ENTREPRENEURSHIP EDUCATION: INSPIRING THE NEXT GENERATION

Partnerships that prepare young people to start a business or get a job
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Concerns about a ‘lost generation’ are echoing throughout Europe as unemployment among young people steadily climbs - well above 50 percent in some countries. Retail and wholesale are the largest provider of work for young people aged 15–24, employing one fifth of young people under 25 who are working. Young people entering the labour market for the first time may not have all the qualifications they need, but they benefit from training schemes that many retail and wholesale businesses have aimed at keeping pace with technological developments and equipping workers with the essential skills they need in a fast-moving sector.

In difficult economic times, young people are a particularly vulnerable group and we should be doing all we can to ease their transition from education to employment. We believe that there should be a much closer working relationship between education and business, and much earlier on in a young person’s schooling. We know that it is between the ages of 13 and 18 that young people start to take the first steps towards their preferred career path, and it is at this age that many also struggle with staying on at school. Exposing them early to the kind of entrepreneurial thinking that is so sought-after by any modern business or organisation is an important part of building their self-confidence and demystifying the working world. Young people with some entrepreneurial acumen and a willingness to learn will find getting a job much easier and will have much to contribute to making companies more agile in a complex global market.

EuroCommerce and JA Europe have been working in partnership across 12 European countries, to equip young people with the entrepreneurial skills they need to get their first job or start a business venture of their own. Students who have participated in entrepreneurship education programmes at school are less likely to drop out, less likely to be unemployed after they graduate, earn higher incomes and are more satisfied with their careers. They are also 3-5 times more likely to start a business later on.

Schools and educators all over Europe are calling for more entrepreneurship education and more training in this field. EuroCommerce and JA Europe share the view that offering a supportive environment early on in schools will help young people develop an entrepreneurial spirit and get practical real-world experience. Interacting with people employed in different sectors offers students a window on the working world and an insight into the modern career paths open to them. The good practice highlighted here reflects how business and education can collaborate to make a real difference.

Europe needs more entrepreneurs and a more enterprising workforce. Achieving this is a shared responsibility. Entrepreneurship education needs to be ramped up at local level and anchored in national and EU strategies. The business community has a huge role to play in providing the human capital, experience and expertise that schools struggle to provide in this area.

This report gives an overview of entrepreneurship education partnerships at national level between members of EuroCommerce and JA Europe as well as some examples of retailers’ activities aimed at supporting entrepreneurship education at an early stage.
The European Commission’s Entrepreneurship 2020 Action Plan, issued in 2013, states that between 15% and 20% of students who participate in a mini-company programme in secondary school will later start their own company. This figure is three to five times that of the general population.

Whether or not participating students go on to start a business of some kind, they will benefit from entrepreneurial learning. Not only do they develop key business knowledge and skills, but they also improve essential competences such as creativity, initiative, tenacity, teamwork, understanding of risk and a sense of responsibility. According to recent surveys exactly these entrepreneurial attributes are top of employers’ lists. In turn, young people want to work for companies and leaders that they see as innovative and creative.

The European Commission’s recent study, Entrepreneurship Education: A road to success, demonstrates the multiple impacts entrepreneurship education can have. Policy-makers and educational leaders increasingly recognise how entrepreneurial attitudes and skills can strongly benefit individuals, education, employability, the economy and society at large.

**ENTREPRENEURSHIP EDUCATION BENEFITS**

**For Individuals**
- Help to boost career ambitions
- Lead to higher employability
- Lead to improved entrepreneurial skills and attitudes
- Lead to behavioural change towards higher entrepreneurial intentions
- Enhanced intentions to start a business can already be proven at secondary education level

**For Institutions (implementing entrepreneurship education)**
- Develop a stronger entrepreneurial culture
- Encourage greater engagement of teachers
- Intensify the engagement of stakeholders

**For the Economy**
- Increasing the start-up rate and helping create successful ventures
- Generating a high return on investment

**For Society**
- Helping to protect an individual against social exclusion
In September 2015, the European Parliament underlined the Commission’s call for greater entrepreneurship education by adopting its own report Promoting youth entrepreneurship through education and training, calling on Member States, together with regional and local authorities, to encourage and support initiatives fostering an entrepreneurial culture among young people.

While there has been significant progress in the field of entrepreneurship education across Europe, scale and penetration remains too low. Only a few countries have achieved “critical mass”, reaching at least 20% of upper secondary students. The Nordic Innovation Report from 2012 says national JA organisations, supported by business, unions, associations and government “have made a significant contribution to entrepreneurship education in the Nordic countries and is therefore more than a good practice”. The report attributes high penetration rates to the fact that entrepreneurship education has now been fully embedded in national strategies.

We have seen how ministries respond positively once they see results and success on the ground. Thus, the collaboration between organisations like EuroCommerce and JA in the form of skills-based volunteering, partnerships with schools, collaboration with government and policy-makers.

Partnerships with businesses and organisations from the local community add value and impact to school activities. Teachers value these interactions: employee volunteers are key interlocutors, able to share their expertise and and hands-on knowledge. They are powerful validators of the work achieved and skills gained by students, allowing students to recognise the relevance of what they are learning in school.

Entrepreneurship education is about giving students the opportunity, tools, context and motivation to realise their own ideas and ambitions. It must begin early within the educational system, through programmes as enterprising as the subject they intend to teach. The whole community must be engaged in the process - if we are going to teach entrepreneurship, our schools cannot be cut off from the world around them. Teachers must interact with non-teachers and students must have a variety of adult role-models. To that end, government, businesses and other relevant players have to join forces to find the resources to support new generations to succeed in a global economy. “This collaboration between schools and the business community has long been a critical success factor in entrepreneurship education.”
Members of EuroCommerce and JA Europe joined forces on a selected number of initiatives aimed at enhancing young people entrepreneurial skills, attitudes and knowledge. These programmes are jointly delivered by teachers and business volunteers and reach to schools and students across Europe.

**SELECTION OF INITIATIVES**

**Primary and Middle School**

**Our Family** is a programme which teaches young pupils what a family is and how its members work together to achieve their collective goals. Gradually, the students begin to tell the difference between a need and a want and realise the difficult decisions that families have to make to get by and prosper.

**Our Community** is a fun and interactive series of 5 lessons presented by a business volunteer in school to a whole class. Pupils aged 8-10 are led through a discovery of how people and businesses operate within a community. They assess the needs and wants of communities and set about taking responsibility for a community they have designed through voting in a decision-making activity.

**Europe and Me** is an interactive classroom programme for students aged 10 to 12 which explores the relationship between the natural, human and capital resources found in different countries and explores European businesses that produce goods and services for consumers. Using hands-on activities, students are guided through their learning by volunteers from the business world.

**It’s My Business** helps students aged 13 to 15 to learn about entrepreneurs and entrepreneurship while providing a strong focus on social studies, reading and writing skills. Through six interactive lessons and the completion of an enterprise project, students are encouraged to use critical thinking to learn entrepreneurial skills that support positive attitudes as they explore and enhance their career aspirations.

**Economics for Success** explores personal finance and students’ education and career options based on their skills, interests and values. It also demonstrates the economic benefits of staying in school. Through a series of six interactive lessons, presented by a business volunteer, students aged 13 to 15 gain an understanding of their role in the society and economy as consumers, employees, taxpayers, investors and borrowers.
Upper Secondary School and VET

Company Programme teaches students aged 15-18 how to take a business idea from concept to reality. They form their own mini-enterprise and discover first-hand how a company functions. They elect a board of directors from amongst their peers, raise capital and market and finance a product or service of their own choice. At the end of the programme, they present a report. Mini-companies are often social businesses.

Innovation Camp is an intensive experience which engages students in entrepreneurial and collaboration techniques. Students come together in diverse teams and learn how to generate and shape ideas within a short deadline. They are using their knowledge and understanding of the issues that they see around them every day, applying entrepreneurial and team-working skills to find innovative answers. They have access to a team of experienced volunteer experts who help them develop, build up and finalise their ideas/solutions.

Leaders-for-a-Day provides young people with the opportunity to learn from a high-level executive by shadowing him/her for one day. Leaders-for-a-Day’s goal is to enable young people to make better informed career choices, enlarge their network and improve their career opportunities.

The Entrepreneurial Skills Pass (ESP) is an international qualification that certifies that students 15-19, who have real entrepreneurship experience, possess the necessary knowledge, competences and skills to start a venture of their own or be successfully employed. ESP includes a full-year in-school mini-company experience; an examination of their business, economic and financial knowledge; the possibility to access further opportunities offered by small and large businesses, top higher educational institutions and international organisations across Europe.

Enterprise without Borders (EwB) is designed to give students running mini-companies the opportunity to create cross-border international partnerships as part of their JA experience. Teachers and school register online and students can upload their company profiles to exchange entrepreneurship and knowledge.

Start Up Programme gives post-secondary school students aged 19 to 30 the opportunity to experience running their own company, providing them with an insight into how their talents could be used to set up a business for themselves. The Start Up Programme allows students to gain real experience of the world of business: creating a concept for a business and working up a business plan, taking responsibility and being accountable to their shareholders for the running of the company.
EUROPEAN ACHIEVEMENTS

9 companies
AKI, Auchan, Carrefour, Delhaize, ICA, Jerónimo Martins, Marks & Spencer, Metro, Sonae

5 associations
CONFCOMMERCE, Dansk Erhverv, HDE, WKÖ, Virke

12 countries
Austria, Denmark, France, Germany, Greece, Italy, Malta, Norway, Portugal, Romania, Spain and Sweden

Total number of education programmes: 11
Total number of students: 394,774
Total number of volunteers: 4,465
PARTNERSHIP PROFILES

AKI (PART OF ADEO GROUP)
Country: Portugal
Partner: Junior Achievement Portugal (JA Portugal)
Website: www.japortugal.org
Partnership Since: 2014
Number of Volunteers: 58 volunteers
Students Reached: 1,357 students

AUCHAN
Country: France
Partner: Entreprendre pour Apprendre (JA France)
Website: www.entreprendre-pour-apprendre.fr
Partnership Since: 2010
Number of Volunteers: 80 volunteers
Programmes Supported: Company Programme, also performing activities related to retail and wholesale.
Students Reached: 930 students

CARREFOUR
Countries: France and Romania
Partner: Entreprendre pour Apprendre (JA France)
Junior Achievement Romania (JA Romania)
Website: www.entreprendre-pour-apprendre.fr www.jaromania.org
Partnership Since: 2015 (FR) and 2014 (RO)
Number of Volunteers: 10 volunteers (FR)
Programmes Supported: Company Programme, also performing activities related to retail and wholesale; the partnership in Romania is donation-based – 10 VET schools received laptops as part of the Company Programme with a project management focus.
Students Reached: 100 students (FR) 84 students (RO)
Programmes Supported:
The aim is to value students, considering them as a resource, and allowing them become key players in changing the commercial context of the city. The students were divided in groups, where they were able to develop their business idea as a team, alongside teachers, company consultants and professionals in the field.

Students Reached:
30 (selected students from 3 different schools)

Case Study

A PUBLIC-PRIVATE PARTNERSHIP

The project was developed through a public-private partnership including Giovani Imprenditori (La Spezia), Confcommercio (La Spezia), the Chamber of Commerce, the City of La Spezia and the Province of La Spezia, as well as two local high schools (Enaudi-Chiodo and Fossati-Da Passano).

The aim of the project is to value students, considering them as a resource and allowing them to become key players in changing the commercial context of the city, by affirming a new approach to commerce. The project was officially presented to the students in December 2014 and launched in January 2015 for one year.

Young people were chosen as the target group because they embody future consumers, but also possibly future entrepreneurs. They are considered to be better equipped to foresee new trends and as such, they should be able to lead the city changes and a new approach to commerce.

Schools involved in the project included professional institutes (institute for commerce and tourism, economic school, school of art and fashion, graphic institute and polytechnic school) and involved 30 students divided in 5 mixed groups. Each of them developed their business idea as a team, alongside teachers, company consultants and professionals in the field.
**DANSK ERHVERV**
(DANISH CHAMBER OF COMMERCE)

**Country:**
**Denmark**

**Partner:**
**Danish Foundation for Entrepreneurship - Young Enterprise (JA Denmark)**

**Website:**
[www.ye.dk](http://www.ye.dk)

**Partnership Since:**
2011

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**Number of Volunteers:**
100 volunteers

**Programmes Supported:**
Start Up Programme

**Students Reached:**
1,343 students

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**DELHAIZE**

**Countries:**
**Greece (AB BASIPOULOS)**
**Romania (Mega Image)**

**Partner:**
**Greek Youth Entrepreneurship Association – JA Greece**
**Junior Achievement Romania**

**Website:**
[www.sen.org.gr](http://www.sen.org.gr)
[www.jaromania.org](http://www.jaromania.org)

**Partnership Since:**
2010 (GR) and 2012 (RO)

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**Number of Volunteers:**
14 volunteers (GR)

**Programmes Supported:**
Company Programme (GR)
Ecological Education project – Clean-Air Factory (RO)

**Students Reached:**
300 students (GR)
14,028 students (RO)
At the German Retail Federation, we are convinced Entrepreneurship Education can promote entrepreneurial thinking and working, not only for entrepreneurial self-employment but also as part of the managerial responsibilities of employees. Besides professionalism and management skills, a high degree of flexibility and independence are essential as well as creativity and solution-oriented thinking, the ability to deal with risks and uncertainties and the skills to recognise and seize (market) opportunities.

Approximately 80% of managers in the German retail sector acquired their skills through vocational training and further education; only around 20 percent apply competencies learnt exclusively during their university studies. Entrepreneurship Education has therefore a special significance for the educational efforts of the retail sector. The three areas of the JA Education Pathway – financial literacy, work readiness and entrepreneurship – are being promoted successfully by the German retail sector through a wide range of activities.

For instance, as part of the third year of vocational training to become a management assistant for retail services “Kaufmann”, trainees can choose a three-month elective qualification “Basics of entrepreneurial self-employment”. This covers, amongst other things, the assessment of opportunities and risks, drafting a business plan, evaluating individual aptitude, analysing site suitability, legal framework conditions, financing, insurances and taxation as well as using business performance indicators for managing the company. Approximately 5% of the 26,000 trainees elect this module annually. Edeka and Rewe particularly use this qualification option to prepare future store managers and independent retailers during their vocational training for the challenging tasks they face.

Many retail companies (amongst others Metro, Galeria Kaufhof, Edeka, Rewe, Kaufland, Real, MediaSaturn, Globus, DM, Rossmann, KaisersTengelmann, Tegut, Peek&Cloppenburg, Otto and many more) are also committed – in part through organised school partnership programmes – to informing pupils and teachers at general-education schools on the requirements of retailers, their fields of activity, the significance of sustainability in and for the retail sector, on economic factors and the promising work environment of retail. Internships for pupils and teachers contribute to this process significantly. In this way, retail companies reach thousands of young people and numerous teachers every year.
ICA HANDLARNAS FÖRBUND

Country: Sweden
Partner: Ung Företagsamhet (JA Sweden)
Website: www.ungforetagsamhet.se
Partnership Since: 2013
Number of Volunteers: 125 volunteers
Programmes Supported in 2014/2015:
All programmes offered by JA Sweden, Our Community, It’s My Business and Company Programme, and recently Economics for Success
Students Reached: 90,400 students since 2013 (49,600 students during 2014/2015)

JERÓNIMO MARTINS

Country: Portugal
Partner: Junior Achievement Portugal (JA Portugal)
Website: www.japortugal.org
Partnership Since: 2005
Number of Volunteers: 296 volunteers
Programmes Supported:
Multiple JA programmes - Our Family, Our Community, Ethics in Action, Europe and Me, It’s my Business, Economics for Success, Job Shadow, GEP, Innovation Challenge, Company Programme, EWB, Start Up Programme
Students Reached: 6,571 students
MARKS & SPENCER

Country: Malta
Partner: Junior Achievement - Young Enterprise Malta (JA Malta)
Website: www.youngenterprise.org.mt
Partnership Since: 2010
Number of Volunteers: 7 volunteers
Programmes Supported: Company Programme
Students Reached: 600 students

METRO

Country: Romania
Partner: Junior Achievement Romania (JA Romania)
Website: www.jaromania.org
Partnership Since: 2013
Number of Volunteers: 11 volunteers
Programmes Supported: Company Programme, including webinars on retail and signature award at the Company of the Year Competition.
Students Reached: 810 students

SONAE

Countries: Portugal and Spain
Partner: Junior Achievement Portugal (JA Portugal)
Junior Achievement Spain (JA Spain)
Website: www.japortugal.org www.fundacionjaes.org
Partnership Since: 2007 (PT) and 2014 (ES)
Number of Volunteers: 1,037 volunteers (PT) and 12 volunteers (ES)
Programmes Supported: Supports multiple JA programmes - Our Family, Our Community, Ethics in Action, Europe and Me, It’s my Business, Economics for Success, Job Shadow, GEP, Innovation Challenge, Company Programme, EWB, Start Up Programme
Students Reached: 21,777 students (PT) and 186 students (ES)
Sonae is one of the largest companies in Portugal. It has a very strong culture of social responsibility in education, environment, employment and other areas.

As regards education, employees participate as volunteers in all programmes from primary school to higher education.

Sonae is a member of the European Round Table of Industrialists and has participated since 2011 in the Global Enterprise Project, a complement to the JA Company Programme. As one of the company’s business areas is real estate (shopping malls across the country), part of the trade fairs from the JA Company Programmes are organised in Sonae shopping malls. Last school year, Sonae supported JA Portugal at least in two cities in two shopping receptions.

At local level, in Oporto, Portugal, and since 2007, Sonae is one of the companies associated with a project of the town hall called Porto de Futuro. Several schools come together in this partnership including those participating in JA programmes.

Within this project, Sonae took part in an Innovation Challenge with over 100 students from various schools from Oporto. This academic year, 2014/2015, the winning team of the challenge got offered internships in various departments of Sonae, an excellent opportunity for young students.

Every year, Sonae offers 50 students a Job Shadow opportunity in different cities across the country.

Finally, Sonae has also won the JA Portugal Member of the Year award (recognizing that Sonae has contributed the highest number of volunteers).
Virke is a very enthusiastic supporter of entrepreneurship. Its CEO, Vibeke Hammer Madsen, has been involved in many aspects of entrepreneurship education and development of relevant curricula, as the former chair of JA Norway and the current CEO of Virke.

Virke and JA Norway have a partnership agreement for the promotion of entrepreneurship in education. In order to give teachers full support and attention, they are appointing and honoring every year The Entrepreneurship Teacher of the Year. The main criterion for nomination is that the teacher has promoted creativity in close cooperation with working life and the local business community.

Virke supports entrepreneurship at all levels of the formal education system; in primary, secondary and tertiary schools. They have initiated a number of activities in the field of entrepreneurship:

**Everybody goes to school today!** All Virke employees go to school on a certain day, working together with teachers and students on activities relevant for business. Everybody in Virke will have a taste of entrepreneurship education and the schools have to organise one day dedicated to authentic challenges from business life.

**Reform of teacher education** Virke has been very active in the development process for the renewal of teacher education in Norway. I was involved myself in the appointed committee as the representative from labour market. My objective was to integrate entrepreneurship and a mandatory collaboration between schools and the world of work into the new regulations of teacher education. It was a tough fight, in particular with the representatives from the traditional academia, but I’m very happy with the result.

**Mobility programme** School teachers have the opportunity to visit companies for a certain number of days as part of their job. Virke has been a driving force in the process of making this opportunity to a mainstream and systematic national activity and not only as an option for some enthusiastic individual teachers. The programme has been rather successful and contributes in different ways to bridging the world of education and the world of work.

**TES – The Entrepreneurial School** Virke is one of the partners in a large European project in the field of entrepreneurship education. As a partner we are signalling how important we see the training of schools in developing entrepreneurship skills and competence. TES provides 5000 teachers across 18 countries with a databank of methods and activities in entrepreneurship education. In Norway, Virke has given teachers access to TES using the national digital learning platform for upper secondary schools.

**INSPIRO** Virke has been a contributor in the initial phase of a new education programme called: “Reality is the curriculum”. INSPIRO is a study programme offered by Drammen Upper Secondary School.

Candidates will acquire a general university admission certification. The curriculum contains subjects such as drama, media and entrepreneurship. The study programme is based on entrepreneurship, which means that the teaching methods will be hands-on, and the training will take place within a social context, in which the student himself/herself will be responsible for the learning process and personal qualities, talents and skills will impact the content of the study programme. The training will be implemented in cooperation with business – with an interdisciplinary approach.
Yes, we are convinced that you can teach entrepreneurship and an entrepreneurial mind-set. Entrepreneurship is all about attitudes, skills and competences. Entrepreneurship Education (EE) is about learners developing the skills and mindset to turn creative ideas into entrepreneurial action. It includes creativity, innovation and risk-taking, as well as the ability to plan and manage projects in order to achieve objectives.

EE therefore supports individuals, not only in their everyday lives at home and in society, but also in the workplace. For employers, it is surely desirable that employees understand the context of their work and are able to seize opportunities, as a foundation for the more specific skills and knowledge needed by those establishing or contributing to social or commercial activity.

The Austrian Federal Economic Chamber (WKÖ) has extensive experience of work with employers and education with an integrated and coherent programme on what it takes to be an entrepreneur. WKÖ, jointly with JA Europe, initiated The Entrepreneurial Skills Pass®. The project, implemented in nine countries and involving other important partners, aims to bridge the perennial gap between the classroom and the world of work. An exciting dimension of the Entrepreneurial Skills Pass is the development of an online examination to certify students’ competences and measure the impact of the entrepreneurial experience on students’ attitudes regarding entrepreneurship, self-employment and active citizenship. It is hoped that this assessment will serve as an invaluable basis for continuous improvement aligned with the EU’s Evidence-Based Policy Formation approach.
EuroCommerce is the principal European organisation representing the retail and wholesale sector. It embraces national associations in 31 countries and 5.5 million companies, both leading multinational retailers such as Carrefour, IKEA, Metro, and Tesco and many small family operations. Retail and wholesale provide a link between producers and 500 million European consumers over a billion times a day. It generates 1 in 7 jobs, providing a varied career for 29 million Europeans, many of them young people. It also supports millions of further jobs throughout the supply chain, from small local suppliers to international businesses.

www.eurocommerce.eu
Follow us on

JA Europe is Europe’s largest provider of education programmes for entrepreneurship, work readiness and financial literacy, reaching 3.2 million students in 39 countries in 2014. It was founded in 2001 when Young Enterprise Europe and Junior Achievement International Europe merged. JA works with the education and business communities as well as governments to provide young people from primary school to university with experiences that build the skills and competences they will need to succeed in a global economy. JA’s activities have been endorsed as best practice by the European Commission. JA Europe is the European Regional Operating Centre for JA Worldwide®.

www.jaeurope.org
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