

### **Tips and tricks for drafting a good commitment**

- The commitment defines the collaboration between the entrepreneurs and its boundaries. It is the instrument to implement the exchange, measure of its success and it is also a protection against abuse.
- The commitment should clearly reflect an equal to equal relationship. The NE should not be "under the supervision of" but "collaborating with" the HE and this should be reflected in the text. The text should clearly underline that this the match is not an internship and therefore no such terminology should be used
- The commitment should also reflect the "win-win" principle: both entrepreneurs should have a specific objective to enter into the relationship and should be aiming at obtaining a particular outcome. The commitment should take into account the background, skills and business profile of the entrepreneurs. All sections should reflect points for both the HE and the NE or a common goal. Commitments must not be single- sided!
- The commitment should be specific to the relationship between two individuals. General statements such as "Getting familiar with the HE's Business detailed profile" or "gaining administrative experience in running a company" should be avoided.
- Draft agreements should be stemming out of a direct discussion between the HE and NE and should be written with the support of both IOs
- Commitment should follow the KISS principle: "Keep it short and simple". It will be easier to understand and will help assessing the success of the relationship.
- Each section has a different purpose:
  - "Objectives of the stay" details what the NE and the HE are looking for with this exchange. The objectives should be focused and achievable within the duration of the exchange.
  - "Description of the work/Learning project" focuses on the collaboration between the NE and the HE. The work project is linked to the objectives described and details them further.
  - "Proposed plan of activities" defines more precisely the tasks to be carried out to achieve the objectives. It should describe what the NE and the HE will do. It defines the boundaries of the exchange: the entrepreneurs should do at least what is described and cannot be requested to do more than described. The activities should be given a time frame in weeks or months.
  - "Expected outcomes" state what the NE and the HE will tangibly get out of the exchange. It links back to the objectives.

The Commitment through examples:

	Good	Bad
<ul style="list-style-type: none"> <li><b>Objectives of the stay:</b></li> </ul>	<p>For the NE: Define an appropriate marketing strategy for my new business. For the HE: Develop the presence of my business in the Social Media.</p> <p><i>These objectives are specific and achievable within the period of an exchange (up to six months).</i></p>	<p>Gaining administrative experience in running a company. Understanding business planning. Learning how to constantly keep potential clients interested in our products and services. Budget administration, cash flow and staff management.</p> <p><i>These objectives are too general, could be used for any relationship and are not achievable during the exchange.</i></p>
<ul style="list-style-type: none"> <li><b>Description of the work/Learning project:</b></li> </ul>	<p>The NE will study the different marketing tool and activities used by the HE business and assess its efficiency. The NE will introduce the Social Media among these tools and evaluate how they fit into the overall marketing strategy. The NE will then evaluate which of these tools would be useful for his/her own business and which others could also be introduced, with the advice of the HE"</p> <p><i>The work project should always be linked to the objectives described. The objective of the NE is developing the marketing strategy; therefore the work project should focus on the marketing side of the HE business, from which the NE can learn.</i></p>	<p>Responsibilities of the NE during this period: getting informed about the business activity of the HE. Taking part on the daily activities of the HE. Offering human and logistic resources and get actively involved in the HE's business. Responsibilities of the HE during the exchange: offering mentoring training- design a balanced and efficient work schedule and training schedule – teaching business planning.</p> <p><i>The description of work relates more to the activities than to the learning project. It is general, applicable to any relationship, and relates more to an internship than an entrepreneur's exchange. The NE is clearly put under the hierarchy of the HE, who should "design a balanced work schedule" for the NE.</i></p>
<ul style="list-style-type: none"> <li><b>Proposed plan of activities:</b></li> </ul>	<p>Month 1: The NE will elaborate a list of marketing tools already used by the HE's business. The NE will create the social media profiles of the HE's business. Month 2:The NE will do a desk research about other marketing tools that could be used and will discuss with the HE the feasibility of these and their effectiveness to increase the visibility of the business. The NE will also animate the profile social media profiles. The HE will advise the NE on the marketing tools that could be used and the different steps to introduce them. Month 3: The NE will use this list to elaborate further</p>	<p>Weeks 1-2: getting familiar with the HE's business detailed profile- training activities – practical observation activities in the HE's headquarters. Weeks 3-5: detailed analysis of the productive aspects of the HE's business. Weeks 6-8: Implementing efficient marketing strategies for the specific business market. Week 9-14: applying the acquired knowledge in the HE's business, within the boundaries set by the HE – taking small scale decisions regarding the management, financial and marketing aspects of the business- discussing the</p>

	<p>on the marketing strategy outlined in the business plan and assess the usefulness of each of the tools for his/her new business. Month 4: The HE will help the NE contacting the providers that would be needed to budget the marketing strategy. The NE will define indicators to monitor the effect of social media activity in the visibility of the HE's company</p> <p><i>The commitment details what the NE and the HE will do. In principle, the NE activities should be limited to what is described in the plan of activities. If more tasks are requested, the commitment is not being respected, and changes should be agreed by both parties. It also describes what the HE will deliver to the NE, ensuring added value.</i></p>	<p>opportunities for further collaboration in the field of the HE's business.</p> <p><i>The plan of activities could be used for any couple NE-HE and for any sector. It is not specific enough and puts again the NE under the supervision of the HE. The tasks of the NE are not clearly defined, nor the added value of the exchange for any of the entrepreneurs. The plan seems to have been written by the NIO without any intervention of the entrepreneurs. This will make the assessment of the relationship difficult and opens the door to problems during the exchange, as the activities are not clearly defined. The exchange looks like an internship.</i></p>
<ul style="list-style-type: none"> <li>• <b>Expected outcomes</b></li> </ul>	<p>The NE will have a developed marketing strategy for his/her new business, including a detailed budget. The HE will have a presence in the Social Media and indicators to assess the improvement in the visibility of the business.</p>	<p>For the NE: improved ability of running a business – better management and marketing skills – experienced gained in the field of staff management and correct, efficient budget administration and business planning. Expected outcomes of the HE: more experience in mentoring activities, better skills of guiding Nes</p>