



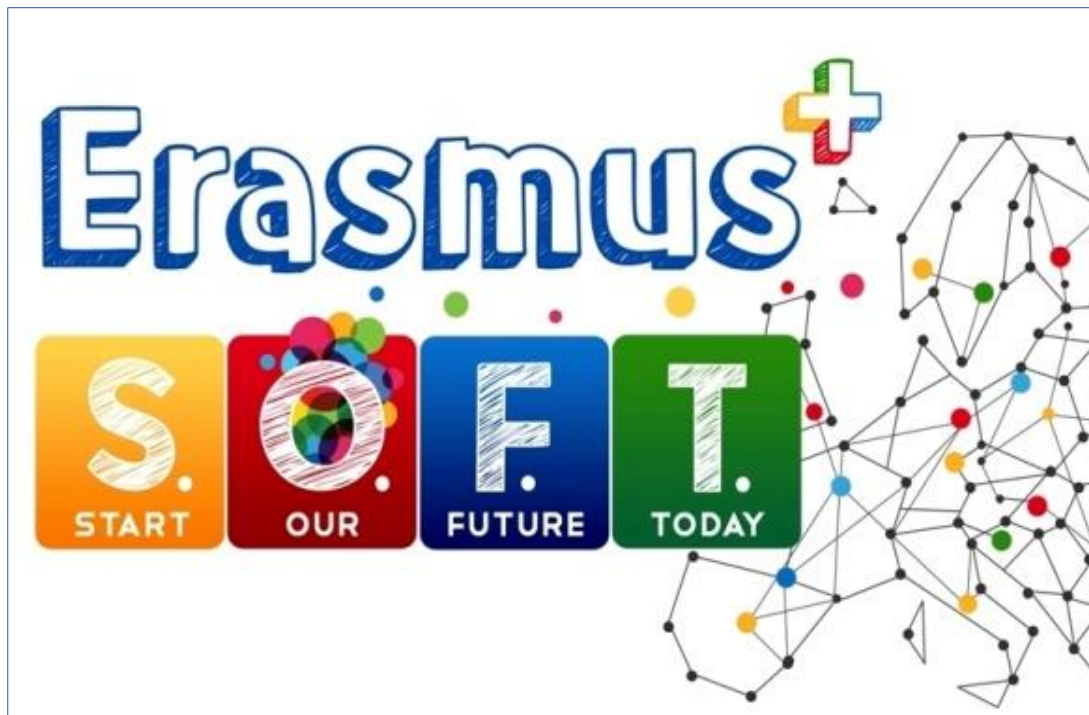
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**S.O.F.T. - Start our Future Today – soft skills training
in introducing the label market in students**

An Introduction to Entrepreneurship





Partner schools:

Bulgaria: Primary school "Khan Krum", Sofia

Croatia: Osnovna škola Bartola Kašića, Vinkovci

Italy: ISTITUTO COMPRENSIVO STATALE DI CIMINNA, Ciminna

Poland: Zespół Szkolno-Przedszkolny w Szemudzie, Szemud

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What is entrepreneurship?

Entrepreneurship is the ability and readiness to develop, organize and run a business enterprise, along with any of its uncertainties in order to make a profit. The most prominent example of entrepreneurship is the starting of new businesses.

In economics, entrepreneurship connected with land, labour, natural resources and capital can generate a profit. The entrepreneurial vision is defined by discovery and risk-taking and is an indispensable part of a nation's capacity to succeed in an ever-changing and more competitive global marketplace.

What does it mean to be entrepreneurial?

An entrepreneur is an individual who creates a new business, bearing most of the risks and enjoying most of the rewards. The process of setting up a business is known as entrepreneurship. The entrepreneur is commonly seen as an innovator, a source of new ideas, goods, services, and business/or procedures.

Entrepreneurs play a key role in any economy, using the skills and initiative necessary to anticipate needs and bring good new ideas to market. Entrepreneurship that proves to be successful in taking on the risks of creating a startup is rewarded with profits, fame, and continued growth opportunities. Entrepreneurship that fails results in losses and less prevalence in the markets for those involved.

Do you need a company to be entrepreneurial?

if you're employed by an organization that you don't own, can you still be an entrepreneur? Sure, we tend to look at entrepreneurs as company owners or founders, not the people who might work for them. But that's not completely accurate. The truth is, all employees can be entrepreneurs, too.

How can I realize myself as an entrepreneur in my class?

We have organized a list with seven items, if you have more than half of them then you can realize yourself entrepreneur candidate in your class;

1. Read more books

Reading exercises your brain. It improves your concentration and focus, expands your vocabulary, and helps you build better communication skills. It improves your creativity by opening your mind and allowing your brain to explore new ideas. By reading more you learn more. Reading 24 books a year is inline with the Rockefeller habits. It's suggested that you read 12 business books and 12 personal ones. Business books can include things such as books on strategy, finance, marketing, or a specific skill within your industry. Personal books include things you're interested in such as culture, current affairs, political issues, etc.



2. Take a course

Being an entrepreneur means constantly learning new skills relevant to your industry. Some companies make it mandatory to brush up on your skills by regularly taking new courses to ensure their staff are up-to-date with new techniques and technology. To increase your skills in general business you can take courses on business strategy, marketing, sales tactics, etc. or focus on something creative if it relates to your business such as photography or Photoshop. Ideally you don't want to take more than one course per semester as you probably already have a heavy workload running your business.

3. Work on time management

Most entrepreneurs would agree they're busy. But being "busy" with the right things is a difficult skill worth learning. There's always going to be things that need to be done in your business, but focusing on the right ones is where you can work on improving. Start by focusing on the big rocks. What are the key things you need to do to keep your business moving forward? Then add in the smaller, less important things that still need to be done but aren't absolute necessities. Learn how to say no to all the extras that try to creep their way onto your to-do list that you don't really need to be doing.

4. Improve your people skills

Whether you're managing a team of people or working directly with clients in your solo business, communicating with people is an inevitable part of your job. Working on your people skills will help reduce stress for you and the people you're working with. Do you communicate with people mostly through email? Learn how to craft the perfect email so you can be clear and concise without sounding terse. Take a course or watch videos online about public speaking and giving motivating presentations. Practice listening more and talking less. Learn what words have a more positive impact on people, such as saying sorry less and thank you more.

5. Work on your sales skills

Every entrepreneur is in the business of selling whether you're selling a product or service. Work on your negotiation and presentation skills to help with your sales pitch. Read books about it, watch online videos, or sign up for a course. There's tons of information out there on how to become better at selling.

6. Find your zen

Remember to make time for you. You need quiet time to relax and recharge. Figure out what helps you destress and make time for that. Go to the gym, go on a relaxing nature walk, pray, meditate, paint, or play with your kids. Whatever you find peace and serenity in doing, allow yourself time to enjoy these activities. Giving yourself time to relax and collect yourself



helps you remain calm and better prepares you for deescalating stressful situations. When you're zen, you're more agile and better equipped to deal with problems by thinking offensively instead of defensively.

7. Focus on your health

Your body needs nourishment to fuel your busy days so help it out by feeding it healthy foods full of nutrients instead of sugar and processed foods. Stay active by exercising and stretching especially if you're at a desk or laptop most of the day. Be diligent in giving your body the rest it needs. If you're getting enough sleep and still feel exhausted during the day, consider taking an allergy test. There may be foods you're eating that cause your body to feel bloated and lethargic. Make your health a priority.

Try incorporating some of these ideas into your self improvement strategy to better yourself and your business this year. The more you invest in yourself and your personal growth, the more you'll have to offer your business.

What is an enterprise and what enterprises do we know of?

Many enterprises in your community are small businesses. Sometimes one person owns and runs the business. Sometimes it's a family business. Other businesses are owned and run by partners who aren't related.

To earn an income from a small business, the enterprise has to run at a profit. That means some money should be left over for the business owner once all the costs of making the product or delivering the service have been taken out.

Common small businesses include:

- businesses with a workplace or shopfront: eg restaurants, corner shops, hairdressing salons, smash repairers and small factories
- trade-related services that deal directly with the customer: eg plumbers, electricians, builders, cleaners and computer technicians
- self-employed people working from home: eg engineers, designers, caterers, writers, musicians and dressmakers
- medical and health practitioners: eg doctors, dentists, optometrists, counsellors and naturopaths.

Note that small businesses are distinct from start-ups. Start-ups are early-stage companies. They are founded by entrepreneurs prepared to take bold risks to grow a unique business. A small business that experiences growth remains a small business. Start-ups have the ability to quickly become large businesses with significant market share in their industry.



How are companies created and what do you need to do to set up a company?

Why do people want to start their own businesses?

There are a lot of reasons for people to want to start their own business but it seems that the most important is connected with their freedom and independence. After that comes all the rest.

The number 1 reason most people want to start their own business is to be their own boss and the freedom, satisfaction, and flexibility it offers.

Nothing beats the freedom of being the boss, at least as far as small business owners are concerned. With freedom comes the flexibility to make your own schedule and not to have to answer to anyone. It also means getting satisfaction from making your own decisions. Starting your own business can be risky, but with that risk comes a reward. For new entrepreneurs, it can be attractive that they can build something from scratch, at least something bigger than what they could get as a salaried employee.

Some entrepreneurs develop their ideas for starting a business at a young age, while some spend years before making the transition to entrepreneurship. In any case, the number 1 reason they want to start their own business is to become their own boss.

A new study by Cox Business found that more than half of small business owners start their own business to be their own boss. The researchers found that people were also motivated by the idea of creating something from scratch. Overall, nearly two-thirds of respondents said they started their own business for one of these reasons. Money, on the other hand, isn't a motivating factor for many small business owners: Only 8% of respondents say it's their main motivation.

Small business owners are also very dedicated to building these businesses; research reveals that 43% of business owners say they have never considered closing their business, even when new technology creates challenges they may not have anticipated when starting out. As technology advances, so will products and companies that compete with existing companies. Despite these challenges, small business owners see the rise of new technology as more of an opportunity than a detriment to their business. Unless new entrepreneurs introduce new technology, they will not be able to keep up with new competitors. Instead of seeing technology as a challenge, entrepreneurs should look for ways to use technology to improve their business and personal results

More than half of business owners in the Cox Business survey say new technologies like apps, mobile marketing and more are beneficial to their business. Additionally, 37% say they are satisfied with how they have incorporated technology into their business. Only 32% of respondents say they have trouble keeping up with new technology. These responses speak to the idea of "digital Darwinism," which refers to companies trying to keep up with constant changes in technology.

Business owners still rely on email for day-to-day communication, with 40% of respondents saying email is the most important communication tool for their business: Small business owners chose email and social media for their day-to-day communication needs. Social media is very important to small business day-to-day communication as well as other aspects of business. According to this study, email remains the primary communication platform, but this may not be the case as technology evolves.

There is no better motivation to start your own business than that which comes naturally. Most people who start their own business have an innate desire to be their own boss, make their own schedule, and not have to answer to anyone. Some may have a desire to earn a lot of money, which may not be so much when working as a salaried employee. What was your initial reason for wanting to be an entrepreneur? Keep her in mind and let her accompany you.

There are some additional things people can do to motivate themselves further. For example, finding a role model or mentor can be extremely helpful. Their struggles and success can inspire you. Similarly, reading books or case studies that apply to one's goals can be motivating and also give ideas on how to actually achieve what is wanted. Support from friends and family can keep people on track. This support can be achieved by communicating with them about what you want, the challenges you face, and your plan to combat those challenges.

What is the idea of a start-up and what does it even mean?

A startup is a company with a short history of its main activity. The term was first used in Forbes magazine in August 1976 and Business Week in September 1977. The creator of the customer development methodology, the American entrepreneur Steven Blank defines startups as temporary structures that exist for the search for a reproducible and scalable business model. The author of the book "Lean Startup" ("The economic startup") and ideologist of the interactive approach in entrepreneurship Eric Ries notes that a startup can be called an organization creating a new product or service (product innovation) in conditions of high uncertainty. Entrepreneur, venture capitalist and essayist, founder of business accelerator Y Combinator Paul Graham considers rapid growth to be the main characteristic of startups.

The company's age, staff (staff, number of employees), profit and its growth, the knowledge-intensive nature of the product, the founders' control over the company and the assessment of the company's potential by an expert jury are usually accepted as formal criteria to form startup ratings. However, Paul Graham argues that the presence of technological innovation and venture funding do not matter, and young age does not make a company a startup. The frequent use of the term in the context of technology companies characterizes the role of technology in ensuring sustainable growth, but does not imply that technological character is a mandatory characteristic of start-up companies.



Some startupers see startups as a cultural phenomenon—shared values for all team members and a sense of the importance of each contributor's contribution. They argue that preserving this culture allows the collective to be accepted as a startup beyond the dependence on the size and control of the founders over the company.

In recent times, the startup is often viewed from the perspective of crowdfunding – it is a project created by startups with the aim of raising collective funds for the realization of common values.

A startup is a commercial project based on a certain idea and requiring financing for its development. A good idea and a strong will to succeed are not enough nowadays for a successful start of a business idea or startup. If you're an entrepreneur looking to grow and scale, you may want to explore your business financing options.

Getting money for further business development is not easy. However, today companies that are in the start-up phase (or so-called "startups") have a large number of opportunities to obtain the necessary financing - through venture capital, angel investment or crowdfunding. Help is also available through programs to "accelerate" startups. In the statistics, you can see that the lack of capital to continue the activity of startups is in second place for reasons why startups fail. Investors and funds that provide capital for start-ups do not choose randomly and have objective evaluation criteria such as: competitive advantages, productive and well-functioning team, does it solve any problem, business model, brand , innovations, etc. Some funds and investors only offer financing to early-stage companies. This means that your company must be in its infancy and still developing and it should have potential for development. No one would want to invest in something that has no way of developing. You can create a product only for the Bulgarian market, but it can also have the option to develop on the world market.

Together with the financing the idea of validation is of utmost importance. Many businesses begin product development before they have even validated that their idea solves an existing problem and that there is a market for that solution. So one can validate their idea by making a demo version or prototype of the service or product for which financing is wanted - the goal is to check with minimal cost whether the product is in demand or coming up with a way to prove that if the product is on the market - it will be sought after. A research can be done or social networks can be used.

Finding financing for a company can take weeks, months, or even years. People dealing with that should be patient and remember that good business ideas take time and require constant work. The founder of KFC, Colonel Sanders, was looking for restaurant owners to like and sell his fried chicken recipe in their restaurants and was turned down 1009 times, but the 1010th owner agreed. KFC is now worth \$8.5 billion. Investors and funding funds for businesses and startups screen out applicants because their product or service doesn't solve a real problem, or there won't be a market for it, or there won't be a return.



What is creativity and is it needed in business?

To be creative is a clearly expressed human ability to react quickly to various life troubles and to make adequate decisions to put out the fires of unwanted and unexpected events and to find a way out of complex situations.

The main difference between an ordinary person and a creative person is the speed and frequency of generating solutions. There is an opinion that creativity is an innate ability that is sometimes there, sometimes not. But the truth is that this is not exactly the case. Creativity is in each of us. It all depends on how we develop it. Creativity is reflected in ideas and the realization of tasks. In this connection creativity is very important in business.

When the economy is booming, a business really needs creativity to create innovations to differentiate itself and generate growth. In a downturn, business needs creativity again - to overcome difficulties and turn a "crisis into an opportunity" for strategic change and competitive advantages.

Creativity" is another name for "creative imagination" - the second of the three leading types of imagination that every person naturally possesses. It is the ability of people to create new things by combining, recombining or significantly transforming pre-existing or new concepts. This is visioning, brainstorming, thinking "outside the box" - all those attractive and inspiring activities that we know as business practices. It is creative imagination that is the source of innovative products and strategies that outpace the competition and create new niches, markets, even entire industries.

How can we train our creativity?

Creativity is like running - you are more or less good at it, but if you train you can achieve decent results.

Patrick Dew, co-author of the book *Developing Your Creativity*, offers some easy and fun exercises that can stimulate one's creativity.

Try organizing your daily life in a new and different way. For example, if you always go to lunch at the same place or with the same people, it might be time to change that. The same goes for your morning activities, your way to work or to school, or how you spend your time after work. The idea is not to create new habits, but to try different things and open yourself up to the different. This will help you shake off routine, which is the biggest enemy of creativity and imagination.

Curiosity is another powerful tool for stimulating creativity. Ask questions, show interest in topics that are generally far from you, spend time reading specialized magazines or simply try a new physical activity. These exercises will help change the way you perceive the world.

Changing your perspective is an excellent technique that allows you to look at things from a different angle. Patrick Duw suggests picking two or three topics in your field and thinking



about how they would be interpreted in a women's magazine, in a business daily, in a TV show, etc.

A worst-case scenario exercise helps to find solutions for a specific challenge. Ask your colleagues how you could ensure an ad fails or what to do to ensure a new product/corporate event fails. Besides being fun, this activity will allow you to make a list of risks that you can then turn into advantages.

Another interesting technique is to rate a project or idea positively and then negatively. For example, you choose a new chocolate dessert. First say why you like it, and then what you don't like at all. The exercise, which can be applied to any need, including the upcoming meeting with friends, develops critical thinking.

Association game - The rules of this game are simple - you choose a word at random and look for connections between it and the specific topic you are working on.

You can try another variety. Choose five random words - from a newspaper or book. Remove the one you like the least and connect the rest to weave them into some fun scenario. Or list four needs such as the need for food, sleep, security, clothes, friends... Then choose four random words and try to make the connection between them and one or more of these needs.

1. From what and how should we start our own business?

There are a few key points you should consider before embarking on an entrepreneurship experience.

The first stage of any competition study is primary research, which is necessary to obtain data directly from potential customers.

Then you have to explore the market and carry out market research. Carefully analyse the market in which you want to operate in order to determine whether or not there is a demand to satisfy, a target audience to address and a concrete monetisation opportunity.

Is there a need for your planned products/services? You can use questionnaires, surveys and interviews to learn what consumers want.

Utilize existing sources of information, such as census data, to gather information when you do secondary research. The current data may be studied, compiled and analysed in various ways that are appropriate for your needs but it may not be as detailed as primary research.

Conduct a SWOT Analysis. SWOT stands for strengths, weaknesses, opportunities and threats. Conducting a SWOT analysis allows you to look at the facts about how your product or idea might perform if taken to market, and it can also help you make decisions about the direction of your idea. Your business idea might have some weaknesses that you hadn't considered or there may be some opportunities to improve on a competitor's product

There are also numerous legal and administrative cavils that you have to deal with before your business can come to life. You will need to get in touch with a reliable accountant to find out what tax and contribution configuration the business idea you have in mind requires.

You will also need to check what licences, permits or certifications you need to start it up. In short, you will need to define as precisely as possible the bureaucratic and operational boundaries of your new venture.

2. What do we take into account in business planning?

To create a business plan, it's important to take into account of:

- **Executive summary** of the business project, company history, mission statement, objectives to be achieved and business structure
- **A description of the company**, containing the names of the partners and management and, in particular, their roles, functions, CVs and backgrounds, past experience and achievements.
- **Description of products and services**: Describes the products/services in detail, indicating their distinguishing features and their competitive advantage over those of competitors. It also indicates whether the products or services are ready for marketing or have yet to be launched on the market.
- **Analysis of the sector(s)** in which it operates, illustrates the type of target audience to which the company wants to sell its products or services, and how and why they will be able to secure a sustainable advantage over time.

- **Competition and the market**, the positioning of the company in the market with respect to both main and less direct competitors is indicated.
- **Marketing strategies** to be followed, indicates the strategies and channels assumed not only for the distribution of the product but also those related to its promotion.
- **Implementation** of the business idea, indicates the activities needed to achieve the company's objectives, the time frame and the environmental impact of the activities.
- **Capital needed**, indicates the estimated capital needed to start the business (amounts and any guarantees offered).
- **Financial flows**, indicates the financial resources useful to guarantee the entrepreneurial activity, distinguishing between those deriving from equity and those from third parties.

3. What is the price and what is the margin?

The price is a measure of the economic value to be paid in the exchange of a product or service, i.e., the amount of money offered in exchange for the ownership or use of a good or service

The **margin** – is the difference between the cost of an item and the price at which it is sold. (The aim, therefore, of most businesses is to make as much margin as possible while ensuring prices stay competitive. There's no denying that pricing is crucially important)

4. When can we say that our company/enterprise can make a profit

We can say that our company can make a profit when the amount of the value of all sales of goods and/or services gained from an activity exceeds the expenses, costs, and taxes needed to sustain the activity.

What is company sustainability?

Who should the company be responsible for?

Definition of sustainability (Oxford Advanced Learners Dictionary, 8th edition:

a) involving the use of natural products and energy in a way that does not harm the environment, b) that can be continued for a long time

So, sustainability is ability to maintain or support a process over time. It is often broken into three core concepts: economic, environmental, and social.

Economic sustainability is important because it is the key to long-term economic growth.

Economic sustainability, together with environmental sustainability, helps protect the environment, improve the quality of life for people in the community and create jobs.

Sustainable development leads to social sustainability:

the ability of a social system to function at a defined level of social well being indefinitely.

Good examples of social sustainability are: social equity, education, inclusion, senior care, healthcare, sport, diversity in the workplace.

Companies should be responsible for the environment and the whole society: children and their parents, senior citizens, sport, healthcare.

Many businesses and governments have committed to sustainable goals, such as reducing their environmental footprints and conserving resources.

What values should the company follow?

Company values are the central philosophies that guide a business and its employees. These beliefs influence the way a company interacts with partners, clients, and shareholders.

The benefits of defining and living by your values are huge. .the majority of employees (over 75%) consider it “very important” to work for a company with defined values.



Some important core values are:

1. **Honesty** – it is important to act in a transparent, trustworthy manner that earns the respect of colleagues, customers, and the public.
2. **Fairness**- Treating everyone with the common decency we all deserve and expect.
3. **Accountability** - Accepting responsibility for your actions (and inactions) is the best way to build trust internally and externally.
4. **Promise to Customers** - Creating a great customer experience begins with staying true to the words we speak and the bonds we make.
5. **Diversity and Inclusion** – people from different backgrounds and with different experiences should have equal opportunities
6. **Learning** - No one has all the answers. A culture of continuous learning is an important principle of successful companies.
7. **Teamwork** - When people work together, they can create something greater than themselves as individuals.
8. **Passion** - Having a joy not just for the work itself but also the people around us, so that everyone can be bold, innovative, and creative.
9. **Quality** - Companies are judged by the craftsmanship of their products and services, so the highest standards must be maintained.

Who are the company's stakeholders and why you should listen to them?

A stakeholder is a person or a group with an interest in an enterprise. Stakeholders can be internal and external.

Internal stakeholders are employees of a company, its owners and investors.

External stakeholders, also called secondary stakeholders, have an interest in the company but have no direct influence on its decisions and are not directly affected by its performance.

They are customers and local communities, suppliers, and various government or financial

institutions.

All stakeholders have their interest in the company. They all have different expectations and motivation depending on their role. Their goal is to create jobs, produce goods, make money and improve lives of individuals and communities.

Individual customers have no direct influence on a company's decisions. However, the customers collectively show how successful the company's decisions have been by spending their money and attention on products and services, allowing the company to develop, distribute its products and services and make profit. So, it is necessary to look at the interests of the customer, which are the high quality, availability and prices of the products. Local community always has interest in how companies work. Their interest is that the company doesn't negatively impact their lives in the form of environmental damage, an increase in traffic. Also, their interest is that the company's activities raise the status of the location, attracting more people, which allows them to make higher rents, open other profitable businesses.

How can companies eliminate negative environmental impact?

We are all aware that global warming and climate change have become the biggest problems of the modern world. They cause health problems, lack of food and water, extreme weather conditions (droughts, floods, storms), millions of people are forced to leave their homes and become climate refugees. The air is polluted and temperatures become higher mainly because of carbon dioxide emissions, they are the result of transport of goods and travelling to work and for pleasure. Great amounts of non-recyclable trash are thrown away. Companies must try to reduce negative environmental impact, reduce their carbon and water footprint. There are numerous possibilities. Firstly, companies should stop using fossil fuels and turn to renewable sources of energy – solar energy, wind energy, water energy geothermal energy. Buildings should be properly insulated and there are lots of things that could be done on everyday basis: going paperless – store documents on clouds (if paper is necessary, use both sides of it), some employees can work from homes or carpool, go to work on foot, by public transport or by bike (if possible), reduce the use of plastic, use daylight whenever possible.

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The most inspiring companies in Europe

Why are the companies inspiring?

OUTFITTERY

One of the entrepreneurs that are inspiring is Julia Bösch, a German woman who had the idea of starting her own business – the service of a personal shopper.

Her business is called Outfittery – one of the industry leaders in online personal shopping – and in it, she combines Artificial Intelligence with real-life stylists to assist her customers in choosing the best clothing. The business was offered to men's wear first, but in 2021 it includes women, too.



ROCHE

Roche is a European pharmaceutical company that has contributed to the world with its continuous investigation in searching for medicines to prevent and cure different diseases. It has a sustainable policy in its factories, the products and the transport they use.



MUD JEANS

Mud Jeans is a brand that reuses worn-out jeans to make new ones. Every old MUD jean is recycled into a new one, without any waste and using much less water (92%) than average jeans. MUD works with selected manufacturers, making sure that the well-being of their employees and using natural materials: organic and recycled cotton, without pesticides which is better for customers' skin.



Is there a recipe for success?

- Make sure you are organized.
- Be creative and have a positive mind.
- Look after your customers.
- Be ready to make sacrifices.
- Be consistent and perseverant.
- Have a plan and money to run your own business.
- Study the market, the best place, the society consuming,...
- Be patient about getting profits because it takes time.

CAN YOU AND OTHERS ENJOY BEING AN ENTREPRENEUR?

Yes, we can enjoy being entrepreneurs because we can do whatever we want; setting up a business and earning money with your own effort and at the same time having fun and interacting with other people is enjoyable.

Yes, we believe that we can enjoy being entrepreneurs because we are not employees of anyone and if we are good businessmen, we can earn a lot of money and enjoy seeing our project being successful.

As we see it, you can really enjoy being an entrepreneur. If you have an enterprising attitude, it can drive you to achieve your business dream. Also, it is important not to give up your idea as soon as you have the first problem. If you can manage to create your own enterprise and cope with all the things that this involves, you will enjoy it.



Yes, we think that we can enjoy being entrepreneurs because we can use our own creativity and invent a company about what we like doing and living from it.

Yes, we can enjoy being an entrepreneur, because, if the idea of your business is an idea that you like or you are really keen on, you can really enjoy making the process, you can meet new people and learn new things. But, there is also a bad side because we can have a lot of charges and also you can get stresses with the responsibilities.

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NEGOTIATIONS

The student will find out more:

1. *What are the negotiations?*
2. *What are the principles of effective negotiations and what mistakes are often made in negotiations?*
3. *What is a win-win strategy?*
4. *How to recognize manipulation techniques?*

The ability to negotiate is useful at home, school or work. After all, each of us conducts negotiations several times a day. These are simply conversations with parents, colleagues and teachers that are supposed to allow us to achieve the goal. That is why we should always be prepared to negotiate. And regardless of this. What spheres of life do they concern? In every situation, we can gain a lot from it. So what are negotiations and how should they be conducted?

The essence of negotiations

Negotiations are conversations in which the parties try, thanks to arguments and the power of persuasion. Overcome the initial differences of opinion to find a satisfactory solution. It is usually a difficult and complex process of making a joint decision, in which each party tries to achieve its interests. However, the overriding goal of negotiations is to reach an agreement.

Negotiations are therefore an important element of interpersonal communication serving:

- conflict resolution;
- pursuing common interests;
- making decisions in cases where different parties with different views are involved.

Negotiation styles

Due to the behaviours of the parties, there are three basic negotiation styles, which are described in the diagram below:

- hard negotiations;
- soft negotiations;
- material negotiations.

NEGOTIATIONS		
HARD	SOFT	MATERIAL
<p>They consist in striving to achieve the greatest possible benefits. Their participants usually do not respect each other. They often categorically insist on their position, exert pressure, and even use threats and manipulative techniques.</p>	<p>They are marked by far-reaching concessions. It should be noted that by making not very favourable proposals. The other party is not trying to achieve completely different goals than declared. After all, such negotiations can be a kind of manipulation.</p>	<p>They consist in searching for solutions that bring benefits to all parties. Therefore, their participants jointly strive to solve the problem. In addition, the parties submit to the established negotiation rule and do not exert pressure.</p>

It's worth remembering!

Persuasion - persuading and influencing someone to make them do something, believe in something or accept certain views through rational argumentation or by influencing emotions.

The “win-win” strategy in negotiations

People trying to negotiate business contacts or important family decisions of the business style most often use the win-win strategy. This strategy is based on the pursuit of mutual benefits and mutual respect. It is far from egoistic thinking in terms of the “win-lose” strategy characteristic of hard negotiations, in which the loser will be dissatisfied with the result. It also differs from the "lose-win" strategy, which assumes that you must give up your interests to reach an agreement. The "win-win" strategy, therefore, is based on thinking in terms of "us", not "me". This approach does not mean a simple compromise. Although it also leads to the resolution of the conflict, it does not satisfy either party.

It is worth remembering!

Compromise - a method of resolving a conflict involving mutual concessions and mutual sacrifice of some of your goals to achieve other goals.

Compromises aren't so bad, but...

Compromising is seldom satisfying. Most of the time it doesn't lead to the desired goal, but it also doesn't leave the opposing parties feeling hostile or frustrated. This is evidenced by the following example of a compromise between family members, which was divided into two groups due to their opinion on a holiday trip.

The first group.

Part of the family wants to go to the Baltic Sea because they love wide, sandy beaches, swimming in the sea and windsurfing.

The second group, Others want to go on holiday in the high mountains to support themselves in the High Tatras with breaks for bathing in thermal pools.

However, as a compromise, the family decides to go to the lagoon on the river (after all, it is also water) in Swietokrzskie Mountains (although low, mountains are mountains, after all)

Is each party satisfied with the compromise in this situation? If so, justify your answer, if not, suggest other strategies to reach an agreement.

The “win-win” strategy in practice

Very often, acting with the "win-win" strategy is difficult in a conflict situation. The parties do not believe that there is a third way out. They insist on their position instead of seeking a solution that satisfies everyone. An example would be a situation in which students in winter argue about opening the windows in the classroom. Half the class thinks it's too hot and the windows should be opened. The rest sitting by the window do not want to agree for fear of catching a cold. So a fight breaks out over who should resign. Meanwhile, students do not notice that the problem is not the issue of opening the windows, but too high temperatures in the room. And to lower it, it is enough to turn off the radiators. Therefore, in such situations, it is necessary to follow the principles of effective negotiations and use the skills and characteristics listed in the table below.

SKILLS	DESCRIPTIONS
careful preparation	<ul style="list-style-type: none"> -selection of the group that will conduct the negotiations, - setting the goals of negotiations and own priorities, - developing a strategy of conduct (among other things, identifying potential concessions), - establishing the forms of negotiations, - analysis of strengths and weaknesses (what will be emphasized and what will be hidden), -determining the potential strategy of the other party, -checking facts and clarifying doubts;
brilliance	<ul style="list-style-type: none"> - the thorough analysis of the problem and quick submission of the optimal solution; -immediately provide precise answers;
the precision of expressing thoughts	<ul style="list-style-type: none"> - setting the order of the issues raised, - taking notes with keywords that will be used, - explaining in simple language all the issues one by one;

listening carefully	- showing interest in what the other party is saying and asking questions to get more information;
correct assessment	- continuous analysis of the course of negotiations, - highlighting the most important negotiation issues;
honesty	-fair conduct of both parties, i.e. without the use of manipulative techniques;
persuasion	- accurate selection of arguments precise, consistent and factual presentation of arguments;
patience	- not making hasty decisions and not persuading the other party to do the same, - not showing haste;

Principles of effective negotiations

Negotiations are of great importance nowadays both in personal and professional life. However, for them to be effective, a few rules must be followed:

- be well prepared in terms of content,
- don't get carried away by your emotions,
- maintain a positive conversation atmosphere,
- disagree with the first offer you receive,
- do not make excessive offers,
- use objective evaluation criteria, for example using expert opinions,
- gradually give in, giving something for something (concession, for concession).
- prepare an alternative solution to the problem should the other party's terms be unacceptable.

Errors in conducting negotiations

Negotiators sometimes make mistakes that prevent them from using all the opportunities and achieving as much as they could. Negotiation mistakes are:

- overconfidence that the outcome of negotiations will be favourable to oneself;
- lack of a clearly defined goal for the negotiations;

- unreasonable adherence to the initial proposal or way of conducting negotiations, even if it turns out that they cease to be the best choice;
- adopting the wrong assumption that each one's win must be at the other party's expense. This may lead to giving up looking for a solution beneficial to both parties.
- being impressed by the way the other side presents information and forgetting about the substantive side of the proposal;
- not listening with the full interest of the other party or not asking questions relevant to understanding the other party's position;
- entering into negotiations without preparation and relying on readily available entrusted information instead of obtaining data closely related to the subject of negotiations;
 - too much haste, which can lead to making irrational decisions or a nervous atmosphere during conversations;
- in the case of trade negotiations, focusing only on the price, and not on other elements of the offer and the benefits of cooperation.

Manipulation techniques in negotiations

In negotiations, specific techniques of influencing the partner are often used. Many of them are a form of manipulation, but manipulation techniques and negotiation techniques should not be equated. Manipulation techniques are planned actions to the detriment of a partner. Negotiation techniques are ways to effectively present your arguments without wanting to harm your partner.

Selected manipulation techniques

Technique names	Descriptions
time manipulation	It consists in deliberately extending or shortening talks, for example by setting deadlines for accepting terms or being late for negotiations.
deliberately underestimating an opponent	It is the concentration of the opponent by doing other things than talking to him and showing him disinterest to throw him off balance and thus reduce his ability to argue logically.
personal attacks	A technique of creating negative judgments and allegations about non-substantive matters (gender, age, appearance of the profession and the like), which are supposed to lead to annoyance and intimidation of the other party.

"Trial Balloon"	This tactic is used to recognize the limits that can be reached in negotiations. By releasing a "trial balloon", i.e. drawing a hypothetical situation (what would happen if...), you learn about the other party's reactions and its willingness to make concessions.
"Reward in Paradise"	A technique involving offering a reward in exchange for concessions, which, however, will be received in the unspecified future.
"Tightening the screw"	It is based on making successive, increasingly exorbitant demands after the other party has accepted the previous conditions.
"Good Cop and Bad Cop"	One of the negotiating team members, very firmly, sometimes even aggressively, sets out his conditions, while the other in a polite and friendly way encourages the fulfilment of at least part of these demands; in this way, he persuades the negotiating partners to make concessions.
"Bad and Worse Proposal"	This technique involves presenting a standard proposal as a bad one and then making the other party an even worse, unacceptable offer; as a result of this operation, the other side is willing to accept the originally presented conditions, although they are only beneficial to those using this tactic.

It is worth remembering!

Manipulation - dishonest, deceitful (without the knowledge and will of a given person) influencing someone's views, attitudes, behaviour or emotions to achieve one's benefits. In ethical terms, manipulation is understood negatively. It means ignoring moral norms and is identified as a lie. The economic activity makes it impossible to build business relationships or even destroys long-term ones.

The use of manipulative techniques is not conducive to building long-term partnerships. If manipulation is detected by one party, the other party is considered unreliable, which may result in the immediate termination of negotiations. For this reason, it is not worth using manipulative techniques, but it is worth knowing them to recognize when someone will want to use them against us and be able to avoid them.



TASKS

1. Part of the class wants to go to the green school at the seaside. Other students, prefer to go to the mountains. Think about how this conflict can be resolved.
2. Which of the principles of negotiation do you think is the most important and why?

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The bibliography:

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