



ifempower

Internal Working Paper

Best practice examples for
building ifempower
mentorship program
(contribution to IO4)

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1. General information

Current document aims to introduce to the readers various mentorship models performed by different entities from the countries in which ifempower project partners are located. Proposed models are either recommended by project partners either identified as having a higher rate of success/popularity in comparison with similar initiatives in the country subject of screening. Moreover, each of the selected program presents some particularities which are worth to be taken into account when building future mentorship program in the ifempower entrepreneurship curricula.

Consequently, current document offers:

- brief description of the strength/key success factor of the studied initiative;
- explanation on how this can be used by universities;
- technical presentation of the identified strength (how it is built and how it works).

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1.1. Document Control Sheet

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Table 1 – Document Control Sheet




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Table 2 – Versioning and Contribution History

2. Best Practice Models by Country

2.1. Austria

2.1.1 Overview proposed models

Model	<u>Female Founders</u>	<u>Lean in Femspace</u>	<u>Professional Woman`s Network</u>
Logo			
Main strength	<p>Chapter leaders network</p> <p>Mobility of mentorship program, student can go in the city where the mentor is located</p> <p>Criteria for chapter leaders that allows to identify the most active players in the local communities</p>	<p>Psychological approach towards mentorship</p>	<p>Same as Female Founders, main strenght consists of local chapters, popularity of the network and, thus, quality of the mentors volunteering.</p> <p>Easy criteria for chapter leaders</p>
For universities (questions that these models answers), what to learn from it	<p>How can I build a network?</p> <p>Whom to include in the network? Who are the people that are interested in such initiatives? (replicators)</p> <p>How can I get intelligence about current local situation?</p>	<p>By adding a psychological approach to the mentorship program, a higher rate of success is achieved in the menter-mentee relationship.</p>	<p>Partnership with such institutions brings access to different important corporate professionals</p>

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2.1.2 Program “Female Founders”

About:

Female Founders is a global community of entrepreneurial women coming together to create something bigger. At our events, workshops, and programs you can connect with like-minded entrepreneurial women and get access to tools that are sure to skyrocket your career.

Purpose: to create an ecosystem for female founders on a global scale.

Supported by: [Vienna Business Agency](#), [Start-up Live](#), [Zapier](#) (American for-profit corporation and a web-based service that allows end users to integrate the web applications they use)

Size: 4.500 members Female Founders

How it works: connects different regional leaders (aka chapter leaders) and their networks of connections. This is basis for active members and mentors recruitment:

a. Community Leader + their networks:



For example, a Chapter Leader is a person who has the following characteristics:

- Is an active community member;
- Can bring/recommend min 3 volunteering mentors;
- Min 2 sponsors who can contribute with ~ 2500 – 15000 Eur/year;
- Min 2 partnering facilities which can host events;
- Min. 5 potential members;
- 1 co-leader;
- Min. 3 volunteers.

! To be checked below the chapter leader professional questionnaire which could be taken as an example to be included in a future platform dedicated to mentorship program. The most important advantage of using such a tool is that offers possibility to build a database at local level and identify available/recommended mentors, for example.

b. Membership based:

Pre-Founder Membership (19Eur/month; 99 Eur/year)

You're about to found your own business? Then this membership is for you. Please note: This membership is only valid if you are currently working on your own venture but are not incorporated yet. Please note that this membership automatically renews if not cancelled.

Founder Membership (29 Eur/month; 199 EUR/year)

You're your own boss and have already incorporated your business? Then this membership is for you. Please note that this membership automatically renews if not cancelled.

Student Membership (9Eur/month; 79 Eur/year)



This membership is for you if you're still in the middle of your studies but feeling the entrepreneurial spark already. Students members must be currently enrolled in a university program. Please note that this membership automatically renews if not cancelled.

! Mentorship program is free of charge but students have to be member of the organization.

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Partner in Crime Membership (179 Eur/year)

You're in the entrepreneurial adventure together? Grab your co-founder or founder-friend and enjoy our Founder-Membership with a discount! (requires two people) Please note: You need to be the founders of your own ventures to be eligible. Please note that this membership automatically renews if not cancelled.

Investor Membership (399 Eur/year)

This is the right membership if you're investing in startups and you're eager to spot talent and fresh ideas. Please note that this membership automatically renews if not cancelled.

Corporate Membership (399 Eur/year)

This Membership is for you if you're working in a corporate environment, looking for talent or fresh ideas. Please note: Our corporate memberships are limited to 20 per year. Please note that this membership automatically renews if not cancelled.

Mentorship program (overview):

How do they get here: recommended by Chapter Leaders

Target group:

- *Founder (looking for a partnership to be bought further);*
- *Pre-Entrepreneur (needing a role model);*
- *Enthusiast (ready to start but missing the perfect idea)*

Length: 1 year

Pre-established timeline with steps:

2019/04/23 - Application deadline

2019/05/05 - Matching announcement

2019/05/17 - Kickoff Brunch

2020/04/30 - End of the mentoring year

Cost: program is only for members (9Eur/month; 79 Eur/year – for students)

*membership to foundation = pre-selection criteria

Mentors in other cities:

For students willing to expand or establish a business there.

Mentor – mentee matching:

Choosing right mentor tips:

- Do you want to expand your company in a certain field?
- Start your own company? Or side business?
- Do you want to gain a particular skill set?
- Or maybe you want to move up within your corporation?
- Will I vibe well with this person?
- How is their career and experience relevant to mine?
- How will it help me get to where I want to be in one year?
- How could my mentor actually benefit from my knowhow and skillset?
- The matching process takes 2 months.

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No of students/no of mentors:

A student can have more mentors but student has to submit separate applications as all mentors require a personalized motivation letter.

Mentee application process:

- ✓ **Only for members**



Friendly approach for on-line form powered by Typeform:

1. What's your first name?

2. Hi _____! Great to have you here! What's your last name?

3. _____ please let us know your mail-address (no spamming - promise!)

4. Your One-liner?

5. How is your project or startup called?

6. In which stage would you consider your project?

1-2 - Idea Stage (no product / MVP yet)

3-5 - Early Stage (MVP, Beta ready)

6-7 - Startup Stage (Validation, Product/Market Fit)

1	2	3	4	5	6	7
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7. Do you have a website or Facebook-Page?

8. And if you have a LinkedIn Profile please let us know here:

9. For which mentor would you like to apply? (list of mentors presented)

10. Some convincing words to make your favorite mentor choose you:

This can include:

- A bit about yourself & your story
- The areas where the mentor could support you
- Why you see a fit between you and the mentor
- What could you bring to the table in exchange?

11. Please attach your CV here (pdf only!)

Mentors:

a. **Recommended by chapter leaders**

b. **Sorting criteria:**

Experience:	Cities:
Marketing	Singapore
<input type="checkbox"/> Corporate/Management	<input type="checkbox"/> Zagreb
<input type="checkbox"/> Impact / Social	<input type="checkbox"/> Ljubljana
<input type="checkbox"/> Design	<input type="checkbox"/> Budapest
<input type="checkbox"/> Media / PR	<input type="checkbox"/> Amsterdam / The Hague
<input type="checkbox"/> Investment	<input type="checkbox"/> Tel Aviv
<input type="checkbox"/> Product	<input type="checkbox"/> London
<input type="checkbox"/> Growth	<input type="checkbox"/> Graz

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<input type="checkbox"/> Finance	<input type="checkbox"/> Sofia
<input type="checkbox"/> Legal / Tax	<input type="checkbox"/> Linz
<input type="checkbox"/> Internationalization	<input type="checkbox"/> Vienna
<input type="checkbox"/> Startup	<input type="checkbox"/> Belgrade
<input type="checkbox"/> Coaching	<input type="checkbox"/> Brussels
<input type="checkbox"/> Founder	<input type="checkbox"/> Munich
<input type="checkbox"/> Ecosystem Institution	
<input type="checkbox"/> Sales	

Pre-acceleration program (combined with mentorship):

- ✓ **Length:** 3 months
- ✓ **Exclusively for members;**
- ✓ **Reimbursed registration fee of 1000 Eur;**
- ✓ **Supported by governmental partner: Austria Wirtschaftsservice through program Aws Jumpstart**

Program content/subjects:

Working session:

- Customer Exploration
- Go To Market
- Corporate-Startup Collaboration
- Growth Hacking
- Internationalisation Startup
- Red Flags
- Pitchtraining
- Investors Deck
- Investors Profiling

Soft skill masterclass:

- Negotiation
- Leadership
- Self-Confidence

Individual support:

- Individual calls and mentoring
- Individual connecting to experts
- Individual connecting to investors



Chapter Leader questionnaire:

- ✓ Friendly approach;
- ✓ Explanations for each question chapter included;
- ✓ Recommendations of high value;
- ✓ Creative answers to be obtained.

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Female founders criteria (questionnaire):

a. Short screening:

I have a strong local network
I have enough wo(man) power
I have event organization experience
I see potential in my local startup scene
I'm convinced I'll find at least 2 main sponsors
I can name at least 10 people who NEED to be part

b. Network:

- Why do you wanna become a local Chapter Leader in your city?
- Tell us a bit about your background, experience and why you think you are a good fit being a Female Founders Chapter Leader!
- How are you currently involved in your local startup ecosystem?
- Are you active in a similar community or have you attended a similar event?
- What do you expect from Female Founders when becoming a Chapter Leader?
- What's happening in your city and what is the impact Female Founders will have?

c. Mentors (min 3):

- **Please name three potential mentors/investors from your local ecosystem who could contribute to the success of our Female Founders Mentoring Program. Mentors within the program are not getting paid, their main motivation should be giving back to the community and making valuable contacts with other experts.**
- **What makes the person a great mentor?**

d. Sponsors (min 2):

Female Founders let local sponsors and partners get in front of hundreds of potential customers, and their support will allow your events to grow in size and prestige.

Sponsors are small, medium or large companies able to make financial contributions to your local Chapter. Typically, anywhere from € 500 to € 5.000 each per event toward making your event a success. They contribute cash to your event.

Partners make in-kind contributions like catering, audio-visual support, press and venue support. They also lend credibility to the event and allow you to invest in improving your local Chapter.

Sponsors/Partners who want to market to entrepreneurs are often:

- Business-to-business technology firms
- Accountants
- Legal service providers
- Venture capitalists

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- Co-working spaces
- Public institution investing in the regional development

Our local Chapters aim to be created sustainable, bringing in an average of € 2.500 to €15.000 per year (or local currency equivalent) from a few high-quality sponsors. We have templates available to help you present the opportunity to potential sponsors, but building the relationship and closing the agreement will be up to you.

- Who might be a good fit in your area? In this next step of the application, you will submit 2 potential sponsors who could support your event.
- What is this organization selling/doing? *
- How do you know that organization? *

e. Venues/Facilities (min 2):

Your venue is key to a great event to ensure a great atmosphere. Tell us about 2 possible venues in your city. Your venue facilitates and sets the mood for your event. Ideally, it covers all the technical stuff (mics, projector, sound, etc), has a (small) stage and depending on your eagerness fits between 50 and 150 guests. Also please focus on sponsored locations only, e.g coworking spaces or big corporates, universities located centrally and accessible via public transport.

- Name/website
- Size of the venue? *
- What makes this a great venue?

f. Entrepreneurs – find the real ones (min 5):

We are aiming to support the determined individuals and entrepreneurs on their way to success. Your responsibility will be to find the right people to join your local Chapter. Entrepreneurial minds who work on sustainable business solutions, disrupting industries and have a hunger for success. Female entrepreneurs, that wanna go the extra mile.

To reach the right people partnerships with key players in the ecosystems are the way to go. Please let us know five relevant players who you would like to work together with. This could be startup magazines, coworking spaces, accelerator programs or simply very well connected people.

- What makes this organization a key partner?
- How they can contribute to reaching the right people?

g. Chapter Leader team:

Building your gang – aka your team members

Creating a strong team is key to have a successful Female Founders Chapter! Out of experience we recommend 1 or 2 Chapter Leaders and 2-4 core volunteers who help with marketing, operations and event production to ensure smooth event processes.

Co-Leader (1):

Do you have a partner in crime in mind? You can split responsibilities however you wish but only select Co-Leaders that you know will work with you for the long term.

- Why do you think she/he will be a great Co-Leader?
- Name/LinkedIn

Volunteers (min 3):

Think about creating a team that can both help at the live event (check-in, etc) and help with the work you do to prepare the whole event. Consider selecting people with strengths in areas that will compliment yours.

- Just list 3 potential team members and their roles! *

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h. Video (1):

Last step: Congrats - you are ALMOST DONE. After submitting all your answers here, we'll shortly send you a mail for a last task. This final task requires that you film a quick video. Yes, exactly a video, because we want to get a first impression of you :)

2.1.3 Program "Lean in Femspace"

About foundation:

The **Femspace**, the Hungarian women living in Austria for professional, non-profit association, which offers routes and meeting points that living in a foreign language environment of women combining family and work commitments to be able to exploit the full potential.

Through our workshops, our mentoring program and our online activities, we contribute to a clearer view of women in their career opportunities, their professional development, and their ability to create new, valuable (professional) relationships. Since our establishment in February 2017, we have had over 30 successful events in Hungarian, German and English. In three cycles, more than 100 women took part in our mentoring program, which we passed beyond the borders of Austria, as our mentors and mentees included ladies from Germany, Switzerland, Spain, Hungary and Slovakia. Our 3-language blog is read by tens of thousands, and our weekly video summary has been seen by many on our Youtube channel.

Mentorship program:

The market value of the program is 1500 Euros.

Cost of the mentor program for the mentees is now €500, which can be paid in one installment or monthly installments for the mentees. During the nearly half-year period, the joint work of the mentor and the mentee takes place on 6 occasions/ 5 months.

What does the Mentor Program do for you?

- is a successful mentor in his profession who deals with you personally in the field / subject of your choice
- 6 personal or online meetings within a 5-month period at the times you have agreed
- development, learning, professional guidance you work with the mentor at the beginning of the program
- new ways to solve your dreams
- new professional relationships
- inspiration

Topics:

- How do I sell myself? PR / marketing / self-confidence / press coverage about myself, brand
- Time Management / Family & Career /
- Establishing a business
- HR: Job Search
- Getting Started (Vienna)



Application for mentors:

- a brief written description of why you want to be a mentor with us
- which topic you consider to be the most appropriate for you
- why do you consider yourself suitable for this task
- CV in Hungarian or German or English
- email address and phone number we reach (not necessarily Austrian)

2.2. Germany

2.2.1 Overview proposed models

Proposed models:

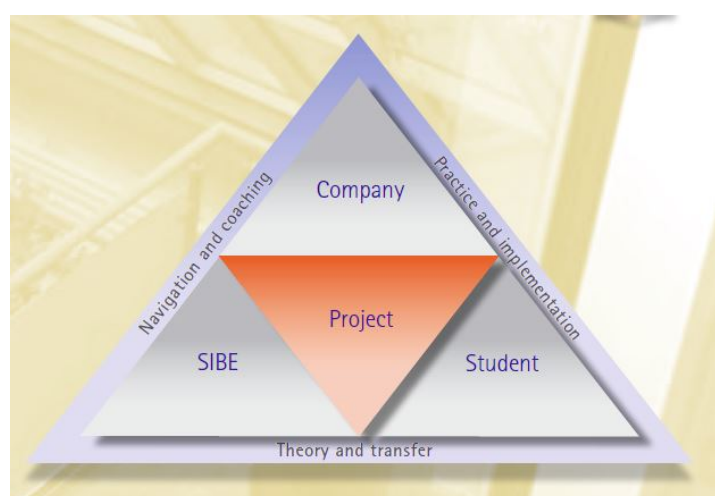
Model	<u>School of International Business and Entrepreneurship (SIBE) – STEINBEIS UNIVERISTY</u>	<u>Spitzenfrauen-BW</u>
Logo		
Main strengths	<ul style="list-style-type: none"> - Technology transfer model; - Talent catalogue of the university resulting in consultancy services provided by university. 	<p>Tailor-made program for women with the support of Steinbeis Foundation;</p> <p>Accesible mentor profile;</p> <p>Not so accesible criteria for mentors (min 5 years, same as Hungarian model);</p> <p>Professional forms to work with:</p> <ul style="list-style-type: none"> - Mentee profile form; - Mentor application form; - form for complete mentor profile; - Target agreement – open contract in which mentor and mentee agree on the priorities, type of the meetings and its occurrence + data protection issues; - Mentoring log – for keeping a track of the meetings and subjects discussed; - Evaluation form – self-evaluation of the mentee (concerning competences earned); - Feedback form – evaluation of the mentorship program;

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For universities (questions that these models answers), what to learn from it	How to better connect with the industry, how to have an updated university curricula and best professors; side opportunities for students	How to establish a common ground/framework for mentors/mentees in different fields? Tools to make official mentor-mentee relationship and mentor-university To be added: a contract between mentor - university
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2.2.2 Program SIBE: School of International Business and Entrepreneurship

-model -



I. How it works:

The students at SIBE basically work on a specific project during their studies, which is also the focus of their scientific work. Supported by the Experience Based Curriculum (EBC) at SIBE, up-to-date know-how directly becomes business reality.

II. Benefits for mentor/company – university collaboration:

- the realization of a concrete innovation project by an efficient employee
- the knowledge and know-how gained by the student and the Business Mentor in cooperation with SIBE
- access to up-to-date management know-how - also for the business mentor
- the network contacts of the student

III. Tools – Recruitment services offered by university:



SIBE-Talentpool

Talent pool gives access to young academics and experienced candidates who want to combine a business degree at SIBE with an activity on a specific project in a company. In addition to young graduates from different disciplines,

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talent catalogue also includes young professionals who have already gained professional experience in a variety of industries.

All talents have successfully passed multi-stage selection process . Business people express interest in a candidate and receive the application documents including a short hard-facts overview and personal assessment.

The SIBE **Talent Catalog** assigns talents to various fields of application such as Engineering, IT, Human Resources, Purchasing & Logistics, Finance & Controlling, Marketing & Communications or Sales.

Talent catalogue model is available on program website.

2.2.3 Program: Spitzenwrauen BW (project):

About project:

The project Spitzenwrauen BW is supported by the Ministry of Economics, Labor and Housing Baden-Württemberg from the European Social Fund (ESF) and the State of Baden-Württemberg. The project sponsor is the **Steinbeis Innovation Center Corporate Development** at the University of Applied Sciences Pforzheim under the direction of Prof. Dr. med. Barbara Burkhardt-Reich and Prof. Dr. med. Elke Theobald.

Community of top women from B-W: 120 members

Mentoring program by Spitzenwrauen BW

Target group: only women from BW (student, a doctoral candidate or a graduate, a beginner)

Type of mentoring: informal cross-mentoring



The team of Spitzenfrauen-bw.de only organizes the placement of mentoring tandems and supports the mentoring relationship. How the individual tandems organize their mentoring, the tandem partners can decide for themselves: The duration, scope and content of the mentoring relationship are determined by the mentor and mentee individually and enshrined in a target agreement. Upon completion of the mentoring, the mentee will receive a certificate of participation - a prerequisite for this is a completed goal agreement and a mentoring protocol documenting the meetings with the mentor. These materials also help the mentee to structure the mentoring process and make the exchange as effective as possible.

! Mentor – mentee tandem talk is the most important forerunner step of the mentorship. In this stage mentor and mentee get to know each other agree on the subjects to be included in the target agreement (which is an opened contract).

Selecting mentors and mentees:

I. Mentee profile:

Mentee profile form – which is submitted to Spitzenwrauen BW

II. Mentor profile:

- a. Selection: Mentor application form + form for complete mentor profile
- b. Presentation: Online profile offering information about:

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- Position:
- Industry:
- Location:
- Company size:
- TIPP/ Motto:
- Industry experience:
- Previous (management) positions:
- Education background:
- *I can assist in the following areas....*
- *I have mentoring experience ...*
- *From my mentees, I expect...*
- *In a mentoring relationship, I attach particular importance to...*

!Professional mentor profile offering enough information and in accordance to any confidentiality issues.

- c. Criteria for mentors (Prerequisites):
- at least 5 years of professional and managerial experience and specific industry knowledge;
 - They pass on this professional experience to the mentees on an honorary basis;
 - Advertising ban: they do not use the mentoring to acquire consulting or coaching assignments.
- d. Tasks of mentors:
- *Counseling & Support:* Mentors advise the mentee on current questions, difficulties and decisions. Together with the mentee solutions and feasibility are discussed. Mentors support the mentee with important decisions and support them in the development of occupational strategies. Constructive feedback - for example on appearance and impact to the outside - helps the mentee to better assess their own competencies and abilities and to use strengths strategically.
 - *Knowledge transfer & networks:* Mentors pass on their knowledge of structures and "rules of the game" in the professional world and bring their own views. It is also valuable if the mentee can participate in the professional experience and action strategies - for example, by allowing the mentee to experience one's professional life: at a business meeting or a normal working day in the company. Mentors can also provide contacts in their own network to help mentees implement their career strategy and provide tips on how to use and maintain contacts.
- e. Benefits for mentors:
- Mentors can gain new ideas and impulses from junior executives and valuable insights into other companies, industries and fields of activity - or even find talented junior executives for their own company. In exchange, mentors also strengthen their advisory skills and can train their social and communicative skills in dealing with the next generation. And last but not least, they can (interestingly) make interesting contacts with other mentors.

III. Mentor – mentee relationship:

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a. Tandem talk;

b. Supporting documents:

- Target agreement – open contract in which mentor and mentee agree on the priorities, type of the meetings and its occurrence + data protection issues;
- Mentoring log – for keeping a track of the meetings and subjects discussed;
- Evaluation form – self-evaluation of the mentee (concerning competences earned);
- Feedback form – evaluation of the mentorship program;

! Mentorship toolkit (documents are already available in German and will be adapted to ifempower needs). Toolkit of supporting documents will be included in the handbook.

Other woman entrepreneurship related documents:

a. Literature for women and career/Bibliography selection organized as it follows:

- Text books;
- Studies;
- Counselor;
- Regulatory mandates;
- Portraits;
- Magazines;
- Entertainment;
- Audiobooks and DVDs



b. Portraits of women (except for mentors): Women from the top management of Baden-Württemberg companies + woman with migration background examples and promotion;



c. E-learning modules:

- Corporate Culture
- Structure career paths

! Related supporting literature built on the model below above could be presented on the platform of the ifempower website in the section dedicated to mentorship. At least women portraits should be available.

2.3. Iceland

2.3.1 Overview proposed models

Model	<u>Brautargengi Module by Innovation Center Iceland</u>	<u>Svanni – Lánatryggingasjóður kvenna (Svanni – Women’s Loan Guarantee Fund)</u>
Logo		
Main strength	<p>Training institution (Innovation Center Iceland) offers an 15 weeks entrepreneurial module.</p> <p>Woman`s Loan Guarantee is national scheme to finance business undertaken by women. Finance comes in the same package with mentorship on how to spend the funds obtained.</p> <p>Manager of the entrepreneurial program is boarding also the Svanni Fund which is under the Directorate of Labour in Iceland.</p> <p>Direct or indirect, this is a great example on how mentorship on practical issues could be externalized to different current existing schemes.</p>	
For universities (questions that these models answers), what to learn from it	<p>Accelerator/Incubators/Innovative modules from universities could connect to different national programs that come with tailor-made mentoring on how to spend the money. Identification and partnering with such supporting institutions could be very beneficial for students that have already the business plan.</p> <p>So, different types of mentorship (on finance issues in the current example) could be simply externalized by partnership certain institutions, funds, etc.</p>	

2.3.2 Brautargengi module

Innovation Center Iceland provides entrepreneurs with guidance, free of charge, including information and assistance with:

- Development of commercial and product ideas
- Establishing a company
- The first phases of operations for a company
- Creation of business plans
- Market planning and market communications
- Intellectual Property and patent registration
- Funding and grants

The interviewee of this expert interview is a woman in her early 50s, working from Reykjavík. She is a Project manager for Entrepreneur and SME services at Innovation Center Iceland where she manages *Brautargengi*, an entrepreneurial course for women. Since 1996, more than 1000 women have completed the program which offers practical training in finance, management and

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marketing which leads up to them writing their own business plan. She is also on the advisory board for Svanni, a loan-guarantee fund for female entrepreneurs in Iceland, operated through the Directorate of Labour in Iceland. She has a master's degree in project management and has prior job experience from the financial sector and the public sector.

Brautargengi Model on entrepreneurship:

The objective:

- Participants complete work on their own business plan
- Gain knowledge of the fundamentals of establishing a business
- Get practical knowledge of the factors that pertain to business operations such as marketing, finance and management
- Increased connectivity

Teaching:

- Lectures, project work and homework. Participants also receive guidance from Innovation Center employees. The course is a 90-hour course that is taught once a week for 4 hours. for a total of 15 weeks. The course is held twice a year, in the fall and spring semester, and starts in February and September each year.

Syllabus:

- Targeted structure of participants
- policy
- Management and Human Resources
- Marketing
- finances
- Computerization and the Internet
- Practical points in establishing and operating a business
-

Price and what is included:

- The course costs 50.000 kr. and the price included is:
- Teaching and guidance
- Educational materials
- Project
- Coffee and side dishes
- guidance

Svanni – Lánatryggingasjóður kvenna (Svanni – Women's Loan Guarantee Fund):

Atvinnumál kvenna (Grants for women entrepreneurs in Iceland) and *Svanni – Lánatryggingasjóður kvenna* (Svanni – Women's Loan Guarantee Fund) (henceforth jointly referred to as AKS) are two financing schemes operated through the Directorate of Labour in Iceland. AKS was initially started in 1991 by the Icelandic Ministry of social affairs with the aim of reducing women's unemployment by offering support for starting new entrepreneurial ventures. The project received an annual sum from public funds that was distributed through a grant scheme. The project has continued to exist even though the employment situation gradually improved, in part because the gender differences in labour market participation have proven to be persistent. The programme continues to receive support from the government, and has been largely unaffected by the regime changes following regular elections over the past twenty-five years.



Mentoring:

When an applicant is deemed eligible for a loan from AKS, one of the initial steps of the process is to estimate the need for mentoring or training. Some candidates have a background in business operations and know what is required of them with regard to tax authorities or other relevant public institutions, while they might lack knowledge or experience with, for example, the sales and marketing of their businesses. This need for guidance or mentoring is evaluated at the outset on an individual basis through interviews with the recipients of the grants. Some participants may see these formal or practical requirements to running a business as a hindrance that will hold them back from developing their innovative ideas. Mentoring therefore forms an integral part of AKS's operations. Once the needs of the entrepreneur have been evaluated, a

contract is agreed upon between the applicant and AKS which stipulates which parties will provide training, and a personal curricula or programme is drawn up. A number of organisations in Iceland that are either public themselves or have a service contract with other public bodies offer training services free of charge up to a certain limit. These are commonly used by recipients of grants or loan guarantees from AKS and include the following:


- NMI (Innovation Centre Iceland)
- Atvest (The Economic Development Agency for the Westfjords)
- SSNV (The Federation of Municipalities in North-western Iceland)
- Thorp consulting
- RML (The Icelandic Agricultural Advisory Centre)

FV's main offices are in Ísafjörður, as are those of Atvest, and beneficiaries of training at either of those two organisations are often referred to AKS when their business start-up reaches a point when external funding is needed. Likewise, AKS will typically refer grant recipients from the north-western region of Iceland for coaching from Atvest or FV, so the direction of referrals goes both ways.

! After entrepreneurship module is achieved, financial mentorship and actually implementation of the business idea is externalized to the body in charge. From this results that there is no need to mentor on a certain subject (financial management, in this case). Research infrastructure (business accelerators, incubators, seed funds, etc) usually include some mentorship in implementing business idea (they call it support, advisory, etc). Support could come from an investor – business angel – fact that exceeds the support phase. Most of these research entities are specialized on certain industry areas. Thus, an university having an ongoing mentorship program could externalize a certain subject from the mentorship target agreement to such entities. In this way, business ideas before or resulting during mentorship could go directly in pre-seed or seed phase.

2.4. Portugal

2.4.1 Overview proposed models

Model	WomanWinWIN – connecting women & businesses
Logo	
Main strengths	<ul style="list-style-type: none"> • Methodology based on internationally recognized standards: ISMPE - International Standards for Mentoring Programs and Employment; • Partnership with assessment institutions (psychological/coaching/analysis component): Entrepreneurial Mindset Profile (EMP) test included in the package: https://www.emindsetprofile.com/take-the-emp/ (Cost: 45 Dollars) • Easily accessible tools, models used in many trainings (e.g business canvas). This offer a framework for mentors in order to better organize their work; • Mentoring handbook
For universities (questions that these models answers), what to learn from it	<p>What I can add in order to increase the quality/reputation of the program?</p> <p>What form should take the mentorship in order to be assimilated to attractive training/programs already on the market?</p> <p>What is the framework that makes the mentorship program I develop in line with international guidelines?</p>

2.4.2 Program WomanWinWin:

The Mission of the WomenWinWin Business Mentoring Program is to support women entrepreneurs and entrepreneurs to increase their business management and leadership skills in order to achieve success in their business.



The program, based on **ISMPE - International Standards for Mentoring Programs and Employment**¹, benefits from the support of the Eckerd College Leadership Development Institute and the cooperation of David Clutterbuck, a worldwide expert in mentoring and coaching, with more than 25 years of experience in this field.

¹ http://www.humancapitalreview.org/content/default.asp?Article_ID=27

Best practice examples for building ifempower mentorship program

What does it consist in?

Mentoring One-on-One

- It is a one-on-one relationship program that matches successful and successful entrepreneurs (men and women) and women entrepreneurs and entrepreneurs in the various phases of development of their project or company, who seek support to better face and with the many challenges they face to successfully develop their business.



Mentees will also be able to complete a personal assessment of their Entrepreneurial Mindset Profile™ (EDP) Profile.

Group Mentoring Thematic Sessions

- In addition to the one-to-one mentoring, a series of thematic sessions of group mentoring will take place.
These sessions will be based on the Action Learning philosophy. The group mentoring process will be conducted by a professional coach and will involve the invitation of a specialist in different areas of business management (business / negotiation, marketing / communication, accounting / finance, operations / logistics, human resources ...) which will facilitate the discussion content of the session.
The mentees will be given a preparatory work in order to get the most out of the group thematic session, and the purpose of these sessions is that in addition to learning with the support of the coach and the specialist, the mentees learn from the sharing between them. It will be as if they were together in the analysis of several real cases and brainstorming on how to solve each business question.

Target audience:

The program will have a maximum of 15 pairs of Mentor and Mentee.

The Program's emphasis is on supporting women (Portuguese or foreign) living in Portugal, of all ages, who are:

- individual entrepreneurs
- founders and CEOs of small and medium-sized enterprises
- women in front of family businesses

It also aims to support women entrepreneurs in different stages of business:

- in the pre-launch phase: in the preparation phase of the business plan
- in the business start-up phase, still pre-revenue businesses
- in the growth phase: companies with cash flow, in the expansion phase
- in the phase of *cruising*, where specific challenges such as the need to diversify, increase capital, admit new members, internationalize, among others

Criteria/Benefits for mentors:

- Have satisfaction in contributing and watching the development and success of someone as an entrepreneur
- Sharing knowledge and experience and thus being able to prospect their way, collect points of view and more consciously perceive patterns of behavior, qualities and values

Best practice examples for building ifempower mentorship program

- Extend the network of contacts, meet and interact with other Mentors and Mentees
- Develop Mentoring Skills in workshops geared towards this goal.
- Support the development of talent and human capital, essential for generating employment and prosperity in our society.

Pre-selection requirements:

- Be an experienced entrepreneur in front of your own company (**minimum 10 years**) or a top-level executive or consultant with proven experience in support of start-up and development of companies.
- Being willing to openly share their know-how (successes and failures)
- Be willing to commit to meeting with your mentee regularly for a minimum of one year, preferably once a month
- Waking up a set of goals and objectives with your mentee
- Provide feedback to PMW team members as and when requested
- Be willing to participate in other initiatives, related events and group Mentoring sessions to help improve PMW profile
- Accept and sign the Code of Conduct and the Confidentiality Agreement prior to the start of the Program
- Act voluntarily, that is, will not receive any kind of remuneration and will undertake to refrain from direct involvement with the company led by their minds, in the two years following the end of the mentoring process
- Investment for participation: Mentor's valuable time and knowledge sharing

Criteria/Benefits for mentees:

- Have a Mentor, a businesswoman or entrepreneur with extensive experience in the creation and development of one or several businesses, which will help you to develop and adopt a more strategic perspective
- Contribute to define or reevaluate the idea or business plan
- Solve problems and make decisions more effectively
- Develop specific techniques in the area of business management
- Strengthen *soft skills* such as leadership, team management, resilience, organization and focus

Mentor's role is to question, stimulate reflection, guide and share your knowledge and experience to develop Mentee's management and behavioral competencies and help you achieve your goals.

The duration of the program is one year and meetings between Mentee and Mentor are monthly, one-to-one, and the periodicity may be higher if the Mentor and Mentee understand it.

Additionally, or program envisage:

- Participation in 4 workshops - thematic sessions on different areas of the business, with a duration of 3 to 4 hours, guided by a specialist in the subject under analysis (e.g. Model Business Canvas, Trading Strategy, Business Strategy, ...) which will allow, in addition to developing technical knowledge, promote networking opportunities and synergy between the participating Mentees in the Program
- Become aware of your entrepreneurial profile and what it may entail in terms of behaviors and outcomes by conducting the Entrepreneurial Mindset Profile (see [here](#)), a self-assessment questionnaire developed by the Leadership Institute of Eckerd College

Best practice examples for building ifempower mentorship program

- Participation in the 3-hour group feedback session with a qualified coach, with the possibility of defining an action plan and accessing the Personalized Development Guide.
- To be able to be part of a community of entrepreneurs and to benefit from the opportunities of peer-to-peer co-learning, through the sharing of challenges and collaboration resulting from it.

The WomenWinWin Business Mentoring Program is comprised of a highly experienced management team that closely follows the program with a view to supporting and sustaining the development process.

Each issue has a limitation of 20 applications per year.

Pre-selection requirements:

- Have the aspiration to grow your business substantially
- Be willing to invest your time - meet with your Mentor once a month and be present at group themed sessions
- Establish a set of goals and objectives with the Mentor
- Provide feedback to members of the WomenWinWin Business Mentoring Program team, as and when requested
- Accept and sign the Code of Conduct and the Confidentiality Agreement before starting the Program
- Agree that Mentors offer their time, experience and advice on a strictly voluntary basis. It is Mentee's sole discretion whether or not to use the advice given, and as such, neither the Mentors nor the Business Mentoring Program have any responsibility in the business decisions made by Mentee.

Application process for mentees:

Application Process:


The participation fee as Mentee in the 4th edition of the WomenWinWin Business Mentoring Program, with a duration of one year is **€880 (€815 for Premium Members) plus VAT.**

This value includes:

- All sessions with the Mentor
- Participation in workshops
- Materials
- Handbooks
- Entrepreneurial Mindset Profile
- Feedback session with expert coach
- Reporting results of your own entrepreneurial attitude
- EMP Development Guide.

2.5. Spain

2.5.1 Overview proposed models

Model	Mentoring Spain
Logo	 <p>The logo features the word "Mentoring" in a large, bold, red serif font. To its right is a blue speech bubble containing the word "Spain" in a white sans-serif font, with a small Spanish flag icon above the letter 'i'.</p>
Main strengths	<ul style="list-style-type: none"> • Accreditation services for mentors and mentoring programs; • Mentor program design <p>Partnering with such institutions offer access to building network of corporate mentors and, possible, service that universities could sell/offer as benefit to companies aiming to provide mentors. Moreover, universities could satisfy company HR quality procedures requirements when inviting corporate mentors (strong argument in evaluation/qualifying employees in intrapreneur roles).</p>
For universities (questions that these models answers), what to learn from it	<p>How could interested corporate mentors benefit/convince upper management into such activities?</p> <p>How to increase more the reputation of the mentorship program?</p> <p>How to help mentors into becoming proficient in mentorship activity?</p>

2.5.2 Program Mentoring Spain:

About:

A non-profit making platform aimed at professional organisations and new corporate initiatives offering management services, support, training and mentor accreditation and mentoring programmes.

We collaborate with the principal national and international companies and organisations and we have more than three hundred mentors who voluntarily and free of charge provide their experience and knowledge to society.

Best practice examples for building ifempower mentorship program

Objectives:



To transfer knowledge and skills in an agile and efficient way and provide support, experience and collaboration to entrepreneurs and organizations. For this, organization provides:

- Mentors and managers certifications;
- Certification of mentoring programs.

Services:

- **Programs**
Management services, support, training and mentor accreditation and mentoring programmes
- **Learning**
Differents programs helps to consolidate the success of new projects in organizations
- **Collaborative Services**
We collaborate with the main national and international companies and organisations
- **Networking**
More than three hundred mentors who voluntarily and free of charge provide experience and knowledge

Platform and tools for the management of mentoring:

- **Mentoring design**
Development and programme management service in an organisation, public body or accelerating institution
- **Mentor Tools**
Mentor training services, mentees, programme coordinators and mentor supervisors. On-line and presential training itineraries
- **Mentornet**
Specific and innovative tool developed for the management of processes and get great results in our mentoring programs
- **Mentor Skills**
Mentor accreditation programme with practical timetable and training programme with a prestigious associate
- **Mentor Pool**
Mentor database. Programme support through the assigning of mentors.

Network:

- **Experienced Network**
An extensive group of managers, entrepreneurs, professors, researchers, technicians and professionals
- **Mentoring Net**
Prestigious national mentoring & corporate programmes and companies are affiliated to our network

Certifications:

Objectives:

- Development of the skills and competences necessary to carry out a mentoring process with collaborators within the professional field.

Best practice examples for building ifempower mentorship program

- Understand and practice with the attendees through experiences, experiences and scenarios the mentoring work and the role of the mentor with a team
- Learn and rehearse a proven mentoring methodology that will allow attendees a quick implementation of their role as a mentor
- Provide techniques and work tools for the proper development of the mentoring activity.
- Know the best practices of international mentoring supported by testimonies and research carried out in numerous programs during the last ten years.

This accreditation is useful for:

- Those who hire mentoring services are aware of the quality of what they are hiring, and thus make appropriate decisions according to their needs.
- The areas of Human Resources and training specialists in learning development, which can prove that the personnel involved in the mentoring processes are carrying out their work following a methodology and an appropriate and internationally recognized practice.
- To independent people who wish to be accredited in the mentoring methodology, with the confidence that the content they will receive will be appropriate, applicable, of high quality and recognized by the market.



The accreditation is aimed at professionals who perform the role of mentor and organizations or training centers that provide the service and / or training in mentoring:

- Professionals who want to develop the mentoring work systematically.
- Employers and Executives who want to implement mentoring in an entrepreneurial environment.
- Consultants or coaches want to develop a methodology and mentoring skills in their clients.
- Professionals who are assuming or will assume the role of internal mentor within their company or organization,
- Professionals in the field of people management and training who wish to implement a mentoring program in their organization.
- Entrepreneurs and professionals who wish to contribute their experience and knowledge through mentoring either on their own account or in formal programs.



! Besides accreditation, pack of advantages offered by participating as mentor is a very strong argument for different corporate managers to dedicate their time into such actions. Instead of accreditation as mentor issued by organization, university itself could issue such a certificate.


MENTOR ACCREDITATION: 24 contact hours (3 full days with written test + documented mentoring practice). To obtain the certificate it will be necessary to comply with the following requirements:

1. 100% attendance of the classes.
2. Delivery of the practical work of each module.
3. Pass written exam.
4. Delivery of the complete mentoring practice in writing according to the corresponding form.
5. Assessment of the suitability of the student for accreditation by the "Master Mentors" team.

Accreditation price: 1,350 euros training, examination rights and practical validation

2.6. Hungary

2.6.1 Overview proposed models

Model	Design Terminal
Logo	
Main strengths	<p>a. Type of funding: Accelerator financed by state grants and company partnerships (state funds, Visegrad fund). State grants are provided by the form of a public service contract signed with the Ministry of Human Resources of the Government of Hungary (key partner).</p> <p>b. Technology transfer based activities: Start-ups that benefit from accelerator services (which are free of charge) solve problems of bigger companies to which Design Terminal provides consultancy.</p> <p>At beginning: connecting platform based on different sponsorship or in good benefits to strengthen collaboration between universities and large enterprises</p> <p>Current: already set network of business partners – large corporations – facing different problems. These problems are solved by externalizing this task to different start-ups or teams aiming to act in a certain field.</p>
For universities (questions that these models answers), what to learn from it	<p>Infrastructure dedicated to start-ups (accelerators, incubators) already provide mentorship and is already specialized on some industry fields. These entities also provide HR services to larger corporations. Thus, collaboration or partnering with universities could be of high priority.</p>

2.6.2 Program Design Terminal

About:

State-funded NGO to connect startups with market leaders through:

- Design sprint – get answers to critical business questions by design, prototyping and testing
- Hackathons – collect new solutions to your industry challenges, hire great talent and meet our team of excellence
- Tailor-made mentoring program – a global pool of talent working on industry innovations

Purpose:

Best practice examples for building ifempower mentorship program

Partner accelerator to companies and universities, state - funded

Size:

- 80+ national and international mentors;
- 220+ participating teams;
- 500+ collaborating corporate employees

How it works:

At beginning: connecting platform based on different sponsorship or in good benefits to strengthen collaboration between universities and large enterprises

Current: already set network of business partners – large corporations – facing different problems. These problems are solved by externalizing this task to different start-ups or teams aiming to act in a certain field. This is why there are more than 500 corporate employees acting as mentors (innovation managers; business development managers, etc) who externalize this task of finding new solution to the market of startups. Mentoring services are in terms of further needs of the company. Some of the successful incipient start-ups or services/solution on construction are mentored in terms of becoming part of company supply chain or innovation department.



Acceleration services are translated in:

- Consultancy services in technology transfer;
- New business habitats to the current existing co-working space offered through acceleration program;
- Intrinsic HR services;
- Different other corporate benefits in barter system.

Design Terminal is a nonprofit organization. **Operations are financed by state grants and company partnerships (state funds, Visegrad fund). State grants are provided by the form of a public service contract signed with the Ministry of Human Resources of the Government of Hungary (key partner).** As such, Design Terminal has a regular reporting obligation, including the submission of annual, and project based financial statements.

Under commitment for public service, Design Terminal performs various activities related to the field of business and cultural talent management, entrepreneurial ecosystem development and international benchmark adoption. Services are competition-based and free-of-charge with a strong focus on inclusivity and social cohesion. The business operations and financial statements of Design Terminal are audited by the widely acknowledged international audit company BDO.

Arguments to partner with Design Terminal:

WHY SHOULD COMPANIES AND STARTUPS COOPERATE?

Startups are inherently flexible, able to make quick decisions and question the rules, so it's no wonder they can innovate much more efficiently. In contrast, large companies need more time to make decisions which makes the innovation process difficult to proceed with. We believe that companies and startups need each other as the company can help startups with resources,

Best practice examples for building ifempower mentorship program

infrastructure, partners and also with capital. This way startups have the chance to work on solutions that are inevitable for companies.

WHAT IS A MENTORING PROGRAM AND WHAT ARE THE ADVANTAGES?

Design Terminal's mentoring program is an accelerator program. Accelerators provide fixed-term intense programs (usually 3-6 months long) for young entrepreneurs, that include mentorship, as well as workshop opportunities and coworking space. For-profit accelerators also invest capital in startup companies. The Design Terminal mentoring program is a nonprofit accelerator program that does not take equity in change for participating in the program. For the best teams, however, it offers a fast lane for venture capital investment, and for large companies it opens doors to innovative, fast-growing startups

WHAT RESOURCES ARE NECESSARY FOR A COMPANY ACCELERATOR?

If your company wants to establish an accelerator you need to think about the followings: appropriate professionals and an experienced, trusted mentor network who know exactly how to build a business model and develop products for a revolutionary innovation. In addition, it needs to develop a well-structured process for a large company to make the most of its accelerator program, as startups and large companies have a very different organizational culture.

A successful corporate accelerator can combine the benefits of in-house and outsourced innovation, but only if the large company has a well-trained, dedicated team. In addition to the know-how, it's worthwhile to count on your own coworking office and, on demand, the amount put aside for investing and the establishment of the equity investment process within the company (what's happening with the equity holdings, how will the startup acquire newer and newer venture capital, what's the exit strategy, etc.)

It is one of the most useful tools of innovation management, which requires significant knowledge and resources if the large company wants to solve everything in-house. Before you start, consider other options as well.

WHAT'S THE DIFFERENCE IF I DO MY OWN COMPANY ACCELERATOR VS TEAM UP WITH A PROFESSIONAL PARTNER?

Having your own company accelerator could mean a huge investment as you don't have an elaborated program yet and direct access to startups and mentors. Their design requires a lot of resources and capital. A professional partner on the other hand have access to all these and a joint accelerator is cost-effective and less risky.

WHAT ARE THE CHALLENGES FOR COMPANIES WHILE WORKING WITH STARTUPS?

Large corporations and startups have different organizational culture and structure, and decision-making processes. Startups are flexible, make decisions faster and don't follow. Thanks to their capital strength and experience, big companies can quickly scale the results of startups.

ARE THERE SUCCESS STORIES OF JOINT COOPERATIONS BETWEEN ACCELERATORS AND COMPANIES?

Indeed, there are many best practices. International examples show that companies need professional partners to start a successful program. Good examples are the WAYRA UK - TELEFONICA ACCELERATOR; the BARCLAYS ACCELERATOR, powered by Techstars; the AXEL SPRINGER PLUG AND PLAY or the HUB:RAUM BY DEUTSCHE TELEKOM.

WHO ARE THE KEY PARTNERS OF DESIGN TERMINAL?

Partners include also BLACKROCK, the world's largest investment management corporation; the GOOGLE LAUNCHPAD development team, the SLOVENIAN ABC ACCELERATOR; the most successful Portuguese incubator, the BETA-I, MOL GROUP the most prominent energy giant of Central Europe and major university partners such as the CORVINUS UNIVERSITY OF Budapest, BUDAPEST UNIVERSITY OF TECHNOLOGY AND ECONOMICS and SEMMELWEIS UNIVERSITY

2.6.3 Other programs:

Other models to take into account include the also the following 3 examples:

a. Effemine Student Association:

Effemine is the first and only **association for female students** and recent women graduates in Hungary that assists members to reach their ultimate career goals, thereby fulfilling their potential. The association is located in Budapest, Hungary.

The main objective of the organisation is to **enhance the employability** of its young members and to help them develop and take full advantage of their skills. Effemine is raising its voluntary members' awareness of their future career possibilities and assisting them by supporting networking opportunities with qualified and successful people during college years.

The organisational framework is similar to that of the typical structure of a company: members work in project groups and each of them has one or more roles. This enables them to later cope with challenges that might be demanding without practice: for example, how to work as a team member, how to lead a group, how to reconcile private life and work, and to understand how organisational development and strategic planning work in practice. The organisation is divided into four divisions, including Corporate Relations, Human Resources, Marketing and Event Organizing.

b. Y Mentoring:

In 2017, HBLF launched its Y-Mentoring program in cooperation with the [Business Women's Network](#). The purpose of the Mentor-to-Business Mentoring Program is to provide guidance and development to professional Y-generation professionals.

During the one-year period of the Y-Mentoring program, mentors and mentees will meet several times, where the couples will freely choose the goals they want to achieve and the theme of the inspirational conversations.

There are currently 18 mentors and 18 mentees in the program.

FREQUENCY OF MEETINGS: During one year of the program, we recommend at least 8 meetings for mentors and mentees. The dates of the meetings are flexible, depending on the choice of the couples.

PURPOSE OF MENTORING: The goal of the mentoring program is set by the mentor and the mentee in the framework of the "Mentoring Agreement", where they jointly undertake to achieve that goal.

PARTICIPANTS OF THE MENTORING PROGRAM

MENTORES: Mentor may have been nominated by senior and middle managers of HBLF member organizations. Mentors were invited to participate in the program in cooperation with the HBLF and the member organization HR area.

MENTORED: Mentees of BWN members could apply. BWN is a community of business-focused women that reflect the same set of values, where members organize programs for their personal and professional success that support them in achieving their personal and professional success, expanding their horizons, and building professional relationships.

BWN launched its first mentoring program in cooperation with the HBLF (Hungarian Business Leaders Forum) in the spring of 2017 as Mentoring Y. The program aims to provide effective and targeted support to women from Generation Y in terms of assistance for resolving their professional dilemmas; it also gives mentors a great opportunity to get acquainted with the challenges and nature of motivation of the young generation. The program has a one-year time frame. Regarding the frequency of encounters (as recommended by the mentoring committee), a

Best practice examples for building ifempower mentorship program

minimum of one per month is ideal, but the planning and determination of the actual frequency is entrusted to the parties concerned. The program currently has 17 pairs (i.e. mentors-mentees).

History:

BWN (Business Women's Network) is a young, Generation Y, career-conscious women's association which was registered in 2014 with 21 members. In January 2018 our membership included 36 people.

History: In 2009 an enthusiastic group of young women at Corvinus University created the Effemine women's student organisation, which is still very successful. The main goal of the organisation was to help ambitious young women develop their potential, giving them the opportunity to gain experience outside their university courses (through events, lectures, participation in personal and professional development training, etc.). Following graduation, the founding members missed the sense of community provided by Effemine and recognized that meeting the fresh challenges of new situations required a different organisational framework. After assessing the content of the palette of Hungarian associations, they discovered a lack of organisations that could bring together young, career-conscious women who aspire to develop their businesses and personalities and take seriously the ambitions and dilemmas of Generation Y. BWN is designed to fill this market gap.

c. Mentorok project implemented by SEED Foundation Hungary

Project is aimed to build a mentor network of experienced entrepreneurs, professionals, at least 500 small and medium-sized enterprises, to offer mentorship free of charge. Project could be seen as indirect support tool to increase the competitiveness and efficiency of the SME sector.

Type of mentorship provided:

- **Supplier market mentoring;**

The purpose of supplier mentoring is to provide mentored businesses with professional assistance and support to enter their production and / or services into domestic or EU supply chains or to further develop their existing activities in this direction. In order for an enterprise to take this step, it needs to develop itself in a number of areas: from IT, process management, through production capacity to quality assurance.

Mentoring is done in a group form where mentors are integrator companies, and potential candidates are mentored. The goal is to help the development process of becoming a supplier by sharing knowledge with the mentor. In 20 territorial units - 19 counties and Budapest - are set up mentoring groups.

- **Foreign market mentoring;**

The purpose of foreign market mentoring is to encourage small and medium-sized enterprises to enter the international market, broaden the scope of export-oriented enterprises, and help companies already exporting to expand their activities. For small and medium-sized enterprises, the expansion of exports leads to significant growth potential and encourages innovation. The most important obstacle to the expansion of the SME sector suitable for export and competitive in foreign markets is the lack of basic knowledge necessary for entering the foreign market.

Mentoring is done in a group form. Mentors are representatives from companies that have experience in external market sales, and are mentored by potential exporters. The goal is to help the process of entering the external market by sharing knowledge and sharing good practices with the mentor. In 20 territorial units - 19 counties and Budapest - are set up mentoring groups.

- **Personnel mentoring.**

What to learn from it?

- a. Such projects offer access to an already existing network of mentors which ease the selection process; person included already have the mentorship experience;
- b. Sector of activity in which the mentorship takes place is clearly defined fact that ease the work of summarizing the benefits. Moreover, the role of mentorship taking place is more clear defined.



2.7. Romania

2.7.1 Overview proposed models

Model	The Entrepreneurship Academy
Logo	
Main strengths	<p>Result: each student will end-up with a business</p> <ul style="list-style-type: none"> - Bologna system - Accreditation by Maastricht School of Management - Experts, coaches
For universities (questions that these models answers), what to learn from it	<p>Experts and coaches of the Academy are also the mentors of the students who will end up with a business. Either students in final year or the young bachelors are a strong resource for any partnership that a university could envisage in the field of mentoring.</p>

About:

FOUNDING ORGANISATIONS

The Entrepreneurship Academy is managed by the EntrepreNation Foundation, established by three founding organisations. The mission of the EntrepreNation is to develop entrepreneurship in Romania. The EA is the most important EntrepreNation project.

Best practice examples for building ifempower mentorship program

Founding Organisations:



EDUCATIVA is a group of social enterprises aiming to support young Romanian people to reach their full personal development potential. The following projects are among the most important in EDUCATIVA's portfolio: RIUF – the largest international university fair in Eastern Europe, EDMUNDO – a free of charge international higher education counselling service, UNIVERSALIO – a counselling service for admission to top international universities, AdmitereOnline.ro – an online platform for admission to several Romanian universities, and REVIRO – a recruitment service aiming to match Romanians graduating from international universities, with the Romanian job market. EDUCATIVA promotes The Entrepreneurship Academy among Romanian high school and university students, and manages the application process.



Maastricht School of Management România develops for the 5th consecutive year, an Executive MBA specialising in entrepreneurship and a series of educational programmes for the business environment. For the EA, MSM will ensure a high standard of the academic content, offered by renowned Romanian professionals.



The Alternative University is an education institution where students personalise their learning experience. The AU activity has been running for five years and it has worked with over 500 students with a very high potential. Also, over the past two years, the AU has been in the top WorldBlu most democratic organisations in the world. Thus, the Alternative University team will offer EA students its wide expertise in youth education, with a focus on developing learning autonomy.

Founding Partner



ING Bank is the first founding partner of The Entrepreneurship Academy. At the same time, ING Bank is the first international financial institution to open a branch in Romania after 1989. Thus, unsurprisingly, in 2015, ING partners with a pioneer initiative to create a benchmark for entrepreneurial education in Romania and in South-East Europe. ING Bank supports The Entrepreneurship Academy financially, with strategic guidance and by offering academic scholarships.

3.1 International networks

3.1.1 Proposed networks

[European Network of Mentors for Women Entrepreneurs - National contact points](#)

Under the management of the EU Commission, the purpose is to:

- identify, select and train mentors for women entrepreneurs,
- identify and select women entrepreneurs to be mentored,
- form optimal 'mentor/mentoree' relationships based on the experience and expectations of those taking part,
- monitor and facilitate these relationships throughout the project,
- evaluate and report on these relationships in a comprehensive, consistent manner

[Wegate.eu](#)

The European Gateway for Women's entrepreneurship WEgate is an e-platform launched by the European Commission to support this network. WEgate is not an organisation as such. It does not provide support services or advice, nor has commercial purposes. It is an online gateway to useful and inspiring information, mostly presented through a short description text and useful web links.



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