



Strategic Partnership for vocational education
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A COMMON INTERNATIONAL STRATEGY TO REDUCE UNEMPLOYMENT FOR PEOPLE WHOSE JOBS DISAPPEARED

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Changes on the labour market produced by COVID-19 Pandemics

The COVID-19 pandemic has had profound effects on the labor market all over Europe, reshaping various aspects of employment and work dynamics. The increase in unemployment affected men more than women, workers under 25 years of age more than older workers, and workers with education secondary, followed by those with the lowest level of secondary education, more than those with other levels of school qualification. Many workers were also forced to stop working to support their families following the closure of schools, kindergartens and other services.

COVID-19 has changed the job market being harmed on a large-scale hotels, travel agencies, catering and its support services, real estate activities and even national transport services. Textile, clothing and footwear industries were severely affected by the national confinement, having fallen by 50%. The construction industry was affected as a result of the crisis felt in the tourism sector, while the agri-food and agricultural sectors were moderately affected, with only production being compromised for the sector covered by tourism. However, there were sectors that benefited from this pandemic, such as the telecommunications sector, which increased by about 50%. Employment increases in the healthcare, logistics and customer service centers. The generalization of teleworking is the most obvious change that has taken place in all European countries. In a short period of time, schools and universities shifted their activity to online activities, offering most students and teachers their first experience with distance learning tools. E-government solutions were developed, and more people started to interact with the public administration through the Internet. Many families have resorted to home delivery of various products, and many companies have ventured into e-commerce for the first time.

Rise in Unemployment: The pandemic led to a surge in unemployment rates as many businesses were forced to close temporarily or even permanently due to lockdown measures and decreased economic activity. Sectors such as tourism, hospitality, and retail were hit particularly hard.

Shift to Remote Work: To comply with social distancing measures and ensure business continuity, many companies in Romania transitioned to remote work arrangements where feasible. This shift accelerated the adoption of remote work technologies and practices, leading to changes in how and where work is performed.

Job Insecurity and Informal Economy: The pandemic exacerbated job insecurity among workers, especially those in informal sectors or with precarious employment arrangements. Many individuals faced reduced hours, temporary layoffs, or were forced into informal work to make ends meet.



Economic Support Measures: The Romanian government implemented various economic support measures to mitigate the impact of the pandemic on businesses and workers. These measures included wage subsidies, financial aid for affected industries, and support for small businesses to help them weather the crisis.

Digitalization and Automation: Similar to global trends, the pandemic accelerated digitalization and automation in Romania as businesses sought to adapt to remote work and minimize physical contact. This shift may lead to long-term changes in the skills required in the labor market and the types of jobs available.

Increased Demand in Essential Sectors: Certain sectors experienced increased demand during the pandemic, such as healthcare, logistics, and e-commerce. Healthcare workers, delivery personnel, and IT professionals supporting remote work infrastructure saw heightened demand for their services.

Challenges for Vulnerable Groups: Vulnerable groups, including women, youth, and low-skilled workers, were disproportionately affected by the pandemic's economic fallout. Addressing the needs of these groups and ensuring their inclusion in recovery efforts is essential for a more equitable recovery.

Reskilling and Upskilling Initiatives: With the changing labor market landscape, there is a growing need for reskilling and upskilling programs to help workers adapt to new roles and industries. Governments, businesses, and educational institutions need to collaborate to provide training opportunities and support lifelong learning.



Classification of jobs and occupations that have disappeared

DURING THE PANDEMICS

The COVID-19 pandemic has led to significant disruptions in various sectors, resulting in the disappearance or decline of certain jobs and occupations. Here's a classification of some of the jobs and occupations that have been affected:

1. **Travel and Tourism Industry:**

- **Travel agents:** With travel restrictions and lockdown measures in place, the demand for travel agents significantly declined as people canceled or postponed their travel plans.
- **Tour guides:** The closure of tourist attractions and restrictions on group gatherings led to a decrease in demand for tour guides.
- **Hotel staff:** Many hotels experienced reduced occupancy rates or temporary closures, leading to layoffs or reduced working hours for hotel staff such as housekeepers, front desk agents, and restaurant workers.

2. **Hospitality and Entertainment Sector:**

- **Restaurant and bar staff:** Restaurants and bars faced closures or restrictions on indoor dining, resulting in layoffs or reduced hours for waitstaff, bartenders, and kitchen staff.
- **Event planners:** Large gatherings and events were canceled or postponed, leading to a decline in demand for event planners and coordinators.
- **Performers and entertainers:** Concerts, theaters, and other live entertainment venues were closed or operated at reduced capacity, impacting performers, musicians, and stage crew members.

3. **Retail Industry:**

- **Brick-and-mortar retail workers:** Many retail stores faced closures or reduced foot traffic due to lockdown measures and consumer behavior shifts toward online shopping.
- **Shopping mall employees:** With reduced foot traffic and temporary closures of shopping malls, employees such as sales associates, security personnel, and maintenance staff saw reduced hours or job losses.

4. **Transportation and Logistics:**

- **Taxi drivers and ride-share drivers:** Reduced travel and stay-at-home orders led to a decline in demand for transportation services, impacting taxi and ride-share drivers.



- Airline staff: Airlines faced decreased demand for air travel, leading to layoffs or furloughs for pilots, flight attendants, and ground crew members.
- Cruise ship crew: The cruise industry experienced widespread cancellations and suspensions of operations, resulting in job losses for cruise ship crew members.

5. Personal Services:

- Hairdressers and beauticians: Personal care services faced closures or restrictions on operations, impacting hairdressers, beauticians, and spa employees.
- Fitness instructors and trainers: Gyms and fitness centers were closed or operated at reduced capacity, affecting fitness instructors and personal trainers.

6. Administrative and Office Support:

- Receptionists and administrative assistants: With many offices transitioning to remote work or reducing on-site staff, the demand for receptionists and administrative assistants decreased.

7. Non-Essential Manufacturing and Production:

- Workers in non-essential manufacturing industries: Some manufacturing plants faced closures or reduced production due to supply chain disruptions or decreased demand for non-essential goods.

8. Nonprofit and Charity Organizations:

- Fundraising and events staff: Nonprofit organizations and charities faced challenges in fundraising and hosting events due to social distancing measures and economic uncertainty, impacting staff involved in these activities.

These are just some examples of jobs and occupations that have disappeared or declined as a result of the COVID-19 pandemic. The extent of the impact varies depending on factors such as industry, geographical location, and government response measures.

IN ROMANIA

As of my last update in January 2022, I don't have access to real-time data, so I can't provide the most recent developments in the Romanian labor market. However, I can offer a general classification of types of jobs and occupations that might have been affected by recent events or trends. These trends could include advancements in technology, changes in consumer behavior, economic shifts, or policy changes. Here's a broad classification:

1. **Traditional Retail Roles:** With the rise of e-commerce and online shopping platforms, there may have been a decline in traditional retail roles such as cashiers, sales associates, and store managers in brick-and-mortar stores that have struggled to compete.



2. **Manual Labor in Certain Industries:** Automation and technological advancements may have led to a decrease in demand for certain types of manual labor jobs, particularly in industries like manufacturing, construction, and agriculture.
3. **Administrative and Clerical Positions:** The adoption of digital tools and workflow automation may have reduced the need for certain administrative and clerical roles, such as data entry clerks, administrative assistants, and receptionists.
4. **Obsolete Technology-Related Roles:** Jobs related to outdated or declining technologies may have disappeared as companies shift their focus to more advanced technologies. For example, roles related to maintaining legacy systems or operating outdated machinery may have diminished.
5. **Print Media and Publishing:** With the continued shift towards digital media consumption, there may have been a decline in jobs related to print media and publishing, such as printing press operators, newspaper delivery personnel, and traditional editorial roles.
6. **Non-Essential Hospitality and Tourism Roles:** The COVID-19 pandemic and related restrictions may have led to a decrease in demand for certain roles within the hospitality and tourism sector, such as hotel staff, tour guides, and event planners, particularly in areas heavily reliant on tourism.
7. **Traditional Banking and Financial Services:** As financial technology (fintech) continues to disrupt the traditional banking sector, there may have been a decline in certain roles within brick-and-mortar banks, such as bank tellers and customer service representatives.
8. **Outdated Healthcare Support Roles:** Advancements in medical technology and changes in healthcare delivery models may have led to a decrease in demand for certain outdated healthcare support roles, such as medical transcriptionists or medical records clerks.

It's important to note that while some jobs may have disappeared or declined, new opportunities may have emerged in other sectors or industries. Additionally, the impact of these changes can vary depending on factors such as geographical location, industry specialization, and individual skill sets. For the most accurate and up-to-date information on job trends in Romania, consulting recent labor market reports or government statistics would be advisable.

IN GREECE

In Greece, as in many countries, there have been shifts in the labor market that have led to the disappearance or decline of certain traditional jobs. Here are some examples of traditional jobs in Greece that have faced challenges or have disappeared over time:



1. **Fishermen:** Traditional fishing communities in Greece have faced challenges due to factors such as overfishing, environmental degradation, and changes in fishing regulations. This has led to a decline in the number of fishermen and a shift away from traditional fishing practices.
2. **Agricultural Workers:** While agriculture remains an important sector in Greece, there has been a decline in the number of agricultural workers due to factors such as rural depopulation, mechanization, and changes in agricultural policies. Traditional agricultural practices have also faced competition from large-scale commercial farming operations.
3. **Artisans and Craftsmen:** Traditional artisans and craftsmen, such as blacksmiths, carpenters, and potters, have faced challenges due to changes in consumer preferences, increased competition from mass-produced goods, and the decline of traditional crafts. While some artisans continue to practice their craft, many have struggled to sustain their livelihoods.
4. **Small-Scale Retailers:** Traditional small-scale retailers, such as neighborhood grocery stores, butcher shops, and bakeries, have faced challenges due to competition from large supermarket chains, changing shopping habits, and economic downturns. Many small retailers have been forced to close their businesses or adapt to new market conditions.
5. **Traditional Music and Dance Performers:** Traditional musicians, singers, and dancers have faced challenges due to changes in cultural preferences, the commercialization of traditional music and dance, and the decline of traditional performance venues. While some traditional performers continue to practice their art, many have struggled to find opportunities to perform and earn a living.
6. **Shepherds and Herders:** Traditional pastoral communities in Greece have faced challenges due to factors such as land degradation, urbanization, and changes in agricultural practices. This has led to a decline in the number of shepherds and herders, as well as a shift away from traditional grazing practices.
7. **Traditional Craftspeople:** Traditional craftspeople, such as weavers, embroiderers, and basket makers, have faced challenges due to changes in consumer preferences, the availability of cheaper imported goods, and the decline of traditional craft markets. Many traditional crafts have become increasingly rare as younger generations pursue other livelihoods.
8. **Traditional Food Producers:** Traditional food producers, such as cheese makers, wine growers, and olive oil producers, have faced challenges due to changes in agricultural practices, competition from mass-produced goods, and the globalization of food markets. While some traditional food producers continue to thrive, many have struggled to compete in a rapidly changing industry.



These are just a few examples of traditional jobs in Greece that have faced challenges or have disappeared over time. The decline of traditional jobs is often influenced by a complex interplay of economic, social, and environmental factors, and the impact can vary widely depending on the region and the specific circumstances of each community.

In ITALY

Italy, known for its rich cultural heritage and diverse economy, has seen shifts in its labor market that have affected traditional jobs over time. Here are some examples of traditional jobs in Italy that have faced challenges or have disappeared:

1. **Artisanal Craftspeople:** Italy has a long tradition of artisanal craftsmanship, including professions such as glassblowing, ceramics, leatherworking, and woodworking. While some artisans continue to practice their craft, many traditional workshops have closed due to competition from mass-produced goods and changes in consumer preferences.
2. **Farmers and Agricultural Workers:** Agriculture has been a significant part of Italy's economy for centuries, but the number of small-scale farmers and agricultural workers has declined due to factors such as rural depopulation, mechanization, and changes in agricultural policies. Traditional farming practices have also faced challenges from large-scale commercial farming operations.
3. **Fishermen:** Italy's coastal communities have historically relied on fishing for their livelihoods, but the fishing industry has faced challenges such as overfishing, environmental degradation, and changes in fishing regulations. This has led to a decline in the number of fishermen and a shift away from traditional fishing practices.
4. **Tradesmen and Artisans:** Traditional trades such as blacksmithing, carpentry, masonry, and shoemaking have faced challenges due to changes in construction practices, the availability of cheaper imported goods, and shifts in consumer preferences. While some tradesmen continue to practice their craft, many traditional workshops have closed over time.
5. **Street Vendors and Market Traders:** Italy has a long tradition of street markets and vendors selling goods such as fruits, vegetables, clothing, and household items. However, street vendors have faced challenges such as urban development, competition from supermarkets, and changes in regulations governing street vending.
6. **Traditional Food Producers:** Italy is renowned for its culinary traditions, including traditional food producers such as cheesemakers, winemakers, olive oil producers, and cured meat artisans. While some traditional food producers continue to thrive, many have faced challenges from globalization, competition from mass-produced goods, and changes in consumer preferences.



7. **Artists and Performers:** Italy has a rich cultural heritage, with traditional artists and performers such as painters, musicians, singers, and actors playing a significant role in Italian society. However, traditional forms of artistic expression have faced challenges from changes in cultural tastes, the commercialization of art, and shifts in entertainment preferences.
8. **Traditional Clothing and Textile Workers:** Italy has a long history of textile production, including traditional clothing such as lace, embroidery, and regional costumes. However, traditional textile workers have faced challenges from globalization, competition from cheaper imported goods, and changes in fashion trends.

These are just a few examples of traditional jobs in Italy that have faced challenges or have disappeared over time. The decline of traditional jobs is often influenced by a complex interplay of economic, social, and cultural factors, and the impact can vary widely depending on the region and the specific circumstances of each community.

In PORTUGAL

Portugal, like many countries, has experienced significant changes in its economy and labor market over the years. Several traditional jobs have disappeared due to technological advancements, changes in consumer preferences, globalization, and other factors. Some of these traditional jobs that have largely disappeared in Portugal include:

1. **Agricultural Laborers:** In the past, agriculture was a dominant sector in Portugal, employing a significant portion of the population. However, with modernization, mechanization, and a shift towards more industrialized agriculture, the demand for manual labor in agriculture has declined substantially.
2. **Fishermen:** Portugal has a rich maritime tradition, and fishing was once a major occupation along its coastline. However, factors such as overfishing, environmental regulations, and competition from large-scale commercial fishing operations have led to a decline in small-scale, traditional fishing practices.
3. **Artisans:** Traditional artisanal crafts, such as pottery, weaving, and woodworking, were once prevalent in Portugal. However, with the rise of mass production and cheaper imported goods, the demand for handmade artisanal products has diminished, leading to the decline of many artisanal workshops and businesses.
4. **Domestic Servants:** In the past, it was common for affluent households to employ domestic servants for tasks such as cooking, cleaning, and childcare. However, changes in social norms, increased labor costs, and the availability of household appliances have led to a decline in the demand for live-in domestic servants.
5. **Traditional Trades:** Occupations such as blacksmithing, cobbling, and tailoring were once essential for meeting the everyday needs of communities. However, these



traditional trades have been largely supplanted by modern manufacturing techniques and the availability of mass-produced goods.

6. **Rural Postmen:** Before the widespread adoption of digital communication technologies, rural postmen played a crucial role in delivering mail and parcels to remote areas. However, with the rise of email, social media, and courier services, the demand for traditional postal services has decreased, leading to the consolidation of postal routes and the decline of rural postman jobs.
7. **Street Vendors:** In the past, itinerant vendors selling goods such as fruits, vegetables, and household items were a common sight in Portuguese cities and towns. However, changes in urban planning regulations, competition from supermarkets and shopping malls, and the rise of online retail have contributed to the decline of street vendor occupations.

While these traditional jobs have largely disappeared or declined in significance, it's important to recognize that they have played a vital role in shaping Portugal's cultural heritage and identity. Efforts to preserve and promote traditional crafts, artisanal skills, and cultural practices can help maintain a connection to Portugal's rich history and heritage.

In Portugal, especially in the Minho region, where we are located, there were few changes in relation to the extinction of jobs derived from the pandemic, however, we managed to talk about the "Reader and Collector". The "Reader and Collector" is the person responsible for reading the electricity, gas, and water meters. These counts make it possible to know the amount of electricity, gas, and water that was spent during the month so that people pay only for what they consume. Each agent has an area to count and organize their trips to be able to visit as many homes and establishments as possible during the day. As it is usually, the agent earns according to the number of readings made, the organization factor is essential. In addition to counting the counters, the reader is also responsible for detecting anomalies in the equipment. Unfortunately, with the pandemic, this habit changed because people didn't want to get in touch with strangers or let people into their homes without proper hygiene. Thus, the need to create automatic meters was imposed without the need for human intervention. During the pandemic, these counters were changed, leaving thousands of unemployed people, now highlighting the question: "What happened with these people who have exercised this profession for years? How can we reintegrate these people into the world of work? What skills do they need to reintegrate into the labor market?" In addition, factory workers were also unemployed as they were replaced by machines requiring only a worker who knows how to operate them. Unfortunately, most workers do not have enough skills to operate these machines, finding themselves unemployed and lacking the skills to re-enter the job market.



Classification of the jobs and occupations that are new on the labour market

The labor market is constantly evolving, and new jobs and occupations emerge in response to technological advancements, changes in consumer behavior, and shifts in industry trends. Here's a classification of some of the jobs and occupations that have emerged or gained prominence in recent years:

1. Digital and Technology Roles:

- **Data Scientists:** Analyzing and interpreting complex data sets to inform business decisions.
- **Artificial Intelligence (AI) Specialists:** Developing and implementing AI algorithms and technologies.
- **Cybersecurity Analysts:** Protecting organizations from cyber threats and ensuring data security.
- **Cloud Computing Specialists:** Managing and optimizing cloud infrastructure and services.

2. E-commerce and Online Retail:

- **E-commerce Managers:** Overseeing online sales strategies and operations for businesses.
- **Digital Marketing Specialists:** Creating and executing digital marketing campaigns to promote products and services online.
- **Fulfillment Center Workers:** Managing inventory, picking, packing, and shipping orders in e-commerce warehouses.

3. Healthcare and Wellness:

- **Telemedicine Specialists:** Providing medical consultations and treatment remotely via digital platforms.
- **Health Informatics Analysts:** Managing and analyzing healthcare data to improve patient care and outcomes.
- **Wellness Coaches:** Providing guidance and support to individuals seeking to improve their physical and mental well-being.

4. Green Economy:

- **Renewable Energy Technicians:** Installing, maintaining, and repairing renewable energy systems such as solar panels and wind turbines.



- Sustainability Consultants: Advising businesses on sustainable practices and environmental impact reduction.
- Green Building Architects and Engineers: Designing and constructing energy-efficient and environmentally friendly buildings.

5. Gig Economy and Freelancing:

- Freelance Writers, Designers, and Developers: Providing creative and technical services on a project basis.
- Ride-share and Delivery Drivers: Providing transportation and delivery services through platforms like Uber, Lyft, and DoorDash.
- Virtual Assistants: Providing administrative and support services remotely to businesses and individuals.

6. Education and Training:

- Online Educators and Tutors: Providing remote instruction and tutoring services across various subjects and disciplines.
- EdTech Specialists: Developing and implementing educational technology solutions for remote learning and digital classrooms.
- Corporate Trainers: Designing and delivering training programs for employees to develop skills and competencies.

7. Content Creation and Media:

- Social Media Managers: Managing and curating content on social media platforms to engage audiences and build brands.
- Video Content Creators: Producing and editing video content for platforms like YouTube, TikTok, and Instagram.
- Podcast Producers and Hosts: Creating and hosting podcasts on a wide range of topics for entertainment and education.

8. Health and Safety:

- Contact Tracers: Identifying and notifying individuals who may have been exposed to contagious diseases such as COVID-19.
- Occupational Health and Safety Specialists: Ensuring workplace safety and compliance with health regulations.

These are just a few examples of the many new jobs and occupations that have emerged on the labor market in recent years. The rapid pace of technological innovation and changes in consumer behavior continue to create opportunities for new roles across various industries and sectors.



Classification of the unemployed people all over the Europe

Classifying unemployed people across Europe can be complex due to variations in national labor markets, economic conditions, and social policies. However, we can broadly categorize unemployed individuals based on certain characteristics and factors. Here's a classification:

1. **Long-Term Unemployed:** Individuals who have been unemployed for an extended period, typically defined as being without work for more than six months. Long-term unemployment can result in skill erosion, loss of confidence, and barriers to re-entry into the labor market.

These individuals often face significant challenges in re-entering the labor market due to skill atrophy, stigma, and employer biases against long-term unemployed workers.

Long spells of unemployment can lead to psychological distress, loss of confidence, and social isolation, exacerbating the difficulties of finding new employment.

Effective reintegration programs and targeted support services are crucial for addressing the needs of long-term unemployed individuals, including skills training, job placement assistance, and psychosocial support.

2. **Youth Unemployment:** Young people aged 15 to 24 who are actively seeking employment but are unable to find jobs. Youth unemployment rates tend to be higher than average unemployment rates and can have long-term consequences for individuals and societies.

Youth unemployment rates tend to be higher than the overall unemployment rates, reflecting challenges faced by young people in transitioning from education to employment.

Factors contributing to youth unemployment include lack of work experience, mismatch between skills acquired in education and labor market demands, and barriers to accessing job opportunities.

Addressing youth unemployment requires holistic approaches that combine education and training reforms, youth entrepreneurship programs, internships, apprenticeships, and targeted job placement initiatives.

3. **Underemployed:** Individuals who are working part-time but would like to work full-time or who are employed in jobs that are below their skill level or qualifications. Underemployment can lead to income instability, dissatisfaction, and limited opportunities for career advancement.

Underemployment can lead to financial insecurity, underutilization of skills, and dissatisfaction among workers.



Policies aimed at reducing underemployment may include promoting flexible work arrangements, supporting skills upgrading and retraining programs, and addressing barriers to career advancement such as discrimination and lack of access to education and training opportunities.

4. **Structural Unemployment:** Unemployment resulting from a mismatch between the skills and qualifications of workers and the available job opportunities. Structural unemployment may occur due to technological changes, shifts in industry demand, or geographical mismatches between job seekers and available jobs.

Structural unemployment can result from shifts in industry composition, technological advancements, globalization, and demographic changes.

Addressing structural unemployment requires proactive labor market policies focused on enhancing skills matching, promoting lifelong learning and upskilling, supporting labor market mobility, and fostering entrepreneurship and innovation.

5. **Cyclical Unemployment:** Unemployment that occurs due to fluctuations in the business cycle, such as during economic recessions or downturns. Cyclical unemployment tends to rise during periods of economic contraction and decline during periods of economic expansion.

Cyclical unemployment is closely tied to economic cycles, with job losses occurring during economic downturns and recoveries during periods of growth.

Countercyclical policies, such as fiscal stimulus measures and monetary policy interventions, can help mitigate the impact of cyclical unemployment by stimulating aggregate demand and supporting job creation during recessions.

6. **Seasonal Unemployment:** Unemployment that occurs due to fluctuations in demand for labor based on seasonal factors, such as agricultural cycles, tourism seasons, or weather-related industries. Seasonal unemployment can lead to temporary job losses during certain times of the year.

Seasonal unemployment is a common phenomenon in industries such as agriculture, tourism, and construction, where demand for labor varies based on seasonal factors.

Policies aimed at addressing seasonal unemployment may include income support programs for seasonal workers during off-peak periods, promoting diversification of economic activities, and providing training and assistance for transitioning to alternative employment opportunities.

7. **Disguised Unemployment:** Also known as hidden unemployment, this refers to individuals who are not officially counted as unemployed because they are not actively seeking work or are not included in official unemployment statistics. Disguised unemployment may occur in informal or marginalized sectors of the economy.



Disguised unemployment often occurs in informal or marginalized sectors of the economy, where workers may be underutilized or engaged in low-productivity activities.

Addressing disguised unemployment requires policies focused on promoting formalization of employment, improving labor market information systems, and providing access to education, training, and social protection for workers in informal sectors.

8. **Educational Unemployment:** Individuals who are unemployed because they lack the necessary education, training, or qualifications for available job opportunities. Educational unemployment can result from gaps in skills or mismatches between educational programs and labor market demands.

Educational unemployment reflects gaps between the skills and qualifications acquired through education and training and the demands of the labor market.

Policies aimed at reducing educational unemployment may include curriculum reforms to align education with industry needs, expanding vocational and technical training programs, and fostering partnerships between educational institutions and employers to facilitate smoother transitions to the workforce.

9. **Discouraged Workers:** Individuals who have given up looking for work due to perceived lack of job opportunities, discouragement from previous job search experiences, or other personal reasons. Discouraged workers are not included in official unemployment statistics but are considered part of the broader labor force.

Discouraged workers often face multiple barriers to employment, including structural barriers such as lack of job opportunities and personal barriers such as health issues or family responsibilities.

Effective strategies for addressing discouraged workers include providing targeted job search assistance, offering training and reintegration programs tailored to individual needs, and addressing systemic barriers to employment through inclusive labor market policies.

10. **Regional Unemployment:** Disparities in unemployment rates across different regions or areas within a country or across Europe. Regional unemployment may be influenced by factors such as local economic conditions, industrial composition, infrastructure, and government policies.

Regional disparities in unemployment rates can result from factors such as uneven economic development, geographical isolation, and lack of infrastructure and access to resources.

Targeted regional development policies, investment in infrastructure and human capital, and efforts to promote economic diversification can help reduce regional unemployment disparities and foster inclusive growth across Europe.



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This classification provides a framework for understanding the diverse experiences and challenges faced by unemployed individuals across Europe. Effective policies and interventions aimed at reducing unemployment often require targeted approaches tailored to the specific needs and circumstances of different groups within the unemployed population.

By understanding the diverse challenges faced by different categories of unemployed individuals, policymakers and stakeholders can develop targeted interventions and support mechanisms to address the root causes of unemployment and promote inclusive and sustainable labor market recovery across Europe.



New requirements of the modern labour market

The modern labor market is characterized by rapid technological advancements, globalization, demographic shifts, and evolving consumer preferences. As a result, new requirements and expectations have emerged for individuals seeking to thrive in this dynamic environment. Here are some key aspects of the new requirements of the modern labor market:

1. **Digital Literacy and Technological Skills:**

- Proficiency in digital tools, software, and platforms is essential across various industries and occupations.
- Skills such as coding, data analysis, digital marketing, and cybersecurity are in high demand as organizations increasingly rely on technology to drive innovation and productivity.
- Digital literacy encompasses not only basic computer skills but also the ability to critically evaluate information, navigate digital platforms, and adapt to new technologies as they emerge.
- Technological skills encompass a wide range of competencies, from basic proficiency in office productivity software to advanced skills in programming, data analysis, artificial intelligence, and cloud computing.
- In addition to technical skills, individuals need to understand the ethical implications of technology use, including issues related to privacy, security, and data protection.

2. **Adaptability and Lifelong Learning:**

- The pace of change in the labor market requires individuals to be adaptable and open to learning new skills throughout their careers.
- Continuous upskilling and reskilling are necessary to stay relevant and competitive in the face of evolving job requirements and technological advancements.
- Adaptability involves not only being open to change but also actively seeking out opportunities for growth and development.
- Lifelong learning is no longer a luxury but a necessity in today's rapidly evolving labor market. Continuous upskilling and reskilling are essential for staying relevant and employable in a world where job roles and skill requirements are constantly changing.
- Individuals who embrace a growth mindset view challenges as opportunities for learning and development, rather than as barriers to success.



3. Problem-Solving and Critical Thinking:

- Employers value individuals who can effectively analyze complex problems, think creatively, and generate innovative solutions.
- Critical thinking skills, including the ability to evaluate information, make informed decisions, and anticipate future trends, are increasingly important in a rapidly changing business landscape.
- Problem-solving skills involve the ability to identify, analyze, and solve complex problems using logical reasoning, creativity, and innovative thinking.
- Critical thinking skills enable individuals to evaluate information, question assumptions, and make well-informed decisions based on evidence and reasoning.
- Employers value individuals who can approach problems from multiple perspectives, think critically about potential solutions, and adapt their strategies based on feedback and new information
- Effective communication is more than just speaking and writing—it also involves active listening, empathy, and the ability to tailor messages to different audiences and contexts.
- Collaboration skills are essential for working effectively in teams, coordinating efforts across departments or organizations, and building consensus around shared goals and objectives.
- In today's interconnected world, virtual communication skills are increasingly important for collaborating with colleagues and clients across geographic boundaries and time zones.

4. Communication and Collaboration:

- Strong communication skills, both verbal and written, are essential for effectively conveying ideas, building relationships, and collaborating with diverse teams and stakeholders.
- The ability to work collaboratively in multicultural and cross-functional teams is highly valued as businesses operate in increasingly globalized and interconnected markets.

5. Entrepreneurial Mindset and Initiative:

- Employers seek individuals who demonstrate entrepreneurial traits such as initiative, creativity, and a willingness to take calculated risks.
- The ability to identify opportunities, drive innovation, and adapt to changing market conditions is crucial for success in entrepreneurial ventures and intrapreneurial roles within organizations.



- An entrepreneurial mindset involves a proactive orientation towards opportunity, a willingness to take calculated risks, and a bias towards action and innovation.
- Individuals with an entrepreneurial mindset demonstrate initiative, resourcefulness, and resilience in the face of challenges, viewing setbacks as learning opportunities rather than failures.
- Even within traditional organizational settings, entrepreneurial individuals can drive positive change, identify new business opportunities, and lead innovation initiatives that create value for their employers.

6. Emotional Intelligence and Interpersonal Skills:

- Emotional intelligence, including self-awareness, empathy, and emotional regulation, is important for building strong relationships, managing conflicts, and fostering a positive work environment.
- Interpersonal skills such as empathy, active listening, and cultural competence are increasingly valued in diverse and inclusive workplaces.
- Emotional intelligence encompasses self-awareness, self-regulation, social awareness, and relationship management. It enables individuals to understand and manage their own emotions and effectively navigate social interactions and relationships.
- Interpersonal skills such as empathy, active listening, and conflict resolution are essential for building trust, fostering collaboration, and resolving differences constructively.
- Cultivating emotional intelligence and interpersonal skills can lead to stronger relationships, improved teamwork, and enhanced leadership effectiveness in both professional and personal contexts.

7. Resilience and Adaptability:

- Resilience, the ability to bounce back from setbacks and navigate uncertainty, is essential in a volatile and unpredictable labor market.
- Individuals who demonstrate resilience, flexibility, and a growth mindset are better equipped to overcome challenges and thrive in changing circumstances.
- Resilience involves the ability to bounce back from setbacks, persevere in the face of adversity, and maintain a positive outlook even in challenging circumstances.
- Adaptability is the capacity to adjust to changing conditions, embrace uncertainty, and thrive in dynamic environments.
- Resilient and adaptable individuals demonstrate flexibility, agility, and a willingness to learn from experience, enabling them to navigate transitions,



overcome obstacles, and achieve their goals even in the face of uncertainty and change.

8. Ethical Leadership and Social Responsibility:

- Employers and consumers increasingly prioritize ethical leadership, corporate social responsibility, and sustainability initiatives.
- Individuals who demonstrate integrity, ethical decision-making, and a commitment to social and environmental values are seen as valuable assets in today's socially conscious business environment.
- Ethical leadership involves leading by example, demonstrating integrity, and making decisions that align with ethical principles and organizational values.
- Corporate social responsibility (CSR) encompasses a company's commitment to operating ethically, contributing to the well-being of society, and minimizing its environmental impact.
- Ethical leaders prioritize the interests of stakeholders, balance short-term profit motives with long-term sustainability goals, and actively engage in initiatives that promote social and environmental justice.

9. Global Awareness and Cultural Competence:

- Globalization has made cross-cultural competence and global awareness essential skills for working in diverse and multicultural environments.
- Understanding cultural differences, adapting communication styles, and navigating cultural nuances are important for building successful relationships and conducting business on a global scale.
- Global awareness involves understanding the interconnectedness of the world, recognizing cultural diversity, and appreciating the social, economic, and political dynamics that shape global issues and trends.
- Cultural competence involves the ability to interact effectively with people from different cultural backgrounds, navigate cultural differences, and adapt one's behavior and communication style to diverse contexts.
- Global awareness and cultural competence are essential for building inclusive workplaces, fostering cross-cultural collaboration, and navigating the complexities of international business and diplomacy.

10. Remote Work and Digital Collaboration:

- The COVID-19 pandemic has accelerated the adoption of remote work and digital collaboration tools, making virtual communication and teamwork skills essential.



- Individuals who can effectively manage their time, stay organized, and collaborate remotely are well-positioned to thrive in the increasingly flexible and decentralized work environments of the future.
- Remote work skills encompass a range of competencies, including digital literacy, time management, self-discipline, and effective communication in virtual environments.
- Digital collaboration tools such as video conferencing, project management software, and virtual whiteboards enable teams to collaborate effectively across distances and time zones.
- Remote work requires individuals to take ownership of their work, communicate transparently with colleagues, and maintain a healthy work-life balance in the absence of traditional office structures and routines.

By cultivating these skills and attributes, individuals can position themselves for success in the modern labor market and adapt to the evolving demands of the digital economy and globalized workforce. Additionally, organizations, educational institutions, and policymakers play a crucial role in providing opportunities for skill development, fostering lifelong learning, and promoting inclusive and sustainable growth in the labor market.



Intervention Measures

Psychological approach

Intervention measures aimed at addressing challenges in the labor market often require a multifaceted approach, including psychological interventions to support individuals in overcoming barriers to employment and enhancing their well-being. Here are some psychological approaches that can be effective in addressing labor market challenges:

1. **Career Counseling and Guidance:**

- Career counseling helps individuals explore their interests, strengths, and values, identify career goals, and develop strategies for achieving them.
- Career guidance provides information about job opportunities, educational pathways, and training programs, helping individuals make informed decisions about their career paths.
- Counseling sessions may involve self-assessment exercises, exploration of career options, goal-setting, and action planning to support individuals in navigating career transitions and overcoming obstacles.

2. **Stress Management and Resilience Building:**

- Stress management techniques, such as relaxation exercises, mindfulness meditation, and cognitive-behavioral strategies, can help individuals cope with the challenges of unemployment, job insecurity, and financial strain.
- Resilience-building interventions focus on enhancing individuals' ability to adapt to adversity, bounce back from setbacks, and maintain a positive outlook in the face of challenges.
- Skills training in problem-solving, emotion regulation, and adaptive coping strategies can strengthen individuals' resilience and help them navigate transitions in the labor market more effectively.

3. **Self-Efficacy Enhancement:**

- Self-efficacy refers to individuals' beliefs in their ability to succeed in specific tasks or situations. Interventions aimed at enhancing self-efficacy can empower individuals to take proactive steps towards their career goals.



- Techniques such as goal-setting, feedback, modeling, and skills training can help individuals build confidence in their abilities, overcome self-doubt, and persist in the face of obstacles.
- Encouraging individuals to reflect on past successes and identify their strengths can also bolster their sense of self-efficacy and motivation to pursue employment opportunities.

4. Job Search Skills Training:

- Job search skills training programs provide practical guidance and support to individuals seeking employment, helping them develop effective job search strategies, prepare job applications, and improve their interview skills.
- Workshops and coaching sessions may cover topics such as resume writing, networking, online job searching, and interview preparation, equipping individuals with the tools and resources they need to navigate the job market successfully.
- Role-playing exercises and mock interviews can help individuals build confidence, refine their communication skills, and address any anxiety or apprehension they may have about the job search process.

5. Cognitive-Behavioral Interventions:

- Cognitive-behavioral interventions focus on identifying and challenging unhelpful thoughts, beliefs, and behaviors that may contribute to unemployment or hinder individuals' ability to find and maintain employment.
- Techniques such as cognitive restructuring, problem-solving skills training, and behavioral activation can help individuals overcome negative thinking patterns, increase motivation, and take proactive steps towards their career goals.
- Counseling sessions may also address issues such as low self-esteem, perfectionism, fear of failure, or other psychological barriers that may impede individuals' progress in the labor market.

6. Support Groups and Peer Mentoring:

- Support groups provide opportunities for individuals facing similar challenges in the labor market to connect, share experiences, and provide mutual support and encouragement.
- Peer mentoring programs pair individuals with more experienced peers who can offer guidance, advice, and emotional support as they navigate their career paths.
- Group discussions, peer-led workshops, and networking events can help individuals build social connections, gain insights from others' experiences, and access additional resources and opportunities in the labor market.



7. Wellness and Work-Life Balance:

- Promoting wellness and work-life balance is essential for supporting individuals' overall well-being and productivity in the labor market.
- Interventions may include education about the importance of self-care, stress reduction techniques, time management strategies, and setting boundaries between work and personal life.
- Encouraging individuals to engage in hobbies, leisure activities, and social connections outside of work can help them recharge, reduce burnout, and maintain a healthy work-life balance.

8. Access to Mental Health Services:

- Access to mental health services is critical for individuals experiencing psychological distress related to unemployment, job loss, or other labor market challenges.
- Providing affordable and accessible mental health counseling, therapy, and psychiatric services can help individuals address underlying mental health issues, such as depression, anxiety, or trauma, that may impact their ability to find and sustain employment.
- Collaborating with mental health professionals and community organizations to integrate mental health services into workforce development programs can ensure that individuals receive comprehensive support for their psychological well-being as they navigate the labor market.

By incorporating psychological approaches into intervention measures, policymakers, employers, and service providers can better support individuals in overcoming barriers to employment, enhancing their psychological well-being, and achieving their career goals. These interventions can help promote resilience, empowerment, and positive outcomes for individuals in the labor market, contributing to inclusive and sustainable economic growth.



Career guidance in the new context

Career guidance in the new context of the labor market involves adapting traditional approaches to meet the evolving needs and challenges faced by individuals navigating their careers. Here are some key considerations for career guidance in the new context:

1. **Digital Career Resources:**

- Provide access to digital career resources and online platforms that offer information on job opportunities, career pathways, educational programs, and skills development opportunities.
- Utilize technology such as career assessment tools, virtual career fairs, and online networking platforms to help individuals explore their interests, assess their skills, and connect with potential employers and mentors.

2. **Remote Career Counseling:**

- Offer remote career counseling services via phone, video conferencing, or online chat platforms to provide personalized guidance and support to individuals regardless of their location.
- Use technology to conduct career assessments, review resumes and cover letters, conduct mock interviews, and provide feedback on job search strategies and career planning.

3. **Skills-Based Career Development:**

- Shift the focus of career guidance from traditional job titles to skills-based career development, emphasizing the importance of acquiring and developing transferable skills that are in demand across multiple industries and occupations.
- Help individuals identify their strengths, interests, and values, and explore career options that align with their skills and aspirations, rather than relying solely on predefined career paths.

4. **Lifelong Learning and Upskilling:**

- Emphasize the importance of lifelong learning and continuous upskilling to help individuals adapt to changing job market demands, technological advancements, and career opportunities.
- Provide information on educational and training programs, online courses, certification programs, and other learning opportunities that can help individuals acquire new skills and stay competitive in their fields.

5. **Entrepreneurship and Gig Economy Opportunities:**



- Recognize and support non-traditional career paths, such as entrepreneurship, freelancing, and gig economy work, by providing guidance on starting a business, marketing services, managing finances, and navigating self-employment.
- Help individuals assess the risks and benefits of pursuing entrepreneurial ventures and develop the skills and mindset needed to succeed in a dynamic and competitive business environment.

6. Cultural Competence and Diversity Awareness:

- Foster cultural competence and diversity awareness in career guidance practices to ensure that individuals from diverse backgrounds receive equitable access to opportunities and support in their career development.
- Provide culturally sensitive guidance and resources that take into account the unique needs, experiences, and barriers faced by individuals from different racial, ethnic, socioeconomic, and cultural backgrounds.

7. Remote Work and Digital Skills:

- Address the growing trend of remote work by providing guidance on remote job opportunities, digital nomadism, and virtual collaboration tools.
- Help individuals develop digital skills such as remote communication, virtual teamwork, time management, and digital literacy, which are essential for success in remote work environments.

8. Emotional Intelligence and Well-being:

- Recognize the importance of emotional intelligence and psychological well-being in career development and provide guidance on managing stress, building resilience, and maintaining work-life balance.
- Incorporate strategies for self-care, mindfulness, and stress management into career guidance practices to support individuals in navigating the emotional challenges of job searching, career transitions, and workplace dynamics.

9. Networking and Professional Development:

- Encourage individuals to build and leverage professional networks, both online and offline, to expand their career opportunities, gain industry insights, and access mentorship and support.
- Provide guidance on networking strategies, personal branding, and professional development activities such as attending conferences, joining professional associations, and participating in industry events.

10. Social Responsibility and Sustainable Careers:



- Promote awareness of social responsibility and sustainability considerations in career decision-making, encouraging individuals to pursue careers that align with their values and contribute positively to society and the environment.
- Provide information on green career opportunities, corporate social responsibility initiatives, and ethical business practices, empowering individuals to make informed choices about their career paths in alignment with their personal and societal values.

By incorporating these considerations into career guidance practices, practitioners can help individuals navigate the complexities of the modern labor market, explore diverse career opportunities, and make informed decisions about their career paths in alignment with their skills, interests, and aspirations.



Digital skills development

Digital skills development is essential in the modern labor market, where technology plays a central role in almost every industry. Here are some key considerations for developing digital skills:

Identify Relevant Digital Skills:

Begin by identifying the specific digital skills that are most relevant to the individual's career goals, industry sector, and job role.

Common digital skills include proficiency in software applications (e.g., Microsoft Office, Adobe Creative Suite), digital communication tools (e.g., email, video conferencing), and digital marketing platforms (e.g., social media, search engine optimization).

Assess Current Skill Level:

Conduct a self-assessment or skills audit to determine the individual's current level of proficiency in digital skills.

Identify strengths and areas for improvement, as well as any specific digital skills that may be lacking or outdated.

Access Online Learning Resources:

Utilize online learning platforms and resources to access a wide range of digital skills training courses and tutorials.

Platforms such as Coursera, Udemy, LinkedIn Learning, and Codecademy offer courses on topics such as programming, data analysis, digital marketing, graphic design, and web development.

Participate in Digital Communities:

Join online communities, forums, and social media groups related to digital skills development to connect with peers, share knowledge, and access resources and support.

Engaging with digital communities can provide opportunities for networking, collaboration, and peer learning.

Practice and Apply Skills:

Practice applying digital skills in real-world contexts by working on projects, completing exercises, and participating in hands-on activities.

Encourage experimentation and exploration to build confidence and proficiency in using digital tools and technologies.

Seek Feedback and Support:



Seek feedback from peers, mentors, or instructors to identify areas for improvement and receive guidance on how to enhance digital skills.

Take advantage of support services offered by online learning platforms, such as discussion forums, office hours, and tutoring sessions.

Stay Updated on Emerging Technologies:

Stay informed about emerging technologies and trends in the digital landscape to ensure that digital skills remain relevant and up-to-date.

Subscribe to industry publications, blogs, podcasts, and newsletters to stay abreast of developments in areas such as artificial intelligence, cloud computing, cybersecurity, and digital innovation.

Apply Digital Skills in Professional Settings:

Look for opportunities to apply digital skills in professional settings, such as internships, freelance projects, volunteer work, or extracurricular activities.

Highlight digital skills and experiences on resumes, portfolios, and LinkedIn profiles to showcase proficiency and attract potential employers.

Continuously Learn and Adapt:

Adopt a growth mindset and embrace lifelong learning to continuously improve digital skills and adapt to evolving technology trends.

Be proactive about seeking out new learning opportunities, acquiring new digital skills, and staying ahead of the curve in a rapidly changing digital landscape.

Collaborate and Share Knowledge:

Collaborate with colleagues, peers, and mentors to collectively build and share knowledge about digital tools, techniques, and best practices.

Foster a culture of collaboration and knowledge sharing within organizations and communities to support ongoing digital skills development and innovation.

By following these strategies for digital skills development, individuals can enhance their competitiveness in the labor market, expand their career opportunities, and thrive in the digital economy.



Teleworking – a new concept on the labour market

Teleworking, also known as telecommuting or remote work, is a work arrangement where employees perform their job duties from a location outside of the traditional office environment, typically from their homes or other remote locations. Teleworking has gained prominence in recent years as advancements in technology have made remote collaboration and communication more accessible and efficient. Here are some key aspects of teleworking as a new concept on the labor market:

Flexible Work Arrangement:

Teleworking offers flexibility in terms of where and when work is performed, allowing employees to have more control over their schedules and work-life balance.

Employees may have the option to work remotely on a full-time, part-time, or occasional basis, depending on their job roles and organizational policies.

Advancements in Technology:

Technological advancements, such as high-speed internet, cloud computing, video conferencing, and collaboration tools, have facilitated remote work by enabling seamless communication and collaboration across distances.

Employees can access company systems, documents, and resources from anywhere with an internet connection, reducing the need for physical presence in the office.

Increased Productivity and Efficiency:

Teleworking can lead to increased productivity and efficiency for both employees and employers, as it eliminates time-consuming commutes, reduces workplace distractions, and allows for greater focus and concentration on tasks.

Employees may also experience greater job satisfaction and reduced stress levels when they have the flexibility to work in environments that are conducive to their individual preferences and needs.

Cost Savings:

Teleworking can result in cost savings for both employees and employers by reducing expenses associated with commuting, office space, utilities, and other overhead costs.

Employees may save money on transportation, meals, and work attire, while employers can save on office rent, utilities, and maintenance expenses.

Talent Recruitment and Retention:



Offering teleworking options can make organizations more attractive to job seekers, particularly those who value flexibility and work-life balance.

Teleworking can also help organizations retain top talent by accommodating employees' preferences for remote work arrangements and supporting their diverse needs and lifestyles.

Challenges and Considerations:

While teleworking offers many benefits, it also presents challenges, such as potential feelings of isolation, difficulty separating work and personal life, and concerns about work-life balance.

Employers must establish clear communication channels, set expectations for remote work performance, and provide support and resources to help employees succeed in a teleworking environment.

Employees may need to develop self-discipline, time management skills, and effective communication habits to thrive in a remote work setting.

Legal and Regulatory Considerations:

Employers must comply with legal and regulatory requirements related to teleworking, such as ensuring data security and privacy, providing ergonomic workspaces, and adhering to labor laws and regulations governing working hours and conditions.

Teleworking agreements should clearly outline rights and responsibilities, including expectations for work hours, availability, communication, and performance evaluation.

Future Trends and Implications:

Teleworking is expected to continue growing in popularity as organizations embrace remote work options and adapt to changing workforce preferences and technological capabilities.

The COVID-19 pandemic has accelerated the adoption of teleworking practices, leading to a widespread shift towards remote work and remote collaboration across industries and sectors.

Teleworking may have long-term implications for urban planning, transportation, commercial real estate, and workforce dynamics, as remote work becomes more integrated into the fabric of society.

Overall, teleworking represents a significant evolution in work practices and offers opportunities for greater flexibility, efficiency, and work-life balance for employees, as well as cost savings and talent management benefits for employers. However, successful implementation requires careful planning, effective communication, and ongoing support to address challenges and maximize the benefits of remote work arrangements.



Entrepreneurship in the post-pandemic Europe

Entrepreneurship in post-pandemic Europe is expected to undergo significant shifts and transformations, influenced by the experiences and lessons learned during the COVID-19 pandemic. Here are some key aspects and trends that may shape entrepreneurship in post-pandemic Europe:

1. **Digital Transformation:**

- The pandemic accelerated digital transformation across industries, prompting many businesses to adopt digital solutions for remote work, online sales, and virtual service delivery.
- Entrepreneurial ventures are likely to capitalize on this trend by developing innovative digital products, services, and platforms that address emerging needs and preferences in a post-pandemic world.
- E-commerce, telehealth, online education, digital entertainment, and remote collaboration tools are expected to continue experiencing growth as entrepreneurs seize opportunities in the digital economy.

2. **Resilience and Adaptability:**

- The pandemic highlighted the importance of resilience and adaptability in entrepreneurship, as businesses were forced to pivot their operations, diversify revenue streams, and navigate rapidly changing market conditions.
- Post-pandemic entrepreneurs are likely to prioritize flexibility, agility, and risk management strategies to mitigate future disruptions and uncertainties.
- Business models that emphasize sustainability, scalability, and resilience may gain traction as entrepreneurs seek to build more robust and adaptive ventures.

3. **Remote Work and Distributed Teams:**

- The widespread adoption of remote work during the pandemic has reshaped work norms and expectations, enabling entrepreneurs to access global talent pools and operate more flexible and decentralized businesses.
- Entrepreneurial ventures may embrace remote work and distributed team models to reduce overhead costs, access specialized skills, and foster a more diverse and inclusive workforce.



- Digital collaboration tools, virtual communication platforms, and project management software will continue to play a crucial role in facilitating remote work and enabling efficient teamwork across geographic boundaries.

4. **Social and Environmental Impact:**

- The pandemic underscored the interconnectedness of social, environmental, and economic issues, leading to increased awareness and emphasis on sustainability, corporate social responsibility, and ethical business practices.
- Post-pandemic entrepreneurs are likely to prioritize social and environmental impact alongside profit, incorporating principles of sustainability, inclusivity, and community engagement into their business models.
- Social enterprises, purpose-driven startups, and impact-focused ventures may attract investment and support from consumers, investors, and policymakers seeking to address pressing societal and environmental challenges.

5. **Health and Well-being Innovation:**

- The pandemic highlighted the importance of health and well-being, driving demand for innovative solutions to support physical and mental health, remote healthcare delivery, and wellness management.
- Entrepreneurial ventures may focus on developing digital health technologies, telemedicine platforms, mental health apps, wearable devices, and personalized wellness services to meet evolving consumer needs and preferences.
- Collaboration between entrepreneurs, healthcare providers, researchers, and policymakers may lead to new opportunities for innovation and investment in the health and wellness sector.

6. **Policy Support and Economic Recovery:**

- Governments and policymakers may introduce measures to support entrepreneurship, stimulate innovation, and promote economic recovery in the aftermath of the pandemic.
- Initiatives such as funding programs, tax incentives, regulatory reforms, and entrepreneurship education may encourage aspiring entrepreneurs to start and grow businesses, create jobs, and contribute to economic growth and prosperity.
- Public-private partnerships, incubators, accelerators, and innovation hubs may play a crucial role in fostering entrepreneurship ecosystems and nurturing entrepreneurial talent in post-pandemic Europe.

Overall, entrepreneurship in post-pandemic Europe is poised to evolve in response to changing market dynamics, emerging trends, and evolving consumer behaviors. By embracing digital innovation, fostering resilience and adaptability, prioritizing social and environmental impact,



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and leveraging policy support and economic recovery initiatives, entrepreneurs can seize opportunities to build innovative, sustainable, and inclusive ventures that contribute to Europe's post-pandemic recovery and future prosperity.



Evaluation and Impact

Evaluation and impact assessment are crucial aspects of entrepreneurship, particularly in the post-pandemic context, as entrepreneurs seek to understand the effectiveness of their ventures and the contributions they make to society, the economy, and the environment. Here are some key considerations for evaluating entrepreneurship and assessing its impact:

Key Performance Indicators (KPIs):

Define relevant KPIs to measure the performance and success of the entrepreneurial venture. KPIs may include financial metrics such as revenue growth, profitability, and return on investment (ROI), as well as non-financial indicators such as customer satisfaction, market share, and brand reputation.

Social and Environmental Impact Metrics:

Assess the social and environmental impact of the entrepreneurial venture using specific metrics and indicators related to sustainability, inclusivity, and corporate social responsibility.

Consider factors such as job creation, community engagement, environmental footprint, diversity and inclusion practices, and contributions to achieving the United Nations Sustainable Development Goals (SDGs).

Stakeholder Engagement:

Engage with stakeholders, including customers, employees, investors, suppliers, and local communities, to gather feedback, insights, and perspectives on the impact of the entrepreneurial venture.

Conduct surveys, interviews, focus groups, and stakeholder consultations to assess perceptions, identify areas for improvement, and ensure alignment with stakeholder interests and expectations.

Long-Term Sustainability:

Evaluate the long-term sustainability and viability of the entrepreneurial venture by assessing its ability to adapt to changing market conditions, scale operations, and achieve lasting impact.

Consider factors such as competitive advantage, market positioning, innovation capacity, and resilience to external shocks and disruptions.

Economic Contribution:

Measure the economic contribution of the entrepreneurial venture in terms of job creation, revenue generation, tax revenue, and economic multiplier effects.



Assess the venture's role in driving economic growth, fostering innovation, and supporting local supply chains and value networks.

Innovation and Creativity:

Evaluate the level of innovation and creativity demonstrated by the entrepreneurial venture in developing new products, services, business models, or processes.

Consider factors such as patent filings, technology adoption, R&D investment, and industry recognition as indicators of innovation performance.

Collaboration and Partnerships:

Assess the extent to which the entrepreneurial venture collaborates with other organizations, institutions, and stakeholders to achieve its goals and maximize its impact.

Evaluate the effectiveness of partnerships, alliances, and ecosystem engagement activities in driving innovation, scaling operations, and addressing complex societal challenges.

Learning and Continuous Improvement:

Emphasize a culture of learning and continuous improvement within the entrepreneurial venture, encouraging reflection, experimentation, and adaptation based on evaluation findings.

Use evaluation results to identify strengths, weaknesses, opportunities, and threats, and inform strategic decision-making, resource allocation, and performance improvement efforts.

Transparency and Accountability:

Ensure transparency and accountability in the evaluation and reporting process, providing stakeholders with accurate, reliable, and timely information about the impact of the entrepreneurial venture.

Adhere to ethical standards, disclosure requirements, and reporting guidelines to maintain trust and credibility with stakeholders and the broader community.

Communication and Storytelling:

Effectively communicate the impact of the entrepreneurial venture through compelling storytelling, using narratives, case studies, testimonials, and visualizations to convey its value proposition, achievements, and contributions.

Tailor communication strategies to different audiences, highlighting relevant aspects of impact and using language and formats that resonate with stakeholders' interests and priorities.

By systematically evaluating entrepreneurship and assessing its impact using these considerations, entrepreneurs can gain valuable insights into the effectiveness and significance of their ventures, demonstrate their value proposition to stakeholders, and drive positive change in society, the economy, and the environment.



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