City Youth Erasmus# challenge Manual

How to organize a coworking event for young people

EUROPEAN
COWORKING
NETWORK

The implementation of the project "European Coworking Network" started on 10 August 2015, and was approved for funding under the **Erasmus+** programme, Strategic Partnership (K2).

Partnership and collaboration among 6 coworking sites in different European countries have been established through the project. Zadar County Development Agency ZADRA NOVA is the project coordinator which has brought together various operators and local initiators of the coworking concept: City of Zadar and Impact Hub Zagreb as partners from **Croatia**, Betacowork Collaborative Working from **Belgium**, Social Innovation Centres from **Latvia**, P-55 Ltd (LOFFICE) from **Hungary**, and Sociedad de Promoción Económica de Gran Canaria from **Spain**.

The project has a number of outputs, 3 of which intellectual: IO1 "A comparative study of coworking models within private, public and non-governmental sectors", IO2 "Become an Entrepreneur" - educational module and IO3 "CityYouth#challenge Manual".

Each of these 3 outputs is based on a different topic within the main project activities, which aim to promote the concept of coworking among young people so as to encourage them to venture into self-employment and entrepreneurship.

IO1 defines coworking, the role of coworking in economy, its core values and principles of coworking spaces, as well as preconditions for starting coworking. It also gives the examples of best practice in coworking spaces worldwide.

IO2 gives an analysis of the best practices in educational programmes/workshops on the topic of entrepreneurship and young people, which have been identified by project partners in their own countries and around the world, along with an analysis of the results of the survey focusing on real needs and wishes of young people, also conducted by partners in their own countries.

IO3 contains guidelines for the organization of CityYouth#challenge event. It concerns all coworking spaces or other spaces that promote coworking, collaboration and entrepreneurship.

During the implementation of the European Coworking Network project from 10 August 2015 to 10 August 2017 partners organized 6 CityYouth#challenge events.

Gained experience is summarized at the end of the **Manual (Tips & Tricks).**

Welcome to the Manual for organizing a City Youth #challenge event!

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This Manual for organizing a *CityYouth#challenge* event is dedicated to all coworking spaces or spaces that promote coworking, collaboration and entrepreneurship! Those spaces can be already established ones or those still in the making but mostly, those who are focusing their work on inspiring, connecting and empowering young people who are on their way to becoming professionals or possibly already have achieved professional status or early stage entrepreneurs.

Events are a key component in building a community in coworking spaces. Communities - and through them coworking spaces - foster collaboration, individual development, visibility of businesses and mutual support. Via the *CityYouth#challenge* event we aim to promote the coworking and collaboration concept among young people ages from 18-30. To support these young adults in gaining visibility and support in their future development as entrepreneurs, freelancers or professionals, who can benefit from coworking spaces.

The *CityYouth #challenge* Event has been designed to inspire young people to be responsible citizens and entrepreneurs, to trigger them to choose entrepreneurship as a career path and use business as a source of creating positive impact. *If you would like to organize this event, please contact European Coworking Network project team through our Facebook Page @eucoworknet.*

THE EVENT IS DESIGNED TO SOLVE THE FOLLOWING PROBLEMS:

1.
Lack of entrepreneurial attitude and / or confidence among young people.
2.
Lack of follow-up activities and professional support after programs and events for participants.
3.
Utilize the untapped resources for young people to solve relevant societal and economic challenges and provide them an opportunity to pursue their dreams.

THE EVENT OFFERS A SOLUTION:

A gamified, two-day long, highly engaging model that encourages, connects and empowers young people to choose entrepreneurship as a career path.

The Event **encourages, connects** and **empowers** young people and introduces them to the concept of **coworking as a good starting point on their entrepreneurial journey.** Coworking spaces provide long term inspiration and support that is used and showcased throughout the event – an inspiring working environment, infrastructure and meaningful connections from the community of potential mentors, experts, partners, teammates and clients.

Participants in the event have a chance to **design an entrepreneurial idea in a team** combining three different **hashtags** (or words) related to a certain topic (selected by the organizer). The teams work with their mentors during the entire event and after a short masterclass on business development, strategy and communication topics, they turn to the next stage of developing their idea and important preparation for their "Pitch" that will be open to the public.

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CONTENT

European Coworking Network

This Manual is the result of the **"European Coworking Network"** project financed by the **ERASMUS+ program**. The Focus of the project is on young people who have a passion for social and economic change. Its purpose is to assist them in order to develop their knowledge, skills and networks they need to make a difference. The project is implemented by 7 organizations in 5 countries: **ZADRA NOVA Development Agency, City of Zadar, Impact Hub Zagreb (Croatia), Betacowork (Belgium), LOFFICE (Hungary), Social Innovation Centre (Latvia) and SPEGC (Spain).**

PHASE I BEFORE THE EVENT

...6 weeks prior to the event

1. WARMING UP

Minimum time: 6 weeks prior to event

A. SELECTION OF THE GUIDING TOPIC

You, as the local organizer, select the topic that is relevant for their local context, vision and mission, and to their organization and/or their community.

This topic will be a general, guiding topic that will be a KEYWORD for generating the list of words, namely hashtags, to be used in generating business ideas during the event.

Some examples could be poverty, social exclusion, homelessness, unemployment, air pollution, children's rights, etc.

B. PLANNING THE COSTS

Budget planning should take place at the very beginning of event preparation.

Budget planning should take into account the following basic costs: Coordination, Mentors, Jokers, Catering, Promotion, Awards. Be careful, realistic and simple :)

You can extend/reduce the cost items depending on different local conditions - e.g. mentors might be happy to participate pro bono or catering can be covered through sponsorship in kind!

C. PARTNERING WITH LOCAL ORGANISATIONS + MEDIA

You initiate communication (and collaboration) with those stakeholders who will help organize, prepare and deliver the event and increase its public visibility.

Partners can include local organisations working with youth, student organisations, professional associations, academic institutions, entrepreneurial centers, incubators, accelerators, online and offline media.

Some examples could be student organisations to which you could outsource the selection process of the participants.

D. GENERATING THE LIST OF 30 HASHTAGS / WORDS

You generate the list of words (hashtags) related to the Guiding topic, keeping in mind potential sponsors related to the Guiding word and the words of potential preference for them.

Generating the list of words (hashtags) can be done internally, within your team, through a brief brainstorming session. Or, it can be a process extended to the group of local partners. Keep in mind that aside from the words related to the Guiding topic, you should have at least ⅓ of the words, which are not necessarily related (to increase the challenge of coming up with very creative ideas!

E.g. Guiding topic - Poverty; Words - food, clothes, aid, inequality, children, electricity, chairs, textile, car, bike, etc.

E. CONTACTING SPONSORS

Selecting local companies with pronounced CSR efforts, linked in a way to the words on the Hashtag list.

It is important that the sponsors grasp the importance of supporting young people's entrepreneurial development. Focus their attention to the fact that the participants have been selected following a high-criteria selection process, highlight the fact they will have access to a pool of talented young people and have positive visibility for their engagement.

You contact the sponsors using the draft of the Sponsorship letter included in this Manual (and are free to adapt it for local purposes!).

F. CONFIRMING THE JURY

The event will end with final pitches and awards. A jury, alongside with an audience, will vote for the best business idea.

The Jury should include a coworking place representative, a representative of the sponsor (or more of them, if more companies sponsored) and a representative of one of the key local partners.

The Jury composition can be altered according to your preferences - keep in mind to include different individuals coming from different organisations involved in your event. Try to keep to an odd number of jury members and a maximum of 5 members. A larger than 5 jury could make the voting process lengthy and unnecessarily complex.

G. STARTING THE PROMOTION

You should update the information about your local event on the European Coworking Network project Facebook page (facebook.com/eucoworknet); start promoting it on your own social media, websites and via media partners. Apart from attracting young people to apply for the event, you must promote the exciting final pitches and award sessions of the second day of the event (as this part will be opened to public).

This is a great opportunity for visibility of the activity. Make sure you generate a list of relevant invitees to attend the public part of the event. Invite the relevant media representatives and disseminate the information about the public event to your network. Make sure your invitations are done on a timely manner, and you are not sending out last minute invites. You might even want to invite the sponsors' representatives to join not only the public event but the teams on the very morning of the second day - to see them preparing for the pitches!

This Manual includes more information on this topic, visibility and promotion guidelines and related materials that you as the local organizer should use.

2. *CREATING A MENTORS' TASKFORCE*

Mentors have to be selected and confirmed 5 weeks prior to the scheduled event

What?

A selection of 3-8 mentors/experts with different areas of expertise.

Creative thinking:
(1) Idea generation;
(2) Business modeling
Business development:
(3) Validation;
(4) Finances
Communication:
(5) Sales; (6) PR & branding
Strategy:
(7) Product development;
(8) Leadership and management

1 mentor per group of 3-5 participants

The final number of mentors depends on the final number of the participants. There will be 1 mentor per group of 3-5 participants. Please note that these are only suggested formats and fields of necessary expertise that mentors will share with the participants via mini masterclasses! As a local organizer, and depending on the final number of your participants and mentors, you are free to adapt group sizes and fields of expertise to your own needs.

How do you get mentors?

Through your local network:

The coworking space and similar communities includes members, partners and collaborators – you should handpick highly motivated experts willing to support the event. You can reach the mentors personally or make an open call for them. Attached to this Manual, you will find a draft of the initial communication with a potential mentor, with the description of their role, obligations and benefits that you can use for both purposes.

Make sure potential mentors understand the relevance and incentives of their engagement.

Criteria for selection of mentors.

Individuals characterized by key features:

Mentors should be individuals holding relevant knowledge and expertise, with practical business experience and recognized as leaders. They should be communicative, credible practitioners, motivators and inciters. Their top priority to engage should be to support young people and their impact ideas, while monetary/visibility compensation is secondary to them. Make sure to use your first contact with them to assess if they fit the criteria and they understand what is expected from them and the investment of their time.

Financial compensation of the mentors should be included in the budget, while the amount depends on you as the local organizer (it should not exceed the local average fee of an expert consultancy)

3. CREATING THE JOKERS TASKFORCE

Jokers have to be selected and confirmed 5 weeks prior to the scheduled event

What?

Selection of 3-8 jokers/famous individuals

Famous individuals should preferably be people who are generally famous people or people famous in some circles like business circles, science circles etc.

Their appearance on the second day of the event is a surprise moment for the participants. They are intended to provide additional motivation to the teams they will be assigned to and boost their creativity, while helping them refine their pitch and prepare the presentation.

The Final number of jokers depends on the final number of the participants - there will be 1 joker per group of 3-5 participants.

How to get to the jokers?

Through your local network

The coworking space and similar communities includes members, partners and collaborators – try to use it to reach famous individuals whom you estimate would be highly motivated to support the event due to their previous work/support in the topics of youth, voluntary work, entrepreneurship, motivation and inspiration and similar. You reach them personally or through email.

Make sure potential jokers understand the relevance and incentives of their engagement. They are there to motivate young people who often lack hope, support and inspiration. Attention! Their participation should not be promoted, as their presence will be a surprise to the participants. You can announce them as secret famous people, with no mention of their names - you will leverage on their presence for the post-event visibility!

Criteria for selection of jokers!

Individuals characterized by key features:

Good and credible role models, for whatever they do. Recognized as leaders, motivators and inciters. Their top priority to engage should be to support young people and their impact ideas, while monetary/visibility compensation is secondary for them. Make sure to use your first contact with them to assess if they fit the criteria and they understand what is expected from them and the investment of their time.

Financial compensation of the jokers should be included in the budget, while the amount depends on you as the local organizer (it should not exceed the local average fee of an expert consultancy)

4. SELECTION PROCESS OF THE YOUNG PARTICIPANTS

Minimum of 4 weeks prior to the event

What?

Selection of 15-25 bright and committed young people

The final number of the participants depends on you as the local organizer, nevertheless, as each of the groups should have a minimum of 3 and a maximum of 5 participants, the final number should be a multiplication of 3, 4 or 5 per number of groups – which on the other hand depends on the number of appointed mentors. Possible combinations are:

5 Groups of 3 participants
6 Groups of 3 participants
7 Groups of 3 participants
8 Groups of 3 participants
4 Groups of 4 participants
5 Groups of 4 participants
6 Groups of 4 participants
4 Groups of 5 participants
5 Groups of 5 participants

How to get to the participants?

A high quality selection process

The Selection process should follow the clearly defined event selection process steps and criteria. In case the selection process is outsourced, you should make sure the event criteria is covered by the selection process of the local partner in charge of it.

It is highly recommended that the selection process is outsourced to a credible, well-positioned local partner, such as student associations, young people networks, etc.

Selection process

1. Application form phase

Opening 4 weeks prior to event, closing 2 weeks before the event

Each local organizer creates an online application form (Google form - free of charge) including questions drafted in the Application form Guidelines (attached to this Manual). Guidelines can be extended/adapted to local needs. Participants apply as individuals not as teams.

The Application form phase starts with an Open Call disseminated through all promotional channels (Open Call communication draft is attached to this Manual).

2. Application review phase

Lasting 2 days

Each local organizer coordinates the application review phase. All application forms, related videos and CVs are reviewed and candidates are shortlisted. Only those who submitted all the necessary input, plus who answered affirmatively to 2 basic equations (aged between 18 and 30 / available for 2 or 5 continuous days of work) are entered into the Excel table. If needed, comments can be made in text form with your (local organizers') observations and initial thoughts/comments.

In case there is a need for more clarification or more input in order to make the final decision, a brief face-to-face or Skype interview to additionally assess the candidate can be organized.

3. Final selection phase

Announcing the selected candidates minimum 10 days prior to event

Mentors and/or local partners should be included in the final decision together with you as the local organizers to support them in selecting the participants. You should share with them the Excel table with all candidates listed. The final selection is done by the following event general criteria, which you will be able to assess from the submitted materials: 1. Highly motivated to enter the event / 2. Determined to initiate, incite and inspire change / 3. Recognized as natural leader / 4. Submitted credible recommendations / 5. Communicative

The Selection team should not consist of more than 3 members (1 representative of the local organizer + 1 mentor and 1 local partner OR 2 mentors OR 2 local partners OR (local organizers ONLY). The selection team evaluates each of the candidates by assigning points into an evaluation table, from 1-5 points for each of the 5 criteria, 1 as the lowest score, 5 as the highest score.

5. GETTING THE SPACE and THE TEAM READY

If you are already running and managing a coworking space, you already know the necessary logistics for a successful event to take place! Make sure the ambience of the event room is cheerful, inspiring and tidy! Also, make sure you know which room layout is needed for each of the program parts so you can set them on time and not disturbing the flow of the event. Prepare a team of individuals committed to making this a smooth experience for everyone, dividing the roles and responsibilities clearly

Make sure somebody from your team welcomes the guests - mentors, jokers, media or other! Bring in some color, music and snacks!

Roles:

Main facilitator/host

An individual that facilitates the overall event, introduces the participants/mentors, announces the program parts throughout the event, and coordinates interactions. And keeps an eye on the time :)!

If the number of participants is higher, it is advisable to have at least 1 assistant to the main host.

Logistics and organization team

Team of local organizers that

- Mounts and dismounts + cleans the spaces as necessary
- Provides materials and is attentive to the flow of the event
- Organizes and coordinates breaks (and snacks!)
- Prints anything that needs to be printed
- Welcomes participants/guests, asks for signing attendance
- Distributes and collects the voting papers for the audience voting

It is advisable to have a minimum of 2 persons on this team, preferably more with a clear division of roles.

Documentation and communication individual

One individual dedicated to tracking the flow of the event by taking photos, managing social media on the spot and writing a blogpost after the event.

If you have a professional photographer in your community, it would be awesome to have him/her on the board as well!

Space setup checklist

- Open space that fits 3-5 people per table for as many participants+mentors present
- Walls to post/stick materials to (flipcharts, post-its, projections)
- Tables or an area for coffee breaks
- White stickers + markers for participants names
- A projector
- Post-its of different colors
- A4 paper of different colors
- 1 roll of Flipchart paper
- Markers
- 1 roll of masking tape to stick paper on walls
- Flowers or plants in the room (something "alive")
- Healthy snacks and drinks
- Print-outs and templates if applicable)
- Agenda on the wall/board/ flipchart
- Welcoming music
- Registration list
- Event evaluation form
- Check-in Lottery boxes
- Hashtags Lottery box
- Big printed numbers (1-5,6…, depending on the total amount of groups)
- Award – printed sheet of paper or an award plaque or similar

PHASE II DURING THE EVENT

Day 1

Time	Activity
08:30 - 09:00	Welcome session (potentially with breakfast)
09:00 - 10:30	Initiating team work
11:00 -12:00	Generating ideas
13:00 -14:30	Mini masterclasses
14:30 - 18:00	Building the case

Time slotsfor each of the activities just illustrate their necessary duration, not the exact time when they should take place. You can adapt it and should plan time for coffee breaks and lunch.

1. INITIATING TEAM WORK

A. USING A CHECK-IN LOTTERY TO RANDOMLY CREATE TEAMS AND MATCH THEM WITH MENTORS

All participants take part in this activity. Upon their arrival and check-in, each of the participants picks a ball from the box that contains a number (from 1-5 if there are 5 groups on total, 1-6 if there are 6, etc.). Similarly, upon their arrival, each of the mentors picks a ball from another box with the same range of numbers.

Balls with numbers can be made out of Kinder-surprise eggs :). It is important that participants do not open the ball until the moment the facilitator announces that the groups will be formed.

B. OPENING THE EVENT

Once all the participants and mentors are present, the Facilitator officially opens the event. He/she briefly presents the background, the context, the rationale behind the event and the objective. He/she mentions the

local organizer, partners and sponsors followed by a brief introduction of all of the mentors and saying the names of all of the participants as part of the welcome.
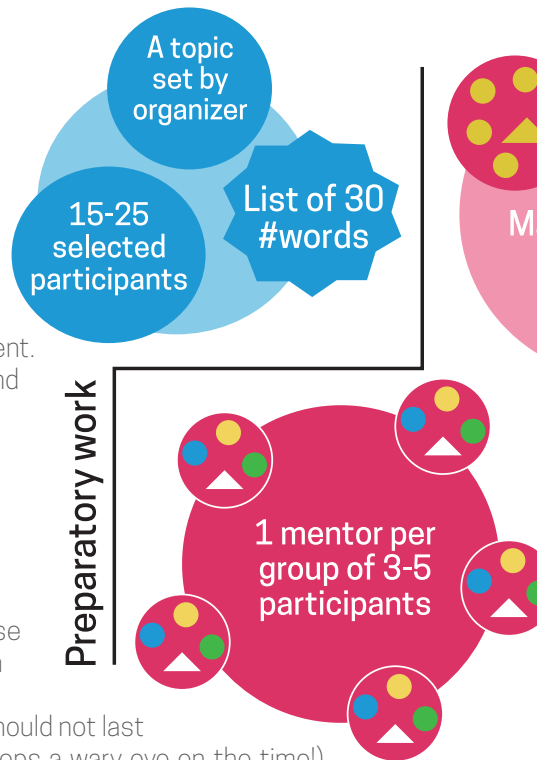
Make sure you welcome everyone present and mention everyone who has been engaged in the preparation of the event. Also, make sure you have a cozy, relaxed and productive ambience!
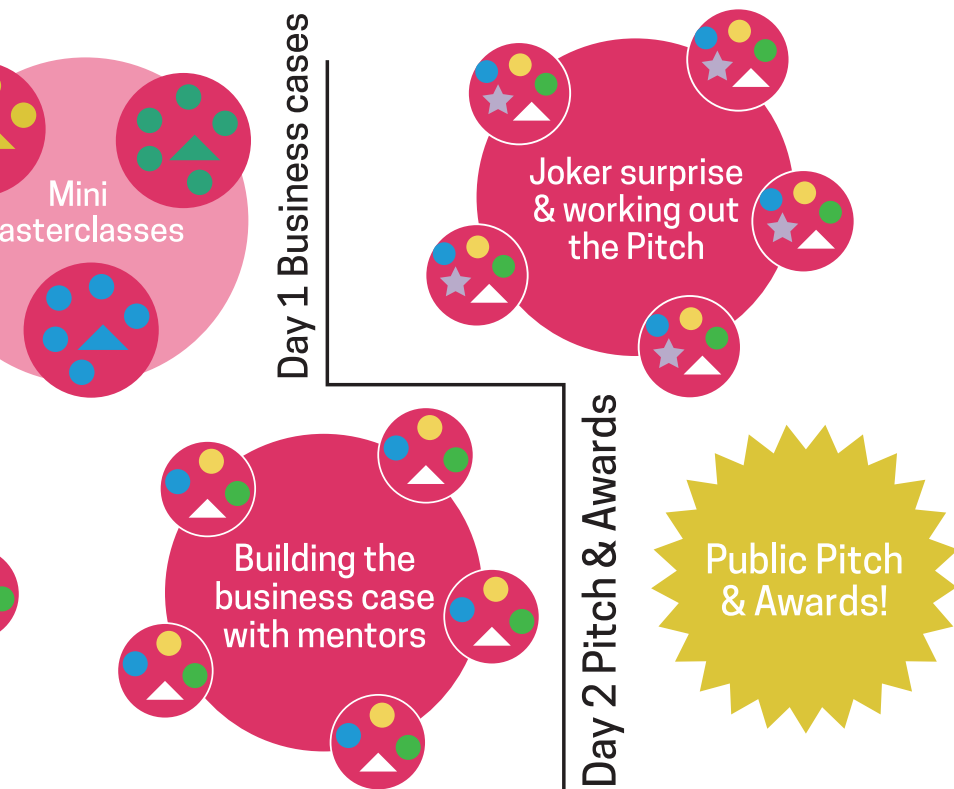
C. ICEBREAKERS AND GENERATING TEAMS

The facilitator asks all the participants to step up for an icebreaking game. Its purpose is twofold: to make people relax through an easy format game + to make people start getting to know each other. This activity should not last longer than 15 minutes (the facilitator keeps a wary eye on the time!). After the icebreaker is over, the facilitator invites all the participants and mentors to open their balls with numbers and to sit at the table that has that particular number.

You are free to do any icebreaker. Some suggestions here:

Sincere one-to-one: Given anybody in the world, living or dead, past or present, with whom would you most like to have a really good chit chat? From whom do we seek for wisdom, comfort or guidance? Participants nominate all kinds of odd people - dead, old, the Saints, politicians and philosophers. Follow-up question: what they want to talk about with them?

A topic set by organizer

15-25 selected participants

List of 30 #words

M

Preparatory work

1 mentor per group of 3-5 participants

Mini masterclasses

Day 1 Business cases

Joker surprise & working out the Pitch

Building the business case with mentors

Day 2 Pitch & Awards

Public Pitch & Awards!

OR

The lying game: Participants are invited to state three things about themselves but with a catch… two are to be true and one false. Their task is to both amuse and trick others by seeing if they can hoodwink them. What emerges is truly interesting. Unless people are particularly guarded, they can reveal things about themselves perhaps few could easily guess. A great way to get the party going.

OR

Avatar: Everyone draws an avatar of himself or herself with a phrase that defines them. Then they put it on a small piece of cardboard and stick it on the wall. In that way, all the participants know each other's names and what characterizes each one of them. If possible, everyone can briefly present their avatar and get additional questions from the rest of the crowd.

D. INTRODUCTORY SESSION WITH THE MENTOR + DIVISION OF ROLES

Now each mentor takes over the role of facilitator of the interactions at his/her table. Each of the mentors talk to their team, potentially continuing on the icebreaker, having an individual, personal introduction to steer more getting-to-know-each-other. Division of roles can happen in different ways:

▪ After the introductory talk, mentor assigns the roles to his/her team members
▪ Participants choose their roles and agree on the division of roles within their groups
▪ Roles are assigned via check-in lottery balls - color of the number determines the role - if this is the chosen method, lottery balls numbers should be printed in colors (for example, all COMMUNICATORS have green numbers)

You as the local organizer are free to choose the method of the roles division. If you decide to take a randomly dividing method, young people will have the opportunity to learn more about the subject they potentially had no clue about. After all, this is a game, and the only thing that can happen is that their learning curve gets steeper. If you decide to let the participants choose the role, you might end up with all of them wanting the same one! It might happen that they agree very easily, in that case, they will have roles they have relevant knowledge of, which might be the right thing to do, but again, it could constrain their learning process!

Roles

Groups of 3 participants
Creative thinker
Business developer
Communicator

Groups of 4 participants
Creative thinker
Business developer
Communicator
Strategist

Groups of 5 participants
Creative thinker
Business developer
Financing lead
Communicator
Strategist

2. GENERATING IDEAS

1. DIVIDING THE HASHTAGS

A. Hashtags are divided into 3 groups by the local organizers:

BOX 1. Sponsored hashtags;
BOX 2. Local organizers' selection;
BOX 3. Hashtag pool (remaining hashtags).

They are written on pieces of papers in 3 separate boxes which are clearly labeled.

Immediately after the moment the division of the roles has taken place, each of the teams' representative comes forward to the facilitator.

B.
The process of getting the 3 hashtags for each of the groups is as follows:

STEP 1 Facilitator lets every group representative pick 1 random piece of paper with the hashtag from BOX 1.

STEP 2 Facilitator then lets every group representative pick 1 random piece of paper with the hashtag from BOX 3. He/she is permitted to return the obtained hashtag twice, if wanted. The 3rd paper with the word has to stay in his/her hands.

STEP 3 Facilitator then deliberately assigns the 3rd hashtag/piece of paper with the word from BOX 2.

Only when all the teams' representatives have 3 hashtags, they are free to start brainstorming their business ideas.

2.BRAINSTORMING

Once the teams are set and ready for the work, the Mentor facilitates the process as follows:

A. Fast brainstorm

Based on the 3 hashtags, initial brainstorming begins, putting down on paper fast ideas from all the participants for an intensive 3 minutes. Crazy ideas welcome! The more, the merrier!

B. THINKING HATS TOOL by DIY, inspired by NESTA

Following the methodology of the Thinking hats, process all of the ideas and filter them down to 2-3 max - not to the most obvious but to the most innovative.

The local organizers, namely, mentors are free to use any other idea generation method, as long as it ensures that the participants can think freely, creatively, without constraints, and end up with 2-3 business ideas at the end of this session!

3. MINI Masterclasses

Topic based mini-masterclasses

Each of the mentors holds an individual mini-masterclass at 1 table. Thus, 4-6 mini-masterclasses run parallel (90 min max). Masterclasses have the goal of introducing young people to key topics around entrepreneurship, realization entrepreneurial idea and running a business. A relaxed format, eye to eye contact, small groups, the opportunity to ask questions and start a dialogue, as well as learn from each others' questions.

The participants join the masterclass according to their assigned role (e.g. all the "Finances" ones go to Finances masterclass).

Suggested formats of masterclasses:

Taking into account that there are 8 potential combinations of group sizes and #mentors, then masterclasses can be organized as follows:

A. 5 Groups of 3 participants - 3 masterclasses
2 mentors have a free slot or can join other mentors to assist them

B. 6 Groups of 3 participants - 3 masterclasses
3 mentors have a free slot or can join other mentors to assist them *OR* there are 2 same, parallel-running masterclasses, done by 2 different mentors

C. 7 Groups of 3 participants - 3 masterclasses
Max 4 mentors have a free slot or can join other mentors to assist them *OR*
there are 2 same, parallel-running masterclasses, done by 2 different mentors

D. 8 Groups of 3 participants - 3 masterclasses
Max 5 mentors have a free slot or can join other mentors to assist them *OR*
there are 2 same, parallel-running masterclasses, done by 2 different mentors

E. 4 Groups of 4 participants - 4 masterclasses
All mentors doing masterclasses

F. 5 Groups of 4 participants - 4 masterclasses
1 mentor has a free slot or can join another mentor to assist him/her

G. 6 Groups of 4 participants - 4 masterclasses
2 mentors have a free slot or can join other mentors to assist them

H. 5 Groups of 5 participants - 5 masterclasses
All mentors doing masterclasses

Suggested topics of masterclasses:

A. 3 masterclasses:
Creative thinking - Business development - Communication

B. 4 masterclasses
Creative thinking - Business development - Communication - Strategy

C. 5 masterclasses
Creative thinking - Business development - Finances - Communication – Strategy

Please, note that these are only suggested formats and topics of the mini masterclasses! As a local organizer, and depending on the final number of your participants and mentors, you are free to adapt them to your own needs.

One example of the Masterclasses are explained in the Module "Become an Entrepreneur" document of the European Coworking Network ERASMUS + project. You can use it or adapt the masterclasses to your own needs and availability of experts/mentors.

4. BUILDING UP THE CASE

Team members go back to their groups bringing back the relevant knowledge they gathered from the masterclasses. They now work on their business case through a tool called Business Model Canvas. The process of generating the Business Model is facilitated and guided by the mentor.

The process starts from:

1. Defining the Value proposition - using BMC tool
2. Working out the Personas - using Personas Tool, informing back the BMC - redefining the value proposition, defining the target market, channels, relationships
3. Defining the rest of the business model - backstage (resources, activities, partners)
4. Figuring out basic financial model (cost-revenue structure)

5. Plan for validating their idea
6. Storyline stating what problem are they solving, why is it relevant and how their solution resolves it.

5. COWORKING PHASE

OPTIONAL

Work in a 4 hrs per day for 3 days

If time is available, the teams should use it to further work on their Business Model Canvas and Personas' Canvas, potentially also on the Theory of Change canvas. Mentorship presence is not required but it is possible, in case a mentor takes the initiative of accompanying the team.

The team uses the coworking premises or, if not applicable, any type of shared space that can support their daily work. The goal is for them to meet the coworkers, get additional feedback and input for their business ideas. And practicing the pitch!

PHASE II DURING THE EVENT

Day 2

Time	Activity
10:30 - 12:00	Preparing the pitch
14:00 - 15:00	Pitching
15:00 -17:00	Awards and Party!

Time slotsfor each of the activities just illustrate their necessary duration, not the exact time when they should take place. You can adapt it and should plan time for coffee break and snack time for the participants before the beginning of the public part of the event.

6. JOKER SURPRISE & PREPARING THE PITCH!

After the initial check-in, teams gather around the tables. Each teams gets another team member – a famous person! The objective is getting feedback, refreshment of the idea and boosting motivation.

The team presents their case to their famous person, they get feedback and input and improve their work. Together, they should prepare a 90-second pitch.

Nobody but the organizers knows who will join in as jokers. Jokers appear as the Second Day already starts unfolding and are assigned to random teams, picking up a random number 1-6 (or depending on how many teams there are) just before they enter the event room.

7. PUBLIC EVENT – Pitches and Awards

OPENING

At this point, the event opens up for the public. Make sure you make a smooth transition for all the participants of the CityYouth#challenge event and the public coming in for the public part of the event.

Appoint somebody from your host team to welcome everybody in (potentially, accompany it with nice drinks and snacks:), especially those important guests (decision-makers, partners, press etc).
Start the public event by welcoming everyone and introducing them to the agenda of the event!

Make sure you introduce the jury and explain to the audience that their vote count as well! Do not forget to give all the necessary materials for voting to both the jury and the audience! And explain to the teams both the process of the pitches (duration, how will you signal them about the time that is left, etc) and the value of the award they might win! Last but not least, as the event also serves as a market place of ideas and teams: anyone from the audience can ask to join a team/project as a team member or a mentor – explain that before the pitches start as well!

PITCHES AND VOTING

Each team presents to a jury and an audience who vote for the best ideas. After the pitches end and just before announcing the winner, young people and the experts from the audience can approach teams they would like to join.

The jury votes on the spot, through an internal dialogue just after the pitches and their vote is united with the anonymous audience vote done by voting papers just after the pitches. During the voting and counting-the-votes time, use the excellent opportunity to trigger communication and potentially long term collaboration between the young teams and

sponsoring companies as well as potential new team members! Make sure you invest some time into facilitating their interaction and into getting sponsors excited about all the ideas circulating around!

The jury votes and the audience vote can be valued according to the selection of the you as the local organizer. It is advisable it is the ratio of 50%-50%. The award can be a 3-month membership in the coworking space hosting the event (coworking package/value to be decided by the you as the local organizer), 1-hr weekly of their mentor's support through those 3 months + x amount of EUR.

AWARDS and CLOSING

When everyone is back to their seats, it is time to officially start the Award ceremony! Invite to the stage someone who will help you hand in the award (local authorities or sponsor representative or similar) and give a brief feedback on the pitches that held place a while ago. Then announce the winner! Creating as much tension as possible before saying out loud a name of the team :)

When you hand in the award, make sure you explain it once more, then invite all the rest of the teams that have not won to join the cowoking space and stay connected, to keep on pushing and realizing their ideas regardless of the fact they did not win the main award – they have gone through the 2 intense days, enrished their experience and knowledge – and they are all winners. Inspire them. Incite them. Also, thank again to the sponsors + the jury – if possible, you can also hand them some small symbolic items to thank them for their engagement.

Make sure you document every step of this important part with photo and video material.

8. CELEBRATION!

As any good event, this event should end with a cool party! Leverage the potential presence of your jokers - famous people or invite a local band that is trying to break out An awesome DJ will also do the trick - make sure you enable a cozy, relaxed atmosphere, with some non-alcoholic cocktails and loads of opportunities to network.

If your space does not allow you to make an "easy" party, you might want to move this part of the event to a nearby bar. Make sure you recognize all the participants at the closing talk just before the Party gets going! Also, if you find it relevant and appropriate, it would be great if all the mentors, jokers, participants and sponsors could get a diploma with a big THANK YOU on it :)

Initiating relationships and cultivating them is the precondition to creating awesome change-making communities that will help you organize this and other events successfully in the future! You might have mentors and jokers already asking you when is the next CityYouth #challenge Event! Good luck!

9. FOLLOW-UP

Make sure you send all the event's participants link to the evaluation form. And last but not least, you will get the winning team back to your space for sure!

Provide them with a warm welcome at your space, coordinate their contact with their mentors and make sure they get the financial award within the promised period of time. The winning team uses the coworking premises, meets coworkers, gets additional feedback and input for their business ideas. And for the rest of the teams - keep communicating with them! Invite them to become members of your coworking space and get more inspired, connected and empowered! Make sure you send them and the winning team the evaluation form you create, not later than a week after the event!

We recommend you connect back to the sponsors of the event and continue triggering their engagement with the winning and the rest of the teams. If nothing - to get them excited about the next event!

VISIBILITY and PROMOTION GUIDELINES

NAME

The official name of the event is 'Name-of-the-city' event is hosted in + word 'Youth' + # challenge
for example:
SarajevoYouth#challenge

The name can be adapted to local languages as long as it is in some way related to the 3 keywords and a #
for example, in Spanish:
GranCanaria#DesafioJoven

When you open your Facebook Event or promote it, make sure you add the TOPIC
for example:
RomeYouth#challenge UNEMPLOYMENT

LOGO

#	c4377f	5293ce
CMYK	0/87/0/20	67/33/0/0
RGB	196/55/127	83/147/206

56bbab
64/3/40/0
84/187/171

f8c319	777677	e3e3e2
2/23/98/0	55/47/45/11	10/7/8/0
248/195/25	119/118/120	226/227/226

VISUAL MATERIAL

PHOTOS and VIDEOS

Make sure you have a person in charge who is taking photos (and video) of the event and who will be in charge of supporting you in creating a short video as a required output of the event that will later be uploaded to the Facebook Event Page of the CityYouth#challenge event. You are free to choose the way in which you will create the video (video material, slideshow of photos, background music, text, interviews etc.), just make sure it has the event's name, logo and it is brief, appealing and above all – illustrative of your event. It should serve you to showcase the outputs and outcomes of your event as well as to promote future events. Photographs will be used for the same purpose on your social media and web page!

Before you have any visual material generated, use free visual material on internet under CC license OR from some of your other events clearly illustrating the type of the event you are organizing. It could be a photo showcasing a group work of young people within some cosy working space, group of young people talking among each other or talking to a mentor, group of young people working and having fun etc.

PROMOTION

PRE-EVENT PROMOTION

FACEBOOK EVENT

For incerasing the visibility of your event, you are recommended to create a Facebook Event page within the European Coworking Network project Facebook page (@eucoworknet) with the following name: CityYouth#challenge:Topic

In case you will be organizing multiple events in the same city, it will be handy to distinguish them according to the topics they were focused on! *Update the Event page with the basic information and then, continue populating it by content, visuals and hashtags!*

TARGET GROUPS

1. YOUNG PEOPLE – PARTICIPANTS OF THE CityYouth#challenge

You are targeting future young entrepreneurs; unemployed young people aged 18-30, but also existing young entrepreneurs and organizations run by youth or working with youth, schools and universities.

In your promotional activities, among others, convey them the following messages to attract them to apply for the event:

- Entrepreneurship is an option, and it's positive
- Failing is positive
- Coworking spaces help you to find mentors, partners and new business opportunities
- Through entrepreneurship, you can change the world

You can use different challens for promotion; however, do make sure you update the information about your local event on the European Coworking Network project Facebook page (facebook.com/eucoworknet).

2. AUDIENCE FOR THE PUBLIC PART OF THE EVENT – PITCH & AWARDS CEREMONY

Apart from attracting young people to apply for the event, you must promote the exciting final pitches and award sessions of the second day of the event (as this part will be opened to public). This is a great opportunity for visibility of the activity. Make sure you generate a list of relevant invitees to attend the public part of the event. Invite the relevant media representatives and disseminate the information about the public event to your network. For sure invite relevant actors and decision makers in your local context that can support your efforts in promoting the coworking concept and recognize it as a powerful tool to support personal and professional development of young people.

Make sure all of your invitations are done on a timely manner, and you are not sending out last minute invites. You might even want to invite the sponsors' representatives to join not only the public event but the teams on the very morning of the second day - to see them preparing for the pitches!

Use some of the free online ticketing tools to track how are the people who will come and how many are they!

POST-EVENT PROMOTION

EUROPEAN COWORKING NETWORK FACEBOOK PAGE

Please update the video and the photos of your event to the European Coworking Network Facebook page. Also use your promotional channels (social media, blogs etc) to showcase the outputs and the outcomes of the event! It will not only give you visibility but enrich the global network of CityYouth#challenge events and community!

ATTACHMENTS

SPONSORSHIP LETTER DRAFT

[Logo of the project / Erasmus + logo]
[Event logo]

 [Recipient address]

[Local organizer information]

[Date]

Sponsorship proposal
[Name of the event]

[Name of the event] is event designed for **[number of participants]** young people from 18 to 30 years selected for their motivation, commitment and talent, with the objective to inspire them to be responsible citizens and entrepreneurs and to encourage them to choose entrepreneurship as a career path.

Participants will have a chance to design an entrepreneurial idea in a team combining three different hashtags: one given to them by lottery, one picked by the team itself and one sponsored hashtag. Teams will work with mentors during the entire event and after short masterclasses on business development, strategy and communication topics, they will also be developing their idea and preparing it for the Pitching part that will be open for public.

[name of the event] event will be held **[date, time, place]**.

We would be exceptionally pleased to have **[name of the organization]** as a sponsor of the [name of the event] event. Through sponsorship, your organization will directly contribute to our efforts to empower young people and to stimulate them to be (social) entrepreneurs in order to build new opportunities for the future.

By sponsoring hashtag(s) of Your preference that will guide the teams in designing their entrepreneurial idea you will get the access to:

1. A pool of talented and skillful young people
2. Visibility through our promotional activities and event itself
3. Participation at the Final pitching and Awards Ceremony **[potentially as a as a Jury member -up to a you to decide]**

CityYouth#challenge is part of the "European Coworking Network" project financed by the "Erasmus+" program. The focus of the project is on young people who have a passion for social and economic change and on assisting them in order to develop knowledge, skills and networks they need to make a difference. The event is organized by *[name and short information about the your organization]*

The research conducted within the mentioned project shows young and committed people have professional and vocational skills but are missing entrepreneurial skills so the highly engaging model of this event is designed to solve the following problems that are common among the young population:

1. Lack of entrepreneurial attitude and/or confidence,
2. Lack of follow-up activities and professional support after end of programs and events for youth and
3. Untapped resources of young people to solve relevant societal and economic challenges and to pursue their dreams.

The event encourages, connects and empowers young people and introduces them to a coworking space as a good starting point on their entrepreneurial journey. Coworking spaces provide long term inspiration and support that is used and showcased throughout the event – an inspiring working environment, infrastructure and meaningful connections from the community of potential mentors, experts, partners, teammates and clients.

Enclosed please find more information on this event, its sponsorship levels and the hashtags you can sponsor.

Please do not hesitate to contact us with any questions or proposals.
We look forward to speaking with you at your earliest convenience.

Sincerely,

[Organization representative name]
[Position]
[Phone and email]

Enclosures:

1. Event information and timeline
2. Sponsorship package proposals *[created by you as the local organizer according to the selected topic, local conditions and type/size of sponsor - e.g. could be 500 EUR per hashtag word, or 3 words for 1000 EUR]*
3. Hashtag list *[created by you as the local organizer]*

Dear **Mentor,**

We are organizing a **City**Youth#challenge, an event designed for *[number of participants]* young people from 18 to 30 years selected for their motivation, commitment and talent, with objective to inspire them to be responsible citizens and entrepreneurs and to trigger them to choose entrepreneurship as a career path.

The selected participants will have a chance to design an entrepreneurial idea in a team combining three different hashtags: one given to them by lottery, one picked by the team itself and one sponsored hashtag. The teams will be working with mentors during the entire event and after short masterclass on business development, strategy and communication topics, they will be developing their idea and preparing it for the Pitching part that will be open for public.

What are we looking for?

 You are receiving this because we would like to invite you to join **City**Youth#challenge event as a mentor of one of the teams!

We look for approachable and resourceful professionals who are preferably experienced in one or more of these sectors whose experience also includes working within the corporate, private and/or social sector.

Mentors will be assigned a random team and guiding it throughout the event to generate their creative business idea, a business model behind as well as formulate a competing pitch to be presented to an audience and to a jury.

Your commitment
- We expect you to allocate 8 + 4 hours of total mentoring time during 2 days
- We will need the mentors to be present in the pitching part

What is it for you

- To become **part of** *[local organizer's]* **network** of professional experts supporting young prospective entrepreneurs. Your profile, picture and social media contacts would be showcased in the event website and social media (with the possibility of adding the logo of your organization at the event website, in case this is of your interest)
- To be **directly working** with the talented young people, supporting their learning journey and opening possibilities for future collaboration.
- **Symbolic compensation** at the end of the event to reward your engagement in the form of a voucher of *[amount]* EUR to be converted into cash or *[local organizer's]* services.

If you would like to join the board of the **City**Youth#challenge Event, please confirm your engagement to the *[local organizer] by [date]*. Please also attach a picture of yourself and a short bio description, don't forget the logo of your organization with the link to your website (if you would like this too).

All the best and looking forward to your answer,

On behalf of *[local organizer]*,

[NAME]

The event is part of the "European Coworking Network" project financed by the "Erasmus+" program. The focus of the project is on young people who have a passion for social and economic change and on assisting them to develop their knowledge, skills and networks they need to make a difference.

OPEN CALL:

Are you young and want to change the world for better?
Join the City Youth#challenge!

CityYouth#challenge is event designed for young people from 18 to 30 years who are comitted to be the changemakers and start their own business. **City**Youth#challenge event is designed to inspire them to be become entrepreneurs, connect them to their peers, existing entrepreneurs and companies as well as other creative, passionate and game-changing individuals.

[number of participants] selected participants will have a chance to design an entrepreneurial idea in a team guided by an expert mentor combining three random keywords.

After mini masterclasses on business development, strategy and communication topics, teams will work on their ideas and prepare them for the Final pitch which will be open for the public!

Expert jury and the audience will vote for the best idea and the winning team wins an amzing award – *[description of the award]*.

If you are passionate about creative business ideas, want to learn more about entrepreneurship, business models and get inspiration and interesting contacts for developing your own idea – you should not miss applying to this Call!

CityYouth#challenge event will take place on *[date, time, place]*.
Application period starts on *[date]* and will close on *[date]*.

The application form for the CityYouth#challenge event is available on the following link: LINK

For additional information:
[NAME AND SURNAME]
[FUNCTION]
[NAME OF THE ORGANISATION]
[Mob NUMBER]
[Mail]
[Web]

MEDIA RELEASE   FOR IMMEDIATE or RELEASE ON *[date]*
[date]

CityYouth#challenge calls out to young people!

[city, date]

CityYouth#challenge event is for young people from 18 to 30 years old that inspires them to be become entrepreneurs, connects them to their peers, existing entrepreneurs and companies as well as other creative, passionate and game-changing individuals.

On City's edition of the event hosted by [organizer and sponsor/supporters] [number of participants] selected participants will have a chance to design an entrepreneurial idea in a team guided by an expert mentor combining three random keywords.

After mini masterclasses on business development, strategy and communication topics, teams will work on their ideas and prepare them for the Final pitch which will be open for the public!

Expert jury and the audience present will vote for the best idea and the winning team receives an award – [description of the award].

CityYouth#challenge event will take place on [date, time, place].

Application period starts on [date] and will close on [date]. The application form for the CityYouth#challenge event is available on the following link: LINK

For additional information:
[NAME AND SURNAME]
[FUNCTION]
[NAME OF THE ORGANISATION]
[Mob NUMBER]
[Mail]
[Web]

Every local organizer creates its own application form adapted to local preferences, needs and context.

The application form can be created in the local language in one of the free platforms such as Google Forms or Jotform. In order to ensure a high-quality selection process, covering all the relevant criteria that will be assesed, the application should include:

PERSONAL INFORMATION
Name and surname
Date of birth
Contact details (place, phone, email)

BACKGROUND INFORMATION
Faculty
Career/Specialisation
Studying since (year)
Motivation to start that particular study

EXPERIENCE AND INTEREST
Fields of interest
Hobbies
Work experience
Prior knowledge about entrepreneurship

CityYouth#challenge Event

Where did you get the information about the event?
Brief personal motivation and reference video

Quality irrelevant, it is important that applicants creates it somehow covers:

▪ Why this event?
▪ Why me as the Candidate for the event?
▪ Other people (including at least 1 professor, 1 friend and 1 colleague) showcasing your personality and skills.

Do you have experience in any of the following fields – finances, marketing, business modeling,…?
Are you free from Monday – Friday *[date]*?

Selected

We are very happy to inform you that you have been selected to participate in the CityYouth#challenge Event taking place on **[date]** in **[coworking space name]** together with another **[amount of participants]** amazing young people!

WELCOME ON BOARD!

We have selected a group of passionate young people who are curious to pursue the entrepreneurial path! During the event, we will be learning and exploring the entrepreneurial journey supported by amazing experts and having a lot of fun. So make sure you are ready for the next steps. Here is a brief overview of the next steps and some dates to save in your calendar!

NEXT STEPS:

1. Please, confirm your participation by **[date]** to [**email**]
2. Send us your photo and brief, two-sentence BIO by **[date]** to **[email]**

SAVEVE THE DATE!

[date] and the **[venue]** of the CityYouth#challenge Event

AGENDA
[agenda of the event]

See you soon!

Rejected

Thank you for participating in the application round for the CityYouth#challenge Event and congratulations on your effort and initiative!
We are sorry to inform you that you have not been selected for this edition of the event, but we hope you do not let this discourage you! We will be organizing another event soon and hopefully can count on your application again!

The extensive amount of applications we have received confirms our rationale that there is a real need for launching this event for young people!

Thank you and we will keep you updated on upcoming events!

TIPS &
TRICKS

5. **RigaYouth#challenge**
Organiser: *Sociālās inovācijas centrs*
Date: *April 25th – 26th 2017*
Main topic: *#SocialEntrepreneurship*
Number of participants: *15*

4. **BrusselsYouth#challenge**
Organiser: *Betacowork*
Date: *April 7th – 8th 2017*
Main topic: *#Food*
Number of participants: *17*

6. **BudapestYouth#challenge**
Organiser: *LOFFICE (Hungary)*
Date: *June 1st – 2nd 2017*
Main topic: *#Diversity*
Number of participants: *20*

1. **ZagrebYouth#challenge**
Organiser: *Impact Hub Zagreb (Croatia)*
Date: *September 29th – 30th 2016*
Main topic: *#MyCity*
Number of participants: *19*

2. **GranCanaria#DesafioJoven**
Organiser: *SPEGC (Spain)*
Date: *November 17th – 18th 2016*
Main topic: *#Sport*
Number of participants: *26*

3. **ZadarYouth#challenge**
Organiser: *City of Zadar (Croatia)*
Date: *March 2nd – 3rd 2017*
Main topic: *#rooMY*
Number of participants: *18*

This annex summarizes experiences and conclusions of the CityYouth#challenge events organisers and also provides additional guidelines for future event organisation.

Organisers have agreed to share their experiences and conclusions drawn from previously organised events. Comments and suggestions are structured in the following order:

1. *Target group*
2. *Participants selection process*
3. *Event implementation*
4. *Follow-up*

1. Target group

It is important to have a well-defined target group so that content and activities of the event can be adapted to the chosen number of people, in terms of their characteristics, their location, income, age, lifestyle, etc. For project purposes, the target group included young people 18 to 30 years old. According to expressed interest and feedback of different participants (mentors, journalists, jury, general public) in the previous events, certain changes and adjustments can be made to target group (women, the unemployed, young mothers, middle-aged people, etc.). In addition, the target group can be formed according to the organiser's background in order to reach a greater number of people.

Note:
Keep in mind that introduction of changes into the target group would also require corresponding adjustment of the communication channels, in order to effectively reach the target group.

2. Participants selection process

In the preparatory phase it is necessary to attract as many participants as possible. We would advise you to consider the number of young people in your area and the potential difficulties in attracting them to the event. Best case scenario would be to have a lot of applicants in the first round, i.e. lots of filled application forms. In order to select the best participants you can invite them to provide additional information which will serve you as an extra filter to narrow down the best applicants.

Thus, as part of the selection process, participants can be asked to create a motivational video or alternatively, to participate in a Skype interview. By including the motivational video requirement, you will gain more motivated applicants who will be engaged in the event from the start. It will enable them to be creative and enterprising in order to be selected.

If you are worried that a motivational video will discourage some of the potential participants, simply write briefly that the quality of the video is not important, only the content and their motivation, and that it can be recorded with a smartphone. The more creative the better. Make them aware that the video will only be seen by the selection team and won't be used for any other purposes during or after the event. Furthermore, uploading a video can be technical for some people so make sure you give step-by-step instructions on how to do it.

Example of an online application form

There are many free tools available for creating an application form (such as Typeform, Google forms, Eventbrite, Survey monkey…)

APPLICATION FORM	
1. Name	
2. Surname	
3. Date of birth	
4. E-mail & Mobile phone number	
5. Current status	Choose one or more options:
	A. High school student
	B. University student
	C. Employed
	D. Unemployed
	E. It's complicated
6. Specialization	(If you attend high school, tell us which one! If you are studying, state you major! If you work, please tell us where! If anything else, let us know)
7. What would you like to do?	(Leave space for adding paragraphs)
8. List your fields of interest or hobbies!	(Leave space for adding paragraphs)
9. Do you have work experience?	☐ Yes ☐ No
10. Do you know anything about entrepreneurship?	Choose one option:
	A. Yes, a lot!
	B. Yes
	C. Yes, something
	D. Very little
	E. No
11. Which of the following areas are you most interested in?	Choose one or more options:
	A. Finance
	B. Business model development
	C. Communication and marketing
	D. Pitching
	E. I am not interested in any of these areas

Note:
If only e-mail address is listed as contact information, it will be harder to communicate with potential participants. It is recommended you ask for a mobile phone number. This way the organiser gets full control over the number of participants.

Participant selection criteria and committee

Where there are many applicants, criteria have to be applied for their selection. Each participant's application may be rated on a scale of 1 to 10, by which participants are accordingly ranked. Once the participants are selected, they may also be categorised according to their professional backgrounds such as IT, finance, marketing, creative capabilities, etc. You should aim to have participants of various backgrounds and skills, as that would spark creativity in teamwork. The final list can be divided into 2 categories: selected participants and backup participants. In order to boost the quality of the selection process, one of the mentors or a member of the jury could directly participate in the selection process, as they can provide valuable input.

Note:
Make sure you allow plenty of time for the selection of the participants and prepare a backup list, in case of last-minute cancellations. By dividing participants into teams composed of an equal number of people, you will make sure that neither team should feel behind or ahead by comparison.

Note:
Once you have confirmed the mentors for the event, schedule a group meeting where you will explain in detail the principles and structure of the event, as well as specify the characteristics of the target group. At the meeting, mentors will be able to pose questions and consult each other. This will allow the mentors to prepare for the event and avoid disagreements on the day of the event. Alternatively, you can send them an e-mail with detailed instructions. Same procedure applies to jury members.

3. Event implementation

Event duration

If you have the resources and the capacity, it would be best to have the event last for several days instead of holding a two-day event. A large majority of the participants stated they wished the event had lasted longer, as they felt they had not had enough time for all the activities. A lot of the participants also pointed out that they would have loved to attend all the masterclasses instead of having to participate but in one masterclass assigned to them based on their team roles. They also expressed their need to have more time to prepare for the pitch itself. Consequently, a longer event would allow all the participants to attend all the masterclasses and have more time to prepare their pitches.

Note:
If you prolong the event, you can consider offering participants to use the coworking space to work on their idea and the pitch (between masterclasses and closing ceremony/pitching).

Space

As far as space is concerned, be sure to ensure enough space for the number of people who will attend the event. Where possible, provide separate areas for teamwork. If space is limited, teams can be set up in a single space, working on separate tables and improvised blocks. Make sure individual teams do not disturb one another with excessive noise or movement.

Ice-breaking game

It is advised to pay special attention to the ice-breaking game which kicks off the whole event. Carefully select the person to break the ice. It is really important to get the creative juices flowing, loosen up the participants and show them they have a lot of things in common despite being complete strangers.

The person who will be facilitating the ice-breaking game should ensure a fun and relaxed atmosphere as it will set the tone for the event. The facilitator does not have to be a professional entertainer, you are welcome to think outside the box and hire someone from a completely different field of profession. For example, the ice-breaking game in the project events was successfully facilitated so far by a local actress, a teacher, a radio host, stand-up comics, etc. On that note, you can engage in the ice-breaking game in small teams, right after they are paired.

General public engagement

The last day of the event is set to be open to the general public in order to present the created projects. During the part of the event that is open to the public, it is recommended to make the audience aware that the

event objective is to familiarise young people with the whole process, from brainstorming an idea to pitching it to the jury, and to inspire them to engage in entrepreneurship somewhere along the way.

Awards/sponsors/hashtags

Although the prize is not the focus of the event, and therefore need not be of great value, it is nevertheless an asset, as it will further boost competitive spirit in the participants. Awards can be provided by sponsors or budgeted for. It is recommended to see to that suitable products, such as laptop cases, small electronic devices, and the like, are given as awards. It is very important, where available, to provide free mentorship, free use of a coworking space or a study visit.

Note:
You can skip the jokers completely and include more judges. In that case, allow more time for the judges to ask questions and provide guidance, as well as feedback to the participants since their role will in that case be more of an advisor than a judge.

Note:
When all teams are done with pitching and when the jury withdraws to make a decision on the winning team, you can invite all the mentors and participants to discuss the pitch, both within and between teams. This is a good introduction into later networking, as the participants will still be under the impression of all the pitching and bursting with questions and comparisons. Later on, discussion can continue. Don`t forget to distribute the survey sheet to the participants.

Note:
At the end of the first day, the moderator should make a conclusion that highlights all the important tasks that were completed or taken up that day, as well as some basic information about the expectations for the upcoming day.
If you have an event that lasts more than two days, repeat this step each day.

4. Follow-up

After the events are implemented during the project, participants create their own Facebook group to continue networking with all the people engaged in the event. A Facebook group can be formed for all the participants or for each team separately. If this does not happen spontaneously, you can encourage mentors to do it during the last day or whenever you feel that a certain connection between the participants has been established.

Evaluation form

For getting high quality feedback, it is recommended to have the mentors briefly evaluate the event. Here are examples of the questions used in such evaluation sheet; feel free to adjust them according to your needs.

How do you evaluate the motivation and proactiveness of your team members?

How do you rate the quality of the whole event?

How do you rate the contribution of the hero to the development of your team's project idea?

1. 2. 3. 4. 5.

How do you evaluate the quality of all pitched ideas?

How do you rate the quality of preparation for your engagement by the organiser?
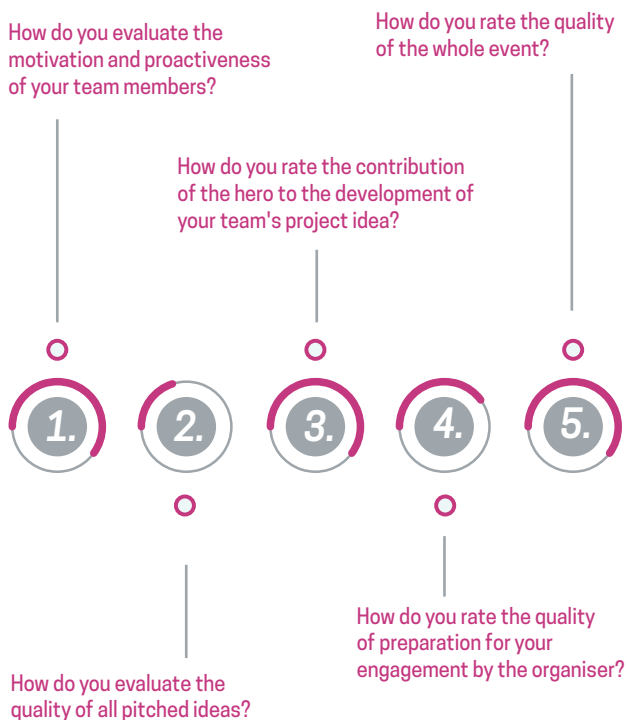
In order to have the participants assess the quality of the event, it is recommended to have them fill out a survey, i.e. evaluation sheet. The optimum time for this would be during the event when impressions are strong.

Some of the questions, to which answers were requested during previous events, are listed below. Feel free to adapt them to your needs. Make sure *questions are simple and understandable*, allowing participants to quickly and easily answer them.

1. How useful do you find this event? *(Choose one number)*

(1-not useful at all, 10 - very useful)

1   2   3   4   5   6   7   8   9   10

2. How much did your mentor help your team develop a business idea?
(Choose one number)

(1-not at all, 10 - very much)

1   2   3   4   5   6   7   8   9   10

3. What did you like the most about the event? *(Write down briefly)*

----

4. Are there any aspects that you think could be better? *(Write down briefly)*

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5. Answer **YES** or **NO** to the following questions.

Question	*Answer*
Would you recommend Youth#challenge to others?	
Do you want to further develop the idea your team has created?	
Do you want to be an entrepreneur?	
Do you want to become a member of a coworking community?	
Are you satisfied with Youth#challenge organisation?	
Did you have fun?	

Budapest City
Zadar
Gran Canaria
Bruxelles
Zagreb
Riga

Youth

#

cha-llenge

Manual