



Output 3.1 Sustainable Business Management Training Programme

Activity 3.1.2 Needs & Skills Assessment


SKILLS & NEEDS REPORT

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2. The Skills & Needs Assessment

2.1 Brief Overview

Aim	to assess current level of skills, competences, needs and challenges faced by young and women (would-be) entrepreneurs in target areas.
Target Areas	<ol style="list-style-type: none">1. Egypt2. Lebanon3. Tunisia
Sectors	<ol style="list-style-type: none">1. Blue Economy2. Green Economy3. CCI
Business Entities	Startups and recently established MSMEs
Who will lead the survey in the target areas	CEEBA, BRD and BUSINESSMED

An **online survey for the Skills and Needs** had been released, which **aims** to identify and determine the skills and needs in the Cultural and Creative, Blue and Green Economy Industries. This survey was **carried out in 3 countries concurrently** (Egypt, Lebanon and Tunisia) and was distributed among startups and recently established MSMEs.

IED with the support of CEEBA, BRD and BUSINESSMED had been collecting the results of the questionnaire released. After 5 months of promoting the survey among the target countries, the consortium managed to collect answers from more than 50 Startups and recently established MSMEs active in the Blue, Green Economy and CCI sector. Below, all the acquired results are analyzed.



2.2 Overall Analysis of the Acquired Results

The questionnaire released was separated into 3 main sections – the first one was focused on the privacy policy, the section 2 is about the company’s basic information and the section 3 is about the Skills & Needs.

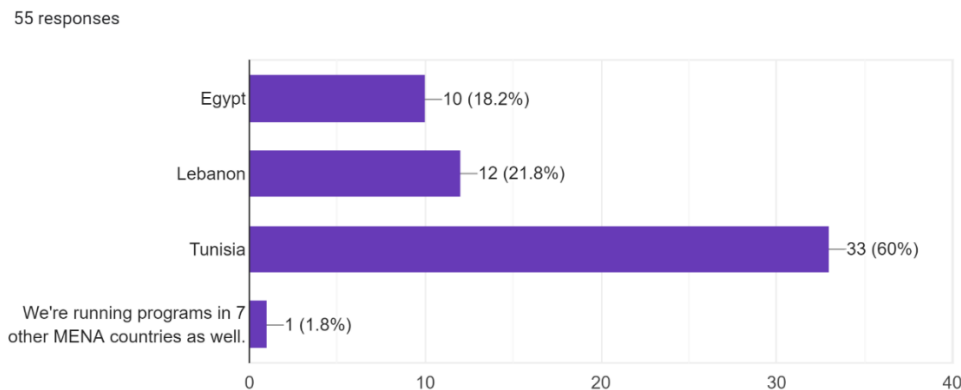
2.2.1. Section 1: Privacy Policy

Releasing a questionnaire, which requires sensitive personal data such as email addresses, a clear GDPR clarification needs to be included. The partner responsible for collecting and analyzing the results of the questionnaire is the Institute of Entrepreneurship Development. iED has developed a clear and coherent GDPR policy, which is used on every research conducted by the organization, which requires the collection of personal data. 100% of the Companies involved to this survey agreed to the privacy policy.

For reasons of privacy, in the sections bellow we will analyze only those questions that do not include sensitive information like – company’s name, contact person’s name, emails, etc.

2.2.2. Section 2: Company’s Basic Information

- Company’s country of registry

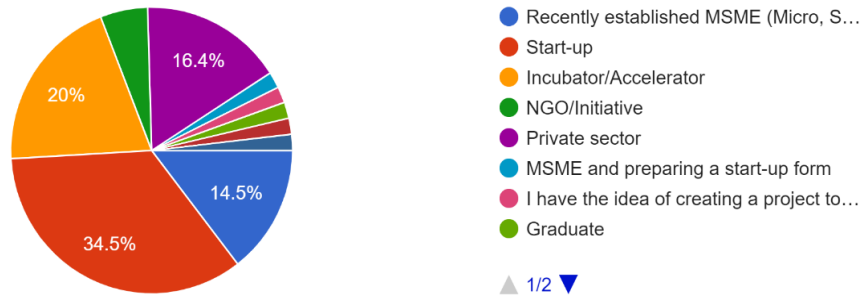




The majority of the companies that participated are based in Tunisia (33 /60%). 12(21,8%) are based in Lebanon and 10(18,2%) out of the 55 are based in Egypt.

- Entity type

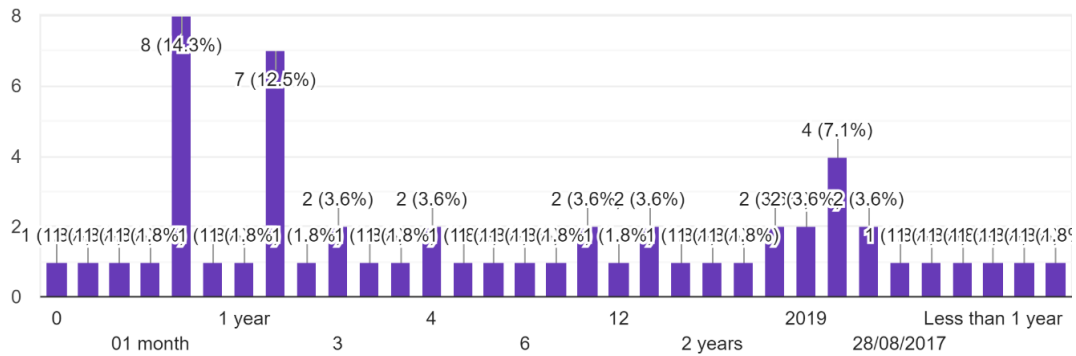
55 responses



The breadth of the businesses engaged has also varied significantly. From the largest to the smallest proportion of involvement, the primary categories of entities engaged will be prioritized. Start-ups have the highest percentage of participants (34.5%), followed by incubators/accelerators (20%), and private sector businesses (16.4 %), (%).The last type, newly formed MSME, accounts for a large share of the total (14.5 percent), NGOs 5.4 %, and finally, Environment marine biology, MSMEs (developing a start-up form),Idea of a startup, Graduates and persons with ideas for starting a consulting firm specializing in sustainable development for businesses and other organizations received a percentage of 1.8 percent.

- Years of operation**

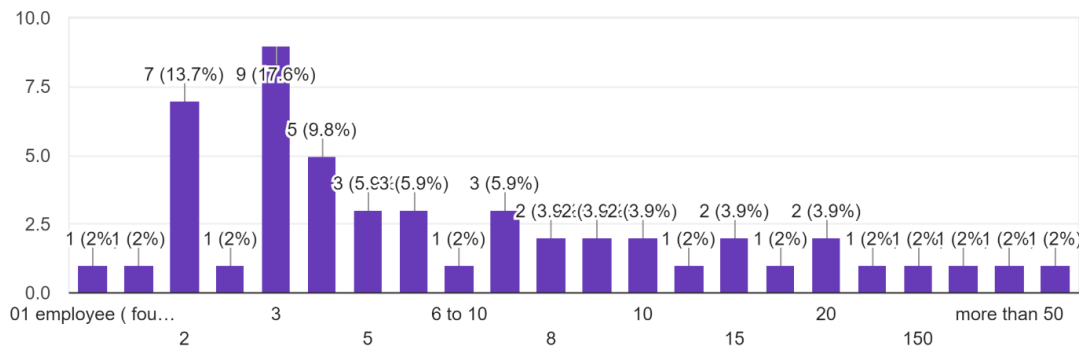
56 responses



The years of operations of each company-participant range from less than a month or are in study phase to 40 years. More specifically 6 are those who operate less than a month, 4 less than a year, 14 a year, 13 two years, 5 three years, 4 four years, 2 five years, one company of 6 and 9 years of operations, two companies of 10 years, one of 1 year, 2 of thirteen years, one of seven years, one of 19 years and finally one of 40 years of operation.

- Total number of employees**

51 responses





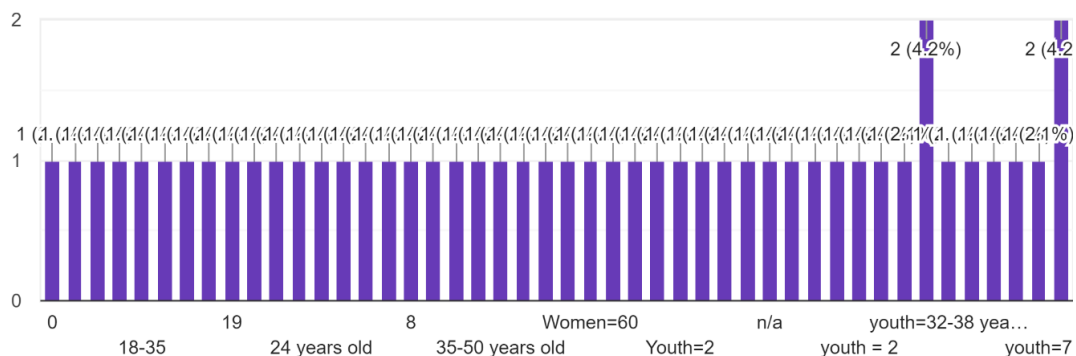
The number of employees at each firm varies, ranging from one to 150. According to the responses, there are 3 companies that employ one person, 2 companies with seven employees, 9 companies with three employees, 5 companies with four employees, 3 companies with five employees, 3 companies with six employees, 1 company with up to ten employees, 3 companies with seven employees, 2 companies with eight employees, 2 companies with nine employees, 2 companies with nine employees, 2 companies with ten employees, 1 company with twelve employees, 2 companies with fifteen employees, 1 company with 16 employees, 2 companies with twenty employees, 1 company with forty employees, 1 company with more than 50 and lastly one company that employs 150 persons.

- **Gender of the workforce**

In terms of workforce gender, the responses of the participants showed that females outnumber males by 52 to 25.

- **Youth workforce**

48 responses



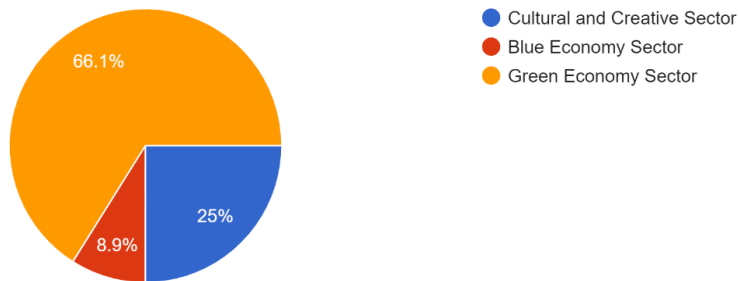
In terms of youth workforce, the majority of the 48 companies that responded employ at least one, with the proportion reaching as high as 80% for only one. 8 companies stated that the average age of their employees is 18-35 years old, another stated that the average age is 35 years old, 23 companies stated that they employ people aged 15 to 27, and the remaining



companies stated that they employ people aged 35 to 50 years old or no young workforce at all.

- **Business sector**

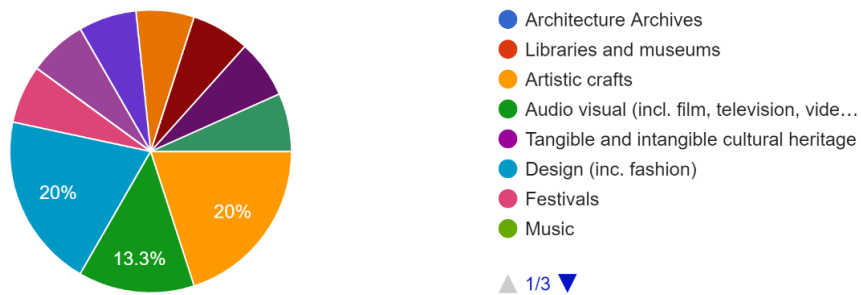
56 responses



As shown in the graph above, the business sector of the 56 participants who replied is 66.1 percent for the Green Economy (37 companies), 25% (14 companies) for the Cultural and Creative sector, and 8.9 percent (5 companies) for the Blue Economy.

- **If you answered "Cultural and Creative Sector" please choose which specific category**

15 responses





In the Cultural and Creative Sector, three companies (20%) specialize in artistic crafts, three companies (20%) specialize in design, two (13.3%) specialize in audio visual, and seven companies specialize in libraries and museums, tangible and intangible cultural heritage, festivals, music, architecture archives, books and publishing, all sectors, community services, education, co-working space and new way of housing, and agriculture make up 6.7 percent of the total (one from each industry).

- **If you answered "Blue Economy Sector" please specify your business category**

Incubator and Innovation Hub	Furnishing	Agriculture
Information Technology	Arts (Dance and Music)	Metals Industry

- **If you answered "Green Economy Sector" please specify your business category**

Eco tourism	Environmental Consulting	Water
Sanitation	Waste	Agriculture
Sustainable Consumption and Production	Entrepreneurship	Economy
Environmental Sustainability	Energy solutions and lighting IOT in agricultural	Olive Oil Export
Consulting and Energetic projects management	Incubation	Operational and Financial support to green start-ups
Accelerator focusing on SDGs2030	Cosmetics Safety	Beekeeping



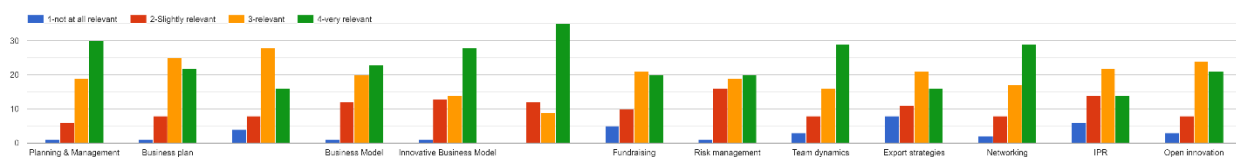
Agribusiness	Consultancy : renewable energy projects	Phytotherapy and medicinal plants
Agritech	Organic Agriculture	Agribusiness
Phytotherapy	Natural Cosmetic	BioGAZ

2.2.3. Section 3: Skills & Needs

- **ENTREPRENEURIAL SKILLS (Sustainable business model & business model innovation)**

In your opinion what are the skills needed for someone who want to start and operate his own initiative (assuming he/she has already the idea)?

2.1 ENTREPRENEURIAL SKILLS (Sustainable business model & business model innovation)



As the above chart reflects the main skills that the participants think someone must hold in order to start and operate his own initiative is mainly Planning & Management, Sustainable Business Model, The Innovative Business Model, Business Model, Business Plan, Team Dynamics, Networking, Open Innovation, IPR, Export strategies, Financial & Economic literacy, Fundraising, Risk Management.

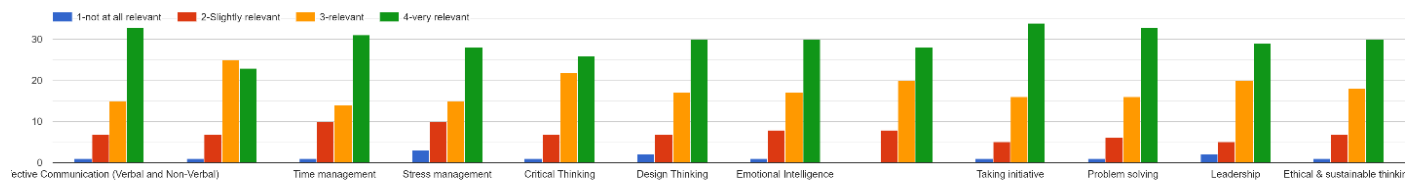


Please use this part to add your comments, and/or to list additional skills which you believe are important, but not mentioned above.

18 out of the 55 participants listed additional entrepreneurial skills for the begging and the operating of an initiative such as perseverance, professionalism, commitment, project management, Marketing planning , Sense of analysis, Critical Thinking and Analytical Skills, digital transformation, implementation of a research project in an R&D and IT skills.

- **PERSONAL & COGNITIVE SKILLS**

2.2 PERSONAL & COGNITIVE SKILLS

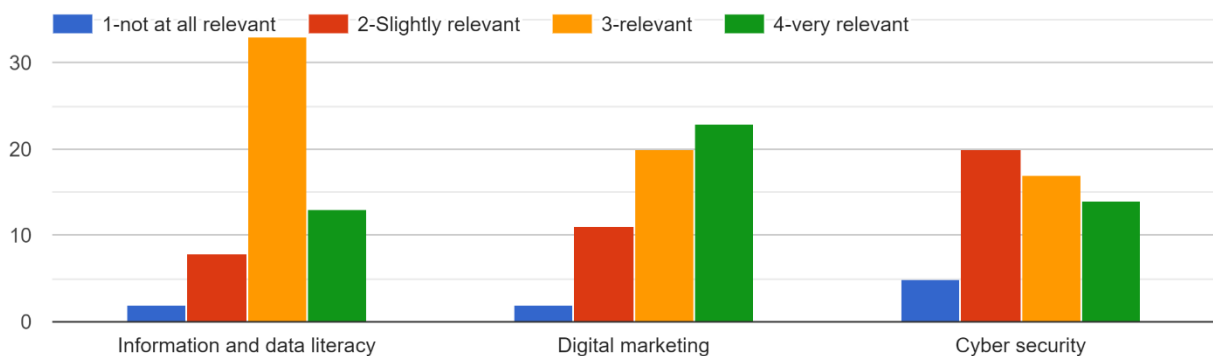


In order of preference, the following personal and cognitive skills have been highlighted: Effective communication (33 participants out of 55), Taking initiative (34/55), Problem Solving (33/55), Time management (31/55), Ethical and Sustainable thinking (30/55), Emotional Intelligence (30/55), Design thinking (30/55), leadership (29/55), Self-awareness & self-efficacy (28/55), Stress management (28/55), Critical thinking (26/55) and public speaking (23/55).

Please use this part to add your comments, and/or to list additional skills which you believe are important, but not mentioned above.

14 out of the 55 participants listed additional personal and cognitive skills for the begging and the operating of an initiative such as agile method (scrum), teamwork, Conflict management and change management, media training, self-confidence.

- **DIGITAL SKILLS**



Regarding the digital skills need for starting and successfully operating an initiative 33/55 participants consider the information and data literacy relevant while 13/55 consider it very relevant, whereas 23/55 participants state that digital marketing is very relevant and as far as cyber security is concerned 20/55 participants consider it slightly relevant and a number of 17 and 14 relevant and very relevant respectively.

Please use this part to add your comments, and/or to list additional skills which you believe are important, but not mentioned above.

13 out of the 55 participants listed additional digital skills for the begging and the operating of an initiative such as knowledge on tools (Zoom, Teams, Office) , Web design, Virtual networking , ERP: Enterprise Resources Planning, Safety.



2.3. Skills & Needs Analysis – Country Cases

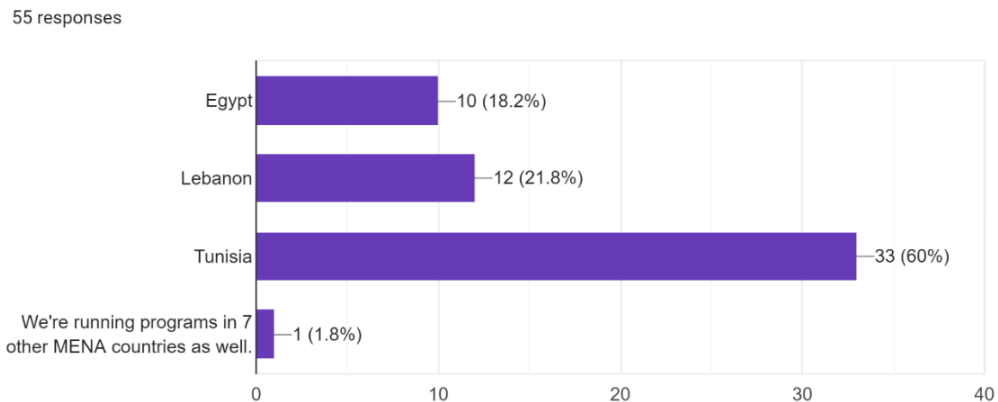
In this part of the current report, we will analyze all the results acquired based on the different countries responded the survey – Tunisia, Egypt and Lebanon.

2.3.1. The case of Tunisia

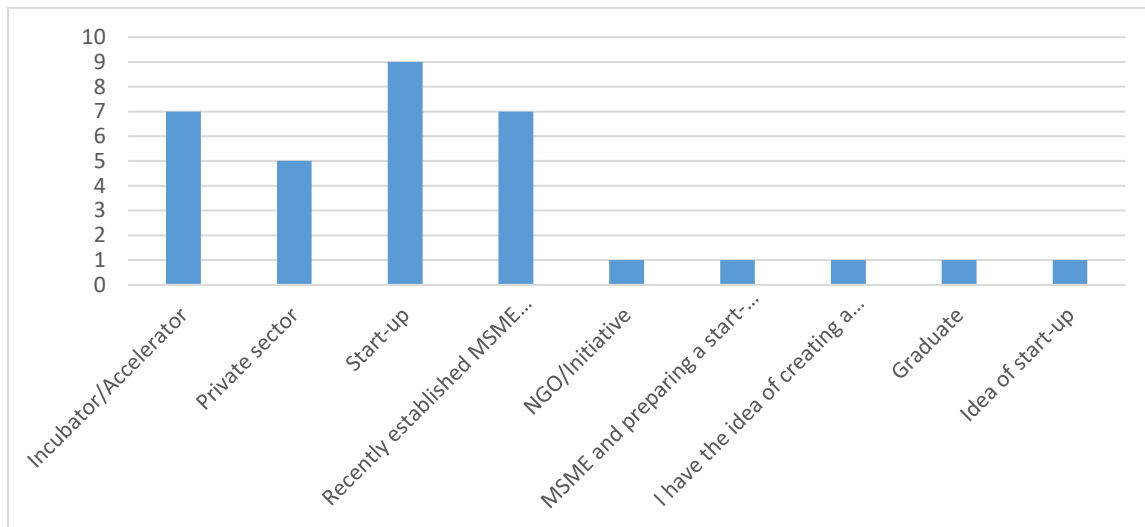
Section 2: Company's Basic Information

- **Country of registry**

Out of 56 respondents over 50% of them come from Tunisia.



- **Entity Type**



More than 50% of the respondents are recently established MSMEs and Start-ups, while answers were also received by incubators/accelerators, the private sector in general and others.

- **Years of operation:**

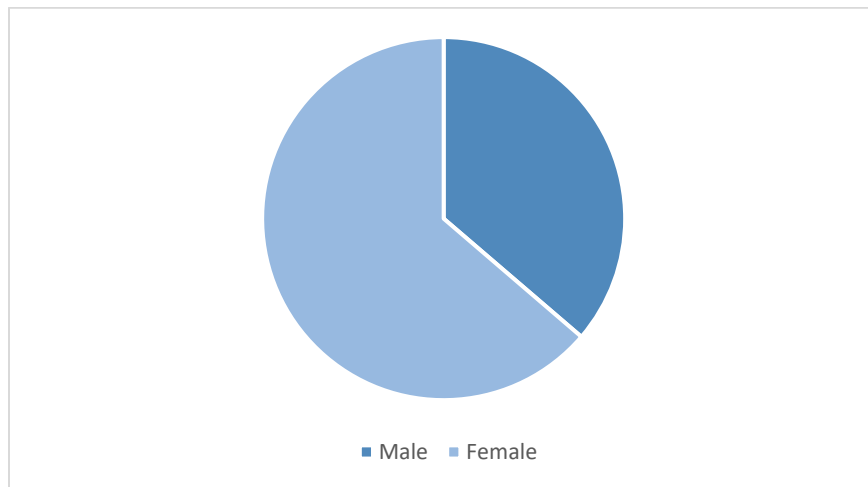
The majority of the Tunisian respondents are active less than 3 years, which means that are recently established companies. But also, replies have been received from more experienced companies active for about a decade.

- **Total Number of employees:**

Most of the Tunisian companies participated in the survey were small scale companies having less than 20 persons active in their personnel. Few responds were received from bigger companies, occupying between 20 and 40 persons.



- **Gender of the workforce**



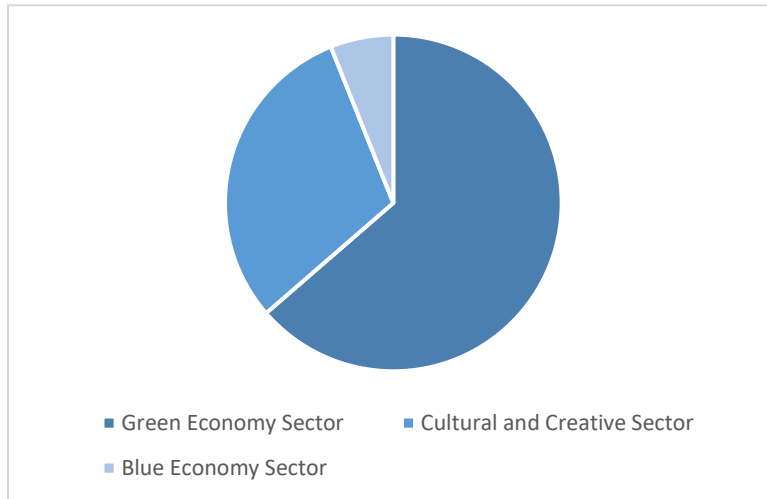
Most of the persons occupied in the Tunisian companies responded in the survey are female, although the difference is small. Most of the companies had gender balance among their staff, apart from a small number of companies which are occupying more women than men.

- **Youth Workforce:**

Most of the respondents – representatives of companies in Tunisia, have included more than 20 persons between 18-35 years old in their workforce.



- Business Sector**



Most of the companies responded are active in the sector of Green Economy forming a percentage over 50%. Less responds were received from companies active in the CCI and Blue Economy sectors.

- If you answered "Cultural and Creative Sector" please choose which specific category**

All sectors	Co-working space and New way of Housing	Community Services
Design (inc. fashion)	Artistic crafts	Festivals
Audio visual (incl. film, television, video games, and multimedia)		
Plastic art and intangible heritage		

- If you answered "Blue Economy Sector" please specify your business category**

We are the first coworking space , Incubator and innovation hub in Nabeul, Tunisia. A cozy and cutting-edge space located in downtown of the city of Nabeul that welcomes corporates,



entrepreneurs without fixed offices, freelancers and nomadic employees who are looking for open space to work comfortably, exchange and flourish through intensive training and relevant workshop's organization. We cultivate a strong sense of a community that embarks on a unique flexible experience to unleash its creative potential and unlock the barriers to entrepreneurship. We are an Incubator that empowers the idea of WE.

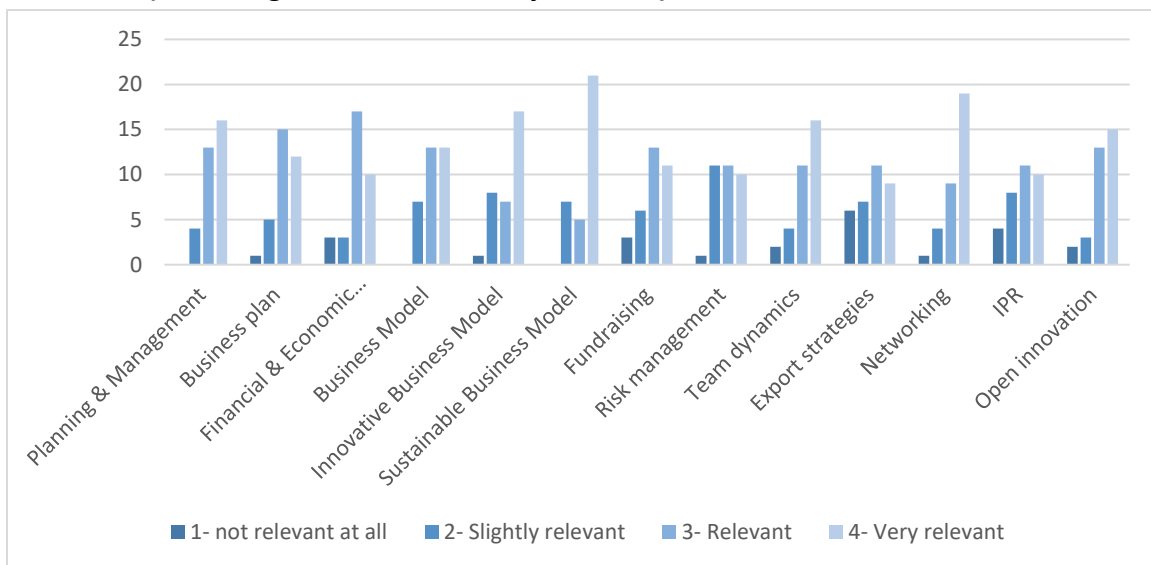
• **If you answered "Green Economy Sector" please specify your business category**

Incubation	Beekeeping	Agribusiness and agriculture
Environmental sustainability	AgriTech, Organic Agriculture, Agribusiness, Phytotherapy, Natural Cosmetic, BioGAZ	Consulting and Energetic projects management
Digitization of phytotherapy	Entrepreneurship	Consultancy : renewable energy projects
Advice on good governance and corporate social responsibility.	olive oil export	Phytotherapy and medicinal plants
Olive oil growers	Wool Business	Accelerator focusing on SDGs2030
lab furnitures and lab equipments	100% Wood Modular Ecological Constructions	

Section 3: Skills & Needs

- **ENTREPRENEURIAL SKILLS (Sustainable business model & business model innovation)**

In your opinion what are the skills needed for someone who want to start and operate his own initiative (assuming he/she has already the idea)?



According to the graph above, the most relevant entrepreneurial skills for Tunisian new entrepreneurs are the Planning & Management, Innovative and Sustainable Business Model, Team Dynamics, Networking and Open Innovation, while the rest are not considered as that relevant.

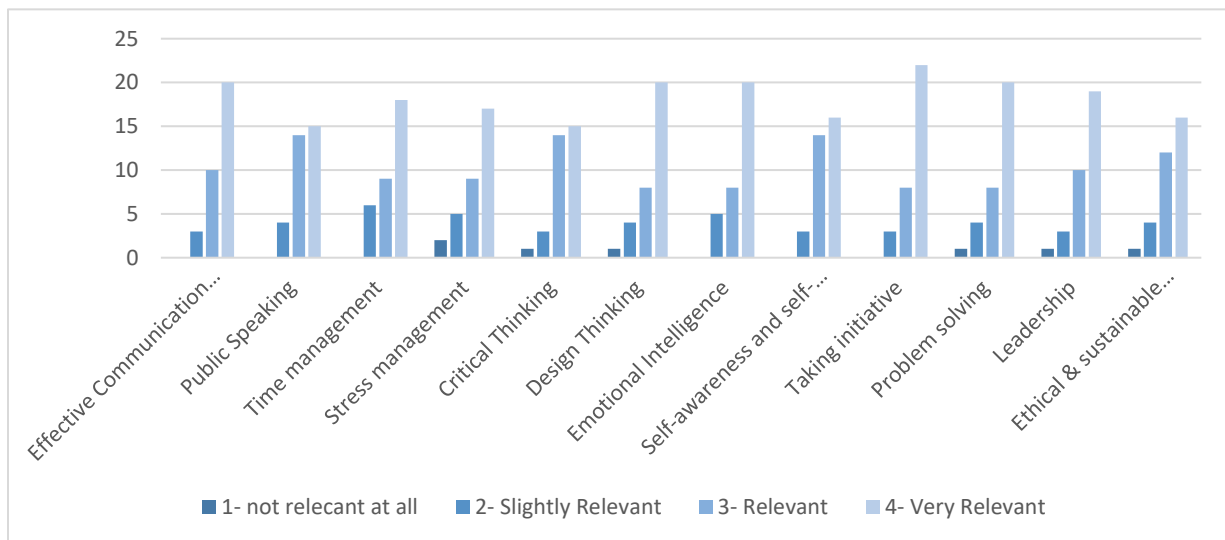
Please use this part to add your comments, and/or to list additional skills which you believe are important, but not mentioned above.

12 out of the 33 participants listed additional entrepreneurial skills such as benchmarking / sense of analysis, perseverance, professionalism, commitment, digital transformation, implementation of a research project in an R&D, how to manage the project, good governance and audit, marketing planning, Perse3, IT skills.

As anyone starts a business, they could face a lack of resources, connections and capital which present barriers to entrepreneurship. A solid incubation program should provide the resources,

mentorship, partners, and networking for entrepreneurs to grow and bloom their businesses. The incubation structure should connect the dots to help the entrepreneur meet his target goal and get him where he aspires to go in his business.

- **Personal & Cognitive skills**



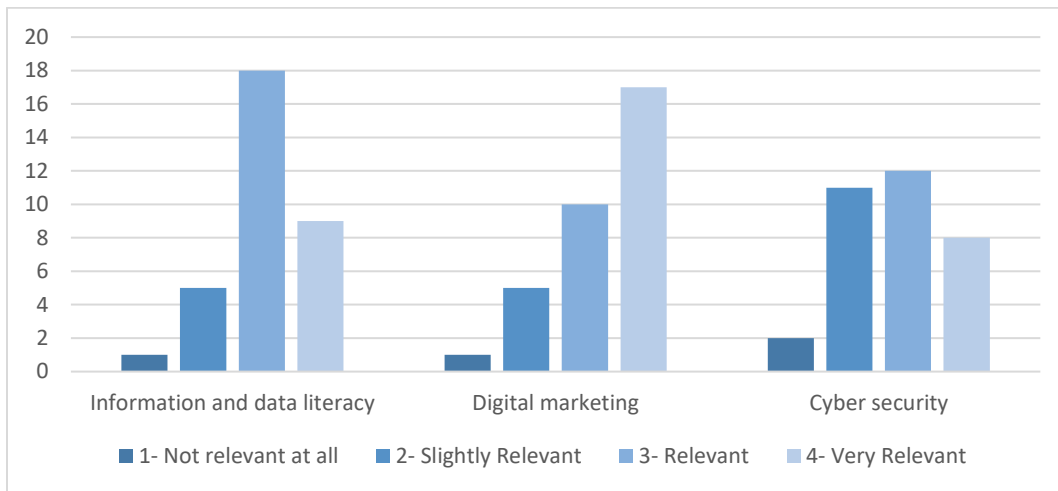
The results listed above show us that the listed cognitive and personal skills are in their majority very relevant for Tunisian new entrepreneurs.

Please use this part to add your comments, and/or to list additional skills which you believe are important, but not mentioned above.

9 out of the 33 participants listed additional personal & cognitive skills such as Change Management, Media training, Agile, Work on making the idea a success, coaching and soft skills, self-confident, Persevering, Conflict management and change management.



- **Digital skills**



According to the responses received, Information literacy and Digital Marketing are skills that are quite relevant, while the Cyber Security's relevance is low.

Please use this part to add your comments, and/or to list additional skills which you believe are important, but not mentioned above.

9 out of the 33 participants listed additional digital skills such as Virtual Networking, Tools (ZOOM, Teams, Office, trello...), work on the image as a value related to digital marketing, Web design, Safety, ERP: Enterprise Resources Planning. Basic rapid prototyping skills is quit important to show case any idea in front of investors panel or other intrested stakeholders.

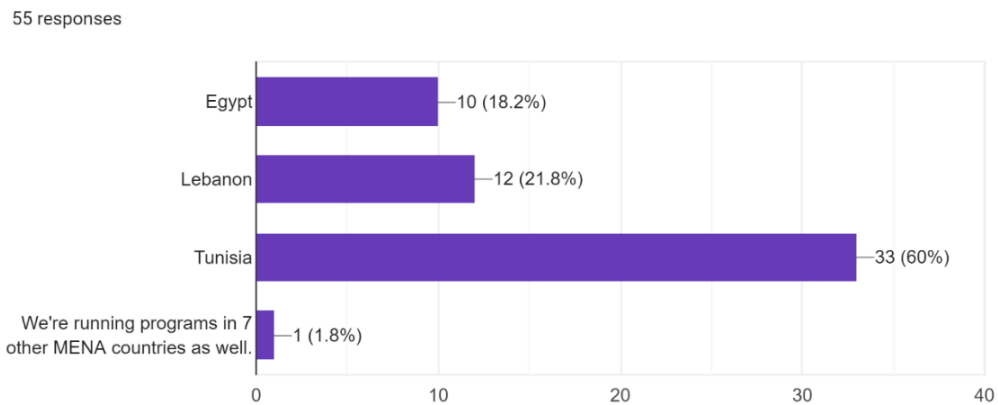


2.3.2. The case of Egypt

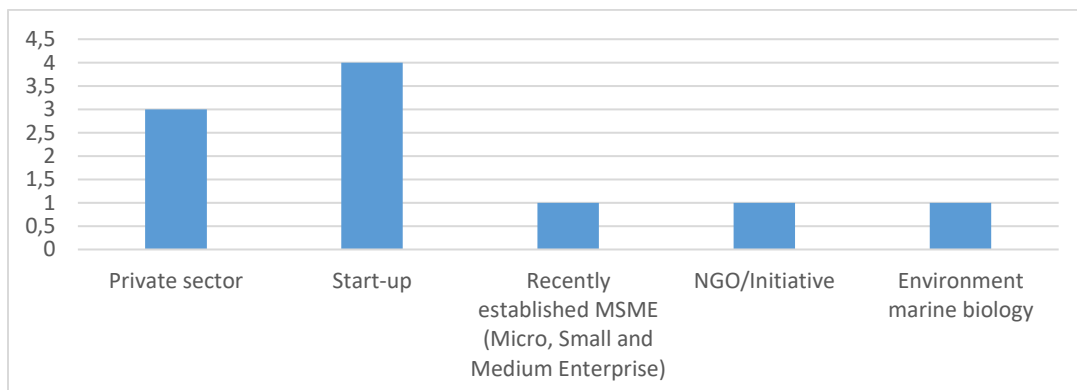
Section 2: Company's Basic Information

- Country of registry

Out of 56 respondents 10 participants come from Egypt.



- Entity Type





More than 50% of the respondents are recently established Start-ups and entities from the private sector in general, while there are also representatives of recently established MSMEs, NGOs and Environmental Organizations.

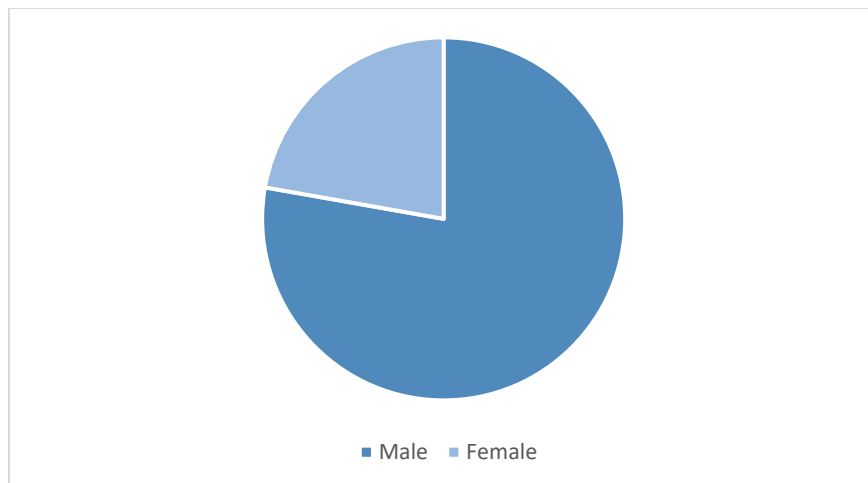
- **Years of operation:**

More than 50% of the Egyptian respondents are active less than 5 years, which means that are recently established companies. But also, replies have been received from more experienced companies active for more than a decade.

- **Total Number of employees:**

Almost all of the Egyptian companies participated in the survey were small scale companies having less than 10 persons active in their personnel. Only one large scale company is among the responses with their staff exceeding the 150 persons.

- **Gender of the workforce**



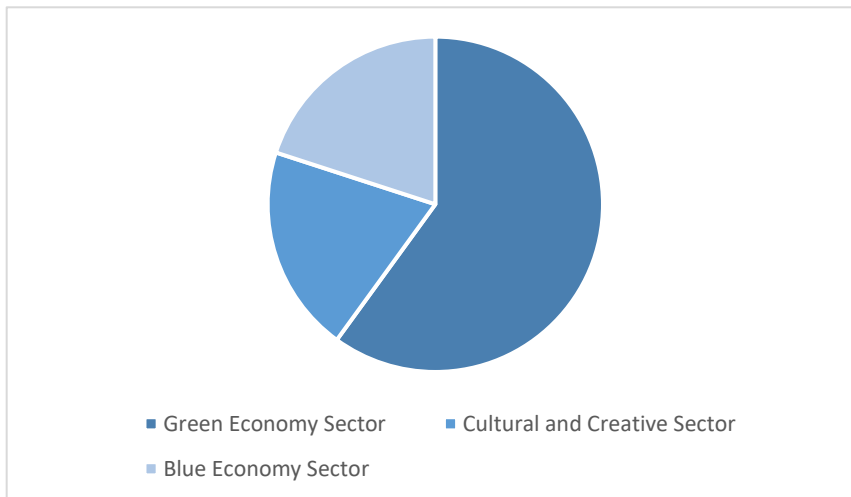


In the case of Egypt the number between males and females in the workforce is not that balanced as in Tunisia. Most of the persons occupied in the Egyptian companies responded in the survey are males. There are some companies that keep the gender balance, but they form the minority.

- **Youth Workforce:**

Most of the respondents – representatives of companies in Egypt, have included more than 20 persons between 18-35 years old in their workforce.

- **Business Sector**



Most of the companies responded are active in the sector of Green Economy forming a percentage over 50%. Less responds were received from companies active in the CCI and Blue Economy sectors.



- If you answered "Cultural and Creative Sector" please choose which specific category
Audio visual (incl. film, television, video games, and multimedia)

Education

- If you answered "Blue Economy Sector" please specify your business category

TADWEER EGYPT

Hammad For Metals

IT information technology

- If you answered "Green Economy Sector" please specify your business category

Cosmetics Safety

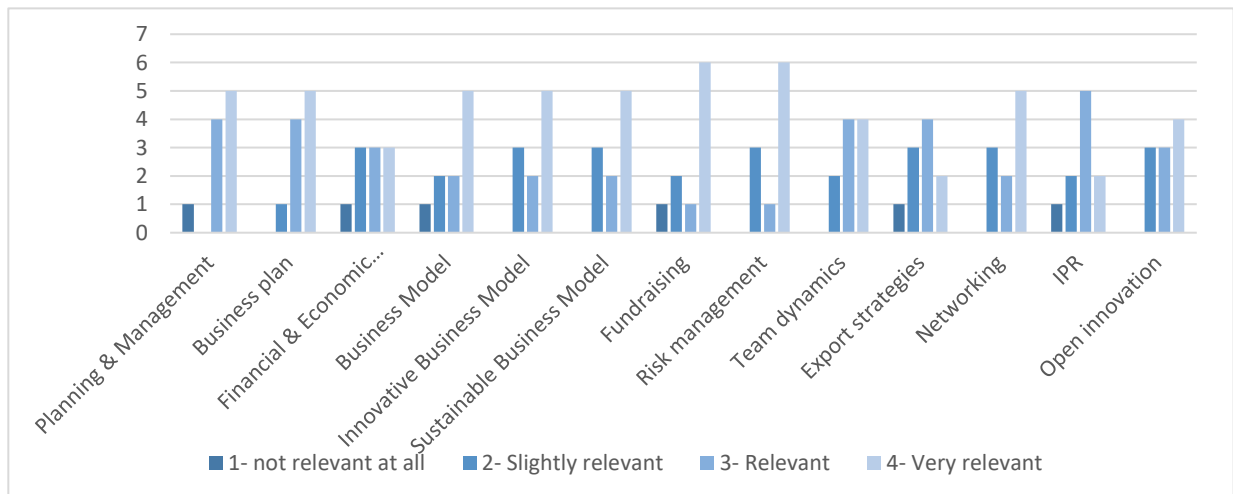
Agribusiness, F&B

Agribusiness and agriculture

Manufacturing Door Handles

Section 3: Skills & Needs

- **ENTREPRENEURIAL SKILLS (Sustainable business model & business model innovation)**



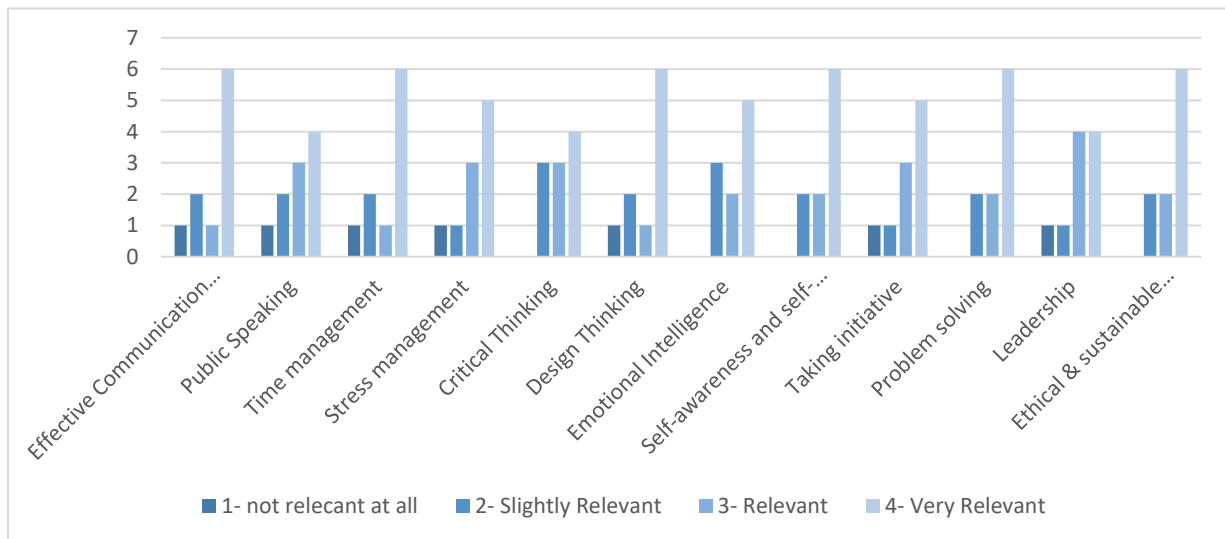


According to the graph above, the most highly relevant entrepreneurial skills for Egyptian new entrepreneurs are all the listed ones except the Financial & Economic literacy (accountancy, legal & fiscal), the Export Strategies and IPR.

Please use this part to add your comments, and/or to list additional skills which you believe are important, but not mentioned above.

2 out of the 10 participants listed additional requests related to the entrepreneurial skills such as a clear vision towards goals and results and the gap that may occur between them, and how to learn the required skills.

- **Personal & Cognitive skills**



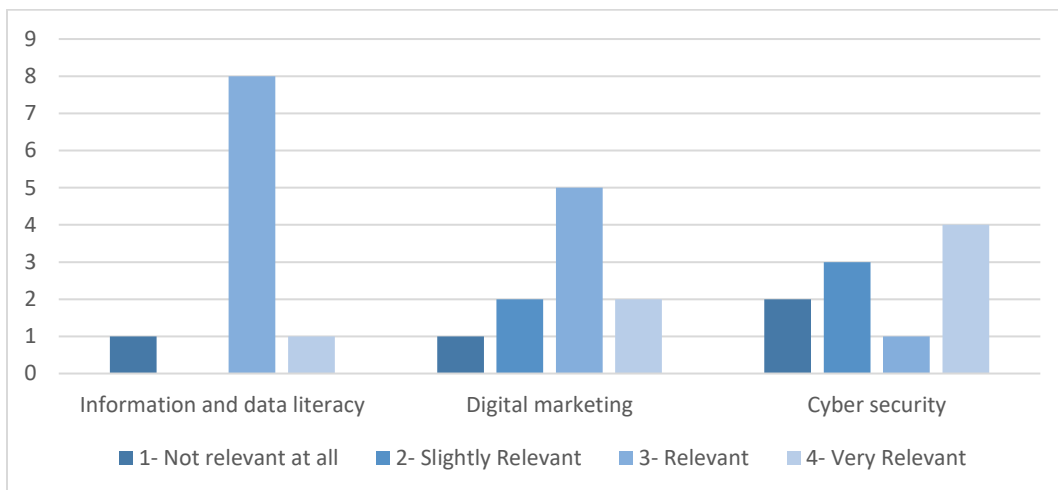
The results listed above show us that the listed cognitive and personal skills are in their majority very relevant for Egyptian new entrepreneurs.



Please use this part to add your comments, and/or to list additional skills which you believe are important, but not mentioned above.

3 out of the 10 participants listed additional requests related to the personal & cognitive skills such as the necessity of not accumulating mistakes and constantly filling in the gaps of shortcomings, and how to improve these skills.

- **Digital skills**



According to the responses received, Information literacy and Digital Marketing are skills that are quite relevant, while the Cyber Security's relevance is low.

Please use this part to add your comments, and/or to list additional skills which you believe are important, but not mentioned above.

N/A

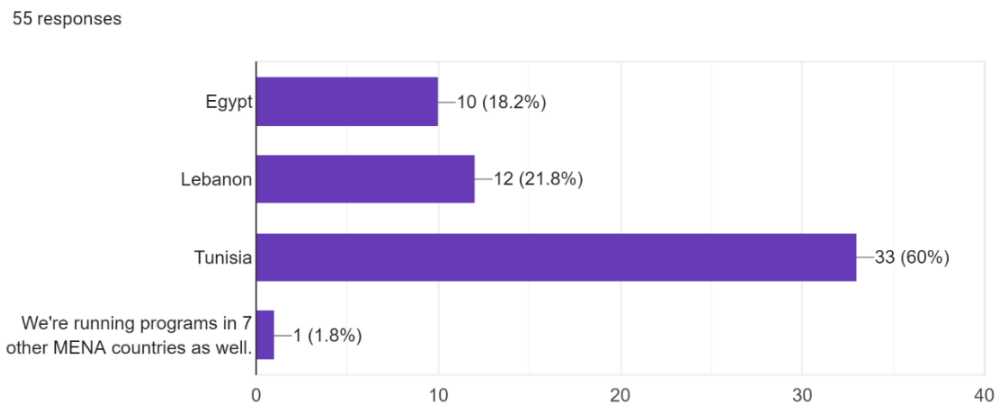


2.3.3. The case of Lebanon

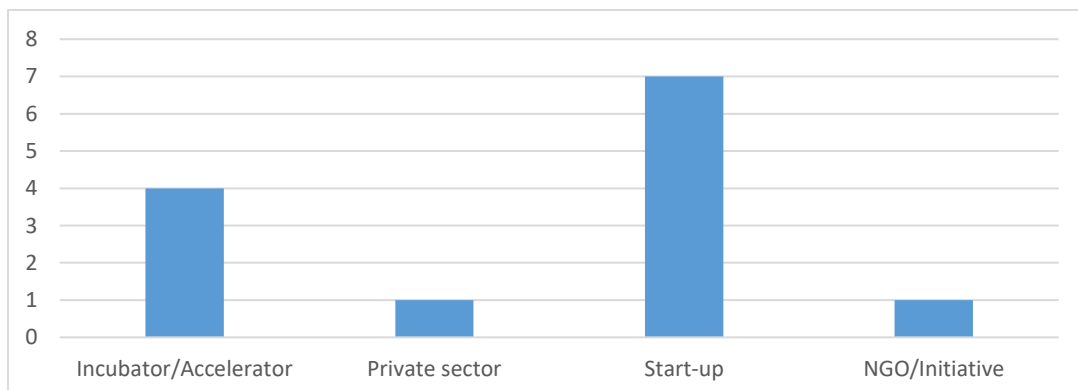
Section 2: Company's Basic Information

- **Country of registry**

Out of 56 respondents 13 participants come from Lebanon.



- **Entity Type**





More than 50% of the respondents are recently established Start-ups and Incubators/Accelerators while there are also representatives from entities from the private sector in general, and NGOs.

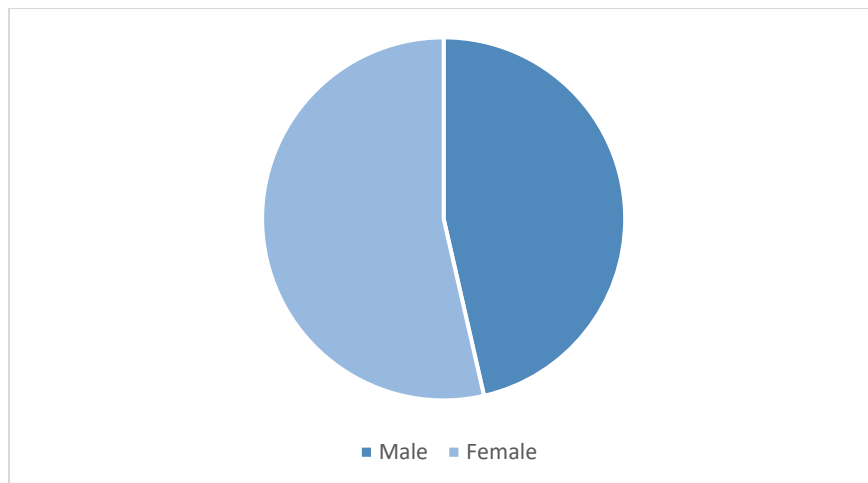
- **Years of operation:**

More than 50% of the Lebanese respondents are active less than 10 years, which means that are recently established companies. But also, replies have been received from more experienced companies active for more than a decade.

- **Total Number of employees:**

Almost all of the Lebanese companies participated in the survey were small scale companies having less than 20 persons active in their personnel. Only one of them is large scale company is among the responses with their staff exceeding the 50 persons.

- **Gender of the workforce**



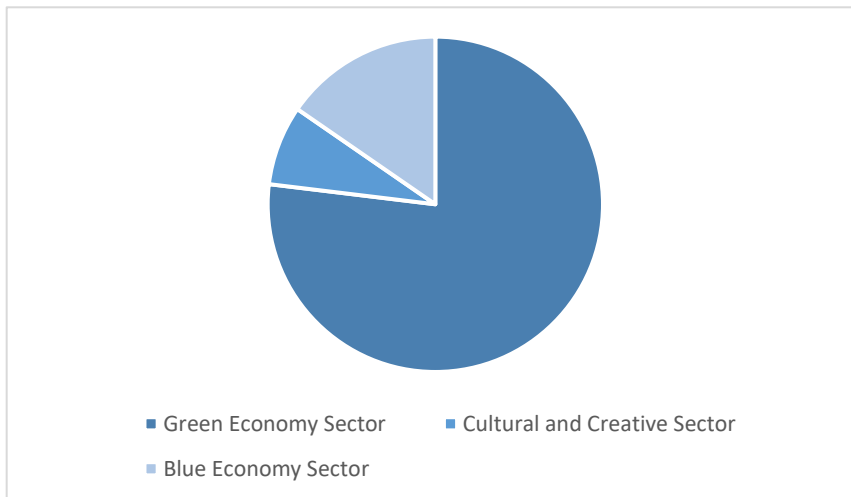


In the case of Lebanon the number between males and females in the workforce is almost balanced. Most of the persons occupied in the Lebanese companies responded in the survey they have stated that keep the gender balance.

- **Youth Workforce:**

Most of the respondents – representatives of companies in Lebanese, have included youths between 18-35 years old in their workforce, although the majority of the workforce is older than 35 years old.

- **Business Sector**



Most of the companies responded are active in the sector of Green Economy forming a percentage over 75%. Less responds were received from companies active in the CCI and Blue Economy sectors.



- **If you answered "Cultural and Creative Sector" please choose which specific category**

Design (inc. fashion)

- **If you answered "Blue Economy Sector" please specify your business category**

N/A

- **If you answered "Green Economy Sector" please specify your business category**

Operational and Financial support to green start-ups

Environmental consulting

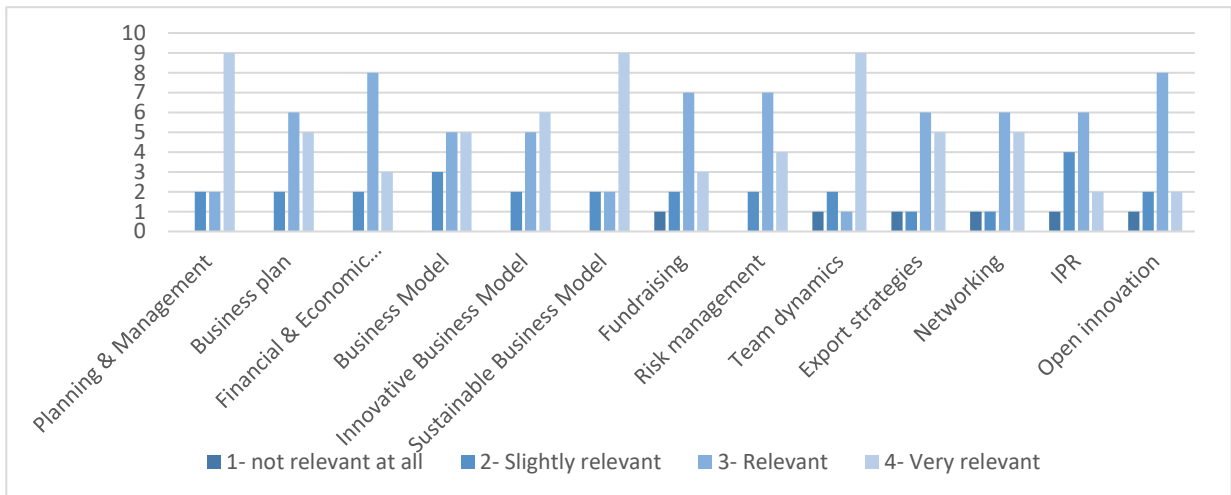
Energy solutions and lighting

IOT in agricultural and livestock

water, sanitation, waste, agriculture, sustainable consumption and production	Eco-Tourism Sector	Making fabric bags to substitute the plastic bags
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Section 3: Skills & Needs

- **ENTREPRENEURIAL SKILLS (Sustainable business model & business model innovation)**



According to the graph above, all the listed entrepreneurial skills are highly relevant for Lebanese new entrepreneurs.

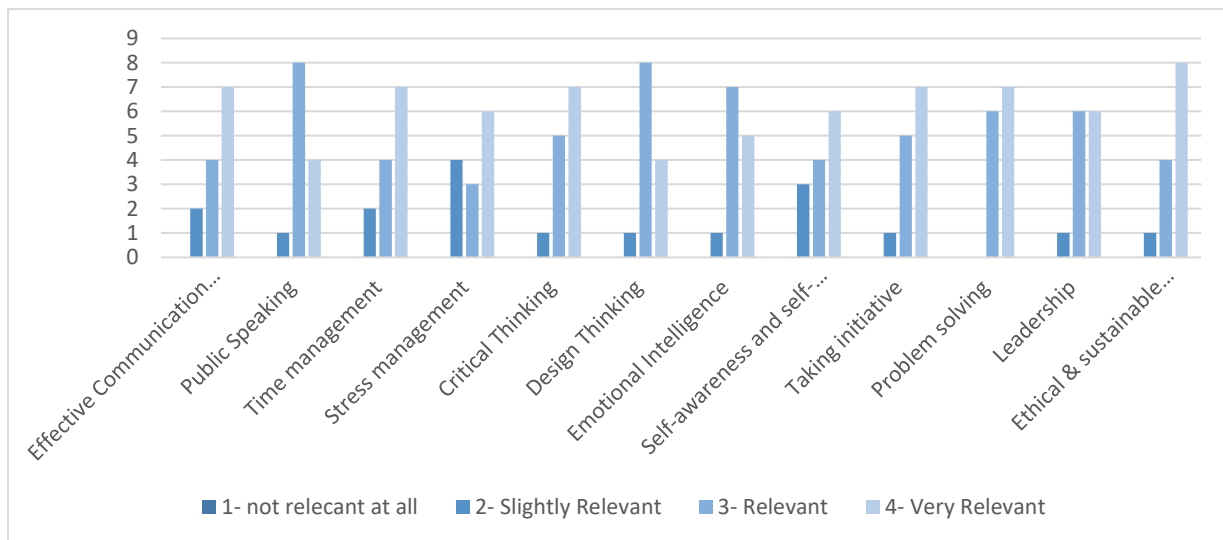
Please use this part to add your comments, and/or to list additional skills which you believe are important, but not mentioned above.

3 out of the 13 participants listed additional requests related to the entrepreneurial skills such as to include Critical Thinking and Analytical Skills. Also, the comments below were received:

“I feel like a lot of the above are not skills, but activities / tools, that the entrepreneurs can develop through entrepreneurship training.”

“We developed an organizational assessment tool that we call the ECAT - Enterprise Capacity Assessment Tool that covers all these points and others, based on the OCAT. We're hoping to further refine it and also release it publicly / openly for other groups to be able to use.”

- **Personal & Cognitive skills**



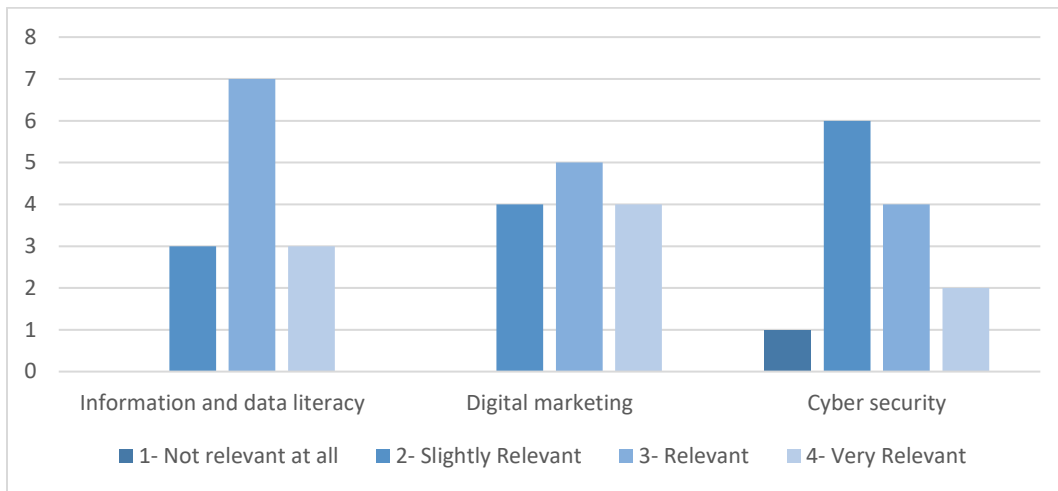
The results listed above show us that the listed cognitive and personal skills are in their majority very relevant for Lebanese new entrepreneurs.

Please use this part to add your comments, and/or to list additional skills which you believe are important, but not mentioned above.

1 out of the 10 participants left the comment bellow:

“We’re using three assessment tools to address these issues in our programs, and we’re working to expand/systematize these: PERMA-V, VIA and Universal Skills”

- **Digital skills**



According to the responses received, Information literacy and Digital Marketing are skills that are quite relevant, while the Cyber Security's relevance is low.

Please use this part to add your comments, and/or to list additional skills which you believe are important, but not mentioned above.

1 out of the 10 participants left the comment bellow:

"We'd love to have a tech-literacy component of our assessments."



2.4. Conclusion

After conducting the survey in the three target countries, we have understood that the Skills and Needs in all of them are not that different. From the analysis of the survey's results in the different country cases we can see that all skills listed are quite relevant for all the three countries. Also, all respondents agree that Cyber Security is a digital skill that is not that relevant for new entrepreneurs.

Furthermore, respondents have provided us with some additional needs that new entrepreneurs may have in their countries. The most requested were the change management, the virtual networking and marketing planning.

Finally, it is quite important to mention that almost all of the respondents keep the gender balance among their workforce giving the chance to women in their countries get professionally developed. Although, the case of Egypt is slightly different since we have notices a lot of cases where the majority of the workforce is male and the gender balance is not existing.

All results regarding the skills and needs acquired from this analysis will be taken into account during the training sessions of the INVESTMED project. That way, we will manage to fill any gaps and help start ups and MSMEs to get strongly developed.