



Toolkit:

The Swedish Best Practice for Migrant and Refugee Entrepreneurship Development, NyföretagarCentrum Sverige

Harry Goldman, CEO NyföretagarCentrum

Tara Shoup-Paulsson, MA/MLS



J.P.Morgan



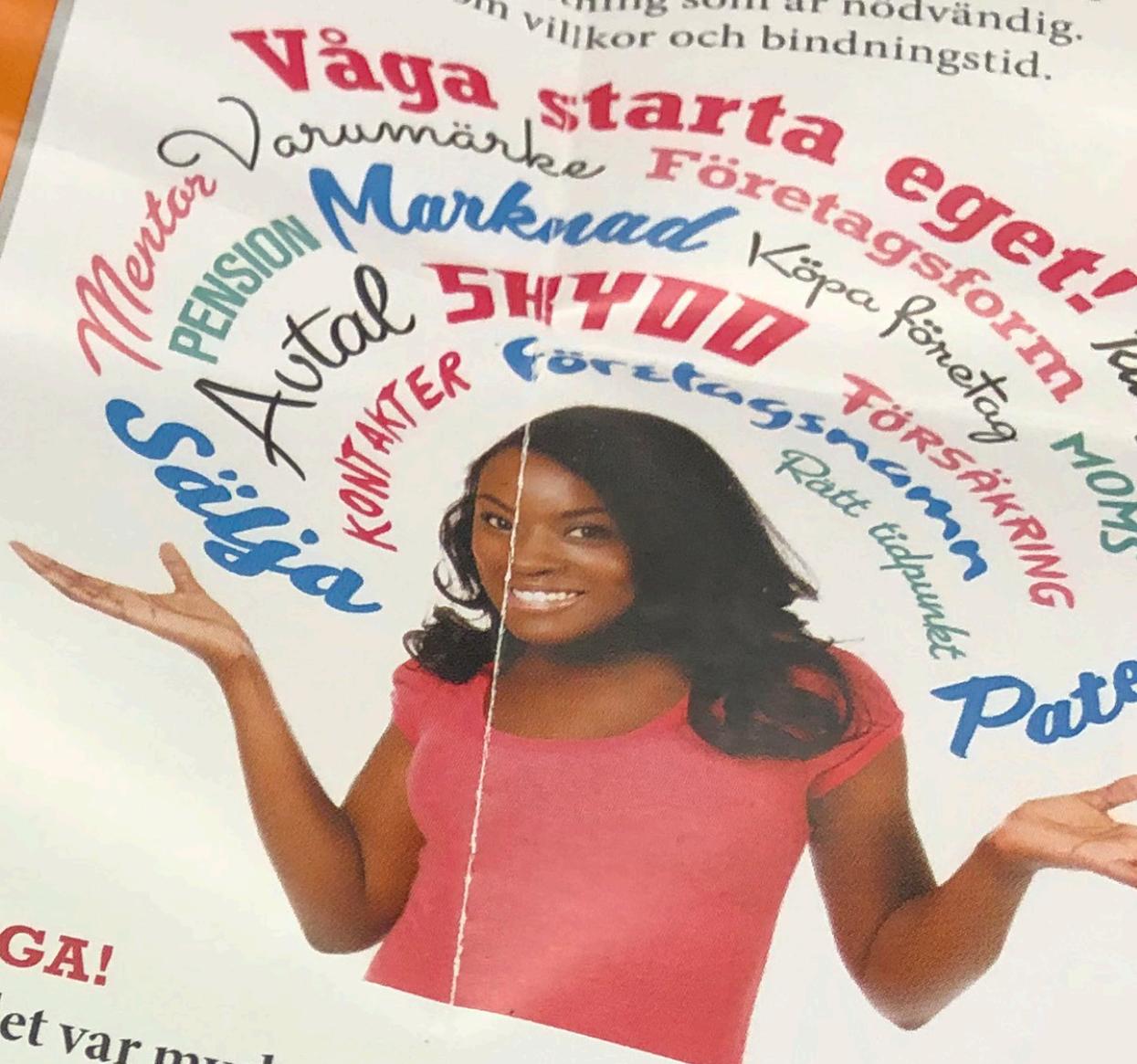
NyföretagarCentrum



MIGRATION POLICY GROUP



- LOKALER OCH UTRUSTNING**
- Många startar idag sina företag i bostaden.
 - Skaffa ett företagsabonnemang på din telefon så att nya kunder kan hitta dig.
 - Se till att du har fasta kostnader på dina abonnemang (telefon, bredband osv).
 - Skaffa ny dator! Använd inte din eller någon annans gamla. Är ni flera – använd samma plattform.
 - Företagshotell ger dig "kollegor" och ett nätverk.
 - Tänk igenom hur stora lokaler du behöver och vilken utrustning som är nödvändig.
 - Förhandla om villkor och bindningstid.



16

VÅGA!

Ja, det var mycket på en gång! Läs igenom NyföretagarCentrums checklista många gånger. Känner du dig klar? Våga ta steget, kontakta oss så träffas vi för att testa din affärsidé och diskutera förutsättningar för att starta eget företag.

Preface

Entrepreneurship is one pathway for migrant and refugees to achieve economic integration in their new country. In some instances of high unemployment and other barriers, entrepreneurship is the only pathway. In support of this necessity, NyföretagarCentrum Sverige (translated: the New Business Center Sweden) was identified as a European best practice, and asked to produce this toolkit outlining our approach to entrepreneurship development for migrant and refugee entrepreneurs, as a part of the J.P.Morgan supported Newcomer Entrepreneurship Support (NES) initiative¹. This toolkit is a complement to the NES Handbook.

Part 1 of this toolkit provides an overview of NyföretagarCentrum's organization, including the core elements of the organization and implementation model to support migrant and refugee entrepreneurship.

Part 2 of this toolkit is a guideline for replicating the prime components of NyföretagarCentrum's model for supporting migrant and refugees, including descriptions of our approach and key considerations.

Our hope is that other entrepreneurship development agencies will find this toolkit helpful in adapting or expanding their organization to better support migrant and refugee entrepreneurs.



¹ Newcomer Entrepreneurship Support Initiative. (<http://newcomer-entrepreneurship.org/>)

Table of Contents

Preface	3
Part 1	5
Introduction and Overview	5
Core elements of NyföretagarCentrum's Implementation Model	5
INFORMATION AND MARKETING – INCLUDING TARGETED MARKETING	5
Events:.....	5
ENTREPRENEURIAL SUPPORT SERVICES	6
Advising/Business Plan	6
Training.....	7
Network and Credibility Building	7
Access to Finance	7
Core elements of NyföretagarCentrum's Organizational Model	8
ORGANIZATIONAL STRUCTURE	8
Organizational Mission and Main Principles.....	8
Organizational Financial Sustainability	8
Monitoring and Evaluation System.....	9
Part 2	10
Guidelines for Replicating Prime Migrant and Refugee Support Components ...	10
1:1 INDIVIDUALIZED ADVISING	10
Advising protocol	10
What to think about when implementing 1:1 advising	11
A step-by-step start-up guide	11
TRAINING AND COURSES	12
What to think about in establishing or adapting your trainings and courses:	14
INFORMATION AND MARKETING – INCLUDING TARGETED MARKETING	14
Events:.....	15
Digital Broadcasts:.....	15
Newsletters:	16
What to think about in establishing or adapting your outreach and marketing approach:.....	16
PARTNERSHIP DEVELOPMENT	16
What to think about in establishing or adapting your partnership development:	17
ORGANIZATIONAL FINANCIAL SUSTAINABILITY	17
What to think about when considering financial sustainability:	17
MONITORING, EVALUATION, AND QUALITY CONTROL	17
What to think about in establishing or adapting your monitoring and evaluation strategy:	18

Part 1

Introduction and Overview

Organizational Background and Expertise:

Founded in 1985, NyföretagarCentrum² (*translated: New Business Center*), is Sweden's largest entrepreneurship development agency. Through over 80 local offices, serving 228 of Sweden's 290 municipalities, NyföretagarCentrum annually provides entrepreneurial advice to more than 15,000 clients and supports the start of 7,000–8,000 companies. In 2021, more than 10% of all newly started businesses were supported by NyföretagarCentrum.

While NyföretagarCentrum provides free support for any individual interested in starting a business, the organization adapts its proven approach to specially target underserved entrepreneurs – i.e. migrant and refugee. Annually, approximately 4,000–6,000 of our clientele in advising have a migrant or refugee background, of which 31% start new businesses.

NyföretagarCentrum in partnership with the Migration Policy Group, and with the support of J.P.Morgan are highlighting the elements of our approach for replication in supporting migrant and refugee entrepreneurs.

Core elements of NyföretagarCentrum's Implementation Model

INFORMATION AND MARKETING – INCLUDING TARGETED MARKETING

NyföretagarCentrum places a strong emphasis on information sharing to reach migrant and refugee entrepreneurs. This is a vital component of our operations to first inspire potential new entrepreneurs to understand that business ownership is an option for creating a livelihood. It is also a tool to provide basic information surrounding entrepreneurship, and that NyföretagarCentrum is a free and available support service. NyföretagarCentrum's information and marketing approach includes two main elements: events and targeted outreach.

Events:

Entrepreneurship Fairs – NyföretagarCentrum traditionally hosts two entrepreneurship fairs per year. They are a 'one-stop shop,' bringing together the entrepreneurship ecosystem under one roof, or one digital platform. The fairs provide informational seminars by: NyföretagarCentrum with basic information about starting and running businesses; governmental agencies covering relevant regulations; and private support service exhibitors. In addition, entrepreneurs have the opportunity to speak directly with the exhibitors and NyföretagarCentrum advisors for advice and consulting on running their business. The fairs make a concerted effort to respond to the needs of migrant and refugee entrepreneurs, including offering seminars in English, 'easy Swedish,' and other languages as available.

Digital Broadcasts – In response to the COVID-19 pandemic, NyföretagarCentrum initiated monthly livestreams on Facebook, connecting entrepreneurs and the wider public to experts, decision makers, and entrepreneurship advisors. This has proven to be a very effective tool for reaching entrepreneurs, with more than 100,000 viewers.

2 <https://www.nyforetagarcentrum.com/>



Entrepreneurship Fairs are an effective means to reach migrant and refugee entrepreneurs, and support marketing and partnership development.

ENTREPRENEURIAL SUPPORT SERVICES

Advising/Business Plan

NyföretagarCentrum provides free advise to any person interested in starting a business or already running a newly registered business. The advising approach is completely individualized, meeting the unique needs of the individual. Whereas some clients may only seek a one-time consultation for feedback regarding their business idea and the registration process, others will work with the advisor through the entire process – from business idea, to registration, to sustainable establishment. NyföretagarCentrum generally provides support up to two years prior to starting a business, and three years after the start.

Upon the first meeting, the advisor assesses the skills and knowledge of the individual, along with the business plan's level of development. The advisor then works with the entrepreneur to develop a solid digital business plan³ and taking the steps necessary to register and establish the business. The business plan includes four main components: 1) myself as a business owner and my idea; 2) marketing and sales; 3) organization and contracts; and 4) budget and financing. This plan is the guiding foundation of the advising and business start process.

NyföretagarCentrum's approach reflects the Swedish concept that *those who can, do*. The entrepreneur is expected to take business development actions themselves. The advisor offers the resources to complete the task, and the entrepreneur is responsible for the execution. This approach builds the confidence and knowledge of the entrepreneur to independently manage and grow their business in the future.

As the advising approach is client led, it is also very flexible and adaptable. Depending on their needs level, newcomer entrepreneurs may require additional advising time, hands-on support when visiting with local authorities and banks, accommodation and support for language barriers, and etc.

Advisors are selected based on their entrepreneurial experience, network, and connection to the local community. Prior to engaging in independent advising, all advisors are required to fulfill a certification process and sign the Code of Conduct.

3 Available at: affarsplanen.com

Training

In-line with NyföretagarCentrum's approach to provide services and support based on the unique needs of the individual, trainings are also offered according to this standard. Entrepreneurs are never required to attend any training. E-courses are available via NyföretagarCentrum's website. Additionally, local NyföretagarCentrum provides various business support trainings, on business plan development, book keeping, marketing etc, either physically or digitally. These trainings may be provided by the NyföretagarCentrum office or through a partnership with another support service provider – including government agencies, private sector support services, or individuals.

Network and Credibility Building

A vital component of NyföretagarCentrum's success in supporting entrepreneurs is gathering the local entrepreneurial ecosystem. Each local NyföretagarCentrum is networked with relevant government support agencies, private sector support services – including banks, financial institutions, insurance companies, accounting firms, and etc., and interested private individuals. This network enables NyföretagarCentrum to refer and introduce migrant and refugee entrepreneurs to vital contacts and support. These introductions generally ease the path of the start-up process, and helps the entrepreneur establish his/her own network and support system.

Access to Finance

NyföretagarCentrum itself is not a financial institution and does not distribute financing or funding. However, the organization strives to support entrepreneurs to overcome this barrier through the NyföretagarCentrum business plan (Your Business Plan⁴), advocacy and partnership building.

NyföretagarCentrum "Your Business Plan": The business plan is the guiding document throughout the entire advising process. It covers the baseline loan requirements for all major banks, and is recommended as a tool by both the banks and governmental authorities. In addition, through partnership with Marginalen Bank, clients may apply for European Investment Fund loans through the NyföretagarCentrum business plan.

Advocacy: NyföretagarCentrum is partner with all the major banks and relevant governmental institutions at both the national and local levels. In this position, the organization constantly addresses the lack of access to financing for migrant and refugee entrepreneurs as an obstacle to economic integration. This type of advocacy has raised awareness about the issue and initiated stakeholder dialogue on the subject.

Partnership building: As previously described, every local NyföretagarCentrum office has an extensive community network with the major banks and financial institutions in the area. This enables NyföretagarCentrum to lend credibility for migrant and refugees seeking financial assistance.

4 Available at: affarsplanen.com

Core elements of NyföretagarCentrum's Organizational Model

ORGANIZATIONAL STRUCTURE

NyföretagarCentrums national organization (NyföretagarCentrum Sverige / Stiftelsen Svenska Jobs and Society) consists of a national office with 80+ independent local NyföretagarCentrum agencies. It is organized as a modified franchise structure. The national organization acts as a unifier, bridging the local offices and providing a level of support including IT, information and knowledge resources, training, marketing and branding, quality control, and advocacy tools. The national organization and local agencies are completely financially independent. Contracts bind the local organizations to follow the NyföretagarCentrum's main principles and brand requirements, in turn the national office provides tools and support.

The national office is registered as a nonprofit foundation, and governed by a board of directors, with established partners of the organization as the major Swedish banks, the Confederation of Swedish Enterprise (Sweden's largest trade union), the Swedish Federation of Business Owners, insurance companies, and etc. The local organizations are governed by local boards of directors, primarily consisting of representatives from banks, local businesses and the local municipality. NyföretagarCentrum's founding principles mandates that the board of directors consists of local businesses and representatives of the entrepreneurial support ecosystem as a means to ensure local ownership and sustainability of the organization.

Organizational Mission and Main Principles

One factor of NyföretagarCentrum's success is the commitment to fulfill the organizational mission. NyföretagarCentrum is diligently aware of the mission, making great efforts to avoid 'mission creep' while at the same time responding to the needs of the local community and national situation for entrepreneurship. NyföretagarCentrum's mission is to:

Promote, expand and enhance possibilities for entrepreneurs across Sweden to start and run sustainable businesses creating jobs, stronger communities and economic growth. We especially target and help underserved groups as youth, women and migrants.

Main Principles

NyföretagarCentrum is grounded by a set of main principles that guide program unity and operations.

1. The activities shall mainly be aimed at new entrepreneurs.
2. The advice shall be of high quality and promote serious entrepreneurship.
3. The advice shall be free of charge, confidential and work for the entrepreneur's best interests.
4. The local NyföretagarCentrum shall operate essentially through local networks, and in the long term be done by the business sector economic activities.
5. NyföretagarCentrums board shall consist primarily of representatives from local businesses.
6. Nyföretagarcentrum must comply with the national quality and brand policies and Code of Conduct.
7. Significant change and settlement activities should be carried out in consultation with NyföretagarCentrum Sverige.

Organizational Financial Sustainability

NyföretagarCentrum applies a unique financial diversification approach with multiple revenue streams to ensure the long-term sustainability of the organization. The revenue streams include:

- Private sector partnership
- Granting and donor funds
- Revenue generation from event exhibitors

Monitoring and Evaluation System

NyföretagarCentrum maintains a robust monitoring and evaluation system of both the organization's outcomes and impacts, and the external entrepreneurial ecosystem. The results of the monitoring and evaluation approach are used to: improve the quality of NyföretagarCentrums operations and outputs, communicate with partners and stakeholders, and advocate for a friendlier entrepreneurial environment. The highlight components of the monitoring and evaluation system include:

- *Client Tracking System* – NyföretagarCentrum maintains a GDPR compliant database of all client information.
- *Annual Customer Feedback Surveys* – Annually all clients for the previous year are surveyed for information regarding their experience in starting/running a business, perception of NyföretagarCentrum, status and progress of their businesses, and gaps in the entrepreneurial support ecosystem.
- *Environmental Monitoring* – The organization diligently monitors the external situation and market impacting entrepreneurial development.
- *Desk Research* – NyföretagarCentrum engages in desk research to better understand the gaps, needs, and situation of underserved entrepreneurs, particularly migrant and refugee entrepreneurs.
- *External Evaluation* – External evaluators, including economists, statisticians, and researchers are commissioned to evaluate NyföretagarCentrum's outcomes and overall impacts – i.e. employment rates and tax revenue generation by newcomer businesses.



Part 2

Guidelines for Replicating Prime Migrant and Refugee Support Components

1:1 INDIVIDUALIZED ADVISING

Individualized advising is an extremely efficient and cost effective method to support entrepreneurial development. On average, NyföretagarCentrum provides an average of 6–20 hours of contact time, including 1:1 advising and courses for each business started. Because the provision of services are needs-based only, the organization does not provide unnecessary contact time or support. The process is self-driven by the client with a significant amount of 'homework.' NyföretagarCentrum advisors do not do anything for the client, but instead guides the process. Clients are expected to take all the necessary steps to start and run their businesses independently, and are therefore empowered to operate a business independently.

However, NyföretagarCentrum advisors will intervene with additional support in situations where it is obvious that barriers such as language or lack of network are hindering the entrepreneur's sincere efforts. For example, an advisor may call the registration office on behalf of an entrepreneur to enquire about a rejected business registration, or visit a bank with an entrepreneur to provide both credibility and language support, or introduce a new entrepreneur to a necessary business contact, support, or network.

Advising protocol

The advising process is guided by an established protocol, a checklist of areas that need to be fully explored and covered in order to successfully start and run a business.

- Needs assessment – Background and current situation, including:
 - Education, professional experience, and areas of expertise
 - Level of establishment in Sweden (language, knowledge of the regulatory system, personal and professional network, and etc.)
- Business idea and available resources
- Business plan
 - Fully developed business idea
 - Marketing and sales
 - Contracts and agreements
 - Budget and financing

What to think about when implementing 1:1 advising

Business Case

- What is the business-case for offering 1:1 advising?
- Is it more cost effective than offering 'mandatory' courses for a quantity of people in a class setting, and thus dedicating a defined amount of resources providing information that may or may not be actually needed by the participants?

Human Resources

- Do we have qualified advisors? Can we use volunteer advisors – industry experts or alumni?
- How much time can we dedicate per client? How many sessions?
- Do we have a code of conduct and code of ethics?

Approach Methodology

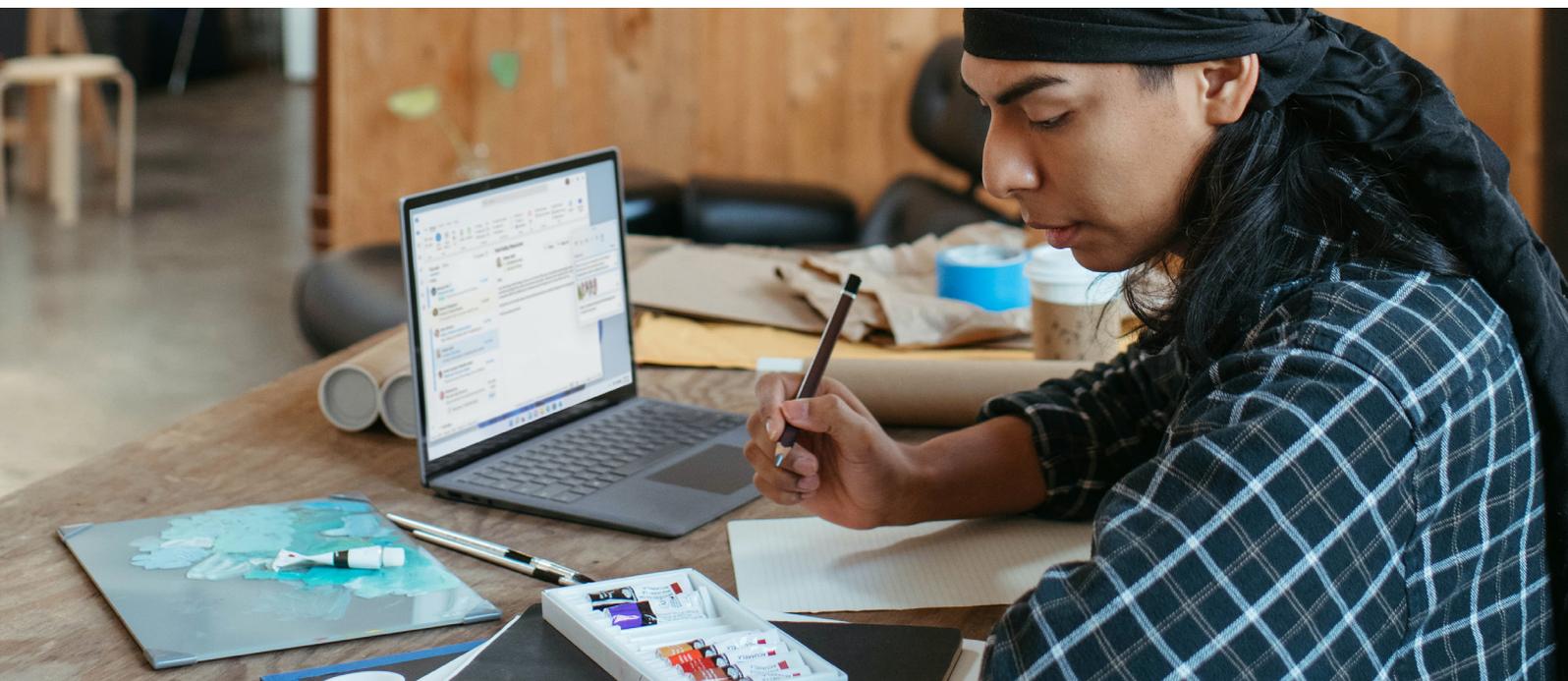
- Do we have a protocol or checklist to guide the advising process?
- Do we have a useful business plan template?
- What is the role of the advisor? To be a 'do-er' or a 'guide'?

Monitoring and Evaluation

- How do we measure effectiveness?
 - Client feedback surveys? (Immediate feedback, bi-annually, annually?)
 - Advisor feedback surveys?
- How do we measure success?
 - # of businesses starting up?
 - Survival rate?
 - Social tax contribution?
 - Job creation?

Sustainability

- How do we maintain the availability of 1:1 advising for the long-term?
- Can we recruit volunteer advisors, such as industry experts or successful alumni?
- How can we leverage this experience, especially the results from the monitoring and evaluation for network development, advocacy and fundraising?
- Can we use the developed advising materials – i.e. business plan, protocol, etc for marketing, recruitment or information sharing?



A Step by Step Start Up Guide

GET STARTED!

- Do you want to start a business? Do you have a business idea? Make an appointment with a NyföretagarCentrum advisor near you! nyforetagarcentrum.com
- Your NyföretagarCentrum advisor will help guide you through the process of starting your own business in Sweden, at no cost to you.

PERSONAL CONDITIONS

- Be sure that the business idea is right for you.
- Get support from your family and friends.
- Be persistent with a 'can do' and sellers attitude.
- Is it the right time to start?

BUSINESS PLAN

- Formulate your business idea so everyone can understand it!
- Write a business plan that describes what, how, and why you will start a business. NyföretagarCentrum's digital business plan can help – affarsplanen.com

MARKET AND COMPETITION

- Who are your customers and where are they?
- Be sure you set the right price.
- Why should the customer buy from you?
- What do the customers want? Are you meeting their desires, demands and expectations?
- Find out everything about the competition – their marketing and their strengths and weaknesses.

NETWORK – YOUR CONTACTS

- Do not hesitate to contact those you know who have experience.
- A sounding board is helpful.
- Find an experienced mentor. NyföretagarCentrum can help you.

TAXES, FEES, PERMITS, LAWS AND REGISTRATION

- Apply for F- or FA tax certificate.
- Find out how the VAT works.
- Find out what permits and regulations apply to your business. verksam.se
- Register your business, think about which business form best suits you.

BANK AND FINANCING

- What are the financing options based on your situation?
- Be honest. Present your business plan and be fully prepared for the meeting.

CONTRACTS

- Always talk to experts before entering into an agreement – such as premises, employment or suppliers.
- If there is more than one person starting a company together, don't forget to write a partnership agreement!

COMPANY NAME

- Find a good company name, test it on friends and acquaintances. Keep in mind that it should work online.
- Develop a logo that is recognizable.
- Protect your company name and brand - patent, design and trademark protection.
- Wait to print business cards and other materials until the registration is approved.

MARKETING

- Be clear in your message so your customers understand what you are selling.
- Find easy ways to promote your business.
- Remember you as a person are the best advertisement for your business.

YOUR DIGITAL PRESENCE

- Register one or more domain names as soon as possible.
- Establish your own email with the domain name.
- Start with a simple website and make sure it is always up to date.
- Secure a legitimation payment system
- Be active on social media, the most known are Facebook, Instagram, Twitter, LinkedIn, Snapchat and Youtube.
- Safeguard your data.

INSURANCES

- Be sure that your business has insurance coverage specific for your type of business.
- Don't forget about your personal safety – i.e. health, pension etc.

BUDGET AND PROFITABILITY

- It may take months before your business brings in money, make a proper start-up calculation so you know that you will be able to handle your expenses in the beginning.
- Be prepared, create and understand your liquidity and profit budget – covering both best and worst case situations. NyföretagarCentrum's digital business plan can help with these calculations – affarsplanen.com
- Be cost-conscious, spend money carefully!

SALES

- Prioritize sales – this is the foundation of success.
- Start from what your customers need.
- Tell them what you can help them with.

BOOKKEEPING, ACCOUNTING, AND AUDIT

- Decide who should take care of the payroll – yourself or a consultant?
- Choose an accountant or accounting consultant to work with your finances.

LOCATIONS AND EQUIPMENT

- Have a business subscription on your phone so new customers can find you.
- Consider the location of your premises.
- Think about how large of a space that you need, and what equipment is necessary.
- Negotiate the terms and time period for rentals and purchases.

SUSTAINABLE BUSINESS

- Consider the importance of corporate social responsibility.



TRAINING AND COURSES

NyföretagarCentrum offers a variety of trainings and courses for entrepreneurs to strengthen their skills and knowledge on topics relevant for starting and running a business. The trainings are both one-off opportunities and multi-day courses. They are available for any client, and are completely voluntary. This approach of volunteer participation is inline with NyföretagarCentrum's principle of providing individualized services. It is cost effective and efficient for both the organization and the client.

The trainings are provided by not only NyföretagarCentrum advisors, but also wide network of volunteers, including:

- Government and local authorities, covering topics such as: business registration, tax, import/export, licensing, and etc.
- Service providers and industry experts – i.e. insurance companies, accounting firms, banks, and etc.
- Alumni entrepreneurs – former clients, who have built a successful business and are now sharing their experience and knowledge.

Topics:

NyföretagarCentrum provides a wide variety of training topics, such as:

- What do I need to think about when I start a business?
- Three steps to starting my own business
- My business and the bank
- How to be a seller on Amazon

- Starting companies in the food and restaurant industry
- What are the rules when importing from third countries?
- Company forms – Which company form should I choose?
- Business plan – What does a business plan contain?
- Customers & Market – Who is my customer?
- Tips & advice from entrepreneurs
- Finance – Budget and accounting
- Financing – How can I finance my business?
- Bank – How do I start a business account
- Contracts & insurances – Important lifelines
- Social Media Marketing – Strategy
- Facebook – Increase followers and awareness
- Marketing via google – my business
- Website – What contains a selling website

Language:

The Swedish government provides free language training courses for any individual, 16 years or older, who has a temporary or permanent residence permit. It is also quite difficult to operate or run a business in Sweden without a moderate level of Swedish. Therefore, the majority of NyföretagarCentrum's training courses are provided in Swedish or 'easy Swedish,' with some being supported with translation of definitions and explanations in other languages. This language support is often provided by alumni entrepreneur volunteers.

Venue:

Training courses are provided via:

- Class room setting, in-person or digitally
- Webinars (live and recorded)
- Events and fairs
- e-Courses (fee based service)



What to think about in establishing or adapting your trainings and courses:

- What courses or trainings do my clients need? Will I conduct a formal or informal needs assessment?
- What are my organization's resources to provide trainings and/or courses?
 - Human resources
 - ▶ Do we have internal expertise?
 - ▶ Can we utilize external partners, volunteer industry experts, alumni?
 - Course materials
 - ▶ Do we have a curriculum?
 - ▶ Do we need to create any materials?
 - Logistics
 - ▶ What is our target audience?
 - ▶ What is our reach and recruitment strategy?
 - ▶ Will we provide the training/course in-person or digitally?
 - ▶ What language do we use? Do we have the internal resources or volunteers to offer full trainings in other languages or to support the trainings with occasional translation of definitions and explanations?
 - ▶ Do we have the IT tools and knowledge to provide digital trainings? If not, could we use a no-cost service such as Google Workspace, FacebookLive, Whatsapp, etc.?
- What is our sustainability strategy?
 - Is it possible to record the training/course and repost it as a web based resource?
 - Is it possible to 're-use' the created course materials/handouts as informational or promotional material?
 - Is it possible to create a win-win scenario with volunteer industry experts or service providers, who may both benefit the client with new knowledge and also benefit from providing a training?
- How do we measure success?
 - What is our monitoring and evaluation strategy?
 - ▶ Pre and post-testing?
 - ▶ Client feedback surveys?
 - ▶ Instructor feedback?
 - What do we do with the results?
 - ▶ Quality control?
 - ▶ Marketing and outreach?
 - ▶ Fundraising and partnership development?

INFORMATION AND MARKETING – INCLUDING TARGETED MARKETING

NyföretagarCentrum places a strong emphasis on information sharing to reach migrant and refugee entrepreneurs. This is a vital component of our operations to first inspire potential new entrepreneurs to understand that business ownership is an option for creating a livelihood. It is also a tool to provide basic information on entrepreneurship, and NyföretagarCentrum's free and available support service. NyföretagarCentrum's information and marketing approach includes two main elements: events and targeted outreach.



Entrepreneurship Fairs are a 'one-stop shop,' bringing together the entrepreneurship ecosupport system under one roof, or one digital platform.

Events:

NyföretagarCentrum bi-annually hosts two entrepreneurship fairs per year. The autumn fair is the largest fair of its kind in the Nordic countries, attracting an average of 6,000 visitors and hosting 100 exhibitors. The spring fair is a tour of 'mini-fairs' of medium and larger municipalities. Note: due to the COVID-19 situation, these physical events have been transformed to a digital, virtual reality platform. This digital platform is developed outside NyföretagarCentrum and has a licence cost for the user. In 2020, the autumn digital fair attracted 2,000 visitors. The digital transformation allows entrepreneurs to have greater access to information and contacts. Without any geographic barriers the digital fairs enable a more national approach.

The fairs offer a wealth of information, contacts, and opportunities for newly established or those thinking about starting a business. It is a 'one-stop shop,' bringing together the entrepreneurship ecosupport system under one roof, or one digital platform. The fair provides informational seminars by: NyföretagarCentrum providing basic information about starting and running businesses; governmental agencies covering relevant regulations; and private support service exhibitors. In addition, entrepreneurs have the opportunity to speak directly with the exhibitors and NyföretagarCentrum advisors for advice and consulting on running their business. The exhibitors include:

- Government agencies, such as the tax office and the business registration office;
- Banking and finance
- Private sector support services, such as: insurance, financial management and accounting, logistics, import/export, and etc.

The fairs make a concerted effort to respond to the needs of migrant and refugee entrepreneurs, including offering seminars in English, 'easy Swedish,' and other languages as available.

Digital Broadcasts:

In response to the COVID-19 pandemic, NyföretagarCentrum initiated monthly livestreams on Facebook, connecting entrepreneurs and the wider public to experts, decision makers, and entrepreneurship advisors. The purpose of the livestreams is to support business resiliency through providing information and reminding entrepreneurs that NyföretagarCentrum is an available resource throughout the crisis. The livestream broadcasts cover a variety of relevant topics, such as the current economic situation, access to finance, the government economic support package, insurance considerations, business resiliency and adaptation, and etc. To offer inspiration, the live streams also highlight successful entrepreneurs through live interviews and films.

The livestreams have been proven to be an effective tool for reaching entrepreneurs, with more than 100,000 viewers. It has also spurred change in the regulating environment, namely the government economic support package, by enabling direct communication between entrepreneurs and decision makers.

Newsletters:

NyföretagarCentrum submits a monthly newsletter in both Swedish and English to all entrepreneurs/business owners who have visited NyföretagarCentrum in the previous 36 months. The newsletter serves as both a marketing/recruiting tool and revenue generating product through promoting our partners. It includes useful information for young businesses, connects them with useful discounts and offers through our business partners, and a reminder that NyföretagarCentrum is an available resource for further business development support.

What to think about in establishing or adapting your outreach and marketing approach:

- What is our marketing strategy? Is it inline with our mission, philosophy, funding strategy, partnerships development strategy, advocacy approach?
- What do we want to accomplish through marketing and information outreach?
- Who is our target audience(s) – potential entrepreneurs? established entrepreneurs? support agencies? corporate partners? authorities? alumni?
- Does it reach the target audience(s)?
- How do we measure effectiveness?
- What resources are available to extend our marketing strategy? Have we considered free or cost-effective sources such as free newsletter software, tech soup, google ad grants, social media, blogs/vlogs, YouTube channels, etc?

PARTNERSHIP DEVELOPMENT

Partnership development is vital for creating an ecosystem to support the development of newcomer entrepreneurs. NyföretagarCentrum has a network of about 2,000 local and national partners from the government, local authorities, civil sector, individuals, and private industry. The partnership is a symbiotic relationship, with each benefiting from the relationship:

NyföretagarCentrum gains:

- Expert advisory and governance for the organization – by serving on NyföretagarCentrum's national and local boards.
- Contacts and support to advocate and advance the entrepreneurial ecosystem
- Expert support for clients as:
 - advisors
 - trainers
 - mentors
 - information sharing
 - network contacts for individual entrepreneurs
- Client referrals
- Diversified revenue sources, as clients do not pay for our services.

Partners gain:

- Support in achieving mutual objectives, such as: community and economic development, integration of newcomers, etc.
- Potential new customers and clients

What to think about in establishing or adapting your partnership development:

- Why do we want to develop partnerships? What is our purpose(s) for this activity?
- Do we have a partnership development strategy?
- What kind of partners are we seeking? Businesses, government/local authorities, individuals, civil sector? Why?
- How do we recruit new partners?
- How do we maintain existing partnerships?
- What do we have to offer in a partnership?

ORGANIZATIONAL FINANCIAL SUSTAINABILITY

NyföretagarCentrum applies a unique financial diversification approach with multiple revenue streams to ensure the long-term sustainability of the organization. The revenue streams include:

- Private sector partnership – including advertising and promotional opportunities
- Granting and donor funds
- Revenue generation from event exhibitors

What to think about when considering financial sustainability:

- What is our fundraising strategy? What is our fundraising goal?
- Do we have a diversification of funding sources? What are possible sources?
- Are our fundraising activities cost effective?

MONITORING, EVALUATION, AND QUALITY CONTROL

NyföretagarCentrum maintains a robust monitoring and evaluation system of both the organization's outcomes and impacts, and the external entrepreneurial ecosystem. The results of the monitoring and evaluation approach are used to: improve the quality of NyföretagarCentrums operations and outputs, communicate with partners and stakeholders, and advocate for a friendlier entrepreneurial environment. The highlight components of the monitoring and evaluation system include:

- *Client Tracking System* – NyföretagarCentrum maintains a GDPR compliant database of all client information. The database collects voluntarily provided demographic and business related information – i.e. business idea, branch, and sector. In addition, the tracking system is connected to the business registration office and the leading business information company (UC Allabolag), allowing the organization to monitor actual business registration, the type of registrations, and revenue generation of all businesses started by clients of NyföretagarCentrum.
- *Annual Customer Surveys* – Annually all clients for the previous year are surveyed for information regarding their experience in starting a business, perception of NyföretagarCentrum, status and progress of newly registered businesses, and gaps in the entrepreneurial support ecosystem. The information is analyzed using specialised survey software, allowing for filtering of specific criteria or examination of specific sub-groups. Such data collection and analysis allows for NyföretagarCentrum to both monitor their own operations, and identify trends and needs within the client demographics. This type of information is vital to seek solutions to those needs internally and advocate for solutions within the external support ecosystem.
- *Environmental Monitoring* – The organization diligently monitors the external situation and market impacting entrepreneurial development. This type of monitoring allows for early identification and response to emerging trends and needs in the environment.

- *Desk Research* – NyföretagarCentrum engages in desk research to better understand the gaps, needs, and situation of underserved entrepreneurs, particularly migrant and refugee entrepreneurs.
- *External Evaluation* – External evaluators, including economists, statisticians, and researchers are commissioned to evaluate NyföretagarCentrum's outcomes and overall impacts – i.e. employment rates and tax revenue generation by newcomer businesses. This type of information is used to not only measure the organization's progress and success, but also as communication, awareness raising, and advocacy tools in both partnership development and strengthening the entrepreneurial ecosystem.

What to think about in establishing or adapting your monitoring and evaluation strategy:

- Why do we want to monitor and evaluate our organization and service delivery? What is our purpose? What is our goal? What do we want to know?
 - Quality control?
 - Identify results?
 - Determine long term-impact?
- What is our capacity to conduct monitoring and evaluation?
 - Do we have the human resources – available hours and knowledge?
 - What is our available budget?
 - Do we have the technology? – i.e. survey and analysis software, google forms and excel, and etc.?
- What is our methodology?
 - Review client registration data for demographics and trends?
 - Immediate, bi-annual, or annual written surveys?
 - Interviews?
 - Who will we survey or interview? Clients, staff, stakeholders?
 - Review of publicly available data on the businesses that we have supported?
 - Environmental monitoring?
 - Desk research?
 - What information are we collecting? Why?
- How will we monitor and evaluate our organization and/or service delivery?
 - Internal analysis?
 - Written surveys?
 - Interviews?
 - External evaluators?
- How will we use the information? Can we use the information for multiple purposes?
 - Organizational improvement
 - Report to donors?
 - Report to partners?
 - PR
 - Partnership development?
 - Client recruitment?
- What is our strategy/plan?





NyföretagarCentrum

Stiftelsen Svenska Jobs and Society
NyföretagarCentrum Sverige
Ferkens Gränd 3, 111 30 Stockholm

Phone 08-14 44 00
mail@nyforetagarcentrum.se
www.nyforetagarcentrum.se