



Successful Women
for the Successful Europe



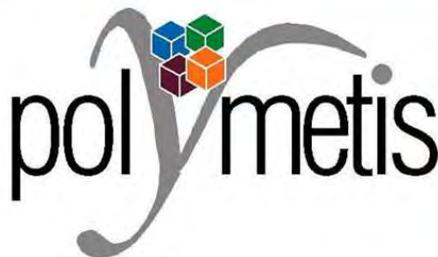
Education and Culture DG
Lifelong Learning Programme

Syllabus

in „Successful Women for the Successful Europe” project
which was supported by Grundtvig LLP

2011 – 2013

Document realized by





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1 Conclusion of Syllabus

in „Successful Women for the Successful Europe” project which was supported by Grundtvig LLP

1.1 Introduction - Presentation of the project

The “Successful Women for a Successful Europe” project aims to improve the quality and the quantity of the female entrepreneurs network building capacity through workshops, where participants can exchange their experiences and create an international co-operation. The project produces non-formal learning activities and international partnership building opportunities to the participants.

The project partners were in this project SEED Foundation as a project leader from Hungary, Andromeda Association from Italy, the Bulgarian Polymetis srl and the German GruenderRegio M e.V. All partners have lots of experiences in education of female entrepreneurs. Every partner’s one of main target group is female entrepreneurs for many years.

We shared and exchanged our entrepreneurial education methods, best practices and we developed together a new syllabus to improve the business networking and cooperation capacity of the participating female entrepreneurs.

We wanted to encourage women, who already have their own businesses, to develop and strengthen their company by the help of the international relations to become more successful, make their sustainable growth possible. In addition we motivated them to adjust their business model to changing demands to stay in business during financially hard times and not to give up their goals.

1.2 The aims of syllabus

One of our main aim in this project to develop new syllabus, which improves the business networking and cooperating capacity of the participating female entrepreneurs. This newly developed syllabus was used in the three workshops in this project.

In addition to our goal was to work together, to exchange our experience, to learn each other how can we educate female entrepreneurs better than before.

One of our aim to create a CDs from the content of the workshops, and we give it to our participants, and for everybody who is interesting for its.

1.3 The methodology of developing syllabus

The general structure of syllabus was decided in kick-off meeting by project team. The project team decided that 3 of partners hold workshops by own idea, which was the base on their own syllabus. There were three workshops:

1st was in Andromeda in Vercelli (Italy) in May of 2012. The title was „How to increase the sustainable business for women entrepreneurs”.



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2nd was in Polymetis in Sofia (Bulgaria) in October in 2012. The title was „Training, consultancy, and internationalization”.

3rd was in Gründer Regio M in Munich (Germany) in March in 2013. The title was „Intercultural communication and collaboration in international business”.

The duration of one day in each workshop.

The structure of each syllabus:

1. Topic
2. Objective
3. Content
4. Target group
5. Methodology
6. Type of trainers (skills)
7. Characteristics
8. Duration
9. Maximum number of participants
10. Materials
11. Dissemination+PR+Communication Plan

The participants were selected by project partners, and we created a standard applying form in kick-off meeting which was used by all project partners. A call was public in all countries of project partners. We agreed the most important selection criteria. There were:

- female entrepreneur
- link to the objective of given workshop
- can speak English

We had defined that all application form of applicants we sent before workshop to given host. And on the bases of these filled out applicant forms were defined the themes of workgroups by the hosts.

The expectation of Grundtvig call for proposal was only in Hungarian partner that female entrepreneurs have to different in all workshops. But German partner had different female entrepreneurs in all workshops too.

We created a standard evaluation sheet for evaluate for all workshops. These results were put in given syllabus.

We choose our own project logo which was used in all project communication.

We created a project website in Facebook:
<https://www.facebook.com/SuccessfulWomenfortheSuccessfulEurope?fref=ts>

1.4 Conclusion

It was very useful project for all partners because we knew 3 new partners from Europe whose works on female entrepreneurs' education market. We exchanged our education experience, and saw how works all partner.

We saw three kind of idea how can we build strengthen capacity of female business international networking and their cooperation with each other. All of them was very useful for participants, because we got from them feedback in evaluation sheet after the given workshop.

In the other hand it was useful project for all participants too. There were 94 female entrepreneurs in all workshops. They were from lots's of sectors of business.



Participants in 3 workshops:

	Number of participants	From Bulgaria	From Germany	From Hungary	From Italy
1st workshop	22 female entrepreneurs	5 people	2 people	9 people	6 people
2nd workshop	31 female entrepreneurs	19 people	2 people	4 people	6 people
3rd workshop	41 female entrepreneurs	2 people	30 people	6 people	3 people
Total	94 female entrepreneurs	26 people	34 people	19 people	15 people

The sectors of participants:

	1st workshop	2nd workshop	3rd workshop
The third sector	15 entrepreneurs	-	-
The social sector	4 entrepreneurs	2 entrepreneurs	-
The commercial sector	3 entrepreneurs	-	-
The consultancy sector	-	21 entrepreneurs	entrepreneurs
The Learning / Training / Education sector	-	8 entrepreneurs	entrepreneurs
Trading / E-Commerce sector	-	-	entrepreneurs
IT Software / Technology sector	-	-	entrepreneurs
The Marketing and Communication sector	-	-	entrepreneurs
The coaching and personal development sector	-	-	entrepreneurs
The Health / Nutrition / Recreation sector	-	-	entrepreneurs

The used methodology of workshops was different in each partner.

In Italy in first half of programme was in plenary with helping moderator and after that we worked in small workgroups.

In Sofia we worked in three workgroups with helping 3 moderators. The three groups were defined in basis of participants' sectors. The end of programme was a plenary programme to show the results of workgroups. After that every participants showed themselves in a few sentences.

In Munich the workshop was divided in two parts. During the 1st part the participants had to work with the given questions around the topic. The 2nd part included networking which was divided in different business branches. In addition the content of sustainability in the own business was integrated into the networking discussion.

The workshop was a mixture of leaded group-work, discussion in the plenum, networking to share experiences, solving problems in consulting-groups always with impulses and support of the trainer and the project partners.

As we saw all kind of methodology was successful, and the methodology was developed step by step from first workshop to third one.



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We learnt from first workshop that duration of introduction have to reduced in order to work more time in small groups.

The organizer of second workshop introduced that they created workgroups based on application forms. Therefore participants could work to solve on their same problems.

And in third workshop we can saw a new methodology of working in workgroups. It means that all participants gave up some questions in plenary, after that we discussed in some small groups. This was repeated for several rounds. The composition of groups was changed in each round.



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2 The first Module: „How to increase the sustainable business for Women Entrepreneurs”

The organizer: Andromeda S.C.S. Onlus

2.1 Preface

The project “Successful Women for the Successful Europe” schedules three workshops for businesswomen.

- The first organized by Andromeda S.C.S, a non profit organization based in Vercelli (Italy). The main theme of this workshop is social enterprise, business and sustainable development.
- The second one organized by Polymetis in Sofia (Bulgaria). The main theme of this workshop is training and consultancy for enterprises.
- The third organized by GründerRegio M. e V. in Munich (Germany). The main theme of the workshop is supporting women to create a sustainable and successful business in the medium and long term.

After these workshops a manual called Syllabus is produced describing the way of transferring information and non-formal competences regarding our project. At the end of each workshop the experts of the organizing Partner created a manual containing:

- Objectives
- Target group
- Length and Programme Issues and Contents
- Used Methodology
- Results obtained and competences acquired by the participants.
- Used pack.

This manual is the result of the first workshop organized in Vercelli (Italy) and completes the manuals produced following the other two workshops in Bulgaria and Germany.

Questo manuale è il prodotto del primo workshop realizzato a Vercelli (Italia) e va ad integrare i manuali prodotti a seguito degli altri due workshop realizzati in Bulgaria e in Germania.

2.2 Objectives of the workshop

The objectives of the first workshop organized in Vercelli “Come incrementare il business sostenibile delle imprenditrici” (“How to increase the sustainable business for businesswomen”) were the development of cooperation nets and business opportunity, together with the increase of knowledge and competencies in the field of social sector sustainable development. The objectives of the workshop are listed below:

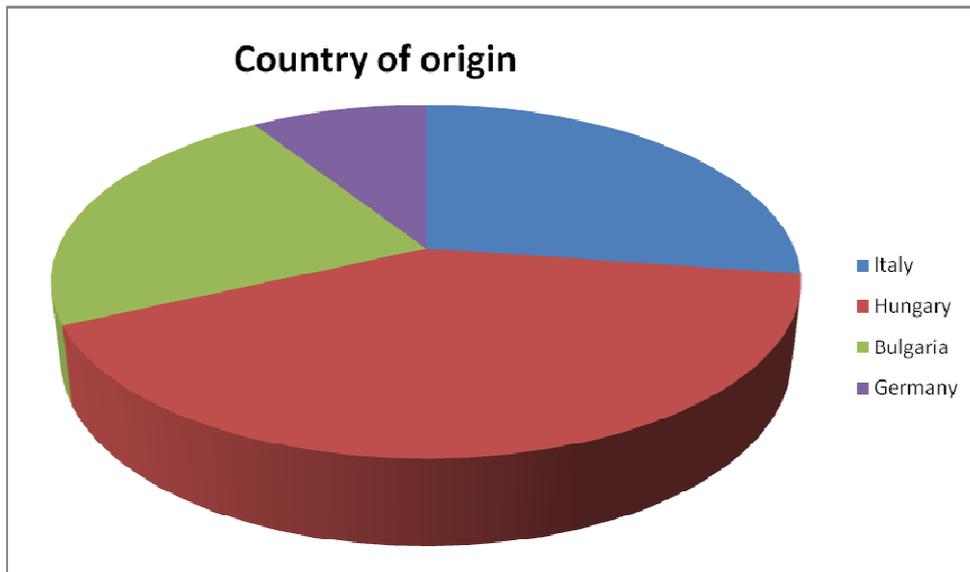
1. Increase of the contacts among businesswomen to implement chances of business.
2. Building a business network of Italian, Bulgarian, Hungarian and German businesswomen.
3. Increase of knowledge and competences about the development of sustainable business.
4. Increase of knowledge and competences about the social business.
5. Development of new entrepreneurial ideas.

2.3 Participants – Target group

30 people took part in the workshop, among which 8 members of the staff and 22 entrepreneurs.

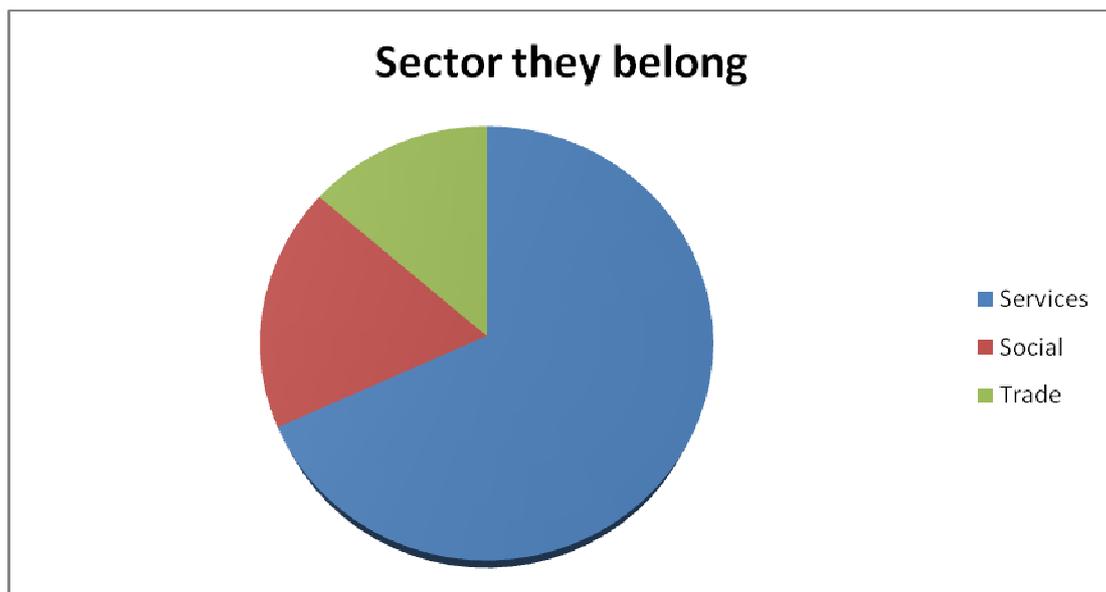


1. 6 of them from Italy;
2. 9 of them from Hungary;
3. 5 of them from Bulgaria;
4. 2 of them from Germany.



According to the sector they belong to they brought a great contribution in:

1. The third sector, thanks to 15 entrepreneurs;
2. The social sector, thanks to 4 entrepreneurs;
3. The commercial sector, thanks to 3 entrepreneurs.





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2.3.1 The selection of participants

The participants were selected according to the sector they belong to, to their willingness to take part in the workshop and their knowledge of English language. According to the objectives and the focus on the social sector, each partner found a group of entrepreneurs to invite at the workshop. The invited entrepreneurs were sent a brief summary of the project, the planning of the activities and a subscription form to fill in. The form contains a part dedicated to the collection of personal data and information about the firm. In a second section there are questions that aim at describing the type of business, the motivations for their participation at the workshop and the contribution they can bring. The entrepreneurs interested in taking part in the workshop filled in the end signed the form, then sent it to the Partners. Subsequently the form were sent to Andromeda before the workshop and played a key role in the definition of the programme and the various activities. All the entrepreneurs joint were invited to join the activities proposed.

2.4 Length and planning of the activities: Issues and Contents

The workshop lasted one day and was divided into three parts:

- First part- Introduction to the project, introduction of Partners and Participants
- Second part- strategies to implement the sustainable business
- Third part- Business to Business: development of new chances of business.

The first part of the workshop was dedicated to the presentation of the project, of the objectives of the meeting day and the acquaintance among the participants. The first part lasted 3 hours.

The second part was dedicated to the sharing of strategies to the development of sustainable business, it lasted 2 hours.

The third part was dedicated to Business To business, entrepreneurs divided into small groups came up with ideas to implement their business, this part lasted 4 hours.

2.5 Used Methodology

The methodology used to the planning and management of the workshop is referred to the “participating planning and management”:

- PCM (Project Cycle Management);
- GGOPP (Goal Oriented Project Planning);
- Metaplan.

The workshop was planned according to the direct contacts we had and to what was written in the Application Form. Key elements to the planning were the difficulties mentioned by the entrepreneurs in the management of their own activities and in the widening of their business. Among the difficulties:

- Lack in a proper net of refer
- Lack in the knowledge of the Service net for firms and internationalisation
- Shortage of chances of tackling different environment and the reality in other Countries.

The three part planning was tailored according to what was pointed out. Each participant provided the meeting with their knowledge and expertise to overcome the above mentioned difficulties

The method we used in the workshop focuses on the management of communication process among working groups, based on the collection of the participants' points of view and their subsequent organisation into logical blocks to create action plans underlining existing problems and possible solutions.

The Metaplan technique involves the use and the sharing of working materials: Papers, pin-board, geometrical figures in different colours and size, drawing pens, nets, schemes, graduated lists, etc. The whole working process of each group was described through these tools.



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The moderator not only gave explanation about how to use these tools but also to supervise the working group during the whole process divided into the plenary discussions and the operative sessions in which small groups had to analyse specific aspects of the proposed issue and propose ideas and solutions.

The disposition of the room was very important and the participants were sat in horseshoe-shape chairs. This position helped the continuous flow and exchange of experiences among the participants, the fact that there were no table's further help the elimination of barriers among the participants.

2.6 Objectives of the workshop: modalities and proposed tools

The workshop was held in half as a plenary section and half in small groups.

The first part of the programme was a plenary session; the moderator helped the process of exchange of information and the mutual knowledge. At the beginning of the morning the summary of the programme "Successful Women for Successful Europe" and the objectives of the day were described. Subsequently the phase of the presentation started. In this part the drill number 1 was carried on, as described below.

Drill number 1 – I introduce myself

Length: 3 hours

Materials: Papers hung on the wall, glue, drawing pens, pictures of people, animals and situations

Method: Plenary session

Description

Pictures taken from newspapers showing people, animals and situation were provided. The participants were asked to choose the picture that represented them the most. Each of them had to glue the picture on a paper and write their name on it and answer in a short way to two questions:

1. Describe yourself with a metaphor;
2. Describe yourself in the future.

Those papers were hung on a flash card placed in advance and one by one the participants stood up and introduced themselves and their business. This technique allowed to create movement and to socialize. The picture allowed describing in short the characteristics of the people. The summary and the use of metaphors allowed to didge the linguistic barriers and to create immediately a collaborating and mutual help atmosphere.

At the end of the introduction we made a summary of the morning's discussion focusing on the sustainability.

1. Beside the drill we used two different ways of presentation:
2. Projection of a Hungarian stylist catwalk

Presentation of a book written by an Italian/Bulgarian entrepreneur: Possible pregnancy.

The presentation of the book and the lecture of some mothers' histories allowed to face the issue of balancing private and business life for women. Facing this issue allowed a talk on the possible strategies to balance two crucial aspects of a woman's life:

The third part of the workshop saw small groups work and a plenary session to show all the results. The management of the third part is described below (Drill number 2)

Drill number 2 – Business to Business and development of new entrepreneurial ideas

Length: 4 hours

Materials: Papers, pens, open spaces with chairs to allow working into small groups.

Method: Small groups and a plenary session to sum up the workinks

Description

Thanks to the contribution of all the Partners 6 groups of entrepreneurs were built. Each group was built according to the information gathered in the Application Form The criteria to build the groups are listed below:

1. Sector of belonging Entrepreneurs of the same field were inserted in the same group to allow developing together business ideas.



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2. Origins: We tried to grant that each country was represented in each group.

We provided a linguistic support in each group for people otherwise hindered by comprehension or expression limits.

After having defined the groups, the entrepreneurs were asked to join the assigned ones. Each group was asked to deepen the knowledge of the participants' business and to identify:

1. An applicable idea of development or widening of the business;
2. Suggestions to improve the existing business.

At the end of the works each work had to choose a speaker to explain their entrepreneurial idea and / or suggestions to improve the existing business.

At the end of this session each group shows the results of their work.

Starting from what was said during the workshop, the moderator summarises it stressing the main results.



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2.7 The results of the workshop and its conclusion

The main results achieved through the workshop are below listed:

1. The establishment of a net of entrepreneurs belonging to 4 different European Countries
2. Increase of knowledge/competences of the entrepreneurs on the issue of sustainable business and on the entrepreneurship services
3. Development of 4 ideas on the development/widening of business
4. Identification of advice for a sustainable business.

2.7.1 The ideas of business created by entrepreneurs

2.7.1.1 Idea number 1 – WE SET®

The group is made by entrepreneurs experienced in marketing, ICT and training and educational services. The project includes the development of an IT platform and a software aimed at the promotion and marketing of women willing to do business. The resources needed to realise the project might be found through programmes funded by the FSE.

2.7.1.2 Idea number. 2 – Gift – Line

This group hosts an Italian entrepreneur owner of a firm producing favors (small gifts given during weddings or other ceremonies) and ceremony decorations and an Hungarian entrepreneur owning a favour firm. Other entrepreneurs are involved, among which an expert in marketing. The entrepreneurs would be likely to improve their business spreading their market. Their project includes the creation of new products, the definition of a marketing plan and the promotion of products through the creation of a web site.

2.7.1.3 Idea number. 3 – Editing the Manual of Tricks

The groups find some advice for a sustainable business and are willing to edit a manual that will be spread through a net of Services to public and private enterprises. The advices are below listed:

1. Passion: It's not all about money or power, its passion.
2. Don't wait for the job to find you be active.
3. Never give up, start again.
4. Work of mouth: Focus on quality and client satisfaction.
5. Care of the client.
6. Quality check.

Besides these pieces of advice, some strategies to implement business have been found.

1. Inserting Fund Raising in the Counselling activities for German entrepreneurs.
2. Improve publishing activities in Bulgaria for the Italian entrepreneur managing a small publishing house
3. Building contacts among Germany, Hungary and Bulgaria to organise travels (Italian entrepreneur managing a travel agency)
4. Offering their own competencies to develop a tourists' guide activity.

2.7.1.4 Idea number 4 – Quality, Safety and Environment



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The group that had this idea was built by entrepreneur working in the social sector, by an entrepreneur experienced in the field of quality, environmental safety and by an entrepreneur experienced in marketing. The idea is comparing legislations of the European countries involved (Italy, Hungary and Bulgaria) in the field of Safety and Environment. Starting from the comparative analysis different cycles of seminary are organised to which the entrepreneurs of the involved countries take part. The first seminary could take place in Sophia together with the second workshop.

2.8 Conclusion

There has been a high level of involvement by the participants. The ways of managing adopted allowed creating since the beginning a friendly environment eliminating the linguistic and cultural barriers. Key element to the sharing of competencies and the success of this initiative is the chance offered to the participants to create a new net of relations to overcome the difficulties and to develop new business ideas.

ANNEX

2.9 ANNEX

2.9.1 ANNEX N. 1 – APPLICATION FORM

FIRST WORKSHOP – HOW TO INCREASE SUSTAINIBLE BUSINESS VERCELLI (in Italy), 10-11 MAY 2012

Successful Women for the Successful Europe in Grundtvig Partnership

Your name and First name	
Your private address	
Name of your business or your company	
Your business address	
Telephone	
e-mail	
Business website	
Which languages do you speak?	
Year of birth	
1. Please present yourself in max. 10 sentences (studies, work experiences, personal strengths etc.):	
2. a. Please describe your business in max. 10 sentences:	



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2. b. What is the USP (unique selling proposition) of your business? What are you specialized in?
3. a. When did you start your business?
3. b. How is your business developed?
4. Why do you want to participate in the (title of the workshop) workshop of the Successful Women for the Successful Europe Grundtvig Partnership project?.
5. With what can you contribute to make this workshop more successful?
6. Please give us 3 reasons why we should choose you as a participant in the workshop of (title of the workshop).

The given data will not be disclosed outside of the project.
I agree that my information used in this project.

2.9.2 ANNEX N. 2 - PROGRAM

**Successful Women for the Successful Europe
FIRST WORKSHOP – HOW TO INCREASE SUSTAINABILITY BUSINESS
VERCELLI PALACE HOTEL, Via Tavallini, 29 - 13100 Vercelli - Italy**

Friday – The 11 of May 2012

Workshop Facilitator – Catia Pernigotto

9.15 Welcome & Introduction – Marco Danna – President of Andromeda

9.30 First Part

1. Introduction of the project
 - Objectives of the day

2. About the social business in participant countries (small brief presentation by project partners)

3. Introduction of the participants
 - Core business
 - Motivation to participate on the workshop



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11.00 Coffee Break

11.30 Second Part – What kind of strategy should be used to increase a sustainable business Which strategies in order to increase a business sustainable

13.00 Lunch

14.00 Third Part – Business To Business

The employers meet each other and discuss how to improve and develop new opportunities in their business

17.00 Conclusions – Summary of the day



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2.9.3 ANNEX N. 3 – Photos about workshop

Women Entrepreneurs...





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Women Entrepreneurs are...





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Presentations...





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Moderator at work...



Women entrepreneurs at work...



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3 The second module: „Training, Consultancy, Internationalization”

3.1 Introduction

As mentioned in the document of the first workshop the project “*Successful Women for the Successful Europe*” includes three workshops for women entrepreneurs:

- The first was set up by the Partners of Andromeda S.C.S. Onlus in Vercelli (Italy) with the theme of “Social enterprise, business and sustainable development”.
- The second was made by Polymetis in Sofia (Bulgaria) on “Training, Consultancy and Internationalization”.
- The third will be made in February by the Partners of GründerRegio M. e V. In Munich (Germany), with the theme “Support of women’s for a successful and sustainable business in the medium an long term”.

The results of the three workshops will be included in the manual that we decided to entitle *Syllabus*, and in which we described the transfer of non formal skills.

At the end of each workshop the Partners’ experts have to write a Syllabus that has to contain:

1. Objectives
2. Target group
3. Program and program duration
4. Used Methodology
5. Achievements and skills learned by the participants
6. Used Materials

The following manual contains the result of the second workshop made in Sofia (Bulgaria) and will be added to the other manuals produced during the other two workshops in Italy and Germany.

3.2 Goals

The goals of the second workshop that was set up in Sofia on “Training, Consultancy, Internationalization”, are summarized below:

1. To contribute to the development of women entrepreneurs, identifying together alternative form of training, so that the gained methodologies can help to improve the quality o human resources
2. Identify and define new types of consultancy for women entrepreneurs, especially in terms of internationalization, networking, and financial alternatives

The goals have been decided at our previous meetings and most of them are the results of preparatory meetings held in Bulgaria with entrepreneurs that operate mainly in the field of training and consultancy. The accession to the EU occurred much more later than in other partner countries, so were not many possibilities, as were in other countries, especially in the field of good practices and in the relations with people who operate in other countries.



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The main idea was to compare them with the Italian, German and Hungarian colleagues, and to promote a wide-range meeting in the future with colleagues from eight countries from the Balkan, therefore we had the idea to organize an international conference after the workshop where we discussed about some key issues, such as the empowerment of women, the relationship with science and how social issues affect economy.

We believe that at the end of the event we have achieved our goals. As we can see in the assessment questionnaire and the record attendances that we had at the workshop but also at the international conference. This was the first step in creating a network in the future, and especially in trying to identify new ways of working in our professional life.

3.3 Participants

At the workshop participated 40 people, of which 9 from the staff and 31 women entrepreneurs

3.3.1 Target group

The entrepreneurs were from:

1. 6 Italian women entrepreneurs
2. 4 Hungarian women entrepreneurs
3. 19 Bulgarian women entrepreneurs
4. 2 German women entrepreneurs

Taking in consideration the field of work the attendance was:

1. 21 women entrepreneurs from the consultancy sector
2. 2 women entrepreneurs from the social sector
3. 8 women entrepreneurs from the training sector

3.3.2 Selection of the participants

At the selection we took in consideration the work field, motivation and the English language knowledge of the participants. Based on the objectives of the workshop and on the discussed themes, each partner has identified a group of entrepreneurs to invite. The selected women entrepreneurs received a summary of the project, the program of activities and a membership form to fill in and sign (*Annex n° 1a-1b Application Form women entrepreneurs*).

Polymetis received the forms and before the workshop sent them to all the women entrepreneurs who have decided to join the invitation, so that each person can have some information about all the other women entrepreneurs

The three working groups were defined in basis of the sectors they work in, on their motivation described in the applicant form, and origin. In each group there was a representative from each country involved in the project.



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3.4 Program and duration

The workshop lasted for one day and was divided into three parts:

9.00 – 13.00

Division of the participants into three mixed groups, in which I planned: Italian, Hungarian, German, Bulgarian attendance. Below you will find a first draft for the placement into groups, let me know if it's ok or if you want to make some changes.

We will choose a “facilitator” for each group to coordinate the discussion, and each group will work on a specified topic (training-consulting-internationalization) because at the end of the comparison we should define innovative tools and methodologies on the three points provided.

A) TRAINING – define new training methodologies able to raise its quality and of the firms human resources

B) CONSULTANCY – identify and define innovative types of consulting to provide women entrepreneurs

C) INTERNAZIONALIZATION – create European networks, identify alternative financial forms and partnerships to penetrate foreign markets.

13.00-14.00 Lunch

14.00 – 16.00

1 Presentation of the results, in each group the chosen “facilitator” will resume the selected methodologies and the defined tools; 2 Discussion with the involvement of all the groups on three points (training-consultancy-internationalization); 3 Conclusions defining the achievements which will be included in the Syllabus.

16.00 – 18.00

Meeting with the partners of the project “Successful Women for the Successful Europe” and of the project “Balkan Women Coalition for Professional Qualification and Training in the field of Business and Economic Science”

3.5 Used Methodology

The workshop was designed after the direct contact where was possible or the check up of the contents of the application forms (Application Form). Key to the design were all the demands of the Bulgarian entrepreneurs, who need more than others, European success and the possibility to compare their achievements with other countries.

There are missing landmarks of European high levels, especially in the field of training and consultancy and also for internationalization the expressed needs are various. Especially comparisons were essential and strategic for the professional development, we observed this during the discussions in the groups.

On the basis of these elements has been constructed the program divided into three parts. In each part have been identified new knowledges and new skills; the chosen workshop method has been approved and shared, particularly attentive in the management of communication processes in the working groups and based on the collection of the opinions of the participants and their organization until formulation of action plans that have been highlighted problems and possible solutions.



For the debate the participants had access to work materials, boards, colored markers, adhesive labels, but especially to the guidelines that facilitators chose to keep under constant control the discussions of the working group.

The facilitators of the 3 groups, were chosen taking in consideration the professional skills, this was a strategic and functional step, because the role of the facilitators was not only to explain the use of the instruments, but also to manage the working groups during the discussion, with the goal of analyzing specific aspects of the proposed topics and provide ideas and solutions.

3.5.1 Guidelines

3.5.1.1 Objectives

- ▶ To contribute to the growth of women entrepreneurs, identifying alternative forms of education so that methodologies and the gained experience improve the quality of human resources and businesses.
- ▶ To identify and develop innovative types of consultancy services and make them available to entrepreneurs, especially in terms of internationalization, networks and financial alternatives.

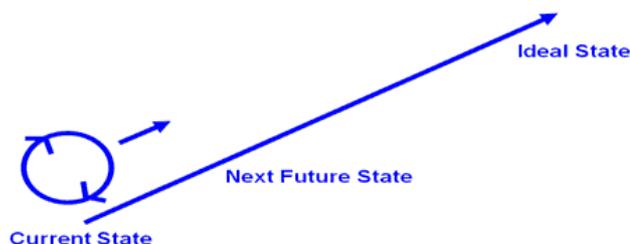
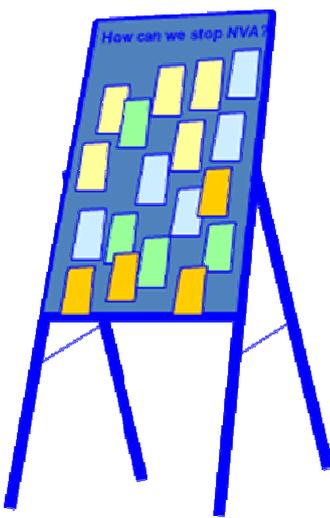
3.5.1.2 Work time

- ▶ 2 hours

3.5.1.3 Lines

- ▶ Which is the actual state? *Discussion + summary*
- ▶ What do we need? *Discussion, brainstorming + summary*
- ▶ Which are the difficulties and how can we overcome them? *Discussion + summary*
- ▶ How can we improve? Define objectives. *Smart + summary*
- ▶ Our concrete prospective. *Brainstorming + summary*

Some ideas for a better work



Brainstorming - to form as many ideas as possible, to ensure that no opportunities are missed



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Rules of 'Brainstorming'

Always start with a question written on the top of a flip chart

- Team event
- Everyone involved
- Encourage 'Crazy' ideas
- Don't debate the ideas, just the questions and only to gain more clarity
- Use post-its
- Everyone stands and participates
- Get as many ideas as possible
- Have fun

SMART

- **Specific**
Well defined
Clear to anyone that has a basic knowledge of the project
- **Measurable**
Know if the goal is obtainable and how far away completion is
Know when it has been achieved
- **Achievable**
Can it be achieved
Should represent a 'stretch' but still be possible
- **Relevant**
Does the target represent team objectives?
- **Timely**
Is the target time-based and specifies when it should be achieved

Presentation of the results of the work:

Steps:

- ▶ Which is the actual state?
- ▶ What do we need?
- ▶ Which are the difficulties and how can we overcome them?
- ▶ How can we improve? Define objectives.
- ▶ Our concrete prospective.

3.5.2 Groups

1° GROUP - TRAINING

Facilitator: Iva Vasileva and Silvia Toneva, two Bulgarian trainers

1. Catia Pernigotto - ITALY
2. Renata Lo Russo - ITALY
3. Andrea Kiss - HUNGARY
4. Aniko Soltesz - HUNGARY
5. Angelika Knop – GERMANY
6. Elda Lettieri - BULGARIA
7. Iva Vasileva – BULGARIA
8. Ana Proykova – BULGARIA
9. Silvia Toneva - BULGARIA
10. Mariana Manukyan - BULGARIA
11. Violeta Nikolova – BULGARIA
12. Marieta Nikolova - BULGARIA
13. Diana Angelova - BULGARIA
14. Maria Kotseva – BULGARIA



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2° GROUP - CONSULTANCY

Facilitator: Tiziana Rubano and Slavyanka Stoykova, an Italian and a Bulgarian consultant.

1. Bettina Wenzel - GERMANY
2. Nadine Ormo - GERMANY
3. Andrea Balassa – HUNGARY
4. Tiziana Rubano - ITALY
5. Marco Danna – ITALY
6. Sincerina Di Prospero - ITALY
7. Dobrinka Jordanova - BULGARIA
8. Gabriela Apostolova - BULGARIA
9. Slavyanka Stoykova – BULGARIA
10. Stoyanova Boryana - BULGARIA
11. Christina Vassileva – BULGARIA
12. Csilla Farkas - BULGARIA
13. Aneliya Serafimova – BULGARIA

3° GROUP - INTERNATIONALIZATION

Facilitator: Cleofe Guardigli, internationalization expert.

1. Judit Povodoer - HUNGARY
2. Timea Kadar - HUNGARY
3. Erzsebet Priszter – HUNGARY
4. Rita Assogna – ITALIA
5. Guardigli Cleofe – ITALIA
6. Oriana Paolazzi – ITALIA
7. Birgit Jakob - GERMANY
8. Dilyana Potzkova – BULGARIA
9. Davide Fanciullo - BULGARIA
10. Emilia Miraztchiyska – BULGARIA
11. Tatyana Nikolova – BULGARIA
12. Venera Yordanova – BULGARIA
13. Lidiya Pashova - BULGARIA

3.6 Workshop Results

The main results that we achieved from the workshop are summarized below:

1. Establishment of a network of entrepreneur who belonging to the four European countries and are partners of our project, and enlarge it with 8 other Balkan countries, through personal data exchanges through the mailing list, and with the LinkedIn group.
2. The creation of a mailing list with all the contacts (*Annex n°2*)
3. Increase knowledge and skills of entrepreneurs on training, consultancy, internationalization, without forgetting the issues and possible best practices alternatives, or future European initiatives at the workplace (*Annexes n°3-4-5 with the results of the working groups*)
4. Setting up a group on LinkedIn with all the women entrepreneurs that have participated at the workshop

The workshop attendance was very high and we saw that the participants were very involved. The adopted management methods have allowed us to create from the beginning a cooperative and participatory climate which in many cases helped to broke down the language and cultural barriers.



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An essential element in the transfer of non-formal skills, and for the success of the initiative, we gave the participants the opportunity to create a network of relationships to compare and overcome problems and to develop more business ideas.

At the conclusion of the event has been taken the commitment, by several parties, to continue with ongoing communication about the events of the various countries that may be of interest to entrepreneurs, see scheduled events in Istanbul, Croatia etc, and work together to promote in the next Meeting, the initiatives suggested by the workshop participants.

3.7 International Conference

The day after the workshop, on the 30th October at Sofia University "St. Kliment Ohridski", we organized an international conference entitled "Women Entrepreneurship and Challenges of Europe 2020", this was possible just because we combined two European projects of Polymetis and Selena; we assembled delegations of women entrepreneurs from 11 countries (Greece, Romania, Turkey, Croatia, Serbia, Macedonia, Albania, Germany, Hungary, Italy, Bulgaria).

In the course of the conference the Balkan Women Coalition for Professional Qualification and Training in the Field of Business and Economic Science will be officially announced. The Coalition is part of an EU Project based on Grundtvig Programme and was established in Bucharest in June this year in partnership with women Associations. The mission of the Coalition is to improve conditions for women entrepreneurs in the region, to create networks and to focus on qualification and training of women entrepreneurs. Thus our conference will become a wide platform for discussing the priorities and the challenges of women entrepreneurship on the Balkans and in Europe.

3.7.1 Programme

09.00-09.30 Registration of participants

09.30-11.30 Opening Session

Welcome greetings to participants

- Elda Lettieri, *President Selena*

Welcome address: Official Authorities and Representatives

- Ana Proykova, *University of Sofia "St. Kliment Ohridski"*

- Marco Conticelli, *Ambassador Italy*

- Blagoj Handjiski, *Ambassador FYROM (Former Yugoslav Republic of Macedonia)*

- Mrs Danae-Magdalini Koumanakou, *Ambassador Greece*

Greetings to participants

- Despoina Triakosari, *President of S.E.G.E*

Announcement of "Balkan Women Coalition for Professional Qualification and Training in the Field of Business and Economic Science"

- Juliana Mincheva, *Vice president Selena*

BWCO project - brief project presentation

- Apostolina Tsaltampasi, *CEO O.E.CON Group*



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SWSE project - brief project presentation
- Andrea Balassa, *Project manager SEED Foundation*

Women entrepreneurs Face to Face: challenges, best practices and experiences. Women in the control room: How to "turn the tables"?

- Romyana Kalcheva, *Managing Director Market Test JSC*
- Bettina Wwnzel & Birgit Jakob, *manager and consultant Grunder Regio M.e V.*

11.30 – 11.50 Coffee break

11.50 – 13.00

Science and quality of life: intergenerational learning builds the basis for scientific advancement and innovation. The importance of association to defend intellectual property and registration of trademarks: the case ITWIIN

- Ana Proykova, *President NSCNT (National Council on Nanotechnology BAS)*
- Rita Assogna, *President ITWIIN (Italian Association of Women Inventors and Innovators)*

Territory and Networks in support of Solidarity between Generations: the erosion of the social model based on the family, the excellence of the economy in the territory, the challenge of new sectors and new relational models (culture, food, volunteer and social networks)

- Catia Pernigotto, *Consultant Andromeda Cooperativa Sociale Onlus*
- Tatiana Isoo, *Association University Women Romania*

13.00-13.30.1 Conclusions Summary, lessons learned and next steps:

- Cleofe Maria Cristina Guardigli, *Moderator*

3.7.2 European organizations participating

 BULGARIA
Selena, Association of women entrepreneurs in Bulgaria – www.selena-bg-it.eu
Polymetis - www.polymetis.it

 ALBANIA
Professional, Businesswomen and Handcrafter Association - www.shgpa.best-alb.org

 CROATIA
Education Group Zrinski – www.zrinski.org

 Germany
GruenderRegio M e.V. - www.gr-m.de

 GREECE
Greek Association of Women Entrepreneurs (S.E.G.E) - www.sege.gr

 ITALY
Andromeda Societa' Cooperativa Sociale Onlus - andromeda@andromedacoop-vercelli.it



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FIROM (Former Yugoslav Republic of Macedonia)
Association of Business Women Skopje - <http://abwmacedonia.weebly.com>
Journalists for Human Rights - www.detstvo.org.mk
National Council for Gender Equality – www.sozm.org.mk



ROMANIA
Regional Center for Organization Management (RCOM) - www.ciperomania.org



SERBIA
Association of Business Women "EVE" - VALJEVO - ljubica@rpk-valjevo.co.rs
Association of Business Women in Serbia - www.poslovnezene.org.rs



TURKEY
Women Entrepreneurs Association of Turkey (KAGIDER)– www.kagider.org



HUNGARY
SEED Foundation - www.seed.hu

III.7.3. Results

At the conference, we had the presence of more than 120 participants and the event was also attended by ambassadors and representatives of institutions; the discussed panels are the result of common interest between countries and they included speakers belonging to Bulgaria, Italy, Germany, Hungary, Greece, Croatia, and Romania.

During the conference, all participants received a CD, for a total of No. 130 copies, including the applicant form of workshop participants on 29 October, as well as information about the project and the methodology used to carry out the activities (annex n° 6 <https://www.box.com/s/zml151f8ghquerp8dk2t>)

The event was publicized in Europe by on paper materials (Annexes n° 7) and at the end of the event have been initiated relationships between the various delegations, which will continue in the future thanks to the support of partners' organizations of the two European projects, all gathered in a mailing list, which was sent to all the participants in order to get a direct activation of commercial and institutional contacts.

The partners, thanks to the established relationships and the information received during meetings, via the CD and mailing list will have the opportunity to promote their businesses, and organizations (partners) will have the opportunity to expand their European network and take part of new European projects.



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ANNEX

III.8. ANNEX

III.8.1. ANNEX N. 1 – Photos about workshop





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III.8.2. ANNEX N.2 – Photos about International conference





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Lifelong Learning Programme

4 The third module: “Intercultural Communication and Collaboration in International Business”

The organizer: Gründer Regio M.

4.1 Topic

The third Workshop of the Grundtvig Learning Partnership “Successful women for the successful Europe” was organized by GründerRegio M in Munich on 1st March 2013, 09.00 – 17.30 o’clock. It took place in the City Hall’s Conference Room, Marienplatz 8, 80331 Munich. The workshop was entitled “Intercultural Communication and Collaboration in International Business”.

4.2 Workshop Goals

- analyze specialties, problems and difficulties in intercultural communication and develop solutions how to solve the problems
- identify the characteristics of the different nationalities, which took part in the workshop and working out the do’s and don’t’s of these countries
- to support female entrepreneurs to create their businesses more successful and sustainable in international contact
- make the female entrepreneurs sensitive and conscious for the differences between themselves and their international business partners
- give the opportunity to intensify the attendees` international contacts and set up new ones

4.3 Participants

The workshop was attended by 50 people, of which 9 were staff and the other 41 were female entrepreneurs.

4.3.1 Target group

Female founders and self-employed business women at the age between 25 and 60 years who are interested in international business activities. We invited women independent from the branches, they are working in and so we had a wide range of different branches (e.g. Trading / E-Commerce, Training / Coaching, Business Consulting, Marketing / Communication, Health / Nutrition). Most of the attendees were women, who started up their one-woman-business.

4.3.2 Selection of entrepreneurs

At the selection we took in consideration the work field, motivation and the knowledge of the English language of the participants. Based on the objectives of the workshop and on the discussed themes,



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each partner has identified a group of entrepreneurs to invite. The selected women were informed about the project, received the agenda and a membership form to fill in and sign.

The female entrepreneurs were from:

- Italy: 3 people
- Hungary: 6 people
- Bulgaria: 2 people
- Germany: 30 people

We divided the entrepreneurs in small working groups depending on their branches. In each group there was a representative from each country involved in the project.

The branches were:

- Trading / E-Commerce
- IT Software / Technology Solutions
- Learning / Training / Education
- Business Consulting
- Marketing / Communication
- Coaching / Personal Development
- Health / Nutrition / Recreation

4.4 Programme and duration

Friday, 1st March 2013, 9.00 – 17.30
City Hall, Conference Room, 2nd Floor

AGENDA

09.00 – 09.30	Registration of Participants
09.30 – 09.35	Michaela Pichlbauer, Head of the Office for Equal Opportunities for Women, City of Munich
	Welcome Greetings
09:35 – 11.25	Workshop “Intercultural communication and collaboration in international business” 1 st part, moderated by Brigitte Gans (mediator and facilitator, www.cfmm.de)
11.25 – 11.55	Coffee Break
11.55 – 13:30	Workshop “Intercultural communication and collaboration in international business” 2 nd part, moderated by Brigitte Gans
13.30 – 14:30	Lunch
14.30 – 15.30	Meeting and exchange of experiences with female entrepreneurs from Munich / Germany, Budapest / Hungary, Sofia / Bulgaria and Vercelli / Italy, 1 st part
15.30 – 16.00	Annette Reichenbecher “Conscious Yoga – a 30 minutes experience to relax your body and wake up your mind”
16.00 – 16.15	Coffee Break
16.15 – 17.00	Meeting and exchange of experiences with female entrepreneurs 2 nd part
17.00 – 17.30	Conclusions of the day
17.30 – 19.00	Leisure time for relaxing, sightseeing or shopping
19.00	Dinner at a typical Munich restaurant “Alter Simpl” in Schwabing Türkenstrasse 57, 80799 Munich

The Workshop “Intercultural Communication and Collaboration in International Business” of the Grundtvig Learning Partnership “Successful Women for the Successful Europe” took place in cooperation with the Office for Equal Opportunities for Women of the City of Munich (Gleichstellungsstelle für Frauen der Landeshauptstadt München).



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4.5 Used methodology

4.5.1 Structure

The Workshop was divided into two parts.

During the 1st part the participants had to work with the given questions around the topic.

The 2nd part included networking which was divided in different business-branches. In addition the content of sustainability in the own business was integrated into the networking discussion.

The workshop was a mixture of leaded group-work, discussion in the plenum, networking to share experiences, solving problems in consulting-groups always with impulses and support of the trainer and the project partners.

4.5.2 Skills of trainers

We engaged Brigitte Gans, a business woman, who has her own enterprise “center of mediation and moderation”. We have chosen her because of her experiences in moderating international events and in addition to her experiences in starting-up her own company. Thus she can assume the foundresses problems.

4.5.3 Methods and materials

The moderator structured the 1st part of the workshop with different questions.

The 1st question was about the problems and difficulties in international communication and was discussed in the whole plenum in form of brainstorming. This was followed by the content of the specialties of the different nationalities. Therefore the attendees were divided into small groups which were separated concerning their nationalities. Afterwards the participants assembled in small consultation groups and work on the topics which were arisen from the attendees.

The following topics have been proposed by the participants:

- How to get the message “No” across
- International contracts
- Social Media
- Emotions in the business context
- How much information on private background
- Gender problems in (international) business
- First steps

The 1st part of the workshop was closed with the discussion “Lessons learned” in the plenum (brainstorming).

The 2nd part of the workshop was about networking and the exchange of experiences. The topic “Sustainability” was discussed. The following questions helped to give the discussion some structure:

1. What does sustainability mean - for me?



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- for my business?
- for my industry?

2. What can I do so that my business develops successfully and strengthens its market position?

The attendees were asked to join different working groups which were divided into branches, according to their experiences and interests. Groups should be in balance concerning nationality and size. The conclusions were presented by a group speaker later on in the afternoon in a 2-minutes-presentation.

The following working groups were offered:

- Trading / E-Commerce
- T Software / Technology Solutions
- Learning, Training, Education
- Business Consulting
- Marketing / Communication
- Coaching, Personal Development
- Health, Nutrition, Recreation

Postprandial the attendees form five groups reflecting their interests and work on the topics.

After a lively discussion within the working groups everybody was invited to enjoy “Conscious Yoga – a 30 minutes experience to relax your body and wake up your mind”, presented by Annette Reichenbecher, who is a foudress of the project guide, launched by the association GründerRegio M.

Following, Slavyanka Stoykova and Gabriela Apostolova from Bulgaria presented a communication system for document management. It is an internet based project management tool for business founders with access from anywhere anytime.

Not only business-founders, also every small or big firm has advantages of this system. It is similar like “dropbox”. The difference is that the presented system is “an inner firm cloud” – dropbox is a worldwide “cloud” (metaplan and handout).

For all the debates the attendees had access to work materials, boards, colored markers and adhesive labels.

Most of the (group-) results were presented in form of metaplan and flip chart.

4.6 Workshop results

The main results that we achieved from the workshop are summarized below:

- Establishment of a network of entrepreneurs who belongs to the four European countries Italy, Hungary, Bulgaria and Germany through personal data exchanges, mailing list and the linkedIn group.
- The creation of a mailing list with the contacts of all attendees.
- Increase knowledge and skills of entrepreneurs in international communication matters.
- The adopted management methods created a suitable surrounding for a successful workshop in which the cultural and language barriers were broken down.
- The participants got useful input / information about the national differences dealing with business contacts. So they can be aware of these national distinctions in their business future.
- The discussion and the lessons learned about the sustainability in business made them conscious to look after the sustainability in their own enterprise.



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- Creation of a network of relationships to compare and overcome problems, to develop new business ideas and to reach good / best practice.
- The List of attendees and the minutes of the workshop were send to all participants a few days after the workshop.
- To round up a day full of ideas and discussions the attendees were asked for a “one word feedback”:
Success * new ideas * creativity * innovation * thanks * communication * inspiration * motivation * knowledge * new people * working together * information * do it! * network * energy * exchange * fun * interesting * colourful * too short * joyful connections * satisfied

ANNEX

4.7 ANNEX

IV.7.1. ANNEX N. 1 – Photos about workshop





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