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ENTREPRENEURSHIP GUIDE

YEREVAN 2018





The Entrepreneurship Guide was developed as a result of collaboration between 4 youth organisations from Armenia, Georgia, Italy and Spain in the framework of the project "Dream, Believe, Achieve". The main aim of the guide is to introduce all the main resources and information generated during the project, the Start Ups created by the participants as well as to serve as a tool and source of information for the start-up entrepreneurs.

The guide was developed with the support of Erasmus+ programme of the European Union.

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TABLE OF CONTENTS

PART I: INTRODUCTION 5

1. Foreword: Project "Dream, Believe, Achieve" 5

2. Opportunities for young people under the EU support 6

2.1. Erasmus+ 6

2.2. Erasmus for Young Entrepreneurs 7

2.3. European Initiatives Related to Sustainable Development and Youth Policies 8

PART II: ENTREPRENEURSHIP IN A TOURISM SECTOR 11

3. Who are entrepreneurs? 11

3.1. Theory 11

3.2. Characteristics 11

3.3. Entrepreneurship test 14

4. Organizations and Institutions related to the Tourism Sector 15

4.1. Armenia 15

4.2. Spain 16

4.3. Italy 17

4.4. Georgia 17

5. Resource, specialized web pages, job portals and training for entrepreneurship 19

5.1. Armenia 19

5.2. Spain 19

5.3. Italy 20

5.4. Georgia 21

***6.* Starting a business or steps towards the success** 22

6.1. Describe your business idea 22

6.2. Choosing the best idea 24

6.3. Vision, mission, objectives and strategy 25

7. Importance of Innovation, Competitiveness and Digitalization and for a business 27

8. Business Financing Opportunities through the European Union 29

9. Sustainable Development in Touristic Sector 30

PART III. START-UPs CREATED UNDER "DREAM, BELIEVE, ACHIEVE" PROJECT 32

10.1. Armenia 32

10.2. Spain 33

10.3. Italy 34

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10.4. Georgia 35
REFERENCES 37
LINKS OF INTEREST 38

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PART I: INTRODUCTION

1. Foreword: Project "Dream, Believe, Achieve"

The current Entrepreneurship Guide was developed in the framework of "Dream, Believe, Achieve" project, a capacity building project funded by Erasmus+ programme of the European Union in the framework of Key Action 2: Capacity building in the field of youth – Partnership for entrepreneurship. The main goal of the project is to support the development of youth entrepreneurship among unemployed or low level employed youth from partnering countries Armenia, Georgia, Spain and Italy.

Youth unemployment has far-reaching implications on the labour market and the society at large as it contributes to economic exclusion and poverty and increases the probability of future joblessness.

Youth unemployment results in the loss of a valuable contribution to economic activity and growth from one of the most productive elements in society. It obstructs the movement of young people from adolescence to adulthood and in turn is a major cause of crime and drug abuse. High levels of youth unemployment can also lead to alienation from society and distrust of democratic political processes. As a result, social cohesion is undermined.

The participants of the Project are young people from Armenia, Georgia, Italy and Spain, who have an interesting business idea, mainly in the tourism sector, however lack necessary technical and entrepreneurial skills to bring their ideas to life.

To help young people to achieve their desired goals, the project encompasses four phases, that are logically linked to each other and each of them is built on the results of the previous. The first phase was a Youth Entrepreneurship Conference, which served as a launch of the "Dream, Believe, Achieve" project bringing together all the interested stakeholders and serving as a platform for exchange of success stories, good practices and knowledge from the experience of participating guests – entrepreneurship experts and businessmen.

The following two stages of the project were a Youth Entrepreneurship Training Course and a workshop, that have built the skills of participants to assess the viability of their business ideas, develop actionable business plans and establish a network for future cooperation. The last phase of the Project is a Conference, where achievements of the participants and the Project will be summarized.

The current Guide has two objectives, first is to disseminate the achievements of the young people who took part in the Project and to guide future entrepreneurs while moving their business ideas from just a dream to a tangible achievement.

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2. Opportunities for young people under the EU support

2.1. Erasmus+

Erasmus+[1] is the European Union's programme to support education, training, youth and sport in Europe and will last until 2020. Its budget of 14.7 billion Euros is intended to provide opportunities for over 4 million people to study, train, gain experience, and volunteer abroad.

The aim of Erasmus+ is to contribute to the Europe 2020 strategy for growth, jobs, social equity and inclusion, as well as the aims of "Education and Training 2020" work programme, the EU's strategic framework for education and training.

Erasmus+ also aims to promote sustainable development of its partner countries in the field of higher education and contribute to achieving the objectives of the EU Youth Strategy.

Specific issues tackled by the programme include:

- Reducing unemployment, especially among young people.
- Promoting adult learning, especially for new skills and skills required by the labour market.
- Encouraging young people to take part in European democracy.
- Supporting innovation, cooperation and reform.
- Reducing early school leaving.
- Promoting cooperation and mobility with the EU's partner countries.

Erasmus+ provides wide variety of opportunities both for individuals and for organizations.

Opportunities for individuals

Erasmus+ brings opportunities to everyone – students, staff, trainees, teachers, volunteers and more. from all over the world.

Following are brief descriptions of opportunities provided by Erasmus+ for individuals:

Students: Studying abroad is a central part of Erasmus+ and has been shown to have a positive effect on later job prospects. It is also a chance to improve language skills, gain self-confidence and independence and immerse yourself in a new culture.

Staff (training and teaching): With Erasmus+, training opportunities are available to staff working in educational institutions. Training periods abroad can consist of job shadowing, observation periods or specific training courses abroad. There are also opportunities to spend time teaching at an education institution abroad. These opportunities are available to both staff working in the education sector and to individuals working outside the sector invited to share their knowledge and experience.

Young people: Erasmus+ is open to all young people, not just those currently enrolled in education or training. With Erasmus+, young people can volunteer across Europe and

[1] For more information, please visit: http://ec.europa.eu/programmes/erasmus-plus/

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beyond or participate in a youth exchange in their home countries or abroad.

Trainees: Erasmus+ supports traineeships for higher education students and recent graduates, as well as vocational education and training students, apprentices and recent graduates. Erasmus+ helps trainees to gain valuable experience in the workplace by supporting traineeships abroad.

Youth workers: Erasmus+ supports the professional development of youth workers through training or networking periods abroad. Periods abroad can consist of training courses, study visits, job shadowing or observation periods at relevant organizations and more.

Opportunities for organizations

Organizations that want to participate in Erasmus+ may engage in a number of development and networking activities, including:

- strategic improvement of the professional skills of their staff,
- organizational capacity building, and
- creating transnational cooperative partnerships with organizations from other countries in order to produce innovative outputs or exchange best practices.

In addition, organizations facilitate the learning mobility opportunities for students, education staff, trainees, apprentices, volunteers, youth workers and young people.

Benefits for involved organizations include an increased capacity to operate at an international level, improved management methods, access to more funding opportunities and projects, increased ability to prepare, manage and follow-up projects, as well as a more attractive portfolio of opportunities for learners and staff at participating organizations.

Erasmus for Young Entrepreneurs

2.2. Erasmus for Young Entrepreneurs

Erasmus for Young Entrepreneurs is a project financed by the European Commission and operates across Participating Countries, including EU Member states and Albania, Armenia, Bosnia-Herzegovina, the Former Yugoslav Republic of Macedonia, Iceland, Kosovo[2], Montenegro, Moldova, Serbia, Turkey, and Ukraine. The project operates with the help of the local contact points, competent in business support organizations whose activities are coordinated at European level by the Support Office of the Programme.

Erasmus for Young Entrepreneurs comes under the Small Business Act for Europe and is a cross-border exchange programme, that aims at helping new or aspiring entrepreneurs to acquire relevant skills and learn from experienced entrepreneurs to manage a small or medium-sized enterprise by spending time in an enterprise in another Participating Country. It contributes to improving know-how of the participants and facilitates cross-border exchanges of experience, learning and networking for new entrepreneurs. The specific objectives of the programme are:

- On-the-job-training for new entrepreneurs in small and medium-

[2] This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence. Sustainable development

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sized enterprises elsewhere in the EU and other participating countries in order to facilitate a successful start and development of their business ideas.

- Exchanges of experience and information between entrepreneurs on obstacles and challenges to starting up and developing their businesses.
- To enhance market access and identification of potential partners for new and established businesses in other Participant countries.
- Networking by building on knowledge and experience from other Participant countries.

To participate in the project as a start-up entrepreneur, one must be 18 years or older, have a written business plan and either have an entrepreneurial experience of less than 3 years or firmly plan to start a business[3].

Benefits of the programme

Erasmus for Young Entrepreneurs offers really a win-win collaboration where both the host and the new entrepreneurs can discover new markets, business partners or different ways of doing business.

On the longer-term, participants benefit from wide networking opportunities and a possibility to extend their operations in new markets of participating countries.

More specifically, as a **new entrepreneur** you will:

- benefit from on-the-job training in a small or medium-sized enterprise in another Participating Country. This will ease the successful start of your business or strengthen your new enterprise. You can also benefit from access to new markets, international cooperation and potential possibilities for collaboration with business partners abroad.

As a **host entrepreneur**, you can:

- benefit from fresh ideas from a motivated new entrepreneur on your business. New entrepreneurs may have specialised skills or knowledge in an area you do not master, which could also complement yours. Most host entrepreneurs enjoyed the experience so much that they decide to host other new entrepreneurs afterwards.

2.3. European Initiatives Related to Sustainable Development and Youth Policies

Sustainable development

Sustainable development aims to meet the needs of present generations without jeopardising the ability of future generations to meet their own needs. It provides a comprehensive approach bringing together economic, social and environmental considerations in ways that mutually reinforce each other.

In 2015, General Assembly of the United Nations has adopted the 2030 Development Agenda titled "Transforming our world: the 2030 Agenda for Sustainable Development". 2030 Agenda is a commitment to eradicate poverty and achieve sustainable development by 2030 worldwide, ensuring that no one is left

[3] Other criteria apply. For more details, please visit: https://www.erasmus-entrepreneurs.eu/page.php?pid=08

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behind. It outlines 17 Sustainable Development Goals (SDG), which are:

GOAL 1: No Poverty
GOAL 2: Zero Hunger
GOAL 3: Good Health and Well-being
GOAL 4: Quality Education
GOAL 5: Gender Equality
GOAL 6: Clean Water and Sanitation
GOAL 7: Affordable and Clean Energy
GOAL 8: Decent Work and Economic Growth
GOAL 9: Industry, Innovation and Infrastructure
GOAL 10: Reduced Inequality
GOAL 11: Sustainable Cities and Communities
GOAL 12: Responsible Consumption and Production
GOAL 13: Climate Action
GOAL 14: Life Below Water
GOAL 15: Life on Land
GOAL 16: Peace and Justice Strong Institutions
GOAL 17: Partnerships to achieve the Goal

The EU made a positive and constructive contribution to the development of the 2030 Agenda for Sustainable Development[4]. It has included the SDGs into its policies and initiatives, with sustainable development becoming as an essential guiding principle for all European Commission policies. Since 2017 EU provides regular reports on its progress towards SDGs. Moreover, a high-level multi-stakeholder platform, supporting the exchange of best practices on SDG implementation across sectors at national and EU level has been established.

All SDG targets are important for youth but at the same time it is extremely important the involvement of youth in the process of achieving SDGs worldwide.

[4] https://ec.europa.eu/info/strategy/international-strategies/global-topics/sustainable-development-goals_en

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EU Youth Strategy

While respecting Member States' overall responsibility for youth policy, the EU Youth Strategy[5], sets out a framework for cooperation covering the years 2010-2018. It has two main objectives:

- To provide more and equal opportunities for young people in education and the job market
- To encourage young people to actively participate in society

In May 2018 the European Commission has put forward proposals for a new EU Youth Strategy for 2019-2027, which have to be discussed by the Council of the European Union. The new strategy will build on the achievements of the previous one, improving its accessibility, visibility and impact to ensure a better participation of young people.

In summary the main actions of EU Youth Strategy include

- Improving cross-sector cooperation across policy areas, including through an EU Youth Coordinator, to give youth a voice in shaping EU policies
- Tracking EU spending on youth;
- Launching a new and more inclusive EU Youth Dialogue, with a focus on youth with fewer opportunities;
- Removing obstacles to and facilitate volunteering and solidarity mobility;
- Implementing a youth work agenda to increase recognition of non-formal learning;
- Reinforcing the link between EU youth policy and related EU programmes (Erasmus+ and European Solidarity Corps).

The EU Youth Strategy proposes initiatives in eight areas:

- Employment and entrepreneurship
- Social inclusion
- Participation
- Education & training
- Health & well-being
- Voluntary activities
- Youth & the world
- Creativity & culture.



[5] https://ec.europa.eu/youth/policy/youth-strategy_en

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PART II: ENTREPRENEURSHIP IN A TOURISM SECTOR

3. Who are entrepreneurs?

3.1. Theory

Entrepreneurially driven innovations in products and processes are crucial for driving change and there are no doubts that entrepreneurs are drivers of the economic development.

The study of entrepreneurship dates back to the late 17th and early 18th centuries to the work of Irish-French economist Richard Cantillon. However up until recently researchers were struggling with its definition and only in 2000s an agreement was produced on definition of entrepreneurship that is a nexus of an individual and an opportunity[6].

To have entrepreneurship, you must first have entrepreneurial opportunities. These are those situations in which new goods, services, raw materials, and organizing methods can be introduced and sold at greater than their cost of production[7]. Entrepreneurial opportunities largely depend on, i.e. existence of information and beliefs asymmetries create a ground for entrepreneurial opportunities to emerge. However, as entrepreneurial opportunities are pursued, the degree of asymmetries among different members of population decrease and other people start to imitate the innovator. Eventually, at some point, it becomes inefficient to pursue the entrepreneurial opportunities, because what is called and "entrepreneurial profit" becomes divided among more and more participants of the market. So early recognizers of entrepreneurial opportunities have greater possibilities to increase their profits than those pursuing the entrepreneurial opportunities in later stages. For instance, the first hotel in a new tourism destination has greater profits in the beginning, then the ones that will open later.

"The early recognition of an entrepreneurial opportunity is a key to success of the entrepreneur".

But why do some people recognize the given entrepreneurial opportunity and the others don't? While some may say "Luck", the research suggests that (a) no two people share the same information in a given point of a time, i.e. the possession of prior information necessary to identify an opportunity is one of the determinants, and the other one are (b) cognitive properties necessary to value it, i.e. even if a person possesses the prior information necessary to discover an opportunity, he or she may fail to do so because of an inability to see new means-ends relationship. This was confirmed by research in cognitive science where the results showed that people are different in their abilities in their abilities to combine existing concepts and information into new ideas.

3.2. Characteristics

Studies show that only around 10% of the world's population has entrepreneurship skills and only 2-4% are successful entrepreneurs.

As general characteristics, we can say, that the entrepreneur is a person that always searches and finds new ways of producing and utilizing

6 http://www.econ.au.dk/fileadmin/site_files/filer_oekonomi/Working_Papers/Management/2010/wp10_01.pdf

7 https://entrepreneurscommunicate.pbworks.com/f/Shane%2520%252B%2520Venkat%2520-%2520Ent%2520as%2520field.pdf

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goods, best ways of serving the customers and new ways of better use of capital.

According to Westhead et al. (2011) the possession of certain personality characteristics exposes an individual toward entrepreneurial behaviour. However, as entrepreneurship is far from being a precise science, there are still debates among world's scientists of what are the personal characteristics that define *"to-be-entrepreneurs"*. Following are the most common characteristics found in the literature:

1. **Need for achievement**. The need for achievement refers to an individual's desire for significant accomplishment, mastering of skills, and attaining challenging goals[8], as well as a possibility of achieving monetary gain or a public recognition[9]. Individuals who have a strong need to achieve commonly find their way to entrepreneurship and their success rate is higher than that of other entrepreneurs (Littunen 2000: 296-297).
2. **Locus of control**. Persons with internal locus of control, believe that their decisions control their lives and that they can influence outcomes through their own ability, effort, or skills, rather than external forces controlling these outcomes. Having high locus of control is positively correlates with the probability of becoming an entrepreneur, business creation[10]. People with high levels of internal locus of control usually see themselves as having more power and discretion and being more innovative (Zhang and Bruning 2011: 87).
3. **Risk-taking propensity**. Stereotypic impression of an entrepreneur assumes that an entrepreneur is usually a risk-taker. However, research shows that an entrepreneur takes only calculated risks. Risk-taking depends on the vision of a situation and/or the entrepreneur's vision of being an expert[11]. Risk-taking is also related to an entrepreneur's age, education, motivation, business experience and the numbers of years in business (Westhead et al. 2011: 60-61).
4. **Open for experiences**[12]. An entrepreneur is likely to be attracted to constantly changing environments and the novelty of new challenges. Individuals who thrive on challenges and novel environments are those who present creative solutions, business models, and products, and the openness of entrepreneurs may aid these functions. Meanwhile, managers are often selected by their superiors for their ability to execute and deliver high-quality and low-variance results for a given set of directions rather than seek out original solutions. Thus, researchers theorize that both the environment and job requirements of an entrepreneur select for individuals who are more open to experience.
5. **Less neurotic**[13], i.e. showing higher emotional stability in anxious, nervous, sad, and tense situations. Entrepreneurs require exceptional self-confidence to take on the risks of starting a venture.

[8] Sari Pekkala Kerr, William R. Kerr

[9] https://www.theseus.fi/bitstream/handle/10024/112781/Chavez_Juuli.pdf

[10] Sari Pekkala Kerr, William R. Kerr

[11] https://www.theseus.fi/bitstream/handle/10024/112781/Chavez_Juuli.pdf

[12] Sari Pekkala Kerr, William R. Kerr.

[13] Sari Pekkala Kerr, William R. Kerr.

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6. **Higher conscientiousness**[14]. Conscientiousness is a composite of achievement motivation and dependability. Scientists find that individuals who pursue entrepreneurial careers are significantly higher in achievement motivation than individuals who pursue other types of careers, and Stewart and Roth (2007) similarly conclude that entrepreneurs are more achievement-oriented than managers.
7. **Less agreeable**[15]. Agreeableness includes traits such as altruism, tender-mindedness, trust, and modesty. Opposite to internal locus of control, agreeableness increases the likelihood of exit from entrepreneurship.
8. **Self-efficacy**[16], a self-belief that he/she can perform tasks and fulfil roles. In the context of entrepreneurship, self-efficacy towards innovation, risk-taking, marketing, management and financial control is considered. According to studies, higher self-efficacy increases the likelihood of being a nascent entrepreneur as well as the successful founding of an operating business.
9. **Innovativeness**. Innovativeness refers to how individuals respond to new things. Studies suggest that people with proactive personalities are more likely innovate in their work. Entrepreneurs need to be able to tolerate some risk and to create or recognize new business opportunities, perhaps also innovating new products and concepts that can be brought to market.

Other personal characteristics important for entrepreneurs include a need for autonomy, decisiveness, initiative, creativity, self-confidence and trust, former work experience, futuristic mindset, adaptability, commitment, etc. An important component is also an education. Studies suggest that educated business owners run more successful businesses.



[14] Sari Pekkala Kerr, William R. Kerr.
[15] Sari Pekkala Kerr, William R. Kerr.
[16] Sari Pekkala Kerr, William R. Kerr.

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3.3. Entrepreneurship test

Now it is a right time to assess how much you are ready to be an entrepreneur. There are number of quizzes and tests available online and our most favourite ones are Do You Have What It Takes to Be an Entrepreneur?[17] from entrepreneur.com and the Entrepreneur's Quiz[18] from the Canadian Foundation of Economic Education.

But if you prefer it now and here we have borrowed an Entrepreneur Aptitude Quiz from The Center for Voluntary Managers of Greece (Kemel).

However, before proceeding with the test, please remember that no one know what your real potential is but you.

	Yes	*Maybe*	*No*
Succeeding is very important to me.			
Once I set a goal, I see it through.			
I am self-confident.			
I do not like to be told what to do.			
I am determined.			
I will take a chance when I think an idea has promise.			
I like being in charge.			
I enjoy continually learning new things.			
When I set my mind on something, I am persistent.			
I am inventive.			
I consider the cup half full, not half empty.			
I don't get tired easily when I am interested in a project.			
I am a risk-taker.			
Others have called me hard-headed.			
I would like to set my own hours and working conditions.			
I prefer my own way of doing things.			
I view emotional challenges as opportunities for personal growth.			
I work well by myself.			
I view problems as obstacles to overcome.			
I prefer thinking out of the box and being innovative.			
I am flexible.			
I enjoy figuring things out.			
I often trust my instincts.			
I would like to have control over my earning and growth potential.			
I view mistakes as learning opportunities.			
Total checks in each column			
Value for each check	x 4	x 2	x 0
Final score			

Now multiply the value for each column by the number of total checks in each column and add them all up.

Results

If you scored between 100 and 81, you show strong aptitude for self-employment.

If you scored between 80 and 61, you have potential but may want to improve your skills in your weaker areas by seeking training or hiring someone with the needed skills.

If you scored between 60 and 41, you may not want to start a business alone. You may want to look for a business partner who can complement you in the areas where you are weak. Keep in mind that having a partner can bring with it difficulties you may not want to experience as well. Make such a decision carefully and for the right reasons.

If you scored below 40, self-employment may not be for you. You will probably be happier and more successful working for someone else. However only you can make that decision.

[17] https://www.entrepreneur.com/article/246454

[18] http://cfee.org/resources/entrepreneurs-quiz.html

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4. Organizations and Institutions related to the Tourism Sector

The World Tourism Organization

The World Tourism Organization (UNWTO) is the United Nations agency responsible for the promotion of responsible, sustainable and universally accessible tourism.

As the leading international organization in the field of tourism, UNWTO promotes tourism as a driver of economic growth, inclusive development and environmental sustainability and offers leadership and support to the sector in advancing knowledge and tourism policies worldwide.

UNWTO encourages the implementation of the Global Code of Ethics for Tourism[19], to maximize tourism's socio-economic contribution while minimizing its possible negative impacts and is committed to promoting tourism as an instrument in achieving the Sustainable Development Goals (SDGs), geared towards reducing poverty and fostering sustainable development worldwide.

UNWTO generates market knowledge, promotes competitive and sustainable tourism policies and instruments, fosters tourism education and training, and works to make tourism an effective tool for development through technical assistance projects in over 100 countries around the world.

UNWTO's membership includes 158 countries, 6 Associate Members and over 500 Affiliate Members representing private sector, educational institutions, tourism associations and local tourism authorities.

The aims of the UNWTO include:

- mainstreaming tourism in the global agenda,
- improving tourism competitiveness,
- promoting sustainable tourism development,
- advancing tourism's contribution to poverty reduction and development,
- fostering knowledge, education and capacity building,
- building partnerships.

4.1. Armenia

Main organizations and institutions related to the tourism sector in Armenia include:

- State Tourism Committee of Armenia[20] (Զբոսաշրջության պետական կոմիտե) is a state agency under the Ministry of Economic Development and Investments that develops and implements the policy of the Government in the field of tourism. Some of the strategic objectives of the committee include: enhancement of the image of Armenia as a stable and safe country for entrepreneurship, investments and tourism; facilitation of accessibility of Armenia to world markets; development of tourism infrastructures; support the activities of private tourism organizations and safeguarding effective cooperation among stakeholders; enhance international cooperation, etc.

  https://www.armenia.travel/en

[19] For more details, please visit: http://ethics.unwto.org/content/global-code-ethics-tourism

[20] http://eba.am/wp-content/uploads/2017/05/Presentation-of-tourism-concept-strategy-and-action-plan-2017.pptx-1.pdf

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- Armenian Tourism Development Foundation[21] (Հայաստանի զբոսաշրջության զարգացման հիմնադրամ) is a public body under the Ministry of Economic Development and Investments. The Foundation implements marketing policy of the state in the tourism sector; strengthens, develops and promotes the image of Armenia as an attractive and favourable tourism destination in an international market, as well as supports diversification of Armenian tourism product and markets, focusing on markets with accessibility, proximity and interest towards Armenian tourism offer.

  http://www.armtdf.am/

4.2. Spain

Main organizations and institutions related to the tourism sector in Spain include:

- Turespaña is a public body, attached to the Ministry of Industry, Commerce and Tourism responsible for marketing of Spain as a destination for travel in the world. It carries out its activities through the network of Spanish Tourism Offices supported by Spain's embassies and consulates. The mission of Turespaña is to create value for the tourism sector through the use of marketing techniques and the generation of touristic knowledge.
  Turespaña implements a Strategic Marketing Plan aimed at capturing two specific segments of high profitability consumers: (i) cosmopolitan travellers from European proximity markets and (ii) tourists from distant markets, both with a proven ability to generate a high level of income through tourism in destination.

  https://www.tourspain.es/es-es

- SEGITTUR (Sociedad Estatal para la Gestión de la Innovación y las Tecnologías Turísticas) is a state-owned company, under the Ministry of Industry, Trade and Tourism, and attached to the State Secretariat for Tourism, is responsible for promoting research and development for innovation (I + D + i) in the Spanish tourism sector, both in the public sector (new models and channels for promotion, management and creation of smart destinations, etc.) and in the private sector (support for entrepreneurs, new models of sustainable management and more competitive, export of Spanish technology).

  https://www.segittur.es

- Spanish Chamber of Commerce (Cámara De Comercio De España) is a public law institution offering different assistance programs for companies and self-employed that are included in two major objectives: improving their competitiveness and increasing their internationalization.
  It supports entrepreneurs throughout the process of setting up a business: from initial advice to administrative processing and the subsequent consolidation of the business project. In addition, it deals with improving the training of workers, especially the youngest, as a basic element to promote their employability.
  In the field of competitiveness, the actions of the Chamber are organized

[21] http://www.irtek.am/views/act.aspx?aid=90629

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around three main areas: (i) training, entrepreneurship and employment, (ii) innovation and new technologies, (iii) trade and tourism.

https://www.camara.es/

The main coordination bodies[22] between public and private tourism stakeholders are:

- The Spanish Tourism Council (Consejo Español de Turismo) is an advisory and consultative body of the Ministry of Industry, Energy and Tourism. It brings together all the territorial tourism administrations (state, regions and provinces/cities) and the private sector, such as chambers of trade, the National Employers' Association (CEOE), professional associations, trade unions and a wide spectrum of tourism professionals, and aims to facilitate the participation of its members in monitoring of tourism related policies in Spain and the activities of the State Tourism Administration.
- The Sectoral Tourism Conference (Conferencia Sectorial de Turismo) aims to facilitate cooperation and coordination between the central government and the autonomous regions by bringing together public representatives with tourism responsibilities.
- The Inter-Ministerial Committee for Tourism (Comisión Interministerial de Turismo) promotes and coordinates the actions of the Central State Administration and Public Entities that develop plans and projects with a direct impact on tourism. The members of the Committee are national ministries that have responsibility for tourism related matters.

4.3. Italy

Main organizations and institutions related to the tourism sector in Italy include:

- Directorate-General for Tourism, which is responsible for formulating the development and integration of national, European and international tourism policies and for their implementation, coordination and promotion in Italy.

  www.turismo.beniculturali.it/en/
- Federturismo Confindustria represents the whole chain of the tourism industry in Italy. It is a federation whose members are hotels, tourist villages and B&Bs, tour operators and travel agencies, spas and wellness centres, congress facilities, passenger trucking companies, pleasure boating, ports tourism, bathing establishments, recreational parks, museums, entertainment venues and etc.

  www.*federturismo*.it/it

4.4. Georgia

Main organizations and institutions related to the tourism sector in Georgia include:

- Georgian National Tourism Administration (საქართველოს ტურიზმის ეროვნული ადმინისტრაცია) is a legal entity of Public law under the Ministry of Economy and Sustainable

[2222] For more information, please visit: http://www.mincotur.gob.es/turismo/cooperacion/cooperacion-nacional/Paginas/organos-cooperacion.aspx

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Development of Georgia. National Tourism Administration is responsible for formation and implementation of the Georgian tourism development state policy, promotion of the sustainable tourism development, promotion of a high export income growth and job creation in the country on the basis of the tourism development, attraction of the foreign tourists to Georgia and development of the domestic tourism as well, promotion of human resources development in the field of tourism destinations, infrastructure and tourism.

https://gnta.ge/

- Georgian Tourism Association (საქართველოს ტურიზმის ასოციაციის) is an association of incoming and outgoing travel companies, hotels, wine and transportation companies. It promotes the cooperation between private and public organizations working in a tourism sector of Georgia, sustainable tourism development and accessibility of tourism information. Georgian Tourism Association works on product development in incoming, domestic and outgoing tourism.

http://www.tourism-association.ge/



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5. Resource, specialized web pages, job portals and training for entrepreneurship

In each country different training courses for entrepreneurs, including the ones specialized in the tourism sector are offered from public and private institutions, municipalities, chamber of commerce, universities, innovation and training centres.

In addition, there are job portals, specialised web pages and publications that can be useful for entrepreneurs. Depending on a level of development of tourism infrastructures the specialization of these resources specifically on tourism varies across countries. For instance, while in Spain and Italy there are many job search engines for tourism and hospitality sectors, there are only general job portals in Armenia and Georgia.

Following are details by countries.

5.1. Armenia

There are number of public organizations in Armenia whose mandate is to support entrepreneurship.

The Startup Studio of the Foundation for Armenian Science and Technology is designed to support science- and technology-backed startups and promising entrepreneurs with an aspiration to become a company founder. The Startup Studio offers a full coaching and mentorship program and provides access to coworking space free of charge. For details, please, see: https://fast.foundation/#/startup-studio.

Small and Medium Entrepreneurship Development National Centre is a fund established by the Armenian Government with the mission to implement technical and financial assistance programmes to small and medium entrepreneurship in the country. It provides information and consulting on all the aspects of doing business in Armenia. For details, please, see: https://www.smednc.am.

Enterprise Incubator Foundation, provides business development and advisory services to support local IT start-ups. The services of the foundation include strategy, management, legal and financial consulting for both public agencies and private businesses. For details, please, visit: http://www.eif.am/eng/.

In Armenia there are no job portals specialized on tourism sector, but one can always the available vacancies, as well as training offers of private training centres. Below are the most common job search engines in Armenia:
www.careercenter.am
www.staff.am
www.myjob.am
www.careercenter.am
www.jobfinder.am

As was mentioned training for entrepreneurs in Armenia are offered by private training centres and sometimes within the framework of Government or donor funded projects. The most active training providers in Armenia include:
BSC Business Support Centre – www.bsc.am
Business Development Group – www.bdg.am
IAB International Academy of Business – www.iab.academy
Armenian Marketing Association – www.armenianmarketing.com
Alvarium Training and Consulting – www.alvarium.am

5.2. Spain

In Spain, the main source of *training* for entrepreneurs are local offices of the Chamber of Commerce of Spain. For more details, see:

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https://www.camara.es/formacion-y-empleo/cursos-de-formacion.

Job portals specialized in tourism sector, include:

Hosteleo – a specialized employment portal that helps both hotel companies to quickly and easily recruit the best candidates and candidates to get job in the best companies for their profile. The portal informs and reflects on the current situation in the hotel industry through its news/blog section. For more details, see: https://hosteleo.com/es/.

Hosteltur – is a Spanish leader of news related to tourism. Its section on employment is a valuable source for employment opportunities in tourism sector. For more details, see: https://www.hosteltur.com/ofertas-empleo.

Linkers – a job search, recruitment and training portal for professionals in restaurant, hotel, and entertainment businesses. It aims to promote the career of all those people who choose this sector as a profession and companies that seek candidates who have that professionalism and know-how. For more details, please, see: www.linkers.es.

Turijobs – the leading company in the development of talent in the tourism and hospitality sector with the largest base of professionals and companies in Spain and an international presence in countries such as Portugal, Mexico and Brazil. it offers jobs, training courses and news to its more than 200,000 candidates worldwide. For more information, see: https://www.turijobs.com/.

Turiempleo – a portal specialized in human resources for the tourism and leisure sector. In addition to the services of an online job board, one can access a large information database of courses, seminars and internships offered in tourism and leisure sector. For more details, please, see: http://www.turiempleo.com/.

5.3. Italy

Research on entrepreneurship education in Italy is available from the Italian Institute for the Development of Vocational Training of Workers (ISFOL) is a national research body supervised by the Ministry of Labour and Social Policy. It conducts scientific research activities on the subjects of vocational education and training, employment and social policies. For more details, please follow the link: http://www.isfol.it.

The specialised training and coaching for entrepreneurs in Italy are available from the Italian Union of Chambers of Commerce, Industry, Crafts and Agriculture (Unioncamere). Unioncamere provides a targeted and integrated offer of coaching, training, assistance and support services specifically aimed at responding to the different needs of start-ups and post start-ups. The Youth Entrepreneurship Desks of the Chambers of Commerce is specifically designed for young people and offers specialized courses for young people who want to open a new business. This service is available free of charge but depending on local needs and resources it is applied in different ways in different locations. For more details, please visit: https://bit.ly/2zF3IYU.

For *job offers* in the tourism sector, the following search engines are the most common in Italy.

Job in Tourism – an integrated system at the service of tourism sector. This is a platform to learn, communicate, work, identify opportunities, train, share experiences and stay updated about the developments in tourism sector. For more details, please, see: www.jobintourism.it.

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LavoroTurismo – a website that combines both a web-recruitment service for companies and a job offers for individuals. In addition, it has sections on training and news related to tourism. For more details, please, visit: www.lavoroturismo.it.

Travel Quotidiano – a journal for tourism information and promotion. The online version of the journal has a section on job offers in the tourism sector. For more details, please, visit: http://www.travelquotidiano.com/annunci/lavoro

Jobintur – a service of the Bilateral Tourism Agency of the Lazio Region that facilitates the process of matching job seekers with the job opportunities available in tourism and catering businesses. For more details, please, visit: https://www.jobintur.it/.

5.4. Georgia

As tourism in Georgia is not as developed as in Spain and Italy there are no *job portals* specialized on tourism sector. At the same time, there are many job portals where one can find all available vacancies and training offers. Below are the most common job portals in Georgia:
www.jobs.ge
www.hr.ge
www.myjobs.ge
www.ss.ge/en/jobs
www.jober.ge

Training courses specialized in tourism sector in Georgia currently is available only from one organization – Spar, available at: http://study.spar.ge/tourism.html.

Other organizations that offer different business-related training courses are:
Georgia's Reforms Associates (GRASS) – www.grass.org.ge/treiningebi/
Universal Knowledge Academy UNIKO – www.uniko.ge
Following are portals where one can find different training announcements:
https://www.hr.ge/announcements/of-training
https://edu.aris.ge/programebi/



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6. Starting a business or steps towards the success

6.1. Describe your business idea

Like any description adds up certainty, so does the description of your business. If you are not able to describe your business, then you'd better wait with starting it.

The important components of describing your business include type of your business, including its legal form and seasonality, location of your business, the detailed description of products and services you are selling, who are your customers and how you are going to reach them and make them want to buy your offer. What needs of your customers you meet and what distinctive features or characteristics of your business (product or service) will allow you to stand out and successfully compete in the market. In addition, you need to have a good understanding of the industry you are going to enter.

"The more details you have the better chances of success you have".

To be able to effectively describe your business and not to fall in a trap of continuous improvement there are few techniques which might be useful.

Business description is a short summary of your business plan and thus while describing your business you should also know/show of how much money and time you will need to invest to start your business, and how long it will take to make a profit to payback your initial investment.

Think about your team. What specialist and experience your business would need to smoothly operate. Do you know anyone who can become your team member? If no, how easy or difficult will it be to find a suitable candidate?

Once you have identified all the components of your business idea description, it is time to understand how to communicate all that information to your supporters, collaborators, investors, etc. Of course, this should be short and attractive to catch their attention and raise their interest to meet you in a more relaxed environment and discuss what they can offer you or what your business idea will give to them.

Here it's a right time to remember about a good old *Elevator pitch*. So, write down a sentence or two where you effectively communicate what you do and how it is different from other similar businesses around. It should take no more than 1 minute to communicate your sentence.

Many people want to know the key point and they don't have much time, so they will come back only to those ideas that stuck in their mind. So, to catch attention of your target and nurture their interest, you need to develop few options of your elevator pitch, which will take a form of a "selling sentence" for your business idea. As the stakeholders and their interests will change, so should change your elevator pitch. Talking about a high rate of return of your business idea with the representative of an environmental conservation fund is not a good idea!

We have gathered few common outlines of effective selling sentences below. These include:

- My company, _____ [name of your company] is developing/offering _____ [what is your product?] to help _____ [who is your target audience?] to _____ [solution to the problem that your target audience has or a new

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method experience that will ease their experience] with _____ [what is your secret solution to the problem]. More at: https://fi.co/madlibs.

For example: My B&B, is offering a unique experience of home-stay living to help travellers in Marche region to feel the culture of South of Italy with sharing their stay with local families.

- We _____ [what problem do you solve/need do you meet?] by providing _____ [what is your unique offer?] to help _____ [who are users of your product/service?] to _____ [what is the need/problem of your users?]. More at: https://500.co/the-elevator-pitch/.

For example: We offer a unique experience of home-stay living by providing hosting with local families to help travellers to enjoy and explore culture of South of Italy.

- Try to answer the following four questions[23]:
  - What is the problem you want to solve?
  - Who do experience that problem?
  - How do you want to solve that problem?
  - Why is this a better solution?

For example: Travellers do not learn about the culture of different regions they visit, so I am offering a B&B that hosts travellers in homes of local families. Direct interaction with local families is the best way to learn about the culture of the region.

- Another template is suggested by Geoffrey Moore and it reads as[24]:

  For _____ [who is your target customer?], who _____ [what is their need or what addition opportunity they would have?] our _____ [product or service?] is a _____ [product category] that _____ [statement of benefit].

For example: For travellers who want to discover hidden treasures of the country. Our service is an adventure tourism promotion platform that lists exclusive travel offers in a given country.

- Another interesting format is the following: We help *X* to do *Y* by doing *Z*.

For example: We help travellers learning about the culture of Italy by staying at the host family houses.

- Try to define the following[25]:
  - Customer (who your customer is)
  - Problem (what problem you're solving for the customer)
  - Solution (what is your solution for the problem)

For example: Customer — Our customers are middle income travellers. Problem — Who cannot afford expensive and luxury boutique hotels but want to experience living in a home comfort. Solution — Low cost and comfortable accommodation for friend and family groups of travellers.

Remember to write a great start-up idea description you have to set words wisely and test it with your potential customers/investors.

[23] MOOC of Massachusetts Institute of Technology "Entrepreneurship 101: Who is your customer?" https://www.youtube.com/watch?v=06mXzzd8Hhs

[24] Geoffrey Moore, Crossing the Chasm, 1991. More at:

[25] Brant Cooper and Patrick Vlaskovits, The Entrepreneur's Guide to Customer Development, 2015.

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6.2. Choosing the best idea

Well if you have a business idea and you are passionate to bring it to life, the best to start is to develop a business plan, which will help you to be more constructive in the process of moving your ideas towards a working and profit-making enterprise. Yet, before working on a business plan, you must be sure that you have enough information and understanding about what you are taking on your shoulders.

Ty to evaluate your idea with the help of the following questions:

- Do you know what is the demand for your product or service?
- What is new and how is it different from those existing in the market?
- Is the idea directed towards meeting a certain need or it is only a desire?
- Who are going to be your customers?
- What are you going to offer to your customers that others don't offer?
- How much are your customers ready to pay?
- Who are your competitors?
- What is the best in your idea?
- What is the weak side of your idea?
- What challenges will you come across during the implementation?
- Will you be able to extend your business during a time? If yes, how much?
- Is this what you want to do?

If the answers to half or more of the questions are uncertain or signal about not-viability of the product or service, then you need to collect more information or consider alternative ideas.

At the same time, it is important to know whether you as an entrepreneur in a given market conditions will have a possibility for success and what possible pitfalls there might be to set you back. When starting your own business, it is better to start with your own Balance sheet, what your strong points are and what your weak points are. This is a well-known SWOT analysis, which helps you to focus on your strengths, minimize threats, and take advantage of opportunities available to you. SWOT is an acronym of strengths, weaknesses, opportunities and threats. While the first two are about your internal capacities and loose point, the latter two are about what the external environment offers.

Try to evaluate your *strengths and weaknesses* based on the following factors:

- Expertise and work experience in the given sector.
- Availability of time to dedicate to the new enterprise.
- Availability of free cash or good credit history.
- Skills in management and coordination.
- Familiarity with accepted practices in the sector.
- World changing idea? Unique market proposition in terms of technologies, costs, distribution, experiences, values, etc.
- Level of compatibility of the planned business with your values and lifestyle, i.e. the level of how much you will enjoy running the business or being associated with it.
- Level of understanding of how you are going to organize the business.
- Knowledge of tax and work legislation.
- Availability of a dedicated person or people to support you on your business and daily duties

Some of the factors that are usually considered as opportunities and threats include:

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- Level of demand[26] for the product or service.
- Availability of trained/experienced employees.
- Availability of time and money-wise training for workforce.
- Level of ease of establishing a business (administrative procedures, tax legislation, labour code, etc.).
- Level of competition in the market.
- Availability of professional support institutions.
- Ease of attracting investment or loans.
- Availability of necessary raw materials, means of production or delivery, technologies.

6.3. Vision, mission, objectives and strategy

Now when you are sure about your business idea and feel convinced to bring it to life, it is a time to discuss what is your vision and mission as a company, what your objectives are and what strategies you are going to use to meet your objectives.

Vision is a dream. It is a description of your company and the environment it has created after many years. This allows businesses to understand what they expect from the business and what it will be in future.

Right formulation of the vision can become a strong tool especially for new companies to focus on work that will stimulate their development and avoid those that will not.

The vision for start-ups represent the ultimate vision of the entrepreneur about the growth of the business, values, employees, contribution in a society and similar.

To set your vision into a more practical ground you need a *mission*. Mission is more concrete and is more action-oriented than vision. Your vision statement should inspire people to dream, your mission statement should inspire them to act.

Mission statement usually are concise, outcome-oriented and inclusive.

As an example, following are vision and mission statements of Google. As you can note, the mission statement is in line with the company's vision statement.

Google's vision is to *provide access to the world's information in one click*.

Google's mission is to *organize the world's information and make it universally accessible and usefu*l.

The entrepreneur that has a mission has better chances to reach its objectives. It is a source of strong motivation that leads the entrepreneur and helps to overcome internal fears and external challenges.

After setting up your mission, you should continue with the formulation of the development strategy, including formulation of objectives of your company.

Objectives are the final desired results, which an entrepreneur seeks to achieve. It is an effective way to succeed and lets you do steps towards what is planned.

The objectives can be short-term, medium-term or long-term, where the primary difference is the time required to achieve

[26] Remember that people might need your product or service but there might be no demand for that, i.e. they will not be ready to pay for it.

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them. It is assumed that the short-term objectives are those to achieve for up to one year, medium-term, up to 3 years, and long-term objectives up to 5 years. When setting objectives, one should make sure that they are SMART, meaning:

- *Specific*: specify your target as much as possible, e.g. increased number of customers.
- *Measurable*: present your target in a measurable way, e.g. 5% increased number of customers.
- *Achievable*: be realistic if it is possible to achieve the set objective given your existing resources.
- *Relevant*: how achievement of this objective supports our vision/mission.
- *Time constrained*: when the objective should be achieved, e.g. by next year.

Having vision, mission and objectives are not enough to succeed. One must have a strategy, which is a set of steps that will allow to reach your objectives, mission and vision. A strategy tries to answer to the question: How do we get there from here?

The purpose of a strategy is to identify the organization's perspective directions, to ensure its growth and development. A good strategy sets an overall direction of the company moving it towards its objectives and vision. It takes advantage of current resources, assets and emerging opportunities.

In the competitive struggle, the strategy is a decisive factor for survival and development of the organization, allowing it adequately deal with uncertainty and risks, effectively respond to possible resistance and barriers, facilitating a more efficient use of time, energy, and resources.

Strategies should always be formed in advance. Without a clear idea of the how, your actions may waste time and effort and fail to take advantage of emerging opportunities. Strategies should also be updated periodically to meet the needs of a changing environment, including new opportunities.

Referring to the actual process of developing strategies, remember that it is not a one person process, it is best developed when working in a group.

Strategies should always contribute to the vision, mission and objectives of the entity.

Once you have your strategy, it is a time to develop its action plan, where one should in detail list all the necessary actions, responsible person for their implementation and their deadlines, required financing.

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7. Importance of Innovation, Competitiveness and Digitalization and for a business

Innovation

Innovation can be defined simply as a "new idea, device or method". All companies in one way or another innovate, since their competitiveness and continuity depend on it. However, few companies are aware of what they do: recent studies revealed that only about a third of companies declare themselves to be innovative in a conscious way, this means that there is a large percentage of companies that could be making use of the so-called hidden innovation.

The term "innovation" can be defined as something original and more effective and, as a consequence, new, that "breaks into" the market or society. It can emerge in two different ways:

- Innovation, *as a process* through which an idea is transformed into a novel product or service in the market, or through which a novel manufacturing process or new methods of organization or commercialization in the company are incorporated (innovation capacity of the company).
- Innovation, *as an activity* by which results derived from research and development (knowledge, prototypes) are launched to the market in the form of new products, services or are transformed into new processes in the company (R + D + i).

Innovation as any business process can be managed and controlled, which is a highest indicator of awareness and control over innovation. In fact, managing innovation is helping companies to increase their competitiveness and sustain their success over time.

Innovation Management

Innovation management helps to respond to external and internal opportunities and to adapt to market changes, it relies on cooperation of all departments and hierarchy levels within the company to facilitate use of creativity and to introduce product and or process innovation. It is essential to understand that it is everyone's job to innovate, to contribute to his or her expertise to the collective process of value creation.

In the management of innovation, one can use different methodologies and techniques that will help to address the associated risk and manage the process in an appropriate manner, to obtain better efficiency.

These methodologies and techniques are known as Innovation Management Tools. Each of them has its own characteristics, its particular application method and, depending on its most distinctive features, will be implemented in different phases of the innovation process. Most commonly the Innovation Management Tools are divided into 10 groups[27]:

1. *Knowledge management tools*: Knowledge audits, knowledge mapping, document management,
2. *Market intelligence techniques*: Technology watch, patents analysis, business intelligence, CRM, geo-marketing,

[27] Innovation management techniques and tools: A review from theory and practice. Available from: https://www.researchgate.net/publication/22770 0408_Innovation_management_techniques_and_tools_A_review_from_theory_and_practice.

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3. *Cooperative and networking tools*: Groupware, teambuilding, supply chain management, industrial clustering,
4. *Human resources management techniques*: Teleworking, corporate intranets, on-line recruitment, e-learning, competence management,
5. *Interface management approaches*: R&D - Marketing interface, management, concurrent engineering,
6. *Creativity development techniques*: Brainstorming, lateral thinking, scamper method, mind mapping,
7. *Process improvement techniques*: Benchmarking, workflow, business process re-engineering, just in time,
8. *Innovation project management techniques*: Project management, project appraisal, project portfolio management,
9. *Design and product development management tools*: CAD systems, rapid prototyping usability approaches, quality function deployment, value analysis,
10. *Business creation tools:* Business simulation, business plan, spin-off from research to market.

We should note, that innovation management technique cannot be considered in isolation. The benefit gained by the company depends on a combination of IMTs and the objectives that the company has in terms of survival, growth, new product introduction, competitiveness, etc.

Business competitiveness

If we were to define business competitiveness in a few words, we could say that being competitive is the ability of the company to do things better than its competitors, whether in terms of product, production, costs, quality or else.

Competitiveness solutions are different in each case and for each company, so it is important that we devote some time to detecting the main factors that can lead us to achieve this differentiation and what strategies we will adopt to improve it. Do we need to accelerate our growth? Do we have the capacity to expand the business nationally or internationally? Does our product or service provide any added value (quality, price, customer service) to those of the competition? Should we invest in improving the efficiency of our processes to grow in profitability? Can we open new marketing channels? Are there new customer segments that I can reach? All these questions are just some of the reflections we must make in order to implement a plan to improve our competitiveness.

Competitiveness in the tourism sector

International tourism is expected to be a major vehicle of economic development in industrializing countries in the twenty-first century. Countries with tourism-based economies must develop approaches for employing their comparative advantages to achieve competitive advantages. However, competitiveness in the tourist industry is multi-dimensional and complex.

The competitiveness in travel and tourism, measures a variety of aspects such as hotel infrastructure, prices, natural and cultural resources, specialized education and training, safety or environmental sensitivity on which we must act.

The new technologies in the tourism sector

Information and Communication Technologies (ICTs) continue to be the best allies of entrepreneurs in their attempt to improve the competitiveness of their businesses, opening up new markets and optimizing internal management processes.

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In the past years the tourism sector has been going through significant changes due to digitization processes and innovative technologies.

According to a recent World Economic Forum whitepaper Digital Transformation of Industries[28], "Digitalization is the cause of large-scale and sweeping transformations across multiple aspects of business, providing unparalleled opportunities for value creation and capture, while also representing a major source of risk. Business leaders across all sectors are grappling with the strategic implications of these transformations for their organizations, industry ecosystems, and society. The economic and societal implications of digitalization are contested and raising serious questions about the wider impact of digital transformation."

8. Business Financing Opportunities through the European Union

There are number of EU financed project that provide financing opportunities for businesses and entrepreneurs.

COSME[29] stands for Competitiveness of Enterprises and Small and Medium-sized Enterprises. The programme aims to improve SMEs' access to finance and markets in all phases of their lifecycle – creation, expansion, or business transfer. COSME operates through two financial instruments – the Loan Guarantee Facility and the Equity Facility for Growth.

COSME helps businesses to access markets in the EU and beyond. It funds the Enterprise Europe Network that helps SMEs find business and technology partners. It supports entrepreneurs by strengthening entrepreneurship education, mentoring, guidance and other support services. Actions support specific groups who may find it difficult to reach their full potential, such as young people, women and senior entrepreneurs. The programme also aims to help businesses access opportunities offered by digital technologies. It also supports businesses to be competitive by encouraging them to adopt new business models and innovative practices. This complements actions in areas with high growth potential such as the tourism sector.

Horizon 2020 is the EU's biggest research and innovation programme. The Horizon SME instrument targets highly innovative SMEs with a strong ambition to grow and internationalise, regardless of whether they are high-tech, research-driven, social or services- providing companies.

Horizon 2020 is open to everyone, with a simple structure that reduces red tape and time, so participants can focus on what is really important. This approach makes sure new projects get off the ground quickly – and achieve results faster.

SMEs can get up to EUR 2.5 million each in funding for business support and mentoring.

COSME and Horizon 2020 are open both for EU and European Neighbourhood Instrument partner countries.

[28] http://reports.weforum.org/digital-transformation/wp-content/blogs.dir/94/mp/files/pages/files/digital-enterprise-narrative-final-january-2016.pdf

[29] http://ec.europa.eu/growth/smes/cosme/

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9. Sustainable Development in Touristic Sector

Expressed simply, sustainable tourism can be defined as: "Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities".

Sustainable tourism development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Sustainability principles refer to the environmental, economic, and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability.

Thus, sustainable tourism should:

1) Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.

2) Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.

3) Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary.

Sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them.

Tourism and sustainable development: a special relationship[30]

Tourism is in a special position in the contribution it can make to sustainable development and the challenges it presents. Firstly, this is because of the dynamism and growth of the sector, and the major contribution that it makes to the economies of many countries and local destinations. Secondly, it is because tourism is an activity which involves a special relationship between consumers (visitors), the industry, the environment and local communities. This special relationship arises because, unlike most other sectors, the consumer of tourism (the tourist) travels to the producer and the product. This leads to three important and unique aspects of the relationship between tourism and sustainable development:

Interaction: The nature of tourism, as a service industry that is based on delivering an experience of new places, means that it involves a considerable amount of interaction,

[30] Making Tourism More Sustainable - A Guide for Policy Makers, UNEP and UNWTO, 2005, p.8-12.

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both direct and indirect, between visitors, host communities and their local environments.

Awareness: Tourism makes people (visitors and hosts) become far more conscious of environmental issues and differences between nations and cultures. This can affect attitudes and concerns for sustainability issues not only while travelling but throughout people's lives.

Dependency: Much of tourism is based on visitors seeking to experience intact and clean environments, attractive natural areas, authentic historic and cultural traditions, and welcoming hosts with whom they have a good relationship. The industry depends on these attributes being in place.

This close and direct relationship creates a sensitive situation, whereby tourism can be both very damaging but also very positive for sustainable development.

On the positive side, tourism can:

- Provide a growing source of opportunities for enterprise development and employment creation as well as stimulating investment and support for local services, even in quite remote communities.
- Bring tangible economic value to natural and cultural resources. This can result in direct income from visitor spending for their conservation, and an increase in support for conservation from local communities.
- Be a force for inter-cultural understanding and peace.

Conversely, tourism can:

- Place direct pressure on fragile ecosystems causing degradation of the physical environment and disruption to wildlife.
- Exert considerable pressure on host communities and lead to dislocation of traditional societies.
- Compete for the use of scarce resources, notably land and water.
- Be a significant contributor to local and global pollution.
- Be a vulnerable and unstable source of income, as it is often very sensitive to actual or perceived changes to the environmental and social conditions of destinations.

The net result is that all those involved in tourism have a huge responsibility to recognize the importance of its sustainable development. Tourism has immense power to do good. Yet it can also be the vector for the very pressures that may destroy the assets on which it relies. Developed without concern for sustainability, tourism can not only damage societies and the environment, it could also contain the seeds of its own destruction.

For governments, tourism policies that address economic, social and environmental issues, and which are developed with an awareness of the potential both for harm and for benefit, can channel the forces resulting from the sector's dynamic growth in a positive direction. For the tourism industry, accepting this responsibility is not only about good citizenship, it should also be fuelled by a strong element of self-interest, since any harm that is inflicted to the natural, cultural or social environment of destinations can lead to their eventual destruction or loss of value as a tourism product. In economic terms, sustainability can guarantee that crucial factor already mentioned: 'the viability of enterprises and activities and their ability to be maintained in the long term'.

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PART III. START-UPs CREATED UNDER "DREAM, BELIEVE, ACHIEVE" PROJECT

10.1. Armenia

OLD GORIS GUESTHOUSE

Main idea of the project is a reconstruction of a couple of caves near Goris city of Armenia to serve as guest houses.

The caves near Goris represent historic-cultural significance, as not long but some 80-90 years ago in some locations near Goris the houses of people were built in the caves. It is planned that the reconstruction works will cause any damage to the caves but will only make them a comfortable for touristic stay.

The customers of the guesthouse will be tourists from all over the world, especially the ones who like adventure tourism, ecotourism, and historical tourism.

Competitive advantage of Old Goris Guest House is that the customers will have an opportunity to live in a real cave as people of Goris surroundings were used to do in past and get a better idea about lifestyle, traditions, cuisine, and some other important phenomena of those who have lived in the village of Goris and in Syunik region in general.

Status of the project: Looking for investment opportunities, which in total is around 5,000-7,000 Euros. As soon as the financial investment will be available, 7 months will be required to prepare the caves for hosting tourists. Touristic season in Goris area normally starts in April.

Location: Syunik marz, Armenia



MOBILE APPLICATION GUIDEME

GuideMe is a travelling app, which main function is to make one's trip as easy as possible based on customer's interests. GuideMe will help users to feel at home anywhere, as it will help one to visit places where they will find people with similar interests.

The app is best suitable for people of 15 and more years old who live in Armenia and/or are traveling here.

Comparative advantage of GuideMe is that it includes various functions in one place, such as using maps, making reservations, ordering taxi and reading reviews and information about the places they plan to visit. Moreover, when booking a visit through the app one will be able to get a discount.

Status of the project: At this moment, the project is in a planning stage, including search of partners, who will help with their professional skills, and investors. In total it will take 3 months to develop and launch the app and as an initial investment around 13,000 Euro will be required.

Other information: The app will be free, but I will also have premium membership for customers who will pay some symbolic money

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every month and get discounts/special offers while using the app.

Location: Armenia

BRIGHTENG

BrightEng is a board game, which helps people to learn English and improve their language skills in a friendly atmosphere.

The game is a deck of cards, each containing six English words. The game is played with 4 and more people divided in teams. The players take a card and within 1 minute try to explain to their teammates all the words mentioned on the card. Teammates should guess and translate the word into English. The faster they manage to explain all the words, the higher scores they get.

BrightEng can be used by people of all nationalities who are keen on learning English. The only requirement for the game is a desire to have a good time in a good company. During the first several months, the customers will be citizens of Yerevan and its nearby regions.

One of the main competitive advantages of BrightEng is its easy access of usage, a short cycle of investment return and a joy to learn new language with whoever and wherever you want. The game will be available in different difficulty levels corresponding to players having language proficiency from B1 to C2.

Status of the project: The start of the project is expected to be March 2019.

Other information: One of the ways to advertise this product will be through donations to kindergartens, schools and places of entertainments for young people.

Location: Armenia



10.2. Spain

PARAGLIDING FLIERS' RESERVATION CENTRE

Paragliding fliers' reservation centre is a single offer reservation centre for in Algodonales, Cádiz. The centre will offer legally registered accommodations with optimal and competitive prices and a quality service. The reservation centre will help travellers to eliminate accommodations, which do not provide minimum services, such as heating or air conditioning, insurance, or personalized attention.

Taking into account that paragliding becomes more and more popular, the tourism sector generates a lot of income for the municipality, however, the quality of provided services is decreasing. The reservation centre will facilitate cooperation of bar, restaurant and accommodation entrepreneurs with the townhall. This will ensure the improvement of infrastructures and services offered in relation to paragliding, including the ones related to free flight practice, improvement of take-off and landing runways, transportation of paragliding fliers to take-offs in authorized vehicles, dissemination of up to the minute weather forecast (wind, temperature, etc ...), etc.

Target group for Paragliding fliers' reservation centre are paragliding fliers coming to Cadiz.

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Status of the project: in process, Initial required budget is approximately 18,000 Euros.

Location: Algodonales, Cádiz, Spain

WANLU

Wanlu is a digital platform for digital nomads offering them the ways to cooperate and exchange experience and work practices to those who would like to become a digital nomad. There will be other services offered to established digital nomads and entrepreneurs.

Target group for Wanlu include digital nomads, entrepreneurs, enterprises, traditional workers and millennials.

This a new concept in this sector and there are no competitors so far.

Status of the project: The works on the development of the platform has already started.

Location: Spain

ETÉREO

ETÉREO is an online ecosystem of sustainable tourism, with the aim to change the way we travel and promote a kind of tourism that respects nature, economy and local communities. At ETÉREO people can book stays in bio-ecological hotels, tree houses, Bed & Breakfasts, organic farms, glamping or green apartments. The website shows to travellers all the eco-friendly accommodations available in a given location giving them an easy way to travel more sustainably. ETÉREO provides specifications of the activities that each accommodation does, as well as providing a possibility to read and write reviews about sustainability experienced.

Target group of ETÉREO are rural tourists who respect nature, the economy and local communities.

Currently there are no similar platforms, where travellers can choose accommodation based on their degree of sustainability, so there are no direct competitors for ETÉREO.

Status of the project: There is an estimated initial investment for this project of around 20,000 Euros and currently project team is searching collaborator, partners and angel investors.

Location: Spain



10.3. Italy

L'ANELLO MAGICO | THE MAGICAL RING

L'anello Magico is a bed & breakfast in the countryside, close to Parma, in the middle of the Italian "food valley", where families can spend relaxing weekends creating beautiful memories with their kids.

L'anello Magico has a thematic inspiration and its design is aimed to create a place where magic is possible. Every room has an inspiration and a (science) target: for instance,

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the kitchen is a “potion laboratory”, where every chemical reaction is possible.

We would like to promote and increase scientific interests among kids and, in order to do that, we have designed a house full of magical and scientific games, board games, activities, inspirational books and quotes.

Target customers of this B&B are families with kids, bobos, young adults, book and science lovers, Harry Potter fandoms from Europe.

The uniqueness of L’anello Magico is that every detail in every room is designed to give a 100% magical experience, where in addition to the general atmosphere there is unforeseen magic, waiting to be found. Another distinctive characteristic of this B&B is that it is based on principles of sustainability.

Status of the project: The expected start of the project is November 2018.

Location: Parma, Italy

THINK GLOBAL, TRAVEL LOCAL

Main idea of “Think global, Travel local” is to create a hosting network with local families, craftsmen, farmers, etc. with the purpose to connect travellers with local communities and environment through human and cultural relations. We want to promote a sustainable and inspirational way of traveling that aims to deepen knowledge of places and facilitate self-improvement through experiences.

Main customers of the network are backpackers, young independent travellers, Bobos from Europe, as well as responsible tourism sector in Germany and Holland.

The value that the members of the network will get are improved human relations and ethical values, opportunity to experience mindful travel destinations and experiences, as well as self-improvement.

Status of the project: not yet implemented, expected start 2019.

Location: Sicily, Italy



10.4. Georgia

HEALTHY BUSINESS - GO STEVIA

Healthy Business - Go Stevia, is a start-up focused on production of new healthy product containing stevia for daily use. This product will be useful for people with/without health problems and will have a big export potential. The project will contribute to the creation of new workplaces in Georgia.

In the initial stage of the project the main customers will be people with diabetes and green businesses. It is a fact that in near future stevia will be widely used by food and beverage industry, so in future different manufactures and pharmacy companies will become the customers of Go Stevia.

The competitive advantage of Go Stevia in Georgia is that stevia is a natural, zero-calorie product, which is a complement to other natural sweeteners, has a low cost of production and has no direct competitors in Georgia.

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Status of the project: not yet implemented, expected start May 2019. Project will be represented under the program: Produced in Georgia - აწარმოე საქართველოში.

Location: Ozurgeti, Georgia

PARADISE GEORGIA TOURS

Paradise Georgia Tours is a tour Agency offering different kind of tours as well as activities to foreign tourists throughout Georgia.

The target group of Paradise Georgia Tours are foreign tourists who travel to Georgia to discover it with all its wonders. The biggest part of customers come from Russia and Arabic countries, however another important segment are European tourists, numbers of which are growing year by year. The last survey showed that, Georgia ranks second among the fastest growing touristic countries in Europe.

There are many tour agencies in Georgia, therefore competition is on a very high level. The advantage of Paradise Georgia Tours is the variety of offered services such as individual and group tours to different sightseeing places in Georgia, organization of fishing, hunting, off-road driving tours, as well as discovery tours intended to uncover less known or hidden sightseeing places and experiences throughout Georgia.

Status of the project: Implemented.

Contacts: https://www.facebook.com/paradisetours.geo.

Location: Georgia,

ARTMOSPHERE

We all have the same problems related with clothes. We all want to be dressed up nicely, but regardless of abundance of choices available at stores or online, sometimes it's very hard to find the one you are really looking for. Artmosphere comes to help. At Artmosphere, one can order a t-shirt with any design and painting, including the ones designed by yourself.

It goes without saying, that mostly teenagers are fond of the things like that, but I truly believe that, this is going to be for everyone regardless of their gender, age and other characteristics, as everyone likes to be dressed according to their taste.

The distinctive feature of clothing by Artmosphere is its uniqueness, as every t-shirt is an inspiration of different people. High quality, possibility of integration of art on t-shirts are another important characteristics of Artmosphere.

Status: It's in a planning process.

Location: Tbilisi, Georgia



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