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## Zoom-in 1

# The entrepreneurial approach

How entrepreneurship education helps to face challenges in regard to inclusion in  
the MILMA project

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## 1. Background

Entrepreneurship drives innovation, competitiveness, job creation and growth. It allows new innovative ideas to turn into successful ventures and can unlock the personal potential of individuals. The Entrepreneurship Action Plan 2020 (EAP 2020<sup>1</sup>) states that “investing in entrepreneurship education is one of the highest return investments Europe can make” and the Europe 2020 strategy recognises entrepreneurship and self-employment as key for achieving smart, sustainable and inclusive growth.

To bring Europe back to growth and higher levels of employment, Europe needs more entrepreneurs. EAP 2020 sets out a number of actions to be taken to support entrepreneurship in Europe including “developing entrepreneurial education and training” and “identifying positive role models”.

In this context, MILMA project included entrepreneurship training as one of the main funding blocks of ETEIs - “Experimental Teams of Employment and Integration”, the horizontal part of its capacity building program for unemployed people (both migrants and locals), with the goal to improve their employability and ability to enter the labour market.

The contamination between migrants and local unemployed people during ETEIs, being the main target of the program, is set to enhance the benefits of entrepreneurial education and to generate multiple spillovers for the local community<sup>2</sup>:

- **Economic development and innovation:** Migrants can act as catalysts for economic growth in host countries because, in addition to their motivation and energies, they bring with them new skills, competencies and ideas that can help to innovate and grow markets. This is often referred to as the “diversity dividend”. The diversity that migrants bring to host economies creates value because people with different experiences, ways of thinking and social contacts can contribute new knowledge, ideas and approaches to problem-solving, thus helping to introduce new products and processes and grow markets through entrepreneurship or as employees in existing organizations.
- **Creation of new businesses:** Migrants have a relatively high propensity to create new businesses. Research suggests that many migrants are naturally entrepreneurial because, having chosen to leave their countries of origin and build a new life abroad, they have a greater tolerance for risk and hard work. Some migrant groups may tend towards entrepreneurship because of their personal, family or cultural background. It has also been suggested that the entrepreneurial activity of migrants stimulates entrepreneurship among others (whether native or foreign-born).
- **Job creation:** Research on job creation by migrant businesses has found that, in OECD countries, foreign-born entrepreneurs who own an SME create between 1.4 and 2.1 additional jobs, which is only slightly lower than the job-creation rate of their native-born counterparts (who create between 1.8 and 2.8 additional jobs)<sup>3</sup>. For example, the UK Centre for Entrepreneurs specifically assessed local SMEs with a turnover of between £1 million and £200 million and found that migrant-founded businesses accounted for 14 per cent of job creation

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<sup>1</sup> [https://ec.europa.eu/growth/smes/promoting-entrepreneurship/action-plan\\_en](https://ec.europa.eu/growth/smes/promoting-entrepreneurship/action-plan_en)

<sup>2</sup> [https://unctad.org/en/PublicationsLibrary/diae2018d2\\_en.pdf](https://unctad.org/en/PublicationsLibrary/diae2018d2_en.pdf)

<sup>3</sup> OECD, 2010

within this segment<sup>4</sup>. The creation of jobs for other migrants further reduces the reliance of migrants on welfare benefits and lowers the costs of integration and resettlement.

- **Local economic development:** Migrant businesses can play a vital role in revitalizing local economic areas, including low-income neighbourhoods in which migrants are often concentrated. Such businesses not only support the social mobility of the business owners themselves but also provide employment opportunities and skills training for members of their co-ethnic communities, who may be particularly vulnerable to exclusion from the labour market, as well as to other members of the native population.
- **Social cohesion and community well-being:** Migrant businesses may have broader community-level effects. For example, migrant shopkeepers often serve the needs of the neighbourhood by providing specialty goods and services, offering affordable prices for low-income consumers, and by operating extended opening hours. Migrant businesses can also play an important leadership role in terms of breaking down barriers and building bridges between different peoples and cultures and facilitating the exchange of information, thereby fostering social inclusion and cohesion. In this way even low-profit, low-growth migrant businesses offer benefits to host societies, which should not be overlooked by policymakers aiming to tackle the stagnation of particular geographic areas and the marginalization of some demographic groups<sup>5</sup>.

Moreover, entrepreneurship represents an important financial, social and psychological opportunity for people excluded from the job market, as well as for migrants in the process of building new lives (whether temporarily or permanently) in host societies:

- **Economic benefits:** Entrepreneurship may, in many contexts, offer jobless people and migrants better economic prospects. Migrants are often driven towards entrepreneurship by structural factors that create barriers to their integration in the labour market. Such barriers can include racial discrimination, lack of rights to work, linguistic barriers and non-recognition of foreign qualifications and skills. As a result of these barriers, migrants may often experience higher rates of unemployment and under-employment, or may be pushed towards “3D jobs” (dirty, dangerous and demanding), or temporary or otherwise insecure jobs, which can lead to entrepreneurship being viewed as an alternative employment strategy. Although the decision to start a business may therefore be driven more often by necessity than by the identification of a market opportunity, entrepreneurship may offer people excluded from the job market an important route to financial security and self-reliance<sup>6</sup>.
- **Social benefits:** For migrants in particular, entrepreneurship often offers the means of obtaining higher social status, as well as achieving independence and autonomy. Further, migrant entrepreneurs can leverage in-country and diaspora co-ethnic support networks, which can provide access to mentorship, financial capital, trusted suppliers and a loyal customer base. Beyond the potential to leverage the co-ethnic network, migrants have an opportunity to leverage the goodwill of broader networks, including religious networks and political networks, as well as co-national and regional networks.
- **Psychological benefits:** Pursuing entrepreneurship as an alternative employment strategy can support psychological well-being as well as economic well-being. The question of dignity is particularly important for all wannabe entrepreneurs, with research suggesting that many people facing unemployment in the labour market are pushed to start their own businesses in

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<sup>4</sup> Centre For Entrepreneurship, 2014

<sup>5</sup> Centre For Entrepreneurship, 2018

<sup>6</sup> European Commission, 2016.

order to avoid dependency on welfare benefits. For migrants who do find work but who are overqualified for their roles, entrepreneurship may represent more interesting and meaningful work. Further, entrepreneurship may offer migrants a unique niche where they are not displacing or competing with local workers, which can assist with efforts to overcome xenophobia.

## 2. Introduction to entrepreneurship

The Joint Research Centre of the European Commission describes entrepreneurship<sup>7</sup> as a transversal competence, which can be applied by citizens to all spheres of life from nurturing personal development, to actively participating in society, to (re)entering the job market as an employee or as a self-employed person, and to starting up ventures (cultural, social or commercial).

Entrepreneurship is a reality that has always existed in society, the ability to detect needs and opportunities as well as the ability to organize material, economic and human resources to respond to those needs is not new. Yes, it is new, the consideration of entrepreneurship as a self-employment option face to the lack of employment for others. It is also new the biggest predisposition of younger generations to consider entrepreneurship as a professional option. Moreover, going through the entrepreneurial journey can help professionals to discover the importance of intrapreneurship, a key skill that allows an employee to act like an entrepreneur within a company, and social entrepreneurship, a new approach that aims to develop, fund and implement solutions to social, cultural, or environmental issues.

To fully understand the entrepreneurial approach inserted in the MILMA project, let's go through a couple of key definitions...

### **What is entrepreneurship?**

Entrepreneurship has been described as the capacity and willingness to develop, organize and manage a business venture along with any of its risks in order to make a profit. In this definition, it's important to highlight the two key concepts of difficulty and danger as two key elements to keep in mind, since "risk" and "uncertainty" will define any entrepreneurial attitude.

*“Entrepreneurship is an individual's ability to turn ideas into action. It includes creativity, innovation, risk taking, the ability to plan and manage projects in order to achieve objectives.”*

*[EU Entrepreneurship Action Plan]*

### **What does it mean to be an entrepreneur?**

Talking about an entrepreneur, means talking about a person with great, innovating ideas that identifies the need for the creation of a business to feel a void. Entrepreneurs can be people of all ages. Their characteristics are creativity, imagination and a thirst for work.

An entrepreneur is not just about the idea. It is about bringing that idea to life, the right way. Even if an entrepreneur does set up his or her business, they must be ready to deal with all the difficult circumstances that might come along. Entrepreneurship is the core of the economy and if the entrepreneurs are not strong then the economy shall fail.

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<sup>7</sup> <https://ec.europa.eu/jrc/en/publication/eur-scientific-and-technical-research-reports/entrecomp-entrepreneurship-competence-framework>

An entrepreneur needs to be persistent towards progression and innovation. The work does never stop but it remains a constant need to make things better. You can try to imagine entrepreneurship as a mindset, a way of thinking, acting and living. It is a way to always figure out innovative ways to solve problems and evolve ideas and methods.

**Differences between entrepreneur and business owner:**

There is a lot of confusion between small business owners and entrepreneurs. They are both risk takers pursuing their own vision and need a lot grid to make things happen. The main difference is that entrepreneurs usually take outside funding to build something way bigger while small business owners start and run a business with limited resources and planning.

Entrepreneur	Business Owner
Can lead companies or other projects	Manage companies
Main goal: impact	Main goal: benefit
Uncertainty and high risk	Uncertainty and moderate risks
Smaller size. First phases	Larger size. Settlement

**Start-up:**

According to Eric Ries, a start-up is a human institution designed to create a new product or service under conditions of extreme uncertainty ("The Lean Start up method"). According to this definition, we find that a start-up is not necessarily a constituted company, and that it operates in a context of innovation with conditions of high uncertainty. Generally, we talk about start-ups in projects that are in their first stages of development, that pursue innovation, and with a high potential for scalability.

**Social Entrepreneurship:**

According to Forbes, a social entrepreneur, is "a person who establishes an enterprise with the aim of solving social problems". They are not only non-profit organizations, but companies that create and sell products or services, with the goal to generate a deep and lasting social change and not only economic benefit. It means, they look for positive social impact. They solve social problems by changing the system, spreading the solution, and persuading the society, with the aim of being self-sustaining. While an entrepreneur could create new industries, a social entrepreneur develops innovative solutions to social problems and then applies them on a large scale (Ashoka).

**Socially responsible companies:**

A socially responsible business (SRB) is a generally for-profit venture that seeks to leverage business for a more just and sustainable world. The objective of the SRBs involves more than just maximizing profits for the shareholders; it is also about creating positive changes and making valuable

contributions to the stakeholders such as the local community, customers, and staff. In other words, the SRB is both profit-oriented and socially responsible as these companies seek to make financial gains, and at the same time, aim to improve the wellbeing of the community. In doing so, the businesses engage in the voluntary initiatives with the aims of improving in various areas ranging from the social to environmental aspects of the society.

These companies base their strategy on sustainability and positive social impact, and take into account the triple balance or bottom line in their income statement: people, sustainability and income, and raise (People, Profit, Planet).



#### **Intrapreneurship:**

Intrapreneurship is a system that allows an employee to act like an entrepreneur within a company or other organization. Intrapreneurs are self-motivated, proactive, and action-oriented people who take the initiative to pursue an innovative product or service.

The system can also lead to the creation of new companies under the employer's umbrella. The projects or companies that arise within the umbrella of the organizations are called Spin-offs or Spin-outs.

#### **Entrepreneurship as an attitude:**

Entrepreneurship is not just starting a social initiative or a business, but we can understand it as an attitude that predisposes the person to take on challenges and find appropriate solutions to them. In the same way, enterprising people tend to be characterized by a series of common features.

#### **Attitudes of the entrepreneur profile:**

Fundación Santa María la Real, the partner within the MILMA project in charge of designing ETEIs and bringing within them the entrepreneurial approach, identified as follows the attitudes of the entrepreneur.



<b>Curiosity</b>	<b>Learning</b>	<b>Open mind</b>	<b>Detecting opportunities</b>
<b>Passion</b>	<b>Self-motivation</b>	<b>Love for what you do</b>	<b>Resilience</b>
<b>View</b>	<b>One mission, more objectives</b>	<b>Height of sights</b>	<b>Jump in time</b>
<b>Determination / Initiative</b>	<b>Discipline / Persistence</b>	<b>Focus on objectives</b>	<b>Achievement orientation</b>
<b>Working capacity</b>	<b>Effort</b>	<b>Enjoyment</b>	<b>Push</b>
<b>Creativity / Innovation</b>	<b>Provide solution</b>	<b>Imaginative</b>	<b>Critical sense</b>
<b>Self Esteem</b>	<b>Trust</b>	<b>Optimism</b>	<b>Positivity</b>
<b>Capacity for teamwork</b>	<b>Communication Capacity</b>	<b>Active listening</b>	<b>Leadership, mentoring, coaching</b>
<b>Assertiveness</b>	<b>Clear goals</b>	<b>Respect for the interlocutor</b>	<b>Respect for your own goals</b>
<b>Service vocation</b>	<b>Focus on the client</b>	<b>The needs of others are your opportunities</b>	<b>Makes life easier for others</b>
<b>Improvement vocation</b>	<b>Evaluate</b>	<b>Never finish a project</b>	<b>Generates improvement processes</b>
<b>Organization</b>	<b>Planning</b>	<b>Manage resources</b>	<b>Austerity</b>
<b>Assumption of risks</b>	<b>Tolerance to uncertainty</b>	<b>Calculation of risks</b>	<b>Frustration tolerance</b>
<b>Commercial vocation</b>	<b>Taste for interpersonal relationships</b>	<b>Communication skills</b>	<b>Skill for negotiation</b>

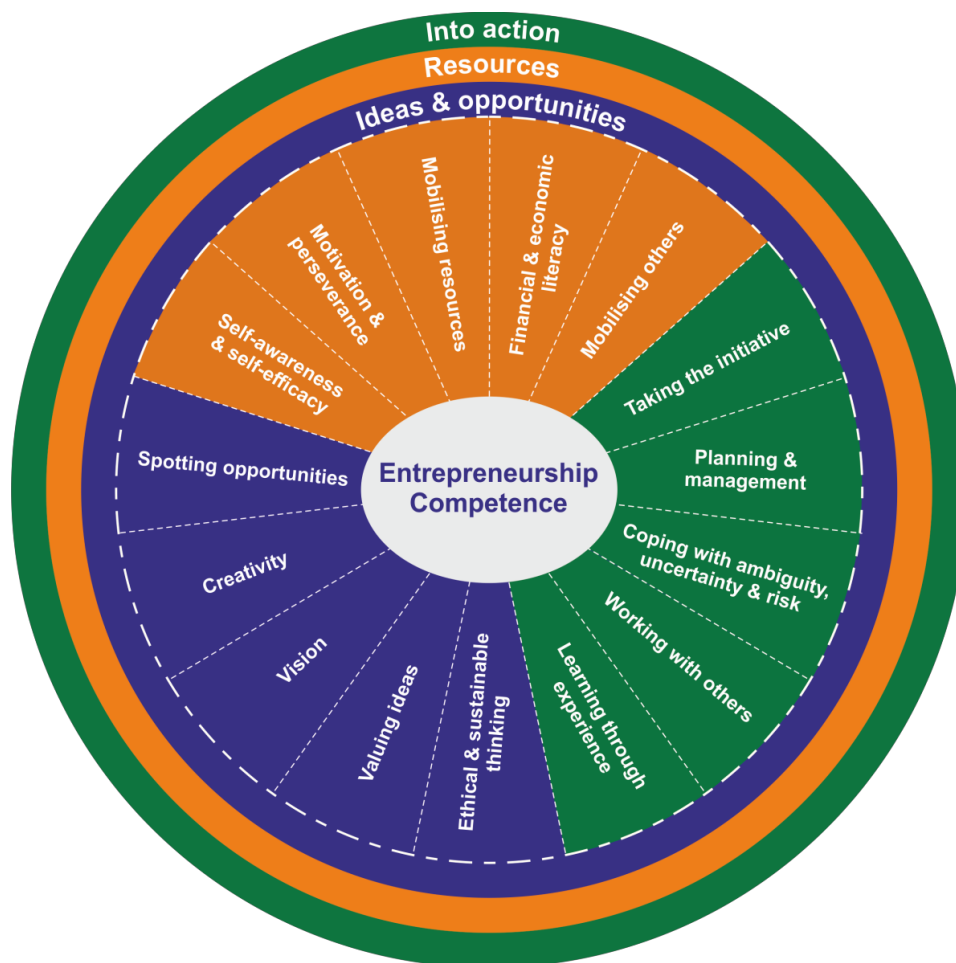
If the idea is the only magic ingredient, everyone has the potential to become an entrepreneur. The rest is simply a mixture of characteristics and belief. Entrepreneurs believe unfailingly in both their ideas and in their ability to actualise them, and they are willing to work until they accomplish their goals.

### 3. Entrepreneurship approaches

The Entrepreneurship Competence Framework has been developed by JRC on behalf of DG Employment, Social Affairs and Inclusion, in order to define a common approach to support the development of entrepreneurship as a competence.

The EntreComp Framework<sup>8</sup> identified 3 inter-related and inter-connected competence areas:

- Ideas and opportunities
- Resources
- Into action



**Figure:** Areas and competences of the EntreComp conceptual model. (Source JRC)

Each of the areas is made up of 5 competences, which, together, constitute the building blocks of entrepreneurship as a competence, as summarized in the following table:

<sup>8</sup> <http://publications.jrc.ec.europa.eu/repository/bitstream/JRC101581/Ifna27939enn.pdf>

Areas	Competences	Hints	Descriptors
<b>1. Ideas and opportunities</b>	<b>1.1 Spotting opportunities</b>	Use your imagination and abilities to identify opportunities for creating value	<ul style="list-style-type: none"> <li>Identify and seize opportunities to create value by exploring the social, cultural and economic landscape</li> <li>Identify needs and challenges that need to be met</li> <li>Establish new connections and bring together scattered elements of the landscape to create opportunities to create value</li> </ul>
	<b>1.2 Creativity</b>	Develop creative and purposeful ideas	<ul style="list-style-type: none"> <li>Develop several ideas and opportunities to create value, including better solutions to existing and new challenges</li> <li>Explore and experiment with innovative approaches</li> <li>Combine knowledge and resources to achieve valuable effects</li> </ul>
	<b>1.3. Vision</b>	Work towards your vision of the future	<ul style="list-style-type: none"> <li>Imagine the future</li> <li>Develop a vision to turn ideas into action</li> <li>Visualise future scenarios to help guide effort and action</li> </ul>
	<b>1.4 Valuing ideas</b>	Make the most of ideas and opportunities	<ul style="list-style-type: none"> <li>Judge what value is in social, cultural and economic terms</li> <li>Recognise the potential an idea has for creating value and identify suitable ways of making the most out of it</li> </ul>
	<b>1.5 Ethical and sustainable thinking</b>	Assess the consequences and impact of ideas, opportunities and actions	<ul style="list-style-type: none"> <li>Assess the consequences of ideas that bring value and the effect of entrepreneurial action on the target community, the market, society and the environment</li> <li>Reflect on how sustainable long-term social, cultural and economic goals are, and the course of action chosen</li> <li>Act responsibly</li> </ul>
<b>2. Resources</b>	<b>2.1 Self-awareness and self-efficacy</b>	Believe in yourself and keep developing	<ul style="list-style-type: none"> <li>Reflect on your needs, aspirations and wants in the short, medium and long term</li> <li>Identify and assess your individual and group strengths and weaknesses</li> <li>Believe in your ability to influence the course of events, despite uncertainty, setbacks and temporary failures</li> </ul>
	<b>2.2 Motivation and perseverance</b>	Stay focused and don't give up	<ul style="list-style-type: none"> <li>Be determined to turn ideas into action and satisfy your need to achieve</li> <li>Be prepared to be patient and keep trying to achieve your long-term individual or group aims</li> <li>Be resilient under pressure, adversity, and temporary failure</li> </ul>
	<b>2.3 Mobilizing resources</b>	Gather and manage the resources you need	<ul style="list-style-type: none"> <li>Get and manage the material, non-material and digital resources needed to turn ideas into action</li> <li>Make the most of limited resources</li> <li>Get and manage the competences needed at any stage, including technical, legal, tax and digital competences</li> </ul>
	<b>2.4 Financial and economic literacy</b>	Develop financial and economic know how	<ul style="list-style-type: none"> <li>Estimate the cost of turning an idea into a value-creating activity</li> <li>Plan, put in place and evaluate financial decisions over time</li> <li>Manage financing to make sure my value-creating activity can last over the long term</li> </ul>

	<b>2.5. Mobilizing others</b>	Inspire, enthuse and get others on board	<ul style="list-style-type: none"> <li>• Inspire and enthuse relevant stakeholders</li> <li>• Get the support needed to achieve valuable outcomes</li> <li>• Demonstrate effective communication, persuasion, negotiation and leadership</li> </ul>
<b>3. Into action</b>	<b>3.1 Taking the initiative</b>	Go for it	<ul style="list-style-type: none"> <li>• Initiate processes that create value</li> <li>• Take up challenges</li> <li>• Act and work independently to achieve goals, stick to intentions and carry out planned tasks</li> </ul>
	<b>3.2 Planning and management</b>	Prioritize, organize and follow-up	<ul style="list-style-type: none"> <li>• Set long-, medium- and short-term goals</li> <li>• Define priorities and action plans</li> <li>• Adapt to unforeseen changes</li> </ul>
	<b>3.3 Coping with uncertainty, ambiguity and risk</b>	Make decisions dealing with uncertainty, ambiguity and risk	<ul style="list-style-type: none"> <li>• Make decisions when the result of that decision is uncertain, when the information available is partial or ambiguous, or when there is a risk of unintended outcomes</li> <li>• Within the value-creating process, include structured ways of testing ideas and prototypes from the early stages, to reduce risks of failing</li> <li>• Handle fast-moving situations promptly and flexibly</li> </ul>
	<b>3.4 Working with others</b>	Team up, collaborate and network	<ul style="list-style-type: none"> <li>• Work together and co-operate with others to develop ideas and turn them into action</li> <li>• Network</li> <li>• Solve conflicts and face up to competition positively when necessary</li> </ul>
	<b>3.5. Learning through experience</b>	Learn by doing	<ul style="list-style-type: none"> <li>• Use any initiative for value creation as a learning opportunity</li> <li>• Learn with others, including peers and mentors</li> <li>• Reflect and learn from both success and failure (your own and other people's)</li> </ul>

Building on this framework, the entrepreneurial component of ETEIs has been designed by Fundación Santa María la Real by coupling to two of the main methodologies used nowadays when it comes to entrepreneurial education.

### a. Lean Start-up

Lean start-up is a methodology, developed by Steve Blank and Eric Ries, for developing businesses and products, which aims to shorten product development cycles and rapidly discover if a proposed business model is viable; this is achieved by adopting a combination of business-hypothesis-driven experimentation, iterative product releases, and validated learning (gaining feedback from customers).

Central to the lean start-up methodology is the assumption that when start-up companies invest their time into iteratively building products or services to meet the needs of early customers, the company can reduce market risks and sidestep the need for large amounts of initial project funding and expensive product launches and failures.

The Lean methodology has proven records of considerably reducing the incidence of failure, while increasing the chances of successful commercialisation of innovative ideas.

Lean Start-up is an iterative process for entrepreneurship that begins with *customer discovery*: physically getting out of the building to interview dozens or even hundreds of potential customers and stakeholders to understand their problems and pain points in the market and in society. The process involves two main steps: idea generation and validation.

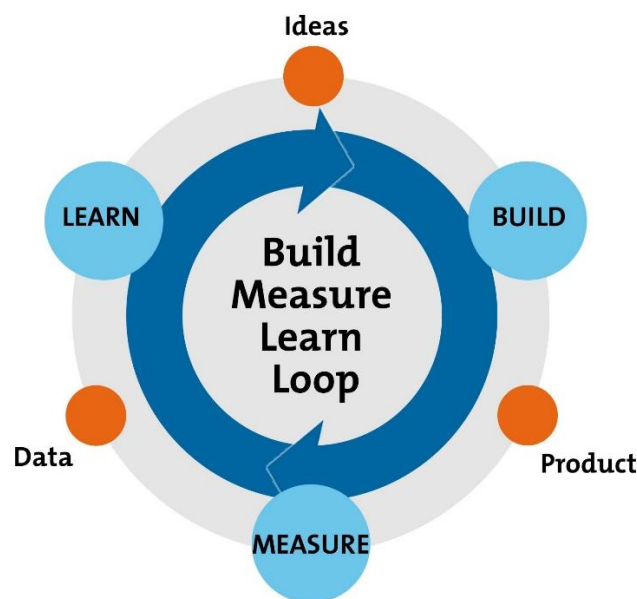
Idea generation → What to learn from other start-ups

- The mindset: Start small. Experiment.
- Involve customers. Fail. Iterate.

Validation → Idea development and testing outside the building

- Getting customer feedback with fast-made prototypes of an idea
- Testing Business Models and validate the results
- Pivot

Lean start-up is about failing fast and cheaply using an increasingly rapid cycle of creation, measurement and learning (the “build-measure-learn loop”).



Within Lean Start up, there are two key concepts that are part of the learning cycle:

- Minimum Viable Product (MVP):** The objective of the Lean Start-up is to move from idea to product design as soon as possible to quickly measure the response of the customer and the market and then, if needed, redefine the proposal. In order to present and launch an idea there is the need to create a minimum version of the product, a product with just enough features to satisfy early customers, and to provide feedback for future product development. Thus, an MVP is not a finished product, but a sample of the product that allows a quick interaction with the market.
- Pivot:** A pivot is a structured course correction designed to test a new hypothesis about the product and business model. When we begin a new product or service, we make an assumption (or make a hypothesis) that this product and business model is something that

customers will be delighted by and that the business can reach its objectives by building this product. But that isn't always the case.

Pivoting is needed to make modifications in the hypothesis and/or in the product. This redesign can be of several types depending on the adaptation needed to be performed.

Eric Ries, the author of the Lean Startup book, suggests that there are ten types of pivots<sup>9</sup>:

1. **Zoom-in pivot.** This pivot can be useful when you see that one feature in your product gets far more traction and interest than the other features in your product. You can then "pivot" by offering a new product that offers only that one feature. Obviously, by doing so you can dedicate more resources to perfecting this one feature (and really making sure the customer's job-to-be-done is well-catered to). You can also get to market more quickly and build an MVP more efficiently.
2. **Zoom-out pivot.** This is the above pivot in reverse. You broaden your product to include more features. Now what was considered the whole product becomes one (or several) features of a larger product.
3. **Customer segment pivot.** Your product may prove popular but not with the user segment that you had initially targeted. Therefore, your product positioning may need to change and the value proposition, pricing, and channels would all need to be reviewed.
4. **Customer need pivot.** Life is too short to build products that nobody wants. Imagine you use the Lean Startup framework to identify early on that the problem you are trying to solve with your product is not very important to customers. Then you must understand more deeply the job that they are trying to do and find a problem they are willing to pay you to solve. You may need to point your existing product at a different customer "job" or you may need a completely new product.
5. **Platform pivot.** This talks about a change from an application to a platform or vice versa. Examples of platforms are eBay, AirBnb, Uber, Android store etc.
6. **Business architecture pivot.** Geoffrey Moore, author of Crossing the Chasm, tells us there are two types of business: high-margin, low-volume businesses and low-margin, high-volume businesses. You cannot be both but sometimes you can pivot from one to the other.
7. **Value capture pivot.** This pivot refers to changes to how you monetize or earn revenue. This is how the business captures value, typically by charging customers money. When you change how you make money, this impacts the product, business, sales, marketing and operational sides of the business model.
8. **Engine of growth pivot.** Most startups these days use one of three primary growth engines: the viral, sticky, and paid growth models. Viral growth is when current users recommend other users. Paid growth is when you spend marketing money on acquiring new customers. Sticky growth is when you manage to retain most of your users and churn rate is low. You can pivot from one of these growth engines to another.
9. **Channel pivot.** Here you change how and where you sell your products and services (in stores, online, through partners, in-app). Channel pivots therefore often require adjustments to many elements of the business model.
10. **Technology pivot.** This pivot is when a new technology can be used to achieve the same outcome. This can be beneficial if the new solution has lower cost and/or better performance.

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<sup>9</sup> <https://www.fastcompany.com/1669814/eric-ries-10-classic-strategies-for-a-fast-user-focused-company-reboot>

## b. Design Thinking






Design Thinking is a creative problem-solving methodology developed by the University of Stanford from the 70s and mainly developed over the years by the international design consulting firm IDEO. According to Tim Brown, CEO of IDEO, "Design thinking is a human-centered approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success."

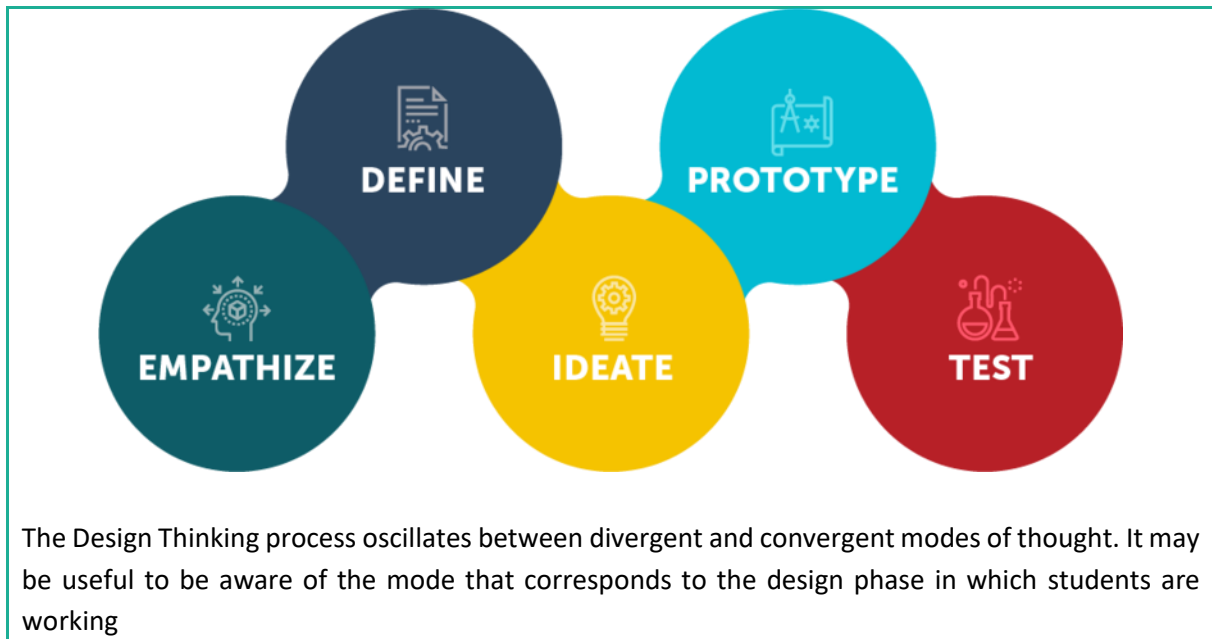
Design Thinking focuses on understanding problems and providing solutions to users as a product designer would do. It is about generating innovation based on the observation of people and the study of their needs. It is an iterative process in which knowledge is constantly being questioned and acquired so it can help people to redefine a problem in an attempt to identify alternative strategies and solutions that might not be instantly apparent with their initial level of understanding.

### The process of Design Thinking

The working process in Design Thinking is a divergent and convergent learning cycle based on 5 phases or non-linear principles.

Almost all formalized process models in Design Thinking include iterative loops. Iterations emphasize the fact that the process of designing new desirable, feasible and viable offerings is always dynamic and therefore cannot be adequately condensed into step-by-step instruction.

<b>PHASES</b>				
<b>1</b> <b>DISCOVERY</b> 	<b>2</b> <b>INTERPRETATION</b> 	<b>3</b> <b>IDEATION</b> 	<b>4</b> <b>EXPERIMENTATION</b> 	<b>5</b> <b>EVOLUTION</b> 
<b>I have a challenge</b> <i>How do I manage it?</i>	<b>I learned something</b> <i>How do I understand it?</i>	<b>I see a chance</b> <i>What I can create?</i>	<b>I have an idea</b> <i>How do I build it?</i>	<b>I tried something new</b> <i>How to evolve it?</i>
<b>STEPS</b>				
1-1 Understand the challenge 1-2 Prepare investigation 1-3 Gather inspiration	2-1 Tell stories 2-2 Search for meaning 2-3 Frame opportunities	3-1 Generate ideas 3-2 Refine ideas	4-1 Make prototypes 4-2 Get feedbacks	5-1 Track learnings 5-2 Move forward



### **It's all about prototyping, and falling in love with problem**

One of the core principles of Design Thinking is making ideas real, fast. Similarly to what we have seen before, with the Lean Start-up methodology, the purpose is to invest as little as possible into an idea in order to find out quickly from people whether or not it's useful and valuable to them.

Thus, selecting the right problem to solve and framing the problem in the right way is the most important part of the process.



## 4. Policy implications for an efficient Entrepreneurial Education

As in the case of the MILMA project, a successful entrepreneurial education scheme, paving the way towards an effective integration into the job market, requires multiple challenges to be addressed:

### Language and cultural barriers

- Lack of rights to work and/or self-employment
- Lack of clarity on implications of entrepreneurial activity for access to social protection (e.g. welfare support)

### Disconnection from entrepreneurship education

- Lack of entrepreneurship programmes accessible to migrants and refugees
- Limited linkages between entrepreneurship education and other integration programmes
- Limited linkages between vocational education and entrepreneurship education

### Inappropriate pedagogies

- Limited programmes focused on developing an entrepreneurial mindset
- Disconnect between basic entrepreneurship training and ongoing, longer-term support
- Lack of teaching materials in migrant and refugee languages

Early evidences from the first implementation of the program in Fuenlabrada show that to develop effective policies, a contextual analysis of the economic and social inclusion of migrants and people excluded for the job market is key.

The contextual analysis should concentrate on the following three key areas:

- 1) **Local entrepreneurial ecosystems:** Economic opportunities for migrants and people excluded for the job market depend on the host countries' overall entrepreneurial ecosystems (affecting both native and nonnational entrepreneurs), as well as on factors specific to migrant entrepreneurship (e.g. local diaspora, relationships between host and home countries, access to or demand for business support services, urban or rural considerations and community-level factors).
- 2) **Individual competences and skills:** The availability of training programmes and skills development schemes is an important factor in facilitating entrepreneurial activities. The scouting of migrants' capacities is also key to assessing opportunities and developing solutions.
- 3) **Regulations and integration regimes:** The degree to which migrants manage to seize entrepreneurial opportunities depends on the host country's integration rules and regulations. Achieving clarity on regulations and local integration schemes is principally aimed at establishing the parameters of what is possible in an existing framework. It is important to appreciate regional, national and local regulations and integration regimes that may affect migrant entrepreneurship.



### Urban Innovative Actions

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Urban Innovative Actions (UIA) is an Initiative of the European Union that provides urban areas throughout Europe with resources to test new and unproven solutions to address urban challenges. Based on article 8 of ERDF, the Initiative has a total ERDF budget of EUR 372 million for 2014-2020.

UIA projects will produce a wealth of knowledge stemming from the implementation of the innovative solutions for sustainable urban development that are of interest for city practitioners and stakeholders across the EU. This Zoom-in, written by a UIA Expert, captures and disseminates the lessons learnt from the project implementation and the good practices identified. It is part of the capitalisation and dissemination activities of the UIA – Urban Innovative Actions Initiative.