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# 

# LEARNING UNIT 2: Entrepreneurial Skills for in Intercultural and Interreligious contexts



## 

## SECTION OVERVIEW

This section introduces the fundamentals of entrepreneurship, focusing on its core concepts and the role of innovation. You’ll learn what entrepreneurship is and why it’s crucial for economic and social progress. The section explains how innovation drives entrepreneurship by bringing new ideas and solutions to the market, helping businesses stand out.el aynası, metin, iç mekan içeren bir resim

Yapay zeka tarafından oluşturulmuş içerik yanlış olabilir.

Additionally, the section covers the different types of entrepreneurship, including small businesses, scalable startups, social enterprises, and corporate entrepreneurship. Each type presents unique opportunities and challenges, giving you insight into which path might suit your goals. By the end of this section, you'll have a solid understanding of what it takes to start and grow a successful entrepreneurial venture.



## LEARNING OUTCOMES

**Knowledge**gökyüzü, kişi, şahıs, bulut, top içeren bir resim

Yapay zeka tarafından oluşturulmuş içerik yanlış olabilir.

* Understand the Concept of Entrepreneurship and Innovation
* Identify Different Types and Forms of Entrepreneurship

**Skills**

* Analyze the opportunities and challenges associated with different entrepreneurial paths.
* Apply knowledge of different types of entrepreneurship to assess potential business ventures.

**Competences**

* Demonstrate the ability to evaluate and choose appropriate entrepreneurial strategies based on the type and form of entrepreneurship.
* Exhibit critical thinking in assessing the role of innovation in the success of entrepreneurial ventures.

## 

## LESSON 1: The concept of entrepreneurship and innovation

Entrepreneurship involves creating, developing, and managing new ventures to make a profit while taking risks. It identifies market opportunities for new products or services, characterized by innovation, risk-taking, and proactive behavior. Entrepreneurs drive this process by spotting opportunities, mobilizing resources, and creating value.

Entrepreneurship impacts economic growth by creating jobs, enhancing competition, and driving innovation, addressing market gaps, and responding to consumer needs. It also offers personal fulfillment, allowing individuals to realize their potential, be their own bosses, and contribute to their communities.

Innovation is crucial, converting new ideas into valuable products or services. It helps entrepreneurs differentiate their offerings, meet market demands, and solve problems uniquely, staying ahead in a dynamic market.

**çizim, çocukların yaptığı resimler, çizgi film, kırpıntı çizim içeren bir resim

Yapay zeka tarafından oluşturulmuş içerik yanlış olabilir.**

Entrepreneurship takes various forms: small businesses serving local needs, scalable startups in tech or innovation sectors, social ventures addressing societal issues, corporate entrepreneurship within established companies, and lifestyle businesses prioritizing personal passions.

The entrepreneurial journey includes several stages: identifying opportunities through market research and creative thinking; generating and validating business ideas; creating a detailed business plan; gathering resources; launching and managing the business; scaling operations; and developing an exit strategy to maximize investment value and achieve long-term goals.

Understanding entrepreneurship and innovation is crucial for educators to prepare individuals for entrepreneurial journeys, driving economic growth, addressing societal challenges, and creating meaningful change in their communities.

Entrepreneurship encompasses a wide range of activities and business models, reflecting diverse motivations, goals, and contexts. Understanding these variations is crucial for aspiring educators to effectively convey the complexity of entrepreneurship.

Small business entrepreneurship involves managing small, often family-owned enterprises serving local communities, such as retail stores, service providers, and small manufacturing units. These businesses aim to generate stable income and create job opportunities, significantly contributing to local economic development.

Scalable startup entrepreneurship focuses on innovative products or services with high-growth potential, often seeking venture capital to fuel rapid expansion. Typically found in technology-driven industries, scalable startups aim to disrupt markets or create new ones, achieving substantial market share and profitability. Companies like Google, Facebook, and Uber exemplify this model.

Social entrepreneurship addresses social, environmental, or cultural issues, prioritizing positive impact over profit. These ventures tackle problems like poverty, education, healthcare, and sustainability. Examples include TOMS Shoes, which donates a pair of shoes for every pair sold, and Grameen Bank, providing microfinance to empower low-income individuals.

Corporate entrepreneurship, or intrapreneurship, occurs within established companies where employees develop new products, services, or processes to drive innovation. This form leverages organizational resources to bring entrepreneurial ideas to life, crucial for large companies to stay competitive. Google’s “20% time” policy is a notable example.

Lifestyle entrepreneurship builds businesses aligned with personal passions and lifestyle, prioritizing personal satisfaction and work-life balance over rapid growth. Examples include travel blogging, artisanal crafts, fitness coaching, and boutique consulting, where the primary motivation is achieving a fulfilling way of life.

çizgi film, çizim, tasarım içeren bir resim

Yapay zeka tarafından oluşturulmuş içerik yanlış olabilir.

Franchise entrepreneurship involves purchasing and operating a franchise of an established brand, offering a lower-risk entry into business ownership. Franchisees benefit from the franchisor’s proven business model, brand recognition, and support. Common examples are fast-food chains like McDonald’s and retail stores like 7-Eleven.

Green entrepreneurship, or eco-entrepreneurship, focuses on environmentally sustainable businesses. These entrepreneurs develop products, services, or processes that reduce environmental impact, promote renewable energy, or enhance sustainability. Examples include companies producing eco-friendly products and developing renewable energy technologies.

Understanding the different types and forms of entrepreneurship helps educators appreciate the entrepreneurial landscape's complexity and effectively teach it to students. Each form plays a vital role in driving economic growth, innovation, and social change. Equipping future entrepreneurs with this knowledge enables them to choose the path that best aligns with their goals and aspirations, fostering a new generation of diverse and impactful entrepreneurs.



## LESSON 2: Business opportunity, idea and plan

A business opportunity is a viable idea that can be transformed into a profitable venture. It is the starting point of the entrepreneurial journey, as recognizing and seizing an opportunity is crucial for success. Understanding how to identify, evaluate, and capitalize on business opportunities is essential for aspiring entrepreneurs and educators.

**Identifying Business Opportunities**

Identifying Business Opportunities involves recognizing market gaps and unmet needs through market research, creativity, and analysis. Researching industry trends, consumer behavior, and market demands helps pinpoint opportunities, while tools like SWOT analysis reveal competitive advantages. Observing daily life, technological advancements, and societal trends, such as sustainability and remote work, can inspire innovative ideas. Engaging with industry experts, mentors, and customers through networking and feedback further refines concepts. Personal experiences, skills, and passions also play a vital role, as entrepreneurs driven by their interests are often more committed to developing successful ventures.

**Evaluating Business Opportunities**

Evaluating Business Opportunities involves assessing feasibility, market potential, and profitability. Key factors include market demand, competitive advantage, and financial feasibility. Entrepreneurs must estimate market size, understand customer needs, and identify unique selling points that set their business apart. Financial evaluation includes startup costs, revenue projections, and break-even analysis, while growth potential and scalability are assessed to ensure future expansion. Legal and regulatory compliance, such as licenses and intellectual property protection, is essential. Lastly, identifying potential risks and developing mitigation strategies ensures business sustainability and long-term success.

**Capitalizing on Business Opportunities**

After identifying and evaluating a business opportunity, developing a strategy to capitalize on it is the next step. This involves creating a detailed business plan that outlines the vision, mission, and objectives of the venture. The plan should include comprehensive strategies for marketing, operations, finance, and management. Securing funding is critical, exploring various options like personal savings, bank loans, venture capital, and crowdfunding.

dikdörtgen, mavi, gökyüzü, bina içeren bir resim

Yapay zeka tarafından oluşturulmuş içerik yanlış olabilir.

Building a skilled team with complementary abilities boosts innovation, problem-solving, and scalability. A strong marketing strategy targets the right audience through branding, digital marketing, and social media. Launching a business involves executing the operational plan, producing offerings, and driving sales, with a focus on quality and customer service to foster loyalty. Ongoing success requires tracking performance, gathering feedback, and adjusting strategies to seize new opportunities. Opportunity recognition is vital for entrepreneurs, as spotting market gaps, assessing feasibility, and acting strategically turn ideas into ventures. Educators play a key role in equipping future entrepreneurs with these skills, driving innovation, economic growth, and societal progress. At the heart of every venture is a business idea — a core concept for a product or service that

evolves through generation, refinement, and validation. Business ideas stem from personal experience, market research, observation, and emerging trends, while technological advances and societal shifts spark further innovation. Understanding this process is essential for both entrepreneurs and educators.

**Refining a Business Idea**

Refining a Business Idea involves screening, validation, and continuous improvement to ensure viability. Screening filters ideas based on feasibility, market potential, and the entrepreneur's resources. Market validation follows, using surveys, focus groups, and pilot tests to gather feedback and confirm demand. Defining a clear value proposition highlights the product’s uniqueness and customer benefits, setting it apart from competitors. Developing a sustainable business model outlines revenue streams, costs, distribution, and partnerships, with tools like the Business Model Canvas aiding the process. Prototyping and testing, through MVPs, allow real-world testing, user feedback, and iterative improvements, ensuring a refined, market-ready offering.

kalp, çizgi film içeren bir resim

Yapay zeka tarafından oluşturulmuş içerik yanlış olabilir.

**Challenges and Considerations**

Developing a business idea comes with challenges like resource limitations (time, money, expertise), market competition, and legal compliance. Entrepreneurs must prioritize resources, differentiate from competitors, and seek legal guidance to avoid pitfalls. Scalability is essential for long-term growth, requiring adaptable products, services, and business models.

A business plan serves as a strategic roadmap, outlining the venture's vision, mission, goals, and operational strategies. It guides growth, secures funding, and communicates the business concept to investors and stakeholders, showcasing foresight, commitment, and market insight.

**Key Components of a Business Plan**

A business plan outlines key components essential for guiding a venture and attracting investors. The **Executive** **Summary** highlights the business concept, objectives, market opportunity, and financial projections. The **Business** **Description** defines the mission, vision, products or services, target market, and unique value proposition. A **Market** **Analysis** assesses industry trends, market size, customer demographics, and competitor strategies to identify opportunities. The **Organization and Management** section details the business structure, key roles, and team qualifications. The **Products or Services** section describes offerings, features, and market fit. The **Marketing and Sales Strategy** covers branding, promotion, pricing, and sales tactics, while the **Operational** **Plan** outlines daily operations, production, and supply chain processes.

metin, çizim, taslak, el yazısı içeren bir resim

Yapay zeka tarafından oluşturulmuş içerik yanlış olabilir.

A crucial component, the **Financial** **Projections** section provides a forecast of the business’s financial performance, including income statements, cash flow statements, and balance sheets. It outlines funding requirements and potential sources of financing, based on thorough market research and sound assumptions.

Finally, the **Appendix** includes additional supporting documents and materials such as market research data, technical specifications, resumes of key team members, legal documents, and product images.

Creating a compelling business plan involves clarity, coherence, and persuasiveness. It should tell a cohesive story about the business, demonstrating a clear market understanding, a solid strategy for success, and a capable team to execute the plan. Visual aids, such as charts and graphs, can enhance the presentation.

A well-crafted business plan is a vital tool for any entrepreneur. It guides the business’s development and growth, clearly articulating the business concept, market opportunity, strategy, and financial projections. For educators, teaching the principles of business planning equips future entrepreneurs with the skills and knowledge needed to succeed in a competitive business landscape.



## ASSESSMENT

1. **Multiple-Choice Questions**

**1. What is the primary goal of entrepreneurship?**

a) Avoid risk

b) Create jobs only

c) Generate profit while taking risks

d) Follow government regulations

Correct Answer: c

**2. Which of the following best defines innovation in entrepreneurship?**

a) Repeating established processes

b) Reducing business expenses

c) Converting new ideas into valuable products or services

d) Hiring more employees

Correct Answer: c

**3. Which type of entrepreneurship is primarily driven by a desire to create a positive social impact?**

a) Scalable Startup

b) Small Business

c) Social Entrepreneurship

d) Franchise Entrepreneurship

Correct Answer: c

**4. Which of the following companies is an example of a scalable startup?**

a) Local grocery store

b) Google

c) TOMS Shoes

d) Grameen Bank

Correct Answer: b

**5. What is the primary purpose of a business plan?**

a) To highlight the entrepreneur's personal achievements

b) To outline the business concept, strategy, and financial projections

c) To provide a list of potential competitors in the market

d) To track daily business expenses

Correct Answer: b

**6. What is a critical factor when evaluating a business opportunity?**

a) Personal interests of the entrepreneur

b) Access to social media followers

c) Market demand, financial feasibility, and growth potential

d) Avoiding any form of market analysis

Correct Answer: c

**7. Which stage of the entrepreneurial journey involves creating a detailed business plan?**

a) Identifying opportunities

b) Launching the business

c) Scaling operations

d) Gathering resources

Correct Answer: b

**8.Green entrepreneurship focuses on:**

1. Maximizing financial profits
2. Replicating traditional business models
3. Environmentally sustainable solutions
4. Developing new franchise models

Correct Answer: c

1. **Fill-in-the-Blanks Questions**
2. \*Social\* entrepreneurship focuses on addressing social, environmental, or cultural issues.
3. \*Scalable\* startups aim to disrupt markets or create new ones, often found in technology-driven industries.
4. Intrapreneurship refers to entrepreneurial activities within a(n) \*established\* company.
5. \*Lifestyle\* entrepreneurship builds businesses aligned with personal passions and lifestyle preferences.
6. A business that purchases and operates a franchise of an established brand is engaging in \*franchise\* entrepreneurship.
7. **True/False Questions**

| **Statement** | **True** | **False** |
| --- | --- | --- |
| Entrepreneurship always guarantees financial success. |  | X |
| Innovation is essential for entrepreneurs to differentiate their offerings in a competitive market. | X |  |
| Creating a prototype or minimum viable product (MVP) allows entrepreneurs to test their business idea in real-world conditions before a full-scale launch. | X |  |
| Social entrepreneurs prioritize profit over social impact. |  | X |
| Corporate entrepreneurship leverages the resources of established companies to develop new ideas. | X |  |
| A business opportunity is any idea that comes to mind, regardless of its potential for profitability. |  | X |
| The Executive Summary is the least important part of a business plan since it only provides a brief overview of the venture. |  | X |

1. **Match the following types of entrepreneurship with their corresponding descriptions. Each type of entrepreneurship plays a unique role in the entrepreneurial ecosystem, addressing different needs and goals.**

| **Concept** | **Description** |
| --- | --- |
| Small Business Entrepreneurship | Managing small, often family-owned enterprises that serve local communities. |
| Scalable Startup Entrepreneurship | Focused on innovative products or services with high-growth potential, often seeking venture capital. |
| Social Entrepreneurship | Aims to solve social, environmental, or cultural issues, prioritizing impact over profit. |
| Corporate Entrepreneurship | Involves the development of new products, services, or processes within established companies. |
| Lifestyle Entrepreneurship | Builds businesses aligned with personal passions, prioritizing satisfaction and work-life balance. |

Correct Answer: 1A - 2B - 3C - 4D - 5E



## REFERENCES AND ADDITIONAL RESOURCES

**References**

Hisrich, R. D., & Kearney, C. (2017). Managing Innovation and Entrepreneurship. SAGE Publications.

Bessant, J., & Tidd, J. (2015). Innovation and Entrepreneurship (3rd ed.). Wiley.

McKinsey & Company. (2023). The State of Entrepreneurship 2023. Retrieved from McKinsey & Company.

**Additional Resources**

European Startup Network https://europeanstartupnetwork.eu

A pan-European platform supporting startup ecosystems with success stories, reports, and policy insights.

EU Startup News & Database (EU-Startups) https://www.eu-startups.com

Covers the latest developments and success stories from startups across Europe.

InvestEU – Supporting Startups and SMEs https://investeu.europa.eu

Official EU investment program showcasing how innovation and entrepreneurship are supported across member states.

EIT Digital – Innovation & Entrepreneurship Education https://www.eitdigital.eu

A hub for digital innovation and entrepreneurship in Europe with featured success cases and education initiatives.



# SECTION 2: Entrepreneurship in practice



metin, el aynası, kitap, genel ikmal maddesi içeren bir resim

Yapay zeka tarafından oluşturulmuş içerik yanlış olabilir.

This section on entrepreneurship highlights two successful European companies, \*\*Kahoot\*\* and \*\*Bolt\*\*, which exemplify innovative business models in the tech and mobility sectors. Kahoot, with its interactive learning platform, has revolutionized education by leveraging gamification to engage students and improve learning outcomes. Its freemium model, which blends paid subscriptions with free access, allows it to scale quickly while providing value to both teachers and students. On the other hand, Bolt, a ride-hailing service, has disrupted the transportation sector by focusing on driver satisfaction, lower fees, and local market adaptation. Bolt’s lean business model and commitment to sustainability have allowed it to expand rapidly across Europe and other global markets.

Both case studies demonstrate the importance of adapting to market needs and offering compelling value propositions. Kahoot’s emphasis on education and engagement, combined with its user-friendly platform, has made it a favorite among educators. Similarly, Bolt’s focus on cost-efficiency, localized services, and sustainability has positioned it as a strong competitor to established brands in the mobility sector. Entrepreneurs can draw key lessons from these companies about the value of understanding customer needs, innovating within an industry, and maintaining flexibility to scale and diversify.

## 

## LEARNING OUTCOMES

**Knowledge:**gökyüzü, kişi, şahıs, bulut, top içeren bir resim

Yapay zeka tarafından oluşturulmuş içerik yanlış olabilir.

* Understand the core principles of entrepreneurship through the analysis of two European companies: Kahoot and Bolt.
* Learn how business models such as freemium (Kahoot) and cost-efficient, on-demand services (Bolt) can drive rapid growth and market disruption.
* Grasp the importance of customer needs, market adaptation, and sustainability in scaling a business.

**Skills:**

* Analyze business strategies and adapt them to entrepreneurial ideas.
* Assess the feasibility of business models, evaluate market demands, and identify innovation opportunities.
* Understand how to develop and communicate value propositions that align with consumer needs.

**Competences:**

* Apply entrepreneurial thinking to assess business opportunities and risks.
* Demonstrate the ability to scale and adapt business models within competitive markets.
* Evaluate the sustainability of business strategies and adjust approaches based on industry needs, trends, and customer feedback.



## LESSON 1: Case Studies

**Kahoot! - A European EdTech Success Story**

Kahoot is a Norwegian-based edtech platform that has transformed the education sector by introducing game-based learning experiences. Founded in 2012, Kahoot was created with a vision to make learning fun, engaging, and interactive for students of all ages. The platform allows teachers, trainers, and businesses to create and host quizzes, surveys, and interactive lessons that students and participants can join using a unique code via their smartphones, tablets, or computers.

One of the core aspects of Kahoot's success is its simplicity and accessibility. Users can create custom quizzes (called “Kahoots”) in minutes, selecting from multiple question types, including multiple choice, true/false, and puzzles. The real-time feedback, combined with the competitive element of points and leaderboards, taps into students' intrinsic motivation, fostering engagement and participation. The playful nature of Kahoot has made it a favorite tool not only in classrooms but also in corporate training, team-building exercises, and social gatherings.

grafik, yazı tipi, mor, grafik tasarım içeren bir resim

Yapay zeka tarafından oluşturulmuş içerik yanlış olabilir.

From a business model perspective, Kahoot operates on a **freemium** model. While basic features are free, premium subscription plans offer access to more advanced tools such as detailed analytics, question banks, and enhanced customization options. This dual approach allows Kahoot to attract a broad user base while monetizing premium users. The company has secured partnerships with educational publishers and corporate clients, expanding its revenue streams beyond subscription fees.

Innovation has been at the heart of Kahoot's growth strategy. The platform continuously adds new features, such as puzzle challenges, word clouds, and polls, catering to the diverse needs of teachers, trainers, and businesses. Moreover, Kahoot’s integration with platforms like Microsoft Teams and Google Classroom has made it even more accessible to schools and organizations globally.

The company's growth trajectory is impressive. Kahoot's user base skyrocketed during the COVID-19 pandemic, as online learning became the norm. Schools and universities worldwide adopted the platform to maintain student engagement in virtual classrooms. Corporate trainers also turned to Kahoot to sustain employee interest during online training sessions. This surge in usage contributed to the company’s listing on the Oslo Stock Exchange in 2021, further solidifying its position as a leader in the edtech space.

Kahoot's impact goes beyond education. By gamifying learning, it addresses different learning styles and keeps students actively engaged. The platform has also been praised for its inclusivity, as it supports multiple languages and is accessible to users with various levels of technical proficiency. It empowers educators to shift from passive, lecture-based methods to interactive, learner-centered approaches.

In summary, Kahoot’s success lies in its simple yet **powerful gamification strategy**, its accessible and intuitive user experience, and its ability to continuously innovate. By transforming the learning process into an engaging and enjoyable activity, Kahoot has become a global leader in the education technology sector, with widespread use in classrooms, corporate training, and beyond.

**Bolt – Redefining Urban Mobility Across Europe**

Bolt, founded in 2013 by Markus Villig in Estonia, has emerged as one of Europe’s leading ride-hailing and mobility platforms. Originally known as "Taxify," the company rebranded to Bolt in 2019 to reflect its expansion beyond traditional ride-hailing services. With its roots in the small but tech-savvy country of Estonia, Bolt has grown into a multinational mobility giant, offering services in over 45 countries and 500 cities globally. The platform provides ride-hailing, electric scooter rentals, bicycle-sharing, and food and grocery delivery, making it a major competitor to companies like Uber and Deliveroo.

At the heart of Bolt's success is its agile and cost-efficient business model. Unlike its competitors, Bolt maintains lower commission fees for drivers, typically charging around 10-15%, compared to Uber's 20-30%. This approach makes Bolt an attractive option for drivers, allowing them to earn more while maintaining competitive prices for customers. Bolt's dual focus on driver retention and customer affordability has contributed significantly to its rapid market expansion. The company's "lean operations" model enables it to enter and dominate new markets faster and with lower costs compared to its rivals.

yeşil, grafik, yazı tipi, logo içeren bir resim

Yapay zeka tarafından oluşturulmuş içerik yanlış olabilir.

Another key element of Bolt’s growth strategy is its commitment to local market adaptation. Bolt avoids a "one-size-fits-all" approach, instead tailoring its services to

meet the specific needs of local markets. For instance, it has launched Bolt Protect — ride-hailing with COVID-19 safety measures — and Bolt Lite, a budget-friendly alternative in certain countries. This hyper-localized approach has enabled Bolt to gain a foothold in emerging markets across Africa, Eastern Europe, and Latin America, where larger competitors like Uber have faced operational or regulatory challenges.

Bolt is also focused on sustainability and environmental responsibility. Recognizing the growing concern for climate change, the company launched its Green Plan in 2019, aiming to reduce the ecological footprint of its operations. Initiatives under this plan include offering electric scooters, e-bikes, and electric cars as transport options. Additionally, Bolt has committed to making its services carbon-neutral by offsetting emissions from its entire European operations. These efforts have not only boosted Bolt's image as an environmentally responsible company but also appealed to an increasingly eco-conscious customer base.

From a technological perspective, Bolt operates a platform with high levels of automation and efficiency. The company emphasizes data-driven decision-making to optimize pricing, route planning, and customer experience. Its app is designed for simplicity and ease of use, featuring real-time ride tracking, in-app payments, and customer feedback options. The focus on an intuitive user experience has been a driving factor behind Bolt’s growing popularity.

Financially, Bolt has shown strong growth, even in the face of intense competition. The company has raised over €800 million in funding from major investors like Sequoia Capital and D1 Capital Partners. Instead of pursuing public listings like Uber, Bolt remains a private company, which allows it to maintain greater control over its operations and strategy. This strategic choice has enabled Bolt to focus on long-term growth without the short-term pressures of quarterly earnings reports.

In summary, Bolt’s story is one of rapid, calculated expansion driven by lean operations, **local** **market** **customization, and a commitment to environmental sustainability**. By offering a more driver-friendly commission model, **supporting eco-friendly transport solutions**, and maintaining operational efficiency, Bolt has

solidified its position as a formidable challenger in the ride-hailing and mobility space. The company continues to evolve, exploring new service lines like Bolt Market, a 15-minute grocery delivery service, and further diversifying its offerings in the ever-changing world of urban mobility.



## LESSON 2: Analyzing Inclusive Entrepreneurial Success Stories in Intercultural Contexts

This lesson encourages learners to engage with successful entrepreneurial initiatives, not through passive reading but through active analysis and reflection. To support and inspire this independent exploration, two diverse success stories are presented. These cases demonstrate how entrepreneurship can thrive in intercultural or interreligious settings, with a focus on innovation, inclusivity, and social value.

Following the presentation of the stories, learners will be guided to conduct their own investigation and produce a short analysis or reflection linking theory with real-world practices.

**CASE STUDY 1: FROM REFUGEE TO FASHION ENTREPRENEUR – "MADE BY REFUGEES", GERMANY**

**Context**

In Berlin, a Syrian refugee named Layla launched a fashion brand called "Made by Refugees", employing other displaced women from the Middle East and Africa. The initiative combined traditional embroidery techniques with contemporary European design and marketed products online and in boutique fairs across Europe.

**The Initiative**

Layla's idea was to turn cultural heritage into an economic opportunity. She collaborated with NGOs to offer basic business training, while local German entrepreneurs mentored the group in logistics, marketing, and e-commerce. The venture not only created income for the participants but also reshaped public narratives about refugees by highlighting their skills and entrepreneurial potential.

**Results and Impact**

The brand gained media attention and received seed funding from a local social innovation fund. Products were sold at events across Germany and France, and the project was featured in several EU best practice reports. Participants reported increased confidence, improved German language skills, and stronger social networks.

**Reflections**

This case illustrates how entrepreneurship can support both economic empowerment and cultural recognition. Learners are invited to reflect on the role of storytelling, networking, and cultural capital in business creation, especially among marginalized groups.

**CASE STUDY 2: INTERCULTURAL YOUTH CAFÉ, BELGIUM**

**Context**

In Antwerp, a group of young people from Moroccan, Turkish, and Flemish backgrounds created a cooperative café that functions both as a business and a safe space for dialogue, music events, and cultural expression.

**The Initiative**

Funded through a local youth entrepreneurship scheme and supported by intercultural mediators, the group co-developed the business plan with mentors. The café serves as a low-cost meeting point for diverse communities and hosts monthly “culture nights” featuring music, poetry, and guest talks on inclusion and social justice.

**Results and Impact**

The cooperative not only became self-sustaining within 18 months but also reduced tensions in a previously polarized neighborhood. It was awarded by the Belgian Ministry of Integration for promoting civic engagement among youth. Several members went on to launch other initiatives, including a catering service and a podcast studio.

**Reflections**

This initiative shows the power of collective entrepreneurship to bridge cultural divides. Learners are encouraged to consider how shared ownership, inclusive spaces, and cultural entrepreneurship can enhance social cohesion while building business skills.

**Final Activity for Learners**

After reading the case studies, you are invited to:

* Identify and analyze a third success story from their own country, region, or online research.
* Use a structured reflection to describe the context, strategy, impact, and lessons of their chosen case.
* Present their analysis in small groups or through a written report.



## ASSESSMENT

1. **Multiple choice**
2. **What is the primary business model used by Kahoot?**

a) Subscription-based

b) Freemium

c) Pay-per-use

d) Donation-based

Correct Answer: b

1. **Which sector did Kahoot primarily disrupt?**

a) Entertainment

b) Healthcare

c) Education

d) Transportation

Correct Answer: c

1. **How does Kahoot engage students during learning sessions?**

a) Through passive video lessons

b) Through gamified quizzes and real-time feedback

c) By offering free textbooks

d) By providing lectures in multiple languages

Correct Answer: b

1. **What feature distinguishes Bolt’s business model from competitors like Uber?**

a) It uses electric vehicles exclusively

b) It charges lower commission fees for drivers

c) It offers only ride-hailing services

d) It focuses on luxury services for customers

Correct Answer: b

1. **Which of the following services does Bolt provide?**

a) Only ride-hailing

b) Ride-hailing, electric scooter rentals, and grocery delivery

c) Taxi services only

d) Only electric scooter rentals

Correct Answer: b

1. **Which initiative did Bolt launch to address environmental concerns?**

a) Bolt Fast

b) Green Plan

c) Bolt Express

d) Eco-Ride

Correct Answer: b

1. **Which market adaptation strategy does Bolt employ?**

a) A uniform service for all markets

b) Hyper-localization, tailoring services to meet specific market needs

c) A focus on global expansion only

d) Offering luxury services exclusively

Correct answer: b

1. **What is the primary reason behind Kahoot's success during the COVID-19 pandemic?**

a) Its simple interface for teachers and students

b) The platform's ability to engage students in virtual classrooms

c) The rise of corporate training

d) Its exclusive educational partnerships

Correct answer: b

1. **In which year did Kahoot go public on the Oslo Stock Exchange?**

a) 2015

b) 2021

c) 2018

d) 2020

Correct Answer: b

1. **What type of business model does Bolt primarily use?**

a) Freemium

b) Cost-efficient, on-demand services

c) Subscription-based

d) Pay-per-use

Correct Answer: b

1. **Which of the following is a key feature of Kahoot's platform?**

a) It offers in-depth video courses for students

b) It allows real-time feedback and competitive leaderboards

c) It sells textbooks

d) It only works with schools, not businesses

Correct Answer: b

1. **How does Bolt maintain a competitive edge in local markets?**

a) By offering high-end services at premium prices

b) By maintaining standardized pricing across all regions

c) By adapting services to meet local needs and regulatory requirements

d) By limiting its presence to developed countries

Correct Answer: c

1. **Which strategy has Bolt used to expand its operations in emerging markets?**

a) Aggressive marketing campaigns

b) Local market adaptation and lower fees for drivers

c) Expanding to only major cities

d) Focusing on long-term investment only

Correct Answer: b

1. **What is a notable aspect of Kahoot's innovation?**

a) It focuses on interactive lesson delivery through quizzes and games

b) It offers a subscription-based, lecture-style learning format

c) It focuses exclusively on corporate training

d) It offers high-cost training programs for institutions

Correct Answer: a

1. **Which of the following is a key factor behind Kahoot’s ability to scale quickly?**

a) High subscription fees for premium users

b) Its freemium model with both free and paid access

c) A focus on elite educational institutions

d) Offering only educational content for adults

Correct Answer: b

1. **Short-Answer**
2. What type of learning does Kahoot primarily promote through its platform?
3. What year was Bolt founded and in which country?
4. What is the name of Bolt's sustainability initiative aimed at reducing its ecological footprint?
5. How does Kahoot’s freemium model work to attract and monetize users?
6. What specific feature of Kahoot makes it popular for corporate training sessions?
7. What is the main factor behind Bolt’s rapid expansion across Europe and other global markets?
8. How did Kahoot’s platform support education during the COVID-19 pandemic?
9. What strategy does Bolt use to adapt its services for different local markets?
10. What type of business model does Bolt utilize to remain competitive in the ride-hailing industry?
11. How has Kahoot’s integration with Microsoft Teams and Google Classroom improved its accessibility for educational institutions?



## REFERENCES AND ADDITIONAL RESOURCES

**References**

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Blank, S. (2020). *The Four Steps to the Epiphany: Successful Strategies for Products that Win* (2nd ed.). Wiley.

Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2015). *Value Proposition Design: How to Create Products and Services Customers Want*. Wiley.

**Additional Resources**

EPALE Platform – Entrepreneurship in Adult Learning: https://epale.ec.europa.eu

Entrepreneurship Campus – Youth Citizen Entrepreneurship Competition: https://www.entrepreneurship-campus.org

Erasmus+ Project Results Platform: https://erasmus-plus.ec.europa.eu/projects

Startup Europe: https://startupeuropeclub.eu

Social Enterprise World Forum – Case studies & resources: https://sewfonline.com/resources

OECD Better Entrepreneurship Policy Tool: https://betterentrepreneurship.eu