

HOW TO REDUCE ENTREPRENEURIAL FAILURE IN THE POST START-UP PHASE

*THE EFFECT OF INTERVENTIONS ON ENTREPRENEURIAL
COMPETENCE, ENTREPRENEURIAL MOTIVATION AND THE
DEVELOPMENT OF COGNITION TO STARTING ENTREPRENEURS*

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1. Abstract

The field of entrepreneurial start-ups is broadly studied by scholars. To increase the amount of successful entrepreneurs, the stimulation for more starting entrepreneurs is a referenced field of research and subject to governmental stimulation. More entrepreneurs lead to a bigger gross national product, which has a positive impact on an economic region. More new entrepreneurs do not mean more successful entrepreneurs. According to prior research, in half of the cases of entrepreneurial exit, the exit was more or less avoidable. Beside the stimulation of more people to become an entrepreneur the reduction of the entrepreneurial failure in the post start-up phase of a venture is worth full to consider in order to get more successful entrepreneurs. This PhD proposal wants to shed light on that phase of the entrepreneurial process and want to identify effective interventions to prevent Entrepreneurial Failure.

2. Why this research?

In my daily work as a trainer, coach, supporter of young entrepreneurs I have met many enthusiastic people who are entrepreneurs or want to be. It strikes me that one has more drive, is more ambitious than the other. In addition I notice that one is more successful than others. Some start very enthusiastic, but stop after a while, despite a very serious start. One question that in my mind is: Why one entrepreneur is successful and the other, after a short time, stops? Is there a relationship with the education they have received previously? Is it the right way guided towards entrepreneurship?

How entrepreneurs start is studied by many scholars. Research on the success or failure after the start, I come across less often. When the success or failure criteria of entrepreneurship in the initial phase are known, it can be investigated if and how it affects that failure and what can be done to counteract. This allows more (young) people to stay entrepreneur and thereby give the economy a positive boost. I suppose a relationship between "what makes someone a venture start" and "what makes a successful venture remains". When someone starts a business, he obviously has good reasons and considerations for it. If someone forced to stop outside to external factors, it is obviously something happened to those reasons / considerations. The corollary question then is: *what* happened? And more importantly, how would it stand out up must be? To find answers to the main question I intend to launch a study with the ultimate result a doctorate.

This proposal describes the first design of that study. Once the importance of entrepreneurship has been expounded, a proposal for the phasing of the entrepreneurial process is stated. Per phase will be focused on some relevant theory and results of previous studies. Sets the materials provided to substantiate the topic of the research and a first version of the model to the research base should lie. The research proposal concludes with an overview of current data sources for the study available or can be made available, and how the research fits into the flow of work within the Saxion research group Knowledge Innovative Entrepreneurship.

3. The importance of entrepreneurship.

In addition to the general importance of entrepreneurship, the importance of Saxion is put out, so that the social and institutional relevance of this research can be assessed.

Early in the last century, Joseph Schumpeter (1934) pronounced a positive relationship between economic growth and entrepreneurship. For nearly a century, scientists working here and come within a certain range, again and again to the conclusion that entrepreneurship provides a positive contribution to the development of the economy (Schumpeter, 1934, Baumol, 1990, Verhoeven et al, 2005, Van Praag, 2006; Larouillet, 2009). The Organization for Economic Cooperation and Development (OECD) believes that entrepreneurship makes a major contribution to economic growth of countries and regions (Ahmad & Seymour, 2008). Hence the OECD in 2008 developed a monitor to identify and compare entrepreneurship in a country, as can be obtained grip on economic growth (Ahmad & Hoffmann, 2008). Research by the OECD (IMHE / OECD, 2007) shows that higher education can be a boost to regional development. This may, according to research, by "the region to support indigenous development by means of skills, entrepreneurship and innovation "(IMHE / OECD, 2007, p1).

The aforementioned study by the OECD, the Twente region participated, directed by Saxion. Together with all institutions of higher education in Twente and regional stakeholders is *entrepreneurship*, as an important basis for the contribution of higher education to regional development, identified (Sijgers , Hammer, ter Horst, Nieuwenhuis, van der Sijde, 2005). In its strategic vision (Saxion, 2008) Saxion has spearheaded excel, including a provision explicitly refers to entrepreneurship, the independent exercise of the profession. This vision is to excel, "Ambition 3: An increasing number of our students (compared to the number measured in 2007) annually elect for entrepreneurship" (Saxion, 2008, p 8).

The above essay appears that entrepreneurship matters because it is a positive impetus to both the global as well as regional economic growth. Given that Saxion itself as a regional knowledge partner, it is obvious that they add relevant knowledge to her region and so stimulating the regional economy.

4. The entrepreneurial process.

This chapter discusses the various theories of the entrepreneurial process and the different phases. Will prove to exist in the literature no clear generally accepted model, and therefore a choice to be made in any model for investigating this will be used. Then explains what is happening at every phase and the factors influencing these phases.

An anchor for fostering entrepreneurship can be found in the person of the entrepreneur (e.g. Stewart & Roth, 2007, Judge & Ilies, 2002 and Kirton, 1976) and in the process of entrepreneurship (e.g. Shane & Venkataraman, 2000, Gartner, 1985 and Shapero, 1982). To be connected with the research centres within Saxion, this proposal chosen for the process approach preferred remaining theoretical flow. The role of the personal characteristics of the entrepreneur is briefly discussed in every phase.

In the entrepreneurial process it is assumed that the starting entrepreneur, sequential runs a number of steps (van der Veen & Wakkee, 2004, van der Sijde, 2004, Shane & Venkataraman, 2000, Low & MacMillen, 1988, Gartner, 1985; Shapero & Sokol, 1982). Although there are differences in detail of the models, the basic concept, start-ups chronological phases, widely accepted. Most scholars come to a three-or four-stage model.

A commonly used three-stage model is that of Shane and Venkataraman's (2000, p. 218). This model has the phases: (1) recognize the opportunity, (2) the planning of the operation to take chances and (3) exploiting that opportunity. The three phases are others also entrepreneurial activities mentioned (Baron, 2008, van der Veen & Wakkee, 2004, Bhav, 1994, Morris, Lewis, & Sexton, 1994).

Other researchers found that this process is preceded by an intention-phase (van Gelder, Thurik, & Bosma, 2006, Krueger et al, 2000, Shapero & Sokol, 1982), leading to a four-stage model: (1) intention to start, (2) recognize the opportunity, (3) preparing a chance and (4) exploit that opportunity. This preliminary phase formats suggest that after the last stage there is nothing and operation lasts indefinitely. Research shows that more than half of start-ups within 5 years again stopped (e.g. Bangma & Quick, 2009, p5, Hayward, Shepherd & Griffin, 2006). Detienne (2008, p1) states "that the entrepreneurial process is not complete when the exit- phase is excluded from the process." Another generalized model is that of Veccio, 2003 (in Samuels, Joshi & Demory, 2008) and consists of the following four stages:

1. the preparatory phase (pre-start)
2. start,
3. the venture being in action (exploration)
4. stopping doing business (exit)

This four-stage model adding that a venture is finite. It is therefore suitable to serve as a model for this research proposal. Below in Figure 1 the schematic representation of the entrepreneurial process to continue use in this proposal appears.

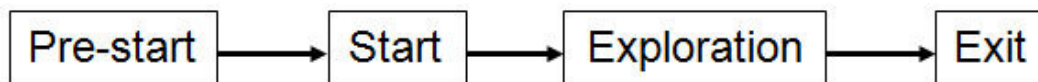


Figure 1, the entrepreneurial process (Veccio, 2003)

Based on the previous paragraphs, a choice is made for a four-stage model of the entrepreneurial process which is accepted in the literature and will be applied in this research proposal. The following paragraphs discuss the theories and results of previous studies of every phase. It also consider the role of personal characteristics.

4.1. The pre-start phase

This section examines existing theories discussed prior to the start of a venture. The recent literature on this phase is divided on the role of personal characteristics. Part of the literature indicates that the correlations between entrepreneurial behaviour and personal characteristics are not there (Ottesen & Grønhaug, 2005, Driessen, 2005, Ziegler, Schmidt-Atzert, Bühner, & Krumm, 2007). Other literature shows partial correlation (Hans Mark, 2003) and others complete correlation (Diaz & Rodri'quez, 2003; Gürol, Yonca, Atsan, & Nuray, 2006, Rauch & Frese, 2007; Wu, Matthews, & Dagher, 2007; Bilsky & Schwartz, 2008).

The flow leaving the largest independent to the person comes from the behavioural sciences. It is known that, according to the comparison of Lewin, behaviour is a function of the individual and his environment (Lewin, 1951). The literature also shows that entrepreneurship is itself a form of planned behaviour (Bird 1988, Katz & Rartner 1988), which makes intention models well suited to predict the behaviour (Krueger, Jr., Reilly, & Carsrud, 2000). Regarding the determinants of the intention to start a venture, the literature comes up with two similar models: the Ajzen's Theory of Planned Behaviour (TPB) (Ajzen, 1991) and the model of Shapiro (1982) of the Entrepreneurial Event (SEE). Comparing these models by Krüger

(Krüger Jr., Reilly, & Carsrud, 2000), indicates that the perceived desirability and perceived feasibility reason for the intention, if a rise occurs (moment of displacement, Shapero, 1982). As a distinctive personal characteristic of the intention is Perceived Self-efficacy (Bandura, 1986) mentioned (Mitchell & Shepherd, 2010). Also Van der Sijde (Groen & Van der Sijde, 2004) posits in his lecture speech the personal characteristics are important, but that need not automatically lead to the creation of a venture, the interaction between the entrepreneur and his environment should be paramount (Groen & Van der Sijde, 2004).

In summary it can be said that the pre-start phase influenced by (1) personal characteristics (motivation and cognition) and the firm (2) the environment of the entrepreneur.

4.2. The start phase

This section dealt with the theories surrounding the start phase of a venture.

With regard to the actual start of a venture is the focus of research on motives from the start. In the literature different reasons why someone mentioned a company actually starts. Mainly looking for freedom (autonomy), more money, dissatisfaction with present job in payroll and (potential) unemployment are often mentioned. To combine greater challenge and concern for the family is mainly mentioned by older entrepreneurs (Stigter, 2001; Snel & Bruinsma, 2004; Snel & Meijaard, 2006). And the appearance of some of the above situations (eg more money, threat of unemployment, dissatisfaction with the job, no challenge anymore), depends on external factors (Fast & Meijaard, 2006).

In 1938, Murray found that an intrinsic desire for action (need for achievement, nAch), an important driver for an entrepreneur. Stewart (Stewart & Roth, 2007) indicates that entrepreneurs a higher desire for action (achievement motivation) than managers. This result is consistent with the findings of Collins, Hanges, and Locke (2004). These results support the predictive value of the night and the task motivation theory (Stewart & Roth, 2007, p 411) for entrepreneurship. Besides nAch assumes Hans Mark (2003) that the Locus of Control (LoC) (Rotter, 1966) the launch of a company affects motivation. Perceived Self-efficacy is one of the important antecedents of motivation (Bandura, 1986). Baron (2008) in his research found evidence that personal qualities not only preconditions for the start, but also positively correlated to the entrepreneurial process.

The literature covered in this section and theories show that the initial phase is mainly influenced by the motives and personal characteristics that the entrepreneur and the environment in which it is located.

4.3. The exploration phase

This section examines the theories and findings of previous research with respect to the exploration of the venture. After examining the definition of the exploration in what follows is under exploration means exploring how this phase experienced entrepreneurs.

In the literature, the exploration phase is defined as success (Bosma et al, 2000; Driesen, 2005) which in turn has several dimensions. At macro-level success as employment growth, or the extent to which social goals are achieved (Driessen, 2005; Bosma, 2000). Meso-level and longevity, growth in sales, personnel and profits or the extent to which business goals are achieved (Driessen, 2005, Sadler-Smith et al, 2003; Chattopadhyay, 2002; Nandram, 2000; Bosma, 2000). Finally, the micro level, the extent to which the entrepreneur finds himself successful or the extent to which personal goals are achieved (Driessen, 2005). Driessen (2005) defines the minimum level of success as an entrepreneur to the survival of the venture.

The cognitive style of an entrepreneur is seen as moderator on the relationship between competitive environment and growth intention (Duta & Thornhill, 2008; Driessen, 2005). Also give Collins et al (2004) in a meta-analysis, the presence of an elevated achievement motivation as a potential success factor. Heynie (2008) indicates that the cognitive response of meta-cognition plays an important role in the success of a venture. Meta cognitive knowledge and experience influence the cognitive response of the entrepreneur (Heynie, 2008), in common with Baum and Locke (2004), that cognition and competence as a record of economic growth. That argument Driessen (2005) endorsed. In later research adds Baum (2009) as self-efficacy and intelligence to it (Baum & Bird, 2009). There are indications that early present entrepreneurial skills, personality and business interests (motives) are indicators of entrepreneurial success (Schmitt Rodermund, 2004). Rauch and Frese (2000) have reported the 'Giessen-Amsterdam model' to 'small business' success. Here they explain causal relationships between economic success, strategy, environment, personality and goal setting (Rauch & Frese, 2000).

Above literature shows that exploration is seen as gaining success. As confounding factors include the environment of the entrepreneur and, closer to the entrepreneur, cognition, motivation and competence.

4.4. *The exit-phase*

In this section, existing theory and findings from previous research on the exits discussed. The literature distinguishes two ways to stop (failure):

- (1) quit because of good performance (desired failure or Entrepreneurial Exit (EE) named) (e.g. Detienne, 2008; Wennberg et al, 2009), or
- (2) because the performances are not good (unwanted outages or Entrepreneurial Failure (EF) named) (e.g. Samuels et al, 2008; Wennberg et al, 2009).

Research shows that the relationship between EE and EF, after the first seven years, is roughly equal (Wennberg et al, 2008). Cardon, Stevens, & Potter (2009) divide EF further into two categories *tough luck* and *mistakes* by the operator. Wennberg (Wennberg et al (2008) reaches the same format, without quantifying. Among *mistakes* by Cardon (Cardon et al (2009) issues such as business, mismanagement, unrealistic expectations, pride, finance and innovation mentioned. Other literature indicates that EF is related to the strategic resources (Michael & Combs, 2008), planning strategies (van Gelder et al, 2007; pride (Hayward et al, 2006), not able to cope with uncertainty (Mc Grath, 1999) and over-optimism and overconfidence (Muir, 2007). Research Wickham (2003) shows that cognitive aspects of decision-making affects what EF strengthened. Baron (2000) and Simon et al (2000) propose more general that a biased cognition entrepreneurship negatively impacted which can lead to EF. It also appears that the experience of an EF is perceived as a learning experience (Corbett et al, 2007; Cardon, Stevens, & Potter, 2009) which leads to learning (Cardon, 1997; McGrath, 1999) and an increase in self-efficacy (Wood & Bandura, 1989). Apart from personal qualities and experience, by Vaillant (2007) the lack of role models as a cause of EF data.

From this paragraph can be concluded that in about half the cases where a venture stops this was to prevent. The causes of EF are found in the environment of the company and the cognition, motivation and competence of the entrepreneur.

In this chapter, based on existing literature and theories, a model is chosen for the entrepreneurial process. The study of each individual phase of this model showed that besides

the environment, the personal characteristics of entrepreneurs play an important role in the entrepreneurial process.

5. Position of Research

This chapter briefly describes existing theories and relevant literature on the usefulness of further research in the entrepreneurship process and where in the entrepreneurship process, further research is desirable. This chapter ends with a conclusion about the relevance and appropriateness of this investigation, whereupon the *scope* of this proposal is presented.

According to the model of the OECD, the increase of entrepreneurship can be achieved by the increase of ventures and entrepreneurs (Ahmad & Hoffmann, 2008). The question is then how we get more ventures? One possibility is to push more people towards entrepreneurship; the more entrepreneurs start, the greater the statistical probability that more remain. Many initiatives have been developed for this purpose and much research is done here (Holtz-Eakin, 2000). Another option is to drop the Entrepreneurial Failure, to reduce the major causes to fight. By encouraging entrepreneurship a lot of energy can be put into it to get more (young) people on the "threshold of intent" for entrepreneurship. At the time of launch all entrepreneurs are convinced of their businesses to achieve success (Shane & Venkataraman, 2000; Driessen, 2005, Shane, 2003). To some entrepreneurs something happens on the road, making them to stop unwanted.

Research shows that the majority of the entrepreneurs do not survive the first five years (Parsa et al, 2005, Hayward, Shepherd & Griffin, 2006, Bangma & Snel, 2009, Verhoeven et al, 2005; Meijaard et al, 2007). In America it appears that after 2 years 34%, after 4 years 50% and 60% after 6 years did not survive (Hayward et al, 2006, p.160). Parsa et al (2005) cites a study showing that to American restaurants the percentage is even higher, 60% is not surviving the third year. In the Netherlands approximately 50% of the ventures is not surviving the first five years (Meijaard et al, 2007; Bangma & Snel, 2009). For spin-off companies from universities shows that figure lower. The University of Twente reports in the 25 years that they accompany spin-offs in the TOP program the dropout rate is 25%, while unaccompanied spin-off companies have a drop of 40% (University of Twente, 2005). This is a better result than the average in the Netherlands.

About half the cases of entrepreneurial drop out refers to situations which are not desirable (Wennberg et al, 2008) and where the entrepreneur (e.g., Simon et al, 2000, Ottesen & Grønhaug, 2005, Hayward et al, 2006) and its environment (Vaillant, 2007) has a role in the cause. In the Netherlands, 80 - 90% of stopping entrepreneurs indicate that external circumstances do not play an important role (Meijaard et al, 2007). The numbers show that there is no linear relationship between the number of years that a company exists and the EF rate, the first years after the start rate is the widest and most interesting to focus. McGrath (1999) argues that although failure is painful nor desirable, researchers have to overcome biased this failure to deny, because understanding the failures in the future value can be created, not just for society at large but certainly for entrepreneurs. McGrath (1999, p16) "by the continued denial of the EF are many important lessons lost on the EF and will not anticipate the negative consequences." "Careful analysis of failure, rather than put the focus on success rates researcher's systematic progress towards analytical models for value-based entrepreneurship (McGrath, 1999, p 28).

Actual literature shows that it makes sense to investigate in entrepreneurship promotion, especially in the less studied part of the entrepreneurial process, the (undesired) failure, either the Entrepreneurial Failure in the first years after the start. It also appears that there are

sufficient points that can be investigated in order to reduce the EF, even though there is little research on this subject.

5.1. Scope of research

Based on literature and the conclusions in the previous section, this research proposal focuses on, the first part of the exit phase of the entrepreneurial process. The figure below (Figure 2) is shown schematically. In the figure, 'exit' is to be seen as a point in time.

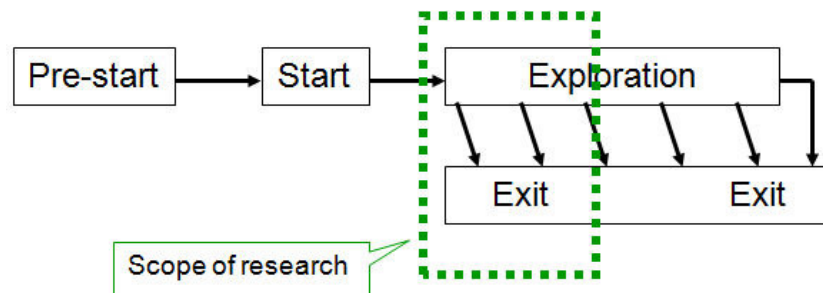


Figure 2, Scope of research

6. What is studied?

This chapter explains what is being examined in this study and in what order. At the end of this chapter the research model is presented.

Based on literature and observation, the following explanatory factors for the reduction of the EF are distinguished:

- Internal factors:
 - Motivation
 - Cognition
 - Competence
- External factors (e.g. lack of a role model)

The figure below (Figure 3), these factors have been related with the entrepreneurial process to form the research model.

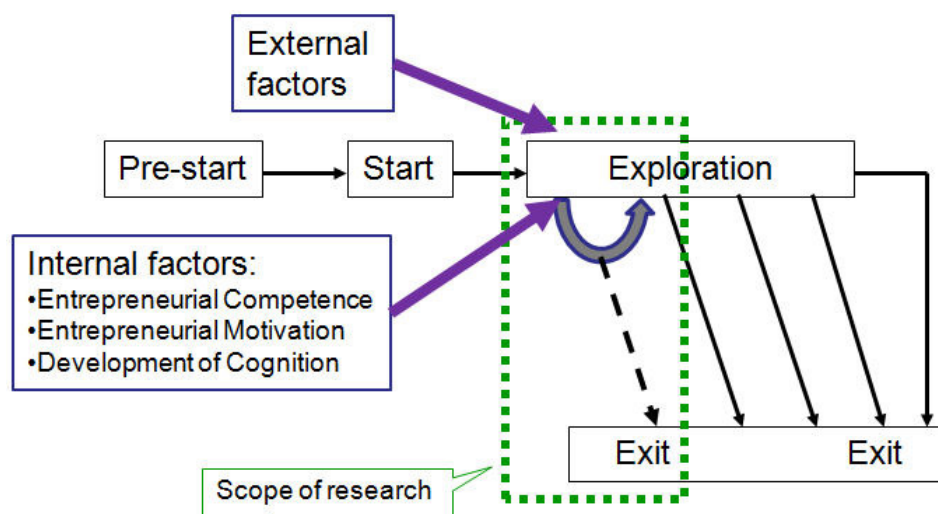


Figure 3, Research model

The first part of the research focuses on identifying the most relevant explanatory factors for EF. Then consider how these factors can be influenced within the context of the entrepreneur. Subsequently the possibilities of interventions are explored, after which there is a check whether they are being applied. The form and content of these interventions will lie down in terms of accompanying programs just after the venture started. After the desk research phase, the quasi experimental studies on the effects of various interventions start. The data from this study should lead to a pronouncement of which is the most effective interventions to combat EF. Finally, we investigate how these interventions within the framework Saxion are doing, so more successfully in operation phase intoxicated, the regional business community to deliver. Schematically the above steps are shown in the steps of the research model, Figure 4. The study design is described in Chapter 7.

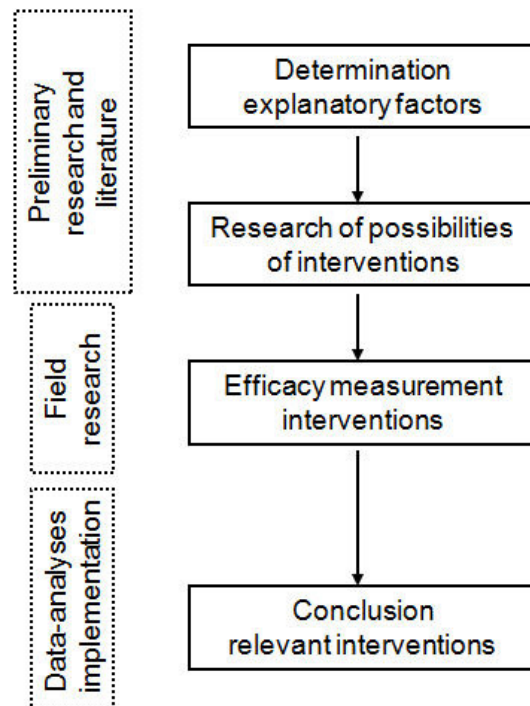


Figure 4, steps of the research

Now it is known what is being investigated and which result is to assume, in the next chapter the research design is explained.

7. Research design

This chapter describes the research design. After the main research topic is stated, the research questions are given. Hereafter the research activities and planning are shown. This chapter ends with a plan for data collection.

As main research topic being chosen for the following:

- *How to reduce Entrepreneurial Failure (EF) in the post start-up phase of entrepreneurship?*

7.1. Research questions and design

From the main research topic, the following research questions extracted. After each research question the research design for that question is indicated.

1. What are the most explanatory failure factors? *Literature Research.*
2. What causes these failure factors? *Literature Research.*
3. When and how often failure factors occurs? *Literature Research.*
4. What interventions are possible? *Outcome literature.*
5. How change the entrepreneurial motivation during the start-up phase? *Quasi-experimental (correlational research)*
6. How change the entrepreneurial cognition during the start-up phase? *Quasi-experimental (correlational research)*
7. How change the entrepreneurial skills during the start-up phase? *Quasi-experimental (correlational research)*
8. What effect has the interventions on the frequency and intensity of Entrepreneurial Failure? *Quasi-experimental (non-equivalent control group design)*

7.2. Planning the research

This section contains the activities necessary for this research, plotted over time. After a description of the different phases close this section with a planning table. The research is divided into 8 phases, which allow a logical and adequate monitoring.

Research A: Phase 1.

This phase will consist of research in the form of literature search, to the most explanatory failure factors and antecedents of those factors. The result of this phase is an overview of the most explanatory failure factors and there antecedents, summarized in a model for Entrepreneurial Failure.

Research B: Phase 2.

This phase will also include research in the form of literature search. Based on the results in phase 1, in this phase, possible instruments to measure the failure factors and its antecedent identified. Furthermore possible interventions are searched. The result of this phase is a long list of instruments for the measurement of failure factors and their antecedents and a long list of possible interventions.

Preparation Data Collection: Phase 3.

In this phase choices made for the applicable measuring instruments and interventions. In addition, potential measurement groups mapped. Because it is difficult to determine who and where a venture starts, the measurements take place as soon as possible after the start. This phase may apply partly parallel with the end of phase 2. The result of this phase is a roadmap for data collection.

Pre -measurement: Phase 4.

In this phase of the pre-measurement is applied to the measurement groups. For the reason not to influence the entrepreneurial process, the time of this measurement varies for each venture, however before the possible intervention took place. The results of this phase, is the raw data set of measurements for all teams.

Intervention: Phase 5.

In this phase an intervention will be applied to the venture (except for the reference group). The result of this phase is that interventions are applied.

Post-measurement: Phase 6.

In this phase, the measurement groups again measured with the instruments selected in phase 3. In addition, the research results from Phase 4 processed. The results of this phase, the raw dataset of the post-measurement and processed data set from the pre-measurement.

Analysis: Phase 7.

In this phase of the acquired data from phase 6 is processed. Together with the processed data of the pre-measurement, the research data will be analyzed and interpreted.

Report: Phase 8.

In this last phase, the research data and research results will be written down in a report.

Summarized and plotted over time are shown in the research study plan, figure 5.

		Year 1		Year 2		Year 3		Year 4	
Semester		1	2	1	2	1	2	1	2
Phase	Description								
1	Research A	█							
2	Research B		█						
3	Preparation Data Collection		█	█					
4	Pre -measurement			█	█				
5	Intervention				█	█			
6	Post-measurement					█	█	█	
7	Analyse							█	
8	Report								█

Figure 5, Research planning

7.3. Data Collection Plan

This section sets out how the data for this research is obtained and processed.

The data for the research will be obtained from the measurement of the individual entrepreneurs. In an attempt to keep as many variables consistent, there is searched for similar groups of entrepreneurs. Within the Saxion Centre for Innovative Entrepreneurship, several studies in the entrepreneurship process executed, as show in Chapter 8. Therefore, there is the possibility of joining other research programs and make use of the nascent entrepreneurs from these studies. Perhaps the available data sets can be used as well. The mentioned group consists of entrepreneurs and spin-offs from regional research institutions. In addition there are discussions with the Municipality of Hengelo and the ROZ Twente, to assist with the organisation of the venture-start price of Hengelo. Herewith annually a group of about 250 new entrepreneurs can be interviewed.

The test group is exposed to one (or combination of) intervention, then again after 2 years the variables are measured. The reference group is also measured, but without some form of intervention took place. The model for data collection is shown in Figure 6.

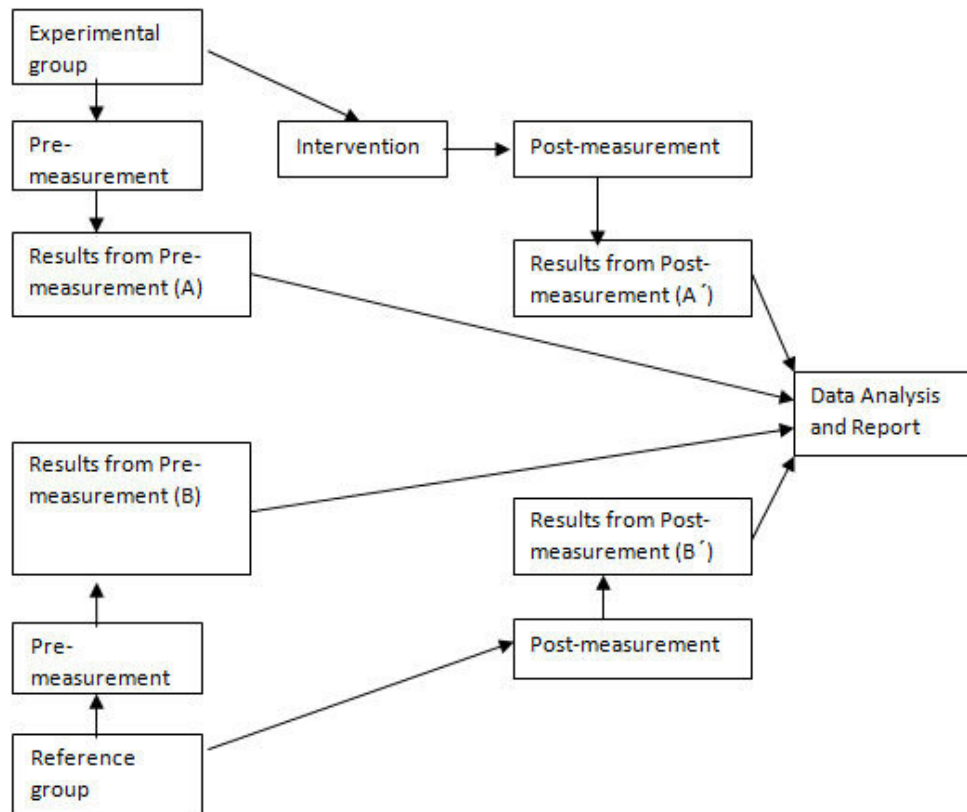


Figure 6, model for data collection

Possible interventions

Without take advance to the results of Phase 2 of this research (Research B), there appear to have been some initiatives which are to consider as an intervention. It should be noted that the initiatives currently not designed for this, but perhaps some might be adjusted. Examples include the Venture Lab Twente, YBP Entrepreneurs Network, Local networks / associations.

8. Embedding in the Saxion Knowledge Centre for Innovative Entrepreneurship

This chapter briefly describes how this research is embedded in the Saxion Knowledge for innovative entrepreneurship. Within this knowledge centre another PhD research is done by Luc de Krosse. The Krosse's research is titled "Learning business through entrepreneurial learning", a study on the effectiveness of entrepreneurship education in higher vocational education. His research takes place just before and at the beginning of the entrepreneurial process, so this investigation since the time given, logically consistent. As mentioned in Chapter 7 indicated a possible sharing of research data and certainly there will also be examined. In addition, new entrepreneurs of a student entrepreneurial network, Young Business Professionals (YBP), can serve as a potential data source. The results of this study can serve as input for both the design of activities for the YBP, several minor study programs of

Saxion. By facilitating nascent entrepreneurs from the start, Saxion or any of its institutions, remains visible and useful in the region of Twente seeking to deliver more successful entrepreneurs (Sijgers et al, 2005).

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