

Entrepreneurship education in Germany¹

1 OVERVIEW

The German educational system is decentralised. Both the functional design and the responsibility for education lie primarily with the federal states (Länder). Although guidance, and framework conditions are created at the national level, the way in which they are implemented at the federal state level varies. For instance, in 2014 the Federal Ministry for Economic Affairs and Energy introduced a number of measures to promote awareness of the importance and potential of entrepreneurship education. The implementation of the measures was however left to the respective states and institutions to deal with as they see fit in their context. The Ministry has implemented a working group, composed of government officials and business representatives. The working group plays an important role in developing entrepreneurship education in Germany. The group implements a nation-wide website listing different initiatives for entrepreneurship education, allowing teachers an overview at a single glance.

Entrepreneurship education is a cross-curricular objective across lower secondary education throughout Germany. National initiatives provide a broad range of materials, guidelines, publications, resources and supporting pedagogical tools for the classroom environment, further to student oriented initiatives. Each state offers different initiatives, programmes, competition opportunities and experimental learning possibilities for young people and teachers to engage in entrepreneurship. The umbrella programme known as *Unternehmergeist macht Schule* (Entrepreneurial Spirit in Schools) serves as a platform which connects schools and enterprises, and helps students to learn about different career paths and take a chance with self-employment. Under the auspices of this central programme, single initiatives vary by geographical coverage, age range, methods and type of learning, as well as the type of entrepreneurial outcomes envisaged.

2 GOOD PRACTICE CASE STUDIES

School on the Move (Schule im Aufbruch)

2.1 SUMMARY OF THE INITIATIVE

"School on the Move" (Schule im Aufbruch) is an initiative aimed at creating a learning culture within schools that enables children to develop their own potential. The participating schools in Germany promote self-directed learning, relying on the motivation of the students. It is a bottom up process, which connects the school with other schools and the community in order to transform the way they teach and learn. The overall network of "School on the Move" provides information materials, support and consultancy services in starting the process of transforming the school. The initiative is present all over Germany with 30-40 schools as full members and an additional 250-300 schools using the services.

¹ This country fiche was prepared by Technopolis Group with contribution from 3s, DTI and ICF as part of the 'Entrepreneurship 360 - Promoting entrepreneurial learning in primary and secondary education and in vocational education and training project' commissioned by the European Commission, DG Education and Culture.

The content of this document, including the case studies and the descriptions of the initiatives reflect the information available as of August 2015.

2.2 BRIEF DESCRIPTION OF THE INITIATIVE

The initiative started from the Zukunftsdialog of the German Chancellor in 2010 where amongst other issues the ‘future of learning’ was discussed. Developing the potential of students to become responsible citizens is already part of school legislation in Germany, although the implementation is variable. Taking a bottom up approach to further embed this concept in the school environment was seen as the way forward. It was assumed that a process of changing the learning culture in schools and fostering the development of students’ potential had to be implemented in this way if it was to work in practice. The aim was not just to implement a new culture of learning but to develop schools as learning organisations. To support this, the initiative “School on the Move” was developed. “School on the Move” aims to help schools transform themselves into places where teaching and learning evolve continuously and support the individual learning needs of students. The idea behind it is to ensure that the talent each child has is discovered and developed to its full potential. It is based on the idea that in order to educate the workforce of the 21st century, schools need to move away from the idea of transmission of knowledge to the identification and nurturing of individual potential. “School on the Move” is a network and there are three steps to become a part of the initiative.

- Schools start by building an alliance on a school level between the school management board, teachers, students and parents. In some cases wider parts of society not directly linked to the school are involved in the transformation process
- As soon as there is an alliance established at the school; the network “School on the Move” offers location positioning (Standortbestimmung) of the school. This is a questionnaire which has been developed as a survey instrument and self-assessment tool giving schools the opportunity to reflect, where they are already as school, how to further develop and to find out where strengths and weaknesses are in their school with regard to developing the potential of their students

The self-assessment questionnaire is aimed at investigating what schools are already doing with regard to developing the potential of students and to provide feedback on how to further develop. The questionnaire consists of five areas (e.g. strong school community, Learning in/from Life) and per area five sub-questions have to be answered by using a scale from 1 to 5. The network only analyses the results of a self-assessment questionnaire if at least one person from the school management board, one teacher, one parent and one student have participated in the process. The aim is that they find consensus about the rating they give a certain item. Response rates are currently at around 20%.

- After completion of the self-assessment by the schools there is an agreement made between “School on the Move” and the respective school

The network of “School on the Move” offers schools the opportunity:

- To present their school (school mission statement) within the network: Schools can present themselves and their characteristics. Schools become part of the network and can use the “School on the Move” logo for their website and self-presentation
- To exchange experiences of schools directly or in the forum
- To provide a pool of school companions (Schulbegleiter), which stand behind the idea and the concept of potential development. Schools in the network can be supported by the school companions. They provide support and consultancy to the schools during the transformation process
- To attend workshops and further education: The “School on the Move” network provides a workshop program that is tailored to schools in the transformation process and helps them to develop their school for the students
- To undertake learning trips for schools in the transformation process: Schools in the transformation process can visit schools where elements of a learning culture are already embedded

The initiative “School on the Move” has produced a range of material to help schools in the transformation process and to provide them with a knowledge base for potential development. There are two main products offered to schools:

- “Changing schools” (Schule verändern) material provides information and support to schools for starting the transformation process
- “Compass” (KOMPASS) material helps schools to departure in direction of potential development at their school

The main players involved are schools (principal, teachers, students, parents) and the “Schools on the Move” network. Parents are often the drivers of change processes. In the regional networks, stakeholders not directly involved or related to schools are also taking part.

2.3 ACHIEVEMENTS, RESULTS

“School on the Move” can be found all over Germany. Currently 30 to 40 schools are full members of the network and another 250 to 300 schools have partially used the services of the initiative. Although not a direct aim of the initiative, a side effect was the establishment of approximately 30 regional network groups. These regional groups include other societal actors who wish to collaborate and see schools as important change agents in society.

The initiative was officially launched in August 2012, and it has been already taken up in Austria (<http://www.schule-im-aufbruch.at/>). Poland is currently in the process of setting-up the initiative. Belgium and Liechtenstein also started the process, however it is still quite small scale.

2.4 LESSONS LEARNT

This initiative highlights the importance of empowering schools, educators and their surrounding communities to work bottom up to create the best environment for educating its students. Often in policies and programmes, schools are the beneficiary rather than the instigator of change and this initiative gives the ownership and drive to the people who are in the best position to transform education. It provides the right environment for action to take place.

Further information

Organisation: School on the Move GmbH

E-mail: dialog@schule-im-aufbruch.de

Further information in German:

[Schule verändern: http://blog.schule-im-aufbruch.de/schule-veraendern/](http://blog.schule-im-aufbruch.de/schule-veraendern/)

[KOMPASS: http://blog.schule-im-aufbruch.de/kompass/](http://blog.schule-im-aufbruch.de/kompass/)

Unternehmergeist macht Schule (Entrepreneurial Spirit in Schools)

2.5 SUMMARY OF THE INITIATIVE

The internet portal "Entrepreneurial Spirit in Schools" (Unternehmergeist macht Schule) provides teaching and learning materials on economic education for teachers and pupils. The portal was initiated by the Federal Ministry of Economy and Energy in Germany. It is a German-wide initiative to foster entrepreneurship education in schools. For teachers, in particular it offers an eTraining course (eTraining Unternehmergeist) that aims to enhance entrepreneurial knowledge and spirit. A separate area dedicated to students provides materials, links to online games and business competitions. It is not compulsory and the teaching and learning materials are usually used in electives or as extra-curricular activities.

2.6 BRIEF DESCRIPTION OF THE INITIATIVE

The portal “Entrepreneurial Spirit in Schools” was designed for principals and teachers to support their work in the field of economic education. The portal is also aimed at students aged between 15 and 19 years of age. The portal attempts to promote creativity, responsible behaviour and social competence as well as provide the stimulus to start up businesses. Specific information is available for teachers on how to implement entrepreneurship education by providing both theoretical, but also practical information. Learning through experience is at the core of the initiative. The following information, material and tools are available on the platform:

- An overview of initiatives supporting the practical implementation of economic projects in schools. Approximately 30 initiatives and projects are presented, with short and long profiles including the ability to compare two or three examples with each other. See http://www.unternehmergeist-macht-schule.de/DE/Initiativen/initiativen_node.html
- eTraining - interactive teaching sessions for teachers. Information and training is provided on the following: What is meant by the entrepreneurial spirit? What should you consider when implementing student companies? What is a business plan? How do marketing, cost and price calculations work? Further information:
<http://www.unternehmergeist-macht-schule.de/DE/HilfenundTipps/eTraining/node.html>
- Teaching materials and worksheets for teachers. Materials on economic education are provided to download for free. See http://www.unternehmergeist-macht-schule.de/DE/HilfenundTipps/Materialien/materialien_node.html
- Economic knowledge especially for students. Dedicated to students, there is access to information on business awards, material for students and online sources (e.g. online games). Further information:
http://www.unternehmergeist-macht-schule.de/DE/Fuer_SchuelerInnen/Fuer_schuelerInnen_node.html

The initiatives presented on the portal have to meet a high standard: They have to have been around for a number of years, be designed for sustainability, have a cross-national, European and often international perspective and go through continuous quality improvement processes in close cooperation with the target groups pupils / teachers. New initiatives can become part of the network and portal, if the following requirements (amongst others) are met:

- Minimum five years experience in motivating students and teachers in entrepreneurial thinking and acting
- Their services are provided in at least three federal states in Germany
- Regular documentation of their services is available (statistical data, yearly reports, evaluation, monitoring and quality assurance)

The Federal Ministry of Economy and Energy is responsible for the management, coordination, review of initiatives, and their implementation.

2.7 ACHIEVEMENTS, RESULTS

The initiatives cooperating in the portal meet once a year to exchange experiences and to develop new actions based on pre-defined and current action areas. During these meetings the up take of new initiatives is also discussed. There is also an on-going project “Entrepreneurship Education” on behalf of the Federal Ministry for Education and Energy, which is aimed at investigating students’ experiences with entrepreneurship education.

Currently the following initiatives are cooperating in the portal “Entrepreneurial Spirit in Schools”: JUNIOR, business@school eine Initiative von The Boston Consulting Group, Jugend gründet, Deutscher Gründerpreis für Schüler, Schul/Banker, TheoPrax, Deutsche Kinder- und Jugendstiftung (Fachnetzwerk Schülerfirmen der DKJS, Lab2Venture), NEBS, Ifex, Ideen machen Schule, Achievers International, NFTE, Bildungswerk der Bayerischen Wirtschaft e. V., Wissensfabrik, Schülergenossenschaften.

Further information

Organisation: Bundesministerium für Wirtschaft und Energie

E-mail: www.unternehmergeist-macht-schule.de/

Further information in German:

www.facebook.com/unternehmergeistmachtschule

<http://www.bmwi.de/DE/Themen/Mittelstand/Gruendungen-und-Unternehmensnachfolge/staerkung-des-unternehmergeistes.html>

3 EXAMPLES OF ON-GOING INITIATIVES ADDRESSING ENTREPRENEURSHIP EDUCATION

3.1 BUSINESS@SCHOOL

business@school is an initiative that brings the entrepreneurial experience to secondary schools and engages students in learning about business. Developed by the Boston Consulting Group (BCG) the initiative is currently being implemented in over 90 schools in Germany, Austria, Italy, Switzerland and the US. Every year, the programme gives over 2,000 students the opportunity to work together and learn about different businesses and gain experience through business plan development. The business@school programme runs throughout a school year and consists of three phases focusing on the analysis of a large company, analysis of a medium-sized or small company and development of a business concept and business plan. After completing each phase, student teams present their learning. At the end of the programme they have the opportunity to present their final business ideas and compete at local, regional and national levels. The best concepts are selected by a committee of jurors and experts, and the best overall projects are awarded prizes.

3.2 JUGEND GRÜNDET

Jugend Gründet is a nationwide online competition for upper secondary school students, aged 16-21 years. The initiative is led by the Federal Ministry of Education and Research and it specifically focuses on the development of managerial skills and the creation of business plans. Individuals as well as teams can participate in the competition. Through the process of developing their ideas of a stand alone innovative product, students learn about being a part of a team, the roles of team members as well as the power of collaboration. Students have access to support materials through access to a virtual learning environment. This virtual classroom provides them learning materials, modules, different resources and simulations. Teachers and mentors also provide support to the learning experience. The programme runs from January to June each year. It is composed of eight stages and ends in selection of the best business plans in national finals.

3.3 PLAY THE MARKET

Play the Market is a business management competition that provides the opportunity to pupils in the 10th grade (secondary education) to experience the challenges of selling their ideas in a competitive market environment. The pupils learn to maximize their own profits, analyse strategies and their competition, but also care for the environmental and social aspects of enterprising through a number of educational methods. The programme includes workshops, expert lectures, team exercises and participation on the online simulation platform which is a cornerstone of the initiative. The final step is a large business management competition which offers attractive prizes including a week-long language trip to New York. Play the Market has a special section for teachers and their training. This part of the programme is focused on introducing teachers to the components of the game, prepare them for the challenges of mentoring the pupils, and offers a final

evaluation with feedback for the teachers to enable them to improve their skills. In 2014/2015, Play the Market had its 23rd implementation round with rising numbers of participants.

3.4 SCHOOL/BANKER THE GAME

The initiative School/Banker aims to provide real experiences for young people on how a bank is managed and led. The bank management game is supported by the Association of German Banks. Potential student teams sign up online and get full support from teachers and mentors. The programme helps in developing strategic thinking, leadership, decision-making, team management and understanding the value of money and markets. From the start of the programme, the School/Banker management game has benefited some 70,000 young people, from more than 6,000 schools. This initiative also involves around 6,500 teachers as support to young learners.

3.5 FURTHER INFORMATION AND CONTACT DETAILS ON THE INITIATIVES

Title of initiative in English	business@school	Youth Start-ups	Play the Market	School/Banker the Game
Title of the initiative in the local language	business@school	Jugend gründet	Play the Market	Schul/Banker das Bankenplanspiel
Type of initiative	Student competition	On-line competition	Competition, Teacher Training	Experiential learning
Launch date of the initiative	1998			
Name of implementing body	The Boston Consulting Group	BMW i	Bildungswerk der Bayerischen Wirtschaft e. V.	Der Bankenverband
Level of education	Secondary	Secondary	Secondary, VET	Secondary
Target group	Pupils	Pupils	Pupils, Teachers	Pupils
Link to further information	http://www.business-at-school.net/wws/home.php?sid=25367118065578801242420472047890	http://www.jugend-gruendet.de/teilnehmer.html	www.playthemarket.de	http://www.schulbanker.de/startseite/index.html
Language in which further information is available	English	German	German	German
Contact person	Dr. Babette Class		Sandra Braun	
Contact e-mail address	info@business-at-school.net	info@jugend-gruendet.de	braun.sandra@bbw.de	