



ENTREPRENEURS MAY HAVE MANY FACES

“Yes, he has set up his own business”

“So he is an entrepreneur?”

“He was...”

“...?????”

“He is now a hybrid and social one ...”





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MANY FACES, MANY OPINIONS, MANY VIEWS

Every day we meet entrepreneurs: when we visit the corner deli, order a taxi, have a cup of tea in the bar across the street or go to a hairdresser. We cannot escape from them: everything we use, products or services, has been made by businesses started by entrepreneurs. They are everywhere and they have many faces. There are many opinions about entrepreneurship and when it comes to specific groups of entrepreneurs there are even more different opinions. Micro entrepreneurs, who are they? Why do we talk about urban entrepreneurs? What is migrant entrepreneurship? What do we mean when we speak about the social entrepreneur? And start-up entrepreneurship, how does one define that? These questions answered easily.

Policymakers, services providers and academics like to categorise issues, topics and people as well as entrepreneurs. We have also tried to systematise and document thinking about entrepreneurs, entrepreneurship and enterprising people. As a start we opened a blog "*The Many Faces of Entrepreneurs*". Various professionals and practitioners shared their ideas and opinions on the blog already. In this magazine we have compiled a number of these posts that we consider worth sharing with a wider audience. It may make you look at entrepreneurs and entrepreneurship in a different way.

There is still a lot to learn from others especially from experiences in other countries with the promotion and development of self-employment and small and micro enterprises in developing countries. In 2015 we requested students from eleven different countries attending a Summer School on Entrepreneurship at The Hague University of Applied Sciences to tell us how they look at self-employed people and micro or small entrepreneurs. But Malcolm Harper challenges us to ask ourselves whether a micro entrepreneur really is what we think (s)he is.



KLAAS MOLENAAR



Marc van Ee and Ronald Visser have a special New Year's wish: look at entrepreneurship and the way it can be promoted the coming years! And entrepreneurship is nearby in a society. Arco Kats invites us to follow our dream and Renée Veldman-Tentori takes us back to family life and shares her experiences as entrepreneurial parent.

In our modern, diverse society, social problems seek new solutions and migration cannot be overlooked. Nicolas Chevalier argues that at the Bottom of the Pyramid entrepreneurs are offered new opportunities. Erwin Sengers thinks that all entrepreneurs are conscious about society, if not the continuity of their businesses would be at stake. Migrant entrepreneurs can play a special role in peace making processes in fragile states as argued by Richard Yeboah. However Lwan Zunder challenges that again: the Diaspora entrepreneur does not exist!

New forms of enterprising are emerging whereby people seem to opt more for part-time self-employment in combination with wage employment or social welfare benefits. Even academics can be an entrepreneur as Meine Pieter van Dijk has discovered. Henk van den Heuvel and Klaas Molenaar report that the hybrid entrepreneur is claiming his/ her place in society as well. New forms of entrepreneurship and new attitudes brings Benoît

Granger to conclude that entrepreneurs will not need banks anymore, and will make use of the opportunities that the crowdfunding and peer2peer platforms offer.

Society needs entrepreneurs. But can people be trained to become entrepreneur? A question the Inge Heetvelt tries to answer, but as with the others she leaves us with more questions than answers.

This magazine will hopefully challenge the reader to question his/ her own thinking and the way we are used to look at entrepreneurship. There are indeed many faces as the students at THUAS show us as well.

Questioning one's own ideas and beliefs may be the result of reading the various contributions. What do you think is entrepreneurship? Where do you see entrepreneurial initiatives? How do you think it can be stimulated, promoted? And can it be trained? From which perspective are you looking at entrepreneurship? This magazine may lead to some confusion: too many faces? But confusion is the basis of understanding. Look around you and ask yourself which faces you see, and ask then again whether that is a true picture of reality? ■

Margot Lobbezoo, Lecturer International Business Management Studies
Klaas Molenaar, Professor Financial Inclusion and New Entrepreneurship
The Hague University of Applied Sciences



WHAT WE SEE WHEN WE LOOK AT AN ENTREPRENEUR

POSTED 2015-10-27

Different regions, different people, different views. To see and understand what the other sees and understands helps to understand and see it differently. No time wasted on definitions, no long debates, no need to convince by arguments, the pictures tell us more. Let others see and indirectly feel, what the reality is in your own environment. And try to understand the others' view.

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Policy makers may want to prefer to come up with definitions, uniform descriptions and special determinants to capture the enterprising environment, prescriptions how it ought to evolve, grow or develop, and what people must do. But enterprising people go their own way.

They do not let themselves be pushed into one specific category. They have a vision, aspirations, capabilities, and resources. And with all that they make their dreams come true. They seek ways to set up economic activities that generate a fair and sustainable income and create decent work for them and eventually others. But self-development plays a role as well. Knowledge, experiences, skills and information helps them build up their enterprises. As will their ability to find and mobilize material, financial and human recourse. But their engagement in social networks is as relevant as the other elements.

Eighteen participants in the module changing entrepreneurship in Society of The Hague Summer School 2015 coming from ten countries, but actually living in eighteen different localities and regions described what they consider a self-employed person, a micro entrepreneur, or a small entrepreneur. They took pictures of MSMEs

in their country knowing that one picture tells more than 1,000 words... One student even made a video of her **interview** with an entrepreneur.



INTERVIEW WITH OWNER OF A COFFEE SHOP:
[HTTPS://YOUTU.BE/HY4UE2WHWFW](https://youtu.be/hy4ue2whwfw)

Still brief descriptions of the person photographed help the viewer understand why one was seen a self-employed, micro entrepreneur or small / medium entrepreneur. There is no single way of describing those categories, the visualizations help see what the other saw. That may be useful in setting up programs to promote, develop, support, facilitate, discover, and unleash entrepreneurial talents, capabilities or capacity. If we deem so relevant of our society.

But even without such interventions the persons presented here would have taken steps to start their own businesses, tiny, small of larger ones. And be happy with it. That is the hidden message one gets from this compilation. ■

TO SEE THE FULL DOCUMENT HOW STUDENTS SEE MSMEs
[HTTPS://FACESOFENTREPRENEURSHIP.FILES.WORDPRESS.COM/2015/10/HOW-STUDENTS-SEE-MSMES.PDF](https://facesofentrepreneurship.files.wordpress.com/2015/10/how-students-see-msmes.pdf)

Klaas Molenaar, Professor Financial Inclusion and New Entrepreneurship
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THE MICRO ENTREPRENEUR...

POSTED 2015-10-13

The word ‘entrepreneur’ is not like words such as ‘male’ or ‘tall’; we may differ at the margins in our views as to whether a particular person is tall, or male, but we are generally in agreement that these words are useful labels which help to define and clarify the complexity of the world around us.

‘Entrepreneur’ is more like ‘society’, or ‘family’; we have multiple understandings of what they mean, and we often end up in disagreements about them, which might have been avoided had we been clearer as to what we understood them to mean. In the field of ‘development’, perhaps better known as the ‘aid trade’, to which I assume most readers of this blog belong, there are many such words; ‘sustainability’ is renowned for the multiplic-

ity of its meanings, as is of course the word ‘development’ itself.

We should always remember that words are only labels which may or may not approximate to what we perceive as reality; if they serve only to promote disagreement, or confusion, we may do better to stop using them.

One useful way of clarifying the meaning of such a word is to take





...IS SHE OR HE REALLY AN ENTREPRENEUR?

an 'ad hominen' (or 'ad feminam'). approach, to ask ourselves whether we would consider this or that particular person to be or not to be an entrepreneur (or 'entrepreneuse'; I hope I may be excused if I use only the masculine form from here on).

There is no better place to look than a mirror; am I an entrepreneur? I am very clear that I am not. I was for many years a reasonably paid tenured professor at a British university, who could only be fired for egregious misconduct and certainly not for idleness or incompetence, and I now have a decent pension. I take on various paid or more often unpaid assignments (such as writing this 'blog') from time to time, but I take very few risks and am rather secure. Like many teachers, I have been a good example of what the British dramatist George Bernard Shaw once wrote; "He who can, does; he who cannot, teaches".

At the other extreme, we can look at well-known people whom we all agree are entrepreneurs; Richard Branson, the founder of Virgin Airlines and many other businesses, Bill Gates of Microsoft, and so on.

But between these two extremes, professors and business pioneers, there are many more puzzling cases.

Is a prostitute an entrepreneur? She may have been forced into the business, but she certainly takes lots of risks, and her business is generally considered to be immoral; does that disqualify her? Or someone who notices a car with the ignition key left in the ignition and steals the car? He has certainly seized an opportunity, which is said to be an entrepreneurial characteristic, but he is breaking the law; does that disqualify him?

Or is a beggar an entrepreneur? He or she may have had no option, but it might have been possible instead to pick over a garbage heap, or to pick pockets, or to wait for hours in line for some kind of handout or casual employment. And it is risky, and there are many innovative methods of begging; again, the decision is up to us, depending on the purpose for which we are using the word.

Entrepreneurship is often associated with innovation, with starting businesses which do things that have not been done before. Microsoft's MS-DOS operating system, MacDonald's standardised hamburgers and restaurants, were clearly entrepreneurial initiatives, which made a great deal of money for the people who started them, or, in the case of MacDonalds, for the person who realized that the concept underlying a single restaurant could be replicated thousands of times over.



But were the Wright Brothers, who invented the aeroplane, perhaps the most influential innovation of our time, entrepreneurs? They failed and probably did not particularly want to build a big business out of their invention; they wanted to fly.

And what about the founders of Burger King, who copied MacDonalds, or all the people who have made millions out of 'me too' businesses; they did not do anything that was basically new, they merely copied other people's ideas and implemented them slightly differently, or in different places. Are they entrepreneurs?

Or the celebrated property billionaire and now aspirant USA presidential candidate Donald Trump: he has for sure taken many risks and made a great deal of money, but he did not start his business; he inherited it from

his father. Does that disqualify him from being called an entrepreneur? Or, at a more modest level of property, is a small-holder farmer an entrepreneur? He (or she) may have inherited the land, and he probably grows the same kinds of crops in the same ways as his neighbours, but any kind of farming involves risk; does that alone make him an entrepreneur?

Professors, particularly retired and so-called 'emeritus' ones (which actually means 'past service', nothing to do with merit at all), tend to go on at length about irrelevant subjects, so let's now come to the question I was asked to address; are micro-entrepreneurs **really** entrepreneurs?

First, of course, we have to decide what we mean by a micro-enterprise, whose owner might (or might not) be an entrepreneur. Again, a clear definition is probably impossible, and pointless, but I suspect that if we were walking, (or more likely driving since we are development 'experts'), through a rural market in Africa or an urban slum in India, we would most of us agree that the hundreds of vegetable vendors, stall holders, rickshaw peddlars and so on who surrounded us were micro-business people.

Harking back to my previous examples, we should then ask whether they were innovators, whether they were risk takers, whether they had





inherited or had started their own businesses, whether they were immoral, or were breaking the law, and, critically in my view, whether they had voluntarily chosen to start their own businesses or whether they had been forced into doing it, because they had no other way of earning a living, of feeding themselves and their families, or even of surviving.

Our decision as to whether a particular micro-business owner is or is not an entrepreneur will depend on our answers to the above questions; is someone who is immoral, who breaks the law, who has no alternative to self-employment, who has inherited the business, who is not a risk taker, or who has not innovated in any way, an entrepreneur or not? It is up to each of us to decide how the word should be used; there is no right or wrong answer to the question. And most of us, wittingly or not, probably use the word in many different senses, depending on what we want to achieve.

I myself consider that the word is more useful if its use is confined to people who have voluntarily decided to employ themselves, to start their own businesses, rather than taking a job. I prefer to use it that way because I have myself designed, evaluated and taught in many so-called 'entrepreneurship development programmes'; there is clearly little purpose in telling an unemployable mother in rural Angola that she should start her own business, because she and her family will probably starve if she doesn't.

I remember, however, that I once used the word very differently when I was in a car being driven through a mass of rickshaws in Dhaka in Bang-

ladesh, with a senior government bureaucrat. He said that Bangladesh's main problem was its lack of entrepreneurs. The car could hardly move through the rickshaws, and I pointed out that we were surrounded by thousands of entrepreneurial risk takers, who had taken the risk of hiring a rickshaw, in the hope that their earnings would exceed the rental charge. I am not sure he got the point.

Similarly, I was running a seminar about business creation for government staff in Nepal, and one of the participants asked me what the government should do to encourage retired civil servants to become entrepreneurs. I replied that the local prison was probably a more fertile place to look for budding business people than pensioned civil servants; again, I am not sure whether my answer was widely appreciated, but the seminar participants were certainly surprised.

I have many times asked micro-business owners, rickshaw pullers, small shopkeepers, tea sellers, vendors, small holders and others whether they would prefer to be employed, if there was a job available. The answer is almost always a very heartfelt 'yes', and if I probe as to the acceptable salary most would be willing to accept a lower wage than what they are earning as 'micro-entrepreneurs'. *For that reason, just as I myself would not have preferred to start and run my own business, even if I could have earned much more than my academic salary, I do not call them 'entrepreneurs'.* ■

Prof. Malcolm Harper, expert in Micro Enterprise and Micro Finance, Filgrave, October 2015



MARC VAN EE





RONALD VISSER



AN ENTREPRENEURIAL NEW YEAR'S EVE: FIVE TIPS

POSTED 2015-12-18

Looking forward to New Year's Eve? I am sure you are, but that is obviously not the point! This blog is about the transition from an old economic reality into a new reality. It is about an outdated vision of entrepreneurship versus a new, revitalized perspective.

Why? Because the world changes rapidly and insecurities thrive, this calls for entrepreneurship!

Before, entrepreneurship used to offer a logical career perspective for bakers' sons and grocers' children. Nowadays, entrepreneurs are our new superheroes. They take charge and challenge 'corporates' to a fight, attract means they do not have, know how to create lasting relationships with important clients, and sometimes, just once in a while they manage to uproot entire sectors. Even the level-headed Dutch are nuts about entrepreneurship. Research of the Erasmus Centre for entrepreneurship (ECE) shows that between 2012 and 2014 the number of student-entrepreneurs doubled. However, entrepreneurship is so much more than registering at the Chambers of Commerce! It is a mindset, a can-do attitude!

Towards the end of the 90ties the common view on entrepreneurship was this: *"At the heart of entrepreneurship is the notion of action arising out of the pursuit of opportunity, as a result of which value is created. The entrepreneur starts with the opportunity and then seeks the resources to exploit it"*. In other words, the entrepreneur identifies an undiscovered business opportunity, visualizes the perfect business and collects the necessary means to get going: knowledge and capital, machines and manpower. Entrepreneurship researcher Sarasvathy (2001: p.245) call this causation: *"Causation processes take a particular effect as given and focus on selecting between means to create that effect"*. However, is entrepreneurship really a set of causal processes in which entrepreneurs exploit opportunities by effectively collecting the right means?





NEW?



No, the world can't be shaped and uncertainty is a given! Lucky for us, we can mark 1997 as an important turning point that changed the way entrepreneurship is perceived. This change was mostly initiated by Saras Sarasvathy, who started a very extensive research into what exactly makes successful, serial entrepreneurs as entrepreneurial as they are.

Effectively, Sarasvathy concludes that successful entrepreneurs make use of certain rules of thumb. Sarasvathy calls this so-called 'entrepreneurial reasoning and acting' effectual entrepreneurship. It consists of five principles of enterprise that will help entrepreneurs in 2016 to be effective and successful in business, in environments that are affected by insecurity.

These principles are:

BIRD IN HAND

Effectual entrepreneurs make decisions based on possibilities, taking in to consideration who they are, what they know and are capable of, and who they know. The available means decide whether an idea of an entrepreneur can be put into action right away. Traditional notions assume that entrepreneurs have a fixed goal and additionally spend time and energy to collect the necessary means to achieve that goal, effectual entrepreneurs instead use means they have already got. They consider these means as a given and strive towards flexible goals. Therefore, an effectual entrepreneur starts by making a so-called inventory of means available: 'Who am I? What am I capable of? Who do I know?'

AFFORDABLE LOSS

Effectual entrepreneurs are not seduced by promises of mountains of gold, they are actually quite aware of the dark side of an entrepreneurial adventure. They know exactly what they stand to lose if things go wrong. As an entrepreneur, it is extremely important to analyze what you are willing to lose in terms of time, money and means. Using this principle –adding a little bit of creativity – entrepreneurs are also capable of reducing the necessary investments to acceptable proportions and as a result are ready to start right away. An additional benefit is that it usually turns out that starting a business or putting an idea out there requires a lot less than initially anticipated.

IF IT IS TO BE, IT IS UP TO ME



Effectual entrepreneurs do not view partners as strategically placed chess pieces or pieces of a puzzle, but as individuals and organizations with their own personal ambitions and ideals. If these means are brought together, new and interesting combinations will be formed which enables the parties involved to create or recreate common goals. The term quilt is used as a metaphor which emphasizes that together parties decide what the results should be. Usually the ultimate goal is not fixed; it evolves from the mutual ambition and commitment of the intended partners. In effect, by quilting you upscale the potentially available means and as a result new opportunities might arise.

CRAZY QUILT

Our world is characterized by an increasing level of insecurity; it is a world that has surprises lurking on every street corner. Effectual entrepreneurs are not fazed by unpredicted circumstances; instead they are open to these changes. They might run into a roadblock now and then, but this does not scare them off, they just figure out a new route past it. To use the words of Sarasvathy *“If life serves you lemons: make lemonade!”*.

LEMONADE PRINCIPLE

This principle connects the preceding four principles. The effectual entrepreneur focuses on activities he knows that will influence and affect results, specifically results that are attractive and wanted! They work with available means because they can use them right away. They also decide beforehand how much they are willing to lose because this offers a certain stability that is lacking if they would focus on the promise of mountains of gold. When cooperating with partners new means are developed which create opportunities to share risks. Finally, the effectual entrepreneur is open to stimuli of its environment. Instead of viewing these as potential threats, the effectual entrepreneur spots new opportunities. In short, they are in charge

PILOT OF THE PLANE

We need to accept that insecurity is a given, and that the old retreats in favor of the new. But what does this mean to you? Happily, the New Year is upon us and it is time to create New Year's resolutions. Our advice: embrace entrepreneurship but remember: “If it is to be, it is up to me!” Entrepreneurship is luring and so are many resolutions, it is up to you to make it happen.

On that note, we would like to wish everyone a happy and, most of all, an entrepreneurial New Year! ■

Marc van Ee and Ronald Visser

Marc and Ronald work for the Small Business and Retail Management programme of The Hague University of applied sciences.



CRAZY ENOUGH TO FOLLOW THE DREAM

POSTED 2015-09-29

As we all know the only way to become loaded is to become a successful entrepreneur. At the same time we know that entrepreneurs who are just in it for the money in general never succeed. So something else must be driving an entrepreneur struggling a long time while earning almost nothing. All the while getting a lot of comments from everybody telling them they are so stupid. Yes, people can be harsh questioning you; why don't you go for the job with a guaranteed income, a career path and colleagues around you who can help you with the "not interesting parts" of the work?

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But there must be something, and although I am now an entrepreneur for over 15 years I am still looking for the clue. I think I might have found it, for me I think it started at school. I could not stand teachers who controlled me. I did not fit in with the normal programs. I was different, a bit crazy even.

When everyone went to the right I chose the left side. I was always following my own path but at the same time I did not dare to stand up against authority.

Then it happened: my first day as an entrepreneur. It was January 1st 2000. From now on my life would be wonderful, at least I thought so. Wow, I loved to be independent doing what I always wanted to do. But ... no customers, no clear plan,

IT IS NO LONGER JUST "ME" BUT IT HAS BECOME "WE"



just an "Idea". After a few months I felt utterly lonely. Nobody who could tell me, that I was doing the right thing, completely thrown back at my own judgment making it my own responsibility.

Thinking, thinking, thinking..... I could not stop thinking and that was the first big mistake, it did not lead me anywhere. My first lesson: Think for a while, discuss for a while and then just act. After that lesson things started to change. I left the couch and started to make contacts with other crazy people like me. I joined the national board of Jong MKB (young entrepreneurs association) which gave me the opportunity to meet a lot of people. I joined JCI (Junior Chamber International) which gave me the opportunity to develop skills I did not yet possess.

I wanted to grow into a full fledged business but the first employee was a disaster. I thought it would make life easier, in fact it did not because I hired someone completely unfit for the job. I decided to keep doing it on my own. There were successes and then.... the crisis of 2008 appeared.

That was the best thing that ever happened to me. As an entrepreneur you must love crisis. That is the time to be creative and change strategy. So I became creative. The crisis and my experience gave me the power to bring together a lot of entrepreneurs that are acting in the same field of train-

ing. Together we started a new company; in fact we started a cooperative called "Het Trainingsbureau". A group of independent professionals with the same values and the same dream. A diversity of skills, a diversity of behavior but sharing the same values and having one mission opens windows of opportunities. It took two years of effort to build this dream with many people telling me I was crazy. They've got that right I was crazy enough to follow the dream and now... **Cooperative: Het trainingsbureau**



HETTRAININGSBUREAU.NL

The cooperative is growing and we are starting to have impact. And all this because it is no longer just "me" but it has become "we".

Looking back, I believe Stephen Covey was right with his 7 Habits of Highly effective people. First you need to become independent by following your dream, beginning with the end in mind. Then seek to understand and to be understood. Become interdependent by developing the win-win attitude as a second nature. Use the speed of trust and organize your cooperation with others. And never stop learning, always sharpen the saw because you will never have it right.

I wish you crazy times..... following your dreams. ■

Arco Kats

More about Arco Kats



ARCOKATS.NL





RENEE VELDMAN-TENTORI



ON BEING AN ENTREPRENEURIAL PARENT

POSTED 2015-11-26

I come from an entrepreneurial family and perhaps it's in my blood. My father started his own business before I was born, first in the music industry then moving into lighting. My two younger brothers began working in the business when they left school. Though the business has now been sold, they still work there. My father has retired.

MIXING BUSINESS AND BABIES



For me, the path to entrepreneurship was different. It came around the same time as becoming a parent. My eldest daughter is now 8 and my business, Zestee, is now 7 years old. I've found there are actually many similarities between parenting and entrepreneurship, one being that both require a lot of time and energy! It's also a choice that an increasing number of parents are making with the goal of creating a flexible source of income to fit around family commitments.

Early on, I identified that to make my business a success, three things were crucial.

1. Network
2. Knowledge
3. Balance

Here's how I went about mixing business and babies successfully.

In 2008, in Brisbane, Australia, I had a limited network around me after spending a few years traveling, so I consciously went about growing one. Social media was just new, so the only real option was to start with face to face networking. I arranged child-minding and coordinated schedules with my husband so that I could attend as many local networking events as I could. After a while, it dawned on me that many other parents had a similar challenge, leaving babies and young children at home. So in 2009, I **founded the Professional Parents Network**, offering networking events where all those attending were parents – and

NETWORK





that those who needed to could bring their children. I organized monthly events in Brisbane and on the Sunshine Coast and from just a few attendees at first, this grew to have about 20-40 parents attending each time. Guest speakers shared information on topics like finance, legal issues and marketing and discussing our challenges with each other was a great experience. I restarted these events when I relocated to the Netherlands in 2012 but due to other commitments, wasn't able to continue. By this time though, social media offered even more opportunities to expand my network online. LinkedIn and Facebook are two of my favourite networking tools and I still attend face to face networking events as much as possible. For any entrepreneur, parent or not, growing your network and maintaining strong relationships is very important.

Australia, which offers wonderfully flexible study options that are perfect for parents.

I have also always loved reading business books regularly. Since I have become a parent though, concentrating on a book for very long is difficult! With the leaps and bounds in technology in recent years, I've been excited about what I call the "elearning explosion", where entrepreneurs can learn – and teach – everything you need to know about entrepreneurship and any other topic you can think of. I've followed some great courses by business gurus like Seth Godin at a very affordable price, and accessed this in bite-sized pieces via my iPhone and iPad. I have also grown the Zestee Social Media school online, where I have taught social media skills to hundreds of entrepreneurs. Now the girls are at school, and I'm working at The Hague University of Applied Sciences, I'm both learning and teaching

KNOWLEDGE



My Bachelor of Business degree was gained through Open Universities

Professional Parents
family | work | balance

professionalparentsnetwork.org

YOU NEED TO LEARN YOUR LIMITS



zestee

there. I'm following a part time Masters, which isn't quite as flexible as my Bachelor's study, but still is manageable to fit around my family. Successful entrepreneurs are required to continuously add to their knowledge – and I feel should share it as much as possible too.

You need to learn your limits and set boundaries to grasp the ever-elusive work life balance, or as I've renamed it, family work balance. After 8 years of the experience of balancing business and babies (and now children and a career), I can say that balance is something this is possible, but requires constant attention. Being well organized is a must, as is asking for help when you need it, whether that be outsourcing some of your business tasks or having a regular nanny or cleaner a few hours a week. Overall, it's not easy to be an entrepreneurial parent. However by focusing on these three things, I feel I have been able to watch both my children and my business grow. I'm

constantly making choices, and a recent one has been to wind down my business from a growth period to now accepting a part time-job and keeping my business to just a few clients a year. It works for me and it works for my family and that is the best advice I can give – you need to find YOUR balance.

BALANCE



On my blog, I have now profiled more than 40 entrepreneurial parents worldwide, asking exactly how they balance family and work. You can read them on the **professional parents website**. ■



[HTTP://PROFESSIONAL-PARENTSNETWORK.ORG/PROFILES/](http://professional-parentsnetwork.org/profiles/)

Renée Veldman-Tentor

There are also lots of articles and tips there as well for entrepreneurial parents. Would you like to add your story? Email me at renee@professionalparentsnetwork.org



TERM ORIGINALLY COINED BY OLIVIER KAYSER, HYSTRA



THE IVY PARTNERSHIP: NECESSARY UNION BETWEEN CORPORATIONS AND SOCIAL ENTREPRENEURS

POSTED 2015-12-10

The Base of the Pyramid (BoP) refers to the more than four billion people who earn less than US\$ 8 per day. These people mainly live in Asia, Africa and South America. This term, and the thinking behind it positioned the poor in a different light. They are no longer seen as just the “hungry masses”, but rather as value-demanding consumers, resilient and creative entrepreneurs, producers, equal business partners and innovators. Given the sheer size of the group the market potential for the BoP is enormous. The BoP represents a combined market value of over US\$ 5 trillion and significant growth happens in BoP markets as the fastest growing economies of the world are in developing markets where the majority of the BoP resides.

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ENTREPRENEUR
RURAL SPARK



The private sector, being entrepreneurs or multinational corporations alike, shows a growing interest in the BoP market segment hereby developing products and services based on the four A's: Affordability, Accessibility, Availability and Acceptability. BoP business strategies bear more chances to be successful if local BoP communities, are involved and engaged, so-called inclusive business. However, both corporations and entrepreneurs are facing challenges that make their union inevitable.



NICOLAS
CHEVROLLIER



Often, a corporation's core structures 'want' an innovation to conform to what a company has done before but at the BoP, new business models are necessary to deal with low purchasing power and the failures of the business ecosystem. Corporations are also far from these markets serving naturally high income customers and are challenged to understand what triggers low-income people to purchase products and services. Unlike corporations, social entrepreneurs often do not have this burden; they possess a natural flexibility, with no standard operating procedures that stand in the way of disruptive and innovative solutions. Social entrepreneurs often emphasize cost reduction as a means to achieve sufficient margins instead of constantly seeking to increase profits through higher sales, and utilize innovative techniques and unconventional practices to serve their market. Entrepreneurs at the BoP however also face a number of challenges. For entrepreneurs in BoP market, reaching scale is often not possible due to the limited available of professional staff, finance and know-hows. So while these entrepreneurs often understand perfectly the market they are operating in, they don't have the strength to increase significantly their impact.

This provides a perfect union opportunity. Like the ivy using the tree to grow, corporation ("the tree") serves as vehicle for scale for entrepreneurs ("the ivy") at the BoP bringing their geographical reach, financial power and knowledge into the partnership. In return, entrepreneurs at the bop brings their knowledge of local markets and their innovation agility. Companies like ENGIE, French multinational electric utility company, invests in entrepreneurs like Rural Spark, which develops smart grid solutions for rural India. Philips opens its Africa Innovation Hub in Nairobi, Kenya, which underlines the company's commitment to invest in Africa via entrepreneurs. This win-win situation for both the entrepreneurs and the corporations, sometimes coined as Corporate Impact Venturing, forms ultimately partnership to scale impact at the BoP and changes drastically the lives of the most underserved communities around us. ■

IVY PARTNERSHIP





ERWIN
SENGERS



BUT HOW THEN TO TEACH SOCIAL ENTREPRENEURSHIP?

All sorts of things are happening at the moment regarding social entrepreneurship in society in general and in the direct surroundings of institutes of higher education such as The Hague University of Applied Sciences. More and more enterprises claim to be social and at some universities a course in social entrepreneurship has been added to their curriculum. It is however still questionable whether institutes of higher education should adopt it. What is social entrepreneurship exactly anyway? And how do you measure its impact?

SOCIAL ENTREPRENEURSHIP IN THE UNITED STATES

→ The 'social entrepreneurs' movement' started around 1965 in the US. The National Environmental Policy Act (NEPA) as a product of that is effective since January 1st, 1970. Against the backdrop of this legislation the first criteria were formulated in 2000 for enterprises to be called 'a social impact enterprise':

'To be a social impact enterprise means that it must:

- engage in continuous activity of production and/or exchange of goods and/or services;
- pursue an explicit and primary social aim: a social aim is one that benefits society;

- have limits on distribution of profits and/or assets: the purpose of such limits is to prioritise the social aim over profit making;
- be independent i.e. organisational autonomy from the State and traditional for-profit organisations;
- have inclusive governance i.e. characterised by participatory and/or democratic decision-making processes.'

Almost ten years later, around 2009, the term 'social enterprise' was expanded in the US with the characteristic: '*At its broadest level, social enterprise involves the use of market-based strategies to achieve social goals.*' What is meant in this case by the term 'social' is often concealed, which hides the contestation played out between competing (impact) factions.



SOCIAL ENTREPRENEURSHIP IN EUROPE

→ The European Research Network (EMES defines 'corporate responsible entrepreneurship' in 2011 as:

'A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. Corporate social responsibility concerns actions by companies over and above their legal obligations towards society and the environment. Certain regulatory measures create an environment more conducive to enterprises voluntarily meeting their social responsibility.'

The first difference between the US and Europe is that European actions seem to reach much further than the American obligations towards the environment and society as a whole. The main difference between the American and European approach however lies in the fact that the Europeans explicitly mention the Locked-in Principle and the primary aim at a social goal (of which the impact should be measurable) as opposed to the 'traditional enterprise'.

EMES, pressured by its stakeholders in 2011, was confronted with the question how (new) social entrepreneurs could be identified. They formulated a set of nine indicators, divided in two subsets: a list of four economical indicators and a list of five social indicators. In short accord-

ing to EMES in 2014 social entrepreneurs primarily set social aims, without profit maximization as a goal. The definition of the social enterprise was changed to:

'A social enterprise is a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners.'

What starts to show now, is that in the course of time all definitions of social entrepreneurship start referring more and more to the generic elements of entrepreneurship.

SOCIAL ENTREPRENEURSHIP IN THE NETHERLANDS

De Social Economic Council (SER) → advises the Dutch government in 2015 with the following working definition of social entrepreneurship: *'Social entrepreneurs are autonomous entrepreneurs that supply products or services that primarily and explicitly serve a social aim.'*

The council thus follows the earlier definition of EMES. But the SER adds: '...a better definition is too complex to formulate due to the pluriformity of the group involved.'

Two elements are added aside from these imperatives that are applicable to many social enterprises but,

SOCIAL ENTREPRENEURSHIP IS NOT NEEDED



according to the SER, should be left to the vision of the entrepreneur:

'With an explicit limitation of the possibility to distribute profits and explicit demands regarding inclusive and corporate governance.'

IMPACT MEASUREMENT

→ Does the social entrepreneur go further where the traditional entrepreneur would stop? For instance by targeting a specific social issue? It will effectively have to be able to show that it has impact on people, planet and profit. The European Union has introduced a standard for the measurement of impact by social enterprises in June 2014 and Augustus 2014 Karen Maas (Erasmus School of Economics) published an article with a brand new model for measuring impact. With all previous visions on and definitions of social entrepreneurship in mind the insight dawns that according to this impact measurement actually every social entrepreneur is constantly busy doing traditional business: coming up with ideas, doing market research, developing products or services, prioritising those according to their chances in the market (in a plan/do/check/act-cycle) and operationalizing them. According to Maas's model the enterprise's mission should indicate the scope of its social impact. But research already has shown that the actual impact of an audacious goal is very hard to measure. Moreover, an exercise like that is not even needed as far as entrepreneurs are concerned.

PRETENTIOUS AND TRENDY

→ 'Social entrepreneurship' is a trendy expression. It is a concept which is variably interpreted according to historical, geographical, politi-

cal, social, cultural and economic factors. For a genuine entrepreneur 'being social' is not a separate subject of attention. Every entrepreneur reacts associatively to his social context and reflects to the demands of his surroundings. The typical, generic entrepreneur always aims at solving problems with his social context. His output will label him as 'social' or 'not social'. A limitation of profit explicitly is the mission of most entrepreneurs that mostly invest their profit in their own enterprise. This can just be internal policy, nothing 'social' about it. Every social aim that an entrepreneur can set for himself fits into the SER's working definition. Actually, every company with a corporate mission with a social aim in it makes that company a social enterprise!

Impact can be broadly defined as the prediction or estimation of the consequences of a current or proposed action. It can be measured from the entrepreneur's actions. Research however shows that a mission's impact cannot be measured. We should not even try to do so. And if any of the effects of 'social entrepreneurship' could be measured, the results would most certainly only suit those who like to profile themselves with it. Everybody can be a social entrepreneur according to his own terms and preferences. The use of the expressions 'social' and 'entrepreneurship' is thus pretentious and trendy.

Thus, a course in social entrepreneurship is not needed. It can be dealt with shortly in entrepreneurial education as just another contemporary phenomenon in the world of entrepreneurship. Noting more, noting less. ■

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WHAT KIND OF DIASPORA ENTREPRENEURS CONTRIBUTE TO PEACE?

The term “conflict” is derived from the Latin “to clash or engage in a fight”, and it indicates a battle between one or more parties aspiring towards incompatible or competitive means or ends. On the other hand, post-conflict is a “conflict situation in which open warfare has come to an end. Such situations remain tense can easily relapse into large-scale violence”. Although in post-conflict areas, there is an absence of war, it does not mean that there is amity. Lakhdar Brahimi, an Algerian United Nations diplomat states that “the end of fighting does propose an opportunity to work towards lasting peace, but that requires the establishment of sustainable institutions, capable of ensuring long-term security”.



FINAL RESEARCH-BASED REPORT OF THE HUMAN RIGHTS COUNCIL ADVISORY COMMITTEE ON BEST PRACTICES AND MAIN CHALLENGES IN THE PROMOTION AND PROTECTION OF HUMAN RIGHTS IN POST-DISASTER AND POST-CONFLICT SITUATIONS
10 FEBRUARY 2015

Most often development partners emphasize their post-conflict interventions on political stability and civil society, forgetting the value of entrepreneurship in driving economic growth and job creation, the underpinnings of civil society and political stability. In many cases after a conflict has ended, there are 3 types of Diaspora Entrepreneurs returning to their post conflict states; these are Political Entrepreneurs, Development Aid Entrepreneurs, the Business or Economic Entrepreneur.

For decades Political and Development Aid entrepreneurs have been deciding on the directions of the process to bring lasting peace, without really solving the underlying problems, namely recovering from what

are usually deep wounds with soaring levels of joblessness.

The Political Entrepreneurs are looking for opportunities to spearhead their own political agenda, with may not necessary be of benefit to the society and can even be the cause of a new conflict. Nevertheless we are very much fixated on this category of entrepreneurs and international political leaders are very much fighting to meet these entrepreneurs to promise them support, linked to their own selfish ambitions. The year 2016 has just began, and every day when you open your newspaper you read about how successful these political entrepreneurs are, without bringing peace and prosperity to their nations.



RICHARD
YEBOAH



Although many Development Aid Entrepreneurs are using terms as participatory engagement, co-development and creation, you hardly see that the interventions are truly what the beneficiaries want. I am sure one would argue with me, I am sure you are now outraged, I am sure you would like to call me and tell me the wonderful work you are doing...

It is true, the Development Aid Entrepreneur is doing a great job, but is this truly what is needed, is this the people have asked you to do? I doubt, simply because the interventions always have to fit a policy of the donor state, the vision of the implementing NGO or the beliefs of the philanthropist. So in many situations the beneficiaries will give their priority list in the hope the list will be followed. After millions have been spend on the priority of the donor, an evaluator will come and say something like this: "Although Millions of Euros have been spend, there are no real significant changes in the lives of the beneficiaries, but they all said that they enjoyed the behaviour change campaign, but because they don't have any income to have the needed facilities at home, they still urinate in the open air. All their children have gone to school! Some have even finished, but all are sitting at home, because there are no jobs for them to do".

This brings me to the last category the business or Economic Entrepreneurs. For decades we were taught to believe that the private sector consists of grabbers – I actually don't have a good word for this- but the Dutch people will say "graaiers". People who are only there to fill their own pockets. For those who still believe this, I will like to challenge you and ask you the following questions:

1. What are reasons for wars or conflicts?
2. When does a society become instable?

For the past decade I have come to understand that every human being wants dignity of life, respect and the ability to take care of him/herself and for his/her family. In many countries this is not possible and when it becomes unbearable, conflicts escalate.

Yes is true, Economic Entrepreneurs do want to make money, they want to be paid for services and products they provide, but they also bring political stability, economic growth and dignity of life to people.

Travelling through West Africa for the past 15 years, a region having several states which can be classified as post-conflict countries, I am convinced; better yet it is a conviction. Diaspora Entrepreneurs who fall under the category of Economic Entrepreneurs are the ones that contribute to peace.

When a company which is set up by an Economic Entrepreneur flourishes, he or she provides jobs for many. When these people have money, they all want the best; best schools, best healthcare services, best houses, cars, you name it and they want it. They also become aware of their potential role in creating political stability. They don't need to take any gifts from political entrepreneurs, as they have their own and they will start dictation to them what to do, they will set up their own organisations to implement development interventions to help those in society in need, making the Development Aid Entrepreneur irrelevant. ■

Richard Yeboah

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DIASPORA ENTREPRENEURSHIP?

Yesterday I got the reminder to send in my piece for the MFE-blog (Many Faces of Entrepreneurship). Subject: Diaspora entrepreneurship. I had received the request a few weeks ago and put it aside to let it ‘bloom’ a bit in my unconscious, that fascinating place where the creative juices are flowing and which I have learned to trust to come up with answers to things I do not readily have the answers to. After a few weeks, reading the reminder...’ Diaspora entrepreneurship’... still nothing...

Before I get into the subject I must give you some background about who I am. I was born in Amsterdam, son of a white mother and black father, grew up in Surinam and returned to the Netherlands as a 18-year-old, where I studied Business Administration & Entrepreneurship at the Erasmus University in Rotterdam. After several jobs in the private sector I worked at IntEnt, a Dutch-based foundation that promoted transnational entrepreneurship, mainly people from the Diaspora in the Netherlands wanting to start a business back in their country of origin. We covered countries like Ghana, Morocco, Ethiopia and also Surinam and Curacao. They say: practice what you preach... 3 years ago I moved to Curacao, where I currently run my own business, living where you vacation ;)

Back to the story... after a few weeks... still nothing. I still drew blanks on the subject of Diaspora Entrepreneurship. Which was strange, because I had for years worked enthusiastically in that field and I was myself a living example: migrated back to the Global South and having started a business? So why didn’t anything come up??

I discovered an internal resistance to the term and concept of Diaspora Entrepreneurship. Who actually is this Diaspora Entrepreneur? Who are we referring to? Was I a Diaspora entrepreneur in the Netherlands? And what did that mean, being a Diaspora entrepreneur in the Netherlands?

Did it mean that as a ‘Diaspora’ entrepreneur I had no access to the



'normal' networks, feeling completely lost at those Chamber of Commerce network events; did it mean that you sometimes were just not taken seriously, just because of how you looked like and/or the way you spoke? That you had the feeling that in order to be successful, you always still needed that 'autochtone' partner, whatever that word means (I'm not sure if there even is a suitable English term for it?).

So, must I now write about these aspects of 'Diaspora' entrepreneurship?

I'm naturally a positive person, so I wasn't feeling comfortable with such a negative approach. And I can't imagine readers who would be interested in such an approach either. If I write a piece, I want people to be inspired, to extract some sort of insight or inspiration; at least, that is how I see it.

My conclusion? The theme of 'Diaspora' Entrepreneurship is a western concept. It incorporates a certain bias. That as a Diaspora I would be different. I'm not different from the 'normal' guy or girl in Dutch society. But I am differently perceived and categorized in western, specifically Dutch society.

Now at this moment I am an entrepreneur. Point. Just that.

And it feels good. I sense that I don't have any inspiration or patience to write about 'Diaspora entrepreneurship'. Maybe for another time, it would be interesting to write about what I currently experience as a transnational entrepreneur in the Caribbean. That it is a fact that the experience, knowledge etc. that I have been able to accumulate during my 20+ years in the Netherlands CAN be transformed into successful entrepreneurship in the Global South. I say 'CAN', because at the end of the day is about that plain 'entrepreneurship': identifying opportunities, having courage, suffering by insecurity and through trial and error getting the best out of yourself and the market. Can we cover that by the subject of Diaspora entrepreneurship? Don't think so.

When I think of a better perspective, you will have my next article. ■

Iwan Zunder

Iwan is currently living in Curacao and co-founder of Partners in Development, a boutique consulting firm that works regionally in the Caribbean and Latin America. Loving his work and looking for that elusive 'balance' through triathlon, diving and yoga, at least once a week. You can contact him via: iwan@pidcaribbean.com



ACADEMIC ENTREPRENEURSHIP



THE BOOK
IS FREELY
DOWNLOADABLE
AT WWW.AUP.NL

When I published a book in 2009 on the new presence of China in Africa (1 million Chinese) a colleague said you are an academic entrepreneur! He meant to say you publish on the right topic, at the right moment, which means your publication will be used and quoted (this one has been quoted 65 times according to google scholar).

However, he used academic entrepreneurship in the wrong way. According to the Handbook on the entrepreneurial university (Fayolle, X. 2014, Cheltenham: Edward Elgar) academic entrepreneurship is about the entrepreneurial character of universities, or institute of higher education & research. The book lists that for several reasons universities themselves should become more entrepreneurial, if they want their students to be more

entrepreneurial. That is something else than giving a course on entrepreneurship. Academic entrepreneurship is necessary since a university needs to be entrepreneurial to be able to fulfil its role in a rapidly changing society. Secondly, an entrepreneurial university has to offer more opportunities to its students, which may find it difficult to find a job and for their staff who should bring in some real life experiences in their teaching and research. A final reason for creating more entrepreneurial universities is that making students more entrepreneurial requires an entrepreneurial university!

The concept of entrepreneurial universities has been launched about 30 years ago in some developed countries but it is relatively new in developing and emerging economies. Very few studies have asked the question: how entrepreneurial are universities in

MEINE PIETER
VAN DIJK



PROJECTS SHOULD HAVE A PRACTICAL FOCUS



emerging economies? The organisation for economic cooperation and development (OECD in Paris) has developed a tool to assess the entrepreneurial character of universities in developed countries (an assessment framework; OECD, 2012). We have used it for universities in developing and emerging economies and we are working on a paper discussing the concept of entrepreneurial universities and trying to identify the differences between how the concept is used in OECD countries and in emerging economies. As a good academic entrepreneur I will for the moment just raise your attention and bring the paper out at the right moment and place.

Providing courses on entrepreneurship is not the same as a course for (or how to become) entrepreneurs. The first type of courses is analytical and focuses on the results of research explaining why people start an enterprise and may become successful or not (File, 2013). That kind of success requires business support systems (BDS), helping the entrepreneur to find the right technology, to obtain the necessary permits and credit and to obtain services, such as accounting services, tax advice and suggestions how to export. Experiences with such BDS have been analyzed in the journal of small enterprises (ITDG London, now called Practical Action).

The second type of courses focuses on what it takes to become an entre-

preneur. There are text books on this topic, but the real question is: How do you make the necessary steps to start your own business? How do you solve the issues of finding a location, personnel, obtaining orders and/or a loan if necessary? Here knowing to make a business plan and studying cases of entrepreneurial start-ups may help just as much as visiting an ongoing enterprise and talking to the entrepreneur what it takes to start the company.

According to Fayolle (2014) making students more entrepreneurial requires an entrepreneurial university, the one cannot go without the other to be convincing! Hence projects to develop academic entrepreneurship should have a practical focus. It requires involving all stakeholders, who have to make clear what they expect. It may be necessary to teach about specific topics, such as technology management, finance, etc. Eventually these ideas and the OECD tool in the original or an adapted version can be used in developing and developed countries to check how entrepreneurial these organisations have become. ■

Meine Pieter van Dijk

Director and owner of Meine Pieter Finance & Development Activities, director and co-owner of Volgroen capital BV, em. Professor of urban management at Erasmus and em. Professor of water services management at UNESCO-IHE, Professor of Entrepreneurship in Emerging Countries at the Maastricht School of Management (MSM).



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IF HYBRID IS NOT YET SEEN LET US MAKE IT VISIBLE...

FOR MORE ON HYBRID
ENTREPRENEURSHIP SEE
(MOLENAAR, N. 2016) THEY ARE
NOT YET SEEN... BUT...HYBRID
ENTREPRENEURSHIP EMERGING IN A
CHANGING SOCIETY, THUAS/FINE



Our society is changing because of mobility, diversity, globalization and connectivity) and so must be our expectations. The (labor) market offers new opportunities and a wealth of unexpected possibilities. We see “Life-long (self) employment” and “life-long unemployment” gradually disappear and being replaced by other forms of self-employment: it can now be a part-time activity; it can be picked intermittently or in combination of other activities (hybrid entrepreneurship) (independent) work. People want to be economically active (independently) and not depend on social welfare. So they combine.

In developing countries self-employment is often opted for out of necessity. In the absence of paid work in either agriculture, industry or the public sector, people have no other choice to earn a living or at least earn a little to survive. Combining work with self-employment is rather common in developing countries and many migrants living in our society opt for this form as well.

If our society is changing, the way people look at work and self employment will change as well. And indeed next to the traditional, full time entrepreneur, the new forms of entrepre-

neurship are becoming more prominent in European countries such as:

- The *part-time entrepreneur*; the person without other wage employment, often taking up household tasks (unpaid work) or the retired one who operate a few days a week as an entrepreneur (or self-employed persons);
- The *intermittent entrepreneur* (or intermittent self-employed), the person who engages in wage employment for a given period then becomes self-employed and may be later seeks employment again;
- The *hybrid entrepreneur* who combines simultaneously formal wage



employment (or social welfare benefit) with self-employment (either as freelancer or as small or micro entrepreneur

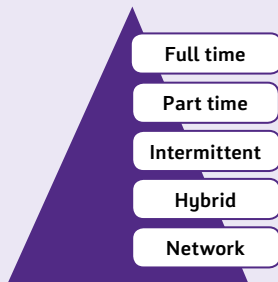
- The *network entrepreneur*, the full time entrepreneur employing people is being outnumbered significantly by the self-employed without any intention to employ people; he or she rather seeks to collaborate with other self-employed in case work so demand.

most probably in forms we are not used to think of yet. In Spain out of the claimed 1.1 million unemployed youth only 14.000 registered officially in a platform through which they could have access to (free) training and income support.... Could it be that they are busy as part-time, hybrid entrepreneurs?...It is a matter of looking over the fence...

By the end of 2014 the Netherlands counted 1.4 million registered companies of which 1.1 million fell in the category:” registered as sole proprietorship/self-employed”. A closer look into those statistics reveals that 300.000 can be classified as sole proprietorship with at least one employee (such as bakeries, groceries, barbershops) and 800.000 as self-employed without employees. The latter has experienced fast growth over the past years from 250.000 in 2012 to over 800,000 in 2014.

Data from the Chamber of Commerce show as well that 12% of all registered entrepreneurs (self-employed, micro and small entrepreneurs) combine self-employment / ownership of a business with formal (wage) employment in either public or private sector. (NUzakelijk, 2011)

It is furthermore reported that the number of self-employed with a second source of income (next to that



FULL TIME AND HYBRID FORMS

→ The step from wage employment to self-employment is not a drastic one anymore, and reasons can be manifold. Hence those persons are not counted and their presence does not figure in the (local or national) statistics. Major publications about enterprise creation and the evolution of self-employment (EU – Eurostat or OECD with its annual reports “Entrepreneurship at a glance”) still do not report on hybrid forms of enterprising. ...“hence, they do not exist”... ”

Hybrid forms of enterprising are around us more than we can see, and



NOT NECESSARILY FOCUS ON LIFELONG SELF-EMPLOYMENT



from self-employment) has risen from 171.000 in 2002 to 259.000 in 2012 (table 6); 56.3% of those consider the self-employment of the additional source of income, in other words: wage employment is their main source of income for them.

Also in the Netherlands the ECE report (ECE, 2014) that in two year the number of students that combine study with entrepreneurship has doubled from 3% to 6%, but more interesting is to note that at some universities of applied sciences this percentage ranges up to 17.8%.

In the past two years I initiated a number of practice based research activities to demonstrate that hybrid forms of entrepreneurship indeed exist.

In 2013/2014 a survey was carried out in Laak Noord, one of the urban neighbourhoods of The Hague. A total of 338 persons were interviewed, of whom 31 could be classified as hybrid entrepreneurs (9,1%). The urban neighbourhood is characterized as a relatively deprived area with limited economic activities.

In 2014/2015 the research unit FINE of The Hague University of Applied Sciences carried out a larger survey in The Hague Municipality area. The study shows that by June 2015, 13.4% of the labour force in the city of The Hague can be classified as a hybrid entrepreneur, while in certain neighbourhoods it could reach even more than 16,6%, and occurs mainly in the age group 45-64 years (48%) and aged 25-34 years (23%).

In the absence of reliable statistics there is as well a persistent denial that hybrid forms of

entrepreneurship exist. We would be better off by asking ourselves whether we see correctly what is happening around us: *Will the new entrepreneur be different from the person that we are used to deal with?* Most probably nowadays the adding value to society will be the result of the initiatives deployed by younger generation with different characteristics: they are well educated, connected, IT centered, not necessarily focused on lifelong self-employment, seeking opportunities to be exploited in relatively short time, creative and with a vision not understood anymore by the loan officers of today, with fluid contacts with people all over the world, not feeling restrained by boundaries, less tied to specific advisers, counsellors, mentors or banking relations, and considering that economic returns are not necessarily the most important to strive at.

Policies and programmes need to be adjusted to this new reality. Classifying the various modalities of hybrid entrepreneurship is indispensable then; but also a more critical look into statistics as they do not tell us the real world people are creating for themselves. And that lessons can indeed be drawn for experiences in development economies and societies where combining self-employment with other income generating activities including wage employment is rather common and visible even in the absence of proper statistics... ■

Henk van den Heuvel and Klaas Molenaar

Henk is a lecturer in social sciences and a researcher within the research group Financial Inclusion and New Entrepreneurship at the Hague University of Applied Sciences.

THE TOTAL
NUMBER OF
PEOPLE WHO
ARE ELIGIBLE
TO WORK
(INCLUDING
EMPLOYED
AND
UNEMPLOYED
PEOPLE)





HELLO BANKS, IT IS TOO LATE

Nowadays, entrepreneurs do operate without banks. This is quite a good thing for entrepreneurship in Europe. Hello banks, it's too late! It is a refrain we hear throughout Europe: young companies represent a very high risk for banks who do not like, they do not know and do not want to fund them. This reluctance from banks could be one of the main reasons for weak entrepreneurship in Europe. This is not about the thousands of innovative start-ups but instead, about millions of enterprises each year that start on a small scale through minimal financing from the bank next door.

This way of operating is insufficient to support the growth of entrepreneurship. Here are the 3 real reasons for this reluctance by the Banks and 4 reasons why entrepreneurs choosing to forgo traditional banks now should scare the banking system.

→ Most banks are inefficient because they have not invested in this small enterprise sector. Their front office staff are very good in determining the risks of litigation and unpaid loans; on recovery procedures and safeguards. But they were not taught to rely on their intuition, the irrational quality that would enable them to properly assess an entrepreneur. This is logical because the banks consider these customers as high-risk and potentially unprofitable. The head of the risk department of a large regional bank would reply: "We

know that our losses are about 10% for those customers. We continue for one reason: the renewal of our market share/business!"

For bankers with minimal time to review and approve a loan, it is easier to review a € 1 million loan request at once rather than 10 € 100,000 requests. If we compare production costs, it is obvious that loans to young entrepreneurs are more expensive than others, in addition to the specific skills that are required by the bank.

← The Basel international agreements have provided excellent reasons for banks to abandon entrepreneurs without admitting so formally. Indeed, the more loans the banks grant to young companies, the more expensive it is in equity capital for the bank. This can be summarized as one of the negative



BENOÎT
GRANGER



effects of international regulations. Nonetheless the risks are, objectively, comparable; or in some countries covered by higher interest rates. So the impact/importance of risk is miscalculated.

So, why are the entrepreneurs leaving the banks behind?

We'll leave the bank, say many entrepreneurs today. The entrepreneur now begins by asking his community: "Does my idea attract you? If I launch this service, will you be a customer?". The answers are to be found on crowdfunding platforms. One often begins by promoting with presents: "give me a bit of money, you will get a gift in return, and you will follow the development of my project." The money raised is the actual vote of future customers which will in turn convince lenders to finance (with actual loans) this project. Similarly, the entrepreneur will, using another platform, seek shareholders who will invest risk capital in the initial round. Gift + capital + loans: nowadays, entrepreneurs launch, in three quick steps, businesses that traditional banks would not even take the time to understand.

The success of the collaborative economy shows that systems based on trust and transparency work better and are less expensive than bank systems based on distrust. Finance working capital=charge high interest rates. Count on the community = experience and common sense people who decide to fund ... Some studies are showing that "collective experience" and wisdom of the crowd, gives better results than the fossilized procedures of traditional banks.

Non-banking payment service providers, are disrupting the traditional sources of bank income, for the better. Today it's faster and less expensive to go through these payment

platforms for many transactions. They are not handicapped by the cumbersome old computer systems of banks.

Allies to Crowdfunding platforms are the non-bank financing networks that are performing all around Europe. They have spent 20 years learning the skill that traditional banks have now abandoned. For twenty years networks have been developed all around Europe from NGOs, entrepreneurial networks, and social banks involved in microfinance. The EU Commission's decision in 2007 to consider loans below € 25,000 as microcredit accelerated and thus facilitated this process.

Today, we see that the financial amounts involved are significant, with a better risk control than used to by the banks. Of course, the production costs of these players are high; so these organizations are not profitable according to the traditional market rules. But they prove that lending to entrepreneurs is probably not a market activity, period. As a consequence, they should, therefore, add public money and / or sponsorship to cover these extra production costs. The key is that the expertise is there, and it is no longer in banks.

So entrepreneurs will do without traditional banks. And the banks will regret missing out on those customers that were not profitable today; but constituted their future. ■

Benoît Granger

Benoit teaches Entrepreneurship in a Master program at Dauphine University in Paris. He created in the early go the first investment company dedicated to social business, and still deeply involved in Solidarity finance.





INGE
HEETVELT

ARE ENTREPRENEURS BORN OR MADE?

“Entrepreneurs are not naturally born, but nurturally made. Entrepreneurship is actually not a destiny but a qualification. It is the qualities that make entrepreneurs successful. These qualities are not inherent, but gotten through education and experiences.”



SOURCE: [HTTP://WWW.UKESSAYS.COM/ESSAYS/BUSINESS/ENTREPRENEURS-ARE-BORN-OR-MADE-BUSINESS-ESSAY.PHP](http://www.ukessays.com/essays/business/entrepreneurs-are-born-or-made-business-essay.php)

This is a continuous debate amongst scientists and practitioners. Can you become an entrepreneur or are you an entrepreneur by nature? I prefer not to interfere in this debate. I would rather conclude that most likely the truth would be somewhere in the middle: an individual may have some natural talents and qualities. And combined with ‘nurture’ (education, family background, luck) he or she can become a successful entrepreneur.

Let me ask you a few questions:

... OR DOES ‘NURTURE’ KILL ‘NATURE’?



- How many of you knew in your childhood exactly what you wanted to be when grown up?
- How many of you asked your mother or father every day ‘why’ this or that was done in such a way? How many of you lived your dreams when being young?
- And how many of you still had these dreams and entrepreneurial

spirit after having completed your education and having started to work?

People are actually born as entrepreneurs. But their entrepreneurial talents get lost on the way from childhood to adulthood.

There can only be one conclusion: it is our education system that ‘kills’ the entrepreneur in us. In fact, nurture kills nature. For decades, maybe even for centuries, our education has perfectly succeeded in preparing individuals for a working life as an ideal employee: do the tasks that need to be done, be obedient, avoid risks, and seek for a secure (working)life.

LET’S KEEP THE ENTREPRENEUR IN US ALIVE

But times have changed. The job for life doesn’t exist anymore. Instead, an increasing number of people combine several jobs and businesses and hop from one place to the other. Call it





hybrid employeeship or hybrid entrepreneurship. Whatever you call it, it definitely asks for another type of workers: flexible, creative, a bit stubborn, proactive, and not searching for a steady and 'the one and only' secure job for life.

In other words, our modern society requires enterprising people instead of the 'traditional' type of employees. The big challenge is to create an enabling environment in order to increase the number of enterprising people and (successful) entrepreneurs in society. I strongly believe that we should find the answer in our education system: let's keep the entrepreneur in us alive!

MIND SHIFT, EARTHQUAKE, AND TOOLS TO DO IT

→ It is true that there is already an increasing awareness – inside and outside education – that somehow entrepreneurship should be integrated in the curriculum. But in my view, our education system has not yet been adapted sufficiently to the new situation. The missing pins are:

- We need a real *mind shift* at all levels (policy makers, management, teaching staff) that enterprising education should be the mainstream education. It is not a choice, it is a must.
- We need an *earthquake* in the curriculum development of all educa-

tion levels: from nursery class to university, from public to private, from classroom based to distance education. Unleashing an enterprising attitude and promoting entrepreneurship should be an integrated objective of all subjects that we teach our children, youngsters, young professionals and (senior) workers.

- We need the *tools* to do it. We should equip our teachers and lecturers with the tools and knowhow to implement enterprising education in their daily lessons. Too often, we leave our teachers with empty hands. We expect them to carry out new policies and new ideas without providing them the knowhow and materials to actually do it.

A change in the system starts with a mind shift of all people involved in education. We are on the right track, but still a lot of awareness raising has to be done.

The next step, integrate enterprising education in the curriculum, will certainly be a hell of a job. But I believe that it is worth doing it, and in fact inevitable, if we want to deliver students that are well prepared for the near and far future. A prerequisite for being successful is a mutual vision on enterprising education. Fortunately, we are not the first country in the

IT IS THE TEACHER THAT HAS TO DO IT



world that has integrated entrepreneurship in education. Many, mainly developing countries and mainly out of necessity, have already made this shift (see for example: **ILO, UNESCO**)

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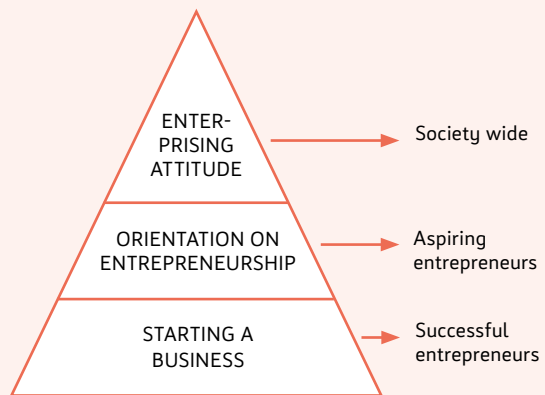
DON'T FORGET THE TEACHER

→ In my view, still the most is to be done at the level of 'how to': let us not forget that it is the teacher who has to do it. But how can he or she do it?

- Firstly, we should unleash the enterprising attitude of the teachers themselves. Maybe many of them lost it in their childhood due to the prevalent education system at that time. But we need to bring it back to them, so that they are able to teach it to their own pupils and students.
- Secondly, we should provide the teaching methods for enterprising education. The traditional 'chalk and talk' is no longer appropriate for enterprising education. Action learning and experiential learning should be the rule rather than the exception in the classroom.

- Thirdly, we should equip our teachers and lecturers with the lesson materials, so that they use it in their own lessons. The existing materials that are available for teachers, mainly focus on entrepreneurship development, i.e. starting a business after graduation. These materials should be extended with (action) learning materials for the development of an enterprising attitude.

In this way, there will be a phased approach in our education system that in the end will lead us to our final goal: an enterprising society. ■



Inge Heetvelt

Entrepreneur and enterprising trainer; see also www.espanu.nl and Foundation docentrepreneur



ENTREPRENEURS HAVE MANY FACES...

Professionals, policy makers, practitioners, we all seem to talk in different ways about entrepreneurship. And we believe that specific methods to promote, develop, support, boost are the best. Maybe it is time to do something about it. What we do know is that many of us are rather convinced that “ our view “ must be taken into account... ,but is that just a personal view or really based on solid research and practice based evidence? Would it not be nice if scholars, professionals, practitioners and policy makers agree in general about the various faces of entrepreneurs? To do so let us then first tell each other why entrepreneurship is so important, why entrepreneurs make a difference,. What their added value to society will be, and which face they will have in the future. So show us your face....



DIVERSITY IS A TREASURE TO CHERISH



Hearing others talk about entrepreneurship often leaves one behind confused or even bewildered. On the one hand there is growing enthusiasm to advocate entrepreneurship but on the other hand it remains clear that there are many faces of entrepreneurship not one single form. In this magazine a variety of professionals all looked at entrepreneurship from different angles often determined by the context in which they live and work(ed).

So where does it leave us after reading again more opinions and idea? Maybe more confused than before? Entrepreneurs themselves do not want to be stereotyped, academics struggle to be entrepreneurial and what about you?

We feel there are indeed many faces of entrepreneurship, many ways it can be applied and pursued and in many different forms. The world around us is changing and so are entrepreneurs. We tended to think in terms of life-long self-employment or permanent wage employment. Changes in our society call for new ways of enterprising. Changes within people lead to a new way of looking at employment and entrepreneurship. Diversity, mobility and connectivity offer new opportunities for enterprising people. Markets are changing, become more accessible and there is less need to be bound physically to one place for

an entrepreneur. And our access to information, our connecting to others through social media and traveling open new avenues. With less focus on life-long (self) employment people can now combine work with self-employment, or opt for part time entrepreneurship.

Diversity in entrepreneurship is actually a treasure to cherish. Creating and preserving an enabling environment in which the many forms of entrepreneurship can flourish is key to ensure that people create value in society. We live in a more diverse and ever changing society where not everyone needs to be an entrepreneur, but where enterprising attitudes are indeed needed. Different views on entrepreneurship as presented here may help us sharpening our own views and the way we look at the many faces of entrepreneurs...

Klaas Molenaar and Margot Lobbezoo



ABOUT...

Klaas Molenaar (1949), (MA Management Science - Rotterdam University) is a hybrid entrepreneur, consultant and academic crossing borders in search for new insights in entrepreneurship and financing. Professor on *Financial Inclusion and New Entrepreneurship* at The Hague University of Applied Sciences. In that capacity leading various research programmes in the field of micro finance/ financial inclusion. Fully conversant with all aspects of micro and small enterprise finance (policy, financing, capacity building, services delivery and linking to BDS).

Among other functions, visiting researcher on Transnational Diaspora Entrepreneurship at DSV Stockholm University. Former President of European Microfinance Network (EMN) and member of the National Council for Microfinance of The Netherlands.

Specialist in Entrepreneurship Development and Training, Economic Livelihood, Financial Inclusion and MSME financing (especially micro finance and SME guarantee funds) and Migration, Entrepreneurship and Development.

An entrepreneur who doesn't mind rolling up his sleeves and delving into the question of why we Europeans so often think that we know how microfinance works and how it should develop from here... "Research conducted by the Financial Inclusion and New Entrepreneurship research group is based on our belief that much can be learned from experiences in developing countries. Knowledge that can be used in our industrialised world, whether or not adapted to local circumstances. This way of thinking and working may give rise to a reversed transfer of knowledge, and this in turn

forms the basis of a more detailed insight and knowledge that can be used to organise micro-finance services in Europe in a more effective and efficient way." n.molenaar@hhs.nl

Margot Lobbezoo (engineer Industrial Management, MBA) combines consulting in the field of entrepreneurship training and value chain development to development organisations with lecturing at The Hague University of Applied Sciences. During her different international jobs and consulting assignments her focus has been on entrepreneurs in Africa and Asia. This would be in farmer cooperatives or small-scale industries but also included youth looking for ways out of poverty and diaspora entrepreneurs. Her expertise lies in Business Development Services for micro and small enterprises. She lectures on International Business Management, Business Ethics and Sustainability, as well as on Business Plan writing and develops interactive activities for those courses. Since 2 years she coordinates The Hague Summer School and is actively transferring research of the Financial Inclusion and New Entrepreneurship research group into the curriculum for students. m.c.lobbezoo@hhs.nl

Christopher Braam has supported us with the technical set up of the Blog. He is a student International Business Management Studies with a flair for entrepreneurship. During the summer of 2015 he developed a programme to involve people with a handicap with the Curacao National Football team during their qualification rounds for the Word cup.

FINANCIAL INCLUSION AND NEW ENTREPRENEURSHIP RESEARCH GROUP

The research group, part of The Hague University of Applied Science, aims to achieve the following:

- To systematise and disseminate knowledge on Financial Inclusion and New Entrepreneurship, both nationally and internationally.
- To undertake practice-based research with a close link to teaching.
- To contribute to the professionalization of lecturers and researchers of The Hague University of Applied Sciences by their actively participation in innovation in education and research.
- To contribute to policy debates on Financial Inclusion and New Entrepreneurship.

Leading is our conviction that European countries have much to learn from the evolution of microfinance in developing countries. The feeding back of lessons learned (reversed transfer of knowledge South -North) into education and research, can contribute towards more client-focused financial services for entrepreneurs, irrespective of their nationality or socio-economic status. Research activities undertaken are for example research programmes were completed by late 2015.

- Informal savings and loan groups in the Netherlands
- New forms of financing in the Netherlands
- Hybrid entrepreneurship
- Incubators and entrepreneurship
- Graduation in MSMEs
- Self-controlled financing systems (in Europe)

Innovation in education is undertaken to support students to learn and understand more about value creation in the next economy and the related new forms of entrepreneurship and new type of IT based and self-controlled financing.

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