



SCS Business Support

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Compendia of Different Models for Vocational Training and Mentoring Systems.

2nd workshop
**Research on Innovative Models for Vocational Training and
Mentoring Systems.**
Spring 2006 in Mondragon, Basque Country, Spain.



Analysis of Models for Vocational Training & Mentoring Systems (Spain)

By ARIADNA Consortia

SUMMARY OF DIFFERENT VOCATIONAL TRAINING & MENTORING SYSTEMS IMPLEMENTED IN ARIADNA.

Three different Training & Mentoring Models for the three different Research lines of Ariadna Project.

After more than one year of work within the ARIADNA Project, three are the main lines of research identified in cooperative entrepreneurship with disadvantage people:

Research Line 1: Research on the specific problematic of recently constituted cooperatives, where the double objective is to diagnose recently established cooperatives in order to learn about the problems they are finding in early years of establishment, with the aim of preventing in advance these inconveniences in coming cooperatives and in the other hand, to help these cooperatives by assigning personal experienced tutors to make them overcome the problems they are facing.

Research Line 2: Train disadvantaged people to set up cooperatives taking up plausible business ideas, where these ideas have been previously identified in a field research study carried out by Prospektiker. Scanning through the selected ideas, those more suitable for the capabilities of targeted people have been picked up and disadvantaged collectives will undergo a training program in order to be prepared to set up new cooperatives with the help of so-called promoters.

Research Line 3: Support & Encourage entrepreneurs to become their ideas into cooperatives by skill-training & business tutoring, with the objective of offering entrepreneurs belonging to disadvantaged collectives the required training to undertake the particular job-post, notions of cooperativism and the needed business management knowledge to become their idea in a solid and thrive cooperative.

Research Line 1: Research on the specific problematic of recently constituted cooperatives

The objectives of the first research line will be accomplished by the observation of the following path:

Diagnosis of Cooperatives

This diagnosis is based in the Active Research Methodology whose inputs will come from five different fields (Fig. 1):

- Strategy & Business Perspective

- Technology,
- Knowledge Share,
- Work & Job Place Organization and
- Social Capital,

and whose output will be:

- Relation with external agents.
- Efficiency & Professionalism
- Performance Improvements.

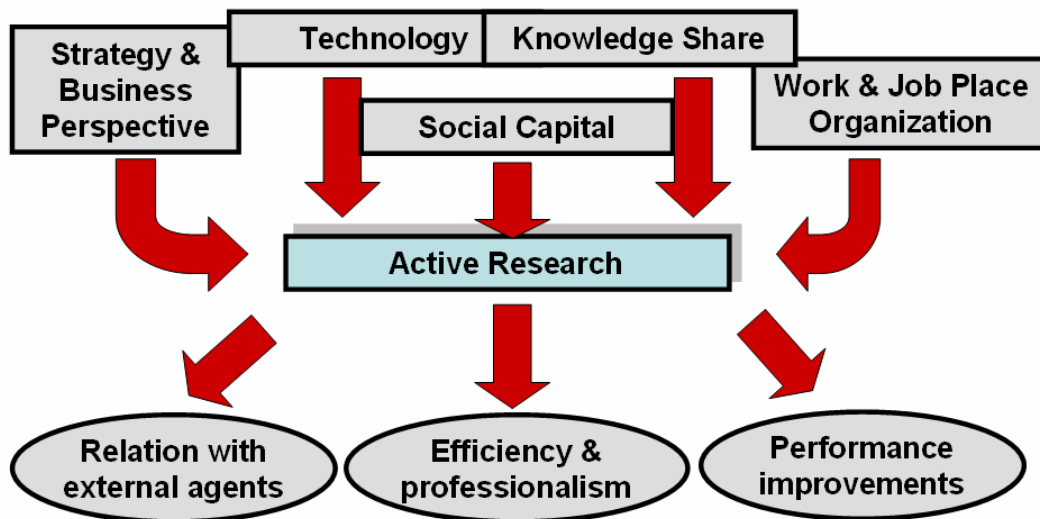


Fig. 1: Diagnosis Methodology for Recently constituted cooperatives.

The practical implementation of the methodology with the cooperatives will be carried out in four different interactive sessions each one encompassing the following contents (Fig. 2):

Session 1	Individual presentation of Diagnosis Objectives.
Session 2	Diagnosis Session 1
Session 3	Diagnosis Session 2
Session 4	Session of Individual Conclusions

Fig. 2: Contents of the different sessions of Diagnosis.

Diagnosis Report of Business Situation

The report of the Cooperative situation will be presented to the ARIADNA consortia and to the particular cooperative by means of a multimedia report recorded during the four interview sessions undertaken with the cooperatives.

Assignment of skilled co-manager / tutor

The selected tutor will help the cooperative by unfolding the following agenda with people in charge of the cooperative:

- **General Overview of the cooperative**, tackling issues such as: Market positioning, Activity fields, Key personnel background (Business Experience, Skill gaps, etc.) and Cooperative creation process (Idea, Partner search, Viability plan, Funding, etc.).
- **Business Ambition**, where the tutor will get deeper understanding of the identity, vision of the company tackling issues such as: Where are the limits of the cooperative? (Geographical, size, activity limits...), Where & How do they win money? (Profitable Clients, Client dependence, Star / Disaster products), Relational Capital (Internal groups in the cooperative, External networks, Relations with local institutions, industry, etc.)
- **Management Issues**, offering their experience to people managing the cooperative, what are their priorities, distribution of time, etc. by tackling issues such as: Client quest, Watch competitors, Product development, Funding raise, Personnel recruitment, Management Methodology, Annual plan, Strategic planning, Deviation monitoring, etc.
- **Cooperative sustainability evaluation**, tackling issues such as: What has to do the Cooperative so that it continues existing within 5 years (Open expectations), Financial constrain to activity plan, and so on.

Monthly, Quarterly and Final Report & Evaluation of the experience

Monthly evaluation of the progress done by the cooperative reported by the tutor, in order to take measures to tackle possible problems, anticipate to future needs and try to make the tutoring system as effective as possible.

The final evaluation will measure the whole progress done in the different areas presented above and will include a recorded final session of ARIADNA Consortia with the Cooperative to evaluate the whole process, the adequateness of the tutor, etc.

Final report, will be a multimedia video presenting the pre & post of the research experience in the cooperative.

Research Line 2: Train disadvantage people to set up cooperatives taking up plausible business ideas

In this research area, it will be of particular interest for the project the so-called Insertion Cooperative which has the following structure (Fig. 3):

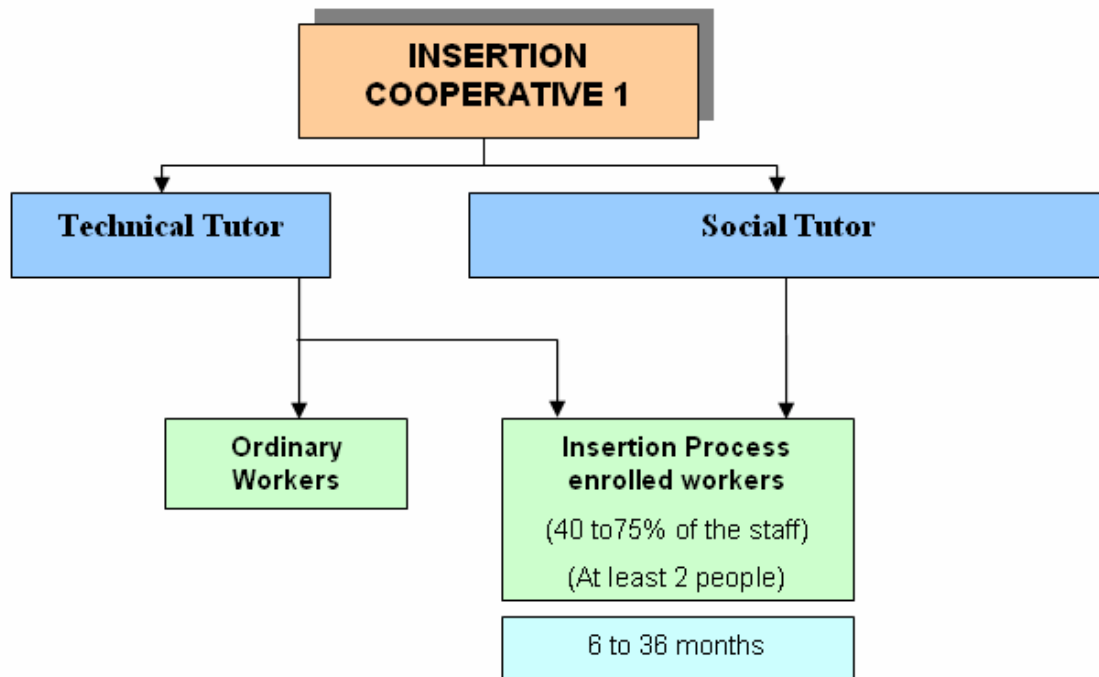


Fig. 3 Structure of Insertion Cooperatives

In an insertion cooperative there are two tutors:

Technical tutor, similar to a boss in an ordinary company and which is responsible for tutoring & monitoring workers on job post related technical issues and

Social tutor, whose mission is to supervise skill acquisition and social / relational insertion process of workers belonging to disadvantaged collectives (people with government subsidy, single parent families, etc.).

Another special feature of the Insertion Cooperatives is that the percentage of people undergoing insertion process has to be always in between 40 and 75 of total staff of the company.

Finally, workers involved in the Insertion Process can only work for the company up to a period of 36 months, after which they are considered to be normally inserted in society and should start working as an ordinary employee.

If all these features are fulfilled by the cooperative, **Basque Government funds the cooperative with 12.000 € p.a. for each worker** undergoing the insertion process. That is the main reason we will constitute this kind of Insertion Cooperatives with disadvantaged collectives in this research line.

The Tutoring System Ariadna project is particularly interested in this research area will be that related to the Social Aspect, which is designed following the stages showed in Fig. 4.

Social Tutoring of Insertion Cooperatives		
STAGES	DEADLINE	CONTENTS
<i>Welcome process and social tutoring assignment</i>	At the beginning	▪ Welcome newcomers and inform them the features of the cooperative, the job to accomplish and the cooperative conditions and culture. ▪ Define a personalized Insertion Plan.
<i>Monitoring</i> (Periodically and whenever it would be necessary)	Months 3, 6, 12, 24, 30 y 36.	▪ Guide, Support, Control, and cope with individual limitations and put forward solutions in different fields: technical & professional issues, adaptation to the rest of the work team, and to the culture of the cooperative.
<i>Transition Plan</i>	When fulfil month 30	▪ Elaboration of a transition plan to the ordinary work market.

Fig. 4 Stages of Social Tutoring in Research Line 2

Research Line 3: Support & Encourage entrepreneurs to become their ideas into cooperatives by Skill training & Business tutoring

The third line of Research is related to support Entrepreneurs belonging to disadvantaged collectives by offering adequate skill training for the particular post arose from their project idea and tutoring on cooperativism and business management to become their idea in a solid and thrive cooperative.

For this part, we will follow a more traditional tutoring approach composed of the following sections:

1.-Basic training on Cooperativism

- Definition of Cooperative Concept.
- Origin of the cooperatives.
- Values & principles of cooperativism.
- Basic notions of Cooperative Legislation.
- Members.
- Social structures.
- Economic legal basis.
- Itinerary to the constitution of a cooperative.
- Social Statutes.
- Chamber of Cooperatives of the Basque Country.
- Advantages of being Cooperative.

2.-Make entrepreneur groups by “Idea-Sector” interest.

- Present the Training Program and the Process Framework.
- Develop activities devoted to group up the candidates and to go further in the market prospects ideas proposed (PROSPEKTIKER).

3.-Training on Communications skills/ Team culture/ Individual self-confidence

- Develop personal skills on fields such as participation, communication and team work.
- Promote the creation of Group Identity in the participants

4.-Viability Plan

- Get familiar with the activities and stages that make up the development of a Viability Plan.
- Get to know the contents that need to be worked out in each area of a Viability Plan towards the creation of a new business.

5.-Marketing

- Make aware of Marketing philosophy.
- Get to know and be able to research the market in a particular activity sector: Offer & Demand.
- Understand the need to analyse the market in order to “make a strategic positioning or decision”:
 - ✓ What will be the **product to offer**.
 - ✓ Which **market segment** will be the target?
 - ✓ What makes our **product / service different** from the existing offer?

- Understand the need to have a Marketing Plan when launching a new activity to the open market

6.-Productive & Technical & Organizational Study

- Be able to bring the proposed idea to real terms, in terms of resources needed, adequate Organizational Structure, Technical Skills required.
- Set up resource cost-efficiency indicators.

7.-Financial-Economical Study

- Get familiar with the business activity financial indicators.
- Get to know the existing tools for economical-financial analysis and be able to interpret the results of these

8.-Real life examples (Case Method):

- Be aware of what is the reality of a business project by means of the study of Real Life Examples of business creation experiences

9.-Business Real Experiences (presented by the original entrepreneur)

- Learn from real experiences of business creation transmitted directly by the original entrepreneur, make questions, which are the main issues to have in mind, difficult moments and how to go forward...

10.-Management Tools

- Be aware of the importance that management tools have to help and support the entrepreneur to make right business management and decisions.
- Get to know some of the most popular tools used in the field of business management (Strategic Plan, Quality Systems, Balanced scorecards, Decision Support Systems...)

11. SWOT Analysis & Conclusions:

- Get familiar with SWOT analysis tools in order to be applied to their activities.
- Get to know activity assessment criteria at internal and external levels.

12. Financial Aid

- Get to know and help to apply to the available funding for entrepreneur people at Regional, National & European level.

Analysis of Models for Vocational Training & Mentoring Systems (Czech Republic)

By *Ivo Škrabal, CCO*

STUDY INTO THE SYSTEM OF ENTREPRENEURIAL SUPPORT, EDUCATION AND TRAINING FOR ORIENTATION IN THE AVAILABLE REGIONAL SERVICES IN THE AREA OF EMPLOYMENT SUPPORT

The purpose of this study is to gain an overview of information on support, education and training of Small and Medium-sized Entrepreneurs (SMEs) in the Czech Republic.

To define the terms of retail, small and medium-sized entrepreneurs (so-called SMEs), the following table shows their ranking by the number of employees, amount of assets in EUR and business turnover in EUR:

Type of Business	Number of Employees	Assets (in EUR)	Turnover (in EUR)
Retail	0 – 9	0 – 2 mil.	0 – 2 mil.
Small	10 – 49	2 – 10 mil.	2 – 10 mil.
Medium	50 – 249	10 – 43 mil.	10 – 50 mil.

The study sometimes mentions another type of retail entrepreneur, a so-called “sole trader”. For our purposes, a sole trader is defined as a retail entrepreneur who does not employ any employee(s) and carries on its line of business solely by his/her own business activities.

The project primarily aims to support enterprising in rural areas as these cover the majority of the Czech Republic territory. It is therefore also important to define the term of “entrepreneur in rural area”. Considering the support and development of the business environment, it is also important to define and unite the term of “starting entrepreneur”.

Entrepreneur in rural area is a retail, small or medium-sized entrepreneur with a business registered office in a municipality with the population of 2,000 or less.

Starting entrepreneur is a retail, small or medium-sized entrepreneur either considering the starting of his/her own business or having carried his/her business for up to 1 year maximum, from the day of registering with the respective authorities, and carrying on business activities specified by OKEČ.

SYSTEM OF NON-FINANCIAL SUPPORT TO SME

Types of support to SMEs

The following types of non-financial support are available to SMEs in the Czech Republic.

1. Advisory services – available to both starting and existing entrepreneurs.
2. Consulting – i.e. individual consulting services primarily focused on starting entrepreneurs. These are mostly financial consultations (in the following areas: assistance with the preparation of business plans, project management, etc.) and consultations of non-financial nature (primarily Public Relations, promotion, representation, etc.)
3. Training/education – individual, retraining, corporate
4. Mentoring – “Support by a successful individual” (a mentor that follows with transferring experience, information, strategic advice, establishment of new contacts, networks)
5. Tutoring – a volunteer program using tutors

Typology of advisory programs

Types of advisory services:

In terms of support to small and medium-sized entrepreneurs, mainly the following advisory services are available:

- Assistance in defining the line of business for starting entrepreneurs;
- Services for entrepreneurs to get understanding of financial and other resources needed and their availability;
- Advise in preparing business plans, primarily for starting entrepreneurs and strategic planning and advice for human resource development;
- Specialized social psychological advisory services to identify the prerequisites of people interested in starting their own business (personality diagnostics), and
- technical advice in legal and other standards applicable to the respective business (administration, economic and financial advice – tax, credit, accounting and payrolls, legal, specialized)

Types of training/education:

Retraining courses:

- Motivational courses – to seek a job, to start a business
- Essentials of enterprising
- Trade-specific courses – sewer, hair stylist, machinery mechanic, etc.

Individual courses and training:

- Communicational skills
- Managerial skills
- Business skills
- Field-specific courses and training – VAT, accounting, legislation, safety and health protection at work, language courses, etc.

Company courses and training:

- Development training programs for managerial skills, evaluation of co-workers supported by the 360°FB method, coaching for individuals and teams, team-building.

A. State support to SMEs

Organizations and institutions delivering services to entrepreneurs according to the cognizance of individual ministries.

1. CR Ministry of Industry and Trade (MIT):

CzechInvest – Agency for the support of entrepreneurship in the Czech Republic. The primary mission is to support competitiveness of Czech entrepreneurs. As concerns the segment of small and medium-sized enterprises, the ministry is in charge of affording subsidies under the Industry and Enterprising Operational Program (IEOP) funded from the ERDF. Offices representing CzechInvest are present in all regions of the Czech Republic, including Prague.

CzechTrade – assists to Czech companies in penetrating foreign markets and primarily uses funds from the CR national budget. The agency services are available through 15 regional representations established in cooperation with the network of CR chambers of commerce with the distribution of regional representation corresponding with the boundaries of individual regions. The purpose of the CzechTrade agency is to allow access to all services within the regions;

Česká energetická agentura (*in English: Czech Energy Agency*) is an agency with a mission consisting in providing support to environmental utilization of energy sources, in particular energy saving and utilization of renewable energy sources. The purpose of the agency is to initiate behavior with entrepreneurs that would lead to saving energy; this via the implementations of programs “Energy Savings” and “Renewable Sources” under the Industry and Enterprising Operational Program.

Design-centrum ČR (*in English: CR Design Center*) – provides subsidies to advance the development of design of Czech products. The purpose of the agency is to support competitiveness through better quality and development of new designs of Czech products, services and makes.

Českomoravská záruční a rozvojová banka (*in English: Czech-Moravian Guarantee and Development Bank*) – provides bank guarantees, subsidized loans and financial contributions under the support to SMEs. This institution provides guarantees and subsidies to renovate prefabed housing, further it provides investment and financial services under specialized programs, as well as delivers long-term infrastructure development programs.

Exportní garanční a pojišťovací společnost (EGAP) (*in English: Export Guarantee and Insurance Company*) - is part of the national exports supporting system and provides insurance services to Czech entrepreneurs to export goods.

Česká exportní banka (*In English: Czech Exports Bank*) – its purpose is to extend export loans and other banking services to Czech exporters.

2. CR Ministry of Labor and Social Affairs (MLSA):

Employment offices – in terms of support to enterprising, EOs carry the following functions:

- monitor and evaluate the conditions in the labor market;
- provide citizens with advisory services associated with job seeking, selection of profession, vocational education and retraining;
- provide material support to the creation of new jobs, support to the establishment and operation of protected jobs and protected workshops for the handicapped;
- Co-operate with institutions with influence over the labor market, with employers, and create or participate in the implementation of projects with impact on the unemployment in the region or support to enterprising.

3. CR Ministry for Local Development (MLD):

CR Center for Regional Development (CR CRD) – in view of enterprising, this ministry takes part in:

- co-operating with regional development agencies;
- the preparation and implementation of educational/training programs;
- the establishment and delivery of monitoring system operations (monitoring of programs and projects) at the implementation level – As a Program Implementing Unit (PIU), the CR Center for Regional Development delivers organizational and technical facilities for the preparation and implementation of the Regional Development Fund (RDF) project. RDF receives financing from the Phare program and the Czech-Moravian Guarantee and Development Bank (ČMZRB, a.s) and focuses on local industrial infrastructure, primarily support to smaller zones in medium-sized and small cities, towns and municipalities.
- it is the host organization of Euro Info Center – the member of European information and advisory network for small and medium-sized businesses. At present, there are all together 7 Euro Info Centers present within the territory of the Czech Republic.

Regional Development Agencies – their purpose is to support local regional development via providing advisory services. These agencies are present in 18 locations throughout the Czech Republic.

4. CR Ministry of Agriculture (MA):

Institute of Agricultural and Food Information (IAFI) – performs a specific function in the agricultural enterprising area. Primarily, it delivers:

- Coordination and further education/training of agricultural advisers;
- Coordination of the activities of Regional Information Centers (RIC);
- Activities concerning education/training;
- Other activities of the IAFI also include informatics.

B. Regional Support to SMEs

Support to small and medium-sized enterprising in the Czech Republic is also provided at the regional level and its divide copies the Czech Republic dividing in so-called NUTS.

1. Chambers of Commerce:

CR Chamber of Commerce (HK ČR) is an association organizing big, medium-sized and small companies in district chambers and trading associations. At present, the CR Chamber of Commerce has 15,000 members. Its structure stands on two pillars – regional and sectoral. The regional part of the chamber comprises of a network of district, regional and community chambers of commerce and the sectoral part organizes associations, unions, trading corporations and societies. The CR Chamber of Commerce has the following workgroups and sections: Tax Group, EPC Workgroup, Transportation Workgroup, Technical Legislation Workgroup, Tourism Section, Ecology and Environment Section, Electrotechnical Section, Financial Section, ICT – ITT Section, Legal Section, HR and Education/Training Section, Craft Trade Section and International Section.

The primary purpose of the CR Chamber of Commerce is to support exports and it adjusts most of its services and products accordingly. Its professional service aimed at a range of partial areas necessary to carry out business is designed for all representatives of the entire entrepreneurial sphere in the Czech Republic. Companies further receive offers of support to small and medium-sized enterprising, support to European integration, legal and legislative services, customs and certification services, support in the area of education/training, information services and representation services. The CR Chamber of Commerce is also a

member of the network of many international trading databases, such as the WTC, Partner Search Database (Business Contacts System).

2. Regional Advisory and Information Centers and Business and Innovation Centers:

Regional advisory and information centers are present in individual regions of CR. As for Business and Innovation Centers (BIC), there are five of them in CR at present.

3. Regional Information Centers:

Regional Information Centers for farmers operate at the individual regional levels. Their purpose is the regular, addressed and free delivery of topical information from agriculture and rural development. Implementing entrepreneurial support in rural areas, the CR MA advisory system provides information via the CR MA registry of advisers.

4. National Registry of Advisers:

This represents individual services to entrepreneurs provided at the local level in form of advisory services. The national registry of advisers is divided by sectoral ranking and there are separate registries for entrepreneurs in agriculture and entrepreneurs in other sectors.

C. Private and non-profit support to SMEs

Support to enterprising and education/training of entrepreneurs is provided via a wide-ranging network of private organizations, associations, institutes and non-profit organizations that provide a wide range of services.

1. Sectoral associations and confederations for the support of SMEs

- **CR Association of Small and Medium-sized Companies and Sole Traders**

Organizes small and medium-sized companies and sole traders as well as their organizations from all around the Czech Republic. The purpose of this association is to disseminate information on the possibilities of co-operation throughout the EU and provide assistance and consulting upon the selection of suitable projects.

- **CEBRE – Czech Business Representation with the EU**

Voices and advocates for Czech business interests before and after joining the EU directly in Brussels. It provides information on draft resolutions and regulations of the EU according to individual sectors, it mediates foreign fellowships relevant to management and European issues, provides information on EU support programs for the Czech Republic.

- **CR Association of Entrepreneurs and Traders**

This organization is a union of private, mostly small and medium-sized entrepreneurs and traders. Apart from representation and advocacy on behalf of SMEs' interests it also makes publications and organizes courses and seminars for the members of its member organizations.

- **CR Institute of the Union of Industry**

Provides education and training, advisory services and consulting to a wide-base clientele made of the members of the CR Industry and Transportation Union and other business entities.

- **Czech Republic Confederation of Employer and Business Unions**

Supports interests of its members and enforces them in cooperation with the respective authorities, other employer organizations and trade unions, in particular in various forms of consultations with the government. It supports the enforcement of specific interests of its members in the legislature and other areas. It coordinates common interests of its members. It cooperates with the CR Industry and Transportation Union, CR Trading and Tourism Union, CR Chamber of Commerce, CR Agrarian Chamber and other organizations.

- **CR Association of Female Entrepreneurs and Managers**

This association is a non-profit, non-governmental, volunteer organization of women, established to support the development of small and medium-sized enterprising of women in CR, as well as the professional development of businesswomen and, generally, women in managerial positions. Its purpose is to organize female sole traders, businesswomen and female managers, and to give them a common ground to further improve trading and managerial activities, establish a consulting network, employ the unused potential through training, promote business ethics and managerial skills.

It carries out a range of activities such as seminars, specialized courses, lectures and advisory services, as well as many other professional and social gatherings of female entrepreneurs and managers.

2. Private Counseling Companies:

Private counseling companies generally maintain two basic directions in their entrepreneurial support. These are support to starting entrepreneurs and company counseling (managerial advice directed at the company as a whole). There is a range of companies in the advisory, educational and training market in the Czech Republic. This study therefore only lists some of the example companies as their classification and ranking to groups is very difficult. A simplified system description of the activities of private advisory companies can be characterized as economic and financial advisory services, often specialized by individual areas and sectors, such as: taxes, loans, accounting and payrolls, legal, marketing, corporate and managerial courses, team-building programs, etc.

Multinational and national:

- **Ernst & Young ČR**

Consulting company Ernst & Young provides services including audit, tax consultancy, transaction consultancy, online security, risk management, internal audit, forensic audit and fraud investigation, as well as consultancy in the area of human resources management.

- **PricewaterhouseCoopers**

Company PricewaterhouseCoopers provides auditing, tax and advisory services to both public and private organizations in various industries.

Sectoral:

- **Institut Svazu účetních, a.s.** *(in English: Institute of the Union of Accountants, Inc.)*

This is an educational/training agency aimed at the development of all activities supporting the development of the accounting profession. It organizes and delivers educational/training courses in accounting, business law, taxes and a whole range of other educational activities both for accounting experts with long-term experience and fresh school graduates or beginners.

Regional:

- **České vzdělávací centrum, s.r.o.** *(in English: Czech Educational Center, ltd.)*

Provides educational and training programs for managers, companies, institutes and authorities.

- **Ekonomický a poradenský servis, s.r.o** *(in English: Economic and Advisory Service, ltd.)*

An advisory and accounting company providing services in the area of establishment and administration of companies, accounting and economic advice. The core is the keeping of accounts, accounting and economic advice, assistance with establishing companies, etc.

3. Non-profit Organizations Providing Advisory Services

In the Czech Republic, there is a whole range of non-governmental, non-profit organizations involved in providing support to entrepreneurs. Some of these organizations focus on the support to and education/training of small and medium-sized entrepreneurs directly, while others operate in a wider field of services or focus on specific disciplines or locations. Another classification of NGOs in the context of SMEs development could be based on the location where their services are provided as their services are intended for a particular region or their radius goes much further. The list of non-profit, non-governmental organizations in the Czech Republic as well as their activities are systematically made available to the public via electronic search engines and bulletins.

Organizations aimed at directly supporting SMEs:

- **CEPAC**

Aimed at supporting SMEs business in form of retraining and educational/training accredited courses or providing analyses and education/training for a particular organization, company in the e-Learning form.

Organizations aimed at particular specific disciplines:

- **Center for Community Organizing**

Advisory and consulting services in the following areas:

- The involvement of the public and civil organizations in the development of municipalities, towns, cities and regions – in investment planning and decision-making processes.
- Local sustainable development – consulting services for the preparation of projects.
- Regional policy of the European Union and regional development of CR – information about the employment of the Structural Funds.
- Education/training, support and reinforcement of non-governmental, non-profit organizations – support and education/training, working with volunteers, organizing of seminars and training courses.

4. Retraining Institutes – general and field-specific courses

The system of organizations, companies or institutes that organize and deliver retraining educational events to support SMEs is as variable as in the case of non-profit organizations operating in this field. When considering the best way to classify these, it is necessary to take account of their following basic division, i.e. to institutes providing general retraining courses to support entrepreneurship – these are primarily organizations with accredited courses provided to starting entrepreneurs with basic information concerning the start of a business or basic motivational courses - and another type are institutes providing specialized accredited retraining courses by individual disciplines to be chosen by the applicant. Together, these organizations and institute are conditioned on receiving the certification (accreditation) for their individual retraining courses by the CR Ministry of Education and Youth.

General:

- **Academy of Jan Amos Komenský**

for high school, college and vocational school graduates registered with the Employment Office as job seekers. Such training courses focus on the enhancement and development of already acquired knowledge and their application in the real world.

Discipline-specific:

- **Počítačová služba, s.r.o. (in English: Computer Service, Ltd.):**

Available specialized accredited courses:

- Computer courses, project manager, accounting courses, motivational and communication courses, custom-made courses.

5. Databases and Internet Applications Designed to Support Entrepreneurship

To make this study comprehensive, it is necessary to mention the existence of Internet databases and search engines designed to support business. In the Czech Republic, there is a range of databases aimed at providing information about actually available educational/training programs, courses and events, of which some are directly designed to support business development. One of these databases is, for instance, DAT CZ (Database Advance Training), a Internet application allowing its users interested in improving or extending their qualifications to find a suitable course or seminar in the selected region and discipline. The source of data in the database comes from the particular training companies that have the interest to present and offer their courses. Individual events and their runs entered into the database may be searched by means of search forms.

Chart of Support Available to SMEs in the Czech Republic:

System of support to entrepreneurs from top to bottom:

