



Family Business Library

Rural and Regional Libraries as Local Family Entrepreneurship Centers

IO3 – A2

Policy Paper

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Executive Summary

In order to sum up all the main findings, best practices and lessons learned during FamilyBusinessLibrary implementation, a policy paper addressed to decision makers has been developed, with the aim of ensuring the relevance of the project, its outreach at a policy level, and the sustainability of its benefits beyond the funding period. The policy paper represents a useful resource for stakeholders across Europe and identifies specific recommendations for policy makers.

After an initial presentation of the main goals and motivations for the paper, the current policy concerning rural and regional libraries as **Local Family Entrepreneurship Centers** and support at an institutional level by libraries will be outlined, followed by an analysis of its critical aspects and the need to find new opportunities and solutions.

Afterwards, the paper will explore the available alternatives in terms of policy and their implications, together with some criteria to evaluate them. On the ground of the application of those criteria to policy options, it will outline basic as well as specific recommendations to be implemented in order to foster the potential of **Rural and Regional Libraries as Local Family Entrepreneurship Centers** bringing about social action and positive change.

The paper will finally identify the future steps policy makers can take to further engage on this process, and finally conclusions will be drawn to sum up the basic recommendations.





1. About the IO3 – Policy Paper FamilyBusinessLibrary

The policy paper will consider **why a change of policy approach** might be relevant. It explains the available policy options as well as the pros and cons of each option. Finally, the policy paper will recommend a course of action based on the experiences and lessons learned in the course Erasmus+ Project FamilyBusinessLibrary.

The policy paper which will be developed and spread within this IO3 will consider 6 key issues:

1. Core information on the project Family Business Libraries - Rural and Regional Libraries as Local Family Entrepreneurship centres
2. The importance of Entrepreneurship education and ways from an idea to a running start-up
3. Libraries and the need to foster entrepreneurial skills
4. The importance of mentoring within entrepreneurial approaches at Libraries
5. The Modules of the the FamilyBusinessLibrary project and who they can be used on national and European scales
6. Insights in Evaluation results



All further information, intellectual outcomes and additional documents are available as Open Educational Resource under downloads at our project website of FBL:



FBL WEBSITE

Scan me

Please scan the QR code to visit our project website or use the following link:

<https://family-business-library.eduproject.eu/>



2. Core information of the project FamilyBusinessLibraries - Rural and Regional Libraries as Local Family Entrepreneurship centres

Europe's economic growth and jobs depend on its ability to support the growth of enterprises!

Research results from different European researchers shown, that only 37% of Europeans would like to be self-employed, compared to 51% of people in the US and China. This difference shows us, that there is a gap and maybe even a fear of being self-employed by European citizen – this information provides us a basis for encourage Europeans to set up their own business and is the principle of the European Erasmus+ project Family Business Library at the same time.

One of the main aims of the Family Business Library project is, to promote and teach (future) entrepreneurs in non-urban region and putting special focus on promotion on family business creation. Therefore, the consortium links to regional and rural libraries which will be used as a platform to reach people living in regional and rural areas.

Using their information, technology, human, resource and networking opportunities regional and rural libraries can be of benefit for the development of local entrepreneurship, innovations and the economic activity of local society. Furthermore, Libraries can foster opportunities for economic growth by encouraging business development as well by helping to retain and create jobs.

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Thus, libraries face new economic challenges and societal pressures both on regional and local level. They can socialise people, foster networks and consolidate the community in rural areas to strengthen the regional economy, improve the prosperity of rural regions in poorer areas.

2.1 Aims and results of the FamilyBusinessLibrary project

As the main Intellectual Output of the FamilyBusinessLibrary project outcome IO1 can be highlighted. IO1 is the eLearning platform on Entrepreneurship, which focus on regional and rural areas and Family Business. This course is about how to develop the entrepreneurial attitudes, skills and knowledge which, in short, should enable to turn ideas into action. Important aspect, that the project consider is to teach librarians to be a good entrepreneurship mentors and consultants. Therefore, librarians should understand entrepreneurship, they have to be inspirational, open-minded and confident, flexible and responsible. However, all aims, objectives as well as results of the Erasmus+ project can be separated into two category groups the objectives and aims as well as main direct results:

Objectives and aims of the Family Business Library project:

- Development and implementation of innovative practices of teaching Entrepreneurship to people living in regional and rural areas.
- Increase sense of initiative and entrepreneurship among people living in regional and rural areas.





- Develop a system where libraries serve as a centres for rural entrepreneurship development.

Main direct results of the project:

- Developed E-learning module on Entrepreneurship for usage in Libraries
- Developed Mentoring methodology and e-learning course module for librarians
- At least: Developed **Policy Paper** to better exploit achieved results of the project.

To obtain the aims and results the consortium focus different intellectual outcomes which targeting the explained outcomes. Therefore the consortium developed the following three intellectual outcomes, which will be lead by the initial expert team of the European partner country:

The project will develop 3 intellectual outputs:

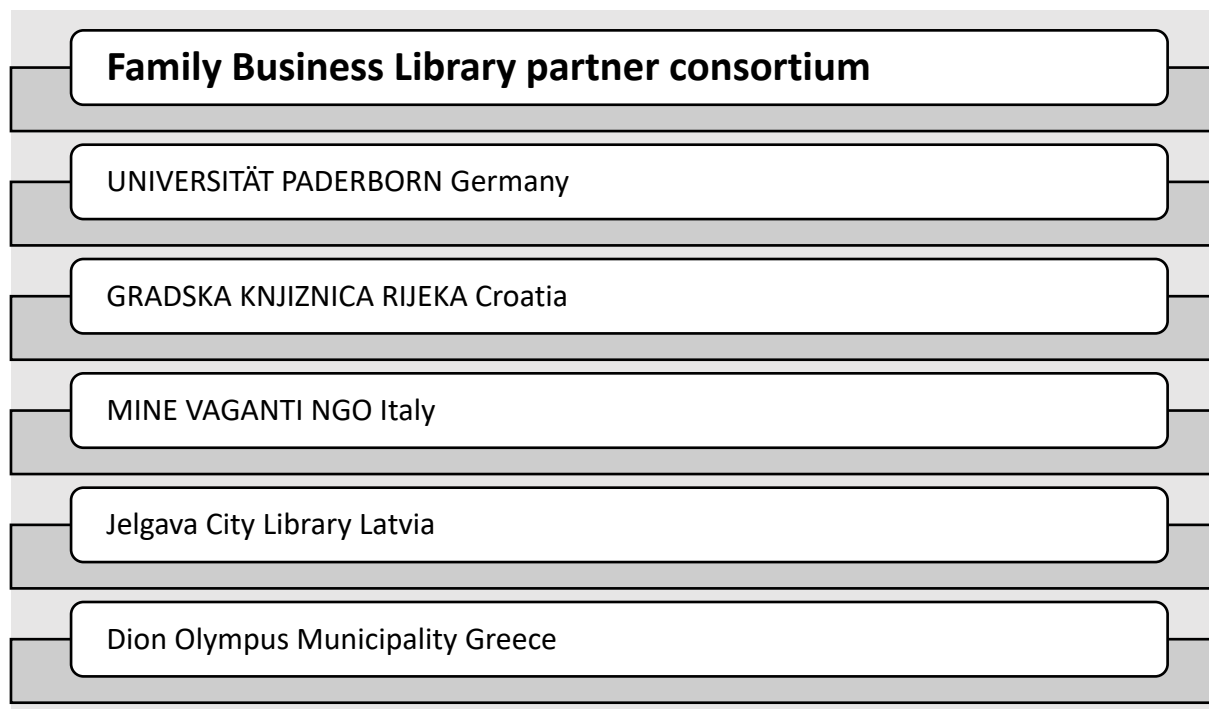
- IO1 E-learning module on Entrepreneurship for usage in Libraries
- IO2 Mentoring methodology and e-learning course module for librarians
- IO3 Policy Paper to better exploit achieved results of the project.





Information about the core partners of the project:

The consortium of the FamilyBusinessLibrary projects consist of two different types of project partners. On the one hand there are organisations that have entrepreneurial experience and mainly work on the development of intellectual outputs and on the other hand there are the libraries from rural areas, that will disseminate and exploit developed results. Interested persons will come to libraries to go through the E-learning course. Librarians will support them with their knowledge and enthusiasm.





2.2 Context and objectives of the FamilyBusinessLibrary project

Europe's economic growth and jobs depend on its ability to support the growth of enterprises. Entrepreneurship creates new companies, opens up new markets, and nurtures new skills. The most important sources of employment in the EU are Small and Medium-sized Enterprises (SMEs).

The Commission's objective is to encourage people to become entrepreneurs and also make it easier for them to set up and grow their businesses, even because of the fact, that more than 60% of businesses in Europe are Family businesses. They range from sole proprietors to large international enterprises. Big or small, listed or un-listed, family businesses play a significant role in the EU economy. The European Commission recognises this role and promotes the creation of a favourable environment where family businesses can grow and develop:

"Entrepreneurship refers to an individual's ability to turn ideas into action. It includes creativity, innovation and risk taking, as well as the ability to plan and manage projects in order to achieve objectives. This supports everyone in day-to-day life at home and in society"
(Commission of the European Communities, 2006).



Even because of these principles, the FamilyBusinessLibrary project will be carried transnationally due to the following reasons:

- Context and challenges described above are Europe wide not region specific, thus the solutions should also be developed as wide as possible
- Different countries have different focus in rural SMEs: while in Northern part of Europe, they very often can be connected with forestry and agriculture (e.g. local foods, crafts etc). In Southern part of Europe rural SMEs may focus on using their cultural heritage and tourism.





2.2.1 Target groups of FamilyBusinessLibrary

Supporting entrepreneurs has never been more important than it is now. One of the tools to support entrepreneurs is adult education in easily accessible environment, like in regional libraries.

Through the Entrepreneurship 2020 Action Plan and the Rethinking Education Communication, the European Commission has emphasised the need to embed entrepreneurial learning in all sectors of education. The Commission understands the importance of support for rural areas as predominantly rural areas make up half of Europe and represent around 20 % of the population, as nowadays people are migrating from rural areas to urban areas due to lack of job opportunities and rural youth is unable to find any options for their growth. And most of the rural areas are also among the least favoured regions in the EU, with a GDP per head significantly below the European average.

This not means, that living in rural areas is only bad or iniquities!

On the contrary, rural areas can provide similar or even better standard of living than their urban counterparts, and offer a wide range of new opportunities for businesses, including growing interest of consumers in healthier local food, demand for new services and ‘experiences’ (tourism, health, recreation, etc.)

and opportunities offered by the environment. Business innovation is not an urban phenomenon but can be triggered by rural businesses.





However, the need of improvement of the infrastructure and regional amenities of urban areas are the argumentation basis of the consortium to foster two different target groups by the Family Business Library project:

On the one hand the European partner consortium focus on the **direct target groups** of the project. This group composites of

- Visitors of regional and rural libraries in Europe,
- People (especially families) living in regional and rural areas around Europe,
- Librarians of regional as well as rural libraries.

On the other hand, the project aims to the following **indirect target groups** which consist of

- People that have moved away from rural areas in favour to urban areas. By creating new opportunities in rural areas, they could return to rural areas.
- Society in general: all interested people which are willing to learn about entrepreneurships, start ups and mentoring in general.

To sum up, rural areas can provide similar or even better standard of living than their urban counterparts but this has to be bruited around the main target groups to inform about the advantages and benefits of this areas.





The project will promote (teach) entrepreneurship in non-urban regions, putting special focus on promotion on family business creation and will use regional and rural libraries as a platform to reach people living regional and rural areas. Using their information, technology, human, resource and networking opportunities regional and rural libraries can be of benefit for the development of local entrepreneurship, innovations and the economic activity of local society.



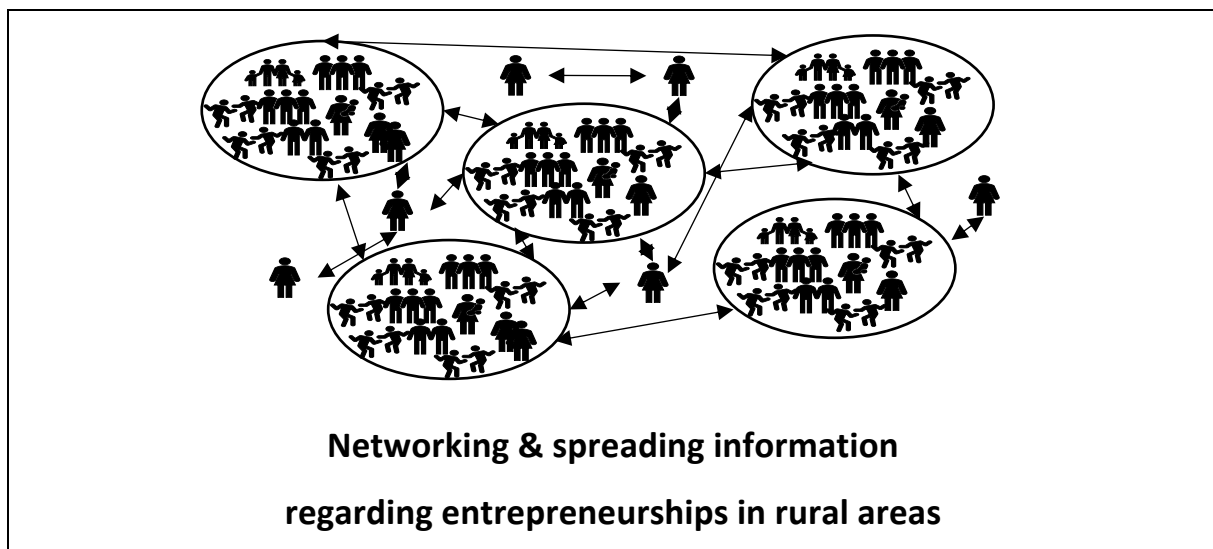


2.2.2 Project innovative aspects of FamilyBusinessLibrary

The main project innovative aspect lies in the fact that the consortium foster the aims to teach Entrepreneurship and to give a wide audience an understanding to set the right mind-set to people in regional and rural areas using modern digital tool and eLearning course that will be stored in regional and rural libraries that are accessible for free to people of all social and income levels.

Another aspect which is unique is, that this project puts emphasis on developing the courage and the right personal traits for entrepreneurship also in the librarians of libraries, for which this idea is even innovative. They encourage local people to start eLearning and help with answering simple questions they might arise.

If more complicated question regarding entrepreneurship and start-up a business arise, the librarians can forward this topic to more specialised institutions like e.g. business incubators to receive more specific support and help.



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To sum up, this project expects to bring positive and long lasting effects on the participating organisations, on the policy systems in which such actions are framed as well as on the organisations and persons directly or indirectly involved in the organised activities. Therefore, this project is expected to result in the development, transfer and implementation of innovative practices at organisational, local, regional, national or European levels.





2.3 Exploitation strategy and project sustainability of FamilyBusinessLibrary

Dissemination and exploitation of the project results

The intellectual outcomes, lesson learned and further information is spread to a wide audience of interested readers, future entrepreneurs, academics, learners and teachers as well as all kind of library users in rural and non- rural areas. The project puts high emphasis on exploitation of project results, that is, all communication and dissemination activities will be targeted to increase the number of interested libraries that put the E-course on their publicly available computers.

Therefore, the consortium creates a social media account on facebook as well a project website where all intellectual outcomes can be downloaded by everyone, even because of using the creative common licence CC- BY SA for all documents and outcomes.



Scan to get to the FamilyBuisnessLibrary Facebook page

Link: <https://www.facebook.com/FamilyBusinessLibraryDeutschland>





Moreover, the following actions of exploitation and further use of results don't require additional financial resources:

- Any library adopt developed FamilyBusinessLibrary Entrepreneurship eLearning course and E-mentoring of librarians
- Any library or stakeholder or policy developer can access developed Policy Paper for reference of its future actions.

To recap, the main objectives for the dissemination and exploitation strategy of FamilyBusinessLibrary are on the one hand to increase the number of persons that are aware of FamilyBusinessLibrary as an innovative Entrepreneurship E-learning course for usage in regional and rural libraries, to increase the number of regional and rural libraries that are putting the course on their publicly available computers and on the other hand to increase the number of stakeholders that are aware of developed policy paper and are motivated to make policy changes in favour of increasing availability of Entrepreneurial adult education in regional and rural areas.

To ensure that the number of persons that are aware of overtake the developed results continue to grow also after the end of the project, thus ensuring the sustainability of project results press and media, especially regional and local disseminate the the FamilyBuisnessLibrary Project idea to a wide audience. They are the main communicators and information distributors in society in general, even in rural areas.





Multiplier Events

In addition and besides the social media and press activities to spread the project idea and further information regarding eLearning modules etc., there are teaching activity for librarians of participating libraries to convey the lesson learned of the eLearning modules on Entrepreneurship as well as mentoring methodology for mentor- mentee relationship building. Moreover, participating libraries had two Multiplier events which

- one focused on library visitors: future users of FamilyBusinessLibrary Entrepreneurship E-course and
- the second to other librarians with the objective to spread the results of the project as wide, as possible.

All information and reports regarding the Multiplier Events are at the project website available, too.

Exploitation plan

In order to ensure the sustainability of the project results and outcomes a specific exploitation plan for the FamilyBusinessLibrary project is available.



Scan to get to the FamilyBuisnessLibrary website –
Dissemination and Exploitation

Link: https://family-business-library.eduproject.eu/?page_id=71

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3. Evaluation Results imbedded in the FamilyBusinessLibrary Policy Paper

3.1 Description of the integrated partnering libraries of FamilyBusinessLibrary

Before the focus goes to the main results of the qualitative and quantitative research this policy paper effort on the description of the integrated partner libraries of the project, to get an better understanding of the environment of the research and the interviewed target groups. For the project three European libraries from Latvia, Greece and Croatia has been selected to evaluate the project results and ideas.

3.1.1 Jelgava City Library in Latvia

Jelgava City Library (JCL) is a municipal cultural, educational and informational institution, also one of the largest libraries within Zemgale region, with 3 branch libraries. Besides the ordinary library services, JCL also works as the methodological development centre for 28 public libraries from neighbouring municipalities (Ozolnieki and Jelgava regional municipalities). This library has established the Regional Training Centre with a computerized training class and has extensive experience in organizing trainings and seminars for seniors, unemployed persons, teachers, librarians, children and other target groups. It organises different trainings in cooperation with other partners, e.g. with

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Swedbank trainings on the use of virtual bank services, with State Tax Authority trainings on the use of electronic tax declaration system, etc.

From April 2019, the Jelgava City Library is equipped with an RFID system, and to visitors are available self-checkout machine.

The mission of JCL is to advance intellectual and economic development of the society by providing access to information, ideas and literature independently of environment and borders. The objective of the JCL is to promote educational opportunities, competitiveness in the labour market and spending valuable free time by providing qualitative library and information services to every library user. The development directions and actions of JCL are set in accordance with the guidelines of the cultural policy of the Republic of Latvia for the period 2014-2020 Creative Latvia and the Strategic Part and Action Plan of the Jelgava City Development Programme 2014-2020. The strategic principles of the sustainable development strategy of Latvia 2030 specifies following strategic principles that should be taken into account when considering further development of services of public libraries:

- **Creativity:** it stems from the ability to create new ideas or to link existing ideas and actions in a new way. Innovation must be understood as a strategic principle as widely as possible, resulting in a commercial product or service being the foundation of the future global economy.
- **Tolerance:** this principle includes openness and respect for different cultures and lifestyles, provides for the reduction of all forms of social exclusion and discrimination.





- Cooperation: the sustainability model requires an integrated response to economic, environmental and social issues, so both horizontal and vertical cooperation are particularly important.
- Participation: active involvement of the public in the policy-making and implementation process.

3.1.2 Rijeka Public Library in Croatia

Rijeka Public Library (Gradska knjižnica Rijeka, acronym GKR) was founded in 1962 as a successor of two older institutions: Rijeka Public Reading Room (est. 1849.) and Sušak Public Library (est. 1930.). Rijeka Public Library is organized as a library network of departments, branches and bookmobiles.

The Library offers a wide range of services and activities to the public: core library services, Internet and PC access and education, reading groups, storytelling for preschool children, various workshops for children and teenagers, presentations of books and authors, exhibitions, professional meetings and even more.

Currently, GKR employs 60 people, of which about 50 librarians and library assistants, has 21.734 library members and the number is constantly increasing. To sum up, it increased for almost 20 % in the last four years.

The Rijeka City Library aims to be cultural, educational, social and information centre of the City and is open to everybody. As a public library, it promotes democratic values and acts as the heart of the community. Founded on the





principle of openness, it is a local access point to knowledge, information, culture and quality leisure time.

This library is one of the places where people can be introduced to new technologies and new media. Social inclusion is an important part of library policy. GKR was among first public libraries in Croatia to offer free Internet access to its patrons, back in 1995. Since then, GKR has been continuously working on bringing new technologies into libraries. GKR manages a very informative web site. Rijeka City Library won the national 2016 Volunteer Organizer Award and the international 2014 EIFL Award for Innovative use of Technology.

Rijeka City Library is one of the key cultural institutions of the City of Rijeka, that in the period from 2018 until 2022 is to enter the cycle of immense transformation processes that would result with the most complicated development changes in the history of the Library, as well as culture in Rijeka generally.

There are three main levels of Library activities: regular work aimed towards traditional and central services and roles of public libraries in Republic of Croatia, a set of innovative, sometimes completely experimental practice among Croatian libraries aimed to question the role and boundaries of contemporary public library, incoming infrastructural changes (2020 – 2021) with a new and first in the history of Rijeka, the central building of Rijeka City Library and Children's House.





3.1.3 Dion Olympus Municipality in Greece

The Municipality of Dion - Olympus, is administratively part of the Region of Central Macedonia and was established on 1 January 2011, with the merger of three Rural Municipalities: Litochoro, Dion and East Olympus.

With a population of 25.000, total area of about 500 km², it consists of 12 Municipal and Local Communities, each with its own story. The Municipality is active on many cultural heritage and citizen driven activities. With the premier cultural event of the area, the "Festival of Olympus", the Municipality of Dion - Olympus is involved in a variety of cultural, artistic, visual, sporting events, with the main aim of spreading timeless ideas and values of our culture.

The Cultural, Athletic, Mountaineering Associations of our country, are the transmitters that promote Culture, highlight local customs and even promote forms of alternative tourism.

Dion Olympus Municipality will participate in the project by representing The Municipal Library of Litochoro: It was founded in 1963 and made the Library supplements in the Prefecture of Pieria.

The Municipal Library of Litochoro, after fifty-five years of operation and presence, having rare material for Olympus in its collection, overlooking the mythical mountain, is of great interest to visitors. It is addressed to all of the residents of Litochoro, local and non-local.





The library, which has around 2.000 subscribers, has books of every category available, reading tables, movie projectors, table games and has an extend of 120 square meters. Every day it is visited by residents of Litochoro, but also by the surrounding areas, tourists and students for their homework, to play board games, chess, but also they use it as a reading space and finding valuable information in general. The library is also visited by school classes to inform children, borrow books and have a first experience with the library. There are events organized with clubs and organizations. Today it contains 14,650 books, which are classified under the Dewey Decimal Classification System and has in its collection the full range of human knowledge. Its non-borrowed information collection includes encyclopedias, dictionaries and old or rare books of general interest.

At least, the library is a member of the "Union of Greek Librarians" and a member of the Network of Greek Libraries.





3.2 Used methodology for FamilyBusinessLibrary policy paper

The results of the policy paper of FamilyBusinessLibrary is based on a mixed method approach, which is combining qualitative expert interviews, which results will influence the developing of the quantitative, survey-based evaluation. This combination of two kinds of different ways to get information helps to create a holistic, structured way to generate results. This analytical qualitative and informational, descriptive results of the quantitative survey help to describe, explain and to sum up all the main findings, best practices and lessons learned during FamilyBusinessLibrary. This information will support the Policy Paper, addressed to decision makers, with the aim of ensuring the relevance of the project, its outreach at a policy level, and the sustainability of its benefits beyond the funding period. The Policy Paper represents a useful resource for stakeholders across Europe, and identifies specific recommendations for policy makers.

The following part will explain the strategic approach of qualitative and quantitative methods to reach the aims to develop recommendations:





3.2.1 Qualitative Research I

Meanwhile this Erasmus+ project the project team was able to get in contact with many experts, which are familiar with the topics of entrepreneurship, the way to transfer trainings into real life contents and experts which are teaching trainer and librarians.

The impact of information of this groups of experts influenced the quantitative survey development and helps to focus on the questions of acceptance of libraries as platforms to teach and get information about starting a business, especially to inform about the main aspects of starting a business like:

- Idea generating questions
- Legal questions
- Marketing and communication questions
- Financial questions
- Human Resource questions
- Networking and community questions.

As well as topic around mentoring, the relationship between mentees and mentors and even possible problems in between this relationship or common mistakes.





All this answers, contents and statements mention by interviewed experts, where imbedded and further elaborated in the different eLearning modules to start a business.¹

3.2.2 Results of the qualitative research

To sum up the results of the qualitative expert interviews, it is necessary to understand which experts were interviewed during the project lifetime of the Erasmus+ project FamilyBusinessLibrary.

In this project experts are defined as a group of people, which are very familiar with the topics of entrepreneurship (e.g. trainer, business coach, etc.), legal rights of starting a business (e.g. lawyers, layer teachers/ trainer) and people how already started their business ideas and know where are the difficulties and barriers, possible networks and communities for asking question and benefits and help from government or local places.

According to this definition, the leading organisation of the policy paper get in contact with 6 interviewees from Germany and Italy to discuss the challenges and barriers as well as benefits and advantages of starting a business.

The following table display the main results of the interviewees

¹ The Modules are available at the project website, as well as in participating European libraries.





Advantages & benefits of starting a business	Disadvantages & barriers of starting a business
<ul style="list-style-type: none"> • Financial reward 	<ul style="list-style-type: none"> • Financial risk
<ul style="list-style-type: none"> • flexibility of time and space 	<ul style="list-style-type: none"> • High stress level while starting the business
<ul style="list-style-type: none"> • individual work-life-balance and lifestyle 	<ul style="list-style-type: none"> • (enormous) expenditure of time
<ul style="list-style-type: none"> • compatibility for families and work 	<ul style="list-style-type: none"> • lack of know-how
<ul style="list-style-type: none"> • personal satisfaction, passion and individual growth 	
<ul style="list-style-type: none"> • establishing an own brand and unique business culture 	

To sum up, the interviewees gave more positive advantages related to the idea of starting a business compared to the disadvantages. Interesting is, that the topic “Finance” of starting a business can be displayed on the one hand as advantage as well as on the other hand as risk. This is has to be considered due to the running lifetime of the business. In the first decade, the entrepreneur has to spend more money, than they earn and after crossing the break- even-point this situation revolves to earning more money than spending.





3.2.3 Quantitative Questionnaire

The quantitative questionnaire was developed by the University of Paderborn the leading partner organisation of the policy paper. To prepare the quantitative survey, the results of the qualitative interviews were embedded in the quantitative, standardised questionnaire, too.

All partners translated the survey questions, the introduction as well instructions into their national language to ensure, that all interviewed people has the best understanding of the content of the questions and no barriers of vocabulary and foreign language influences the answers negatively.

Attached the links to the survey questionnaires in national languages:

Translation: Survey Questionnaire

- Croatia: <https://umfragen.uni-paderborn.de/index.php/191269?lang=de>
- Italian: <https://umfragen.uni-paderborn.de/index.php/548217?lang=de>
- German: <https://umfragen.uni-paderborn.de/index.php/268958?lang=de>
- Latvia: <https://umfragen.uni-paderborn.de/index.php/913964?lang=de>
- Greek: <https://umfragen.uni-paderborn.de/index.php/631547?lang=de>

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3.2.4 Results of the quantitative research results II

In total the partner consortium generates 137 answers from Croatia (n=28), Italy (n=25), Germany (n=27), Latvia (n=27) and Greece (n=30). On average, the interviewees were between 31 and 40 years old, less than 20 % of all participants are between 26 and 30 as well as 41 and 50 years old. In total, 59 female interviewees answered the survey and 78 male interviewees from the different counties.

The majority of all interviewees belong to the group of learners and students, teachers as well as library visitors. The following cross table shows the results according to voted target groups by interviewees:

Which target group do you belong to? (More than one cross is allowed in this question)						
	Croatia	Italy	Germany	Latvia	Greek	Total (in %)
I am a learner /student	17	19	17	21	20	94 of 137
I am a teacher	15	16	17	13	21	82 of 137
I am a trainer	19	17	9	9	14	68 of 137
I am an educational counsellor	5					5 of 137
I am another type of educational expert		6	13		5	24 of 137
I am an entrepreneur		8	12		6	26 of 137
I am founder of a Start- up business	7	6	3	11	13	40 of 137
I am a library employee	8	5		14	5	32 of 137
I am a library visitor / user	19	23	18	19	22	101 of 137
Sum (under considering of multi-crossing (N=137/ n=X))	28	25	27	27	30	

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Furthermore, more than 60% of the interviewees have already experience with learning platforms and are familiar with this digital way of learning and teaching.

Besides the general and demographic questions the quantitative questionnaire related to specific questions regarding the Intellectual Outcomes of the FamilyBusinessLibrary project – especially the developed FamilyBusinessLibrary Learning Platform:

The FBL learning platform for Local Family Entrepreneurship Centers is ...

	←————→	
important	○ ★ ○ ○ ○ ○ ○	unimportant
interesting	○ ★ ○ ○ ○ ○ ○	uninteresting
motivating	○ ★ ○ ○ ○ ○ ○	unmotivating
fun	★ ○ ○ ○ ○ ○ ○	boring
innovative	○ ★ ○ ○ ○ ○ ○	oldfashioned
helpful	★ ○ ○ ○ ○ ○ ○	Not helpful
Adequate for learners	★ ○ ○ ○ ○ ○ ○	Inadequate for learners
useful	○ ★ ○ ○ ○ ○ ○	useless
easy to access	★ ○ ○ ○ ○ ○ ○	hard to access
of good quality	○ ★ ○ ○ ○ ○ ○	of poor quality
easy to use in teaching of library staff	○ ★ ○ ○ ○ ○ ○	hard to use in teaching of library staff
easy to use in learning for library staff	○ ★ ○ ○ ○ ○ ○	hard to use in learning for library staff
easy to use for learning on your own / self-directed learning	★ ○ ○ ○ ○ ○ ○	easy to use for learning on your own / self-directed learning

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To sum up, in total all interviewees are more than happy with the FamilyBusinessLibrary learning platform and rated the platform as very helpful, fun, easy to access, easy to use for learning and adequate for learners.

Besides this item battery the interviewees should rate the following one which applies to the FamilyBusinessLibrary Learning Platform, too.

Please rate the FBL Learning Platform.

	strongly agree	agree	disagree	strongly disagree
The FBL Learning Platform offers innovative ways of learning.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
The FBL Learning Platform can be combined with other teaching materials.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The FBL Learning Platform is interesting.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
The graphics / illustrations of the FBL Learning Platform are good.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
The FBL Learning Platform is helpful.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The FBL Learning Platform addresses local family entrepreneurs.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is easy to handle the FBL Learning Platform.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
The FBL Learning Platform is motivating.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Even from this cumulative results of 137 interviewees it can be shown, that in total all positive related statements like “The FBL Learning Platform is helpful” or “The FBL Learning Platform addressed local family entrepreneurs” can be strongly agree or even agree.

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At least the survey results about the item battery regarding mentoring and mentoring relationship should be focused:

Please rate the following statements regarding “Experience in Entrepreneurship -from idea generation till mentoring a running start-up”

	strongly agree	agree	disagree	strongly disagree
Mentoring guidelines about starting a business are very important for young entrepreneurs.	★	○	○	○
Local libraries are a great opportunity to inform local families to start a business.	○	★	○	○
Local face-to-face mentoring helps young entrepreneurs to reduce the threshold to asking questions.	★	○	○	○
Mentoring relationships are helpful for the mentee.	★	○	○	○
Mentoring relationships are motivating to ask questions concerning entrepreneurship.	★	○	○	○

The cumulative answer results shown, that all interviewees from Germany, Greece, Croatia, Latvia and Italy strongly agree to mentoring guidelines about starting a business and local F2F mentoring relationships. They are perceived as motivating and helpful for starting a business.

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3.3 Policy Recommendation

The survey results of the qualitative and quantitative survey indicated, that there is a need of guidance through the process of starting a business for young entrepreneurs.

The interviewed experts distinguished, that even for the first periode from generating a business idea to start the business guidelines and individual, face-to- face contact with experienced entrepreneurs, are one of the main required aspects for the young entrepreneurs.

To sum up the results of the research concerning FamilyBusinessLibrary learning platforms and mentoring processes, the following policy recommendation should be focused to foster young entrepreneurs and their start-up business:

- General and financial guidance through the first start-up periode
- Fostering face-to- face communication with experts of entrepreneurship
- Workshops and trainings for family businesses in rural areas
- Foster libraries in topics of entrepreneur
- Making awareness of entrepreneurships in rural areas
 - Foster exploitation and dissemination of projects according to entrepreneurships, exchanges of experience and ideas
- Fostering of networks and communities according to entrepreneurship in rural areas.

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