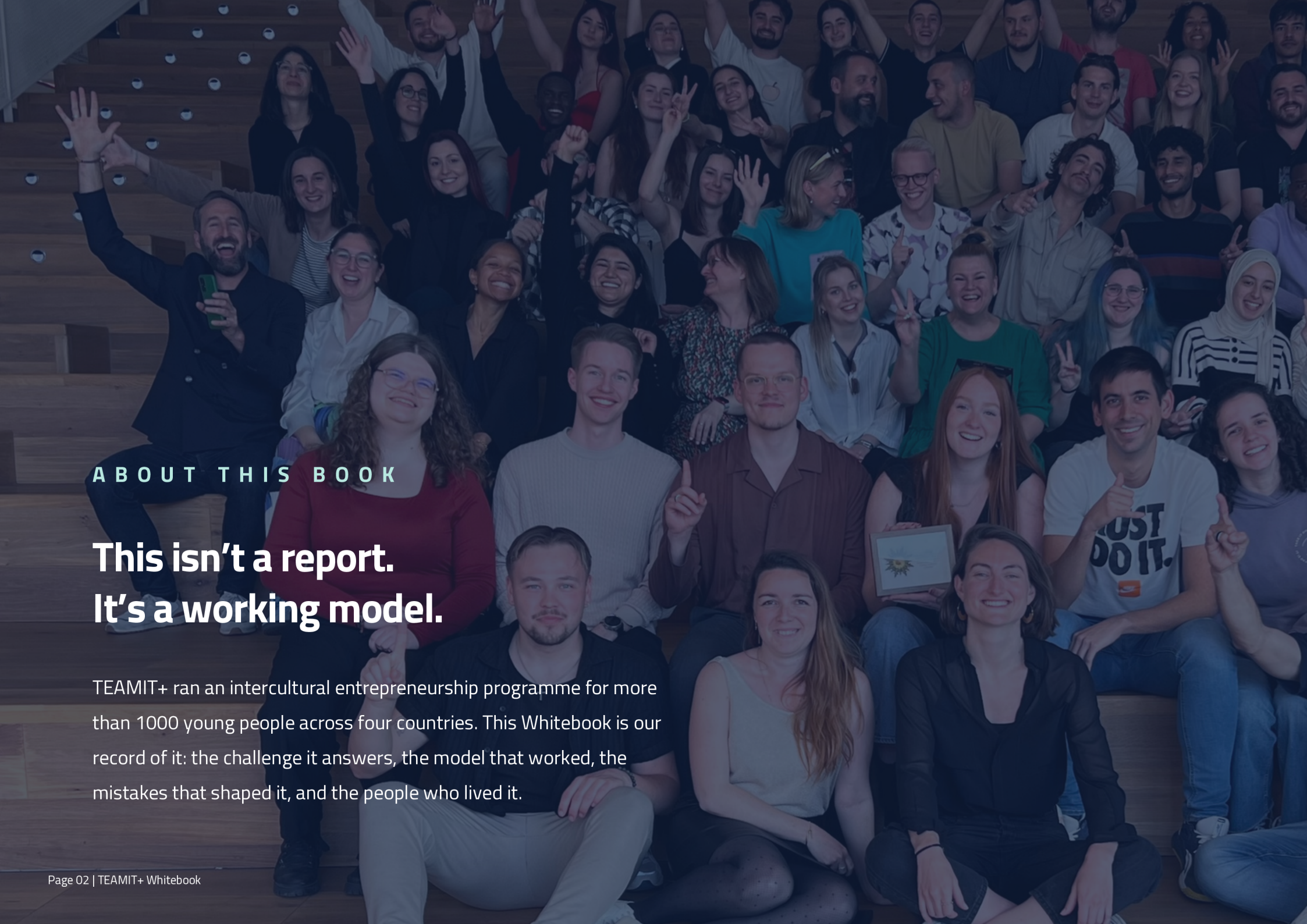
THE WHITEBOOK

A transformative entrepreneurship model for European youth *climate action*

TEAMIT+



ABOUT THIS BOOK

This isn’t a report. It’s a working model.

TEAMIT+ ran an intercultural entrepreneurship programme for more than 1000 young people across four countries. This Whitebook is our record of it: the challenge it answers, the model that worked, the mistakes that shaped it, and the people who lived it.



HOW TO READ THIS BOOK

Three parts. One journey.

Our journey: what works, what failed, and what you can replicate.

Read in order, or jump to what you need.

00 **The Manifesto**
Why TEAMIT+ matters, in the programme director words. *page 4*

01 **Why TEAMIT+**
The model: the crisis, the results, the method. *page 8*

02 **Lessons Learnt**
Ten honest lessons. *page 20*

03 **TEAMIT+ Stories**
Voices from every level of the programme. *page 34*

TEAMIT+ is not merely a project. It is a conviction.



BY JUHANE DASCON
PROGRAMME DIRECTOR, ESTIA

In a time marked by ecological urgency, social fragmentation, and uncertainty about the future of work, TEAMIT+ affirms a simple but demanding idea: innovation becomes transformative only when it is built collectively, across cultures, disciplines, and life paths.

This project has shown that entrepreneurship is not only a matter of individual talent or technical knowledge. It is also a matter of **trust, reciprocity, commitment, and shared responsibility**.

Working interculturally is a source of exceptional richness. It broadens perspectives, challenges assumptions, and opens spaces for creativity that no single national, institutional, or disciplinary framework could produce alone.

But intercultural cooperation is not comfortable. It is complex, sometimes slow, and often demanding. It requires listening as much as speaking, adapting as much as leading, and accepting that **diversity is not a decorative value but a working condition**.

TEAMIT+ has embraced this complexity not as an obstacle to be managed, but as the very substance of the learning process.

This is why TEAMIT+ matters. It demonstrates that **Europe is not only a political project or an administrative framework. Europe is also a living laboratory of cooperation,** where universities, associations, coaches, young people, and civil society actors build meaningful responses to common challenges.

The strength of the project lies in this European synergy: the capacity to connect territories, institutions, and human energies into a shared ambition.

Such synergy does not happen by chance , it requires vision, discipline, coordination, and the often invisible know-how of international project management.

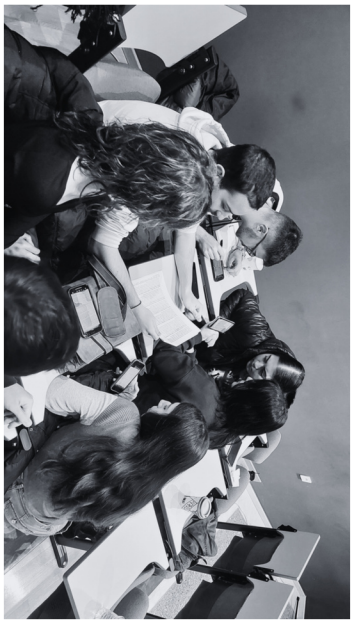
TEAMIT+ also reminds us that **learning by creating is both profoundly enriching and highly demanding** . Real learning happens when ideas are tested, when teams confront reality, when participants act, reflect, fail, improve, and act again. This is a pedagogy of responsibility.

Its greatest strength is its democratic ambition: to bring together young women and men, students, job seekers, migrants, and other profiles too often separated by social boundaries. **Talent is distributed across society, but opportunity is not.** A just innovation ecosystem must be inclusive by design.

This is the spirit of TEAMIT+.To learn together. To create together. To build Europe in practice.

Participants at Module 1 & 24H of Innovation in Kozani & Bootcamp in Bilbao



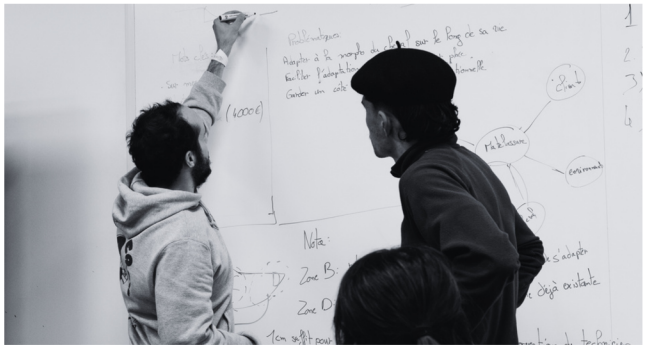














Bootcamp in Athens, Participants at 24H of Innovation France & participants at Module 1 in Finland

PART ONE · THE MODEL

Why TEAMIT+

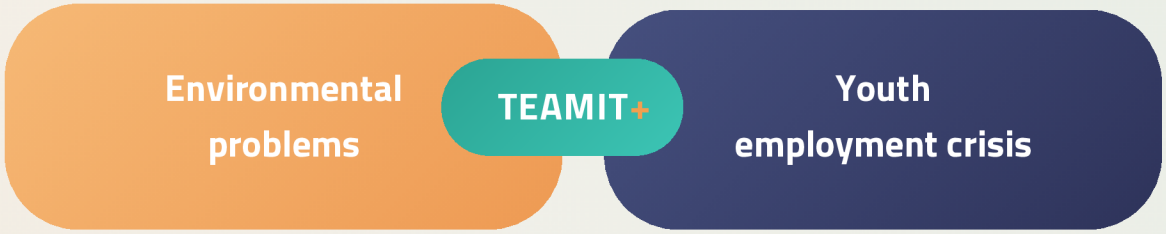
Real impact, real data.

The case for TEAMIT+: the crisis it answers, the results 1248 participations achieved accross the three modules, and the replicable three-module model that made it work.

THE WHY 01

We face *the challenge*

At the intersection of environmental breakdown and youth unemployment, TEAMIT+ emerged as a bridge, connecting two crises usually tackled apart.



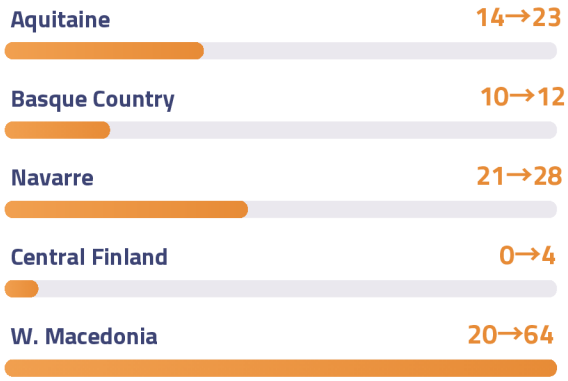
Many are aware of climate challenges. **Few feel empowered to act.** Even fewer have experienced what it means to collaborate across borders to create change. **TEAMIT+ was created to respond to this gap.**

ACROSS THE FOUR REGIONS

Two crises, measured

Heat Stress

Days of strong heat stress (UTCI > 32°C) · 1981 → 2021



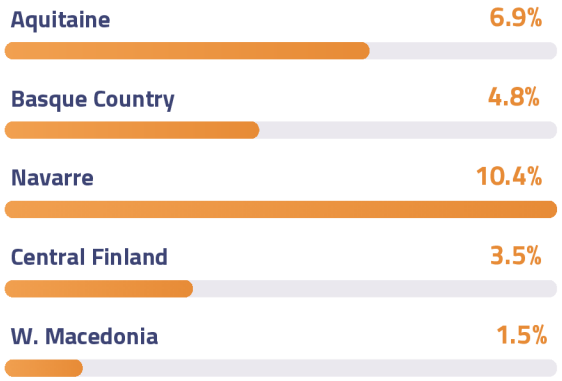
CO_2 Emissions

Greenhouse gas per capita · tons CO_2-eq



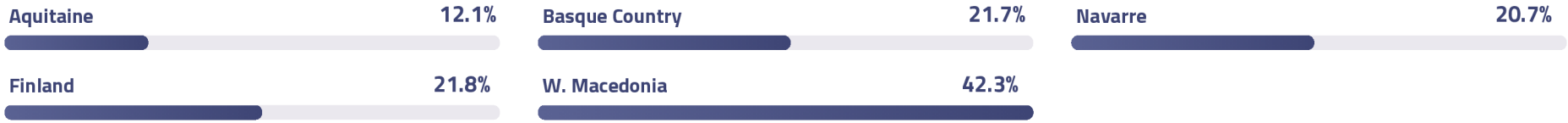
Flood Risk

Area exposed to river flooding · %



Youth unemployment

Fragmented futures: uncertain career paths, limited opportunity



**Basque Country = Euskadi (Spain)*

What makes TEAMIT+ *transformative?*

89%

PARTICIPANT SATISFACTION

A space to act, not just learn

Participants are actors, not students. And we don´t have professors, we have coaches.

Building confidence to act from where you are

A bottom-up approach to change.

Learning-by-creating methodology

Real experience, real challenges, real impact.

Teampreneurship

Collective action across Europe, not individual journeys.

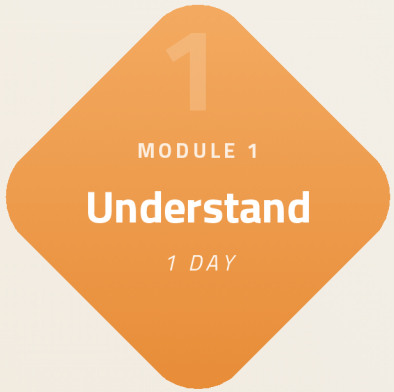
Build an international team

Work across differences and multicultural contexts.

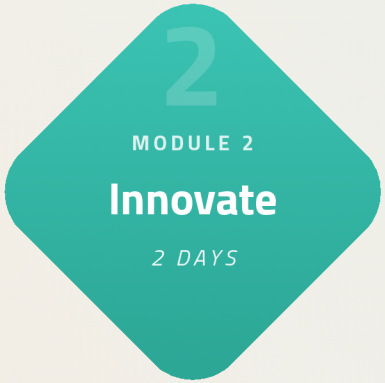
THE MODEL 03

Learning by *Creating*

Three modules, one arc: from understanding the crisis, to innovating under pressure, to creating real climate ventures across borders.



Understand the climate crisis and solidarity issues. Be inspired by local initiatives that are leading changes.



Innovate sustainable solutions with organisations building our society.



Be selected as one of 40 young teampreneurs to create your collective project.

WHERE TEAMIT LIVES

Four regions, one programme



France
Aquitaine
01

Spain
Basque Country & Navarre
02

Greece
Western Macedonia
03

Finland
Central Finland (Jyväskylä)
04

01 · UNDERSTAND 02 03

01

Understand

1 DAY INTENSIVE

Bring awareness to pressing ecology & societal issues in our environments.

THE SHIFT

"I know climate is important" → "I understand my role in it."

Bring awareness to *what's at stake*

A single day of role-play and workshops turning awareness of climate, justice, and migration into action.

524
Participants across 2 editions

+1.31
Climate knowledge
6.12 → 7.43

+22%
Systemic awareness
73.7% → 95.7%

WHERE IT HAPPENED

- Bordeaux (FR)
- ESTIA Bidart (FR)
- Jyväskylä (FI)
- Kozani (GR)
- Pamplona (ES)

SKILLS & KNOWLEDGE ACQUIRED

- Analytical & Critical Thinking
- Negotiation & Decision-Making
- Public Speaking
- Teamwork
- Environmental Policy

From awareness to *action*

24 hours, teams built on the spot, turning a real challenge from a local company or association into a working solution.

647
Participants in 24H of Innovation across 2 editions

+1.24
Pitching capacity
5.96 → 7.20

+1.97
Real-world impact
5.09 → 7.06

WHERE IT HAPPENED

Kozani (GR) · ESTIA Bidart (FR) · Jyväskylä (FI) · Bilbao (ES)

SKILLS & KNOWLEDGE ACQUIRED

Teamwork · Entrepreneurial Skills · Project & Time Management · Critical Thinking · Marketing & Comms · Open Innovation · Pitching · Digital Literacy

01 · 02 · INNOVATE · 03

02

Innovate

2 DAYS · 24H CHALLENGE

Move from awareness to action: in 24 hours, in international teams, on real company challenges.

THE SHIFT

"We had an idea" → "We built & pitched it to 200 people in 24h."

01 02 **03 · CREATE**

03

Create

4 MONTHS

40 selected teampreneurs create real climate ventures across borders.

THE SHIFT

"An idea" → "A venture that outlasts us."

Ventures that *outlast the programme*

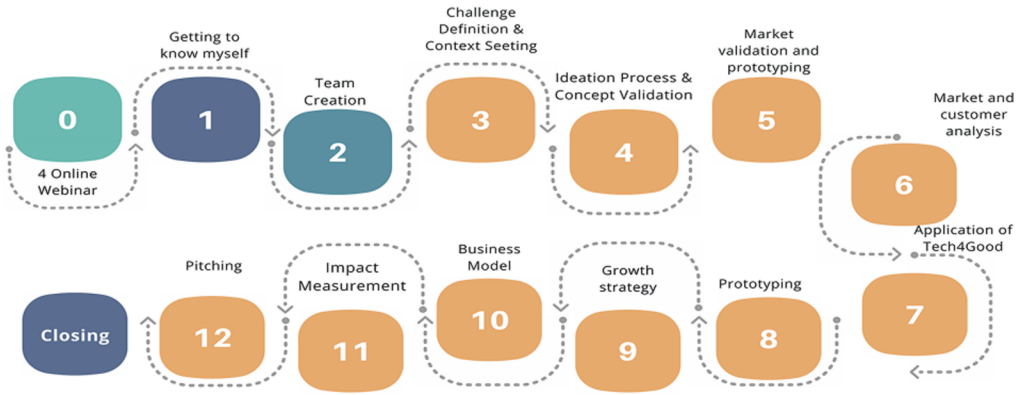
Four months of teamwork, two one-week in-person bootcamps bridged by virtual workshops and remote collaboration. Teams build around shared concerns, not assignments, taking a challenge from research to a concrete impact project

80
Young teampreneurs selected across 2 editions

21
Climate ventures created

6 ECTS
Mondragon Unibertsitatea

THE PROCESS: STEP BY STEP



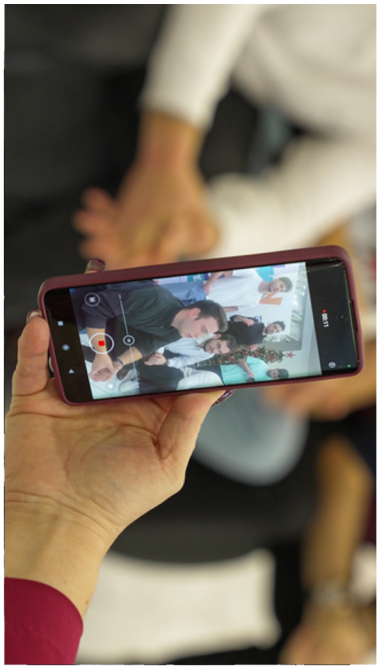
Replicate the *complete model*

Access our complete replicability framework, all 3 modules, tools, and learnings, **for free**.

https://whitebook.teamit.plus/

24H of Innovation organizers (Juhane Dascon, Jérémie Faham, Jérémie Legardeur) / coaches (Lina Baranowski), corporate representatives & Bootcamp 1 in Finland group picture

















Module 1 In Pamplona, Bootcamp in Finland, Maialen Mendizabal facilitating Bootcamp in Spain, A team of 24H of Innovation in France

PART TWO · THE HONESTY

2

Lessons Learnt

Failure as design input.

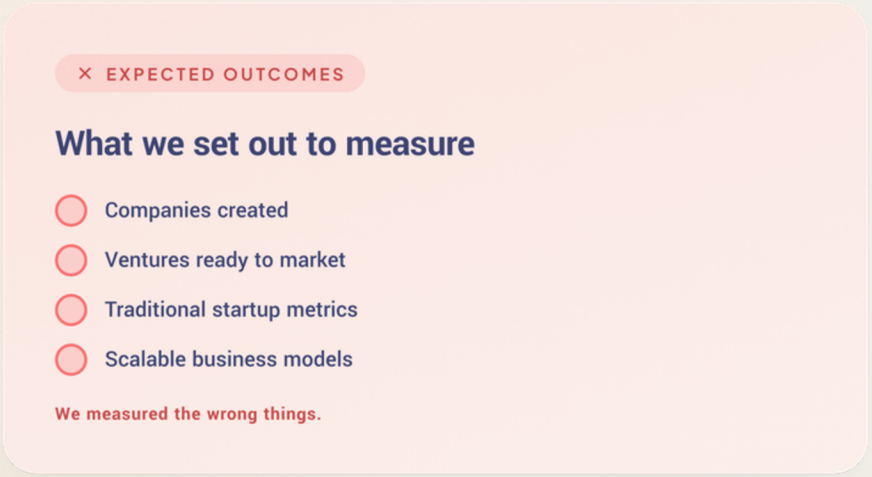
Bold, honest, no spin: the real challenges, failures and lessons from building climate ventures across borders, and what you'd need to adapt.

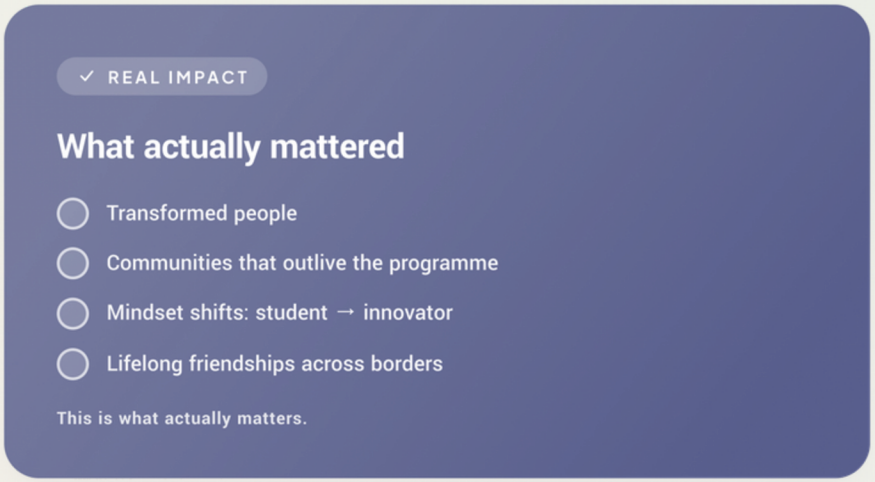
LESSON 01

Main *failure*

We thought we failed. We were wrong.

Bad results based on our initially expected outcomes but great results of KPIs we are not tracking: social value /creating communities, we are not delivering ventures ready to market their solutions BUT people who are transformed. Team entrepreneurship didn't just produce personal transformation, it built a community of activists where the loneliness of climate anxiety gives way to collectively tested, empowered action.





THE REAL OUTCOME

The community activates *the participants*



The real outcome wasn't a portfolio of companies. It was a network of people who carry each other forward.

PEACE ISLANDS

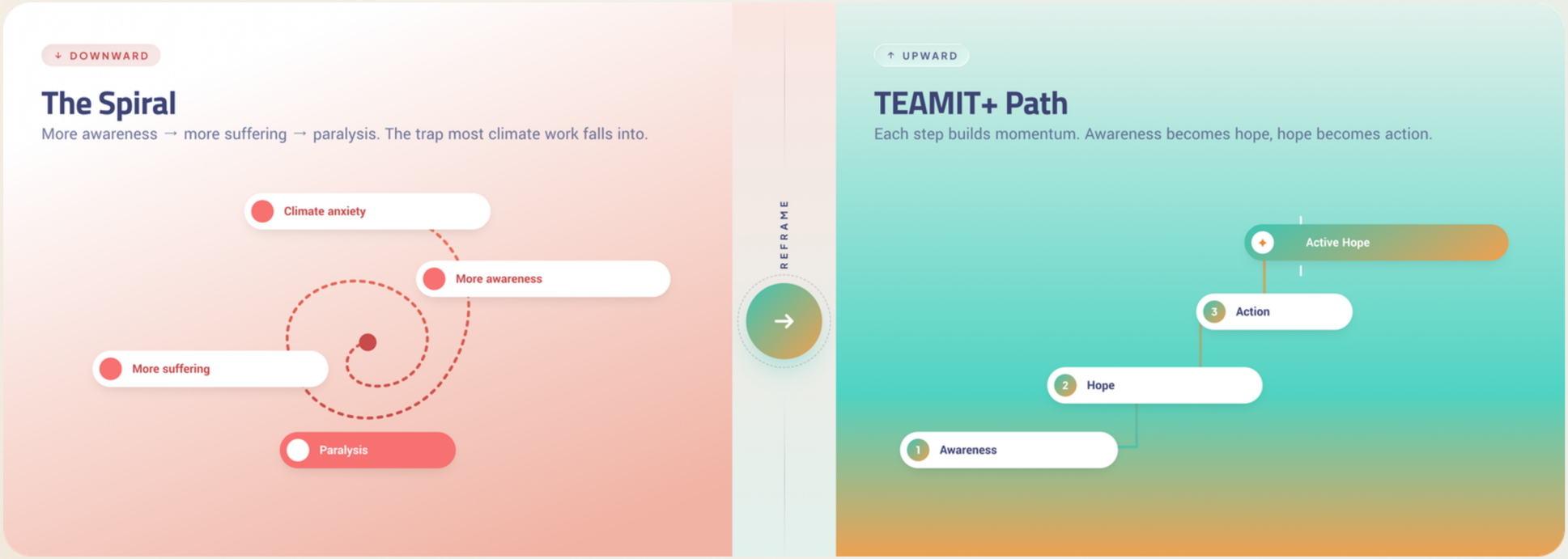
They are no longer alone to **act** and find solutions for matters important to them. Not a methodology to create enterprises, but one that activates the potential within each participant, connects it to others, and finds common solutions.

ACTIVATE | **CONNECT** | **SOLVE**

LESSON 02

Active hope over *climate anxiety*

In front of climate anxiety, more awareness often means more suffering. TEAMIT+ chose a different path: **transforming paralysis into action through active hope.**



LESSON 03

What learning by creating taught *us*

The consortium did not hold an absolute truth, they were learners too. Building through learning by creating applies to operators and coaches as much as participants.

Coaching process evolution

Supporting coaches with training so they can support participants better (Edition 1 vs Edition 2).

01

Learning by Creating

Actively transform the recruitment strategy to reach the goals. What is possible in some countries is not in others.

02

Coordinating within the team

Rotating leadership. When someone fell sick, the programme did not stumble, responsibility was genuinely shared.

03

The productive zone of disequilibrium

Harvard Adaptive Leadership principles in action , tension as the engine of change, not the enemy. More details in lesson 4.

04

LESSON 04

Teamwork & culture shock was the curriculum

Meal times
Dinner at 7pm vs 10pm, a small friction, a large lesson.

Punctuality
What "on time" means differs. Name it, don't assume it.

Language
"There are French who speak good English", surprised Greek participant.

Non-native English
No one owned the language. That made everyone equal.

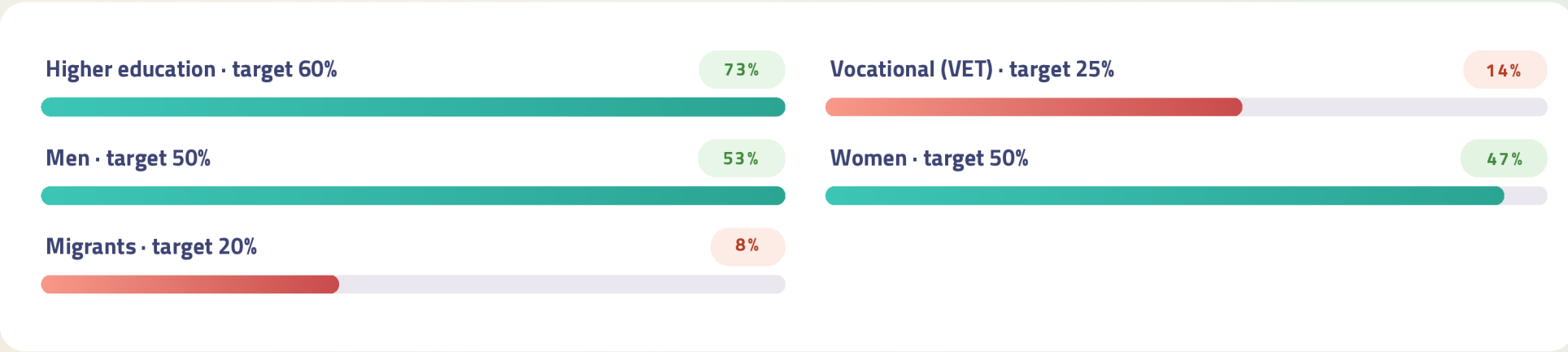
"Tension is not the enemy, conflict and disequilibrium are essential tools for driving organizational change."
— Harvard Adaptive Leadership. The productive zone of disequilibrium is mapped on the next page.

The productive *zone of disequilibrium*



LESSON 05

Reaching *diversity* of participants



Key insights

Education profile: VET went 8% → 20%. Despite corrective actions, HE remains over-indexed, reflecting the participant pipeline this kind of programme attracts.

Gender: on target — 53/47 vs the 50/50 goal, within normal variance.

Migrants:3× improvement edition-over-edition, but still less than half the 20% target.

Why the gap? Defining "migrant" is complex; the travelling nature of the programme adds friction, and at the border only a few participants were stopped and checked at the border, clearly based on "racial" discrimination

LESSON 06

Cooperating across borders is harder than the spirit suggests

ACROSS THE ENTIRE EU

24

SCEs (European Cooperative Societies) exist across the entire EU, eight years after adoption. Complex, nationally-anchored, rarely used.

Our advice

Explore alternative legal structures before attempting a multinational cooperative.

ACADEMIC OUTPUTS

2
Papers in progress

1
Doctorate in progress

FCM
Fuzzy cognitive mapping

LESSON 07

Building future support

RECOMMENDATION 1 01

TEAMIT+ Plus

A dedicated follow-up programme for M3 projects & students, to keep supporting the teampreneurs we build.

RECOMMENDATION 2 02

Alumni network

Build the network from day one, a living ecosystem that generates opportunities between editions.

RECOMMENDATION 3 03

Open design question

M1 a day, M2 24h, M3 three months worked, but is it the only path? Could there be parallel tracks?

> **The number-one takeaway for participants are friends they can reach all over Europe, for support in future entrepreneurial or professional paths, as well as the feeling that they can actually make a difference!**

LESSON 08

What it means to create *European networks*

A distributed network (Academia, Private sector, Students) with a common agenda and different ways of tackling it.

Academia

Universities & research, the pedagogical spine.

Private Sector

Real company challenges & live mentorship.

Students

Young teampreneurs driving the work.

WHY is shared, but WHAT and HOW is unique. We are connected, let's integrate partners who align with the vision and bring their own intelligence.

LESSON 09

When we eat together *we stick together*

Programme the unscheduled time

Remove free & food time and real synergies cannot happen. You need a curriculum — but without free time there is no real connection, collaboration, or trust.

REF · SIMON SINEK / TREVOR NOAH

Replication note

Protect the social infrastructure. Budget for shared meals. Programme the unscheduled time.

- ✓ Shared meals every day
- ✓ Unstructured evenings
- ✓ Walking + travel time built in

LESSON 10

The recipes are public. The *intelligence is shared.*

You can replicate this. Three modules, the tools, and the learnings, free to adapt for your own region.

M1 **ID**
MODULE 1 · 1 DAY

1-day workshop → awareness in motion.

M2 **24H of Innovation**
MODULE 2 · 24 HOURS

24-hour challenge → built & pitched.

M3 **Social4Impact**
MODULE 3 · 3 MONTHS

3 months · 40 teampreneurs → real ventures.

Ready to *build together?*

Connect with us to replicate the programme in your region, or join the next cohort of teampreneurs.









Bootcamp Bilbao & Athens, 24h of Innovation
in France & Finland

PART THREE · THE VOICES

3

TEAMIT+ Stories

Testimonies from the journey.

Real voices of the programme: how cross-border collaboration transformed the way young people approach climate action and entrepreneurship.

STORY 01

Some go through a programme. *She came back and held*

1

FIRST — PARTICIPANT

Afraid, but on fire

She met the model that inspired Module 3 as a participant , young, driven, with an idea about rural women in Africa, but no idea where to start.

2

THEN — FOUNDER

Impact Mama

At 22, with two other participants, she founded a mobile incubator that travels to women in Senegal's rural areas who cannot travel.

3

NOW — COORDINATOR & AMBASSADOR

She runs it

TEAMIT+ called her back to coordinate the whole programme year. She knew what every participant felt, because she had felt it.



"

If you have this fire in you and you don't know where to start, TEAMIT+ is perfect for you. I was like you, I was afraid. And then I wasn't.

CHELZA · Co founder of Impact Mamma and then coordinator of the TEAMIT+ program in 2025

STORY 02

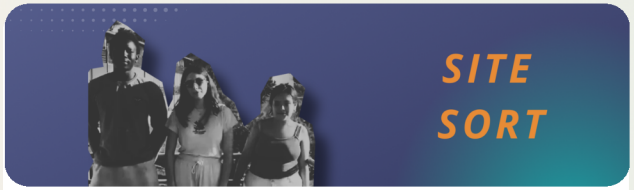
Participants, six teams, one shared lesson



Bizi Waste

CIRCULAR · WINE

Bizi Waste turns wine filter waste into paper and labels



Site Sort

CONSTRUCTION · WASTE

Site Sort separates construction waste for recycling and reuse



3 Shades of Green

AGRICULTURE

Three Shades of Green builds a community connecting farmers for a greener agriculture



Afypnisi

SOCIAL INNOVATION

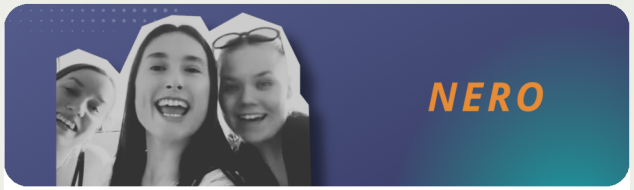
Strong communication and an intuitive connection turned early friction into real teamwork.



Vaikutamme

SUSTAINABLE CHOICES

We believe individual choices, made together, can fight climate change.



Nero

WATER · SUSTAINABILITY

Nero makes responsible water use second nature, even on holiday.

STORY 03

TEAMIT+ *is not* only for students

The programme brings real company challenges to the table — and corporate participants leave changed, too.



"

Oxygen. TEAMIT+ gave me as much oxygen as the mountains of Basque Country.

SYLVIE NOTARY

Manager of Innovation, EDF Commerce Nouvelle Aquitaine, a corporate participant who came for the challenge and left with something she hadn't expected.

STORY 04

The TEAMIT+ team, in their own words

They didn't just design TEAMIT+, they led by example, learning by creating . Here's what each of them takes with them after building it together.



TXAPELDUN: THE ONE WHO WEARS THE BASQUE HAT

"It's not the symbol of individual achievement. It's collective commitment, endurance, collective intelligence. You never become Txapeldun alone."

JUHANE DASCON · PROGRAMME DIRECTOR, ESTIA

CONSORTIUM

Mar

"I learned how *cooperation is a much better way* to explore uncharted territories."

CONSORTIUM

Tapu

"40 participants meet face to face, *maybe creating friendships that last.*"

CONSORTIUM

Morgane

"The young people *committed to the same goal* , multicultural by choice."

STORY 05

The consortium

Bidart, France

ESTIA

estia.fr

Pamplona, Spain

UPNA

unavarra.es

Oñati, Spain

MU Enpresagintza

mondragon.edu

Jyväskylä, Finland

JAMK

jamk.fi

Kozani, Greece

CluBE

clube.gr

San Sebastián, Spain

D4E

diversity4equality.eu

Poitiers, France

ID

initiative-developpement.org

Vitoria-Gasteiz, Spain

KONFEKOOP

konfekoop.coop

Ciudad de México, Mexico

KAYA

amplokaya.com

Co-funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.

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THE STORIES CONTINUE ONLINE

One programme. Many voices.

Behind + are dozens of people who lived it differently, and equally completely. The full online edition holds participants from each module, VET partners, ambassadors who came back to give what they once received, facilitators who held the space, corporates who brought real challenges, and the consortium that made ten organisations across five countries work as one. **Each voice tells a different part of the same story.**

SCAN TO READ

Read all the stories online

https://whitebook.teamit.plus/stories/

THE RECIPES ARE PUBLIC · THE INTELLIGENCE IS SHARED

Ready to build together?

This documentation shares what we've learned :what works, what's difficult, what needs adapting. And most importantly, how **you** can replicate the project or connect your initiatives with TEAMIT+.

TEAMIT+

www.teamit.plus