

# A Hive for Female Entrepreneurs

The essence of the first youth exchange about  
female entrepreneurship.



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# INTRODUCTION

In the beginning of 2017, 41 women from all around Europe gathered in the East of The Netherlands to learn, share and enrich their knowledge about entrepreneurship. This booklet tells the story of what tools the women used, the projects they started and what they learned from each other during the youth exchange. Check out the [webpage](#) dedicated to the project.

We are a group of women with different background, ages and from different countries from all over Europe. We also have different hobbies, passions and fields of work. We spent 10 days together on an Erasmus+ project and we learnt a lot about ourselves and entrepreneurship. We would like to share this knowledge with you.

We'd like to help women like us to find the entrepreneur in themselves, find their path and get the best out of themselves. We believe that sharing the knowledge we gathered in the course of the exchange can help other women to take the first step to find their passion and make their own dreams come true.

You are reading the very essence of our 10-day long journey. The booklet is designed to reflect each of us through our stories summarized in the following pages about how to be a successful female entrepreneur. It can support you to create more successes in your life while enjoying it. We have aimed the booklet to help find the balance between career and personal life.

Let us guide you through the steps we took in our quest to become successful female entrepreneurs.

*Feel free to share this booklet with your friends, family, the females around you and spread the knowledge!*



# Chapter 1

## Entrepreneurship

There are so many different ways to be an entrepreneur! One of the main learning points for us was that **it is mostly an attitude and a behaviour** with which you approach situations in your private and professional life.

In the activity “She inspires me” we shared inspiring examples of female entrepreneurs from our home countries. We found similarities between those women and could act out a regular day from the life of a successful entrepreneur.



During the youth exchange we played **Rotation Theatre**. This is an activity which compares being an employee with being an entrepreneur or self-employed. Split in 2 rows facing each other, participants had to battle: we identified in what areas it is better to be an employee or an entrepreneur. We had to come up with arguments to support our point and convince the audience to vote for us. We discussed the following topics:

- Social security: insurances, maternity leave, what if you get unemployed?
- Status in society
- Freedom: Having a boss vs doing your own thing
- Work-life balance: Quality of social life, friendships, relationships, Family life and children
- Working hours
- Office & work environment
- Career path: Growth & personal development
- Happiness
- Money, Income & Wealth: Who earns more?



Rotation Theatre worked really well because of the competitive element and the speed tempo. The activity helped us see that there are areas in which being an employee has certain advantages and in others it is better to be self-employed. Participants were able to get a complete image of both alternatives and make an informed decision for themselves. One of the most exciting discussions was about having children as a female entrepreneur and the mothers in our group shared their personal story and examples on how to combine family and professional life.



## To become or not to become a female entrepreneur?

While talking about entrepreneurship and creating our own projects during the youth exchange, we discovered having an inspiring mission/vision of what we wanted to achieve was really helpful to keep us going.

We identified a set of questions that can help every aspiring female entrepreneur get more clarity on what she really wants to do and find out what her mission/vision is!

For the next task you will need a paper or a nice notebook, your favourite pen, honesty, openness and 30 minutes.



Take your time to answer those questions. They can be very helpful to figure out what your deepest drive is, do not rush it! Arrive, find a comfortable place, make it even more cozy for this half an hour. Turn off your phone and put any distracting object away from you. Play some relaxing music, pour yourself a hot coffee or tea. Let go of all of your expectations.

*QUESTIONS to reply to:*

1. What do you enjoy doing in your life?
2. What is common in the things you love to do?
3. What gives you the motivation/passion to do something?
4. What is your dream?
5. What would you love to do even if you would get nothing in exchange? If you would not need to care about the money, what work would you do?
6. What are you the most focused on in your everyday life?
7. What do you need to make your life easier?
8. Do you have a solution / suggestion for any problems in your daily life / society?
9. Do you want to be an entrepreneur or employee? If you are not clear about the answer, go back to the previous section Rotation theatre and consider which role would benefit you more in the different areas of life.
10. How do you think the world would be a better place?
11. What do you want to give the world?
12. What do you want to share with others?
13. What do you want to change in your environment?
14. What do you want to create?
15. What are you ready to give up in order to achieve your goals?
16. How can you be unique?
17. Why do you think your idea has a positive impact on society?
18. How can you keep going on your own path / not to give up / follow your dreams when your environment discourages you?





TO BE OR NOT TO BE

Entrepreneur vs Employee



WORK



WORK



PROFESSION



TIME



flexible schedule  
can't be replaced

TIME



fix working hours  
easily replaceable

PROFESSION



SOCIAL

ASSURANCE



take care  
of yourself

SOCIAL

ASSURANCE



assurance paid  
by the company

MONEY



SOCIAL

STATUS

more important  
social status



your behaviour  
can influence  
your company

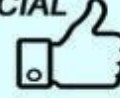
MONEY



SOCIAL

STATUS

less important  
social status



public and private  
life are not  
related



# Chapter 11

## The female entrepreneur profile

We read about female entrepreneurs every day and this is not a coincidence. These women's journeys make great stories of success (or failure). The common stereotype says that being a successful female entrepreneur takes a lot - you need to have very good qualities and skills in order to succeed.

We don't agree completely with this. Yes, having skills that people will benefit from and will pay for is important. But it is also true that you can start with the qualities and skills you have and develop them along the way.

We believe that there are other tools that can help you become a successful female entrepreneur, such as having a personal mission, dealing with fears and risks and adding a social element to your business, so we have included them in this chapter.

## Qualities and skills

### *The ingredients to become an entrepreneur*

To start an entrepreneurial project, whatever it is, certain qualities and skills are key. Some people have all of them, but more often you have only some. "No worries!", it does not matter if you have all necessary skills or not, you can become an entrepreneur if this is what you want. Check out the qualities and skills of an entrepreneur that we have defined throughout these 2 weeks and get inspired!

We identified:

#### **Self-reflection**

It's about knowing yourself and what you want and what you don't want.

It's about listening to yourself, your intuition and embracing your ideas.

It's about the desire to improve. This means that you know the mistakes of your past and you have learnt from them.

It's also about realizing which are your weaknesses and your strengths, and accept them while being willing to improve.

#### **Be positive, motivated and persistent**

A positive attitude is everything for a successful entrepreneur. To have a positive attitude means to believe in your plans and ideas with optimism.

This is important because if you are positive, people will be positive as well (mirror effect) and you'll attract positive things.

Being positive is also a protection against negativity. It's about the ability to see the good aspect in bad experiences, and learning from them, and make the best out of it, no matter what.





Trust your ideas, because only by looking at the bright side you'll be able to develop them.

### **Courage**

Overtake your fears, take the risk, be brave, persist.

"Just do it!" "Go for it!" "Work!" "Action!"

### **Organizational skills**

Being able to set goals and make a plan.

Problem solving attitude.

Task-oriented.

Management skills.

Being resourceful, which is being prepared to find creative solutions to sudden problems.

In fact, having a flexible attitude is really important.

### **Sharing ideas and being communicative**

"Sharing is caring!"

During the youth exchange we had the pleasure to share our ideas, and thus learn from each other. On Day 3 we had a Startup Weekend Methodology session, where everyone had 30 seconds to share their ideas/fields to startup a project. Not all ideas were realised, but it felt great to hear what the other women dream about and get inspired.

Moreover, you can develop your idea even further if you share it with the right people, who can give you useful feedback or help you realise it. By talking to different kinds of people you will learn how they work and think, and what exactly they need. If you are able to understand them and their needs, you can easily define your project target group and address their needs.

### **Cooperative skills**

Cooperation is important to run your business because by cooperating with different people, multiple skills and ideas come together. When everyone does what they are best at, it becomes easier to achieve the desired result.

When working together with other people, it is convenient to define roles and tasks to reach a better result.

### **Be open and receptive**

It is good to think out of the box to identify what people or the market may need, and design creative and innovative solutions to any kind of problem.

It is helpful to be curious about the surrounding world, have a vision and recognize existing boundaries. In other words, it is important to be active, dynamic and study to understand the world and be more effective with your business idea.

## **How to come to action?**

In the youth exchange we played a very insightful game with lego building blocks - Changemaker. There were 3 roles which each one of us had to take: a player, a coach and a commentator. The player was building the tower of her dreams with a blindfold on so she could not see anything. The coach was giving advice and supporting the player. The commentator's role was to give feedback to what she was seeing with only 3 sentences: I like it, I don't like it, I'd do it differently. This game provoked many different reactions in all of us



and affected us deeply. The debrief led us to the following conclusion: Taking action and being responsible for what you do is a choice - go for it!

Realising you can make a difference gives you wings! You can change so many things in your immediate surroundings and you can create value for a lot of people. As an entrepreneur you need to channel your energy and efforts into the direction which makes most sense to you. Here's one good way to find out how:

During the exchange we did a Freewriting marathon for entrepreneurs called "What change do I want?" The facilitator read out the beginnings of a sentence and we had to finish it in our notebook. Everybody worked individually accompanied by a nice slow musical tune:

- To start something new is...
- I would like to change...
- The world would be better if...
- The way I can help is...
- The business ideas that inspire me are...
- The thing I've been dreaming about for a long time is...
- The team that would help me to do what seems impossible...
- I can succeed because...
- The question I want to ask myself is...
- In next 12 months I want to focus on...

The concept of freewriting is suitable for those of you who like to express themselves verbally and if like to play with words. For those of you who prefer images and visual expression, you can try out the following:

Visualise the change you want to create with your enterprise! Put it in drawing and set your imagination free!

## Personal mission

If you know what you want you could make a personal mission. "The more you share, the more support you get to achieve your mission," says William Arruda, author of *Ditch, Dare, Do: 3D Personal Branding for Executives*.

Everyone has her own mission in her life. Sometimes we don't know which is ours: even if we don't know what we want to do in life, there is always a personal mission. Self-reflection could be a tool to start thinking about what you are good at, which dreams you have and what you want to develop. It is not enough to think, it is also about doing it.

### Self-reflection

Reflecting is something you need to take the time for. Because it is not always easy. Here are a couple of ways to help you reflect, try those out:



1. What really helps with self-reflection is talking to somebody else or write things down. When I reflect on myself I ask myself the question: why? It makes me think a little bit deeper about myself.
2. We recommend the SWOT analysis not only for business idea, but for personal use as well. In the next chapter you will find more information about this useful tool.
3. Another tool to think about yourself, project, business or mission is making a [dream board](#). With a dream board you visualize your ideas. You can make a lot of different kind of dream boards. You can use different colors, themes, numbers, shapes etc. If you put all your ideas together on the board you will have an overview. Of course it changes when you or your project is developing. But it is a creative way to create, new, ideas. Dream boards can also be a way to pitch your idea. You can search the internet and choose which variation of the Dream boards suits your personality!

## Fears and risks

In life we have a lot of things to think about like the risks and the fears, we have to see what is the best thing for us and for our family too.

Fear is this emotion, which stops us from taking risks and sometimes even from trying out new things. It makes us doubt our own skills and capabilities, even when we know that we can do it. It stops us from doing things we want or in which we see value. It is in human nature, to see the eventual negative result before we even take action.

Fear is irrational, caused mostly by our own thoughts, not based on real facts. *Keep this in mind!* Remember, fear is not logical, it just seems like evidence, real enough to convince us and lead our actions.

### **F.E.A.R = False Evidence Appearing Real**

In personal life we can have a lot of fears and risks but we have to be strong so the problems don't take us down. There can be a lot of things you can fear or be scared of and many ways you can overcome them. The most important thing is to be aware of your fears and take small steps every day to overcome them.

*Who wants everything, loses everything.  
-António Vieira-*

### **Self-talk**

Fear is an emotion and we need to learn how to deal with this emotion. What can really help you is self-talk. With self-talk you make yourself the target of your own comments, advices or reminders. If you do it often enough, positive self-talk can influence your behavior in the long run, but please note it takes time. You need to repeat it every day if possible. Self-talk will help you stimulate your action, direct your action and evaluate your action. It can make a big difference in the way you feel about yourself!

Probably it sounds still a little bit weird to talk to yourself, but our experience shows it can work. The sentences have to be short, precise and consistent. And like we already said, it is not going to work the first time. You need to say it 10.000 times to believe in it. And



a really important one is that you need to use “you” instead of “I”. Self-talk can be positive, to pump you up or to instruct you in your learning process. A few examples for self-talk:

- You rock, girl! You are so good at this!
- Well done taking the time to go jogging! Well done trying out the yoga session!

### **Believe in yourself**

This is the most important part. With starting something new, it’s all right that you are scared. But you cannot allow the fear win. Whenever you have some insecurities, repeat yourself why are you doing it.

Try to think positively. Forget all the negative things. When your mind is optimistic, you are tending to do better results, because you encourage yourself!

Forget the word “no”. There is nothing what would be impossible. Instead of telling yourself “I won’t fail” say “I will rock it!”. Because there is a negation in the first sentence. When you change your way of thinking, it’s going to be easier for you.

### **Reward yourself!**

Did you complete your daily task? Tell yourself that you are good and you are closer to your dream. Do not forget to do little rewarding things for you. It helps to raise your self-confidence.

And remember:

*We believe in you!*

## **Dare to fail**

It is all about success in our contemporary society. We have become so obsessed with it that success has become the only result we care about. If someone achieves something, we congratulate them and then we move on. For example, if someone gets an A in a school test, we say “well done” and seldom do we ask about the process behind it. If an actress is successful, we think to ourselves “She’s so amazing, she’s talented.” But how many times did she fall down before becoming an icon?

This is how we’re used to think: about the result, instead of the process.

To be afraid of failure is actually to fear that you can’t repair the broken, thinking that you have just one chance, believing that you’re not enough for the standards that you build around yourself.

Because of these reasons, it’s understandable that you’re afraid of risks, but if you don’t take the risk, you will not take the chance to realize anything! It’s important to look at failure with understanding eyes instead of judging; failures teach us how to do it better the next time - because there will be a next time.

What can I learn from this mistake? Another common thing is to take a failure as a general failure of the person. “I worked three years for this and I screwed up everything, I’m a failure.”

*Spoiler alert!* No, you’re not. You just made a mistake.

What if you never tried? How many things did you learn in these years? How much richer are you as a person because of these years of trying? Of course it is not easy, but you



can manage it and take lessons from this for your next step. If you don't try, you don't make choices yourself and you will let someone else decide for you.

### **Comfort zone is a safe place for dead ideas.**

It's a construction that gets you stuck in a constantly changing world. It's unnatural and fake; it's pretending that our needs don't grow up with us. Habits are okay, but challenges are what gives you the opportunity to develop in many different ways.

How much is your dream worth? What if you just stop with all of these "what ifs" and start just doing it?

*Ever tried, ever failed. No matter. Try again, fail again. Fail better.*  
-Samuel Beckett-

## Social businesses

If you want to start your own business it takes a lot of courage, no matter what and know you are not the only one. There are different kinds of businesses and one of those is the social business.

### **A social business is a cause-driven business.**

A social business can cover all its expenses and make profit, but at the same time achieve its goal to solve a social problem, for example, provide healthcare for the poor.

Social businesses have existed forever and have been getting more and more attention in the recent decades. There are many reasons for that, among the most important of which is that consumers are becoming increasingly aware about their purchases. Consumers prefer to buy goods and services that somehow contribute to the greater good - the triple bottom line - people, planet, profit.

On the other hand, if you are a business owner, you may want to add a social dimension to your business. Not only will you feel good about your business, but also you will help someone in need. And that will make you feel even better. Knowing that consumers appreciate businesses that help other people can be an additional motivation to do it. Thus, your business will create more value and it will be easier for you to sell your products, because people will like what you do.

These are the social enterprise ideas which we worked on during the Youth Exchange:

- **Super Nannies** is an online platform for babysitters specialised in taking care of children with the Down syndrome. The platform offers parents a trusted way to choose a babysitter for their child. With this much needed help parents can enjoy some time for themselves. They don't need to worry as the babysitters with profiles on the platform all have the necessary training and specialisation and are selected with a lot of thought and care. This social enterprise is disrupting a market of specialised child care which is mostly driven by health institutions and is not very flexible to offer parents of children with Down syndrome help in the evenings or weekends. **Super Nannies** is thus offering to parents an easily accessible and trusted platform of babysitters.
- **Green Bees** was born out of the idea to bring people from various backgrounds together. It is a social cafe in Milan, Italy which offers warm drinks and small healthy



dishes without a fixed price list. Guests are invited to contribute voluntarily as much as they want. This is a really good example of a social enterprise which addresses the issue of inequality and distrust and improves the social cohesion. The girls who worked out the **Green Bees** idea were inspired by Cafe Trust in Amsterdam.





# Chapter III

## What is your field?

During the youth exchange we got to realise how important it is to define precisely what field you want to develop your business in. Therefore, we took advantage of a methodology that is widely used in the startup world. It is called Startup Weekend Methodology. Everyone had 30 seconds to tell the others about:

- What problem is important to me?
- How do I want to solve that?
- What do I need?
- What can I offer? (skills)

After we heard about everyone's dreams, aspirations and skills, we formed groups of similar interests and started developing projects that we would focus on in the next week's time. We loved this way of working because it was great to meet new people, explore a field of interest and learn from each other.

During the youth exchange we created these 6 projects:

**Inspiral** is an online platform where you can read & see everyday people captivating stories. You can be a part of a community, add your own story and just BE INSPIRED! The idea of Inspiral is to offer space for individuals to share inspiring stories and to make everybody an inspiring hero! The group which worked on Inspiral created a blog [platform](#) and an [Instagram](#) account for their project.



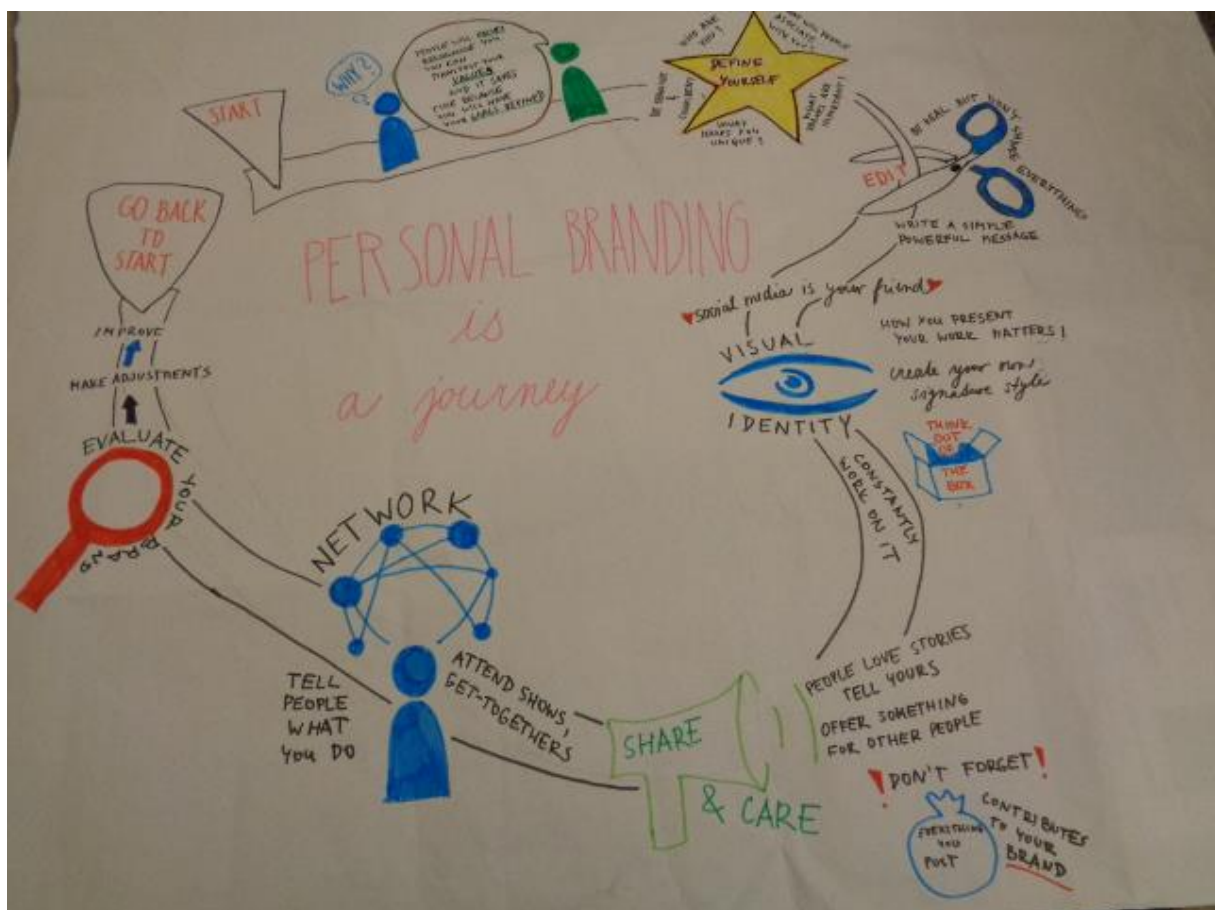
**Wild Wolves** is organising trips with professional wilderness guides to teach you specific survival skills from building a tent with basic equipment to predicting the weather with the clouds, from finding your way in the wild to lighting a fire from scratch. We are challenging you to build a second home in the wild! The idea behind Wild Wolves is to help people develop crucial survival skills and expand their horizon and get out of their comfort



zone. Wild Wolves combines nature and personal development really nicely and they offer 2 types of outdoor trips. Learn more about this amazing experience on their [website](#).



**Cre-Activity** is a business skills sharing platform for creative people. Our goal is to help you become successful and learn more about the business field. We have spent a lot of hours searching for the knowledge an artist may need about branding, marketing, social media etc, and select the most useful ones, so now you do not have to do that yourself, you can save a lot of time. On the Cre-Activity [platform](#) you can benefit from this type of knowledge:



**International Flavours** is a multi-purpose restaurant which serves international cuisine and hosts cultural and sports events. It is based in Povoá de Santa Iria near Lisbon, Portugal. The restaurant is located at the river and it offers fantastic recreational opportunities to families with children, locals and tourists. The Portuguese group has developed a very detailed idea about their enterprise and they have received funding from the local government to kick it off and bring new energy to the neighbourhood.



**Green Bees** is a social cafe in Milan, Italy which offers warm drinks and small healthy dishes without a fixed price list. Guests are invited to contribute voluntarily as much as they want. Green Bees aims to bring people from various backgrounds together and would also like to employ people with disabilities.

**Super Nannies** is an [online platform](#) for babysitters specialised in taking care of children with the Down syndrome. The platform offers parents a trusted way to choose a babysitter for their child. With this much needed help parents can enjoy some time for themselves. Super Nannies is an easy way to scroll through profiles of babysitters and see what experience they have.

This is the process each group followed:

After the girls were split in 6 groups according to their field of interest, each group started generating a business idea to work on. When they defined their ideas, they moved on to shape them and work out more details. The groups used SWOT analysis and Business Canvas Model to find their strengths and develop their ideas. Then they tested and adapted the initial plan. All the steps the groups took to come to a product are described in this chapter.

## Generate an idea

Idea generation is the first step of the process of entrepreneurship. The ability to notice and identify business ideas is a valuable asset to have and it could also be learned. There are three main perspectives to look at it and many tools to use.

### **1. You have a problem and now you need to find a solution**

Most common way to generate a business idea is to have an existing problem - something you personally experience as a problem, something you do not like or disagree with, something that you think can be done better. Once you identify the problem you start looking for a solution, which can either come from your personality and knowledge or you could find it in the outside environment. If you personally have a problem, it is almost certain that there are more people that experience the same problem and might be ready to pay for your solution.

### **2. You have a product (knowledge) and you are looking for customers/ market**

Once you already have product or knowledge, you can start thinking about who might be interested in it and who is ready to pay for it. It is good to think about specific group of people. That will help you to sell easier and to adjust the product better to the needs of those people. The more specific you are the better. Do not be afraid to ask questions and just try and test.

### **3. You do not have a problem or a product but you can see somebody with a problem and somebody else with a solution and you find a way to help them work together**

People who are used to work in business environment often identify problems but they also identify possible solvers and they form a way to create that market. It could be a



company that hires the solvers and sells to the people that need that, or it could be marketplace - physical or online, where people can sell to each other.

### Tools to use when generating ideas:



- **brainstorming** - brain storming is maybe the simplest and easiest thing to do. It helps you put on paper all of the ideas you might have and help you generate even more. It is a safe time for a team to share ideas and often ideas are generated from other ideas already on the paper
- **asking questions** - be curious, learn as much as you can for the market/problem, ask questions, be bold and brave.
- **using your own experience** – learn from what you have already done. There is not a better way to learn. Often times we generate new ideas using our own experience and we have already done and only change something in the idea
- **get as much feedback as you can** - share your idea as much as you can. Talking to people can bring you valuable feedback. Do not be afraid to share your idea- there is no such thing as stealing ideas, nobody can execute the same way as you. At the same time collect feedback and decide wisely on which one you should act on. Do not give up or get disappointed, if one person tells you something negative. It is a good time to improve and just ask more people.
- **use existing product but for a new market - geographical or different industry** - it is common to use existing models but for something else. Good example is when people started using the production line – first invented in automobile production plant, then it was brought to other industries in production and after that even in services like in self service restaurants. Think of ideas you like, that inspire you and think how and if you can bring them to the industry you work in or your country/city/village.
- **learn more about the “blue ocean” strategy** - modify some existing idea, add new value to it and basically create a new market niche, learn more at <https://www.blueoceanstrategy.com/>



## Shape the idea

This part is all about the core of your enterprise – the idea. Previously we talked about coming up with a problem to resolve, the big picture of your idea and the field/industry in which you want to work. Now, we need to polish that up and narrow it down to a good business idea that will be worth investing time and efforts in. In what follows you can find 2 tools to help you form your idea and a couple of learnings which we want to share with you.

### Research

When you have formulated and worked out the concept of your idea it is really important to do as much research as possible. Sometimes after digging deeper some parts of the initial idea can change and as an entrepreneur you need to be ready to adapt and adjust according to that. This part is really important, so before finalizing the idea itself you have to pay attention to the environment you are going to implement your idea in. Basic research areas are:

Similar products. Doesn't matter how brilliant your idea sounds. There are always something similar. Analyzing other products you not only will get inspired but also will be able to see the flaws and avoid them creating your own idea.

Competitors. It is really important to know who you are competing with. What are their ways of acting in the market, how do they identify themselves, what kind of message are they sending to customer. Also the technical part – how do they reach their customer, what variety of products or services do they provide, what partners do they have.

Partners. First of all it is really important to identify what kind of help you need to realise your idea. What services will be necessary to make at least a basic product? Second part is to come up with as many as possible partners who would be helpful expanding your idea and transferring it to a next level.

Customer. Think about your target customer group. Figure out their needs, wishes, what kind of problems they are facing with. Be specific as possible.

Market itself. For most of the businesses and projects the location is one of the basic things that are defining the process. It is important to know in what kind of cultural environment you are going to work in, if there are any specific preferences.

Legal issues. Think about basic legal steps you need to take: register your business choosing right legal form, find out if you need any licenses. It is always better and easier to find legal adviser to help you figure out these steps. This way you would save a lot of time and avoid possible mistakes.

Possible obstacles. With the knowledge you gathered researching all topics mentioned before it is necessary to be able to identify as many as possible obstacles you are probably going to run into. Knowing them it is easy to prepare solution in advance.



## How are you different? What is your unique selling point?

Know what the best thing of your idea is – when you have an idea this idea will contain for sure different and various aspects, that could be, for example, the reason you had this particular idea (why), how you want to realize it, what you want to reach. Analyse and find your strongest point between these questions and enhance it.

You do not have to be different from everybody else, you can be better - innovation doesn't always mean improvement. Often improvement is to make something usual and common, better, to make it the best between the others. How? Touching people sensibility, giving them the possibility to identify themselves and offer them another perspective.

Do not be afraid, if you find out that somebody already offers the same product/service - there are big chances that there are people who already do the things you want to do. That is actually a good thing because it shows you that there is money in your idea and there are people who are already interested and are ready to pay for it. Think how you can make your idea better for the people or specify it even more. Competition is not necessarily a bad thing and even if there is nobody doing what you do, be sure that after you start, other people will also start it.

Align your product with the needs of the market and create the competitive advantage of your product/service - make everything work together well like a symphony. Your product has to be designed for those people, your brand and communication needs to be connected with the product and the people. Your team has to think and behave as one person and also aligned with the rest. Be consistent in everything you do.

Here are some tips to help you form your business idea:

- Be specific - define your idea in a few words, define your public and customers. Direct your energies to touch your public, don't be dispersive and focus on what is really important for you.
- Be simple and clear - use an easy way to express your ideas, simple words that everybody can understand. Remove all unnecessary things.
- Be actionable - you know your idea, think about the concrete solutions to make it real and don't waste energies in "dreams" which are not suitable for you now, at the beginning.
- Do not do many things at the same time - concentrate on topic by topic and achieve a step after the previous step. Focus on each point, one by one, and you will be less stressed keeping your energies active. When you start from the beginning you have more points of reflections on how to make your product the best. That will also help you to give a priority to what is really important and what is useless.
- Choose a niche (market/people/ products) - you have now your product, it's important to decide who you want to sell it to, and which message you want to infuse. The more narrow you target, the easier to start and satisfy your customers. An arrow doesn't reach any point if it has no target.
- Do existing things better - there is a really thin line between copying and being inspired by somebody. You can notice a product or service you like but make it better and improve the things you do not like.
- Make all the things you do align with each other and connect - once you decide on the core of your idea make all the next steps aligned with it. Do not get messy, try to stay on the point and make everything match.





- Make one step at a time - it is impossible to make everything at once. When you are shaping your idea think about the first thing as a finished product you can do. It is ok to have an idea on what you want to develop it into but do not try to do that in the beginning. Make the first store first and then make the international chain of stores.
- Do not be afraid to change and adapt your idea along the way - do not fall in love with your idea. If along the way you learn new things, or change your decision, it is ok to change and adjust your idea to match the needs of the people you want to sell to.
- Know who it is for - when forming your idea have in mind who it is for. Think as deep as you can about the people you want to sell to or want to help and try to create an idea that will really help them. Try to align it all with them and their needs. If you are going to work with kids do not prepare materials for grown ups.
- Know what you possibly need as resources - when forming the idea have in mind what you might need. You do not need to be really specific but have in the back of your head what resources you might need and write them down somewhere, You will complicate on that a bit later in the process.

## SWOT analysis

*What is SWOT analysis and why should you use it?*

'SWOT' stands for Strengths, Weaknesses, Opportunities and Threats. On a personal level, this tool can help you become aware of your own character and how to approach different situations.

During the youth exchange everyone of us could develop a SWOT for herself in a session specially designed to get to know yourself and your talents.

For your business, it is a tool which helps you identify internal and external factors (influences) surrounding your idea, your organisation or your project. Using this tool can be very helpful to brainstorm for strategic planning which will allow you to achieve a sustainable growth in the market. It can also act as a check point to track your progress at any stage in the market in order to identify the key areas where you are doing well and also to pinpoint any areas for adjustment and refining.

### How to fill out a SWOT analysis

To begin with it is important to note that strengths and weaknesses are internal factors which are within your control whereas opportunities and threats are external factors which are beyond your control. These internal and external factors can be tangible or intangible, such as:

- Personal/organisational achievements
- Personal/organisational beliefs/motivation
- Resources i.e. financial, physical, human, natural, legal.
- Market, access to market
- Network

If possible, SWOT analysis is most effective when the members of your team, such as management, marketing and customer service join together to conduct one. If it's not possible, SWOT analysis at an individual level is still of great benefit.

To make it easy for you, we prepared some questions to ask yourself for each category:

- Strengths: What are you best at? and why? What achievements /qualities/skills/assets/experience have you got that can benefit your project? What



resources have you got/ are available for you? Your network that can facilitate your goal.

- Weaknesses: What are your limitations? What achievements /qualities/skills/assets/experience do you lack that you would need to achieve your goal? What resources/network are you lacking for your project?
- Opportunities: What are the personal/ organisational opportunities that are available or coming up? What are the opportunities in the market? What are the elements in the environment that you can exploit to your advantage?
- Threats: What are the elements in the environment that can cause trouble for your business? What are the restrictions for your business? What are the threats in the market that you want to join? How sustainable are your resources?

	Strengths	Weaknesses
Opportunities	Which of the strengths can be used to maximise the opportunities identified?	What action(s) can you take to minimise the weaknesses using the opportunities identified?
Threats	Which of the strengths can you use to minimise the threats identified? And how?	What actions(s) can you take to minimise the weaknesses to avoid the threats identified?

### What next?

Once you've completed a SWOT analysis for your idea, organisation or a project, the next step is to work on the strategies that maximise your sustainability, performance and access. For this, you need to weigh all the factors against each other to determine goals and objectives based on your findings.

This is a simple way to visualise all the learnings and conclusions from the SWOT: Action!





## Test your idea

Testing means going out there, talking about what you've created and seeing if it works. Our group did real live testing as an outdoor experience. Knowing their product, potential customers and markets, the groups had to go out into a different city and collect feedback about their idea. This is what they did during the 24h challenge:

1. Choose a destination and convince the team this is the best place for them to go
2. Research the local market and the field
3. Create questionnaires and surveys to ask to potential customers
4. Meet customers and see how they like and react to their idea
5. Contact and approach partners
6. Collect data, analyse it and take decisions to adjust their business plan
7. Document their experience, make a video and show it to the rest of the group
8. Have loads of fun!

You can see the process they went through here in the [videos](#) each group created in their outdoor experiences!

### Prototype

For testing your business idea create a prototype of your product. Whether, it is website or a tangible product, make sure it looks realistic. Keep in mind that your potential



future customer will see it. Be prepared to show your product, not only talk about it. People are curious and suspicious. Convince them with your product qualities and a story behind.

### *1. Find the place with costumers*

Think of your target group. Are they outdoor lovers? Are they young? Are they old? Where could you meet them? Do you target mothers? Go to playground then.

Thanks to the questionnaire you can find out that your target group is different than you thought. Maybe you will find out that your product is not suitable for students, because they do not have money and they want to spend their time with friends, but it's perfect for people middle ages who working and they do not mind spend money on something what help them relax or reach more skills.

### *2. Ask*

Do not be afraid to ask people. Introduce your product well, but try to create a friendly atmosphere. Do not pressure them and don't forget that you are not selling yet. Now it is time to get feedback. Ask about their opinion, what they like and don't like about the product. Talk about their experience with similar products, their problems and how you offer the solution. Would they buy it for that price? And are they interested? Then do not forget to ask them for their contact. They are your potential buyers!

Are they not? Ask them why. They already have it? Isn't is good enough? Right now, you are getting the best feedback you can ever get.

Don't be afraid to find some company who does similar things like you do and ask them questions. Ask them for help and recommendation.

### *3. Evaluate*

Go through all the given feedback and recommendation. Are the results as expected or different? Don't take negative feedback as a criticism but more as an advice how to better your product and satisfy the customer.

### *4. Repeat 1,2,3*

Ongoingly test and upgrade your idea. Innovate !



# Chapter IV

## Business Planning Tools

The youth exchange Bees Inspired was a great place not only to try out new things and learn by doing but also to share what we already use! This is what we also advise you to do when you develop your business idea: talk about it with others and ask for their opinion. Here's a list of tools which we know are working well and which we have used to develop our projects so far:

## Business Model Canvas

When you have created your Business Idea and you know what you would like to do, Business Model Canvas is a tool to get your idea organised. It has four main parts and nine topics in total. It is recommended to start from the Value Propositions and move to the Customer Segments and then to the Activity part and finish it with the Financial part. You can see more on the usage of the canvas on the video below.

“The Business Model Canvas is a strategic management and lean startup template for developing new or documenting existing business models. It is a visual chart with elements describing a firm's or product's value proposition, infrastructure, customers, and finances. It assists firms in aligning their activities by illustrating potential trade-offs.”







**When you are forming the statement to your customers that is appealing and will excite them, use the following formula:**

For .... (target audience).....  
... who ..... (need or want) ....  
.... (Brand) ....  
.... is the ..... (category of product) ..  
... that ..... (what is the meaningful point of difference)...  
Reasons to believe 1, 2, 3 (because) ...

**An example:**

For you  
who want to feel the road in style  
the new Beetle  
is the car of today  
that gives you pleasure and security  
because it is affordable, easy to maintain and reliable.

**Now do the same for your product using the formula above!**

We used the Business Model Canvas throughout the whole exchange. Here are some tips we collected from our process for you:

- Don't stick to the very first version of your Canvas - it's a live document
- Come back to the Canvas and review it every time you change and grow your idea (e.g. after you test the idea, you might change your direction and focus)
- Use the Canvas to get back on track (e.g. when you get lost in too many ideas)
- Be specific - fill in the Canvas with concrete things
- Move on to another topic of the Canvas if you get stuck



# Chapter V

## Storytelling

“Storytelling is your most powerful means of communication. People buy into the story - a mythology that they want to belong to.” This is our main takeaway from the workshop on Storytelling which we had during the youth exchange.

Creating stories is a powerful way to convey your identity and that of your brand to the outer world. Storytelling is about how humans organize and store information.

It is a powerful means of communication because people can buy into the story and identify with it.

Telling your brand’s story is about explaining who you are in a creative way, which means in an inspiring way, where knowledge is captured and transferred to create a sense of community and belongingness.

To tell a story, it is convenient to keep it simple. It should create and satisfy a desire. There must be memorable twists, and it has to have a conversational style. It should also respect the listeners.

These are the most remarkable takeaways from the workshop we got from our guest speaker Katerina on Day 7 of the youth exchange. She shared with us the in’s and out’s of a powerful story and we could practice telling and developing a story for our business ideas.

This is how you can find the depth of your brand and embed it in a powerful story:

### **The Golden Circle**

*Start with a question WHY. Simon Sinek says that all successful brands begin with explanation why they do what they do. What is your mission? What do you believe in? Why are you doing things differently than all others?*

*Continue with the HOW. Make a clear message how you do things.*

*Finish with the question WHAT. This is time to present your product and/or services. This is the actual activity on the surface.*

### **TIPS:**

- Make it Emotional. Include characters, personality, humor, pain and joy. Some of the best ways to accomplish this is through blogging, article writing, video, podcasting, webinars and workshops.
- Tell Your Truth. Insofar as you believe it and as it has helped others. Share specific examples of your brand in action including the product, process and people that make it happen.
- Use First Hand, Real Time Experiences and Examples. Show and tell what you do daily and tell the stories of others you see going through their experiences.



- Make it Relatable. So that it touches people, is poignant and authentic, lingers, entertains and inspires people to want to share and pass it on.

Your story needs: structure

THE HERO	→ The protagonist must be friendly and relatable
THE VILLAIN	→ Struggles against the hero
THE DISPATCHER	→ Character who sends the hero off
THE (MAGICAL) HELPER	→ Helps the hero in their quest
THE PRINCESS (OR PRIZE)	→ The hero deserves her throughout the story but is unable to marry her because of an unfair evil. Often the end of the hero's journey.
THE DONOR	→ Prepares the hero or gives the hero some magical object.
THE FALSE HERO	→ Takes credit for the hero's actions or tries to marry the princess

There are 7 basic types of plots and 8 ways to tell a story! All of these you can find [here](#).

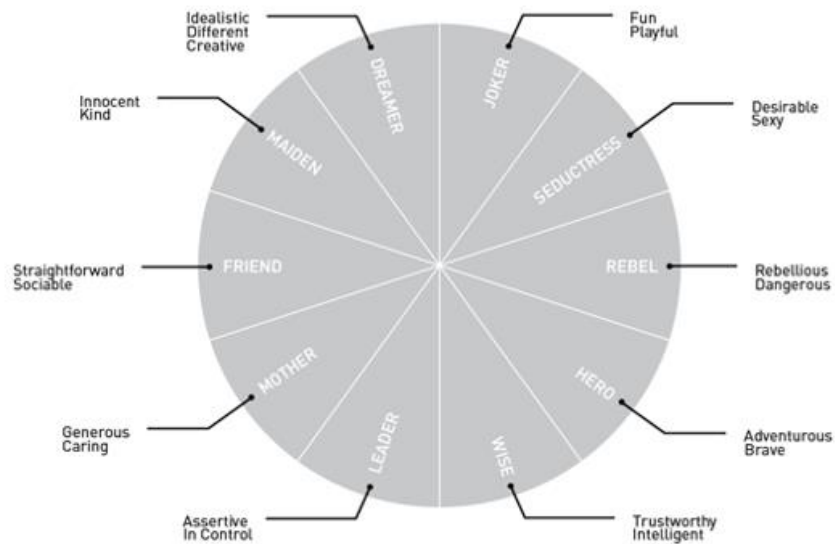
## Brand Identity

*Your brand is you. Your branding is everything you do to promote and market yourself.*

What if your brand were a person... Brand personality means assigning human traits to your brand. For example voice, behaviour, character traits. The more you go into details about the character of your brand, the better you'll be able to show it to the outside and distinguish it from the rest. Here are the 10 main archetypes of brand personality with their typical characteristics:



# 10 BASIC ARCHETYPES OF BRAND PERSONALITY



You can use the following [template](#) to develop your brand personality. Try to imagine how your brand sounds like and write down several messages for your website, for Facebook and when interacting with others. It is so much fun doing that exercise because your brand becomes alive!



# Chapter VI

## Sales

This chapter is about selling your product or service and convincing customers of the benefits of your product. You will need to have meaningful conversations with your clients and understand their needs and what they are struggling with. In what follows we'd like to share with you some information and tools which will help you do that greatly and enjoy it!

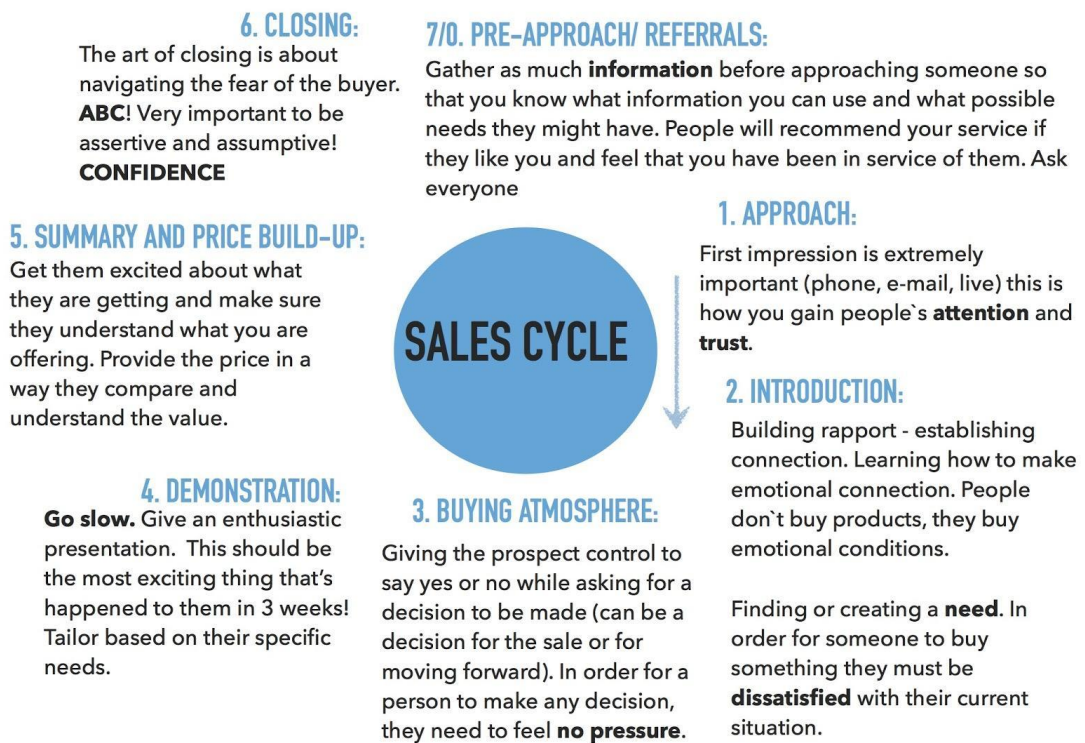
### Believe in your product

The truly great salespeople are the ones who spend time helping prospects genuinely understand how a specific product or solution addresses their biggest pains. They radiate trust and confidence, and only make a recommendation when they honestly feel that their offerings can help prospects achieve their goals.

And the only way salespeople can sell like that is if they possess a true belief in the product or service they're selling.

During the youth exchange we learnt about the Sales Cycle - it is an amazing tool to become aware of the stages in the sales process. Feeling no pressure to buy can be very empowering for the client, so spend time gaining their trust and walking them through all aspects of your product.





## Types of customers: How to sell to whom and why?

Selling is a way of communicating and connecting to the person in front of you. That is why good salespeople need to know who they are facing and adjust their talk and behaviour accordingly. Here's how you can do that:

- Take this test and define your customer personality. The Shapes Test is a personality assessment which can be completed in approximately 5-7 seconds. To take the test, draw four shapes: a square, triangle, circle and squiggle line. Then choose the shape which best represents you. That's it.

Your choice	Circle	Square	Triangle	Zigzag
You are	Friendly Faithful Compassionate generous Motivate Persuading Calm without internal tension Reflective	Clever Smart Diligent Have intuition in choosing work and right things (as goods) Erudite Very dutiful	Responsible Leader Direct to purpose Self-confident Self-respecting Full of energy Involving others	Enthusiastic Creative Dreamy Working with inspiration



But also:	Undemanding Landing Bothersome Criticizing yourself Naïve Lazy Indecisive	Pedantic Too careful Conservative Stubborn	Selfish Does not notice the environment Careerist Overweening Willing honour	Impractical Changeable Changeable mood
How to sell to them?	Use accurate data Do not hurry Put everything to weigh, say positive and negative sides Talk emotionally Sell with smile Give more time and additional attention	Limit the time. Praise, show admiration. Listen to them. Be enthusiastic. Do not touch the unnecessary topics.	Be confident in yourself Be product expert Do not argue. Use adjusting questions as: "Where do you have this knowledge?" Justify your opinion, based on experience and satisfied customers. Avoid long explanations	It is important to gain their trust. Show them attention, asking them about the business and carefully listen to the answers without interrupting. Do not show impatience. Do not offer them to take risks. Suggest loyalty

- Is it true? Can you relate to the qualities assigned to you?
- Try out the following: try selling a product to somebody who has a shape different than you. What arguments and words would you use? How will you approach your customer?





# Chapter VII

## Resourcefulness

How can you secure resources for your business idea? How can you provide what is needed so that you realise it? This is one of the most common reasons why aspiring entrepreneurs give up and never start - the lack of resources. Below we'd like to share with you some tips on how not to fall in this trap and be creative!

What really helps is to think back about an idea, an undertaking, an achievement - big or small:

- What helped you realise it?
- What resources did you use?
- What did you learn?

Now, see if you can group all those resources into categories: material, immaterial, human, spatial. Being aware of what it takes, can help you progress faster on your idea and be targeted when you ask for help.

What is to be resourceful?

Watch this inspirational video by [Tony Robbins](#) which explains the idea of resourcefulness. What you listed above are resources, but they won't stop you accomplish your goal. The real problem is the lack of resourcefulness. Resourcefulness is a set of attitudes and emotional states which enable us to succeed. Creativity, decisiveness, passion, honesty, sincerity, love - these are ultimate human resources according to Tony Robbins. Engaging them can get you anything and anywhere! When you develop your project, remember that it requires your personal commitment and that all resources you need are already inside you.

During the Youth exchange we did the following activity: we had a bag of tools in front of us (magnifying glass, screwdriver, rope, hammer etc) and we had to come up with a creative use for them for our projects. We had to think about the function of those tools and decide how to use them as creatively as possible for our business ideas. For instance, a magnifying glass can be used to zoom into something and analyse the competitors in your market closely. A rope can be used to tie your community of supporters together and to unite them. Try this on your own and look at all the things that surround you in a creative and resourceful way - you'll be surprised to see how much you can do!

Resourcefulness is a main entrepreneurial quality which you need to develop and grow in yourself!



# Funding

*How much money do I need? Do I really need all that?*

In an Open Space methodology we had the chance to learn about Funding from Tsveti - one of the youth exchange participants. Her presentation was extremely useful for everyone to learn from and everybody agreed this is a topic which was missing so far and very much needed. Here are some of the highlights.

- Before you take off, you need to know how much money it will cost to get started.
- Think about everything you need for your business (equipment, office, people, time...) and what you can go without. Underestimate your needs, and you'll run out of money before the business becomes profitable. Overestimate your costs, and you'll never raise enough money to get your business off the ground.
- Whether your start-up costs total \$5,000 or \$500,000, you'll need solid numbers. The challenge is finding information that's credible and reliable. Think about what can you rent or use without buying (office, machine, people..). Can you outsource instead of invest as a 1st step? You can buy the product from somebody else and sell it below your name and check the market?

## *Types of Funding*

- Inside company money – equity
- Loans (outside the company) money – Debt
- **Crowdfunding** – and here is more info for that:

Crowdfunding is an alternative finance to fund your project or business by raising money from a 'crowd' of people who are willing to contribute an amount -small or large- on an online platform. It is one of the most commonly used funding method for start-ups of all different types.

Why do people contribute to your business? Simply because they are interested and they believe in you!

How does crowdfunding work? The basic idea behind crowdfunding is to involve your target group/audience from the seed stage of your business. You present your idea, product or business to your target group in a way that catches their attention, tells them about the details, what your aim is and ask them to help you make your idea come true. It is helpful if you also note how they can contribute and how you are planning to pay them back. The most popular way to do it is to make a short promotional movie and spread it on online platforms which are set up for crowdfunding such as Kickstarter ([www.kickstarter.com](http://www.kickstarter.com)), Indiegogo ([www.indiegogo.com](http://www.indiegogo.com)), Crowdfunder ([www.crowdfunder.co.uk](http://www.crowdfunder.co.uk)). It is also recommendable to share your movie on social media e.g. YouTube and Facebook.

In addition to fund your project, crowdfunding is also a great way of testing your idea as well as working with people who believe in you from the start of your project along.



### *How to pay back to your contributors*

There are many tangible or intangible ways of paying back to your contributors. Just remember, money is not the only way! There are two main ways you can do this which also determines whether it is a reward-based crowdfunding or equity crowdfunding.

As its name suggests, reward-based crowdfunding is when you give a reward in return. This reward can be your product which you will send them once it's manufactured, your project which they can attend/learn from/use, loyalty/premium membership to your business which will provide them many advantages, an invitation to your launch party or simply a shout-out to them to say a big thank you.

On the other hand, equity crowdfunding is when the contributor receives a share of the company. Percentage of this share is entirely up to you. This way you will have business partners from the early stages of your project.



# Chapter IX

## #BeeAdvice

### Summary

#### What does it mean to be an entrepreneur?

- Be yourself and just do it!
- Think about all the aspects, positives and risks.
- Do what you really want and what you are really good at!
- Think about what kind of change do you want to make.
- Put the pros and cons and see where you are.
- If you are an employee you probably work for an entrepreneur. If you become one you should not forget to take care of those needs what makes an employee feel comfortable.
- Entrepreneur = certain mindset and attitude that you can either have already or develop as you go.

#### Qualities and skills: the ingredients to become an entrepreneur

- Fear is just an emotion, use self-talk to overcome it!
- Don't be afraid to ask others for help.
- Reflect on yourself, use the SWOT analysis.
- Make a personal mission and act on it!
- Give yourself a reward!
- Resourcefulness = getting the best out of what you actually have around you (instead of waiting for something you don't have)
- If you move abroad, you can challenge yourself to be, learn and live in a different way.
- Success from the inside is success on the outside.

#### Generate your idea

- Have one idea, be concrete and sharp. Work on it to grow it!
- Listen to the feedback and take out of it what is important to you.
- Take small steps every day.
- Test you idea.
- Believe in your idea!
- Find inspiring people and surround yourself with them.
- "What would I regret doing? Nothing! Take the drivers seat!"
- Use your negative experiences – turn them into opportunities of learning
- You don't have to find out everything by yourself, you can find things out there already done by others!
- Most important is your inner feeling about your idea. Doesn't matter what people think about it.



## **Canvas and planning**

- Have a realistic plan.
- Plan your time and activities.
- Share your outcomes of your canvas with others.
- Take your time to analyze it, be critical and adjust it.
- Learn it by doing it!
- Make a step by step plan! If you plan only in big you won't see the progress and it can discourage you. So start small and go step by step!

## **Marketing and storytelling**

- Create your brand identity.
- Choose on which social media platform you want to be on.
- Everyone has a story, share yours.
- Have a plan.
- If you create value you will be able to extract value.
- Find supporters and partners and don't be afraid to ask for help.

## **Sales**

- If you don't have to spend that money, don't do it!
- Use your creativity.
- You sell not only your product but also yourself, your beliefs and your values.
- Sales is communication, you are selling all the time, be aware of it.
- Selling is a process.
- Selling is not manipulation. You need to believe in it, that it helps the other person, so it will be your faith and not manipulation. In order to convince others about your own product you need to be excited about it so they can be excited about it too.
- Mindset + self-talk + knowledge = success

## **Funding**

- "Minimum effort, maximum impact. Save energy!"
- Think about what you can do without spending a lot of money
- What can you rent or use without buying?
- Think about what you want to achieve and in what time period.
- Financing a starting business is a fulltime job.
- Financing a starting business means selling your idea to somebody else.

## **Human Resource**

- Find people with the same vision so you can help each other.
- Share responsibilities with your team.
- Celebrate with your team!
- Network, talk to people and share.
- A supportive partner is one of the most important for being an entrepreneur. If you don't need to feel that you have to give.
- If you have a mentor, they can give you motivation when you are lost and can coach you to find your own way. For example, a mentor can help you find:



- Support network.
- Where and how to find people?
- What to do when your family does not support you?

Before you start your business, you should talk about it with your family. Keep in mind that start new think cost you time. Will you be able to sacrifice spending some time with them? Yes? Great then.

Do you believe in your idea as much that you want to start even though your family disagrees? It can be tough, but do not worry.

You still have friends. Otherwise, search for people in internet. Nowadays, you can find your supporter easily. You would rather appreciate physical support? Go to place which covers your idea. Are you doing outdoor things? Do some wall climbing, go to an outdoor shop. Not only that you can find some supporter but you will find out by yourself how it work. Developing new skills and acquiring knowledge can help you as well.

And do not worry with family. They will by your side at the end. It's family. They may need just some more time.

*The journey is not finished yet. We are closing the project full of experiences, knowledge and memories ready to use it in our daily life.*

***We are ready to shine and be successful... are you?***



# Chapter X

## Bees Inspired

Once upon a time  
There was a Bee  
Deeply confused  
By a bad muse  
Who didn't believe  
She would achieve  
Any of her dreams.

She tried dancing  
It wasn't entrancing  
Practicing too many sports  
Made her fail of course  
She was into painting  
But it wasn't helping  
The great inner energy  
That could create the synergy.

One day the Bee decided  
Not to be abided  
To her hometown  
And flew around in a place  
Where she met another 41 Bees  
Who didn't think it's a disease  
Not having the courage  
Standing up from the average.  
They all started thinking  
How life could be more appealing  
TO BEE OR NOT TO BEE  
ENTREPRENEUR OR EMPLOYEE  
That's the question.  
To fulfil your dreams





Or go to work with depression.  
Friendship started to blossom  
And it felt so awesome.

They spend 10 days together  
And energy grew without measure  
Making them all  
Starting hearing their call.  
Guided by their mentors  
They opened so many doors.

Now the Bee could fly back home  
Without paying attention anymore  
To the bad muse she used to believe.  
Thank you sweet Bees  
Who opened a new world with the keys  
JUST DO IT!



*Dear Mommy,  
For many years you want to start your own company, but you didn't.*

*Because you're afraid to fail,  
Because you don't have an idea to start with Because you're already 51,  
Because you don't have the right education Because you're a female*

*One of the most important things I've learned during this project is that everyone could be a successful entrepreneur, no matter what the circumstances are.*

*To have success you have to fail a lot of times. You should even get used to it, to fail. Because only by failing you will learn how it should be. I'm sure you would 'fail' much, but that's okay. Not trying to follow your dreams, that's actually real failing.*

*And if you don't have an idea with to start with, just start with something, like a rice-cooker, (like Sony did), or like puzzle, start with selling food, or whatever you want. Because mommy, I've learned that it doesn't matter what people do sell, it's about the story behind your servi and the mission you want to accomplish. So if you want to save the world by selling selling T- shirts, it can be great!*

*And the fact your 51, doesn't mean you couldn't start your business. If fact, it can be your power. Because you have much more experience, you know which kind of services and products people of your age are interested in. Don't see it as a weakness, use it as your strength.*

*There's no education for being an entrepreneur. The theoretical part you would like to learn like businesses models, storytelling, marketing and so on are written down is this booklet anyway ;) And otherwise there are many (online) courses with are great to help you with this.*

*And whatever you've doing, like make a business model to marketing, from funding money to storytelling, please keep in mind that you're capable you run your own compony. Enjoy please of process to have your own company.*

*We need to accept that we won't take screw it up. But that's not important.*

*It's okay to be afraid, but dare to fail. Kind regards,  
Your daughter*

*the rights decisions, and that there will be times you'll It far more important to make this decision.*

