



# INTERNATIONAL GREEN ENTREPRENEURSHIP AND EMPLOYMENT CENTER



**ROADMAP  
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# INTERNATIONAL GREEN ENTREPRENEURSHIP AND INNOVATIVE EMPLOYMENT CENTER PROJECT (IGEC)

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According to Michael Porter's classification, Turkey takes place in productivity oriented economies. Though Turkey fits in the description of the countries called middle income trap which can't increase the national income more than 10.000\$ for years. Turkey needs high qualified entrepreneurship on its way to an innovation-oriented economy in order to save itself from the handicap that is described as a middle-income trap. The most important scientists in the world are saying that in current industrialization, growth trend can't be sustained in accordance with production and resource usage pattern. Thus last few decades, stood out entrepreneurs who consider sustainable development studies based on increasing the life quality while avoiding harming natural resources, innovation and creativity. At the end of the process a new kind of entrepreneurship, eco/green employment which is environment and ecology centered, appeared.

Green entrepreneurship which is one of the top topics that EU prioritizes, eco-innovation processes and creating a supportive system for the needs of young are going to be considered as a whole in our project. EU's "2020 Smart, Sustainable and Inclusive Growth" Strategy, supports the working models that focus on green growth so while sustaining welfare it does not harm the nature. It's targeted that by 2020 creating employment in the sector for 3, 5 millions of people and reaching the resource efficiency in working processes by 2030. Between the years of 2014 – 2020, 220 million Euros were planned to be used for the purpose.

These problems that mentioned above are affecting young directly in middle and long periods. It's not likely to overcome this problem that can't be overcome ever since the crisis in 2009. This process that will almost take 10 years is a preview of a lost generation thus loss of welfare. There is no substantial enterprise that can meet these needs in neither our countries nor other countries that face young unemployment and lack of newly qualified enterprises. In order to solve these problems, we need a pilot application that leads the way for an ecosystem that offers these services.

In this project which pilot studies will be carried out to establish an employment center that holds sustainability and environmental sensitivities in the foreground, play a catalyzer role for keeping up with transformation in Industry 4.0 and today's information era, as well as providing consultancy and networking possibilities on both green entrepreneurs and current green employment opportunities, it is expected to reach the ultimate goal by producing several outputs and, carrying out local and international activities.

Respectively these outputs are;

- Green Entrepreneurship Stakeholder Perception Survey
- International Green Entrepreneurship Center
- Applied Green Entrepreneurship Training Module
- Greenovate Interactive Web Platform
- International Green Entrepreneurship Idea Challenge

## ABOUT CENTER

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Probably the most basic and critical output of the project is, to establish an International Green Entrepreneurship and Employment Center (IGEC) physically and put it into practice. It is "a must" since it is a very important tool to ensure sustainability and carry out activities. In another word, it is going to be the executive center. IGEC will be established at a location that Büyükçekmece Municipality will provide within itself and it is going to be a first in Turkey. There hasn't been a center that carries out programmes on green entrepreneurship and employment before. Such a concept is not encountered even in our partners' countries. The center will be established based on international knowledge and innovation transfer as an integrated structure that keeps its feet on the ground. Partners will contribute to all stages and processes. Defining the center's functions, mission ve vision, tolls to be used will be determined together.

Project staff and Büyükçekmece Municipality staff will take place within this center and it will offer in line with project targets;

- Training
- Networking
- Consultancy
- Activity (meeting, workshop, seminar, conference etc.
- Physical infrastructure (co-working area) services

Applied Green Entrepreneurship Module will be used for activities such as; local dissemination activities, pilot and local implementations of the training module. Also, potential entrepreneurs will be able to use this place as an incubation center within project & idea competitions and other green entrepreneurship activities, and it will carry out guidance activities in green employment and career. The ultimate goal of the center is to contribute to the development of green entrepreneurship ecosystem, to support green entrepreneurs and young who want to have a career in this field and creating added value.

Through this pilot study which is aimed to achieve success, an attempt is made to build a framework that inspires and encourages the institutions, who monitor the project, that this study can be made happen.

All these works within the center, the vision of the center, sustainability plan were designed by the contribution of project partners and details of these are provided in the next section (Step by Step Green Future)

## STEP BY STEP GREEN FUTURE

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### 1. TEAM & STAKEHOLDERS

Project coordinator Büyükçekmece Municipality, project partners Global Environment Organization, Academy of Entrepreneurship, IMRO DDKK, European Social Entrepreneurship, and Innovative Studies Institute will select representatives and these 5 people will consist center management body. This 5-person management body will act as the majority of the vote.

The center will be constructed within the Büyükçekmece Municipality and the coordination will be provided by Büyükçekmece Municipality. The center secretariat will be undertaken by the Büyükçekmece Municipality in this direction. The partners will take a responsibility along with the secretariat as a joint responsibility depending on whether the activity is transnational or local.

Project staff and municipality personal will be assigned. Büyükçekmece municipality will take over operational and equipment expenses after the completion of the project.

Center will continue its activities with the support of stakeholders and other actors, will widen its impact. In this context, the cooperation models will be as following;

- Public: It can create the necessary public support for the development and expansion of green entrepreneurship.
- Private sector: It may support entrepreneurs in terms of purchasing and implementation of the projects realized or to be realized. At the same time, it can organize various workshops/contests with the participation of green entrepreneurs in certain periods in line with their own work areas and needs. Together with this, it may report the required human resources to the center and find answers to their current pursuit of the workforce.

- Non-Governmental Organizations: It may share its own experiences in order to make sure that the experienced problems are identified correctly and serve the purpose of solutions to be put forward by entrepreneurs. In the course of the process, it will be able to share the problems that non-governmental organizations observe from the field with entrepreneurs working on the solution of the problem. Together with this, they will be able to transfer the current experiences and contributions to the studies of the center in terms of social benefit and impact.

- Academy: It may provide support by creating science-based solutions by putting forward the solutions created for similar problems as well as raising new entrepreneurs within the scope of university-industry cooperation. At the same time, they will be able to take an active role in the projects to be written to the fund resources to be written for the national and international dissemination of the created solution. Finally, academic support can be obtained at the point of reaching and interpreting the theoretical foundations and presentations of the concept.

- Legal infrastructure: It can play an active role in supporting the commercialization of the solutions produced, especially on topics that entrepreneurs need.

- Financial institutions: It may provide support in realizing the projects of green entrepreneurs which are at the stage of idea and development and support the development and expansion of their existing projects.

- Green Entrepreneurs: Sharing experience in entrepreneurship has a positive influence on the development of the entrepreneurs. Therefore, experienced entrepreneurs can share experiences on problems they have experienced in the process and their way out of them.

- Mentors/Private sector representatives: Experiences of the private sector representatives can be shared in areas required by the entrepreneurs directly specific to green entrepreneurship or in terms of commercialization of the ideas after turning them into projects and sales/marketing. At the same time, providing solutions to problems they have experienced specific to their institutions and then it may buy products/services from entrepreneurs who produce those solutions.

- Broadcast/communication aspect: It is also important to disseminate the decent work as well as carrying out decent work. Therefore, it is possible to communicate in various broadcasting channels of products and services of entrepreneurs who produce solutions to problems.

- Local administrations: It is possible to see a resemblance of any locally experienced problem in a different region. In this respect, the solution to the problem experienced in a region can be extended to different regions. Localization can have a positive impact on the success of the solutions produced because it details existing problems. Local governments can both solve solutions for problems in their own regions together with entrepreneurs and play an active role in the strengthening of green entrepreneurship ecosystem by bringing together different stakeholders and creating areas. The center and the models used in the center can be changed and copied according to the needs of the local administrations.

## 2. SITUATION ANALYSIS

Situation analysis of the center will show a parallelism with the situation of the green entrepreneurship ecosystem in Turkey. The only report prepared so far in Turkey in the field of green entrepreneurship was prepared by TTGV in 2012. The report, approaching the present situation of the green entrepreneurship ecosystem, the actors and the influencing elements in a comprehensive way, constituted an important reference in our work. There are important findings of the current circumstances in the report which includes sample cases, opinions and policy proposals.

Comparisons with the current situation from our research and the situation presented in the TTGV's report will be useful in determining the change over time. First of all, it is worth pointing out the strengths, opportunities, weaknesses and threats highlighted in the report of TTGV.

### Strengths and Opportunities:

- Rising trends in entrepreneurship activity
- Rising trends in R&D and entrepreneurship activities in the environmental field
- Having institutions that provide support for entrepreneurship in general (public and NGO)
- Adoption of clean production related issues by relevant ministries
- Usability of regional development agencies' support for green entrepreneurship
- Business angels' being an opportunity for green businesses
- Opportunity-based entrepreneurship going beyond necessity-based entrepreneurship
- Technoparks' creation a suitable environment for the realization of green entrepreneurial activities
- The comprehensive regulation on environmental and energy constituting an opportunity for green entrepreneurship

- The process of harmonization of the additional legislation on the EU accession process (eco-labeling etc.)
- Entrepreneurs' high perception potential creates opportunities for green entrepreneurship
- "Corporate social responsibility", "environmental, social and governance dimension of institutions" and "shared value creation" concepts' being approached and discussed especially by big companies
- Sustainability index studies in the Istanbul Stock Exchange
- The business world is concerned with climate change issues and possible actions that need to be taken
- Environmental technology being accepted as "the field of technology of the future"
- The potential provided by the young generation with the current social and economic power with high engineering capacity
- High renewable energy potential

### Obstacles and Challenges:

- Low level of entrepreneurship activity
- Lack of special support programs for "green entrepreneurship"
- Limited support programs for environmental projects and investments
- Limited knowledge and capacity shortage in SCP and eco-efficiency issues
- Need to improve access to existing support systems and finance
- Private capital not being usable for green entrepreneurship in the near future
- The educational system and cultural norms do not conform to the spirit of entrepreneurship
- Deficiencies related to enforcement and inspection of environmental and energy legislation
- Lack of a specific strategy or action plan for SCP
- Green entrepreneurship is a new concept for stakeholders
- Product-oriented green entrepreneurship being ahead of service-oriented green entrepreneurship
- Especially small businesses having limited capacity and environmental awareness
- Lack of interest and knowledge about environment-friendly products and services of Turkish consumers
- "Green purchasing" not being applied in the public
- Lack of confidence of the private sector in the current demand for environment-friendly products and services in the market
- limited incentives and inadequate capacity for environmental technologies including the renewable energy technologies
- Awareness problem and lack of capacity in chaos management especially in the private sector
- Procedures of municipalities about initiatives and investments on waste management

After about 6 years on the report, we will make our comments on this data to better compare the changes in the field of green entrepreneurship. In addition to those in the sections on Strengths and Opportunities, we have overcome many of the Obstacles and Challenges. But it is not possible to talk about a significant change in green entrepreneurship, despite 6 years have passed. Different institutions have carried out a lot of studies that support the green entrepreneurship in different areas and continue to do so. It can be said that one of the greatest shortcomings in green entrepreneurship is that a large part of them acting independently instead of supporting one another and interacting.

While strengths still retain their strength, some of the opportunities are no longer seen as opportunities. For example, while the business world's focus on sustainability works related to the subject and high renewable energy potential are still maintain their validity, seeing the environmental technologies as the technologies of the future has somewhat eroded. In the case of obstacles and challenges, low-level entrepreneurial activities are close to being overcome. Acceleration programs, special supports and public support allow a lot of distance to be covered at the point of eliminating this deficit. Demand for green products has also increased on the consumer side. However, the green transformation of SMEs and public institutions, the level of public awareness, and lack of implementation despite there being a legislation are still problems to be solved.

### 3. VISION AND TARGETS

The vision of the International Green Entrepreneurship Center is to contribute to the emergence of high-value green initiatives and to the development of green entrepreneurship and innovation ecosystem in our country. Our vision is to point to common goals, taking into account the concerns of stakeholders, their considerations and the needs of the target group. Beyond a goal and aspiration, it is perceived as an approach that determines strategic directions at the point of development.

After the surveys and the interviews, we conducted with the different stakeholders, it became clear that for the development of the green entrepreneurship ecosystem in our country, a center is needed for the creation of a physical space in this field, and a center is required for communication/interaction studies by involving different stakeholder. From this point of view, some of the center's targets are;

- Creating awareness on green entrepreneurship
- Raising new green entrepreneurs
- Supporting/strengthening existing green entrepreneurs in different fields (such as financial, know-how)



- Establishing networks to sell products and services, especially public and private, for business models to be sustainable
- It has become clear that it is necessary to disseminate the realized best practice examples.

Short-term and long-term targets have been determined quantitatively. These are as following; (It is foresighted to reach these short-term targets until the end of the project)  
These are;

- Organizing 1 international idea challenge
- Implementing 5 local trainings
- Implementing 3 local dissemination and network workshops
- Developing collaboration with 10 stakeholders (private sector – public - CSO)
- Reaching 500 individuals and 50 institutions in conducted activities
- To making commercialize of 1 idea
- To ensure employment for 10 youth in green employment areas.

Middle and long-term targets are;

Within 3 years after the project is completed;

- Organize 6 national training programs
- Organize 2 international training programs
- Conducting 12 different networking, introduction, conference seminar activities
- Making cooperation with 60 different institutions from different parts of Turkey
- To ensure employment for 120 youth
- To make commercialize of 15 ideas
- To be part of 2 different international incubation programs
- Organize 1 national incubation program
- To generate 5 million TL value

For longer time targets will be determined at the time of the first anniversary of the project completion by the coordinators of the center.

#### 4. ACTIVITIES AND CONTENT

Activities and content are either component or supporters of the main goal and targets as it is mentioned in the previous section. In line with these targets, within a center;

## A. Trainings

- Offering several trainings such as; green entrepreneurship, eco-innovation, eco-friendly production can be done. "Applied green entrepreneurship training module" will take place in these trainings. The contents prepared for groups of approximately 20 - 25 people can be presented as an integrated module or as separated modules.
- Trainings of trainers can be carried out to disseminate the educational contents produced. These trainer trainings may be organized both in national or international scale
- Capacity building trainings can be organized for the institutions that carry out activities related to the subject. Technical and cognitive competencies of the institutions' representatives can be improved within these trainings

## B. Networking

- Employment fairs can be arranged to bring together employer representatives in the related themes/ sectors and young people who look for employment possibilities.
- Regular networking, link-up activities can be carried out so that public, NGO, the private sector and academia representatives can develop projects together, develop cooperation on green entrepreneurship, as well as create sustainable models for eco-innovation.
- Examples of good practices abroad and at home, green entrepreneurs can be brought together with the domestic peers and related.

## C. Consultancy

- Consultancy activities can be offered to young people who have business ideas to help them put their ideas into practice.
- The mentor pairing program can be offered to young individuals and teams who have a business model so that they can develop and improve the business models.
- Informative events can be organized for potential entrepreneurs about their business sector and how to speed up the process of starting the business.
- Acceleration programs can be implemented for those who have already have an idea or a prototype product/service

## D. Other Activities

- Venue services can be offered to potential green entrepreneurs. These venue services may be providing places for an interaction of people such as; training rooms, meeting rooms, event halls.
- Briefings about the related subjects can be carried out for the target group to provide information.
- Concrete steps can be taken thanks to workshops in the thematic areas by using common mind for problem analysis and policymaking.
- Successful people or organizations can meet with stakeholders and target group through seminars, conferences.
- Project developing and idea competitions can be organized.

These activities can be developed over time and will be shaped by the center management team in line with needs.

## 5. EVALUATION AND SUCCESS CRITERIA

Regular monitoring and evaluation activities will be carried out in order to have an idea about the activities of the center, to see the extent to which the targets are achieved, and to identify the problems encountered in implementation. These activities can be carried out with two different groups of participants, internal and external. Internal evaluation will be carried out by the central management team and external evaluation will be made by taking the contributions and feedback of the center's beneficiaries and stakeholders.

In addition to regular 3 months, internal evaluation meetings, activity base external evaluations and annual evaluations will take place. In this context, it will be discussed which activities are targeted, participants' achievements, benefit-cost analysis, as well as participant-based evaluations along with whether the center has achieved its goals. These assessments will be reported. The tools to be used during the monitoring and evaluation, the specific indicators, the results achieved and the achievements reached will be determined by the center's management team in each evaluation period.

In addition to the center's quality and management criteria to be followed in the process, the principles are as follows;

- 360-degree quality management approach (with the contribution of all stakeholders)
- Objective process evaluation
- Sustaining regular and systematic activities that are supported by user-friendly methods

## 6. DISSEMINATION AND SUSTAINABILITY

The Büyükçekmece Municipality center will assume responsibility and will continue to work after the formal end of the project. It will provide the necessary personnel and equipment.

The main targeted group of the project is new green entrepreneur candidates as it can be understood from the theme of the project. In addition to that, youths who have current venture ideas or who have current initiatives and want to make them sustainable are also our target population. Besides the individuals, institutions and representatives of them that have an interest in the subject and provide services are also belong to our target population. Respectively they are;

- Structures related with entrepreneurship topic
- Service providers and institutions about green entrepreneurship
- Professional individuals who interest in a topic or already working
- Academic staff and experts within partners
- Youth entrepreneurship organizations and networks
- Civil society participants, youth workers
- Organizations, foundations, and associations
- Local authorities, policy makers, national and regional agencies
- Universities and Research Institutes
- Media

Center staff and coordination team are responsible for sustainability issues of the center. 4 different dissemination channels will be used.

- a. Stable Communication Channels (e-mail groups etc.)
- b. Printed and Published Materials (leaflet, report etc.)
- c. Online Tools (website, social media etc.)
- d. Event Base Activities (Seminar, conference, workshop etc.)

After completion of the project, project stakeholders will come together and work on the income model to be used within the sustainability of the center. In addition to this, as already mentioned, various contributions of project partners, especially Büyükçekmece Municipality may be considered in the scope of sustainability.