

**EPSA Award
2019**

**Maastricht
November 2019**

The Rotterdam Business Case

The Rotterdam Business Case: Video



The Rotterdam Business Case: What is it?

- **Succesfull project to support Entrepreneurs**
- **Who are in financial difficulties**
- **In cooperation Government / Education / Entrepreneurs**
- **In which retired Entrepreneurs are senior coach**
- **And students are junior coach**
- **Both vision and practical support**
- **In six month**
- **A restart of the business**
- **Improve income and economic sustainability**

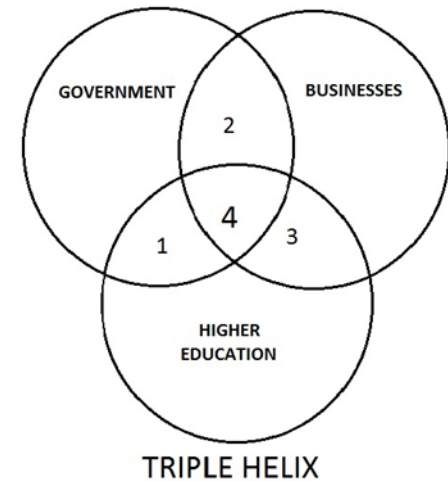


- **Increasing number of entrepreneurs: 1.000.000+**
- **Flexibilization of the labour market**
- **Entrepreneur or self-employed?**
- **1 in 6 entrepreneurs in financial difficulties**
- **Social benefits for entrepreneurs**
- **Not fish, but fishing rods**
- **Problems: economy, health, bad luck**
- **Root problems: lack of entrepreneurial skills and vision**



The Rotterdam Business Case: Approach

- **Focus on the problem**
- **Don't jump to solutions**
- **Co-creation / Partner approach**
- **Triple Helix: Government – Education – Entrepreneurs**
- **City – University Appl.Sciences – Former Entrepreneurs**



The Rotterdam Business Case: Approach

- **What is our goal?**
- **Increase income & economic sustainability**
- **What is/are the root cause(s) of the problems?**
- **Lack of business vision & lack of entrepreneurial skills**
- **How can we support the entrepreneurs?**
- **Government: financial support**
- **Business: entrepreneurial know how of retired people**
- **Education: practical support by students**



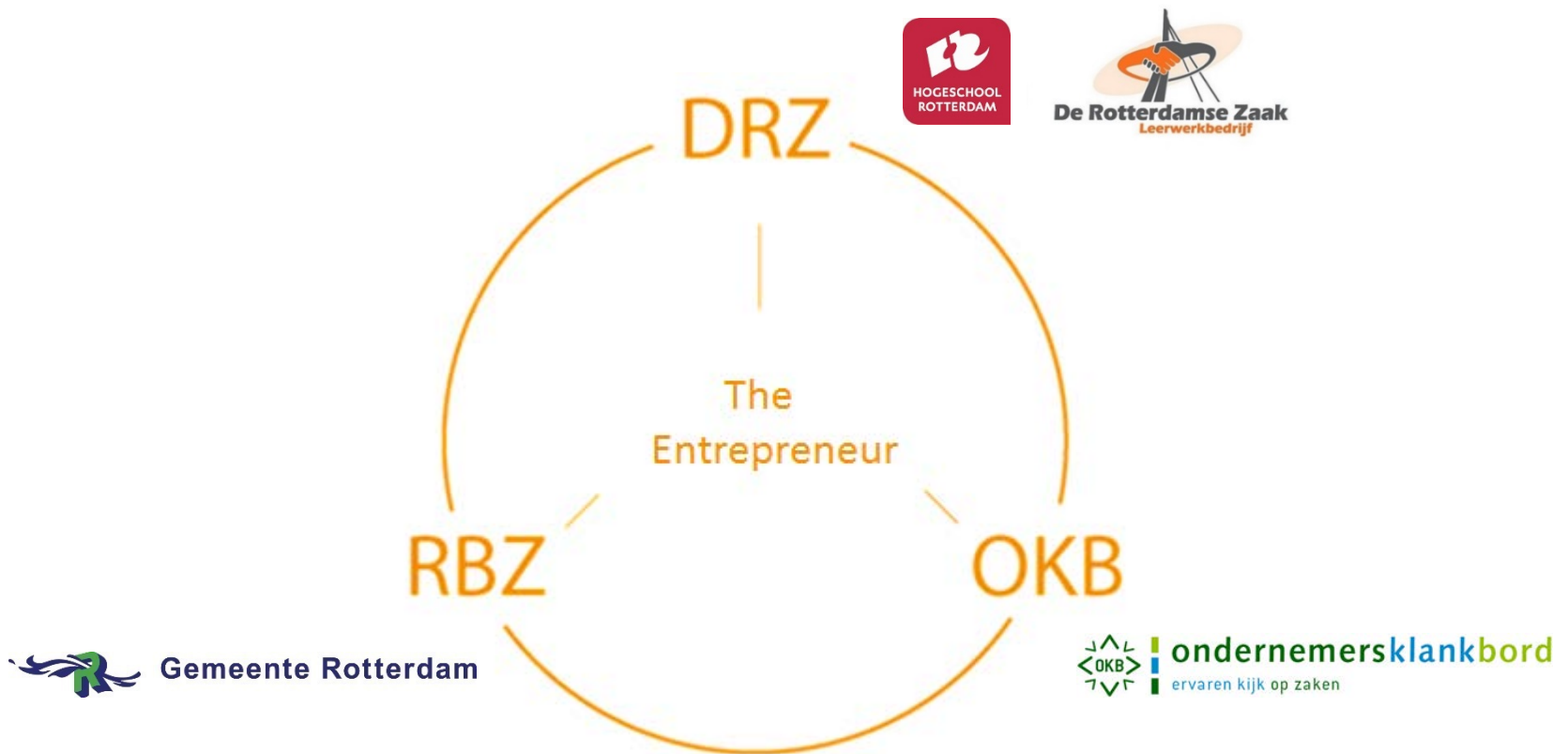
The Rotterdam Business Case

- **What did we do?**
- **We built a new concept**
- **Secret of the concept?**
- **Students + former entrepreneurs support entrepreneur**
- **Young + Old = Gold**



The Rotterdam Business Case: What do we do

Triangular cooperation



The Rotterdam Business Case: Who we are

- **Learning company University of Applied Sciences**
- **Lead by students**
- **12 interns / 4 peer coaches**
- **Business Economics, Commercial Economics, Small Business and Retail management, Accountancy**



The Rotterdam Business Case: Target Entrepreneurs

- **For which entrepreneurs?**
- **Entrepreneur is not able to pay for a commercial company**
- **Income around minimum living standards (€1.300 per month)**
- **Entrepreneur is doing business for more than 1.5 years**



The Rotterdam Business Case: Servicelines

Financial	Commercial	Fiscal
Organizing administration	Business plan	Income tax return
Credit / debt management	Acquisition plan	Sales tax return
Set up investment plans	Marketing plan	Objections/petitions
Compose financial reports - balance sheet - income statement	Increase brand awareness	
Cash flow analysis	Competitor analysis	
Overview of debt	Budget plan	



The Rotterdam Business Case: The process

- **Weekly briefing at Chamber of Commerce**
- **Information about possibilities support**
- **Short conversations with entrepreneurs**

- **Intake by senior coach and junior coach**
- **Problem analysis**
- **Plan of approach**

- **Practical support and guidance by junior coaches**
- **Coaching consults with senior coach**
- **Completion of project**





- **Dutch non-profit organization founded in 1980**
- **300 advisors / coaches**
- **Former entrepreneurs and managers**
- **Voluntary and independent**
- **Sponsors: Ministry Economic Affairs, banks, confederation of Netherlands Industry and Employers VNO-NCW, provinces and cities**





- **Former entrepreneurs and managers**
- **For existing and active entrepreneurs**
- **Personally and low threshold**
- **Professionally and independent**
- **Practical and solution orientated**
- **Soundboard, entrepreneur stays in the lead**
- **Half year period, entrepreneur pays a donation of €150**
- **2500 supported entrepreneurs in the Netherlands**



The Rotterdam Business Case: Results

- **2012 : Started in Rotterdam**
- **2013 - 2019 : aprox. 200 entrepreneurs every year, 1400+**
- **2015 : Start of National Foundation to scale up**
- **2016 - 2019: 6 new Business Cases in Netherlands**
- **2019 - 2022: Towards national coverage**
- **2018 : Start first Business Case in Finland**
- **2016 : Winner European Enterprise Promotion Award**
- **2019 : Winner Award Network of International Business Schools**



The Rotterdam Business Case: Questions



The Rotterdam Business Case: Lessons

- **Step 1. Build the concept**
- **Solution to an**
- **Existing problem**
- **That is big enough to be important**



The Rotterdam Business Case: Lessons

- **Step 2. Proof of concept**
- **Pilot**
- **Show results**
- **Invite decisionmakers / influencers to watch the concept**
- **Pilot: 40 entrepreneurs,**
- **costs 1.250 Euro per entrepreneur,**
- **50%+ success rate,**
- **return 150.000 Euro per saved entrepreneur**



- **Step 3. Grow the concept**
- **Set up a project**
- **Grow the numbers in your first business**
- **Build your organisation, processes, systems**
- **Project: 200 entrepreneurs a year, since 2012 total 1000+ entrepreneurs**



The Rotterdam Business Case: Lessons

- **Step 4. Show the concept & find support**
- **Give presentations at conferences**
- **Enter award competitions like EEPA, EPSA**
- **Build your network**
- **Share your knowledge**
- **Scientific research into results**
- **Find your supporters: Mayor, Secretary of State**



- **Step 5. Get lucky, if not make your own luck**
- **Push your product or in our case:**
- **Find someone who will support you to push it**
- **Foundation Instituut Gak offered us subsidy**
- **We started our own foundation to support other cities and regions to build their own business case**



- **Step 6. Show potential for growth**
- **2012: pilot Rotterdam 40 entrepreneurs**
- **2013 – now: project Rotterdam 200 entrepreneurs every year**
- **2015: subsidy granted**
- **2016 – now: 6 new Business Cases in the Netherlands**
- **2018: first project in Tampere, Finland**



- **Step 7. Explore the markets**
- **Give presentation at EPSA Conference**
- **Share your concept with potential partners**
- **Ask feedback at your concept**
- **Learn about new markets**
- **Build relationships with potential partners**



The Rotterdam Business Case: Participants

- **61% male en 39% female, 81% one person enterprise**
- **32% less than 2 years experience**
- **43% between 2 and 5 years experience**
- **25% more than 5 years experience**
- **Problems: 67% Financial / 29% Commerc. / 19% Fiscal**
- **Desires: 74% continue, 18% stop, 8% unsure**
- **Results: 56% continue, others decide to stop (with ass.)**
- **77% of people who continue are positive on future**
- **69% participants positive, 18% neutral, 13% negative**



For more information please contact:

Drs. Rob Gringhuis

Manager Back Office Income

City of Rotterdam

r.gringhuis@rotterdam.nl

Tel. 00 31 6 51 00 12 79

Postbus 1024

3000 BA Rotterdam

