



## 1. Brainstorming exercise

### Purpose

Suppose there is a team meeting and the group is going to discuss the issues associated with a topic, design something or solve a problem.

For any given complex problem, there are a variety of perspectives and views that can be considered. However, habitually, everyone will only look at his own view, aiming to push his own agenda. This leads to a situation where the group may end up responding to the loudest person who talks the most and is naturally biased towards a particular perspective rather than considering overall important concerns.

This exercise helps the team to view the problem from a variety of perspectives that they usually tend to ignore in favour of their own.

### Objective

Consider the problem from the given set perspective.

### What You Need

Chairs.

A series of flipcharts or whiteboard or an area to write on.

You need one per each delegate, so they can all be used at the same time.

### Setup

Place the chairs in a circle facing inwards.

Place one flipchart behind each chair.

Ask the team/delegates to consider a problem for the purpose of this activity.

#### **Stage 1: Define Perspectives.**

Ask each person to consider a perspective or view that this problem need to be looked at or analysed from.

Ask them to write these on their flipcharts as titles. Examples for producing a gadget are: sales, customer satisfaction, supply chain, manufacturing, software design, third-party developers and health and safety. These can be more specific or more descriptive based on needs.

After the titles are identified, ask the group to make sure all duplicates are removed and replaced by other perspectives if necessary so that delegates can end up with a unique set of perspectives to consider for the next stage.

#### **Stage 2: Brainstorm solutions.**

Ask each delegate to move away from their perspective and sit on a chair in front of another. It is important that each delegate sits in front of a perspective that is not usually the view he considers, perhaps based on his background or role. For example, the salesperson may choose to sit in front of "manufacturing".

Ask a volunteer to start. Each person has five minutes to provide his or her views on the matter while considering the perspective written on the flipchart behind him/her.



After five minutes, allow another five minutes for others to respond to the issues raised while considering only their allocated perspectives and not their real team roles. It is important for them to consider only their assigned perspectives and ideally a moderator should monitor to make sure that people stick to the rules.

Continue until all delegates have presented their views and others have responded to them.

Finish off by a final discussion for about 15 minutes to wrap up and make a series of actions.

### Timing

Explaining the Exercise: 10 minutes

Activity: 10 minutes per delegates + 15 = 95 minutes for 8 delegates.

Group Feedback: 10 minutes

### Discussion

How did it feel to consider a perspective that you don't usually consider? How useful were your views for others? How useful was it for you to consider the problem from this new perspective and appreciate the complexity and the needs? Did the brainstorming lead to novel actions and decisions that you may not have considered having brainstormed normally?

## 2. Identification of possible business ideas based on Cultural Heritage

### 2.1 Introduction

This overview is presented to you by Verein Multikulturelle, Austria. You can use the examples given here or exchange them for suitable examples from your country of origin.

Since the 19th century in Austria, different traditions of socially oriented initiatives have emerged and developed. The phenomenon of social-enterprise has been fed by various traditions in connection with welfare state development and social movements. They range from initiatives in the concept stage, associations, and the finished GmbH. They are all distinctively active in contributing to citizen participation, empowerment, inclusion, job creation and enhance social cohesion.

#### **Fields of activity**

Education, regional or local development projects, work (re)integration projects, projects in developing countries as well as projects with a focus on environmental protection are the most important areas in which social entrepreneurs are involved. The most frequent target groups include children and youth, sustainable consumers, people from developing countries and the general public. The most frequently mentioned services that are offered to achieve the social objectives are the sale of products and services, the networking of groups of people, as well as the counselling, training and further education of specific groups of people.<sup>1</sup>

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<sup>1</sup> Schneider, Hanna; Florentine Maier (2013): *Social Entrepreneurship in Österreich*.

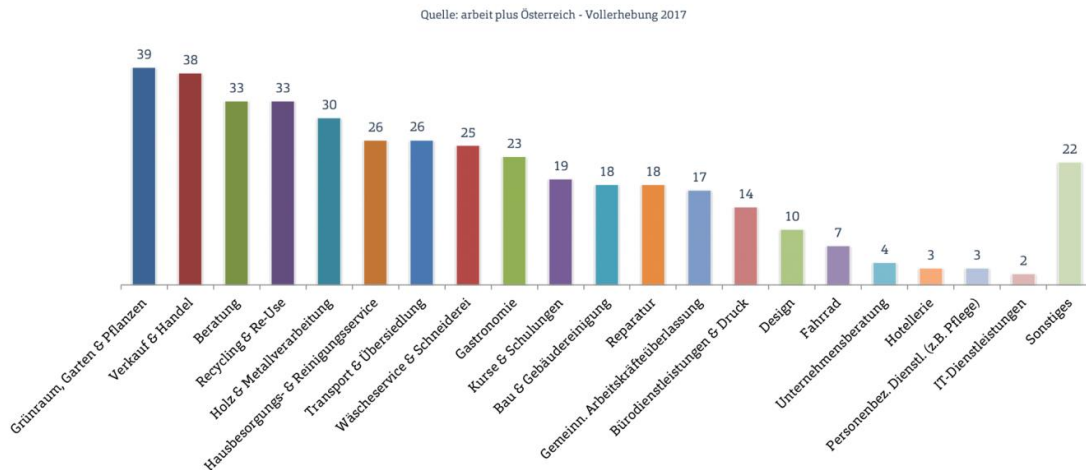


Figure 1: Fields of activity of social enterprises in Austria

The chart above shows the sectors in which Austria's social enterprises are active. In the survey conducted in 2017, multiple answers were possible with regard to the field of activity. The most frequently mentioned sectors were green space, sales & trade, consulting, recycling & re-use as well as wood & metal processing.

### Social Entrepreneurships:

<p><b>FELD</b></p> <p><a href="http://feld-verein.at/">http://feld-verein.at/</a></p> <p><b>(Innsbruck/Tyrol)</b></p>
<p>Type: Social Entrepreneurship/ (official appearance as association)</p> <p>Initiative tapping on unused resources in order to avoid unnecessary production and consumption.</p> <p>Unused resources - material and immaterial - are discovered, collected and transformed together. This results in a variety of new possibilities: products that tell stories and unique pieces that sensitize us to the Wa(h)ren value are created.</p> <p>The FELD-Verein offers in and around Innsbruck an exchange opportunity for all interested parties and participants - in a consumer-free area.</p> <p>Unused resources exist in many areas - food, raw materials, knowledge, etc. - but they are not always used. Unfortunately, for various reasons (practicability, ignorance, profitability, etc.), new production is often used instead of existing ones. However, these already produced resources offer a lot of means and possibilities so that they do not have to be declared as waste and disposed of.</p> <p>Objectives: Reuse material to avoid unnecessary production and consumption.</p> <p>Beneficiaries: Everyone who becomes member of the association or takes part in projects or workshops.</p>



### **Ho&Ruck**

<https://horuck.at/>

**(Innsbruck/Tyrol)**

Type: Social Enterprise/ (official appearance as public-benefit limited company)

HoRuck is an indoors flea market for second-hand furniture and items for the home. It was founded in 1984 and boasts with both social and economic benefits.

They aim to help jobseekers who are particularly disadvantaged in the labour market and encounter difficulties entering the working force. This is in an effort to prepare them for their new employment by providing them with temporary jobs, trainings and advice. With this support, jobseekers employed for a limited period of time can better achieve their goal of regaining a foothold in the labour market.

Objectives: Reintegration and support for jobseekers; supports the reuse of used goods.

Beneficiaries: Long-term unemployed, job seekers facing disadvantages on the labour market as former inmates.

### **WAMS**

<http://www.wams.at/>

**(Innsbruck/Tyrol)**

Type: Social Enterprise/ (official appearance as association)

Shop for second -hand goods (clothes, boots, furniture, sports goods etc). With its network of four shops in Innsbruck WAMS focuses on creating jobs for disadvantaged people while promoting preserving the environment by not throwing items rather reusing them.

The WAMS association offers a total of 127 jobs in socio-economic enterprises in Innsbruck, Hall, Schwaz, Jenbach and Kirchbichl with full social insurance and collective wage agreements.

127 jobs exist 83 with social and labour market policy objectives:

- 59 transit jobs for long-term unemployed - as a stepping stone back to the labour market
- 22 jobs for jobseekers aged 55 and older - as a stepping stone back into the labour market or into retirement
- 2 protected jobs for people with disabilities - for integration into working life

Objectives: Job creation for particularly disadvantaged jobseekers; Environmental thinking: reuse instead of throwing away.

Beneficiaries: Long-term unemployed; older employees.



### **GREENROOT**

<https://www.greenroot.at/>

**(Innsbruck/Tyrol)**

Type: Social Enterprise

A food store for spices, cereals, flour for the fine cuisine. The company aims to eradicate plastic packaging by providing packaging-free shopping. They offer customers organic dried fruits, legumes, muesli, spices, dragées and cereals unpacked to comply with the motto of zero waste.

The customers can take their containers with them from home and have them filled from the store's dispensers. Thus, people pay for the goods, not for expensive packaging! The shop provides environmentally-friendly paper bags.

Objectives: Sustainable - diverse – organic - packaging-free shopping.

Beneficiaries: Environmentally conscious consumers; nature.

### **Younited Cultures**

<https://younitedcultures.eu/>

**(Vienna)**

Type: Migrant Social Enterprise

An initiative started by two migrant women from Romania who faced similar issues such as exclusion from groups, rejection from jobs, bad perceptions, etc. Their aim has been to rebrand "migration", promote migrant role models and tell their stories, and to do that they figured out a new channel of communication – fashion.

What they do is visualize stories and experiences through scarves. They discover inspiring stories, listen and visualize them through designer scarves with a social impact. Through their work they raise awareness towards the positive effects of migration embodied in colourful scarves telling stories.

Objectives: To make success stories of migrations visible and wearable.

Beneficiaries: Migrants.

## **Community Based Social Entrepreneurships**

### **KOMM!UNITY**

<http://web.kommunity.me/>

**(Wörgl/Tyrol)**

Type: Community based Social Enterprise/ (official appearance as association)



Komm!unity operates several facilities in Wörgl and the surrounding area. In addition, the association develops and implements numerous projects and events such as youth clubs, women's cafés, the dinner club and exhibitions. Komm!unity is active in several networking committees and contributes its experience there. The tasks of the association include advising politicians and administrators on issues relating to youth and integration.

Objectives: Promotion of youth, integration and community work.

Beneficiaries: Entire parts of the local society, i.e. young people, migrants, etc.

#### **Café NAMSA**

<http://www.cafenamsa.at>

**(Innsbruck/Tyrol)**

Type: Community based Social Enterprise/ / (official appearance as public-benefit limited company)

Objective: Provide competent information and advice to questions relating to;

Café Namsa is specialised in Iranian-Bulgarian-Austrian cuisine and offers recognised refugees in Innsbruck and beneficiaries of subsidiary protection the opportunity to bring their strengths to bear in a first employment relationship in order to get to know the Austrian working world and expand their social networks. In addition, Café Nasa offers a platform for lectures and various performances that take place there regularly.

Objectives: offer refugees the opportunity to gain first work experience in Austria, support integration, creates a meeting place in a less central district of Innsbruck

Beneficiaries: Migrants and other parts of local society

#### **Die Bäckerei - Kulturbackstube**

<http://www.diebaeckerei.at/>

**(Innsbruck/Tyrol)**

Type: Community based Social Enterprise

The bakery is an open house (Community/social hub). Events, workshops, lectures and courses take place here. Collectives, associations and artists\* work in their studios and offices. On the first floor there is a coworking space.

- The bakery is a non-profit association. The team is organized without hierarchy - which means that everyone has equal voting rights and is responsible for their own areas of work. There is no leading authority, decisions are made jointly or independently.
- The bakery is a competition-free space without consumer compulsion.
- The bakery is a lively platform for cultural and social exchange. It is a dynamic space that combines communication, production and presentation. A place that does not want to be defined but is created by its users and makes them the dynamic core of the institution.



The bakery may and should remain a mobile experimental area that can react flexibly to different requirement profiles.

- The bakery creates space for dialogue, exchange and participation. At best, this results in interdisciplinary, intermedial and cross-genre projects. Cooperation broadens the intellectual perspective and promotes mutual inspiration, criticism and correction.

Through the combination of network, event and production space, everything that is produced, presented or communicated within can also be brought out again - into the urban space, the virtual space and into the field of vision of different interest groups.

Objectives: To offer an open, dynamic competition-free space for everyone.

Beneficiaries: Collectives, associations and artists; people who need space to implement creative ideas.

### **TOPFREISEN**

<http://www.topfreisen.at/>

(Vienna)

Type: Migrant Community based Social Enterprise/ (official appearance as association)

Based on the idea that food brings people together, Topfreisen provides international dishes prepared by refugees. The kitchen caters for orders placed by the local surrounding communities and businesses.

Working since 2014, now they have two production sites and cook in a 700m<sup>2</sup> fully equipped canteen kitchen. Topfreisen's culinary highlights come from Europe, the Arabian Peninsula and Asia encouraging intercultural dialogue and exchange through food.

Objectives: To offer an open, dynamic competition-free space for everyone.

Beneficiaries: Refugees.

### **MagDas Hotel**

<https://www.magdas-hotel.at/>

(Vienna)

Type: Migrant Community based Social Enterprise/(official appearance as association)

At MagDas Hotel, refugees become hosts, upcycled furniture is turned into design elements, and disadvantages are turned into advantages. MagDas hotel is run by former refugees and hotel experts.

There are people from 14 nations with a variety of personal life stories, each making this place so unique.

For people with a refugee background, it is still difficult to find work in Austria. Initial lack of German language skills, the resentment of many employers, as well as the circumstance that



refugees are only allowed to accept work after receiving a positive response to an asylum application (which can often take months or years) make integration difficult.

We are convinced that those people who move here from foreign countries are able to strengthen the hotel business, because they bring with them many skills, talents, languages, and cultural backgrounds and thus allow for a special position in the hotel market.

Objectives: To support the integration of refugees into the labour market.

Beneficiaries: Refugees

## 2.2 Exercise: Identify intangible cultural heritage

The following craft techniques are part of the intangible cultural heritage in Germany. Which one do you recognize? Do you know any particular example? Please make a similar description to the ones mentioned above.

- German bread culture
- Organ building and organ music
- Vogtland musical instrument making in Markneukirchen and surroundings
- thatcher trade
- Manual production of mouth-blown hollow and flat glass
- Wickerwork
- Painting, barrel and gilding techniques in church painting
- Porcelain painting
- Preparation and use of traditional lime mortar
- Lace bobbins in the Upper Palatinate Forest
- Pottery tradition Westerwald stoneware in and around Höhr-Grenzhausen, Kannenbäckerland and Breitscheid
- Manufactured jewellery design
- Preservation and promotion of culture, diversity and quality of regional specialities in Upper Franconia
- Coalfish and tar distillery
- rafting
- Salzwirker brotherhood in the Thale to Halle
- Construction metallurgy - dissemination, documentation, preservation and promotion of craft techniques and knowledge
- Artistic printing techniques of high pressure, low pressure, flat pressure, Durchdruck and their mixed forms



- Drechslerhandwerk (currently only in the Bavarian State Register of Intangible Cultural Heritage)

### 3. How to develop a CHE business, based on known elements

#### A brief introduction to how to start a CHE Business

When you're ready to start a CHE business, there are a few initial steps to complete. Let's walk through each of them.

#### 1. Determine the legal structure of your business

First, you'll need to figure out the kind of business yours will be from a legal point of view. This may change as you grow, and state laws vary. You might consider popular options like:

**Sole proprietorship:** In a sole proprietorship, you are the business as far as laws and taxes are concerned. While this is a straightforward way to organize, it can present difficulty when the time comes time to raise funds because you'd be asking backers to invest in a person rather than a business. Additionally, the sole proprietor is personally liable for debts and losses.

**LLC (limited liability company):** An LLC is more costly and complex to set up, but it comes with a number of tax advantages and protects its owner(s) from personal liability (hence its name).

#### 2. Choose and register your business name

Next, it's time to select and register your CHE business name. This can be a fun brainstorming activity that also involves significant paperwork-heavy legal process with far-reaching implications for your business down the road.

If you're starting an LLC, your name will be registered automatically when you register your business with the state. Otherwise, you'll need to go through a separate registration process. Start with a trademark search, then see if the domain name you want is available. You can trademark your name and logo.

#### 3. Secure licenses, permits, etc.

From here, make sure you have all the right permits and licenses to do business legally. If you sell "tangible property" (i.e., physical items) you're going to need a seller's permit. This allows you to collect sales tax from customers. Some states require it for certain service-oriented businesses as well.

The [IRS](#) can point you to the right office in your state, and local government website has tools to help you find out what kind of license you'll need to operate your business.

#### 4. Build your mission and vision statements

What does your CHE business do? What do you stand for? What problem do you solve? How do you plan to make the world better? These are questions your mission and vision statements will answer. This step is a key component of your marketing strategy. Brands with a strong identity and mission statement have an easier time producing authentic and meaningful content that effectively communicates their core values. For inspiration, take a look at the websites of your favourite startups. What is each one's mission? How do they communicate their vision?



## 5. Write your marketing plan

Once you have your license and your name, it's time to start building an online presence and telling your story. To start, think about your target customer. Ask questions like:

- Who wants what I'm selling?
- Who would find it useful?
- Who would become promoters of it?

From there, dig in to who those people are and what kind of messaging would resonate with them. Think about their cultural heritage, backgrounds, interests, goals, and challenges, in addition to their age, what they do, which social platforms they use, and so on.

Exercise: Do you know any cultural profession or range of activities "cultural heritage"?

Here we have a few examples:

**Designer/Graphic artist:** Prerequisite: artistic activity, a completed degree in design is useful. Acceptance of freelance work via completed vocational school training to become a state-certified designer, e.g. in fashion, jewellery, graphics, advertising, etc. or completed studies in areas such as fashion, graphics, jewellery, web design, etc.

**Restorer:** Access with completed restoration studies (FH) or in accordance with the access regulations of the professional association

**Dancing teacher:** Training according to the professional association to become a dance teacher, assistant dance teacher or dance sport trainer

**Actor/comedian/souffleur/director/musician:** open access, freelance, if a qualitative level is guaranteed (BFH 19.8.1982)

**Make-up artist:** generally classified as a freelance activity (FG Berlin 30.9.1986)

**Sculptor:** In order to accept freelance work, a certain artistic depth or a special education may have to be demonstrated

**Artisans:** such as blacksmiths, wood sculptors, jewellery designers. Freelance, if it concerns artistic activities and exclusively self-made products are sold in small quantities (BFH 26.9.1968)

**Restorer:** In order to be accepted as a freelancer, the work must be carried out scientifically, conscientiously, independently without many employees (RFH 21.6.1944), freelance via completed restoration studies (FH)

**Author / writer / copywriter / poet:** Open access

- a) In which of the above fields do you see your CHE business? Is there any other field that we have not mentioned?



## 4. The Desert survivor Team Building exercise

### Exercise 1: Lost at Sea

In this activity, participants must pretend that they've been shipwrecked and are stranded in a life boat. Each team has a box of matches, and a number of items that they've salvaged from the sinking ship. Members must agree which items are most important for their survival.

#### 1. Uses

This activity builds problem-solving skills as team members analyse information, negotiate and cooperate with one another. It also encourages them to listen and to think about the way they make decisions.

#### 2. What You'll Need

Up to five people in each group.

A large, private room.

A "lost at sea" ranking chart for each team member. This should comprise six columns. The first simply lists each item (see below). The second is empty so that each team member can rank the items. The third is for group rankings. The fourth is for the "correct" rankings, which are revealed at the end of the exercise. And the fifth and sixth are for the team to enter the difference between their individual and correct score, and the team and correct rankings, respectively. The items to be ranked are: a mosquito net, a can of petrol, a water container, a shaving mirror, a sextant, emergency rations, a sea chart, a floating seat or cushion, a rope, some chocolate bars, a waterproof sheet, a fishing rod, shark repellent, a bottle of rum, and a VHF radio. These can be listed in the ranking chart or displayed on a whiteboard, or both. The experience can be made more fun by having some lost-at-sea props in the room.

#### 3. Time

Flexible, but normally between 25 and 40 minutes.

#### 4. Instructions

Divide participants into their teams, and provide everyone with a ranking sheet. Ask team members to take 10 minutes on their own to rank the items in order of importance. They should do this in the second column of their sheet. Give the teams a further 10 minutes to confer and decide on their group rankings. Once agreed, they should list them in the third column of their sheets. Ask each group to compare their individual rankings with their collective ones, and consider why any scores differ. Did anyone change their mind about their own rankings during the team discussions? How much were people influenced by the group conversation? Now read out the "correct" order, collated by the experts at the US Coast Guard (from most to least important):

- Shaving mirror. (One of your most powerful tools, because you can use it to signal your location by reflecting the sun.)
- Can of petrol. (Again, potentially vital for signalling as petrol floats on water and can be lit by your matches.)
- Water container. (Essential for collecting water to restore your lost fluids.) - Emergency rations. (Valuable for basic food intake.)
- Plastic sheet. (Could be used for shelter, or to collect rainwater.)
- Chocolate bars. (A handy food supply.)
- Fishing rod. (Potentially useful, but there is no guarantee that you're able to catch fish. Could also feasibly double as a tent pole.)
- Rope. (Handy for tying equipment together, but not necessarily vital for survival.)



- Floating seat or cushion. (Useful as a life preserver.)
- Shark repellent. (Potentially important when in the water.)
- Bottle of rum. (Could be useful as an antiseptic for treating injuries, but will only dehydrate you if you drink it.)
- Radio. (Chances are that you're out of range of any signal, anyway.)
- Sea chart. (Worthless without navigational equipment.)
- Mosquito net. (Assuming that you've been shipwrecked in the Atlantic, where there are no mosquitoes, this is pretty much useless.)
- Sextant. (Impractical without relevant tables or a chronometer.)

### 5. Advice for the Facilitator

The ideal scenario is for teams to arrive at a consensus decision where everyone's opinion is heard. However, that doesn't always happen naturally: assertive people tend to get the most attention. Less forthright team members can often feel intimidated and don't always speak up, particularly when their ideas are different from the popular view. Where discussions are one-sided, draw quieter people in so that everyone is involved, but explain why you're doing this, so that people learn from it. Here, ask each team member to think about the problem individually and, one at a time, introduce new ideas to an appointed group leader – without knowing what ideas have already been discussed. After the first two people present their ideas, they discuss them together. Then the leader adds a third person, who presents his or her ideas before hearing the previous input. This cycle of presentation and discussion continues until the whole team has had a chance to voice their opinions. After everyone has finished the exercise, invite your teams to evaluate the process to draw out their experiences. For example, ask them what the main differences between individual, team and official rankings were, and why. This will provoke discussion about how teams arrive at decisions, which will make people think about the skills they must use in future team scenarios, such as listening , negotiating and decision-making skills, as well as creativity skills for thinking "outside the box."

### 6. Scoring grid

Item	Step 1	Step 2	Step 3	Step 4	Step 5
	Your Individual Ranking	Your Group Ranking	Coast Guard Ranking	Difference Between Step 1 & 3	Difference Between Step 2 & 3
A mosquito net					
A can of petrol					
A water container					
A shaving mirror					
A sextant					
Emergency rations					
A sea chart					
A floating seat or cushion					
A rope					
Some chocolate bars					
A waterproof sheet					
A fishing rod					
Shark repellent					
A bottle of rum					
A VHF radio					
			Totals	Your Score	Team Score



## 5. Introduction: The Keys to Becoming a Successful Entrepreneur

There is no one-size-fits-all recipe for success because so much of entrepreneurship is about blazing your own trail and doing what hasn't been done. That said, there are some key traits and best practices that most successful entrepreneurs tend to share:

### 5.1 Get into it for the right reasons

Don't start by wanting to be an entrepreneur. Start by identifying a need or a problem and looking for a way to solve it. Focus on the process, not the potential outcome.

### 5.2 Prioritize learning over earning (at least in the beginning)

Prior experience — whether from your day job or past startup ventures — is often critical. 98% of founders surveyed said their prior work experience was "extremely important" to their success (according to the Kauffman Foundation's Making a Successful Entrepreneur). According to one UK Study, at least 50% of all startup ideas come from experience gained in previous employment.

### 5.3 Set yourself up for luck

Luck is a huge factor and one that nobody can fully predict. Luckily, there are all sorts of things you can do to invite luck: Lucky people network, Lucky people pitch often and Lucky people make plans (and execute those plans)

### 5.4 Understand that execution is everything

Guy Kawasaki said it well: *"Ideas are easy. Implementation is hard."*

By executing and being first to the market, you can seize the "first mover advantage." Simply put: if you're the first to market with a good idea, your competition will have to play catch-up. Factors like brand recognition and switching costs will work in your favor and make it harder for others to replicate your success.

The classic example is Amazon. By the time their success prompted competitors to start their own online bookstores, Amazon had already taken a big enough market share to make competition nearly impossible. Their execution — not their bright idea — is what changed the way the world shops.

Execution is a habit, it's something you can hardwire into the DNA of your business. Make it a priority to develop a culture of action and execution.

### 5.5 Embrace uncertainty and risk

Starting your own business is, by definition, a journey into the unknown. If you can't handle uncertainty, you probably don't have what it takes to be an entrepreneur. Risk is not only an essential element of entrepreneurship, but it also tends to be directly related to success: The bigger the risks, the bigger the potential payoff.

### 5.6 Don't fear failure, learn from it

Studies have shown that one of the clearest indicators of future success for an entrepreneur is past a failure. This may sound counterintuitive, but not when you think of failure as a teaching tool. Today's tech startups live by the mantra: "Fail forward." Many businesses that are now household names — like Airbnb and Uber — took multiple launches to succeed.

In the long run, it's better to focus on developing a minimum viable product, launching, and optimizing based on feedback, rather than trying to get it right the first time with an untested idea of a "perfect" product.



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How much risk you can take depends on your business and circumstances. Buying a domain name isn't the same level of commitment as building a prototype, for example. What matters is that you grow from setbacks and maintain a willingness to try things that might not work out.