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ENTREPRENEURIAL LEARNING STUDENT CLUB

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EDITORS' WELCOME NOTE

The ELSC Newsletter No. 3 is here! Thanks to your activities and willingness to share entrepreneurial knowledge and experience, we had an opportunity to choose the most relevant articles for this edition. It is our privilege to see that we receive more and more articles related to your direct contact with entrepreneurship in each issue of the Newsletter. Your constantly increasing interest in the development of entrepreneurial skills and your understanding of its importance for the growth of your careers proves us that the Entrepreneurial Learning Student Club is on the right track.

Autumn has traditionally become a period for entrepreneurship, featuring the Global Entrepreneurial Week, the European Day of Entrepreneur, the European SME Week, the National "Get in the Ring" Finals and the presentation of most national Global Entrepreneurship Monitor reports. Hopefully, most of you will have participated in some of these activities and you will share and reflect on your experiences in the ELSC Newsletter No. 4. Enjoy this issue and send us your feedback and your comments at the ELSC Forum within the SEECEL web site.

Thomas Farnell, Editor
Bojan Jovanovski, Executive Editor

I. DISCOVERING ENTREPRENEURSHIP

Interview with Morten Røngaard, Danish Entrepreneur

Authors: Sonja Angelevska, Filip Risteski, students of English Language and Literature, Faculty of Education in Bitola (Macedonia)

Editors' note: This interview with the successful founder and CEO of IntelMarketing, an international business with offices in several countries (including Macedonia), presents the benefits of self-employment and the sacrifices one has to make on the road to success.



IntelMarketing is an international marketing agency with a subsidiary in Macedonia, opened in July 2014. IntelMarketing's team works with clients from all over the world. They specialize in design and development of websites, SEO and social media marketing .

We witnessed the success of the company unfold before the eyes of the public. Nobody in our hometown (Bitola, Macedonia) knew anything about this company until recently. However, we soon discovered that IntelMarketing has been present on the Scandinavian market for 10 successful years, and that now they are expanding their business in the Balkan region. IntelMarketing won a special award in the "Najuspeshni Bitolchani" competition (translation: "Most Successful People in Bitola") in 2015 for their contribution to the game RonRik, an augmented reality game (the first of its kind).

We later learned about IntelMarketing's vast field of occupation. In addition, the CEO of the company is focused on giving young people an opportunity to get a steady part-time, full-time or internship in many different fields. One of the interviewers, Sonja, got the opportunity to become a part of the IntelMarketing family regardless of the fact she is still a student. According to her words, not only was she able to get a steady job in IntelMarketing, but she has also learned and expanded her knowledge in the field of Internet marketing, even though she studies English language and literature.

As a member of the Macedonian IntelMarketing team, Sonja Angelevska came up with an idea to

interview their founder, owner and CEO, Morten Røngaard. The aim of the interview is to show everyone there are people who are willing to give you an opportunity, but also that everyone is able to learn a lot from an experienced entrepreneur. In fact, Morten Røngaard is a person many people can learn from, considering the fact that he is only 38 years old and yet he is successful not only in Denmark, where he comes from, but also in many other countries. However, another aim of this interview is to inform young people who are considering becoming entrepreneurs about the risks and the challenges they might face.

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Q: What was your motivation for starting your own business?

A: I wanted to have freedom and be flexible in planning my own day. My primary motivation was following my dream and being independent when it comes to work.

Q: How did you begin?

A: The journey began 10 years ago. I created a platform where people could find cheap goods which will help them launch their business.

Q: What were the challenges you faced when you started your own company?

A: The biggest issue still comes from the official government. The administration and the rules make you drown in paperwork and spend all your time in your office, instead of developing and further expanding your business.

Q: Why did you choose to work with people from Macedonia?

A: Because of Macedonian people who are very hardworking and put a lot of effort in reaching their goals. The Macedonian economic standard also means lower salaries, which gives us the benefit of competing on the high prices on IT and web in Scandinavia, and even in the whole of Northern Europe.

Q: How large is your company today (people and subsidiaries)?

A: We are a total of 10 people in the Macedonian office, six in Bangladesh, 11 in Ukraine, two in Spain and two in Denmark. So we are a total of 31, including myself.

Q: What is the work ethic in your company like and how well do you communicate with your employees?

A: Honesty and communication is what I demand from my employees. We communicate through Skype and e-mail and I try to visit the offices as often as possible, at least once in every 3 months.

Q: What is the secret of your success?

A: Hard work and dedication. We always go the extra mile and do the unexpected for our clients.

Q: What would you recommend to young people who want to start their own business?

A: Make sure you know what you are getting yourselves into. Being an entrepreneur is 70+ working hours per week all the time, minimum vacation and spare time. If you are married or have a girl/boyfriend, then it is vital they understand and support you, because the risk of breaking up is huge.

You need to be good at micro management, have good attention to detail and have a clear vision and business plan ready. Also: make a budget for expected expenses and multiply it by 2.5!

Freedom is wonderful, but you also need great mental strength because you always have to think ahead, and if you are an employer, responsibility is even greater. Clients don't pay you on time, but you still have to make sure your employees get paid as well as pay taxes, accountants, etc.

Many things can go wrong, but if you succeed then it is all worth it.

Interview with Dušan Popović, CEO at Byteout Software (Serbia)

Authors: Nemanja Tojagić, student at Business Technology Incubator of Technical Faculties, School of Electrical Engineering, University of Belgrade (Serbia)

Editors' note: This article presents an interview with a successful entrepreneur which stresses the importance for young people to consider self-employment as a career opportunity in order to create a working environment which will transform job into pleasure.

In July 2015, I had a short interview with Dušan Popović, CEO at Byteout Software in order to talk to him about start-ups in Serbia and to see if there is anything he can share with young people about what running your own company is like. The main conclusion of the interview was that there are benefits of trying to create something on your own. Dušan is not the only one that has gone in this direction in the Serbian start-up scene and we hope he will not be the last one!

Q: What is your main driving force?

A: Being proud of something your team and you build. Some people create art pieces, some people build houses ... we create software to make everyday life easier and we are proud of that.

Q: Were there any difficulties when you started?

A: Lack of knowledge. There are so many things we are better at and know more about now than when we started, and it is still very little. The

amount of work needed to gain experience and to gain necessary knowledge is something that we didn't count on at the beginning, but it has been an amazing experience.

Q: Did you have any experience in running a company before you opened this one?

A: No.

Q: Do you have any advice for people who want to follow your footsteps?

A: They will leave their own footprints behind them; nobody walks down the same path and sometimes those footsteps are slow, sometimes fast, sometimes they turn left or even turn around completely. The important thing is to take it one step at a time and to have some optimism.

Q: What are the plans for the future?

A: World domination for sure! But that is long term. We develop our company in phases, now we need to grow a bit, and then we need to stop and work on our education, culture, procedures. Growth should never be uncontrolled, and new business opportunities always have to be tested and well thought-out in advance, before leaping into it.

Q: Anything to add for the end?

A: Not all that much, except that I would just want to emphasize how great things can be when your job is something you love doing – it stops being “work”.

II. ENTREPRENEURSHIP IN DIFFERENT SCIENTIFIC DISCIPLINES

Democracy and Entrepreneurship: A View from Political Philosophy

Authors: Victoria Vestič, student at the University of Split, Faculty of Philosophy, Department of Philosophy, Philosophy of Democracy (Croatia)

Editors' note: The author of this article approaches the topic of entrepreneurship from the perspective of political philosophy and, by referring to relevant literature, examines the extent of a "clash" between contemporary democratic systems and values and entrepreneurial behaviour and conditions.

At the time when the economy of the Western world seems to be shaky, creating an environment for entrepreneurial success is of vital importance. In the following years, an important challenge for democratic societies will be to prove they can provide that kind of environment, as it is arguably the "little" entrepreneur that will be the supporting force of our future economy and our political way of life. But does democracy, in its basic beliefs and way of thinking, support entrepreneurship or does it hold it back and, in that way, actually decrease chances of its own survival?

Democratic values: do they clash with entrepreneurial values?

Bellone and Goerl (1992:130) seem to think that "democratic values", as they call them, constantly applied in government administration ("accountability, citizen participation, open

policy-making processes and stewardship-behaviour" (Ibid)), are in stark contrast with the values of entrepreneurship such as "autonomy, personal vision of the future, secrecy and risk-taking behaviour" (Ibid.). But, while Bellone and Goerl are still willing to try to reconcile democracy and entrepreneurship, there are some who think that we should abandon this notion of reconciliation completely.

In his paper "Why We Should Abandon the Misconceived Quest to Reconcile Public Entrepreneurship with Democracy" Terry offers a comprehensive critique of the Bellone-Goerl model and emphasizes:

"The question is not whether public entrepreneurship can be reconciled with democratic values but whether the private enterprise concept of an entrepreneur is an appropriate model for public administration." (Terry 1993:393)

Terry answers this question negatively and asserts that the "concept of entrepreneur is misplaced when applied to public administrators." (Ibid.) Both authors, however, seem to regard the 1980s in the US as the 'entrepreneurial golden age' and that many commentators of that time:

"Believed that the rekindling of the entrepreneurial spirit in the private sector was essential if the United States were to regain its competitiveness in a rapidly changing world that had become increasingly interdependent." (Ibid.)

Balancing free-market and state intervention in entrepreneurship

The 1980s in the US are the time of Ronald Reagan and his major adviser Milton Friedman who thought democracy was inefficient concerning questions of economy. His argument was that voters are mainly uninformed regarding economy, and in this way almost bound to make wrong decisions – an argument akin to that of Plato in “The Republic”. It seems that Friedman had little faith in any political system but, on the other hand, may also have had too much faith in any kind of economic market, as long as it was efficient. Friedman argued that “the status quo is a kind of tyranny” (Friedman 1982:7), but his solution seems good only short-term, as jumping on either side of the equilibrium inevitably leads into another kind of tyranny, while the resulting prosperity and stability (while it lasts) actually derives not only from the fact that the “tyranny of the status quo” is sufficiently weakened, but also from the fact that it is still comparatively strong and still has some grip, although diminishing, on the current situation.

Accordingly, a kind of a semi-flexible model could be introduced, in which the state would have a set of pre-prepared measures to make it easy and quick for entrepreneurs to start and maintain their businesses in times of economic distress, but then, when the economic equilibrium is again established, the state should have a set of laws that should impose some restrictions on the entrepreneur again. In short, the state should predict and plan out in advance both scenarios and switch between them swiftly and efficiently. Like a pendulum, after the entrepreneurial revival reaches its pinnacle, it should begin to gravitate back to the centre by the state. Of course, the ideal level for the entrepreneur, would be (furthering this analogy) to reach the highest level of prosperity, while still partially dependent on the state for privileges that make that highest level of prosperity possible. This could be likened to a pendulum that freezes in time in its highest point of travel – and this would be an example of the

ideal state, which is effectively impossible. The return to the centre is also an undesirable option, since the counter-measures are not meant to nullify the growth made during the lenient period, but rather to establish again a status quo, albeit on a higher level of development. If this equilibrium fails to be achieved and the entrepreneur cuts its ties with the centre (the state) it is reasonable to predict that the entrepreneur’s business itself will, in time, begin to function as a state-like construct.

So, what this means is that “the status quo” should be, for a time, purposefully and systematically eroded (purposefully and systematically meaning in a controlled manner), and then, when it reaches the wanted outcome, to be reconstructed again in the same controlled way.

The flexibility in this semi-flexible model refers to the ability of changing from one model of functioning that encourages entrepreneurship to another model that seemingly discourages it, since to encourage it further would lead to the imbalance in the ideal but, of course, practically unattainable equilibrium. The ‘stable’ part in this semi-flexible model would be the sets of measures for both encouragement and discouragement of entrepreneurship as well as implementation of these measures, the timing of which must be based on, in advance agreed upon, economic circumstances. I believe this is nothing new and that the only problem actually lies in carrying out these measures with utmost seriousness and discipline, and with a keen instinct for the changing of the economic picture of the world.

Entrepreneurial and democratic mindsets: are they really at odds?

But it is not only the democratic system and its actual workings what hinders entrepreneurs on their paths. It could be argued that the abstract system of accepted values in which the entrepreneurs live also hinder them, as both influence not only their luck (in form of measures

and laws) but also their state of mind and willingness to risk. However, even though the individual is nowadays often referred to as a sort of an intersection of various influences, we forget that it could also be argued that at some point all the influences stop – at the moment when an individual actually makes a decision.

As an alternative to the bleak diagnosis of Bellone and Goerl about the negative influence of democracy on an individual's entrepreneurial state of mind, democracy, even in its present state, could be seen as a courageous concept by the individual and a kind of an entrepreneurial project of its own. In this way, the individual should encourage himself, if not by the actual workings of the democratic system, then by its concept that encourages individual's participation to work properly. The market also, in its most basic concept, encourages this participation, along with contest. This participation in democracy is often experienced by an individual as unimportant in the larger scheme of things or even futile, but in it, there are arguably the seeds of entrepreneurship. To conclude, democracy that leaves its hold on the market adaptable and flexible, and not rigid and impervious to betterment, should be on the path that leads to a future of prosperity. The main tenants of democracy must remain unchanged, but it is of vital importance to discern what is

essential for democracy's survival (and for it to remain recognizable while surviving), and what is not. Also, I don't see that democracy as a system is necessarily flawed in a way that it doesn't encourage entrepreneurship. Democracy could be seen as a sort of an entrepreneurial project, its only difference in being for the masses, and not for the individual. However, this call for participation, even though it aims to be almost universal, if viewed in this light, is exactly what could kindle a fire for a more competitive and individualistic participation in the market.

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III. EMERGING ENTREPRENEURSHIP: STUDENT IDEAS

From Student Organisation to Business Idea: *Klub studenata*

Authors: Vedad Ćosičkič, student at the Faculty of Economics in Tuzla, University of Tuzla (Bosnia and Herzegovina)

Editors' note: This article is about personal experience on the influence of entrepreneurial skills in the improvement of social life and importance of ability to recognize a feasible business idea for starting a business.



This article presents a case study about a student organisation from Tuzla, Bosnia and Herzegovina, called Klub studenata (Students' Club), and their transformation from an organisation to new business idea and business opportunity.

Identifying business opportunities that are not just a different version of something that already exists is extremely difficult. The key for identifying opportunities is to identify products or services that people need and that are ready to pay for. The Students' Club was founded by three students of the Faculty of Economics in Tuzla, University of Tuzla, in

February 2013. The organisation is registered at the Ministry of Justice in Tuzla Canton, as a non-profit and nongovernmental organisation. After the creation of a statute and founding documents and the appointment of its president, vice-president and secretary, Students' Club started its work.

There were various motives to start the organization, but the most important was the status of students at the University of Tuzla. Students in Tuzla were dissatisfied, worked with outdated technology and were not served by the University's official umbrella student organisation (the Student Union) in terms of student activities. These were reasons enough for the establishment of a new organisation led by determined people whose aim was to improve the situation of students. An additional motive for setting up the Students' Club was that each of the founders also studied outside of Tuzla, at universities such as Sarajevo and Zagreb, which are structured differently, are more accessible, provide more freedom and allow greater commitment to students.

Before the first project was launched, it is worth mentioning that the founders faced a large obstacle. Despite support from four faculties in the establishment of the association, the Club's project plan could not be implemented because the official Student Union failed to acknowledge our club as an official student organisation. Nevertheless, this did not change the dedication of the core team of students. The first project of the student club was "Wednesday Evenings with ...". Within this project, we had more than 20 well-known personalities

from the world of science, sports, television, politics and many others. The aim was to enable our guests to share with students their life stories and experiences on the road to success in a relaxed atmosphere.. However, this project did not bring any funding to the organization.

The second project was actually the one that had the most impact. It was a project to organise student parties called "Students' Club". The aim of this project was to provide a higher quality of student nightlife in Tuzla. Thanks to the success of the project, the voice of our Students' Club was heard across the whole Bosnia and Herzegovina and beyond, given that it attracted phone calls and e-mails from initiatives for expansion of the project in all major cities in the country. This was how the business opportunity was recognised. The following plan was to organise a day reserved for students in every major city in the country. The Students' Club then became a profit making organisation.

The Club started to have impact on society, mostly on students themselves. Students and all young people in the affected cities were given a new source of entertainment that can be beneficial for the improvement of their social life.

The future plan of the Students' Club includes the reconstruction and transformation of the organisation into an event management company, which has now been launched. Our experience in the organisation of entertainment and our network of contacts helped us recognise the opportunity to create a company that will have a much broader scope and a larger target market. The Students' Club is a great example of non-for-profit organisation transformation to a company and of the skills for recognition of business opportunities and turning them into a potentially successful business.

IV. EXPERIENCING ENTREPRENEURSHIP: PERSONAL REFLECTIONS ON ENTREPRENEURIAL LEARNING

Cooperation between the Academic Community and Government Institutions in the Development of Entrepreneurship in the Federation of Bosnia and Herzegovina

Authors: Željana Krešič, Ružica Marković, Ana Vukič, students of Tourism and Environmental Protection, Faculty of Science and Education, University of Mostar (Bosnia and Herzegovina)

Editors' note: The authors of this article reflection on a presentation they attend on entrepreneurship policy in Bosnia and Herzegovina and on the cooperation of their faculty (the Faculty of Science and Education, University of Mostar) with the Federal Ministry of Development, Entrepreneurship and Trade as part of the SEECEL project "Development of entrepreneurial competencies".

As part of the College of Management of Small and Medium Enterprises (SMEs), a guest lecture by Mr. Jozse Bejić, MA (Secretary of the Federal Ministry of Development, Entrepreneurship and Crafts) was organised by Andrijana Ostojic Mihic, PhD. The organised lecture covered the topic: "The business environment in the Federation – youth entrepreneurship and start-up companies."

The Federal Ministry of Development, Business and Trade of Bosnia–Herzegovina performs administrative and professional tasks within the

jurisdiction of the Federation of Bosnia–Herzegovina focused on the following aspects of business and SMEs (among others):

- encouragement of development, business and trade;
- supporting the application of innovations and introduction of modern technologies in the field of business and trade;
- increase the share of business and trades in the overall economy;
- organisation of institutions for entrepreneurship and entrepreneurial infrastructure;
- training of entrepreneurs and craftsmen through regular and additional education.
- Through his interesting lecture, Mr. Bejić explained what the main conditions for the development of entrepreneurship in the Federation are and stated the main strategic measures and actions to be taken in the development of SMEs and entrepreneurship. Based on the lecture, we noticed that the Federation is significantly below average compared to some EU countries and countries of the region when it comes to small businesses. It is also in last place compared to these countries regarding the ease of starting and doing business.



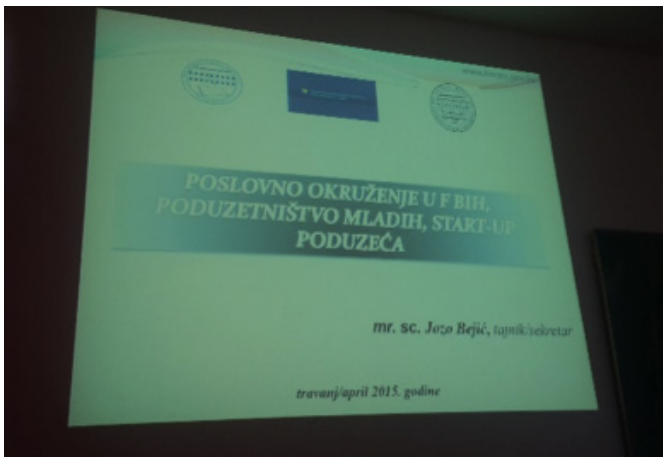
Picture 1: Students of Tourism and Environmental Protection



Picture 2: Jozo Bejić, MA

Without the cooperation of these partners, students as well as young entrepreneurs would be deprived of a large amount of required information. It is necessary to inform students about the possibilities and opportunities for the engagement in entrepreneurship. As a result of the poor economic situation in the country, many young people are employed in areas that have nothing to do with their profession, with lack of ideas and understanding of the career possibilities they have. The cooperation of the three institutions is essential for strengthening of entrepreneurial activity and innovation economy. Most students do not know which possibilities they have if they decide to start their own business as young entrepreneurs, and that grants of the European Union are at their disposal.

So, the conclusions of the lecture stressed the importance of development of better cooperation between state institutions for SME support and development with the university staff and units engaged in this issue. The first step in this direction is precisely the cooperation achieved between the Faculty of Science and Education, University of Mostar and the Federal Ministry of Development, Entrepreneurship and Trade as part of the SEECEL project "Development of entrepreneurial competencies".



Picture 3: Lecture by Jozo Bejić; Business environment in the Federation; youth entrepreneurship, start-up

The lecture emphasised that cooperation between the academic community, government institutions and the business community (the so-called "Triple Helix" model) is very important. The business community has access to new technologies, whilst the academic community receives feedback from businesses on the commercial viability of their research, and government gain insight into the kind of political interventions that encourage cooperation between industry and research.

Through my activities in the field of entrepreneurship and innovation (as part of the College of Management of SMEs), I got acquainted with the work of the Federal Ministry of Development, Entrepreneurship and Crafts, I have recognised the potential that students have, but I have also recognised that lack awareness. Young people are the ones who have the ideas, the will to work, enthusiasm and optimism, but if they don't have the necessary information and encouragement, all of this cannot be achieved. Whether you like it or not, without support, all ideas will remain unrealised and perhaps some of them are those that would improve the economic picture.

Entrepreneurship in Kinesiology and Sports: Round Table for the Promotion of Entrepreneurship

Authors: Nika Stanovič, student at the Faculty of Kinesiology, University of Split (Croatia)

Editors' note: This article presents a personal experience with an entrepreneurship promotion event and the importance of these discussions for the broadening of young professionals' horizons.

On 24th of April 2015, the Faculty of Kinesiology of the University of Split (Croatia) held the first open discussion in the form of a round table as an activity of the SEECEL project "Developing the Entrepreneurial Society in Western Balkans and Turkey" at the multimedia hall of the Department of Lifelong Learning at the sports Centre Gripe. The topic of the discussion was "Entrepreneurship in field of kinesiology and sports". The guests of this open discussion, among others were:

- Prof. Goran Marković, PhD: one of the foremost scientists and experts in the region at the field of sports science and sports medicine, applied kinesiology and motor control, also an owner and founder of "Motus melior"
- Mario Tomljanović, PhD: director of "Institute of kinesiology and sport"
- Felix Lukas, M.Sc. Econ.: director of industrial consulting, "Creative Global Investments" organizer of tennis tournaments in Bol on the island Brač
- Dražen Čular, PhD: president and scientific-sports association "Citius – Altius – Fortius".

The host of the round table discussion was Prof. Tonći Bavčević, PhD, who did his job very well and made this discussion even more interesting!

I decided to attend such an event out of sheer curiosity. So far I have not had an opportunity to get in touch with any kind of entrepreneurship,

especially with entrepreneurship in kinesiology and sports. This was an excellent chance to do that. Listening carefully the guests of the discussion talk about their experiences and projects, I had various thoughts in my head, but most of the time I thought about only one thing, about how they had the courage to start their projects. I wondered if they faced the fear of failure, because after all we all feel that same fear and the doubt in our success.

At the lecture, I got a lot of information and tips on how to begin, how to make the first step, which is, of course, the hardest one. I realized that all we have to do is to accept some part of risk because it is the integral part of the entrepreneurship. In fact, the participants of the discussion were encouraging us by giving us a lot of helpful advice all through the conversation. It is important not to be suspicious, but to believe in yourself and your ideas, to be persistent in their intentions...

During the conversation, they told us what makes them different from the others, what kind of service they offer and what kind of service is requested, how they manage to survive the competition and what the necessary qualities that entrepreneurs need to have so they could be successful are. Success does not come easily, and that is the fact our guests also admitted. Not always everything went as planned, and they did not always have the support and understanding of the environment, but when they would meet obstacles they simply had to overcome them. I especially liked the fact that, they have believed in their projects no matter what, and that they constantly work on them, expanding and improving them.

I am very glad that I had the opportunity to participate in such an event and learn the basics of the entrepreneurship. I enjoyed listening to the valuable experiences of the best, and I really look forward to similar events in the near future.

Expo of Ideas, Innovations and Creativity

Authors: Aleksandar Čičić, student at the University of Banja Luka (Bosnia and Herzegovina)

Editors' note: This article presents an international fair of ideas that took place in Banja Luka (Bosnia and Herzegovina) and provides high-school students with opportunities for advancement of skills needed for development of ideas, including creativity and innovativeness, presentation and communication skills, as well as offering them opportunity to check how the wider public reacts to their idea.

The 17th annual International Expo of Ideas, Innovations and Creativity (INOST) took place on April 15th–17th at the Youth Centre in Banja Luka. The Alliance of Inventors of the Republic of Srpska and the Association of Inventors of Banja Luka organised INOST with support from the Government of the Republic of Srpska and the City of Banja Luka. The fair opened with a small welcome ceremony and ended with awards for the most inventive participants and their projects.

This year, more than 500 presenters with 350 exhibits gathered at INOST. The exhibits being showcased were divided into three categories: automatics, informatics and free topic. The exhibitors came from Bosnia & Herzegovina, Serbia, Croatia, the Russian Federation, Switzerland and even as far as Taipei (Taiwan). The exhibitions were spread out through the Youth Centre.

There was great interest for the event from both large number of participants and wide range of

exhibitors. Government employees and people from the business sector were there, as support of the event, and to assess the ideas and products to see if any of them would be suitable for commercial use.

The majority of the exhibitors were high school students. They were very inventive and some of them created things which were beyond expectation. Most importantly, the presenters were all interested in the projects they worked on and have the talent and the desire to work and create. The students' professors and mentors attended the fair to support their students.

The Commission evaluated submitted projects, and the best rated were awarded. Only exhibits shown for the first time at the fair were eligible for awards. There was no money awarded to the winning projects, but winning brought motivation to young inventors necessary to continue with their work.. The fair was also excellent preparation for future competitions and fairs.

The fair was open to young high school artists, thus enabling them to display their work and showcase their talent at the fair. Most of the art exhibits were the work of students from the Banja Luka High School of Economics. The art exhibits fit in well with the purpose of the fair.

It was interesting to see such a wide variety of innovations and creations all in one place. Some students submitted projects out of pure interest, and others to work towards finding a solution to the particular problem. It is important for these young people to receive institutional support so they can continue to work and create.

Impressions from the Project “Upgrade of Meat Quality Standards in Montenegro”

Authors: Ana Mardjokic, University of Donja Gorica, Podgorica (Montenegro)

Editors' note: This article presents the author's practical experience of meeting small entrepreneurs and implicitly presents the benefit of direct contact with self-employed persons for further professional development.

This year, as a student of Faculty of Food Technology, Food Science and Ecology, I had an opportunity and honour to be a part of one big project “Upgrade of Meat Quality Standards in Montenegro”, which was conducted by Mr. Pascal Bernardoni, an international expert in agriculture and rural development. Working on this project has provided me the opportunity to enrich my knowledge of entrepreneurship and to relate some of my points of interest with the production

of products that I myself use. I visited most of the towns and villages in the southern region of Montenegro to meet producers of healthy and organic food (using natural technology), which is offered on the market at an affordable price. First of all, I was surprised how hospitable and friendly people were and how well they accepted being interviewed – they were very precise and answered every question in detail. Also, I had an opportunity to try some of the products which I was looking for. Interestingly, nowadays many producers produce the same products but in different ways, which leads to variations in tastes.

Overall, the combination of great tastes, pleasant atmosphere and welcoming people made this a very memorable experience. . I hope I will soon take part in some similar project again, because I really enjoyed this kind of professional experience and I believe it will be very useful for my future career plans and goals.



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