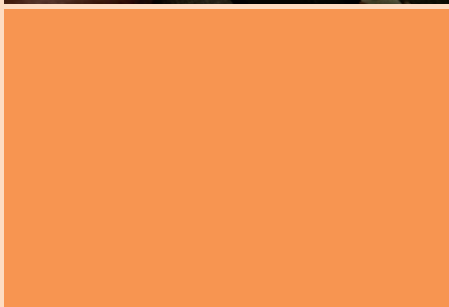


'START-UP-MODEL'

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

FINAL STUDY



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Labour Centre of the Government
Office for Békés County

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Foreword

Dear Reader,



The international and national partnership led by the Labour Centre of the Government Office for Békés County has adapted and introduced a completely innovative method – which had not been applied in Hungary before – into the national practice with great success, in the frames of the 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’.

The entrepreneurial test business incubator method allow job-seekers wanting to become entrepreneurs and having a viable project idea to try out and test their future businesses without taking any risks. Creating an own business always includes serious challenges with many risks and beginner entrepreneurs cannot in every case estimate and assess them appropriately. According to international statistical data it is possible to significantly reduce the number of business creations ending in failure by providing them with high quality support before and immediately after the setting up of their businesses.

The entrepreneurial test business incubator method was born considering the above mentioned circumstances and conditions, which is meant to provide the best possible chance ever for future entrepreneurs to start up their businesses and at the same time enhance them gradually becoming entrepreneurs.

The test business incubator method successfully applied and tested in Békés county by the labour centre enhances in the long run the increase of viable firms and businesses in number as well as contributes to reducing unemployment and increasing employment.

This project can also be considered as a sample to be followed by other organisations, the adapted and further developed method is suitable for both national and international dissemination and extension.

With the final study presenting the common work of the partnership, it is our aim to present this successful project from the project idea to the implementation.

I do recommend the present final study developed within the frames of the project amongst others to decision-makers actively participating in forming employment policy matters, the labour centres of the government offices, organisations playing active roles in helping and encouraging entrepreneurs and businesses and last but not least to job-seekers wanting to become independent entrepreneurs.

Mr. Róbert Komáromi
director general
National Labour Office

I. Antecedents and background of the project

Antecedents of the project

At the beginning of the year 2010 a call for proposals was announced in the frames of the European Union's Lifelong Learning Programme to support the implementation of Leonardo da Vinci Transfer of Innovation sub-programme projects. The Labour Centre of the Government Office for Békés County took the opportunity to apply for the grant and the consortium led by the centre was awarded for winning it and successfully implemented the 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'.

Background of the project

The main aims of our labour organisation are handling unemployment, preserving work places and participating in creating new work places. The system of job-creation measures is rather limited at our organisation. Nowadays it basically has two pillars: the support of job-creation serving the improvement of the investments of already operating companies and the support provided for jobseekers in order to help them becoming entrepreneurs. In the past years annually 3000-4000 people inquired about the subsidy in the Southern Great Plain Region, though the number of applicants 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. Our national practice does not provide an opportunity for that, however, 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 '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.

II. Aims and target group of the project

The major objective of the labour centre is to improve the labour-market situation of the area and provide a new tool and method – which has not been applied before – promoting job-seekers to become entrepreneurs and operate their businesses.

The main aim of the project was to facilitate the permanent competitiveness of the newly established companies. In order to do this, the further objectives were to support and help the process of becoming entrepreneurs of jobseekers mainly living in disadvantaged areas and to ensure the testing of their entrepreneurial activities without taking any risks. The concrete project objective for Hungarian organisations was becoming acquainted with the notion of 'couveuse' – test business incubator developed in France and further introduced successfully in Belgium and Portugal, testing the acquired knowledge in Békés county then applying it in practice within national circumstances considering local features and the legal system, creating the local model and finally making it widely known on national level.

The direct objective of the programme was to provide 18 registered job-seekers from Békés county with the opportunity of getting to know and developing their entrepreneurial abilities and skills and starting up their own well-operating businesses.

The direct target group of the project included jobseekers living in disadvantaged areas, having a viable entrepreneurial idea and who intended to become entrepreneurs. No differences were made in the course of the recruitment and selection procedure; both women and men could participate in the programme without distinction to their age. Besides them, all organisations concerned in the starting up of businesses – including for instance several of our partners in the project – are beneficiaries of the project, who help the process of starting up and maintaining enterprises and businesses. As a broader target group, all individuals, companies, enterprises and organisations also benefit from the results, who will utilise the published methods and products of ours in the topic of business starting-up and business management.

III. Composition of the consortium

The project was implemented by the involvement of the following four international partner organisations:

- Système d'Accompagnement à la Création d'Entreprises (test business incubator, Belgium),
- Service Public de Wallonie (Public Service of Wallonia, Belgium),
- Union Des Couveuses d'entreprises (test business incubator, France),
- Associação de Desenvolvimento Rural Integrado das Serras de Montemuro, Gralheira e Arada (non-profit development organisation, Portugal).

A county level partnership network was established whose members were the following organisations:

- Békés Megyeért Vállalkozásfejlesztési Közhasznú Közalapítvány (Public Foundation for Developing Enterprises for Békés County),
- Türr István Képző és Kutató Intézet (Türr István Training and Research Institution),
- Békéscsabai Ipartestület (Craftmen's Corporations of Békéscsaba),
- Kereskedők, Vállalkozók Békés Megyei Szervezete (Organisation of Merchantmen and Entrepreneurs of Békés County),
- Békés Megyei Kereskedelmi és Iparkamara (Chamber of Commerce and Industry of Békés County).



We held local partnership meetings with the participation of the national partners in order to keep continuous contact, exchange information and opinions and provide professional collaboration with them.

Increasing the entrepreneurial spirit, as well as ensuring and helping the starting up and maintenance of businesses were mutual interests of all organisations. By the close cooperation of the Hungarian partner organisations and the supporting work of the international partners we could provide the future entrepreneurs with all kind of help and support.



IV. Main activities and programme elements implemented within the project

IV. 1. Conducting questionnaire surveys

Two questionnaire surveys have been conducted during the project. The following summary studies have been prepared as a result of them:

- Summary study on the result of the survey conducted on the intention of jobseekers for starting up new businesses
The special needs, competences and problems of the target group have been revealed in the summary study through the presentation of the result of the questionnaire survey conducted among those jobseekers who would like to start a business. According to the results of the survey, the most important factor hindering the starting up of a new business is that jobseekers have inadequate knowledge in the field of finances and management.
- Summary study on the result of the survey conducted among the enterprises established within one year by a self-entrepreneur
The financial and other problems occurring in connection with the maintenance of businesses have been revealed in the summary study through the presentation of the result of the survey conducted among those enterprises established within one year by a self-entrepreneur. In the course of the questionnaire survey we were seeking answer to the question of what problems occurred regarding the operation and maintenance of the companies and what kind of professional help could provide a solution to overcome these difficulties.

The following analysing, summary studies have been prepared during the project:

- Summary study on the lessons of the monitoring and controlling of enterprises implemented by the labour centre in the last 3 years
An analysing material has been prepared about the most frequent deficiencies, problems and absences of operating a company. These problems have been revealed as a result of the monitoring and controlling activities implemented at the micro, small and medium enterprises by the labour centre.
- Summary study on the survey and analysis of the Hungarian services aiming at the starting up, motivation and support of businesses
The summary study gives information on the services, supports, facilities provided by the project partners and their partner organisations for businesses that just have been started and for those already operating. An excellent collection including all the available services has been prepared which compiles all the necessary information and makes further investigations avoidable.

The information included in the studies was urged to build into the everyday work of the test businesses established during the project and the future entrepreneurs' attention was raised in order to avoid and eliminate the revealed absences.

IV. 2. Implementing international professional study visits

The Hungarian partners studied the test business incubator system and processes operated in France, Belgium and Portugal in the frames of international meetings, study visits, lectures and with the help of professional materials. The professional system of conditions of the national implementation has been developed by exploiting the gained experiences and knowledge and involving all the national partner organisations having crucial roles in the operation of the system.

Opening international meeting – 18-22 June 2011, Paris (France)



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 (foundation, association, limited liability company, joint stock company) among them.

The target group of test business incubators include 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,
- jobseekers,
- company managers who are exclusive owners of their enterprises and are provided with support.

First international meeting – 19-21 September, Namur (Belgium)



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 Walloon 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 activi-



ties with a view to obtaining the status of entrepreneur at a later date as his principal activity. The 'S.A.A.C.E' shall receive free of charge any project promoter who intends to create an economic activity with the aim of obtaining the status of entrepreneur at a later date as his principal activity and of which the economic viability and feasibility have been demonstrated. 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.

Second international meeting – 21-26 October, Arouca (Portugal)



The CRER (Criacao De Empresas Em Espaco Rural – Enterprise Creation in Rural Areas) methodology applied by the Portuguese partner called ADRIMAG 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 in 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.

The experimentation and test phase is the most innovative one of all the processes: it allows the entrepreneur to test the business idea previous to the formal creation of the enterprise. This phase is the adaptation of the test business incubator methodology which can be considered a radical innovation as it was not possible legally in Portugal to incubate business ideas before the beginning of this project.



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

Bilateral international meeting – 5-10 March 2013, Marseille (France)



According to the French partner's initiation, a bilateral partnership meeting was organised in Luberon region, France. The meeting aimed at studying the operation of test business incubators maintained in rural areas. In the frames of the study visit the participants had the opportunity of getting acquainted with the test business incubator network called Couveuse Interface and visiting specialised test business incubators within it. The test business incubators specialised to certain activities were

established for the reason of the special characteristics of the activities. Since in case of carrying out construction activities the entrepreneur has to undertake the ten-year guarantee, construction activities could not be tested in the test business incubator system. However, the establishment of the specialised test business incubator called CDE PETRA PATRIMONIA made the testing of construction activities possible in a way that the guarantee is undertaken by the test business incubator itself. The other specialised test business incubator operated in this area is the CDE SAP providing social services in the frames of which the test entrepreneurs offer services for persons who are in need of home care which tendency has already reached Hungary as well.



IV. 3. Recruitment and selection

The direct target group of the project was composed of registered job-seekers possessing viable entrepreneurial ideas and wanting to become entrepreneurs. No differences were made in the course of the recruitment and selection process; both women and men could participate in the programme without distinction to their age. To successfully realise the recruitment procedure several press conferences were held, posters were placed throughout the county and the project news was spread both



in the printed and electronic press and via the different channels of our national partners. A leaflet was also made to implement a recruitment process resulting in the greatest possible number of applicants. The process itself was a three-round procedure, whose first element was an application form including the business plan as well filled in by the candidates.

As a result of the recruitment, 144 applications were received. The application form had to be accompanied with a professional CV of the applicants.

It was followed by a written entrance exam, in the frames of which the applicants were asked to fill in situation enquiry and motivational questionnaires, tests examining entrepreneurial skills and a Raven test. Of the applicants, 100 participants took a written exam. On the basis of the information gained during the first and second rounds, the persons to be drafted in the personal interviews for the third round were decided as a result of a consensus by the national partnership. 40 applicants received the opportunity in the third round to orally present and visually illustrate their ideas, products and services. The 18 job-seekers, who later on all became entrepreneurs during the programme, were selected from them.



IV. 4. Training and the testing of businesses

The candidates were participating in a training course during the first six-month phase of the test business incubator programme, which targeted the acquisition of business management studies and competencies. Moreover, they could start their entrepreneurial activities as well. During that period, the candidates remained in the job-seeker status and received wage supplementary benefit.

During the first half of the test period the future entrepreneurs participated in a practice-oriented training in the frames of which they acquired theoretical and practical knowledge necessary for starting up and operating a business. The candidates received help in working out their business plan and searching for resources (projects and financial opportunities). The



training was composed of different modules, which included the followings: tasks addressing business creation and -economy, financial and business financing studies, tax and social security studies, business communication, the operating of enterprises, group consultancy counselling. A unique module of the programme was the so-called business management in practice, whose aim was to try out the acquired skills and professional knowledge in practice. In the frames of the programme, factory visits were organised, where the daily life of well-operating, exemplary small enterprises could be observed. The continuous mentoring support provided in parallel with the training ensured the well-established strategic decision-making and its implementation.

During that phase, the candidates could test their planned entrepreneurial activities without taking any risks in the frames and on behalf of the test business incubator organisation. They carried out their work in the form of simplified employment, which provided them with the opportunity of a non-regular, temporary money-earning activity generally conforming to the type of work.

The training course ended with a final exam of two parts. In the first part, the candidates took an exam from the theoretical material of the training, which could only be followed by the practical part in case of a successful first part. The practical exam included presenting and defending the business plan containing the planned entrepreneurial activities. All the candidates participating in the programme managed to pass their exams with success.

IV. 5. Exhibitions and fairs

The attendance and participation at different exhibitions and fairs highly contributed to the popularisation and commercial effectiveness of the project. The entrepreneurs-to-be received the opportunity at these fairs to present – during the first phase of the project in the frames of the test business incubator firm – their products and services.

The attendance at the fairs significantly enhanced finding the relevant target audience, increasing the number of customers and income and the efficient networking. The candidates got the opportunity for self-introduction at mostly gastronomic festivals attracting large number of people (e.g. International Cheese and Cottage Cheese Festival of Gyomaendrőd, Values and Hungaricums of Békés County Exhibition, Melon Festival of Medgyesegyháza) and craftsman fairs (Grocers and Craftsman's Fair).



IV. 6. Starting up and operating the businesses



Following to the successful closure of the test period and the final exam – while taking into consideration the activities implemented in the test business incubator Ltd. – the future entrepreneurs could individually decide if they wanted to carry on their entrepreneurial activities on behalf of themselves and at their own risk in the future.

Pursuant to the test entrepreneurial period, all the 18 persons selected in the frames of the project have become entrepreneurs. They were provided with self-entrepreneur support guaranteeing the amount corresponding to the minimum wage for 6 months by the Government Office for Békés County. 5 of the entrepreneurs submitted proposals to self-employment support in the frames of which they were provided with non-refundable support of 2.000.000 HUF per enterprise. As a result of the proposals, 15 persons as self-entrepreneurs and 3 as licensed traditional small-scale producers launched their own business. Some of them have already been employing further colleagues.

Besides the provision of the mentor service and in possession of the knowledge gained during the training, in this phase the participants of the programme implemented their entrepreneurial activities on their own. However, the unique and individually provided support, the mentoring service and the financial counselling were all available in this period as well. The entrepreneurs could attend further forums, exhibitions and events with the help of the test business incubator and they could discuss their questions and share their experiences in the frames of professional programmes called entrepreneurial meetings.

The process of becoming entrepreneurs and the following entrepreneurial activities were supported and followed by the colleagues of the test business incubator. The entrepreneurs were mainly helped by them on the occasion of onsite visits and individual counselling. The participants of the programme could share and publish their news and advertise their services and products on the website of the project.



IV. 7. Evaluation visits and closing conference



To enhance the improvement work of the Hungarian team, the Belgian, French and Portuguese partners took two evaluation visits to Hungary in order to help the adaptation and testing of the method, the handling of emerging problems and to have an overall picture of the activities Hungarian partners had done so far.



The conference providing the opportunity of presenting the Hungarian test business incubator project for the wide public and the press was organised in the frames of the first evaluation visit. Furthermore, the event ensured the presentation of how the Belgian, French and Portuguese test business incubators are operated and the 'launch' of the Hungarian test entrepreneurs.



The Values and Hungaricums of Békés County Exhibition was one of the most important programme elements of the second evaluation visit. The business incubator project itself and all its participants introduced themselves on the event where the audience and those interested could test, try out and buy the products and services produced by the test entrepreneurs. The exhibition and fair provided opportunities for informal discussions and counselling activities conducted between the test entrepreneurs and the representatives of the international partners.



The closing conference of the project was implemented together with the Exhibition and Fair of New Businesses where almost 40 young and successful enterprises of the county have presented



themselves. Among others, the colleagues of the Ministry of National Economy and the National Labour Office, as well as the representatives of the international partners attended the event, while the participants of the project as exhibitor entrepreneurs contributed to the success of the conference.

V. Problems and obstacles occurred during the implementation

The first difficulty to overcome was the definition of the most suitable legal form of the test business incubator followed by its establishment, financing and operation. In France and Belgium accredited EU-funded non-profit organisations were established, at the same time the test business entrepreneur status and its income receiving opportunities were laid down in a legal context. On the contrary, the Labour Centre of the Government Office for Békés County could not establish a profit orientated or a non-profit organisation at the time of the project implementation. As a solution, a limited liability company managed by one person and independent of our organisation was established by the involvement of private persons. The project provided financial and human resources for the transfer of the method, however, it did not cover the costs of the testing. Therefore the labour centre developed a labour market programme which was financed from the National Employment Fund.

The other problem to be solved also originated from the presently prevailing law. Jobseekers cannot earn income, except for temporary employment and licensed traditional small-scale activity to a certain amount of income. Despite the legal limits, the main objective of the project was kept in mind, whereas we had to make possible for the jobseekers to try out their entrepreneurial activities without any kind of social, financial or family risk. This was solved by establishing the Ltd. on behalf of which the test business entrepreneurs worked in the frames of simplified employment. In that way they could keep their jobseeker status and social provisions besides earning income from their entrepreneurial activities.

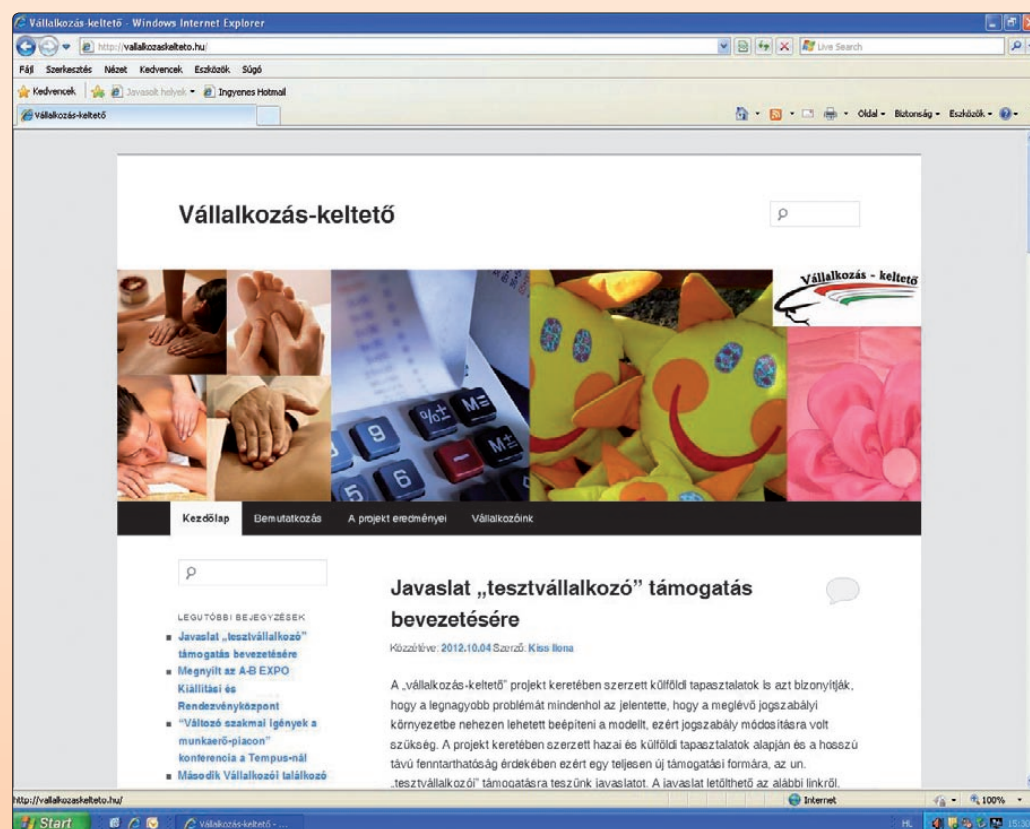
Finding a solution for the sustainability of the project in the prevailing legal context is still in progress. Our suggestions concerning the necessary law modifications have been submitted to the decision makers, however, the ratification of these legal modifications could last for several years.

VI. The results of the project

The project has many results and benefits, of which the most important are the following.

- The programme ensured the employment and self-employment of 18 registered job-seekers whose aim was the successful starting up, operation and long-run maintenance of their own businesses. At present, 12 of them works as self-entrepreneurs and 3 of them as licensed traditional small-scale producers. Some of them are already employing further colleagues.
- Due to the project, the number of self-employed and employed people has increased, the programme contributed to the improvement of the labour market situation of the area.
- Due to the fact, that the jobseekers could test the entrepreneurial ideas, the number of people choosing entrepreneurship on the basis of well-established factors has increased. The successful entrepreneurs' examples can be followed by those who were afraid of trying out themselves as entrepreneurs till the present time.
- The following summary studies providing a basis for the project have been prepared:
 - Summary study on the result of the survey conducted on the intention of jobseekers for starting up new businesses

- Summary study on the result of the survey conducted among the enterprises established within one year by a self-entrepreneur
- Summary study on the lessons of the monitoring and controlling of enterprises implemented by the labour centre in the last 3 years
- Summary study on the survey and analysis of the Hungarian services aiming at the starting up, motivation and support of businesses
- The Handbook including the presentation of the test business incubation systems operated in Belgium, France and Portugal has been prepared by the international partners.
- The Methodological Guide summarizing the Hungarian experiences and learned lessons of the test business incubator programme has been elaborated.
- The project website www.vallalkozaskelteto.hu has been developed and operated.
- The law modification suggestion concerning the introduction of the new test entrepreneurial support has been elaborated.
- The Final Study presenting the implementation of the project has been prepared.



VII. Financial implementation of the project

Two financial resources were used in order to implement the initiation. The budget of the transfer of innovation project financed from EU resources was 353 548 EUR.

The project budget consisted of the following categories:

- staff costs,
- travelling and subsistence costs,
- subcontracting costs,
- other costs including tools,
- indirect costs.

The adaptation of the method and the mentoring were financed from the allocated project budget.

The development of a labour market programme became necessary in order to cover the additional elements of the test business incubator. The Test business incubator labour market programme was financed from the decentralised employment fund.

The programme having the budget of 30 171 920 HUF included and covered the following modules:

- training,
- supporting self-employment,
- providing wage subsidy.

VIII. The sustainability of the project

The method was transferred from France and Belgium where the test business incubator system has been operated successfully for more than 10 years. Portugal and Poland also initiated the adaptation of the test business incubator however making the necessary law modifications takes even more time for them.

In Hungary the accounting, financial and legal background suitable for the present legal context was developed during the implementation of the project. According to that, an independent company was established on behalf of which the test business entrepreneurs worked in the frames of simplified employment. Its background was provided by the labour market programme developed by the labour centre. This ensured the operation of the test business incubator, the benefits for the target group, as well as the costs of the training and travelling. By applying the above mentioned method, year by year we have the opportunity to involve jobseekers intending to start up their own businesses and to provide them with the possibility of trying out their own entrepreneurial activities without taking any risks.

Our long-term aim is - similarly to the international practice - to establish the legal background of the method with acts of law. Therefore we prepared our proposal for a completely new supporting measure, the so-called test business incubator support. The modification of several acts is needed in order to establish and operate the institutional system of the test business incubator in sound circumstances, as well as to enable the members of target group to work and earn income from their entrepreneurial activities while allowing them to keep their jobseeker status and providing them with benefits.

The consortium will be maintained in the future, since all partners are interested in increasing the employment level of the county. All partners collaborate in the widespread dissemination of the project results. The cooperation can serve as an example for the following future projects. Those who became entrepreneurs during the implementation of the project also contribute to the maintenance by operating their businesses in the long run. The project website will be maintained following to the project closure as well.

IX. The participants of the project



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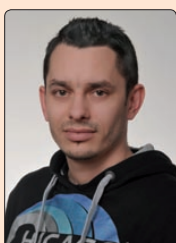
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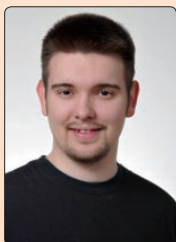
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Afterword

The quantitative characteristics of the final study itself do not permit the overall presentation of the intensive work accomplished by the exemplary partnership of the Belgian, French, Portuguese and Hungarian cooperating organisations during the two years. We could not list all the outcomes and results of our work. We could only give you a glimpse of the most important elements and outcomes of the project.

We consider that one of the most important results of the project was that the number of self-employed and employed people has increased, the programme contributed to the improvement of the labour market situation of the area.

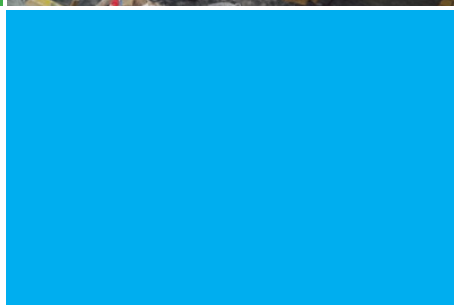
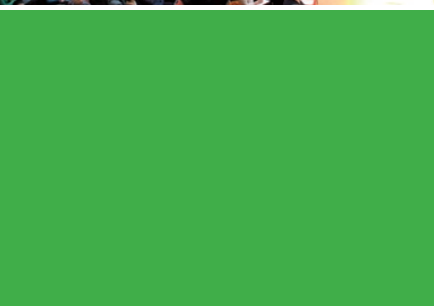
It is of key importance in respect of the extension of employment that the self-employed can be considered as the predecessors of the new small and medium enterprises, since in case of their successful business activities these companies can become such enterprises in a short period of time which employ further colleagues. These job establishments employing only a couple of workers could mean a significant employment potential in the long run and could contribute to the increase of employment level of the county.

The implementation of the project enhanced the development of the whole area, since the products and services provided by the businesses extended the supply, thus the life circumstances of the population have been improved already at the starting up of the new businesses.

Although the START-UP-MODEL project finished, its results – the developed labour market programme and the new businesses set up by the test business incubator method – are and will be utilized at the moment and in the future as well. It was proven during the project that the implementation of lifelong learning and the formation of the entrepreneurial attitude are such objectives which can be achieved by successful cooperative relationships.

We do hope that the developed and implemented test business incubator method will serve as a model for others as well, and its experiences and results will be used widely.

For this we wish a lot of success for everybody.



Government Office
for Békés County



Labour Centre of the Government
Office for Békés County

