"Dos and Don'ts Manual For Young Entrepreneurs"

FULL VERSION

Created 2024

NEBULA

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1. Dos And Don'ts - Just Act

Welcome to the Project Nebula.
The project addresses to Young, Active People from all over Europe

Why to the Young?

Because we believe that it is the Young who know what kind of Europe they want to live in. It is the needs, visions and ideas of Young Europeans that should be the basis for shaping the space we live in. They are experts of their time. It is Young People who should participate in decisions on how to design large and small cities, as well as villages, woodlands or recreational areas.

Wouldn't it be a good idea to ask you - dear readers - for your opinion, where to create a new place for recreation, a café, a fountain? Or perhaps in the village where you live you lack a meeting place, a place of rest or perhaps greenery? Sometimes it is the case that the needs of young and mature citizens differ, and yet we should care about a common, well-designed place to live that meets the needs of all residents. This is why we are implementing the Nebula project.

We want the needs of Young People to be taken into account in the city's policies, space planning and ultimately in the Place where you live.

Why to Active Young People?

Because, no one will take better care of your interests than you yourselves. There's no fooling yourself that your needs, dreams and desires will be taken into account in the plans of local politicians, you have to fight for your own. What does this mean in practice? Well, it is you - the Young and Active, who must know the possibilities of action, methods of work, civil rights and know how to use them in practice. Remember, your life, its quality, comfort and beauty - depends on you.

That is why we are putting this Handbook in your hands. In it you will find what you need to know about the principles of civic activism in the process of joint action and involvement in arranging, organising or improving the spaces and places where you live or want to live. You will learn about opportunities and good examples of projects that you can implement later, in your own cities, neighbourhoods, villages or places that are important to you.
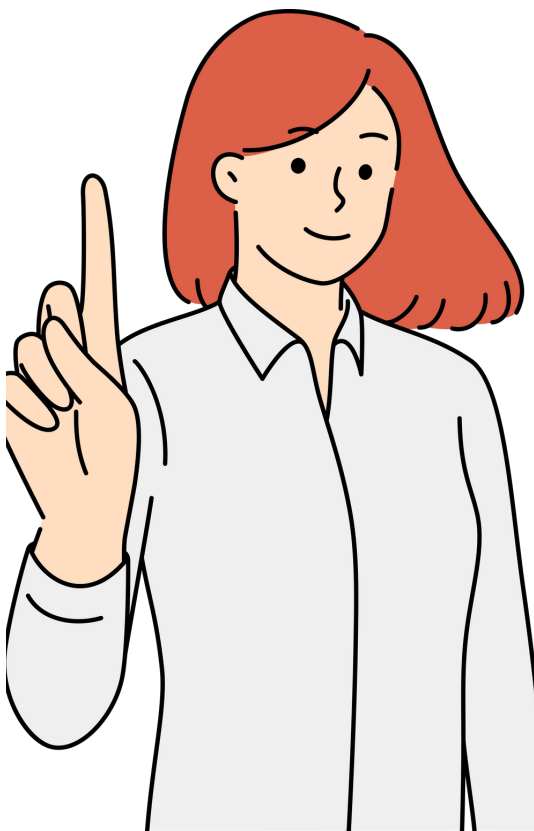
But one step at a time. First we will introduce you to the keystones and ideas that guide the organisers of the European Program New Bauhaus Project, Immediately after that we move on to specifics. You will learn about working in a project cycle, a valuable tool to strengthen your social and civic activity, sources of funding for your original ideas, rules of cooperation with local government and promotion of your activities. You will also find some conclusions from the survey, which will bring you closer to the preference and readiness for social involvement of other Young People, perhaps your Future Co-operating Young Citizens.

And finally, Good examples of projects in which Young, Active Citizens are the main Leaders and activists. These include, among others, valuable international projects just implemented in the New Bauhaus Project Program. We wanted this knowledge to be comprehensive, so that you know - what is worth Doing, and what we would rather not recommend.

In a word, we submit to you a guide
"Dos And Don'ts Manual For Young Entrepreneurs"

The team that created these materials is also a team of Young People. However, we have the experience that we want to share with you.

Get to work, first get the knowledge, and then -
BE ACTIVE. IT'S WORTH IT!

2. New European Bauhaus Goes Youth

The New European Bauhaus can be defined as:

- a platform for experimentation and connection that promotes collaboration between thinkers and practitioners who want to design new ways of living together;

- a bridge between the world of science and technology and the world of art and culture;

- an invitation to change perspective and consider green and digital challenges as an opportunity to transform our lives for the better;

- a new approach to finding innovative solutions to complex social problems together.

The initiative aims to shape our thinking, behaviour and markets around new ways of living and building, including rethinking public procurement! Basically, it creates a space for young people and other relevant stakeholders to reflect upon their European future, have a say, be creative and take into account the current sustainability challenges.

The New European Bauhaus Objectives are:

- bring together young people, citizens, experts, businesses and institutions and facilitate dialogue on how to make tomorrow's living spaces cheaper and more accessible;

- mobilise designers, architects, engineers, scientists, students and creative minds from all disciplines to rethink a sustainable way of living in Europe and around the world;

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✓ improve the quality of our living experience;

✓ enhance the value of simplicity, functionality and circularity of materials without questioning the need for comfortable and enjoyable everyday living;

✓ providing financial support for innovative ideas and products through calls for new proposals.

NEB connects the European Green Deal to our daily lives and living spaces! This initiative allows us to imagine and build together a sustainable and inclusive future that is beautiful for our eyes, minds, and souls.

The initiative creates bridges between different backgrounds, cutting across disciplines and building on participation at all levels, with the support of three inseparable values:

Sustainability, from climate goals to circularity, zero pollution, and biodiversity

Aesthetics, quality of experience and style beyond functionality

Inclusion, from valuing diversity to securing accessibility and affordability

Thus, no matter what is your current strength (sciences, arts, architecture, humanities), you can be part of a multidisciplinary team promoting change based on the NEB principles.

It also supports positive change by providing access to EU funding for beautiful, sustainable, and inclusive projects devised by associations, companies, cooperatives or groups of young people also through ERASMUS+ projects.

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If you want to check some interesting projects inspired by the NEB, take a look **here**.

Don't worry if these seem too big and difficult projects for you, you can simply take inspiration in your own small way and create change in your community!

Here you have 3 examples of NEB inspired ideas to get you started

Together with your classmates, design the school of the future, and reflect together on how it can be more beautiful, more sustainable and bring additional functionalities

Do you know a local entrepreneur from your area? Think about one innovation s/he could implement in order to drive their business forward, to make it more inclusive, sustainable and attractive

Cities experienced a large expansion in the last decades. What project can your municipality adopt in order to face the current challenges?

2.1. The power to act: why it is worth to become an entrepreneur

As a new and unknown path, to become an entrepreneur is challenging but full of opportunities such as innovating, growing personally, having autonomy in decision making and the chance to have a strong impact on people and places. Let's see why it is worth to become an entrepreneur:

1 **Innovate and be creative:** by becoming (or being) an entrepreneur you can look at the reality of the place where you live and challenge it by creating new solutions, products and services which can make it a better place for yourself, others, and the generations to come.

2 **Be autonomous and enjoy flexibility:** be your own boss! Entrepreneurs can decide how to invest their time and money, the vision and mission they are willing to pursue, and, in the meantime, they can choose the path and timing they want to follow. In short, they shape their work life.

3 **Keep learning and growing:** keep moving! When starting a business, an entrepreneur or a group of entrepreneurs have to own (or most often, learn) different kinds of skills such as project management, budgeting, product design, marketing and accountancy. The willingness to push forwards the business is a constant incentive to learn new skills and apply them.

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4 **Have an impact, leave a legacy:** entrepreneurs solve problems! By being an entrepreneur, you are solving a problem you spotted around you and maybe you are making the place where you live a better place. This means having a positive impact and improving conditions, through your business activities, not only for your generation but also for future ones.

5 **Economic possibilities:** you get what you put in! Although making a profitable business is no simple thing, working hard can also have economic benefits (better than a set salary), for yourself and also for the people you might employ and the supplier you buy from. When making profits you can also decide to invest a part of them to make the place where you live better.

6 **Network and collaborate:** sharing is growing! To build and then run your business you'll come across so many different people, from different backgrounds and with different points of views. In this way you'll have a chance to have a strong network which can support (and you can support) and which will help you to think forward and improve your business.

7 **Keep trying:** it is not a one-shot game! Entrepreneurship is said to be a journey for people who have a strong internal focus of control, meaning they think a lot of things depend on what they do. Nevertheless, shortcomings, failures and doubts will come. This does not mean what you are trying to build is wrong, but just some pieces of it will need to be changed or revised.

8 **Satisfaction:** after effort comes reward! Imagine thinking of changing something wrong, of improving the way someone lives, of solving a problem benefiting a lot of people. The superpower of entrepreneurship is turning ideas and visions into reality, with the satisfaction that comes from looking back to when everything was only in your mind.

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How to get started

Dos:

✅ Have a vision, an objective you would like to reach, a problem you would like to solve and discuss it with people you know

✅ Assess the competencies and resources you need to transform that vision into reality, look around, often family and friends can be huge support in the starting phase but also think out of the box: maybe a big entrepreneur from your area could be willing to advise you?

✅ Have clear, straightforward and honest communication (go back to point 1 to be sure of what you want to achieve).

Don'ts:

❌ Do not start by over doing and wasting resources, small is beautiful

❌ Do not overestimate or underestimate who might be interested in your idea, project, product and service.

❌ Do not prevent decline feedback on your ideas and projects.

To conclude our quest on why it is worth it to be an entrepreneur, making this choice does not only affect your career but your whole life by giving you a chance to shape it and to build a fulfilling work file by also making the place where you live a better place.

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2.2. Project cycle. How do you turn an idea into a sustainable, innovative and, above all, eligible project?

The definition of a good project idea is the first step in the subsequent development of the project. This is why the European Commission introduced the Project Cycle Management methodology in the late 1990s.

But what is the PCM?
It is a tool intended to ensure greater effectiveness of projects and programmes and simpler management of the various phases from idea to project implementation and evaluation.
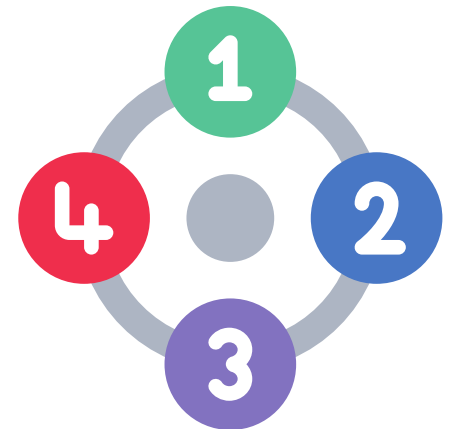
The project in 4 easy phases to follow:
In the management of a project the design phases and methods are the essential steps to work on!
This is why PCM is an effective method that allows the project to be subjected to continuous verification from the very first formulation; in fact, it allows it to intervene at any moment with modifications and improvements according to the context and problems that arise.

1   Startup phase: from the idea to an initial definition of the project

The purpose of this first phase is to define what the project's objectives are; to analyse the problems that could be encountered and to study the context where the project will take place.
In addition to the objectives, the definition of the project's partners, who are necessary for its implementation, is fundamental. In a few words, who is going to participate and make an impact in my project?

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This is the time to determine whether or not the project has a chance of success and to assess a feasibility study. At the end of this phase, the drafted plan must be accepted by the stakeholders and a project manager will take control of the work to be carried out.

Who are the stakeholders? Stakeholders are the people who have an interest, social or economic one, in your project. It may be the organisation involved in your activities, or a public institution that will benefit from the project or simply helping with it. It is important that stakeholders will be kept updated during every phase of the project.
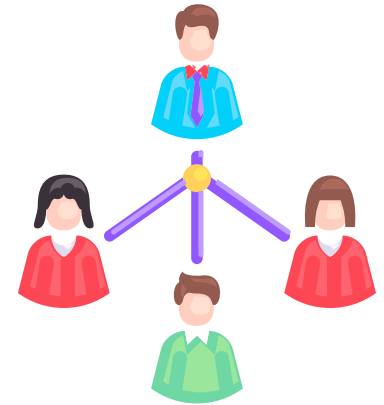
2   Design phase: definition of activities and risk management

This phase is necessary to define the activities to be implemented in the project. The professional resources and the means during this phase must be established to assign the right role to the right person. This is a core phase, keep your focus on it!

Timelines and budget (if it is not a project based on voluntary work) are also defined with estimates of the costs of labour, materials and equipment you may need to realise it.

Even if you think that your project will work out, it is essential to assess risks although it is difficult to foresee them in advance, as so many factors often suddenly influence the duration of a project! Making it more stable and having a ready solution in this case is necessary.
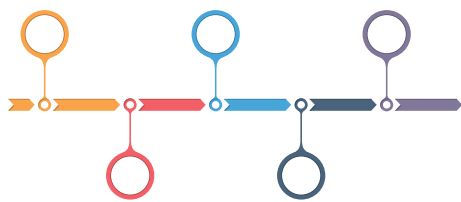
The issue of risk management is also addressed during this phase: think about what threats may influence the completion of the project.Define them through a deep analysis of the contexts, the resources and the budget. External factors are often very impactful as well, do not underestimate them!

3 Execution phase: the operational part of the project

At this stage, all planned activities are implemented taking into account the time and financial constraints set during the design phase.

Success depends on the level of effectiveness and accuracy with which the previous phase was executed.

The project manager's responsibility is to ensure effective collaboration between the project stakeholders and to monitor progress.

4 Closing phase: evaluation of the project results

This phase is dedicated to the analysis of the results achieved during the project and characterised by a series of administrative management activities that justify who has been working in the project, or other documents required by the financial institution, if any.

Why is this phase still necessary even if the project ended?

It assesses and shows the quality of the output reached during the project against the initially defined objectives; the main goal is to achieve the outputs previously fixed as objectives.

A marketing plan, fundamental to make during this phase, focuses on the delivery of results, on the activities that have been and will be made during the project and how effective it was.

Do not forget that communication of the project closure to all stakeholders is important as well!

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There are several **COURSERA courses** available for free about PCM, and a lot of videos on YouTube that explain in a very simple way how to follow and implement your project!

Watch a few videos to make it clear and do not hesitate to start your own project once you have your idea in mind!

Interested to know more? See YOUTUBE videos:

Four stages of Project Life Cycle

Planning Results, Impact and Dissemination of Strategic partnerships

Coursera courses:

Google Project Management: Professional Certificate

Project Management Principles and Practices Specialization

2.3. Go far, go together

Project leadership, explained in a few simple words, is the act of leading a team towards the completion of a project.

It is obvious that this is a simplistic definition and that the true meaning of project leadership is much more than this.

Leadership is a soft skill; a mix between **art** and **science**.

It is a subject that everyone is obsessed with, professionals and companies alike! It is an important, and necessary quality for a **project manager**.

To connect effectively with this group, it's crucial to start with a thorough understanding of their needs and wants. This isn't a task to be taken lightly, but a careful process that demands a deep grasp of their likes and wishes.

Few questions to understand better:
- How to become a GOOD leader ?
- Can leadership be learned and taught or is it an innate talent?

What is sure, is that successful leadership can be monitored and studied.

The aspects that very good leaders share are the following:

- ✓ They keep the focus on the objective
- ✓ They are aware
- ✓ They create solutions
- ✓ They are good analysts
- ✓ They know how to assess risks
- ✓ They are perceptive
- ✓ They promote cohesion among employees
- ✓ They motivate the team
- ✓ They achieve results
- ✓ They are able to generate a sense of urgency when necessary

These represent ten pillars on which good leadership can be built. Leadership is difficult to teach only through books, videos and courses.

One can certainly learn the basics by reading, but practice on the job is another matter.
If you want to be a good leader, you have to build your leadership style on trust and respect.

When do you need to strengthen your leadership?

Leadership is particularly important at the beginning of a project to define the vision, communicate it to the team and precisely initiate this fundamental relationship of trust and respect.
This helps all collaborators to take part in the project's objectives, by working on teams!

What does teamwork mean?

Teamwork is a term used when participants in a project, members of a team or the various components of a company work together to achieve a common goal.

Intelligent leaders encourage good teamwork and give teams the authority to make decisions based on their own experience and intuition. They give their team members the power to do what is necessary to achieve better results.

This can be seen in sports, schools and of course in the workplace!

But, specifically, why is teamwork important for a project?

Here are five simple reasons that will give you a more complete overview:

1 Teamwork allows the team structure to be less rigid, developing a **friendly working environment**, where managers do not just try to behave like bosses but, on the contrary, actively work together with the other members of their team!
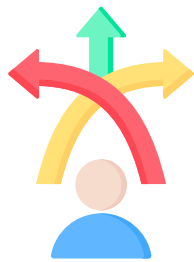
2 It encourages **flexibility** because by working and communicating together, different team members open up to different perspectives and thus enable the company to respond to external and internal changes more quickly.

3 It improves problem solving by combining different solutions, skills and talents and channelling them into a large productive unit that allows new ideas to take shape and goals to be achieved faster.

4 Improves **work productivity**: the performance and capabilities of an individual are limited compared to those shared and discussed by a group, which can rely on a mix of different skills.

5 It increases work motivation and creates a **healthy environment** among colleagues, which is essential since most people often spend more time with their colleagues than with their friends.

Managers who understand the importance of teamwork are the first to encourage it, giving their teams the freedom to make decisions based on their own knowledge and what they think is right.

3. Yes, you will need some money to get off the ground

Money is only a tool. It will take you wherever you wish, but it will not replace you as the driver, said Ayn Rand. To come to the desired objective, yes, you do need some finance to make your project see light.

Know how to build and plan a budget, find out sources of finance, learn how to manage funds - these are all basics you need to know before launching your project.

3.1 Budget planning

The most important thing when planning your budget is to draw up a business plan.

To start a community project, an event or a social/non social enterprise, no matter your vision, requires PLANNING.

But what does planning involve when you only have an idea or a vision? It involves assessing everything you need and how you are going to get what you need to make your vision a reality and then how to keep it going. In short, you need a business model.

The business model for a social project, idea or event is the way a problem is identified, solutions are found, resources needed are assessed, communication tools are decided and impact is measured. The objective of your business model should be to create a project which has a sustainable cycle from every perspective: social, economic, and environmental.

Before looking into how you can build your business model, below you will find some inspiration through the experience of projects aimed at activating and engaging young people in the process of urban or rural revitalization from their country.

These projects pointed out as their main pillars:
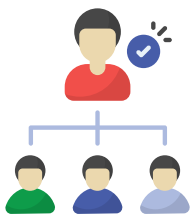
creating a good team, with an horizontal structure (different competencies complementing each other) because good things are done in good teams and by checking each other work you'll improve it

taking care of external collaboration and communication

achieving small, but constant objectives

having an agile project management to ensure flexibility

understanding who can support and finance you

understanding how you make the business/idea/event project sustainable and who will pay for your products and services

assessing the value of your vision and why it is special

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How to build your business model

One of the most used tools to create a business model is the Business Model Canvas (find **here** some inspiration and templates), a table which comprehensively and visually shows every aspect of an entrepreneurial idea.

Below you will find some Dos and Don'ts about how to complete your business model canvas.

Dos:

Think about your social vision and mission: reflect about what you want to achieve, how you can measure its achievement and in which time frame.

Identify who is going to benefit for your project/event/enterprise: you'll need to think about their needs, what they like and how what you are planning to do is going to be appreciated by them

Assess where the money comes from: who is going to finance you to get started and who is going to pay for your project/event/ product/service?

Don'ts:

Neglecting financial sustainability: having a positive impact is extremely important but to keep having it you'll also have to think about how your initiative will be financially sustainable

Assume to be always right: you'll have to avoid thinking you have all the answers and ask/research who and how many people will be interested in your project

Lack of measurement: you can't control what you can measure so you need to think about ways to measure the impact of what you are doing and to take corrective action if needed

The Business Model Canvas (BMC)

Below you will find an example of a commented version of BMC giving some suggestions and input about how you could complete your own business model canvas. For each box you could also reflect about which green practice and sustainable actions you could incorporate.

Customer segments
These are the people you are creating value for and you should ask yourself: Who is going to be interested in my event or project and who is going to pay for it?

Key partnerships
Think about the key people (external to your team/organisation) you will need to involve in your activities and who you will collaborate with to increase your impact and find resources.

Key actions
Think about which activities you will implement throughout the creation, delivery and management of your event/project/ product/service.

Key resources
Think about which resources you need to get started. This could be competencies, physical elements and partnerships.

Value proposition
It's what makes your event/project/product/service unique, special and why people should believe in it and in some cases pay for it. Which problem are you solving?

Cost structure
When looking at the key activities you will implement and at the key resources you need, which are the costs involved? You will need to have a clear list of everything you will pay for.

Customer relationship
This is the way you will interact with your customers/people you are creating value for and it can range from personal to automated.

Revenue streams
How are you going to pay for the costs incurred in your activities? Will your revenue manage to cover all the costs or in which percentage?

Channels
How will you get in touch with the people who will buy or enjoy what you are proposing? For example, it could be in person, by phone or on social media.

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What is a business plan?

The business plan (BP) is a document that sets out, at the time of its creation, the project as a whole as well as the expected development of the project and its activity during the first few years of its existence.

You need to make assumptions about how you expect the project to get off the ground and last for the first few years, so that you can assess what the priority expenditure will be, what recruitment will be needed and what benefits (fiduciary or natural) are expected. It is used to provide financial visibility and must be drawn up even before you legally create your company or association.

The business plan must contain a number of essential pieces of information so that the people to whom you are presenting your project can judge its viability and seriousness:

The context of the project and its environment (WHY)	Why is such action needed in this specific area, at this specific moment?
Targets and needs identified (TO WHOM)	Who will benefit from this action and how?
The overall strategy (HOW)	How are you going to implement your project?
The people involved in your team (WHO)	What is your team and what are their functions within the project?
The method of financing (HOW (2))	Where do you expect the funding to come from to be able to launch and fuel your project?
The project development plan	How do you expect the project to evolve (recruitment, partnerships, planned extensions, etc.)?
The expected return on investment (BENEFICE)	What do you expect to earn?

The business plan must be accompanied by a market study: a study of the area, the target audience, the competition and the opportunities for setting up your project.

It serves as a presentation of the project and as an external communication tool with potential funders, public bodies (such as local authorities), or organisations with which you would like to form a partnership.

In addition to its 'external' usefulness, the BP is also of interest internally, as it enables the project to be monitored and its progress in relation to initial expectations to be noted, so that the strategy can be redirected if necessary.

Dos:

✅ Value your team

✅ Emphasise the value of what you offer people

✅ Explain the numbers and figures in your BP

✅ Be honest in your presentation

✅ Drawing up a summary document

Don'ts:

❌ Don't present your project unrealistically

❌ Don't make it long and not concise

❌ Don't pay attention only to the content and not the layout

❌ Don't stick to a single BP model

❌ Don't underestimate the risks

How to prepare a provisional budget?

What is a provisional budget (PB):

It is an accounting statement that provides a summary forecast of a company/idea/event/project's expenditure and income over a financial year/set period. It enables you to plan your cash flow requirements. To summarise, the PB helps you to determine whether your project is feasible and whether it will be profitable.
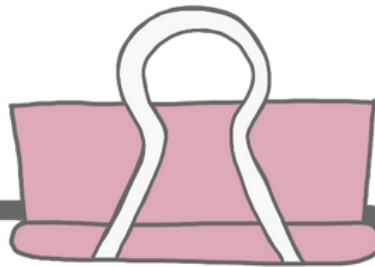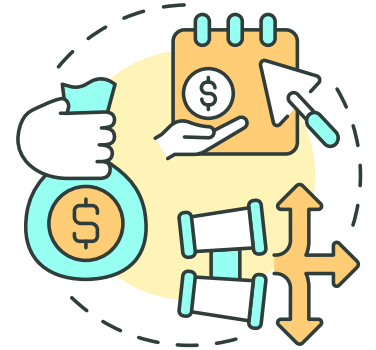
Note: Be careful not to confuse the provisional budget with the business plan, which includes details of financing but covers the strategy as a whole. The budget forecast allows you to easily visualise your company's expenditure and income over the course of a year, and therefore to determine your financial needs and priorities. It is an essential element to create a business plan. It enables us to evaluate the company's financial situation and establish a diagnosis.

A rigorous and accurate budget forecast can help you to convince financial backers to support your business/idea/event or to request a grant for your project.

Creating your PB can be done in three steps:

1   Collecting and entering information

Gather the following information:
-Estimate your company/idea/event/project turnover;
-Estimate your company/idea/event/project costs (tax, salaries, investment, etc.);
-Calculate your expenditure (material and human requirements);
-Estimate financing and investments.

Tips: You can use a software package to enter the information (e.g. Excel).
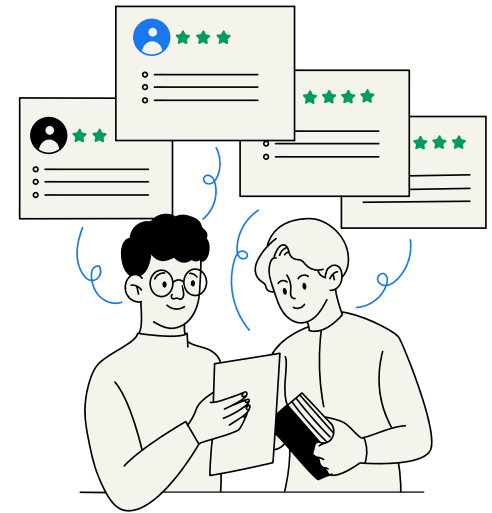
2   Forecast budget calculations

To assess the project, the provisional budget must include figures (calculated and represented in the form of tables) which illustrate the following elements:

a) Income statement (summary over one year of all gains and losses, estimated)
In the income statement, the amount of net profit must be positive over each forecast period. If this is not the case, the business will be in deficit and
the situation could jeopardise the success of your start-up project. Whether it is profitable or not is due to high start-up costs.
If your business requires significant start-up expenditure, a deficit may be justified, provided it is not too large.

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b) Financing plan (Summary of funding resources and investment requirements to ensure the project's long-term viability)
You need to check that your resources are greater than your needs.

c) Working capital requirement (WCR) (included in the financing plan)

This is the money that the company needs on an ongoing basis to finance its operations.

Entrepreneurs need to be aware of and control the cash flow gap between their business expenditure and income to avoid cash shortages. When you set up your business/idea/event/project, the initial WCR is calculated empirically, based on averages observed in companies/projects of the same size and activity, or by projecting the sales assumptions made in the projected income statements.

d) Provisional Balance sheet (forecasting what your company will earn and spend over the coming years)

e) Cash flow statement (funds available to you)

Make sure that your cash flow remains positive and sustainable.

If it is negative, the entrepreneur will have to: Reduce expenditure or find more financing.

It is also important to determine a financial safety margin. This is used to finance, for example:

- Unexpected expenses (which will inevitably arise).
- A slower start to the business.

3 Analysing the results

Analyse the results of your calculations to establish your provisional budget.

If you don't have a balanced budget, two situations may arise:
- Your provisional budget is in deficit: take all necessary steps to restore a balanced budget, e.g. by attracting volunteers on events or interns, considering a reduction in expenses and seeking funding (donations, sponsorship, etc.).
- If your budget shows a large surplus, this could be detrimental when applying for a grant, as the funding body may consider that your organisation does not need the grant.

3.2 But who would ever want to finance my idea?

To get your project off the ground, you'll need some financial investment. Once you have drawn up your provisional budget and BP, you'll need to find the money to get started, and here is some good news: there are a number of different models and sources for financing your project.

- Savings - Money from your own pocket.
- Love Money" - Get friends and family to lend or donate money to get your business/idea off the ground.
- "Business Angels" - When an individual decides to invest part of their financial assets in innovative companies/ideas with high potential.
- Crowdfunding - Also known as "participatory financing", is a method of raising funds from the general public. The entrepreneur sets the amount he or she wants to raise, then persuades individuals and legal entities to contribute small amounts.
- Crowdlending - Form of participative financing, based on the same principle as crowdfunding, but focusing exclusively on loans.
- Venture capital funds - Investment funds owned by one or more major groups, the objective of the Venture Capital (or VC) fund is first and foremost to obtain a return on investment, but also to provide strategic support for the company.
- Equity Capital - Funds paid into a business by investors in exchange for common stock or preferred stock.
- Debt financing - Borrowing from a bank to launch your business/idea.
- Public investment bank - Banks that will participate in the financing of your business, either by contributing equity or through debt financing or by a combination of the 2 (e.g. 30% equity and 70% debt).
- Grant - Public or private bodies can subsidise your project in general or a specific project within your business.

Private grant:

Nonprofit organizations and foundations often provide grants to support initiatives that align with their mission and goals.

Some industries have associations or organizations that offer grants to promote growth and innovation within that industry. These grants are often targeted towards projects that advance the field in some way

Universities, research institutions, and private organizations may offer grants to fund research projects, technological advancements, and innovations
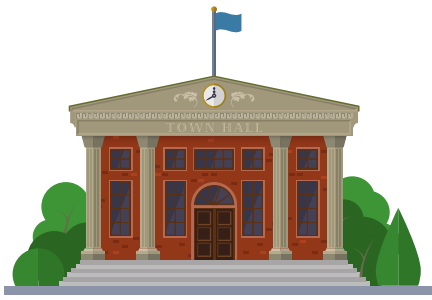
Public grant:

Many governments offer grants to support various industries, research, innovation, and community development.

Numerous grants are available at the European level, for example European Investment Bank, which finances various types of projects, Erasmus, Horizon Europe, European Social Fund etc

Some organizations and foundations provide grants for projects that have an international impact, such as global health initiatives, poverty alleviation, and international development.

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Tips

The websites of national economic ministries often contain a list of support available to start-ups and businesses.
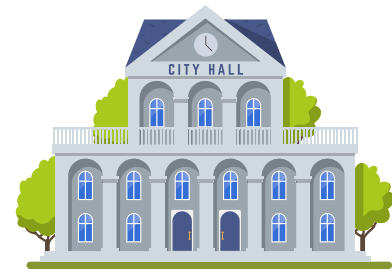
Don't hesitate to contact your town hall, departmental council, etc. to find out about the grants and assistance available for start-ups in your town, department or region (this assistance may vary from one region to another).

It is also possible to apply for calls for proposals, if you meet the eligibility criteria, organised by various bodies (business schools, New European Bauhaus, etc.). In addition to a prize, visibility and the possibility of establishing partnerships, the rewards of these competitions often include financial rewards.

Seek advice from grant-writing professionals or consultants if needed. Remember that competition for grants can be fierce, so it's important to create a compelling proposal that effectively communicates the value and impact of your project

To sum up, many actors are looking for some great ideas to be presented by trust-worthy and inspired entrepreneurs. All you need is to get it nicely wrapped up and well-thought-out, **but luck favors the bold, brave and prepared.**

3.3."Hello, Mr Mayor, I have an idea in mind!" Cooperation with local government and other stakeholders

When you are at the stage where you want to design a project, you have to do an analysis of the stakeholders who will help you in the implementation of the project, or the local and governmental institutions that will be useful for your scope. Stakeholder management in a project can be vital to the survival of the project. Including, therefore, those who are affected by the project, as well as all those with the ability to influence the project, is a critical step for an optimal start.

Identification of stakeholders

Before starting a new project, every project manager should, therefore, take the time to identify all stakeholders.

As a first step, therefore, it is necessary to search and analyse different profiles of stakeholders that may be relevant for the project, as they may be key participants of a project.

Subsequently, it is necessary to identify their individual characteristics and interests, define roles and the level of participation and determine if there are conflicts of interest between stakeholders.

Also, consider how the project will affect them and their needs. We then move on to evaluate the influence of a stakeholder, the degree to which the interested parties can influence the project.

The project manager, knowing what each stakeholder expects from the project, will be able to adjust their level of support accordingly.

How should a project stakeholder be managed?

The answer is simple! You have to treat them as you would any other task on your to-do list: prioritise them. During the course of a project, one stakeholder may be more influential than another, while some stakeholders may require more attention than others.

Stakeholder management and the passive communication trap!
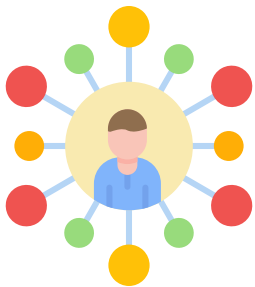
Another key concept is to keep stakeholders involved and avoid using just passive communication!
Asking for their contribution, getting to know them better, perhaps over a coffee, a lunch or a quick meeting, in short, making them be a part of your project can change everything.

Stakeholders also need to be regularly updated on the project's status! Usually one update per week is the best strategy.
Regular communication is always appreciated and can even soften the blow when you have difficult news to share. These are the foundations for building strong relationships with stakeholders.

Is there an optimal way to present a project to stakeholders?

In the world of project management, presenting and communicating a strategy is not an isolated phase of the project's life cycle.
But successful project managers also know that communication is not one-way and that they must seek stakeholder feedback as well. Of course, it's not possible to always listen to and take everyone's feedback into consideration, so you need to know who to talk to, when and about what!

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Regardless of a stakeholders' needs or wants, all stakeholders will respect project managers who:

- always honest, even when they tell them something they don't want to hear;
- Become the "owners" of the project;
- are reliable;
- are firm in their decisions;
- Assumes responsibility for errors.

Tools to help stakeholder management

To help you identify them you can use this simple matrix:
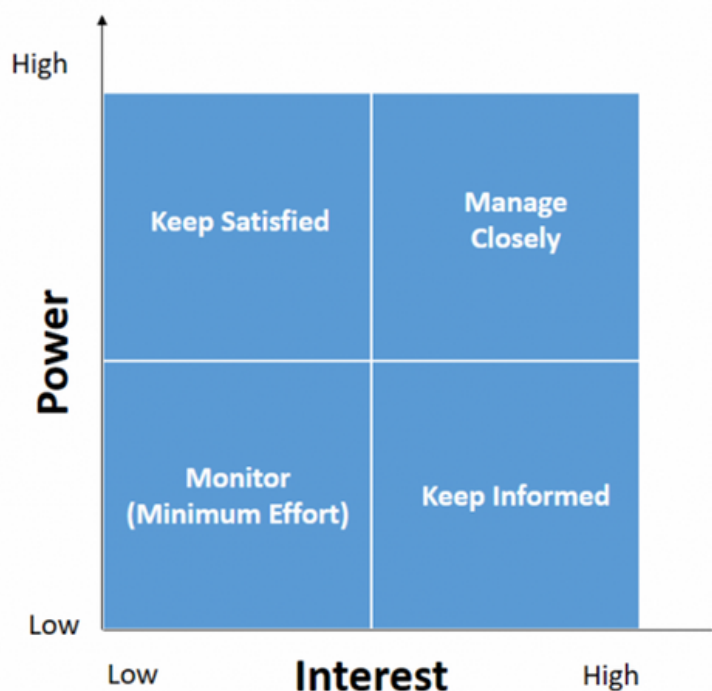
Stakeholder Management using the Power Interest Matrix.

People with a lot of influence, but less interest in the project (keep them satisfied): you should disturb them as little as possible. You can involve them in major decisions, but in general, you "just" make sure they understand how the project is going to have a positive impact on them!

People with a lot of influence and interest in the project (to be managed closely): it is crucial to fully involve these stakeholders, pay attention to their inputs, implement their ideas when possible and make sure they are satisfied. You have to follow them closely!

People with little influence and little interest in the project (to be kept under control): these represent the least interested category in the project and who, in general, require little time and attention. If they are not disturbed or caused problems, a project manager will hardly have to deal with it!

People with little influence, but a lot of interest in the project (to be kept informed): the best strategy is to keep them informed and inform them of any important developments. The project can have a direct impact on these types of stakeholders!

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4. Hi, can you hear me?

The evolution of new media is linked to a fundamental shift from traditional forms of communication. Unlike its predecessors, new media leverages the digital universe to connect individuals across the globe instantly and seamlessly. It is about the power of community, where the content is no longer generated by professionals only, simple users have the right and the access to generate their own posts, have a say and be heard.

The transition from print to online platforms brought timing and interactivity to the forefront. Unlike static newspapers or magazines, new media encourages active engagement through comments, shares, and likes, elements that are continuously designed by the platforms to increase the engagement. Furthermore, multimedia elements such as videos, infographics, and podcasts have enriched content, making it more engaging and immersive.

This evolution has democratised content creation; now, anyone with an internet connection can share their voice and perspective, fostering diverse and inclusive conversations; but this is only one side of the coin: on the other side, it is also easier to manipulate, spread fake news and nevertheless harder to identify genuine content or to separate facts from opinions. The transformation of the communication to new media has thus pushed us in an era of dynamic, interactive, and accessible communication that shapes the landscape for aspiring young entrepreneurs.

Just so you understand the impact, let's have a look at what happens on the Internet in a minute (Source: <u>Localiq</u>): 231 million emails sent, 167 million videos watched on TikTok and 16.2 million texts sent. Therefore, the issue is no longer how to create and publish your content (this process has become nearly intuitive), but how to make your voice heard and let your message reach the right people in this landscape full of noise, low quality abundance of new accounts that are created.
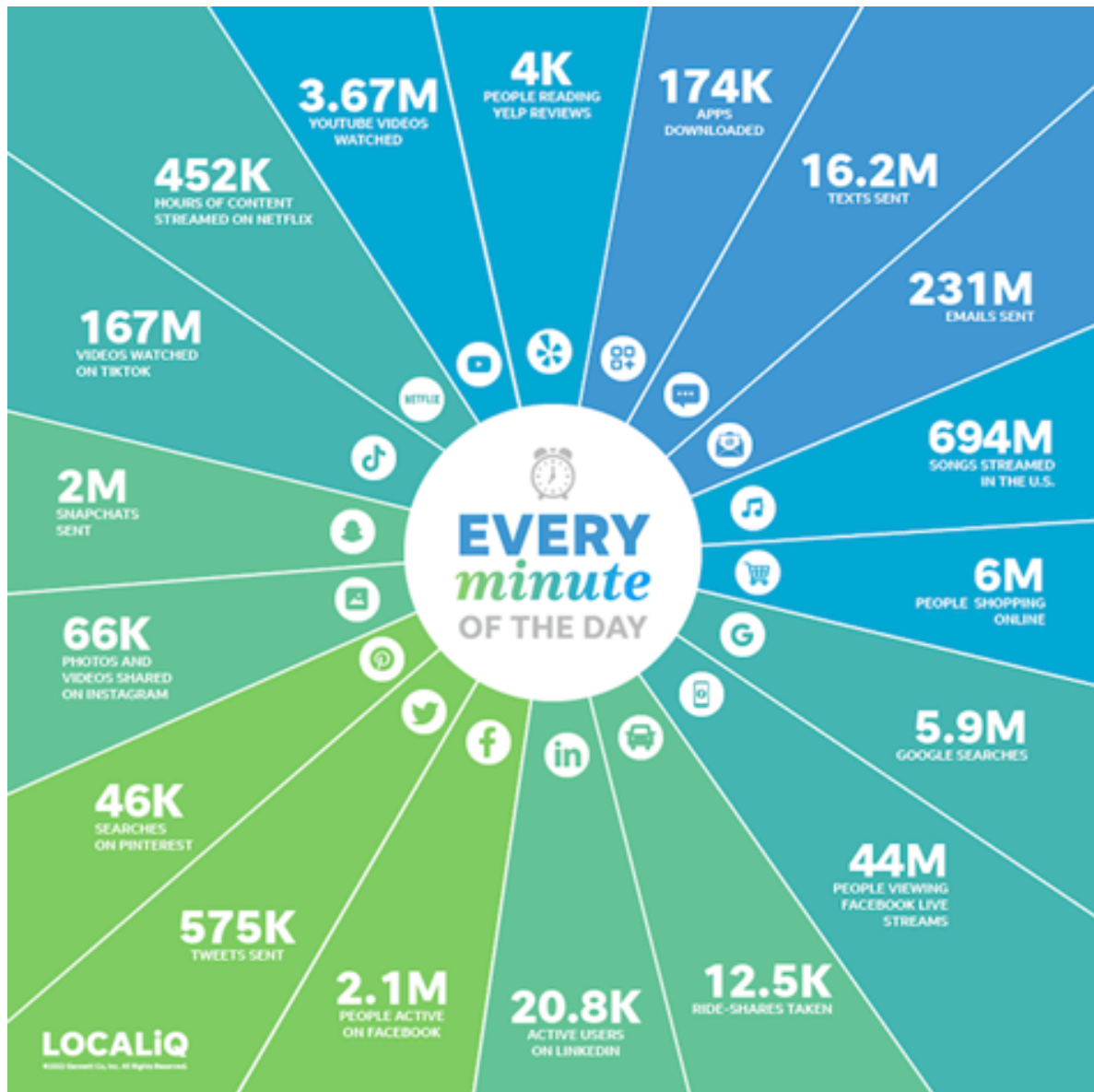
Furthermore, especially during and after the COVID pandemic, **the digital addiction started to intensify**, more and more people felt anxiety and FOMO (fear of missing out) connected to what was happening online.

4.1. Less is more in social media

If previously we discussed how important it is to choose the right social media for you and your business, in this part we will explore various social media that can be of use for your business:

Instagram

Are you interested in Visual Storytelling for Brand Building? Instagram is the right social media for audiences that are highly interested in visual content and they are reacting to it. While at the beginning it was launched exclusively for iOS devices, the app allowed users to share photos enhanced with filters and effects. The focus was on simplicity, speed, and visual appeal.

Now, it is the main social media for influencers - a trend that started after the acquisition by Facebook in 2012, and the network quickly expanded given the new advertising tools available.

A couple of ideas you can do in Instagram:

- Tell the story of your business and what is important to you;
- Showcase your products, services and promotions;
- Create a mix of photos, text, videos, stories, reels;

Create IG guides to bring together posts that have similar content: for example your winter collection of products.

LinkedIn

With over 930 million users all over the world, and 60% of the active users 25-34 years old, LinkedIn describes itself as "the world's largest professional network on the internet that you can use to find the right job or internship, connect and strengthen professional relationships, and learn the skills you need to succeed in your career." Here you have some ideas of what you can do on LinkedIn:

- Find and connect with relevant contacts that can become your clients or providers;
- Tell the story of your great startup idea and how you are building it;
- Showcase how it is to work in your company and why potential candidates should choose you;

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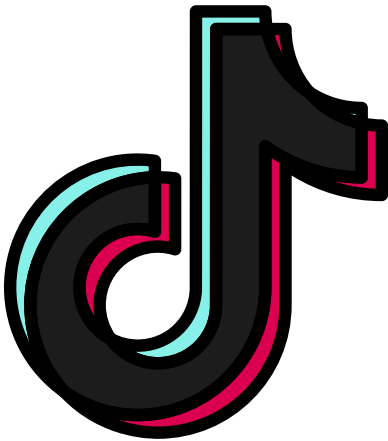https://www.linkedin.com/in/nebulaeunet/

TikTok

For a couple of years, TikTok started to grow faster and faster reaching 1.7 billion users, 1.1 billion being active on a monthly basis. TikTok started to be synonymous with short engaging videos that are very dynamic, rely on dancing, entertainment and trending songs. This platform can offer a range of benefits to young entrepreneurs, helping them build their brand, connect with their target audience, and drive business growth especially when you target Gen Z and millennials.

These people are tired of the long and incoherent messages that invaded the traditional platforms. Instead, they want clear and short messages that they can understand in a couple of seconds. If it can also be entertaining, that's a plus!

Dos:

Focus on you and you can drive your business forward

For a young entrepreneur, the personal brand they showcase in social media should be consistent with their business idea. If you already built a significant number of followers that are watching and respecting you, it might help your business specially when you are starting out. To this extent, make sure that your personal brand and your business channels communicate slightly differently in social media.

Listen to the community

Try to create a dialogue based community where your followers and customers can share their feedback and you can take it into account. Try to understand them and generate the type of content that they are looking for. Try to balance the sales driven content with general relevant content so you can build a generally relevant audience.

Look at the numbers

One of the largest advantages of the online platforms is that they provide you with real-time insights that everyone can easily understand. You don't need to be a social media expert or to understand the algorithms behind in order to see what type of content created engagement and which one perhaps needs to be revised. People usually like when you create a habit: for example every first Thursday of the month you can do an Instagram live to share the news with your followers.

Don'ts:

Don't fall in love with your business

… to the extent that you will get desperate and you will share every single post they publish. The more you insist, the more it would decrease its impact.

Let's be honest

Nobody expects you to have a large team when you are just starting out. Don't fall into the trap of talking about "us" when this means just you, and you don't need to add to your business page your professors, colleagues and basically everyone you ever met even if they are not necessarily involved in your startup.

Don't be everywhere

When you are just starting out, it can really drain your energy to try to feed 3-4 social media channels. Instead choose one that fits you the best, and try to post every 2-3 days to create engagement with your growing community. When your business will scale-up, you will have the chance to migrate to other platforms.

4.2. Youngsters want to shape the world actively!

It's not unusual when we present a talk on online engagement to encounter great enthusiasm from people who see this as the ideal way for engaging young people. There seems to be a rather naive belief, that because young people are online and like to be online, if we just throw all relevant discussions online, they will instantly join in (or something like that). We only wish it was that easy.

The truth is the internet is such a broad and deep resource that simply putting information online will not attract anyone. Being there helps. It makes you available. But the real issue with engaging young people has always been they are not even vaguely interested in most of the issues adults want them to talk about. Or perhaps it is the way we frame those issues?

We thought it might be good to write about what might work for youth engagement and invite others to contribute to the discussion. To start this process we had a long discussion with young people. The following points are what we learned about engaging young people:

1 **You Can't Buy young people Engagement**
Young people are similar to the rest of us in that they hate pop-ups and intrusive advertising. If you were thinking of getting to them via sidebar ads on Facebook then forget it.

2 **Young people Like To Design Their Online Spaces**
Young people want to design the environment in which they are online. They like to be able to make their own backgrounds. That's why they favour sites that allow them some design control over the online space they inhabit.

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3 **Young people Want A Platform With An Instant Audience**

Young people love micro-blogging and instant gratification – particularly when there might be a member of their favourite band reading their comments. That is why they gravitate to visual and easy-to-use platforms.

4 **Young people Like To Be Creative**

There seems to have been a genuine move towards creativity. Video and photo sharing, fan fiction, role-playing and other creative pursuits including programming all seem popular.

5 **Young people Want Anonymity**

Young people have been schooled in not giving out their personal details, so cumbersome sign-up forms will scare Young people away from engagement.

6 **Young people Don't Like To Be Silenced**

All site moderation needs to have a personal element. Young people get quite upset and insulted by unexplained moderation. Sites that empower some users over others are despised for the arbitrary and inconsistent moderation of results.

7 **Don't Call Us Under 18s**

No one likes to be called out on their age, and young people are equally sensitive to being pigeonholed. Young people know they are young people, they don't need to be told so!

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The key to effectively engaging young people is to view them as a unique target audience with their own needs, values, rules and rewards. The same questions that would be asked of consultation to adults should be asked of engagement with young people: What are their needs? How are these needs being met? Just as you would've hated being spoken down to as a child, so do they. Communicate to young people as they deserve to be treated, with the respect of understanding where they are coming from and valuing their opinions, even if they may differ with your own.

Dos:

Be genuine

We all received these tempting offers of buying followers, this will not help you build an engaged audience; moreover you need to be able to engage into meaningful communication with your followers, listen to their feedback and improve upon their relevant suggestions. Also, try to balance sales content with relevant content for your audience so that your followers would feel that your content is also about them, not only about your startup trying desperately to sell.

Less is more

Instead of being on all possible platforms, focus on 1-2, at least at the beginning and try to create content for that platform. Users appreciate when the content is tailored to their interests and to the features of the platform. Engage in a constant and meaningful conversation without spamming.

Build a community

Do not rely exclusively on the social media platforms for your communication; try to build a community of users that you can also reach through alternative channels (email, telephone). Although it seems a bit old school, you don't own the social media platform and some entrepreneurs had their channels shut down for various reasons. This is why it is important to build your own ways of communicating.

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Don'ts:

We are too small to have a strategy

... and this is how you will stay if you don't set up targets, objectives and analyse periodically your insights. Furthermore, at the beginning of your entrepreneurial journey you need to be ready to adjust your strategy when needed.

Brand inconsistencies

Before you start your communication, you need to agree on your logo, brand name, motto, social media handles and hashtags, colours etc. Then, these have to reflect on your communication strategy: for example, you need to show in your social media channels that it is your brand that is communicating. Try to avoid copying from your competitors, this will not take you further.

Invest on quality not on quantity

The myth of free communication/marketing is just a myth. Creating qualitative content takes time, thus resources. If you have to choose, choose quality, if you have consistent and relevant content, it would spread better in the long run than spending resources on paid advertising, which rather offers a short run result.

# 5. That's who YOUNGSTERS are - results of international survey

Sometimes it is the case that the knowledge we get from textbooks is not properly adapted to our lives. Why? First of all, because life changes very quickly, and successive generations of Young People have very different preferences and needs. Therefore, in order to bring you closer to the knowledge of other Young People, we have prepared a short survey. From it you will learn about the preferences of young people, their readiness for social activism and their knowledge of how to handle an independent project.

More than 170 young participants over the age of 18 took part in the survey. It is mostly women who are active in the social sphere, no matter what country they come from.

Our respondents came from different countries: Italy, Romania, France, Ukraine and Poland. They live mainly in big cities where they organise activities for the benefit of the local community. Sometimes it is much easier to initiate and organise action for a common cause in a big city than in a small town or village.
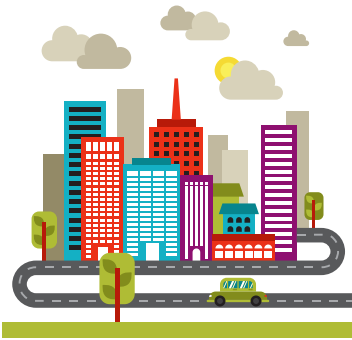
Why?

Firstly, because the more residents, the more Partners to work with. Secondly, because, unfortunately, it is still easier to feel like a Citizen who has the right to demand something from the local authority in a city.

Because in a small town everyone is more likely to know each other, it's harder to demand your rights from your "parents' friends". It may appear more embarrassing and require more courage. In addition, the smaller the local authority is, the less the funds for the needs of young people they have. So there is a certain regularity to this, but it certainly shouldn't be an obstacle to your actions.

On the other hand, certainly the young and active participated in our survey. To the question "Have you ever participated in the organization of any event (even a small, but meaningful one) in the locality where you live, e.g.: event, festival, concert, social project?" more than 70 percent of them answered yes!

Have you ever participated in the organization of any event (even a small, but meaningful one) in the locality where you live, e.g.: event, festival, concert, social project?

hard to say; 8,62%

no; 17,82%

yes; 73,56%
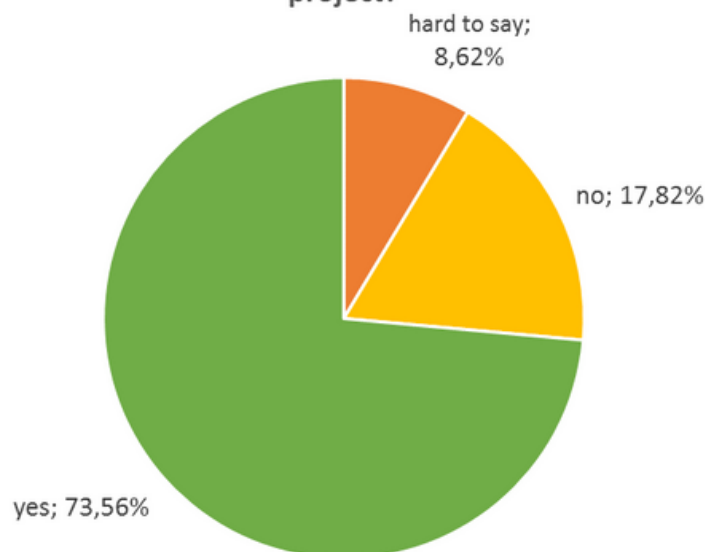
This means that we asked the young people who could be partners in future projects. The experience of organising a public event of some kind is a very important experience, but unfortunately not enough. That's why it was worth asking further.

When we asked "Do you know where you could get money from to organise, together with your friends such an event, e.g.: concert, joint workshop?" only 20 percent of our interviewees answered YES, they know how to get money to organise such an event.

Do you know where you could get money from to organize, together with your friends such an event, e.g.: concert, joint workshop?
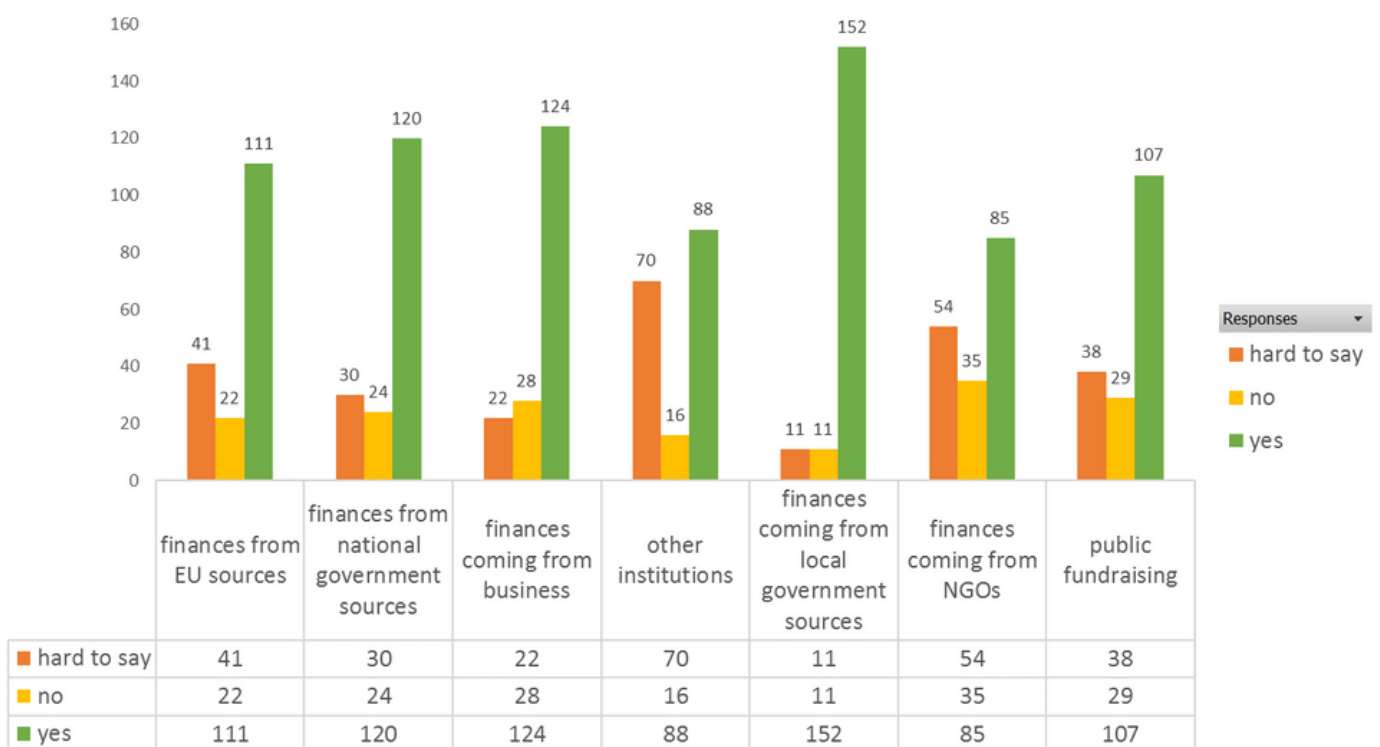
hard to say; 32,76%

no; 47,13%

yes; 20,11%
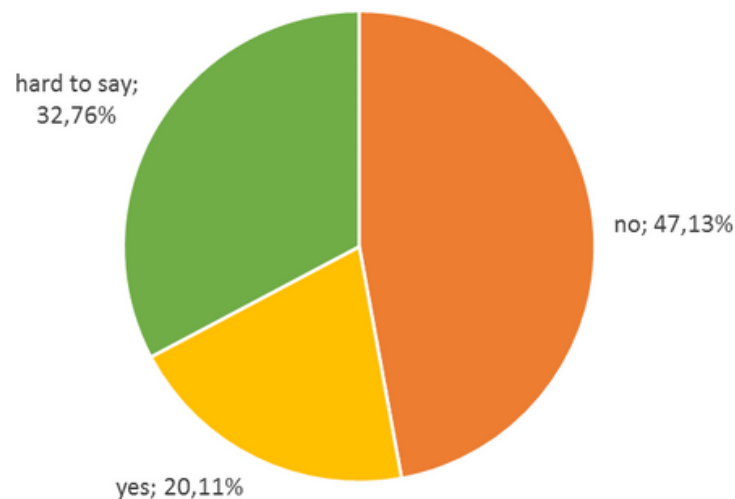
This is a really small percentage of our respondents, and unfortunately, it may mean that they have been involved, so far, in social and civic affairs quite superficially. Every project is a responsibility and quite a commitment, and it can't be that only the Leader is responsible for the whole process. Knowledge of project implementation is therefore essential. It is only necessary to know in which areas knowledge should be developed.

As you could read in our handbook, in addition to the idea that meets the needs of our beneficiaries, a lot of elements are needed to complete a project successfully. These include finance, which is why we asked our respondents questions about the source of funding for social projects and their knowledge of how to create budgets for their activities.

So what do your Young Partners not know? How do they want to work in a community project?

- they don't know where to find money for their ideas and initiatives,
- they are not yet ready to run a project themselves, to be entrepreneurs,
- not all of them know how to access EU and umbrella NGO funding sources.

From what sources do you think such activities should be financed, e.g.: events, festivals, concerts, community projects?

	finances from EU sources	finances from national government sources	finances coming from business	other institutions	finances coming from local government sources	finances coming from NGOs	public fundraising
hard to say	41	30	22	70	11	54	38
no	22	24	28	16	11	35	29
yes	111	120	124	88	152	85	107

But what do they know, or what do they prefer?

- they know that it is worth talking to local authorities and other public institutions about funding for social projects,
- are familiar with the concept of fundraising and know that this way of raising funds for civic activities can be used.

These are important and interesting findings and are worth using in the process of engaging young people.

For young people, relationships in the work environment, proper communication and positive workflow are very important. And these organisational features are created by the leader. Therefore, the expectations of the Youngsters towards the Leaders are important. What qualities should a good Leader have?

According to our researcher, these are the following characteristics:

- good communication skills,
- organisational skills,
- creating an atmosphere of friendly cooperation (teamwork),
- enthusiasm and optimism,
- tolerance and openness to different opinions and attitudes.

Young people have their own clear vision of business and the competencies that a leader should have. These are particularly important observations, so let's take a look at the statements of our Young People.

What in business is more important to them than ONLY the company's profits?

For young people at work, interpersonal relationships are much more important than profit. It is not the salary or the amount of salary that determines the right workflow. More important are:

- good working conditions (88% of responses),
- good relations with co-workers and good communication (85% of responses)

Other important elements of business for Youngsters are: honesty, ethical operating principles and good relations with the local community.

Knowing that the area of relationships in a team of co-workers is an important value for young people at work, let's be attentive to it. It is common to think that generations of Youngsters prefer to be active online, are more willing to use technology, and face-to-face relationships are no longer comfortable for them. That's why we decided to check it out.

What were the results of our research?
When working in a team, young people still prefer face-to-face contacts! 76% of them said they prefer a direct form of communication instead of email correspondence.

What was the surprise for us?
Answers to the question of whether they prefer to work with a computer! Almost half of the Youngsters said they prefer working with humans rather than machines, and 25% said they don't like working alone!
But it should also be remembered that technology and graphic and interactive forms of communication are better for young people than text messages. 76% of respondents said that they prefer to communicate via tutorials and videos, and another 60% of them pointed to graphics and infographics.

Young people are eager to use social media. Most often from Instagram, Facebook and Whatsapp. They also use social media to get information about what's going on in their immediate area. Their closest acquaintances and friends are another important source of information.

Therefore, it can be said that, according to our diagnosis, teamworking, good face-to-face communication and graphic and multimedia messages of theoretical texts are important for young people.
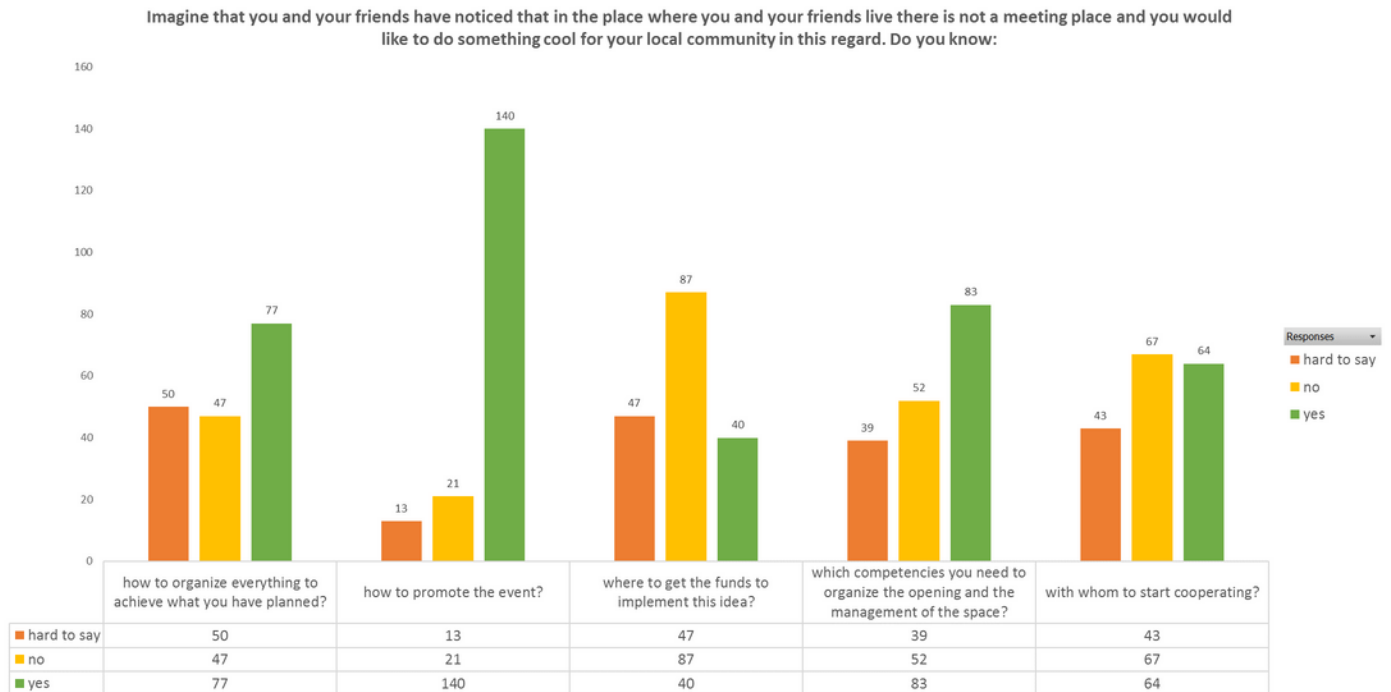**Put this knowledge to use!**

How can you assess the readiness of the Youngsters to engage in civic projects? We asked this question as well.

Imagine that you and your friends have noticed that in the place where you and your friends live there is not a meeting place and you would like to do something cool for your local community in this regard. Do you know:

Responses	how to organize everything to achieve what you have planned?	how to promote the event?	where to get the funds to implement this idea?	which competencies you need to organize the opening and the management of the space?	with whom to start cooperating?
hard to say	50	13	47	39	43
no	47	21	87	52	67
yes	77	140	40	83	64

It can be said that young people know how to promote such an undertaking and how to properly organise effective cooperation. However, they do not know where to get funds for projects for their own local community and with whom to cooperate!

This is important and optimistic, but it also indicates which area of knowledge needs to be further developed.

Dos:

✅ A short survey may be the right way to diagnose the needs of your project co-workers beneficiaries.

✅ Remember that teamwork and face-to-face communication are important to Youngsters.

✅ Prepare information in an attractive graphic form; as little text as possible, as many infographics and tutorials as possible.

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Don'ts:

 Avoid tasks of doing it on your own, on the computer, on the phone using emails: Youngsters don't like that.

 Remember that Youngsters might lack knowledge/information. Be prepared to provide support on fundraising methods and cooperation Partners.

 Remember that it is not enough to know, you also need to act in practice.

6. Learn from the best! - collection of case studies and good practices

It is good to inspire others and get inspired by other people. For that reason each of our NEBULA project partners has chosen two initiatives (case studies) of successful urban/rural revitalization projects from the partner country's environment implemented within the framework of the New European Bauhaus program. The projects described were implemented on a local or regional level.

It is important to highlight that only finalists and winners of the NEB 2021 and 2022 Awards were considered, particularly from the categories of:

- "regenerated urban and rural spaces",
- "mobilisation of culture, arts and communities",
- "preserved and transformed cultural heritage".

Moreover, each partner found two examples (good practices) of successful projects in their country that aimed to activate and engage young people in the process of urban or rural revitalization.

The information gathered by partners about case studies and good practices not only described the project's main objectives and results, but also verified the sustainability of the results. What is more, the reasons for their success were analysed.

During desk research and interviews, partners selected a few areas / criteria of data collection. These were:

- Project Objectives – main aims of the initiative,
- Project Recipients – target groups of the initiative,
- Project Results – main products, outputs and outcomes of the initiative,
- Calendar/activities undertaken in the project – timeline and main activities of the initiative,
- Factors that determined the success of the given urban and/or rural regeneration project,

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- Business models and managerial practices underpinning that given project,
- History of success from a business perspective,
- History of success from a sustainability/environmental perspective,
- Cultural and artistic value of the given regeneration project.

Case Studies and Good Practices

All together partners gathered 9 case studies from the countries listed below:

No.	Country	Name of the initiative	Area / Topic
1.	France – Paris	Roofscapes	ecology, climate change, sustainability
2.	France – the Seine River (Paris and its inner suburbs)	HARBOR	climate change, inclusion, art / culture
3.	Italy – Catania, Quartiere San Berillo Vecchio	Trame di Quartiere	social inclusion, culture
4.	Italy – Capannori (Tuscany)	Ancient Lucchesia's Camellias exhibition - Antiche Camelie delle Lucchesia	culture, education, sustainability
5.	Italy – Turin	Precollinear Park	culture, social inclusion

No.	Country	Name of the initiative	Area / Topic
6.	Poland – Radwanice	CommonGraund	social inclusion, environment, sustainability
7.	Poland – Warszawa	Elektrownia Powilśle	cultural heritage, inclusion, green energy
8.	Romania – Bucharest	PopUP Răspiua	accessibility, social inclusion
9.	Romania – Timișoara	FABER	culture, social, inclusion, sustainable development

All together partners gathered 12 good practices from the countries listed below:

No.	Country	Name of the initiative	Area / Topic
1.	France	Clean Challenge	Urban, renewability, social, education, civil participation
2.	France	L'Ariège : une pépinière d'initiatives pour les jeunes citoyens	Entrepreneurship, social inclusion

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No.	Country	Name of the initiative	Area / Topic
3.	Italy – Milano	MadreProject	education, sustainability
4.	Italy – Milano, Porta Nuova	LAND - Land Research Lab	urban, infrastructural and environmental sustainability
5.	Italy – Lentini (Siracusa, Sicily)	Badia Lost&Found	cultural heritage, art
6.	Italy – Sciacca	The 5 Senses Open-air Museum of Sciacca - Museo Diffuso dei 5 Sensi di Sciacca	cultural heritage, social inclusion, sustainable tourism
7.	Poland – Łódź	Academic grants	education
8.	Poland – Bełchatów	Civic budget - Bełchatów	civil participation
9.	Romania – Bucharest	Youth4Bauhaus	civil participation, sustainability

No.	Country	Name of the initiative	Area / Topic
10.	Romania – Bacău	ZidArt	social inclusion, art, environment, sustainability
11.	Ukraine – Vinnytsia	New European Bauhaus Housing Urgency in Ukraine	housing, migration
12.	Ukraine – Bucha	New European Bauhaus Circular Housing in Ukraine	housing, sustainability

Success Factors

The success of urban and rural regeneration projects can be determined by a combination of factors, as outlined in the descriptions of the case studies provided by partners. These factors can be grouped into several key categories:

1. Practical and environmental factors:

- Environmental sustainability – consideration of environmental factors such as rainwater usage, temperature regulation, and biodiversity enhancement can contribute to the success of the project. Sustainable practices and technologies can ensure long-term benefits.

- Ecology, circularity and revitalization – the regeneration projects should promote protection of ecosystems and living organisms, as well as initiatives to recycle, reuse and reduce. Moreover, the revitalization processes should not only focus on transforming industrial areas or buildings, but also on revitalising social fabric and networks in a more ecological way.

2. Community engagement and social factors:

- Community involvement – active participation and agreement from the local community, as well as their sense of ownership in the project, are crucial for success.
- Social inclusion – projects that promote inclusivity and create opportunities for diverse populations can lead to greater success. The idea behind the projects should not only open up the physical space, but also strengthen cooperation and the space-sharing process in order to increase social inclusion.

3. Vision and planning:

- Long-term vision – having a clear, long-term vision for the space and its potential uses is essential. It helps in imagining and implementing the transformation.
- Multidisciplinary skills – bringing together individuals with various skills and competencies, from design and planning to community engagement, is important for effective project implementation.

4. Resource and funding factors:

- Financial support – availability of funds and resources, both from initial investments and ongoing support, can significantly impact the success of the project.
- Lucky opportunities – sometimes, luck plays a role in the form of finding supportive individuals or employees who can guide the project through administrative processes.

5. **Value alignment and cultural factors:**
   - Value match – ensuring that the project aligns with the values of the community and reaching people from different backgrounds can help in creating a shared sense of purpose and belonging.
   - Cultural and heritage preservation – applying heritage protection rules, preserving culture, and highlighting its significance, especially in historical areas, can determine project success.

6. **Economic and local development factors:**
   - Job creation – regeneration projects that create new jobs, create demand for services, and attract investments can have a positive impact on the community and the overall success of the project.
   - Improved infrastructure – revitalization can lead to the development of infrastructure, which improves living standards and enhances the appeal of the area to residents and tourists.

   - Local economy stimulation – the revitalization attracts new investments and businesses, which affects the growth of the local economy. As a result, the local community can benefit from increased trade turnover and increased income which can later contribute to financial support of the project.
   - Increased tourism potential – tourism accelerates the development of the city's service sector, creates jobs in the tourism industry and generates revenues from shopping, accommodation and catering.

7. Accessibility and inclusivity factors:

- Universal design – projects that consider inclusivity and accessibility can lead to greater success by addressing the needs of a broader range of individuals.
- Wise and sensible new technologies – technologies and digital tools that regenerate and save rather than spend or exhaust, and that also create social ties rather than isolation will be in favour of project success.

In conclusion, the success of urban and rural regeneration projects is determined by a complex interaction of technical, environmental, community, social, financial, cultural, and economic factors. Effective planning, community engagement, and resource allocation are vital, along with a commitment to sustainability and inclusivity. Factors such as preserving heritage and responding to local needs are also important in determining the ultimate success of these projects.

Business Models and Managerial Practices

The business models and managerial practices underpinning the described projects vary between initiatives. The summary of New European Bauhaus initiatives will contribute to understanding which models and practices were the most common, useful and practical.

Roofscapes project

Business model	Managerial practices
Initially supported by various institutions and assistance schemes, the project has a horizontal, project-based organisational structure. It benefits from partnerships and networks to support its activities, with constant evolution in managerial practices to adapt to changing needs.	Each co-founder has an expertise field, and a leader is appointed for each project, ensuring a combination of expertise and leadership. The project emphasises flexibility and independence within its relatively simple organisational structure.

HARBOR project

Business model	Managerial practices
The project focuses on learning, doing, and sharing, with assessment of results and impact. As several partners were involved, good coordination between the project managers was deemed fundamental.	Management emphasises skill transfer, communication, and monitoring. The project promotes teamwork, creativity, and self-management. It values participative involvement and focuses on skills transfer for replicability.

Trame di Quartiere project

Business model	Managerial practices
The project appears to be based on cooperation, assemblies, and round tables on specific topics, but managerial practices are not detailed.	Each co-founder has an expertise field, and a leader is appointed for each project, ensuring a combination of expertise and leadership. The project emphasises flexibility and independence within its relatively simple organisational structure.

Ancient Lucchesia's Camellias exhibition project

Business model	Managerial practices
Managed by a community cooperative (special form of social enterprise) with shared governance. Financial sources include tickets, exhibitions, catering services, educational visits, and support from local authorities.	Governance is shared among 12 associates with a bottom-up approach. The project relies on diversified income streams to sustain its activities.

Precollinear Park project

Business model	Managerial practices
The project transformed from a non-profit cultural association to a social cooperative. Funding sources include donations, funds, grants, partnerships as well as direct and indirect support from local businesses and hotels.	The project values support from community members and seeks financial assistance from various sources. It uses grants and partnerships to fund activities.

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CommonGraund project

Business model	Managerial practices
The project operates on the assumption of co-responsibility between local government units for shaping social relations and development strategies.	It involves the active role of local governments in long-term development planning and implementation of social responsibility, requiring professional and formal actions and procedures as well as preparing strategic documents for revitalization.

Elektrownia Powilśle project

Business model	Managerial practices
The model aims to create new business opportunities, generate jobs, and increase revenues for local businesses and residents through various elements, including community needs and resources analysis, public-private partnership, infrastructure investments, job creation, culture and entertainment, and sustainable regeneration.	The model emphasizes partnerships between the public and private sectors, investment in infrastructure, and support for local entrepreneurs, fostering economic and community development.

FABER project

Business model	Managerial practices
The project focuses on architecting an ecosystem for creative professionals, emphasizing collaboration, learning, and prototyping. The objective was to build the team very well, and to think about qualities and competencies of each member, and how they could complement each other.	The project's team prioritizes building a strong, complementary team and fostering a creative and financial ecosystem where architecture plays a key role in facilitating collaboration and innovation.

Each of these projects has unique business models and managerial practices tailored to its specific goals, resources, and stakeholders. These practices are essential in ensuring the success and sustainability of each initiative.

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Do's and Don'ts

Besides the already summarised findings gathered from the BEST, there are also some do's and don'ts that young people might need to consider while implementing or engaging in such initiatives.

Dos:

✅ find partners who will believe in your vision when you begin to think of a solution

✅ identify institutions that could support your project, because you have a shared agenda

✅ follow the will to redeem one's territory, giving space to voluntary activities, but with a generative approach that can give/help and support these activities

✅ have passion for the local area

✅ stay ambitious

✅ be open to discussion through the creation of participatory, but definitive governance tools

✅ remember about bottom-up involvement for economic and general sustainability

✅ think outside the box and show what you can achieve "on your own" to demonstrate physically the value of your project and ideas

✅ create a community and nurture it – community will help you to work on the space and then make it alive and exciting

✅ find the right regulations and/or loopholes, find your economic sustainability through several channels and act

✅ open up to new perspectives of working life, also based on the quality of life and culture.

✅ try to succeed in moving from a strategy of revitalisation through Transience to a strategy of remobilisation of human resources through the long timeframe of Transition

✅ try to combine technical and cultural heritage (the shared emotion associated with a place or an area), learning and transmission (training and re-mobilising know-how) and innovation (finding forms or services that address the strengths of the area and its inhabitants in a different way)

Don'ts:

❌ be careful not to multiply the support too much, otherwise the start-up/project won't benefit as much as it could with lesser support structure

❌ avoid interpreting a failure as an end, be persistent in your vision

❌ don't just rely on the Municipality – finding the support of the City is very hard, both economically and politically, administration processes are long, the rules are many and the funds are limited or absent

❌ don't wait forever – all positive transformations will help open the doors to other great ideas and more forward thinking local regulations

❌ don't think you can act without the people, both in designing and livening the new space.

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Appendix

If you are interested in gaining more insight and details from case studies and good practices successfully implemented in partner countries,

check the additional appendix titled:

"Learn from the best - inspirations".
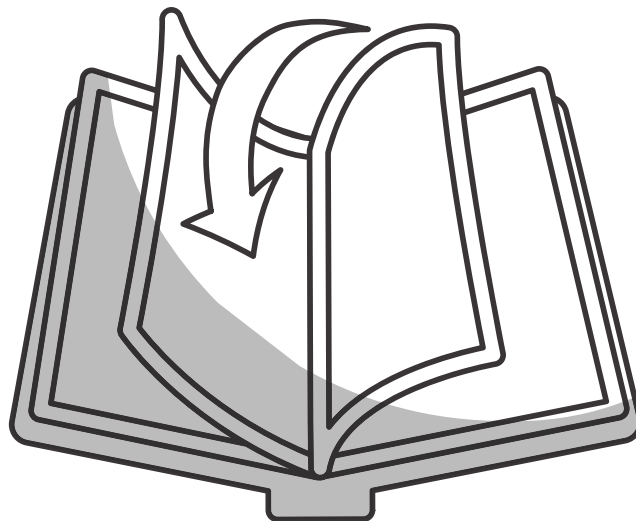
7. You already know everything
Be proactive

Now that you've learned the basic theory, take action. The guide that we give you is a base offering basic knowledge that can be the beginning of your adventure in the NEBULA project. We have tried to present the principles of project work, effective and valuable cooperation and sources of inspiration in a clear and useful form. However, the knowledge we have included here is only the first step, now it's time to put it into practice.

If you feel that you know what an effective project to change your immediate environment should look like, continue to work with us. First of all, check if you can apply the knowledge in practice, check your skills and predispositions. Start your NEBULA training.

The next step is to create your own projects – that is, to translate knowledge and skills into real actions. Create a path to the realisation of your ideas and visions of life in such a way that your immediate environment becomes more friendly and responds to the important needs of you and other young people. It's real and within reach, as long as you start turning your ideas into real actions.

Good luck.

Continue on the path of the NEBULA project until your initiative becomes actionable and effective.

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