



**Newcomer
Entrepreneurship
Support**



NEWCOMER ENTREPRENEURSHIP SUPPORT

HANDBOOK



**Olivia Long
Alexander Wolffhardt**

NES project partners:



NES lead partner:



NES project funders:

J.P.Morgan

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About this handbook

This Newcomer Entrepreneurship Support (NES) Handbook is the culmination of a two-year project aiming to assist support organisations in the development of new or adapted services to refugees and migrant entrepreneurs. Funded by J.P. Morgan, the project aimed at meaningful change in France, Germany, Italy, Sweden and the United Kingdom, by identifying support needs, facilitating transnational know-how exchange and the piloting of improved services.

The project employed an innovative approach, combining analysis and assessment of needs with the bottom-up empowerment of support organisations, through concrete action and the creation of a network for mutual learning. At the same time, NES initiated a dialogue among stakeholders on improvements and priorities at the systemic level of the policy and regulatory environment. This new way of collaborating for positive change came at a most timely moment, when the Covid-19 crisis hit and highlighted the deep-seated inequalities that exist for migrant and refugee businesses.

As a learning tool, this handbook is written for the practitioners who are concerned with improving the conditions for newcomer businesses and the concrete support they receive. It is addressed to those who work in business support organisations serving this target group, but also to decision-makers in the public and private institutions who together are responsible for the eco-system in which entrepreneurs with international roots operate. It also holds lessons for mainstream corporations, banks and financial institutions, on how to gain from newcomer businesses as customers, clients and suppliers.

The handbook comprises key insights and results of the project, including overall recommendations at a systemic level and for incubators, accelerators and other services supporting migrant and refugee businesses. It also serves to facilitate the transfer and adaptation of good practices in the support of newcomer businesses, through the sharing of inspiring models and suggestion of useful, practical steps towards their replication.

PART 1

An initiative to support newcomer entrepreneurship



1.1. Introduction

Micro and small enterprises generate the lion's share of new jobs in Europe. Businesses owned and run by refugees and migrants make up a growing portion of new enterprises. However, newcomers are often disadvantaged, e.g. lacking networks, business, financial and language skills or access to funding, while their contributions to the economy and social well-being remain widely under-acknowledged. Refugees may struggle with additional challenges, such as difficulties in proving their skills and qualifications. Incubators, accelerators and other support organisations can play a key role in providing hands-on services to newcomer entrepreneurs and connecting them with vital resources, to help them get started, grow and sustain their businesses.

As businesses with international roots have become a significant part of the economy and are here to stay, it is necessary for the business support landscape and related policies to adapt accordingly. Policymakers at all levels of government, mainstream business and innovation support agencies, financial institutions and chambers of commerce all need to take into account the specific situation and needs of migrant and refugee entrepreneurs. In order to remain effective at a time when enterprises become ever more diverse, policies on economic development, employment, integration and social and territorial cohesion should comprehensively address the disadvantages faced by these businesses. To improve conditions for newcomer businesses - and to enable them to survive and thrive - it will require systemic change in the policy environment in which they operate, as well as a strengthening of incubators, accelerators and other organisations directly supporting them.

An innovative approach pursued in a period of crisis

To help unleash the untapped potential for growth and social inclusion that lies in migrant and refugee entrepreneurship, the Newcomer Entrepreneurship Support (NES) initiative inspired and assisted support organisations in the development of new or adapted services to newcomers. Funded by J.P. Morgan, the project aimed to create meaningful change in France, Germany, Italy, Sweden and the United Kingdom by identifying support needs, facilitating transnational knowledge exchange and the piloting of improved services. It employed an innovative approach, combining analysis and a needs assessment with the bottom-up empowerment of support organisations, through concrete action and the creation of a network for mutual learning. At the same time, NES initiated a dialogue among policy stakeholders on improvements and priorities at the systemic level of the policy and regulatory environment. This new way of collaborating for positive change came at a most timely moment, when the Covid-19 crisis hit and highlighted the deep-seated inequalities facing migrant and refugee businesses.

Started in January 2020, the implementation of the project was heavily overshadowed by the outbreak of the COVID-19 pandemic and its impact on newcomer businesses and supporting organisations. As a result of this, NES represented an early opportunity to discuss key challenges during the crisis and map out priorities for the upcoming period of restructuring and recovery. Through its implementation as the pandemic unfolded in the participating countries, the project has been the first of its kind to analyse the consequences of the health crisis and the economic recession that followed. Based on these insights, the recommendations emerging from NES incorporate the lessons learnt during this period and can serve as highly topical pointers for future action.

Structure of the handbook

Following the overview of the NES activities and partnership below, [part 2](#) elaborates on the impact of the pandemic on newcomer businesses and the support environment. [Part 3](#) presents a roadmap for the way forward, with recommendations on filling the gaps in comprehensive support and on building holistic support eco-systems in the five countries ([section 3.2](#)). Another set of recommendations is directed at supporting organisations, to improve their incubation, acceleration and other services ([section 3.3](#)). [Part 4](#) is dedicated to the five pilot actions initiated by NES, their results and lessons to be drawn for practitioners. [Parts 5](#) and [part 6](#) of the handbook present 16 organisations from within the NES network which were identified as good practices and analyses their factors of success.

1.2. Analysis, mobilisation and action

Within two years, the NES initiative launched and implemented a wide range of activities. A mapping of newcomer businesses in the participating cities provided detailed information on newly arrived citizens, the number of newcomer-led businesses as well as the prerequisites and obstacles which refugees and migrants face when starting a business. Particular attention was given to the consequences of the COVID-19 pandemic on migrant and refugee businesses, with surveys exploring how the crisis has impacted business development and support needs, and subsequently sharing this - at the time unique information - among key stakeholders.

NES Round Tables brought together support organisations and other relevant public and private stakeholders in the five participating countries. Taking place between November 2020 and February 2021, at the height of the pandemic and its impact, participants of these events discussed the challenges involved in supporting newcomer businesses, agreed on a forward-looking agenda for the post-crisis recovery phase and deepened the networks built around the NES initiative.

Based on this exchange with key actors in the participating cities, a NES needs assessment defined future priorities against the backdrop of the current economic crisis. “Notes on Gaps, Needs and the Way Forward” point to key challenges for supporting newcomer businesses in the upcoming recovery period and contain recommendations for the improvement of the support eco-systems.

The NES transnational mutual learning phase kicked off with the “Seizing New Opportunities” seminars in March 2021. In three consecutive online events, representatives from organisations shared their good practices, discussed the factors for successful and comprehensive support services and exchanged ideas with the NES community. The following pilot actions in each of the participating countries provided an opportunity for selected support organisations to test a new approach, inspired by a model in the NES network. While implementing activities to improve services for migrant and refugee businesses, the piloting organisations - in a series of transnational peer working groups - benefited from the expert advice of project partners and the feedback from good practices. The working groups were comprised of organisations which had participated in the national round tables and the online seminars, and which were asked to share expertise with the piloting organisations on various topics. The analysis of 16 practices and related recommendations supplemented this process.

The NES methodology

The New Entrepreneurship Support initiative achieved its results by employing an innovative mix of methods to gather knowledge and insights, and to translate expertise into hands-on action:

- **Statistical data** gathering and identification of data gaps at city level, related to recently arrived migrants, newcomer businesses and their characteristics.
- **Collaborative analysis** of support needs and gaps, based on desk research, stakeholder interviews and round table debates.
- **Surveys** among newcomer businesses.
- **In-depth interviews** with support organisations.
- **Analysis of factors of success**, drawing on the interviews and existing research literature.
- **Production and dissemination** of learning tools.
- **Mobilisation and network building** through regional nodes and transnational online seminars.
- Action learning in **pilot projects** implemented by support organisations.
- **Peer-to-peer mentoring** in transnational working groups related to the pilot actions.
- **Evaluation** of pilot actions through interim assessments, feedback from beneficiaries and follow-up impact assessments.
- Regular **external evaluation** and feedback from an independent academic expert.

1.3. A growing network

NES was carried out by a partnership of experienced organisations, leading the implementation of the initiative in the five countries and acting as the convenors of regional networks:

- Migration-Citoyenneté-Développement (GRDR), Paris
- Agence pour la Diversité Entrepreneuriale (Adiver), Paris
- Entrepreneurs without Borders (UoG), Hamburg
- Kompass - Center for Entrepreneurship, Frankfurt
- Fondazione ISMU - Iniziative e Studi sulla Multietnicità (ISMU), Milan
- NyföretagarCentrum (Stiftelsen Svenska Jobs and Society), Stockholm
- The Entrepreneurial Refugee Network (TERN), London

As the NES lead partner, the Brussels-based Migration Policy Group (MPG) was responsible for overall coordination and facilitation, project management and the production of knowledge tools.

During the various activities of the NES project, a growing network of incubators, accelerators and other service providers was fostered in the five countries. Needs assessments, stakeholder roundtables, transnational online seminars, good practice interviews and analysis, pilot actions and the related peer working groups all contributed to the establishment of a practitioner community. Overall, more than 120 representatives of organisations supporting newcomer businesses, policy stakeholders and researchers participated in the initiative. Through the five pilot actions, more than 90 newcomer businesses directly benefitted from NES.

Towards sustained newcomer entrepreneurship support

Extending beyond the two-year project, an open network has been initiated whose members exchange their know-how and continue to embark on new and deepened collaborations. The innovative model pursued by NES has proven to be an effective approach to strengthening support for newcomer entrepreneurs, leading to measurable positive results for the businesses benefitting from NES activities. Drawing on the commitment of the involved organisations and the lessons learnt during the implementation of the project, future efforts should entail:

- **Sustained network-building** among a practitioner community, with a communication and coordination hub serving as the convenor and facilitator of a transnational platform.

- **Continuous testing** of newly adopted support measures, enhanced by ongoing analysis of support needs, research-grounded identification of good practices, peer support and the availability of pilot funding.
- Proactive **outreach of on-the-ground practitioners to policymakers** to help inform key policies, business support and a truly comprehensive support ecosystem.
- An established **mechanism for transnational mutual learning**, allowing for the transfer of good practices and co-design of new support measures in peer working groups, subsequently feeding into the testing and evaluation of new approaches in pilot actions.

PART 2

A pandemic exposing the vulnerabilities and needs of newcomer businesses



2.1. The impact of COVID-19 on businesses

The outbreak of the COVID-19 pandemic and the severe economic and social crisis that followed had disproportionately negative effects on migrant and refugee businesses. The crisis laid bare and amplified the existing vulnerabilities, problems and needs of these often marginalised enterprises; as well as the lack of support they receive. Far from running stable and resilient businesses, the plunge in revenues and limited access to business capital for many entrepreneurs led to immediate threats to their livelihoods. NES has mapped and brought to the fore the impact of the crisis through surveys among businesses in all countries involved, needs assessments based on stakeholder consultations, in-depth interviews with support organisations and discussions at national round tables and in transnational seminars. The following topics stand out among these results, a synthesis from the [“Notes on Gaps, Needs and the Way Forward”](#) produced by the NES partners in the five participating countries:

Loss of customers and revenue

When the crisis hit, it hit newcomer businesses even harder than the rest of the economy, causing immediate threats to their survival. According to NES surveys done between April and September 2020, in London, two-thirds of refugee entrepreneurs were reporting business revenue losses of 60% or more just before the second UK national lockdown. 15% of refugee-led businesses had stopped trading within six months after the first lockdown and numerous businesses had delayed their launch indefinitely. In France, among entrepreneurs who had already registered their business, nearly 50% had to stop their activity due to the health crisis. 53% faced order cancellations and 37% reported a decrease in their clientele. In the Milan region, about 85% of surveyed entrepreneurs had to suspend their activities during the most acute phases of the pandemic. In the Stockholm area (in a country that did not see a complete lockdown), 9% of recent arrivals reported having lost customers, and almost three times as many recent arrivals have had to delay start-up compared to Swedish-born entrepreneurs. Nationally, twice as many recent arrivals had to temporarily close their business compared to counterparts.

Early-stage businesses suffered heavily, as they tend to lack a solidly established infrastructure and have a limited loyal customer base.

High vulnerability of early-stage, women-run, micro and solo businesses

Various types of newcomer businesses have been negatively affected. In particular, early-stage businesses suffered heavily, as they tend to lack a solidly established infrastructure and have a limited loyal customer base and smaller networks, as noted in the Swedish context. In Hamburg, newly founded shops were identified as especially hard hit by the crisis, as they did not have enough time to build the customer base needed to be profitable and to get ready with operations like online delivery platforms. Data from Sweden confirm a significant gender gap, with 74% of newly arrived women-owned businesses affected by the pandemic, versus 65% of men-run businesses.

In France, one third of survey respondents stated that COVID-19 and health measures led to a reorientation of the business project, while over 60% experienced a slowdown in the start of business activities and 9% abandoned their endeavour. Both in France and Italy, the impact of the crisis was found to be most severe for micro businesses and solo entrepreneurs, compounded by high shares of persons active in informal economies, who found themselves totally or partially excluded from the financial support provided by the government.

Business presence in disproportionately hard-hit sectors

Another commonly highlighted challenge was the fact that newcomer entrepreneurs work mainly in gastronomy, retail, craft, small-scale trade, personal services (such as hairdressers etc.) and creative industries, often because these are sectors with low entry requirements and where newcomers can add value based on their cultural background. These, however, are exactly the sectors which have been hit particularly hard by COVID-19 related restrictions. Employees of businesses in other sectors, such as tech industries and knowledge-based services, are better able to work from home or to follow comprehensive hygiene regulations in the workplace, and such businesses are therefore less affected by restrictions in both the short and long term.

The precarious nature of many newcomer businesses meant that the business crisis could quickly develop into a crisis for personal livelihoods.

Overburdening and risk of poverty

Many business owners and their employees - most of them women - took on additional burdens of family and household care during the lockdown periods, meaning that even if individuals can work from home, they cannot always secure the time and space required to carry out their work. Further, as migrant- and refugee-run businesses are, on average, smaller than other business – with fewer clients and a smaller financial buffer – staff absences due to sickness or quarantine have had a bigger impact. Generally, the precarious nature of many newcomer businesses, with their limited reserves and low liquidity, meant that the business crisis and the sharp drop in income could quickly develop into a crisis for personal livelihoods. In the UK, for example, by the end of April 2020, 47% of refugee founders surveyed stated they did not have enough money to meet their basic needs.

Information and communication barriers in accessing emergency and other business support

Often, newcomer entrepreneurs do not have thorough knowledge of the language, systems or legal requirements for entrepreneurship in the national or local context. During the pandemic, therefore, they often faced difficulties in understanding the specifics of applying for state emergency aid measures, as well as of following new pandemic-related rules and regulations. These difficulties are particularly apparent in the complex, non-transparent and lengthy application procedures in many countries and can be compounded

Figure 1.1. The impact of COVID-19 on migrant businesses

THE IMPACT OF COVID-19 ON MIGRANT BUSINESSES



by a newcomer's lack of local networks and support. The situation is exacerbated by the fact that many migrant and refugee businesses are active in business sectors that have been especially hard hit. Sweden is a case in point: Outreach and communication deficiencies of governmental financial support services led to a widespread lack of knowledge that the support exists and on how to navigate the system without the skills to understand the technical language.

Eligibility gaps for accessing emergency and other business support

Next to the communication gap, eligibility gaps also persist. In Sweden, many sole traders do not qualify for support due to high turnover requirements; disproportionately affecting women. Likewise, start-ups are not eligible for a number of government support programmes due to requirements of having filed taxes in the previous year. Generally, recently arrived entrepreneurs find it very hard to access government crisis financial support which is primarily designed for established and larger businesses. Similarly in the UK, refugee business owners have found themselves falling between the gaps of the different small business support packages released by the government. A lack of trading history and/or business premises has meant that the vast majority have not received any self-employment support or business loans and grants. Likewise in Germany, entrepreneurs who were just about to start their businesses (with already signed rental contracts etc.) often missed out on emergency support, qualifying instead for unemployment benefits alone, which were only reluctantly accepted. In France, migrants developing businesses in the informal sector are the most vulnerable entrepreneurs. Their precarious, mostly temporary residence status has excluded them from government social and economic support programmes. In a similar vein, in Italy, many immigrants have been excluded from aid because they work in the informal sector or bill only for part of their services.

Newcomer businesses have faced significant challenges in ensuring access to the capital they need to stay afloat.

Access to capital in times of business downturn and a lack of capital reserves

Throughout the COVID-19 period, newcomer businesses have faced significant challenges in ensuring access to the capital they need to stay afloat, including through accessing credit facilities, and in keeping their supply lines open. In London for example, as they sought to (re)enter the market, 64% of surveyed businesses reported that the biggest barrier they face is accessing finance. The Swedish instance shows that businesses owned by recently arrived, early-stage entrepreneurs are in a more vulnerable position, with no financial buffer compared to Swedish-born owned businesses and having a more difficult time in accessing financial services. Throughout all NES countries, the existing marginalisation from mainstream financial institutions of migrant- and refugee-led businesses was reinforced by the reluctance of banks to provide liquidity in a time of deep recession and a negative investment climate. The financial vulnerability of newcomer businesses extends to their employees: Making sure employees are still being paid enough to survive has been a key challenge. Even when businesses have been able to remain open, many have had to reduce

employees' working hours or salaries, or even had to lay off their staff. In Sweden, 18% of migrant/refugee owned businesses reported having reduced employees, compared to 6% of Swedish-born owned businesses. This can affect entire families and communities and, in turn, reduce the support these communities are able to give to other local businesses.

Quick adaptation of digital business tools could prove an effective way to mitigate the crisis, or even provided an opportunity to establish new and innovative businesses.

Lack of digitalisation

The degree of digitalisation turned out to be a critical factor for how badly many newcomer businesses were hit in the crisis. On average, migrant and refugee-run businesses are less digitalised than the rest of the economy. The same holds true for online buying habits of the customer base of many newcomer businesses. In France, for example, catering, sewing, fashion and mechanics were reported as sectors in which a lack of digitalisation reinforced the negative impact of the pandemic. On the other hand, as observed in Germany and France, for example, quick adaptation of digital business tools could prove an effective way to mitigate the crisis, or even provided an opportunity to establish new and innovative businesses. This pattern has been most visible in gastronomy and delivery services, even though waiters and other staff were laid off during the lockdowns. Digital inclusion thus emerges as a key issue, both in terms of business digitalisation and of digital skills of clients who are less familiar with buying online.

2.2. The impact of COVID-19 on support organisations

The COVID-19 pandemic has had diverse effects in the arena of migrant entrepreneurship support. Most organisations found themselves in a frontline position, helping businesses to access emergency support programmes and to adapt to the economic shock. A majority switched delivery of their services to an online format. This switch to digital delivery of services was challenging for some organisations: Adiver in France, for example, reported that some beneficiaries were unable to access online services, and that its usual collaboration with corporations and national political institutions slowed due to the shift in priorities brought about by the pandemic. Regarding incubators, the whole model has been called into question in France. With entrepreneurs no longer coming to the premises, many incubators found themselves in difficulty when it came to paying their own rent. The whole support methodology had to be rethought by digitalising all the tools. But even using digital tools, support and expertise were reported as not offering the same quality as face-to-face service provision.

Similarly, in Hamburg the supporting organisations held appointments as video calls or by telephone and e-mail, leading to inequalities for people with less digital skills or access to digital hardware. It should be noted that in Sweden, as there was never a full lockdown during the pandemic, in-person delivery of some services remained possible.

Most organisations found themselves in a frontline position, helping businesses to access emergency support programmes and to adapt to the economic shock.

Throughout all countries, support organisations recorded an increase in demand for counselling and advice. As noted in Hamburg, there was a significant shift in topics as a lot of requests were about the (financial) government emergency support. Information about the different programmes, their requirements and help with the bureaucratic formalities were needed. Financial topics in general became more and more important. Despite the crisis, the review among support organisations in Hamburg confirmed that there was still a consistently high need for support to start businesses. This was partly due to a shift in business ideas, with some clients coming with new and innovative ideas to tackle some of the effects of the crisis or who adjusted their ideas and concepts to make them fit into a COVID-19 environment. On the other hand, the experts who were interviewed pointed out that there were more entrepreneurs who started their businesses out of unemployment, as many people considered being self-employed as an option.

Despite the difficulties brought about by the pandemic, many of the organisations interviewed for part 5 of this handbook highlighted some unexpected positive outcomes. For Jupp in Germany, digitalisation allowed for its services to be streamlined, and this led to a strong boost in service uptake and participation. Similarly, for PLACE in France the pandemic was “a real opportunity in disguise”, facilitating an increase in the organisation’s reach and agility. In Frankfurt, Kompass was positively affected in that it successfully boosted financial support through its crisis intervention mechanism for microloans, by securing funding from a foundation and a partnership with a bank. NyföretagarCentrum transferred their annual entrepreneurship fairs onto a digital platform, which were well attended. The advantage of the digital platform is that it increased the geographic reach and accessibility of the fair for those who may otherwise not have been able to attend a physical, time-set event.

PART 3

The way forward: Recommendations



3.1. Comprehensive support for a time of restructuring and recovery

Overall conclusions of the NES initiative draw on insights from the mapping and community audit exercises as well as the assessments of needs, gaps and the way forward in all participating countries. Further evidence was generated in national round table discussions as well as the debates in transnational seminars and peer-to-peer working groups, which accompanied the implementation of the pilot actions.

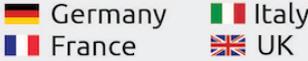
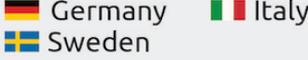
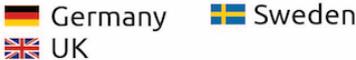
The results clearly show that while support structures for migrant and refugee businesses have taken root in all NES partner regions, the development of these structures and their maturity in terms of the services offered varies considerably. Subsequently, there is an urgent need to step up efforts at all levels to enhance support provided to newcomer businesses and to increase their chances of survival and continued success. Given the current economic situation and the massive impact of the COVID-19 pandemic, in the foreseeable future all activities must consider the major trends which emanate from the crisis and its aftermath:

- For most businesses, **the focus is now on survival, restructuring and recovery** rather than on expansion and acceleration.
- **Resilience** against economic shocks, business remodelling, crisis innovation and developing the related capacities have become urgent tasks.
- **Digitisation** across all business activities has emerged as a precondition to survive for most enterprises, posing a major challenge for many newcomer enterprises.
- **Social entrepreneurship and social innovation** have gained new relevance in societies dealing with the negative fallout of the crisis, leading to new societal needs to be addressed (e.g. in the care sector).
- In societies and economies under strain, the function of migrant businesses for **social inclusion**, community well-being and long-term integration is now becoming more important than ever.

To assist in an effective way, the support provided must cover the entire range of services and measures that have proven successful in helping entrepreneurs with international roots to set up, sustain and grow businesses (cf. Migrant Entrepreneurship Growth Agenda 2020, European Commission 2016). In the needs assessments undertaken by NES, this broad agenda was confirmed and was found to be strengthened in all city regions that were involved. Some gaps and needs however were identified as priorities in the NES countries. The comprehensive set of support services is outlined in Figure 1.2. below.

Figure 1.2. Recommended comprehensive support services

RECOMMENDED COMPREHENSIVE SUPPORT SERVICES

SUPPORT SERVICE	BASED ON THE NES ASSESSMENT, THIS SHOULD BECOME A PRIORITY ESPECIALLY IN...
 <p>Legal and regulatory advice on setting up and running a business, geared to the specific needs of (newly arrived) migrant entrepreneurs including language and residency status.</p>	 <p>Germany France UK Italy Sweden</p>
 <p>Individual business support for migrant entrepreneurs, advising on the entire business cycle from development of business ideas and plans to the start-up and growth phase.</p>	 <p>Germany France Italy UK</p>
 <p>Targeted business training, taking into account the specific needs of (potential) entrepreneurs arriving from other regulatory, educational and linguistic contexts.</p>	 <p>Germany France Italy Sweden*</p>
 <p>Language- and cultural sensitivity in the provision of entrepreneurship support services to immigrants, including multilingual information and outreach to communities.</p>	 <p>Germany France Sweden Italy</p>
 <p>Raising awareness among entrepreneurship support providers - and for the wider public - of the contributions that migrant and refugee businesses make to prosperity and well-being.</p>	 <p>Germany France UK Sweden</p>
 <p>Networking between potential, newly established and successful migrant entrepreneurs, with the suppliers and customers of the mainstream economy as well as business associations.</p>	 <p>Germany France UK Italy Sweden</p>
 <p>Mentoring through experienced entrepreneurs, to support skill and knowledge development and to provide role models, including effective mentor/mentee matching procedures.</p>	 <p>France UK</p>
 <p>Access to finance for potential and established migrant businesses, including obstacle-free access to credit from mainstream loaning institutions as well as alternative funding sources.</p>	 <p>Germany France UK Italy Sweden</p>
 <p>Provision of facilities and incubating services for newcomer-run start-ups or one-person businesses that lack working space and technical infrastructures.</p>	 <p>France</p>
 <p>Supplier diversity criteria in procurement to ensure equal opportunities for migrant-owned businesses in accessing the contract volume of the public sector and of large companies.</p>	 <p>France</p>
 <p>Data gathering, impact assessment and evaluation to improve the knowledge base on migrant entrepreneurship and better inform policies supporting it.</p>	 <p>Germany Sweden</p>

*Including those who need help to emerge from the informal sector.

3.2. Recommendations at a systemic level: Steps to build a holistic support eco-system

The key for all these measures to be effective, however, lies in the integration of the support activities into a holistic support eco-system. NES analysis has shown that incoherent support environments prevail, with needs-based targeted support mostly provided by specialised organisations, with little coordination with mainstream business support structures and a disconnect with policies which support the integration of refugees and migrants; leading to a lack of collaboration, knowledge sharing and funding. By contrast, the goal should be a comprehensive eco-system in which the whole spectrum of support needs is addressed in a coordinated way and beneficiaries have access to a seamless, mutually reinforcing set of support services, legal and other advice and tailored business training programmes. Such an eco-system would also include outreach to - and networking with - communities to provide information about the availability of such programmes, as well as efforts to better link newcomer businesses with the mainstream economy through better access to private and public supply chains and procurement.

The goal should be a comprehensive eco-system in which the whole spectrum of support needs is addressed.

Building an effective and well-coordinated support ecosystem requires several key steps. NES has identified in which countries these steps have to be taken in particular.

Figure 1.3. Recommendations at a systemic level

RECOMMENDATIONS AT A SYSTEMIC LEVEL	
Recommendation	Of particular relevance to...
 <p>Launch and nurture comprehensive support systems at a regional level.</p>	 Germany  Italy
 <p>Support and promote newcomer entrepreneurship as a positive and important contribution to economic development and social inclusion.</p>	 Germany   France
 <p>Strengthen multi-level and multi-stakeholder coordination.</p>	 Germany   France  Sweden  UK
 <p>Assess needs, gaps and the effectiveness of the support system in a regular and collaborative way.</p>	 Germany  Sweden
 <p>Improve the regulatory framework for business creation and residency.</p>	 Germany   France  Sweden
 <p>Scale up support across countries and regions.</p>	 Germany   France  Sweden  UK

The following recommendations are a call to action for all public and private stakeholders who have the means to become a driving force for better integrated, comprehensive support environments:

Launch and nurture comprehensive support systems at a regional level.

Private and public stakeholders and policymakers should embrace a comprehensive support model that brings together a community of driving actors in a policy network. Such a 'coalition of change' can inform itself about the needs and gaps, working on continuous development and adaptation of measures and services to encompass the entire spectrum of possible support activities for migrant and refugee businesses. It can emerge more easily if there is an open approach based on trust, frequent exchange and space for debate among all actors on their roles within the eco-system. Thus, the participants will be able to devise and improve services in a sustained way, building up the support eco-system in the long run. Policy makers at local and regional levels, together with private and public funding programmes, need to be aware of their role as crucial catalysts in this process. It is up to them to provide leadership in forging a common vision as well as structural funding for long-term, system-level collaboration.

➔ Based on the NES assessment, this should become a priority in particular in Germany and Italy.

A new, positive narrative centred on the contributions of newcomers is to replace the deficit approach.

Support and promote newcomer entrepreneurship as a positive and important contribution to economic development and social inclusion.

Acknowledge newcomer businesses as a source of economic vitality, employment, innovation, social cohesion, migrant integration and urban development when creating comprehensive support frameworks. This should not only lead to concrete support in line with this potential, but also inform awareness raising and promotion activities targeted at policymakers, the mainstream corporate sector and the public at large. A new, positive narrative centred on cohesion and the contributions of newcomers is to replace the deficit approach to migrants and refugees which persists in many places. It should encompass the role of all newcomer businesses – whether they are driven by necessity and active in sectors of low profitability; are driven by opportunity and seize on a commercial idea; or are driven by growth, based on innovation, upscaling and the creation of jobs. This paradigm should highlight the role of small-scale economic activities for social cohesion and urban economies and the necessity to safeguard this entrepreneurship. Likewise, it should consider the opportunities for growth and business expansion that come with better integration into the broader economy and its supply opportunities. Last but not least, a new way of looking at newcomer entrepreneurship should include transnational economic links with countries of origin as assets for business growth, employment and international trade.

➔ Based on the NES assessment, this should become a priority especially in Germany, France and Italy.

Strengthen multi-level and multi-stakeholder coordination.

A key step to turn the prevailing patchy and fragmented support environments into stable and seamless support eco-systems is the establishment of sustainable coordination mechanisms. The collaborative governance of support systems should include private business stakeholders, relevant public authorities (at local, regional and national levels), mainstream and targeted business support services, incubators and accelerators, chambers of commerce, migrant business organisations and community representatives. Coordination structures may be formal or informal but should ease the institutional barriers which often prevail in the support environment, such as between mainstream business support services and targeted support organisations; or among support structures overseen by different levels of government and by the private sector. For public policy actors, a stable coordination structure can help to better align the relevant policy areas, including economic development, employment, migrant integration as well as social and territorial cohesion (e.g. in France). It may also mean better coordinating the policy frameworks for fostering employment and self-employment, with mutual synergies instead of disincentives to take up self-employment (e.g. in Sweden).

➔ Based on the NES assessment, this should become a priority in particular in Germany, France, Italy, Sweden and the UK.

All discussions on improved and more comprehensive support environments need to involve newcomer businesses.

Assess needs, gaps and the effectiveness of the support system in a regular and collaborative way.

Regular assessments of the range of support provided in a region, including its quality and impact, provide the evidence base for the further development of a comprehensive support eco-system. Such monitoring will be a collaborative but well-coordinated effort among all stakeholders, to provide improved data, discuss and agree on priorities and forge a culture of evaluation and impact measurement among incubators, accelerators and other support services. Data stakeholders (such as statistical services of public administrations) and researchers should be involved, both to facilitate the provision of relevant information and to learn about the data needs for designing and implementing better business support. Crucially, all discussions on the state of play and on roadmaps towards improved and more comprehensive support environments need to involve newcomer businesses as well. At a system level, as much as at the level of individual support organisations, the participation of beneficiaries in needs assessments, evaluation and the development of new measures, will lead to better targeted services and programmes, potentially taken up by a higher number of entrepreneurs.

➔ Based on the NES assessment, this should become a priority in particular in Germany and Sweden.

A major task is the reform of certification systems for skills and qualifications, so that they become more accessible for newcomers.

Improve the regulatory framework for business creation and residency.

Legislators, policy makers and professional organisations bear the responsibility for ensuring that newcomers can set up businesses in whichever sector they choose, rather than being pushed into niche sectors. This requires legal and administrative frameworks which are clear, seamless and barrier-free. Therefore, regular screening of all legal provisions and rules in place for migrant and (potential) refugee entrepreneurs should be conducted by governments regarding residency law, administrative requirements to register a business, rules on accessing loans, eligibility criteria for benefits, etc.; using the on-the-ground expertise of business support organisations. Results of these checks should inform coordinated and complementary reforms of the regulatory framework, aimed at making it easier for migrant and refugee entrepreneurs to get started and, ultimately, to succeed. Ideally, pro-active assessments of the potential impact of any planned legal change on newcomer entrepreneurship should be undertaken as well. Where informal self-employment and irregular residence status are widespread (such as in Italy and France), authorities should recognise and support business creation as a pathway to legal residency and integration. Another major task is the reform of certification systems for skills and qualifications, so that they become more accessible for newcomers. Certifications and professional exams are prerequisites for setting up businesses in many sectors in France, Germany and Italy in particular. Modernising these systems can involve skills validation programmes and facilitated recognition of qualifications, further education to meet professional requirements through add-on training modules which take into account individuals' specific backgrounds or needs, as well as the outright abolishment of requirements that newcomers cannot meet. Migration policies should aim to attract entrepreneurship and include pathways for immigrants wishing to set up a business.

➔ Based on the NES assessment, this should become a priority in particular in Germany, France, Italy and Sweden.

Scale up support across countries and regions.

Support policies need sustained efforts at scaling up and further spreading, in order to provide services in line with the needs and numbers of migrant and refugee entrepreneurs. This requires resources, in terms of budgets, human capital and the commitment of key actors; an anchoring of the agenda in policy frameworks; as well as inclusion in general policies and programmes related to entrepreneurship, socio-economic inclusion and territorial/regional development. Synergetic use of private and public long-term funding can ensure sustainability of the support eco-system. Mutual learning networks have a key role in accelerating the transnational and country-wide spread of support to newcomer entrepreneurship and need consolidation. To overcome the precariousness of the practitioner networks and ensure more continuity, funding bodies should provide regularly available means for bringing together a transnational community of practice, joint development and the forging of a common agenda.

➔ Based on the NES assessment, this should become a priority in particular in France, Germany, Italy, Sweden and the UK.

3.3. Recommendations for supporting organisations

The following recommendations should be considered by incubators, accelerators and other services when supporting migrant and refugee enterprises in their early and acceleration phases.

Support entrepreneurs in the development of adaptable business models which can quickly react to radically changed environments.

For businesses to become more agile in the post-COVID economy, include capacity building for more resilience and digitalisation support in your services.

Be a valuable partner for businesses in times of survival, restructuring and recovery. Support entrepreneurs in the development of adaptable business models which factor in the risks related to renewed crises and which can quickly react to radically changed environments. This could include, for example, trainings on cost reduction methods, liquidity planning, available emergency funding opportunities and, in particular, digitalisation support. Regarding digitalisation, empowerment to implement new solutions can be with a view to widening the customer base of businesses, marketing and making it easier for consumers to access the products. It can also relate to business-to-business networking via online fairs, facilitated access to alternative funding sources and an improved social media presence. Special attention should be paid to businesses which address new demands and related opportunities in post-COVID economies (such as healthcare, social impact, the green transition and online services in general), since these are the newcomer businesses active in emerging sectors of growth and innovation. Last but not least, even before the crisis, strengthening the resilience of refugee businesses has called for additional non-business-related support to address issues of well-being and mental health; and to foster self-esteem and confidence. With the impact of the pandemic on business outlooks, this 'psycho-social' component has become even more important.

Better serve businesses and work in partnership with all stakeholders to make your operation more sustainable.

Embed your incubation, acceleration and other services in the support eco-system, and develop partnerships which add to a comprehensive support environment for migrant and refugee businesses. Strive to turn mainstream companies, local banks and financial institutions into partners who benefit from supporting newcomer entrepreneurs with capital and business opportunities. Create spaces where these actors can meet directly with newcomer businesses to hear about their ideas and become aware of the products they offer to the market, but also to hear what the specific needs of these businesses are in order to prosper. In turn, the corporate partners can explain to the newcomer businesses their criteria for - among other things - funding a business, entering a supplier contract or how to benefit from CSR strategies. Collaborations like these will also reduce the trust and information gap that often persists between newcomer businesses and other market participants. Furthermore, consult and coordinate with public business

Figure 1.4. Recommendations for supporting organisations

RECOMMENDATIONS FOR SUPPORTING ORGANISATIONS

-  For businesses to become more agile in the post-COVID economy, **include capacity building** for more resilience and **digitalisation support** in your services. **01**
-  Better serve businesses and work in partnership with all stakeholders to make your operation more **sustainable**. **02**
-  Improve access to finance for businesses, **cooperate with banks**, coordinate with dedicated **support structures** and integrate the topic into your own services. **03**
-  Give businesses better access to commercial opportunities in the mainstream economy, **provide B2B networking opportunities** and build long-term **partnerships with corporations**. **04**
-  To address the specific needs and the diversity of newcomer businesses, develop tailored and differentiated **programmes and services**. **05**
-  To reach newcomer businesses and encourage them to **participate in your programmes**, actively invite migrant and refugee businesses at **all stages**. **06**
-  To match highly differentiated needs among clients **provide tailored and individualised support services** in line with the specific skill and knowledge gaps. **07**
-  To achieve long-term impact and sustainability, use methods to continuously **improve and expand the support services you offer**. **08**

support programmes and agencies as well as local authorities dealing with urban and economic development, to deliver your targeted services in synergy and complementarity with mainstream business support policies. Becoming a recognised actor who adds value to the local support eco-system will also increase the chances of long-term funding, upscaling and sustainability of your organisation.

Ideally, advice and training activities should include financial literacy and knowledge on traditional and non-traditional funding.

Improve access to finance for businesses, cooperate with banks, coordinate with dedicated support structures and integrate the topic into your own services.

Make access to finance a core concern of the support offered, thus addressing the biggest obstacle facing most newcomer businesses. Even where efforts are made to provide better access to finance, such support is often provided separately from other services like networking support or business training. Ideally, advice and training activities should include financial literacy and knowledge on diverse sources of traditional and non-traditional funding, in the form of a one-stop incubation and acceleration support service. In places, where help on accessing finance is provided by specialised agencies and organisations, strive to ensure cooperation and mutual referral of clients. Collaborate with banks and other institutions offering credit, encourage them to develop expertise and competence in dealing with newcomer businesses and to simplify processes and conditions for accessing finance. Raise awareness among financial operators of the potential that newcomer businesses bring to local markets and their value as potential clients. Let banks know that newcomer customers who have undergone your programme are more likely to have sound business plans and succeed, and banks will appreciate your organisation as a worthy partner to work with in the future.

Give businesses better access to commercial opportunities in the mainstream economy, provide B2B networking opportunities and build long-term partnerships with corporations.

Start initiatives that allow newcomer businesses to access a wider range of contacts, build business relationships and identify and seize new opportunities. Such support may start with training on networking skills, but eventually asks for the creation of networking opportunities with potential customers, suppliers, business partners and business associations, as well as real estate developers, accountants, lawyers and institutions like chambers of commerce. Networking events, online and in person, can take the form of - among other things - business fairs, conferences, business meetings, networking breakfasts or business clubs. Mentoring programmes can likewise have a strong effect for expanding business networks, in particular when personal mentors bring experience and knowledge of the sector. Gain mainstream businesses as long-term partners for these endeavours by highlighting the potential advantages of doing business with newcomer enterprises and by appealing to corporate social responsibilities with regard to healthy and inclusive local economies. Try to capitalise on these relationships though, for example,

business fairs with free participation for early-stage enterprises/potential suppliers sponsored by corporate partners. Let big companies know that newcomer businesses that have participated in your programme are fulfilling quality criteria as reliable suppliers, and these corporates will appreciate your organisation as a worthy partner to work with in the future.

Targeted support should be at the heart of any holistic approach which combines strengthening personal as well as business skills.

To address the specific needs and the diversity of newcomer businesses, develop tailored and differentiated programmes and services.

Deliver services which accurately match the needs of newcomer businesses and carefully design them in cooperation with beneficiaries. Examples of tailored support offers which are still lacking in many places are 'applied' business language classes, wherein individuals learn the professional vocabulary they need to survive in their chosen sector and practice using it in relevant contexts; trainings on an understanding of the professional norms and expectations required to make good impressions and build strong networks; product development for, and advertising to, national markets and the tastes of the receiving society; basic economic literacy workshops to encourage potential funders; as well as gender- and age-based targeted programmes. In particular, support for businesses run and owned by women needs more attention among incubation, acceleration and support services. In places where strong informal sectors exist, trainings, resources and capacity building programmes to support the transition into the regular economy and its opportunities should be added to the available services. Targeted support with added value for beneficiaries should be at the heart of any holistic approach which combines strengthening personal as well as business skills. Nevertheless, targeted action answering the needs of specific groups is only the starting point – ultimately all support programmes should aim to eventually become part of the mainstream economy.

To reach newcomer businesses and encourage them to participate in your programmes, actively invite migrant and refugee businesses at all stages.

Approach your potential clients with communication and engagement strategies which are in line with the communication habits, language skills and knowledge levels of newcomers. Successful awareness-raising for the available support services and opportunities, leading to higher programme participation, starts with trust-building and community outreach. It requires staff with intercultural competences to implement a wide range of possible methods to encourage participation, such as face-to-face information in community centres or in public spaces (e.g. shopping malls, local markets) and communication via (social) media channels that are widely used and trusted in immigrant communities. Strive to inform directly, so that actual and potential entrepreneurs can ask questions and any doubts on the benefits of the support offered can be dispelled. Build and nurture long-term community relationships with multipliers, role models, bottom-up networks and associations. In doing so, support organisations will be able to fully tap into the assets of

the existing entrepreneurship among newcomers, build on the informal mutual support networks in migrant communities and instigate additional growth. Community outreach is about gaining well-placed partners for activating the entrepreneurship potential among newcomers and, simultaneously, increasing the resilience of their businesses.

Work towards increasing entrepreneurial ambition during programme participation.

To match highly differentiated needs among clients, provide tailored and individualised support services in line with the specific skill and knowledge gaps.

It is important to be conscious of the widely diverging levels of knowledge, ambition and ability to participate among your clients. Remaining as flexible as possible, in terms of offering online or in-person delivery and arranging consultation or meeting times according to a flexible schedule, will allow participants with busy lives or specific requirements (such as childcare, other learning obligations or employment) to feel more included and better able to participate. Shorter and on-off services on a rolling basis should be offered as well, as many aspiring and early-stage entrepreneurs are reluctant to enrol in longer training/support programmes due to time restrictions. Often it is better not to be too comprehensive and broad, but instead to remain flexible add services if and when required. While ambitions for business growth and hiring are often low among newcomer businesses, work towards increasing entrepreneurial ambition during programme participation. Services which can tailor the trainings they offer and the guidance they give to their participants can be expected to produce better results in the long run and attract a higher number of beneficiaries.

To achieve long-term impact and sustainability, use methods to continuously improve and expand the support services you offer.

Develop and design your programmes based on a clear understanding of newcomers and their needs. Draw not only on data and other evidence but include potential clients and migrant communities in this needs assessment from the very beginning. Seek their feedback on planned activities and continue with a participatory approach to evaluation and further development of the services you offer. Assess the impact of programmes over a longer duration, with consultations and exit interviews with participants in the course of service provision, and follow-up monitoring of business success up to three years after participation. Design these surveys and interviews in a way that they provide direct and useful input to further improve the performance of the organisation. Apply this cyclical way of working even in on-off projects; it will help to attract funding to firmly establish the services. Furthermore, build, nurture and stay in touch with a community of former participants, as trusted multipliers who as 'inside recruiters' will feed new participants into your services. Linking this approach to wider organisational development strategies can further enhance long-term impact and success of the services provided: Suggestions include employing staff with intercultural and relevant language competencies, holding staff trainings on intercultural service provision and developing a culture of organisational learning which draws on evaluation outcomes.

PART 4

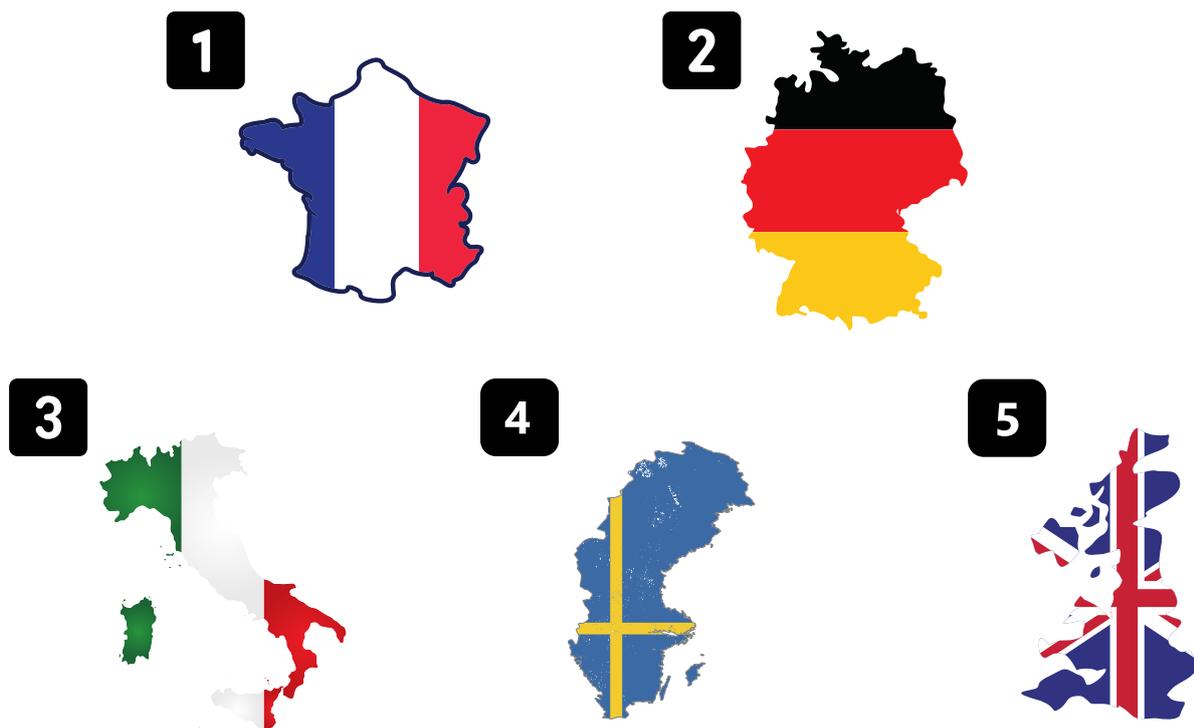
NES pilot actions



4.1. Five pilots and peer learning activities in five countries

In this section, the NES pilot projects are presented along with their individual outcomes. Much can be learned from these pilot projects, whose successful 'bottom up', grassroots approaches differ considerably from the more corporate methods employed by many existing entrepreneurship incubation services. It is also worth noting the high share of women among the beneficiaries of these activities, as well as in the support organisations responsible for pilot implementation.

The pilot actions were selected based on proposals by interested organisations, setting out objectives, projected impact and plans for evaluation and sustainability. The NES project partners played a key role in the selection process and continued to oversee the pilot actions taking place in their own country (and in the case of Sweden-based NyföretagarCentrum, also in Italy). During pilot implementation from June to December 2021, four MPG-coordinated transnational working groups brought together the piloting organisations and peer practitioners invited from within the NES community. Over the course of two meetings, four virtual working groups were organised around the topics of business growth, refugee businesses, women-run migrant and refugee businesses, as well as access to finance and capacity building. A concluding transnational meeting focused on the results and lessons learnt from all pilot actions. The following sub-chapters present the five pilot actions, the participating organisations, key results as well as lessons learnt and practitioner tips as they emerged in the transnational peer-to-peer working groups.



4.2. Pilot action in France: Migracoop/REVEIL



» [View website](#)

REVEIL is a non-profit organisation that was created in 2013 with the goal of promoting 'exits' from the informal sector and contributing to migrant socioeconomic integration through the creation, formalisation and development of sustainable economic activities. The nonprofit organisation works on new approaches and collective solutions for pooling and cooperation. It provides migrant entrepreneurs with the opportunity to test their collective activity around shared places of experimentation. In 2019, together with the NGO Meltingcoop, the organisation co-founded the Migracoop programme that experimented a five-month temporary culinary cooperative and then in 2020 a five-month textile craft cooperative.

The NES pilot action provided a shared place - as well equipment - for textile production and pooling skills and resources. The textile workshop came as a follow-up to the temporary textile craft cooperative that provided entrepreneurship guidance and support. The overarching goal was to help entrepreneurs to formalise their activity, while growing their skills, autonomy and professional network. The pilot was mentored by GRDR and Adiva and linked to the transnational working group on women-run migrant and refugee businesses.

Key results

- 14 mostly female entrepreneurs accompanied over seven months.
- Learning by testing: combination of permanent workshop with individual coaching.
- Various commercial and marketing opportunities including a 10-day 'Flashcoop' to find ideas for the commercialisation of products in a collective approach drawing on peer knowledge and culminating in a selling day at a market.

Lessons learnt & practitioner tips

- Building trust and setting up a group dynamic between the incubator and the entrepreneurs is a precondition for success.
- It is a necessity to have free testing places which allow the entrepreneurs 'to do' and keep going, without fear to be wrong and with flexibility in terms of use, functioning, schedule, access, rules of the place, etc.
- Reassessing the next steps throughout the programme allows entrepreneurs to participate actively and to become actors and not objects in the process.
- To enter mainstream markets, newcomer entrepreneurs need an understanding of consumer tastes in broader society. Feedback in workshops from fellow members of their communities, rather than support organisations, is more efficient in conveying a sense of 'what sells' and how to improve a product.

4.3. Pilot action in Germany: Newcomers Network Frankfurt

NEWCOMERS NETWORK



» [View website](#)

For over 20 years, the Newcomers Network Frankfurt has aimed to make life in the region easier for newcomers and their families from all over the world. It provides valuable advice and insider tips, opportunities to meet fellow newcomers and to stay in touch with a network of more than 120,000 expats from over 100 countries. It publishes an annual Newcomers Guide, invites the international community to a Newcomers Festival every September and runs a series of monthly gatherings to informally meet and mingle. With the NES pilot action, the Newcomers Network extended its activities to include new and early-stage migrant businesses.

The NES pilot action implemented a coaching and support programme for early-stage migrant businesses, culminating in a newly established Business Forum at the annual Frankfurt Newcomers Festival with 2000+ visitors. There the entrepreneurs were able to present their businesses to a wider audience of consumers (B2C) and investors (B2B). The pilot also included follow-up support for participating entrepreneurs on business contacts and leads. The action was mentored by Kompass and linked to the transnational working group on business growth.

Key results

- More than 30 businesses (of which 13 were newly founded) were coached and supported to participate in the Newcomer Festival.
- Major impetus for mainstream businesses to connect with newcomer businesses.
- Follow-up workshop to gather results and feedback for future improvements of the model.
- The newcomer business pilot is to become permanent part of the annual event.

Lessons learnt & practitioner tips

- Drawing on international experience can be a very efficient shortcut when creating new measures from scratch.
- Supported first-time participation in a trade fair can be a key empowering moment for entrepreneurs to understand how valuable B2B and B2C connections are and how to deepen them, and to experience the joy of marketing their business.
- Direct peer-to-peer support to share experiences, build networks and B2B relationships is a very effective way to begin to access opportunities in the mainstream economy.
- Alongside a big festival, a 'bazaar' method of pop-up markets in (e.g. shopping centres lasting up to three days) is another format for developing business ideas and for community networking.
- Virtual fairs (as implemented by NyföretagarCentrum in Sweden) provide a next step to bring together market participants, in particular reaching beyond a region and allowing even for transnational business networking.

4.4. Pilot action in Italy: a | cube Milan



a|cube

» [View website](#)

a|cube is the first incubator in Italy providing comprehensive advice to startups with high potential for creating social, environmental and cultural value. a|cube was founded in 2011 and is now owned by Avanzi, a think tank and consulting firm working on sustainable development and innovation. The incubator provides early and later stage assistance, supporting and relaunching ventures which consider sustainability their main strategic asset. a|cube is a community interest company with equity, transparency and sustainability for the long haul as its core principles.

The NES pilot action addressed the difficulty of accessing funding and included 'fast incubation' seminars and peer-to-peer exchange to help micro and small businesses with a social impact to access various forms of financing (such as traditional, social finance and impact investing). The action focused on capacity-building and enhancing soft and hard skills, knowledge of the regulatory framework and enhancing networks. The action was mentored by NyföretagarCentrum and ISMU and linked to the transnational working group on access to finance and capacity building. The collaboration with the Swedish partner proved to be very fruitful, especially with respect to the design of the pilot action. Through periodic meetings, it has been an opportunity to exchange knowledge on best practices and receive useful inputs, ranging from the communication strategy to the relevance of a personalised approach and network opportunities, to practical tips on how to overcome cultural/linguistic barriers.

Key results

- 13 businesses in different stages of development supported in a mix of one-to-one and one-to-many methodologies.
- As a highly pressing issue for most participants, access to funding was the main focus and the project helped to fill significant knowledge gaps in this area.
- Integration of the 'lessons learnt' in future services of the organisation, regarding methods of finding participants and differentiated delivery (one to one tutoring sessions, network activities such as mentors' evening or pitching sessions, inspirational sessions with similar businesses with similar experiences).
- Follow-up evaluation after two and four months, assessing advancement of participants in accessing new funding sources.

Lessons learnt & practitioner tips

- When working with entrepreneurs at different stages and levels, co-designing workshops according to participants' needs is key.
- Smaller participant groups are beneficial for engagement and learning.

- 'Reverse school': assess at the start of the programme what learning outcomes the participants already know and adapt the curriculum accordingly.
- As part of a personalised approach to support, stay accessible and available and enable the client to help her/himself rather than solving problems for them. Continue to ask for feedback.
- To reach potential participants of a programme, it can be very useful to promote it in person at local/community events and on social media that are mostly used in communities, including promotional videos in the languages of origin.
- Create local 'Social business boards' in cooperation with banks, financial institutions, real estate developers and local authorities, where early-stage entrepreneurs can present ideas and gain support for their enterprises. Such boards will become a regional 'lobby' for social impact entrepreneurship which is interesting for the entrepreneurs to get in touch with.

Feedback from participants

“ *It's been a valuable opportunity to learn about accessing credit, a topic we didn't know very much about.* ”

“ *I really appreciated that the program was interactive, practical and hands-on: we could ask questions, analyse relevant cases, share our experiences and learn from those of other participants.* ”

“ *It was really helpful to reflect on our needs and what is necessary to do in order to start developing a fundraising strategy for our enterprise.* ”

4.5. Pilot action in Sweden: Stiftelsen Ester, Stockholm



» [View website](#)

The Ester Foundation/ Stiftelsen Ester is a not-for-profit charitable foundation started in 2012 with the purpose of supporting immigrant women to become financially independent. Immigrant women have important past experiences and knowledge that the entire society can benefit from. The foundation offers a holistic training and coaching program in entrepreneurship where principles from the micro-finance sector in developing countries are translated into a welfare-state context.

Drawing on existing experience, the NES pilot action contributed to a community ecosystem that better fits and supports the needs of female migrant and refugee entrepreneurs, who often find themselves outside the Swedish support system. It collected best practices from the target group to inspire future entrepreneurs by highlighting role models. It also raised stakeholder awareness of the migrant and refugee situation, encouraging their engagement. The pilot was mentored by NyföretagarCentrum and linked to the transnational working group on women-run migrant and refugee businesses.

Key results

- More than 20 female entrepreneurs participated in a networking and capacity building workshop.
- The project produced short films based on the webinar recordings for public awareness raising, advocacy, knowledge and inspirational motivation of future migrant and refugee entrepreneurs and disseminated them through the Ester Foundation's network and social media channels.
- A digital storytelling gallery was also created, which highlighted the stories of migrant and refugee women entrepreneurs through film, photos and writing.

Lessons learnt & practitioner tips

- Presenting and talking about their business experiences in front of a camera greatly inspires and motivates the female entrepreneurs and helps to find new role models.
- Targeted support for female entrepreneurs is crucial since it creates a safe space to talk, mingle and network.
- To be effective, role models must engage with the audience, tell their stories and talk about obstacles and how they arrived in their current situation. It is about building trust and not about just presenting a success.
- Solutions from other countries can inspire advocacy for policy change in the host country.

4.6. Pilot action in the UK: CoDeL in cooperation with the Scottish Refugee Council



» [View website](#)

CoDeL – Community Development Lens is a social enterprise in Scotland which supports enterprising initiatives among young people, groups facing challenges and peripheral communities. It delivers workshops to enable communities and groups to enhance their economic literacy and identify enterprising opportunities, including for refugee groups in Glasgow and on the Scottish Islands. CoDeL has a close partnership with the Social Enterprise Academy in delivering one-to-one coaching for social business and sessions for communities and young people to vision positive futures.

Working closely with the Scottish Refugee Council, the NES pilot action organised three workshops for refugee potential founders, to improve their economic literacy and support them in identifying business opportunities. The events focused on understanding the local economy, identifying personal skills and passions to unlock business success, as well as business idea development with identified customer groups and current market offerings. By leveraging good practice and learning from London, the action also established a feedback loop between the two cities. It was mentored by TERN and linked to the transnational working group on refugee businesses.

Key results

- 27 refugee potential founders participated in workshops, 20% of whom had previous experience starting or managing a business outside of the UK.
- A third were looking to make self-employment their full-time livelihood, whilst 50% were exploring if it was the right pathway for them.
- 70% of participants were female, reflecting the success of a female focused recruitment campaign, with one session ring-fenced for female founders only.
- 70% of participants are looking to continue to develop their ideas. A third of whom have already accessed further support through personal coaching or direct referrals.
- Participants rated the sessions an average 8.5/10, and 60% stated that even a single session had strengthened their business idea.
- The pilot could ultimately be scaled into longer-term, deeper interventions across Scotland based on the stakeholder partnership created in the pilot.

Lessons learnt & practitioner tips

- Further validation of the power of creating a space for business exploration and ideation as a first step, and that this can be done digitally. Indeed, the accessibility of this format is its greatest strength.
- Although not planned, one of the workshops was attended by women only. The female-only space enabled the entrepreneurs to gain confidence and find their voice throughout the workshop.

- Qualitative feedback referenced the importance of having a space to explore ideas and the power of hearing from role models.
- Business survival is not an appropriate metric of success of programmes at this very early stage. It is important to recognise the other outcomes which entrepreneurship brings to refugee founders' livelihoods and to a community that faces many complex, overlapping challenges.
- The involvement of 'champions' (trained alumni) from TERN's community proved to be important peer to peer support and inspiration in all three of the sessions.

PART 5

Successful models and practical steps



5.1. Analysis of 16 practices: four factors of success

To gain real insight into what makes a truly successful, replicable newcomer support practice, interviews were carried out with 16 organisations. These initiatives do not make up an exhaustive list of good practices supporting migrant entrepreneurs. Rather, they are a selection of some of the most interesting and replicable practices across the NES countries, implemented by organisations that are part of the NES network. Some of them also contributed with pilot actions or as project partners. This part of the Handbook was made possible thanks to the extensive knowledge, insight and experience of the following initiatives:

1. Adiva, France
2. La Ruche, France
3. Migracoop, France
4. MEET Africa, France
5. PLACE, France
6. Jumpp – Frauenbetriebe, Germany
7. Kompass, Germany
8. LeetHub St.Pauli e.V., Germany
9. TechQuartier, FinTech Community Frankfurt, Germany
10. ME4CHANGE, Italy
11. Mygrants, Italy
12. Vitality Social, Italy
13. Welfare Ambrosiano Foundation, Italy
14. NyföretagarCentrum, Sweden
15. Capital Enterprise, United Kingdom
16. Ice Academy - Ben & Jerry's, United Kingdom

Interviews and analysis allowed for the identification of a broad set of factors of success, segregated into four key categories. Insights from published literature on the topic (Desiderio, 2014; European Commission, 2016; Gabrielli and Franco-Guillén, 2018; Rath, Eurofound, 2011; Rath, Swagerman, 2016; Sepulveda et al., 2011; Solano et al, 2019; Solano and Xhani, 2020; United Nations, 2018) also helped to define the four factors of success:

1. Comprehensive approach

A comprehensive approach combines support concerning the different sets of skills. Ideally, three types of support should be provided at the same time: 1. support to improve business-related skills (e.g. business training, legal-administrative advice, mentoring and coaching); 2. support to develop non-business-related skills (networking, language and other transversal skills); 3. support to satisfy tangible needs (access to finance and provision of facilities).

Figure 1.5. The 4 factors of success

4 FACTORS OF SUCCESS



2. Sustainability and replicability

Although successful, many best practices are not prolonged or replicated because funding is often related to one-off projects, and it is often provided to original/new initiatives. Public bodies are sometimes reluctant to commit with migrant-tailored initiatives and are often driven by an ongoing and/or short-term challenge (e.g. the so-called refugee crisis). Overall, to ensure sustainability over time, long-term commitment to provide necessary resources needs to be combined with the most cost-efficient ways to employ these resources. Solutions and strategies include mainstreaming targeted support practices; creation of networks of support providers (to share the costs of these practices); production of something tangible that can be used as training material afterwards at a low cost (e.g. MOOC or handbook). A way to enhance replicability is also to be part of a network to foster mutual learning and practice exchange.

3. International and language sensitivity and competences

Language and cultural differences are among the main barriers preventing migrants from accessing business support. Generally, language and cultural sensitivity means understanding and addressing the needs of migrant entrepreneurs whose cultural background is different from the general population. Therefore, in order to make initiatives successful, the staff of the support providers should have a set of intercultural competences. Ideally, staff should have suitable language skills (e.g. speak the languages that are more common among migrants) and a certain degree of cultural sensitivity.

4. Awareness-raising and communication strategy

Creating awareness of existing support services among migrants is often a challenge. Communication around support initiatives which is not very effective leaves migrant entrepreneurs with a lack of knowledge about the opportunities. Only a small part of migrant entrepreneurs may be reached, such as the most educated and better settled ones. Therefore, support providers should pay attention to the communication of their practices, using different channels and strategies to reach the target group (e.g. mediated communication; face-to-face provision of information; cooperation with services, organisations and associations that work with migrants).

In the following section (5.2), the initiatives' key characteristics are presented within the context of these four key categories, with corresponding conclusions and recommendations for their replication. Section 5.3 then highlights important challenges identified by the interviewed practices, before providing a closer look at each individual practice in part 6.

5.2. Synthesis of practice: Key conclusions & recommendations

The 16 practices included either exemplified one key success factor category or fulfilled the criteria for more than one category. Interviewing these practices allowed for identification of overlap between the practices in terms of what they identified as their main or most successful characteristics, and the key learnings they had to share:

1. Comprehensive approach

- **HOLISTIC SUPPORT** – Almost all projects provide or aim to provide holistic support, working to strengthen personal as well as business skills. This is delivered through additional support with confidence and self-esteem building during one-to-one mentoring sessions; specific workshops on leadership, public speaking and personal presentation; assistance with navigating bureaucratic systems (which in turn fosters autonomy and self-reliance).

Exemplary initiatives: Ben & Jerry's Ice Academy; Jumpp; La Ruche; LeetHub; Migracoop; PLACE; TechQuartier; Vitality.

Key recommendation: Provision of training and support to develop a combination of skills, rather than focusing only on provision of business training, will ensure that participants are better equipped to succeed on both a personal and professional level.

2. Sustainability and replicability

- **ADAPTABILITY** – Flexibility and adaptability to the changing needs of participants seems to be at the root of the success and sustainability of several of the projects. This is brought about through regular surveys and assessments according to various key performance indicators. Alongside this, adopting a mentality of willingness to identify, learn and grow from mistakes seems to be a key element of success.

Exemplary initiatives: Capital Enterprise; La Ruche; LeetHub; MEET Africa; ME4CHANGE; PLACE; Vitality.

Key recommendation: Ensuring flexibility of staff and services, and regularly reviewing activities according to participants' changing needs, will allow for sustained relevance and growth. This could be achieved by disseminating satisfaction surveys; creating a set of adaptable KPIs; allowing both staff and participants to contribute service design ideas.

3. Intercultural and language sensitivity and competences

- **ONLINE DELIVERY** - Delivery of workshops and mentoring sessions online is a common theme: some initiatives have always provided online support, while others adapted to the context of COVID-19. Many initiatives found that participant numbers increased following the switch to online delivery. Suggested reasons for this included increased unemployment among migrants; reassessments of life goals as a result of lockdown; easier access to classes.

Exemplary initiatives: Ben & Jerry's Ice Academy; La Ruche; Mygrants; PLACE.

Key recommendations: A hybrid model of online and in-person service delivery would allow for better inclusion of individuals for whom travel away from home is an issue, and of individuals for whom internet connection is an issue. A flexible timetable could be considered as part of online service delivery, to better include participants working full-time or looking after a family.

- **INCLUSIVE PROCESSES** - Several projects place special focus on the inclusion of participants' voices in their service design and improvements, as well as on giving platforms to these voices and, in some cases, training former participants to deliver sessions to newcomers.

Exemplary initiatives: Ben & Jerry's Ice Academy; La Ruche; Migracoop; PLACE; TechQuartier.

Key recommendations: 'Exit' interviews with participants allow for better understanding of the most highly valued elements of a service, as well as those most disliked or unnecessary. Regular satisfaction reviews with current participants allow them to feel heard and instil a sense of autonomy, as would training former participants to deliver training or workshops to current participants.

4. Awareness-raising and communication strategy

- **STRONG NETWORKS** - The creation of networks was commonly cited as being a key to success. For several projects, building a network of local and regional partners was the starting point; for others, the network came once the initiative was demonstrably operational.

Exemplary initiatives: Adiva; TechQuartier; NyföretagarCentrum; Ben & Jerry's Ice Academy; Jumpp; Capital Enterprise; MEET Africa; LeetHub; Mygrants; ME4CHANGE.

Key recommendations: A strong network - of collaborators; volunteers; local communities; local authorities; former participants - is essential in ensuring the sustainability and positive reputation of a service, as well as its wide reach. Such a network can be developed through regular outreach and investment in fostering mutually beneficial relationships with network members.

- **SOCIAL MEDIA** - Several projects have a strong online presence, including very accessible websites and / or regular use of social media. This appears to be a successful method of both raising awareness of the initiative among potential participants and increasing public support or interest in volunteering.

Exemplary initiatives: PLACE; Mygrants; MEET Africa; Ben & Jerry's Ice Academy.

Key recommendations: An accessible, easily navigable website is essential. Clear steps for application and eligibility criteria are helpful for potential participants; clearly outlined goals and processes allow for better understanding of the initiative. A strong social media strategy would increase the reach of the initiative.

5.3 Synthesis of practices: Key challenges

Organisational funding

A constant concern for most organisations providing migrant entrepreneurship support is the question of how to become financially sustainable. Several of the initiatives involved in the NES project, for example, are well-established and have existed for a long time, but are finding it difficult to grow. Information on funding is not always readily available, and opportunities for organisational financing are therefore oftentimes missed by those organisations that could most benefit from financial support.

For most of the organisations that were interviewed, ensuring the financial sustainability of their practices over time has required a combination of private and public funding. Kompass, though, works differently, receiving most of its funding from the City of Frankfurt. PLACE and ADIVE (as well as some others) relied on private funding when starting out, but once they became demonstrably successful were able to apply for and be granted a greater proportion of national or EU-level public funding. NyföretagarCentrum provides a model that has a stable and diversified funding approach, combining private business partnerships (which allows for greater discretion in organisational spending) with government funding support and corporate project funding.

Some other organisations, such as Jumpp, have found success in regularly applying for funding from European or national institutions via tenders for limited-time projects. These can be a significant funding source, although in terms of sustainability an initiative becomes dependent upon renewal by the issuing institutions. This is not always likely, particularly as changing political priorities affect the focus of available funds.

Funding for new businesses

A major challenge was identified by several of the organisations in securing funding for beneficiaries' start-ups and enterprises. Most practices offer support to beneficiaries in fulfilling the technical requirements for financial applications, and several also work to refer beneficiaries to partner financial institutions for further assistance. Kompass in particular highlighted the importance of organisations working closely and professionally with financial institutions, to both earn their trust and streamline processes for beneficiaries.

Lack of trust

A lack of trust towards migrant and refugee entrepreneurs (by corporations and financial institutions) was highlighted by, ADIVE and PLACE. Several organisations are working towards encouraging new understandings of the ways in which migrants and

refugees can contribute to society. PLACE, for example, ensures that its initiatives have enough reach so that migrants can clearly demonstrate their potential to the public. The organisation also takes the time to build relationships with operators in various sectors and suggests ways in which they can include migrants in their workforce, in so doing changing the system's perspective on migrants and refugees from within. Sometimes it is the case that a company simply does not know how to open up employment opportunities to migrants, rather than that is actively avoiding their recruitment.

Outreach

Some organisations have found it difficult to share information about their services with the relevant target groups or communities in which they hope to find beneficiaries. Jump overcame this challenge by working closely with partner organisations supporting migrant women in the Frankfurt region, including the Office for Multicultural Affairs of the City of Frankfurt ("Amt für multikulturelle Angelegenheiten – AmkA"). Kompass also used partner organisations to build useful contacts and identify potential beneficiary groups and began presenting its activities at local fairs and events in order to better reach migrant communities. A wide variety of dissemination strategies seems to be what works best to overcome this challenge, including events, conferences, social media campaigns and a well-developed online presence.

PART 6

Good practice snapshots



1. ADIVE

» [View website](#)

The Agency for Diversity in Entrepreneurship (Agence pour la Diversité Entrepreneuriale – Adive) is a French non-for-profit organisation created in February 2009. It was founded to meet the supplier diversity needs of large organisations and corporations by working with minority entrepreneurs.

DETAILS:

Type of initiative:
Semi-governmental

Country(ies):
France

Period covered:
2009 - ongoing

MAIN SUCCESS FACTORS:

Comprehensive approach:
Business training and coaching;
networking; access to finance.

Sustainability and replicability:
Extensive collaboration with local operators; has already expanded across France; mixed funding ensures sustainability.

SUPPORT PROVIDED:

- Business training;
- Individual business support;
 - Networking;
- Tangible needs support.

2. LA RUCHE

» [View website](#)

La Ruche is a network of incubators dedicated to social innovation. Its ambition is to encourage the creation and deployment of effective projects throughout France, including with large corporations, starting from the core principle that anyone can have a social or environmental impact regardless of their identity or background.

DETAILS:

Type of initiative:
Non-governmental

Country(ies):
France

Period covered:
2018 - ongoing

SUPPORT PROVIDED:

- Business training;
- Individual business support;
 - Networking;
- Transversal skills.

MAIN SUCCESS FACTORS:

Comprehensive approach:

Offers business training; methodology development support; networking; facilitated access to French language classes; start-up funding.

Sustainability and replicability:

Potential for replication is high: the initiative is shaped around the lifestyles and tailored to the needs of migrant participants, meaning that there is no permanent structure or 'regular' programme. Mixed private and public funding ensures sustainability; the small number of participants ensures holistic support.

Intercultural and language sensitivity and competences:

Run by people with migrant or minority backgrounds; integral focus on cultural sensitivities and adapting to these.

3. MIGRACOOP

» [View website](#)

The Migracoop initiative is the result of collaboration between the Reveil and Meltingcoop associations, and their shared vision for a fairer, more inclusive society. The two organisations work together to design, support and lead the programme. Participating entrepreneurs are supported to develop their professional skills, create their own businesses and exchange knowledge with their peers. They are also provided access to production places, an association restaurant and a shared workshop.

DETAILS:

Type of initiative:
Non-governmental

Country(ies):
France

Period covered:
2019 - ongoing

SUPPORT PROVIDED:

- Business training;
- Legal and administrative advice;
- Individual business support;
 - Networking;
- Tangible needs support;
- Transversal skills.

MAIN SUCCESS FACTORS:

Comprehensive approach:

Business training; business plan development; mutual support; expert advice; self-promotion and presentation skills development; understanding local consumer / cultural context support.

Sustainability and replicability:

Small scale, personal approach allows for easier replication; lessons learnt from previous (non-migrant focused) initiatives; dedicated funding ensures sustainability.

Intercultural and language sensitivity and competences:

Team is largely composed of people with lived experience or former participants; common language is French but support is offered in English.

Awareness-raising and communication strategy:

Strong local community allows for dissemination of information and recruitment of new participants.

4. MEET AFRICA

» [View website](#)

MEET Africa promotes wealth creation and jobs in Africa through the establishment of businesses among the African diaspora living in Europe (France). The initiative is building an 'entrepreneurial ecosystem' between this diaspora, supporting European and African actors in the process.

DETAILS:

Type of initiative:
Semi-governmental

Country(ies):
France (+ Tunisia, Morocco, Cameroon, Côte d'Ivoire, Mali, Senegal)

Period covered:
2016 - ongoing

SUPPORT PROVIDED:

- Business training;
- Legal and administrative advice;
 - Networking;
- Tangible needs support.

MAIN SUCCESS FACTORS:

Intercultural and language sensitivity and competences:
Uses local staff in each of its six partner countries to ensure cultural sensitivity and understanding of local contexts.

Awareness-raising and communication strategy:
Social media presence and accessible website to raise awareness of the initiative; several online publicity campaigns (including popular launch event).

5. PLACE

» [View website](#)

PLACE is located in Paris, France. It aims to unlock the hidden potential of newcomer talent in Europe by matching newcomers with economic actors in the areas of entrepreneurship, employment and higher education. Its focus is migrant-led innovation: newcomers themselves developing ideas to provide host societies with the businesses they need.

DETAILS:

Type of initiative:
Semi-governmental

Country(ies):
France; global

Period covered:
2016 - ongoing

SUPPORT PROVIDED:

- Business training;
- Legal and administrative advice;
- Individual business support;
 - Networking;
- Tangible needs support;
 - Transversal skills.

MAIN SUCCESS FACTORS:

Comprehensive approach:
Offers individual business support, training and mentoring; supports development of transversal skills; provides facilities and funding.

Sustainability and replicability:
Europe-wide network; fosters mutual learning and knowledge exchange.

Intercultural and language sensitivity and competences:
Multilingual and culturally sensitive workforce (many are migrants themselves); celebrates diversity.

Awareness-raising and communication strategy:
Multiple dissemination strategies and efficient use of social media platforms.

6. JUMPP

» [View website](#)

Jumpp – Frauenbetriebe runs various target-group specific projects that promote the social and economic participation of disadvantaged groups, especially women, including the 'Founding migrant women - perspective of independence' programme which helps migrant women to start their own businesses.

DETAILS:

Type of initiative:
Non-governmental

Country(ies):
Germany

Period covered:
1984 - ongoing

SUPPORT PROVIDED:

- Business training;
- Legal and administrative advice;
- Individual business support;
 - Networking;
- Tangible needs support;
 - Transversal skills.

MAIN SUCCESS FACTORS:

Comprehensive approach:

Business training; workshops; individualised and group advice sessions; specific support for women; access to communal workspaces; support with accessing funding.

Sustainability and replicability:

Mixed private / public funding from several different sources ensures sustainability; strong connections with other actors in migrant support.

Intercultural and language sensitivity and competences:

Specific programme for women.

Awareness-raising and communication strategy:

Outreach with corporate (potential) partners; strong connections with other actors in migrant support; large and active migrant communities in the local area facilitate awareness-raising of the initiative by word of mouth. Involvement with a local 'expert network' also allows for discussion of the initiative's practices and for knowledge exchange.

7. KOMPASS

» [View website](#)

The Kompass Centre for Entrepreneurship is located in Frankfurt, Germany. It offers training and education for the unemployed, provides start-up training to migrant communities, promotes entrepreneurship among senior citizens and consults with economic development institutions on entrepreneurship across the EU.

DETAILS:

Type of initiative:
Non-governmental

Country(ies):
Germany

Period covered:
2000 - ongoing

SUPPORT PROVIDED:

- Business training;
- Legal and administrative advice;
- Individual business support;
 - Networking;
- Tangible needs support;
- Transversal skills.

MAIN SUCCESS FACTORS:

Comprehensive approach:

Business-related and non-business-related support; provision of finance and facilities.

Sustainability and replicability:

Strong local and institutional links; economically sustainable.

Intercultural and language sensitivity and competences:

Multilingual workforce; use of interpreters.

Awareness-raising and communication strategy:

Well-structured, accessible website; tailored events and online campaigns.

8. LEETHUB ST.PAULI E.V.

» [View website](#)

LeetHub St.Pauli e.V. runs various programmes that support and empower people with a refugee or migrant background to build an independent existence. Its aim is to use social participation to promote positive change in urban society in Hamburg.

DETAILS:

Type of initiative:
Semi-governmental

Country(ies):
Germany

Period covered:
2016 - ongoing

SUPPORT PROVIDED:

- Business training;
- Individual business support;
- Tangible needs support;
- Transversal skills.

MAIN SUCCESS FACTORS:

Comprehensive approach:

Business plan development support; individual coaching; group workshops; focused training sessions.

Sustainability and replicability:

Replicable as long as there is a strong network upon which to rely for implementation of activities.

Awareness-raising and communication strategy:

Events and activities with locals to ensure the development of personal and professional networks and awareness-raising among the local population.

9. TECHQUARTIER

» [View website](#)

TechQuartier, based in Frankfurt's FinTech Community, fosters relationships between (migrant-led) start-ups and corporations to enhance their knowledge-sharing and to create a space for innovation.

DETAILS:

Type of initiative:
Semi-governmental

Country(ies):
Germany

Period covered:
2016 - ongoing

SUPPORT PROVIDED:

- Business training;
- Legal and administrative advice;
- Individual business support;
- Tangible needs support.

MAIN SUCCESS FACTORS:

Comprehensive approach:

Focus on talent activation programmes, collaboration between various stakeholders to maximise the potential of participants and facilitate access to markets, and knowledge transfer between beneficiaries and professionals.

Sustainability and replicability:

Membership for start-ups is free and there are no geographical limitations, thereby increasing the likelihood of continued participation; membership fees are charged for corporations; funding is mostly private with a small number of privately-funded activities.

Intercultural and language sensitivity and competences:

Using English as the main language ensures accessibility.

10. ME4CHANGE

» [View website](#)

ME4CHANGE (*Migrant Empowerment for Change*) in Milan is a start-up supporting innovation hub with a dual mission: to support projects that have a social impact and that will improve the area in which they are situated.

DETAILS:

Type of initiative:
Non-governmental

Country(ies):
Italy, Germany, Finland, Belgium

Period covered:
2017 - ongoing

MAIN SUCCESS FACTORS:

Comprehensive approach:
Business coaching; mentoring;
networking.

Sustainability and replicability:
Designed to be replicable and
adaptable to different contexts;
dependent upon public funding
(short-term initiative).

SUPPORT PROVIDED:

- Business training;
- Legal and administrative advice;
- Individual business support;
 - Networking;
- Tangible needs support;
 - Transversal skills.

11. MYGRANTS

» [View website](#)

Mygrants is a rapid learning platform providing several services to migrants, including information, training and entrepreneurship support, and career placement. It works to unleash the power of technology to transform migration into a huge social and economic opportunity, for both migrants and host communities.

DETAILS:

Type of initiative:
Non-governmental

Country(ies):
Italy

Period covered:
2016 - ongoing

SUPPORT PROVIDED:

- Business training;
- Legal and administrative advice;
 - Individual business support;
 - Networking;
 - Tangible needs support;
 - Transversal skills.

MAIN SUCCESS FACTORS:

Comprehensive approach:

Its focus is three-fold: information on rights and asylum; personalised business training (platform) and job placements; personalised entrepreneurship support via specific workshops for those showing exceptional promise and commitment to progression in the training phase.

Sustainability and replicability:

98% privately funded by 'clients' via the migrant talent recruitment site: associations, corporations, consortiums. Ensures sustainability as long as client numbers are maintained. Replicability would be context dependent (clients and participants).

Intercultural and language sensitivity and competences:

Activities are inclusive in that they are run in Italian, French and English. Personalisation of support allows for cultural and language sensitivity where necessary.

12. VITALITY SOCIAL

» [View website](#)

Validity Social develops connections between people of different cultural backgrounds and helps them to fulfil their purpose in life. It runs dozens of projects regionally and nationally, promoting social and economic inclusion and, most recently, migrant entrepreneurship.

DETAILS:

Type of initiative:
Semi-governmental

Country(ies):
Italy

Period covered:
2019 - ongoing

SUPPORT PROVIDED:

- Business training;
- Legal and administrative advice;
- Individual business support;
- Transversal skills.

MAIN SUCCESS FACTORS:

Comprehensive approach:

One-to-one coaching; business training; networking; mutual support; personal skills development.

Sustainability and replicability:

Replicable and sustainable, as long as the necessary experienced professionals are involved and people are willing to work for free / very little payment.

Intercultural and language sensitivity and competences:

Preliminary interviews allow coaching providers to tailor sessions according to people's cultural backgrounds and life experiences. Support is delivered sensitively with this information in mind; culture of active listening.

13. WELFARE AMBROSIANO FOUNDATION

» [View website](#)

Welfare Ambrosiano Foundation, based in Milan, Italy, offers support to individuals and their families who run the risk of slipping into poverty. The foundation's aim is to 'reactivate' participants in the social fabric of their communities.

DETAILS:

Type of initiative:
Semi-governmental

Country(ies):
Italy

Period covered:
2011 - ongoing

SUPPORT PROVIDED:

- Business training;
- Individual business support;
- Tangible needs support.

MAIN SUCCESS FACTORS:

Comprehensive approach:

Business training; mentoring financial support; two years of 'post-funding support'.

Sustainability and replicability:

Fully replicable and has already been replicated in other cities; significant work would be required elsewhere to secure government / network support.

14. NYFÖRETAGARCENTRUM

» [View website](#)

NyföretagarCentrum was founded collaboratively by industrial companies, partners from the financial sector, the employers' federation as well as labour organisations. It is built upon the common understanding that growth in a society comes through the creation and success of smaller organisations, companies and businesses, and therefore its main goal is to create growth and jobs through entrepreneurs.

DETAILS:

Type of initiative:
Non-governmental

Country(ies):
Sweden

Period covered:
1985

SUPPORT PROVIDED:

- Business training;
- Individual business support;
 - Networking;
 - Transversal skills.

MAIN SUCCESS FACTORS:

Comprehensive approach:

Personalised counselling / mentoring; expert advice; business plan development support; ad-hoc business training; assistance with loan packaging by recommending entrepreneurs to cooperating banks and micro-finance institutions; network ecosystem, with partners and support from private industry, civil society, and government at state and local levels.

Sustainability and replicability:

This expansive initiative could be replicated across other countries, as long as a long-term approach is adopted and adequate funding / professional support is secured. It would also be dependent upon business culture and laws (e.g. SME regulations differ by country).

Awareness-raising and communication strategy:

Efforts were made to 'build up credibility' in the local areas in which migrants reside, in order to secure support, trust and participants. Growth was secured through this as well as through regular communication with professionals and local councils etc., highlighting the economic benefits the initiative brings.

15. CAPITAL ENTERPRISE

» [View website](#)

Capital Enterprise works to facilitate the growth and success of the UK's startup ecosystem and to enable large businesses and corporations to play a leading role in the delivery of support services to UK based start-ups, including those run by migrants.

DETAILS:

Type of initiative:
Semi-governmental

Country(ies):
UK

Period covered:
1993 - ongoing

SUPPORT PROVIDED:

- Business training;
- Legal and administrative advice;
 - Networking;
- Tangible needs support.

MAIN SUCCESS FACTORS:

Sustainability and replicability:
Would require strong collaboration with local entities as well as a pre-existing social will or potential for encouragement of the will to include migrant entrepreneurs.

Intercultural and language sensitivity and competences:
Strong understanding that the 'entrepreneurial mindset' differs according to cultural / geographical context, and efforts to secure a common understanding; language usually not problematic (most participants have good level of English).

Awareness-raising and communication strategy:
Strong networks with local business allows for regular events and reputation building by word of mouth.

16. ICE ACADEMY - BEN & JERRY'S

» [View website](#)

Ice Academy, first established in London by Ben & Jerry's and its NGO partner TERN (The Entrepreneurial Refugee Network), supports refugees with 'getting back into business' and works to remove the barriers they face when entering the labour market.

DETAILS:

Type of initiative:
Non-governmental

Country(ies):
UK, France, the Netherlands, Germany

Period covered:
2017 - ongoing

SUPPORT PROVIDED:

- Business training;
- Individual business support;
 - Networking;
- Transversal skills.

MAIN SUCCESS FACTORS:

Comprehensive approach:

Provision of business skills development support; paid employment for the duration of programme; mentoring and expert advice.

Sustainability and replicability:

Funded via the Ben & Jerry's Foundation and other private funding (strong corporate network creates regular funding opportunities); replication would require substantial work in terms of creating a similar support network (relies heavily on local NGOs for service delivery).

Intercultural and language sensitivity and competences:

Utilises local, multilingual NGO workforces and works to hire people with 'lived experience' for the team.

Awareness-raising and communication strategy:

Strong online and social media presence, mainly through the profiles of partner organisations and companies.

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