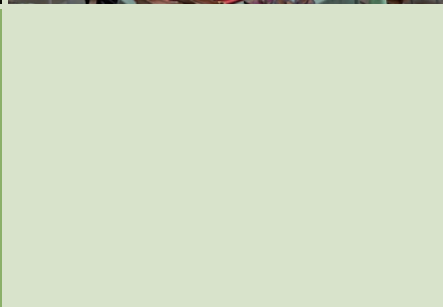
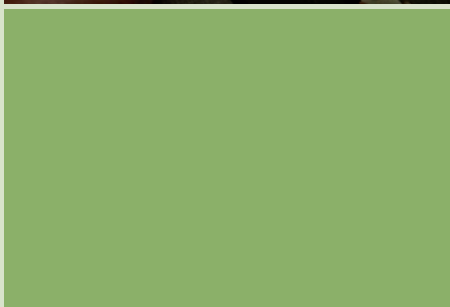


„START-UP-MODEL”

Developing a System for Inspiring and Mentoring
the Starting up of New Businesses on the Basis
of the Belgian, Portuguese and French Models

TEST BUSINESS INCUBATOR METHODOLOGICAL GUIDE



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Labour Centre of the Government
Office for Békés County

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Foreword

The government of Hungary handles the strengthening of small and medium-sized enterprises as a task that extremely improves competitiveness since they play a role of key importance in economy. At the moment 68% of enterprises are composed of micro- and small businesses. The economic growth of the country can only be realised in case the performance of the entire spectrum of enterprises tangibly increases. Due to the economic crisis started out in 2008, the number of entrepreneurs and businesses significantly reduced, which process can highly be felt in Hungary as well. As a consequence of improving and extending the SME sector – especially individual entrepreneurs – and increasing their competitiveness, the number of potential employers will increase and unemployment can decrease.

While the number of businesses in Hungary is 70 per capita, that number in Békés county is only a bit higher than 50. In the capital city, 10 new businesses are set up for 1000 inhabitants, in Békés county it is 50 per cent of the national average. The main aims of the labour organisation are handling unemployment, preserving work places and participating in creating new work places. Nowadays the system of job-creation measures basically has two pillars. One of them is the – well working and interest-demanding – support of job-creation which serves almost exclusively the improvement of the investments of companies operating economically and for several years. The other form is the support provided for jobseekers in order to help them become entrepreneurs. In 2010 altogether 3000-4000 people inquired about the subsidy in the Southern Great Plain Region, though the number of applicants – thus the number of those people starting up their own business – was only 10–15% of those interested. It was recognised that enlivening enterprises and helping the starting up of new businesses could be the breakout points of the Southern Great Plain Region being in a disadvantageous situation in Hungary.

A survey was conducted in order to reveal what could be at the back of the jobseekers' rather low intention of becoming entrepreneurs. As it has been revealed, the most hindering elements are the high risk factor and the lack of financial, accounting and administrative knowledge needed for starting up and operating the businesses. Despite of a thorough selection and preparation procedure, the success of a future business can only be proven if the future entrepreneur tries it out. However, the national practice – known by us – has not provided an opportunity for that so far, nevertheless, it would be of high demand.

The Labour Centre of the Government Office for Békés County implemented the Leonardo da Vinci Transfer of Innovation project entitled 'START-UP-MODEL Developing a System for Inspiring and Mentoring the Starting up of New Businesses on the Basis of the Belgian, Portuguese and French Models' as a coordinator which made it possible to adapt the test business incubator method offering a solution for the problem mentioned above. The test business incubator enables the future entrepreneurs to test their prospective enterprises in a legal status which does not mean a social, financial or family risk to them, since their entrepreneurial activities are implemented on behalf of the test business incubator and at its own risk. This risk minimizing method gives the specialty of the test business incubator and ensures the success of the enterprises.

I. Antecedents

On its session closed on 25 September 2007 in Budapest, the Permanent Joint Committee operating within the bilateral cooperation between the Government of Hungary as well as the French Community of Belgium and the Government of the Region of Wallonia accepted a 3-year professional cooperation in the field of employment and vocational training which determinates concrete cooperation areas referring to Hungary and the above mentioned Belgian regions. Mutual professional visits were implemented between the countries in the frames of the cooperation. The colleagues of the Labour Centre got acquainted with the idea and method of the test business incubator during these visits. The method developed in France was adapted and introduced in Belgium and Portugal by implementing different programmes and involving international partners. The Leonardo da Vinci project of the Lifelong Learning Programme provided an opportunity for adapting the method in Hungary by the Labour Centre of the Government Office for Békés County who elaborated and implemented the initiation as a coordinator.

The colleagues of the Labour Centre who participated in the project have extremely wide experience in the implementation of national and international projects, in project management and in preparing analysis and studies. Four international partners, a Belgian test business incubator (SACE), the Public Service of Wallonia, a French test business incubator (UCE) and a Portuguese development organisation (ADRMAG) contributed to the successful transfer of the methodology. The Hungarian partners studied the test business incubator system and processes in the frames of international meetings, study visits, lectures and with the help of professional materials.

I.1 THE ESTABLISHMENT OF THE TEST BUSINESS INCUBATOR METHOD IN FRANCE, BELGIUM AND PORTUGAL

The idea of establishing test business incubators in **France** was accepted in 1995. According to that, it was agreed that in case of establishing new businesses, a so called test period is needed when the entrepreneur-to-be can test the viability of his business and gain experience in the management of it. Between 1994 and 1999 the number of the test business incubator projects has increased from 3 to 40, therefore the legal background and the national network of incubators had to be established. The circular letter number 2000/16 of 26 June 2000 of the Directorate General of Labour, Employment and Vocational Education (DGEEP) on the national direction of the test business incubators launched the setting up of the legal framework of establishing and spreading test business incubators. The Act 2003-721 on the economic initiation established the contract supporting business activities and aiming at the development or recommence of economic activities (CAPE contract).

At present, the Association of Test Business Incubators directs the unified, standardized operation of 55 test business incubator organisations. Among them there are incubators mentoring enterprises having general or different scope of activities and there are some which support companies having specialised activities. The test business incubators show a quite varied picture regarding their legal forms. There are both non-profit and profit oriented organisations among them.

The target group of test business incubators includes all persons having a viable business plan, except for those working in full-time employment:

- people working in part-time employment,
- persons provided with social benefits,
- company managers who are exclusive owners of their enterprises and are provided with support.

In **Belgium** the support structure for the self-creation of employment called 'S.A.A.C.E' was established by the decree concerning the support structures for the self-creation of employment and the decision of the Wallon Government implementing the decree. Its principal aim is to provide support, advice, follow-up and field trials for job-seekers wishing to develop an economic activity with a view to creating their own employment. The decree defines the 'project promoter' who can be any job-seeker submitting a project for the creation of activities with a view to obtaining the status of entrepreneur at a later date as his principal activity. The project promoter submits his project to the 'S.A.A.C.E.' which can approve or reject it. If the project is accepted, the 'S.A.A.C.E.' must take all measures to provide the project promoter with advice and to assist him in making the business creation project a success. As soon as the 'S.A.A.C.E.' decides that the project promoter has an operational start up plan, the project promoter shall be invited:

- either to continue to receive the advice of the 'S.A.A.C.E.';
- or to test his economic activity within the 'S.A.A.C.E.', organised as a business incubator or as a business cooperative, either as a trainee, as a prospective entrepreneur or as a worker who has concluded an employment contract;
- project promoters who, after leaving the 'S.A.A.C.E.', adopt the status of entrepreneur may continue to receive free advice and follow-up for a maximum period of 18 months.

The CRER (Criacao De Empresas Em Espaco Rural – Enterprise Creation in Rural Areas) methodology applied in **Portugal** deals with the starting up of new businesses in rural areas. Supported and co-funded by the EQUAL Community Initiative, the CRER Project was promoted by a development partnership. The main objective of CRER project was to transfer and to adapt the test business incubator structure. The structure allows the reduction of risk and underpins the initial phase of an activity. It optimises the success possibilities of an entrepreneurial project, giving the promoters the learning about 'being an entrepreneur'. On the one hand, entrepreneurs get used to the operational aspects of the business, and on the other hand, the test business incubator gives them the possibility of testing the viability of their project.

The CRER methodology is an integrated methodology of entrepreneurial support which is divided into three phases: (1) information and nurturing entrepreneurship and business creation; (2) maturation and finalization of the business plan; (3) test and experimentation of business ideas.

At present, the CRER methodology is applied by 8 organisations in Portugal. Altogether 87 entrepreneurs have been supported since 2006 according to the CRER Methodology in the intervention area of ADRIMAG.

It can be seen on the basis of the presented French, Belgian and Portuguese test business incubator method that the model is a completely new system to the introduction of which several significant law modifications were needed and which was established as a result of the work of nearly a decade. The task undertaken in the frames of the project was a great challenge, since the test business incubator method had to be developed and tested in a way that it had to meet entirely the law presently prevailing in Hungary.

Methodological guide

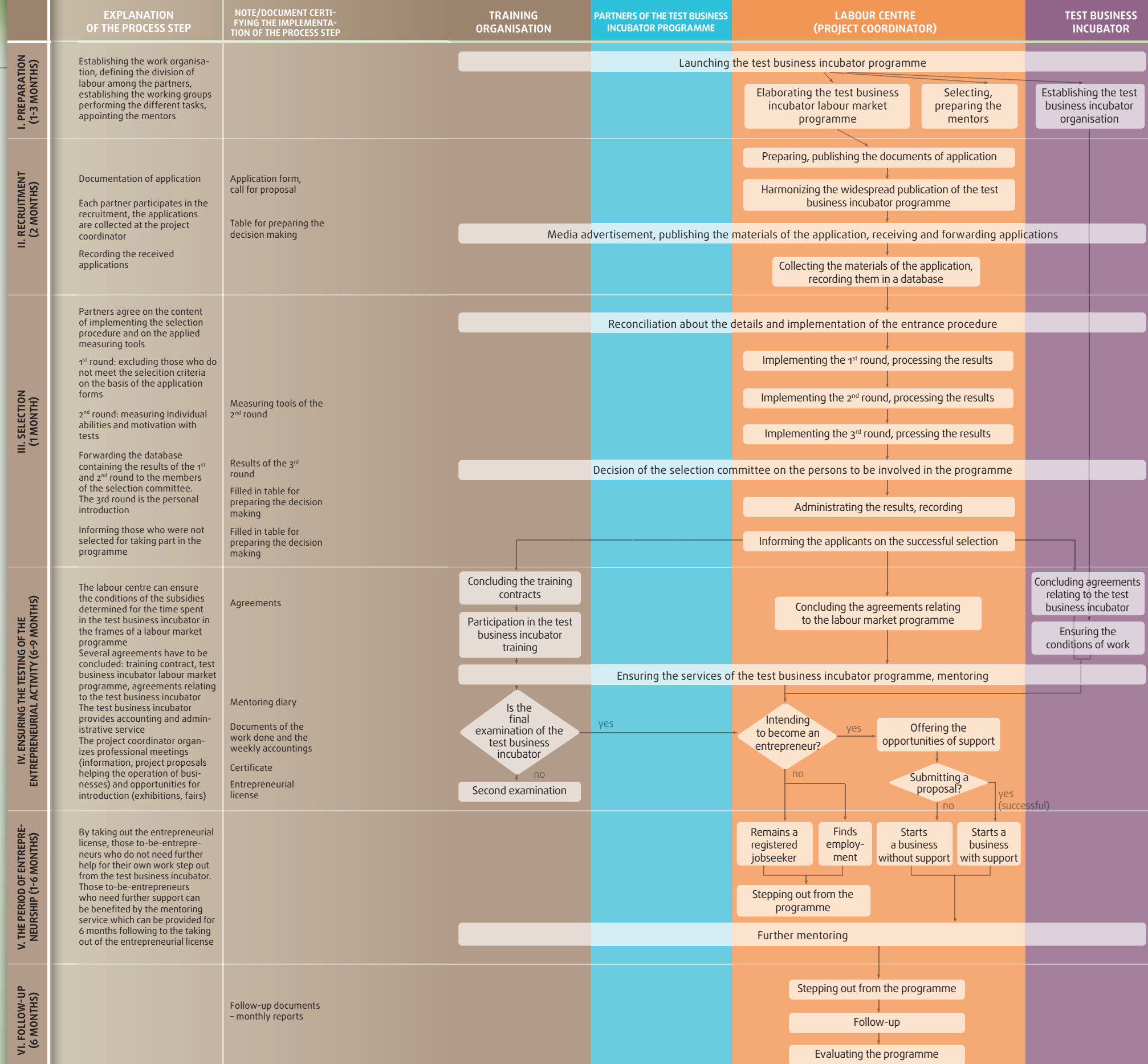
II. The presentation of the national (Hungarian) test business incubator method

The professional system of conditions of the national implementation has been developed by exploiting the experiences and knowledge gained in the foreign countries and involving all the national partner organisations having crucial roles in the operation of the system.

A county level partnership network including the labour centre, training organisations, interest representatives and a business development foundation was established. Increasing the entrepreneurial spirit, as well as ensuring and helping the starting up and maintenance of businesses are mutual interests of all organisations. By the close cooperation of these partner organisations and the continuous supporting work of the international partners the future entrepreneurs could be provided with all kinds of help and support.

As the method consists of processes having many actors and is a complex group of several and frequently simultaneously implemented activities, the test business incubator method is presented according to the flow chart below. The vertical columns of the chart include the institutions having role in the implementation of the programme, as well as the explanation of the process step and the name of the document certifying the implementation of the process. The rows present the given part process, the applied process steps and their duration.

The flow chart presents the chronology of the method and the sequence of the activities, however, the processes occurring on several spots are detailed in separate chapters of the methodological guide (see mentoring).



III. Arranging the conditions of the method

At the arrangement of the programme those organisational, personal, material and financial conditions were defined which had to be fulfilled in order to implement the programme. The Leonardo da Vinci Transfer of Innovation project provided financial and human resource for getting acquainted with and transferring the method, as well as for developing the model, however, it did not cover the costs of the testing, therefore finding a national resource for it became necessary. After careful consideration of the circumstances a decision was made according to which the method could be tested on the debit of the National Employment Fund, in the frames of a labour market programme financed by it.

The labour centre of the government office is the organisation which has expertise and wide-spread active employment measures for developing such a complex labour market programme, making it approved by the ministry and implementing it which provides appropriate financial framework for the implementation of the project.

III.1 THE TEST BUSINESS INCUBATOR LABOUR MARKET PROGRAMME

III.1.1 The aim to be achieved by the programme

The main aim of the programme is to help jobseekers to become entrepreneurs and successfully maintain their businesses in the long run on the basis and by the application of the new test business incubator method not yet used in Hungary and developed by the Labour Centre of the Government Office for Békés County and its partners.

The direct objective of the programme is to provide an opportunity for 20 jobseekers in Békés county to recognize and develop the entrepreneurial skills and abilities, as well as to start up their own well-operating businesses. The achievement of the aim mentioned above is ensured by the practical application and maintenance of the test business incubator method developed within the frames of the Transfer of Innovation project.

The aim of the programme is connected with the general aims of the Leonardo da Vinci Programme which are the motivation of those people participating in training or further training and the acquisition of experience, knowledge and vocational qualification in order to develop their personality, improve their employability and increase their chances of entering the European labour market.

Furthermore, the programme is also related to the objective of enhancing the development and transfer of innovative practices (including transfer of innovation between countries) in the field of vocational education and training and starting up new businesses.

III.1.2 The target group of the programme

Having respect to the 20 registered jobseekers participating in the programme, the selection from the clients belonging to the target group is carried out by the local offices of the labour centre and the partner organisations cooperating with them. The aim is the involvement of such clients who already have appropriate professional knowledge for the starting up and operation of their businesses, but need help in order to start their actual own activities.

Only those registered jobseekers having a viable project idea and the intention of becoming an entrepreneur can become 'test entrepreneurs' – the participants of the programme – who undertake continuous cooperation with the labour organisation. The selection of the target group is implemented in the spirit of equal opportunities, by ensuring the participation of both women and men without distinction to their age in case of 20 programme participants.

III.1.3 Programme elements applied during the implementation

Deriving from the professional opportunities ensured within the frames of the labour market programme, the aim of the programme and the composition of the programme participants have to be taken into consideration at the planning of the programme modules. According to this, the following modules are realised during the implementation of the programme:

TRAINING PROGRAMME ELEMENT

Teaching entrepreneurial knowledge

The aim of the training programme element is to provide the involved jobseeker clients, the 'test entrepreneurs' with theoretical and practical training concerning the legal, economical and marketing environment of the entrepreneurial activity as a result of which they will be able to start up their own, viable company by the end of the programme. The duration of the test business incubator training programme is 6 months in the course of which theoretical training is provided for 1 month, while practical training is provided for 5 months. The selected persons, the 'test entrepreneurs' remain in jobseeker status during the training, therefore they are provided with wage supplementary benefit while participating in the theoretical and practical training.

The supports covered by the programme: wage supplementary benefits and training costs. Since the involved clients are in jobseeker status, they can be provided with reduced travelling fares (90%) during the training. During the training the participants are provided with answers to the solution of problems arising in the everyday life of entrepreneurship, besides that, they are performing their professional activities, too. For the execution of the professional activity – by taking into consideration the international practice of the START-UP-MODEL project and adapting it to the national relations – cooperation with a test business incubator organisation is necessary. This test business incubator organisation provides an opportunity for carrying out professional activity in the frames of simplified employment, as well as for practical training connected with the practical acquisition of the START-UP company management knowledge.

PROGRAMME ELEMENT OF BECOMING AN ENTREPRENEUR

The support of becoming an entrepreneur took place following to the closure of the training programme element, when stepping out of the protected environment. Its aim is provide the persons involved in the programme with a fix, minimum income during the first months of their independent activity which can ensure the payment of the obligatory burdens and costs while running in the company.

According to the legal regulations, the period of the support is 6 months and its amount is equal to the amount of the current minimum wage.

WAGE SUBSIDY PROGRAMME ELEMENT

1., Supporting mentor activity

A mentor network is operated during the period of the training programme element and the support of becoming an entrepreneur.

Its aim is to provide the clients participating in the project with continuous help, to help overcome the arising difficulties and to elaborate possible solutions to unknown situations during the whole programme.

The availability of mentors could be ensured outside the labour market programme, together with the partners participating in the transfer of innovation, from the resource of the project.

2., Supporting counselling activity at the test business incubator organisation

The wage subsidy is given at the organisation which provides place and opportunity for the test business incubator activity. The selected counsellors provide the programme participants, the clients carrying out 'test business entrepreneurial activity' with financial, legal, marketing and administrative help.

The counsellor's task during the period of the training:

- keeping contact with the training organisation,
- keeping contact with the test business incubator organisation,
- coordinating the mentoring network,
- providing the 'test entrepreneurs' with financial, legal, marketing and administrative help.

The counsellor's task following to the training:

- following up and helping the activity of the clients stepping out from the training and those who became independent entrepreneurs.

The period of providing wage subsidy:

- for the period of the training and the support of becoming an entrepreneur, altogether 12 months.

The legal basis of the supports are the Act IV of 1991 on Furthering Employment and Provisions for the Unemployed, the Decree No. 6/1996 on the subsidies to facilitate employment and the subsidies that can be taken from the Labour Market Fund to deal with emergency situations in the employment field, as well as the Act CXL of 2004 on the General Rules of Administrative Proceedings and Services. The professional basis for defining the range of the accountable costs and their amount were provided by the Decree No. 6/1996 and the issues included in the rules of procedure of the support of becoming an entrepreneur when planning the costs to be taken into consideration.

III.2 THE MENTORS

An essential element of the successful implementation of the method is the operation of the mentoring network helping the 'test entrepreneurs'. During the test business incubator method the mentoring means an accompanying process whose aim is to make the entrepreneur-to-be reach his/her objectives set by himself/herself independently. As a tool of this, the mentor helps to throw light upon the aims set and the development objectives, follows with attention the mentored person's activities done in order to achieve these and gives feedback on the achieved results by taking into consideration the aims and objectives set.

A key objective during the mentoring is to make the mentored persons acquire how they can make a balance between their available properties and the resources during the implementation of their project, how they can evaluate the risks and to make them select those areas and tools which help them in their own development and make them possible to become independent at the end of the mentoring process.

The mentor plays a key role in developing the to-be-entrepreneurs' self-confidence and self-evaluation skill, in motivating them and in increasing their individual performance. The mentor provides help in the solution of difficulties and orientates the to-be-entrepreneurs towards the tools supporting progress and development.

The selection of mentors

Openness and the receptive, dynamic personality are very important aspects during the selection of mentors. The mentor has to possess high-level problem-solving skill, organisation and analysing skill, communication skill, ability to cooperate, as well as ability to influence. Further selection criteria are the mentor's engagement, ability to understand and the ethical professional work of high quality is also an expectation. One of the most important criteria is that the mentor has to be proficient and experienced in the operation of micro and small enterprises and has to be well connected.

The selection of mentors has a written and an oral round. In the written round they outline their professional life-path which can be adjusted to the mentoring activity. The mapping of the individual abilities and competences adjusting to the test business incubator method is implemented during the oral round, when the to-be-mentors meet the management of the test business incubator project.

The preparation of mentors

The mentors acquire the bases, methods and tools of mentoring/coaching in the frames of a training. The mentor training aims at the preparation of experts providing support for the persons and jobseekers who would like to become entrepreneurs within the frames of the test business incubator programme. During the preparation the following aims have to be achieved: the mentors have to be able to observe and give feedback for the mentored persons thus to enhance their development and advancement; they have to be able to make the mentored persons express the solutions by focusing on the mentored persons' aims; they have to be able to make the mentored persons focus on the tools and methods.

During the training the mentors get acquainted with and acquire those professional knowledge and skills which are absolutely necessary for the accomplishment of this supporting job. They get acquainted with the operational principles, applied methods, techniques and system of tools of this special supporting activity.

In the frames of the modular and practice oriented training consisting of 18 lessons the following knowledge and skills are transferred:

- getting acquainted with the basics (e.g. coaching ethics, understanding norms, the place of coaching among the supporting procedures etc.),
- coaching process, acquiring the tools to be applied (e.g. making relationships, effective communication, enhancing learning and effectiveness, developing consciousness, making an action plan, planning and setting up aims, measuring advancement and the question of responsibility, GROW model etc.),
- the tasks of helping the entrepreneurs (e.g. acquiring special rules, mentor's diary, progress report etc.).

The whole programme is accompanied by the mentoring activity. The mentors are present at the selection of the to-be-entrepreneurs and they are members of the entrance committee. Following to the selection, 1 mentor provides mentoring services for 3-5 to-be-entrepreneurs on an average. The mentoring activity includes the personal meeting of the mentor and the mentored person, however, the discussion can be realised via phone or electronic way. The aim of the mentoring is to make the mentors be available for the to-be-entrepreneurs whenever they need them.

The mentor's main tasks:

- keeping continuous contact, providing information for the mentored person;
- providing financial, trade, marketing and strategic guidance for the mentored person;
- following up the actual tasks of the mentored person, preparing a report on the mentored person and his/her entrepreneurial activity, preparing a summary report on it;
- keeping contact between the mentored person and the counsellors of the test business incubator;
- involving an expert if necessary;
- continuously stimulating, motivating and helping the mentored person according to the aspects mentioned above;
- giving opinion on the mentored person's plans having legal and financial consequences.

A mentor's diary on the mentoring activity is kept obligatory in every second week or occasionally by the mentors (*Annex 1*). In the diary the mentor reports the tasks and activities carried out by the mentored person, the problems emerged during the meeting, the referred topics, as well as the mentored person's general characteristics and advancement.

Besides the mentor's diary, the other obligatory documentation of the mentoring work is the monthly progress report based on the different aspects of observation. Each month in the report the mentor evaluates the development of the mentored person on a scale of 1 to 5 which is also followed by a textual explanation. A summary evaluation is prepared about the mentored person every month. The monthly progress report is filled in by the mentors on an internet site, therefore the uploaded document become immediately available thus the evaluation and follow-up become possible as well.

III.3 THE TEST BUSINESS INCUBATOR ORGANISATION

In France and Belgium the test business incubator organisations are accredited, not for profit or profit-oriented organisations acknowledged by the state whose establishment and operation are precisely regulated by laws and rules. The existence of the organisation is an essential part of the method, since the to-be-entrepreneurs carry out their activities on behalf of and at the risk of this institution. Carrying out the test entrepreneurs' activities in the frames of the

organisation, separating the activities of each future entrepreneur and showing their results are all basic conditions.

Assuring the conditions, thus choosing the legal form of the organisation which is the most appropriate for the method of the project are very important with respect to the success of the project, the suitability for the laws, the testing of the future entrepreneurs' activities in appropriate quality and indirectly the satisfaction of those ordering the activities.

During the professional consultations – following to the study of the legal background – the operation of the test business incubator seemed to be realizable in two legal forms: in the form of a social co-operative or a limited liability company.

The most important advantage of the social co-operative is its aim that is to improve the jobseekers' situation and to provide them with job facilities.

Other economical and social advantages:

- providing services for its members;
- using local resources, making values locally;
- strengthening of self-support;
- self-organisation, self-help;
- continuously strengthening cooperative relations.

The most important advantages of a limited liability company:

- the member's financial obligation towards the company includes only the provision of the primary stake;
- the member has limited liability for the obligations of the company, exclusively to the extent of the primary stake;
- voting right: the member's due in the proportion of the financial contribution;
- it can be established by even one (natural or legal) person;
- it can be registered via a simplified, expedite procedure (except for the not for profit limited liability company);
- work can be carried out in any forms (commission, employment, simplified employment, etc.) within its frames.

According to the regulations prevailing at that time, the condition of working in a social co-operative was the existence of a membership to which we did not intend to oblige the to-be-entrepreneurs, therefore the legal form of the test business incubator became a newly established limited liability company.

To the best of our knowledge, a law modification suggestion concerning that registered jobseekers can establish and sustain a legal relation aiming at working as a member within the frames of the social co-operative is in progress at the moment.

According to our conclusions, the test business incubator organisation can be operated in several forms, however, the most important requirements in relation to the test business incubator organisation are the following:

- Stable, reliable organisation fulfilling the relating legal regulations in every respect (sound labour relations, does not have public dues, etc.).
- Its owners/members, managers are committed and identify with the aims of the organisation which is to help jobseekers to become entrepreneurs.
- Its sphere of activities – conforming to the future entrepreneurs – is manifold and it has the necessary company seats and operational licenses, also, it can flexibly comply with the needs arising later on.
- It can ensure a suitable financial, legal, marketing and administrative background for the future entrepreneurs' work.
- It has an adequate liability insurance in order to ensure the testing of the future entrepreneurs' activities free from risk.
- Its managers establish effective and continuous cooperation with the future entrepreneurs, mentors and the labour centre.

A law modification suggestion concerning the most optimal legal form of the test business incubator organisation has been prepared whose essential provisions are presented in Chapter VIII about sustainability and feasibility.

IV. Recruitment, selection

IV.1 RECRUITMENT

The target group of the test business incubator programme includes persons who would like to start up their planned businesses free from risk and are ready to try out this new method.

The conditions of applying for participation in the programme are to be a registered jobseeker, have a plan necessary for the starting of a viable economic project and have suitable qualifications for implementing it.

The opportunity for joining the test business incubator has to be advertised in a coordinated way and via several channels at the same time, thus a wider scope of clients can be reached.

The channels of recruitment:

- local and national media,
- partner organisations participating in the implementation of the programme,
- test business incubator organisation,
- local offices of the labour organisation.

The tools of recruitment:

- leaflet,
- poster,
- media appearance,
- appearance on the partners' and on the own internet websites.

The methods and tools of receiving the applications have to be elaborated and forwarding the incoming applications to the colleagues of the test business incubator has to be ensured during the recruitment. The documents of applying for joining the test business incubator: information material and application form (Annex 2).

The requirements towards the information material are to present the system of the test business incubator precisely, as well as to provide correct information on the conditions of joining and on the support elements provided by the test business incubator. It has to be revealed during the recruitment process that the existing and economically well-established project idea, as well as the qualification necessary for implementing it are indispensable for those who are interested in joining the programme. The test business incubator makes the risk-free testing of the activity, the development of the entrepreneurial skills and the mentoring possible for the test entrepreneurs.

The content of the application form has to be elaborated in a way to give answers to all the elements of the conditions to be considered in the first round (economically well-established project idea, existing qualification). The application form is the most important tool of information in the first round.

The further steps are established by the period of receiving the applications therefore enough time needs to be provided for its implementation. 5-6 weeks are necessary for the work phase of the recruitment.

The opportunity of consulting the entrepreneurial ideas has to be made available for the applicants even over the period of recruitment during which the discussion of the viability of the planned project idea and the elaboration of the application form have to be made possible. This can be provided by the experts of the labour centre, the colleagues of the test business incubator and the mentors.

IV.2 SELECTION

As the first step of the selection procedure, the selection criteria being the concrete conditions of joining the programme have to be defined.

Indítsa el vállalkozását kockázat nélkül!

Vállalkozás-keltető

A Békés Megyei Kormányhivatal Munkaügyi Központja a vállalkozás-fejlesztésben élen járó Békés megyei szervezetekkel Európai Uniók forrásból „Vállalkozás-keltető” innováció transzfer projektet valósít meg. A „Vállalkozás-keltető” keretében lehetőségük nyílik a jelentkezőknek, hogy kipróbálják Önmagukat és vállalkozásuk működőképességét anélkül, hogy viselnék a vállalkozóvá válás kockázatait.

Mit nyújtunk? 12 hónapos innovatív vállalkozás indító programot 20 fő álláskereső részére. A program három fontosabb részre osztható:

- 1. Gyakorlatorientált képzés**
 - hat hónapos időtartam
 - a vállalkozói létre történő felkészítés
 - betekintés a vállalkozói szféra rejtelmeibe, felkészítés a buktatók lehetséges elkerülésére
 - a saját vállalkozás kipróbálásának lehetősége védett keretek között (a jelöltek vállalkozási tevékenységüket saját maguk végzik, de nem a saját nevükben)
 - a résztvevők álláskeresőkként maradnak, és a képzés ideje alatt keresetpótló juttatásban részesülnek (a minimálbér 60%-a)
- 2. Vállalkozóvá válási támogatás**
 - hat hónapos támogatás a vállalkozói tevékenység folytatásához (minimálbérrel megegyező összeg)
 - a sikeresen kipróbált vállalkozói tevékenység önálló folytatása
 - a kezdeti nehézségek és problémák kiküszöbölése
- 3. Folyamatos mentorálás**
 - a program kezdetétől személyre szabott segítség gazdasági, jogi, marketing, vállalkozási, pénzügyi, témákban
 - a mentorok saját tapasztalataikkal segítik a vállalatirányításhoz szükséges bürokratikus feladatok ellátását
 - a program befejezése után a „Vállalkozás-keltetővel” való további kapcsolattartás lehetősége

Kik jelentkezhetnek? Bárki, aki regisztrált álláskereső, és rendelkezik egy életképes, gazdasági projekt elindításához szükséges tervvel, és az ahhoz szükséges szakképesítéssel.

Hogyan? Jelentkezni a Békés Megyei Kormányhivatal Munkaügyi Központjának Kirendeltségein az erre szolgáló jelentkezési lap kitöltésével lehet. Jelentkezési határidő: **2011. október 21.**

A Békés Megyei Kormányhivatal Munkaügyi Központja kirendeltségeinek elérhetősége:

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Váljon függetlenné! Hozza létre saját vállalkozását! Lehetőségek!

Békés Megyei Kormányhivatal Munkaügyi Központja

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The programme's poster

Previous to the definition of the selection criteria, a long preparation work takes place during which the followings have to be considered:

- experiences of the test business incubators,
- experiences of the project partners,
- those experiences of the labour centre which were gained during the support of enterprises.

Having regards to the selection criteria, we have to make sure that they can be measured during the selection procedure.

The selection criteria are defined according to the aims of the test business incubator, in respect of the following main areas:

- personality of those intending to be entrepreneurs (within this: profile and personal characteristics),
- the group of the selected persons,
- the social-economical situation,
- activity.

Besides all these, the activities excluded from the support of the test business incubator have to be determined. Due foresight has to be provided with regard to the excluded activities and all those activities have to be included in this scope which would put the operation of the test business incubator at risk. These are – for instance – the projects needing significant investment like constructions of big volume, activities with great responsibility like medical or legal activities, activities going along with serious risks like investments or broker activities. The selection criteria and the excluded activities are included in Annex 3.

In the course of the selection the 'funnel principle' is applied during which the potential test entrepreneurs are selected within the frames of a procedure of three rounds, from the continuously narrowing circle of persons fulfilling the system of criteria. Those entering the test business incubator are selected in the last round considering the information of all the previous phases.

During the selection procedure an entrance committee makes decision on the selection or refusal of the persons entering the different rounds by taking into consideration the defined system of selection criteria.

The representatives of the following organisations are presented in the entrance committee:

- labour centre,
- test business incubator,
- partner organisations,
- mentors.

The presence of the mentors is very important even in the selection procedure therefore it is advisable to have the mentors selected by this time. The organisational tasks of the events of the selection procedure are carried out by the test business incubator and the labour centre.

FIRST ROUND

The selection tool applied in this round is the application form filled in by the applicants (Annex 4). By filling in the application form, the test entrepreneurs reveal their intention with regard to entering the programme and give account of the existence of the conditions of the application. On the basis of the data indicated on the application form it can be identified if the entrepreneurial plan is marketable or innovative, how elaborated or economical it is, what previous experiences the applicants have in connection with the planned activity, as well as their social and economical situation being determinant with respect to the company. Attaching a professional CV to the application form is also reasonable.

On the basis of the information given on the application form, the data of all applicants have to be put into a well-structured database which is advised to be developed in a way that by its regular conduction it has to be able to support all the work phases of the selection procedure and to satisfy the information need of the test business incubator concerning the applicants. The

information given on the application form is registered in the table for preparing decision-making (*Annex 5*) fulfilling the requirement mentioned above.

The first round of selection is implemented by registering the information given on the application forms, thus those people who did not meet the selection criteria of the first round (e.g. the applicant is not a jobseeker, the applicant's qualification does not fall into line with the activity, etc.) cannot enter the second round of the selection procedure. Only the applicants fulfilling the criteria can enter the second round of the selection procedure.

SECOND ROUND

The following three tools of measurement are applied in the second round of the selection procedure:

- **Situation survey and motivational questionnaire** (*Annex 6*) whose aim is to:
 - find out if the entrepreneurial intention is supported by the narrow environment (family);
 - survey if the applicant undertakes the restrictions of a company or the test business incubator, the participation in the training and accepts the mentor's supporting cooperation;
 - survey if the applicant is motivated to entering the test business incubator and achieving his/her aims;
 - survey if the applicant is prepared for the starting of the activity and whether he/she has planned expenses, incomes, etc.;
 - survey the applicant's strengths, weaknesses, opportunities, needs and potential threats showed in respect of the success of the business.

The needs of the to-be-entrepreneurs are important information with respect to the tailor-made elaboration of the training curriculum and the development of the mentor service as well.

- **Questionnaire surveying entrepreneurial abilities** during the application of which the aim is to:
 - survey the entrepreneurial profile (objectives and persistence, cooperation, communication skill, performance motivation, success orientation, tolerating uncertainty, independence and initiative, thinking abilities, sense for money, family background).

The test is an easily applicable tool (short and simple questions, simple completing, available via the Internet, filling in takes only a short time). The evaluation is available right after the completion and the result becomes immediately visible for the to-be-entrepreneur as well (*Annex 7*).

- **Intelligence (Raven) test**

The test is one of the best forecasters of the achievement performed in the working tasks requiring thinking. The existence of the applicant's ability for learning is essential concerning the training element planned in the test business incubator as well.

The administration of evaluation is fast, while it is very favourable for the examined persons as well that the completion of the test takes only a short time.

Previous to the completion of the tests and questionnaires of the second round, the instructions relating to the measurements and the technical conditions of the completion have to be made known for the participants in the interest of the objective measurement.

The examinations conducted by the three tools of measurement of the second round have to be evaluated and their results are advised to be registered in the table for preparing decision-making. The applicants having the best results can enter the next round of the selection procedure.

THIRD ROUND

On the basis of the 'funnel principle' those people can enter this round who presented their entrepreneurial idea on the application form convincingly, have qualifications necessary for the content of their business, whose activity were not excluded by the test business incubator and who achieved satisfying results on the basis of their individual abilities and motivation, thus who got beyond the first and the second rounds.

The members of the entrance committee of the third round are composed of:

- the representative of the labour centre,
- the colleagues of the test business incubator,
- the representative of the partner organisations,
- the mentor,
- the expert of the activity to be carried out by the to-be-entrepreneur.

In the third round the to-be-entrepreneurs are provided with the opportunity of presenting their project in 10-15 minutes and convincing the entrance committee about their motivation, expertise and experience in their planned entrepreneurial activity. At the presentation of their activity it is possible to use visual aids (photo, sample product, presentation, etc.).

The oral round has special importance in respect of getting to know the individual abilities necessary for the entrepreneurship (e.g. presence, appearance, behaviour). Consequent to their nature, only as a result of personal contacts it is possible to be persuaded of these characteristics, therefore the achievement performed in this round can strengthen or weaken the previously gained information about the applicants.

In the third round the followings are evaluated by the entrance committee possessing all the relevant information defined in the system of criteria of entering the test business incubator:

- Does the applicant have qualifications suitable for the business to be established? Does he/she have economic knowledge? What professional practice does he/she have?
- How innovative is the entrepreneurial plan?
- Are tools or investments necessary for the applicant's activity? Does the applicant have available resources for them?
- What is the applicant's entrepreneurial profile and motivation like?
- Does the applicant have family support?
- How did the applicant represent his/her project plan? What was his/her behaviour like and does this meet the business requirements?
- The applicant's personality, ability for cooperation and conviction.

In the third phase of the selection procedure the committee's work is supported by the entrance folder compiled about the applicants which contains all their results achieved in the previous selection phases and the application documents.

On the basis of the above facts, the suitability for the previously mentioned criteria is registered by the members of the committee on a one-sided evaluation sheet (*Annex 8*). The summarised opinion of the members of the committee is also defined by points on a scale from 1 to 10.

The results of the third round are registered in the table for preparing decision-making and the selected applicants are informed about the result.

V. The testing of the entrepreneurial activity in the test business incubator

V.1 THE LEGAL BACKGROUND/CONDITIONS OF ENTERING THE PROGRAMME

The legal conditions of entering the project and the Test business incubator labour market programme authorized by the Ministry of National Economy are the jobseeker status and the conclusion of agreements which define the rules of cooperation in details.

The applicants who met the requirements of the selection procedure consisting of several rounds are informed about the conditions of participating in the project and in the Test business incubator labour market programme in the frames of a group guide which is followed by the conclusion of the two agreements.

In the first agreement the parties agree that the applicant fully agrees with the aim of the project and declares that he/she intends to participate in the programme. The labour centre accepts the application and by the provision of continuous mentoring activity and the starting of the labour market programme it takes all the necessary steps in order to support the participant to become an entrepreneur.

The agreement contains the way of cooperation in the project according to the followings:

The project participant undertakes that:

- according to his/her declaration made when he/she was registered as a jobseeker, in the first 6 months he/she provides information on the changes occurred in his/her data, status within 8 days;
- for 12 months he/she actively cooperates with the appointed mentors who continuously help the successful implementation of the entrepreneurial activity from the start till the closure of the project in the interest of the successful project implementation;
- in the frames of a separate agreement (this is the second agreement) the to-be-entrepreneur participates in the Test business incubator labour market programme which includes the following programme elements:
 - in the first 6 months the to-be-entrepreneur participates in a practice oriented training programme during which he/she is provided with wage supplementary benefit (its proportion: 60 per cent of the minimum wage),
 - in the second phase and within the frames of a tender procedure the to-be-entrepreneur is provided with a support of becoming an entrepreneur whose proportion is the amount of the minimum wage.

V.2 TRAINING

The aim of the training programme is to make the to-be-entrepreneurs know the legal background of establishing and operating a business, the marketing tools necessary for the successful operation, the financial and accounting rules, as well as the opportunities provided by the tendering and other supports.

The education is a modular, tailor-made, intensive group training consisting of 110 theoretical and 418 practical lessons during 6 months. The number of practical lessons takes 79% of the training programme which is quite a high rate, but this is the necessary amount for the success and increasing the maintenance of the businesses to be established.

The additional module entitled Developing entrepreneurial competences makes an individual unit within the modules whose aim is to make the entrepreneur recognize and – if necessary

– acquire and develop the skills, abilities necessary for the entrepreneurship. Trainings are implemented within the module during which the individual abilities, skills are revealed through situation practices in order to prepare the test entrepreneur for solving life situations occurring in the future and for handling the right communication and decision making situations required by the entrepreneurship.

The further subjects of the training can be divided into professional and practical modules.

Besides teaching theoretical knowledge, the practice oriented attitude and the completion of tasks are continuously represented in the professional module. It is advisable to involve such experts into the teachers' group who are successful entrepreneurs or deal with enterprise development in their work.

The module schedule of the training

	Number	Name of the module	Nr. of theoretical lessons	Nr. of practical lessons	Total number of lessons
additional module	1.	Developing entrepreneurial competences	8	34	42
professional module	2.	Tasks relating to business establishment and business economy	24	12	36
	3.	Financial affairs and business financing	12	12	24
	4.	Taxing and social security	24	18	42
	5.	Business communication	18	18	36
	6.	Operation of businesses	24	24	48
	7.	Group counselling	0	36	36
practical module	8.	'START-UP' – Business management practice	0	264	264
Total:			110	418	528
Proportion of theory/practice:			21%	79%	100%

The professional module of the training included the following teaching materials:

- Tasks relating to business establishment and business economy: its aim is to make the participant know the legal law rules related to the establishment of a business and the implementation of an entrepreneurial activity, as well as the advantages of the different types of entrepreneurship.
- Financial affairs and business financing: its aim is to make the to-be-entrepreneur acquire financial knowledge with the application of which he/she is able to manage the financial activities of the business (preparing financial reports, financial plans, application for credit, handling financial transactions).
- Taxing and social security: its aim is to make the jobseeker intending to be an entrepreneur know the taxes and contributions to be paid by the entrepreneurs and to have a clear picture about the rules of tax return and payment.
- Business communication: its aim is to have the participant apply the verbal and non-verbal communication tools effectively in the business life and to know the basic elements of morals and business ethics. The participant has to be able to use and exploit the existing IT opportunities (Internet, e-mail).

- Operation of businesses: its aim is to make the participant be able to solve the tasks occurring in the field of management (methods of resource-creation, monitoring of calls for proposals, preparing project proposals), marketing and on-line marketing (elaboration of marketing strategy, knowledge and application of pricing methods, analysing competitors, influencing the market, making price offers, sending and receiving orders), trade and selling (grouping of services and products, planning the process of trading) and business planning.
- Group counselling: its aim is to provide the to-be-entrepreneur with help in connection with the finalization of his/her business ideas and business plan. In the frames of the group counselling the participants can raise individual questions and situations which are immediately answered by the expert of the given professional field.

The practical module of the training is the 'START-UP' – Business management practice.

- Its aim is to make the participant try out the skills acquired in the additional module and the knowledge acquired in the professional module in practice – in the test business incubator – as well. The students have the opportunity of testing the viability of their projects in the real life. This phase is the innovation of the test business incubator method. In the frames of the practical module this field practice is implemented under the mentor's supervision (supervision of the entrepreneur-to-be, implementation of the business plan, situation of the future business and the supervision of its incomes and expenses) during the whole period of the training. During the training the mentor follows up and supervises the to-be-entrepreneur's activity, helps his/her preparation for the entrepreneurship and – if necessary – makes suggestions on the effective operation as a personal assistant.
- In the course of the module the participants can observe the entrepreneurs' work and their daily routine at already operating businesses, they can get acquainted with the applied management practice and have a view of the critical or sometimes problematic areas of the entrepreneurship.
- Within the frames of the practical module and with the help of the mentor the participants are given a taste of the official and assistant activities emerging in connection with the administration of the businesses.



- Elaborating the experiences gained in practice and defining those elements to be adapted to the own planned business is helped by the mentor.

The training is advised to be implemented in small groups. During the training a classification scale of two grades (satisfactory, fail) is applied in case of each module.

The training of the test entrepreneurs is closed with a final examination including two parts. In the first part the to-be-entrepreneurs take an exam of the theoretical curriculum whose successful passing is followed by the practical part. Within the frames of the practical examination a business plan has to be elaborated about the planned business. The plan has to be presented for the board of examiners and defended by answering the given questions.

The training organisation issues a certification about the successful accomplishment of the training programme which includes the following qualification: START-UP Test business incubator – training of entrepreneurial preparation. The jobs to be filled in with the acquired qualification: business manager, entrepreneur, entrepreneurial advisor.

V.3 WORKING IN THE TEST BUSINESS INCUBATOR

The most important element of the test business incubator method is to provide the to-be-entrepreneurs with the opportunity of working and trying out themselves without taking any risks during the period of being 'test entrepreneurs'.

The registered jobseekers cannot make an entrepreneurial legal relationship while maintaining their jobseeker status in the legal environment prevailing at present, therefore a legal opportunity had to be searched and found in order to let the to-be-entrepreneurs work in the test business incubator, try out their planned entrepreneurial activities and to make the opportunity fit into the test business incubator method. We came to the conclusion that the legal opportunity which suits the above mentioned conditions the best is the simplified employment. Regarding their status, the to-be-entrepreneurs are jobseekers, thus their work and the testing of their activities are implemented by the test business incubator organisation in the frames of simplified employment.

The simplified employment is ruled by the Act LXXV of 2010. According to its regulations, simplified labour relationship can be established for agricultural, tourist seasonal work or occasional work to which the conclusion of labour contract is not obligatory, only if the employee asks for it. The simplified employment – which can be inserted in the test business incubator method – has several advantages compared to the traditional work contract and work relationship and in many respects it is equivalent with them:

- Besides the voluntary activity of public interest (for which wage is not provided), household chores carried out for a private person and the licensed traditional small-scale activity, this is the only legal employment which can be implemented in jobseeker status and besides receiving jobseeker allowances which can provide further advantages during a possible later employment (e.g. supports, tax allowances).
- There is no working time because it provides an opportunity for establishing a legal relationship for the period of work conforming to the orders.
- It means less administration because the labour relationship aiming at simplified employment is established when the employer reports it to the National Tax and Customs Administration previous to the start of work. It can be reported via electronic way or telephone and the reporting can be withdrawn or modified – for instance because of the quick change of weather conditions in agriculture. At the expiration of the legal relationship the employer does not have to give out the certificates ordained in the rules referring to legal relationships and other legal regulations.
- The tax does not have to be counted according to the wage proportions, since it is a concretely defined amount: in case of agricultural and tourist seasonal work 500 HUF per day, in case of film industry extra 3000 HUF per day.
- The employee can gain years of service for the pension and the jobseeker allowance even as a jobseeker as well.

The simplified employment and the test business incubator organisation provide the legal background for the participants of the programme in the frames of which they can try out themselves without taking any risks.

Those opportunities and practical tasks had to be found that how the to-be-entrepreneurs can develop and practice their entrepreneurial skills, how they can test their planned entrepreneurial activities during and within the frames of simplified employment.

Within the simplified employment the work is not regular or carried out in full-time every day, therefore this form of employment provides opportunity for carrying out 'ad hoc' activity of making money conforming to the type of the given work.

Within the frames of this employment the to-be-entrepreneurs implement marketing activities, research markets and look for job opportunities in that field of the activity in which they intend to start their own business. They keep a register about its efficiency, the income returned from the order of the production and service occurred as a result of the market research. On the basis of these the effectiveness of the to-be-entrepreneurs' market research and the amount of the income they are able to realise during a given period of time can be established.

In the frames of the test business incubator organisation the to-be-entrepreneurs are provided with the opportunity of participating in making price calculations in connection with their own activities, cooperating in the purchasing of materials, keeping registers and carrying out that concrete productive, servicing or trading activity which were revealed by their market research and marketing activities.

Previous to the beginning of each work, the conditions of contract are established on the basis of the agreement concluded with the participants, the simplified contracts are concluded and the organisation reports them for working in the frames of simplified employment. The agreement refers to a time period within the frames of the relating legal rules which is justified by the volume of the work. The income determined and received in the frames of the simplified employment depends completely on the effectiveness of the activity revealed, researched and carried out by them.

The number of the accomplished working days, the paid income and taxes can be established from the register of the reports kept by the organisation.

On the basis of the registers kept continuously and about each to-be-entrepreneur, the occurred expenses and thus the effectiveness also can be established besides the revealed, realized income.

The individually separated and continuously kept register provides a good opportunity for the counsellors, mentors and to-be-entrepreneurs to analyse the experiences regularly and to evaluate the result of the implemented activities, to set new objectives and to apply new methods during the test entrepreneurial period.

According to the legal regulations and on the basis of the simplified labour contracts, accountings and receipts, a summary and a tax return are prepared about the employment each month. The taxes related to the employees are paid in by the organisation.

V.4 SERVICES OF THE TEST BUSINESS INCUBATOR

In this chapter all the unique services provided by the test business incubator that are not existing in any other form offered by organisations dealing with the encouragement of businesses are presented and described.

The test business incubator is the organisation in the frames of which the entrepreneurs-to-be can test their economic activity. This includes all the activities, which the entrepreneur would otherwise carry out in case he managed his own business thus having the opportunity to know the business processes and their implementation.

The training is part of the test business incubator method, which is described in details under chapter V.2 entitled Training, that is why it is not presented in the current chapter.

Book-keeping and accounting service

The accountant of the test business incubator organisation carries out the regular book-keeping activity for the test entrepreneurs in a way that the client himself is an active participant of the book-keeping activity. The client learns how to make and having made a receipt /bill, practices what costs and expenses are considered as eligible ones, which reduce the total balance of the business. The test entrepreneur gets to know the rules of simplified employment, the amount of allowances he is required to finance as he is himself the subject of simplified employment.

Keeping contact and coordination

The counsellor of the test business incubator coordinates the order and process of accounting, accompanies the realisation, time schedule and regularity of the mentoring activity. (S)he keeps regular contact with the instructors of the training, coordinates and organises the emerging demands for change and supervises training attendance. (S)he continuously informs the labour centre on the advancement of the training, the realisation of the mentoring activity and on carrying out work in the form of simplified employment and its global result.

Legal counselling

The test entrepreneurs occasionally have the opportunity to attend legal counselling service where they can receive answers associated with the operation of their own businesses.

Administration matters related to the running of the business

There are certain economic activities that are required to be registered or to run with permission. The conditions for these must be created so that the test entrepreneur can carry out his business activity in that particular profession in the form of simplified employment. The representative of the test business incubator organisation is entitled to implement the administration works of all that.

The counsellor of the test business incubator organisation – keeping contact and having continuous negotiations with the accountant – keeps regular up-to-date records on the advancement, incomes and expenses of the future entrepreneurs.

Mentoring service

The mentor accompanies and enhances the test entrepreneur's personality development – especially his entrepreneurial skills, which are quite different in case of each person. The mentor checks on a daily basis the steps taken by the test entrepreneur to develop his own business and suggests solutions in case of emerging problems, which help them overcome with the difficulties.

In case such a demand comes from the test entrepreneur, which requires special expertise or a professional, the counsellor organises and provides the appropriate counselling for the test entrepreneurs.

The opportunity of attending exhibitions and fairs, organising events

The future entrepreneurs' popularity and commercial efficiency was highly enhanced by the participation at exhibitions and fairs. They had the opportunity to present their products and services – in frames of the test business incubator firm in the first phase of the project. The favourable experiences gained during the events reinforced them to believe in themselves and the success of their idea.

The attendance significantly contributed to the easier identification of the target audience, the increase of the clientele and income and the effective building of relations. In the current project the test entrepreneurs received opportunities for introduction at festivals of gastronomy (Cheese and Cottage Cheese Festival of Gyomaendrőd, Beer Festival of Békéscsaba, Melon Festival of Medgyesegyháza) and crafts or artisan fairs (Grocery and Handicraft Fair – Füzesgyarmat; Hortobágy Bridge Fair) typically attracting large number of crowds.

Furthermore, organising factory visits is an important element, through which test entrepreneurs can get a glimpse on the daily life of exemplary small enterprises.

The opportunity of introduction on the test business incubator's website

As a service provided for the test entrepreneurs, they can be represented and displayed on the www.vallalkozaskelteto.hu Internet website as a platform of advertisement. The site focuses on several aims, on the one hand it offers an online platform for the 'couveuse' project itself, on the other hand it provides the opportunity of introduction for the test entrepreneurs. The site presents the activities and the related latest news and events in a given structure. On the pages describing the entrepreneurs, information on their future business activities and the direct contact details are to be found.

Counselling service, searching for and checking applications, organising professional forums

The counselling staff of the test business incubator are paying special attention to provide the test entrepreneurs with the current rules, regulations and development opportunities concerning their activities. To reach that, professional consultations and forums are organised and it is possible to have individual counselling sessions as well.

Services provided by collaborating partner organisations

Implementing the test business incubator method with the collaboration and involvement of organisations dealing with the encouragement and enhancement of enterprises includes several advantages for the participants of the programme. They have the opportunity to know and make use of the services offered by chambers, training institutions and organisations dealing with enterprise development and interest protection.

VI. The period of becoming entrepreneurs

Following to passing the exam successfully, the test entrepreneurs – considering their activities carried out until that period – decide individually whether they want to continue the entrepreneurial activity on behalf of their own and at their own risk.

To help their decision-making process a former summarising study was prepared on the palette of services and supports addressing the starting up, encouragement and enhancement of businesses.

The test entrepreneurs are profoundly informed in a very professional way about the duties to be taken and the two forms of support that can be claimed for in the frames of the labour-market programme: the contribution of capital up to the amount of a maximum of 3 million HUF and the financial support for a period of a maximum of 6 months up to the amount of the monthly minimum wage. The counselling staff and mentors provide every form of help for writing and making the application for the applicants concerned.

In the frames of the current pilot project each of the 18 test entrepreneurs have applied for the aid enhancing to become entrepreneurs that equals to the amount of minimum wage for 6 months and 5 of them have simultaneously submitted their applications for the contribution of capital type of support as well. As a result of the applications 15 clients have started up their own businesses as self-employed entrepreneurs and 3 of them as licensed traditional small-scale producers and altogether 4 of them have been employing workers from almost the beginning of their career. It has seemed to be justified that acquiring the skills of efficient writing of applications was a programme element of key importance therefore the knowledge gained during the training has resulted good effects in practice as well.

The counselling staff of the test business incubator firm accompany and help the process of becoming entrepreneurs. Group counselling sessions are held at the government windows for clients who do not have client gate entry and, if needed, help is offered when managing different matters with the rural farming service. The test business incubator organisation's counsellor also helps the beginner entrepreneurs in choosing the right accountant and also raises their attention to clarifying the important questions emerging during the negotiations.

The test business incubator firm provides a stable, helping background for the beginner entrepreneurs even in the phase of becoming real entrepreneurs and gives the opportunity for making the counsellor continuously available and coordinating the mentors' activities.

The applicants, once they become entrepreneurs, keep continuous contact with the test business incubator staff in person, via e-mail and telephone. They are mostly helped with individual counselling sessions and in commercial, marketing, legal and financial topics. During their entrepreneurial status they still have the opportunity to announce news associated with their activity, popularise their new products and services on the website of the test business incubator.

For beginner entrepreneurs it meant a great challenge and good opportunity for making them known to attend the different fairs and events (e.g. AB Expo Exhibition, Wedding Exhibition, Honey and Honey Cake Festival of Gyula, etc.) on behalf of completely their own and no longer of the test business incubator firm.

The test business incubator organisation's staff and mentors help entrepreneurs participating successfully at the exhibitions with continuous counselling service and coordination works.

It has been proved during the programme that the supporting community has at least as much significance as the information itself therefore regular meetings for the partners and entrepreneurs were held monthly. The counsellors organised different lectures (in such topics as studies on on-line sales marketing, customer protection, the activity of the Békés County Chamber of Commerce and Industry, chamber membership, support opportunities, tax allowances, etc.).

At these meetings the attendants could tell their experiences and results and give feedback on what professional topics they would expect help from the counsellors. Of course the meetings were also the places of building and making further relations, exchange of information and individual counselling suiting the needs and characteristics of the businesses.

VII. Receiving feedback

Due to the unique and pilot-type characteristic of the 'couveuse' project, it is considered to be very important to continuously make the follow-up activity of the programme attendants, know their personal opinions and impressions, transfer the experiences gained during the project and gather 'first-hand', primary experience. Therefore – from the aspect of the special events of the project – unique as well as continuous follow-up activity was necessary to implement.

Defining the special follow-up sessions is in harmony with the dates of the project milestones, which are the followings:

- the first feedback is the date of finishing the training course,
- the second one is the termination of the test entrepreneurial period,
- the third one is the 6th and 12th months of the period of becoming and operating as entrepreneurs.

In the last phase of the survey feedback is given on the maintenance of the entrepreneurial activity, which also means the evaluation of the employment effect and support of the test business incubator simultaneously.

Besides giving feedback at certain dates, providing continuous feedback in parallel is also necessary. That is carried out by mentors, who are in direct contact with the entrepreneurs and possess up-to-date information on them. They sum up the information gathered during the continuous follow-up activity in the mentor's diary prepared monthly. The diary includes information on the test entrepreneurial advancement as well as experiences gained during the mentoring activity.

First feedback

The first date of feedback comes when the person wanting to become entrepreneur finishes the training course and is before starting the real entrepreneurial activity.

The feedback is gained as a result of a questionnaire survey, in which case the questionnaires are filled in by the test entrepreneurs. The questions touch upon events and activities happening only during that particular period, which include the following most important ones enlisted below:

- expectations in regards to the test business incubator and satisfaction with it,
- evaluation of the training programme, its content, the instructors and the time schedule,
- contentment with and level of the aid provided for starting up the business activity,
- satisfaction with the 'helping staff', namely the mentors, the colleagues of the test business incubator and the instructors teaching at the training.

It is most beneficial to respond these questions with a three- or five-scale evaluation and individually defined expectations.

In the second section of the questionnaire, revealing the knowledge considered most useful, the valuable elements, weaknesses and suggestions is done with open questions.

The questionnaire can be found attached in *Annex 9*.

Second feedback

Individual consultation sessions are held with the former job-seekers becoming entrepreneurs following to the test entrepreneurial period, where the representatives of the test business incubator, mentors and the new entrepreneur jointly evaluate the common work. A written summary is made on the personal discussion and the feedback provided.

The topics during the session are the following:

- Evaluation of realising the business aims set in advance.
- Reviewing the economic operation of the businesses, evaluation of their efficiency.

- The entrepreneur's plans for the future.
- Discussing the details of further contact keeping with the test business incubator.

Even in this phase entrepreneurial follow-up is also carried out continuously in the frames of the mentoring activity. Keeping regular contact occurs via personal meetings, e-mails and telephone. Due to the daily flow of information, up-to-date news, data and events related to the test entrepreneurs are available for the test business incubator.

Third feedback

The follow-up survey – meaning the third option for feedback – is also an important element of the labour-market programme providing the frameworks for the operation of the test business incubator. The follow-up survey of the labour-market programme is carried out two times, first in the 6th, then in the 12th months of the period of becoming and operating as entrepreneurs. The survey is implemented with a monitoring questionnaire generally applied at the labour organisation for examining the further actions of the different aids (*Annex 10*). During the survey it is observed how the business operates and how effective the aid is concerning employment. The questions target the following areas: whether the business is still in operation, how strong its employment efficiency is and whether it can provide further jobs for further employees. In the 'test business incubator' labour market programme the expectations must be defined for the 6th and 12th months of the follow-up period.

VIII. Sustainability, feasibility

1. IMPLEMENTING THE METHOD IN THE GIVEN LEGAL CONTEXT AND CIRCUMSTANCES

To sum up the above mentioned facts, the test business incubator method – considering the present legal circumstances – can be realised

- within the frames of a complex labour-market programme,
- with the collaboration of an appropriate test business incubator organisation,
- and by working – while being in the status of job-seeker – in the form of simplified employment.

The labour-market programme can provide the conditions for realising the method by offering the different supports and services built on each other simultaneously:

- supporting the costs of training,
- providing wage supplementary benefit during the training,
- supporting the costs of travel directly related to the training,
- supports provided for entrepreneurs:
 - a contribution of capital up to the amount of 3 million HUF,
 - financial support for a period of 6 months up to the amount of the monthly minimum wage,
- contribution to the costs of wage for:
 - the employees of the test business incubator who offer financial, legal and marketing counselling and other administrative help for the target group,
 - the implementation of the continuous mentoring service offered for the target group.

The test business incubator company can carry out its activities in several forms defined under section 3 of Chapter II, however it is an important factor to expect that it should be a stable, reliable organisation with many spheres of activity and provide the appropriate background for test entrepreneurs to become real ones.

2. OUR RECOMMENDATION FOR THE AMENDMENT OF THE RULES OF LAW

It is also proved by the international experiences gained within the frameworks of the project that the greatest problem was that building the test business incubator model into the national legal context went on with difficulties.

In all the three countries the necessary legal circumstances were established through amendments of the related rules of law as regards defining the transitory status between the job-seeker and entrepreneur and the supports/contributions available for the test business incubator company.

Based on the national and international experiences acquired during the project, we have submitted a recommendation for a completely new form of support towards the legislative body, the so-called test entrepreneurial support in order to provide long-term sustainability as follows:

Supports available for entrepreneurs on the basis of

- Paragraph 17 of Act no. IV of 1991 on the enhancement of employment and the unemployment allowances, and
- Paragraph 10 of Decree no. 6/1996 issued by the Ministry of Labour on the supports enhancing employment and supports available for handling employment crisis situations financed from the Labour Market Fund

can be provided in the following three forms mentioned below:

- a contribution of capital up to the amount of 3 million HUF in reimbursable and non-reimbursable forms, and
- financial support for a maximum of 6 months up to the amount of the monthly minimum wage,

- costs of professional counselling service necessary for starting up and maintaining the entrepreneurial activity.

We have recommended to add the completely new form of support, the test entrepreneurial support, to the existing options enlisted above.

The essence of the test entrepreneurial support:

An amount of a maximum of 3,5 million HUF contribution, of which 1,5 million HUF would be transferred to the test business incubator firm at the beginning of the test entrepreneurial period, while the remaining 2 million HUF would be paid for the test entrepreneur when successfully finishing the test period at the date of becoming a real entrepreneur.

Duties of the test business incubator firm:

- it provides the infrastructural and professional (financial, counselling, legal) background for the test entrepreneurs;
- it enhances the test entrepreneurial activity with a continuous mentoring service;
- it carries out the accounting activity, regularly makes the book-keeping for the test entrepreneurs and accounts with them at the end of the test period;
- it collaborates in implementing the training;
- it takes the responsibility for the test entrepreneurs' activities.

The amount of 1,5 million HUF/test entrepreneurial support to be transferred to the test business incubator company can be used for financing the tasks mentioned above (wages of the counsellors and mentors, overhead expenses, costs of the entrepreneurial training, fee of the liability insurance, etc.) and for starting up the new business (equipment, material costs, etc.) for the test entrepreneur.

Suggested legal form of the test business incubator firm:

The current prevailing rules of law allow the government office, as a central budgetary organisation, to establish and operate economic associations with the permission of the Hungarian National Asset Management Inc.

The test business incubator Ltd. to be founded by the government office would provide a stable, reliable and controllable organisational background, with which the labour centre would continuously cooperate and supervise its activity from professional aspect.

Definition for the notion of the 'test entrepreneur':

- The transitory status between being a job-seeker and a real entrepreneur.
- The test entrepreneurial status can be received by only those candidates who have been selected via an application-system entrance procedure of multiple rounds and have viable innovative project idea and the appropriate professional knowledge, thus becoming clients who can be supported.
- During the test phase, which would last 12 months, the candidate would:
 - attend a training course of 3 months with 20 hours a week targeting the acquisition of entrepreneurial skills/studies and – as a test entrepreneur working on behalf of the test business incubator firm without taking any risks – would carry out the entrepreneurial activity under a continuous supervision of the firm and receiving mentoring help;
 - receive wage supplementary benefit during the training, on the basis of which it is possible to live on, the term of office and social security matters are provided;
 - have the test business incubator firm to carry out the accounting activity on the incomes occurring during the test entrepreneurial period and to keep individual accounting on the future entrepreneurs' incomes.

When finishing the test period successfully, the test entrepreneurs would become real entrepreneurs when they would be able to get the remaining contribution of capital of 2 million HUF (the requirements of which would be equal to the current ones of the self-employment aid).

IX. Conclusions

Through the experiences gained during the international study visits and the professional materials forwarded to the partnership, we could get a glimpse on the operation of the 'couveuse' institutions running in France and Belgium. The initiative was also introduced in Portugal several years ago, although there is still a lack of conditions there to operate state-acknowledged test business incubators having the necessary well-established legal background. The information provided was helpful for us when testing the system in Hungary, however the method had to be revised thoroughly according to the foreign experiences as it was suitable for adaptation only with those amendments and modifications.

In that sense, creating, operating and suiting the test business incubator method to the national characteristics and Hungarian legal context meant the true professional challenge.

The project results all justify that the national and international partnership has implemented its tasks undertaken excellently since the test entrepreneurs have all become real entrepreneurs via developing and applying the test business incubator method. One of the greatest strengths of the START-UP-MODEL project lies in co-ordinating the resources – such as contributions to the costs of training, entrepreneurial activity and wage and the mentoring service – to the enhancement of becoming successful entrepreneurs due to the aims precisely defined. Besides offering and providing the system of services and supports built on and strengthening each other, forming the candidates' entrepreneurial attitude has been one of our most important aims all throughout the project. During the training and continuous mentoring activity we made the importance of lifelong learning aware in the test entrepreneurs all the time and that they were predominantly responsible for the shaping of their fortune and labour-market situation.

The project helped the candidates know themselves and their abilities better, which resulted in great revelations and changes because – as one of them noticed – it is considered to be one of the greatest values of the project that:

'...I asked myself new questions, which boosted further inspiration and new ideas and I had the opportunity to try myself out therefore it might be true that I myself could become somebody important.'

The START-UP-MODEL project has been finished, however its results – the newly established businesses generated by the developed model, labour-market programme and the test business incubator method – are starting their real activities just now. It was justified during the project that realising the notion of lifelong learning and creating the entrepreneurial attitude are aims that can only be reached via successful cooperation relationships.

Both the business sector and job-seekers showed highlighted interest in the project even during its implementation phase therefore it is our mission and aim with the current initiative to be exemplary for the existence of 'couveuse' organisations created and operating in Hungary.

X. Annexes

Mentor's diary	Name of entrepreneur receiving mentoring service:
START-UP-MODEL'	Mentor's name:
Transfer of innovation project	Organisation delegating the mentor:
Date of actual mentoring:	day month 2012.

Checking the tasks given/accomplished at the previous session:

Topics emerged during the session (questions, problems, ideas, suggestions):

Tasks given during the session:

General characterisation of the person receiving mentoring on the basis of the past period:

Békéscsaba, day month 2012

Signatures:

Mentor

Client

Table on the events and tasks accomplished

Mentor:
Test entrepreneur:
Activity:
Starting date:
End date:

		2012.											
		January	February	March	April	May	June	July	August	September	October	November	
1. Entrepreneur's profile													
	1.1 Physical and psychological aspect												
	Outer appearance												
	Speech style												
	Communication features (verbal, nonverbal)												
	Skills of negotiation (performance, punctuality.....)												
	Family support												
	1.2 Swot analysis (strengths, weaknesses, opportunities, threats)												
	Strengths												
	Weaknesses												
	Opportunities												
	Threats												
2. Marketing													
2.1. Strategy (Defining and identifying aims; with whom I will work: knowing the partners, sub-contractors, list of customers, product/service, the market, etc.)													
	2.2 Business communication												
	Oral communication (content, how to introduce ourselves, how to present our activities, meeting the clients personally, receiving phone calls, personal contact, phone contact, setting up the answerphone, etc.)												
	Written communication (how to compose, how to introduce ourselves, customer accompaniment, e-mail communication, price offer, receipt, ingoing and outgoing bills, etc.)												
	Defining the aims												
	Surveying market conditions (competitions, surveying customer demands)												
	Making partners' list (sub-contractor, customer, etc.)												
	Plans for creating/operating the course of business												
2.2. Commercial section (activities that I should do to suit my aims on the basis of my strategy)													
	2.2.1. Entering the market (creating marketing strategy)												
	Market research (concrete mapping of competitors - price offers)												
	Developing the sales strategy - descr. concrete channels of sales												
	Marketing tools												
	Preparing reference materials												
	Attendance and appearance at events, exhibitions												
	To what extent have the accomplished activities contributed to reach the set aims?												
	2.2.2. Business development												
	Surveying application opportunities												
	Opportunities for extending the market												
	Broadening the spheres of activity												
3. Financial and administrative management													
	3.1 Accounting												
	Income												
	Expenses												
	Checking and controlling the accounting												
	Checking and controlling price offers												
	Calculating the annual needs												
	Measuring profitability												
	Is it possible and necessary to claim for credit?												
	3.2 Administration												
	Insurance												
	Managing and keeping financial and activity registers												
	Evaluation made by the mentor												
	Re-evaluation of income aims												
	Evaluating advertisement profits												
	Evaluating sub-contractors and customers												

Start up your business without taking risks!



Lifelong Learning Programme



The Labour Centre of the Government Office for Békés County intends to implement a so-called 'test business incubator' Transfer of Innovation project entitled START-UP-MODEL from European Union resources.

To start up a business on behalf of the 'test business incubator' makes it possible for job-seekers having smart economic projects in mind and wanting to become entrepreneurs to try out their activities without becoming real entrepreneurs and bearing its charges and risks.

How is it all feasible?

Within the 12-month programme we provide 20 job-seekers with the opportunity of attending a training course, starting up their own businesses then carrying out their entrepreneurial activities on behalf of their own in protected circumstances with receiving continuous mentoring help.

During the first six months, a practice-oriented training programme is offered for the attendants, which prepares them for the entrepreneurial status, they can get a glimpse on the 'mysteries' of the business sector, we prepare them for avoiding failures and provide them with the opportunity of testing running a business. The 'free-from-risk' characteristic of the programme is that test entrepreneurs carry out their activities themselves but not on behalf of them. They remain job-seekers in the first phase of the programme and as attendants of a training course thus receive wage supplementary benefit (the amount of which is 60% of the current minimum wage). They can acquire entrepreneurial, financial, legal studies not exclusively in the frames of the training but they become subjects of a tailor-made mentoring programme. The mentors are helping persons who are able to provide real help in economic, legal as well as marketing topics and possess significant experience and knowledge concerning bureaucratic matters necessary for business management.

In the second phase of the programme the persons involved will be supported with the aid for the enhancement of becoming entrepreneurs (an amount equal to the minimum wage) for another six months. At that time they can continue their entrepreneurial activities already tested within the frames of the training on behalf of them, eliminating the initial difficulties and problems.

Who can apply for the programme?

Literally anybody who possesses a viable plan for starting up an economic project, the related necessary qualification and is a registered job-seeker.

We can support the starting up of an economic activity in this programme, which does not require any equipment investment but the candidate needs legal, economical and marketing studies, skills and strategic guidelines for starting up the business.

Way of applying

By filling in the enclosed application form, which can be submitted at the local offices of the Labour Centre of the Government Office for Békés County until 21st October 2011. Then the applicant will be informed in a letter on the conditions of the entrance procedure and the results of selection.

Békéscsaba, 3rd October 2011.

1. AS FOR THE PERSON:

Profile:

- The applicant is a registered job-seeker. (The ideal applicant could become an employee as well.)
- The applicant must have the necessary qualifications and economic knowledge related to the business to be established. The qualification should conform to the region's economic situation and characteristic.
- The applicant must possess a marketable innovative business plan (has an outlined, developed project idea).
- The applicant should know his competitors.
- The applicant must have a clean record, it must be possible to issue the certificate of good conduct for him.
- The applicant's family and close relations should support his intention of becoming an entrepreneur.

It is considered to be an advantage if,

- the applicant already has entrepreneurial experience (but it should be examined why his former business ceased to exist).
- he knows any positive entrepreneurial example.

Personal characteristics:

- The applicant must be motivated for entering the test business incubator and reaching his aims.
- The applicant must have knowledge and expertise as the planned activities (must be professionally prepared) and the entrepreneurial status are concerned and be interested and competence in the sector.
- The applicant must have an entrepreneurial profile. (He should represent his project idea and have good organisational, management and communication skills. He should be characterised with a willingness to work independently (individuality), a skill of quick adaptation to different situations, logical-combinative skills, good and permanent ability to observe, commitment and flexibility as regards working time and changeable circumstances. The fast decision-making process, the skills of risk surveying and taking, stress bearing, creativity, self-management, perseverance, self-confidence, dynamism, entrepreneurial seriousness, analytic skills, planning and organisational skills, evaluating experiences, the ability to work individually and in team, independence, innovation, the initiative ability must be all true for him.
- The applicant must be able to learn.
- The applicant must be able to work in team.
- The applicant should be a person who has not received any reply in general concerning how to set up his own business (besides using the typical tools).
- The applicant should be a person for whom the test business incubator as a framework provided can allow him to reduce risks.
- The applicant should be a person who accepts the requirements offered by the test business incubator, undertakes that his work is helped by a mentor and is willing to attend a training.
- Special attention must be dedicated to persons being in a disadvantaged situation.

2. AS FOR THE GROUP:

- people with similar backgrounds and preparedness,
- and with by and large from the same age should be involved in the same group.

3. AS FOR THE SOCIO-ECONOMIC BACKGROUND:

- The applicant should not be in a situation with the lack of capital, indebted or unable to claim for credit,
- and should have appropriate financial backgrounds.

4. AS FOR THE ACTIVITY (types created within the test business incubator):

Advantages:

- The product to be created or service to be provided must be unique, innovative or better than that of the competitor's.
- It should be considered as an advantage if the applicant intends to start up a business in the fields of shortage occupations, agriculture, food industry, tourism or renewable energies.
- The project idea must be realisable in the county.
- The targeted market should be large enough or show the signs of increase.
- The activity must build on the local features. (It can be an advantage if it is implemented and operated in Békés county.)

Restrictions for the spheres of activity within the test business incubator:

Excluding activities, which:

- Are not marketable or unaccomplishable.
- Are not in accordance with the ethical codex defined for the test business incubator and the consortium or incompatible with their good reputation.
- Belong to the category of some liberal or para-medical occupations, which are not the directed by this type of action (doctor, lawyer, architect).
- Do not require the employment of staff for satisfying the needs of the activity but sub-contracting with bills is allowed.
- Are not legal commercial activities: pyramid-type marketing and sales, forced sales.
- Require large amounts for investment, whose costs cannot be provided by the future entrepreneur.
- The applicant does not possess family support for the starting up and further sustainable operation of the business.
- Include health care services.
- Are construction activities including building and vast usage of materials.
- Are still present on the market in huge numbers, except the targeted market is large enough or shows signs of increase.
- Are businesses that are not supposed to have sound demand.
- Are businesses requiring rapid technological changes.
- Belong to the categories of financial counselling or mediation.
- Include gambling organisation works.
- Are selling products of income revenue.
- Are insurance, brokerage and agent-type ones.
- Include renting services.
- Include job mediation and labour-force lending.

The activities requiring vast equipment are not excluded in case the applicant already has the necessary fleet of equipment. Activities competing with each other should not be selected and supported except their operation covers different areas (in that case it could even be an advantage to run similar activities).

Dear Future Entrepreneurs and/or Applicants interested in starting up a business,

Would you like to start up your business without taking any risk?

Apply for being involved in the test business incubator within the START-UP MODEL with your planned activity and fill in the application form below.

With the support of Tempus Public Foundation the Labour Centre of the Government Office for Békés County with its several national and international partners have commonly developed a method – considering and based on international experiences – not applied before in our country which helps the starting up of new businesses and enterprises in Hungary. The test business incubator as a new method means a new opportunity for future businesses and entrepreneurs providing them with the possibility of testing their planned businesses by possessing a legal status, which does not require taking any social, financial or family risks. In case you would like to participate in trying out this innovative method, please apply for it by filling in the questionnaire below and submitting your professional CV, for which we express our gratitude for you.

Application form

I. Applicant's details

I.1. Personal details

Name:

Place and date of birth:

Nationality:

Address (including postcode):

Telephone, e-mail:

Please mark the most appropriate answer with an X.

Are you a career starter?

☐ Yes, I am. ☐ No, I am not.

Your present status?

☐ job-seeker ☐ employed ☐ full time student
☐ on maternity leave
☐ other, namely.....

How long have you been a job-seeker?

☐ for 1-3 months ☐ for 4-6 months ☐ for 7-12 months
☐ for 13-24 months ☐ for more than 2 years

Do you receive any allowance?

☐ No, I don't. ☐ Yes, I do: job-seeker's allowance ☐ aid/benefit from the municipality
☐ rehabilitation allowance ☐ other, namely

Do you have decreased working ability?

☐ Yes, I do. ☐ No, I don't.

I.2. The applicant's preparedness from entrepreneurial and professional aspects:

Highest school qualification:

Type of qualification (certificate, diploma):.....

Please describe what professional knowledge you have as the planned activities are regarded, whether you have any experience/practice in carrying out the planned activity (probably as being an employee formerly, etc.) and whether you have ever been an entrepreneur.

II. Detailed description of the planned activity

II.1. In what form of employment would you like to have your business run? (please underline the most appropriate answer):

- in the frames of individual employment,
- as a member of an economic association – collaborating personally in the activities of the association.

II.2. Please describe the planned business activity. (What is the actual activity, with what products/services would you deal? Where would you run your business? What geographical areas would your operation cover? With whom would your business supposedly be in partnership relation (optional customers, sub-contractors)? Are there firms and businesses in the area of your own business carrying out similar activities? Why would your business be better than theirs? Have you already calculated the prices of your products/services and the management costs? If yes, please define the main expenses and expected incomes of your planned business.

II.3. Do you already have the fleet of equipment (real estate, machines) necessary for the entrepreneurial activity If yes, please describe it in details.

II.4. Does the business have its own initial capital (own resources, other resources)? If yes, please indicate it.

Own resource (cash):.....Ft Other resource:.....Ft

By signing the application form the client agrees that his details are handled within the 'START-UP' project and the related labour-market programme implemented by the Labour Centre of the Government Office for Békés County on the basis of Law No. LXIII. of 1992 (Paragraph 3, Article (1), Section a) and Article (2), Section a) on the protection of personal data and the publicity of data of public utility.

Date:.....
.....
applicant's signature

WE THANK YOU VERY MUCH FOR YOUR HELPING COLLABORATION
ON BEHALF OF OURSELVES AND ALL FUTURE ENTREPRENEURS!

Due to size limits only the labelling of rows of the Excel file has been made visible.

		Identification number	
		Applicant's name	
		postcode	
		City/town	
		Street, number	
		Telephone number	
		Applicant's e-mail address	
		Applicant's date of birth	
		Is (s)he a job-seeker?	
		How long has (s)he been a job-seeker?	
		Is (s)he a person being in a disadvantaged situation?	
		Is (s)he a career starter?	
		Financial allowance(s)	
		Has (s)he been an entrepreneur? Why has it ceased to exist?	
		Highest school qualification	
		Qualifications	
		Professional experience	
		(S)he has the appropriate qualification necessary for the planned business	
		Branch in which (s)he intends to run the business	
		Object and aim of the application	
		Location of the business	
		Why is his service better than that of the competitor's? Has the business got competitors?	
		Is his planned business marketable and innovative?	
		Is his project idea well-developed?	
		Has (s)he got his own resources? Is (s)he in a situation with the lack of capital, indebted or able to claim for credit?	
		Does the activity require equipment? If yes, what equipment does (s)he have?	
		Other comments, opinions	
		The environs of which local office does (s)he belong to?	
		Opinion given by the local office staff	
		Has (s)he been selected for the 2nd round?	
		Result of the IQ test (RAVEN)	
		Result of the situation survey and motivation test	
		Motivation for entering the programme	
		Result of the test examining entrepreneurial abilities	
		Ranking made by the local office staff	
		Points in total (1-10)	
		Global result of the second round	
		Partner 1 suggestion for drafting/ranking	
		Partner 2 suggestion for drafting/ranking	
		Partner 3 suggestion for drafting/ranking	
		Partner 4 suggestion for drafting/ranking	
		Partner 5 suggestion for drafting/ranking	
		Partner 6 suggestion for drafting/ranking	
		Has been selected for the third round?	
		Has been selected for participating in the programme?	

Database of applicants submitting their applications in the 'test business incubator' labour-market programme
WP/5/14/2011.11.10.

'Test Business Incubator' 'START-UP-MODEL'

Developing a System for Inspiring and Mentoring the Starting Up of New Businesses on the Basis of the Belgian, Portuguese and French Models

APPLICANT'S NAME:.....

SITUATION SURVEY AND MOTIVATIONAL QUESTIONNAIRE

1. Do you have such commercial abilities and skills as for instance market research? Can you sell products, make an appointment, make contracts and can you do the follow-up of that activities?

☐ Yes ☐ Maybe ☐ No

Comments:.....

2. Are you willing – if necessary – to actively attend a training to operate your future business successfully?

☐ Yes ☐ Maybe ☐ No

Comments:.....

3. Do you know what duties and inconveniences does it imply to manage a business? (Do you accept that this situation entails such factors as carrying out administrative tasks, uncertain incomes, the danger of indebtedness, temporary over-time, lack of weekend, etc.?)

☐ Yes ☐ Maybe ☐ No

Comments:.....

4. Does your family support you and can they accept the duties/inconveniences implied in running a business/enterprise?

☐ Yes ☐ Maybe ☐ No

Comments:.....

5. Have you already considered your business incomes and the costs of operation (expenses), and have you estimated the planned earnings for the first 12 months?

☐ Yes ☐ Roughly ☐ No

Comments:.....

Have you made a detailed list of documents, materials or real estate necessary for the starting up? Have you calculated the costs of it and compared different price offers?

☐ Yes ☐ Roughly ☐ No

Comments:.....

7. Have you met optional future sub-contractors and clients of your business?

☐ Yes ☐ Yes, some of them ☐ No

Comments:.....

8. Do you have a person in your surroundings who can give you critical feedback on your activity, processes, the outputs and your choices?

☐ Yes ☐ Maybe ☐ No

Comments:.....

9. Does it mean a problem for you that your work will be helped by a mentor providing professional and intercommunication support and follow-up activity within the 'couveuse' project?

☐ Yes ☐ Maybe ☐ No

Comments:.....

10. Please rank the following factors in a sense how important they are for you for the starting up of your businesses. Please rank all the answer options from 1 to 5; 1=least likely, 5=most likely.

- ☐ individual state, independence (I am responsible for my own actions.)
- ☐ to work with a team of colleagues and in circumstances created by myself
- ☐ flexible working hours and schedule
- ☐ payment according to performance
- ☐ higher living standards
- ☐ prestige
- ☐ opportunity for improvement
- ☐ forced career

11. In your opinion, which of your abilities, characteristics and surroundings can be considered to be the greatest strengths for the business to be started up? (expertise, financial backgrounds, network of relation, etc.)

.....

12. In your opinion, what are the weaknesses that should be strengthened by all means in order to launch the planned business activity successfully?

.....

13. Which opportunities do you think can contribute significantly to the successfulness of your business?

.....

14. Please define the factors and circumstances, which can mean potential source of danger for carrying out business activity successfully.

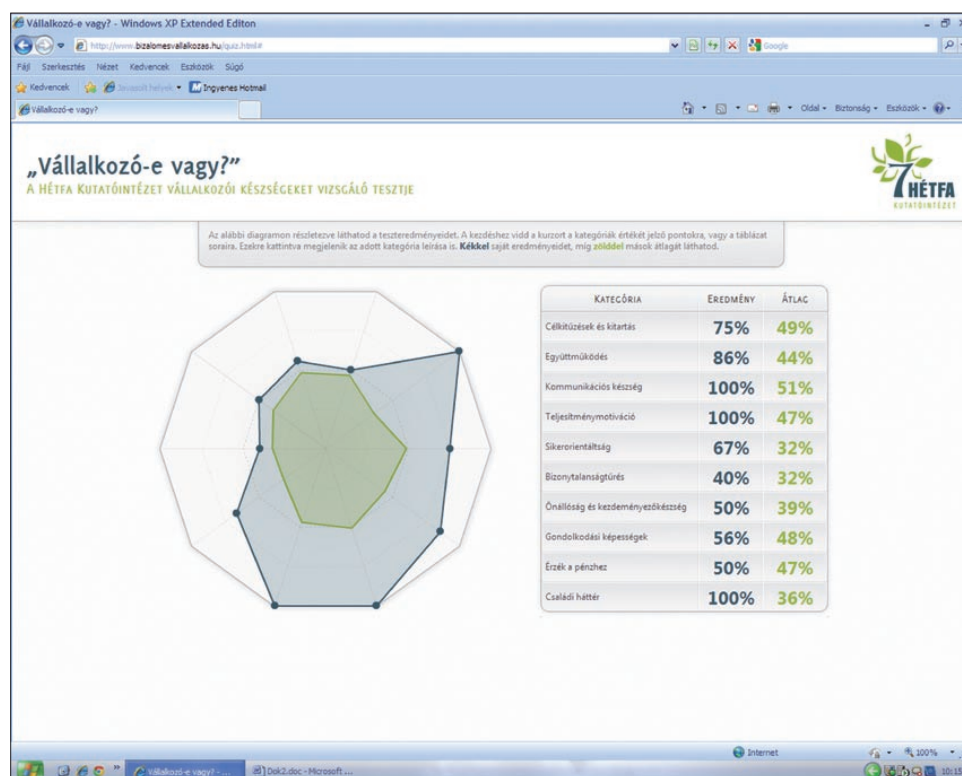
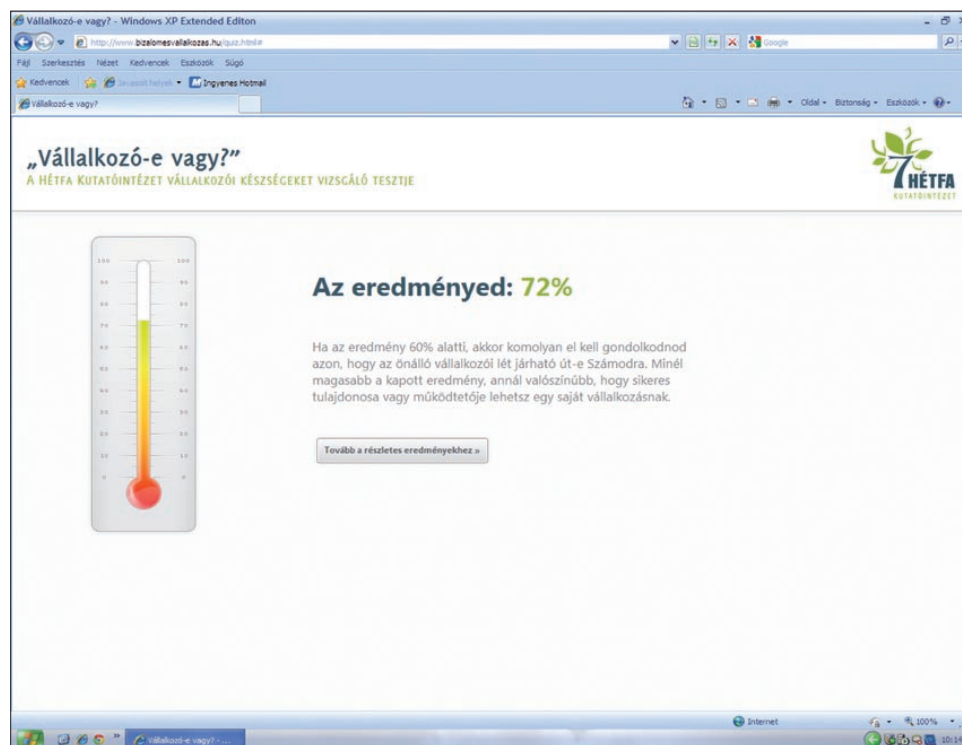
.....

15. Please describe why you would like to become involved in the 'test business incubator' labour-market programme.

.....

Thank you very much for your responses!

The questionnaire surveying entrepreneurial abilities is accessible on the Internet website of the Market Research Institute 'Hétfa' (<http://bizalomesvallalkozas.hu/>)



NAME.....

Date of birth:

Address:

Local office:

PLANS

Planned activity:

Location of the implementation:

Qualification:

Experience(s):

Advantages:

Fleet of equipment:

Initial capital:

TEST RESULTS:

Personality test (RAVEN-type IQ test):.....

Motivation for entering the programme?

Test for entrepreneurial abilities/skills (cobweb):

PERSONAL IMPRESSIONS

E.g.: Outer appearance, communication, professional expertise, ability to convince others, etc. and other comments:

.....

.....

.....

.....

.....

.....

.....

.....

Evaluator's name:

.....

Date:

Békéscsaba, 2011. 12.

Evaluation

My suggestion: (please mark it with an X or circle it)



Programme evaluation questionnaire – test entrepreneurs

Dear Respondent,

As the participant of the first test business incubator programme we kindly ask you to share your experiences, impressions and opinion related to the programme with us. We intend to use your responses in order to improve our further test business incubator activities.

Thank you for your cooperation!

1. Please list the three most important things you defined as expectations when entering the test business incubator programme.

1.
2.
3.

2. To what extent have your expectations mentioned above been realised and accomplished? Evaluate them on a scale from 1 to 5 (1=absolutely not, 5= completely), and explain it in details as well if necessary.

Evaluation of the realisation of the above expectations (from 1 to 5)		Textual explanation
expectation 1.		
expectation 2.		
expectation 3.		

3. Evaluate the factors below from 1 to 5 (1=lowest level of satisfaction; 5=highest level of satisfaction). Circle the most appropriate numbers representing your opinion.

3.1. The training

- | | | | | | |
|--|---|---|---|---|---|
| a) – its professional content: | 1 | 2 | 3 | 4 | 5 |
| b) – its usefulness in practice: | 1 | 2 | 3 | 4 | 5 |
| c) – the conditions of its implementation: | 1 | 2 | 3 | 4 | 5 |

3.2. The usefulness of the test business incubator programme in practice:

1	2	3	4	5
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3.3. The test business incubator programme's contribution to:

- | | | | | | |
|---|---|---|---|---|---|
| a) – the starting up of the entrepreneurial activity: | 1 | 2 | 3 | 4 | 5 |
| b) – the operation of the entrepreneurial activity: | 1 | 2 | 3 | 4 | 5 |
| c) – the presentation and marketing of the business: | 1 | 2 | 3 | 4 | 5 |
| d) – acquiring market and income opportunities: | 1 | 2 | 3 | 4 | 5 |
| e) – building relationships: | 1 | 2 | 3 | 4 | 5 |

4. Level of contentment with

- | | | | | | |
|--|---|---|---|---|---|
| a) – the instructors teaching at the training | 1 | 2 | 3 | 4 | 5 |
| b) – the colleagues of the test business incubator | 1 | 2 | 3 | 4 | 5 |
| c) – the mentor | 1 | 2 | 3 | 4 | 5 |

5. What knowledge acquired during the test business incubator programme do you consider to be the most useful?

.....

.....

6. Is there anything you miss? What have you not received?

.....

.....

.....

7. What do you consider the greatest value of the test business incubator programme?

.....

.....

8. Remarks, suggestions for amendment and other comments:

.....

.....

.....

Date:.....



Labour Centre of the Government Office for Békés County

Monitoring of active labour-market measures and aids

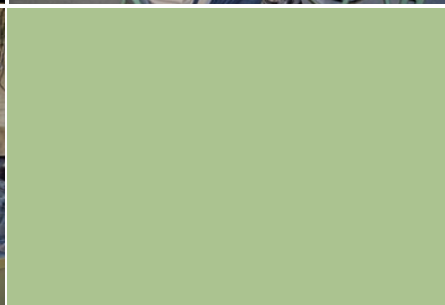
You have been granted with the aid of supporting becoming an entrepreneur.
Please answer the following questions for us in order to implement our work with more efficiency in the future. We intend to use the feedback resulted from the questionnaires to improve all our partners' contentment. You are kindly requested to fill in the questionnaire below and forward it back by return delivery to the address of our headquarters in the enclosed reply envelope.
The envelope can be filled in online as well. The questionnaire is accessible at <https://negyedevs2.munka.hu>.
Thank you very much for your cooperation in advance.

Date: Békéscsaba,

Yours faithfully,

manager

1. How do you value the role of support/aid provided by the Labour Centre for the starting up of your business?
 - 1) You would have started the running of the business without receiving the support/aid at the same date.
 - 2) Without receiving the support/aid you would not become an entrepreneur.
 - 3) Without receiving the support/aid you would be willing to start up the business later on.
2. Do you still run your business?
 - 1) Yes, I am a full time entrepreneur.
 - 2) Yes, I am a part-time entrepreneur.
 - 3) No, I don't.
3. The number of staff (excluding you) being employed by your business.
4. How do you value the future of your business?
 - 1) You are planning development for capacity improvement including the increase in the number of staff.
 - 2) It is stagnating; its economic expectations are vague.
 - 3) You are planning development for capacity improvement without any increase in the number of staff.
 - 4) You are intending to make staff cuts.
 - 5) It is stable with the same number of staff but does not plan any development.
 - 6) It is unlikely to maintain the business.
5. If your business is no longer operating, the reasons for that are one of the followings
 - 1) You have become employed in full time.
 - 2) Your business has been closed with deficit.
 - 3) You have been retired.
 - 4) Because of health, family, etc. problems.
6. If you still run your business
7. Any more comments, remarks in connection with the questionnaire.



Government Office
for Békés County



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Office for Békés County

