ACE Youth

Arts and Creative Entrepreneurship

IO2 ACE Youth Pedagogy Toolkit

for Creative Sector and Young Peer Mentors

Executive Summary

Until 2020 at least, the cultural and creative sectors represented growth and created jobs across the board, particularly for young adults, whilst also strengthening social and community cohesion. The creative sector drives innovation and can act as a catalyst for change, stimulating invention and progress across a diverse cultural and economic landscape. Further to being essential drivers for European cultural diversity, the creative sectors comprise highly innovative companies and are considered one of Europe's most dynamic assets.

However, along with tourism, the cultural and creative sectors have been the most badly affected by the Covid-19 crisis. Venue-based sectors (such as performing arts, live music, festivals, and cinema) were hardest hit by social distancing measures. The drop in revenues has put their financial sustainability at risk and has resulted in lay-offs with repercussions for the value chain of their suppliers, from the creative and non-creative sectors alike.

The Ace Youth project serves this sector by building and sharing measures and materials to offer entrepreneurial competencies and resilience training for those aspiring young people most affected.

Mentoring can play its part in supporting budding young entrepreneurs, and we propose to incorporate inter-generational mentoring in the materials of the project.

It is widely accepted that target group-specific, coherent entrepreneurship education initiatives are in short supply throughout Europe, and now seems the ideal time to blend entrepreneurial training with resilience training for young people in the cultural and creative sectors.

The project is divided into three main parts:
IO1 ACE Youth - Creative Sector Entrepreneurship Curriculum
IO2 ACE Youth - Pedagogy Toolkit for Creative Sector and Young Peer Mentors
IO3 - ACE Youth - MOOC Platform

Beyond the tangible materials, however, an overarching result will be a new model of cooperation between stakeholders in all partner countries and the world of business.

Another core objective of the ACE Youth project is to dismantle the barriers to entrepreneurship and starting a business in the cultural and creative sectors.

By supporting enterprising young people of any level to explore options for becoming an entrepreneur early enough, we can strive to ensure that particular option has equal gravity as working towards a career, a career that might not even exist in the near future.

Young people will be the ultimate beneficiaries of the project, gaining from senior mentoring and training materials and interaction with others facing the same challenges of turning 'what you enjoy doing' into a meaningful enterprise. Youth leaders' needs are also catered for, and they will have access to new methods of supporting young people to achieve their full creative potential.

We also aim to promote a more favourable attitude towards creative entrepreneurship from the public's perspective. A key to this is reducing the stigma of failure for entrepreneurs and promoting entrepreneurial skills as valuable life skills.

Research and innovation are at the heart of the Ace Youth project concept, and we are aware that trends change, whilst what was believed to be the case just a few years ago is now often no longer valid. To be truly innovative, we have to capture the current trends, especially in the current Covid-19 climate, to ensure the young beneficiaries of the project will get meaningful training, helpful advice and creative guidance.

The IO2 ACE Youth Pedagogy Toolkit for Creative Sector and Young Peer Mentors specifically targets existing enterprise owners who have an essential role to play in supporting budding entrepreneurs in starting their own businesses. Through the immersion and mentoring model, young people will be provided with a short-term opportunity to experience small business owners first-hand, the day-to-day challenges of running a business, the multiple skill sets required, and the different roles that senior business owners need to play on a daily basis. They will use the tools herein to get the best from the young entrepreneurs and bring an intergenerational advantage to their businesses.

The IO2 ACE Youth Pedagogy Toolkit for Creative Sector and Young Peer Mentors and other support materials will also help mentees identify the personal and interpersonal skills they might need to understand life as an entrepreneur and the chance to get a real insight into the world of the creative industry.

Contributing Partners

Tosya Belediyesi – Turkey

Associazione "Submeet - incontrarsi per crescere" – Italy

Vita Education - United Kingdom

VsI Ziniu kodas – Lithuania

Teach Solais – Ireland

DRUZHESTVO ZNANIE – Bulgaria

Academia Postal 3 Vigo S.L. – Spain

Pedagogy Toolkit for Creative Sector and Young Peer Mentors - Modules & Contents

Part 1 - Mentoring Methods

The mentor and professional boundaries

Setting boundaries as a mentor is essential. The boundaries in a mentoring role are those explicit and implicit ways you make sure you are ethical, safe and appropriate and that enable you to stay within the role of the mentor. Furthermore, boundaries are something you model as a mentor and are, therefore, more than rules, guidelines and limits you set between yourself and your mentee. They are behavioural as well as procedural.

Boundary management is the mentor's responsibility!

Here are some guidelines you can consider when setting your boundaries:

- **Could you set objectives for your mentoring relationship?**
- **Only give out personal telephone numbers and addresses if you feel comfortable divulging that information.**
- **Refrain from lending money or buying anything expensive for your mentee.**
- **Establish ground rules with your mentee. Keep it confidential.**
- **Be sensitive to your mentee's financial and environmental constraints and their religious and cultural background.**
- **Could you agree on a proper way to end your relationship?**

For the mentoring process to be successful, a trusting relationship must be established, which sometimes leads to a blurring of boundaries. Here we share some of the most common mistakes made by mentors:

#1: Building a one-sided relationship: Every mentor-mentee relationship should be a mutual relationship. Mentees should feel supported and in control of their personal and professional goals.

#2: Not defining the commitment: Beyond setting ultimate goals, both mentors and mentees need to figure out what the commitment will look like. Both parties should set clear expectations about the number of meetings, the length of each session, whether or not the relationship has a fixed duration, etc.

#3: Not setting goals: As in any endeavour and business strategy, both the mentor and the mentee must align their perceptions of personal and professional success. Having set the foundation, they should define the goals of their collaboration.

#4: Being critical instead of constructive: It is essential that the mentor does not take on the role of critic and judge. His role is to give feedback only on the area they have previously agreed to develop.

#5: Lack of flexibility: Although the roles of mentor and mentee are agreed upon at the beginning, it is still important to remember that people are unique. Each mentor brings a different energy drive and brings a different flavour to their relationship with the mentee.

#6: Breaking trust: To ensure success, the relationship between mentor and mentee needs to be built on the basis of trust. A breach of trust will result in a lack of motivation and regression. Therefore, every mentor should mindfully nurture trust in the relationship.

Resources:

- https://www.tenthousandcoffees.com/blog/top-10-mentoring-mistakes-to-avoid

- https://scottishmentoringnetwork.co.uk/assets/downloads/resources/AimhigherSuffolkMentorHandbook.pdf

- https://www.amandadudman.co.uk/blog/2018/10/22/mentoring-a-to-z-series-blog-managing-boundaries

Structured mentoring

Previously and in coming modules, we will inspect the characteristics of mentoring, different types of mentors, boundaries, assessment methods and in what settings it can be applied. In this module, we will look at the characteristics of structured mentoring. To do this, we first need to distinguish between structured and unstructured mentoring.

Unstructured mentoring

Unstructured mentoring has unstructured characteristics. Sometimes organizations want to apply informal mentoring to increase engagement and improve personal relationships and networking rather than a learning and development target. Unstructured mentoring does not have strict guidelines about mentor-mentee pairs. Mentors and mentees define their own pace and their own targets.

Unstructured mentoring programs also offer some benefits; no structure, timeline, agenda or goals allows for greater flexibility. It is much more organic and natural, and participants feel as though the program is purely for their benefit, not the company's.

One disadvantage of unstructured mentoring is that it is almost only possible to track progress with structure. It also makes little sense to have a mentoring program without evaluating its impact. Your organization will need the support of a structured program to track the impact of the mentoring initiative, identify what's working or not working, and ensure that the objectives of the current and future mentoring programs are met.

Structured mentorship

Structured mentorship is an active way for a mentee to read, watch, or listen to learn more about the developmental goals they are trying to achieve and then work together with their mentor to apply those theories to real scenarios. Mentors and mentees are matched according to certain criteria. They are informed about the boundaries and trained about the targets and program expectations.

Mentors and mentees can follow these guidelines and engage in the direction of the mentoring program target. This type is one of the most utilised corporate mentoring programs in the workplace.

Structured mentorship can be either one-on-one or within a small group setting and last any duration, from a couple of weeks to several months or beyond. Throughout this process, the pair may track progress and report mentee growth in set time intervals.

Unlike unstructured programs, which adopt a free-fall approach to mentoring, structured mentoring programs pay more attention to ensuring that the values and benefits of mentoring are well understood through mentoring awareness sessions. This will be beneficial to both of you!

References:

- Structured Mentorship, Close to the Gap Foundation - Structured Mentorship | Close the Gap Foundation

- Structured vs Unstructured Mentoring? Now that is the question, Mowgli Mentoring organisation - Structured vs Unstructured Mentoring? Now that is the question | by Mowgli Mentoring | Medium

- Mentor Toolkit, The Ohio State University

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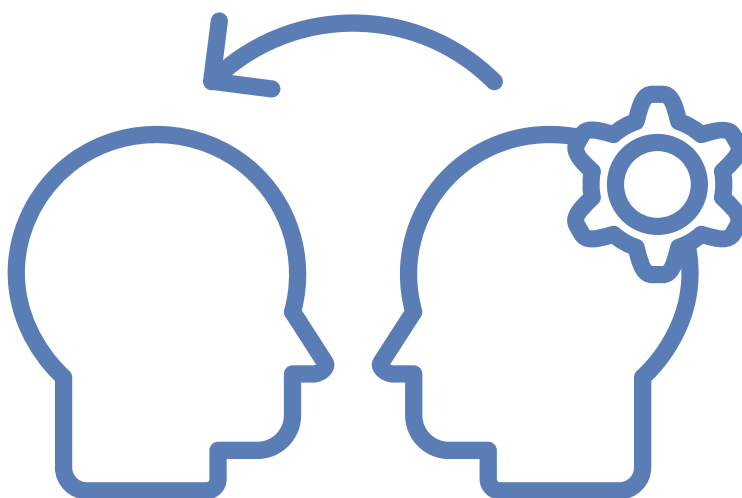
Mentoring types

Before we talk about mentoring models, let's mention a mentor's distinctive characteristics. A mentor is a trusted advisor that offers support to someone who needs it (aka a 'mentee').

Every mentoring relationship is different – some last for years while some last one coffee date. A long-term relationship may include a planned mentoring program. A short-term relationship may involve helping the mentee work through a specific problem.

All types of mentoring involve bringing people together to form mutually beneficial relationships in which they can learn and grow. Organisations can utilise mentoring for various purposes, choosing different program types to achieve multiple objectives.

In this module, we will introduce several types of mentoring to inspire you:

- **One-on-One mentoring:** The most popular and familiar type of mentoring is where one experienced mentor collaborates with one junior mentee to achieve a set goal.

- **Reverse Mentoring:** In this type of mentoring, the roles are reversed, and the junior expert becomes the mentor of the more senior one.

- **Group-Based Mentoring:** This type of mentoring is seen when several mentees are paired with one mentor. This is a good approach for short-term (situational) mentoring.

- **Peer-Based Mentoring:** Sometimes, in group mentoring, the role of the mentor proves to be redundant. The gathered experts can help each other through peer collaboration, sharing insights, experiences and attitudes.

Types of mentors

There are many different kinds of mentors and mentoring sessions, each with its own set of skills and methods. In this section, we'll cover the three main types of mentors: career mentors, peer mentors, and life mentors - all potentially helpful for you.

- Career mentors serve as career advisor and advocate. They guide mentees on career goals and help them through career transitions. Career mentors are usually senior to their mentees at the same company, but they can also work elsewhere.

- Peer mentor typically offers on-the-job training for new employees at their company. The goal is to help mentees settle into new jobs and speed up the learning curve. Peer mentors focus on teaching work procedures and job skills and offering job resources.

- Life mentor uses their own past experience to encourage and support their mentee.

One of the best ways to discover the mentor in you is to examine mentoring you have previously received. It could have been a one-time intervention or a long-term relationship; it might have happened formally or informally. However, when you've been "touched" by a mentor, you know it.

Resources:

- Why the Power of Mentoring can Change the World
  https://www.youtube.com/watch?v=u4kTlK5mUHc

- Why Leadership and Mentorship Does Not Need to Fail Us
  https://www.youtube.com/watch?v=mibnG8XeHlU&t=4s

- Seven types of mentors https://www.youtube.com/watch?v=2NWVCNMbGzI

- The five types of mentors you need in your life https://ideas.ted.com/the-5-types-of-mentors-you-need-in-your-life/

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Mentoring support measures

Whether your mentoring relationship lasts a few months, a year, or longer, it is crucial to understand the different phases it will go through. These include purpose, engagement, growth, and completion.

In this module, we will focus on the final phase, where the impact of the mentoring process is measured - and you can reflect on your mentoring experience.

The final stage of mentorship is the Completion phase. This occurs when the mentee has successfully achieved their goals with the help of their mentor, and the relationship naturally ends.

The key indicators of this stage are:

- Achieving the goals set out at the beginning of the mentorship
- Ending on good terms, with both mentor and mentee feeling satisfied with the experience
- Feeling confident enough to continue progressing without a mentor's guidance
- Passing on skills and knowledge they've learned to other colleagues or subordinates

It's essential for both mentor and mentee to feel a sense of closure at the end of mentorship. Whether this is achieved through celebrating successes or having a sit-down debriefing, both parties should feel like they've gained something from experience and are ready to move on.

Successful mentoring programs should be tracked, measured, and assessed at three altitudes:

- **the program**
- **the mentoring connection**
- **the individual**

Mentoring support measures

To be effective, you need the ability to capture metrics and feedback throughout the program lifecycle.

Measure mentoring at three levels- individual learning, program health and mentoring connection activity.

At the **program level**, build metrics around defined business objectives.

For **mentoring connections**, you want to understand mentorship behaviour to identify roadblocks and opportunities.

Individual learning

Program Success

Mentoring Connection Activity

Common questions you will want to ask are:

- **Is the mentoring timeframe too long, too short, or just right?**
- **Are mentorships getting off to productive starts or lagging behind?**
- **Are participants leveraging content resources you have provided?**

For **participants**, you want to understand the impact of mentoring in terms of outcomes while acquiring program feedback. One of the easiest ways to capture outcomes and feedback is through surveys.

Ask participants and stakeholders how well the mentoring program met its goals and the organisation's goals.

Also, ask them for their ideas for improving the program.

Mentoring Settings

This module is designed to support novice mentors with tips on organising the process more effectively. The mentoring process isn't always easy, so here are some ideas to help you get started and support your mentee.

At the end of this module, you will be aware of the rules you need to follow to create an effective mentoring relationship.

#1: Ask Questions: One of the main tasks of a mentor is to ask questions. By asking questions, you direct your mentee toward seeking answers and meaning. In doing that, you can help in discovering the right direction on their path to self-actualization. It is important to remember to teach your mentee to ask questions independently to form an attitude of self-provoking and development.

#2: Share Ideas: Mentoring relationships are based on respect and appreciation, and it is, therefore, typical for any mentee to seek advice and feedback from their mentor. So feel free to share ideas when your mentee requests them. The process of generating ideas in partnership and listening to others' ideas enable you to highlight the right solution to a particular situation.

#3: Tell Stories: Don't underestimate the power of storytelling. By sharing a story from your professional/personal life, you create a connection with your mentee and create an atmosphere of empathy and sharing. Don't be afraid to share stories of your failures; it's an example that the road is not easy but also that every failure leads to new knowledge.

#4 Listen With Compassion: Sometimes, the mentor's primary role is to listen. This does not mean that we exclude sharing and asking questions. It means you must listen with understanding and be conscious of the moments when you need to step back from the lead and just listen. Try to understand your mentee's arguments, dilemmas and insecurities. This will give you information and direction on what questions to ask to guide them to discover the right direction.

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#5 Offer Encouragement: The basis of the mentoring relationship is the similar path chosen by the mentee and already pursued by the mentor. But it is essential that the mentor does not get misled and starts sharing ready-made solutions from their experience. This means you need to provide encouragement and a relationship where the mentee feels free to ask questions, share ideas and conflicts and seek better solutions to concrete situations.

#6: Make Introductions: Sometimes, the reason you are chosen as a mentor is your network. If you feel comfortable sharing your contacts and bringing your mentee into the field, it's nice to set clear instructions and requirements in order to set boundaries in the relationship.

Remember: This is not part of your required commitments as a mentor!

Mentoring relationships can be beneficial and edifying.

This advice will allow you to create an effective and positive environment in which to flourish as a mentor.

References:

- 7 Tips About How to Mentor Someone: https://www.td.org/insights/7-tips-about-how-to-mentor-someone

- How to Be an Amazing Mentor in 10 Ways, according to HubSpot Managers: https://blog.hubspot.com/marketing/mentor-tips-positive-impact

- Creating the right environment for mentoring and coaching: https://www.amandadudman.co.uk/blog/2015/7/3/creating-the-right-environment-for-mentoring-and-coaching

Part 2 - Creative Solutions for Contemporary Issues

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Spotting Opportunities

Spotting opportunities is an excellent instrument towards the growth of a business. It means watching for and listening to potential clients. While targeting potential customers - their needs, wants, challenges, and frustrations should be considered. As well as their past, culture and even traumas can play a significant role in the meeting the needs process. The more you know about the lifestyle of your clients, the better you are able to understand them and give them what they really want. This is a strong message to put across to any young entrepreneur - and you can support this!

To be able to spot opportunities means to use one's imagination and abilities to identify opportunities for creating value.

Identify complexity and get rid of it:
Identify systems that are unnecessarily complicated or that rely too heavily on bureaucratic procedures, and simplify them.

Target the unmet needs:
Consider where clients and customers are dissatisfied with a solution. Example: Transforming an old delivery van into a gourmet food truck to fill the gap in a rural area.

Find the inefficiencies and correct them:
Observing when and where services are inappropriate is an excellent way to find an opportunity with high potential. For example: making parking more efficient.
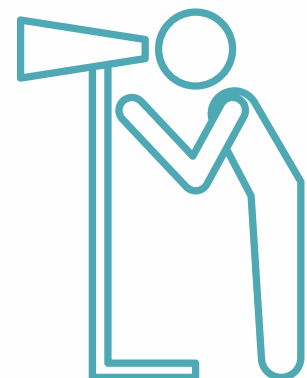
SWOT

SWOT analysis is a method of identifying and analyzing internal strengths and weaknesses and external opportunities and threats that shape current and future operations and help develop strategic objectives. This is an essential tool for all young entrepreneurs and, as a mentor you can help develop this approach.

Example of questions that could be asked about your strengths:

What assets do you have in your team? (Knowledge, education, network, skills and reputation)
What physical assets do you have (Customers, Equipment, Technology, Cash and Patents)?
What is your competitive advantage?
What are your most positive brand attributes?
What resources do you have at your disposal that your competitors do not?

Example of questions that could be asked about your weaknesses:

What does our company need to be competitive?
What needs to be improved in our company?
What are the gaps in our team?
Is our location beneficial to our success?
What is holding your company or project back?
What are the most negative attributes of your brand?
What resources do your competitors have that you do not?
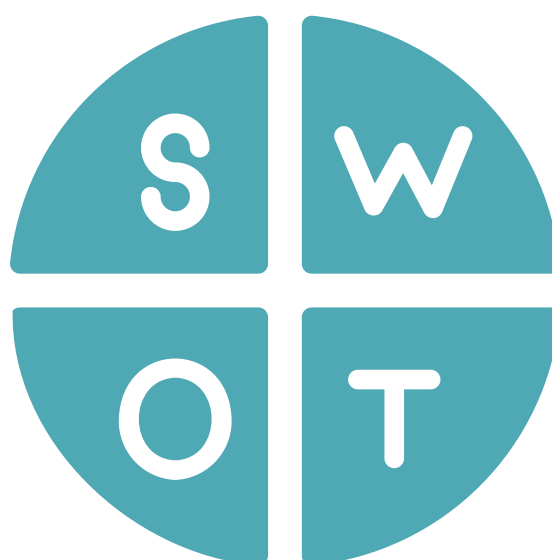
Strengths (S) and Weaknesses (W) are internal factors over which you have some measure of control.

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Example of questions that could be asked of your opportunities:

Is the market we are in growing? Are there current trends that will make people buy our products?
Are there any events that could benefit your business growth?
Are there any regulatory changes that would benefit your business?
What do customers think of your company?

Strengths Characteristics of a business which give it advantages over its competitors	**Weaknesses** Characteristics of a business which make it disadvantageous relative to competitors
Opportunities Elements in a company's external environment that allow it to formulate and implement strategies to increase profitability	**Threats** Elements in the external environment that could endanger the integrity and profitability of the business

Opportunities (O) and Threats (T) are external factors over which you have essentially no control.

Examples of questions that could be asked for your Threats:

Do you have potential competitors?
Will suppliers still be able to provide the raw materials you need at the prices you need?
Could future developments in technology change the way you do business?
Is consumer behaviour changing in a way that could have a negative impact on your business?
Are there any market trends that could become a threat?

Porter's Five Forces

Porter's Five Forces is a framework that can help you and the mentee analyse the level of competition in any given market. In simple terms the state of competition depends on five basic forces:

The threat of new entrants

New entrants are new companies that could potentially enter the market and threaten incumbents.
The more barriers to entry, the lower the threat.

Bargaining power of suppliers

Do suppliers have the power to impose their conditions in negotiations? For the company, suppliers' power can impact prices and, therefore, its profitability.
Here are some elements to consider at this level:
the number and size of suppliers
the degree of scarcity of products sold by suppliers
the cost of changing suppliers.

Bargaining power of buyers

Do they have the power to influence the prices charged by the company and the other terms of the sale?
At the level of customers, it is necessary to study in particular:
The number of customers and their respective weight in the business, the size of the customers, and their location.

The threat of substitute products or services

New products or services will likely enter the market and constitute an alternative to the existing offer.
The greater the value offered by a substitute product compared to the existing offer, the more likely customers are to buy it, and therefore the higher the risk for the company.

Existing industry rivalry

The current competition is in the marketplace, which is determined by the number of existing competitors and what each competitor can do. These questions will help you to boost a working flow:
- The number of competitors in the market?
- The size and diversity of competitors?
- The degree of differentiation of competitors?
- The growth of the market?

SCAMPER

It is a creative brainstorming activity that allow you and the mentee space to examine products and services and inspect a concept, an idea, a problem, or a situation from different angles.

Working together

Use the basic **SCAMPER** principle and start from what already exists and aim to modify it; to consider a new element with added value. To generate something original, it does not have to be something new, but creativity can be developed from changes or combinations of existing ideas.

SCAMPER stands for:

Substitute: Replace one part of the observed subject with another.

Combine: Joining several elements to form one.

Adapt: Adapting an existing product, service, or solution to a new application.

Modify: Change a feature.

Put to another use: Use in another application.

Eliminate: Reflect on what can be removed.

Reverse: change the order of things.

PESTLE

PESTLE analysis is a framework or tool that you can use to analyse and monitor the macro-environmental factors that may have a profound impact on your organisation's performance.
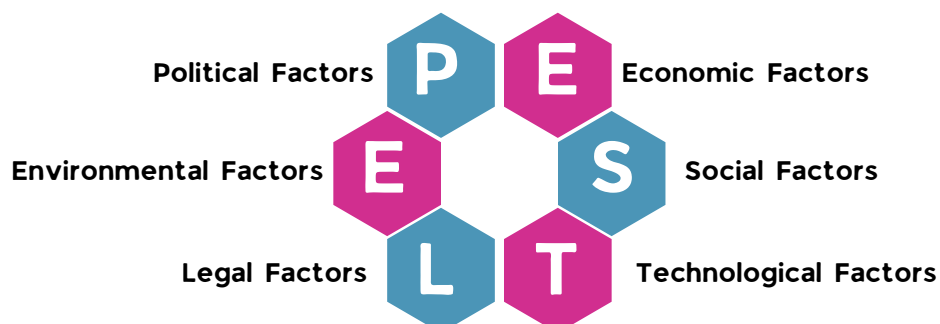
Working together

This is an excellent method to create discussion between you and a mentee and reflects the current state of affairs, demographics and societal change.

Political:

- All government decisions (fiscal policy, foreign trade, etc.)
- The stability of the political system, the parties in power and their orientations, and the potential changes that may occur with the next elections
- Taxation and social protection,
- Foreign trade policy,
- Aid and subsidy schemes,
- The main lobbies freedom of the press and level of corruption.

Economic:

- All the factors that impact purchasing power and consumer behaviour (disposable income, unemployment, interest rates, etc.)
- Economic growth, GDP, GNP,
- Disposable income and purchasing power,
- The level of unemployment
- Inflation and financial stability,
- Interest rates,
- Access to finance and skills (human resources).

Political Factors — **P** **E** — Economic Factors
Environmental Factors — **E** **S** — Social Factors
Legal Factors — **L** **T** — Technological Factors

Sociological:

- All the social characteristics influencing purchasing power (demography, level of education, income distribution, leisure and work attitudes, social mobility, etc.)
- Income distribution,
- Demography (study of populations),
- Social mobility,
- The educational level of the population,
- Attitudes to leisure and work.

Technological:

- All the technological innovations likely to disrupt the market (public spending on research and development, new patents, discoveries, etc.)
- The level of innovation and possible disruptive technologies
- Access to new technologies,
- The evolution of communication and distribution channel.

Legal:

- All the laws and regulations impacting the legal framework in which the company operates
- Competition law,
- Business law,
- Labour law, worker protection and health,
- Consumer protection,
- Data protection,
- Intellectual property law and protection (copyright, patents, trademarks, etc.)
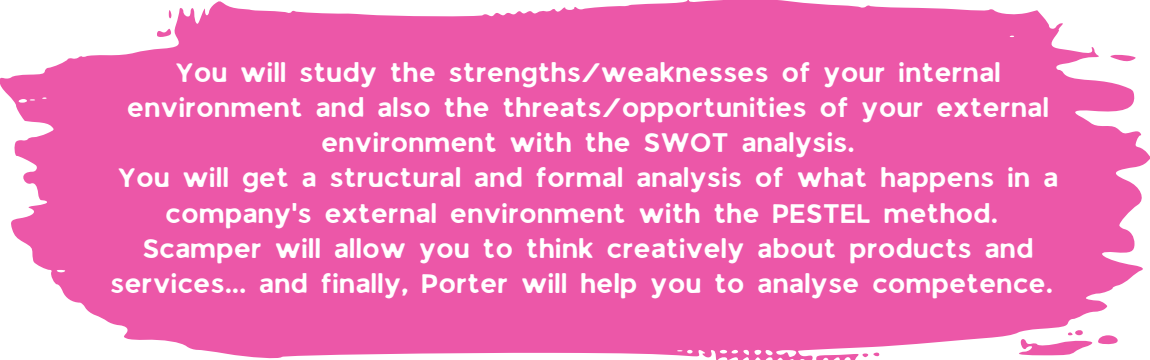
Environmental:

- All the factors linked to the environment influence how the activity is carried out (waste treatment, pollution emissions, etc.)
- Environmental protection laws and regulations,
- Waste reprocessing,
- Pollution emissions,
- Availability of natural resources,
- Recycling standards.

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Why use swot, pestle... with entrepreneurs?

Here we have shown you various analytical methods useful for your future business and to help integrate a mentee. It is up to you to choose the ones you are most comfortable with and most appropriate for advancing your best ideas together.

Future entrepreneurs can use these tools to analyse situations and contexts to develop creative projects and ideas. Easy to implement, they can be applied on a regular basis and can be adapted to changing contexts.

You will study the strengths/weaknesses of your internal environment and also the threats/opportunities of your external environment with the SWOT analysis.
You will get a structural and formal analysis of what happens in a company's external environment with the PESTEL method.
Scamper will allow you to think creatively about products and services... and finally, Porter will help you to analyse competence.

These different methods can be used independently but also inter-dependently. For example, Pestle can help you with the SWOT diagram.

Examples of situations in which you can use it are:

- Taking advantage of a new business opportunity
- Respond to new trends
- Implementing a new technology
- Dealing with changes in your competitors' operations
- Personnel issues
- Corporate culture and image
- New product development
- Organisational structure
- Advertising
- Financial resources
- Operational efficiency

This list is not exhaustive; you can add to it, especially in a creative environment with a mentee. Generally, it is planning and decision-makers who use these tools, but nothing is preventing you from collaborating to enrich your mentoring experience!

Gap in the Market and USP

A **gap in the market** is an opportunity to offer something that customers want but that no other business is currently providing. The term "gap" refers to the difference between supply and demand. An open discussion between mentor and mentee about market conditions is a worthwhile activity and often brings to the fore intergenerational expectations. Remember, Unique Selling Pont (USP) is what differentiates a product or brand from its competitors and can be your number one strength and opportunity.

Examples of Gaps in the Market:

A certain cuisine is missing in your town, and local people are curious about some country's food cultures.
A Smart[er] Travel App is needed, and it seems many citizens travel to a certain destination and book trips via smartphone.
The need for free online calls and faster communication (e.g. that is how WhatsApp was created)

How to define Market Gaps:

Whether you are starting a small business or looking for growth opportunities in your current business, market gaps can be excellent sources of inspiration for your next big idea.

- First of all, come back to your S.W.O.T. analysis and pay attention to your strengths. These are what you can offer. Don't hesitate to use past experiences as a guideline.
- Think small when it comes to gaps. The more specific your market, the more likely you'll be able to target them effectively.
- If you see that someone has successfully filled a gap in the market in one industry, you could recreate that success in a similar one.
- Follow pending legislation. Sometimes, an industry can go through big changes because of legal reasons. One company is out, yours - in.
- Identify unsolved problems. Solving an existing problem will endear you to consumers and cause your products to practically sell themselves. This is what almost every successful entrepreneur keeps talking about.
- A straightforward way to find those hidden gaps is to ask your potential customers what they are missing in the current market. You can do that by researching industry trends or making the real polls/questionnaires.

Part 3 - Connectedness for Community and Business

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Social Media

Social media was once primarily just for fun, but not anymore. Whether you run a small online store or a national enterprise doesn't matter- social media is essential to your business. You don't need to know every buzzword or have the magic number of followers. You can get started immediately, which is an excellent aspect of connectedness for you to work on with a young mentee.

Social media allows you to do at least four essential things: Discover new ideas and trends, connect with existing and new audiences in more profound ways, bring attention and traffic to your work, and build, craft and enhance your brand.

Social Media

Social media provides immense business potential because consumers habitually log on to it daily and are exposed to companies. However, social media constantly changes, so it's essential to keep up with the evolution of the platforms and to keep looking for ways to optimise your use of the available tools. With that in mind, here are some critical tips for businesses to keep in mind when curating their presence across all online options. See how your mentee works with the platforms below and discuss the potential benefits and pitfalls of Social Media.

- Know your platforms. Make sure you understand each platform and what type of content goes on each. Your business may be suitable to have a presence on all or only some.
- Keep posts brand-focused. Only write about your business and things that relate to it.
- Create relationships. Be social, respond to comments, like posts and follow people.
- Prioritise organic growth. The more genuine your presence is online, the more attractive it is for real users to engage.
- Create original content. Making sure your page is filled with authentic images and videos can help make you more recognisable.

Responsiveness

Responsiveness is a business's ability to identify and effectively adapt to the continuous change in its industry and its customers' preferences. Companies that effectively adapt to change are better able to manage disruption and consistently meet their customers' expectations.

Developing responsiveness relies on the process of identifying, capturing, and transforming.

- **Identifying is the ability to spot opportunities inside the company and in the market.**

- **Capturing is the ability to mobilise resources to seize opportunities.**

- **Transforming is a company's ability to assess its internal and external competencies.**

Here are some ways a business can improve its responsiveness:

- Ask your customers what they want. A survey of your existing customers can show you where your strengths and weaknesses lie.

- Manage customer expectations. Guide customers to the channel that best serves them and remain realistic with your mission statement.

- Develop procedures. Set benchmarks for how quickly your team needs to respond to customer inquiries, internal processes and market changes.

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Professional Networks

Professional networking means deliberately creating and maintaining relationships with other professionals in your industry and related fields to further your business or brand. Networking allows you to foster relationships with others that are mutually beneficial to the development and sustainability of your business. The goal of professional networking is typically to be able to ask favours of people in your network and to help them in return.

Professional networking requires initiative. You have to make an effort to meet people and then establish and maintain those relationships. Many networking tools, including apps and websites, can help you build successful relationships. This is another entrepreneurial feature many young mentees have at their fingertips. It can be a good business move to look at new ways to exploit a professional network.

Here are four ways to grow your professional network that would make a great micro project to work on as a team:

1. Use a LinkedIn profile to add to your professional contacts and learn more about and promote your business.
2. Ask for introductions to meet new professional contacts.
3. Nurture your already established connections.
4. Always stay open to new opportunities.

Professional networking dos: Be prepared for meetings, have honest conversations, and follow up

Professional networking don'ts: put people on a pedestal, forget to listen, or get discouraged by rejection.

Social Responsibility

Social responsibility means that businesses, in addition to being financially viable, must act in a manner benefiting society. Now more than ever, there is a growing importance for companies to ramp up their focus on social responsibility.

Socially responsible companies should prioritise pursuing achievable and good long-term goals for their stakeholders and the world by adopting policies that promote the well-being of society and the environment while lessening negative impacts on them.

Companies can act responsibly in many ways, such as by promoting volunteering, making changes that benefit the environment, engaging in ethical labour practices, and engaging in charitable giving.

Corporate Social Responsibility

Corporate social responsibility (CSR) is traditionally broken into four categories: **environmental, philanthropic, ethical, and economic responsibility.**

Environmental responsibility is the belief that organisations should behave as environmentally friendly as possible.

Ethical responsibility is concerned with ensuring an organisation is operating fairly and honestly.

Philanthropic responsibility refers to a business's aim to actively improve the world and society.

Economic responsibility is the practice of a firm backing all of its financial decisions in its commitment to do good in the areas listed above.

Part 4 - Planning for Sustainability

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Planning and Sustainability

Business sustainability seeks to create long-term shareholder value by embracing the opportunities and managing the risks that result from an organisation's economic, environmental, and social responsibilities.

Business sustainability must meet the needs of the organisation and its stakeholders today while also protecting, sustaining, and enhancing the environmental, social, and economic resources needed for the future.

Business sustainability is still an emerging discipline, and while there is some commonality around what should be done to achieve business sustainability, there is relatively little agreement on the terms to be used. This is partly because business sustainability is connected to a wide range of diverse areas, including organisational behaviour, business strategy, operations management, accounting, finance, economics, environmental science, ethics, and social psychology -- to name a few.

In such a rapidly developing field of practice, it is easy to become bogged down in the quagmire of philosophy and terminology - and this is where a senior mentor can support a younger entrepreneur in navigating risk, to build a more sustainable enterprise.

Legislation

Legislation is a set of laws put in place by any government to protect businesses, employees and consumers. Businesses must operate within these laws to ensure the fair and safe treatment of any party involved with a business. If businesses do not comply with legislation, legal action such as fines, restrictions and imprisonment can be actioned - this is a grey area for many young people.

Different types of legislation that businesses must follow include employment laws, consumer laws, and intellectual property laws.
Employment law involves keeping the employees safe and ensuring that employers are fair and intellectual property laws involve protecting ideas, creations, designs, names and logos - alien for many in the copy & paste generation .

Funding

The process of looking for money must match the needs of the company. Where you look for money, and how you look for money, depends on your company and the kind of money you need. There is an enormous difference, for example, between a high-growth internet-related company looking for second-round venture funding and a local retail store looking to finance a second location.

1. Venture capital

The business of venture capital is frequently misunderstood. Many start-ups complain about venture capital failing to invest in new or riskier ventures. Because of their supposedly predatory business practices, people talk about venture capitalists as sharks (or vultures).

This is not always the case. The people we call venture capitalists are often business people who are charged with investing other people's money and have a professional responsibility to reduce risk.

2. Angel investment

Angel investment is much more common than venture capital and usually is far more available to start-ups, and at earlier growth stages. There are important distinctions between this and venture capitalism.

Angel investors are often groups or individuals who invest their own money and tend to invest in companies at earlier stages of growth. At the same time, venture capital typically waits until after a few years of growth after start-ups have more history.

How to find Angel Investors

Your next question, of course, is how to find the "angels" that might want to invest in your business. Some agencies, business development centres, and business incubators will be tied into the investment communities in your area. Turn first to your local Small Business Development Centre, with your mentee and see what is locally available in the first instance.

3. Commercial lenders

Banks are even less likely than venture capitalists to invest or loan money to startup businesses. They are, however, the most likely source of financing for established small businesses.

Startup entrepreneurs and small business owners are too quick to criticize banks and financial institutions for failing to finance new businesses. Banks are not supposed to invest in companies and are strictly limited in this respect by federal banking laws.

4. Alternative lenders

Aside from standard bank loans, an established small business can also turn to accounts receivable specialists to borrow against its accounts receivables.

The most common accounts receivable financing is used to support cash flow when working capital is hung up in accounts receivable.

5. Friends and family funding

If I could make only one point with budding entrepreneurs, it would be that you should know what money you need and understand that it is at risk. Know how much you are betting, and don't bet money you can't afford to lose.

Canvas model

The Business Model Canvas (BMC) is a strategic management tool to quickly and easily define and communicate a business idea or concept. It is a one-page document that works through a business's or product's fundamental elements, coherently structuring an idea.

The right side focuses on the customer (external), while the left side of the canvas focuses on the business (internal). Both external and internal factors meet around the value proposition, which is the value exchange between your business and your customer.
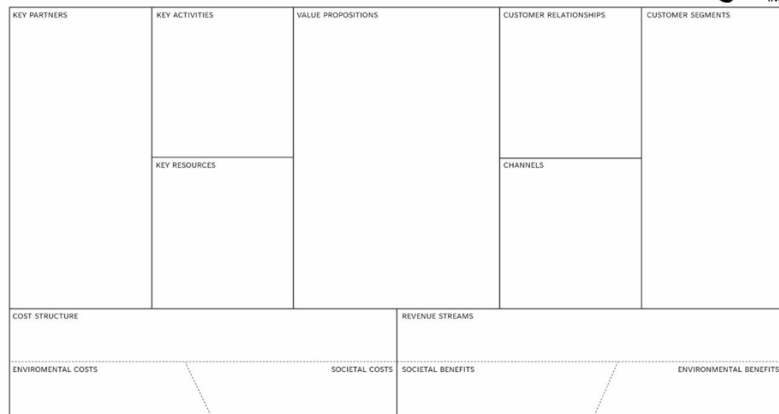
Business Model Canvas - there's a full-sized useable version at the end of the unit!

How to use it?

Value Proposition:

The Value Proposition is foundational to any new business. It is the fundamental concept of the value exchange between your business and your clients. Generally, value is exchanged from a customer for money when a problem is solved, or pain is relieved for them by your business.

Good questions to ask (along with your mentees) when defining your new business:

What is the problem I am solving?
Why would someone want to have this problem solved?
What is the underlying motivator for this problem?

Business model canvas.

BUSINESS MODELS INC.

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
	KEY RESOURCES		CHANNELS	

COST STRUCTURE		REVENUE STREAMS	
ENVIROMENTAL COSTS	SOCIETAL COSTS	SOCIETAL BENEFITS	ENVIRONMENTAL BENEFITS

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Strategic planning, upskilling and risk management

**Upskilling is the process of learning new skills or of teaching workers new skills.
Reskilling is the process of learning new skills so you can do a different job, or of training people to do a different job (Cambridge Dictionary)**

Both are effective strategies for you combat what is expected to become a perennial skills shortage. Reskilling means looking for people with 'adjacent skills', that are close to the new skills you require. A culture of upskilling means teaching employees new, advanced skills to close talent gaps. Working with your mentee and existing team members can help their self improvement and improve your business. LinkedIn Learning found that if companies actively invested in employees' careers, up 94% of workers would choose to stay with them longer.

While two thirds of organizations believe that workforce development programs will help to address the skills gap, they are often slow to take action due to financial constraints and the lack of suitable technology.

However, without taking action now, your company's ability to meet its long-term goals are at risk if you do not have access to the right skills.

One of the best ways to utilise reskilling and upskilling in your organisation is through providing employees with structured 'career pathing'. Career pathing is the process used to chart an employees course for their personal development. Both reskilling and upskilling strategies can be introduced into your business as a way to align your employees career with your organisation's business objectives.

Successful career pathing strategies are derived from a competency-based approach. This allows your organization to evaluate and assess the specific competencies required for each unique role and understand the skills development necessary for employees who are moving into new positions.

A career path is personal to each individual employee and helps them to break down the steps needed to achieve their long-term career goals and progress their career either laterally or through promotion. It requires an understanding of the knowledge, skills and personal traits required and helps to identify the specialized skills and additional training needed to fulfil those aspirations.

The benefits of career pathing:

Introducing career pathing into your organization brings with it several advantages, including:

Meeting future demand: Identifying the capabilities already available enables you to target the development of critical skills in your existing workforce to meet future demand.

Identify hidden skills: Career pathing empowers your employees to detail and assess their own skills, revealing potential the business may not be aware of.

Create a culture of talent mobility: Today's talent looks for employers with a commitment to their future career development. Not only does a career pathing strategy attract talent to your organization, but it also increases employee motivation and retention levels. Career pathing also creates internal movement, both laterally and vertically, and visibly demonstrates that your organization values its people.

As the speed of digital transformation continues unabated, an effective career pathing strategy that incorporates reskilling and upskilling benefits both employees and HR. Even more so, this must be a talent imperative for your organization if you wish to keep up with the changing market of skills.

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Part 5 - Marketing for Mentoring

Marketing for Mentors

Marketing can often seem like an unknown and difficult-to-understand area, especially at the beginning of the entrepreneurial journey. When running a business, integrating the six basic principles into the marketing strategy can help the business grow efficiently. It not only helps the business owner to follow a guide to creating a valuable product or service, a way to optimize sales and attention to the product from customers and assist aspiring entrepreneurs along the way.

Product: The product is an object or a service that is being sold. The most important thing is to provide a product that is needed in the market. If there is a deficit for something, by creating a timely product, you will be guaranteed a long-lasting business.

Price: The price is a value that the customer is willing to pay for your offered product. Creating an effective pricing strategy that is profitable for you and the client is a method that will generate sales for the company.

Place: The place is the location at which a customer can buy the product. It could be a place in real life or online.

Promotion: Promotion is essential for educating customers about your product's value. The main idea of it is to attract attention to the product and interest people in wanting to learn more about it. Target is to make them buy it.

People: The people are individuals who are engaged in the marketing process- from the employees' point of view and the customers. One side creates the promotion, and the other evaluates it and provides feedback to hopefully help to improve it in the future.

Presentation: The presentation is how a product is seen in the market. Visuals such as packaging or advertisements can impact people's buying habits.

Targeting

Having a product that you want, or are planning to sell, one of the most important things is knowing your audience. We recommend that you create a buyer's persona that represents your ideal customer - this is a great activity to do with your mentee. Create a profile based on the product that needs to be sold. Then you, as a business owner, should ask yourself a few crucial questions:

- **Who am I creating this product for? (Men/ Women? Adults/ Children?)**

- **Where will my product be used at? (Education? Selfcare? Food industry?)**

- **Where does my target audience live? (City/ rural area? Can it be used everywhere?)**

- **How can my product reach the customer (Is it sold online or in a store?)**

Because of your products assessment you can now create a strategy on how your product will attract the wanted customer.

This will help you find the best way to promote your product. If it is sold online, you should create a rememberable website, adds and trends on social media platforms.

Such things should be easily accessible and easy to navigate. If the product can be bought in the store, the packaging should be the "star of the show".

On that depends if the product will interest the customer and it needs to be targeting the audience you want to attract (cartoonish designs for children and etc.)

Targeting is essentially finding the best way to reach an audience, that would be interested in buying the product. That's what you just did.

Digital Presence and SEO

Having a digital presence is very important for any business. Nowadays, the digital world creates one of the biggest and most easily accessible markets. People also tend to shop online now more than ever. Having a product that can be bought online will open up a customer base to a greater scale, and in addition, online services create an international business possibility.

The online potential is also more convenient for the customer; they can buy and research a product without leaving the house.

Digital presence is also an excellent way to scout the competition; you may see effective ways that others are following to improve their online presence that you can duplicate and one day lead the way for others - the mentee will have valuable input in this activity!

COVID-19 pandemic forced business to adjust to an online world and create their digital presences, that lead to acceleration of websites that are being created every day, resulting in a very competitive online market.

For this reason things like SEO (Search Engine Optimisation) are being used. The main goal of it is to get a website to someone who is searching for information, products or services that would be relevant. Use of SEO is growing increasingly important day by day as the number of websites grow with it.

When people use the search engine, information that immediately appears while searching for your brand is critical to your reputation, as very few users are going to click through to the second page of results. To avoid these SEO black spots, using easily formulated words is the key.

Creativity

Through creativity, a business can create its own identity. Different approaches and creative outputs can help to find and build your customer base. The look or usage of the product you are selling is what caught the client's eye in the first place, and that should continue to improve if the goal is to expand the business.

When a product is being sold, creativity is being evaluated by the customer from the beginning until the transaction is finalised. What matters the most is the first impression. For example, ads should be targeted to a specific audience and be easy to understand, memorable and eye-catching. If potential clients enjoy the advertisement, they may search online to learn more about the product. You and the mentee can discuss this process...

Websites can sometimes be a massive letdown for businesses because they can be challenging to navigate, and the information provided about the product is too limited. It is, of course, essential to focus on the visual side of the website; that is what makes the product and the business at least appear professional.

Finally, where creativity is noticed and needed - is in the final product. When people receive a product, it should be precisely what they paid for. Even the packaging that products come in matters. The overall look and feel of the product are also crucial.

Why not compare the fascination of unboxing videos on YouTube?

This is when the customer will think about repurchasing the product. If it is a flop when it arrives, there will not be frequent buyers, only one-time clients.

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Part 6 - Practical Immersion and Mentoring Model

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Immersion and Mentoring Tools

To get the most out of the Ace Youth mentor and mentee immersion program, there needs to be a strong focus on the structure of the activities to ensure everyone benefits from the overall exercise. The following pages will contain tips and resources to support the mentor v mentee relationship. This represents a meeting of pedagocial resources with a structured programme that will be piloted by the partnership.

Placement Diary

An immersion placement diary allows mentees to record the tasks and duties they performed and the skills they learned through their mentoring experience, as well as reflect on their personal experiences.
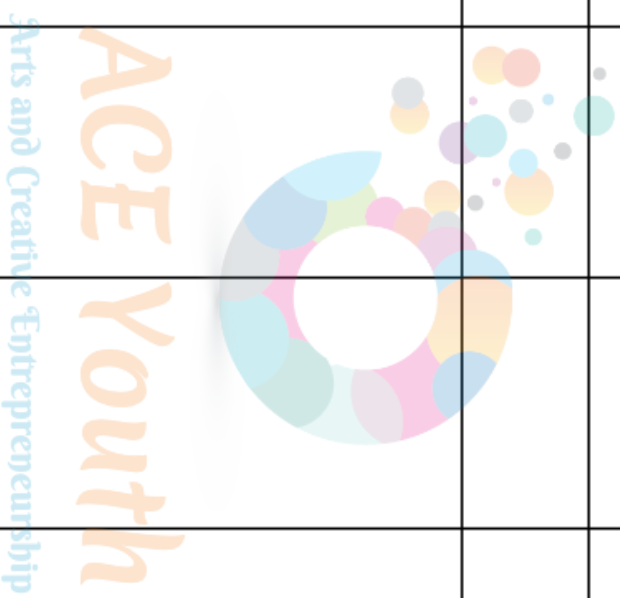
You will introduce this on the first day of the immersive mentoring program:

Some essential info must be there in any placement diary:

- daily tasks completed
- daily learnings
- everyday troubles, difficulties, and issues encountered
- Skills practiced or developed, such as:
  - communication
  - critical thinking
  - creative thinking
  - teamwork
  - planning/organising
  - time management
  - computer skills
  - customer focus
  - initiative and Independence

Student's name:	MON	TUE	Employee's name: WED	THU	FRI
Tasks completed					
What I learned					
Troubles, issues					
Skills practised or developed: o communication o critical thinking o creative thinking o teamwork o planning / organising o time management o computer skills o customer focus o initiative and Independence					

Ice Breaker for Mentoring

After the initial greeting for mentor v mentee, these activities represent the first step into a new experience; they provide a quick jump into progress and help facilitate communication. Ice Breaking helps everyone to get to know each other very quickly, which allows overall team working and mutual cooperation. In a work experience and mentoring scenario, an effective ice Breaker will raise a trainee's motivation and involvement significantly.

Example.1 – Cast Away

As in Tom Hank's famous movie, everyone is assumed to be lost and stranded on a deserted island and asked to describe one object they would bring to the island and why. This game is a teambuilding and get-to-know-you icebreaker.

Ex.2 – Describe the picture

This is a teambuilding game of communication and pictures, where every member of the group is asked to describe the picture they are given. The pictures for this game could come from children's books or comic books: you can pick the source to fit the target. They must describe what is happening in their own words.

Ex.3 - Trust Walk

The Trust Walk is a popular team-building activity that helps people practice trusting each other. As a leader, you'll guide a blindfolded partner around obstacles using verbal or nonverbal instructions. After the activity, ask participants to reflect and share what they learned from this experience, using some sample questions such as:

1. What was it like to be the "guide," being fully responsible for the safety of your partner?
2. Did you have any difficulty trusting your partner while blindfolded? Why or why not?
3. Why is trusting your teammates important?
4. Afterwards, how did it feel when you and your teammate successfully trusted each other to accomplish something challenging?

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Follow-up and Reflections

This is the most crucial part of any activity: after planning and implementing the immersive mentoring, there needs to be a reflection, a follow-up where the progress of the planned vs actual is addressed and, if required, adjusted through proper countermeasures.

In this Ace Youth mentoring experience, goals should be clear from the start and the activity plan to achieve them. However, things never quite follow our expectations, and something could go wrong. For example, one aspect might not be fully satisfactory, something beyond your control or expectations: in any of these cases, chasing the progress and making proper adjustments is the only key to achieving the final goals. Through our reflections, we can identify obstacles that maybe prevent the mentees from achieving their shadowing targets. Key trends could include a lack of proficiency in academic vocabulary, limited exposure to texts, and a lack of opportunities to practice skills.

The main follow-up tool for a work experience is using assessment questionnaires, which shall be applied to both trainee and employer to have a more balanced perspective of the actual status.

Placement follow-up chart					
STUDENT:					
Week nr:					
Targets of the week	★★★★★	★★★★	★★★	★★	★
Target 1					
Target 2					
Target 3					
……					
Proposals for improvement					

Placement follow-up chart					
EMPLOYER:					
Week nr:					
Targets of the week	★★★★★	★★★★	★★★	★★	★
Proposals for improvement					

To obtain a proper and steady follow-up, appropriate milestones (such as weekly targets and monthly targets) shall be set ex-ante.

Unless we agree upon clear and easy-to-evaluate milestones, there will be no guarantee that the follow-up could be effective and, in the end, no guarantee that the final targets of the work experience will be achieved. Quite often, milestones are not numerically measurable: it's therefore always recommended to propose a rank 1-5 to assess how satisfactory those milestones have been so far.
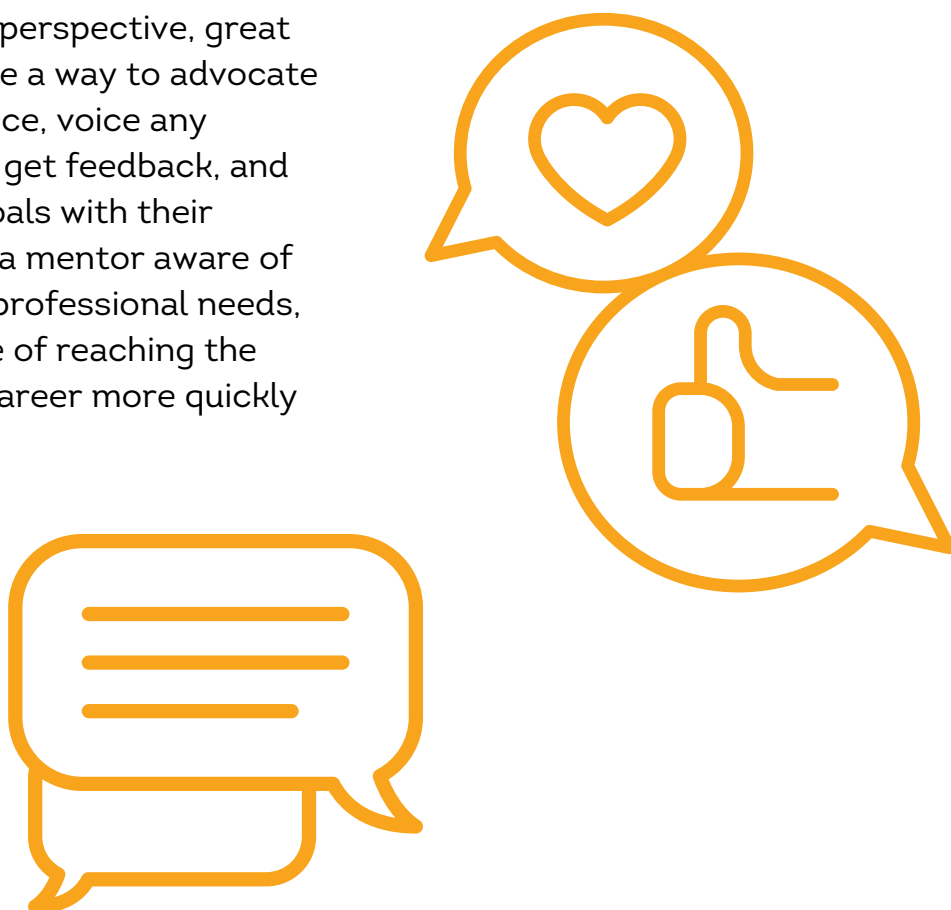
Review questions

Apart from the follow-up tools we briefly introduced before, it's always worth assessing the satisfaction of the job done during a mentoring placement. Many organisations developed their own review questionnaires, allowing them to collect meaningful feedback to understand how to improve mentees' engagement, motivation and pro-activeness.

The most common tools are based on custom questions or templates. Surveys can be anonymous or identified, and you can set them up to recur automatically.

Gaining honest insights without compromising anonymity is extremely valuable. Your mentees' privacy is respected while you gain a detailed understanding of their needs, allowing you to **turn insight into action**.

Review questions are also designed to help leaders and mentors to have focused discussions about performance. Reviews are an opportunity to have valuable conversations, share meaningful feedback, align performance expectations, discuss goals, and create an action plan to make those goals a reality.

From the mentees' perspective, great review questions are a way to advocate for their performance, voice any concerns or needs, get feedback, and share any career goals with their mentor. By making a mentor aware of their personal and professional needs, a mentee is capable of reaching the next level of their career more quickly and efficiently.

Examples of review questions for Mentees

What contribution are you most proud of in this review period?

This question allows mentees to reflect on their past performance, speak to their strengths, and highlight potential growth areas. The response will give their mentor more context around how mentees view their own performance and what type of activities they find meaningful. It's also an opportunity for the individual to reflect on their mentee role and take pride in their work, which can be good for morale.

What is your favourite/least favourite part of your role?

This question allows mentees to highlight what they like and dislike about their current mentorship experience. . These answers offer a mentor insight into any pain points or recurring blockers they face while also allowing them to learn what aspects of the experience the mentee enjoys. This information may help the mentor to take action to improve their mentee's experience and make the role more enjoyable (or at least bearable) for the current and future mentee.

What are your personal and professional goals?

This question is worth including in every performance review and self-reflection. Not only does the answer to this question benefit your leaders, but it also helps your mentees reflect on their activity and check in with themselves on where they want to grow professionally.

Interview a Business Owner

A business owner or mentor entrepreneur might be interviewed for many reasons, such as to publicise their business or introduce their company to new consumers.

However, it can also be beneficial for mentors and business owners to prepare before giving an interview to determine how they can discuss different areas of their business and emphasise certain qualities or values that their company has.

Doing a good interview with a business owner can help the placement overall and ensure the right mentee is in the right place, thus creating the optimum conditions for a successful mentorship.

There are hundreds of possible questions and even more variants; we will propose some basic ones, categorised by topic, on the next page.

General Questions	Experience and Background	In-depth Questions	Operations Questions
• When did you start your business? • Why did you decide to become a business owner? • What was your mission at the start of your company? • How many employees does your company have? • What services or products do you offer? • How do you advertise your business? • What are your company's goals? • What made you choose to start a company in this industry?	• How long have you worked in business management? • Have you managed any companies before your own? • Does you company utilize any performance rewards? • Do you have previous experience in your market or industry? • How do you generate customer referrals? • What changes have you made to your business strategy over the past few years?	• How did you come up with the name for your company? • How would you describe your company's workplace culture? • Does your business give back to your community? • What is unique about your company? • What kind of corporation is your business? • How much time do you spend working on your business each day? • How much time did it take for you r company to earn a profit?	• What does a normal day at your company look like? • How do you manage customer relationships? • How do you delegate tasks? • What were some challenges you faced when creating your product? • Which qualities do you look for in new employees? • Who are your primary competitors in your market?

See the next page for printable version

General Questions	Experience and Background	In-depth Questions	Operations Questions
• When did you start your business? • Why did you decide to become a business owner? • What was your mission at the start of your company? • How many employees does your company have? • What services or products do you offer? • How do you advertise your business? • What are your company's goals? • What made you choose to start a company in this industry?	• How long have you worked in business management? • Have you managed any companies before your own? • Does you company utilize any performance rewards? • Do you have previous experience in your market or industry? • How do you generate customer referrals? • What changes have you made to your business strategy over the past few years?	• How did you come up with the name for your company? • How would you describe your company's workplace culture? • Does your business give back to your community? • What is unique about your company? • What kind of corporation is your business? • How much time do you spend working on your business each day? • How much time did it take for your company to earn a profit?	• What does a normal day at your company look like? • How do you manage customer relationships? • How do you delegate tasks? • What were some challenges you faced when creating your product? • Which qualities do you look for in new employees? • Who are your primary competitors in your market?

Conclusion
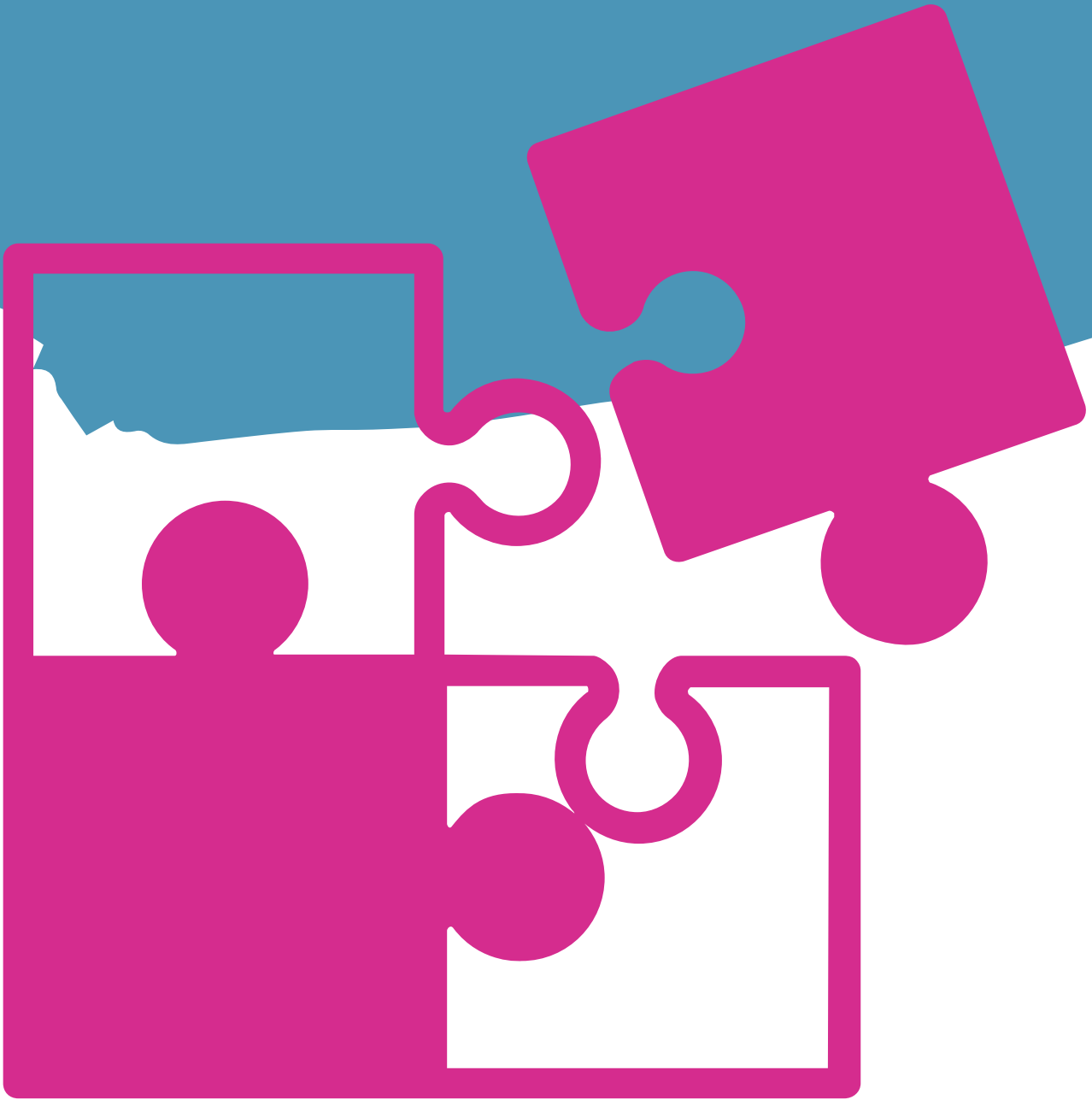
ACE Youth - To Conclude

By targeting senior business people and leaders, the Ace Youth Pedagogy Toolkit will bring generations together in a mutually beneficial and holistic mentoring programme. The modules and core business areas addressed in the toolkit serve as a structure and focal point to steer the mentor and mentee along the difficult road of business mentoring.

During the development of this Output and the overall project, we have found that structure is essential both to the mentor and the mentee, and the Ace Youth Pedagogy Toolkit has been developed to include tools, exercises and other reflective materials that will ensure everyone benefits from their period of immersion in business.

We also concluded that all too often, especially when work shadowing, a mentee can feel like a spare part, getting in the way and sometimes given pointless or menial tasks to keep them busy. This toolkit further serves as a powerful tool to avoid this happening by ensuring there is scope for the mentee to take the initiative and share their skills.

The Ace Youth project consortium, associated partners and other local stakeholders are confident that the Ace Youth Pedagogy Toolkit will stand up as a sustainable tool to support future placements, mentors and mentees.

By definition, mentoring alludes to something more than simply hosting a trainee or work placement. Partners found that affording a young person space to experience, learn and reflect during a defined period is one of, if not the most effective, way to bring added value to a company, especially in the civic, cultural and creative sectors.

We invite all senior business people and cultural and creative organisations to use the resources in the Ace Youth project and capitalise on a programme of skills sharing and shaping the next generation of entrepreneurs and leaders.

ACE Youth

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www.aceyouth.eu

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VitaEducation

ДРУЖЕСТВО
Знание
СОФИЯ

TEACH SOLAIS

POSTAL 3

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