



Entrepreneurial best practice in Europe

September 15, 2009 – Lille Grand Palais

Summary

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Workshop 1 / HIGHER EDUCATION: Developing the Entrepreneurial Mindset

Introduction

Laurent DEGROOTE

Vice Chairman of the Lille Chamber of Commerce and Industry

Welcome to like entrepreneurship, the European forum for sharing entrepreneurial best practices. This forum also provides an opportunity to build long term relationships.

The first workshop is meant to create a link between the academic and the business world.

Michel de KEMMETER

UHDR, Belgium

Participants will share their experiences by giving a brief presentation. They will then each join a roundtable group to lead an exchange of ideas. Following this debate, each group will put forward an action plan for stimulating entrepreneurial spirit.

Our experts will be giving five-minute presentations on the best entrepreneurial practices, and on how to bring entrepreneurship to schools. Each table, headed by one of the speakers, will then share their thoughts for a viable action plan.

Experience from all over Europe

Master's in Entrepreneurship, EDHEC

Tawhid CHTIOUI

EDHEC Lille, France

In order to start up a university course teaching entrepreneurship, this term should be defined in relation to the needs of the current market. Experienced managers believe that an entrepreneur must anticipate, stimulate and manage change and not just react to it. Starting up in business is about creating as well as having the ability to innovate and develop a project inside an existing business. **Currently, entrepreneurial training is general when it should be specialized** in the future entrepreneur's area of business. An experienced entrepreneur should play a part in this training which should be focused on contents as well as on a process, a methodology (*soft skills*).

A Masters in Entrepreneurship from EDHEC provides students with the overview needed for entrepreneurship through three teaching units:

- creating businesses or projects: legal framework, business planning, strategy, and Business incubation project
- project management and optimization

- development and transformation of an established business.

Entrepreneurs share their experience in a seminar; a personalized module identifies and develops the skills of each student.

The Start Academy

Jean-Claude ETTINGER

Solvay Business School, Belgium

The Start Academy consists of a competition between several business plans. It awards prizes to the best ones, and also, by using workshops, aims to train all the participants in entrepreneurship. The seven finalist teams attend a residential seminar, where a coach helps them to finalize and present their business plans. The teams comprise between two and four higher education students from any discipline. Multidisciplinarity of the teams is expected though. The jury is composed of people from the field. The projects equally concern the commercial and non-commercial sectors. The competition is tough so that the students' attention is constantly kept high and the genuine stress of the market is reproduced. We do not train entrepreneurs but **we successfully involve students who had not considered setting up businesses.**

Dr Emer NI BHRADAIGH

Fiontar Business School, Dublin City University, Ireland

Entrepreneurship is not only for business and management schools. It needs to be normalized within the other sectors; from science to the humanities to nursing schools. Each sector of society from the non-profit sector to carpenters, plumbers, and so on, needs entrepreneurship; therefore each university program should include it. Educators should encourage risk-taking, and emphasize practical versus theoretical approaches.

There are three types of entrepreneurship education. The first is theoretical; this includes the statistics, survival rates, psychological traits and behavior of entrepreneurship. The second teaches how to be entrepreneurial, regardless of your field or organization. The third teaches how to set up a business. This emphasizes practical, experiential education, choosing between conflicting pieces of advice and learning how to act under stress.

Entrepreneurship education is about providing students with practical tools for resolving problems and making decisions. Music students for example, learn how to be successfully self-employed, multimedia students learn how to set up micro-organizations. We also need to normalize entrepreneurship education in the minority language groups, as is the case at Dublin City University.

Organization for Economic Cooperation and Development (OCDE)

Jonathan POTTER

OCDE, United Kingdom

The OECD aims to promote the sharing of economic and social best practice between countries. It has published two works on university courses for teaching entrepreneurship, from which four recommendations emerge.

The first and foremost is that a university should have a strategy for teaching entrepreneurship, while thinking of it as more than just a way of thinking about creating businesses. Human and financial resources should be allocated and it should, when possible, become self-funding. The university must, moreover, build links with other public bodies to which the students can have access.

The teachers concerned should have received specialized training.

Incentives and rewards should be put in place.

It is necessary for the impacts of such teaching to be assessed.

Simone BALDASSARRI

European Commission, Belgium

Entrepreneurship education doesn't have a large enough presence in university programs outside of business schools. More than half of all students don't receive entrepreneurship education. A lot needs to be done in Europe to change this.

Entrepreneurship education is still young. There are no set teaching strategies, and less than a third of all teachers possess entrepreneurial experience, therefore we also need to improve their competences. Teaching needs to be practical and interactive, as well as bring together different fields.

The main issue is the lack of dedicated funding. The demand for entrepreneurship education is growing but because it is practice-based, it is very expensive. This is where governments are important. We need to provide incentives for teachers that are not based on research and publication, and which allow mobility between businesses and teaching positions. It is important to have a national strategy involving inter-ministerial collaboration. Entrepreneurship education also needs to span all levels of education, not just higher-level. The best entrepreneurship programs are those that include it in their mission statement.

Ted VICKEY

Fitwell, USA

I'm an entrepreneur. I set up my first company in Washington, then went to Dublin to study. At 24, my first client was the White House. I sold my company in 2001, wrote three books, then joined the board of directors for the American Council on Exercise (ACE). I learned how to be an entrepreneur outside of school.

Interactivity is key in classrooms. Internet, file-sharing, Twitter-based classes, projects...we need to rethink textbooks, and focus on real-world experience.

Action plans for stimulating entrepreneurial mindsets

Michel DE KEMMETER

Please develop a concrete action plan to develop and stimulate entrepreneurial mindsets.

[Following working in sub-groups, several actions were proposed.]

Feedback Group Jonathan POTTER

- Think tank team to consider promoting entrepreneurship in universities
- Integration of entrepreneurship teaching in each discipline

- These two proposals will be made compulsory by European directives

Feedback Group Jean Claude ETTINGER

- Structures supervising the creation of businesses in universities
- Communication campaign to the general public about entrepreneurial mindsets
- Identification and development of passions underpinning entrepreneurial mindsets
- Collective creativity sessions in higher education

Feedback Group Dr Tawhid CHTIQUI

Aimed at fifteen year olds, in an educational or associative environment:

- *Business games* based on the theme of entrepreneurship
- Meetings with entrepreneurs in lycées
- Video games based on the themes of creation and entrepreneurship

Feedback Group Ted VICKY

We need to change the culture; entrepreneurs don't just make money. We should create long-term plans, and encourage exchange between entrepreneurs and university professors.

Feedback Group Philippe VANRIE

We need to rock the university system; get teachers who are entrepreneurs themselves; create open clusters; start with the kids, and recalibrate theoretical versus practical education.

Feedback Group SIMONE BALDASSARRI

Students should get practical education, and get feedback from real entrepreneurs; we need to raise awareness amongst teachers, and teach people to learn from their mistakes.

Michel DE KEMMETER

Thank you everyone. Everything will be posted online.

Workshop 2 / Sustainable Enterprise and Social Capital: A Competitive Advantage?

Speakers

Michel DE KEMMETER

UHDR, Belgium

We focus on sustainable development but often, we forget human capital. We need to bring both together in an effective and resilient way. Again, our speakers will be giving presentations after which, each table will share their thoughts on a viable action plan.

Christophe SEMPELS

École Supérieure de Commerce (ESC) Lille, France

How is it possible to **combine the strategic challenges for businesses with sustainable development?** Sustainable development transforms our individual and collective ways of working, our way of running our businesses. Today, **it is essential to break the link between growth on the one side and consumption of resources and energy on the other side. Rather than selling an amount of product, one should sell the uses of this product**, which represents a level of service. This change represents an innovative consumption and management behaviour, redefining the scope of the business' activities, requiring new skills, and involving a larger number of players in business projects. By sharing private property this model favours the right to use over the right to own. It redefines a social project.

Producing biogas in Sweden

Tore HELMERSSON

EBN / Cleantech, Sweden

We believe in cooperation. Our innovation and technology park provides a science centre, teaching programs for children and professionals, and an incubator program along the same lines. We work with various technologies, and are trying to get young people involved.

We've been working on creating biogas from waste-matter, which is used to power vehicles. The project involves various actors to whom we are connected via pipelines, which allows the gas to be transported from farmers to upgrading systems, and back again once it has been processed. The biogas is produced from manure and then rid of chemicals and odours. The people involved – farmers, university theoreticians, technicians – are our social capital. We receive a lot of public financing, without which this project – the first attempt of its kind – would be impossible.

We've created two companies, the first as an economic cooperation between the farmers, while the second produces the biogas. The project cost 300,000€ although the entire system, including the equipment, upgrading stations and pipelines cost 8 million.

Lots of people have shown interest in our business model, such as the whisky industry in Scotland. We are working on a kind of Intellectual Property which could then be exported and sold, to create new environmentally-conscious businesses.

Erasmus for Young Entrepreneurs

Margarete RUDZKI

European Chamber of Commerce, Belgium

Our goal is to revive the entrepreneurial spirit in people and thereby create sustainability. In Europe, 51% of young people are interested in entrepreneurship, though few follow through. Globalization also allows for many opportunities for SMEs, yet only 8% export in Europe. Erasmus for Young Entrepreneurs is a European Commission-financed project, aiming to help young entrepreneurs with a viable business plan get in touch with experienced entrepreneurs in Europe, in order to learn how to set up and run a business. Matching compatible entrepreneurs is done via intermediary organizations, while the European Chamber makes sure the matching is done correctly. People with a viable business plan toying with the idea of setting up a business, or whose business is less than three years old, are matched with host entrepreneurs who have to be experienced, and manage an SME or micro-organization. Young entrepreneurs learn which pitfalls to avoid, how to achieve sustainability, get access to finance and business management, and how to refine their business plans. Host entrepreneurs get access to skilled, innovative knowledge, business contacts, knowledge on how other countries conduct business, as well as the satisfaction of mentoring someone. The pilot phase of the project was launched in February, and will run until January 2010. We have received 65 applications, 42 of which were accepted. If you wish to apply, you may do so at erasmus-entrepreneurs.com.

Cleantech, Finland

Lauri YLÖSTALO

EBN / Cleantech, Finland

As a small country, Finland is oriented towards other countries. While climate change is a big challenge, it is also a source of business potential for companies. Finland is currently looking for the next generation's success story and we at Cleantech are putting everything forward to be it. Our bureaucracy is well-organized and has helped us create a strong environmental sector. Three years ago we created a national Cleantech cluster around four of the major areas. In the north, we've got 40 people working on a 40 million-euro portfolio. Our three main markets are China, India and Russia. In China we've got 90 active companies selling solutions, products and services, and we are starting the same thing in India and Russia with mini-clusters of 8 to 12 companies in the fields of global energy and recycling. Our venture-capital is crucial and we need overseas help at the moment. Cleantech has the single largest incubator program in the country and is improving rapidly. Around 80 companies are in incubator programs, with half of them being Cleantech companies. Our case shows that even traditional industries are turning towards Cleantech.

Networking

Ted VICKEY

Fitwell, USA

I created my first company at 24. My first client was the White House. I know pressure, but I needed to learn how to connect with people. There are lots of countries present here; when we all leave today, how will we connect? Social capital is crucial when improving business. I highly recommend Keith Ferrazzi, whose two books on how to connect with entrepreneurs are crucial. Another source of networking is LinkedIn, which allows for greater personal connections, by breaking down the four walls and creating interaction between entrepreneurs.

UHDR – Universal Human Development Research

Michel DE KEMMETER

UHDR is a think- and do-tank in Belgium which brings people to the centre of businesses. Here are five images to illustrate the importance of combining human capital and sustainable development. The first illustrates the choice between diving underwater and surfing, or hoping to survive and learning to adapt. The second shows the metamorphosis from caterpillar to butterfly, which demonstrates that the capacity for change is already present in everyone. We need to act as a catalyst for the change, rather than forcing it. The third shows an iceberg. Everyone knows the visible part of the iceberg is the smallest part, and that it is carried by so much more. Companies are also carried by the invisible; loyalty, motivation, knowledge. We need to take this into consideration. The fourth image is a tree, representing the economy. To be viable, we need strong roots, we need to know who we are and where our skills lie, in order to bear the fruits of success. Our last image is from *The Matrix*. In our race towards change, we often forget that *we* need to change. We can't remake a society with the old way of thinking, and we can't rely on politicians. It is up to us.

Our university holds 50 people, and will be launched in spring 2010.

Michel DE KEMMETER

Create an action plan to sustainably activate human potential within society and company performance.

Feedback Group Philippe VANRIE

Integrity and ethics are major drivers for social and economic development. They should be taught in university programs. We also need technology development, which should be screened to make sure it is viable. Community-based collaboration is also important as a way to ensure viable businesses that also push ethics and integrity.

Feedback Group Ted VICKEY

Ethics and trust are crucial. We can't look to governments for change; we need to do it ourselves. Management, operations and ideology need to be interdependent.

Feedback Group Lauri YLÖSTALO

Customers are insufficiently informed. When purchasing, their choice is often based on price, rather than sustainable indicators. Policy-makers should be educated, as should the people. We need to implement European standards in other countries while maintaining flexibility. We have to involve people emotionally because facts aren't enough.

Feedback Group Margarete RUDZKI

As students we want a system that allows us to discover our potential. After school, we should be allowed to explore different fields to see where we excel before we start our professional life. The education system also needs to change; too much emphasis is placed on grading, so people are afraid to take risks and fail.

Action plan presentations

Claire WHILHELM

Master in entrepreneurship student, EDHEC

Social labels or sustainable development labels should be created. Above all else, change must be individual, supported by education from the earliest age and by public funding.

Workshop 3 / Stimulating Creativity & Innovation (Flanders DC)

Marc CLERKX

Senior Project Manager for Flanders DC, Belgium

We worked with business and management schools to determine entrepreneurial creativity. We will publish our results during Global Entrepreneurship week this November. We studied the effects of entrepreneurial projects on children, especially in secondary school. We created a GPS for companies, as a tool allowing them to brainstorm properly. The first Children's Congress will take place on November 17, during which children will be encouraged to discover their talents. We collaborate with regions all around the world.

Entrepreneurial creativity

Flanders has a very efficient economy but with the growth of other low-cost markets, it is necessary to stay one step ahead, by becoming an innovation-driven economy. We need to use our brains to be creative. Flanders DC's role is therefore to create awareness for this. IT is changing the world, and we can either view this as a threat or welcome it. BY 2020, 56% of the world's population will live in Asia, and only 5% in Europe, therefore half of our clients will be in Asia. We need to be proactive. Entrepreneurial creativity should have an economic added-value, such as this Philip Stark-designed toilet brush, available for 32€. Flanders DC focuses on value-added innovation, new strategies for economic success. From a new kind of circus, to new sales strategies, to boutiques with no clothes in them, to touch-screen real-estate agencies, to music festivals for the elderly, to crowd sourcing, all are creative examples of innovative marketing strategies that have ensured success. Innovative organizations don't necessarily invest in R&D. We will start training 40 innovation coordinators in Belgium, to create a new culture within schools.

Creativity can be learned. While some may have more capabilities, creativity is essentially a state of mind.

Basic rules of creativity

Movie: A man walking his dog wants to enter a pub, but pets aren't allowed. What can he do?

The logical solutions are to tie the dog outside, get outside service, or go elsewhere. A creative solution is to use the dog as an accessory. Our response however is dictated by culture, and is difficult to overcome. In schools we are taught that there is only one solution. Creativity is the art of bursting through these patterns. Because the world is changing, we also need to change, and this needs to start with our children. Einstein said: If you always do what you've always done, you will always get what you've always got.

If you want change, you need to change, too.

Creativity starts with a new perspective, postponing judgment, and with the power of imagination.

Movie : Two teams, one white, one black. Count how many times the white teams passes the ball to each other.

By concentration on the white team, you forgot to look around. You didn't see the gorilla. Companies are the same. You can't focus on your work and ignore everything else – you need to look out for the gorilla.

When Henry Ford started manufacturing cars, there was no demand for it, but he saw differently and went on to success.

There are four steps to creativity: Defining a problem, coming up with ideas (divergence), selecting one idea (convergence), and convincing people of the idea's viability.

Brainstorming

Come up with 50 ideas for an open-day at your company.

Creativity is also elegant stealing. See what another sector or company is doing, and apply it to your own.

I'd like to introduce you to the SCAMPER technique for brainstorming, applied to our open-day scenario.

Substitute – Have the open day at another place.

Combine – Combine functions or activities

Adapt – Change your company colors. Or have it take place at night.

Maximize/Minimize – Modify its impact, its frequency, and its intensity

Put to other use – Have a different target

Eliminate – Can we leave out certain parts

Rearrange – Turn things upside down

The flower association is another technique wherein you select a word and come up with new associations for each new word. This allows for different perspectives. Negative brainstorming is the act of defining everything that will ensure the failure of your endeavor. The goal is to then provide solutions to this. These techniques form the divergence phase. You then move to convergence where you need to select the best idea, based on opportunity, viability, and using your instincts. COCD, the Centre for the Development of Creative Thinking has developed a system of stickers to categorize ideas based on different criteria.

Come up with an idea that is innovative, challenging, energetic, and give it an attractive name.

Team 1: Birthday Party. A childhood experience with lots of good memories. It is cheap and easy to do.

Team 2: Diamond Speed Dating Open Day. A speed-dating event. Couples are rewarded with a glass of champagne which holds a diamond. One of the diamonds is real.

Team 3: Fire Alarm Day. Hold a lecture which is interrupted by a fire-alarm to show how efficient our safety measures are.

Team 4: Black And White Party. Everyone is disguised. You get a point for recognizing someone. The person with the most points wins;

Team 5: Zoo-per night. An open-day organized at nights, with zoo animals brought to the event.

Team 6: Reverse Day. Men are dressed as women, and vice-versa. Dinner starts in reverse.

If we were at a company, we would now choose the best idea.

Movie: You are the creative ones now. Your competitors are looking to you.

Plenary conference Innovate To Win

With:

Pierre De SAINTIGNON

Vice Chairman of the Nord – Pas de Calais Region

Laurent DEGROOTE

Vice Chairman of the Lille Chamber of Commerce and Industry

Like entrepreneurship is an international exchange for the development of entrepreneurship.

Guests

Philippe VANRIE

CEO EBN, Belgium

LIKE ENTREPRENEURSHIP means thinking outside of the box. Entrepreneurship education is still too superficial. We need to learn to speak simply, and reward downstream applications, such as entrepreneurship spirit and practical applications. We should push service innovation, and focus on business modeling. We need to focus on opportunity-spotting, integrity and solidarity.

Franck DETEE

Research & Development Director (R&D), Auchan

Innovation has an overall effect of unifying the business and promoting shared values. It requires style, humility and trust.

Ted VICKEY

Fitwell, USA

I started my company at such a young age. Last year I sold my company and moved to Ireland to finish my Masters in entrepreneurship. It's never too late to learn.

Innovative businesses

Vente en Vidéo

Maxime THIEFFRY

Vente en Vidéo, France

Innovation has two sides: new technologies and the opportunity to re-think an existing business, video in our case.

Nicolas HELFENBERGER

Vente en Vidéo, France

Innovation creates growth for a business and differentiates it from others. Vente en vidéo supports brands and distributors in speeding up sales, by articulating commercial intelligence, the creative studio, the broadcast media, and the measurement of the impact on sales, around precise operational marketing objectives.

Ted VICKEY

I was impressed by how easy it looked. An entrepreneur needs to be careful about budgeting.

MLG Consulting

Is it as easy as it looks?

Nicolas HELFENBERGER

Everything depends on the model we use. Some of our promotions are limited in time so our budget is more restricted. When we work on a global level, the budget increases.

A-Volute

Tuyên PHAM

Chairman and founder of A-Volute, France

A-Volute's technology allows you to create the feeling that the sound is coming from a specific point when using any piece of audio equipment. We choose key partners in diverse application fields (industrial, civil and military aviation, automobile etc) and we sell licenses. Today, we are branching out into electronics for the general public, notably video games and mobile phone applications. **Moving from a technology project to a product and to a need/customer is difficult** and, as an engineer, I had to acquire certain skills.

I care for my dog

Kris LEYS

Founder of I care for my dog, Belgium

I founded my company after my dog died because there was no veterinary service available in the evening. I wanted other dog owners to have a 911 number to call. I set up pet insurance to reimburse veterinary costs. My strategy is think big, start small, upgrade quickly. We tested little groups and from there, we adapted. It's important to accelerate otherwise your product will be useless, or a competitor will copy your business model. We provide alternative distribution services, and free distribution of collar tags, which dog owners get by registering on our website. This also helps us know our customers. Throwing money at marketing campaigns is not necessary if you have the right strategy. We've since quadrupled our sales.

Philippe VANRIE

How you are different from other suppliers?

Kris LEYS

Emotional communication. We fulfill our customers' needs by learning who they are.

MLG Consulting

You have found a way to make it about your clients. I think it's a great way to be innovative.

Bivolino.com

Carine MOITIER

Co-founder bivolino.com, Belgium

We wanted to provide mass customization products, so everyone could wear their own fashion. When the internet bubble burst, we decided to innovate. We created a formula to forgo tape measurements, simply by taking a customer's height, weight, collar size and age. Through a local research centre, we were able to patent that formula. In Europe we were able to get research support, which granted us the money to develop our concept. We have created consumer-driven integrated manufacturing. Today, 10% of the online fashion market is customized, and big brands have followed suit. We are now developing our concept at European level for other distributors. An article in "*60 Millions de Consommateurs*" magazine showed that our concept scored better than traditional tailoring.

Carine MOITIER

As a start-up and as a small and medium-sized business (SME), turning to research was a challenge. We had to convince the European Commission to get help.

Woowoos

Chris DE BACKER

Woowoos, Belgium

In 1999, I came up with the idea of creating eclipse shades. Three months later, I had succeeded in creating Eclipse shades in collaboration with pharmacies and the government. We used TV stations for our campaign advertisements. Because it was a once-in-a-lifetime event, we also got lots of free publicity.

You need help. People bring different skills, new ideas and solutions. It's important to know what drives you. You need creativity, knowledge and a business plan. This is what woowoos offers. I created Young Photographers United to promote young photographers. It allowed me to get in contact with European marketing directors. We are now creating different communities such as Young Designers United and Young Media United. We've gotten lots of sponsoring and license purchasing offers. We're still in the developing phase, but I hope to have products to show by next year.

Ted VICKEY

That's a great message: anyone can be an entrepreneur. Never be afraid to ask for help.

Chris DE BACKER

I hope to create a networking place around ping pong tables for companies in need of creativity to get in contact with experts and entrepreneurs.

Poken

Marc LIEW

Poken Switzerland

Poken was set up two years ago and entered the market last year. **Only the market can judge an entrepreneur's project**, it allows you to make it known and develop it.

Ted VICKEY

I truly love networking. What you have takes networking to the next level. It's fantastic.

Speechi and altruistic capital

Thierry KLEIN

Speechi, France

Altruistic capital is the gift of capital by a business to a humanitarian cause, in order to counterbalance the adverse effects of capitalism by drawing on this same capitalism. The consequences of such a gift are important, because a company's capital value can be ten times higher than its profits. **A capital gift does not affect the business competitiveness nor its balance sheet.** 10% of Speechi's capital has been donated to an association that protects gorillas. The business is profitable and pursues its commercial activities, but its employees know that 10% of their time is given over to this cause. Our type of business has the same or better performance than the others. Furthermore, donating capital is not incompatible with searching for new capital.

Ted VICKEY

I've seen a lot of innovation but today's presentations were among the best I've seen.

Conclusion

Laurent DEGROOTE

Vice Chairman of the Lille Chamber of Commerce and Industry

A business cannot grow without innovation, which represents a behavioural approach, an ability to question and constantly anticipate every aspect of the business (production, marketing, management etc.). A common desire to create entrepreneurial networks emerges from the like entrepreneurship forum. I therefore suggest that we meet up again in Brussels on December 15 at the *European Business Network meeting*. We want to support the development and creation of businesses in a successful region, which is forward, not backward-looking, just like Europe.

Pierre De SAINTIGNON

Vice Chairman of the Nord – Pas de Calais Region

I would just like to thank Laurent and everyone involved for the work that has been done, and to thank you all for the quality of this meeting. Please note that the next Créer show will now be held September 2010.

Philippe VANRIE

CEO - EBN (European Business and Innovation Centres Network)

If we are to continue to learn, we must attend all the meetings in the future. Businesses can contact the facilitators that exist in the marketplace in their regions and regional authorities. Communicating about *start-ups* allows them to be better understood, and to create the desire to start up something. Individual initiative, as well as funding provided by European, national, regional and local institutions enable innovative businesses to be created.

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