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**Project “Entrepreneurship through Efficient Management (ETEM)”
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DRAFT VERSION 3.0

Report - Analysis of the needs of labor market and most common organizational management challenges

RESEARCH

**Needs on the labor market and readiness for business and
young people to realize entrepreneurship**

**Challenges for implementation and active use of models for
quality management of economic processes and entities**

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INTRODUCTION

Sense of initiative and entrepreneurship is defined in the Recommendation of the European Parliament and of the Council of 18 December 2006 (2006/962/EC) as one of the eight key competences for lifelong learning. In 2016 the Entrepreneurship education has been further developed in European entrepreneurship competence framework, defining entrepreneurship skills as “necessary for all members of a knowledge-based society.”¹. The European Commission sees entrepreneurship as acting upon opportunities and ideas and transforming them into value for others, which can be financial, cultural, or social.² EU invests a enormous amount of funds and efforts in entrepreneurship education, as well as in financial support for SME (SMEs strategy), women entrepreneurs (EEN for women), youth entrepreneurship (entrepreneurial learning and other opportunities offered by the Erasmus+ programme)

All those programmes and policies make it clear: Europe needs citizens, who do not only identify issues, but have the skills to come up with solutions and organise their implementation, too.

In order to achieve best outcomes, however, the entrepreneurial skills and resources shall be efficiently combined and managed: one should put the right amount of effort in the right amount of time and in the right direction in order to achieve the optimal result. This is the issue, which the current project is attempting to tackle.

The current research is a part of a larger project, entitled “Entrepreneurship through Efficient Management” (ETEM), co-funded by the Erasmus+ Programme of the European Union. The project has been developed by three partner organisations: Leantick Ltd. (Bulgaria), Fundacja “Instytut Europejski Pro Futuro Euorpaē” (Poland) and Varna University of Management (Bulgaria). Each of the partners involved holds unique experience in the fields of youth work, education and training. Thus, the consortium as a whole can make the best use of its unique expertise in terms of creating and leading a holistic environment bridging together education and youth

¹ Bacigalupo, M., Kampylis, Y. P., Van den Brand, G., 2016. EntreComp: The Entrepreneurship Competence Framework, European Union, 2016, 35 pp.

[<https://publications.jrc.ec.europa.eu/repository/bitstream/JRC101581/Ifna27939enn.pdf>]

² European Commission. Internal Market, Industry, Entrepreneurship and SMEs, Supporting entrepreneurship [https://ec.europa.eu/growth/smes/supporting-entrepreneurship_en], Accessed July 10th, 2020

sectors, labor market and public institutions and adapting to the global professional trends.

The main objective of the project is to offer unique and highly attractive methodologies equipping young people with the right set of entrepreneurial skills and to set up and efficiently lead their own organisations.

The research follows the logic of the pan-European process for the promotion of entrepreneurship among the young generation through professional skills of quality management, "shaping" respective attitudes and motivations, as well as the relevant "soft" and "hard" skills in young people to succeed in their business ventures here in Bulgaria.

It is about the necessary synchronization between business and young workforce - as counter-ideas about it, and as a value profile, and as assessments of the available practical opportunities for initiative and creativity, for business innovation and entrepreneurship. It is also about the synchronicity or the discrepancy between subjective attitudes and the objectively provided opportunities for young people to receive appropriate training and knowledge, practical training and skills, incl. key competencies. The focus is also on the delicate transition from "good intentions" to the practical courage to start personal business and to invest personal funds.

Research in the opposite direction examines the attitudes and expectations of business for the readiness of youth to get involved proactively and entrepreneurially. Of course, the business itself in today's situation of economic recession is limited in its own ability to give young people a platform for innovation and entrepreneurship - a significant part of business today instead of expanding and renewing its activities, does the opposite, maintains its activities, shrinks it or even faces the need to stop working. In such a practical situation it is important to study the subjective attitude in business to support youth innovativeness- if not now, then as a subjective resource available for rapid development, when the general economic and corporate situation calms down.

The field of the Research is focused on the mission to stimulate young people for active career development and realization on the labor market, incl. in entrepreneurship. This is also seen as a stimulating environment for attracting young professionals to stay here, for personal realization and with the idea of overall economic efficiency, as well as to achieve higher quality of business, opening working

prospects for it, a look at real efforts to modernize and use modern management models.

The ideas of the research are concentrated in two directions:

- Analysis of the environment for development of entrepreneurial activity, challenges and participation of young people, the orientation of young people and business towards participation in business and entrepreneurship in particular
- Assessment of the attitude to the systems and models for management and control of the efficiency of the production processes and increase of the labor productivity
- Assessment of the readiness for entrepreneurship as an important prerequisite for the introduction of innovations and realization of the creative potential of well-trained specialists in the environment of different types of business - small, medium, large.

2. STUDY IN COMPARISON

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The study was conducted **in two contrasting regions of Bulgaria** - Montana and Varna, with two different general economic situations. The first is **Montana** - characterized by a very large shrinkage of business, limited business innovation, shrinking diversity of economic sectors, the population is attuned to stagnation, poverty and **using simpler business, higher youth unemployment** and general unemployment. Here the general situation is significantly more **demotivating for youth's planning** of a modern professional career and charging with impulses for innovation and entrepreneurship. There is a very high dose of "psychology of laziness" among young people, 16% of young people in Montana say - they have never worked before, while this share in Varna is within the minimum rates 2.4%.

In **Varna**, the situation is much wider than **business opportunities and incentives** for modern business practices and innovations. The general attitude among the population is that Varna is one of the most vibrant municipalities and regions in the country, witch giving young people a field for expression and development of entrepreneurship. Here the successful young entrepreneurs are 3 times more than Montana. In Varna, young people who resignedly say that business is not for them are only 3%, while in Montana they are 14%.

This empirical study shows **typical differences** between the life and business situation in those two areas. This study can be the basis for a **detailed/comprehensive national survey**, to highlight the **"gray" and "colored" areas** of the business active population, the youth potential for innovation and entrepreneurship, the waste or realization of youth potential for economic development and the full realization of creative potential and energy of the young generation in Bulgaria.

The joint research team of Leantick Ltd and Varna University of Management has developed two research instruments (questionnaires), designed to gather information on the opinions and attitudes of both target groups: the representatives of the business and the young people in Varna and Montana, Bulgaria.

The responses from over 500 respondents were collected for the period of over two months, with analysis and results of completed within a half year from beginning of the research.

Besides complexity of the matter, the Covid-19 situation has influenced the work of the joint research team.

The full Methodology of the research is annexed herein.

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3. THE NATURE OF THE RESEARCH?

We are polling **public opinion**. Our research is not an accurate measurement of the quantity and quality of the labor force and the real labor market, nor of the real forms of practically realized innovation and entrepreneurship. Here we examine the **subjective attitudes** and **the subjective factor**. First of all, we ask about this:

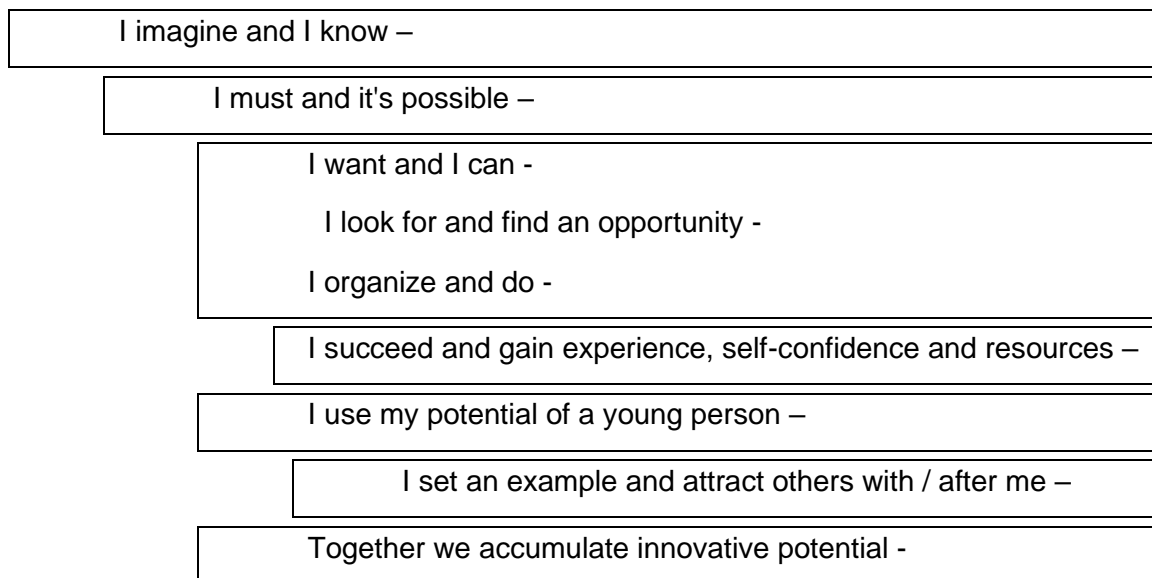
- **what do young people think**, pupils and students, incl. young workers and employees, as well as young unemployed (the age range is 18-29 years) – not only for themselves, but also for the general situation and atmosphere; **Do they have an idea** for the innovative activity, the specific conditions for entrepreneurship, the opportunities and risks, if they dare to do a specific business venture; we ask about the sharing of concrete **values and ideas** in the field of innovation and entrepreneurship;

- **what the employers think**, how do they assess the opportunities to find young people ready not only for a good job, but also those with an innovative attitude and enterprising potential and personal capacity; whether they prepare specifically their new employees what practices they use to stimulate innovative capacity of their employees; as well as how they look at **modern examples** for achieving high management efficiency; we ask them about **values** and subjective attitudes in order to have modern entrepreneurship.

The study provides information on **how young people think**, what they expect and receive in today's situation, what is the rate of **their satisfaction or their fear** and caution about the new, the extent to which they **have self-confidence or are anxious** to participate in the development of business and the economy, through the capacity of their personal and generation's knowledge and skills, motivation and vital energy.

In contrast, the study provides information about **how managers think and act**, specifically what they expect from their young workers, employees and professionals, whether they do something special to ensure the implementation of new models of quality management.

Subject and content of the study is in the field of:



The samples and the recruitment of the surveyed young people and employers were carried out **through a quota** - address by settlements in both regions, it is balanced by sex, it is balanced by age groups 18-20, 21-24-25-29 years.

The purpose of the quota for employers is to achieve a **wide professional and sectoral range** - in accordance with the structure of the economy in two related districts - Montana and Varna.

4. Analysis

4.1. Analysis of the youth attitudes and readiness for entrepreneurship in the area of Varna and Montana, Bulgaria

Already accomplished youth entrepreneurship.

What is the situation now - the potential deployment

Have you ever tried to start your own business?

Did you invest personal funds in your business?

What is your idea and general attitude towards entrepreneurship?

What values and motivation are needed for entrepreneurship?

Have you made suggestions for innovation and improvements?

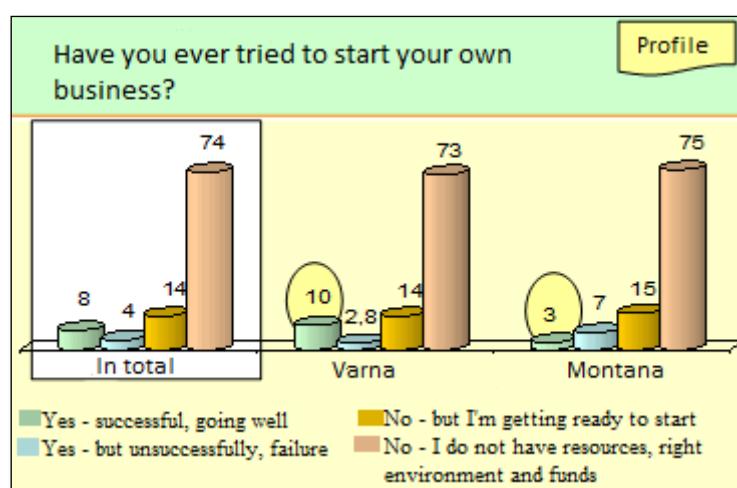
Do we need new models of management and entrepreneurship?

How many of the young people in Montana and Varna have so far TRIED to start their own business, have they invested personal funds - and shown courage to take responsibility and face risk, have boldly invested their youthful energy and innovativeness?

We ask young people - from 18 to 29 years. **7-9% of them have already dared to try and they have succeeded**, they have found their "market niche" well, have shown flexibility and perseverance, have interacted with loyal partners, they have worked well with the state and municipal administration. There is **another 3-5%** of young people who have tried in practice, but so far **have not succeeded** - they have

tried something that is beyond their power, failed to become part of the market, have not found customers, the bureaucracy has stopped them.

In total, both groups make up 10 to 12% of the youth. Undoubtedly, this is a **significant entrepreneurial and civic active contingent**. In Varna, the number of successful young entrepreneurs is 3 times higher than the number of entrepreneurs in Montana - this is an expected difference, given the profiles of the two economies and the general situation in both areas. Conversely, the failures in Montana are 2 times more - **here the ratio of successful to unsuccessful** is discouraging 1 to 2, while in Varna it is stimulating 3 to 1 ratio.



Do young people invest PERSONAL FUNDS in their new business or do they rely on other financing? This is an extremely important indicator of the seriousness of the initiative, of taking a really personal risk, of dedication to one's entrepreneurship.

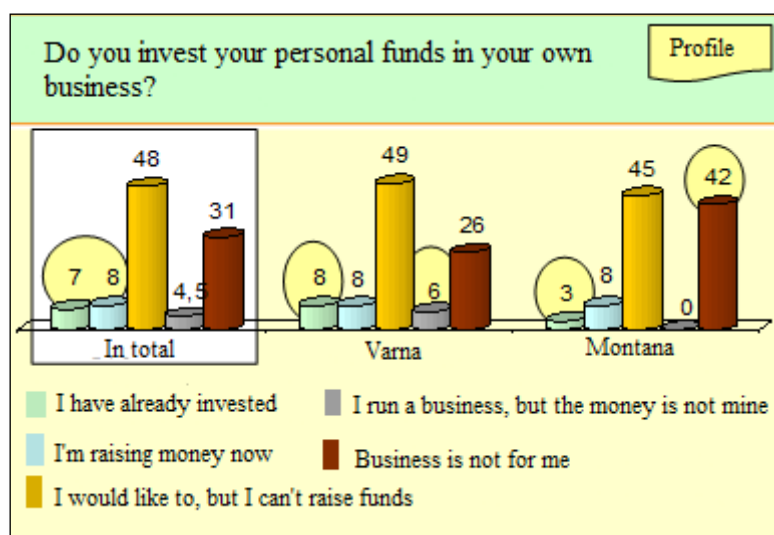
In this case, the youth entrepreneurial potential is impressive - **7% already invest personal funds** into their business, and **another 8% are so serious** in their intentions that **they collect personal funds** to be able to start.

The impressive in this case is despite the discouraging situation in Montana so far, the young people **collecting personal funds** for investment in their own business is the same share as in Varna - 8%. Entrepreneurial young people do not give up. And

this should be especially stimulated through municipal and state policies and different forms of financial assistance in **starting a business, start-up programs** are naturally aimed primarily at young people. The data from our research clearly show the solidity of this - civil, age, generation.

However, the situation is more discouraging in Montana and this is clearly indicated, in the option "business is not for me" - 26% in Varna against 42% in Montana. We were impressed by another option "I do business, but the money is not mine" - in Varna it is 6%, while in Montana there is none.

45 to 49% of those who **have stopped thinking seriously** about their personal entrepreneurship - subjectively and abstractly, they would also like to start business - because we live in an era of business, but at the same time they are aware and **have accepted the fact that they cannot raise funds** - neither their own, nor to attract others - to start business venture. In essence, this is another way for young people to tell us that "business is not for me." Here we see more **common sense and realism**, rather than a general fear of entrepreneurship. It's just that these young people feel and understand that **the business is not for everyone**, it requires specific personality talent, specific training and adjustment of mind and values, specific external conditions and good environment to be successful.



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What is the IMAGE of SUCCESS in business? It is important to be able to see the nature of the motivation engine of the enterprising people. What is their value's personal profile? And in this mirror to be able to see how young people recognize business - only as a selfish instrumental form of personal success, or as a form and field for personal expression and improvement, or as a form of social utility and development?

Money, income, the high personal material standard !!! As expected we see here not just high value and expectation, but the highest value and personal stare, obviously more in Varna - 75% thinks its "extremely important" and another 22% "important". And more calmer and without giving any special value in Montana - only 28% "extremely important" and the dominant 67% "rather important".

The distribution is similar in the other egocentric value - personal business **as a means to achieve** a *"prestigious social status"*. Here the young people in Varna are again more staring and ambitious - 54% *"extremely important"* and another 35% *"important"*, and next to them are only 10%, for whom this is not something important, not a special value. In Montana, again, the value profile is more balanced - only 18% *"extremely important"* and only 45% *"rather important"*, and next to them we are impressed by 35%, for whom this is not something important, not even a special value.

Here it can be summarized that young people in Varna massively perceive **personal business as a powerful tool for their succes career**, tthey are clearly aware of the connection between the two social spheres - and in this sense they are more adequate to reality. While young people in Montana are less affected by snobbish attitudes and ambitions, they look at their potential business more businesslike, they do not burden it with careerism.

It is also a specific value and mental attitude that protects young entrepreneurs in Montana from being overly disappointed in failure, preserves their psyche - they are less at risk of "entrepreneurial burnout", and after a failure - can smoothly move to the second and third attempt to succeed.

The profiles are similar in the expectation that personal business will contribute to "personal career and development" and "personal improvement and self-confidence". In Varna there is a high dose of **ambition and motivational tension** among young people. While in Montana young people look at entrepreneurship far calmly with lower inner motivation.

Of course, both attitudes have their pros and cons. On the one hand, success in serious business requires a **great concentration of energy, strong motivation and value priority**. But thus on the other hand, if a person fails this attitude may bring **great disappointment, early entrepreneurship “heating”** and very **high future barriers to dare** again to start something you want and have the capacity to do it.

If you are starting your own business, how important it will be for you to achieve:						
	extremely important	rather important	neither important nor unimportant	rather unimportant	definitely not important	1
good and high income						
In total	61	35	2	0	0	1,7
Varna	(75)	22	1,6	0	0	1,2
Montana	28	(67)	3	0	0	3
prestigious social status						
In total	44	38	16	0,8	0,6	1,4
Varna	(54)	35	8	1,2	0,8	1,2
Montana	18	(45)	(35)	0	0	2
good personal career and development						
In total	57	30	11	0,3	0,6	1,7
Varna	(67)	26	4	0,4	0,8	1,6
Montana	30	(39)	(28)	0	0	2
1. no answer						

If you are starting your own business, how important it will be for you to achieve:						
	extremely important	rather important	neither important nor unimportant	rather unimportant	definitely not important	1.
personal development and self-confidence						
In total	55	35	9	0	0	1,7
Varna	(66)	30	2,8	0	0	1,6
Montana	28	(47)	(24)	0	0	2
high quality of my products						
In total	59	34	5	0	0	2
Varna	(71)	26	1,6	0	0	1,6
Montana	29	(54)	(14)	0	0	3
digitalization and modernization of equipment						
In total	37	40	20	1,7	0	1,7
Varna	(46)	39	(13)	1,2	0	1,6
Montana	(14)	43	(38)	3	0	2
new model and method of management - with high new standards						
In total	43	36	17	1,4	0,6	1,7
Varna	(52)	36	(10)	0,4	0,8	1,6
Montana	22	(37)	(35)	4	0	2
1. no answer						

Is there a benefit for customers and community from personal business? Young people start business with the idea of just earning money and prestige, or to PROVIDE QUALITY goods and services?? The personal and the public, the selfish and the humane are already intertwined here. It is best when personal business earns a lot and makes a good career, but at the same time produces useful things for people and customers.

For 59% plus 34%, this is extremely important, or at least somewhat important. For only 5% of young people, this is not essential and is not a personal motivation for starting a business. In Varna the proportion is respectively 71% plus 26%, against the minimum 2%. While in Montana, the **social sensitivity** of young people to business is significantly lower - only 29% "extremely important", plus the predominant 54% "somewhat important", against 14% who openly state that this is not important in their personal orientation.

In fact, here the profile of young people in Varna and Montana differs significantly and even diverges. In Varna, social sensitivity and a sense of social responsibility are visibly larger and predominant. The **mental attitude** towards the production, which is allowed to be of **poor quality and even harmful** to consumers, is minimal. While in Montana this attitude is 10 times more common, and is declared by every 7th of the potential young entrepreneurs.

Where does this difference come from? **Does poverty in Montana give birth to more vague** and a blurred sense of social responsibility? **Have the rich palette of successful activities and modern forms of entrepreneurship**, more common in Varna, already given **different psychology of entrepreneurship** - a desire for business success, plus an idea of the so-called "*corporate social responsibility*"? In this study, there is evidence to support the validity of such explanatory hypotheses.

Another important dimension not only personally but also publicly is the idea of the level of modernization of technology and communication when starting a personal business. Presumably, young people, because they are a "*digital generation*", are expected to have a natural desire for high technology, and all of them to be open to new and modern technologies, incl. to digital systems. What is the real picture?

Opposite to expectations, in Varna 14% directly stated that this was not important, and in Montana - the share sharply increased to 41%. So, in this case, you could start

a business, but in some primitive way - without modern computers and the Internet, without an information system, without modern machines and technologies, and without the feeling that he uses science in his business???

On the side of the idealistic picture of young people as a "digital generation" who like to work with modern technologies, stand only 46% of young people in Varna and only 14% in Montana. This is important to remember.

Let's not throw the stone only at the youths - it would be unfair. Let's not forget that "Social being determines consciousness" – and young people could not escape from this!!! Here, now **61-65% of young people** work in an environment where **less than 50% of workplaces use a computer**, in an environment with high computerization (**over 75% computerized workplaces**) where young people work are only **17-19%** of companies.

In such an environment, it is natural that new businesses are not "ideal", but are forced to significantly **duplicate the overall situation**, as a whole they are not able to radically and suddenly overcome it. This is the situation - the primitive environment leads youth entrepreneurship at a low technological and digital level. Young people can **pull things up - but they can't do miracles** in that regard. Let's be realistic and not put excessive and idealized expectations on their shoulders!!!

Companies	What share of the workplaces in the company are related to the Internet?			
	In total	Small	Medium	Large
Under 20%	19	25	19	7
25-45%	42	31	56	29
50-70%	17	17	4,7	57
75-90%	10	11	9	7
All workplaces are related to the Internet	9	11	9	0
	100%	100%	100%	100%

	In total	Varna	Montana
Under 20 %	19	19	22
25-45%	42	40	48
50-70%	17	19	13
75-90%	10	11	4,3
All workplaces are related to the Internet	9	11	0
	100%	100%	100%

* * *

4.2. Analysis of the needs of labor market and most common organizational management challenges

EVALUATION of young people and employers for necessary QUALITIES, KNOWLEDGE AND SKILLS when starting your own business and successful entrepreneurship

The data are from "open" questions, there are no ready-made options for answers, the respondents freely formulate their answers, find their words, arrange them in order of importance. It is possible to give 1, 2 or 3 separate answers to each question. Here the percentages differ from the same questions asked as "closed", i.e. here individual qualities are listed and for each of them the response is given separately.

In reference to this methodology for obtaining answers we register the exact sediments of the mind – both as perceived significance and everyday language.

Here we also present a comparison between the opinions of **the two sides**: young people and employers.

(1) THE MOST IMPORTANT knowledge, skills, personal qualities for a successful entrepreneur		
Open question, up to 3 answers		
ME and THE PROBLEMS	Youths	Employers
Ability for accurate judgment	5	10
Ability to make decisions	9	20
Ability to solve problems	4.2	7
Ability to adapt and integrate	2.2	2.2
Organizational ability	17	13

Understanding the nature of the tasks at work	2	0
Desire to learn, ready to develop	5	12
Continues →		

In the section "Me and the problems at work" we have distinguished 3 groups of qualities and assessments. The first is about the ability to assess situations accurately, and accordingly to make a personal decision and solve problems.

You can see that here the highest share is in **the assessment to make an adequate decision**, BUT it is only 9%. The assessment by employers is 20%.

The assessment of the ability for **accurate assessment** is twice lower **for both young people and employers**.

Even worse is the assessment of the ability to react in practice and to solve problem situations.

The overall assessment of the **ability to adapt** and integrate in a **specific community and organizational environment** is dramatically low.

Employers have experience with their own business and entrepreneurship, or team management, we can see them as "experts" in the field, unlike youth have recently entered or have been in the labor market for several years - for them the idea of entrepreneurship is rather theoretical.

It is make impresion that employers focus twice as much as young people on the ability to make decisions, accurate judgment, the desire to learn and self-development, but young people think more than employers about entrepreneurship as an organizational ability. It is also noteworthy that none of the employers considers as important the quality of entrepreneur to understand the nature of the tasks at work and precision to the details, which is probably adds by them to the qualities needed by the employees and not the managers.

In the "Me and colleagues" section, the only personal quality that stands in the minds of young people is "**teamwork and cooperation skills**" - but it is only 7%. It is similar in the minds of employers, however, they are twice as generous in their assessment - 13%.

In one of the tested qualities there is a drastic discrepancy between the two groups - "**commercial flair**" - there is simply no terminological connection between a new business and trade, despite the commercial element in each business, even when it is a "manufacture". Young people underestimate this quality, while one in ten employers indicate it as important and decisive.

(2)THE MOST IMPORTANT knowledge, skills, personal qualities		
Open question, up to 3 answers		
ME and THE COLLEAGUES	Youths	Employers
Communication and persuasion skills	3.4	5
Ability to sell, commercial flair	1.7	11
Ability not to sink into conflicts	0.8	1
Ability for teamwork and cooperation	7	13
Training skills	3	4.3

The assessment of both groups for the "ability **not to sink into conflicts**" in a work environment is dramatically low. Assessments are also low for the other two skills in this section - "**communication and persuasion** skills" and "**training skills**" - only within 3--5%. Here we feel a significant deficit in understanding the so-called "human relations" while doing business/ planning new business, when organizing and selecting people to work within a particular business.

In the section "expert qualities" two groups of qualities were tested.

The first is related to **IT** and internet skills, open mind to **new things** and initiatives. The comparison between the two target groups of our study, their way of thinking about the matter **diverge drastically**, and the conclusions from are quite disturbing.

The extremely low levels of evaluation of young people are impressive, even on "computer and internet skills", the absolute minimum is 1.4%. Then about "openness to new things", most of which today are also related to computers, the Internet and new technologys - only 16%. And this under the condition, that the studied young

people belong to the so-called "digital generation", as they are all "internet generation". Compared to employers and businessmen – who are from the previous "non-digital generation" - the assessment of importance is many times more, for computers it is 5 times more, for new things it is 2 times more.

Here we registered a shocking and puzzling empirical result.

This empirical result is very strange. We can look for the explanation in the way of thinking. Young people use such technologies, but somehow they **are not relevant as a significance** in their minds, **they are not relevant for them in work and professional situation**. It is as if young people have basic computer skills, but do not think of it as an "competitive advantage" in the work environment and in the field of their personal business. There is a thinking barrier, a dangerous lack of self-asesment that actually erodes the youth potential for entrepreneurship.

(3)THE MOST IMPORTANT knowledge, skills, personal qualities		
Open question, up to 3 answers		
Skill as an expert	Youths	Employers
Computer and internet skills	1.4	7
Openness to new things and initiatives	16	34
Analytical skills	3.7	10
Expert experience and qualification	2.5	18
Knowledge and good education	29	36
Good knowledge of the law and administrative procedures	0.6	3.2
Knowledge of a foreign language	1.4	2.2

Analytical skills are in the second group of qualities. The importance of the group is estimated by employers at 10%, while among young people it is only 3-4%. This is another significant deficit in the presentation and thinking about business entrepreneurship. The analysis of the environment is crucial, as well as the strengths and weaknesses analysis (SWAP analysis) of the enterprise itself.

"Knowledge and good education" are highly rated in both groups by 29-36%. But compared to the next option for expertise in knowledge and training, this assessment begins to sound somehow **general and abstract** outside the pragmatism of business specifics and beyond the acuteness of business competition.

Experience and qualification: young people do not consider it something important - 2-3%, have not yet risen to the realization of the need for high and expert qualification - specific and specialized, or broader - to start a business, to enter into fierce competition with the big ones in the market.

This negligence is perhaps because and insofar young people do not yet have the necessary experience and high qualifications - and given to the psychological mechanism of rejection in their minds. For employers, this is assessed much more often - 18% as something very important, necessary and useful in business and entrepreneurship.

We are not happy to even put it among the hypotheses - today the practice **demonstrates to young people so often intrusively "successful business" of young people is done through "family ties and "mafia structures"** that it creates a feeling of almost mass and prevailing practice. Here, this is a real social situation that fundamentally **demoralizes, distorts the values of thinking and motivation** among potential young entrepreneurs. In such a public environment and under the pressure of such notions, expertise is really starting to seem unnecessary.

Assessments of **foreign language** proficiency in both groups are close and **critically low** - only 1.4% of young people and 2.2% of employers. Where is the "English" language, or other languages - giving opportunities for work, trade and flexible business organization? Obviously, the entrepreneurship in Montana, but also in Varna, is thought only of locally - within the city, region and Bulgaria. This is a particularly malignant deficit in the subjective attitude, it is in the bad sense of the word "provincial" and closes the field of entrepreneurial spirit to local dimensions and on a minimal scale.

Obviously, there is a big problem here. It is a **subjective problem, and it is generated by both parties**. The bad thing is that this problem is a mirror of a "malignant provincial thinking", dominating such thinking and self-perception. There is no normal ambition for languages and travel, for languages and modern job, for languages and modern qualifications.

This deficit is a milestone, it is rooted in the school and the civic environment, it is strengthened by the employers and the working environment, it settles in the minds. And in today's open world, among the dynamic globalized business, it is quite obvious that without languages and ambition for language knowledge and freedom, it is no longer possible to speak seriously:

- nor for modern qualification and business training;

- nor for lifelong learning and self-development;
- nor for significant careers through business and entrepreneurship;
- nor for high-tech business with a high profit rate;
- nor - in general - for promising and large-scale entrepreneurship.

In fact, this negative result is surprising - after 30 years of an open economy. It is surprising, given that there is a claim among the younger generation that they are generally mobile and almost everyone knows English, and that they have almost become "citizens of the World" via the Internet. Here, the minimal assessment of the role of foreign languages in business and entrepreneurship speaks to the exact opposite.

Let us not forget to emphasize here another huge deficit in the assessments of importance. Less than 1% of young people are aware of the power and importance of knowing the administrative procedures, the good knowledge and handling of the law and its norms in order to do successful business, to undertake ambitious entrepreneurship and to succeed. Less than 1% - this is evidence of an absolute lack of **organizational and bureaucratic culture** among young people, in this sense it is a kind of mental and social underdevelopment.

But, unfortunately, we see the same with employers - they also have an absolute minimum of 3%. This is again discouraging as an empirical result of the study. He spoke about the need for a complete **rethinking of business training programs** for young people in schools and universities in Bulgaria.

Which PERSONAL QUALITIES in the youth gives them chance and OPPORTUNITY FOR SUCCESSFUL ENTREPRENEURSHIP?

On this question about PERSONAL QUALITIES, which today provide opportunities for entrepreneurship, undoubtedly first place in both groups is "**dedication to work**, to love your job" - 33% of young people and 41% of employers. It is obviously a leading quality in everyone's view of entrepreneurship.

(4)THE MOST IMPORTANT (knowledge, skills), personal qualities		
Open question, up to 3 answers		
	Youths	Employers
Emotional and mental qualities	20	28
Moral values	8	14
Dedication, loves his job	33	41
Good and representative look	0.3	0
Professional qualities and competence	6	12
Experience	4.2	11
Flexibility	3	5
To have connections and social contacts	3.4	4.3
To be informed	1	10
Other	7	19
No answer	7	7

In second place in both groups are "**emotional and mental qualities**". It is good that this is also emphasized, as far as business and entrepreneurship has to be done with energy and emotional resilience. Young people also understand this in advance.

In third and fourth place, but much lower grades are given to "**moral values**" and "**professional qualities and competence**", the difference between group grades is twice.

Against this background, it is strange that there is no need for a **good and representative look** of the businessman or the businesswoman - zero marks from both youth and employers. It is about appearance and manners, about appropriate clothing and behavior, about a special way of speaking and communicating. All this has completely disappeared from attention and the sense of importance.

Il of this also comes from our **common cultural environment**, where the cultural level of behavior and speech has fallen catastrophically low. In addition, the **boundary between everyday and secular was blurred**. "Casual friday" covered the whole week, from allowed only among close associates and partners, now cover all situations of collegial and business communication. This is an important part of the **simplification of morals** in today's society - not only in Bulgaria, this fashion comes

from the West to us. But here, within Bulgaria, things are already in a really **intolerable form and scope**. It also strikes potential young entrepreneurs perceptions of things - especially if they want to do business outside the neighborhood and the village, somewhere on a larger scale, in a more culturally pretentious environment.

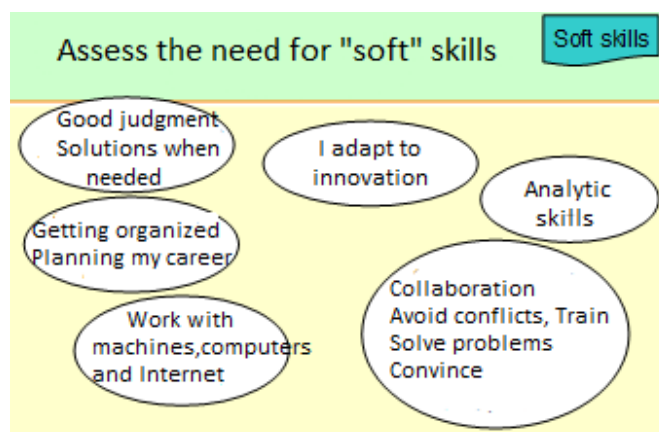
The assessments of the importance of "having connections and social capital", "having flexibility and adaptability to the circumstances in the environment" are also critically low. Consciousness knows these things, but does not give them a high degree of importance. At least that is the declarative situation in the present study.

In our considerations about "something important, but forgotten", we include the quality of "being informed". Employers note it in 10% of cases, but young people tend to forget it as something unimportant.

ASSESSMENT for need of "SOFT SKILLS" and qualities to start business and successful entrepreneurship

In this part, the research use "closed questions" - there are pre-formulated answers, and the participant must choose one of them. The participant give answer for each quality separately. Thus a rating of the qualities is obtained and the hierarchy between them can be distinguished.

Here you see the set of qualities that have been tested through the present study.



* * *

In the section "Me and the problems" - the ability to **accurately assessment**, **make a decision** in extreme situation and **solve a problems** - 60-63% rate that quality as an **extremely important** for starting your own business. Next to that **the organizational ability** is highly valued for 66% as necessary and important skill.

The discrepancy in the thinking of the young people in Varna and Montana is impressive. "People from Varna" categorically consider the listed qualities to be extremely important - about 80%, while "youths from Montana" are hesitant and more often choose the evasive answer that they are "rather important". There is also a significant group in Montana that **simply refuses to acknowledge the importance of these three qualities** - for accurate judgment its size is 10%, for organizational skills it rises to 16%, and for decision-making skills it jumps to 28%.

Having in mind the sentence *"it's one thing to want, it's another to be able, it's quite another to do it"* you can clearly see the mass lack of compliance between *want* and *be able* in Montana.

Probably, on the topic of entrepreneurship, too many young people in Montana's react to the idea of starting their own business as a tempting way to **get out of the grip of unemployment** and the critical absence of career and success. On the contrary, in Varna "the sea capital of Bulgaria" the huge part of young people react to the idea of entrepreneurship as a more real opportunity for expression and development, for personal life success.

How important are these skills for starting your own business?						
Me and the problems						
Closed question						
"Me and the problems"	Extremely important	rather important	Neither important nor unimportant	rather unimportant	unimportant	No answer
The ability for accurately assessment						
In total	60	36	3.7	0	0	0.3
Varna	78	21	1.2	0	0	0
Montana	16	73	10	0	0	1
The ability to make a decision						
In total	63	27	9	0.8	0	0.3
Varna	80	17	2.4	0	0	0
Montana	21	50	25	3	0	1

The ability to integrate and adapt						
In total	54	30	13	2.2	0	0.8
Varna	67	30	2.8	0	0	0.8
Montana	23	29	39	8	0	1
Organizational ability						
In total	66	28	6	0	0	0.3
Varna	81	17	1.6	0	0	0
Montana	29	54	16	0	0	1

"The ability to integrate and adapt" is rated far lower than the previous three qualities and skills - only 67% in Varna and the minimum 23% in Montana, along with the evasive 29-30%.

In Montana, 48% of young people oppose this opinion and assessment - half of them **refuse to recognize the importance** of this quality and skill for entrepreneurship. This attitude suggests that the very idea of entrepreneurship in many cases is perceived as a **specific form of employment**, and they do not think about the real complexity and responsibility related.

* * *

In the section "Me and my colleagues" - the skills for **communication and persuasion** and the ability for **teamwork and cooperation** are highly appreciated again - 61 to 63% think that these are extremely important qualities for starting your own business. Evasive answers here are slightly lower - 26%. About 10% consider these qualities for not important for business. And here, similarly, there is a visible difference between the assessments of young people from Varna and Montana - in Montana they are much more uncertain in their positive assessment of importance, and personal assessment of lack of importance again give 28-31%. Thus the young give us more arguments for the above explanation of this phenomena.

The specific "**ability to train others**" has the lowest percentage, about 20% lower than the "ability to communicate and persuade" and the "teamwork". Many youngsters do not realize that new employees need additional training in the company and that at least at the beginning of the development of their own business this training is mostly done by the employer / entrepreneur. In addition, probably in many cases additional training is needed for partners in joint business and in group entrepreneurship.

When it comes to manners and education, much of the **responsibility lies with the employers themselves**, it has become clear for many now that business is not just money and technology, it is not just political connections and trade networks, it is not just good bureaucracy and proper documentation, **business is also communication with people and their moral stimulation.**

How important are these skills for starting your own business?						Me and My colleagues
Closed question						
“Me and my colleagues”	Extremely important	rather important	Neither important nor unimportant	rather unimportant	unimportant	No answer
The ability to communication and persuasion						
In total	63	26	9	0.8	0	0.8
Varna	78	21	0.4	0	0	0
Montana	25	38	31	3	0	3
The ability teamwork and cooperation						
In total	61	26	10	2	0	0.3
Varna	75	22		0	0	0
Montana	27	37	28	7	0	1
The ability not to sink into conflicts						
In total	45	38	14	3.4	0	0.6
Varna	56	40	3.5	0	0	0.4
Montana	17	32	38	12	0	1
The ability to train						
In total	43	35	18	4	0	0.6
Varna	54	36	9	0.4	0	0.4
Montana	17	31	38	13	0	1

Let us remember that in the science of quality management, the so-called "scientific management", second theory of is a **theory and methodology of "human relations"**. It was developed in the 30s of the XX century, and then for 80 years it has been developing and enriching. If some of Bulgarian businessmen have not heard and studied this theory, knew already from their personal bitter experience that these

are not just important things, but are fundamental in the management of a business, which can only be done by a united and motivated team.

Especially that knowledge of doing business when starting an entrepreneurship should be explained to young people. Introduction to this study may be a good way to help them see challenges clearly, to be responsible to themselves, to realise if they are ready.

In this regard, the awareness of the importance of personal skill and quality not to **"sink into conflicts"** with those working for you, with your partners, with your clients is also low. 56% of youths in Varna and the minimum 17% in Montana assess it as "extremely important "for successful entrepreneurship, plus moderate and not very convincing " rather important "- 17% in Varna and 32% in Montana. But this is against 4% and the huge 38%, respectively, according to which this is not important, maybe without this quality it would have been possible to succeed as well.

* * *

In the following table can be seen that the lowest percentages are on the ability to **handle technology and machines**. Rates here are divided almost equally between a high grade (32%), the evasive answers about the importance of the skill (30%) and a negative grade or rather unimportant skill (39%). The negative assessment of the young people from Montana is almost twice as of the young people from Varna.

Computer and Internet skills and analytical skills are highly valued - again about 60% give a very high rating for importance and about 30% consider them to be rather important things. This is high as an assessment, but still surprisingly insufficient as far as we are discussing a supposedly "digital generation". In Montana, the general rejection of computers and the Internet is widespread - 18%. This indicator with a closed question in a softer form shows the same as we saw in the similar answers to the open questions (in the previous chapter) - there the discrepancy of the digital generation with the Internet and computer technology as a tool for business and entrepreneurship is clearly visible and categorically.

How important are these skills for starting your own business?	Level experts
----------------------------------------------------------------	---------------

Closed question						
Level experts	Extremely important	rather important	Neither important nor unimportant	rather unimportant	unimportant	No answer
The ability to communication and persuasion						
In total	32	30	32	7	0	0.3
Varna	39	30	28	3	0	0
Montana	15	28	41	15	0	1
Computer skills and working with Internet						
In total	65	28	7	0.6	0	0.3
Varna	78	19	2.8	0	0	0
Montana	31	50	16	2	0	1
Analytical skills						
In total	61	30	9	0.8	0	0.3
Varna	79	19	2.4	0	0	0
Montana	16	55	25	3	0	1
The ability openness to innovations and initiative						
In total	56	40	3	0.6	0	0.6
Varna	69	29	2	0	0	0.4
Montana	23	68	6	2	0	1

In this group of tested skills the highest score is on the importance of **"openness to innovations and initiative"** . Here, only 4% do not consider this as important thing when it comes to starting a business and developing a successful entrepreneurship. But here, too, there is a contrast between Varna and Montana - albeit only within a high or low degree of importance.

There should be no dispute about the importance of **'analytical skills'** - if serious business and entrepreneurship are real, if a marketing strategy is developed, if a complex balance between available resources and possible losses is not only "on paper", if the degree of reasonable risk is assessed in reality.

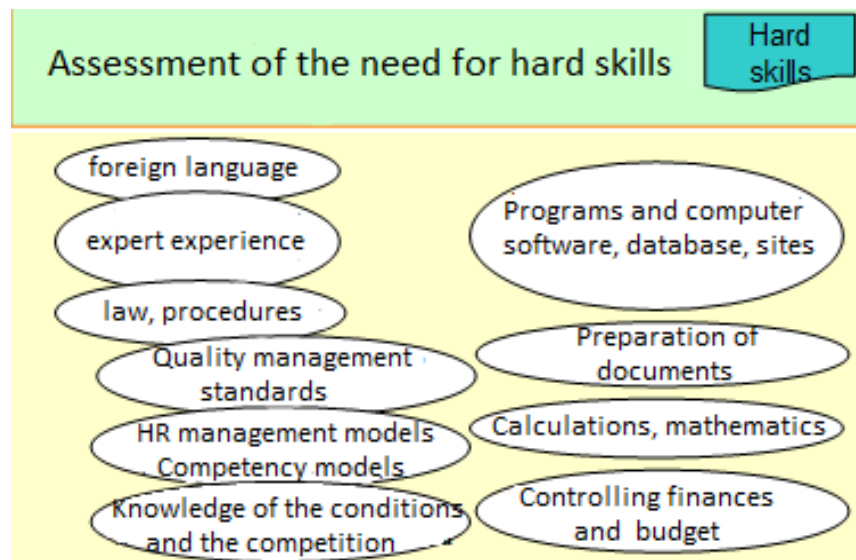
Here we see a relatively high rating, along with a significant retreat in the realisation of the importance in Montana, as well as a significant group of young people who do not consider the importance for the success of the case.

ASSESSMENT for need of "HARD SKILLS" and qualities to start business and successful entrepreneurship

It is a special class of knowledge and training, skills and qualities of the entrepreneur. They are related to **science and expertise**, knowledge and work with **foreign languages** in an open international environment and markets, as well as a

good **bureaucratic and procedural knowledge** for starting their own business - knowledge of laws, rules, procedures. Also skills for working with **databases, Internet resources, writing documents** and analysis, **computer software** and **mathematics**.

This is a high class of knowledge and skills that give - not only employees but also entrepreneurs - **personal capacity to work in business and institutions with a modern organization, at a modern information computer and communication level, with high institutional and bureaucratic-formal knowledge and experience.**



* * *

Let us emphasize once again that we are talking about young people who belong to the so-called "information age" of the 21st century. And as far as young people aged 18-29 are concerned, they also belong to the so-called "digital generation". They are expected to **have a correspondingly different way of thinking** and quite different **claims to workplace equipment, work organization and control** over efficiency from previous generations, as well as of **personal freedom** for initiative and career, of **respect for them** as modern people.

This part of the work teams and company teams, this part of today's entrepreneurial class are the **face of high technology**, as well as the necessary **new flexible organization of individual** and collective work.

Such entrepreneurs, together with their employees, especially professionals among them, should be **very mobile**. For them there is a good job, good business opportunities in different places - if not very close to them, then farther. They are a **privileged part of migrant and emigration flows**.

This today makes employers dependent on modern young professionals and technology workers, forcing them to give privileges in the workplace, in pay, in personal treatment of them. Otherwise, these young workers and professionals find other job and the employer remain in a critical situation - "we are looking for, but we can not find qualified people." And all this is a special test for every entrepreneur. And it is extremely important whether he / she is aware of this, whether he / she prepares accordingly, whether he / she accumulates resources along this line, whether he / she adapt personal thinking and behavior according to the requirements in this reality.

* * *

Here are the empirical data. This is a practical mirror of potential young entrepreneurs. It is no coincidence that all these issues are called "hard skills". "Hard" in the sense that without them it will be difficult to do good business, serious entrepreneurship, guaranteed and promising success.

How important are these skills for starting your own business?			
Closed question			
	Extremely important	rather important	unimportant
Good knowledge of a foreign language			
In total	41	44	15
Varna	48	46	6
Montana	21	41	37
Good knowledge of the law and administrative procedures			
In total	37	43	17
Varna	50	43	6
Montana	5	43	51
Experience as expert and qualification			
In total	51	35	13
Varna	67	25	8
Montana	10	60	27

You see, the assessment of importance is not very gratifying. **The subjective factor obviously lags significantly behind the objective requirements and needs in business entrepreneurial activities.**

You see again the great contrast between Varna and Montana. The young people in Varna are not in excellent condition - neither in terms of knowledge of foreign languages, nor in terms of good knowledge of the law and administrative procedures, and even less in terms of a clear awareness of the required high level of expertise and special qualifications. But in Montana, things are even narrower and grayer.

To summarize, in **Montana** the relative subjective adequacy is in the range of 20-30% of young people, against the sad 40-50% of young people who face the opportunities for entrepreneurship uneducated, unambitious, elementary unprepared, with frivolous ideas, and are full with very high dose of skepticism.

In contrast, in **Varna**, the subjectively motivated contingent in terms of entrepreneurial challenges is in the range of 60-80%, while in principle the inadequate ones are in the range of less than 10%. Here, however, there is probably the opposite phenomenon of self-overestimation and often uncritical exaggeration of assessments and self-assessments..

It is obvious that in both areas the **surrounding social atmosphere is contrasting**. In one place, the psyche is suppressed and young people are underestimated, limit their thinking, do not dare to set high goals. While in Varna the opportunities seem to be rolling on the sidewalks and just waiting for someone to bend over and grab them, there is a corresponding overestimation and exaggeration of the rates.

This is how matter look at least at this declarative level and with these evaluation indicators that we use in this study. But they certainly give a credible picture of the **general subjective level and attitudes of young people** from the point of view of entrepreneurship as a responsible and demanding to personal qualities activity.

* * *

We see the same picture when testing the following groups of qualities and personal skills of potential young entrepreneurs.

How important are these skills for starting your own business?			
Level experts			
Closed question			
	Extremely important	rather important	unimportant
Knowledge of management standards and quality standards			

In total	43	38	18
Varna	57	35	8
Montana	9	47	43
Knowledge of human resource management models			
In total	28	49	23
Varna	36	56	8
Montana	6	33	60
Build your own model for maintaining competencies			
In total	47	44	8
Varna	58	37	5
Montana	21	63	16

How important are these skills for starting your own business?			
Level experts			
	youths		
	Extremely important	rather important	unimportant
Good knowledge of the conditions (for a specific business and activity)			
In total	65	29	5
Varna	80	18	1.2
Montana	28	55	16
Good knowledge of the Competition (in this field)			
In total	58	32	9
Varna	76	21	3
Montana	15	61	24

Are information-expert skills and competencies needed in your work? (current/last)					
IT skills					
	part of my main tasks	part of my extra tasks	I do not do such work	I do not see the benefit of such skills	No answer
Working with websites and databases					
In total	23	13	59	1.4	3.7
Varna	29		54	2	3
Montana	9	15	72	0	5
Software and computer support of the company					
In total	19	9	66	2.2	4
Varna	21	8	65	3	3.5
Montana	13	13	70	0	4

In this group of "IT skills" we are already asking about the actual presence of these skills in the specific work.

The qualification division is approximately 20% to 60%. The 20% of respondents work operatively with sites and databases, even have some functions for the computer support of the general work, work with mathematic models, handle financial documentation. The 60% of do not perform such activities, they are far from this level of skills and qualifications, are not assigned with such tasks and functions, or they are unable to cope with them.

The first group of workers are part of the "information age" and are full-fledged as a "digital young generation".

The second group is evolutionary behind in the early twentieth century, have primitive ideas about work, routine executive activity, they are trapped by a personal complex and backwardness.

This is a basic social division, a break **within the young generation**. The labor market promotes and **increases this division and cultural separation**. It is as if we are talking about people and business from two different historical epochs.

Are information-expert skills and competencies needed in your work? (current/last)					
IT skills					
	part of my main tasks	part of my extra tasks	I do not do such work	I do not see the benefit of such skills	No answer
Preparation of documents, analyzes, reports					
In total	28	15	51	2	4
Varna	32	11	52	2	3.5
Montana	20	24	49	2	5
Work with mathematics and calculations					
In total	22	19	53	1.4	5
Varna	26	17	52	2	3
Montana	12	23	57	0	8
Financial and budget control					
In total	18	10	66	1.7	4.2
Varna	22	11	61	2.4	4
Montana	10	8	77	0	5

In this sense, let us say here something fundamentally important:

Speaking in general that **the school and education should be adapted to the business and its needs**, it shall be clarified that not about any business activity.

The schools and education should be adapted to the needs and claims of the business, but **only to modern and high-tech business, only to the recommendations of modern thinking employers**. But not to employers with ideas from decades ago, not to businessmen who make money from primitive activities with a primitive organization and with primitive behaviour to their employees.

Today's **primitive business should not set the "fashion" in education**, and bring it down to its level. Vice versa, only the modern and advanced business has the right to require anything from the education system. It only has the moral and business right to offer specialties and methodologies for training, as well as to assist in encouraging young people to engage in a long-term profession, with promising companies, with opportunities for personal growth through work and profession.

Today's primitive business should not set criteria for schools and universities, even when this is initiated by young people.

Here, we analyze the potentials and the level of adequacy of young people for serious and promising entrepreneurship only in terms of opportunities and incentives for modern production and provision of services, with modern

equipment and IT technologies, with appropriate modern organization and control systems of the quality and efficiency of management. The other entrepreneurship – primitive, based on connections with politics or criminals is not in true sense business. It is money making (often in the gray market), abuse of law and of bureaucratic procedures (often criminal) as well as abuse of people and ethic standarts (often in extremely cynical and brutal forms).

Youths self-assessment

Where is my PERSONAL POWER in my career and if I initiate something of my own in business and take responsibility for an entrepreneur?

The evaluated qualities are divided into three groups.

How would you rate yourself?						
	I have these in high level	I have these somewhat	I don't own it, but I would like to	I do not own and I do not want	I do not care about that	No answer
I try to be accurate	60	31	8	0.8	0	0
I prefer to perform	38	45	9	7	1.4	0
I am ready to react operatively	45	39	12	1.7	1	0.6
I want to learn more	43	36	12	8	0.6	0
I plan my behavior ahead	26	45	22	5	0.8	0
I want to experiment	30	43	21	5	0.8	0
I understand the essence of the tasks in my work	49	33	15	1.7	0.6	0.8
I am interested in the result of my work	54	36	8	0.8	0.8	0

In the first group are "accuracy", "performance", "operativeness".

The most respected personal quality is **"to be accurate"** - 60% as a quality possessed by them and another 31% to some extent, and only 8% thinks do not belong to this quality. It is curious that in the quality of "performance" and in "I react operatively" the percentages of highly possessed quality decrease significantly - in the first 7% they even say that they would not like to have it.

Obviously, there are nuances in the words that are important to young people. But there is also **some misunderstanding about important things in the organization** of a business. It would not be an exaggeration to say that it **depends too much on the efficiency** of reactions and actions in problematic situations - not only of the bosses, but also of each employee.

The deficit of EFFICIENCY at work is a problem that starts **from school**, not only from the home of young people. The school should teach young people and strengthen the practical effect of their **organizational skills**, to give them specific **ideas and knowledge**, to train **relevant activity skills and mental reflexes**. Even at school, young people should be cultivated with an adequate attitude and ideas about **teamwork**, about the **collectivity** of activities. And for this to happen successfully, **despite the general ideological environment that inspires** young people in the direction of extreme individualism, fear of everything collective, of selfishness in a team environment and in common activities.

This is one of the very complex **educational tasks** of today's school and university - to succeed as socializing institutions and to **build capacity in young people for successful activities**, business and entrepreneurship. Insofar as in them the team and the collective are always something extremely strong - even when the business is formal and at first sight "private", "individual", "independent".

Unfortunately, in practice, in most cases, the opposite happens - **the school fails** to perform well this specific educational and socializing function. Universities make it even more unsuccessful. So, in practice, today **they fail to combat the malignant** individualism of the younger generations, do not try hard enough and fail to neutralize this specific generational deficit in the young in the age of "consumption", of "hedonism and fun", of "Methodological individualism".

This, in turn, is a major reason for entrepreneurship among young people today, **to lead quickly to scandals and separation from friends-partners**, to scandals and destruction in family business, there is a stumbling inability to make successful cooperatives for join of a market niche, there is a malignant fear and refusal to enter into more complex schemes for financing and mutual crediting in order to provide space for practical production or trade activities.

All this is a problem for employers, who need to build organizational skills and habits, to cultivate operational reactions, to stimulate initiative in their employees and specialists. It is a problem for employers - when they manage you, but also when you are an employer, businessman, entrepreneur.

When a young person changes his role from a worker or a specialist, he becomes an employer and a businessman, and at the same time, if he does not have the necessary organizational skills and reflexes, **the problem doubles**. First, he fails to organize his own work well, to optimize it in time and space, to synchronize it between partners and institutions. And secondly, even less manages to organize the employees, to spread tasks, to control flexibly and stimulatingly, to report the real results, in time and accurately to take into account the risks and omissions.

Here let us say that **efficiency is a borderline quality** between performance and initiative, between accuracy and quick adequate response. This personal quality is especially needed in a more dynamic technological and social environment. Its deficit doubles the risks of failures in the real production process.

This is **extremely important and crucial for an entrepreneur**. In order for him to be able to **combine** the many elements and participants in a real production or trade process, in order to be able to organize **control and incentives** for all participants, in order to be able to **synchronize** cash and information flows and available opportunities. Without all this - organized and regulated - there is no way to do successful business and entrepreneurship

In the second group, personal qualities are "I want to learn more", "I plan far early", "I want and love to experiment".

Here the percentages are already falling sharply.

Only 43% are scholars. Another 36% declare some desire, but they can't be trusted much. And over 20% openly say that learning is not for them. **8% even show some hostility** towards learning and learners.

In fact, this is about **polarization and dangerous opposition**:

- scholars and knowledgeable, open to new specialization and information against
- ignorant and resigned, even they like their illiteracy.

Transferred to the workplace, there is still polarization - between employees who want to study, train and specialize, on the one hand and others who are lazy, unmotivated, refuse to take advantage of training offered by employers.

Entrepreneurs, already in their role of organizers, should deal with this specific subjective and motivational problem. Dealing with it also requires specific psychological and emotional, methodological and instrumental knowledge, an adequate approach, and sometimes it is necessary to attract specialists to solve such problems in the company or in work team.

Only 26% of young people plan their behavior in advance. 45% are in a vague environment - trying to plan something, but without confidence that they succeed. 22% don't like themselves at all - because they are not able to plan things and succeed. Here the aggressive group, which generally refuses to think about any planning, is about 5%.

The experimenters, at least in words, are more - 30% with high self-assessment, plus another 43% with some self-esteem. This is natural for young people, to be open to new things. **21% would like to have this personal quality, but they do not have it** - and this worries them, they feel that something is not quite adequate to their youth or the dynamics of our time

And here there is an aggressive group of refusal - 5%, they are irritated by the word itself, by the very idea of them straining and creating personal problems with some innovation and experimentation.

The self-assessment in the third group of personal qualities is interesting: "I understand the essence of the tasks in my work" and "I have an interest in the result of my work / us".

49% in their work can understand the ESSENCE of the tasks, declare that they have such self-confidence. Another 33% unconvincingly try to hook up with this group, saying they can, but only to a limited extent and sometimes. And here 17% are off board, they can't or don't want to, it doesn't bother them much.

49% is a significant share, but also speaks of **serious problems**:

- (1) **employers do not explain or fail to explain** the nature of work and organizational tasks, and this is the duty of a good entrepreneur, not just a skill;
- (2) workers, on the other hand, **do not understand**, if they are explained, they do not have the necessary scale of thinking or the necessary qualification - here the entrepreneur should be able to break through the subjective barrier, to intrigue, to motivate his employees.;
- (3) It is probably correct here to think again about the **school and the university**, which before employers **did not cultivate in young people an orientation to the essence** of things, to the complexity of processes, to the flexible intertwining of factors in the real life and business process.

This kind of elementary thinking and scratching the surface **of essentials is also a generational deficit.** The current **school and university do not do their job well**, and then employers have the difficult task of filling this personal and mental deficit in more than half of their employees. That is why the entrepreneur is in a situation to **compensate for these deficits** coming to his company from the educational system - to further train, to educate, to socialize his workers and specialists, often his partners and important clients. Let's not forget the fact that young people are from the same generation and in most cases this is their personal problem - so, already in their role as entrepreneurs, they are in a situation to further educate, to train themselves, to change their personal reactivity and stereotypes of thinking and behavior.

The situation is similar with the personal quality **"interest in the RESULT"**.

54% rate themselves highly, plus another 36% only to some extent. At first glance, this is a good situation, only 9% are frankly and demonstratively out of the board.

Here we just want to draw attention to the fact that **the interest in the result** of their personal work, the activities of the team, as well as the activities of the company or institution, is one of the most important **indicators of loyalty or alienation** of the employee, his place and environment, from colleagues and the company. If you are not interested in the result, then you as a worker and specialist, as a business partner, in practice **reduce your interest instrumentally only to money and your social status:**

- (1) you can produce a defective things - you don't care;;
- (2) you can produce harmful things - you don't care;
- (3) you can destroy nature - you don't care;

(4) you can work for criminals - you don't care.

So what does it lead to?

That will lead workers and specialists to **bad working process**, to preventing your colleagues from doing their work productively, to **some form of sabotage** of the company's goals, of the quality produced, of the marketability of the product.

Among the entrepreneurs and co-owners themselves, it comes to "one pulls forward, the others wait and do not help him." Conflict is gaining energy and occasions, scandals are becoming more frequent, cooperation is disappearing, there is a mutual aggression - the business is stuck and falling apart. This is what happens in practice. And it is precisely for these things that young entrepreneurs must be prepared in advance, to anticipate, to learn how to avoid such situations, to be trained in "crisis management".

What are the specific profiles in Varna and Montana on these qualities and entrepreneurial issues?

Here, too, there is a contrast, as in previous cases of assessments of qualities and skills. The two profiles are similar. You can see them in their details in the following tables.

How would you rate yourself ?						
	I have these in high level	I have these somewhat	I don't own it, but I would like to	I do not own and I do not want	I do not care about that	No answer
I try to be precise						
In total	60	31	8	0.8	0	0
Varna	74	21	4.7	0.4	0	0
Montana	26	54	18	2	0	0
I prefer to perform						
In total	38	45	9	7	1.4	0
Varna	52	40	4.3	3	1.2	0
Montana	5	57	20	17	2	0
I am ready to react operatively						
In total	45	39	12	1.7	1	0
Varna	59	31	7	0.8	1.2	0

Montana	9	61	26	4	1	0
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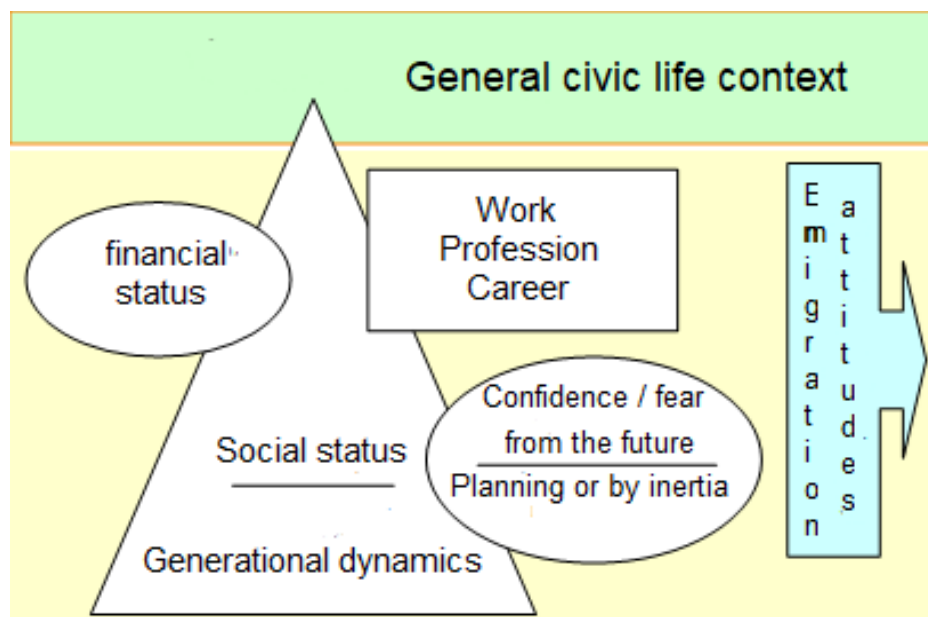
How would you rate yourself ?						
	I have these in high level	I have these somewhat	I don't own it, but I would like to	I do not own and I do not want	I do not care about that	No answer
I want to learn more						
In total	43	36	12	8	0.6	0
Varna	47	41	7	4.7	0	0
Montana	32	23	26	17	2	0
I plan my behavior ahead						
In total	26	45	22	5	0.8	0
Varna	32	53	14	1.2	0.4	0
Montana	14	26	43	16	2	0
I want to experiment						
In total	30	43	21	5	0.8	0
Varna	37	48	11	2.4	0.8	0
Montana	12	30	45	12	1	0

How would you rate yourself ?						
	I have these in high level	I have these somewhat	I don't own it, but I would like to	I do not own and I do not want	I do not care about that	No answer
I understand the essence of the tasks in my work						
In total	49	33	15	1.7	0.6	0.8
Varna	65	29	6	0	0.4	0.4
Montana	11	42	38	6	1	2
I am interested in the result of my work						
In total	54	36	8	0.8	0.8	0
Varna	70	24	4.3	0.8	0.4	0
Montana	15	65	18	1	2	0

The big difference between the young people from Varna and Montana is clearly visible.

Those who are hostile to the possession of the tested qualities in Montana are much more than in Varna, sometimes many times more. Conversely, many more young people in Varna have a high self-assessment. The explanation for this, as already mentioned, should be sought in the social and economic characteristics of the two regions, in the specific style and way of life in them, in the degree of vitality in these regions and the opportunities they provide for economic activity, for business and entrepreneurship, as well as in general for personal life and professional realization.

Personal status, qualities and skills, own capacity for entrepreneurship
in a general CIVIC and life CONTEXT



The specific issues with the personal qualities and skills of young people, their attitudes and energy for entrepreneurship become **not only understandable but also better manageable** if it is considered and analyzed in a more general civic context.

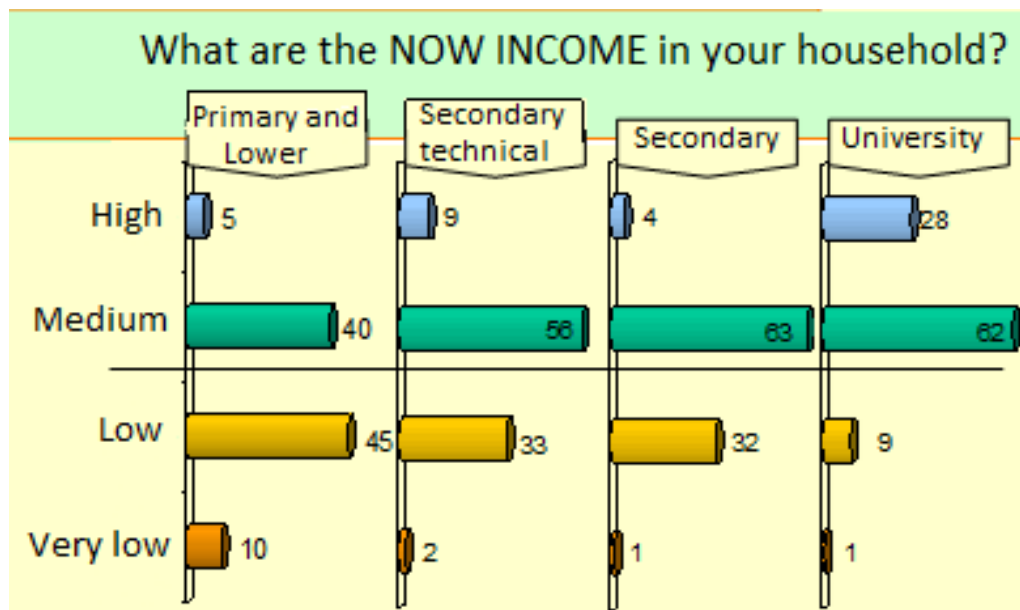
The main structural elements are several:

- (1) **the financial situation and financial status of the people**, the dynamics of the financial situation, the feeling of improvement or sinking;
- (2) **the availability of a job, the potential unemployment**, the job whether it is in the profession and the studied specialty or something completely different and distant, and whether the job provides an **opportunity for personal expression, development and career**;
- (3) how this **core of life results in the general civil status** of young people, where they **position themselves in the pyramid** of society, whether they have a way up to better and more privileged positions, or life crushes them and they fall down;
- (4) then comes the **general subjective attitude** - of **optimism or pessimism** about one's future, the ability to **plan oneself or involuntarily gliding along the inertia of life**;
- (5) and finally, the overall result of everything - the young people stay here, in their home places, or run away somewhere far away in Bulgaria or even further abroad. Do employers have a chance to find a well-prepared and motivated workforce here, in the municipalities and the region, or will they have to solve the 3 times more complex and burdensome task of importing workers and specialists from afar?

All this is not just a **general consequence**. But it also acts as a **generalized cause** for any problems, unresolved issues, specific risks - it acts as a cause when it is already in an advanced phase. It acts as an incentive or as a brake for youthful entrepreneurial activity, for business audacity, for success in endeavors.

In the light of this already structured general civic context, we could and should return to the personal qualities and skills of young workers and professionals, their motives for entrepreneurship and taking risks in a business venture: (1) to make sense of them -**realistic**; (2) to **focus effective** local policy; (3) to better **orient employers** in a tangle of problems and threats to their business and prosperity.

FINANCIAL SITUATION, income problems and changes in financial status



There is no doubt about the strong motivational link between financial status, income and job search.

People in a difficult financial situation are looking for any job, they compromise with the conditions. Unemployment for them is a disaster and panic. 36% of young people with primary and lower education declare that they are in a state of helplessness - they do not rely on work, but on benefits. And next to them another 5%, who have fallen into despair and hopelessness.

For all of them, the labor market is socially crushing and excluding them. Obviously, for these young people, school is no longer a resource for life opportunities, it now fails to attract, retain and then motivate them to study and work.

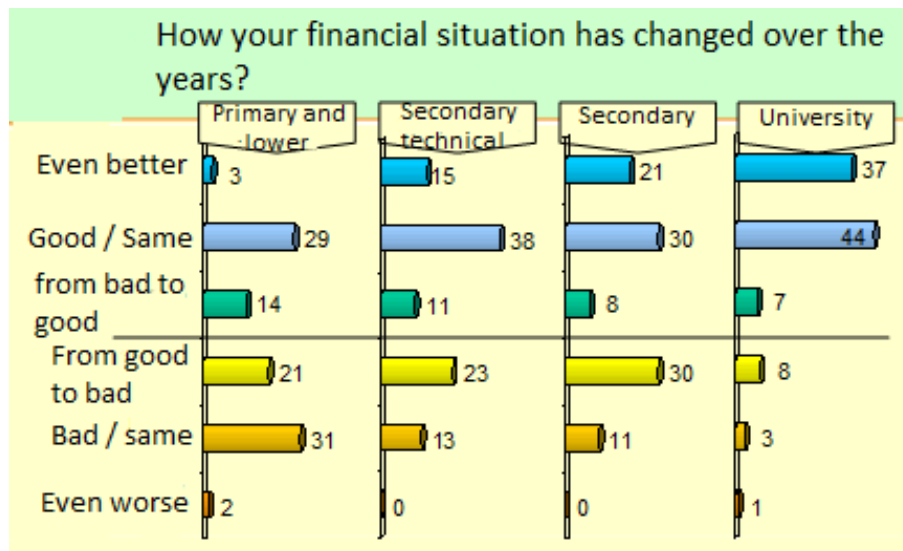
Conversely, **people with good and high financial status and income are looking for quality work, do not make big compromises, with high qualification the employer is more dependent on them.** Unemployment is often welcome for them to find something better for themselves.

We see that 57% of young people define their income as "average", and another 12% above them as "high". Among youth with higher education, high incomes are indicated by 28% of respondents. This high self-assessment makes an impression and surprises.

Conversely, 28% describe their income as "low", and another 3% as very low and depressing. Among graduates, 9% are evaluated in this low category. **That's almost**

every tenth. This is an unused resource from the business. With low wages, these people cannot work motivated and productive.

Mirror-wise, we see a catastrophe again among young people with low education - 45% talk about low incomes and another 10% talk about extremely low, depressing incomes.



What is the trend in recent years?

67% self-identify positively. 10% have crossed the traumatic line from bad to good. 36% say they keep their good position. There are also 21% who have even managed to improve it.

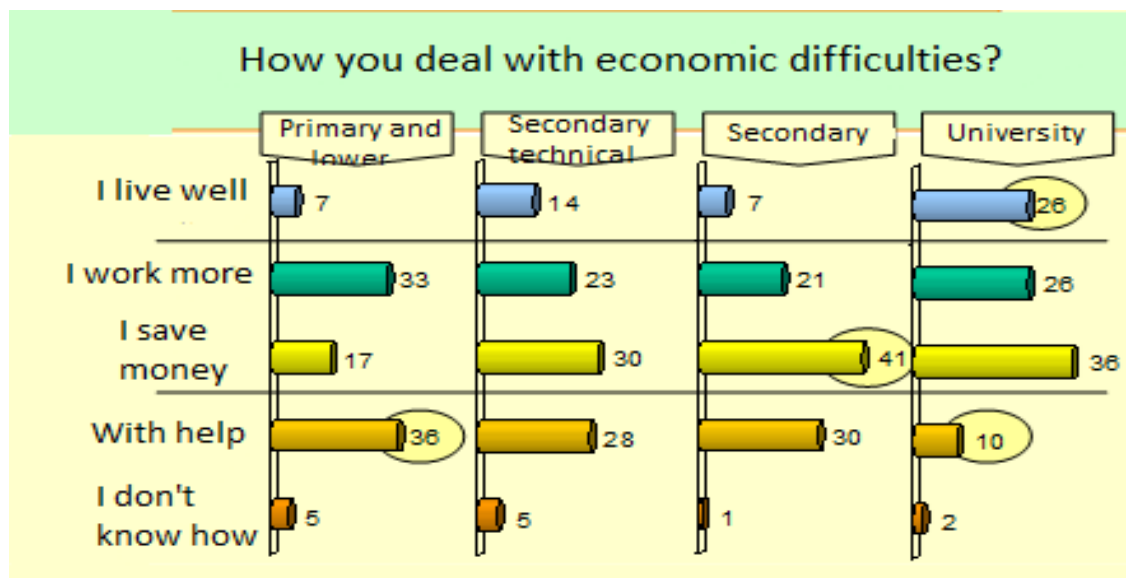
Conversely, 33% share their worrying situation. 20% have fallen from good to bad financial situation - they have not withstood the pressure of negative circumstances. 12% are anchored in severe problems, and another 1% have sunk even deeper.

Here again, the different levels of education divide and even oppose. The retention and even the transition to a good financial position among young people with secondary technical and secondary education is over 60%, while for graduates the percentage rises to 88%, and for low education - only 46%.

Mirror-wise, only 12% of those who have failed and are deteriorating to a poor financial situation are among the graduates, 36% for the technical high school and 41% for the high school graduates, and for the low educated it is catastrophic - 54%.

There is a clear relationship between education and income. The school has not only a massive and severe problem with those with low education, but employers also

have an urgent problem with this civic mass, which does not provide them with a suitable workforce, nor is it motivated to prepare and make a personal effort. This is a **vicious circle**. It could be torn only by a smart synchronicity between school and employers, plus the public environment, plus the corresponding activity on the part of business and its branch organizations.



How does everyone deal with material and financial difficulties? This is a direct and accurate indicator.

14% are adamant that they live well, their high income is enough for them. Here are not only young people with private business, but also young professionals in companies and institutions with normally high incomes and good prospects. These are the local "oases" of prosperity, good conditions, high incomes.

25% manage through more activity - they work more, look for and find additional job. And so they increase their income. Here again we see the polarization between higher education on the one hand and secondary education and primary education on the other. But this time the **polarity is along the lines of living well**.

Let us note that for graduates, ie. among professionals, the share is 26% - the highest, but against a large number of unrealized graduates - another 36% of them save, do not use their personal potential, and another 12% are drowning in helplessness and even panic.

Here we look for the reasons in 3 lines:

- (1) **the employers** who do not create sufficient field for professional realization of a significant part of the specialists in the region;
- (2) **the school and the university**, which give diplomas without real human quality behind them or in fashion specialties, for which there are no jobs in the real economy;
- (3) **civil societies and families**, which instead of activity and will to succeed **cultivate in their children softness and lack of initiative, elementary consumption and inadequate personal maximalism** outside the realities. It is right to ask **the school** - as a public socializing institution - **is there a desire and potential to compensate for such parental distortion?**

25% of young people are passive. They are not looking for a job yet, because the labor market is shrinking, employers do not offer. Or do not seek because of their personal laziness, alienation, prefer to complain instead of being active and flexible.

In summary, the trouble is for 29% of young people. Not everyone is, as nihilists say. But they are not small at all - these are almost 1/3 of the youths. They share with pain that they can only cope if they receive help, they rely on someone's charity, they have come to terms with the fact that they cannot cope on their own. Among them there are 3.4% who have lost faith, mentally refused to fight, do not make personal effort - they say "I do not see how I will cope"?

We cannot expect initiative, interest in our own business or entrepreneurship from these young people.

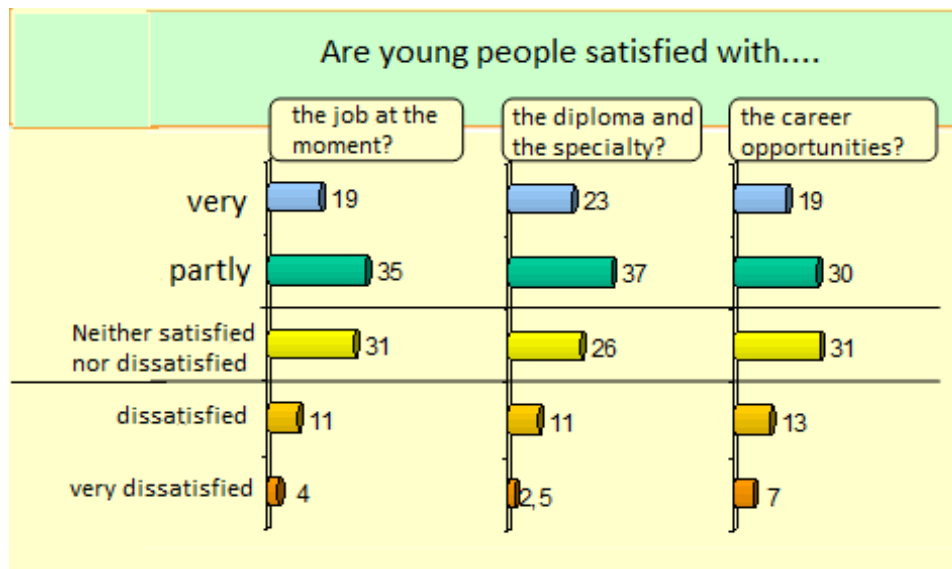
WORK and PROFESSION.

CAREER here, including in the form of business entrepreneurship

The delicate balance between employers and employees and specialists is a delicate thing.

Mutual adaptation, appropriate compromises, loyalty and goodwill are needed. And between them is the school, which must not only educate and give a specialty, it is even more important to cultivate personal qualities such as diligence and loyalty, adaptability and organizational skills, personal virtues and the will to cope..

The empirical data in this block provide interesting profiles - as a guide for both employers and educational institutions.



What is the level of satisfaction of young workers with their specific job, profession and career opportunity?

About 20% declare high satisfaction. Plus about 35-37% partial job satisfaction and the acquired specialty. And the career prospect shrinks to 30%.

Many young workers and professionals do not express angry dissatisfaction - only about 15% about their work and specialty, and even more, about 20%, about the impossibility of career growth.

And in the middle is a mass hidden discontent - about 30%.

The deficits are obvious, the discrepancy between expectations and opportunities offered even more.

Is there a balance between school / university and the desires of young people for a profession and a specialty?

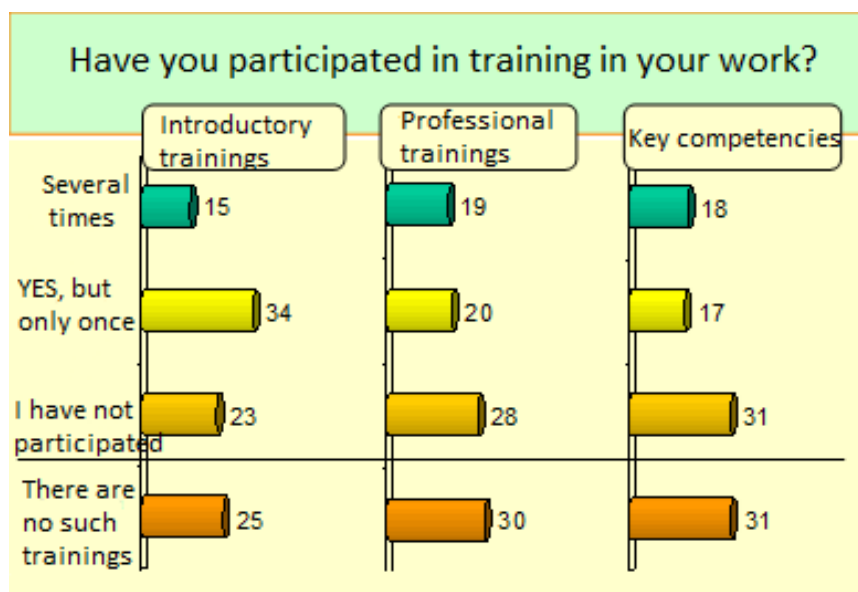
We see that there is a good correspondence, but only for about 1/3 of the young. Another 24% say there is some compliance, but if they compromise their expectations and claims.

It is interesting the self-assessment that the school really gives such an opportunity to the young people, but they themselves are confused, they are looking for unreal things, they do not comply with the realities. Here 30% of all are self-critical, and in Montana this share increases to 47% - almost half of the young people surveyed. About 15% of young people are completely self-critical of their generation - that they are enslaved to stupid fashions and irrational consideration of their own work and professional perspective, or that they are "hostages" to the choice of their parents.

This clearly outlines the task for the school for **early enough career guidance** - for better balance and mutual benefit between employees and business..

Here is the picture of the field training of employers.

The situation is quite lean. A minimal part of the employers in the area have matured to the adequacy that if they want trained workers and specialists, they should not only help the school and universities to improve, but also **to complete the educational work on the company's field**. In fact, it is **their job to specialize the young people who come**, and not just to complain that uneducated people have come to them..



We see that the% **for multiple professional trainings and trainings for key competencies in the companies are low, even lower for introductory trainings.**

It is a common practice for employers to simply calm their conscience with one-time training. It is not so. Provided that **systematic forms and continuing education are required**. Obviously, in too many cases it is not understood that a company needs investment in its employees, and not only in machines and equipment, not only in computers and modern organization. Without people, things don't work out - is that so hard for everyone to understand !?

About 28% of the young workers and specialists did not personally participate, although there are such company forms..

In 25% of the cases there are no such company trainings at all, even for introduction, in 30% - for a specific professional specialization, and for the key competencies - in 31% they do not have..

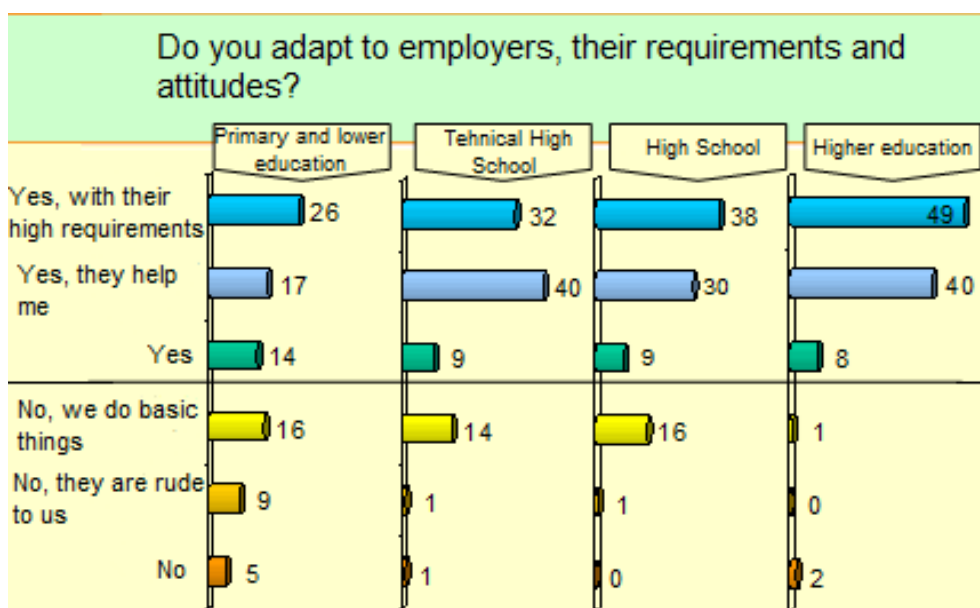
It is obvious that employers are in debt not only to their employees and specialists, from whom they expect good work and profit for themselves, they are also in debt to their companies, which without such an investment in employees can not expect from them additional value and labor efficiency.

The human side of "employed employers" is also problematic.

Not enough employees are able to personally adapt to the requirements of their employers - 49% of graduates, less than 40% of secondary, only 26% of young people with primary education.

Conversely, 30-40% of employees manage to adapt personally because the company helps them to do so. But not young people with primary and lower education - 17% of whom manage to adapt because they receive help.

They fail to adapt **due to the compulsion to do basic things or due to the rude treatment** of the working 30% of the low-educated and 16% of the workers with secondary technical education, as well as 17% of the high school. Here again it is a question of **mentality - not so much among the employees, but on the part of the employers** and the bosses in the companies.

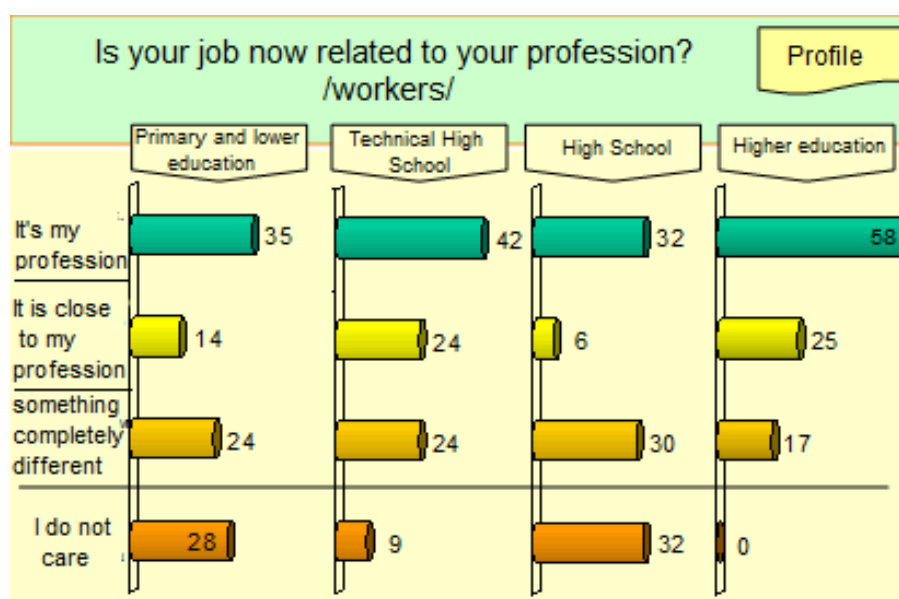


Work only FOR MONEY or also for professional REALIZATION?

When people work in their profession and specialty, they are motivated in two ways - not only as making money and social inclusion, but also as a professional realization, as a manifestation and development of their specialty, as double self-esteem..

Conversely, when people have a good profession, have studied it diligently, planned their future through it, but then practice has taken away of them of the opportunity, and work something completely different, as if they are no specialists, then demotivation is also double.

The empirical data are clear.



The graduates most often work in their profession and specialty - 58%, plus something close to another 25%. These are 4/5 of the graduates. Here it is clear that **higher education is the most protective of the unwanted "Any kind of job"** - only 17% of graduates work something completely different from what they have studied and learned.

Young people with secondary education are in an intermediate employment position. About 40% work in their specialty or something close. The rest have found themselves in a foreign place - 30% work something completely different, and about 32% are not even interested in it, they work what they have and what they find, just for the money.

(E)MIGRATION youth attitudes.

Will young people stay here for entrepreneurship,
or would they start somewhere far away?

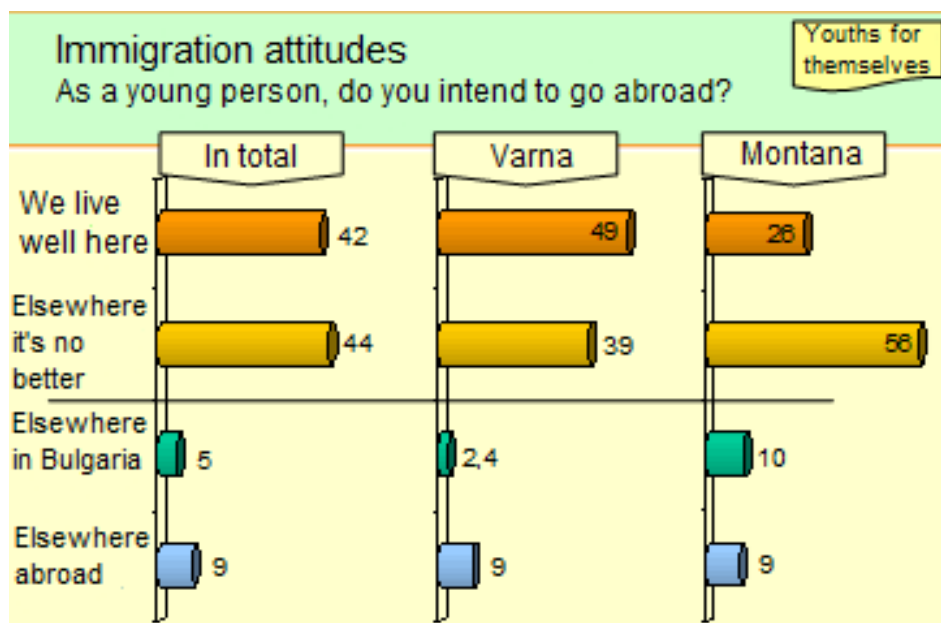
The problem of work skills and motivation to start your own business and for specific entrepreneurship is closely intertwined with the **temptation to leave your hometown**, to go somewhere else in Bulgaria, or far abroad as a better environment

for personal expression and realization, for work and career, for business and entrepreneurship.

When we do research on young people as a workforce and future entrepreneurs in the regions, and try to forecast ahead, we do so in the shadow of the fear of depopulation. The "underdeveloped" areas are in the role of donors of young people and vitality, of specialists and creativity, of entrepreneurship and business imagination. They are the victims, in many ways they are the "victim". On the contrary, the living and perspective areas are in a favorable position, they receive ready-educated and motivated young people, they receive their creative and activity capacity.

Here, in our study, the contrast is between Montana and Varna. Other similar contrasting pairs can be made. A nationally representative survey would give the whole picture - we could map the vibrant and prosperous areas with their young people and their entrepreneurial activity, against the gray areas of the declining and stagnant areas with their young people and shrinking anxious entrepreneurship.

What real and realistic pictures create the data from the current empirical study?



Among the current young people in both regions, there are **not so many** who want to leave their hometown. 5% - elsewhere in Bulgaria, and another 9% - somewhere abroad. For pessimists, this is an unexpectedly shrinking contingent of migrants.

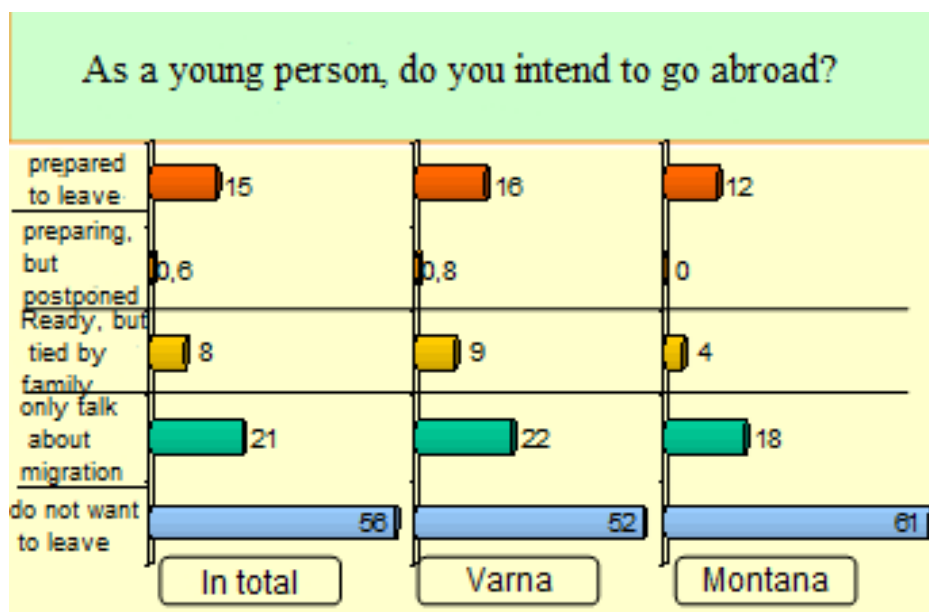
But why the general feeling is of mass and irretrievable young people leaving?

This is shown, explained, suggested by the TV. There we are constantly told that the young people of Bulgaria are running out in panic through "Terminal 2". Unfortunately, the media in our country propagandize emigration. And at the local level, this propaganda and suggestions to young people **must be successfully countered**. From everything you can see and feel that this is a difficult task - both for local authorities and business, the local school and the patriotic intelligentsia.

We notice that the desire to go abroad is the same among young people in both regions - 9%.

At the same time, in Montana there are 4 times more (10%) than in Varna (2.4%) wanting to go elsewhere in Bulgaria and every second young person from Varna (49%) and every fourth (26%) of those living in Montana feel that they live well. This supports our thesis that young people in Montana have worse living conditions, realization and prospects than young people in Varna.

The most active / enterprising among them, dreaming of education and career, think about migration elsewhere in Bulgaria or abroad, and others come to terms with the fact that they live more or less well and stay in their hometown.



What are the real (e) migrant solutions?

Of the young people in both areas, only 15% are determined and have already prepared to leave. Another 9% are preparing - but the action is postponed for the future. Subjectively, 8% do not feel well here and would like to leave, but are tied here by family commitments.

On the other side, are the other young people. 21% only talk about (e) migration. As a norm for "normal today's conversation" among friends and relatives, at coffee and in the pub. They talk to each other, but they do not study, prepare or plan anything concrete. And 56% of them honestly and clearly say that they do not want to leave and bury themselves somewhere far from their family, their village, their homeland.

What are the main REASONS for emigration?

The table with the specific reasons and motives is also indicative.

What are the main REASONS for emigration?

From 3 answers	In total	Varna	Montana
Money, for better pay, to earn more	69	76	54
There is no job here	39	45	25
There is no job by my profession	26	28	23
I can't make a career here	30	35	18
To have a better education	29	30	28
My relatives have left	19	16	28
Marriage / family elsewhere	9	4	22
A calmer and better life for children	26	24	30
I can't stand the atmosphere here	4	5	3
I want to live peacefully somewhere else	16	20	7
There is a lot of crime and racketeering here	3	4	1
Because of most personal freedom there	7	7	9

Allegedly "Money, money, money" - they are supposed to be the absolute leader among the motives. It seems so after about 70% indicate them, summed up by 3 answers. But they turn out to be only 28% as the first answer. This shows that money is important, but not as much as it is said and suggested.

Not less important for youth emigration is the work, work in the acquired profession and possibilities for professional career. It is not only survival. Young people are also looking for realization, and the smart and creative among them are also looking for full self-realization. This is something completely different now.

The ones, who have come to terms with the minimum of survival, can be kept here or returned here simply by reviving the economy, increasing jobs, wages and salaries. While the others could be kept here or attracted to return here only if there is a modern business environment and institutions, if there are quarantines to preserve their professional status and stimulate their careers, only if they are treated as worthy and respected young people and generation.

39% think about working abroad because they do not find any work here and another 26% consider it because they have some work, but not the desired one and employers do not offer possibilities for professional career to the young people, and another 30% because they explicitly want not just to work but to have a clear personal perspective for development and career here. This is clearly and imperatively stated.

From the employers' point of view, all this is a matter of "human" business thinking, a healthy attitude towards specialists and respect for their claims.

The relationship has two sides and often the dependence of employers on professionals is greater than the other way around. This is clearly understood in some of the companies with modern business thinking. But in general, those companies are exceptions so far. The practical problem is how to turn them into a public model, to make them "advertised" by the local authorities, the school and the media?

We pay special attention to a group of reasons for emigration, which is often ignored or skipped with bitterness.

Since 1990, we have seen **four massive waves of emigration**, all of which are different in their main motives. The current 4th wave of emigrants has risen since 2011.

The increasingly dominant reason is the **intolerance of the atmosphere here**, the excessive insecurity against unpunished **criminals and lunatics**, against racketeering and **corruption**, against extreme immorality and **public cynicism**. (1) The more educated the people are, the more depressing it is for them and it pushes them away. (2) The more civilized they are, the more depressing it is to them and drives them far away. (3) The more democratic and humane they are, the more depressing it is to them and pushes them away. (4) Paradoxically, but the more patriotic they are, the more they care about the well-being of their people and country, the more depressing the current atmosphere here is and pushes them away.

And the third main group of reasons for emigration is the family - together with their loved ones. And more often as an act of parental responsibility, for the better growth of their children. Whole families are leaving. And this is no longer just something objective, but also moral environments in which young people are simply sucked in by the wave. A general and extremely mass psychosis is created.

This is exactly what the local business is up to. In a rather unequal struggle with this civil process. Therefore, in order to rely on some business success in retaining young employees, young professionals and managers, significant and lasting success **cannot be achieved with small scale steps.** No greater success could be expected with the action of **individual companies only.**

The solution is to give more and enough to young employees.

The solution is local businesses to have **strong collegial structures** capable of devising a unified policy and effective sets of measures.

The solution is for this business to **force local authorities** to become enterprising and develop local competitive advantages.

The solution is to **be smart** and form **common commitment** so that there can be good overall visible result.

4.3. Analysis regarding models for quality management and readiness for active use of them

Are the youth thinking about NEW MODELS and methods to manage their upcoming business? Or they would rely only on their natural intelligence and resourcefulness!!! This is another indicator of modern thinking in young entrepreneurs.

The same situation is repeated here. "Social being in companies determines the consciousness of young people!"

There is a visible discrepancy in the assessment of the need for new business management models. Young people - 45% of them - talk about **completely new models.** This is their abstract attitude, perhaps a little naive, but natural, in the **principled desire for revolutionary innovation and meaningful entrepreneurship.** Employers, on the other hand, scorch such enthusiasm and only 19% share this radical opinion.

Do you connect entrepreneurship today in Bulgaria with any NEW MODELS for business management?		
	Youths	Employers
Yes - completely new management models are needed	45	19
Yes - there is a need for new models, but the benefits of them should not be exaggerated	47	65
No - there is no need for new models and now we are doing well	4,5	13
No - these new models will only prevent us from doing our job	2,2	3,2
no answer	1,4	0

Moderation and common sense prevail among young people and employers

– 47% of youths people and 65% of employers share the opinion that there is a need for renovation in management models and the introduction of high standards, but neither the benefits of them, nor their universality and their applicability should be exaggerated.

According to employers, the new management models and standards are something that is **not important** at all - 12% of the companies in Varna and another 41% in Montana.

In Varna, this is a share that we consider normal - after all, there is a businesses in which **primitive labor and elementary organization** predominate. Especially when it comes to micro and small business, no such complex organization and no special management models are needed.

But in Montana, 41% can be described as a "low barrier disaster..". Business environment exists, but in the absence of even a minimal awareness of the fact that in the modern "information age" **serious and promising business is done through** computers and the Internet, through modern machines, through new technologies, through educated people, through the impetus for development. In areas like Montana, where they are already mired in poverty and the primitivization of the economy and of people's thinking, this is a self-reproducing disaster.

Something like a vicious circle that must be broken and people must be given a modern horizon of activity and initiative. This can be done precisely **through**

youngsters and young entrepreneurs - through specialized training for entrepreneurship, preparation for working with information systems, introduction of the benefits of modern models for organization and control, management and reporting of efficiency, financing of start-up- if they are planing to use modern metods and technologies.

The polarize situation on the field of management models is evidenced by the knowledge and application of methodology such as „**Sigma 6**“, „**Kaizen**“, „**Lean**“, **etc.** Unfortunately, we registered **zero in Montana**. Montana is an economic region where these innovation methods have not yet arrived - as the advance in development of management is from another planet. Not happy to say it, but it is registered as a fact.

Against this background, Varna looks like another universe - these management models and methodologys for high standards are **already quite widely known** and are already used in real life in many businesses.

In Varna, 12% of companies have experience with "**Sigma 6**" - 9% now and another 3% before. A good prerequisite is that another 4% have heard of this management system but have not worked directly with it. And another 41% have heard something about this system - but nothing specific in detail. Outside this field are 44% who have never heard anything.

The situation with the "**Kaizen**" system is similar - 6% have practical experience with it, another 13% know it, but have not worked with it, 38% have only heard something, while the similar share of 43% have heard nothing about the system, the approach of and its standards.

The "**Lean**" methodology is another **cloud of modernity that is approaching us**, but has not yet reached us. Only 1% in Varna have worked with it before, now **zero**. 13% know the sistem, but have not worked with it yet. 39% have heard something of. So in Varna this management methodology is already in mind, but it is not yet implemented on field. A contrary, in Montana, it is not yet in mind - only 9% of companies have heard something about the methodology.

In Varna, other management models and standards are mentioned - such as ISO, Bulgarian State Standart, ERP, BDIA and others. All of them together are applied in practice in 13% of cases. Another 3% know some of them, other 23% have knowledge of several models. Against them, the significant 32% have never heard of such systems. Unfortunately, in Montana the result is zero - only 4% of companies have

heard something, but in fact know nothing about. Even for ISO and Bulgarian State Standart, which also turned out to be completely forgotten.

There are methodologies for successful business management. Do you know and have you worked with such a methodology?					
	I am using it at the moment	I used	I'm familiar, but I don't use one	I've only heard	I have not heard
Sigma 6					
In total	7	2,2	4,3	41	48
Varna	9	3	4,3	40	44
Montana	0	0	4,3	44	52
Kaizen					
In total	2,2	2,2	10	34	52
Varna	3	3	13	38	43
Montana	0	0	0	22	78
Lean					
In total	0	1	10	31	58
Varna	0	1,4	13	39	47
Montana	0	0	0	9	91
Other (ISO, BDS ERP, BDIA, Loyd register, SGS, Wordpress)					
In total	10	0	3,2	18	48
Varna	13	0	3	23	32
Montana	0	0	0	4,3	96

* * *

Where are young and active entrepreneurs, where they are looking for a business opportunities? In which industries and SHARES OF THE ECONOMY AND BUSINESS do young people think that there are open opportunities for their success? Where is fashion and public attitude directed, in which sector can business be done easier, faster and more profitably?

Bulgaria was an **industrial and agricultural** economy - one of the most powerful in the Balkans and Eastern Europe. We have now become a **commercial** economy, and for the most part with a speculative commercial business - concentrated in the turnover of money and profit, not in the quality of the goods and services offered.

In this general situation, it is not by chance that young entrepreneurs turn to **trade** - 21-27%, Varna here leads with 5 times more interest than young people in Montana. *Where the money is - the trade is there, more richer population - more trade, more tourists - more trade.*

The next priority sector of interest is services - 19%. There is quantitative equality in both regions.

Here, we add 4-7%, which are oriented towards **tourist** services. More in Varna, less in Montana - but in both places in this order.

We also add **transport** services. 4% in Montana and 9% in Varna.

We should add the **information and communication** services - but only 1% in Montana and the unexpectedly small 4% in Varna !!? Indirectly, this is an indicator of the low level of modernization in business, in the digital start-up - as if they have not yet crossed the threshold of the "information age" and "universal digitalization". Obviously, the IT sector, which is extremely powerful now in Bulgaria, is concentrated in only a few places - Varna is not included, Montana and Varna in this respect are a lagging provinces.

Here we add also the business in the field of **education and healthcare** - they are essentially services. We found almost desperately low rates here - only 3-4% of educational activities and services, and only about 1% of healthcare services. In these two fields, young entrepreneurs rarely look for success and money, they are rarely ready to embark on a specific productive activity and sought-after service.

And the situation should again be considered from two main sides: from the situation - a large part of the population today are so pressed materially and mentally that something special for education and even more for health prevention is rarely allocated, refrain from using services **beyond the minimum**, school and university, hospitals and GPs; from the point of view of young people - among them there are a few who have **any special** educational, scientific or health and medical training, status and self-confidence to offer a successful educational or health service, do not meet the official qualifications for such business, and refuse to take high human responsibility in such services. All this is very important and characteristically negative for the current young generation.

Only 2-3% of young people are **directed to business** in the field of art and culture. Here we have the same double explanation as above.

At the same time, the fields of education and health, arts and culture, assistance and care for people at risk and disability - all this is a field of so-called "**social services**". There is a huge contingent of people with needs of something extra and modern, humane and successful to do for them. To offered them a **professional and empathetic service**. To take the money, but as a result to increase the quality of life of their "customers".

This is a **wide field in all rich and developed countries** - therefore, in Bulgaria should be given the **opportunity and incentives** for such innovative and humane business ventures. First, by the state and legislation. Second, by universities to prepare young people for such activities and entrepreneurship. Third, from the media, which should inform us and, in essence, advertise such successful initiatives and entrepreneurship. Fourth, from business structures, through their social programs and funds to support such specialized social services, to finance relevant small businesses and their social activities.

In which INDUSTRY would you START your own business?			Profile
	In total	Varna	Montana
Industry	5	3,5	9
Construction	6	6	6
Agriculture	3	1,6	7
SERVICES	19	19	19
TRADE	24	32	6
Transport and Communications	8	9	4
Energetics	0,3	0,4	0
Tourism	6	7	4
Education	3	2,8	4
Art and Culture	2,5	2,4	3
Healthcare	0,8	0,8	1
Maritime Affairs and Fisheries	0,8	1,2	0
IT	3,4	4,3	1
Other	3	3,5	2
I don't want my own business	6	2,8	14
I've never worked	7	2,4	16
No answer	2,2	1,6	4

Industry-oriented youths remain far behind - only 3-4% in Varna, and some more in Montana - 9%. In the **construction** sector they are 6% in both regions..

This is not a predominant group, but it is very specific and should be given **special attention**. **Industry and construction** are business activities with great responsibility, they require special training and subjective qualities. In many cases, this involves significant **investment**, this is done by people with a **large scale in their thinking** and entrepreneurial goals. Small percentage - but high public value and benefit if successful.

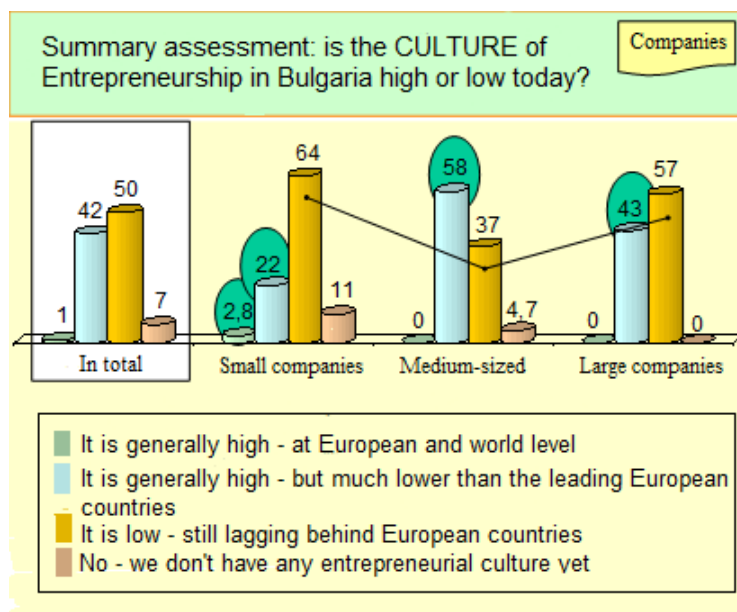
Young people choose agriculture as an exception - understandably only 1.6% in Varna and discouraging in an agricultural area like Montana - only 7%. Agriculture is a difficult and exhausting job - it is not for everybody.

Futhermore agriculture is in high degree corporate-concentrated and publicly criminalised. The industry was exposed also to health repression during the last years – the slautering of huge quantities of animals (paultry, pigs, sheep). These are extremely **huge stop-factors** that discourage and abstain people to start own business in agriculture.

Here is where the state and the municipalities have a **huge responsibility for the erasure** of small and medium entrepreneurship in agriculture, in the villages, in the small settlements, in the remote areas. So the few young people oriented to business in agriculture are also a special group - in need of attention, special stimulation, support and protection. And this will not only be to their individual benefit, but would also be of great benefit to the economy and to the agricultural foundation of the economy as a whole.

* * *

We must pay special attention to the opinions and assessments of business and employers. **THE CULTURE FOR ENTREPRENEURSHIP today in Bulgaria, is it high or low? What should be changed and stimulated in order to significantly improve the conditions / environment for entrepreneurship today in Bulgaria?**



The assessment of the business community is **critically ruthless**.

Only 1% thinks that nowadays the culture of entrepreneurship in our country is high - corresponding to the European and World level. And, notice, this is the opinion only of people from small companies, in medium and large companies we have a zero here - along with

the categorical sentence of 11% of small companies, according to which today we have no culture for entrepreneurship at all!!!

The sparing assessment that we have a culture of entrepreneurship in general, although it is far lower than in the leading European countries, is shared by 42% of businessmen and employers. Medium-sized companies - 58%, many of large companies - 43%, very few of small companies - only 22%.

50% are adamant that in our country the culture of entrepreneurship is still low, unpleasant and harmfully lagging behind European standards. Here the most ruthless are responders from small companies - 64%, and from large companies - 57%.

There is unanimity on this issue in both regions - Montana and Varna. Given their very different economic conditions and situation on this issue, the assessment of companies is similar, uniformly critical and self-critical.

* * *

Where do companies turn their attention in SEEKING CHANGES in government mechanisms and public encouragement to improve the conditions for entrepreneurship in Bulgaria?

The first visible obstacle thing is the desire for more and more effective financial incentives from the state and municipalities - targeted, differentiated, flexible, working. This answer in Varna was given by 63% of people. In Montana, this is the second-ranked solution - garnering 48%.

Here we add the need for easier access to credit, and in larger amounts - again it comes to financing, access to the necessary investment and working capital. The recommendations in both regions are directed to this - by 13-17%.

14% think about tax relief in Varna, while in Montana only 4% share the same opinion.

The second visible obstacle is the relevant legislative changes. Again developed thinking in Varna shines - 61%. In Montana, this is the third-ranking factor for change and accrues 39%.

Third, the development of the necessary modern and convenient IT infrastructure is visible. In Varna there is 30%, and in Montana - 39%.

So far, the percentages are expected and logical - finance and financing, laws and official standards, Internet networks and communications. The interesting thing is in the next two factors.

The factor of better **targeted education and training** stands out here, with the first answer - only 4% of the companies emphasize it as the most important requirement. Companies think about it, but **somehow peripherally and underestimating** - it collects a high percentage, but summed up from low level of answers – three answers at all. In Varna - 51% and thus ranks third among the factors. In Montana it reaches a much lower 39%.

Here the idea that we somehow know the matter by nature, according to our common culture and intelligence is visible. For such matter it is not necessary to study specially, to adjust one's thought and mind specially - as if "**everyone can do it, just to ask for it**". It is in this sense that we differ significantly from the so-called "developed countries" with high standards and effective practices in business and entrepreneurship - where this methods have been raised to the level of special education and training, special motivation and values required.

The other significant factor is the need for a favorable "**social receptivity - a stimulating** atmosphere in society." It is interesting that Varna here has a visibly closed sensitivity - only 17% for three answers and only 1% of the first answer, while in Montana this stays first as factors, as a deficit in practice and the environment, as well as an obstacle to entrepreneurs - 9 % of the first answer, 65% for the three answers, and the first position in the overall ranking of the factors.

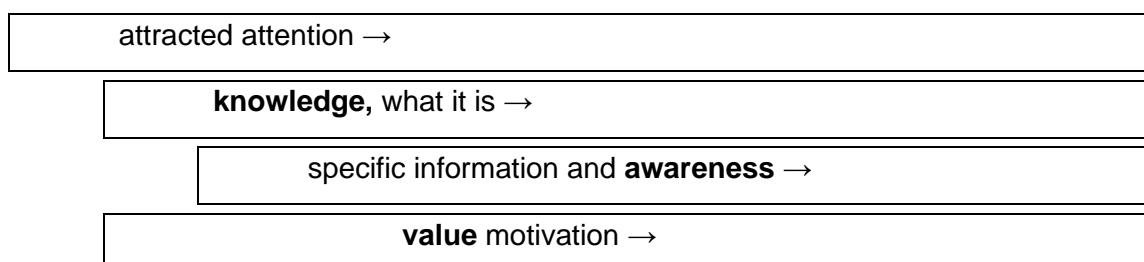
In the latest answers we see the strongest manifestation of polarity in the general situation in the two regions - Varna with high tolerance and a wide range of possibilities, unlike Montana with a narrow range, quite cruel conservatism, provincial fear of the modern and new, the non-standard and individual. Here, environment influences human beings backwards - attitude puts barriers to innovation, shrinks the scope of thinking, limits goals, destroys the motivation of young people, stifles them in uncertainty, and youths miss real opportunities.

What needs to be changed and be actively stimulated for better conditions for entrepreneurship in Bulgaria?						
Companies	From 1th answer			From 3th answer		
	In total	Varna	Montana	In total	Varna	Montana
financial support from the state, from the municipality	56	63	35	66	71	48
Changes in legislation	22	20	26	56	61	39
Motivation	3,2	4,3	0	25	33	0
IT infrastructure	11	4,3	30	27	23	39
Social acceptance, better atmosphere in society	3,2	1,4	9	29	17	65
Better education and training	4,3	6	0	48	51	39
Easier access and a larger amount of bank loans	0	0	0	14	13	17
Exemption / reduction of profit tax and VAT	1	1,4	0	12	14	4,3
Other	0	0	0	3,2	4,3	0
No answer	0	0	0	0	0	0

* * *

WHAT DO YOUNG PEOPLE KNOW ABOUT ENTREPRENEURSHIP, are they interested in it at all? Where do they get specific information? These are fundamentally important subjective questions, in the answer of which lies every motivation.

The survey line:



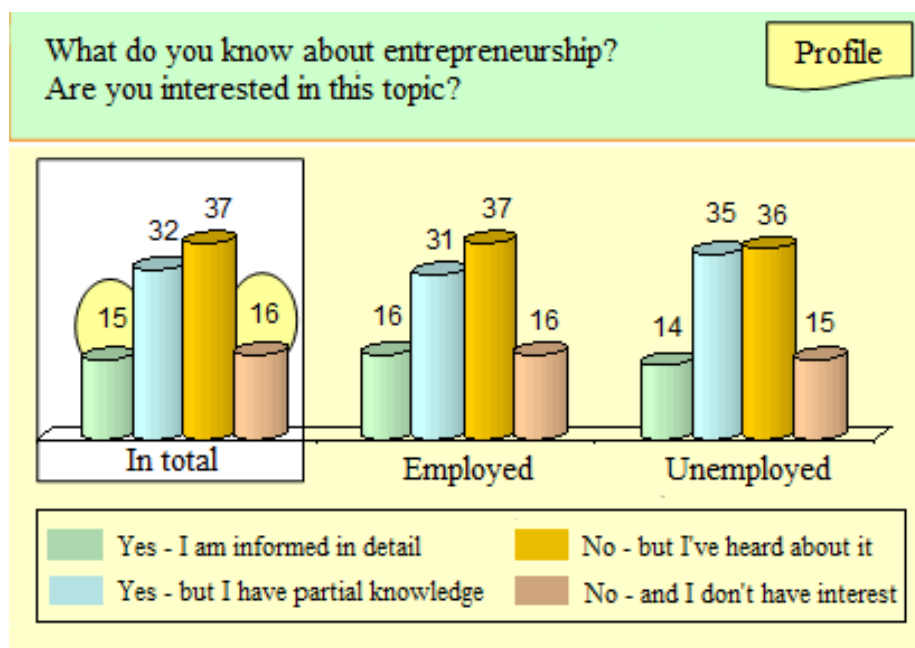
WHAT DO YOU KNOW, are you interested in entrepreneurship?

Here the poles are clearly determined - 15% of young people are informed in details, actively interested, psychologically already are engaged in the topic and opportunities for entrepreneurship. Opposite is the share of 16% who not only know nothing, but are definitely not interested in matter.

To the pole of those interested are added some **32%, who evasively declare** that they know something about entrepreneurship, but it is fragmentary, not in-depth and in practice they still have no motivation. Their attention have already been attracted, but yet to have any active knowledge.

To the pole of the sceptics are added another 37% who are honest in their self-assessment of their ignorance - they have only heard some things about entrepreneurship. They know practically nothing, but at least they have heard that such matter exists.

There is no significant difference in youth attitudes and self-assessment in the two regions - Montana and Varna. The objective conditions are different, but young people's psychology and opinion are the same!

*WHERE do you get information about matters like entrepreneurship?*

In the first place is "teachers and books" - 38-42%, along with "teachers and lectures" - 26%.

So, in schools and universities this issue is **already advanced**, as an element of civic education and in more specialized subjects in some colleges, high schools and many universities. In itself is a **good prerequisite** for the attention and interest of young people to be provoked and attracted to this, and then to deepen the specific knowledge, which will lead to more than 15% of young people real personal motivation and activity.

Let's add "entrepreneurship events" here also - 10%. Such events are often held on the territory of schools and universities, or elsewhere with the assistance of teachers and lecturers, with the participation of pupils and students. In this field, **good cooperation and synchronicity between business and school, between business and universities is extremely important.**

The other main source is the relatives of the youth: from parents and relatives - 27%, along with friends, classmates and fellow students - another 35%.

Here we should note that for entrepreneurship the opinion of the people, the sharing of the assessments and the motivation in the reference groups of the young people are of utmost importance. If relatives and friends are interested, if they think of entrepreneurship as a good opportunity, if they inspire and motivate each other - then young people will go down this path, will not stop there, and will find reliable close partnerships. Entrepreneurship is, in fact, a collective and community, team work.

Finally, crucial for the formation of entrepreneurial attitude and culture, motivation and activity in young people is **the synchronization between the above two groups of factors - institutional, official** (teachers, professors, school, and university) and the interpersonal **human factor** (relatives, friends, classmates and fellow students).

FROM WHERE have you received information about entrepreneurship so far?			Profile
	from 1st answer	from 3 answers	
Parents / relatives	6	27	
My teachers, textbooks	38	42	
Lecturers, lectures at the university	13	26	
TV shows, internet sites	20	45	
Social media	0,8	3,4	
Printed publications: newspapers, magazines	7	12	
Classmates, friends	12	35	
NGOs	0,3	4	
Entrepreneurship events	0,8	10	
Other	0,8	0,8	
no answer	1	1	

There is also a **duplicating factor**, which lies in the institutional field and at the same time in the relevant human environment of young people - it is the **Internet, television on the Internet, websites, Facebook** and sharing in it. There are many institutions and official authorities here, but everything is refracted through the perceptions and evaluations of close people, virtual friends, and the “confidential” Facebook communication.

This combination and interweaving has a very strong effect on the youth. This is one of the most important phenomena of today's communication space, in today's "information age".

The Internet affects the most young people - 45% of the three answers, and as many as 20% of the first answer only.

We can add here as well the 3% that answered “Social Media”. This is the power of the Internet and social networks - in the vast majority of cases they act subconsciously, suggestions crawl into the mind and psyche without the young people clearly realizing it.

Against this background, **mass media** receive 12%, which seems like a small share, but it is not.

This is actually a significant share and it has not to be overlooked - it can and should be used for its intended purpose. 12% is a lot, if we take into account that in general today's youth rarely read newspapers, even less read serious magazines. In

addition, the mass media users are distinguished with much higher concentration of information, returning to text and key information, structured memorization of.

Here, **NGOs** are involved to a minimum - only 4% as a source of specific awareness and knowledge about entrepreneurship. But this is also seemingly and a little deceptively misleading.

Because the programs and specialized textbooks, brochures and events are often organized and funded by non-governmental organizations, by relevant programs such as "Together in class" and the like, they are made it according to their script and specially developed methodologies.

What is the youth's VALUE PROFILE of the successful entrepreneur today?

The entrepreneur is considered successful if he is with "**new ideas, creativity, innovations**", that's the opinion of 79% of young people in Varna and 72% in Montana. This is clearly dominant for quality and value and is the basis of everything in this field. Without innovation, nothing new and different can be undertaken. Without any innovation in product result, "entrepreneurship" is unlikely to be fully and truly.

This is possible only if the person or group of entrepreneurs are people with **restless spirit**, if they are ready to **overcome the challenges**. This is stated by 18% in Varna and by much more young people in Montana - 31%. In Varna, because people really appreciate the profile of the entrepreneur in order for him to be successful. And in Montana almost twice as often, as here the human environment itself is far more stagnant and conservative, with "sealed brains and cowardly thinking" - and in such an environment this value and quality of the entrepreneur is valued twice as much, it is assessed twice higher.

The above shall be considered in cohesion with the qualities of **flexibility and adaptability** to the real conditions in the environment, in the state and society, in the politics and mentality of the people - 43% in Varna and 28% in Montana thinks that way. Here the young people show common sense and take into account many factors on which an individual entrepreneurship depends, so that an innovative and valuable idea can be realized, so as not to waste enthusiasm and high motivation in the very beginning of starting any business.

Impressive is the second position in answers line - "**sustainability and stability of business**" with 40-42% in both regions. There is a consensus here.

There are patterns of thinking that even in a new business, some sustainability should be sought - and because of thinking and planning of business shall be done before starting. Flexibility and adaptability leads to the stability of the business venture, success and conquest of profitable territory of its own.

Here we add another 8-11%, which explicitly say about the need "**not to conflict with others in business.**" This, on the one hand, sounds a bit **naive** - as long as the business initiative is successful, it usually violates the territories of other players and entrepreneurs, competitively repress them and it is human and natural for them to respond in conflict. But, on the other hand, it sounds like an **adequate psychological** attitude to suppress the emerging conflict, to divert aggression from others, not to provoke it yourself - and this is precisely the flexibility and adaptability to the environment discussed above.

For all of these dominant assessments and qualities of a successful entrepreneur, **employers give even higher ratings**, even more emphatically stating that without these qualities success will be just a mirage in some cases. For them, the share is - about new ideas from 77% to 81%; for the need for a restless spirit - from 22% jumps to 51%; for the search of sustainability from the beginning - from 40% jumps again to the impressive 70%; for flexibility in terms of environment and conditions - from 38% to 57%. One-time self-pursuit of fast and big money, and about winning at any cost - from 18% increases with a minimum to 24%.

We see that employers - already from the standpoint of their experience, confrontation with realities, trials in their work - confirm the value hierarchy declared by young people, in the most important things even strengthen the assessment of significance, confirm the moral principle in business, three-quarters of them do not stand cynically on the side of money outside of human relations.

Which are the three most important VALUES for the successful entrepreneur?

Youths from 3 answers	In total	Varna	Montana
Fast and big profit	18	21	13
Restless spirit - looking for challenges	22	18	31
Sustainability, business stability	40	40	42
To be flexible to the circumstance in the state and politics	38	43	28
New ideas - implementation of innovation	77	79	72
Not to be in conflict with others in business	8	8	11
Other	0	0	0
no answer	1,7	1,6	2

Finally, in the value scale we see money - **the pursuit of profit**, incl. in violation of morality and the law, profit of money regardless of the means and methods used. This option is in the zone of moral cynicism and mental recklessness. We are glad that it is arranged in the answers only in the third position, many times inferior to the previous two groups of values, shared by 21% of young people in Varna and much less 13% in Montana.

Indirectly, this is evidence that young entrepreneurs are filled up **with a moral sense** to a greater extent than with gross cynicism and cruel profiteering, at least in the beginning. In this sense, they are filled up with the idea of the so-called "socialized economy", ie. for a business that serves not only its owners, but also other people, society as a whole and a stable state.

The next question is whether the real conditions violate this moral impulse in young entrepreneurs, or the state and municipalities have special support for it? For example, by limiting corrupt practices, especially in its large-scale and public manifestations? Does the state successfully hunt down criminals in business and to what extent does it manage to protect others in business from their "racketeering and brutality"? The "big entrepreneurs" who work in Varna and Montana and whom the young people know by name, what personal example do they give - for legality and public morality or vice versa, for "mafia ruin" and public cynicism and arrogance?

Business morale is not an empty word. At least for young people as thinking and attitude at the beginning of their entrepreneurship we see in how many cases it is not an empty word and abstract value.

What are the three most important VALUES for a successful entrepreneur?				
	Youths		Employers	
	From 1st answer	From 3th answer	From 1st answer	From 3th answer
Fast and big profits - it doesn't matter how	4,5	18	5	24
Restless spirit - looking for challenges	6	22	11	51
Sustainability, business stability	14	40	12	70
To be flexible to the circumstansece in the state and politics	8	38	2,2	57
New ideas – Implementation of innovation	66	77	69	81
Not to be in conflict whit others I business	0	8	0	8
Other	0	0	1	1
No answer	1,7	1,7	0	0

Accents are duplicated by another indicator.

This time the question is open, ready-made answers are not given and each respondent must choose the most suitable for himself. Here the answers are given freely, in an individual text, after which they are grouped and processed. When we are using the indicator for answers from open questions, the accumulated percentages are lower - here it is important to see the arrangement, the accents, the unanimity between young people and employers.

You can see the same accents here too - **innovation and the ability** to give birth to new ideas in entrepreneurship; entering **new fields of business**; showing **flexibility** to the conditions and to the environment; achieving **sustainability** and stability; again, the self-serving accumulation of large and **quick profits** stays in the queue.

We are talking about entrepreneurship, not just business. What young people most often understand by entrepreneurship?				
/Open question, up to 3 answers/	Youths		Employers	
	From 1st answer	From 3th answer	From 1st answer	From 3th answer
Own business	10	10	14	15

New business, new company	12	14	8	11
New production, new product	4,5	12	5	9
Management, innovations in management	2,2	3,7	4,3	7
Job creation	6	8	2,2	5
Innovations, new ideas, dreams come true	37	45	40	45
Successful business with a large number of staff	6	9	1	3,2
Big, fast profits	1	2,7	0	5
Investments	4	9	1	3,2
Flexibility to conditions	1,7	8	1	7
Resistance, stability, order	1,7	8	3,2	9
Risk	3,7	8	3,2	9
Other	5	10	8	17
No answer	6	6	10	10

* * *

The degree of intension and the personal capacity for entrepreneurship should be checked in active behaviour. That is why we asked for specific proposals for innovations and optimization of respondents current work, work environment and organization. We compared the assessments of young people and those of employers.

Compared to the declarative answers, many young people have given some specific suggestions in their previous or current job environment - 45% in Varna and about 33% in Montana. This youth self-esteem is confirmed by the observations of the employers themselves on the initiative of young people in their companies. These are specific proposals for optimizing the organization and control, for improving the quality of labor and production, for higher labor productivity and the production process.

30-35% did not make such suggestions. The problem here is not **fear and worries**, but the absence of innovation thinking, flexibility and good judgment.

The other category of passivity is more interesting. They did not make proposals because they were personally alienated from the general process of work and organization, did not want to intervene personally, did not want to strain beyond the minimum effort, nor to take any responsibility, nor to catch the eye of employers and colleagues.

In this case, it is not a absence of flexible thinking, these young people may haved **rational and useful new idias**, but they kept silent, protected themselves, missed opportunities, even sabotaged colleagues and the company in this way in the process of rationalization and improvement. Such "collegial" behavior is often indeed a **passive form of sabotage** and obstruction.

In Varna such young "colleagues" are 20%, and in Montana they are almost twice as many - 37%. We also see how different the value-mental and social situation is in the two regions is.

Proposals for more rational organization, for changes and improvements in the quality and productivity of labor			
		Employees	
	Yes, I gave, with discussion	42	
	No, I had no idea	33	
	It's none of my business	25	
	The young people made suggestions		Employers
	Yes		48
	No, I had no idea of suggestion		26
	No, It's none of their business		26
	Employees	Varna	Montana
Yes, I gave, with discussion	42	45	33
No, I had no idea	33	35	30
It's none of my business	25	20	37

5. CONCLUSIONS

- 1.The path of entrepreneurship goes through the direction of creativity, knowledge skills and energy into business with new criteria and management models
2. Business success is based on organizational culture and new management models. The study reports a relatively low culture of entrepreneurship, which

affects the willingness of young people to get involved in the business environment.

3. It is necessary to focus on the information and preparation for the younger generation in relation to the possibility of developing their own business. The role of the school and universities in preparing the young generation for business activities is important.

4. Young generation pretends good self-appraisal for knowledge and skills, which presupposes for adaptation to the business environment, in terms of good management model. Despite of this, the expectations of the young people for realization differ from the requirements of the labor market. Representatives of the youngest age group 18-29 years old need additional training to get involved in the business environment.

5. Many young people have some integrated competencies and efforts in entrepreneurial initiatives, but state the need for support at different levels.

6. The business seriously emphasizes the soft skills of the workers, for which the young specialists are not quite prepared. It is possible that this distances young people from developing their own business, as well as the fear of the new, ignorance of innovation in the relevant areas.

7. New technological solutions require serious skills in the field of information and communication technologies, which young people do not consider to be essential. This presupposes their realization in not very responsible areas of the industry and focusing mainly on trade and services.

8. Not enough institutional efforts to back up business, incl. on undertakings - legislative and financial initiatives.

9. Business is not sufficiently aware of new management models, does not cope well with the organizational culture of entrepreneurship. Young people are relatively better prepared to use new models, ready to participate in their creation, which is a prerequisite for successful involvement in entrepreneurship while improving their skills and competencies..

10. Serious efforts must be made to bring the regions closer together in order to create normal and good conditions for the realization of entrepreneurial goals, as well as for the development of the regions as a whole.

11 . A change in the situation can happen with the education and motivation of more young people to develop entrepreneurship.

METHODOLOGY

to study the needs of the labor market and the readiness of business and young people to realize entrepreneurship and the most common challenges for implementing business ideas through the active use of systems for quality management of economic processes and entities

The Methodology determines the set of procedures, techniques, tools together with the documentation that are used in the research process.

The Methodology contains the main prerequisites and elements for the implementation of the study, determines the subject, object, purpose, tasks, principles, philosophy, methods, stages, tools and sources that will be used.

Object of the study - the needs of the labor market and the readiness of business and young people to realize entrepreneurship and the most common challenges for implementing business ideas through the active use of systems for quality management of economic processes and entities

Key terms of the study - entrepreneurship; labor market; systems for quality management of economic processes and entities

Subject of the study - Relationships in the field of entrepreneurship, labor market and business management models with the participation of young people and business representatives

Target groups - young people in the age range 15 - 29 years, students and representatives of active business in the regions of Varna and Montana

Aim of the study – The current study is made for the purposes of a project “Entrepreneurship through Efficient management” (ETEM). The study has done a detailed research among young people and business on their state of mind, needs and expectations for business development, integration of young people and entrepreneurship. The preparation of an analysis of the needs of the labor market and the readiness of business and young people to realize entrepreneurship and the most common challenges for implementing business ideas through active use of systems for quality management of economic processes and entities, as and to identify promising sectors for entrepreneurship development. The research and the analysis will be the needed solid ground for the specific targeting and focusing of the methodology and guidelines (the intellectual product of the project) so that

they be more efficient in implication of the Quality Management systems for young entrepreneurs.

Tasks of the study:

determining the scope by target groups;

territorial scope

business sectors to study

building a team of researchers to conduct the study

choice of research methods

developing research tools

implementation of the study

processing of the results

preparation of a report – analysis

Concept - The concept provides a systematic approach to achieving the goal and the idea by collecting, processing and analyzing information about the prerequisites for entrepreneurship, the interest of business and young people aged 15-29 to participate in entrepreneurial activities and systems for quality management of economic processes and entities. The ideas of the research are concentrated in two directions:

- Analysis of the environment for development of entrepreneurial activity, challenges and participation of young people, the orientation of young people and business towards participation in business and entrepreneurship in particular
- assessment of the attitude to the systems and models for quality management and control of the efficiency of the production processes and increase of the labor productivity

The development of entrepreneurship is an important prerequisite for the introduction of innovations and realization of the creative potential of well-trained specialists in the environment of different types of business - small, medium, large.

The main essential features of entrepreneurship are striving for development, capturing viable ideas with potential for profit, interest in innovations everywhere, taking the risk to start something new. Entrepreneurial activity is often difficult to assess due to the great diversity in the understanding of the concept of "entrepreneurship", its compatibility with a particular type of business, inaccurate definitions of innovation. Entrepreneurial activity is associated with the quality of the environment in which it develops in terms of the flow of regulations, monitoring, quality control and as such should be explored. As a socio-economic phenomenon, entrepreneurship transfers knowledge and skills in added value for the individual, for the company or for the company, which makes it necessary to study the necessary knowledge, skills and competencies for successful realization on the labor market, incl. through entrepreneurship. Combined with the use of modern management models, entrepreneurship becomes an attractive center for the realization of young people for whom leadership, teamwork and creativity are key elements for their development. Not in every workplace, not in every city or region, the ideas of entrepreneurship can happen in the best possible way. In order to create this whole set of components, it is necessary to study the attitudes of young people in certain regions, to assess the business how it perceives their potential on the one hand and how it meets entrepreneurship, what is the knowledge and skills, which are offered and sought, what is the sustainability of the labor market and what are the prospects.

Type of the Methodology - given the purpose of the study, a structured and objective methodology is used. The methodology is research and applied-practical. It organizes the work in a way that allows it for a short time, using the project resources, to define the basic requirements of the labor market, the areas

of entrepreneurial activity in the regions of Varna and Montana and determine the basic parameters of process management systems. , which are of interest to young people and business representatives. Its practical nature stems from the fact that the objects of the study are actually defined target groups under the project and their attitude and participation to the subject of the study will be assessed. The research nature of the methodology is outlined in the second part of the goal - the study of systems for effective process management, which is of research interest in terms of modern models of quality management, economic development, economic growth and will allow for the accumulation of data base.

Tasks:

Tasks	Tools	Results
1.1. Determining the parameters of the study	Project description	specified target groups and regions
1.2.Introduction to the object of research.	Survey of statistical data	System description
1.3. Establishing the condition	Analysis of existing data	Questionnaire developed
1.4. Develop a plan for the study	Target group surveys Interviews	Time schedule, team Data base

1.5. Making tools	Questionnaires for target groups	Developed questionnaires
	Questionnaires About target groups	Developed questionnaires
1.6. Conducting the survey		
1.7. Processing of the survey results	Analysis	Report- Analysis
1.8. Preparation of a Report		

As a result of the study, the following documents have to be prepared:

Name of the document	Who prepares it?	What purpose does it have?
Description of the object of study	Experts selected by the partners under the guidance of LEANTICK Ltd	Status report

Condition analysis	Experts selected by the partners under the guidance of LEANTICK Ltd	Conclusions and recommendations
Development of the research tools	Experts selected by the partners under the guidance of LEANTICK Ltd	Developed questionnaires and Investigation cards
Report - Analysis of the needs of the labor market and the readiness of business and young people to implement entrepreneurship and the most common challenges for implementing business ideas through the active use of systems for quality management of economic processes and entities	Experts selected by the partners under the guidance of LEANTICK Ltd	Dissemination to representatives of target groups, stakeholders, representatives of local, regional and national authorities

Name of the document	Who prepares it?	What purpose does it have?
Description of the object of study		
	Experts selected by the partners under the guidance of LEANTICK Ltd	Status report
Condition analysis	Experts selected by the partners under the guidance of Leantick Ltd	Conclusions and recommendations

Scope and sources of information

Regions Varna and Montana, partly other regions of the country

Sources of information:

- ▶ National Statistical Institute;
- ▶ Public data from the reports of the National Revenue Agency;

- ▶ The regional strategies and development plans of the two regions;
- ▶ Surveys

Main indicators by current status:

- ▶ Number of enterprises by sectors;
- ▶ Entrepreneurship development
- ▶ Applied quality assessment systems in economic entities
- ▶ Labor market data

Methods and tools

Analyzes

It is necessary to make analyzes of various documents related to the economic development of the regions:

- ▶ Reports on economic activity at municipal and regional levels; strategies for development of municipalities and districts in the regions;
- ▶ Forecasts for development at municipal and regional levels. Analysis of the employment of the labor force by sectors; unemployment analysis.

Interviews

Suitable for this type of methodologies are direct interviews with responsible factors - e.g. mayors, municipal councilors, representatives of district administrations.

Polls

The surveys are suitable for studying the influence of certain factors on sites - in this case prerequisites for the development of entrepreneurship, applied

certification management systems. They are carried out with developed questionnaires / Appendix 1 and Appendix 2 / and investigation cards / Appendix 3 and Appendix 4 /.

Procedures

Study planning.

Creating a plan for the sources of information, the time period of the survey and the survey scheme.

Surveying

The questionnaire survey was conducted by the experts by direct interviewing / live / and filling in the sample questionnaires

The questionnaire survey was conducted electronically.

Organizing resources

Determining the responsibilities of the experts participating in the study and arranging the "puzzle" of the data to obtain a clear picture. An organizational plan for conducting the research is being developed

Conducting the survey

Technical implementation of the procedures, database collection and analysis.

Publicity and transparency

The data in the present study are public.

REPORT - ANALYSIS FORMAT

1. Brief summary of the project
2. Regional scope of the project
3. Target groups
4. Key concept
5. Research environment

Economic

Social

Political

6. Research area

Main groups of questions in the study

7. Multiplication of the Research Methodology

8. Authors of the study

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