



New Skills for New Jobs

"Graduates have the skills they need – make it a reality"

COEUR - European Entrepreneurship Competence through Intercultural Learning in University Networks

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The Questions



- What does COEUR stand for?
- Why has COEUR been developed?
- How has COEUR been designed?
- Who are the actors behind COEUR?
- Where has COEUR been implemented?
- Which is the perspective of COEUR?

What does COEUR stand for?



COEUR

Competence
in
European
Entrepreneurship

COEUR offers a platform
for a variety of activities:

Conferences
Publications
Benchmarking
Networking
Idea Generation
Research
and more...

Why has COEUR been developed?

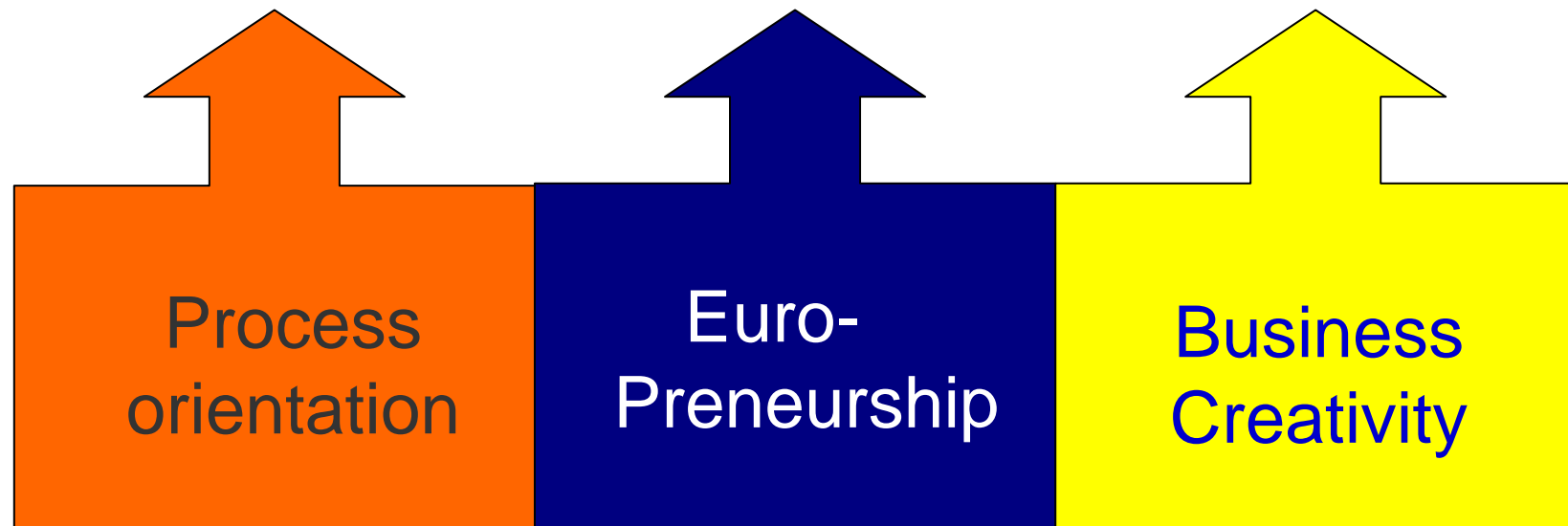


- **Process orientation:** open change requires entrepreneurial competences rather than managerial qualifications.
- **EuroPreneurship:** Beside global and local influences a regional, here European entrepreneurship culture is emerging.
- **Business Creativity:** European diversity is fostering entrepreneurial creativity - a strength in the development of ideas as European resource.

The COEUR Pillars



Experience creativity and
entrepreneurial learning
in intercultural teams



The Goal of COEUR



Develop a **value proposition of an idea**

- an innovative business concept, a social innovation or a bridge ‘from here to there’
- with entrepreneurial challenge, visionary strength and European scope
- present it (elevator pitch and poster) to a jury

How has COEUR been designed?



- Provide an open atmosphere of innovation and creativity
- Mix students in diverse teams
- Let students work under a challenging work-load: high level of uncertainty, time pressure, presentation to a jury
- Don't teach them or control the process but let them learn from it
- Let them be the owner-players of the process
- Reduce staff-role to be a facilitator

Who are the actors behind COEUR?



- COEUR started in Mainz in 2004 as “**1. International Students Conference on EuroPreneurship**”
- The COEUR-Network is now organised by colleagues from **five universities**:
 - Germany: Institute for Entrepreneurial Behaviour
University of Applied Sciences Mainz
 - Scotland: The Robert Gordon University, Aberdeen
 - Portugal: ISCTE, University of Lisbon
 - Poland: Oskar-Lange Academy, University of Wroclaw
 - France: Burgundy Business School, ESC Dijon
- The network is supported by the **Junior Chamber International JCI Europe** as strategic partner

Where has COEUR been implemented?

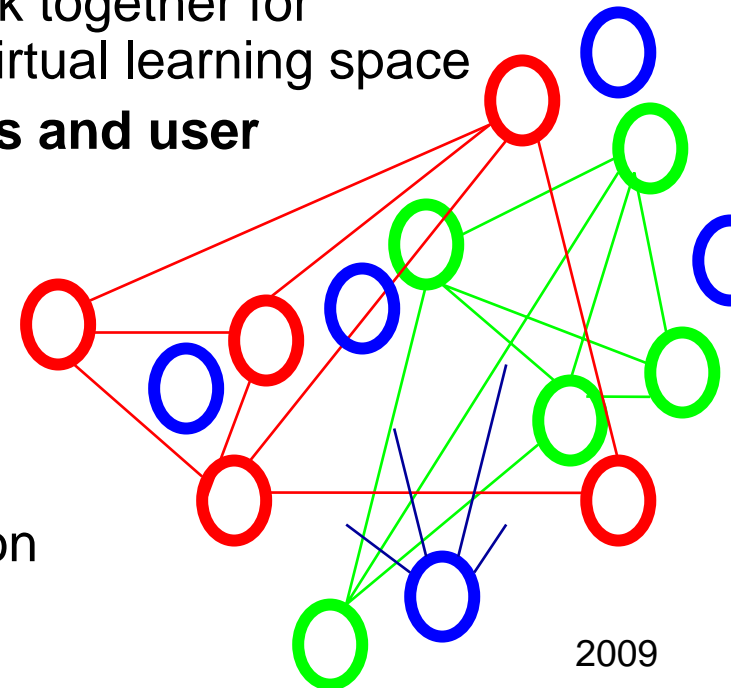


- ✓ 2004 Mainz
- ✓ 2005 Aberdeen
- ✓ 2006 Wroclaw
- ✓ 2007 Lisbon
- ✓ 2008 Dijon
- ✓ 2009 Guangzhou (China)



Broadening the 'product range'

- **COEUR Workshops**
40-50 students of 3-5 universities meet for 1 week in a real life situation to develop their own ideas
- **COEUR Business Creativity Module (EU financed)**
30-60 students of 3-5 universities work together for 1 semester (regular curriculum) in a virtual learning space
Full teaching materials, instructions and user network available under license!
- **COEUR Mundus**
20-40 European students work together for 1 week in a real life situation with an equivalent number of students from another cultural region



Which is the perspective of COEUR?



- **New:** COEUR Book of Talents
A networking tool with and for COEUR alumni and stakeholders
- **New:** COEUR Project Workshops
30-40 students of 3-5 universities meet for 1 week to solve real life problems in co-operation with a company/institution
- Accompanying Research
- ...

The benefits for students

- Learn European entrepreneurial challenges
- Find and develop new ideas
- Learn in intercultural teams
- Practice entrepreneurial networking
- Experience blended learning and cooperation
- Experience project management
- Experience creativity hands on
- Experience presentation challenges

The benefits for enterprises

- Get fresh ideas for the future
- Creative problem solving opportunities
- Build contact to students at an early stage
- International recruiting opportunities
- Support in the 'War for talents' in particular for SMEs
- Networking opportunities in internationalisation

The COEUR Success Factors



- Teams: intercultural and interfaculty diversity
- Creativity hands-on: reduce to the max
- Idea-check-ups: vision meets reality
- Self organisation and responsibility
- Meeting entrepreneurs
- Cultural surroundings

COEUR invites YOU to join!



- As a university

Build a COEUR network with your international partners to offer your students innovative intercultural learning opportunities.

- As an enterprise

Cooperate with COEUR in workshops and events or become a sponsoring partner in the European dissemination of the COEUR products.



Thank you for listening!

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Backup charts for discussion

Challenge:

Value Adding and Processes Orientation



Strategic
Discontinuity

Basic
Orientation

Relevant
Object

Phase of the
Process

Specialisation

Exchange
transactions

Trade



Artificial generation
of power

Manufacturing
Production

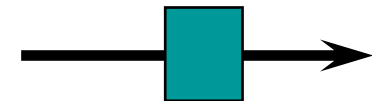
Industry



Affluent markets

Sales markets

Customer



Information as
productive factor

Processes

Potential
for the future





The successful enterprise of the future



The Future needs Entrepreneurs !

„We are changing
from a managerial society
into an entrepreneurial society.“

John Naisbitt

The Entrepreneurial Society



- Different ways how people do business
- Technological and social innovations
- New forms of economic cooperation
- New economic success factors
- New basic orientations and values
- Entrepreneurship & Intrapreneurship

Challenge:

Be prepared for unpredictable change !

The successful enterprise of the future

Behaviour, Knowledge and Change-Categories

Change	System-Dynamics	Type of Adaptation	Knowledge-Category
None or Deterministic	Rigid	Reaction, Execution	Factual Knowledge = Information
Stochastic	Dynamic	Proactive Adaptation	Behavioural Knowledge = Qualification
Open	Chaotic	Creative Leadership	Structural Knowledge = Competence

- **Networks combine elements of market flexibility and risk sharing (low internal transaction costs) with**
- **hierarchical pre-selection of cooperation and reduction of information, search and contract costs (low external transaction costs)**

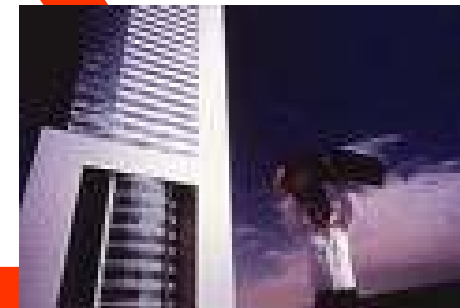
Networks



Coordination
is changing



Markets

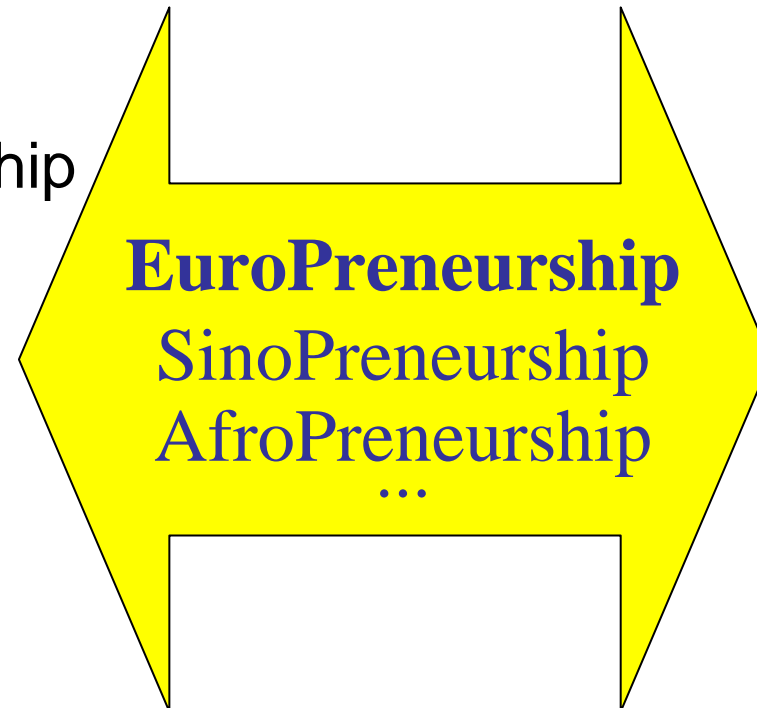


Hierarchies

Entrepreneurship Orientations

Local Entrepreneurship

Following the idea of the transnational enterprise, adapting strongly to local conditions.



Global Entrepreneurship

Following the idea of global standardisation, taking US experiences as the core benchmark.

European Entrepreneurship

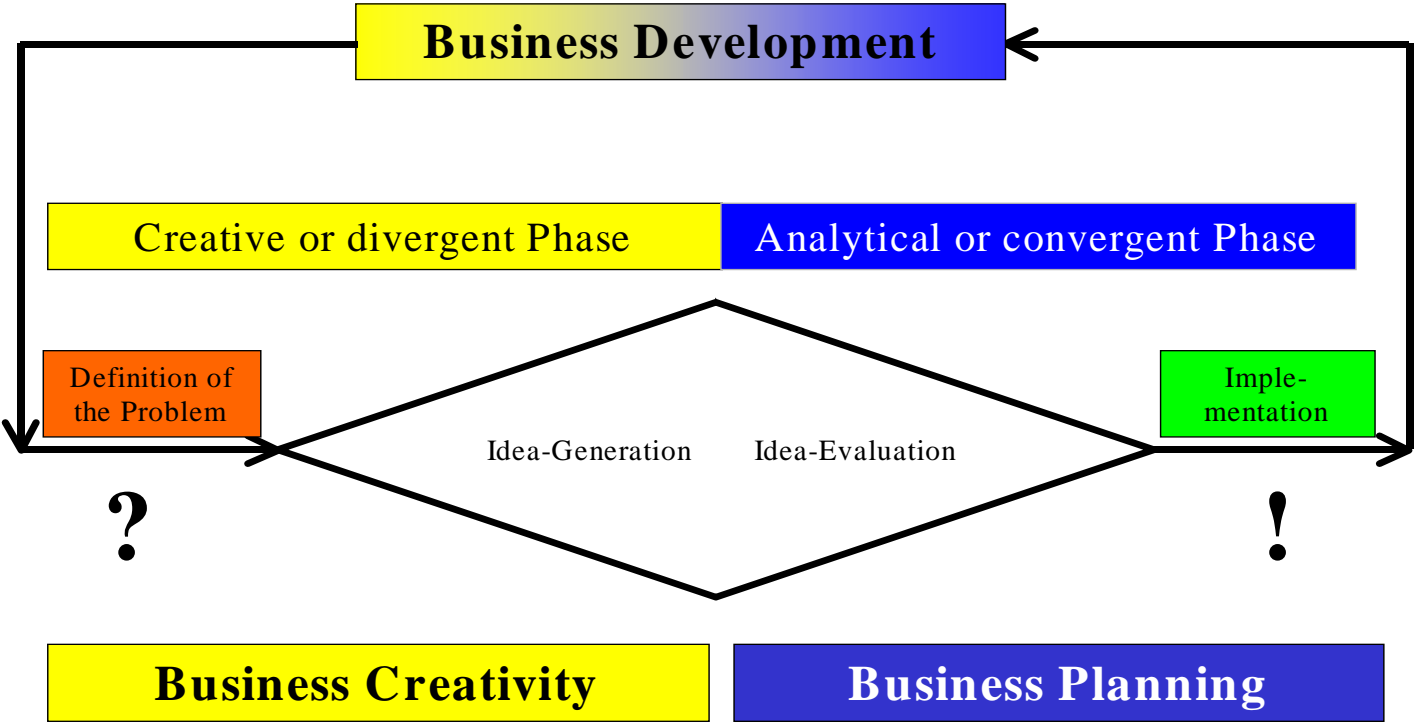


„Europe’s New Economy“ Charles Leadbeater, Centre for European Reform, discovers elements of a common European entrepreneurship at high-tech-companies:

„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. They tend to create businesses with similar characteristics although they do so in quite different local circumstances and regulatory regimes. This new generation generally speaks English, runs non-unionised companies with flat management structures that are international in outlook, and raises finance through venture capital rather than bank lending.“

(www.cer.org.uk/articles/n_9_4.html, 26.6.2000, 18.00 Uhr)

The Business Evolution Process



BCM – In Line with EU Politics



- Entrepreneurship education is one of eight key competences for lifelong learning
- Entrepreneurship education develops students self-esteem and boosts their confidence
- The European Commission admits that entrepreneurial attitudes provide benefits to society not only to business
- The European Commission declared 2008 the Year of Intercultural Communication
- ...and 2009 the Year of Creativity

Quoted from EU Websites, January 2009

The Bologna Process



The BCM goes in line with the goals of the Bologna Process in 1999 and therefore perfectly applies to the requirements of the European Higher Education Area:

- Grading system
- Pan-European communication
- Mobility of students and staff
- Preparing for the European market

➡ Can be delivered at any European university at Bachelor level!

➡ BCM is relevant to any discipline!

BCM: Preparing for future



The ability to manage and conduct business without walls or boundaries is a 21st Century paradigm that is gaining momentum. Using virtual teams to undertake projects without the limitations of geography, time and physical location enables organisational, individual and task flexibility.

J. McLean: Managing Global Virtual Teams. In: Management Matters, Summer 2007