

Contents

Preface	IX
Foreword	XIII
What are the two best jobs in the world?	XIII
This book has been written to evaluate these various dimensions	XVI

Part 1

New challenges in higher education: from innovation to entrepreneurship

1. Innovation in higher education: an urgent need for genuine ambition	3
<i>By Delphine Manceau</i>	
1. The paradox of innovation in higher education	5
2. Accelerating evolution	8
2. Leadership training: towards humanist leadership	17
<i>By Nathalie Rodary</i>	
1. The strong connection between leadership and transformation	18
2. New world, new leadership: humanist	23
3. Creating a generation of leaders, women and men, humanists	29
3. Raising students' awareness about what it takes to create a business	35
<i>By Denis Gallot</i>	
1. Entrepreneurship training	37
2. Which support structures, and why?	42
3. What can you expect from support services?	46
4. Continuing education: the 5 key skills for an ambitious entrepreneur	55
<i>By Alexandre Bernardi</i>	
1. Learning how to learn	55
2. Intelligent networking	58
3. Using your network	60
4. Acquiring and improving on these achievements	62
5. Learning how to be seen as an expert	65

Part II

The managerial challenges of entrepreneurship

5. Structuring the capital and governance of your start-up	69
<i>By Adrien Perrot</i>	
1. Creation and relationships among founders	70
2. Financing and relationships with investors	74
3. Implementing incentive mechanisms for employees	79
6. The pitfalls of entrepreneurship	83
<i>By Jean-Edern Rougagnou</i>	
1. Why become an entrepreneur?	83
2. The answer to a problem	86
3. Know how to do everything... or not	87
4. Funding, the sinews of war?	90
5. Work life/home life	93
7. Entrepreneurship means selling	95
<i>By Olivier Guérin</i>	
1. Basics	96
2. Winning customers	103
3. The ideal meeting	108
4. Sealing the deal	110
8. Applying the Lean Startup model: Designing a physical product via iterations	115
<i>By Étienne Pouget</i>	
1. The entrepreneur's dilemma	115
2. Development based on short cycles	117
3. Compromising to speed up time-to-market	120
4. Applying the lean start-up method to physical products	121
5. Involving the customer in every cycle	124
9. Challenges and perspectives of support systems for entrepreneurship in Africa	127
<i>By Jean-Michel Huet and Mélissa Etoke Eyaye</i>	
1. Innovation and entrepreneurs in Africa	128
2. Essential support systems	133
3. Engagement methods specific to stakeholders	136
4. Providing support to enable start-ups to become more professional	143
10. Entrepreneurship through business takeovers	147
<i>By Sébastien Dunod</i>	
1. Figures for business transfers in France	147
2. Fine-tune your project to optimise the research phase	148
3. The human dimension: an aspect that is often poorly evaluated	154
4. Diagnosis and valuation	156
5. Completing an acquisition	162
11. Selling a business	169
<i>By Sébastien Dunod</i>	
1. Plan ahead for a better sale	169
2. Valuing a company	173
3. The process of selling a business	173
4. Advice and experts to support the seller	178
5. Additional food for thought	180

<i>Bibliography and webography</i>	189
<i>Author biographies</i>	199
<i>Acknowledgements</i>	205
<i>Index</i>	207