



GOOD PRACTICE GUIDE OF THE FANS PROJECT

“From Adaptation to New Skills and Self-Employment”



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1. INTRODUCTION

This guide is dedicated to entities and organizations that wish to provide a more welcoming place to live for expats, immigrants, or refugees arriving in their region.

The co-authors of the guide are three institutions that are members of the FANS consortium ("From Adaptation to New Skills and Self-Employment"). Each institution has a distinct activity profile:

Moravian-Silesian Innovation Centre Ostrava – helps small and medium enterprises, aims also to talent (attraction) management. Under the brand of Ostrava Expat Center, MSIC specializes in professional support for immigrants coming to Ostrava in the Czech Republic.

StartupLeiria – supports startup activities, having foreigners among their clients and aims to provide them with top-notch services.

Poznań Science and Technology Park – collaborates with entrepreneurs and scientists from different countries. It supports startups and enterprises in their development through, for example, acceleration programs, assistance in writing grant applications, and establishing international partnerships.

As part of our consortium, we decided to learn from each other and, based on the acquired knowledge, create services that could serve foreigners coming to our region. The first step of this education was to examine the regions in which we work and the existing services for foreigners. The second part is dedicated to the new services that each of our organizations has implemented and tested. Therefore, the guide has been divided into two parts.

The first part contains information about existing services supporting immigrants and describes good practices observed in the Czech Republic (Ostrava region), Portugal (Leiria region) and Poland (Poznań region).

The second part is dedicated to new services implemented as part of this project. Here you will find guidelines on newly introduced services and information that may be helpful to other organizations wishing to create a friendly environment for foreigners.

In the last part of the guide, you will find contacts to individuals who can provide information about the services implemented and the specifics of our region.

We wish you a pleasant read!



2. BEST PRACTICES IN THE REGION: SPECIAL EMPHASIS ON TRAINING SERVICE

In this section, readers can explore the reflections and observations of the consortium members following their visits to various regions. These study visits were crucial within the FANS project process. Here, you will find subjective opinions on the services and solutions that most impressed the visitors.

2.1 Existing good practices of Ostrava Region

Ostrava has a very innovative approach to integrating cultural heritage with the daily lives of its residents.

The **Ostrava Expat Center** showcased a professional, hospitable, and warm welcome for foreigners. This centralized hub of essential information for migrant integration sparked ideas among representatives, such as those from Startup Leiria, who plan to implement similar features on their own website so it would be a significant source of inspiration for newcomers. The platform's 24/7 accessibility reduces administrative and customer service burdens, enhancing support quality for minority groups when needed.

Another notable place was **Fajna Dilna**, a venue supported by the city for craft workshops aimed at both adults and youth. Observing this craft incubator firsthand allowed the visitors to witness a supportive environment conducive to business development, particularly in handicrafts, due to the on-site resources and conducive conditions for initial production.



Similarities between the activities of Poznan Science and Technology Park and Moravskoslezské Inovační Centrum (MSIC) were very visible. Both entities are significant innovation hubs, fostering collaboration among entrepreneurs, startups, and scientists.

Additionally, Ostrava has a strong technical hub, led by the Technical University of Ostrava and its smart house laboratory, showing their commitment to technology advancements.

SELECTED SERVICES

2.1.1 Information services of Ostrava Expat Center

Partner Organization: Moravian-Silesian Innovation Centre Ostrava, a.s.



Target Audience: International professionals

Objectives and Outcomes: More than 450 inquiries yearly, more than 250 unique clients per year

Description of the service: Ostrava Expat Centre provides comprehensive information support in a variety of life situations (immigration, family, business, free time, etc.). Those situations are described in-depth on the website (<https://www.ostravaexpat.eu/>) with tips and tricks on how and whom to contact to successfully solve the issue. Service is provided online (through website, online consultations on social media) and offline (one-stop-shop service consultations, buddy service). Information online is updated regularly.

Evidence of Success/Impact: 450 inquiries yearly (online and offline), feedback from clients (available via google reviews).



2.1.2 Career guidance of Ostrava Expat Center

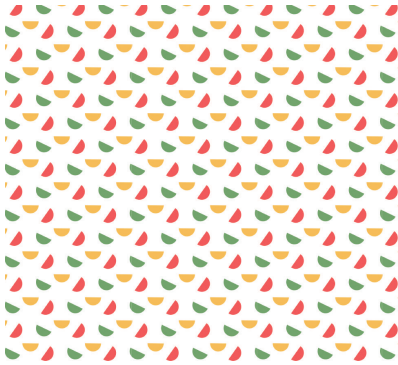
Partner Organization: Moravian-Silesian Innovation Centre Ostrava, a.s.

Target Audience: International professionals

Objectives and Outcomes: More than 70 inquiries yearly, more than 50 personal consultations yearly.

Description of the service: Ostrava Expat Centre provides career guidance for foreigners willing to change or looking for a new job. A step-by-step guide is available on the website (https://www.ostravaexpat.eu/expat/job/#anchor_2). The guide provides clear instructions on what to do in each phase (from “How to write a CV”, “Useful websites with vacancies” etc.). After the client goes through each step at home, he has the option of a personal consultation with a career counselor. Consultations are then subsequently available again if the client is making progress and is willing to find a job. Booking tool for career consultation is available online. Service is supported by a workshop „How to find a job” twice a year.

Evidence of Success/Impact: 10 job finds, more than 50 personal consultations yearly



2.1.3 Events of Ostrava Expat Center

Partner Organization: Moravian-Silesian Innovation Centre Ostrava, a.s.

Target Audience: International professionals

Objectives and Outcomes: More than 50 events yearly, more than 1000 event visitors yearly

Description of the service: Ostrava Expat Centre providing variety of events every month, such as:

- community events: Music club, Women club, Hiking trips, Welcome to Ostrava
- business events: How to find a job workshop, Tax return workshops, Buying a property workshop
- big community events: Indian night, Latino events

They also organized the Expat&Locals exhibition to promote the business and creativity of both Czechs and foreigners in their region.

These events help to nourish and grow the community of expats and migrants. Ostrava Expat Centre is helping to integrate new-coming migrants not only to the expat community but also to the local community. OEC's events are also attended by Ostrava citizens.

Evidence of Success/Impact: selected events are held repetitively every year, more than 1000 attendees yearly, feedback from attendees.

2.2 Existing good practices of Leiria Region

Below are examples of interesting practices dedicated to both the residents of the region and foreigners who wish to develop their business ideas in Leiria region:

- **Startup Visa:** A program where the incubator (Startup Leiria) acts as a guarantor supporting new startups.
- **Talent Up:** A program that fosters an entrepreneurial mindset.
- **Social Incubator:** Demonstrates that even social business activities can be profitable and support



Among the well-developed businesses thriving in the region, one stands out: **Sound Particles**, a company that developed audio software used in high-class film productions.

A strong scientific hub is the **Polytechnic Institute of Leiria**, where students can work on automotive projects, test new solutions, and develop models of electric go-karts. Noteworthy is also the department that focuses on the development of sound, graphics, and virtual models for the gaming industry.

IPLeiria in Peniche focuses on supporting research on oceanic flora and fauna. A particularly interesting discovery was a solution that prevents apple oxidation for 20 hours, which has significant applications in the food industry.

The variety of mentioned places illustrates the strong professional relationships built between various organizations and Startup Leiria, which ensures fruitful collaboration.

SELECTED SERVICES

2.2.1 Barakat Leiria

Partner Organization: **Inpulsar** (<https://www.inpulsar.pt/>)

Target Audience: Afghan immigrants

Objectives and Outcomes: Promote the integration and autonomy of Afghan youth, who are seeking international protection, through a multidimensional reception model. The focus is to develop, reinforce, and consolidate the personal, emotional, and social skills of the youth in the area, which are necessary for managing the different dimensions of their lives, aiming for the achievement of full autonomy and integration.

Description of the service: The Barakat Leiria program includes provisions for accommodation, cultural integration support, language learning support, psychological support, legal assistance, and empowerment. In the initial phase of the project, participants will meet the institutional partners who will host them in a volunteer program focused on permaculture and social intervention areas. A multidimensional intervention will be developed through the organization of practical days, cultural days, debriefings, Portuguese lessons, home visits, and the construction of individual intervention plans, all aiming for the full integration of the group.

Evidence of Success/Impact: The project is still running, so there's no concrete evidence yet. However, with this they have their integration with continuous support, and they are building ties in the community.





2.2.2 Language exchange

Partner Organization: **SPEAK** (<https://www.speak.social/en/>)

Target Audience: Foreigners who want to learn Portuguese and other languages.

Objectives and Outcomes: The main objective is to build more inclusive communities by allowing everyone to learn new languages and cultures while sharing their own. To create social impact by integrating migrants, refugees, and others in their new city. Expand social circles by meeting diverse people.

Description of the service: It's done through a platform where people can sign up and apply to a certain language that they want to learn. Based on that, different language's groups are created. During the learning process there are group meetups led by buddies (they are natives of the language that the group is learning). This is done in an informal setting where participants have fun while learning and building meaningful relationships.

Evidence of Success/Impact: In Leiria, since 2013, there were 2980 participants, from 83 nationalities, composing 397 language groups, from 14 different languages, with a total of 124 events.

2.2.3 Startup Visa

Partner Organization: Startup Leiria
(<https://www.iapmei.pt/SOBRE-O-IAPMEI/English-version.aspx>)



Target Audience: Foreign entrepreneurs outside of Schengen area

Objectives and Outcomes: The objective of this program is to attract entrepreneurs to Portugal, by facilitating the visa process, and helping them to integrate in local communities and build their business.

Description of the service: This is a national program that counts with incubators support. In this case Startup Leiria is a certified incubator to do this process. Entrepreneurs register through a platform and must express interest in at least one incubator. The incubators may accept or reject this expression of interest, and at least one positive response is necessary to move on to the next phase. The process is then validated by the national agency for competitiveness and innovation (IAPMEI). If the process is successfully completed, the entrepreneur will be granted a residence visa and receive support from the incubators in developing their business through the services each incubator offers. In the case of Startup Leiria, entrepreneurs have access to mentorship, support in administrative processes, perks (lawyers, accountants, etc.), access to a network of contacts, networking events, and assistance in seeking investment.

Evidence of Success/Impact: This process started in 2018, since this year Startup Leiria already supported 31 entrepreneurs, and 5 already established their company.



2.3 Existing good practices of Poznań Region

Poznań offers various initiatives supporting both local residents and foreigners in their professional and business activities. The city plays a key role in regional development, fostering collaboration between universities, innovation hubs, and business associations.

A central player in this ecosystem is the Poznań Science and Technology Park (PSTP), which connects initiatives focused on business growth, including incubation programs, project acceleration, and seed funding. This model has inspired representatives from Startup Leiria to implement similar solutions with their partners.

Poznań also supports foreign residents through its Migrant Info Point, a platform providing essential services—similar to the Ostrava Expat Center. The city organizes Poznań Entrepreneurship Days, open to both locals and expats, fostering networking and knowledge exchange.

To promote integration, Poznań produces the English-language broadcast "International Poznań," where expats share their stories and cultures. The city also invests in digital transformation, shared workspaces, and language courses for foreign professionals, including Ukrainian refugees.

These efforts underline Poznań's commitment to innovation, talent development, and a welcoming environment for entrepreneurs and expats.

SELECTED SERVICES

2.3.1 International Poznan

Partner Organization: MC Radio

(https://www.facebook.com/InternationalPoznan/about?locale=pl_PL)

Target Audience: Broadcast aims at everyone interested in discovering the stories of foreigners living in Poznań.

Objectives and Outcomes: The first English-language program in Poznań, launched in 2013 over time transformed into a hub that has built a large community around it.

Description of the service: The broadcast features discussions with captivating individuals from around the world, whether residing in or passing through Poznań, Poland – celebrated for its cultural vibrancy. This show shares many different personal stories. Listeners can join hosts as they explore different cultures, sharing insights into food, music, and other experiences. It can be listened live or on platforms like Spotify.

Evidence of Success/Impact: International Poznań has more than 7000 followers on facebook. The hosts are also administrators of another Facebook group called 'International Poznań Friend', where various types of announcements dedicated to foreigners can be found, reaching 32,000 followers.



2.3.2 Free of charge assistants for migrants living in Poznań

Partner Organization: Migrant Info Point (MIP)
(<https://migrant.poznan.pl/>)

Target Audience: Migrants and refugees living in Poznań

Objectives and Outcomes: The organization aims to provide professional support that meets the diverse needs of migrants and refugees. Their goal is to support integration and strive to achieve social cohesion and wellbeing for all who live in their city.

Description of the service: Description of the service: In this case, there are several activities of a single organization described rather than a specific service. The MIP organization has been providing support since 2009. They assist immigrants and refugees through:

- Consultations, offering legal advice and career development support.
- Labor market assistance, including job search consultations and CV writing workshops.
- Integration initiatives, such as barbecues, yoga classes, and art workshops.
- Educational support, including Polish language classes and adaptation courses.
- Everyday life advice, such as helping parents find schools for their children.

Evidence of Success/Impact: since 2014 in total 16,629 people were supported by different type of consultations, 3,518 people were supported with a legal advice, 3,684 people were support with Polish language courses.



2.3.3 Ukrainian business in Poznań style

Service Name: Conferences dedicated to Ukrainian citizens (Past conference titles: Business and work in Poznań, Poznan's business inside out, Work and hire in Poznań - it's easy!, Ukrainian business in Poznań style, Dare to do more).

Partner Organization: Business Activity and Agriculture Department of Poznań City Hall

Target Audience: The Ukrainian community living in Poznań, interested in running their own businesses.

Objectives and Outcomes: Due to the military conflict in Ukraine, the Ukrainian minority has been the largest minority living in Poland for a long time. At the same time, this is a group that usually does not speak either Polish or English fluently, which is why events for them are organized in Ukrainian language or with the assistance of Ukrainian translators. The conferences are aimed at supporting the professional and economic activation of Ukrainian citizens and integration on the Polish market.

Description of the service: During the events, attendees can listen to the lectures, join discussion panels, take part in workshops, and meet with experts at the advisory zone. Throughout the conference, participants hear motivational speeches delivered by entrepreneurs from the Ukraine who run businesses in Poland. An important part of the events are discussion panels focused on topics such as inspiring others to reach their goals by overcoming obstacles and embracing new opportunities.

Speeches are mostly in Ukrainian, sometimes with consecutive translation. Ukrainian translators assist in the advisory zone, available throughout the event.

Participants benefit from consultations on a variety of issues including legalization of residence, law, taxes, insurance, business permits

Evidence of Success/Impact: So far, 5 conferences have been organized during which almost 1,000 participants participated.

3. INNOVATED OR RE/DESIGNED AND PILOTED SERVICES

3.1 „FANS - Ready to Launch Your Bussiness in Ostrava?”

3.1.1 Essential information about the service

Service name: “FANS - Ready to Launch Your Business in Ostrava?”

Partner Organization: Moravian-Silesian Innovation Centre Ostrava, a.s.

Short Summary of the Service: The newly tested services were designed for foreigners – migrants planning to start or grow their business in Ostrava. The aim was to provide comprehensive information and support on starting and developing new businesses for expats (migrants) in Ostrava. It included individual consultations, group workshops and individual buddy services (accompanying and providing translations) in the field.

Those activities were happening from mid-September 2024 until mid-January 2025. Individual consultations were happening online and offline, buddy service and Workshops were provided offline, on the premises of MSIC and Ostrava Expat Centre office.

3.1.2 Detailed Service Description

One of the most demanded services for foreigners provided by Ostrava Expat Centre is career guidance and consultation. However, observations and client requests show that some prefer starting their own business over being employees. OEC provides basic information on trade licenses and starting a business in the Czech Republic. Yet, it does not cover all aspects, such as residency or taxes, and is available upon request or on the Ostrava Expat Centre’s website. That is why it was decided to create a new service that will include selected components:

1. **Registration and promotion of new service**
2. **Individual consultations**
3. **Group Workshops**
4. **Buddy service**
5. **Business Club**

Registration and promotion of new service

During August and September 2024, the new service was promoted through social media (Facebook, Instagram, newsletter) and during the Work&Life festival in Ostrava the registration started. The goal was to have 10 participants. At the end, the service started with 13 participants (nationality of participants: Ukraine, Zimbabwe, Russia, India, Gambia, Chile, France).

Dear Expats! 🌟

We're excited to announce a brand-new pilot service aimed at helping you develop your business in Ostrava! 🚀

This special programme, co-financed by the European Union as part of the FANS project, is here to support you in launching or growing your business. 📌

Interested? Register now!

Fill out the form, and we'll be in touch soon: <https://bit.ly/wanttojoinfans>

Let's build something amazing together! 🤝🌍



Individual consultations

• „Personal scan”

„Personal scan” was the very first meeting with clients who registered for the project. At this meeting, they signed the project agreement and they discussed with consultant their motivations for joining the project, their business idea (if they already had one), and their current life situation.

Part of this consultation was also MBTI testing, the Myers-Briggs Type Indicator (MBTI) is an alternative personality test designed to determine personality types. It focuses on how different people perceive the world and make their decisions.

For this MBTI testing, expats should fill in the free personality test before coming to the consultation. The consultant - longtime HR - then discussed different aspects of the test result with the expat including the recommendations on business (individual business or company; role in the company etc.).

• „Visa scan”

The aim of „visa scan” is to discuss with clients their current visa/residence permit and if their current legal status allows them to start a Trade Licence/business activity. Clients were also guided, under which conditions they may change the purpose of stay to “business” and fully focus on business.

• Business model and validation

This personal consultation was provided by external partner Repfin. The main aim was to discuss lean canvas to validate business models.

Before the consultation, clients have to fill in the Business canvas model. It allows them to describe, design, challenge, invent, and pivot business models. This method is applied in leading organizations and start-ups worldwide. Based on the canvas, the Repfin expert provided further recommendations and procedures on how to move the business forward.

| Business Model Canvas | | Designed for: | Designed by: | Date: | Version: |
|--|---|---|---|--|----------|
| Key Partners / Problems Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? MOTIVATIONS FOR PARTNERSHIPS: Optimization and economy, Reduction of risk and uncertainty, Acquisition of particular resources and activities OR What key problem/s do we solve? | Key Activities / Solutions What Key Activities or solutions do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams? Key Resources / Metrics What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams? TYPES OF RESOURCES: Physical, Intellectual (brand patents, copyrights, data), Human, Financial | Value Propositions What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying? CHARACTERISTICS: Newness, Performance, Customization, "Getting the Job Done", Design, Brand/Status, Price, Cost Reduction, Risk Reduction, Accessibility, Convenience/Usability | Customer Relationships / Competitive advantage What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they? What is your unique competitive advantage? Channels Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines? | Customer Segments For whom are we creating value? Who are our most important customers? Is our customer base a Mass Market, Niche Market, Segmented, Diversified, Multi-sided Platform | |
| Cost Structure What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive? IS YOUR BUSINESS MORE: Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing), Value Driven (focused on value creation, premium value proposition). SAMPLE CHARACTERISTICS: Fixed Costs (salaries, rents, utilities), Variable costs, Economies of scale, Economies of scope | | | Revenue Streams For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues? TYPES: Asset sale, Usage fee, Subscription Fees, Lending/Renting/Leasing, Licensing, Brokerage fees, Advertising FIXED PRICING: List Price, Product feature dependent, Customer segment dependent, Volume dependent DYNAMIC PRICING: Negotiation (bargaining), Yield Management, Real-time-Market | | |
| Designed by: The Business Model Foundry (www.businessmodelgeneration.com/canvas). Word implementation by: Neos Chronos Limited (https://neoschronos.com). License: CC BY-SA 3.0 | | | | | |

Example of recommendation from Repfin to migrant focusing on Website creating business:

- pricing: create service packages, prepare starter packages for SMEs, introduce quarterly tariffs for support and maintenance services to create consistent cash flow, find out a competitor price to ensure your pricing remains competitive, etc.
- marketing key sources: actively communicate with "perfect customers" and reach the first Czech references as quickly as possible, networking - develop a strong elevator pitch that emphasizes your product, LinkedIn - Position yourself as an expert by regularly posting educational content about lightweight, sustainable web development, etc.
- Go-to-market strategy - develop a focused website that clearly communicates your product, etc.

Group Workshops

Idea Creation Workshop

This workshop was voluntary for those who already have a clear idea of their business. The goal was to develop a business idea based on personal passion and present it in a 2-minute pitch. Creativity, not genius, is key—everyone has problem-solving skills, but confidence and the right tools often make the difference. Participants were encouraged to embrace the process, set aside self-doubt, and generate a variety of ideas rather than focusing on a single "right" one. A well-developed idea can hold great value.

This workshop was led by an employee of Ostrava Expat Centre (MSIC) who is at the same time an artist. She empathized on creativity not only in their life but also while thinking about setting up a business.



- **Marketing Workshop**

This workshop aimed to provide information about marketing plans - clients should be aware of what services they offer and what their main strategic goals are. They further discussed target group analysis (segmentation) - what are the target groups and what are the needs and desires of these groups. Next, what communication channels they would like to use and what content to use on those channels. Finally, marketing tactics were discussed - what topics they would like to communicate to clients and how to communicate these topics.



- **Tax and Accountancy Workshop**

This workshop aimed to provide general information about the Czech tax system (scope, deadlines, flat tax etc.) for trade licence holders (entrepreneurs), their duties towards Financial offices and other state administration. Since for some of the clients, the business activity is a secondary activity (besides employment), information about personal Tax return was included. The workshop also provided information about providing services abroad and about VAT registration. Migrants had an opportunity to discuss their cases. Nevertheless, if the queries were too specific, the personal appointment between an expat and the tax specialist was recommended.



Buddy service

Clients have an opportunity to use the service of “buddy”, meaning accompanies and translators in the selected institution regarding starting their business, eg. Trade licensing office, Social Security office etc. Team of Ostrava Expat Centre provided the buddy service in case of one Indian person who needed help at the Trade Licence office in order to set up the business.

Business Club

Keeping connected with the clients of this pilot programme through a „business club” on which they will have a chance to meet and share their progress and the current state of their business. Each meeting of the club would have a different topic about which expats could discuss. We would like to use the Business Club as a platform for spreading those new services among other foreigners.

3.1.3 Summary: Key Insights and Conclusions

The expats’ employability is always a controversial topic. The employers are seeking people speaking at least a little national language. Czech being a very hard language to learn, migrants had an opportunity to make a job for themselves - being an entrepreneur. The business development service which was piloted was highly evaluated by these migrants who couldn’t find a job since arrival to Czech Republic.



The FANS pilot activities took place from September 2024 to January 2025 and there were 13 people onboard for the service. Most of the clients attended a majority of the sub-activity. Even if there were signed participation agreement before the piloting service started, expats haven't been obliged to attend all service components (nevertheless, it was highly recommended).

Based on the evaluation questionnaire, the quality of the pilot service is 4,8 out of 5. The Net Promoter Score of the service was 100. Based on the questionnaire, participants rated all parts as beneficial, with Repfin's services (Business model & validation) being the most appreciated. The least useful part was the WS on taxes (with one respondent). Suggestions for improvement included, among others: a more detailed presentation on taxes, a workshop/lecture on the basics of trade entrepreneurship, or a consultation from a current entrepreneur in a similar field. The migrants highlighted the community and friendly approach.

Due to the pilot program, the organizers have identified the most useful parts of the service. As migrants were onboarded and participated in individual consultations (both personal and visa-related), additional insights into their needs were gathered, allowing the service to be adjusted accordingly. In a future round of this business development service, a finalized list of activities (consultations, workshops) would be established, and migrants would be informed upfront about what to expect. This would make the process smoother for both parties.

3.2 Workshops: Support for integration

3.2.1 Essential information about the service

Service name: Workshops: Support for integration

Partner Organization: Startup Leiria

Short Summary of the Service: During two months, this initiative, undertaken by Startup Leiria, focused on designing a new service to support the integration of migrants and help them leverage their talents and competencies. The pilot aimed to support participants in employability and potential entrepreneurial careers by using various tools (described below).

3.2.2 Detailed Service Description

The FANS Project Pilot offered a comprehensive service designed to support the integration of migrants in the Leiria Region of Portugal. The service was delivered through a series of seven targeted workshops, with the focus on:

- 1. Legal integration**
- 2. Employability**
- 3. Entrepreneurship**



LEGAL INTEGRATION WORKSHOP

This workshop aimed to help participants navigate the Portuguese legal system and access essential public services. Key topics included:

- **Migration Legislation:** Understanding the procedures for regularization of documentation, residency rights, and visa renewal.
- **Access to Public Services:** Guidance on registering with the National Health Service (SNS), accessing the judicial system, and understanding the banking, tax, and educational systems.
- **Social Support:** Information on available social benefits and community resources.
- **Community Integration:** Sessions on Portuguese culture, customs, and community activities to help participants feel more connected to their new environment.

Objectives:

1. **Facilitate legal navigation:** to help participants understand and navigate the Portuguese legal system, particularly in areas related to migration, residency, and visa processes.
2. **Enable access to public services:** to provide guidance on accessing essential public services, such as healthcare (National Health Service - SNS), the judicial system, banking, taxation, and education.
3. **Promote social support awareness:** to inform participants about available social benefits, support systems, and community resources to help them integrate and thrive in their new environment.
4. **Foster community integration:** to help participants understand Portuguese culture, customs, and community activities, enabling them to feel more connected and integrated into their new society.

Facilitators:

- The workshop was conducted by CLAIM – the local organization, connected with the municipality of Leiria, that provides legal support for migrants.

Session Duration:

- 1 hour

Lessons Learned from these workshops:

- On this topic, since people are already in the host country, the questions and challenges are mostly very detailed, which means that the group session is not very valuable.
- This type of session will be much more valuable for people who have only recently arrived in the host country (less than 6 months).
- More dynamic moments for participants to get to know each other, exchange experiences and culture, to create a sense of community within the group.



EMPLOYABILITY WORKSHOPS

These sessions focused on helping participants understand the Portuguese labor market and develop the skills needed to secure employment. Key topics included:

- **Labor Market Overview:** An introduction to the structure and dynamics of the Portuguese labor market, including sectors with high employability.
- **Workers' Rights and Duties:** Key aspects of labor legislation, types of employment contracts, and workplace culture in Portugal.
- **Job Application Skills:** Practical guidance on job searching, writing effective CVs and cover letters, and preparing for interviews.

Networking and Interview Techniques: Tips for building professional networks and simulating job interviews with personalized feedback.

Objectives:

1. **Labor market understanding:** to provide participants with an overview of the Portuguese labor market, including its structure, dynamics, and high-demand sectors, helping them identify potential employment opportunities.
2. **Knowledge of workers' rights and duties:** to educate participants about Portuguese labor legislation, including employment contracts, workplace culture, and their rights and responsibilities as employees.



3. Job Application skills development: to equip participants with practical skills for job searching, such as writing effective CVs and cover letters, and preparing for job interviews.

4. Networking and interview preparation: to help participants build professional networks and improve their interview techniques through simulations and personalized feedback, increasing their chances of securing employment.

Facilitators:

- The workshop was conducted by [GIP Migrante](#), a department from InPulsar that provides support in the area of employability.

Session Duration:

- 3 workshops of 1 hour each

Lessons Learned from these workshops:

- More focus could be placed on the skills that are in demand in the job market, helping to develop them and providing tips and tools for further improvement.
- A more in-depth exploration of the tools available for job searching could be conducted to enhance autonomy and proactivity in the job search process.
- It would be beneficial to have a session entirely dedicated to CV creation, including how to build it and when it should be updated, as well as preparing a LinkedIn profile and optimizing its use.



ENTREPRENEURSHIP WORKSHOPS

These workshops aimed to equip participants with the knowledge and tools needed to start and manage their own businesses. Key topics included:

- Introduction to Entrepreneurship: Understanding the entrepreneurial process, its phases, challenges and opportunities of starting a business.
- Legal and Fiscal Aspects: Information on different types of business structures, company registration, and applicable tax regulations.
- Funding and Support: Guidance on accessing financial resources, government incentives, and EU funding programs for small businesses.

Business Planning: Practical advice on developing a business plan and preparing funding applications.

Objectives:

1. **Entrepreneurial Knowledge:** To introduce participants to the entrepreneurial process, including its phases, challenges, and opportunities, and to inspire them to consider starting their own businesses.
2. **Legal and Fiscal Understanding:** To provide participants with essential information on business structures, company registration, and tax regulations, ensuring they understand the legal and fiscal requirements of running a business in Portugal.
3. **Access to Funding and Support:** To guide participants on how to access financial resources, government incentives, and EU funding programs, helping them secure the necessary support to start and grow their businesses.
4. **Business Planning Skills:** To equip participants with practical tools and advice for developing a business plan and preparing funding applications, enabling them to turn their entrepreneurial ideas into actionable and viable business ventures.

Facilitators:

- The workshop was conducted by Startup Leiria.

Session Duration:

- 3 workshops of 1 hour each

Lessons Learned from these workshops:

- It was felt that more time or additional sessions on this topic would be beneficial. There was significant interest in learning not only about developing a business idea but also about financial, legal, and tax processes.
- More focus could be placed on specific topics, particularly legal and tax aspects for companies. This is one of the main needs for migrants looking to establish a business in Portugal due to the complexity of the tax system.
- To enhance idea development, more interactive and practical activities could have been implemented to increase engagement, knowledge sharing, and skill development.





3.2.3 Workshop Summary: Key Insights and Conclusions

- **Empowerment through knowledge:** The workshops provided participants with essential knowledge and tools to navigate complex systems, such as legal procedures, labor markets, and business regulations. This empowerment is critical for migrants and refugees to build stable lives in their new environments. Understanding local laws, rights, and opportunities helps participants make informed decisions, reducing vulnerability and fostering independence.
- **Practical skills:** Participants gained practical skills, such as job application techniques, business planning, and legal navigation, which are directly applicable to their daily lives. These skills not only improve individual outcomes but also contribute to the broader economy by enabling participants to secure employment or start businesses.
- **Importance of partnerships and local networks:** Collaborations with local organizations, such as CLAIM, GIP Migrant, and Startup Leiria, were instrumental in delivering high-quality content and providing participants with access to local support networks. These partnerships not only enhanced the workshops' effectiveness but also built trust within migrant communities.
- **Participant engagement and retention:** Retention and engagement of the participants were significant challenges, often due to competing priorities such as work, family responsibilities, or lack of perceived immediate value. Flexible formats (e.g., hybrid or online sessions) and incentives (e.g., certificates, stipends) could improve engagement and retention.
- **Outreach and recruitment:** Reaching the target audience proved difficult due to limited awareness, trust issues, and cultural barriers. Partnership with local communities, NGOs, and cultural associations, helped to reach the audience.
- **Measuring long-term impact:** While participant feedback was positive, tracking long-term outcomes (e.g., job placements, successful businesses, legal status regularization) it will be challenging. Developing standardized tools for data collection and impact measurement is crucial for demonstrating the program's success and attracting further support.
- **Holistic approach to integration:** The workshops demonstrated the importance of addressing multiple dimensions of integration—legal, economic, and social—simultaneously. This holistic approach ensures that migrants and refugees are equipped to navigate their new environments effectively.
- **Scalability and adaptability:** The program's structure and content can be adapted to different regions and contexts, making it a scalable model for supporting migrant integration globally. By tailoring workshops to local needs and leveraging digital tools, the program can reach a wider audience and operate more cost-effectively.
- **Building trust and community connections:** Trust-building through partnerships with local organizations and community leaders is critical for the success of integration programs. Creating platforms for knowledge sharing and networking can foster a sense of community and support among participants.
- **Continuous improvement:** Regular feedback from participants and stakeholders should be used to refine and improve the program, ensuring it remains relevant and effective. Emphasizing continuous learning and adaptation will help the program respond to emerging trends and challenges in migrant integration.



All workshops were delivered in an in-person format, ensuring a hands-on, interactive learning experience that maximized participant engagement and knowledge retention. The pilot program spanned a period of two months, with sessions scheduled on a weekly or bi-weekly basis, depending on the complexity and nature of the topic covered. The workshops took place at Startup Leiria – Mercado, a centrally located and easily accessible venue, which contributed to participant convenience and high attendance rates. The sessions were conducted in English, with additional support available for individuals with limited language proficiency, ensuring that all attendees could fully benefit from the content and actively participate in the learning process.

3.3 From Idea to Business: A Workshop for Foreigners Who Want to Run a Business in Poland

3.3.1 Essential information about the service

Service name: From Idea to Business: A Workshop for Foreigners Who Want to Run a Business in Poland

Partner Organization: Poznań Science and Technology Park

Short Summary of the Service: On November 16-17 and 23, 2024, an entrepreneurship workshop was held at the Poznań Science and Technology Park. The event was designed for foreigners—migrants—who wish to start their own business in Poland.

3.3.2 Detailed Service Description:

A market analysis of migrant support organizations in Poznań showed that the Science and Technology Park should foster local migrant entrepreneurship. These conclusions were confirmed by observations from study visits carried out as part of the FANS project, organized by Startup Leiria and Ostrava Expat Center.

Poznań Science and Technology Park, known for supporting innovative projects, businesses, and scientific research, decided to create a service aimed at foreigners who have settled in Poland and plan to start their own business. The workshops were based on the Business Model Canvas by Osterwalder, enriched with practical pitching exercises—developing the ability to present business ideas—and information on obtaining funding for business development. Additionally, a representative from the Poznań City Hall presented the legal aspects of starting a business as a foreigner.

The agenda and description below outline the details of each day.

"OD POMYSŁU DO BIZNESU"

Warsztat dla osób z zagranicy, które chcą prowadzić firmę w Polsce



16, 17 i 23 listopada 2024



Poznański Park Naukowo - Technologiczny
(*ul. Rubież 46, budynek H, sala 154*)

Program

16 listopada (sobota), g. 9.00 - 15.00

- 09:00 Poznajmy się
- 10:00 Witamy w PPNT - kim jesteśmy i czym się zajmujemy
- 11:00 Stworzymy zespoły
- 12:00 Lunch i zwiedzanie PPNT
- 13:30 Pomysły biznesowe: tworzenie i wybór
- 15:00 Podsumowanie i zakończenie spotkania

17 listopada (niedziela), g. 9.00 - 15.00

- 09:00 Zakładanie firmy przez obcokrajowca
- 10:30 Tworzenie Modelu Biznesowego - teoria
- 12:00 Lunch i networking
- 13:00 Tworzenie Modelu Biznesowego - praca w grupach
- 15:00 Podsumowanie i zakończenie spotkania

23 listopada (sobota), g. 9.00 - 15.00

- 09:00 Wprowadzenie zmian w modelach biznesowych
- 10:00 Jak mówić o swoim pomysle biznesowym?
- 11:00 Prezentacja pomysłów biznesowych
- 13:00 Lunch i networking
- 14:00 Jak oceniać produkt/usługę razem z klientem?
- 15:00 Podsumowanie i zakończenie spotkania

FANS: From Adaptation to New Skills and self-employment



DAY ONE

The first day of the workshop focused on presenting participants' business ideas and selecting those to be further developed throughout the program. It also aimed to build mutual trust and create a positive atmosphere for collaboration. Additionally, participants were introduced to the opportunities offered by the Poznań Science and Technology Park to support the development of their business ideas.



Objectives:

- Present participants' business ideas and select those that would be further developed at the workshops
- Build mutual trust and create a positive atmosphere for further work
- Familiarize participants with the opportunities offered by Poznań Science and Technology Park in the development of their business ideas.

Participant Demographics:

15 participants attended the meeting. They came from Ukraine (7), Belarus (6), Azerbaijan (1) and Poland (1). The majority already had their own business ideas, while three joined others as they had not yet defined their plans.

Agenda:

- Welcome to PPNT and get-to-know each other session
- Team Formation
- Lunch
- Business Ideas: Creation and Selection
- Summary and Closing of the Meeting

Session Duration:

- 6 hours

Lessons Learned from day one:

- Participants suggested that, due to language barriers, it would have been helpful to prepare a brief introduction about themselves and their business idea before the session.
- Initially, organizers planned to select the most promising ideas and form 4-5 working groups. However, group dynamics showed that working in smaller groups or individually was more effective. In the end, only three participants did not have their own ideas and chose to join others.
- The language barrier was a smaller challenge than expected.

The facilitators ensured that all information was clearly understood. Self-declared language proficiency was intended to ensure that each team included at least one participant fluent in Polish. However, implementing this solution turned out to be unnecessary.





DAY TWO

The second day focused on helping participants develop their business models and understand the process of starting a business as a foreigner in Poland. A representative from the Department of Business Activity and Agriculture at Poznań City Hall explained the formal requirements and procedures. The expert also shared contact details for further inquiries.

Agenda:

- Starting a Business as a Foreigner - guest speaker
- Business Model Creation
- Lunch and Networking
- Business Model Creation
- Summary and Closing of the Meeting

Facilitators:

- A guest speaker from Poznań City Hall.
- Two trainers specializing in business models

Tools Used during the workshop:

- Guest presentation from Poznań City Hall.
- Alexander Osterwalder's Business Model Canvas (BMC).

Session Duration:

- 6 hours

Lessons Learned from day two:

- The workshops took the form of consultations, preceded by an introduction to various BMC topics, where trainers actively supported participants in their individual work. Participants also helped each other translate content into Ukrainian, Belarusian, or English. The facilitators had to provide consultations for over ten business models during a single session, which was challenging but highly valuable to participants.

DAY THREE

The third day deviated slightly from the original agenda. Initially, participants were supposed to share the results of their work, incorporate feedback and take part in the pitching session. However, the facilitators decided to adjust the pitching program, shifting the focus from the traditional startup pitching structure to a business idea presentation format commonly found in various funding application forms for first-time entrepreneurs..



Agenda:

- Funding Opportunities – Presentation
- Business Idea Presentation Based on Application Forms for Funding Opportunities
- Pitching Session
- Lunch and Networking
- How to Evaluate a Product/Service Together with the Customer: Customer Journey Session
- Summary and Closing of the Meeting

Tools Used during the workshop:

- Presentation on funding opportunities for starting a business
- Pitching methodology based on the analysis of funding application forms.
- Customer Journey Map mode
- Business Model Canvas

Facilitators:

- Two trainers specializing in business models and business presentations.
- A trainer presenting the Customer Journey Map model.

Session Duration:

- 6 hours

Lessons Learned from day three:

- Participants were highly engaged, especially in the session on funding opportunities, as this topic presents a considerable challenge for foreigners to navigate independently.
- The pitching session was well-received, as it allowed participants to present their ideas efficiently and receive immediate feedback.
- The introduction of the Customer Journey Map provided valuable insights on how to improve future training services. It was highly appreciated by the participants, who actively took part in a collaborative session structured as an open, moderated discussion.

3.3.3 Workshop Summary: Key Insights and Conclusions

- **Recruitment:** Involving organizations that support migrants proved to be the most effective recruitment strategy.
- **Language:** Initially, the workshops were planned in English. However, experiences from local migrant organizations showed that English might be a barrier rather than an aid. Since most migrants in Poznań are from Ukraine, Belarus, and Germany, the decision was made to conduct the pilot workshops in Polish, considering the specific needs of these communities.
- **Exposure to Polish business language** was an added value, particularly for those who had attended similar workshops in their countries of origin.

- **Atmosphere:** Participants appreciated the welcoming and friendly environment. Sending introductory emails with key information helped them feel comfortable, welcomed and prepared. The email should include guidelines on how to introduce yourself and present your idea at the first part of the workshops
- **Networking:** Participants expressed interest in staying connected and receiving updates about each other's business ventures.
- **Workshop Format:** The weekend format was popular, but the length of the sessions was a challenge for both participants and organizers. Possible improvements:
 - **Shortening the sessions.**
 - **Introducing remote learning materials.**
- **Evaluation:** The Customer Journey Map and an anonymous survey were the two assessment methods used at the end of the workshops. Combining these methods provided both qualitative and quantitative data, helping to understand participants' needs and experiences. CJM proved to be an excellent tool for gathering detailed feedback, making it highly recommended for future use.
- **Program:** The initial plan to use the Business Model Canvas, Pitching, and Customer Journey Map proved to be effective. Adding an analysis of potential funding opportunities and inviting a guest from UMP turned out to be a great decision. If the organizers hold a similar meeting in the future, they would certainly consider including these topics again
- **Future Services Suggestions:** Participants suggested creating an English-speaking group and organizing workshops for teenagers.



Three-day workshop showed the importance of such initiatives. This was reinforced by the high level of participant engagement and strong attendance. Conversations with participants also highlighted that basic-level sessions should be offered free of charge, while more specialized support could be provided on a commercial basis.

The participants were a highly engaged group that is adapting well to the Polish environment and is eager to continue growing. In the long run, hosting similar events can play a crucial role in strengthening the entrepreneurial ecosystem for migrants in Poland, enhancing their chances of success in the local market. Ideally, these events should be organized through strategic partnerships. In this case, the key contributors were an organization with over 10 years of experience in supporting migrants and the City of Poznań. During the service design process, the organizers consulted the concept with other entities and sincerely appreciated their engagement.

4. AUTHOR'S NOTES & CONTACT

Thank you for taking the time to explore the insights our consortium has gained through several months of collaboration. As a team of three organizations, we have had the opportunity to deeply analyze the specific characteristics of our regions - particularly in terms of migration, specialization, organizational structure, and scale of activities.

Our main goal was to create effective services for migrants, and above is a summary of our achievements. However, our work does not end here. We would be happy to share more details and exchange experiences. Below, you may find the contact details of the organizations and individuals involved in the implementation of the FANS project – From Adaptation to New Skills and Self-Employment.

If you have any questions please reach out.

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