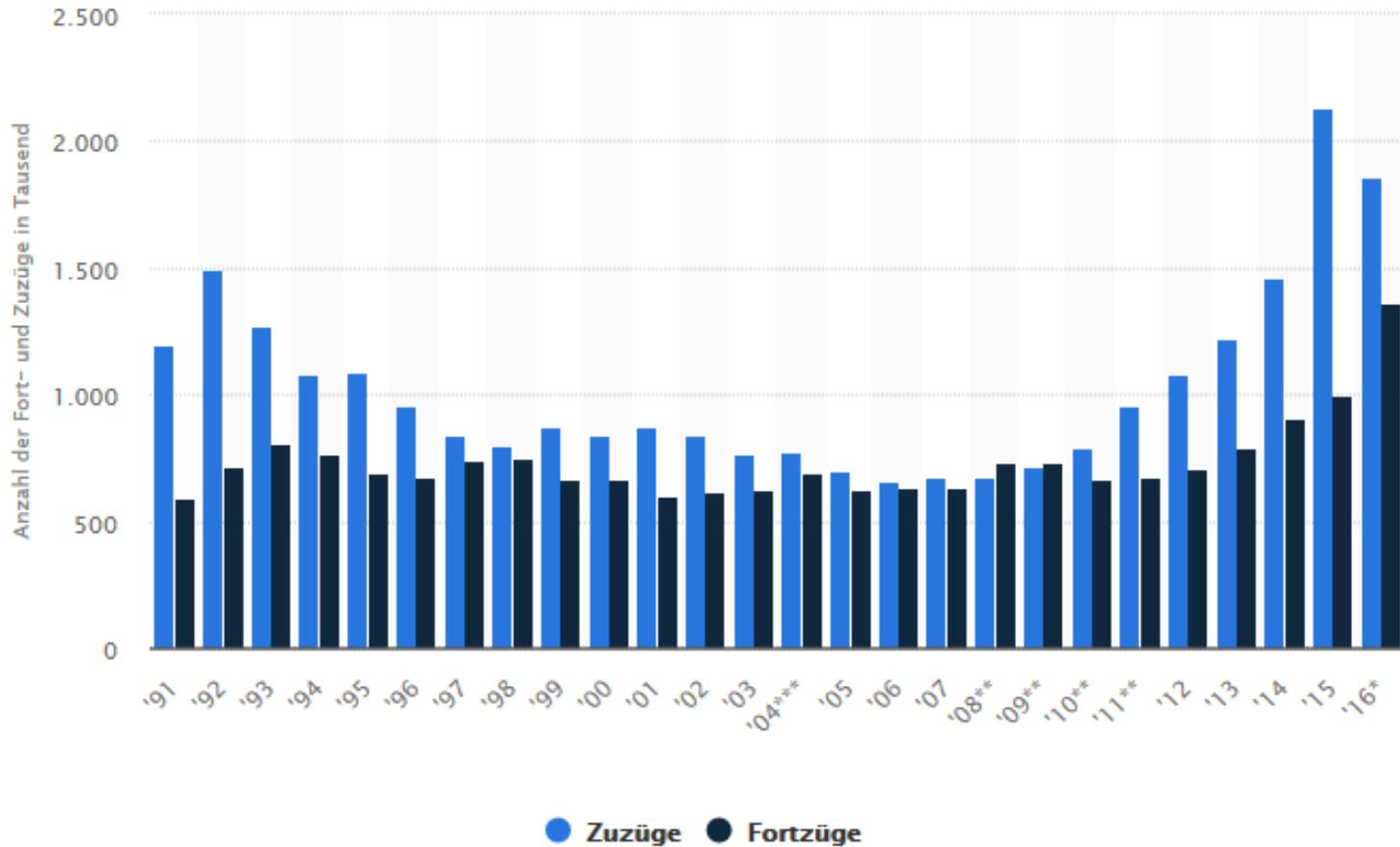


Immigrant Outflows

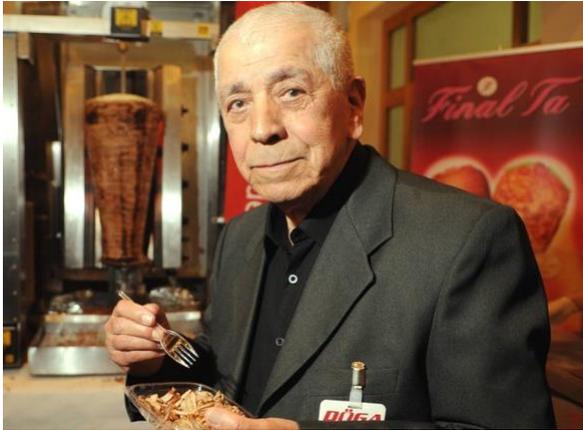




- Refugees:
 - Wars
 - Discrimination
 - Political persecution
 - Flight and Expulsion
- Economic migrants:
 - Personal Unemployment
 - General Economic Crisis
 - Discrimination at the labor markets
 - Better opportunities else
- Innovators & Investors: Great ideas or lots of capital, but
 - Bad regulatory environment
 - Bad legal system
 - Unreliable tax system



- Some stories



Kadir Nurman



Hakan Koç

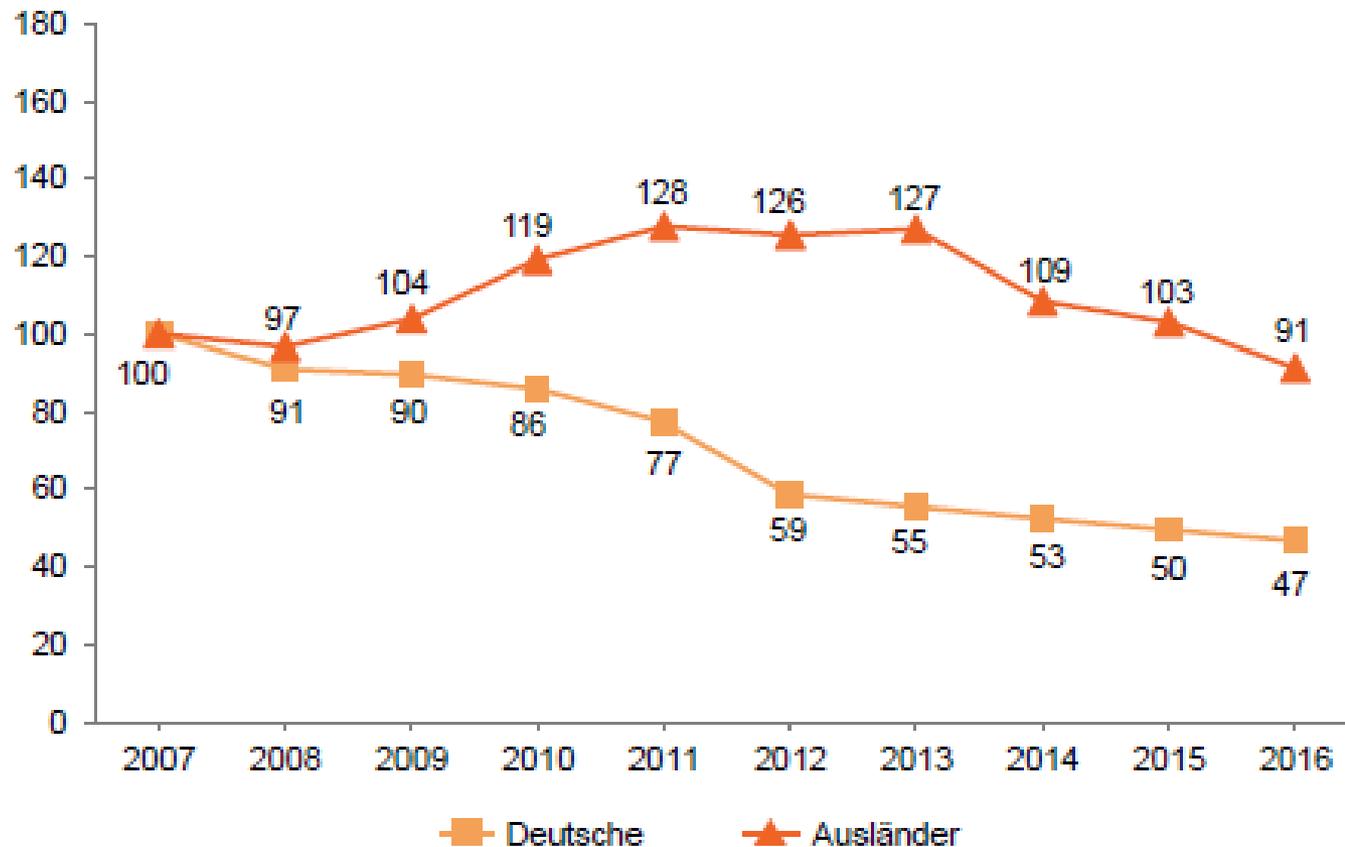


Dario Fontanella



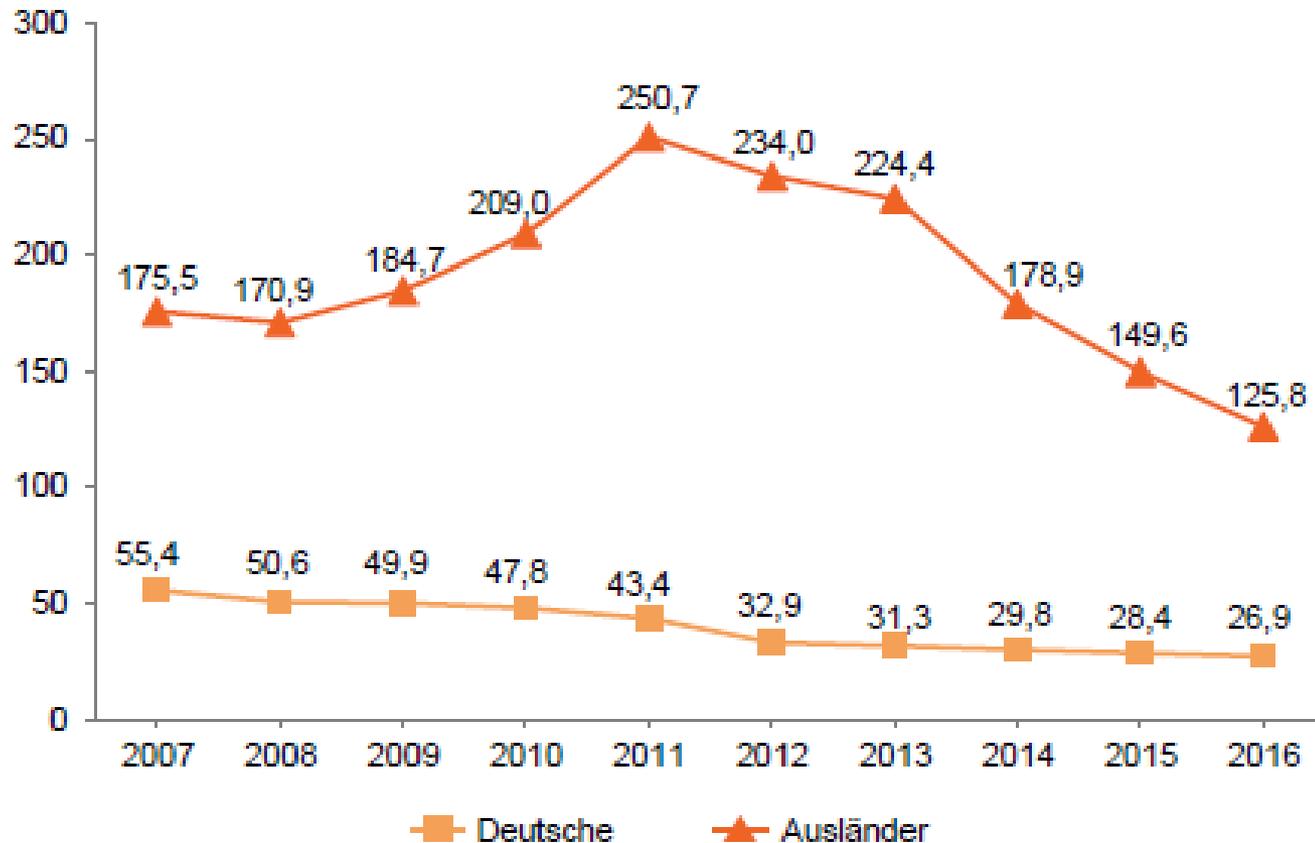
Tamaz Georgadze

- Spaghetti Ice in every little town in Germany
- Döner Kebab Producers:
 - 60,000 jobs in 16,000 döner diners
 - Annual sales around 3,5 billion Euros
 - Exported to Austria, Switzerland, Poland ...
- „Auto1“: one of the not too many Unicorns in Germany
- „Weltsparen“: a platform for savers, market leader in Germany



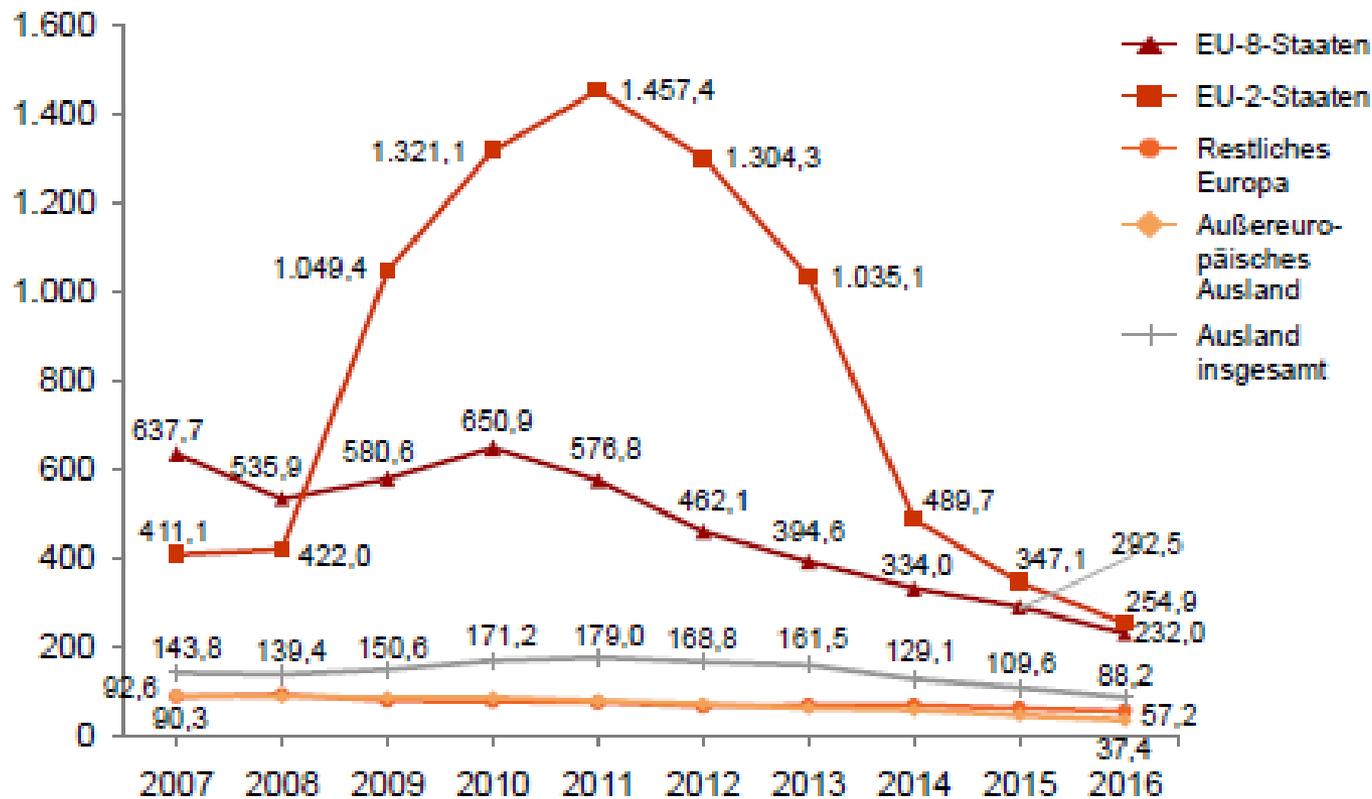
Quelle: IfM Bonn (Basis: Gewerbeanzeigenstatistik des Statistischen Bundesamtes).

Start-up intensity of Germans and Foreigners per 10,000 employed



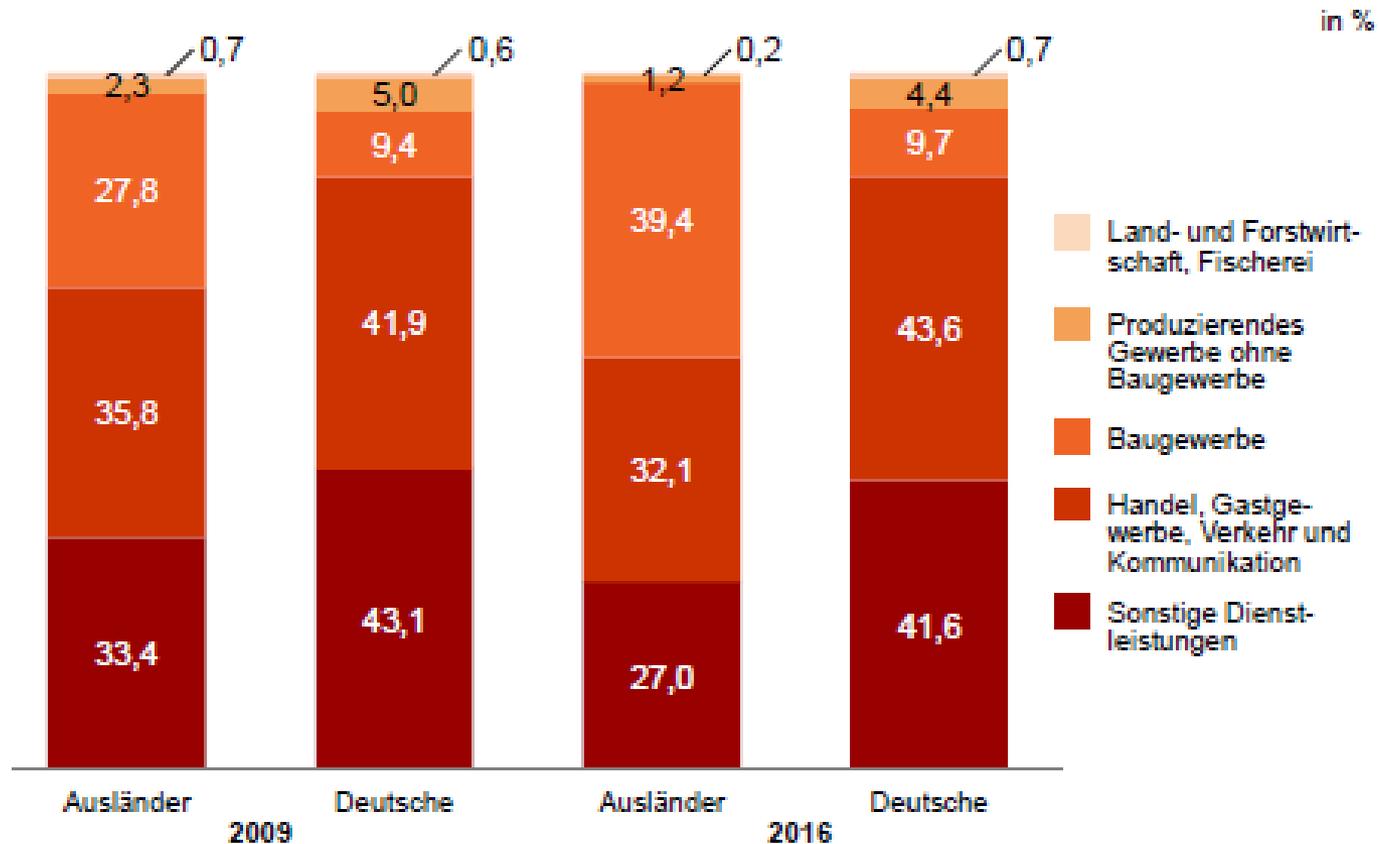
Gründungsintensität = Anzahl der Gründungen je 10.000 Erwerbsfähige (Bevölkerung im Alter von 18 bis unter 65 Jahren).
Quelle: IfM Bonn (Basis: Gewerbeanzeigen- und Bevölkerungsstatistik des Statistischen Bundesamtes).

Start-up intensity of Foreigners per Nationality per 10,000 employed



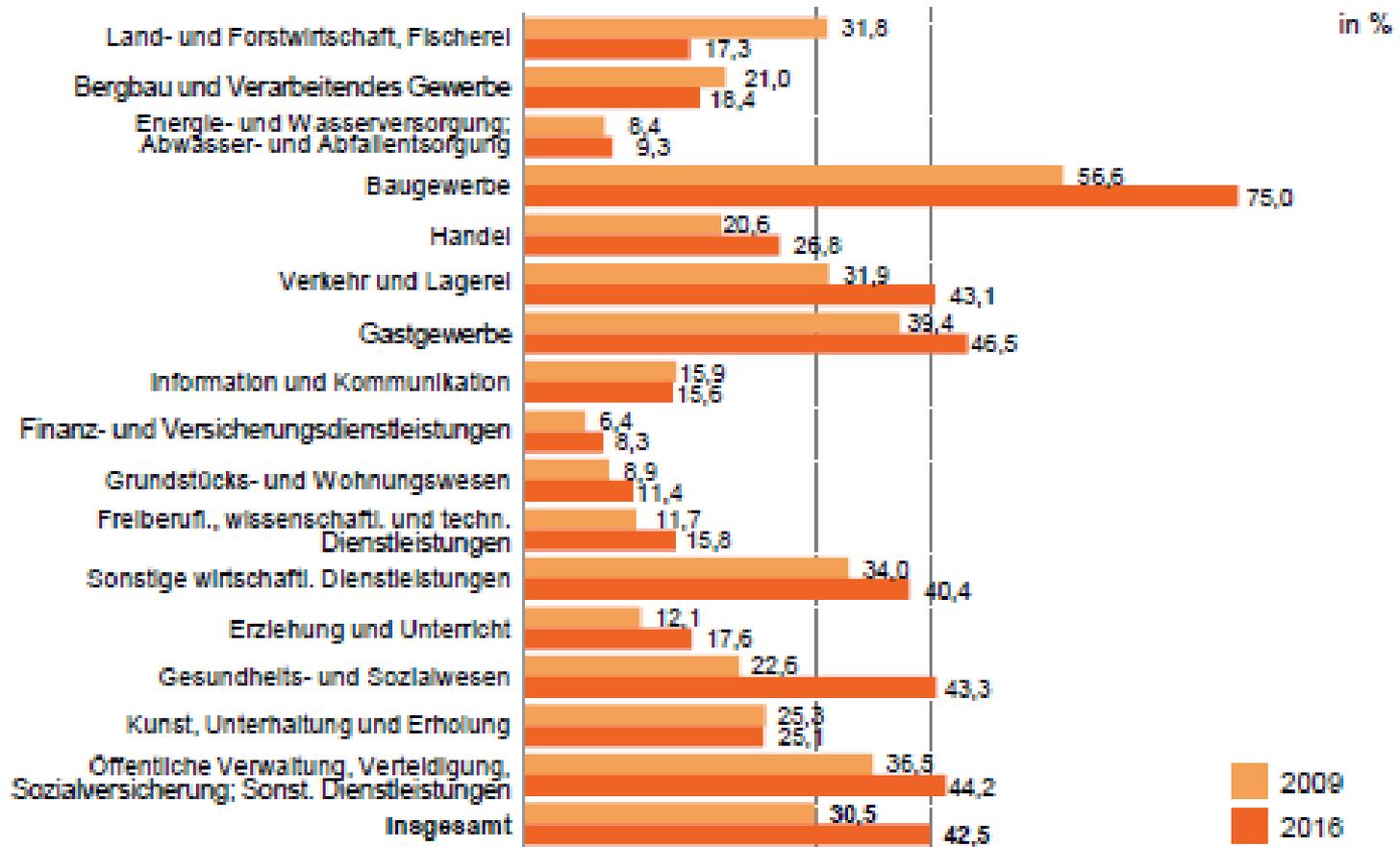
Quelle: IfM Bonn (Basis: Statistisches Bundesamt: Arbeitstabellen der Gewerbeanzeigenstatistik 2007 bis 2016 und Ergebnisse des Ausländerzentralregisters).

Distribution of start-ups in sectors, Foreigners and Germans, 2009, 2016



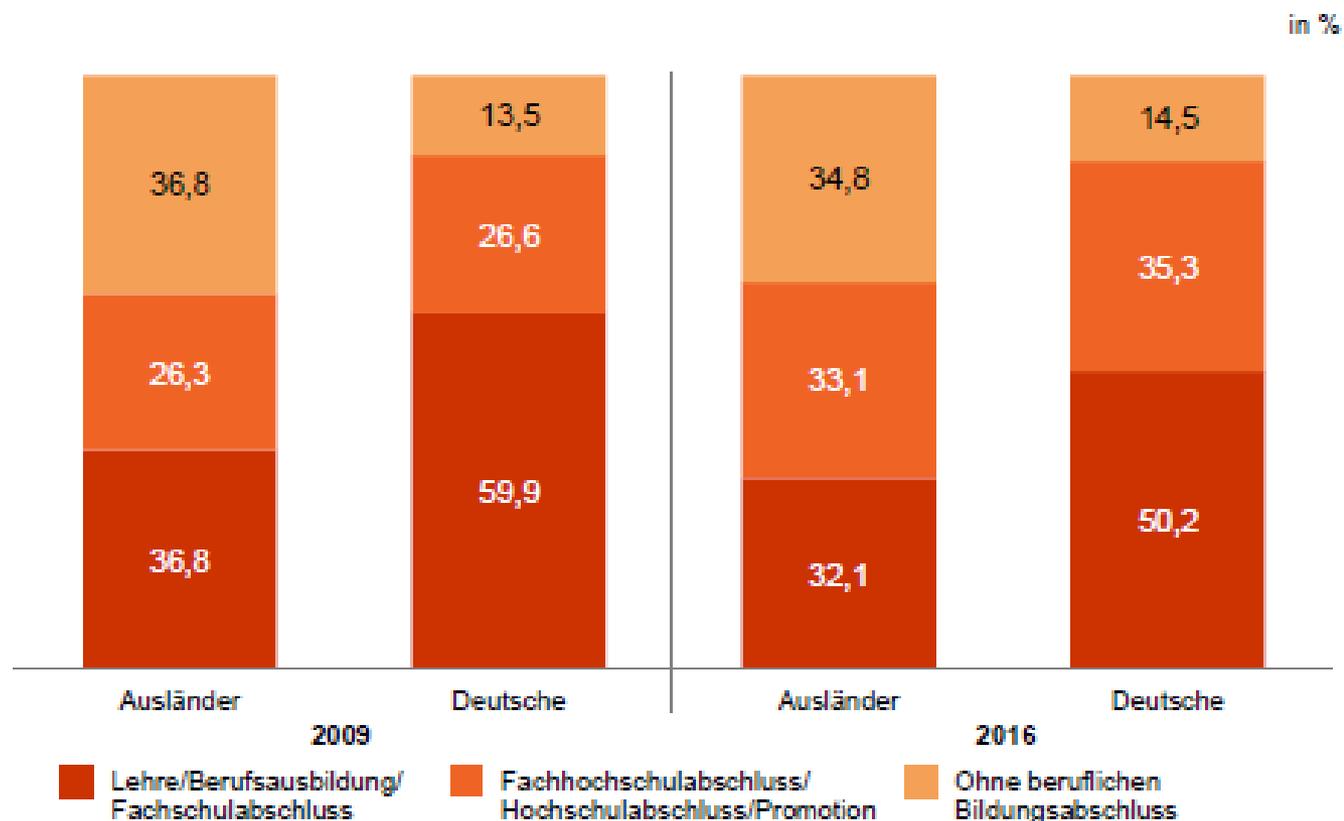
Quelle: IfM Bonn (Basis: FDZ der Statistischen Ämter des Bundes und der Länder, Gewerbeanzeigenstatistik 2009 und 2016).

Share of Foreign start-ups in different industries, 2009, 2016



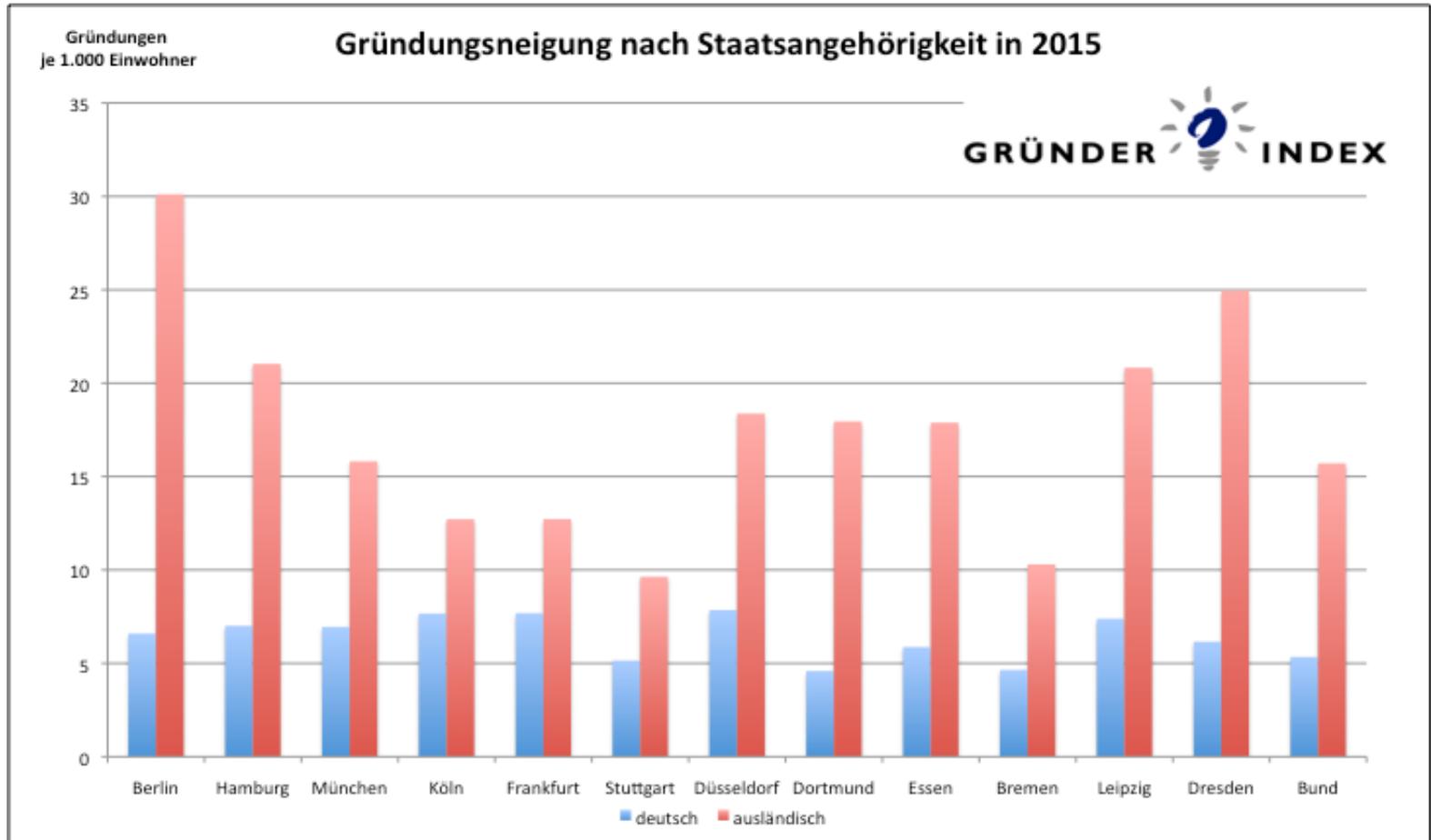
Quelle: IfM Bonn (Basis: FDZ der Statistischen Ämter des Bundes und der Länder, Gewerbeanzeigenstatistik 2009 und 2016).

Professional Qualification of business founders, Germans and Foreigners



Quelle: Statistisches Bundesamt: Ergebnisse des Mikrozensus, Sonderauswertung im Auftrag des IfM Bonn, Bonn 2015 und 2017; Berechnungen des IfM Bonn.

Start-up intensities in various metropolitan regions, Germans and Foreigners 2015



Quelle: Gewerbeanzeigenstatistik Forschungsdatenzentrum der Länder, Ausländerstatistik Statistisches Bundesamt, eigene Berechnungen

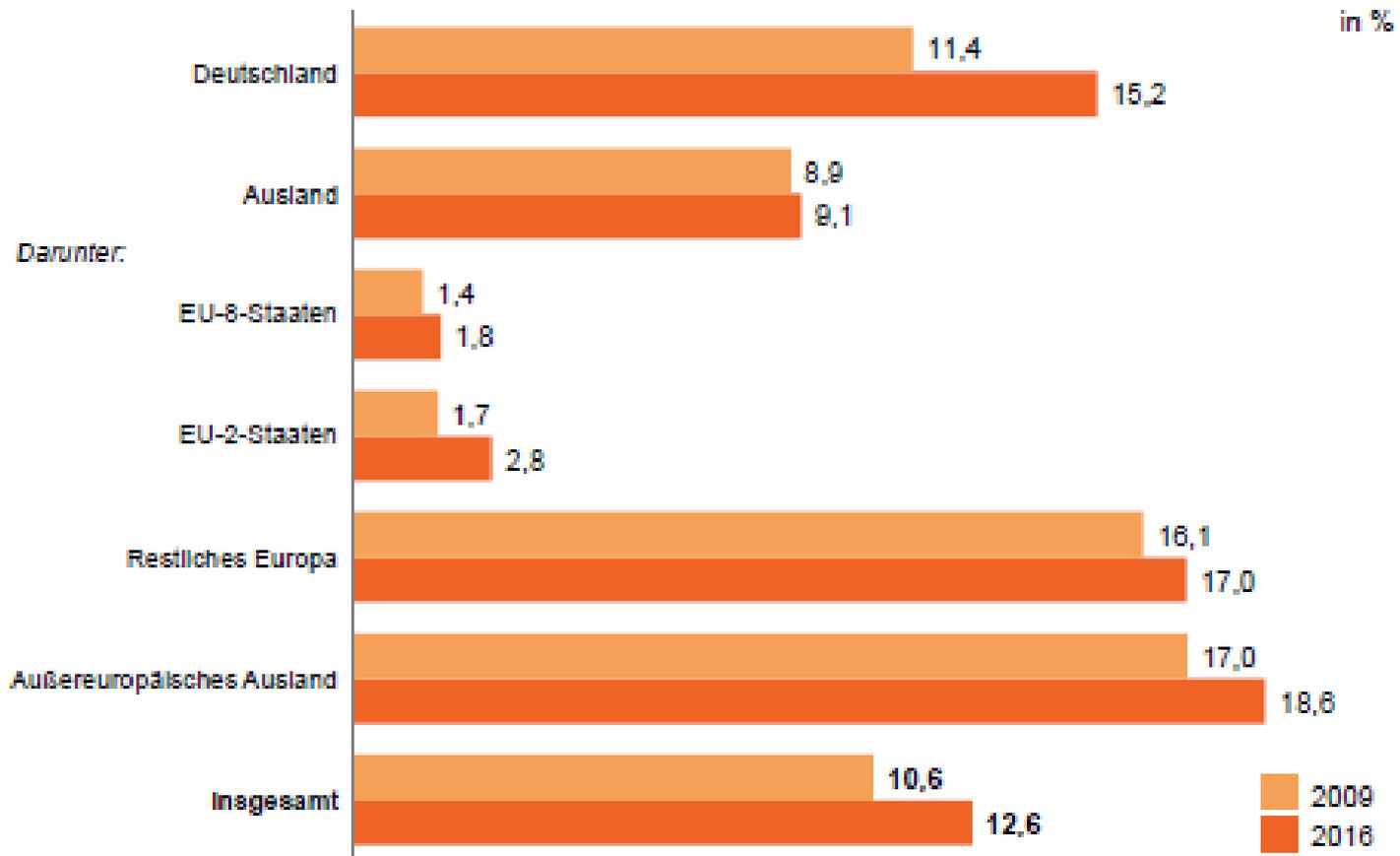
Start-ups in various metropolitan regions diff. per Nationality, 2015

	Gewerbebeanmeldungen im Jahr 2015 durch							
	darunter							
	Deutsche	Ausländer	Polen	Rumänen	Türken	Bulgaren	Italiener	Kroaten
Berlin	19.435	17.247	6.058	2.027	1.391	1.465	564	292
Hamburg	10.596	5.805	2.056	707	447	610	77	194
München	7.266	6.403	1.219	724	414	291	221	852
Köln	6.487	2.728	861	170	502	111	166	44
Frankfurt	4.025	2.658	328	219	348	114	165	216
Stuttgart	2.425	1.468	162	138	181	52	80	238
Düsseldorf	3.675	2.648	526	313	221	130	96	77
Dortmund	2.241	1.753	616	197	257	119	38	33
Essen	2.920	1.527	447	139	244	55	44	45
Bremen	2.184	899	200	62	168	87	13	20
Leipzig	3.845	835	38	111	44	28	40	29
Dresden	3.142	837	71	190	17	77	18	88
Bund	390.041	143.058	33.622	20.408	16.114	9.442	6.389	6.337

Quelle: Gewerbebeanzeigenstatistik, Forschungsdatenzentrum der Länder.

- About every 6th start-up has the potential for innovation in the 12 larger cities (in knowledge intensive services, and manufacturing)
- 18% of all start-ups with innovation potential by migrants
- Innovative Entrepreneurship rate for Migrants at same level as for Germans
- nation with most innovative migrant entrepreneurship : Poland

Share of Start-ups with Employees, Germans and Foreigners



Quelle: IfM Bonn (Basis: FDZ der Statistischen Ämter des Bundes und der Länder, Gewerbeanzeigenstatistik 2009 und 2016).

- For those who love to serve stereotypes: today they should talk about these ‚construction workers‘

For all others:

- Germany has become an immigration country
- But has not started to attract the top brains
- Migrant Entrepreneurs
 - Able to improve their own economic situation, find jobs later on
 - have contributed to the positive econ. development of Germany
 - Do create jobs for others, pay taxes and social security etc.

- Downside: Overall more migrants than Germans
 - are pushed into Entrepreneurship
 - if so: prefer non-employership
 - prefer to return to a job as an employee whenever possible
- Higher start-up rates of migrants mostly the consequence of
 - bad regulation
 - discrimination at the labor market or
 - other push factors
- Support Systems
 - Positive Experience with respect to Start-up subsidy (32%)
 - Low take-up rates of other public support like Coaching (<10%)

Overall: Migrant Entrepreneurship is crucial for integration

- Better functioning of public institutions in sending countries
 - Cut **red tape** and improve institutional environment that is hostile to entrepreneurship
 - **tax system**
 - **contract enforcement**

All **very different** within EU

- Better perception of **reasons for migration, of background and of future potential:**

a refugees hasa different aims from a highly educated migrant
from a less educated migrant from an innovator

- Better differentiation of ME policies in receiving countries:
 - Become attractive for innovators
 - Full Right of Free movement from beginning: less push types
 - Most refugees, but also migrants are here temporarily: Self-employment as one effective solution to improve circumstances
 - Language is crucial
 - Provide practical educational support for less educated people based on their actual (not formal) skills and abilities
 - Combine financial support (start-up benefits) with Coaching offers via achievable ‚entry barriers‘ (a business plan) to benefit system
 - Entrepreneurship training also boosts productivity of migrants in labor markets
 - Tell more stories about successful migrant entrepreneurs

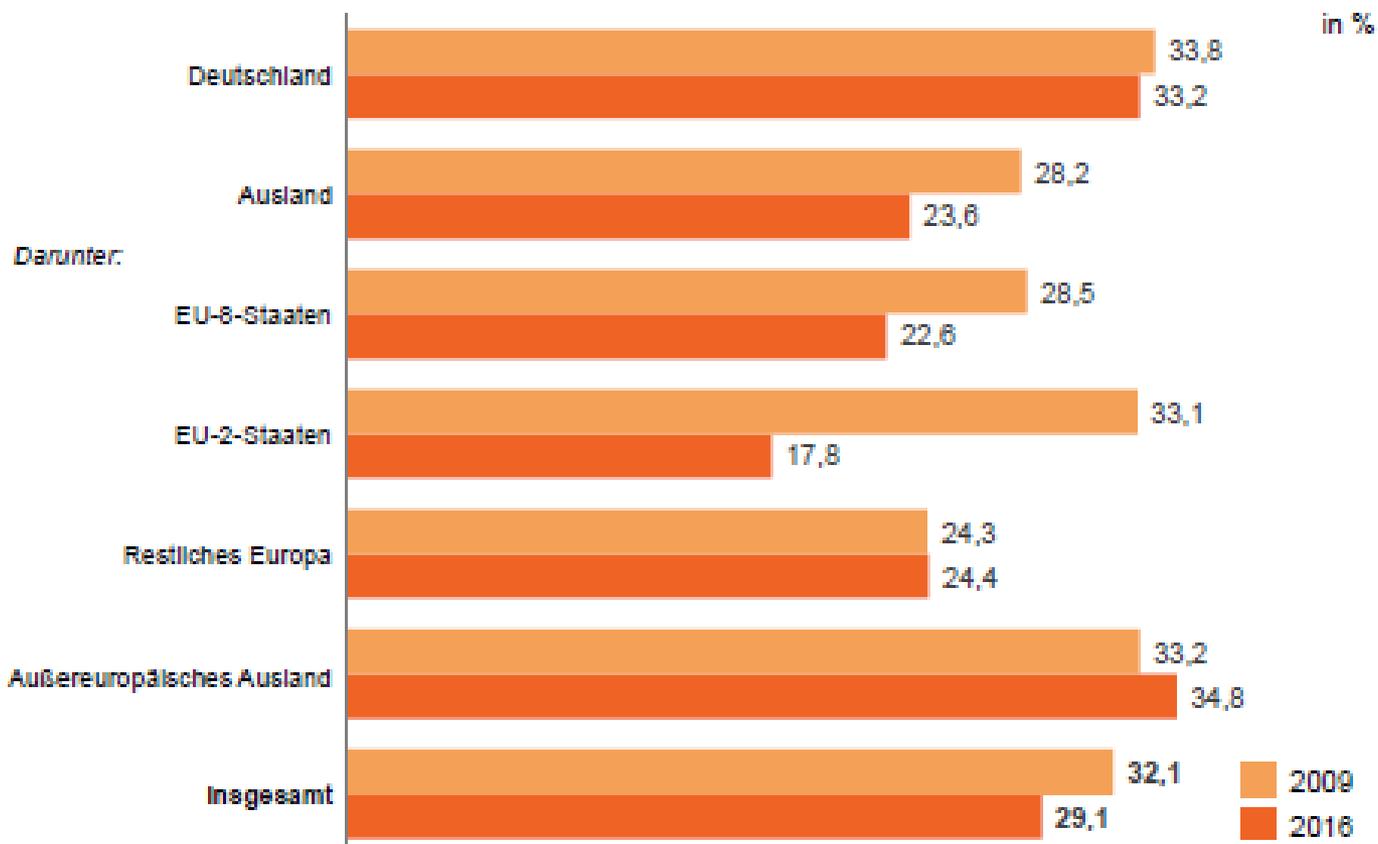
Vielen Dank für Ihre Aufmerksamkeit.



**DIW Berlin — Deutsches Institut
für Wirtschaftsforschung e.V.**
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www.diw.de

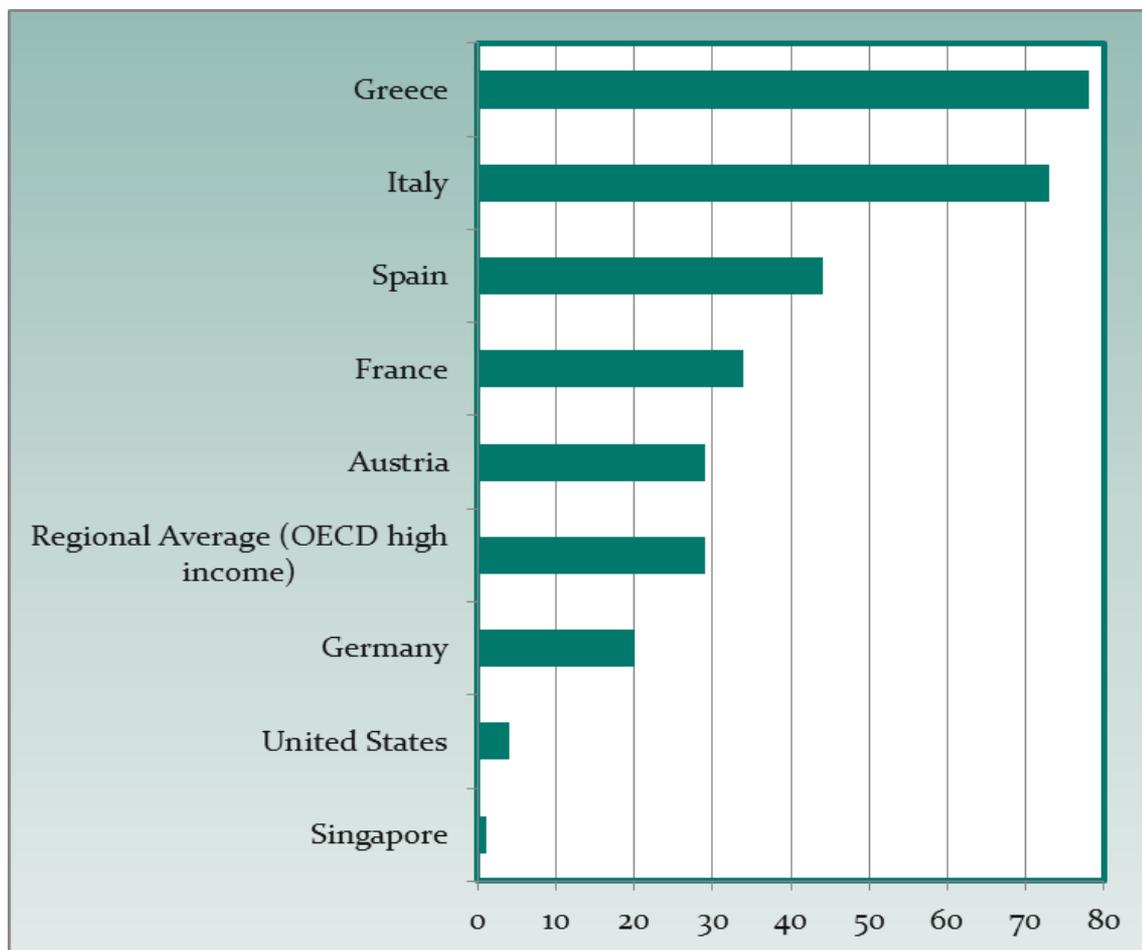
Alexander Kritikos
Forschungsdirektor DIW
Professor für Volkswirtschafts-
lehre, Universität Potsdam

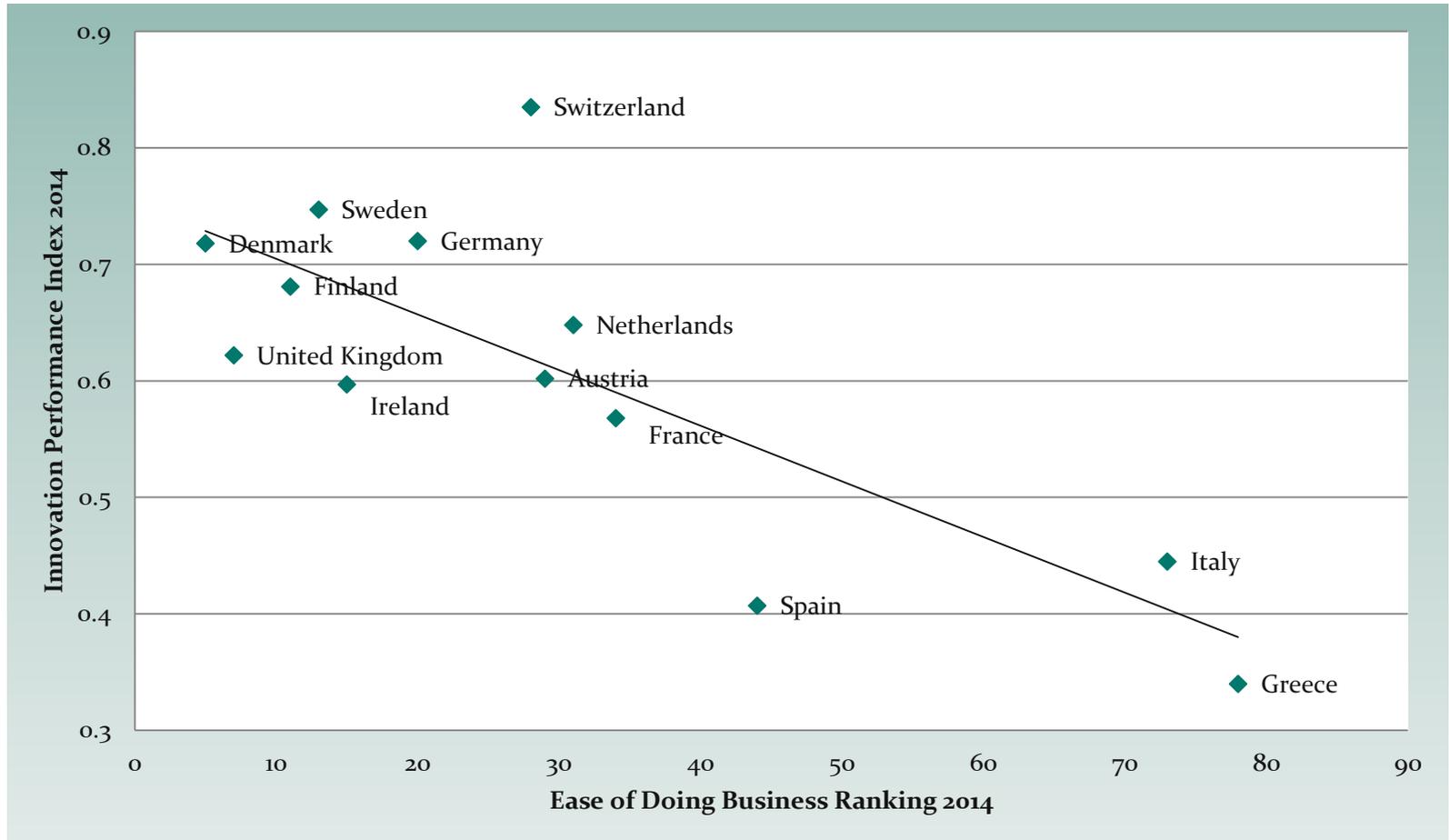
Frauenanteil an den Existenzgründungen von gewerblichen Einzelunternehmen 2009 und 2016 in Deutschland nach Nationalitätengruppen



Quelle: IfM Bonn (Basis: FDZ der Statistischen Ämter des Bundes und der Länder, Gewerbeanzeigenstatistik 2009 und 2016).

Ease of Doing Business 2015



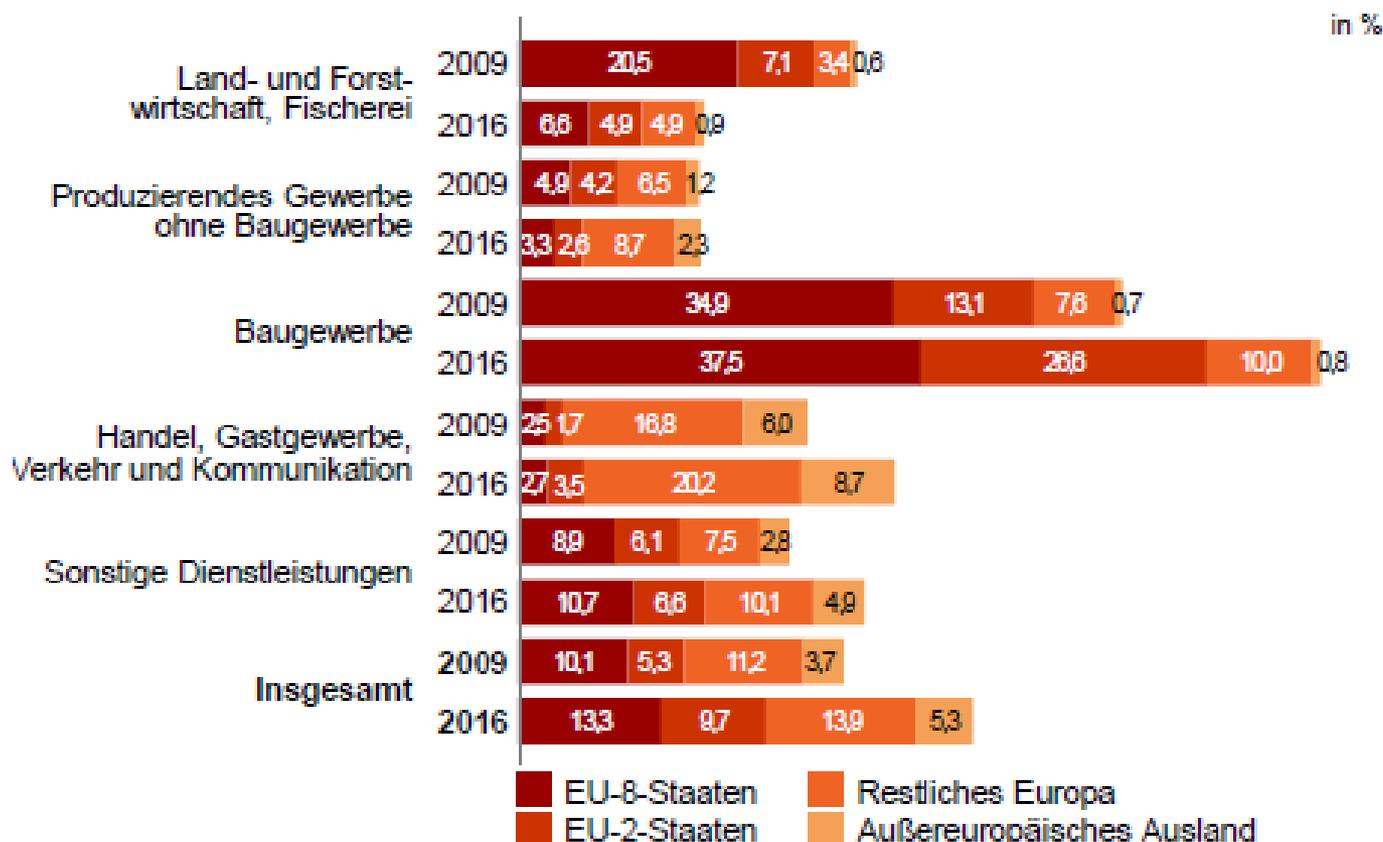


Source: Innovation Union Scoreboard (2014), World Bank (2014).

Ease of Doing business

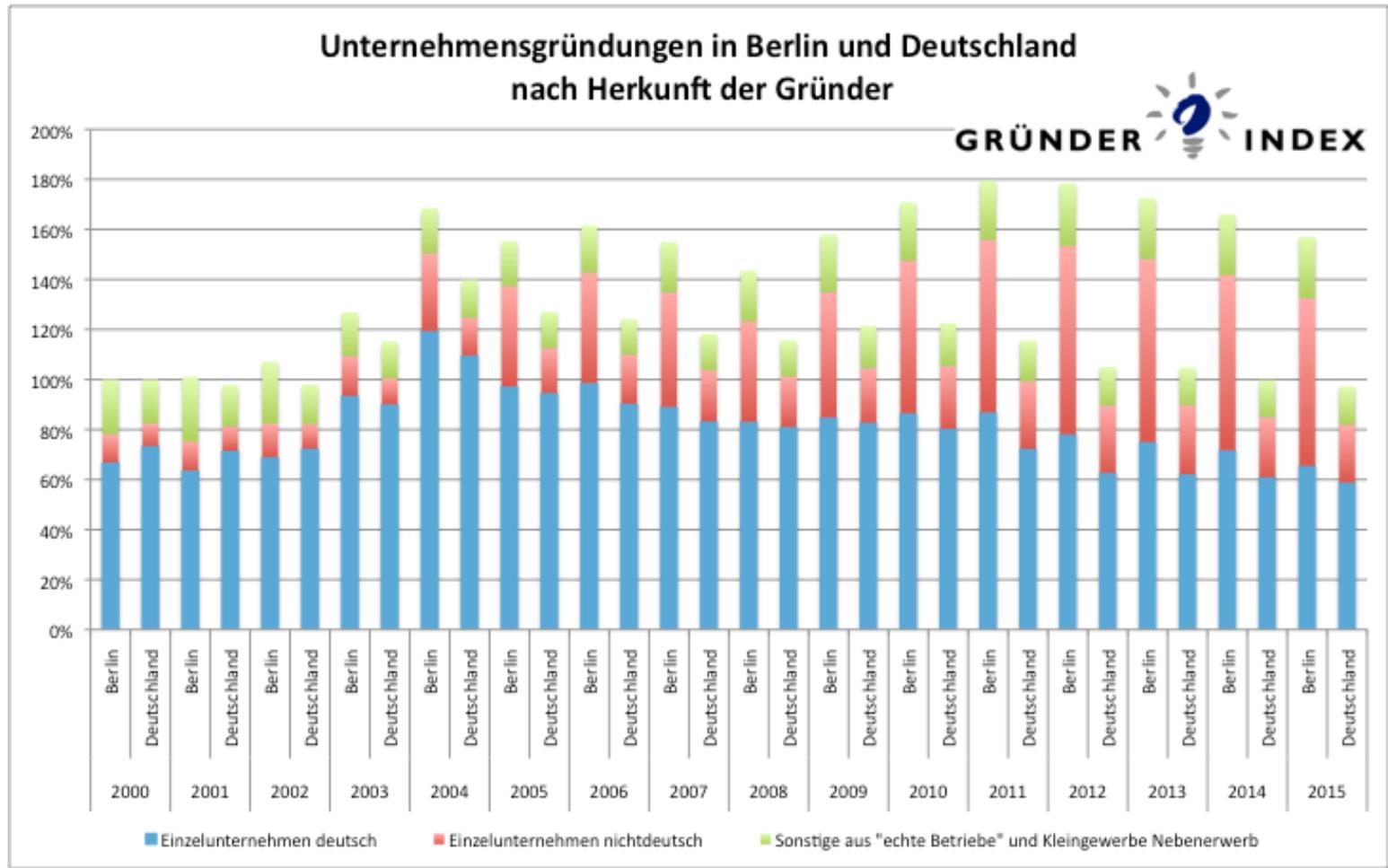
	Germany	Greece	US	France	Switzerland	Singapore
Ease of Doing Business rank	15	60	7	27	26	1
Starting a business	107	54	49	32	69	10
Registering Property/ cons. Permits	62/13	144/60	34/33	85/40	16/56	17/1
Enforcing contracts	12	121	21	14	46	1
Getting credit	28	79	2	79	59	19

Ausländeranteil an den Existenzgründungen von gewerblichen Einzelunternehmen 2009 und 2016 in Deutschland nach Wirtschaftsbereichen und Nationalitätengruppen



Quelle: IfM Bonn (Basis: FDZ der Statistischen Ämter des Bundes und der Länder, Gewerbeanzeigenstatistik 2009 und 2016).

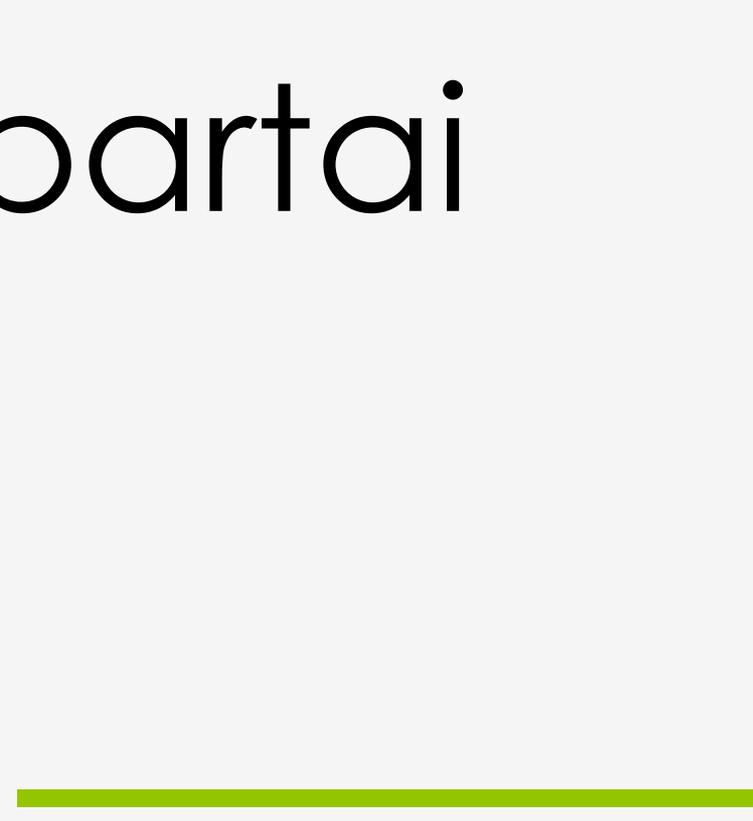
Unternehmensgründungen nach Staatsangehörigkeit der Gründer



Quelle: Gewerbeanzeigenstatistik, eigene Berechnungen.



Beslan kabartai





the Cheeses project



The challenges

- instability.
- Legislation and rules.
- Authorities and bureaucracy.

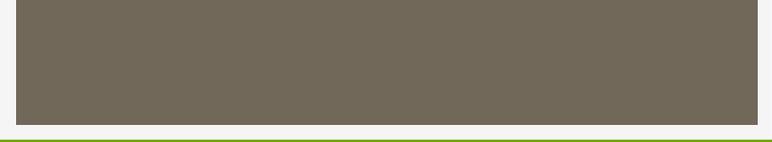
The help

- Startup your future.
- The job center.
- the Partners.



Lessons to be taught

- Entrepreneurial success recipe
- Marketing knowledge
- Don't work in a bubble
- Partnership partnership partnership.
- be Courage and man up.



Manny thanks...



WoW e.V. is a human rights non-profit, non-governmental organization that seeks to enhance the professional advancement of women with Muslim migration background in the German employment sector. The organization's objective is to foster equality in employment. WoW e.V. operates in three thematic areas that correspond with key players:



The Job Ready Program aspires to prepare women with Muslim migration background for the German employment sector. WoW e.V. offers free seminars and workshops in this context.



The I Pledge Campaign is an outreach program to employers with the aim to formulate and implement approaches for the advancement of women with Muslim migration background in the German employment sector. WoW e.V. offers free seminars, workshops, and working groups in this context.



The WithorWithout Campaign has the objective to raise awareness about the situation of women with Muslim migration background in the German employment sector. WoW e.V. offers online and offline social engagement actions in this context.

WoW e.V. is based in Stuttgart (headquarters), but has representatives across Germany. The organization consists of volunteers and interns.

2015 - 2016

WoW Project:

Winner of 2015 Global Diversity Contest - United Nations Academic Impact

Funded by UNHATE Foundation
3.Place International Competition - Zahnräder Netzwerk

Supported by Mentoring in Marketing & Fundraising.

2016 - 2017

Campaigns - Bags & Game:

Bags "What matters in the job market is what's in the head, not on it"
Game "Muslims and Islam in Germany"
Cooperation with Forum der Kulturen Stuttgart e.V.

Funded by Baden-Württemberg Ministry for Social Affairs & Federal Ministry for Families, Seniors, Women, and Youth.

2017 - 2018

Game Meetings:

Game Meetings for key "multipliers" in economy, education, integration, etc.
Funded by House of Resources Forum der Kulturen Stuttgart e.V. & Federal Ministry of the Interior

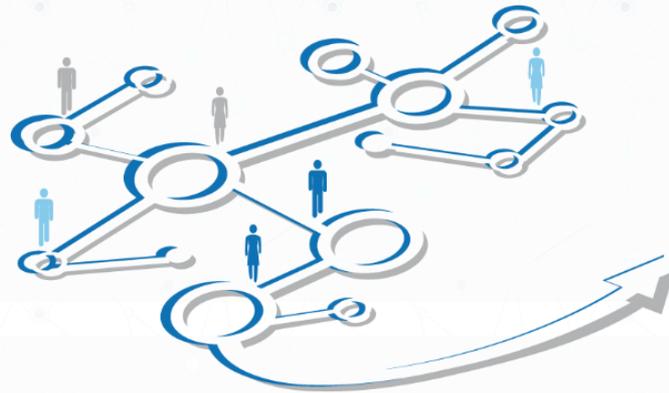
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-  @wowwithorwithout
-  @WoW_eV

WoW e.V. is a member of:





EMEN
European Migrant Entrepreneurship Network

COMMUNITY OF PRACTICE 3

**Professionalism and diversity management
through effective, efficient and sustainable ecosystems**

MÜNCHEN 23 – 24 APRIL 2018

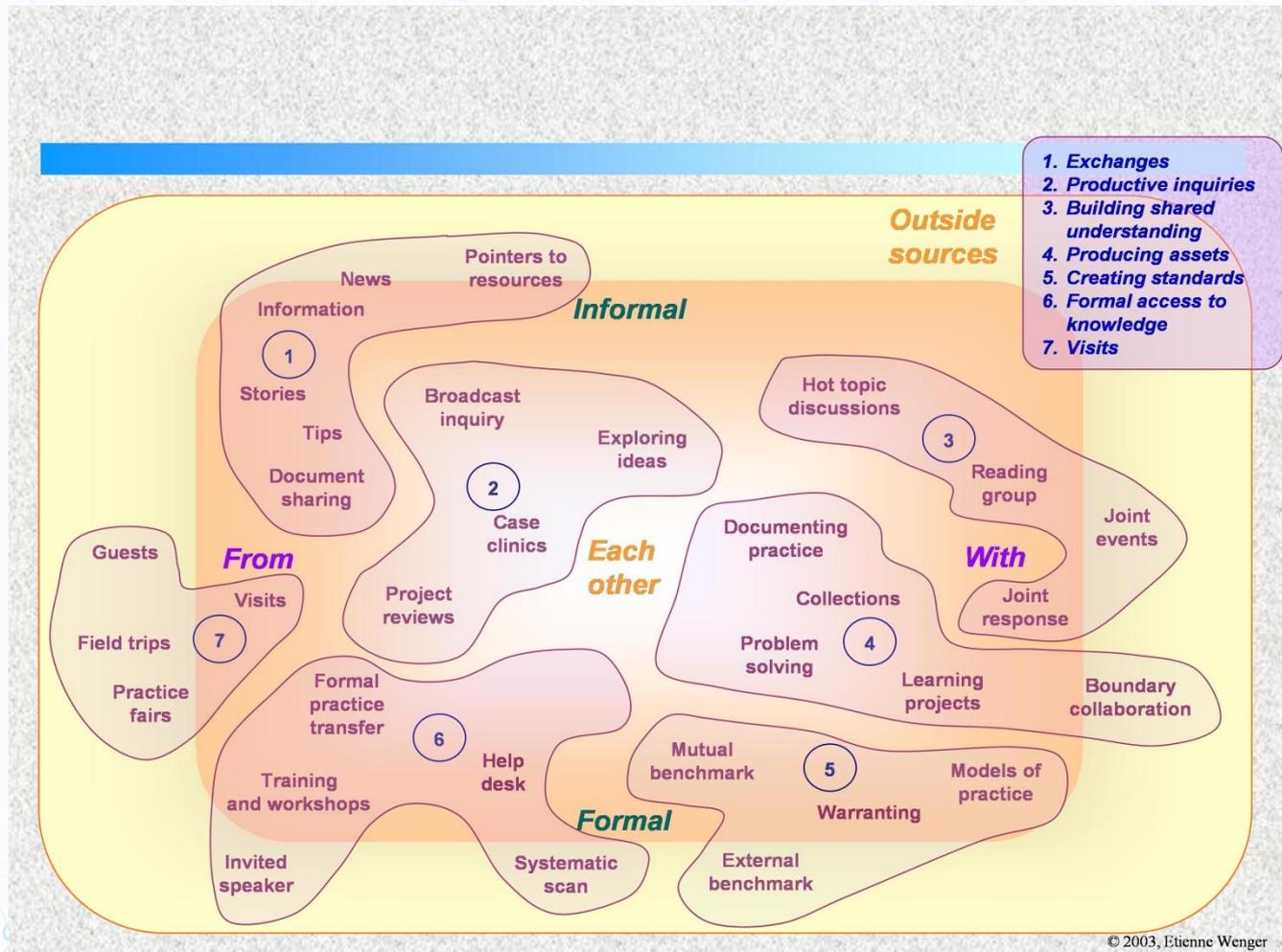


EMEN

- Three-year project supported EU-COSME programme
- Aims to strengthen support for migrant entrepreneurship
- It will do this by networking organisations that support migrant entrepreneurship, so that they can learn from each other in three essential areas:
 - Coaching and mentoring, led by Social Impact gGmbH, Berlin
 - Access to finance, led by THUAS-FINE, The Hague
 - Professionalism (of migrant entrepreneurs' associations) and diversity management (of chambers of commerce), led by UNITEE and EUROCHAMBRES
- Partners: AEIDL, DIESIS Coop, Social Impact, THUAS-FINE, UNITEE, CECOP-CICOPA Europe, ETUC, REVES, ALDA, EURADA, EUROCHAMBRES



Community of Practice methodology: COLLECTIVE LEARNING STRATEGY



Community of Practice methodology: COLLECTIVE LEARNING STRATEGY

- The seven 'islands' in the diagram cover:
- Exchanges: e.g. news, information, stories, tips, document sharing, pointers to outside resources;
- Productive inquiries: e.g. case clinics, project reviews, exploring ideas, broadcast enquiry;
- Building shared understanding: e.g. hot topic discussions, reading groups, joint events, joint response;



Community of Practice methodology: COLLECTIVE LEARNING STRATEGY

- Producing assets (or products): e.g. documenting practice, collections, problem solving, learning projects;
- Creating standards: e.g. mutual benchmark, external benchmark, models of practice, warranting (certification);
- Formal access to knowledge: e.g. help desk, training and workshops, formal practice transfer, systematic scan (of knowledge), invited speakers;
- Visits: guests, field trips (to other practitioners), e.g. practice fairs (policy fora), visits (to each other).



CoP 3 will address two problems:

1. The general low level of professionalism of associations of migrant entrepreneurs.

Following a survey of needs, a training course will be developed covering:

- the role of the board and its relationship with the director and staff;
- legal responsibilities of directors;
- strategic management (vision and mission);
- governance (serving members' needs, transparency).

The training will be delivered by UNITEE members in their respective countries, in the first place in Belgium, France, Germany and the Netherlands. It will be followed up with coaching and supported online, including via the CoP's thematic forum.

CoP 3 will address two problems:

2. The general low level of inclusion of migrant entrepreneurs in mainstream business associations, such as chambers of commerce.

Mainstream business associations serve all business people irrespective of their origin. Moreover, in many parts of the EU, over half of new businesses are started by migrant entrepreneurs. Migrants therefore make up an increasing share of the client base of business associations, and from the angle of commercial survival, as well as of equity, it is necessary that business associations such as Chambers of Commerce review their existing services to determine whether they are migrant-friendly and how they can be improved or further developed in order to support migrant entrepreneurs better.



About the two leaders of CoP 3



UNITEE - New European Business Confederation

- Brussels based INGO (22 April 2011)
- UNITEE plays a crucial role in Europe as it is the **only organisation** representing entrepreneurs and professionals with a migrant background, whom we refer to as '**New Europeans**': people who live in Europe but have connections with more than just the country where they live.
- Through its national federations (6) and member associations (78), UNITEE represents entrepreneurs (12,000) and business professionals (3,000) across 24 European countries and from all the major sectors of the European economy.



UNITEE works for:

- **An economically strong Europe ...**
UNITEE aims to strengthen European SMEs, the backbone of the EU's economy.
- **... sustainable, social and smart**
The EU's economic growth should be "healthy" growth, which respects citizens' well-being and their environment.
- **... drawing its strength from the diversity of its citizens**
In particular, our ambition is to reach definite open-mindedness towards New Europeans' assets for EU countries.
- **... seeking deeper economic relations with the countries of origin of our members**
UNITEE fosters our members' role as an economic bridge between Europe and their countries of origin



Mission statement

Our mission is therefore to represent and support New European entrepreneurs and business professionals through:

- **European Advocacy:** Advocate our members' interests to local, national and European public authorities.
- **Services:** Provide a wide range of services to our members to aid in their economic, social and cultural development. We encourage them to play a stronger role in their country of residence and at the European level.



New Europeans

New European entrepreneurs and business professionals live and work in a European country but have ties that go beyond their current country of residence, thus possessing a dual or plural cultural and linguistic background.



Why New Europeans?

- Our members are first, second or third generation immigrants. Their country of origin is still dear to them but they see themselves as fully European and consider Europe to be their future. They are therefore not 'migrants' in the strictest sense, a term which brings us back to the 'myth of return' that is no longer applicable.



EUROCHAMBRES



Migrant entrepreneurship in Europe



Migrant Entrepreneurship in Europe

- A strong development of research and literature on migrant entrepreneurship, both theoretical and practical (OECD, EESC, EU)
- Migrants tend to be more entrepreneurial than their native counterparts.
- Migrants have notably higher rates of self-employment in Belgium, France, the Nordic countries, and particularly, in central and Eastern Europe
- Active in more than 115 sectors of European economy



Barriers

- Lower survival rates
- Ethnic markets
- Growth barriers: management skills, access to expert networks, lack of expertise in franchising, licensing
- Gender barrier
- Lack of human capital, social capital, symbolic capital and financial capital
- Difficulties to have access to support structures
- Diaspora mobilisation policies (influence of the country of origin)



Migrant Entrepreneurship in Europe

Difficulty of defining the topic

- European migrants
- Western migrants
- Non-western migrants
- Refugees
- Illegals
- Political migrants
- Economic migrants
- Highly-educated and low-educated migrants
- First generation, second generation, third generation
- Male or women
- Young or old
- Small, medium or big enterprise



Importance of migrant entrepreneurship

- Social mobility
- Access to jobs
- Job creation + apprenticeship
- Ethnic products and ethnic services
- Internationalisation of local economy through expert knowledge of foreign markets
- Economic development of countries of origin
- Cross-cultural creativity and innovation
- Flexibility on the labour market (outsourcing)



Importance of migrant entrepreneurship

- Revitalisation of neighborhoods deserted by indigenous businesses (ageing)
- Ethnic entrepreneurs can also be instrumental in giving certain sectors a new lease of life (garment industry)
- Revival of international tourism in multicultural cities

Promoting migrant entrepreneurship



Promoting ethnic entrepreneurship: improving the regulatory and institutional environment

- Lack of policy
 - policy assumption that entrepreneurs operate in the private sector only, outside the reach of the government
- General policy
 - Policy assumption that there is no need for specific policy to stimulate ethnic entrepreneurship
- Group-specific policy
 - Deficit model (pampering, stigmatisation and isolation)
 - Reaction of populists and young generations of migrants
- As general as possible – as specific as needed



Promoting migrant entrepreneurship: improving personal capabilities of ethnic entrepreneurs

- Helpdesks and information points providing effective, accessible, customer-friendly and cost-efficient advice, training and information services for potential or active ethnic entrepreneurs
- Microfinance
- Affordable business locations
- Access to regular clients and international markets
- Business transfer
- Mentoring, coaching



Promoting migrant entrepreneurship: improving the business environment

- Urban and neighbourhood revitalisation projects
- Regulation
- Subsidies



Promoting migrant entrepreneurship: improving the associational capacity of entrepreneurs

- Total lack of policy and support
- Policy to support monocultural associations
- Policy to support multicultural associations
- Policy to support membership of migrant entrepreneurs in white associations
- Policy to support imbedding of migrant entrepreneurs in support structures
- Policy to support the creation supportive ecosystems



Promoting migrant entrepreneurship: a question of choice!

- Local, national, European policy: Unilateral or combined?
- Home affairs, economic affairs, social affairs, cultural affairs, international affairs, employment affairs, integration affairs or integral and cohesive approach?
- General or group-specific (ethnicity, gender, education level, first, second, third generation, sectoral)?
- Agency (entrepreneur), structure or combined?
- Start-up or whole business cycle?
- Monocultural, multicultural, embedded or ecosystem?
- Migrant or New European?



Recommendations for European policy-makers

- Use the potential of ethnic entrepreneurship for more economic growth
- Helping SMEs to face globalised markets
- Promoting entrepreneurship, job creation and inclusive growth
- Increasing long-term employment rates by more support for ethnic entrepreneurship
- Within the Europe 2020 strategy recognise ethnic entrepreneurship in the integration strategy for migrants



- Improve cooperation between different departments of the European Commission and other institutions and organisations
- Expand the policy attention of the European social partners to include ethnic entrepreneurship
- Promote dialogue with European financial institutions



Recommendations for national governments

- Recognise and promote migrant entrepreneurship as part of wider integration policies
- Use migrant entrepreneurs to enhance relationships with overseas trade partners
- Review the regulatory and structural framework for setting up businesses
- Boost awareness and strengthen the capacities of intermediary organisations
- Inform potential entrepreneurs of existing tools



Recommendations for local policy-makers

- Include migrant entrepreneurship in the overall integration strategy
- Recognise migrant entrepreneurship in the overall economic strategy
- Improve cooperation between different city administration departments
- Ensure that a coherent, comprehensive policy approach reaches all relevant stakeholders
- Facilitate links between different sectors such as education and training
- Ensure efficient use of available tools supporting entrepreneurship



Recommendations for local policy-makers

- Support better access to credit
- Facilitate and improve cooperation with relevant stakeholders
- Act as proactive agents in regulatory and structural support



Survey conclusions



CHALLENGES FOR MIGRANT BMOS

- The cause of the deficit in professionalisation is due not to a lack of skills of individuals and managers, but in the difficulty in attaining a critical size, in obtaining financing and in joining mainstream networks
- Strategic partnerships and exchanges of best practices with other organisations and the public sector should be favoured and improved to address this deficit.
- An enhanced process of strategic development would help BMOs broaden their services, providing more substantial help to their members and reducing the gap with mainstream business organisations.



CHALLENGES FOR CHAMBERS OF COMMERCE

- Diversity management is generally considered an important aspect by chambers of commerce; what is missing is the ability to go beyond individual experiences
- Surveyed chambers of commerce provide services that do not discriminate between different ethnicities. Nevertheless, active practices of integration and diversity management are lacking
- The majority of chambers suffer from a double deficit of access: to migrant entrepreneurs – very limited in their membership – and to contacts with best practices.



Solution for both groups:

Create an infrastructure and a supportive entrepreneurial ecosystem favouring the exchange of best practices, knowledge, talent, tools and resources.

Ecosystems



Attributes of successful entrepreneurial ecosystems

- Entrepreneurial ecosystems are combinations of social, political, economic, and cultural elements within a region that support the development and growth of innovative start-ups and encourage nascent entrepreneurs and other actors to take the risks of starting, funding, and otherwise assisting high-risk ventures.
- As originally defined by Dubini (1989) ecosystems (or as she called them, environments) are characterised by the presence of family businesses and role models, a diverse economy, a strong business infrastructure, available investment capital, a supportive entrepreneurial culture, and public policies that incentivise venture creation.



A collaborative culture that is rich in social capital

- Entrepreneurship is a community sport. The essence of an entrepreneurial ecosystem is its people and the culture of trust and collaboration that allows them to interact successfully.
- Strong ecosystems allow entrepreneurs to quickly find knowledge and resources they need to succeed.
- Connections among individuals and institutions allow knowledge and resources to flow to entrepreneurs quickly.
- Champions and conveners promote entrepreneurs, organise the ecosystem and build awareness.

Ecosystems

- **Entrepreneurship doesn't happen in a vacuum.** It's the result of countless complex interactions in a community. No single organisation can provide sufficient help to all the entrepreneurs in a community.
- We have to build the **ecosystem** that surrounds entrepreneurs. Ecosystems help entrepreneurs thrive at each step. Just as the complex biological system of soil, water, sunlight, flora and fauna in a rainforest allows individual plants to flourish, so the ecosystem for entrepreneurs is essential to their success. Healthy ecosystems allow talent, information and resources to flow quickly to entrepreneurs as they need it.

Designing and building Sustainable ecosystems



We need ecosystem builders

- **Many communities have the elements of an ecosystem, but they remain nascent or disconnected.** Their networks may be small, siloed or fragmented. And their cultures may lack vibrancy, trust and social cohesion.
- When such gaps exist, leaders must consider the whole ecosystem and enhance each of its elements. In recent years, these individuals have come to be called "ecosystem builders." Ecosystem builders connect, empower and collaborate with others to build the whole system. They are system entrepreneurs, working to lift up the whole community to achieve its potential. They play multiple roles, including system architect, champion, advocate, convener, cajoler, traffic cop, air traffic controller and storyteller.



We need ecosystem builders

- **Like entrepreneurs, ecosystem builders come in many forms.**
- **Entrepreneurial ecosystems, at their heart, are based on human relationships.** Ecosystem builders are creating an invisible infrastructure in their communities to support entrepreneurs. It's not like traditional infrastructure. It's not about physical spaces, fancy buildings, pools of capital or big institutions. Instead, ecosystem builders focus on building consistent, collaborative human engagement. It's about process, not product. Context, not content. The journey, not the destination.

COMPONENTS OF ENTREPRENEURIAL ECO-SYSTEM PILLARS

Accessible Markets

- Domestic Market – Large Companies as Customers
- Domestic Market – Small/Medium Companies as Customers
- Domestic Market – Governments as Customers
- Foreign Market – Large Companies as Customers
- Foreign Market – Small/Medium Companies as Customers
- Foreign Market – Governments as Customers

Human Capital/Workforce

- Management Talent
- Technical Talent
- Entrepreneurial Company Experience
- Outsourcing Availability
- Access to Immigrant Workforce

Funding and Finance

- Friends and Family
- Angel Investors
- Private Equity
- Venture Capital
- Access to Debt

Support System

- Mentors/Advisors
- Professional Services
- Incubators/Accelerators
- Network of Entrepreneurial Peers

Regulatory Framework and Infrastructure

- Ease of Starting a Business
- Tax Incentives
- Business-Friendly Legislation/Policies
- Access to Basic Infrastructure (e.g. water, electricity)
- Access to Telecommunications/Broadband
- Access to Transport

Education and Training

- Available Workforce with Pre-University Education
- Available Workforce with University Education
- Entrepreneur-Specific Training

Major Universities as Catalysts

- Major Universities Promoting a Culture of Respect for Entrepreneurship
- Major Universities Playing a Key Role in Idea-Formation for New Companies
- Major Universities Playing a Key Role in Providing Graduates for New Companies

Cultural Support

- Tolerance of Risk and Failure
- Preference for Self-Employment
- Success Stories/Role Models
- Research Culture
- Positive Image of Entrepreneurship
- Celebration of Innovation

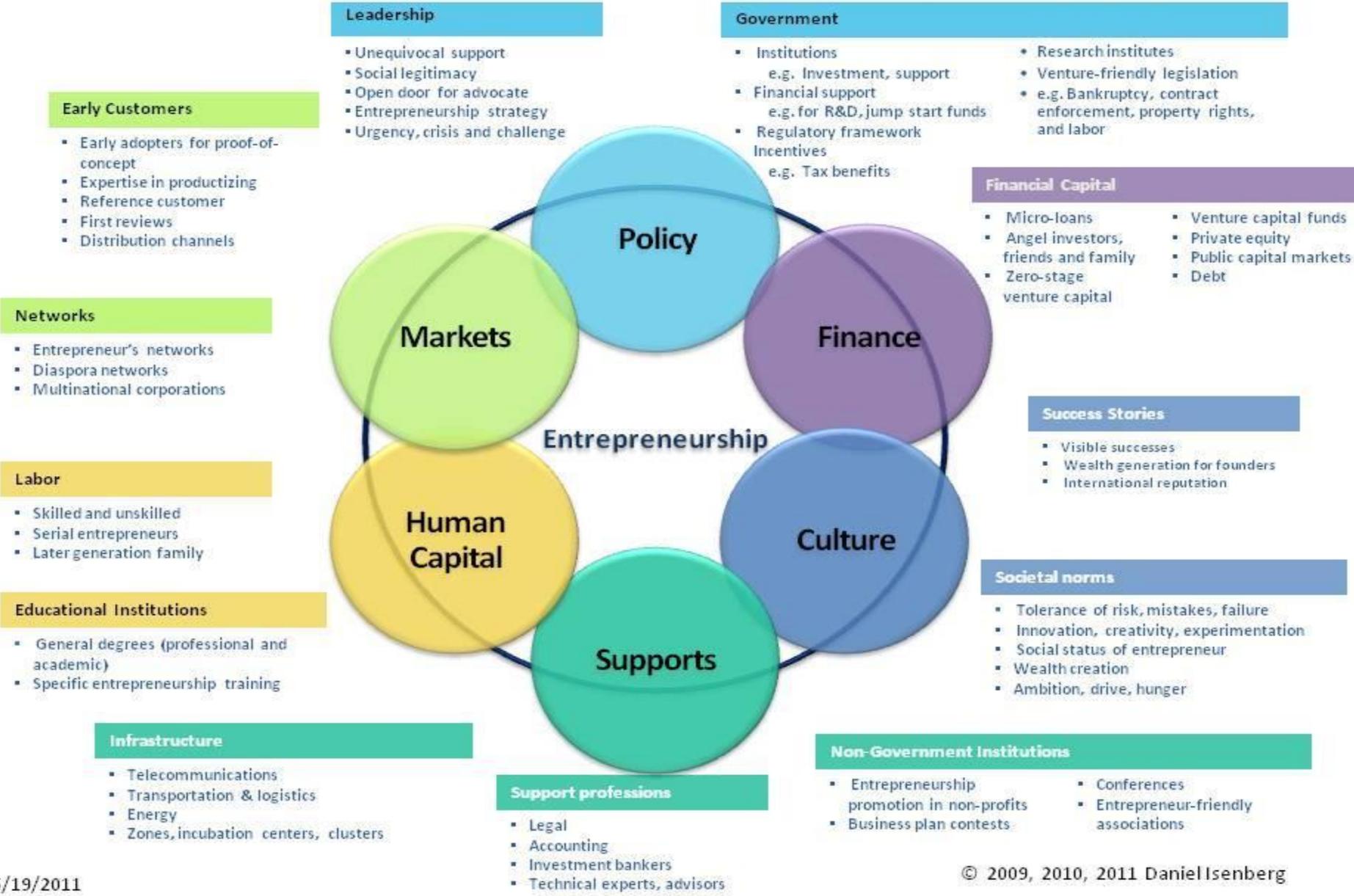


Elements of an Ecosystem:

- **Talent** that can help companies grow.
- People and institutions with **knowledge and resources** to help entrepreneurs.
- Individuals and institutions that **champion** entrepreneurs and the ecosystem.
- **On-ramps** (or access points) to the ecosystem so that anyone and everyone can participate.
- **Intersections** that facilitate the interaction of people, ideas and resources.
- **Stories** that people tell about themselves and their ecosystem.
- **Culture** that is rich in social capital – collaboration, cooperation, trust, reciprocity and a focus on the common good.



Domains of the Entrepreneurship Ecosystem



The seven design principles of ecosystem building

1. Put entrepreneurs front and centre
2. Foster conversations
3. Enlist collaborators – everyone is invited
4. Live the values
5. Connect people bottom-up, top-down, outside-in
6. Tell the community's authentic story
7. Start, be patient



How to proceed?

- Inclusive
- Innovative
- Iterative
- Value-based ecosystem



Principle #1: Put entrepreneurs front and centre

- **Let entrepreneurs be leaders.**
- **Design solutions that are entrepreneur-centric.**
- **Listen actively. It leads to empathy and understanding.**

Principle #1: Put entrepreneurs front and center.

- *How can we encourage entrepreneurs in our community to get involved and lead efforts to build a stronger ecosystem? To enhance the level of talent in the community? To change the ecosystem's diversity culture?*
- *What programmes, activities or events can we design or redesign to be entrepreneur-centric? How we make sure that entrepreneurs are front and centre at our community gatherings?*
- *How can we gather information from and build understanding about the entrepreneurs in our community? How can we build stronger relationships with those entrepreneurs?*



Principle #2: Foster conversations

- **Create interactions among peers.**
- **Shift the conversation to hope**
- **Bias conversations toward action.**



Principle #2: Foster conversations

- *How can we bring entrepreneurs and others together to create more conversations and interactions?*
- *How can we facilitate conversations across silos and sectors? How can we use conversations to work toward active solutions and build relationships?*
- *How can we help shift the conversations in our community from negative to positive?*

Principle #3: Enlist collaborators – everyone is invited

- **Be radically inclusive.**
- **Enhance diverse connections.**
- **Be a keystone.**



Principle #3: Enlist collaborators – everyone is invited

- *How can we go out of our way to be more inclusive in efforts to help build our community of entrepreneurs?*
- *Which efforts can be most successful in bringing in new and diverse groups of entrepreneurs?*
- *How can we bridge social gaps? Expand our circle?*
- *How can we broaden the educational efforts in our community to build new and more diverse talent?*

Principle #4: Live the values

- **Walk the walk.**
- **Change values by changing behaviours.**
- **Make social contracts explicit.**



Principle #4: Live the values

- *How can we model the culture and values we wish to see in our entrepreneurial ecosystem? How can other community leaders model the culture and these values?*
- *How can we mentor others in the community?*
- *How can we change the behaviours of members of our community to bring more people in and help them collaborate more successfully?*
- *How can we help to make the values we wish to see more explicit for other members of the community?*
- *What bold challenges or experimental projects can we take on?*



Principle #5: Connect people bottom-up, top-down, outside-in

- **Bridge social boundaries.**
- **Build tribes of trust.**
- **Build social feedback loops.**



Principle #5: Connect people bottom-up, top-down, outside-in

- *How can we bring together the formal leadership of our community with the entrepreneurs, inventors and creatives that need their help? How can we help them get to know each other?*
- *How can we help these groups collaborate to build the community of entrepreneurs, increase the level of talent or improve the community's culture?*
- *How can we encourage leaders to share relationships, resources and information that will help entrepreneurs?*



Principle #6: Tell a community's authentic story

- **Create stories out of strengths.**
- **Build channels to share those stories.**
- **Elevate role models.**



Principle #6: Tell a community's authentic story

- *How can we learn more about the strengths and limitations of our community? How can we learn more about its entrepreneurial history and native companies?*
- *How can we see these stories inspire others in the community?*
- *How can we learn more about how stories are transmitted in our community? How can we share their stories? And how can we enlist them to help other entrepreneurs?*
- *How can we identify role models in our community? How can we share their stories? And can we enlist them to help other entrepreneurs?*
- *How can we curate those stories that will have an outsized impact on the community's collective consciousness?*



Principle #7: Start, be patient

- Start.
- Be patient.



- *What are our short-term and long-term goals for our community?*
- *How long will it take to build our entrepreneurial ecosystem?*
- *How will we pace ourselves for the marathon?*



Workshops



WORKSHOP 1

- SWOT ANALYSIS:
 - BMOS
 - CHAMBERS
 - LOCAL SUPPORTIVE ECOSYSTEM



WORKSHOP 2

- BEST PRACTICES TO IMPROVE:
 - BMOS' PROFESSIONALISATION
 - CHAMBERS DIVERSITY



WORKSHOP 3

- IMBEDDING OF BMOS AND CHAMBERS IN LOCAL SUPPORTIVE ENTREPRENEURIAL ECOSYSTEM



CONCLUSIONS

- CONCRETE PROPOSITIONS FOR FURTHER TRAINING DESIGN

