

## TEMPLATES FOR THE GOOD PRACTICE

### What is a good practice?

A good practice is not only a practice that is good, but a practice that has been proven to work well and produce good results, and is therefore recommended as a model. It is a successful experience, which has been tested and validated, in the broad sense, which has been repeated and deserves to be shared so that a greater number of people can adopt it.

Elements	Description
<b>Title *</b>	Implementation of entrepreneurial activity at the institutional level in technical and vocational education and training (TVET)
<b>Name of the VET Provider</b>	IP Centre of Excellence in Construction
<b>Thematic domain</b>	<p>What is the thematic domain covered by this good practice? More than one domain can be indicated</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Innovation</li> <li><input type="checkbox"/> Digital</li> <li><input type="checkbox"/> GREENE</li> <li><input type="checkbox"/> Inclusion</li> <li><input checked="" type="checkbox"/> <b>Entrepreneurial</b></li> <li><input checked="" type="checkbox"/> <b>Career guidance</b></li> <li><input type="checkbox"/> Lifelong learning</li> <li><input type="checkbox"/> Creating partnerships/skills ecosystems</li> </ul>
<b>Introduction *</b>	<p>Within the <b>IP Centre of Excellence in Construction</b>, the concept of <b>Entrepreneurial Activity</b> was developed and officially approved through the elaboration of an entrepreneurship plan for the specialty <i>Wood Processing Technology</i>.</p> <p>The entrepreneurial activity idea—<b>furniture production (product) and furniture repair (service)</b>—was selected by the Administration Council of the IP Centre of Excellence in Construction from four proposed entrepreneurial ideas. All proposed ideas were analyzed from the perspectives of economic feasibility, human resources, financial resources, and anticipated profit. The most viable and strategically focused business idea selected was the production of furniture for kindergartens, schools, lyceums, colleges, and centres of excellence in the municipality of Chişinău.</p> <p>The entrepreneurial activity consists of the <b>manufacturing and repair of educational furniture</b> in the workshops of the IP Centre of Excellence in Construction, to be commercialized to public educational institutions in the city of Chişinău, with the prospect of expanding the market across the entire municipality.</p> <p>In 2025, in addition to furniture production generating a minimum annual income of <b>EUR 10,000</b>, the IP Centre of Excellence in Construction, through the implementation of the entrepreneurial activity, also aims to provide <b>vocational</b></p>

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**training services for adults** interested in developing professional skills and integrating into the labour market as qualified workers or technicians in the fields of furniture design, furniture manufacturing, and interior design.

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## **Stakeholders and Partners**

*The project partner in the implementation of the entrepreneurial activity is the Centre for Entrepreneurial Education and Business Assistance (CEDA), which through the CREATIVO I and CREATIVO II projects has invested over EUR 90,000. For furniture manufacturing, the main clients are public institutions that require modular furniture, such as schools, kindergartens, and administrative institutions. The target market includes other public institutions, kindergartens, or individual households that request furniture manufacturing services at a reasonable price. Potential clients of the entrepreneurial activity are located in the city of Chişinău, its suburbs, as well as rural localities within a radius of 20 km.*

*Approximately 80–85% of the total potential clients are public institutions that require school furniture and services for repairing existing furniture. It is estimated that in the city of Chişinău there are over 130 gymnasiums and lyceums that could benefit from furniture repair and manufacturing services. The primary client profile for the entrepreneurial activity consists of parents' associations, parents' committees within gymnasium and lyceum educational institutions, as well as managers of educational institutions.*

*The clients of the business will be divided into two categories:*

- *those who purchase wholesale;*
- *those who purchase in small quantities (up to 10 units).*

*Clients who purchase wholesale will benefit from a 6–10% discount on the furniture price, while loyal clients who purchase in small quantities (up to 10 units) will receive a price discount of up to 6%.*

*The conditions under which the services are provided, the range and quality of the services, as well as the price, which is lower than that of other competitors, are competitive advantages. The business will be located at Gh. Asachi Street 75/1, on the premises of the IP Centre of Excellence in Construction. The business is considered to be quite profitable, as demand is relatively high, the products are in demand on the market, and they are manufactured from quality materials that do not harm the health of beneficiaries. The business is not seasonal but operates year-round; therefore, it will generate profit.*

*Regarding the provision of vocational training courses:*

- *With reference to the client profile, individual persons, several categories can be clearly distinguished:*
  - *NEET youth aged between 15 and 34, who are not employed and are not enrolled in an educational or vocational training programme.*
  - *Persons returned from the diaspora, who are seeking professional reintegration opportunities and are interested in courses that allow them to capitalise on the experience gained abroad.*
  - *Young professionals and students, attracted by training offers that provide flexibility and the opportunity to learn at their own pace;*
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*students or graduates who wish to build a career in the furniture sector may participate in such courses to improve their technical and creative skills. They prefer online or hybrid formats, which allow them to combine studies with work schedules or other commitments, as a perspective or in line with employment trends among young people.*

- *Persons undergoing professional reconversion, who are seeking new career opportunities; these clients are interested in courses that offer practical skills that can be immediately applied on the labour market. They appreciate programmes that include internships or collaboration with companies in the field.*
- *Freelancers / individuals who create customised furniture on demand, working in workshops or as small craftsmen, who can learn new design techniques to address more sophisticated client requirements.*
- *Individuals who have a passion for interior space design and wish to transform their hobby into a career or a personal project may participate in such a programme in order to learn fundamental design techniques and principles.*

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**Impact \***

*The impact of implementing the classic entrepreneurial activity of furniture manufacturing is focused on two main directions:*

*The educational institution – gaining experience in the implementation and management of entrepreneurial activities; generating additional revenues through entrepreneurial activity to complement the institution’s core funding; institutional development through the valorisation of the technical and material base using the revenues obtained; strengthening and consolidating the institution’s image; creating eligibility conditions for the IP CEC to access national and international donors (GIZ, ADA, etc.); creating conditions for the continuity of the entrepreneurial activity.*

*The business environment – providing well-qualified skilled workers; creating healthy competition in this segment; creating a start-up platform for the institution’s students.*

*IP CEC students – development of practical skills in both the professional and entrepreneurial fields; integration of students into authentic situations similar to the private sector environment; involvement of students from related specialisations within the institution in the entrepreneurial activity process; development of a platform for accessing funds and subsidies provided by donors or by our institution for students.*

*In the field of vocational training service provision, the impact is internal:*

*Expansion of the educational offer of the IP CEC generated by the entrepreneurial activity through the delivery of courses relevant to the labour market;*

*Increasing the institution’s prestige as a provider of vocational training adapted to current requirements;*

*Modernisation of infrastructure and improvement of training capacity through grant support;*

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*Strengthening the partnership with CREATIVO and attracting resources for the development of educational programmes in accordance with standards.*

*Externally, considering the impact on trainees and companies:*

*Providing real opportunities for qualification and professional reconversion for young people, NEETs, and persons returned from the diaspora;*

*Increasing the employability of graduates through the acquisition of skills demanded on the labour market;*

*Alignment with the real needs of companies in the field of furniture design and interior design through the training of qualified specialists;*

*Development of the creative sector and stimulation of innovation in the furniture and interior design industry.*

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**Innovation and Success Factors \***

*Success factors facilitating the implementation of the entrepreneurial activity “Furniture Manufacturing” within the institution*

- *The existence of two carpentry production workshops with a total area of 360 m<sup>2</sup> and a 100 m<sup>2</sup> warehouse for storing manufactured products within the IP Centre of Excellence in Construction;*
- *The availability within the institution of over 60% of the furniture manufacturing tools;*
- *Effective cooperation among decision-makers involved in the implementation of entrepreneurial activities;*
- *The presence within the institution of prototypes covering the entire range of products proposed on the market;*
- *Furniture manufacturing using high-quality, ecological, and durable materials, tested under real operating conditions for more than three years within the IP Centre of Excellence in Construction;*
- *The conclusion of partnership agreements with key raw material suppliers, offering advantageous prices depending on the volume purchased;*
- *The existence of collaboration agreements with potential clients (colleges, centres of excellence, and vocational schools);*
- *More than five years of experience in manufacturing and repairing educational furniture;*
- *The possibility of expanding the range of products manufactured within the IP Centre of Excellence in Construction.*

*For the provision of vocational training services for adults, the success factors are:*

- *Training rooms adapted to the necessary conditions for service delivery, provided from the institution’s own resources;*
  - *Partnerships with relevant economic operators, who would provide initial clients for training services and offer information regarding market demand;*
  - *Partnerships with SCM, a company producing specialised equipment for furniture manufacturing, which will provide maintenance and consultancy on equipment operation;*
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	<ul style="list-style-type: none"> <li>• <i>Partnership with Mobilier.md, which will provide the BAZIS software at a reduced price or free of charge;</i></li> <li>• <i>The existence of a continuing training department within the institution;</i></li> <li>• <i>A team of trainers with experience in adult education who are actively involved in the entrepreneurial activities;</i></li> <li>• <i>Experience in training specialists in the field of interior design.</i></li> </ul>
<b>Constraints *</b>	<ul style="list-style-type: none"> <li>• Overloading of the master instructor and teaching staff in the implementation of the business idea.</li> <li>• In vocational training courses for adults, the process of attracting clients.</li> </ul>
<b>Lessons learned *</b>	<ul style="list-style-type: none"> <li>• <b>Additional financial sources for the institution's budget</b></li> <li>• <b>Development of entrepreneurial competences for teaching staff</b></li> <li>• <b>Development of professional competences for students</b></li> </ul>
<b>Replicability and/or up-scaling</b>	It is possible to replicate this in all technical and vocational institutions equipped with machinery.
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<b>URL of the practice</b>	<a href="https://www.facebook.com/share/p/16c5AKqeTK/">https://www.facebook.com/share/p/16c5AKqeTK/</a> <a href="https://www.facebook.com/share/v/1SL47GZhkx/">https://www.facebook.com/share/v/1SL47GZhkx/</a> <a href="https://www.facebook.com/share/p/1bbeyUe8Sn/">https://www.facebook.com/share/p/1bbeyUe8Sn/</a> <a href="https://www.facebook.com/share/p/1Bvmj2Y7Pc/">https://www.facebook.com/share/p/1Bvmj2Y7Pc/</a>
<b>Related resources that have been developed</b>	Regulation on Entrepreneurial Activity <a href="http://ccc.md/regulament-activitate-antreprenoriala/">http://ccc.md/regulament-activitate-antreprenoriala/</a>