



GREENTREPRENEURSHIP
easier done than said

MANUAL

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WHY THIS MANUAL

The aim of the manual is to benchmark the term and the idea of Greentrepreneurship.

It is meant for young people, motivated to be and act green. The manual does not aspire to be a comprehensive volume on all the competences and knowledge that are needed to be a Greentrepreneur, it wants to present and introduce the idea and the term and especially provide vocabulary and assessment methods to determine what a green start up business is.

The main target group are young people, between 16 to 30 years old, but it can be used by anybody who would like to start a business, know more about Green Entrepreneurship and use it as a tool, or just have an interest in the topic. It is a support tool to develop business ideas related to the “Green” topic, further described in this manual. It can be used in any context and any country.

In the first part we try to define the concept of Greentrepreneurship, which is perceived differently in different perspectives. In the second part of the manual we try to explain why such a switch in the way our companies work is needed and in the third part we speak about how to open a green business and what competencies are needed to do so.

At the end there are some very interesting examples of young green companies in different fields and a collection of links and literature that are worth investigating further. This manual is a tool to support you, so feel free to jump pages and go directly to topics of your interest, using the index as a base. You can use it as a complement after participating in trainings about Green Entrepreneurship, or as a separate tool which can be read at any time.

DESCRIPTION OF THE PROJECT AND PARTNERS

PiNa SLOVENIA

PiNA is an organisation for social development based on the following principles: Respect for basic human rights and democratic principles; Active participation of individuals in the community and cultural engagement; Respect for the environment and focus on sustainable development; Critical thought and ethical operation; Life-long learning and holistic approach to education.



cesie
the world is only one creature

ITALY

CESIE is a European non-governmental organisation, established in 2001 in Palermo, inspired by the social, cultural and political work developed by Danilo Dolci. CESIE work is based on the belief that education is the lever to promote individual well-being and the key to widen people's range of opportunities. CESIE answers to the global challenges, including environmental ones- by developing innovative educational projects and activities around the world.

Two areas of CESIE action are sustainable development, and entrepreneurship and employment. In fact, CESIE aims at:

- Raising environmental awareness among young people and local communities;
- Exchanging experiences and good practices in the field of green entrepreneurship and youth employability;
- Ringing innovation and creativity in education and training.

Campaign for change Nepal

Mission: The mission of CCN is to gather, organise and empower the youth, women and community people, especially focusing on the youths and mobilising them for the betterment of the society.

Objectives/Goals of the organisation:

- Organise the knowledge and experience documentation and sharing/learning program between the youths and senior age groups.
- Provide skill and competencies through training course to women, youth and deprived group of the society.
- Conduct community focused income generation and self-employ skill development program focused on the youths and remote women for economic and social sustainable development.
- Promote and involve the youths in the participatory activities in the field of infrastructure such as education, health services, sports, science, technology and alternative energy.

TYCEN TANZANIA

Tanzania Youth Cultural Exchange Network

Tanzania Youth Cultural Exchange Network(TYCEN)'s mission is to engage young people in community based projects locally and internationally with the particular interest in non-formal education, employability skills, health, gender, culture, environmental conservation and sustainable use of resources and development.

TYCEN's activities include: promotion of entrepreneurial education in order to encourage enterprise culture among the youth and the whole community, to facilitate youth to acquire skills and competencies for employment through various training, enhance gender equality and raise awareness on health, environmental issues, climate change, conservation and sustainable development.

TYCEN also organises Inter-cultural Exchange programs, National and International volunteering projects, specialised educational programs and events to empower young people.

Target group: TYCEN's activities involve and benefit formal and informal groups of young people aged 15-35+ from across Tanzania and abroad.



Check-IN – Cooperation and Development is a non-profit association, and works in close cooperation with public and private entities, actively participating in everyday quality improvement activities. Check-IN was created in 9 of April 2010. One of your aims is education and cooperation for sustainable development. In order to achieve its aim, the association organises activities at local, national and international level, including national and international workshops, seminars, activity buildings and training courses as well as volunteering activities (ex: european voluntary service, national volunteering), international and national traineeships etc.

Our success lays in the quality and professionalism of our Staff, which are a group of dynamic and motivated people, with exceptional organizational and customer service skills. Check-IN staff shares a common experience and/or will of being involved in the field of international youth mobility projects, volunteering (especially EVS but also national volunteering), non-formal education and Long Life Learning Projects.

Subir al Sur is a program of SES Foundation, a social organization which promotes intercultural education and peace through intercultural volunteer service at the local, regional and international level. SES Foundation is dedicated to the promotion and development of different strategies for the social-economic inclusion of disadvantaged teenagers and young people from a youth rights perspective.

ABOUT GREENTREPRENEURSHIP

1

What is wrong with the current situation

The socio-economic reality in which we are living nowadays and the way the human race is relating to its environment, nature and animals is not a given, but is a political and social agreement that developed in a specific historical and geographical background.

We can find its start and centre in the 17th century England and protestant countries of northern Europe; in thoughts and approaches that were at the base of what we call today modern era. Note that these ideas were born in an very religious pre-enlightenment setting.

Some of the ideas, state that humans are not an integral part of nature, but they are outside of nature or even that nature is a contrary (evil) force towards human, that we humans, using our superior mind (given by God), have to win in order to bring the prosperity to the human race.

Hence the natural environment is there to be exploited by people to bring them prosperity. In this contest important thinkers claimed as well that the sound that animals are emitting when dying of slaughter are not to be understood as a sign of pain, but just the sounds of mechanical parts of a machine (e.g. a windmill) when it brakes, since the animals have no soul and so they can't suffer.

Another claim from these times is also that the value produced from a land belongs to the person who works that land, since the land itself doesn't carry a value, but the human work transforms the land into value. This was the start of understanding private property as we do today. In this era you can also find the bases of the relations between owners and workers, profit and interests as we know them today. Hopefully you can understand how these ideas from four centuries ago influenced the further development and shaped the world we are living in today.

The industrial revolution that happened after that, needed these ideas so it could happen in the way it did. The very socio-economic reality we are living in today is not a given, but is a consequence of specific ideas, political and social actions from the past. If you think of it, this is also connected to the reason why you are reading this manual in English, which is not my mother-tongue, and there is a good probability that neither it is yours.

There is no doubt the industrial revolution and the capitalist economic model were a very strong catalyser of human development. We shouldn't at any point forget that we live in the world of possibilities that are fuelled by these concepts. We can fly to the other parts of the world or even to the space, our life expectancy rose sharply due to pharmaceutical and medical research, the technology developed beyond any imagination, as well as in the areas of rule of law, human rights, arts and culture we accomplished great things.

Even if we think of our everyday life, we are able to comfortably get various goods and services from all over the world without great effort. All this development is fuelled and supported by the socio-economic model we live in and is very hard or even impossible to imagine how it would work in another way.

If we look from a prospective of a person living in the 17th century, we can understand this view in relation to the environment, the community and towards development. In fact it makes sense and it brought us here. But from the time this model was set, a few centuries ago, and the world changed a lot, and there are various reasons why we should now question this model, that gave us so many good things in order to make it better, at least in some parts. Since it seems that there are some things that don't work very well in this model and we shouldn't consider them guilty since that was very hard to predict at that time.

DEMOGRAPHY AND RESOURCES

The world population at the end of the 17th century is estimated to less than one billion people, it was in 1927 just before the Great Depression in the USA that it got to two billions, but it was five billions in 1987 and needed just to 13 years to become six billions in 2000 and is seven billions today, seven times more.

As every person in the world is dependent on natural resources (actually all resources in the end come from nature) the question is how much the planet can handle. It is not so much, just about the extraction of water or petrol as we could imagine at first thought, since actually we are living on a very rich planet. It is not only that the population rose dramatically, but our needs and consumption did too.

It is mainly a matter of land used for agriculture, cities, roads and railroads, electric and industrial plants, shopping centres, quarries and other industrial activities that are built on the spot of existing ecosystems and destroy and/or prevent any other forms of life to live in that area in a process called urbanisation, which is of a massive scale. If you think that in the 18th century there was just one city in the world with the population of more than one million inhabitants, London. Today there are more than 500 agglomerations larger than one million inhabitants in the world.

In 2008 for the first time in history the urban population surpassed the rural population, so from that moment on more than half of the inhabitants of this world live in cities. In the meantime the loss of habitats and the climate change triggered by the human activity is provoking the extinction of a vast number of animal species every year. The sad thing is that sometimes there is a total absence of any scale of measure or ethic. Even if there are methods for managing an activity in a sustainable way, e.g. forestry, cutting all the trees at once is cheaper, so this is the predominant way, which lead us to the next point.

PROFIT AND ENVIRONMENTAL COSTS

Everybody, who studied at least a bit of economics knows, that the final and only aim of each company is profit. It is not that the companies are good or bad, it is actually the rules of the market we agreed on, and it makes the world go around every day. The idea stands in the well known statement "Greed is good". If a company produces profit it means that it responds to a need in the community and delivers a service. It also employs people and gives wages and at the end it produces a profit that can be reinvested and help with the growth of prosperity. This is of course right, but if we examine the details, it is not so simple.

Each company has some kind of impact on the environment, depending on the type of activity, this can result in air or water pollution, contribution to climate change, waste production, deforestation, etc., we know more or less intensive activities. Staying in an economic mindset of these kind of impacts can be calculated in costs, so called environmental costs, which can in some cases be huge, but the company itself is not accountable for them, they are transferred usually to local communities, states or people living in certain areas to deal with. Let's see some examples: there were several cases, where companies polluted water and/or air which resulted in higher exposure to some diseases as cancer in specific areas.

The costs of the health care to treat these diseases were not paid by the company or they are also not a part of the price of the product when we buy it. The use of specific pesticides in different countries provoked an extinction of all bees in the area of dozens of kilometres around. The bees provide an environmental service of pollinating the plants, without this service, most of the fruit trees cannot grow fruits. As a result, there was a loss of production in the area directly linked to the usage of this pesticide, but this cost was not incorporated in the cost of this product. If it was, the pesticide would have cost much more.

At this point, when we hold companies accountable for the environmental costs they produce, we can start a fair competition between them. The environment we are living in provides us a lot of services, that support life, it was like that for thousands of years, cleaning the air and the water, fertilising the land, keeping a certain temperature of the atmosphere, pollinating the plants, preventing droughts and land slips, producing enough rain, there are thousands of environmental services we get everyday for free. The profits of all the companies in the world are tiny in comparison to the costs of losing some of these services, so we have to be careful, and include these costs in the equation if we want to have a right calculation.

GDP AND INEQUALITY

All the profits and wages of all companies together amount to the Gross domestic product. It basically represents the added value of the production in a certain country.

This index is used since the sixties as the key indicator of the development of a country and of the well-being of the inhabitants of this country. It is used also as the main objective and justification of most of the policies governments introduce. An interesting thing, though is that it is not just the value of the value of the GDP, but even more importantly it is the growth of it.

Countries are expected to grow their GDP at least a few percent per year. If there is no growth or if the growth is just one or two percent, it is an economic, social and political disaster, the unemployment is high, governments claim they have to cut expenses in the public services, the health system is collapsing, etc... that doesn't really make sense if you think; if GDP is a scale of wealth, we can say we live pretty well in Europe, and even if we will live as well as last year or 2% worse, this shouldn't be as bad as it is. I invite to investigate this further, if interested.

Another point that needs attention is that GDP is a statistic, it is calculated as an average per capita. The average, however, is not really telling the whole story if the differences are huge. If something we created in a very developed world of inequality. Just within one country, in the USA, the 10% of people own half of all the richness and the difference between the lowest and the highest paid person in companies is up to 1:400, so inside the same country we can find 15 million millionaires and 50 million residents without a basic health insurance.

On a global scale, the situation is indeed, even more extreme. Attendible reports from this year show that 1% of the population now owns more than the rest of us combined. Runaway inequality has created a world where 62 people own as much as the poorest half of the world's population 3.6 billion people. Just nine of this »62« are women. This number has fallen dramatically from 388 as recently as 2010 and 80 last year. It's been twenty years since the global inequality has been rising, and since 2010 it's risen even faster. Globally, it is estimated that super-rich individuals have stashed a total of \$7.6tr in tax havens. If tax were paid just on the income that this wealth generates, an extra \$190bil would be available to governments every year.

2

Sustainable development model

The critic on the western development model and relation with nature is present in thinkers, scientist and literature since In the 18. century, the first environment actions as we know today arise in the sixties around fight nuclear tests and the use of a popular pesticide, the DDT. After finding DDT and traces of radioactive atoms in the milk of pinguins in the arctics it was starting to become clear that we need to stop trying to control life and it is time to start talking about the global ecologic crisis.

The DDT was outlawed and nuclear tests as well. This events triggered the establishment of the U.S. Environmental Protection Agency in 1970. Two years latter the UN hosted the first conference on environmental issues. In the next years, some things started to change, but at the same time it becoming clear, that the challenges are much bigger than expected.

The first definition of sustainable development comes in 1987 from a report called Our Common future, but the ideas of an ethical and equal socioeconomic development model continued to grow and also the definitions of sustainable development are various. Soon it started to become clear how education plays a crucial role in spreading what they called ecological literacy.

The most commonly reported (and perhaps the most ambiguous) definition of sustainability was refined in the World Commission on Environment and Development document titled Our Common Future: *"Sustainable development is development that meets the needs of the present without compromising future generations to meet their own needs"* (Bruntland, 1987).

My own definition of sustainability and sustainability education are outlined in the following sentences. Sustainability is a concept, a goal, and a strategy. The concept speaks to the reconciliation of social justice, ecological integrity, and the well-being of all living systems on the planet. The goal is to create an ecologically and socially just world within the means of nature without compromising future generations.

Sustainability also refers to the process or strategy of moving toward a sustainable future.

Sustainability education is defined as education that concentrates on the concept of sustainability in a manner that fits with the values of sustainability.

What we teach, what we don't teach, and how we teach are all considered when creating sustainability education practices. I believe sustainability education must be interdisciplinary, collaborative, experiential, and potentially transformative. Sustainability education is also a process of creating a space for inquiry, dialogue, reflection, and action about the concept and goals of sustainability (Jannet Moore, 2005)

From 1987, various important initiatives, reports, actions started happen and there are still growing today: Agenda 21, the conference in Rio in 1992, the Kyoto protocol, the conference on climate change in Berlin as some of the milestones.

One of this initiatives is also the GNH, the Index of Gross National happiness, which has ben implemented as the key logic of the Buthanese government development policies, instead of the GDP.

For the last thirty years it is a systematic and continuous effort to change the socio-economic development model, to a more holistic one, that includes all three pillars of sustainable development: natural environment, community and economy.

"We strive for the benefits of economic growth and modernisation while ensuring that in our drive to acquire greater status and wealth we do not forget to nurture that which makes us happy to be Bhutanese. Is it our strong family structure? Our culture and traditions? Our pristine environment? Our respect for community and country? Our desire for a peaceful coexistence with other nations? If so, then the duty of our government must be to ensure that these invaluable elements contributing to the happiness and wellbeing of our people are nurtured and protected. Our government must be human" (5. Kralj Butana, v Ura, 2012). [The Madhavrao Scindia Memorial Lecture delivered by His Majesty the King, 23 December]

3 Definition of Greentrepreneurship and "we believe" of the partnership

WE BELIEVE that every company is able to do its business sustainably. That means that we equally take into account economy, environment and society. We should consciously use the resources, with consideration for next generation's needs and future possibilities.

IT'S IMPORTANT TO:

- Connect with local people
- Share our knowledge
- Use local resources, whenever it is possible
- Respect and work within the ethnic values and the structure of local society
- Reuse, reduce and recycle
- Solve a problem with sustainable innovation or alternative solution, without creating a new one

GREENTREPRENEURSHIP

is a business activity that involves innovations, which reduce pollution, efficiently manages local resources and establishes conditions for a decent work while making production process or product more sustainable, solving an existing problem.

OUR VISION IS...

We expect that with greentrepreneurship we get a positive social impact. We recognize youth unemployment as a major issue in today's reality. Given the economic state of present, we think there is no more creation of traditional job, as we knew it before, which means, that we are now the creators of our own future. The youth can play an important role in this process. They have more time on their hands, they are able to come up with new fresh ideas and have an easy connection with the world through latest technology. We are here to support their potential and guide them in sustainable entrepreneurship. Only one step is needed to start a path.

HOW TO BECOME A GREEN ENTREPRENEUR

1

How to develop a business idea?

Being entrepreneur is nowadays a way to fight unemployment and follow your dream at the same time. However, not everybody can be an entrepreneur. There are many obstacles that you will face and so you need to have some competences and guidelines to achieve your objectives. In this chapter we propose to provide you those guidelines and state some competences that are important on an entrepreneur, to allow you to reflect on your own competences and learning.

BEST IDEAS COME FROM A NEED

From creating a new product to providing a new service which has not existed before, all major business ideas come from a need of an entrepreneur and of the market.

Elon Musk, the developer of PayPal and Tesla, created his business because there was a need to be able to make payments online in an easier way and to develop better electric cars, facing the problems of the limitation and pollution with fossil fuels.

So go on and identify your needs. What is missing, what could help people to have a better and easier life?

WHAT THE FUTURE WILL BRING?

Technology is playing a big part in our lives and new things appear everyday.

Ford saw that with cars, and started a revolution. And nowadays we cannot imagine life without cars. And the new revolution in that area now is related to the electric and ecological cars. There's always something new and innovative in the horizon.

So what is the next big idea? How will our houses look in the future?

How will we communicate with people in 10 years?

FIND A NICHE

Some products or services are related to specific needs of a certain group of people. Check the business that already exists, and find a gap in it, needed to be filled.

You can direct your business at people that ride bicycles, or people that do extreme sports, or vegetarians, or... The opportunities are out there, you just need to identify them. In which niche would you like to work?

USE YOUR SKILLS

What are your skills, competencies and knowledge? What are the things you know you are good at and that can be developed in a business? Many businesses started by lonely entrepreneurs which saw their strong points and used them. Sometimes your skills are even not related to your work and you have the chance to use them in the same or in a different area. If you are a teacher, you can start giving private classes as a new business, or you can use your skills of communication and teaching to build a new company of training services and communication in public. Do you know your competencies? It's time to start analysing them.

BETTER OR CHEAPER

Sometimes you don't need to have a new idea. There are tons of businesses out there that you can improve by offering better or cheaper services or products. In any area, if you provide better quality or/ and if you lower the prices, people will follow you and become your customers. Is there any area that you know you could provide better services/products in than the ones that are currently offered?

RESEARCH

Ask your friends, your family, your acquaintance what kind of business they would like to see appearing. Ask them what are their needs, their passion, their hobbies. Also look online for business, talk with local shop owners, meet with other entrepreneurs. The more you research the better prepared you will be to develop something new.

FOLLOW YOUR PASSION

Even that this is the last point in this text, it's one of the most important things.

Do what you love and you will never have to work a day in your life.

You can ask any entrepreneur or successful person and she will say exactly the same: Their work is their passion. Doing what you love makes you motivated, eager to work hard and to develop new ideas.

2

When a business idea is green?

These are some guidelines developed but the meaning of a green business is very wide. It is important that you research more, but we already describe here some areas connected directly with "green" business.

Some of the things to consider to know if a business is green:

- 1. It has in its mission principles of sustainability and environmental concerns into all stages of the business, since planning to delivering.***
- 2. Development of environmentally friendly products or services that can benefit the end user and the nature.***
- 3. It is greener than other products or services***
- 4. Provides a sustainable alternative at long term and cares about the duration of the products developed***

The best model would be a business that covers all the areas below, but not all business can or want to do it:

Environmental respect - *With zero or low pollution, use of local resources, not damaging the environment.,*

Energy efficiency - *Good use of heating systems, good isolation in buildings, close windows...*

Sustainable transportation - *Electric vehicles, use of bicycles or walking, zero or low pollution transportation, etc.*

Green energy harvesting - *Wind, solar, wave, geothermal energy are some of the examples.*

Wise use of resources - *Avoiding the use of paper, working as much online as possible, using local products and human resources, allocate the adequate number of resources to obtain the final results, etc.*

Human concern - *Causing good impact in the local community, care about their workers, involves the community, social responsible.*

Remember that even if you can include many of these areas in your business, you have always to account the resources you use, the amount of waste produced, the pollution created in production, etc. To be totally green can be difficult but achievable if we are committed.

GREEN WASHING

Some business may seem green, but in fact they do something know as Green Washing. It is a practice that promote the environmental and sustainable measures that some company does, when in fact they are hiding other hazards tough that promotion.

For example, some clothes companies say that use ecological materials but at the same time they have workers with low conditions, sometimes without being respected their rights.

It is important to read between the lines when you see a company advertising, and search more to found out if it's true or if they are hiding something more.

This practice can be made by individuals, companies, NGO's and even governments. Basically, these institutions or individuals claim to be green spending more time and resources on marketing that than actually implementing business practices that lead to that green objective.

GREEN WORKPLACE

Green workplace includes efforts by many companies to encourage their workers to conserve energy, recycle and reduce waste as one measure and on other hand to being aware about the importance of each person and worker, motivating them and giving creative freedom to develop and implement sustainable and cooperation measures.

Some methods can be used to contribute for the well being of each employee and bring added value to the company. Several studies found that for example, a good environment with natural light makes the people with a better mood and so more productive. Other things are related with comfortable temperature, view or contact with nature, the colours of the office, ergonomic material, etc.

For the sustainable and environmental concern also many measures can be adopted like having such as recycling centers in different points of the workplace, have signs alerting to turn off plugs and electronic devices when not in use, or to close the tap water when not in use. More organizations are going paperless, using the most possible digital formats to avoid consumption of paper.

3

The competence model of a Greentrepreneur

There are many different competences that you, or somebody from your team, should have to create and develop a successful green business. We divided according to the follow categories:

Attitude
Knowledge
Skills and Competences
Tools

In more details:

ATTITUDE

SELF CONSCIOUSNESS

Know your skills, competences, knowledge, strengths and weakness in order to better know in which areas you can develop a good idea.

CULTURAL AWARENESS

Be aware of the culture of the target group you are focusing on, what is the background of the people, the level of education, the customs and traditions. For example to develop a surf business in a country with sea or ocean.

SELF CONFIDENCE

The key element to be successful. Believe in yourself and in your product or service and in yourself. If you do not believe in it, nobody else will believe it.

RESPECT OF HUMAN RIGHTS

Whatever you are developing have in consideration the people. Work for them, do not exploit workers, make your employees and clients happy and respect them, and they will give it back to you.

RESPECT OF LIFE

All lives is essential in our planet without exception. Do not damage life either in the form of plants, animals or human beings. Everything can coexist in respectful and peaceful way. Nature gives to you everything, so give it back to her.

OPEN MINDEDNESS

Allow yourself to keep options open, to be receptive to other ideas and concepts and not be stuck in your own thoughts and ideals.

PASSION

This is your fuel. You can be talented, have a lot of expertise and knowledge, but if you don't have passion, you will eventually quit. Passion is what makes you get out of bed everyday. Find your passion, what really drives you, and you will find your way.

SPIRIT OF INITIATIVE

Don't wait for things to happen. Make them happen. Don't expect the others to do it. You have to take initiative to lead others and yourself.

TAKING RESPONSIBILITY

It is so easy to blame others, to blame the world, the crisis, everything, when something is wrong. Learn how to take responsibility for your failures and successes. You are the only responsible for your own life..

ETHICS

Not everything that is legal is ethical. Raise your values and be ethical with all your colleagues and clients. Be honest, transparent, nice, friendly... Whatever you give to the world it will come back to you.

COMMITMENT

Stick to your values, to your objectives, your goals. Never leave anything unfinished. Comply with deadlines, with commitments you do with yourself and towards others.

HARD WORKING

Yes you can have vacations and free time. However it's natural that in the beginning you will work more hours than a normal paid job. You have to step up to make things happen even if that means many days without a rest, but it will be worth it.

CREATIVE APPROACH

It's a bit connected with open mindedness. Try to see things different, to view from different angles, to imagine how could be better in a creative way. Remember Apple's slogan: "*Think different*".

KNOWLEDGE

LEGAL FRAMEWORK

This is a very important knowledge you should have or acquire, especially in the beginning when you are creating your company or business. Check what you need, how much taxes you need to pay, what documents and costs are needed to start.

MARKETING

You don't need to be an expert in marketing, but it helps to have some knowledge about it. You have to show your business, to be visible. If you don't have this knowledge, eventually you will have to hire somebody to do this work.

ENVIRONMENTAL ETHICS

Study what is environmental ethics, how can you be "green" and develop your business at the same time. Research what you can do to reduce use of natural resources, to avoid waste, etc.

BASIC MATHEMATIC OPERATIONS

Yes you definitely need this. When creating your own business you will have to deal with budget, costs and profits, inventory. The better entrepreneur you become, the better knowledge you will develop.

SKILLS AND COMPETENCES

LEADERSHIP

Be the leader of yourself. Learn how to delegate tasks and responsibilities and empower others.

CREATIVE THINKING

See opportunities, take chances, learn new things, ask "why not".

CRITICAL THINKING

Reflect on obstacles, know your limits, use what you know, ask "why".

DIVERGENT THINKING

The perfect combination and balance between the two previous ways of thinking.

DIGITAL COMPETENCES

We are in a digital world. Nowadays this is a basic skills to know how to work online, with computers, with smartphones, etc.

PRESENTATION SKILLS

You have to know how to present yourself and your business. Make others see your dream and what you can accomplish.

COMMUNICATION SKILLS

You need to talk to other people all the time. We are 7 billion people on this planet. Master this skill and you will be able to have better deals, to work in a team, to be assertive.

SELLING SKILLS

A good combination of the previous two skills will make you a good seller. If you are not able to sell your idea, service or product, you cannot go far.

STRATEGIC PLANNING

Think in a long term and be prepared. Plan carefully what are your goals, create milestones, delegate tasks, think about possible obstacles. The better plan you can do, the better you will be prepared for the unexpected.

ORGANIZATIONAL SKILLS

Having everything organised makes your work and your team's easier. Keep your documents organised, a calendar available, an inventory prepared. Manage carefully your time and needs.

BUDGET MANAGEMENT

Essential to any business. You need to know your costs and profits in order to keep your business flowing. Ask the help of an accountant if needed.

PROBLEM SOLVING

Even with careful planning, you will always find obstacles and difficulties on the way. Learn how to deal with them in the moment. Fast thinking.

EVALUATION

Keep a track of your achievements and failures so you can improve all the time. Check regularly what needs to be improved and what you are doing well in order to know exactly how to make the best decisions.

TOOLS

SWOT ANALYSIS

Strengths, Weakness, Opportunities, Threats. You can find easily information about this tool that can help a lot your business strategy.

BRAINSTORMING

A simple tool to develop more ideas in a group, to be creative and imagine different possibilities.

SMARTER OBJECTIVES

S – Specific; M – Measurable; A – Attainable; R – Relevant; T – Timebound. This is a tool to set clear and realistic objectives in order to achieve them.

MARKET ANALYSIS

Know your target public, identify what they need and want so you can provide it.

PRODUCT LIFECYCLE ANALYSIS

Important to be "Green", in a way that you need to know how long your product lasts, what resources you will use, what waste you will create with it.

GREEN FOOTPRINT

There are websites that allow you to calculate your green footprint. You will understand how you impact the environment with your travels, your consumption, your waste.

SOCIAL IMPACT ANALYSIS

It's all about the people. In any business you will work for people and so reflect and analyze which impact you will have on them, at local or international level.

REUSE/REDUCE/RECYCLE

Simple and still important. If you learn how to do it correctly you can save costs, be more green and avoid waste.

These are just some of the competencies that you or somebody in your team will need. Depending on the business you're creating, you will probably need more competencies than these ones, but from studies and research, these are the basic ones to start with and to further develop with experience.

W EXAMPLES

WONDER WELDERS (TANZANIA)

DESCRIPTION OF THE NEED/PROBLEM

Wonder Workshop (WW) was founded by a photographer Paul Joynson-Hicks in 2005 as Wonder Welders. Tanzanians living with a physical disability were offered an alternative to the streets and be trained to recycle scrap metal into world-class art. Three disabled men were taught to weld.

THE SOLUTION

To provide more employment to people with disabilities who are mostly not considered in the labour market, and often become beggars, and to contribute to a cleaner and more creative Tanzania. WW also provides marketing skills and opportunities so that the sale of the craft items pays them a fair and sustainable source of income.

HOW THEY STARTED THE BUSINESS (INCLUDING FINANCING)

Wonder Workshop (WW) was founded by a photographer Paul Joynson-Hicks in 2005 as Wonder Welders. Tanzanians living with a physical disability were offered an alternative to the streets and be trained to recycle scrap metal into world-class art. Three disabled men were taught to weld. They started by making animals from scrap metal which were sold in gift shops around Dar es Salaam to generate an income and sustain the project.

In 2005, an artist from Scotland came to Tanzania as a volunteer to help the welders learn new skills and develop new designs from the scrap metal. After her visit an exhibition was held and the money raised from the sale of the art pieces was used to officially launch the project, expand the workshop and employ and train more disabled men to produce welded items for house, garden and office.

Currently there are 9 disabled women and men working in this discipline.

The news spread and the demand for more of our unique recycled products grew, giving the organisation the opportunity to hire more disabled people.

MAIN CUSTOMERS/MARKETING

Companies, organisations, and individuals, both within Tanzania and abroad, order tailor-made WW products on a daily basis. Our products are a favourite in gift shops in Arusha and lodges in the Serengeti and Zanzibar. Our products are known for their creative design and quality work.

THE PRODUCTION/TECHNOLOGY

WW decided to train its new staff in other disciplines in addition to welding. The variety of products made increased and Wonder Welders became Wonder Workshop. In addition to welding, a recycled paper-making project was introduced. A British volunteer-trained disabled women in the art of paper-making. White shredded paper from offices, old cardboard boxes and newspapers are used with pineapple tops, onion skins and banana fibre to create handmade paper and paper products such as greeting cards, photo albums and wedding stationery. Currently this part of the workshop employs eight disabled women. In 2006 a carpentry workshop was set-up and four disabled men were trained in making handmade wooden toys.

Today there are over 30 artisans working in the five sections of the workshop. Companies, organisations, and individuals, both within Tanzania and abroad, order tailor-made WW products on a daily basis. Our products are a favourite in gift shops in Arusha and lodges in the Serengeti and Zanzibar. Our products are known for their creative design and quality work.

PLANS FOR THE FUTURE

Employ more disabled people and expand market reach.

LINK(S)

1. <http://www.wonder-workshop.org/>, a website of disabled people recycling metal materials into a world class art related to Greentrepreneurship that holds interesting training tools, examples, links and organisations that work on the topic.

2. <https://www.facebook.com/wonderworkshoptz/>, a facebook page of disabled people recycling metal materials into a world class art.

3. <http://wonderworkshop.squarespace.com/new-page-5/>, a page that displays sponsors of Wonder Welders



One of Wonder Welder's products which is made from recycle metal. It is related to Greentrepreneurship that holds interesting training tools, examples, links and organisations that works on the topic.

MYFARM.COM (PORTUGAL)

MyFarm is a social company and a brand that uses online multiplatform, unique in the world, to connect small farmers to urban consumers. MyFarm wants to invert the rural depopulation caused by the abandonment of the agriculture fields. Our Mission is to increase the profitability of small farmers, permitting the sale of their products at fair prices. From 2005 to 2013 the area used in smallholder agriculture declined by 19% in Portugal and 25%, on average, in the European Union (EU). This abandonment of agriculture by small farmers, leads to aging population and, to a greater depopulation of the rural areas.

DESCRIPTION OF THE NEED/ PROBLEM

In the European Union, over 40 million people in rural areas live below the poverty line, and these areas have the highest rates of unemployment, also contributing to increased risk of forest fires and soil desertification and environmental degradation.

SOLUTION

By stimulating the economic fabric of rural areas, we can invert rural depopulation.

One of the options involves giving conditions to small farmers so that they can sell their

products at fair prices direct to consumers. MyFarm provides this connection. Through our platform, we connect the rural to the urban world, apart from selling agricultural products and services, we also offer rural sensations.



MY FARM.COM

It is a platform that aims to support small farmers in the marketing of their products and managing their activity, but on the side of consumers, presents an innovative way, not only to control the agricultural products they consume, but also to know the products and interact with the ones who produce them, thus helping to create commitment links, going beyond traditional trade relations between entities.

The platform consists of three tools: MyFarm Commercial; MyFarm Management and MyFarm Network. MyFarm Commercial: where a farmer manages a page and the products/services available to consumers (Personal Vegetable Gardens; Vegetable Baskets and Loose products); MyFarm Management: where farmers can register costs and view reports that help in decision making; MyFarm Network: to buy or sell products wholesale, between professional (farmers, catering or commerce).

HOW DID THEY START

MyFarm was born as an entrepreneurship project at the Polytechnic Institute of Beja (IPBeja). Luis Luz, teacher at IPBeja, decided to challenge the students of the Agricultural School of Beja, to think of new business ideas.

After winning Poliempreende 2011 contest with the business idea of "Real Gardens MyFarm", an exhaustive search was conducted (global and national) to search for concepts close to MyFarm, to understand the possible competition characteristics, and after an investment of the Founders and some advertisers, the project was launched in April 2012. We carried out the Commercial pilot between October 2013 and September 2014, with a family farmer in Galamares (Sintra), with CerciBeja and a small professional farmer in Aruil (Sintra).

MAIN COSTUMERS

Our potential clients are small producers and urban consumers. Urban consumers, who use new technologies, but have a concern for what they consume; have a taste for country life and the feelings associated (calmness and tranquillity). They are people interested in changing habits of the acquisition of agricultural products. Our social focus is on the small farmers who practice responsible and sustainable agriculture, but have difficulties in stabilising the sale of their products.

FUTURE PLANS

It's important to mention that from the three tools, in this first phase, only MyFarm Commercial is available, with the remaining tools in development. In 2016, the company will be focused on Portugal. The main objective will be to expand throughout the country and later to the foreign markets, such as Spain, France, Brazil, United Kingdom and the Netherlands. We believe our idea is scalable because the problem we want to solve exists throughout the world and our solution fits easily in today's societies. Scalability will be based in a strong communicating message and a strong brand (we think the slogan "adopt a farmer" works). We must have the involvement of local and national strategic partners to accelerate contacts with farmers.

LINKS:

1. <https://www.youtube.com/watch?v=IQRJu1YaTLw;>
2. <https://www.youtube.com/watch?v=EIZ6tkx7cM;>
3. <https://www.youtube.com/watch?v=DrMfMbXcqQE>



MALKIA PADS ENTERPRISE (TANZANIA)

THE PROBLEM.

As a company they intend to solve two major challenges in their contemporary society.

a) Unable to afford or access proper menstrual products, many girls and women rely on crude, improvised materials like scraps of old clothing, pieces of foam mattress, toilet paper, leaves, and banana fibers to manage their menstruation – all of which are unhygienic, ineffective, and uncomfortable. Visit: www.malkiainvestments.com;

b) Environmental pollution made by disposable sanitary pads.

THE SOLUTION

Manufacture and supply cost-effective, reusable sanitary pads.

HOW DID THEY START?

The company was founded in 2014 with personal investments as the first sources of funding.

MAIN CUSTOMERS

Schools, all women of reproductive age especially in rural areas.

THE TECHNOLOGY

The technology used in making the pads is sewing.

PLANS FOR THE FUTURE

- 1) To become a number one brand of eco-friendly sanitary pads;
- 2) To reach one million girls by educating them about menstruation, and distribute the pads.



DESCRIPTION OF THE NEED/PROBLEM

The railway transport industry has remained stable over the years; in particular no major innovation has been introduced in the way the railway sleepers are built. The majority of them (more that 80% of the global sleepers) are made of concrete since when this material replaced wood. There was the need to design a new product. In fact, a regular sleeper made of concrete has low environmental performance and high maintenance costs. They are also noisy.

THE SOLUTION

To design a new kind of sleeper made of tires and recycled plastic. It is the only sleeper in the world able to produce energy thanks to integrated piezoelectric and photovoltaic systems. This solution is able to reduce maintenance costs, vibrations and noise.

One kilometre of Greenrail contributes to recovery of 35 ton of EoLT (End of Life Tyres) and 35 tons of recycled plastic.



HOW THEY STARTED THE BUSINESS (INCLUDING FINANCING)

GREENRAIL is an innovative start-up established in 2012. Giovanni De Lisi, founder of the company and inventor of the new product, grew up in a family that owned a business in the field of railway maintenance. Thanks to this experience, he designed and patented (in over 184 countries) the new eco-sustainable sleeper for railroads. Since then, the team has grown with other young professionals with different backgrounds. GREENRAIL took part in the “SeedLab” incubation programme. After that, the first recognitions arrived, including the victory of the Edison Start competition in the energy section, with a € 100,000 prize and a tutoring service.

MAIN CUSTOMERS/MARKETING

The targets are the railway companies worldwide, especially those located in countries that are investing more in this transportation system.

THE PRODUCTION/ TECHNOLOGY

GREENRAIL™ developed a sleeper composed of recycled plastic and shredded rubber from used tires and an inner structure consisting of reinforced concrete. These new sleepers have low maintenance costs and also produce low vibrations and noise. There are four different types of sleepers needed in order to produce any type of rail line, from high speedhigh-speed lines.

PLANS FOR THE FUTURE

After the testing phase and obtaining the product certification, the company will start the sale to important companies in the railway sector worldwide.

Complementary objectives are:

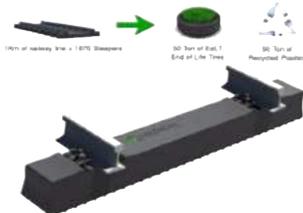
- To exchange know-how and technical skills for the innovation progress;
- To create a worldwide network to better reach the identified markets;
- To increase company visibility;
- To open branches in other countries.

GREENRAIL™ is researching and developing new solutions and products such as Greenrail Piezo™, Greenrail Solar™ and Greenrail LinkBox™. Thanks to these products, GREENRAIL™ is the winner of Horizon 2020 Instrument dedicated to SMEs – Phase 1 Small Business Innovation.

RESEARCH FOR TRANSPORT.

LINK(S):

<http://www.greenrail.it/en/>



BIOFOOD TECH ENTERPRISES (TANZANIA)

THE PROBLEM

As a company they intend to solve three major challenges in our contemporary society such as:

- Lactose Intolerance,
- Lack of sustainable market for small scale farmers dealing with cereal production,
- Inaccessibility/poor affordability of normal milk,

THE SOLUTION

To solve the problems stated above, their company is delivering the following services:

- Producing probiotic drinks as alternative drinks to normal milk;
- To solve the second problem stated above they are now in partnerships with small scale farmers dealing with cereal production.

Visit: <https://biofoodtechtz.wordpress.com/awards/>

HOW DID THEY START?

As a company, they started with personal investments, winning supportive grants from different competitions and now are growing by reinvesting the profits they make from their sales.

Visit: <https://biofoodtechtz.wordpress.com/awards/>

MAIN CUSTOMERS:

University students, gyms, hospitals and construction companies.

THE TECHNOLOGY

Most of the applications used in researching, innovating and producing their products are biotechnological applications and specific fermentation technologies;

Visit: <https://biofoodtechtz.wordpress.com/our-people/>

PLANS FOR THE FUTURE

- To increase and improve customer acquisition strategies by investing most of the resources in marketing strategies.
- Increase production line, to meet the increasing demand of the product in the market, (equipment, working force, running capital etc.)
- Increase products range by innovating more health improving products.



Coopérnico (PORTUGAL)

Description: The Coopérnico, Sustainable Development Cooperative, CRL., is the first Portuguese cooperative renewable energy in Portugal.

DESCRIPTION OF THE NEED/ PROBLEM

Despite the growth of renewable energy and the liberalisation of the electricity market in Portugal, the energy system remains centralised between just a few large companies.

There is little involvement of citizens in the production and decision-making on renewable energy projects.

HOW DID THEY START

In 2013, a group of 16 citizens joined forces and founded the Coopérnico in order to create a new energy paradigm - renewable, fair and decentralized — to contribute to a social, environmental and sustainable energy.

HOW IT WORKS?

1. We created a large community of individuals and businesses willing to contribute to a new energy, social and business model;
2. We invested our savings in small renewable energy projects. You can own a part if you want.
3. The electricity produced is integrated into the power grid and is sold to feed families and business;
4. Our projects generate economic benefits from the sale of the produced electricity, environment, production of clean electricity, providing benefits to social institutions, to social solidarity, where the solar panels are installed.
5. We distribute the generated benefits between the company, investors and the environment

THE COOPÉRNICO IN NUMBERS:



<385 Members



284,500 total investment of € in our projects



211 kW of installed capacity in our projects



<200 electricity contracts

With the projects we have in place and the ones that are currently being completed, we may avoid emission of nearly 200 tons of CO2 to the atmosphere.

PLANS FOR THE FUTURE

Besides repaying the investment to the European Union that helped to finance PV solar energy projects, Coopérnico plans to invest in new projects in the new regime. In 2016 Coopérnico aims to become an independent trader. Its members have a direct relationship with the supply of green electricity, without relying on third sources.



PARTNERSHIP IN DEVELOPMENT (UGANDA)

Partnership In Development (PID), is a community based social initiative that was started in 2012 by a group of female youth graduates. The project is located in Barracks Zone, Makindye Division, Kampala, Uganda with a vision to have self-sustaining households with reliable income, food security, good health and environment.

DESCRIPTION OF NEED /PROBLEM

Generally Uganda has got a high rate of unemployment among the community youth (above 70%) for both educated and un-educated. Besides, the level of food production (Banana) is really low due to soil infertility and rampant pests (Banana weevils) hence causing food insecurity despite the fact that majority are farmers and also there was need to address poor health in the communities that resulted into outbreak of diseases.

SOLUTION

- PID has managed to employ youth and out growers at a community level for raw materials (urine, ash, pepper and tobacco) this has impacted over 40 youth (employed in production, skills training on non-formal job creation approaches and distribution of the product).
- Sensitization workshops on health improvement and food production. This has improved hygiene and sanitation within the local schools and households due to proper urine management and also increased food production for the bananas in the local communities.

HOW I STARTED THE ENTERPRISE (FINANCING)

After graduating from a Uganda's re-known Makerere University in 2010, I was a victim of the soaring unemployment in Uganda that is above 70% regardless of someone's educational background. I kept in touch after graduating to share any developments that could come across, what for sure prevailed was the aspect of having no meaningful job as I thought that this could be the possibility for a few months.

I moved on the city streets, government offices and to companies that take people for the so called "Greener pastures" but all in vain, worrying still, the years were running so fast and the possibility to meet my personal demands seemed to be far from me not until a male friend, who was working at the local district authority under the National Agricultural Advisory Services department in September 2011, contacted me for a workshop. It was on Rural Development Initiatives and it helped me with my friends to acquire knowledge and skills on how to start up an enterprise/initiative with local resources and with little capital.

We also attended workshops on Sustainable agriculture by Walaga Charlws and Mujumura of UNDP/Africa 2000 network, Kivumbi Patrick of environment alert and Wamusiru Mudaka of Intergrated Rural Development Initiative. Read books for instance research by Henk Pot of SNV/Netherlands Development organization in order to widen our knowledge on Agro-chemical products. Thereafter, the two of us who attended the workshops contacted the rest our friends to share the knowledge and plans were made to further brainstorm on the possibility of starting a social initiative with startup capital of \$58 to address youth unemployment, food insecurity and the poor health in the local communities hence the enterprise, Partners In Development that we started in 2012.

MAIN CUSTOMERS ARE:

Agricultural associations /cooperatives like Kakuuto Farmers association and individual local farmers.

MARKETING

Like any other business, our initiative faced resentment from the local community since it seemed unrealistic as most farmers were already used to using artificial pesticides and fertilizers, the search for the market for the product was not smooth as many farmers wanted to have a free sample before they could make orders, the collection of raw materials for instance urine was very challenging in the first days and transport was a big problem. The use of partnership and networking strategy that involves various stakeholders, use of public gatherings through which we made publicity as whereas placing product stickers in all community toilets including those in schools. We worked closely with the local authorities for quality control.

PRODUCTION/TECHNOLOGY

We manually do the production after wearing the protective gears we use containers of 100 liters and less we keep the urine for a period of two weeks at our collection center point before processing then we manually grind red paper and tobacco and also sieve ash to remove the unwanted particles.

FUTURE PLANS

Our future seems to be brighter and sustainable as we look forward to establishing a urine processing plant and widening our customer base especially in upcountry districts where farming is very dominant and also neighboring countries probably.

LINKS:

1. *Sustainable agriculture by Walaga Charlws and Mujumura of UNDP/Africa 2000 network, Henk Pot of SNV/Netherlands Development organisation, Kivumbi Patrick of environment alert and Wamusiru Mudaka of Intergrated Rural Development Initiative.*
2. *Picq, Claudine & INIBAP, eds. (2000). Bananas (PDF)(English ed.). Montpellier: International Network for the Improvement of Banana and Plantains/International Plant Genetic Resources Institute. ISBN 978-2-910810- 37-5. Retrieved 2013-01-31.*

ORTO CAPOVOLTO (ITALY)



DESCRIPTION OF THE NEED/PROBLEM

The city of Palermo, like many other Italian cities, is saturated with concrete.

The quality of the urban environment is poor and citizens' lifestyles are sometimes unhealthy and unsustainable. Most of the citizens living within the city centre consume industrial food and produce a massive amount of waste. Many people have roofs or gardens but they don't have the knowledge and expertise to start building an urban garden and grow vegetables for personal use.

THE SOLUTION

The solution arrived thanks to the team of young professionals with different expertise including an architect, an environmental educator, an agronomist and a cultural events manager. They thought about a technical solution to build an easy-to-make, low-cost urban garden adaptable to different contexts. Using recycling material and low-cost solutions of microarchitecture, it is possible to transform any available space in the city, such as terraces, roofs and vacant lofts into urban gardens to produce vegetables, develop educational programmes and increase social inclusion.



HOW THEY STARTED THE BUSINESS (INCLUDING FINANCING)

The founder of Orto Capovolto, Arch. Angelica Agnello, was asked by a relative to build a roof garden in his house, so she started considering possible solutions to create such kind of intervention. After this circumstance she founded an association with other young people and together they started experimenting thanks to the many requests of work that arrived in the meantime. Orto Capovolto participated in the up Weekend Palermo of Consorzio

• *Arca* (<http://www.consorzioarca.it/>).

Now Orto Capovolto is a social cooperative. In 2015 they won the “NiQuea” prize, awarded by the Social Innovation Bio-Mediterranean Cluster, Milan Expo 2015.

MAIN CUSTOMERS/MARKETING

The team is targeting private people, communities, companies and schools. They design and build urban gardens with different purposes including terraces or roof gardens for auto production of vegetables, community and school urban gardens with educational purposes, business and therapeutic urban gardens.

THE PRODUCTION/TECHNOLOGY

CubOrto, a modular garden for roofs and terraces, where the main used material used is a pallet.

PLANS FOR THE FUTURE

Further development of the educational programmes. Using participatory planning techniques with children (also involving their parents) in open spaces in Palermo in order to promote a bottom-up urban regeneration and spread food education activities. Start collaborations with private companies in the agro food industry, such as wineries, to sustain social inclusion initiatives, mainly addressed to children at risk of school dropout and living in marginal areas in Palermo.

LINK(S):

1. https://www.facebook.com/Ortocapovolto/info/?tab=page_info
2. http://www.ortocapovolto.com/Orto_work_in_progress/Benvenuto.html (under construction)





RENČELJ LAVENDER PRODUCER (SLOVENIA)

THE PROBLEM

The developing harmful and dangerous to our health chemical substances we found in the every day's cosmetics products.

THE SOLUTION

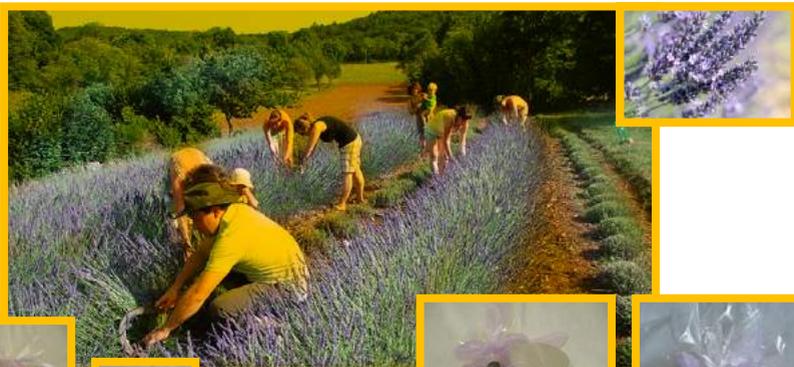
Their goal is to offer a natural product without dangerous substances /even without the official "Bio" label/, to promote the healthy, environment friendly lifestyle through the use of lavender products and to develop the lavender production in Slovenia. It helps the local environment by providing harvest to bees, bumblebees and other insects. So they are not just preserving the local environment but enriching it. The lavender is not chemically treated and it helps the local economy and even attracts tourist. They are trying to involve local population by giving advice about growing lavender too.

HOW THEY STARTED THE BUSINESS

The Renčelj enterprise is a classic business organization but they have a social impact and environmental consciousness even without the "social enterprise" label. It is a family company, engaged in the production of cosmetics lavender and lavender products. They are located in the small and beautiful, Karst Povir village. The lavender fields are located in the same place as the company office and the production of the lavender products. The family is living and working in the same ranch too.

Passionate about the lavender since his childhood, Gregor Renčelj, the founder, still young and ambitious entrepreneur, decide to be one of the first lavender producers in Slovenia (one of the pioneer in the field). Once becoming parents, he and his wife wanted a healthy lifestyle and decided to promote it by the lavender production in this particular Karst region.

They exist several years now and almost paid their credits to start the business. This is the first year they will earn profit but Gregor already have plans to invest it to expand the existing activities and to develop new ones. They already own the ranch so they have the fields for planting the lavender.



MAIN CUSTOMERS/MARKETING

Renčelj Company has these main activities: products oriented-aromatherapy, body and lavender products for the house (essential oils, lavender water, air freshener, tea and culinary lavender, candles, lavender honey, soap, lip, cream...) and touristic visits-discovering the plantations.



To develop and promote these activities they are working with companies and the municipalities, developing partnerships. The local importance of this business allows them to promote with success among the local population, the partners and the tourists (discover, team building visits, animation and other). Renčelj family is passionate about lavender and they try to organize short visits even for the small customers and show them how they grow the lavender and how they create and test the final product.

THE PRODUCTION/TECHNOLOGY

The growing is natural, on the Karst soil using the Adriatic sun and the rain water because the lavender is not a capricious water plant. Renčelj have its own "laboratory" which they build and equipped by themselves, they operate it themselves and it passed all the official technical and hygienic controls. So all the processes are operated in the same place: planting, growing, harvesting, testing, extracting, and producing the final hygienic, cosmetic and other products.

PLANS FOR THE FUTURE

Renčelj are trying to develop their partnerships to promote their business, involve other people to it (internships) and maybe hire more people when the business grows. They are working all the time on testing existing products for improvement or developing new ones. A big part of the profit is invested in this. So they expand methodically all their activities. They are also working to improve their marketing strategies-Internet site, logo, partnerships.

LINKS:

1. *Karst region:* <http://www.slovenia.si/visit/features/karstology-began-in-the-slovenian-karst/>
2. *Povir, Slovenia:* http://www.slovenia.info/en/Towns/Povir.htm?_ctg_kraji=4286&lng=2
3. *Renčelj company' site and facebook page (In Slovenian and Russian so use google translator app in your browser):* <http://www.rencelj.si/index.php/> <https://www.facebook.com/kozmetikarencelj/?fref=ts>
4. *Lavender:* <https://en.wikipedia.org/wiki/Lavandula>



EWAR (ARGENTINA)

THE PROBLEM

The wood used in building deck, siding, garden furniture, outdoor tables and benches, or even playgrounds is contaminated with highly pollutants as chromium, copper and arsenic and implies large costs of installation and maintenance, such as varnishes or paints.

THE SOLUTION

Ewar manufactures and sells biosynthetic wood, made of recycled plastic and rice husks, elaborating different sizes and colors. It is consider four times ecologic, as it:

- Clean the environment: the plastic products used are of a high cost recovery, this technology prevents thousands of tons that take more than 500 years to degrade be buried.
- Avoid the logging of native trees that take more than 100 years to develop, reason why nobody plant them and our planet has fewer forests.
- It is 100 % recyclable, becoming a new Ewar wood.
- The industrialization process is not generating clean solid, gaseous or liquid waste.

HOW DID THEY START

The project started in 2005, through the contact of one partner with the technology creators, who are engineers of German origin based in Brazil. The material already exists, but what Ewar creator did was to develop a technology that allows to use different types of plastics at the same time and no matter containing impurities, allowing the use of them without any preprocessing (traditionally recycled plastics used involve a selection process, chipiado, washing and drying) dramatically lowering the cost of raw materials and increasing their ecological value. Thanks to this, business is viable in Argentina and the product is cheaper than their Chinese competitors.

MAIN CUSTOMERS/MARKETING

Individuals, companies, coffee shops, hostels, government infrastructure.

TECHNOLOGY

This new sustainable material, made of recycled plastic and rice husks, is a revolutionary product that solves the problems presented the woods to be outdoors , since it does not absorb moisture preventing the accumulation of fungi, is not attacked by insects, resists any weather condition and does not generate splinters walking barefoot and allowing the kids to play without risk of injury.

PLANS FOR THE FUTURE

The company is now made up of 18 people and double this number estimated soon.

Also work indirectly generating more than 60 families involved in the collection process.

LINKS:

1. <http://www.ewar.com.ar/>
2. mail: info@ewar.com.ar



V PRACTICAL TOOLS

1 Business plan development tool (adapted to green)

***“How to transform a green business idea into a successful business story?”
The answer is: by using 4 steps of Lean innovation methodology.***

But first thing first: What is a concept of Lean innovation methodology?

Lean innovation methodology is based on the belief that in the process of developing your green business idea you must begin to communicate with the market and begin talking with potential consumers as soon as possible. Certainly before you start to build your product.

Lean innovation methodology is a revolutionary fostering innovation method, which fundamentally changed the outlook on business planning. It is based on the simple rule ‘go out from the office to the customers and ask them for an opinion’.

Such approach encourages entrepreneurs to check their business idea before starting the actual realisation, and move away from the so-called ‘office business’.

Lean innovation methodology fights against the belief that every entrepreneur at first must write a brilliant business plan that is 100 pages long and create the very final version of the product. This “office” route is quite common, but it requires a lot of time and money spent on developing ideas (products and services) that often are not expected by customers.

Lean innovation approach is fast, agile and has really low start expenses.

What are the 4 steps of Lean innovation methodology?

- 1) Create first draft of a business model of your green idea*
- 2) Test the problem/need/pain*
- 3) Make prototype of solution and test it*
- 4) Refresh your business model*

STEP #1: CREATING OF FIRST DRAFT OF A BUSINESS MODEL OF YOUR GREEN IDEA

The essence of your business idea is your business model. Basically, a business model describes the way in which you will delivery real value to your customer.

To describe your business model you use a Lean canvas tool. This is a single page description of your idea in which you determine the most important parts/information about your idea. It enables you to look at your business idea from eleven different perspectives that have the biggest influence on your success.

PROBLEMS/PAIN that your idea solves to your customers and/or NEEDS that your idea is satisfying to your customers 1	SOLUTION Define 3 top features 4	UNIQUE VALUE PROPOSITION Clear message why you are different and worth to buy 3	UNFAIR ADVANTAGE Can't be easily copied or bought 11	CUSTOMER SEGMENTS Target costumers 2
	KEY METRICS Key activities you measure to define you success 10		CHANELLS Paths to costumers 5	
COST STRUCTURE Customer acquisition cost, distribution cost, work labour cost, hosting 7		REVENUE STREAMS Revenue model, cost price, gross margin, recommended price 6		
INVRONMENTAL COST Negative affection on the environment 8		INVRONMENTAL BENEFIT Positive affection on the environment 9		

Note: This tool is derived from the business framework (www.businessmodelgeneration.com) and is registered with a license Creative Commons Attribution - Share Alike 3.0 Un-Ported. This remark also applies to all other relevant information in this chapter. If you want to learn more about Lean innovation visit websites: www.businessmodel-generation.com and www.leanstack.com

How to fill Lean canvas?

- **In section 1** describe the biggest problems/pains/needs that your business idea solves for your customers. Why is it necessary to define problems? Everything we are ready to buy solves us a problem / kills pain or satisfies the need. The bigger the problem, pain or need, the more willing we are to pay for a solution.

- **In section 2** describe typical customers who have this problem/pain/need. In the description be as accurate as possible. Please be aware that due to a widespread competition you cannot sell to everyone. It is always necessary to have a specialist in a particular customer segment. Note: close your eyes and imagine your ideal first customer who will buy your product. This person should be described in the section.

- **In section 3** write down the facts that confirm that you are something special on the market. Write down the characteristics of your product, which you think might be attractive to your customers and will make you stand out against the competition.

- **In section 4** describe your business idea, which is also the solution to the problem for your customers. Describe 3 most important features.

- **In section 5** record how your customers will find you. Identify all the ways of advertising / communication, you will use so that your customers will learn that you exist.

- **In section 6** specify the types of your income, cost price, gross margin, recommended price for retailers.

- **In section 7** specify the expected costs to be incurred for starting your ideas and cost that you will have when you regularly do business.

- **In section 8** describe negative effects on the environment, which will be caused by performing your idea. Remember: every business activity has some negative impact. Make sure that you reduce it to the minimum possible level.

- **In section 9** describe all the environmental benefits, which will be achieved by implementing your idea. Here you describe why your business idea is green business idea.

- **In section 10** record key performance indicators by which you will measure your progress.

- **In section 11** describe parts of your business, which are very hard to copy. Design the canvas on a sheet of paper, and even better create a poster in a larger format. Write the content on Post-It Notes that can be easily replaced later.

STEP #2: TESTING PROBLEM/NEED/PAIN

With designing your first draft of Lean canvas you did a great work. But it isn't enough. It is necessary for you to realise the ideas you wrote on canvas are only your assumptions. It consists of information that you think applies to your customers. During testing it usually turns out that many of your assumptions are wrong. That means testing and correcting your basic assumptions is the most important ingredient of this process and the key to success. It prevents you from developing ideas that nobody wants.

Testing is carried out by performing 'Problem interviews', which you make with your potential customers. You design the interview according to the following guidelines.

INTRODUCTION

- Introduce yourself who you are and what you're doing
- Identify the problem - a framework and the topic of conversation

CORE

- Ask about the problem: How do customers currently solve this problem?
 - Number of times the solutions of your competitors are used, how much they spend on the existing solution, what bothers them, what they like, ...
 - For each answer continue with the question WHY?
 - If the answer is "No" to the question, try with "Have you ever thought about the purchase or use? Why didn't you?"

IMPORTANT:

- Ask only about the past!
- DO NOT ASK hypothetical questions in the style of "Will you...?"
Because customers will lie to you with an answer that is more suitable for you.

CLOSURE

- Ask whether there are still topics / issues that they detect as important and you didn't discuss it yet
- Collect demographic information (check canvas paragraph with your customer segment)
- Ask if they can recommend any further suitable person who are connected with this topic
- Thank them for cooperation
- Write down the results

You perform the interview with a goal to check whether your customers deal with the problems that you identified in section 1 of Lean canvas.

A few additional recommendations which could be used for designing 'Problem and Solution' interviews:

- The interviews are conducted with individuals who have the key characteristics of your customers you have identified in the section 2 of Lean canvas.
- The less you know them, the better results you will achieve.
- Make interviews IN PERSON (exceptionally via Skype). Online surveys and telephone conversations are NOT effective because you do not see the reactions of people, so there is a much greater chance that you get misleading information.
- Don't film or record people. They will get too nervous.
- The duration of the interview should be up to 20 minutes.
- Prepare 5 to 7 open questions, but do not be satisfied only with the first answer; immediately reply with "why".
- Perform at least 100 interviews.
- Track new information in daily summaries.

STEP #3: MAKING PROTOTYPE OF SOLUTION AND TESTING IT

When you are finished with the performance of Problems interviews, it is the time to create your prototype and test it too. How to make a prototype? If your business idea is a physical product, try to make it as close to the final product as possible. In designing process you can help yourself with materials you have at home or you can buy in stores (paper, cardboard, textiles, wood, clay, plaster, Styrofoam or other materials).

If your business idea is a service, create a presentation on your computer (Power Point). Presentation can also be a poster or a flyer, which you use during the presentation of your idea.

Do not forget to install the features which differentiate you from the competition. You must highlight them. Do not forget to install all the information you gained through the 'Problem interview'. Once you have created the prototype, you create as well an oral presentation of your product which you will perform every time you present your product. The presentation should not be longer than 2 minutes. For better testing create a 'Solution interview' according to the following guidelines.

INTRODUCTION

- Introduce yourself who you are and what you're doing
- Introduce the solution. The presentation should last no more than 2 minutes, in which you expose only the finest details of your product

CORE

- Ask for an honest opinion about what they saw. Talk as little as possible. Listen actively.
- Ask what was understandable, what was incomprehensible, what was useful, what was superfluous, what you didn't tell but it would be useful, and of course: WHY, WHY, WHY?
- At the end, when you feel the conversation is closing, you test also the price. Tell them a high price, (2 times higher than the competition's), and after the reaction of a surprise, ask them how much they think this product is worth.

CLOSURE

- Ask whether there are any topics / issues that they regard as important and were not discussed yet
- Collect demographic information (check canvas paragraph with your customer segment)
- Ask if they can recommend any other suitable person who is connected with this topic
- Thank them for the cooperation
- Write down the results

It is best to conduct 'Solution interviews' with the same people you have had 'Problem interviews' with. However, this is not necessary. Sometimes it is even impossible.

STEP#4: REFRESHING YOUR BUSINESS MODEL

The last step is to integrate all new knowledge and information to your business model. Refresh your Lean canvas with the latest findings. Congratulations! Now you are prepared to go into action! You design your business idea from the idea you liked the most, **to the idea that your customers like and need.**

You prevent yourself from developing something nobody wants. You save time and money. For you long-term success it is important that you perform these 4 steps all the time. Actually, the process is never over due to constantly changing lifestyle of your customers and the business environment around you.

2

Assessment tool of green (idea-production-use-after use-idea)



The easiest way to see, if your company is on a way of becoming a green one, is to visualize aspects of it. This is possible using the chart above.

Below there are statements, from which you choose, what is also being done in your company, in each of the areas 7 in the chart.

The more of these statements you have, the more aspects of green business are implied in your company. But don't worry, if you don't have them all, they are meant for a product as well as for a service.

A proper green company should range at least 4 in each of the aspects and range seven or more in at least one of the aspects. It can also help you to observe the focus points, that you haven't thought about and can be additionally implemented into your new business.

All you have to do is to print this chart on a big piece of paper and you can start writing, how your green idea fits into the world. Feel free to discuss it with others and add your own ideas. To evaluate your sustainable impact, use the scale below. This stands for each of the fields by its self.

EVALUATION SCALE:

- from 1 to 3** The company doesn't care about this aspect; it places into effect no or poor measures to prevent negative aspects
- from 4 to 6** The company understands the impacts of its activity and puts into action some or a lot of measures to prevent the negative effects
- from 7 to 10** In this aspect the company is providing an innovative solution that lowers the impact in comparison with "how is usually done". It is a gamechanger.

MATERIAL

- recycled products/packaging
- products/packaging made of renewable material
- recyclable products/packaging
- biodegradable products/packaging
- local material
- reusable products/packaging
- material with a long life
- upcycled material

ENERGY

- energy efficiency in product use
- products using renewable energy sources
- energy efficiency in production
- renewable energy usage
- low emissions energy
- energy regulation at work time/close time
- local transportation of goods/people
- use of company building for making its own energy

POLLUTION

- product/service reducing/preventing pollution
- pollution reduction/prevention in production processes/services
- long lasting materials
- long lasting technology
- conservation of energy
- use alternatives to toxic chemicals
- recycling/exchanging waste
- conservation/protection of water

PRINCIPLES

- environmentally friendly product/service
- fair distribution of goods
- wellbeing of society
- better quality of life with product/service, that you are offering
- environmental quality
- enhancement of local economic vitality
- social/intergenerational equality
- production responsibility

PEOPLE

- safe work environment
- fair wages
- chance to learn/distribution of knowledge
- understanding of surrounding culture
- reasonable working hours
- respect of gender/faith
- family friendly company
- safe health environment

PROFIT

- economic benefit reinvested/distributed between society
- discountable prices for employees
- bigger profit with energy saving/lesser cost
- sustainable aspect invites more customers
- profit is divided equally throughout the year
- guaranteed wages

PLANET

- minimal environmental harm
- careful management of energy
- reducing waste
- consciously chosen materials
- sustainable development
- reduction of environmental degradation

3

USEFUL RESOURCES

BOOKS:

Title: ***Business model generation: a handbook for visionaries, game changers, and challengers.***

Authors: Alexander Osterwalder,
Yves Pigneur.

Description: a practical handbook that became a bestseller on how to build a Business Model Canvas.

Title: ***Hot, flat and Crowded: why we need a green revolution and how it can renew America***

Authors: Thomas L. Friedman

Description: A great book on the why and how of green revolution, from an author that is studying this topic for years

WEB SITES:

Link: <http://www.switchmed.eu/en/e-library>

Description: page of the SwitchMed project containing an e-library with handbook for green entrepreneurs in the Mediterranean.

Link: www.ideo.com

Description: inspiring design firm that bases its work on a human-centred, design-based approach. The website contains experiences of innovation in many fields and also a Design Kit to experiment the human-centred design approach.

Link: <http://seynetwork.eu/>

The Sustainable Energy Youth Network is a network of young people creating a future based on sustainable energy through a social and cooperative approach. You can find the activities of the organization and join in on this page.

www.un-documents.net/our-common-future.pdf

Our common future, UN first report on sustainable development

<https://sustainabledevelopment.un.org/content/documents/Agenda21.pdf>

Agenda 21, UN report from Rio1992

<http://www.grossnationalhappiness.com/>

The Bhutanise government decided to base their development policies on Gross National Happiness. On this page there is the whole methodology on how they measure it.

Link: <https://rescoop.eu>

European Federation for Renewable Energy Cooperatives

<http://e4sv.org>

Smart Villages – new thinking for off-grid communities

Name: **Erasmus for Young Entrepreneurs**

Link: <http://www.erasmus-entrepreneurs.eu/index.php?lan=en>

Description: exchange programme which gives the opportunity to a new or aspiring entrepreneur to spend a period of time with an experienced entrepreneur abroad.

NOTES:

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Further information regarding the project: <http://greentrepreneurship.eu>

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