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Final Thesis

The power of entrepreneurship education in a changing world.

An overview of the entrepreneurship phenomenon through a practical
experience at Workforce BluePrint.

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1. INTRODUCTION

Nowadays we live in a globalised world that is in a continuous evolution. Technological development in transportation and communication has affected our lives, society, businesses, and education creating an interdependent system.

In this context, entrepreneurship is becoming a powerful means for the economic development of a country since it promotes innovation, social change, employment, equity and growth. Entrepreneurship is part of an ecosystem (see *Figure 1*) that includes several actors such as: Policy (Policymakers and Public Leaders), Finance (Bankers, Venture Capitalist, Angels Investors), Market (Corporations, Diaspora networks, Distributors), Culture (Societal norms including tolerance of risks, mistakes and failures, Social status of entrepreneur), Human Capital (intended as education – general and specific professional and academic degrees of entrepreneurship and labour – skilled and unskilled workforce), Supports (Infrastructure – telecommunications, transportation & logistics, Professional support – legal, accounting, Advisors, Non-government institutions – Promotional conferences & events, incubator directors, mentors, NGOs) . The idea is that all entities of the ecosystem are interconnected and mutually influenced and depending on the degree of participation and operation can be determined the entrepreneurship performance and development. Obviously, every

country has its own entrepreneurship ecosystem with same entities but different functionality depending on specific economic, social and politic features.

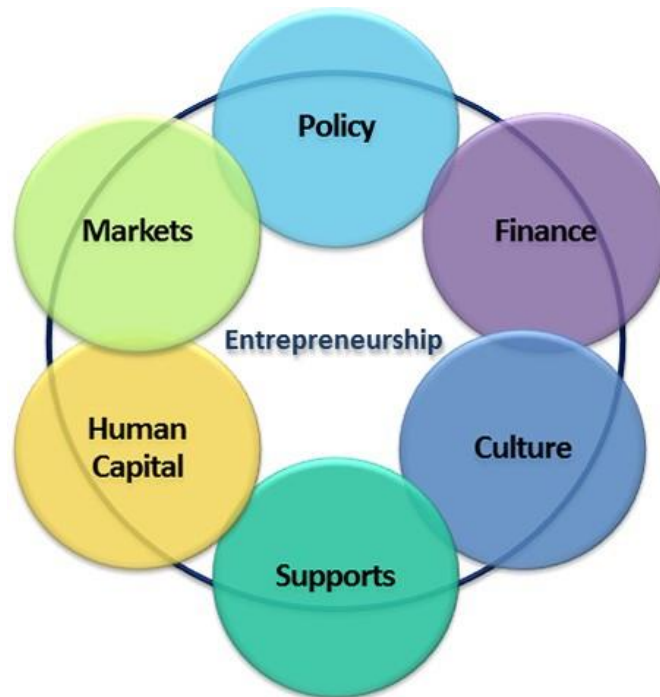


Figure 1 Entrepreneurship Ecosystem Source: Babson Entrepreneurship Ecosystem Project

This paper is articulated into 2 parts - theoretical and practical – and will focus especially on entrepreneurship education and government role for entrepreneurship development.

As to the theoretical section, there will be given an overview of entrepreneurship defining the phenomenon and explaining the worldwide profile. Then, the attention will move on to the importance of education and

training in entrepreneurship for achieving positive impacts. After that, there will be illustrated how the government as a policymaker can regulate entrepreneurship in a way that all the ecosystem can benefit.

The practical paragraph will deal with entrepreneurship in Australia since I did an internship experience in an Australian company, Workforce BluePrint. The latter operates in the Education and Training industry and recently the Australian government assigned the charge to introduce an Entrepreneurship Facilitator Service. This section will report how this service was promoted through a marketing plan in which I gave my contribution.

2. THEORETICAL SECTION

2.1 ENTREPRENEURSHIP

Entrepreneurship is a complex phenomenon present all around the world in different forms. Scholars and researchers have defined it in many ways: Schumpeter (1934) introduced the concept of the entrepreneur as the promotor of innovation that introduces new products or processes into the market; Kirzner (1973) described entrepreneurship as a discovery process in which entrepreneurs explore hidden profit opportunities and take risks; Kuratko & Hodgets (2004) interpret it as “a dynamic process of vision,

change, and creation that requires an application of energy and passion towards the creation and implementation of new ideas and creative solutions”.¹

Even though there is no clear definition of entrepreneurship, its impact is indisputable from both sociological and economic point of view. Entrepreneurial activity influences the market structure through competition and innovation. The former is a market equilibrating force: entrepreneurs start a business in an existing market offering cheaper or better products and services to fulfil the demand. In the short term, the market operators including leaders, followers and imitators adjust the market price to an equilibrium. Innovation instead disrupts the market by introducing either improvements to an existing product or service or an ex novo product that creates new desires and needs. Therefore, entrepreneurship contribute to a country’s sustainable and inclusive growth by generating national wealth, creating job opportunities and reducing poverty. It is a powerful mechanism that enables benefits sharing to all sections of society involving a diverse population participation including immigrants, the old and the young, women and other demographic groups to pursue an economic success and improve living standards.

Given the diversity of country development level and societal attitudes, there is a huge variety in characteristics and motivations for starting a

¹ Kuratko & Hodgetts, 2004, p. 30

business. Thanks to Global Entrepreneurship Monitor (GEM), it is possible to provide an overview of the current global entrepreneurial profile considering 54 countries that represent 67.8% of the population and 86% of the GDP on a world basis. There are considered 3 economic development levels: *Factor-driven* (based on natural resources, mineral extraction, subsistence agriculture and characterized by mainly unskilled workforce), *Efficiency-driven* (characterized by a more competitive and efficient production processes with better product quality) and *Innovation-driven* (represented by a more knowledge-intensive activity and service sector dominance).

Entrepreneurial activity plays a significant role for the development of the economy especially in product-driven economies. The innovation degree is linked to the development level of the country. Indeed, in innovation-driven economies there is a higher innovative level with a percentage of 31.2% of products introduced as new into the market. The percentage of new products decrease at 23.1% and 21% in efficiency-driven and factor-driven countries, respectively. The reason behind these scores lies on the fact that developed economies have higher access to advanced technologies and academic education as well as stronger intellectual property protection. In addition to this, there is a larger workforce participation in the tertiary industry, mainly in information and communication technology (ICT) sector.

As to global entrepreneurship rates, considering more specifically the total early-stage entrepreneurial activity (TEA)², interesting data are found (see Figure 2). The lowest rate, less than 10%, is found mostly in innovation-driven economies, specifically in Europe and North America. This is due to the fact that starting a business in developed countries is less attractive since there is high competitiveness and similar benefits can be achieved through alternative job options. Similarly, the most developed economies in Latin America and Caribbean area, show the lowest rates, apart from Chile where there is an important percentage of 25% of the active population about to start or run a new business. In the region of East and South Asia, Japan and Taiwan that are classified as high-income economies record the lowest rates, whereas the Republic of Korea is ranked as the second highest TEA (total early-stage entrepreneurial activity) level with a percentage of 15%. In the Middle East and Africa region instead, there is a sharp contrast with some of them reaching low TEA (total early-stage entrepreneurial activity) rates (12% or lower apart from Lebanon), and other low-income countries with rates that go over 20% (the highest percentage is 41% in Angola).

Another important information that emerges from Figure 2 is the gender distribution. The regions of East & South Asia, and Latin America & the

² Participation of people of 18-64 years old that are about to start a business or have started one in less than 42 month antecedent to the 2017 GEM research.

Caribbean represent less gender inequality than other regions; women in all economies start at least half of the rate of men. In Europe and North America geographic area instead, there are many countries with high degree of gender inequality. The situation is particularly severe in six countries including Greece, Turkey, Switzerland, Sweden, the UK, and Slovenia, where women have less than half men's rate. Furthermore, half of the countries of this region, has the lowest female TEA (total early-stage entrepreneurial activity) rate reaching 5% or even less. In the Middle East and Africa region there is a disharmonious situation: Angola and Madagascar represent a positive scene with gender equality whereas Lebanon and Sudan even though exhibit higher women participation, this is disproportionate compared to the overall entrepreneurship rate.

As to the age profile, entrepreneurs worldwide are relatively young including 25-34 and 35-44 age range.

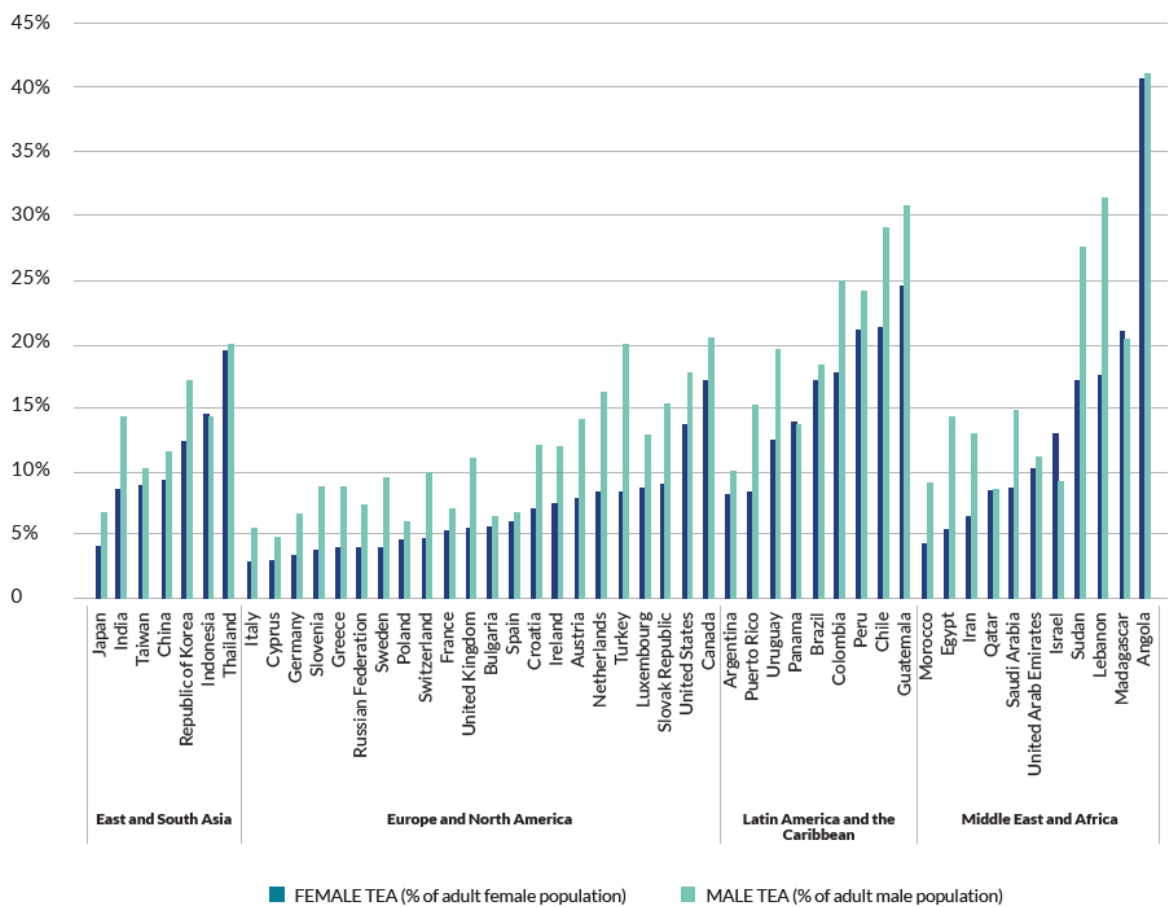


Figure 2 Total early-stage Entrepreneurial Activity (TEA) rates by gender and geographic region Source: GEM 2018/2019 Global Report

Contrary from the common belief that describes entrepreneurs of emerging or developing countries as necessity-driven, from the GEM data emerges that, in general, people worldwide, who intend starting a business are driven by improvement opportunity of their life standards through higher income and less dependence in paid employment. However, it is a fact that entrepreneurs in low-income economies in comparison to high-income countries are more likely necessity-motivated: on average 35% of

participants declared to have started their business because of lack of other opportunities. Anyhow, levels vary considerably among the countries object of the research; Egypt represent the highest level with 48% of necessity-driven entrepreneurs.

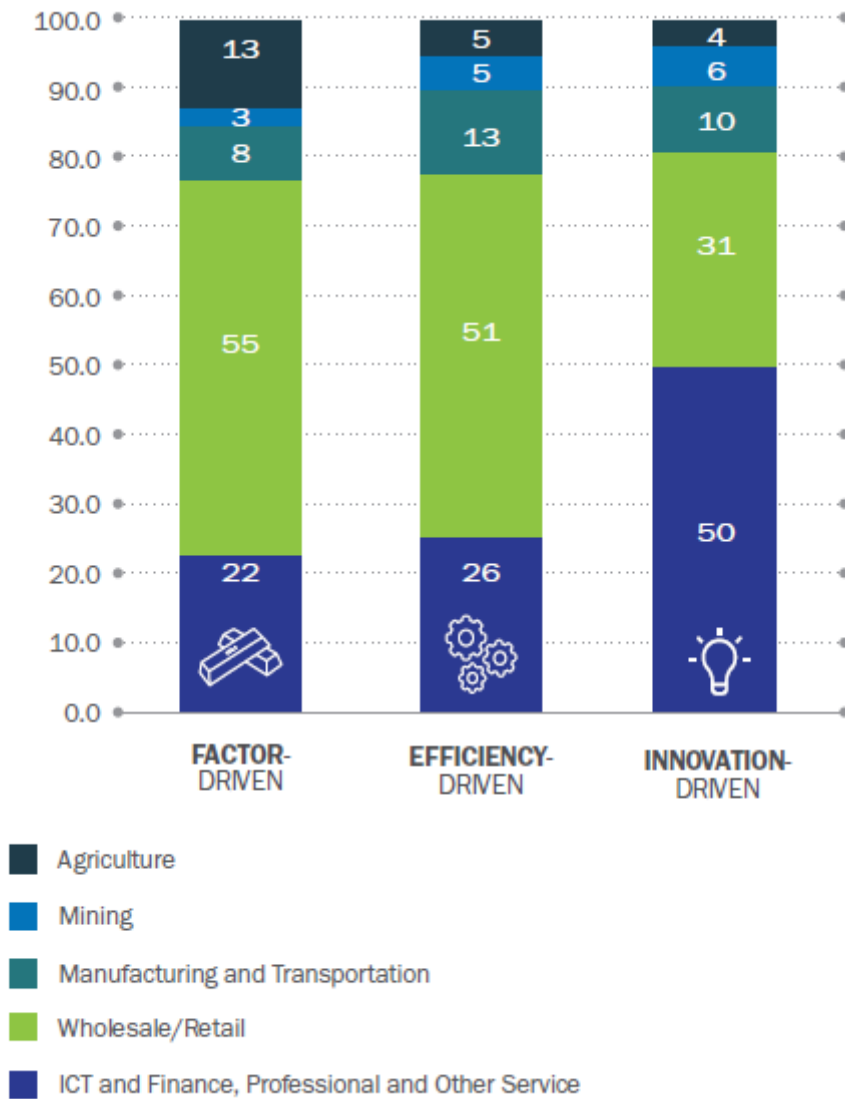


Figure 3 TEA development phase average by industry sector Source: GEM 2017/2018 Global Report

Entrepreneurship has a significant impact on industrial sectors: it affects the offer of products and services as well the process of logistics. The economic structure of a country is mutually dependent to its level of development. Indeed, from Figure 3 can be noticed that the structure of factor-driven countries is not far from the one of efficiency-driven countries where the most prevailing industry sectors are wholesale/retail (respectively 55% and 51%) and ICT & Finance, Professional and other services (22% and 26%). Innovation-driven economies show a different picture: the first most important sector is ICT & Finance, Professional and other services accounting for 50% of TEA, and the second is wholesale/retail (31%). The predominance of entrepreneurship in specific sectors reflects the importance of those sectors for the development of the country. Regionally speaking, in Latin America and the Caribbean area, wholesale/retail sector represents 55.7% of early stage entrepreneurial activity whereas in North America and Europe is less important reaching 21.6% and 27% respectively. On the contrary, as can be deduced, in North America and Europe, there is a dominance of entrepreneurial activities in ICT, financial and other services (60.8% and 48.3% respectively), whereas in Africa it reaches just 15.5%.

2.2 ENTREPRENEURSHIP EDUCATION

The 21st century younger generation is the most entrepreneurial since as far back as the Industrial Revolution. During the years the focus on entrepreneurship education has increased resulting in a wide offer of courses at colleges and universities.

Initially, entrepreneurship started to be taught under the faculty of Business Administration and for the first time at the university of Southern California in the 1970s. A decade later, there were more than 300 universities offering courses in entrepreneurship and small business³ covering a full program on Business Administration. The latter then started to be specialised in many sub-areas that led to the need for a more business pragmatic field in order to educate potential entrepreneurs, managers, and top executives. At the beginning, entrepreneurial programs were based mainly on entrepreneurial awareness teaching through traditional lectures and case studies how to overcome difficulties that might arise when starting a business. In that period, it was introduced the concept of success linked not only to knowledge but also to network, which nowadays is essential for running a company. So, a valid entrepreneurship program should teach students not only how to behave entrepreneurially but also to build networks that might facilitate their path to success.

³ Zeithaml and Rice (1987)

Furthermore, the distinction between business and entrepreneurship teaching was a turning point in the entrepreneurial education: focus then was on how to build skills such as negotiation, leadership, and creative thinking (McMullan & Long, 1987; Vesper & McMullen, 1988). Experiential learning like consultation and interviews with entrepreneurs, computer and behavioural simulations and business plan modelling were introduced.

Nowadays trend is developing entrepreneurship programs with unique and challenging curricula. Indeed, the picture of the entrepreneurship education is completed with a new trend consisting of an established field of study in Entrepreneurship Education and Training (EET), see Figure 4. It offers academic education and formal training aimed to provide people with skills and entrepreneurial mindsets in order to support and promote entrepreneurial activities. This program is addressed to individuals that are about to start a business and students as well as practicing entrepreneurs.

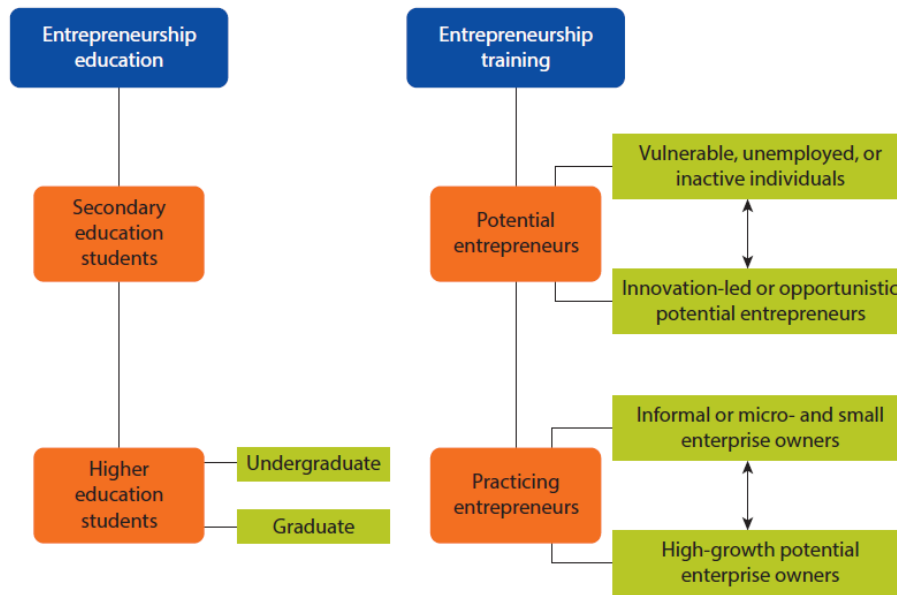


Figure 4 Entrepreneurship Education and Training Programs Classification Source: 2014 WB EET report

The EET (Entrepreneurship Education and Training) Conceptual Framework⁴ is based on four different areas: *entrepreneurial mindsets*, aimed to provide socio-emotional skills and entrepreneurship awareness (creativity, self-confidence, resilience, leadership, risk propensity, self-efficacy and motivation); *entrepreneurial capabilities*, referring to hard skills, knowledge and competencies, that entrepreneurs must have for starting a business (technical knowledge in specific areas such as management, marketing, and accounting); *entrepreneurial status*, linked to the plan of benefits for the entrepreneur (high income, social status as a

⁴ Robb, A. (2014).

businessman/woman); *entrepreneurial performance*, focusing on indicators of success (profit, sales, employment).

2.3 GOVERNMENT ROLE

Given the importance for the economic growth of a country in terms of wealth and job creation, governments play an important role in supporting and promoting entrepreneurship. Therefore, it is essential to define policies, processes and regulations in order to optimize the economic impact as well as to avoid unfair market practices.

Policymakers are investing in human-centric economic development to increase the population's welfare, as for the UN Sustainable Development Goals. The human-centric theory is aimed to provide support for entrepreneurship and self-employment in order to expand job opportunities. From the 2011 OECD report on skills for innovation and research emerges that governments should focus on skill-building and academic career adaptability; skills, especially soft ones, will become essential for developing innovation in a country. Even though there is no strong evidence showing the correlation between entrepreneurship education and business performance, it is important to stress teaching on how to be successful as an entrepreneur rather than just encourage the initiative of business.

Moreover, governments can drive entrepreneurship by instituting policies and regulations aimed to ease business constraints, promote value chain integration, expand access to credit, improve business practices, and establish incubators to support innovation and business start-ups (McKernan 2002).

2.4 ENTREPRENEURSHIP IN AUSTRALIA

Australia has been slow in adopting entrepreneurship as a driver for the country's economic growth. The reason behind lies on the fact that the Australian government has not been able to use effectively education mechanism (school education, higher education, research) for the achievement of economic goals. There has been lack in incentives and consistence in education sector: many universities offered promising initiatives, but they do not involve students in STEM disciplines, or they are not in line with international best practice. This is compounded by limited engagement between universities and industry. Therefore, in order to develop and expand the start-up economy, it is essential to take a leaf out of global universities and global best practices and adapt to the Australian context. To do so, it is suggested to follow a 'funnel' approach (Figure 5) aimed to maximise the entrepreneurship visibility in university-life, encourage students to look for opportunities, and offer more specific and

intensive programs to people that are interested to learn or start a business. The performance depends therefore on the ability of the government and the university sector to collaborate with corporations in order to make entrepreneurship a driving force for the national economic growth.

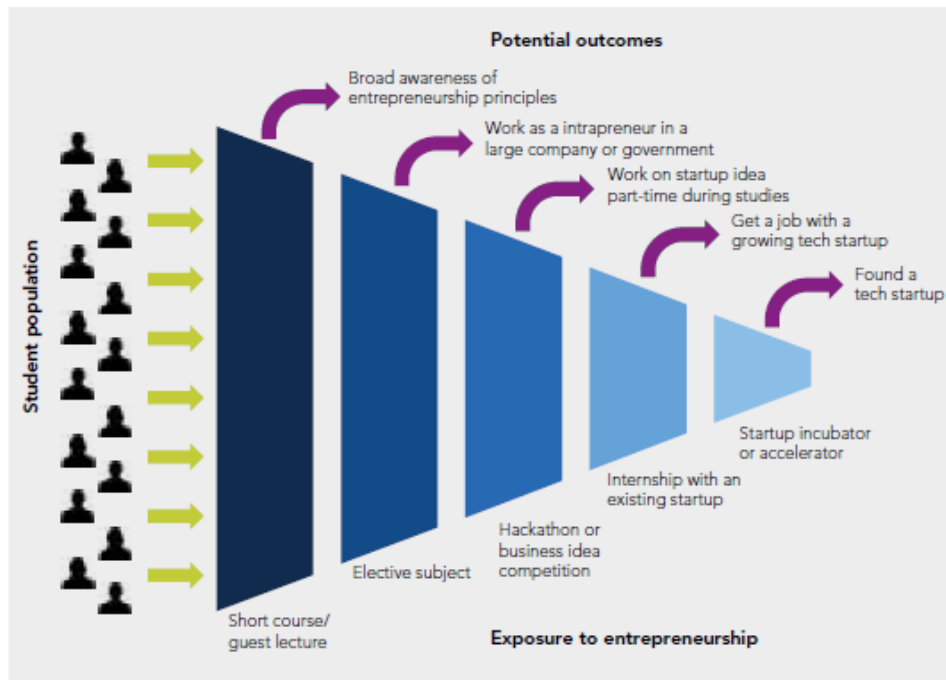


Figure 5 Funnel approach of student participation in entrepreneurship programs

3. PRACTICAL SECTION

3.1 WORKFORCE BLUEPRINT & SWITCH START SCALE

The Australian government instituted a tender for an Entrepreneurship Facilitator Service aimed to decrease the unemployment rate among people of over 45 years old in Western Adelaide and improve their life standards. Workforce BluePrint won the tender and launched this new service under the name Switch Start Scale with the purpose to provide a range of free services such as:

- Promoting and encouraging entrepreneurship among all individuals specifically situated in Western Adelaide “by providing information and advice about entrepreneurship and starting and running a business to clients, community organisations and other relevant stakeholders”;
- “Providing tailored mentoring and assistance to individuals. This includes facilitating interactive engagements to provide information and advice (such as workshops and networking events) and providing mentoring assistance and advice”;

- “Linking and referring individuals to appropriate services that will help them start and run their own business, including New Business Assistance with NEIS”⁵.

A. Business Background

Workforce Blueprint was established in 2006 in Adelaide (South Australia) by Wendy Perry. The company operates in the Education and Training industry and its “vision is to develop 21st Century Workforces and World-class VET/TVET systems by understanding future jobs and developing 21st Century capabilities. With a mission to build current and future workforce capability, contribution and productivity, company’s purpose includes solving workforce problems including job creation (employment and entrepreneurship), designing future workforces, and influencing education, employers, government and industry as well as developing current and future workforces, matching workforce demand and opportunities, with workforce skills and supply”⁶.

B. Analysis

This marketing strategy plan aims to reach out residents in Western Adelaide, both individuals and business owners, who would like to start or expand a business. The goal is to create a marketing strategy based on the

⁵ www.workforceblueprint.com.au

⁶ www.workforceblueprint.com.au

data gathered to effectively target these individuals from the region with an age range of 45 and over. It is suggested to adopt a digital marketing strategy specifically with the use of social media, websites, memes, blogging, a podcast, and email/video marketing. In addition to this, also traditional marketing such as posters, flyers, brochures, media announcements, letterbox dropping, sandwich board sign, and other traditional marketing strategies should be considered.

Based on ABS Labour Force Survey, Department of Jobs and Small Business 2017 Employment Projections, the population of Western Adelaide accounts for one-third people of Greater Adelaide (Greater Capital City Statistical Areas), and precisely 198,300 people. The working age population corresponds of 160,400 people of whom 97,900 are aged 45 or over. There are around 88,000 registered household units.

As to the population background, 68.2% of people were born in Australia and the rest are immigrants. The most common countries of birth of foreigners are: England 6.2%, India 2%, China (excludes SARs and Taiwan) 1.8%, Italy 1.3% and Vietnam 1.1%. with regards to languages spoken at home, the most popular is English (75.4%). Other languages include Italian 2.1%, Mandarin 2.1%, Greek 1.7%, Vietnamese 1.4% and Cantonese 0.7%.

The highest employment occupation is in the Professionals industry with 29,900 people, as opposed to 6,700, the lowest occupation number of

Machinery Operations and Drivers. Introducing the concept of entrepreneurship or having a start-up business for these individuals could help in avoiding the risk of increasing unemployment. At the same time, this stimulates the ideas of employed individuals and helps the unemployed to venture into business or for existing businesses to think of expanding, exporting or new ventures.

C. Target market

The target location is Western Adelaide specifically on the areas of West Beach, Netley, Kurralta Park, Hilton, Torrensville, Underdale, Lockleys, Fulham, Thebarton, Findon, Seaton, Beverley, Croydon, Tennyson, Westlakes, Woodvile West, Kilenny, Ovingham, West Lake Shore, Ethielton, Birkenhead, Peterhead, Mansfield Park, Regency Park, Wingfield, Ottoway, Alberton, and Port River Expy. Please see the map on of Western Adelaide below (Figure 6).

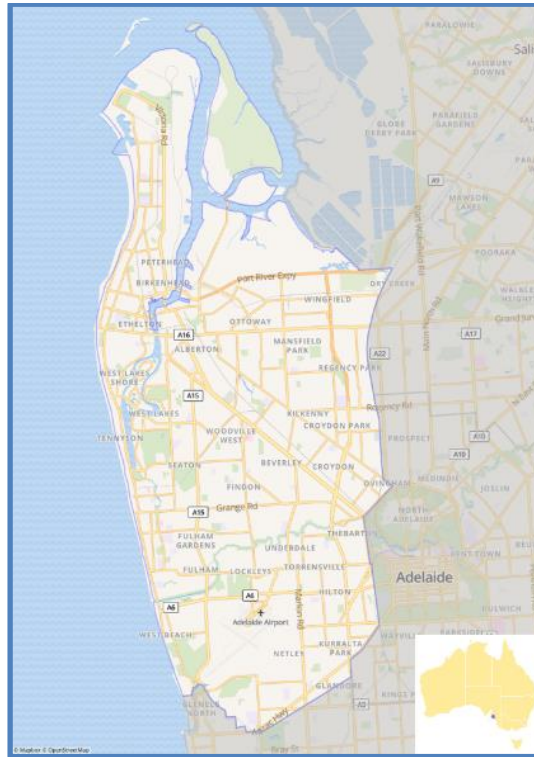


Figure 6 Western Adelaide Map

Specifics include:

- Residents in the area age 45 and over 45.
- Current business entities who want to expand their business, do exports, or venture on a new business.
- The focus will be from the industries where there are declining and increasing employment.

Below is a table of the employment industry statistics based on the SA4 - 2017 Employment Projections by Industry excel file.

Declining or < 2%	Increasing > 2%
<ul style="list-style-type: none"> • Construction • Retail Trade • Professional, Scientific and Technical Services • Financial and Insurance Services • Wholesale Trade • Agriculture, Forestry and Fishing • Information Media and Telecommunications • Electricity, Gas, Water and Waste Services 	<ul style="list-style-type: none"> • Rental, hiring and real estate services • Transport, postal and warehousing • Manufacturing (no.) • Health care and social assistance • Administrative and support services • Accommodation and food services • Currently unknown • Arts and recreation services • Education and training • Mining • Public administration and safety

Figure 7 Employment industry statistics Source: SA4 - 2017 Employment Projections

D. The Resources

The budget allocated for the whole tender is ~\$270,000 a year. This will cover the following:

- Events organising (Conference/Seminars)
- Digital Marketing
- Social Media Advertising (cost: \$15 to start with)
- Call to action/survey forms on websites, social media, emails
- Website Development with SEO implementation (approx. \$3,000)
- Traditional Marketing

- Flyers, posters, brochures, etc.
- Distribution flyers, brochures (optional),(cost: ~\$90000 with around 88,000 households)
- Labour Cost
- Team and Resource Speakers
- Include virtual assistants that will create contents and disseminate information over emails, social media, etc.
- Partner distributors sharing the cost of flyers and event costs like small business companies, AUSPost, council, other relevant institutions.
- Travel expenses of employees
- Food and accommodations of the event
- All other relevant expenses

There are also some seminars and workshops that might not cost much because resources can be shouldered by partners and entrepreneurial ecosystem collaborations.

E. The Timeline

The tender will run from the year 2019 to the year 2022. However, for this marketing strategy, there will be considered only the first 18 months starting from February 2019 and up to June 2020. Therefore, there has been matched a list of events with a list of possible traditional marketing strategies and activities over the same period of time.

Entrepreneurship Facilitator Service will be accessible through a number of options:

- Dedicated office with defined hours – Suite 2, 170 Grange Road, Flinders Park SA 5025
- Group/Community information sessions
- Organised workshops and seminars
- Online booking services and other digital accounts
- Appointments - may it be on site (office) or off-site (outside the office – eg. cafes, schools, etc.)

F. Marketing Strategy

Implementing Intensive Digital Marketing

Based on statistics, last year in Australia there was spent \$8.5bn in digital advertising accounting for the 51% of the Australian advertising market (see

Figure 8)⁷. In addition to this, there has been noticed an increasing trend in investing in mobile phones advertisement rather than desktop one; this is due to the fact that Australians prefer more and more using smartphones.

Another increasing trend is the use of storytelling videos aimed to build and strength the brand image. “Over the last 12 months we have seen a marked increase in the role for video across our product plans, enabling us to now

⁷ PwC Online Advertising Expenditure Report

reach a number of audiences at scale, and on their terms. This ability to leverage brand safe environments, connected to our own Westpac data provides a highly accountable and effective platform to drive consideration and custo

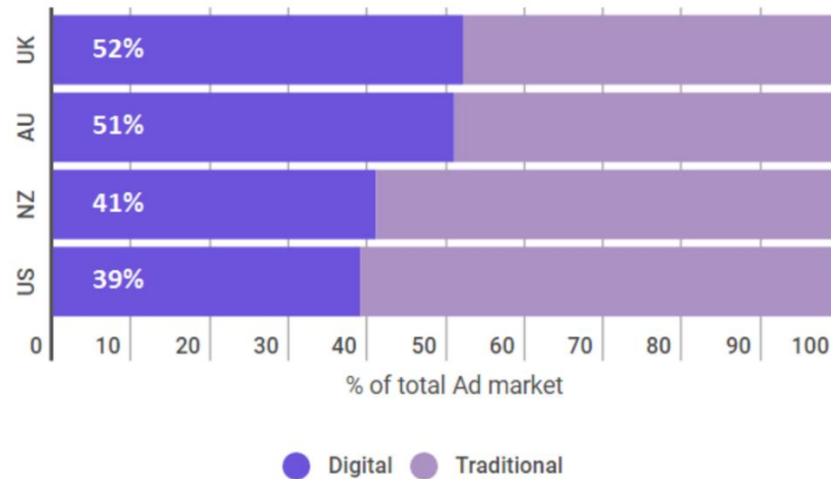


Figure 8 Digital and Traditional market share Source: IAB Global Online Expenditure Report

Apart from the listed digital advertising above, there will be considered the following:

1. Artificial Intelligence

- a. Chatbots - A chatbot is a computer program or an artificial intelligence that simulates a human being in providing an audio or textual conversation. They are used especially for customer services or information enquiries.

⁸ www.marketingtools365.com

- i. See upwork chatbots programmers here

<https://www.upwork.com/o/profiles/browse/?nbs=1&q=chatbots%20facebook>

2. Programmatic Advertising

- a. This means using demand-side platforms (DSPs) and data management platforms (DMPs) where advertiser can track personalised information on their target of interest through cookies.

- i. See upwork programmatic advertising experts here

<https://www.upwork.com/o/profiles/browse/?nbs=1&q=programmatic%20media%20buying>

3. Personalisation

- a. Personalise email, flyers, brochures, and other content materials to establish consistency and ownership of the branding and service.

- i. See upwork email marketing specialist here

<https://www.upwork.com/o/profiles/browse/?nbs=1&q=email%20marketing%20specialist>

- ii. See upwork graphics designers here

<https://www.upwork.com/o/profiles/browse/?nbs=1&q=graphics%20designers>

4. Video and Audio Marketing

- a. **Video Marketing** - With ever-decreasing costs of film equipment and the increasingly high-quality smartphone cameras, businesses and marketers are heading for

personalized video messages rather than phone calls or emails, which is called the 1:1 video approach.

- i. **Video is Going Live (Webinars):** “Live streaming services are growing in popularity on Facebook, Instagram, and other popular social media channels. Research indicates live streaming encourages more audience engagement and retains viewers longer than pre-recorded video.
- ii. **Video is Going 1:1:** Given the ease of shooting videos with smartphones, marketers are discovering the value of lead nurturing and customer communications by sending personalized video messages instead of calling or sending an email. The notion of using a 1:1 video approach can apply to following-up on an inquiry, offering content, delivering support, simply saying thanks, or practically any application.
- iii. **Video is Getting Search-Friendly:** AI and the use of closed captions are making video content more searchable. AI can transcribe the audio tracks of video with voice recognition to make video searchable. Google even recently announced the addition of video previews to the video carousel that appears in search results.
- iv. **Video is Turning 360:** The recent advent of 360-degree video content enables viewers to control their

perspective for a more immersive interactive experience”.⁹

1. See upwork video marketing specialist here

<https://www.upwork.com/o/profiles/browse/?nbs=1&q=video%20marketing>

b. **Podcast** or generically netcast is an episodic series of digital audio or video files which a user can download in order to listen to. It is often available for subscription so that new episodes are automatically downloaded via web syndication to the user's own local computer, mobile application, or portable media player.

i. See 7 podcast best practice here

<https://www.cision.com/us/2015/04/7-podcasting-best-practices/>

ii. Put a database of your podcast on your website to help drive traffic on it as well as on all social media accounts. This can make all the resources available on all platforms at the same time provides a lot of choices for people to listen to it.

5. Influencers

a. Bloggers, vloggers and social media influencers - an influential person on social media doesn't always have to mean being a celebrity. It can simply be someone with a lot of followers and a good track record of promoting services/products.

⁹ www.impactbnd.com

i. See top ranked entrepreneurship social media influencers here:

1. <https://influence.co/category/entrepreneurship>
2. <https://klear.com/influencers/Entrepreneur>
3. <https://www.smartcompany.com.au/marketing/social-media/twenty-entrepreneurs-to-follow-on-instagram-in-2017/>
4. <https://www.heepsy.com/ranking/top-9-bloggers-in-adelaide>

6. Search Engine Optimisation

Search engine optimisation (SEO) is the process of affecting the online visibility of a website or a web page in a web search engine

a. The idea is that the first result page receives more views that boosts the portfolio of potential clients. It can target different searches from video to news, image etc.

i. See upwork specialist here:
<https://www.upwork.com/o/profiles/browse/?nbs=1&q=SEO%20specialist>

7. Responsive Web Design

a. With responsive programming, you can make your website automatically conform to all mobile screens. This is going to mean more than one format, including tablets and increasing use of smartwatches.

- i. See upwork web developers here:
<https://www.upwork.com/o/profiles/browse/?nbs=1&q=web%20developers>

G. Budgeting

This is a detailed budgeting of the present marketing plan:

DESCRIPTIONS	COST
Flyers including distribution (10,000 flyers) <i>Adelaide Letterbox Distribution</i> <i>(based on Wendy's file – Independent Letterbox quote; Coordinate with partners so flyers cost would be lesser)</i>	\$1,000
Website Offshore dev team (<i>upwork</i>)	\$1,000
Website Hosting and Domain (c/o wix)	FREE
Social Media Promotions <i>Upwork (Alistar C \$25/hour) 2 hours per week</i>	\$4,500
Article Writing <i>Upwork (Jaymi S. \$32/hr) require to write 2 short article per hour – 1 article uploaded per week</i>	\$1,440
Video Marketing <i>Upwork (commission someone ex. Wave Media who will do a video per month which will cost 200 per video – fixed cost)</i>	\$3,600
Podcast Marketing <i>For a good microphone and Internet connection (25/mo. Data plan + 100 microphones)</i>	\$550

Live Chat	\$0
<i>Data included on the (25/mo. Data plan)</i>	
TOTAL	\$12,090

H. SWOT analysis

Digital marketing

Strength	Weakness
<ul style="list-style-type: none"> • A wider range of customers can easily be reached. • Real-time interaction and answering the questions. • Easy information dissemination (ex. workshops, seminars, and all other important announcements). • Targeting different industry sectors through SEO techniques. • Video and audio marketing is effective and efficient. • Less expense in terms of transportation. 	<ul style="list-style-type: none"> • Can be ignored easily. • Information cannot be accessed if people are not connected to the internet. • The cost might very high to integrate the whole system. • Difficult to follow up if customers left with inadequate information.
Opportunity	Threats
<ul style="list-style-type: none"> • Easy connection to customers. • Easy conversion of leads through real-time customer interaction. • Easy access to information on workshops, seminars, podcast, webinars, consultations. 	<ul style="list-style-type: none"> • Presence of spammers, scammers and hackers. • Virus penetrations on websites. • Webhost issues (server downtimes, bandwidth capacity, etc).

<ul style="list-style-type: none"> • Confirmation of attendees is easily quantified although not guaranteed. • Convenient targeted marketing. • Information can be easily shared around social media. 	
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Traditional marketing

Strength	Weakness
<ul style="list-style-type: none"> • Face to face - most precise and interactive communications (conducting surveys and quick chat). • Flyers distribution to targeted households and businesses. • Collaboration with communities and councils- community or councils to easily attract the target audience. • Booths and workshops – appeal to people who have the interest and engage with them (cost control is more predictable). 	<ul style="list-style-type: none"> • Travel cost -need more human power. • Visiting frequency per day - limit on places and limit times. • Distribution flyer - might be in vain if people don't read them. • Community and councils might not provide accurate information. • Booths and workshops- need more human power to the resource.
Opportunity	Threats
<ul style="list-style-type: none"> • Travel cost -manage the visiting more efficiently (visit the customer of the same area on the same day). • Personal interaction builds more trust with customers and connection. • Distribution of flyers – specific to the most potential suburb or 	<ul style="list-style-type: none"> • Each marketing cost needs to take into account. • Different industrial information on printed materials would be costly. • The customer ranges are wide - need to consider cultural differences for communication (for example language

<p>industry.</p> <ul style="list-style-type: none"> • Community and councils – joining the events, providing some useful information or ask the community to keep customers contact information. 	<p>translations).</p>
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I. Program activities

Switch Start Scale Activities over 2019-2020 include:


















- Behind the Scenes/Innovation/Entrepreneurial Venture Tours inside the region
- Challenges with entrepreneurial outcomes working with major industry players that will encourage startups to develop new products and services
- Events run by others and the Entrepreneurship Facilitation Service for startups and existing businesses on topics and with guest speakers or site visits that are of interest including Hot Product Pitch events for those exploring physical products to find manufacturers, investors or supporters
- Exposure to international delegations where relevant
- Ideation and information sessions about the program and uncovering problems to solve with possible solutions
- Intensive `growth hack' sessions to move businesses and startups to the next level quickly with customer validation of new products and services
- One on one coaching & mentoring via face to face, phone and online with reach into a mentoring network call 'A Friend Like You' and

business model canvas/lean startup assessments and evaluation of business viability and sustainability

- Quarterly networking events & guest speakers sharing entrepreneurial stories, specific expertise and information
- Workshops on specific topics such as pitching, customer validation and sales that have been identified through training needs analysis

This is a presentation deck on what has been undertaken with regular posts on social media about the Switch Start Scale daily meetings and activities as

well as events including those run across the broader ecosystem.

<p>27 February</p> <ul style="list-style-type: none"> Talking opportunities for #socialenterprisers with Sharon & ways to support diverse entrepreneurs both locally & globally - press ThisLab 	<p>1 March</p> <ul style="list-style-type: none"> Linda Simons & I have known each other for close to 20 years but haven't seen each other for a while so good to chat about the Southern Disability well as building #entrepreneurial #social #enterprisers #business 	<p>8 March</p> <ul style="list-style-type: none"> When you know a sector well (including the pains), care about balancing purpose & profit with social outcomes, then this can lead to having a go at all sorts of programs & solutions. — con Wendy Perry & Luke Axford 
<p>9 March</p> <ul style="list-style-type: none"> Celebrating the opening of #PrideLifeBrewery Western Adelaide stand-out with Phil Stump from City of Port Adelaide Enfield & Thurs LifeBrewery press Baker St, Port Adelaide SA 5015, Australia. 	<p>25-26 March</p>  <p>Entrepreneurship Facilitators Conference Marcus Cicconovero, Adelaide</p>	<p>28 March</p>  <p>Adelaide Town Hall</p>
<p>34</p>	<p>35</p>	<p>36</p>
<p>29 March</p>  <p>Back of the Napkin Lunch How to Network Comfortably and Effectively at the Larga Pier Hotel</p>	<p>31 March</p>  <p>Herley Square Market</p>	<p>3 April</p>  <p>The Upside on Prospect</p>
<p>40</p>	<p>41</p>	<p>42</p>
<p>5 April</p>  <p>Met Mel & Peter from Sarina Russo #entrepreneurs in Reynella #SouthAustralia who run the NEIS program encouraging local small business - good to catch up on common questions from clients & events.</p>	<p>5 April</p>  <p>With guidance turn your dream, idea or expensive hobby into a business reality - book in for a free one-on-one stocktake session which will involve understanding where you are at and what you are working on, developing an A-Z action plan, then getting stuff done.</p>	<p>4 April</p>  <p>Number 3 referer to the Entrepreneurship Facilitator Service so far is Phil Stump (Baker St) from City of Port Adelaide Enfield. Appreciate the promotion in the magazine & via social media too, have we and discussing who & how we can help local entrepreneurs, as well as promote Western Adelaide start-up businesses as event hosts. If you'd like to co-host an event then please get in touch, thanks.</p>
<p>43</p>	<p>44</p>	<p>45</p>
<p>February 2019</p> 	<p>Australian Government Small Business Fairs - Mount Barker and Glenelg</p> 	<p>Department of Industry and Skills - Adelaide Convention Centre</p> 
<p>28</p>	<p>29</p>	<p>30</p>
<p>Rev up your networking at Findon Crash Repairs for the launch of Switch Start Scale</p> 	<p>Signarama Hindmarsh planning</p> <p>Planning meeting with Roy Kennedy & Signarama Hindmarsh team on the upcoming launch with institutions going out soon.</p> <p>This event will showcase a Western Adelaide #business who are entering a get ahead of demand in marketing & advertising. The #business #advertising like a baby shower but for business supported by Switch Start Scale where we facilitate the birth of something new.</p> <p>If you have a small business #digital growth or content & you'd like to have an event like a business dinner or launch please reach out to see how we can collaborate.</p> <p>#Signarama #Hindmarsh #Marketing #Event #Business #Scale #Switch #Start #Scale</p> 	<p>27 February</p> <ul style="list-style-type: none"> Startups, sole traders & small-medium enterprises can totally tap into Australian Apprenticeships & we must encourage a more #entrepreneurial #business #approach #learning #skills #training #education #support #services #providers #network #collaboration #partnership #innovation #growth #employment #opportunities #development #support #services #providers #network #collaboration #partnership #innovation #growth #employment #opportunities #development #support #services #providers #network #collaboration #partnership #innovation 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J. Potential connections

Local community groups

- Henley Square Street Markets
- History Festival <https://historyfestival.sa.gov.au/> May 2019
- I Choose SA
- Innovation in the City
- LaunchME
- SA Woman
- Semaphore Summer Twilight Markets
- The South Australian Way Forward
- The Startup Club Adelaide
- Tour Down Under Stage 1 Finish - Peloton At the Port – January 2019

Multicultural Community Groups

- Vietnamese Women's Association SA Inc
- Adelaide Chinese School [https://sacommunity.org/org/231857-Adelaide Chinese School](https://sacommunity.org/org/231857-Adelaide-Chinese-School)
- Associazione Toscana del South Australia [https://sacommunity.org/org/207651-Associazione Toscana del South Australia](https://sacommunity.org/org/207651-Associazione-Toscana-del-South-Australia)
- Associazione Nazionale Famiglie Degli Emigrati Inc. (ANFE) [https://sacommunity.org/org/201431-Associazione Nazionale Famiglie Degli Emigrati Inc.](https://sacommunity.org/org/201431-Associazione-Nazionale-Famiglie-Degli-Emigrati-Inc.)
- Federazione Italiana Lavoratori Emigrati e le Loro Famiglie (FILEF) [https://sacommunity.org/org/201436-Federazione Italiana Lavoratori Emigrati e le Loro Famiglie](https://sacommunity.org/org/201436-Federazione-Italiana-Lavoratori-Emigrati-e-le-Loro-Famiglie)

- Casa D'Abruzzo - Molise Club Inc.
[https://sacommunity.org/org/213688-Casa D%27Abruzzo -
_Molise Club Inc.](https://sacommunity.org/org/213688-Casa_D%27Abruzzo_-_Molise_Club_Inc.)
- Chinatown Adelaide of South Australia Inc. (CASA)
[https://sacommunity.org/org/234489-
Chinatown Adelaide of South Australia Inc.](https://sacommunity.org/org/234489-Chinatown_Adelaide_of_South_Australia_Inc.)
- Chinese Welfare Services of SA Inc.
[https://sacommunity.org/org/201956-
Chinese Welfare Services of SA Inc.](https://sacommunity.org/org/201956-Chinese_Welfare_Services_of_SA_Inc.)
- Co-ordinating Italian Committee Inc. (CIC)
[https://sacommunity.org/org/201433-Co-
ordinating Italian Committee Inc.](https://sacommunity.org/org/201433-Co-ordinating_Italian_Committee_Inc.)
- Pinoy AU Adelaide
<https://www.facebook.com/groups/pinoyauadelaide/>
- Indians In Adelaide Group (IIAG)
[https://www.facebook.com/groups/458743347794570/?ref=br rs](https://www.facebook.com/groups/458743347794570/?ref=br_rs)
- Vietnamese Community in Australia - SA Chapter Inc
<https://www.facebook.com/VietnameseCommunityinAustraliaSA/>
- Persian Cultural Association of South Australia
<https://www.facebook.com/persiancasa/>
- Iranian Community in Adelaide
[https://www.facebook.com/pages/category/Community/Iranian-
Community-in-Adelaide-319330188110757/](https://www.facebook.com/pages/category/Community/Iranian-Community-in-Adelaide-319330188110757/)
- Australian Taiwanese Friendship Association
[https://www.facebook.com/pages/category/Nonprofit-
Organization/%E6%BE%B3%E6%B4%B2%E8%87%BA%E7%81%
A3%E5%90%8C%E9%84%89%E6%9C%83-Australian-Taiwanese-
Friendship-Association-390261917981127/](https://www.facebook.com/pages/category/Nonprofit-Organization/%E6%BE%B3%E6%B4%B2%E8%87%BA%E7%81%A3%E5%90%8C%E9%84%89%E6%9C%83-Australian-Taiwanese-Friendship-Association-390261917981127/)
- Greek Orthodox Community of SA Inc
[https://sacommunity.org/org/201437-
Greek Orthodox Community of SA Inc.](https://sacommunity.org/org/201437-Greek_Orthodox_Community_of_SA_Inc.)

- Greek Orthodox Community - Mount Gambier
[https://sacommunity.org/org/204574-Greek Orthodox Community - Mount Gambier](https://sacommunity.org/org/204574-Greek%20Orthodox%20Community%20-%20Mount%20Gambier)
- Greek Orthodox Community & Parish of St George - Thebarton & Western Suburbs [https://sacommunity.org/org/195944-Greek Orthodox Community %2526 Parish of St George - Thebarton %2526 Western Suburbs](https://sacommunity.org/org/195944-Greek%20Orthodox%20Community%20-%20Parish%20of%20St%20George%20-%20Thebarton%20-%20Western%20Suburbs)
- Greek Orthodox Community & Parish of Prophet Elias - Norwood & Eastern Suburbs Inc. [https://sacommunity.org/org/197728-Greek Orthodox Community %2526 Parish of Prophet Elias - Norwood %2526 Eastern Suburbs Inc.](https://sacommunity.org/org/197728-Greek%20Orthodox%20Community%20-%20Parish%20of%20Prophet%20Elias%20-%20Norwood%20-%20Eastern%20Suburbs%20Inc.)
- Greek Lyceum of SA Inc. [https://sacommunity.org/org/213224-Greek Lyceum of SA Inc.](https://sacommunity.org/org/213224-Greek%20Lyceum%20of%20SA%20Inc.)
- Indians Baseball Club [https://sacommunity.org/org/211255-Indians Baseball Club](https://sacommunity.org/org/211255-Indians%20Baseball%20Club)
- Indian Sikh Society Renmark [https://sacommunity.org/org/222371-Indian Sikh Society Renmark](https://sacommunity.org/org/222371-Indian%20Sikh%20Society%20Renmark)
- Indian Australian Association of SA
[https://sacommunity.org/org/203048-Indian Australian Association of SA](https://sacommunity.org/org/203048-Indian%20Australian%20Association%20of%20SA)

International connections:

- Bob Maahe, Uganda
<https://www.linkedin.com/in/bobmaahe/?originalSubdomain=ug>
- Founders Lab Bhutan
- HUBUD <https://hubud.org/>
- IDX Accelerator <http://idxincubator.com/>
- iHub Bhutan <http://ihub.bt/>
- SOCAP Network <https://socialcapitalmarkets.net/>

- Social entrepreneurs in Mongolia
- SOFRO <https://sofro-co-working.business.site/>
- Thai Incubator dot com <http://www.thaiincubator.com/>
- AIS <http://www.ais.co.th/thestartup/en/index.htm>
- ASEAN up <https://aseanup.com/thailand-startup-ecosystem/>
- Interstate connections
- <https://www.linkedin.com/in/davidmasefield/>
- YBF Ventures <https://ybfventures.com/>
- StartupWeekend <https://startupweekend.org/>
- Startup Victoria <https://startupvictoria.com.au/>
- Innovation Central Sydney
<https://www.icentralau.com.au/Sydney/#about>
- Stone & Chalk <https://www.stoneandchalk.com.au/>
- The Studio <http://www.thestudio.org.au/>
- Fishburners <https://fishburners.org/>
- Tank Stream Labs <https://www.tankstreamlabs.com/>
- Future Transport Digital Accelerator
<https://future.transport.nsw.gov.au/technology/roadmap-in-delivery/digital-accelerator>
- Caltex C-lab <https://www.caltex.com.au/our-company/media-releases/caltex-australia-launches-slingshot-accelerator-to-spark-innovation-program>
- Innovation NSW <https://www.innovation.nsw.gov.au/>
- Sydney Startup Hub <https://sydneystartuphub.com/>
- Left Field Labs <https://www.leftfieldlabs.com/work/>
- LaunchVic <https://launchvic.org/>

- SproutX <http://sproutx.com.au/>
- The Actuator <http://medtechactuator.com/>
- Startmate <https://startmate.com.au/>
- Data61 <https://www.data61.csiro.au/>

I. Personal commentary on the internship

The report object of the practical part of this thesis has been used and adapted under permission of Workforce BluePrint. My contribution to the mentioned report consists of:

- Research on Interstate, International and Culturally and Linguistically Diverse (CALD) communities and leaders to uncover hidden leads and opportunities for collaborations.
- Edition of a presentation deck on what has been undertaken with regular posts on social media about the Switch Start Scale daily meetings and activities as well as events including those run across the broader ecosystem.
- Documentation of what marketing activities have been undertaken and recommendations on future strategies and activities to be run.

As to the first task, I had to investigate three different targets – interstate, international and multicultural groups – with the purpose to identify potential stakeholders and connections for collaboration. Regarding the latter, I had to considerate the composition of Western Adelaide’s population where there is a variety of backgrounds: England 6.2%, India 2.0%, China (excludes SARs and Taiwan) 1.8%, Italy 1.3% and Vietnam

1.1%¹⁰. Depending on this data, I searched community groups reflecting these backgrounds through different channels from Facebook, to blogs and government website such as South Australia's community information directory. This task was useful and interesting, I could practice my research skills developed during university study as well as develop analytical and critical reasoning. The latter is an important skill for the current job market.

The second task was more practical. I had to summarize all past events, activities and meetings in order to integrate the Power Point presentation for the company. After that, I reported everything in the marketing plan as a presentation deck using Snipping tool. This task helped me to practice my computer skills mainly using Power Point and Word. Contemporary to this, I could have a broader perspective on how this industry works and the company's engagement into the market.

The third task was challenging for me. I had to think about some recommendations regarding marketing strategies to be implemented. At first sight, the suggestions described in the report seemed to be exhaustive. Then I started to explore more; thanks to the knowledge of the company and industry that I gained through the internship as well as the events on entrepreneurship that I took part, I was able to give some useful recommendations. So, I filled the schedule with what has been and what needs to be done to expand the marketing plan.

¹⁰ Workforce Blueprint Marketing Action Plan

This projects together with other tasks that I executed during this internship, helped me to develop and improve many skills that contribute in my employability enrichment. Tasks accomplished together with skills developed and improved will be summarized here below.

- Undertook market research aimed to map the local entrepreneurial, employment and workforce development ecosystem, identify stakeholders and local needs. In addition, I conducted a regional analysis of data and information, program development, activities and events, with the purpose to maximise company's opportunities. This helped me to apply and improve my computer skills learnt during university study as well as develop analytical and critical reasoning skills.
- Contributed to the marketing plan with findings and recommendations.
- Learnt to organise and prioritize tasks in the workplace in order to get the work done on time thanks to time management developed during university study.
- Practiced computer skills using Microsoft products such as Word, Excel, Power Point and learnt to use platforms like Hootsuite for social media management.
- Implemented the marketing plan through social media (Facebook). This task helped me to improve my written communication skills.
- Participated in meetings, events and meetups and had interactions with a range of internal and external stakeholders. This task was useful for the development of networking skills.

Therefore, beyond technical skills and knowledge, I went through a process where I could improve skills that I already possess (Communication & interpersonal skills, Time management, Computer skills in Word, Excel, Power Point) and develop new ones (Critical reasoning & Analytical skills, Networking skills and Entrepreneurial/leadership skills). As to the latter, I put into practice a strategy that allows me to better perform and achieve the goals that I set before starting the internship: understand tasks, ask questions, organise thoughts and ideas, act, and always ask for feedback.

Overall, from this experience I learnt how to be flexible, manage things autonomously and the importance of networking, especially in the start-up industry. Many of today's most in-demand occupations did not exist five years ago; staying ahead of the trends and diversifying skills portfolio is a key component of employability. Approaching a new culture and market is a strength of mine and speaking four different languages helps me to adapt easily to changes and new environments.

To conclude, I am satisfied with my internship choice and achievements that I gained: I was able to assist the company with the marketing plan implementation and I expanded my skills in a new sector. The supervisor's support was helpful and encouraged me to actively participate and do my best.

4. CONCLUSIONS

Entrepreneurship is a catalyst for innovation and economic growth that leads to expansion of job opportunities and improvement of living standard.

From an analysis of the global entrepreneurship profile emerged that there is a higher degree of total early-stage entrepreneurial activity in factor and efficiency-driven economies rather than in innovation-driven economies. As to demographics, the majority of entrepreneurs are of age range 25 – 34 and 35-44. Overall there is no gender equality, especially in Europe and North America where there is the lowest female TEA (total early-stage entrepreneurial activity) participation, less than 5%.

In general, all entrepreneurs, independently from the country they are from, are motivated by exploring opportunities rather than necessity reaction. However, developing countries are more necessity-driven compared to developed countries are typically innovation-driven. As to the latter, innovation and economic structure are interrelated and indeed, high-income countries are more innovative than low-income countries. Furthermore, the level of development determines also the economic structure of entrepreneurship of the country. In fact, in factor and efficiency-driven economies, the most dominant industry is wholesale/retail whereas in innovation-driven countries is ITC & Finance, Professional and other services.

Due to the increasing trend in venture on to a business, emerged the need for a field in entrepreneurship education. At the beginning, it started to be taught under the Business Administration faculty as entrepreneurial awareness with technical knowledge in order to overcome difficulties that might arise when starting a business. Then, education evolved into a more entrepreneurial prospective where focus was on skill building such as negotiation, leadership and creative thinking. Methodology of teaching went from traditional lectures and case studies to a more interactive approach with interviews, consultation and behavioural simulation. Now, we talk about Entrepreneurship Education and training providing both academic education and professional training aimed to build not only skills but also an entrepreneurial mindset.

Governments play a fundamental role in taking the most of entrepreneurship through the institution of policies, regulations, and processes. That is why the focus is on the human-centric development in terms of appropriate skills and education is a key driver.

Australia is an example of a country that went slow on entrepreneurship promotion because of incoherence between entrepreneurship education and national goal for economic growth. Thanks to the internship experience at Workforce BluePrint, I had the opportunity to get to know more about these issues. I think that the Australian policy in introducing an Entrepreneurship

Facilitator Service for the promotion and support in entrepreneurial activities is fantastic. The company in charge for this has done a wonderful job in implementing a marketing plan as more and more people got to know about this possibility. From what I saw during my permanence in Australia, people's participation was in continuous expansion and feedbacks were satisfactory. Obviously, to see effective result in terms of economic growth it is necessary to observe the phenomenon in a large period of time, but I think that this is the right track.

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