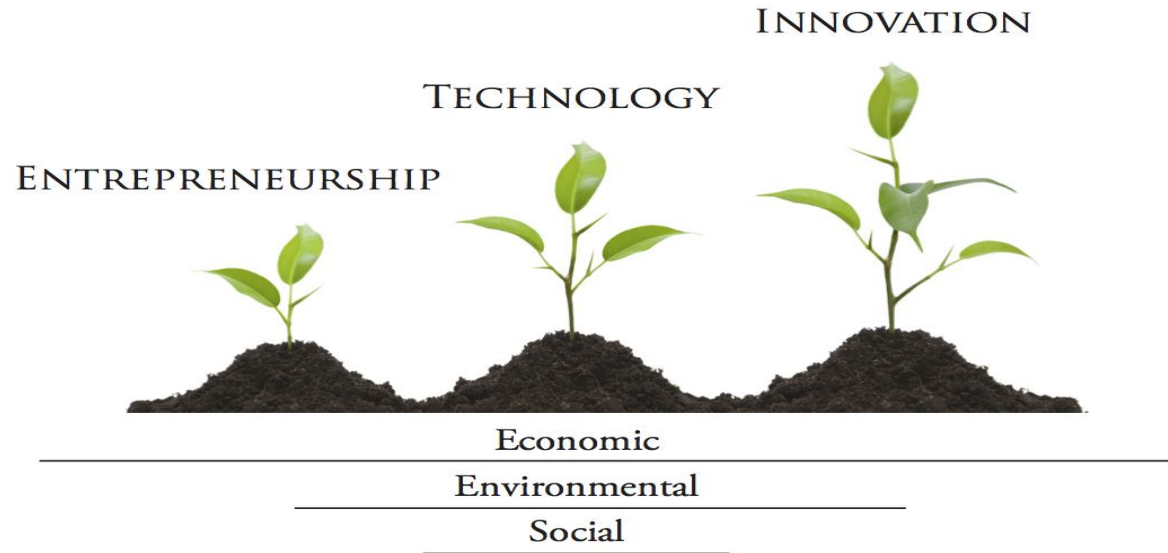




An-Najah National
University



Innovation and Entrepreneurship

Prepared By:

Yahya Saleh

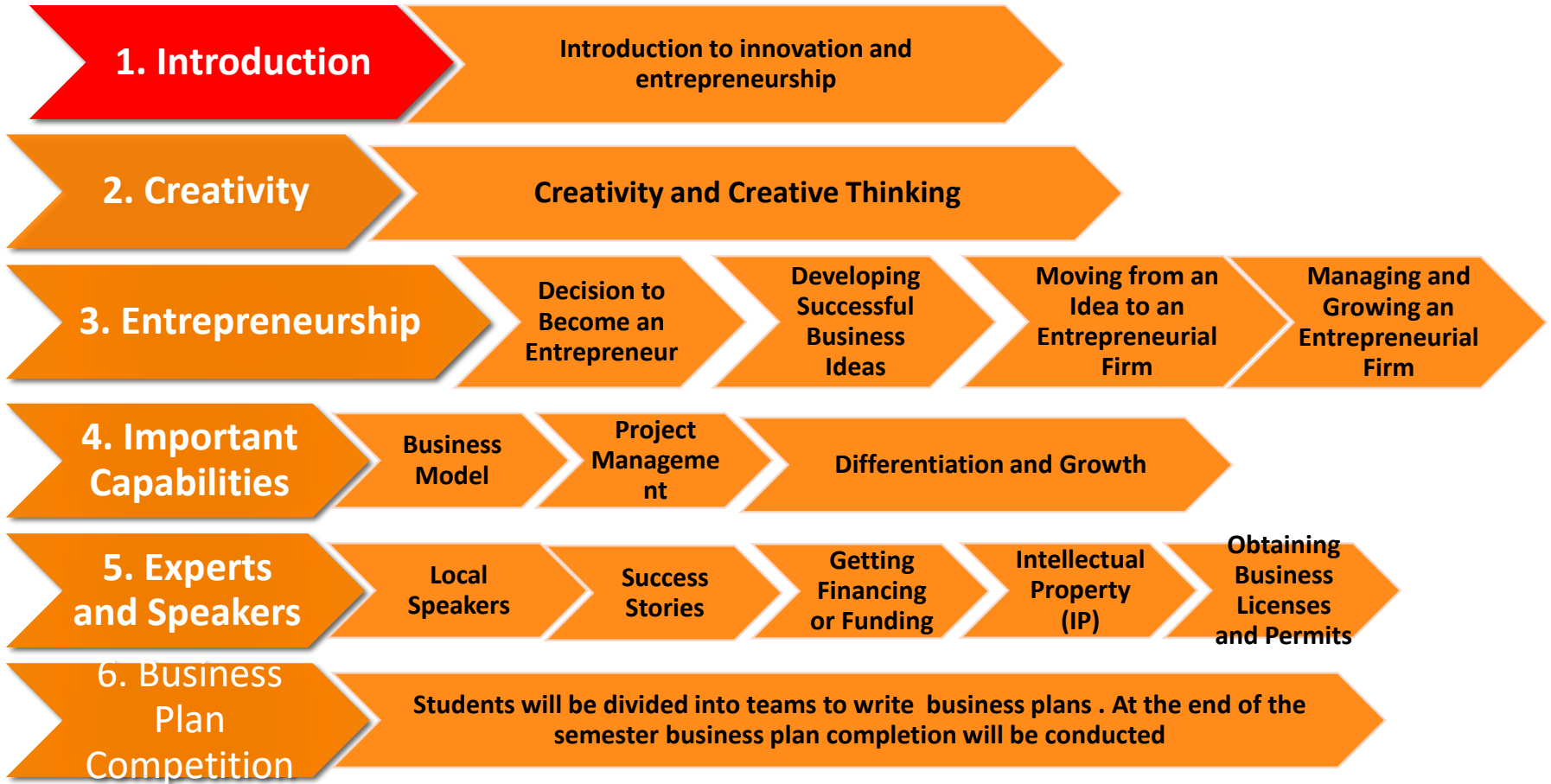
Suliman Duaifi

Maher Abu Baker

Mohammad J. Dweikat

Part 1: Introduction

COURSE CONTENT



Activity

Write down the answer of the following:



Something you would like to learn in this course

Something that makes you anxious (قلق) in this course

A basic rule that makes the course environment a friendly and respectful environment

**Identify and do a research for a good
business idea**

**Take the required steps to
establish your start-up
(proposed business)**

**Planning how to manage
your business from all sides**

**Management for the daily
activities and tasks of the
proposed business**

**Write a solid business plan
to guide your proposed
business**



Course Objectives

Entrepreneurial Culture

- Developing entrepreneurial culture in our university

Training and Capacity Building

- Developing students skills in planning and project management

Establishing Start-Ups

- Assisting interested students in the initial steps to establish their start-ups

Intended Outcomes

At the end of this course students should be able to :



Write a complete business plan



Learn the required knowledge and skills to establish and manage their proposed business



Develop the required communication skills to deal with suppliers , team work and other stakeholders

1. Introduction

Course Introduction

- Discussing the goals and objectives of the course
- Discussing the course content

2. Creativity and Innovation

Creativity

- Creativity and creative thinking

3. Entrepreneurship

Decision to Become an Entrepreneur

Chapter 1 :
Introduction to
Entrepreneurship

Developing Successful Business Ideas

Chapter 2: Recognizing opportunities and generating ideas

Chapter 3: Feasibility Analysis

Chapter 4: Developing effective business model

Chapter 5: Industry and competitor analysis

Chapter 6: Writing a business plan

Moving from an Idea to an Entrepreneurial Firm

Chapter 7: Preparing the proper ethical and legal foundation

Chapter 8: Assessing a new venture's financial strength and viability

Chapter 9: Building a new venture team

Chapter 10: Getting financing and funding

Managing and Growing an Entrepreneurial Firm

Chapter 11: Unique marketing issues

Chapter 12: The importance of intellectual property

Chapter 13: Preparing for and evaluating the challenges of growth

Chapter 14: Strategies for firm growth

Chapter 15: Franchising

4. Important Capabilities

Business Model

- Development of business model (BMC 9- building blocks)

Project Management

- Using PM to execute business plan

Differentiation and growth

- How to assist your proposed business to be different and grow

5. Experts and Speakers

Meeting / Recorded interview with a local entrepreneur or investor to talk about the challenges and opportunities in entrepreneurship

A recorded interview with an investor founded several regional investment programs to talk about ways to get financing

A recorded interview with a Director of Intellectual Property Office to discuss ways of protecting intellectual property

A recorded interview with government official to discuss legal requirements for establishing companies in Palestine

Recorded interviews with three entrepreneurs who have achieved successes at regional and global levels to talk about their entrepreneurship process

Recorded Interviews



Financing Start-ups



IPs for Start-ups



Legal requirements for
establishing new
companies



Story of MXD



Story of Ketap



Story of KindiSoft

6. Business Plan Competition

As a core part of the course, students will be divided into groups that will develop a business plan for a proposed business, drawing on the knowledge and skills they have acquired during the course.

Each team member will work on a specific part of the business plan (market, products and services, financial plan ...)

At the end of the course, each team will present a presentation on the proposed business and business plan (Pitching) to an arbitration committee that will select the best business plan

The winning business plans will have the opportunity to participate in any local, regional or/and global challenge or competition.

The Importance of the Business Plan

A **business plan** is a very **important** strategic tool for entrepreneurs. A good **business plan** not only helps entrepreneurs to **focus on the specific steps** necessary for their to make **business** ideas succeed, **but it also helps them to achieve both their short-term and long-term objectives.**

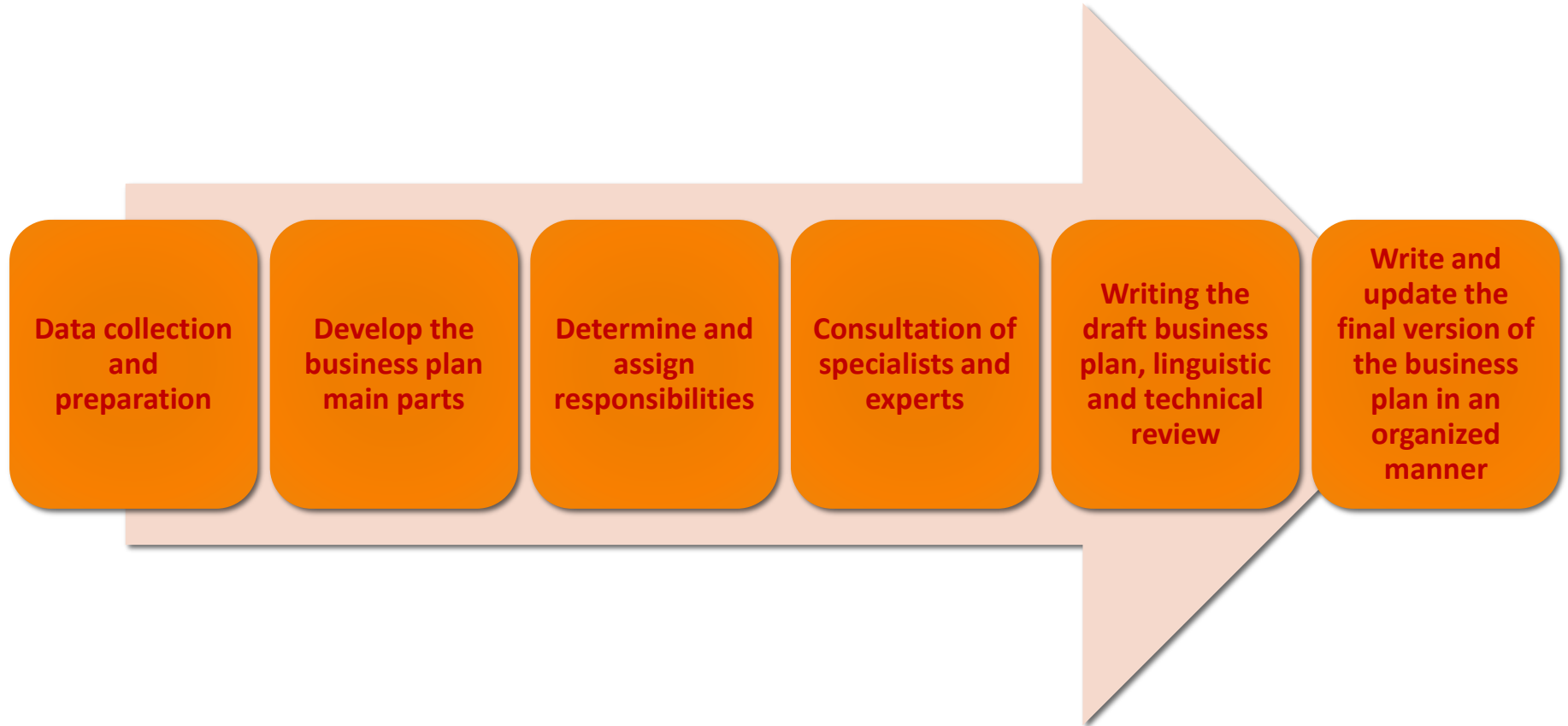
Objectives of preparing a business plan:

The Business Plan outlines what **needs** to be achieved , how **resources** are utilized to achieve the desired objectives and helps to **control** the business through **measuring the performance** clearly and accurately

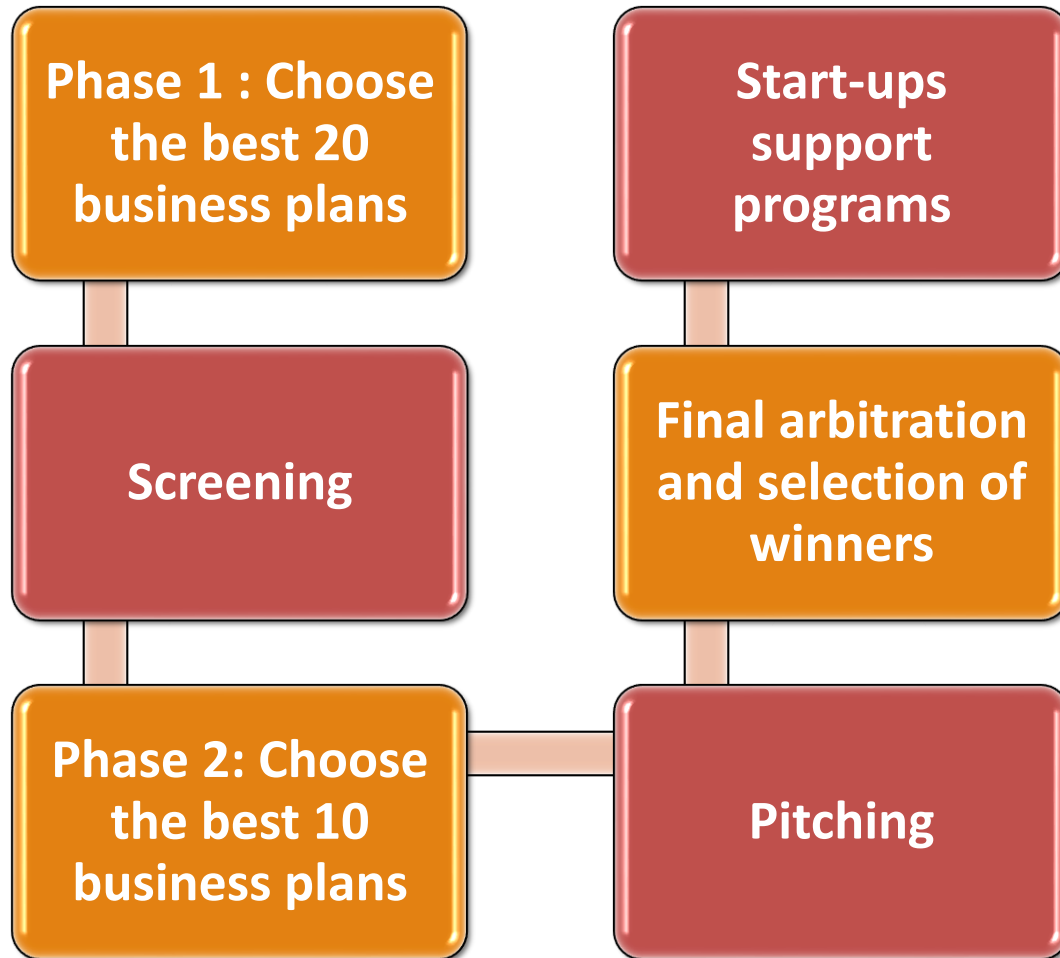
The Business Plan helps to determine the **startup cost need** from any external financing or investment sources. The business plan is considered an important document for the **project lender** to evaluate the project and make the appropriate decision to **reject or accept** or propose certain amendments.

The business plan also helps **identify customers, target market, service or product pricing, and the competitive environment** that will be dealt with in order to succeed. Proper methods of preparing a business plan can lead to the discovery of a **competitive edge**, new opportunities or weaknesses in work.

Business Plan Development Process:



Business Plan Competition



Arbitration (تحكيم) criteria

Targeting regional or global markets

Creativity and innovation in products and services

Team management and execution capabilities

Business plan preparation

Pitching

Proverbs

(ايفي جونز). الفشل في التخطيط هو التخطيط للفشل

Failure to plan is planning for failure

(جورج اليوت). ليس الوقت متأخرا أبدا على عمل ما نويت عمله

“It’s Never Too Late to Be What You Might Have Been.” —George Eliot

لا تذهب حيث يسير بك الدرب بل اذهب حيث لا يوجد درب واترك أثرا خلفك . (رالف والدو امرسون)

Do not go where the path may lead, go instead where there is no path and leave a trail.

(بيفرلي سيلز). قد تشعر بخيبة الأمل إن فشلت لكنك حتما ستختفي إن لم تحاول أصلا

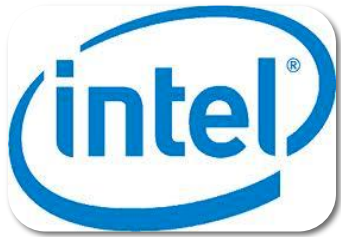
You may be disappointed if you fail, but you are doomed if you don’t try.

(آن باكستر). لم أكن خائفا يوما من الفشل ففي كل مرة يخرج شيء جيد من الفشل

I was never afraid of failure. Every time a good thing comes out of failure

ICT

Entrepreneurs Change the world



1960s
• 82,000
• \$43B

— روبرت نويس
غوردون مور



1970s
• 89,000
• \$62B

بيل غيتس



1970s
• 49,000
• \$65B

ستيف جوبس



1970s
• 105,000
• \$26B

لاري أليسون



1990s
• 26,000
• \$29B

— سيرجي برين
لاري بايج

Number of employees 2010
Sales in billion of \$ 2010

Palestinian Entrepreneurs



1930s
 • 6,000
 • \$1,760M

1950s
 • 6,000

1960s
 • 3,000
 • \$200M

1970s
 • 6,000
 • \$730M

1980s
 • 9,000
 • \$610M

Number of
Emp. 2010
Sales in
millions 2010

عبد الحميد
شومان

إيليا نفل

ميشيل صايغ

سميح دروزة

فادي غندور

There is an urgent **need** for the **next generation** of Palestinian entrepreneurs who will **create jobs** and **export their products and services** to the regional and global markets.

Cases Study



Study and develop business model



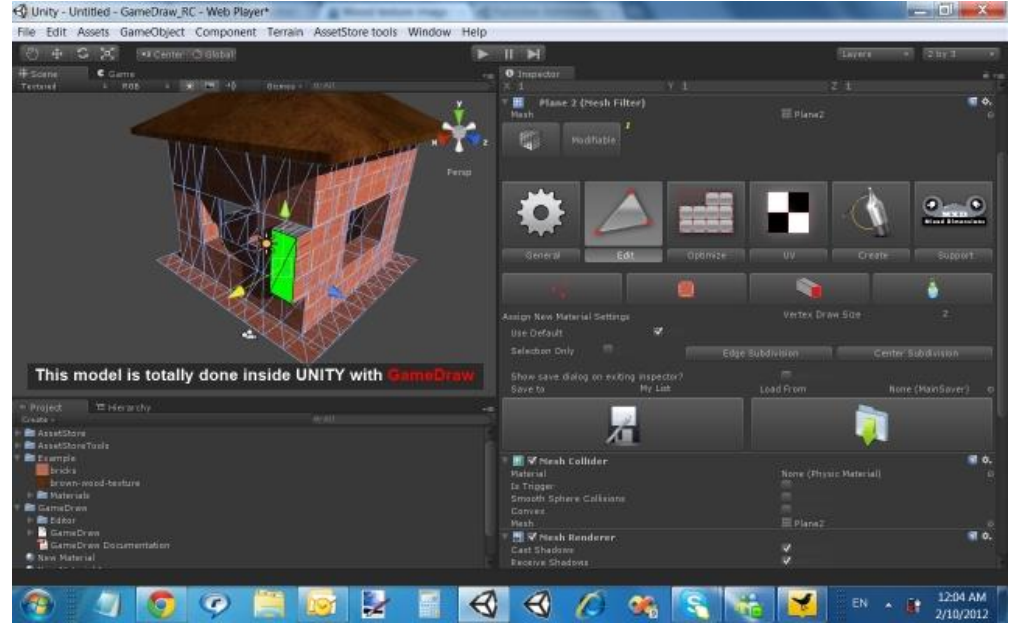
Focus on innovation and continuous improvement



Targeting global markets

تقوم شركة MXD بتوفير
التكنولوجيا والأدوات اللازمة
لمطوري الألعاب و التطبيقات
التفاعلية على الإنترنت والهاتف
المحمول .

قدرات MXD تشمل أيضا القدرة
على تقديم خدمات متخصصة في
التصميم التفاعلي للصناعات في
الهندسة المعمارية، والعسكرية،
والصحة، والتعليم ووسائل الإعلام،
بالإضافة الى تطوير الألعاب
والتطبيقات من نقطة الصفر
لعملائهم .



تعد شركة كتاب للتكنولوجيا من الشركات العالمية في ابتكار تقنيات تفاعل الانسان و الحاسوب و تحسين التواصل فيما بينهم وذلك بتسخير اخر ما تم التوصل اليه من تقنيات المكونات الصلبة (العتاد) والبرمجيات و الحوسبة السحابية.

انحدرت كتاب للتكنولوجيا من الابداع والتميز نهجها باعترافه المحرك الدافع لابتكار و تصميم منتجاتها على البساطة في التصميم والسهولة في الاستخدام.

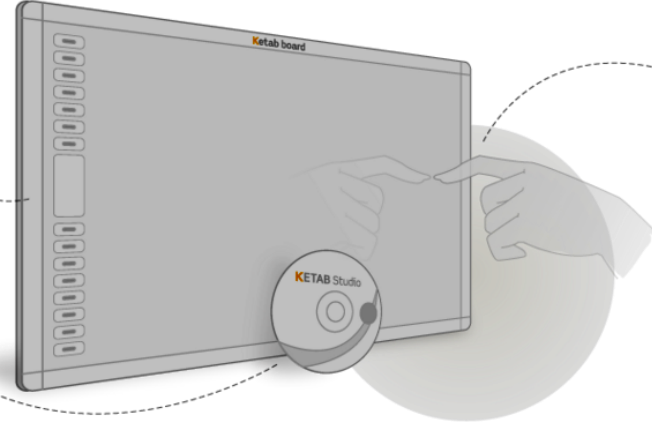
منتجات كتاب للمدارس هي سلسلة الحلول التفاعلية التي تستهدف قطاع التعليم المدرسي بدءا من مرحلة رياض الاطفال صممت كتاب وحتى الصف الثاني عشر منتجاتها لتلبي الاحتياجات المتنامية للمعلمين، من اجل اعداد الجيل القادم بمهارات ومعارف القرن الحادي والعشرين.

Ketab Board™
The most durable surface in the world

An interactive whiteboard with no wires or electronic components inside!

Ketab Studio™
Every starter's choice, every teacher's favorite

A fully featured application software solution and authoring tool.



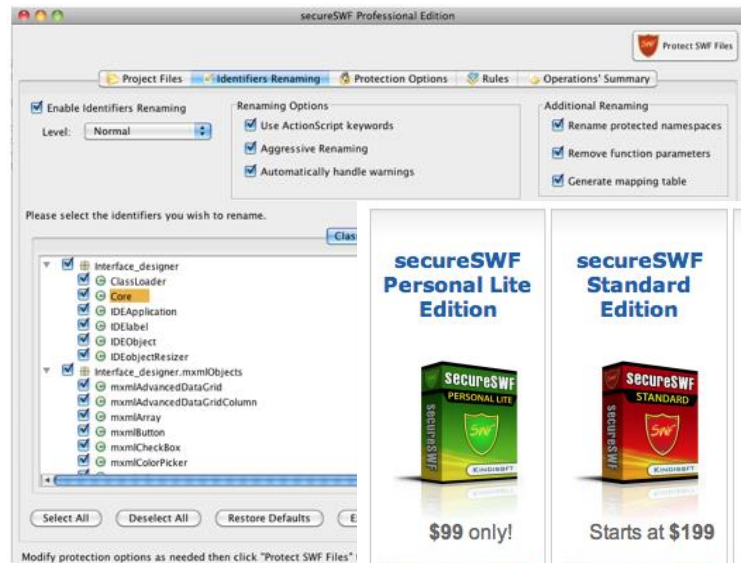
Ketab Touch™
Move the world with your finger

More freedom and unlimited possibilities when using your finger tips to navigate all Engage™ interactive services.



شركة Kindi هي أول وأكبر شركة عالمية متخصصة في مجال حماية برامج الفلاش، و تتمتع الشركة بمكانة مرموقة على الساحة الدولية، خاصة وأن منظومتها البرمجية SecureSWF باتت تشكل الركيزة الأساسية لحماية برامج ومنتجات الشركات العاملة في مجال الفلاش كما هو الحال بالنسبة لشركة أدوبي وشركة سوني وغيرها فضلا عن قاعدة عملائها التي تمتد لتشمل آلاف الشركات من مختلف دول العالم.

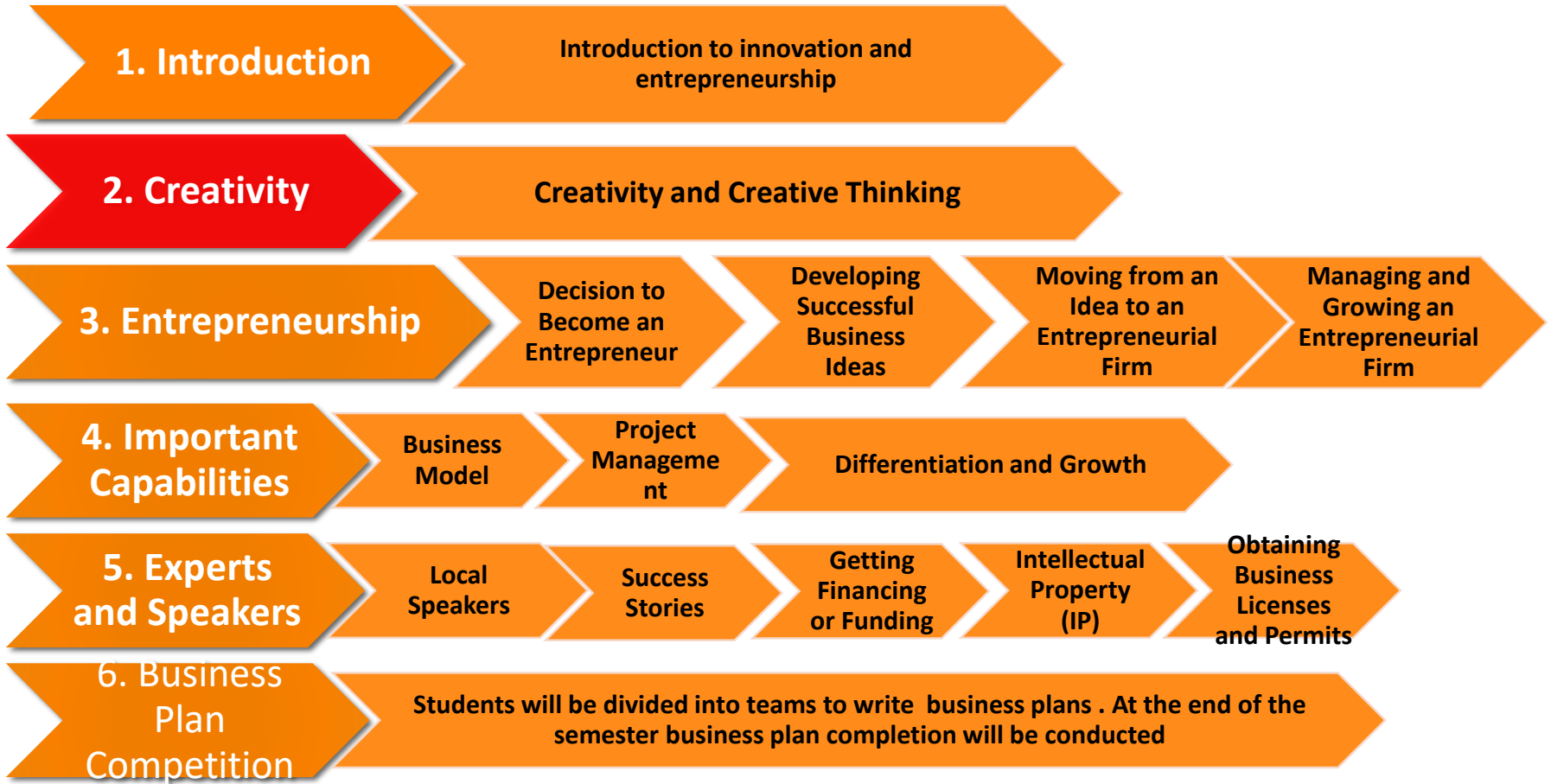
KINDI
SOFTWARE



| | | |
|--|--|--|
| <p>secureSWF Personal Lite Edition</p>  <p>\$99 only!</p> <p>View Details</p> | <p>secureSWF Standard Edition</p>  <p>Starts at \$199</p> <p>View Details</p> | <p>secureSWF Professional Edition</p>  <p>Starts at \$399</p> <p>View Details</p> |
|--|--|--|



COURSE CONTENT



Introduction to Creativity and Creative Thinking

Overview

- **Definition of Creativity**
- **Characteristics of Creative People**
- **10 Ways to Stimulate Your Creative Spirit**
- **Idea Banking and Management**
- **Creative Thinking Tools**
- **Examples of Successful Ideas**

What is Creativity?

Creativity is the process by which individuals or groups generate or conceive new ideas, or adapt existing concepts into new principles

Creativity is also an attitude & an ability

Creativity can be learnt

Therefore ...

Everyone can be creative; some people just display and apply it more than others

Ability to Generate Original Ideas

- **Age 5 and younger** **90% originality**
- **Age 7** **20% originality**
- **Adults** **2% originality**



The Reality.....

- ❑ Creativity Is Not Exclusively for 'Elite' People
- ❑ It Can be Developed in All Persons
- ❑ Creativity is a Personal Problem-solving Process of a Non-routine Kind
- ❑ It Can be Learned, Practiced & Successfully Applied by all – in Every Walk of Life

Creativity

“There is no doubt that creativity is the most important human resource of all. Without creativity there would be no progress, and we would be forever repeating the same patterns”

(Edward de Bono).

The Creative Process

Preparation

Collecting background information & Focusing on the problem or opportunity



Incubation

After reviewing and processing information you sleep on it!



Illumination

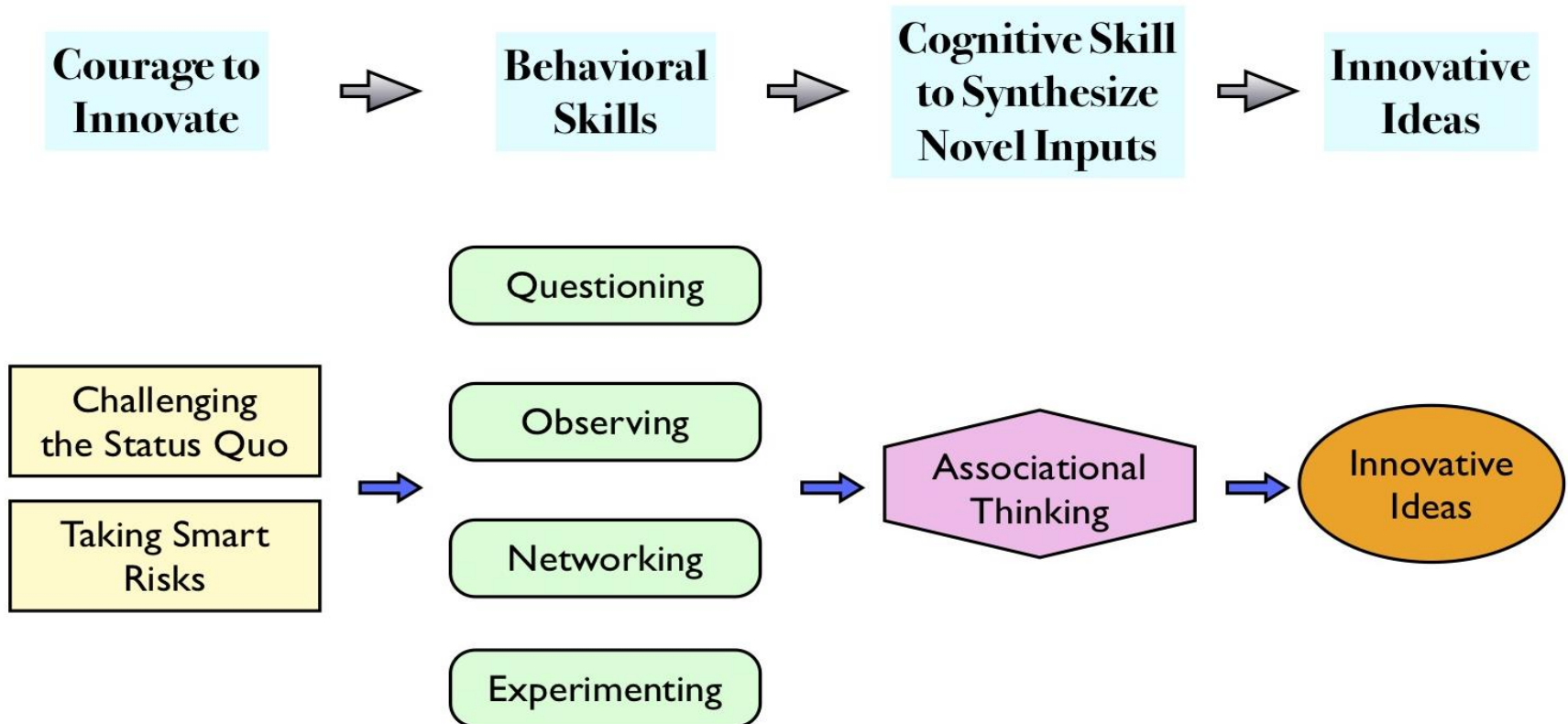
Often when least expected an idea will flash into your mind. Eureka!



Implementation/Verification

Develop a plan to implement the idea and test.

The Innovator's DNA that Generates New Ideas



Based on: *The Innovator's DNA*, page 27

<http://strategicorganizationdesign.com/the-innovator%E2%80%99s-dna-disruptive-research-disruptive-writing>

Creative Thinking

ANCHOR BUGGY Co.
WHOLESALE
CARRIAGE MANUFACTURERS,
CINCINNATI, OHIO.

THE BEST BUGGIES MANUFACTURED BY



WRITE FOR SPECIAL PRICES.

YOU SEE MY WIFE, BUT
WHERE IS MY MOTHER-IN-LAW?
FIND BOTH ON THIS SIDE.



Creative Thinking

Look at the chart and say the COLOUR not the word

| | | |
|---------------|---------------|---------------|
| YELLOW | BLUE | ORANGE |
| BLACK | RED | GREEN |
| PURPLE | YELLOW | RED |
| ORANGE | GREEN | BLACK |
| BLUE | RED | PURPLE |
| GREEN | BLUE | ORANGE |

Left – Right Conflict

Your right brain tries to say the colour but your left brain insists on reading the word.

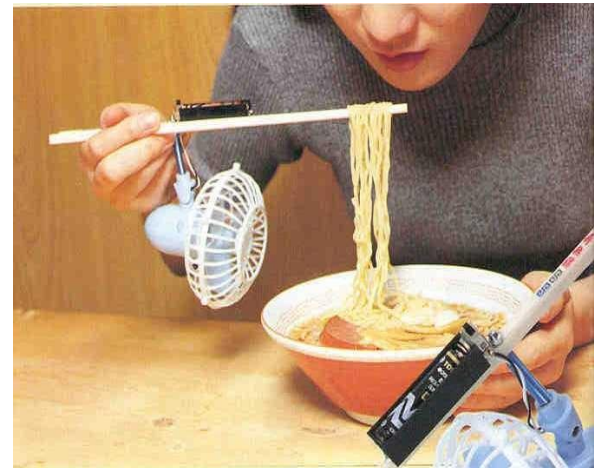
Examples of Successful Ideas



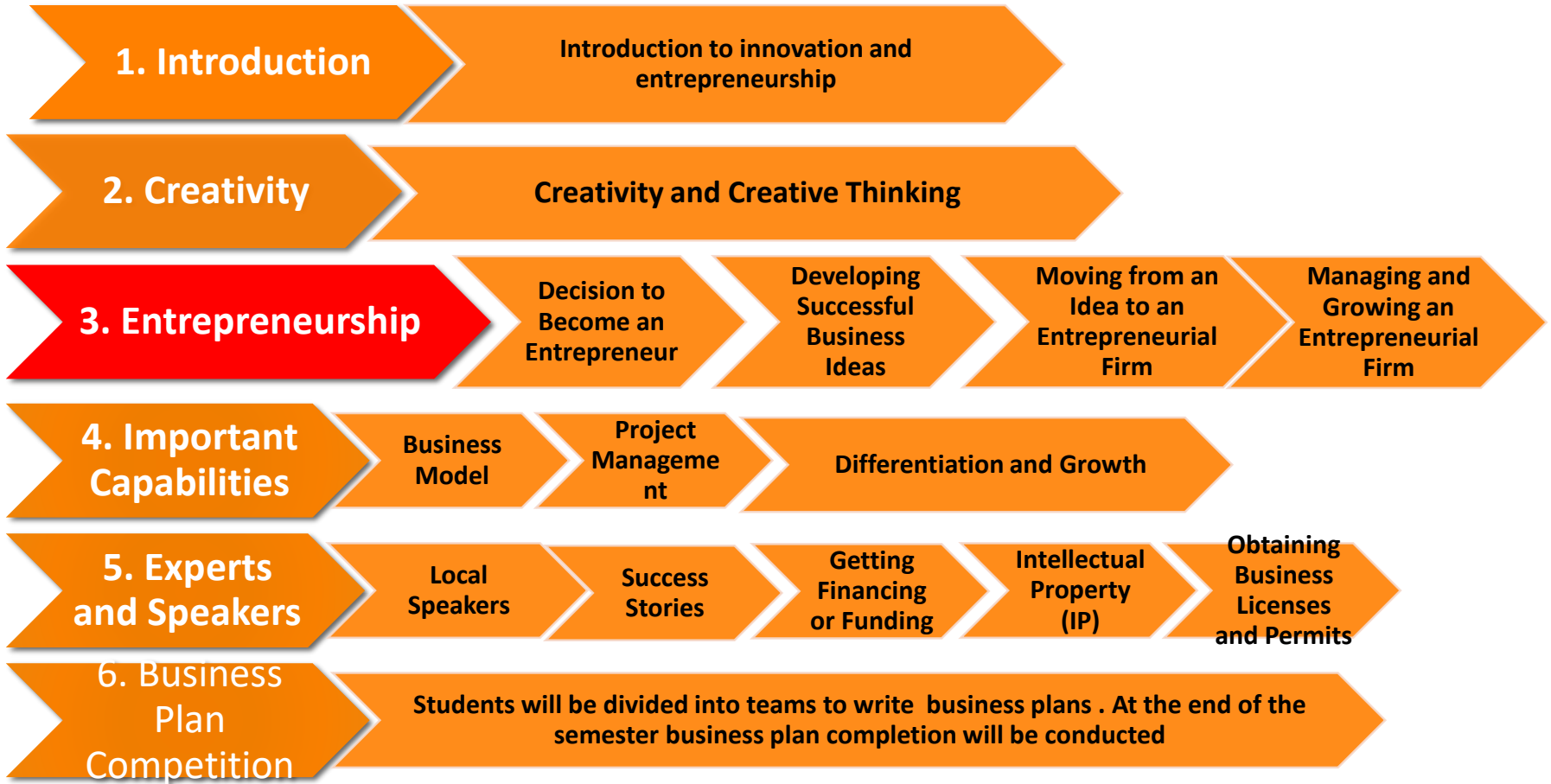
| Innovation | Source |
|----------------|---|
| Pneumatic tyre | John Dunlop – Veterinarian |
| Ballpoint pen | Lazlo Biro – Sculptor |
| Photocopying | Chestor Carlson - Lawyer |
| Post –It Notes | Art Fry - Failed glue at 3M |
| Velcro | George de Mestral - Observation in nature |
| Scotchguard | Patsy Sherman – Spill in the laboratory |
| Penicillin | Accident in the lab |



...and not so successful ideas!



COURSE CONTENT



Chapter 1

Entrepreneurship

Decision to Become an Entrepreneur



نصيحة من أغنى رجل في الصين

"jack ma" والذي **ثروته** تقدر بـ 39 مليار دولار - يقول : لو وضعت نقود وموز أمام القرود ؟؟ فان القرود ستختار الموز ، لأنهم لا يعرفون أن **النقود** تشتري موزا أكثر! ولو عملت نفس الشيء مع أغلب الناس وخيرتهم بين مشروع وبين مرتب شهري في وظيفة لاختار **الأغلبية** الوظيفة الشهرية، لأنهم لا يعرفون أن المشاريع تجلب نقودا أكثر من المرتب الشهري وتغير **الحياة** تماما .. من الأشياء التي تجعل الناس فقراء، هي أنهم لم يتعلموا أن يروا الفرص التي تأتي من المشاريع. لأنه طوال عمرهم وهم يتعلمون في **المدارس** أن العمل دائما يكون من أجل الوظيفة الشهرية، وتعلموا أنهم بدلا من أن يعملوا لأنفسهم **سيعملون** لدى الغير !! .. من الافضل ان نلوم نظام التعليم لأنه علم الناس أن يكونوا فقراء تابعين لغيرهم في الوظائف بدلا من أن **يتعلموا** كيف يكونوا اصحاب مشاريع .!



Defining the terms "Entrepreneurship" and "Entrepreneur"

Entrepreneurship versus employment



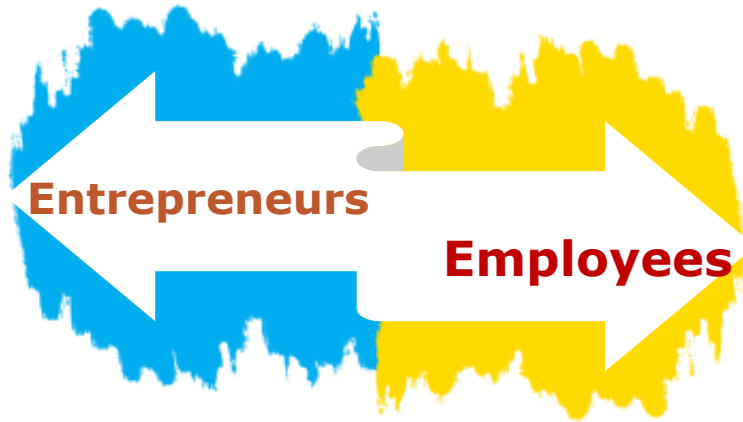
Characteristics of Entrepreneur

Identify misconceptions related to entrepreneurship



Characteristics and skills needed to be a successful entrepreneur

Content



- **Characteristics**
- **Capabilities**
- **Traits (سمات) and Features**

Entrepreneur

Entrepreneurship

Misconceptions
related to
entrepreneurship

EMPLOYEE VS ENTREPRENEUR

EMPLOYEE



VS

ENTREPRENEUR



WORK

"Something to get away from"



SERIOUS EFFORT

"Something to do for a short period of time"



WORK

"Something to be excited about"



SERIOUS EFFORT

"Something to do all the time"



SUPPORT

"Something they deserve"



INCOME

"Something to be received immediately"



SUPPORT

"Something they create"



INCOME

"Something to be earned later"

Entrepreneur Vs Employee

- ❄ Lanches his/her own business
- ❄ Determines his/her income and interests by himself/herself
- ❄ Enjoy complete freedom
- ❄ Determines his/her schedule by himself
- ❄ Is directly responsible for the success or failure of the business



Entrepreneur Vs Employee

- Depending on others, he/she must follow instruction from his/here superiors – annoyingly!
- Employee have a fixed annual income
- Working within working hours determined by the employer
- Adheres to a work schedule determined by the employer
- Not directly responsible for the success or failure of the work / project



In what ways is an entrepreneur who just launched a restaurant different from someone who just took a job as the general manager of a restaurant owned by a major restaurant chain?

The person who just launched a restaurant is bringing a new product or service to market, and is assuming the risk associated with doing that.

The person who just took a job as the general manager of a restaurant isn't bringing something new to market. Although the person is assuming employment risk, he/she isn't assuming the risk of owning a business.

Entrepreneur and Entrepreneurship ?

Entrepreneur :

is an individual who, rather than working as an employee, founds and runs a small business, assuming all the risks and rewards of the venture. The entrepreneur is commonly seen as an innovator, a source of new ideas, goods, services and business/or procedures.



Entrepreneurship :

The capacity and willingness to develop, organize and manage a business venture (مغامرة) along with any of its risks in order to make a profit.



Introduction to Entrepreneurship

There is tremendous interest in entrepreneurship in the U.S. and around the world.

According to the 2013 GEM study, **12.7% of Americans are actively engaged in starting a business** or are the owner/manager of a business that is less than three years old.

Indications of Increased Interest in Entrepreneurship

Books

- Amazon.com lists over 36,900 books dealing with entrepreneurship and 89,900 focused on small business.

College Courses

- In 1985, there were about 250 entrepreneurship courses offered across all colleges in the United States.
- Today, more than 2,000 colleges and universities in the United States (which is about two-thirds of the total) offer at least one course in entrepreneurship.

What is Entrepreneurship?

Academic Definition (Stevenson & Jarillo)

- Entrepreneurship is the process by which individuals pursue (يلاحق) opportunities without regard to resources they currently control.

Venture Capitalist (Fred Wilson)

- **Entrepreneurship is the art of turning an idea into a business.**

Explanation of What Entrepreneurs Do

- Entrepreneurs assemble and then integrate all the resources needed – the money, the people, the business model, the strategy – to transform an **invention or an idea into a viable business.**

Corporate Entrepreneurship

Corporate Entrepreneurship

- Is the conceptualization of entrepreneurship at the firm level.
- All firms fall along a conceptual continuum that ranges from highly conservative to highly entrepreneurial.
- The position of a firm on this continuum is referred to as its entrepreneurial intensity.

Corporate Entrepreneurship

Entrepreneurial

Firms

- Proactive (إستباقي)
- Innovative
- Risk taking

Conservative Firms

- Take a more “wait and see” posture
- Less innovative
- Risk averse (تجنب المخاطر)

Why Become an Entrepreneur?

The three primary reasons that people become entrepreneurs and start their own firms



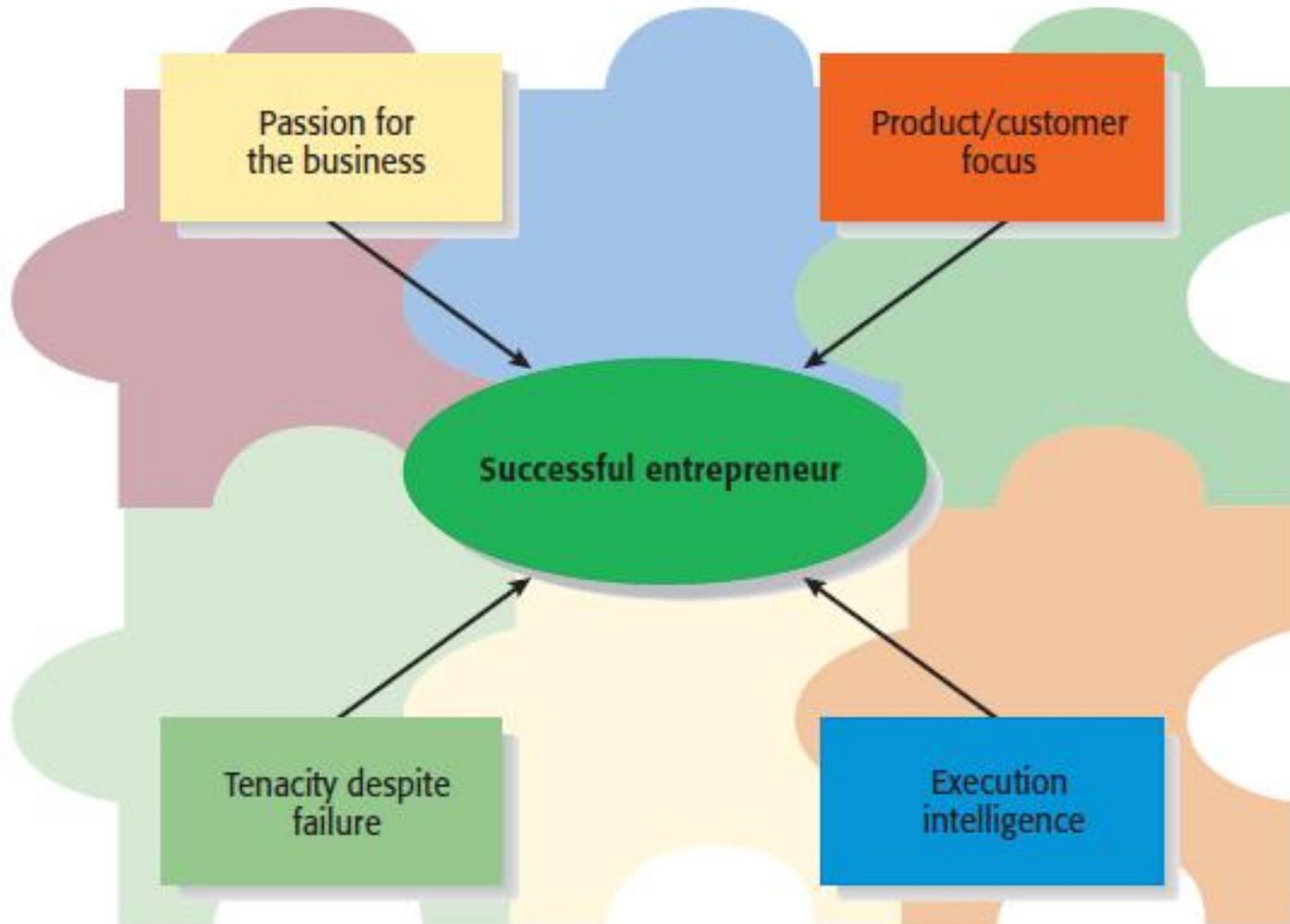
Desire to be their own boss

Desire to pursue their own ideas

Financial rewards

Characteristics of Successful Entrepreneurs

Four Primary Characteristics



Characteristics of Successful Entrepreneurs

2 of 3

Passion (شغف) for the Business

- The number one characteristic shared by successful entrepreneurs is a passion for the business.
- This passion typically stems from the entrepreneur's belief that the business will positively influence people's lives.

Product/Customer Focus

- A second defining characteristic of successful entrepreneurs is a product/customer focus.
- An entrepreneur's keen focus on products and customers typically stems from the fact that most entrepreneurs are, at heart, craftspeople.

Characteristics of Successful Entrepreneurs

Tenacity (عناد) Despite Failure

- Because entrepreneurs are typically trying something new, the failure rate is naturally high.
- A defining characteristic for successful entrepreneurs is their ability to persevere through setbacks and failures.

Execution Intelligence (الذكاء التنفيذي)

- The ability to fashion a solid business idea into a viable business is a key characteristic of successful entrepreneurs.

Common Myths (أساطير) About Entrepreneurs

Myth 1: **Entrepreneurs Are Born, Not Made**

- This myth is based on the mistaken belief that some people are **genetically** predisposed to be entrepreneurs.
- The consensus of many studies is that no one is “born” to be an entrepreneur; **everyone has the potential to become one.**
- Whether someone does or doesn't become an entrepreneur is a function of their **environment, life experiences, and personal choices.**

Common Myths About Entrepreneurs

Although no one is “born” to be an entrepreneur, there are common traits (سمات) and characteristics of successful entrepreneurs

- A moderate risk taker
- Persuasive
- Promoter
- Resource assembler/leverager
- Creative
- Self-starter
- Tenacious - عنيد
- Tolerant of ambiguity (غموض)
- Visionary

- Optimistic disposition ((التصرف بتفاؤل))
- A networker
- Achievement motivated
- Alert to opportunities
- Self-confident
- Decisive
- Energetic
- A strong work ethic
- Lengthy attention span

Common Myths About Entrepreneurs

Myth 2: **Entrepreneurs Are Gamblers**

- Most entrepreneurs are moderate risk takers.
- The idea that entrepreneurs are gamblers originates from two sources:
 - Entrepreneurs typically have jobs that are less structured, and so they face a more uncertain set of possibilities than people in traditional jobs.
 - Many entrepreneurs have a strong need to achieve and set challenging goals, a behavior that is often equated with risk taking.

Common Myths About Entrepreneurs

4 of 7

Myth 3: **Entrepreneurs Are Motivated Primarily by Money**

- While it is naïve to think that entrepreneurs don't seek financial rewards, money is rarely the reason entrepreneurs start new firms.
- In fact, some entrepreneurs warn that the pursuit (سعي) of money can be distracting (تشنيت).

Common Myths About Entrepreneurs

5 of 7

Myth 4: **Entrepreneurs Should Be Young and Energetic**

- Entrepreneurial activity is fairly easily spread out over age ranges.
- While it is important to be **energetic**, investors often cite the strength of the entrepreneur as their most important criteria in making investment decisions.
 - What makes an entrepreneur “strong” in the **eyes of an investor** is experience, maturity, a solid reputation, and a track record of success.
 - These criteria favor older rather than younger entrepreneurs.

Common Myths About Entrepreneurs

TABLE 1.4 Age Distribution of Business Owners

| Age | Percentage of Business Owners |
|-------|-------------------------------|
| 18-29 | 17.5 |
| 30-39 | 25 |
| 40-49 | 24 |
| 50-59 | 21 |
| 60+ | 12.5 |

Source: The Kauffman Foundation and LegalZoom 2102 Startup Environment Index, The Ewing Marion Kauffman Foundation, February 2013. The numbers are based on a survey of 1,431 individuals who formed a business through LegalZoom in 2012.

Common Myths About Entrepreneurs

Myth 5: **Entrepreneurs Love the Spotlight**

- While some entrepreneurs are flamboyant (لامعين), the vast majority of them do not attract public attention.
- As evidence of this, consider the following question: “How many entrepreneurs could you name?”
 - Most of us could come up with Jeff Bezos of Amazon.com, Mark Zuckerberg of Facebook, Steve Jobs of Apple, and maybe Larry Page and Sergey Brin of Google.
 - But few could name the founders of Twitter, YouTube, Netflix, or DIRECTV, even though we frequently use those firms’ services.

Economic Impact of Entrepreneurial Firms

Innovation

- Is the process of creating something new, which is central to the entrepreneurial process.
- Small innovative firms are 16 times more productive than larger innovative firms in terms of patents per employee.

Job Creation

- Small businesses create a substantial number of net new jobs in the United States.
- Firms with 500 or fewer employees create 65% of new jobs on an annual basis.

Entrepreneurial Firms' Impact on Society and Larger Firms

Impact on Society

- The innovations of entrepreneurial firms have a dramatic impact on society.
- Think of all the new products and services that make our lives easier, enhance our productivity at work, improve our health, and entertain us in new ways.

Impact on Larger Firms

- Many entrepreneurial firms have built their entire business models around producing products and services that help larger firms become **more efficient and effective.**

Why Entrepreneurship is a top Priority for Palestine?

since **human resources** is the only and **unique capital**.

Palestinians economy is struggling to succeed with especially **among fresh graduated students**.

Worldwide entrepreneurship is considered one of the promising solution for this problem.

It offers the opportunity to **create large number of jobs within few years**.

This will leads to **economic sustainable development and growth**.

opportunities and challenges that encounter entrepreneurship in Palestine :

Creating a startup in Palestine is not easy task. Key success ingredients that are either lacking or difficult to find.

Opportunities:

- Market needs, ideas and proposition to fill them
- Motivated entrepreneurs
- Political readiness to support
- Capital needed to get them on the right track.

Challenges:

- Right mindset
- Right capabilities
- Good ideas
- Mentorship and guidance
- Support for strategy, business model, technology, and product development
- Clients, industry, service providers, and investors relationships
- seed stage capital and investor awareness
- and many other issues

Yet, we believe that Palestine possesses many of the key factors to success.

Misconceptions related to entrepreneurship

What is Not needed to be an Entrepreneur:

University degree or any educational achievement

Unique Idea

Be the first to produce a particular product or provide certain services

Ability to do everything yourself



Huge amount of money

Purchase office / equipment

Experience in business administration and projects

Be within a specific age category

Why Do People Become Entrepreneurs ?

Create a job for yourself and job opportunities for others

Set your own goals and criteria

**Be Their Own Boss
Pursue Their Own Ideas
Realize Financial Goals**



**Determine your own salary:
Potential earning opportunities
are unlimited**

Freedom to do something you enjoy

An opportunity for personal achievement and growth

Characteristics of successful entrepreneurs:

Self-starter

A moderate risk taker

Persuasive

Promoter

Resource assembler/leverager

Tenacious

A networker

Energetic

Creative

Tolerant of ambiguity

Achievement motivated

A strong work ethic

Self-confident

Optimistic disposition

Alert to opportunities

Lengthy attention span

Decisive



Entrepreneurs Capabilities:

To succeed as an entrepreneur you should be able to:



- Ability to deal with doubt and uncertainty
- Negotiating and influencing others
- Recognizing problems and the ability to solve them
- Innovation and initiative
- Ability to take calculated risk when needed
- Assess possible opportunities
- Setting quality standards
- Setting goals and ability to achieve them

THE EMPRETEC MODEL

Personal Entrepreneurial Competencies

Research by McClelland and McBer, has identified **14 personal entrepreneurial competencies** (PECs) which appear to characterize the behavior of successful entrepreneurs.

The study, conducted in India, Ecuador and Malawi, also found that these PECs transcended culture (تجاوزت الثقافات), country and continent (قارة). These competencies can be grouped into 3 main clusters and the EMPRETEC model has merged some of these competencies to derive 10 PECs.

Achievement Cluster

I. Opportunity Seeking and Initiative

- Does things before asked or forced to by events
- Acts to extend the business into new areas, products or services
- Seizes unusual opportunities to start a new business, obtain financing, equipment, land work space or assistance

II. Risk Taking

- Deliberately calculates risks and evaluates alternatives
- Takes action to reduce risks or control outcomes
- Places self in situations involving a challenge or moderate risk

III. Demand for Efficiency and Quality

- Finds ways to do things better, faster, or cheaper
- Acts to do things that meet or exceed standards of excellence
- Develops or uses procedures to ensure work is completed on time or that work meets agreed upon standards of quality

Achievement Cluster

IV. Persistence

- Takes action in the face of a significant obstacle
- Takes repeated actions or switches to an alternative strategy to meet a challenge or overcome an obstacle
- Takes personal responsibility for the performance necessary to achieve goals and objectives

V. Commitment to the Work Contract

- Makes a personal sacrifice or expends extraordinary effort to complete a job
- Pitches in with workers or in their place to get a job done
- Strives to keep customers satisfied and places long term good will over short term gain