

COEUR – Idea Generation Workshops

**Developing EuroPreneurship
Through Intercultural Learning in University Networks**

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Developing EuroPreneurship Through Intercultural Learning in University Networks

“COEUR – Competence in EuroPreneurship” is the title of an international students workshop. Being open for students from all disciplines the COEUR – Workshop is an instrument to generate new entrepreneurial ideas with a European Dimension.

The COEUR – Workshop educates entrepreneurial skills and intercultural competencies by focusing on the phase before Business planning: Business Creativity - the problem definition and creative idea development. It thus presents an important contribution to support the development of an emerging European Entrepreneurship Culture.

In 2004 a network of Universities from Mainz (Germany), Aberdeen (Scotland), Wroclaw (Poland) and Portugal (Lisbon) realized in cooperation with JCI Europe (Junior Chamber International) the 1st COEUR Workshop in Mainz, where students met in an open atmosphere of innovation and creativity developing innovative business ideas with European dimension and presented the results at the annual Business Angels Network Deutschland (BAND) Conference. In 2005 the 2nd COEUR – Workshop (including Dijon (France) as new partner) was successfully held at the partner institution in Scotland.

Through questionnaire evaluation students at each occasion confirmed that they had enjoyed an extraordinary intercultural learning experience. The concept had been worked out in greater detail and in September 2006 the 3rd workshop will take place in Wroclaw (Poland). Further events are scheduled for Lisbon (2007) and Dijon (2008) and the initiators successfully applied for EU-funding to develop a Business Creativity Module (BCM) in the next year which shall be offered for implementation to other universities after 2007.

The presentation of the COEUR – Workshop idea is meant to introduce an innovative instrument in the new venture creation process combining Entrepreneurship, Innovation and Creativity on European academic level. Furthermore it wants to encourage other universities to establish their own COEUR networks.

DEVELOPMENT OF ENTREPRENEURSHIP RESEARCH AND EDUCATION

European history has been influenced in a variety of aspects by entrepreneurial success and failure. Not taking into account Schumpeter's Theory of Economic Development (Schumpeter, 1911) which was based on the action of a pioneering entrepreneur the basics of entrepreneurship theory have largely been developed in the United States of America after the early 70s of the last century.

Nowadays entrepreneurship theory and education in the USA frequently serve as global benchmark, as both, entrepreneurship-research and education have reached a high level in the United States and there is good reason to learn from these experiences.

Nevertheless it is not self-evident to address entrepreneurship as a global, uniform phenomenon instead of having a closer look on its determining factors on lower aggregate level.

A new perspective may arise from two influences. First, the discussion about the future orientation of the discipline showed that, besides traditional interests focusing on the entrepreneur, the availability of profitable business opportunities and the presence of entrepreneurial people are two vital factors for entrepreneurial societies. Secondly the idea of the Transnational Enterprise nourishes the concept of 'Glocalpreneurship', putting emphasis on local adaptation of the entrepreneurial mindset.

THE EUROPEAN PERSPECTIVE

Despite legal fragmentation, cultural differences and historic roles, a new type of entrepreneur seems to be emerging in Europe as a study at the Centre for European Reform found out: „Encouragingly, a new business generation is emerging in Europe, with shared aspirations, values and outlooks. The common features among Europe's twenty- and thirty-something entrepreneurs are far more striking than the differences.” (Leadbeater/Ussher, 1999). Increasingly process-orientation changes the way people do business and favours flexibility to size, variety to standardization. In a way Europe seems to be strongly equipped with the prerequisites to adapt successfully to these changes.

Europe needs many of these new entrepreneurs and it has the chance to develop a new European entrepreneurship culture. Romano Prodi, former President of the European Commission, stated in a speech with the title 'For a new European entrepreneurship' at the Instituto de Empresa in Madrid on 7 February 2002: "During the post-WWII period, the role of entrepreneurship seemed to be fading away. Today, what is going on in business points to a major reversal: the rebirth of the entrepreneur. And I share the view expressed by many observers that, the dotcom crash notwithstanding, there is every reason to believe that this new age of enterprise will not fade away again in the near future."

A survey conducted in summer 2004 by Karen Wilson for the European Foundation for Entrepreneurship Research (EFER) among 240 Entrepreneurship-Teachers in Europe showed that although there is a significant growth in the past five years in the teaching of the subject, much more needs to be done especially in the areas of action-oriented innovative approaches and in the creation of a cross-border faculty that helps to spur innovation and entrepreneurship in Europe. The survey highlighted a strong need for more faculty collaboration, exchanges and research across borders as most of the respondents, 90%, indicated that they work at academic institutions in their home country and less than 20% spend time teaching outside of the country. However, the survey continues, a greater critical mass of entrepreneurship faculty, research and course material is needed in Europe to help spur innovation and entrepreneurship and assist in the achievement of the goals set out in the Lisbon Agenda. Among the recommendations it is noted that students should be encouraged to take entrepreneurship courses and to strengthen links with their peers across borders. The sharing of good practice across their own institution as well as with other institutions should also be facilitated.

BRIDGING THE GAP: LEARNING EUROPRENEURSHIP

THE COEUR WORKSHOP: THE BASIC CONCEPT

In 2002 the idea of an international workshop for students from all disciplines enhancing competence in European Entrepreneurship was born. The basic workshop task was to develop innovative entrepreneurial ideas with a European dimension. Regarding the business ideas themselves, there are no restrictions to the field in which the idea should be positioned, so a new enterprise, a new social institution, a 'bridge from A to B' would all have been possible as long as the European dimension regarding its realisation is considered.

The fathers of the idea, Matthias Eickhoff (University of Applied Sciences Mainz, Germany) and Andrew Turnbull (Robert-Gordon University, Aberdeen, Scotland) formulated their vision:

"We want to organise a conference, where students from different universities, meet in an open atmosphere of initiative, creativity and responsibility to learn with experienced entrepreneurs and to establish a common basis for the entrepreneurial future in a Europe of regions, forming a nucleus for development and change, a junction in a quickly developing European business-culture."

Furthermore, COEUR was meant to be a 5-day workshop with about 10 – 15 students from 3 - 5 partner universities forming the COEUR – network (not more than 50 in total), that meet yearly, alternately organized by one of the universities. The students from the different participating institution were mixed in inter-culturally different groups (country, study-subject...) which had the task to develop a value proposition for a new, challenging and innovative idea inspired in European globality and addressed to the development of Entrepreneurship.

During the development process students ideas were stimulated by diverse inputs like key note speeches of successful entrepreneurs, creativity training tools and excursions enhancing creative thinking, factual knowledge and intercultural sensibility. These helpful inputs combined with a regular 'idea check-up' (presentation of the teams and critical feedback from staff on site) and a large amount of problem-based 'action learning' successfully served to spur the flow of thoughts and made the participants act as a team within a short period of time.

Through intensive experiences the COEUR Workshop offers to participating students the acquisition of competencies in the following subject areas:

- *Competence in European Entrepreneurship*: The participants are constantly supported by the project leaders and other experts, to foster the education of the students' competence in 'EuroPreneurship'
- *Entrepreneurial Perspective*: through the contact with experienced entrepreneurs in the context of key note speeches & discussions and excursions.
- *Social Skills*: Through intensive intercultural teamwork, problem solving competences as well as conflict management will be permanent challenges in the process.
- *Presentation Skills*: A regular monitoring of the students' idea generation during the workshop gives them practise and routine in presenting their ideas towards other people especially towards experienced experts
- *Intercultural Competences*: Through the intense work with students from different European nations and professional background in the workshop.
- *Language Exercise*: The COEUR Workshop is fully held in English and demands in return English communication without compromise from the students.

The 1. International Students workshop on EuroPreneurship, COEUR 2004, was designed within a conceptual framework which had been subject of decision of the participating universities. The partners agreed on a framework which was tight in the basic principles to have a clear guideline for the future and as well loose in order to leave enough room for individual adaptation to local conditions. As the first conference still was very much an experiment to test the concept it had also been subject to modifications in some respects in the mean time.

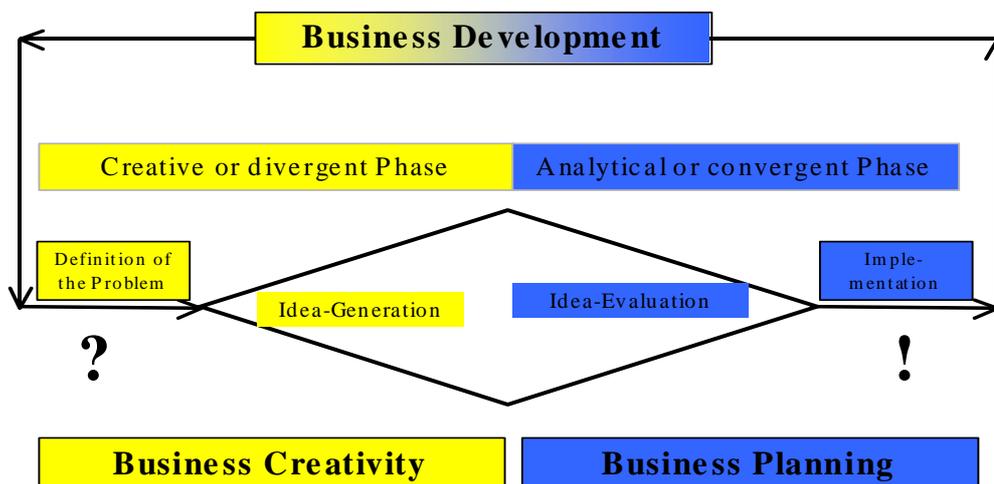
Moreover, since its first run in 2004, a regular evaluation of the COEUR Workshop has been made at the end of every workshop when all participants were asked to fill in a questionnaire. Additionally, the lessons learned have been discussed within the accompanying academic team at the end of every COEUR Workshop.

Every year the respective host of the COEUR Workshop accounts for the entire organisation and the conceptual structure of the workshop. To point out both conceptual development and continuity arising from successful structures, time schedules as well as abstracts from the evaluation of each COEUR Workshop since 2004 are integrated into the Workshop presentations below, which are based upon information received from the hosts in charge.

FOCUSSING BUSINESS CREATIVITY

It was crucial for the concept that COEUR was not meant to add one more business-plan competition to the existing portfolio. As many of these competitions already exist from local to global scale the concept was designed to focus on an earlier stage of development: Business Creativity.

The Coeur Workshop builds on the comprehensive concept of the Business Evolution Process which is understood to be a regulative circle integrating Business Creativity, Business Planning and Business Development (Eickhoff/Jakob, 2005).



The Business Evolution Process

By concentrating on the process of problem definition and idea development the module contributes to harvest the most important resources on which Europe will have to build in the future: creative ideas!

The idea of business planning has very much been in the focus in recent years. Analytical tools and instruments have already been developed and the significance of business planning is accepted both

in theory and practical application. On the other hand the perception of the challenges of business creativity and business development are not yet a common idea. As the following table shows different tasks occur in each phase which require different approaches of thinking and different tools.

<p>Business Creativity: Problem definition and creative idea development</p> <ul style="list-style-type: none">•<i>The real problem: the obvious or something ‘behind’?</i>•<i>How can creativity ‘be managed’?</i>•<i>Which creative tools are appropriate?</i>•... <p>Business Planning: Idea evaluation and implementation</p> <ul style="list-style-type: none">•<i>Which ideas appear to be economically viable?</i>•<i>How can market introduction be organised?</i>•<i>Which resistances are to be expected: company and market?</i>•... <p>Business Development : Monitoring and re-inventing the business model</p> <ul style="list-style-type: none">•<i>‘Never change a winning team’ - Really?</i>•<i>Weak signals – indicators of future development?</i>•<i>Binding and un-binding customers: the philosophy of change!</i>•...

As pointed out at the 8th European Conference on Creativity and Innovation it may become essential in order to help to foster the responsiveness of companies to unpredictable changes in their surrounding (open change). While companies today are well prepared to react to deterministic change or to adapt proactively to predictable change on the basis of personal experience or marketing research, many of them seem not yet to have understood the necessity of creative problem-solving in a chaotic surrounding (Eickhoff/Jakob, 2005).

Offering intercultural experiences leading to intercultural understanding the COEUR Workshop as well as the Business Creativity Module should also be fostering a growing together within the European Union. Furthermore the COEUR Workshop promotes the European dimension in higher education as well as the attractiveness of the European higher education area by networking on a European level and bringing students together from different European countries in an inspiring educational environment employing experimental learning.

As participants students with (at first) “entrepreneurial enthusiasm” and (eventually) approved entrepreneurial qualification, e.g. winners of a business plan competition, outstanding performance in intra-/entrepreneurial studies or successful practical experience as entrepreneurs were addressed. The students were selected by the participating institutions.

1ST COEUR 2004 IN MAINZ, GERMANY

The 1. COEUR Conference was undertaken from 29th September – 4th October 2004 in the University of Applied Sciences Mainz, Germany. Participants from the Akademia Ekonomiczna, Wroclaw, the Instituto Superior de Ciências do Trabalho e da Impresa ISCTE, Lisbon, the Scottish

Institute for Enterprise, Glasgow and the Institute for Entrepreneurship (IUH), Mainz - 4 Professors, 4 academic staff members and 43 students had come to the conference.

The way the conference was organized, through multiple networks energised by a limited number of keystones, could also illustrate organizational forms for their future ventures. COEUR 2004 in the beginning was not much more than a blurred idea, wrapped in a strong resolve: one cornerstone of the concept was to involve students as the owner-players of the event. The university and accompanying staff were not in the position to deliver the content of learning or to control the process. They acted as provider of the means and the structure in a facilitating role instead. The initial input was restricted:

- Students were mixed together in the most diverse multicultural groups
- The basic task was described as: “Develop entrepreneurial ideas with visionary strength and European dimension”
- On the first day students participated in a public event ‘Entrepreneurship Day’ which offered keynote contributions of successful entrepreneurs and presentation of first rank business leaders, consultants and politicians on future perspectives of society, industries and technologies followed by a panel discussion “Europe – An Entrepreneurial Challenge”
- Guided excursions to Frankfurt Airport (‘backstage’) and a working day in the surrounding of Bacharach, commercial centre of the Upper Middle Rhine World Heritage, provided relaxation and inspiration
- Participants had access to the full university infrastructure, e.g. library, computers with Internet access, Meta-Plan and presentation material
- Accompanying staff was available for discussion or consultation on request.

The following table gives a survey over the structure of COEUR 2004:

Time	Wed, 29.Sep	Thu, 30.Sep	Fri, 31.Sep	Sat, 1.Oct	Sun, 2.Oct	Mon, 3.Oct	Tue, 4.Oct		
8.00	Journey to Mainz	Welcome Opening	Parallel Exhibition	Creativity Toolbox	Transfer	PL	Journey from Mainz or private continuation of your visit		
9.00		3 Ks: Europe		Teamwork	Teamwork	Final Presentation and Participation in the 2004 BAND National Conference			
10.00		Entrepreneurs Challenge		Teamwork	PL			Teamwork	
11.00		6 Trend-Statements		PL	Excursion in Bacharach	Idea Check-up			
12.00								Teamwork	Teamwork
13.00		Discussion Panel		Networking	Creativity Hands on: Teamwork	Idea Check-up		Teamwork	
14.00									Teamwork
15.00		Check-In		Teamwork	Ex Airport-System Frankfurt	Teamwork		Guided tour	BREAK!
16.00									
17.00		Welcome Introduction Teambuilding		Teamwork	Transfer	Transfer		Guided tour	Farewell PARTY
18.00	Teamwork		Teamwork						
19.00									
20.00									
21.00									
			Entrepreneurship Day			Ex: Excursion			
			Business Angel Conference 2004			K: Key Note Speech			
						PL: Practice-Lecture			

On this basis participating students honed iteratively the final staging of their value propositions. The results of the 5 teams were presented to a jury at the annual conference of the German Business Angels Network (BAND) on 4th October in Mainz: a European Start-up-portal “FirStep”, the gastro-conception “Eurostarters”, a web-based EU network for incubators „Peers“, a health bracelet with

integrated monitoring- and alarm- functions „Care“ as well as a design-conception for young designer-shoes „Booty“. The concepts were also subject of a poster presentation which was accessible to all participants of the BAND Conference, mostly Business Angels, Entrepreneurs and Consultants. The high quality of the team-results can be witnessed by the fact, that the winning team in the evaluation of this poster presentation achieved a score of 530 out of 850 points and no team was evaluated worse than 400 points.

PRACTICALITIES OF THE PROGRAM

With heterogeneity in the prerequisites one is bound to have differences and possible sources of conflict. In some of the participating universities entrepreneurship education already is a part of the curriculum (compulsory or not), in some there were business plan competitions, but others were not active in that field. In some countries entrepreneurial initiatives are strongly support by regional or national government, for others there was business community involvement, but for others both were lacking. Therefore it had not been possible to establish firm criteria for student selection: who would come – with or without entrepreneurship experience, with or without support – was left to the person in charge in each university.

To accept heterogeneity is not easy – however it is necessary to build our European present and future. Upon arrival students were grouped and soon were confronted with the differences. Most obvious: Language – some were native speakers and some students merely achieved a satisfactory level of proficiency; some students were used to hold free presentations while some others could not. Some students had had their study trip paid by their respective institutions and could even enjoy some allowances; others had paid from their own pockets. Expectations towards the program were also quite disparate, according to different previous exposure to entrepreneurship experiences from the students.

The facilitating role of the teachers involved was therefore to find a common ground on which the students could build their projects and assist them in accepting heterogeneity. In the end, as one can also see in the evaluation and statements of the participants this had worked more than successfully!

EVALUATION 1ST COEUR 2004

The 1. COEUR Workshop was evaluated as very successful, both from the organisers and from the participants point of view. On a scale from 1 (‘cool’) to 7 (‘crap’) 70 % of the participants valued the COEUR-experience with 1 or 2. Only one participant out of 25 did obviously not like the COEUR-experience at all, he stated to have expected to go to a seminar on business planning and disagreed both, with the subject of business creativity as well as with the methodology of ‘teaching’. After two days he refused to participate in the group sessions and only appeared for the social events.

The concept followed the idea to let the participants work under high time pressure in order to guarantee a clear focus of the event on the entrepreneurial challenge instead of tourist or personal interest. Some participants proposed to reduce the workload in the future and to give more free time. The results achieved as well as some problems of personal commitment reported from the teams support the idea not to reduce the work load in further events.

The idea of having an intercultural mix of students was more than accepted (43%), it proved to be one of the core-benefits of COEUR. Participants were very happy with the intercultural experiences they had made in the course of the Workshop and the methodology and content of the lessons learned. 96 % of the participants said that they would participate again and recommend COEUR to friends. 92 % of the participants judged the team sessions as good or very good and the students

testified that the COEUR-goals had been reached: gather European integrative experience and networks, improve Language proficiency and cultural understanding, develop personal skills, experience and development.

57% rated the number of countries presented as too few. The number of students was just right for 91%. A (significant) increase of the number of countries involved would increase the mix but would also weaken the concept, as COEUR should be held in all the participating universities in the following years, thus lowering their involvement. Over 60 % of the participants had a generally positive impression (score 1-3) of the organisation of COEUR 2004.

The initial plan was to choose a venue far away from the regular university facilities like a monastery or a castle in order to minimise disturbances of group dynamics from outside the process. For cost reasons (cheap facilities could not be found as the planning time was too short) the University of Applied Sciences Mainz had to be the location of the conference. Experience in Mainz as well as (positively) later in Scotland proved that the initial idea was right: an external venue is an important success factor of the programme. In this context the importance of accommodation shall also be pointed out. An 'on campus solution' offers clear advantages for group dynamics and transaction time and costs (transportation) .

The excursions/events were definitely amongst the highlights of the conference. They did not only offer new contextual perspectives but also were important for group-dynamics and will thus be integrated in following programmes as well. The excursion to Frankfurt Airport was scored with 1 by 54% as well as the working session in Bacharach by even 78%.

92 % of the participants see the team sessions above average, almost 80 % as good and better. The team sessions proved to be the most powerful element in the development process and should be strengthened. The idea of team orientation should also be communicated stronger in advance in order to avoid a possibility of individualistic frustration.

The length of the event was mostly accepted. Too little time for group work is in conflict with too little free time. Following the strategic aim to work under time-pressure more free time could only be offered by 1-2 extra days before or after the conference.

Highlights and lowlights seem to be acceptable for the first trial. COEUR 2004 proved the power of the basic idea and showed that the development work followed the right track. One more indicator is that COEUR participants from Portugal built network structures which are now successfully supporting their common start-up-company which was established after their final exams.

2ND COEUR IN SCOTLAND

The second workshop was held under the auspices of the Aberdeen Business School, a faculty of The Robert Gordon University (RGU), Aberdeen, from Monday, September 19th to Saturday, September 24th, based at the Burn House, Edzell (from 19th-22nd) and the Glenesk Hotel, Edzell (from 22nd-24th).

Although the necessary location-split created some problems in terms of accommodating everyone in one place (some delegates needed to stay separately) it achieved the objective of making the event more economic (and therefore more affordable for the student groups) and easier to organise.

The number of participants fell slightly from year one, though in addition to the groups from the FH Mainz, the University of Economics in Wroclaw and ISCTE Lisbon in Portugal, The Robert Gordon University was pleased to welcome a French delegation from ESC Dijon, Bourgogne, as fifth

network-partner. In total 6 German students (and one staff) 6 Polish students (and two staff) 9 Portuguese students (and one staff) and 9 French students (and one staff) together with 8 Scottish students (and one staff) made up the total number of 43 workshop delegates.

Sir Charles Skene, Donor and Visiting Professor of the 'Charles P. Skene Centre for Entrepreneurship' at The Robert Gordon University gave the opening address. During the week, further input was given by John Park, RGU, on 'The Creative Process' and by Andrew Turnbull, RGU, on 'Critical thinking and the importance of understanding what customers want and need'.

Excursions included visits to the Fettercairn Distillery, Glamis Castle (birthplace of the Queen Mother and Princess Margaret) and Kirriemuir (National Trust for Scotland (NTS) sites: Barrie's Birthplace and the Camera Obscura) and a golf-training. Evening events included presentations by each country's student group on their university, city and country and the staff of the Burn House, a university convention centre, hosted a Scottish evening with traditional songs and dancing.

The main aim of the programme was to create an entrepreneurial team spirit amongst the 6 international groups established on arrival, in a series of group meetings that would culminate in presentations to a panel of judges on the afternoon of Friday, 23rd September. Each group was expected to develop an European business idea, expressed verbally and visually (in poster format). The ideas presented were:

- Dimensions Unlimited – a service agency for the fulfilment of individual 'dreams'
- E.GE-EuroGeneration – a private elementary school with an integral European mission
- EuroBridge – a platform for the mediation and utilisation of ideas in Europe
- Indeco.com – a platform for individual planning and sales of furniture and art in Europe
- SmartWeight – an integrated weighing system for suitcases, packages and more
- Workin' Europe – a service agency to support professional mobility in Europe

EVALUATION 2ND COEUR 2005

A questionnaire was issued to work out an evaluation of the formal programme and 35 completed forms were collected. Only 2 students (who had to leave earlier for organisational reasons) did not hand in questionnaires.

The students rated the event overall a great success. On a scale of 1 (very good) – 7 (poor), the average score was 1.6. The general comments and post-event e-mails bear out the very positive rating. In addition, all but one student would recommend participation in the future to others (the one did 'not care') and all except two (who did not submit answers) would still have taken part, if they could turn back the clock.

The overall organisation and administration were also viewed very positively (rated 2.04). A few adverse comments were made, in part reflecting the change in venue that became necessary (because the Burn House was only available for a maximum 3 night stay) midway through the workshop. The accommodation arrangements scored highly. On the same scale (used throughout) the Burn House came out fractionally ahead of the Glenesk Hotel overall (2.08 v. 2.14).

The presenters were all highly rated (Charles Skene 2.91, John Park 1.31 – the best single rating on any aspect – and Andrew Turnbull 1.66) and there may have been room for more. More information would have been appreciated prior to the event regarding the aim, format and personal requirements.

The group work again was a major strength of the workshop (rated 2.2) but with some negative and some positive comments reflecting the problems and difficulties that can arise when mixing students

together from different cultures and different backgrounds in a competitive environment. Clearly the international visitors did not appreciate the quality of the sandwiches in particular, although the haggis at the opening dinner attracted positive and negative comments in equal measure! Fish and chips, in contrast, were clearly a great success.

Finally, the excursions were mostly, although not universally, well received. The visit to Glamis Castle was easily the most popular (rated 1.6) reflecting the professionally delivered guided tour and the impressive surroundings. The distillery attracted mixed ratings (still high overall at 2.6) and trailing well behind were the NTS attractions, especially Barrie's Birthplace, in Kirriemuir (3.66).

The combined result was undoubtedly a very successful, positive experience for all concerned. The written comments back this up and suggestions for the future, as well as any remarks reflecting on the 2005 event were mostly very constructive. Some students wanted to do a better job, for example, on their presentations and would have appreciated additional facilities such as Internet provision. Keeping the students away from telephones and e-mail however, could be viewed as a plus point. The success, and the concentration of so much into such a short time, probably contributed to the feeling of almost a third that the workshop period was too short. A sizeable minority (45.7%) wanted more countries involved, although there was greater consensus regarding the number of students.

The overriding feeling was nevertheless that the event was highly beneficial in (roughly) the current format. A participating student wrote in her statement:

“Co - operation was exciting and frequently complicated – a real thrill. It challenged us all. Discussions and the attempt to come to a common conclusion on the basis of our different cultural backgrounds made communication complicated. I understood in that week that you only have new ideas and learn to understand each other if you agree to disagree! The week was an incredible experience. It brought me together with people which couldn't have been any more different. It opened my eyes and I can only recommend to my fellow students to participate in a COEUR-Conference when they might get the chance to.”

3RD COEUR 2006 – WROCLAW, POLAND: A PROSPECT

COEUR 2006 will take place in Wroclaw – the capital of Lower Silesia from 13th - 19th September. The Workshop target was always set very high and each following host must not only face the challenge of continuation of the mission of providing participants with the Competence in EuroPreneurship, but also bring something fresh to the formula of COEUR. For the third run of the COEUR Workshop this years conference host presented the following three major goals:

1. Present the business environment of Central European countries
2. Take the contest of business ideas more competitive and
3. Stimulate participants to think how great ideas may become successful businesses in difficult conditions of a global economy

The first objective of COEUR 2006 is to emphasise that there is no universal recipe for an entrepreneurial success in Europe. The common Europe is strong because of its diversity – and it has to be kept in mind in order to be successful in business. What is a great business idea in France, Germany, Portugal or Scotland does not have to work in Poland. Therefore, participants should become acquainted with the peculiarities of business environment of the hosting country by e.g.

- learning about conditions for investment in special economic zones
- discussing support for foreign entrepreneurs investing in Lower Silesia with a representative of municipal authorities

- discovering which projects would be willingly supported by financial institutions

In order to make the contest more competitive the number of teams will be increased further to 7, each of which should consist of about 7 students, depending on the total number of participants and the concepts in the end will be evaluated by a panel of successful business-people.

The table below presents the planned time schedule for COEUR 2006:

	Day 1 (We) Sep 13 '06	Day 2 (Th) Sep 14 '06	Day 3 (Fr) Sep 15 '06	Day 4 (Sa) Sep 16 '06	Day 5 (Su) Sep 17 '06	Day 6 (Mo) Sep 18 '06	Day 7 (Tu) Sep 19 '06																																																														
07:30	Arrival to WROCLAW	Western companies in Poland (Visit in Stech – member of the Volkswagen Group in Special Economic Sub-Zone of Polkowice)	Transfer to Przesieka	Idea check up I	Back to COEUR '05	Entrepreneurs panel	Journey back home																																																														
08:00								Breakfast	Breakfast	Breakfast	Breakfast	Breakfast																																																									
08:30								Investing in Poland	Lower Silesia – the place for business	Teamwork I (consolidation of teams and brainstorming)	Teamwork III (outdoor working session combined with a visit to the medieval Castle Chojnik)	Teamwork V (idea maturing)	EuroPreneurship time!																																																								
09:00														Financing your business	Lunch	Lunch	Free time	COEUR'06 Presentations!																																																			
09:30																			Developing a business	Lunch	Lunch	Lunch	Discovering Wrocław (Travel by "Jas and Mągosia" tram)																																														
10:00																								Presentation of Wrocław University of Economics	Lunch	Lunch	Lunch	Cultural Heritage (Panorama of Raclawice)																																									
10:30																													Teamwork IV (clarifying the concept)	Back to COEUR'04	Idea check up II	Teamwork VI (preparation of posters and presentations)	Discovering Wrocław (Cathedral Island / Market Square)																																				
11:00																																		Dinner	Dinner	Dinner	Dinner	Free time (for shopping)																															
11:30																																							Welcome to Poland! (Polish evening with dinner of regional cuisine)	Business ethics	Teamwork II (idea generation)	The evening of culture	French evening	Journey back to Wrocław																									
12:00																																													Portuguese evening (preparation for COEUR '07)	Teamwork VII (instead of sleeping)	German evening	COEUR'06 Award Ceremony																					
12:30																																																	Benefiting from teamwork	Scottish evening	Great COEUR'06 Farewell Party!!! (with open buffet)																		
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THE FUTURE OF COEUR

As the basic assumptions of the COEUR concept proved to be successful the participating institutions will go on to extend and intensify their cooperation. First of all the five universities have agreed on the next COEUR workshops which will be organised in Lisbon 2007 and in Dijon in 2008, after that probably returning to its origin in Mainz. The partner universities wish to establish COEUR as a lighthouse in their entrepreneurship education efforts and to extend cooperation in and beyond entrepreneurship education as well. Though this is expected to be successful it will not fully exhaust the potential of COEUR.

THE EUROPEAN LEVERAGE

An annual conference including 6 partner universities in Europe will not be able to initiate any recognizable effect for EuroPreneurship on European level. A further growth of the network is not judged to be effective as the prize of growth will have to be paid in terms of intensity of experience and coherence between partner universities. Growing the effect of COEUR in Europe may therefore be pursued not by growth of the individual networks, but by multiplication of networks.

The idea is to initiate many more COEUR-networks between other universities in Europe which follow the same idea and concept using and extending their existing European relations. In order to be able to initiate a significant number of COEUR-networks in Europe one or more leverage-partners are needed which have a profound interest in the development of entrepreneurship and which can help to communicate the concept within their own membership and relations.

The 1st International COEUR Workshop in 2004 has already been accompanied by a partnership with the German section of the Junior Chamber International (JCI). The JCI has declared its willingness to cooperate as leverage partner on European level helping to spread the COEUR idea within their network and beyond. JCI will neither give any money to support the project nor will they receive financial support. A letter of intent was signed by the Chairman of JCI Europe 2006 in February 2006. Further institutions with a potential interest in the concept are the Fédération Internationale d'Associations Nationales d'Ingénieurs (FEANI) or the European Business Angel Network (EBAN).

COEUR BCM

The Institute for Entrepreneurial Behaviour together with five European university-partners (the above mentioned four partners plus the Vysoka Skola Financni A Spravni (VSFS), Prague) applied for EU funding for a Curriculum Development Project under the SOKRATES PROGRAMME, to develop a 'COEUR Business Creativity Module'. In the application the universities describe their goal

“...to develop a module in European Entrepreneurship educating entrepreneurial skills and intercultural competencies by focussing on the 1st phase in the Business Evolution Process, the problem definition and creative idea development .

The module can be delivered at any European university. It will be accessible for students from any discipline at undergraduate level - seeking a first degree. It also delivers the basis for a most intensive 5-day 'Idea Generation Workshop' where students and staff from a network of 3-5 European universities meet to develop within intercultural teams entrepreneurial ideas with European dimension.

The project objectives are:

- To develop a curriculum for the COEUR – Business Creativity Module in order to assure its quality
- To implement the expected interdisciplinary module in the regular curriculum of the partner universities and to equip it with an appropriate amount of ECTS Credits.
- To disseminate the COEUR – BCM idea at other partner universities in order to initiate new European COEUR - BCM - Networks all over Europe with the overall aim to strengthen an entrepreneurial perspective within the European higher education area.”

If the proposal will definitely be accepted the module will be developed starting in October 2006 within the following 12 months. The dissemination of the module in the participating countries will be organised under the lead of the partner universities starting in October 2007.

'COEUR' offers a platform for a variety of activities to foster a newly developing entrepreneurial spirit in Europe. It is a concept which will develop its strength from a great number of universities which feel inspired by the idea and who decide to look for partners to develop a multitude of COEUR networks to offer their students an extraordinary possibility to develop their personal future in a dynamic European context.

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