



Global Advanced Research Journal of Management and Business Studies (ISSN: 2315-5086) Vol. 3(11) pp. 506-518, November, 2014
 Available online <http://garj.org/garjmbs/index.htm>
 Copyright © 2014 Global Advanced Research Journals

Full Length Research Paper

Selection of projects of future contractors by the Tunisians organizations of accompaniment

Mighri Zouhayer^{1*}, Jerbi Basma², Jarboui Anis³

¹PhD student in Finance and Accounting Methods, Laboratory RTIGE, University of Sfax, Faculty of Economics and Management of Sfax, Tunisia (FSEGS)

²PhD student in Finance and Accounting Methods Laboratory RTIGE, University of Sfax, Faculty of Economics and Management of Sfax, Tunisia (FSEGS)

³Doctor and HDR financial and accounting Associate Professor of Universities Higher Institute of Business Administration of Sfax, Tunisia (ISAAS)

Accepted 03 March 2014

For a long time and through the last initiatives, structures were constituted and whose vocation is to bring a support to the carriers of incipient projects. The accompaniment of the creation of firm is a practice of assistance based on a relation which falls under the duration between a contractor and a person external to the project of creation. Through this relation, the contractor will be able to carry out multiple trainings and to reach resources essential to the concretization of his project. Our paper has for purpose to put forward that paths which lead to a decision favorable to the accompaniment of a project of creation in Tunisia generally concern the variables relating to the qualities of the project, the social utility, the qualities of the carrier of the project and his entourage.

Keywords: Creation of value, creation of firms, organizations of accompaniment, criteria of selection, Tunisia.

INTRODUCTION

Several researches try to look further into the comprehension of the notion of the entrepreneurship See, Boden R. J. and Nucci A. R; Casson, M. C; Danjou, I; Fielden, S. L., Davidson, M. J. and Makin, P. J; Frese, M; Gruner, K. E. and Homburg, C; Johannisson, B; Krueger, M; Scratchley, L. S. et Hakstian, A. R; Shane, S.

and Venktaraman, S; Van Dijk, M.P; Verna, G; Straete, T., (2000). which constitutes a specific and relatively new and prolific field of research (Masakure, O., Cranfield, J. and Henson, S., 2008; Aggeri, F., Acquier, A., 2005). Our research is interested, in particular, to the behaviors of the contractor during the life of his activity, and his positioning in a moving environment in which he maintains a permanent reflexive relation (Dutta, D. K. and Thornhill, S., 2007; Albouy, M., 2000).

The literature treats these phenomena as regards employment and the creation of beneficence on the

Corresponding author email: mighri-zohair@hotmail.com

macroeconomic level (Nichter, S. and Goldmark, L. 2009; Belet, D., 2001). In spite of this interest, these studies and research were inapt to give a standardized definition, universally accepted neither for the entrepreneurship nor for the contractor (Cabry, J., Hirigoyen, G., 2001). The problem of identification of the concept of the entrepreneurship is justified by the fact that several disciplines divide this field of analysis and that each researcher tends to define the entrepreneurship starting from the premises of his discipline (Carroll, A. B., Näsi, J., 1997).

The creation and the development of the new firms are the fact of the contractors, i.e., of those which mobilize and manage human and material resources, with the purpose of creating, developing and establishing solutions making it possible to meet the needs for the individuals (Janssen, F., 2009 ; Lee, S., Park, G., Yoon, B. et Park, J., 2010). In addition, the contractor, to succeed, will have to count on a facilitator medium, as much for the technical and commercial feasibility of his project that for the perception of his feasibility (Clarkson, M. B., 1995).

Thus, the growth of small and new firms is also at the origin of significant devices of assistances which go from the council until the granting of financial resources under privileged conditions for the realization of investment (Donaldson, T., Preston, L., 1995). The accompaniment of a creator of firm can be considered starting from the concept of "network of support" considered as "able to develop a specific competence upstream projects", i.e. a capacity of intervention on all the aspects of a project, without isolating from it the legal, commercial, financing and the social one and to follow the firm lately created (Drillon, D; Lasch, F. & Merdji, M., 2004).

Thus, in the process of creation of firm, the phase of accompaniment is very significant since it is a question at this time of bringing to the creator not only the personalized councils adapted to his project but a whole of networks of experts, whom by their opinions, their experiences or their professional knowledge, should enable him to launch out the chances of success (Elias, A. A., Cavana, R.Y. and Jackson, L.S., 2000). It is not any more to dismount that the structures of support to the creation of firms were developed by proposing panoply of services of accompaniment which answer to the complexity of the requests of the creators (Doyle, P., 2000). Following this development, the research of the effectiveness of the various structures of support to the creation of firms became a priority as well for these structures as for the actors whom contributed to their installations (Evrard, Y., Pras, B. and Roux., 2000).

Thus, the objective of this paper is to examine the criteria of selection of the projects which can be useful as indicators of creation of value for the fascinating parts (Shepherd, D., and Wiklund, J., 2009). In other words, our research is aiming at bringing brief replies to the following question: *Which are the criteria of evaluation*

used by the organizations of support to choose the projects to be supported?

To treat our problems, we will review, preliminary, the literature presenting the criteria of selection of projects by the organizations of accompaniment. For example see, Alvarez, S. A. and Busenitz, L. W; Bruyat C. and Julien P.A ; Fritsch, M. and Meschede, M. Gaglio, C.M. and Katz, J.A; Minniti, M., Bygrave, W; Schuller, T; Godet, M; Pinfeld, J.F; Sethi, R., Smith, D. C. and Park, C. W; Brush, C.G., Greene, P.G. and Hart, M.M., (2001). for the creation of firms (Smith, B.R., Matthews, C.R. and Schenkel, M.T., 2009). Then, we will present our methodology of research (Unger, J.M., Keith, N., Hilling, C., Gielnik, M. M., and Frese, M., 2009). Lastly, we will try to subject our conceptual model to an empirical validation in order to cancel or to confirm the advanced hypothesis (assumptions). We conclude this research by synthesizing its theoretical contributions and the implications which can be deduced from it.

Criteria of selection of the projects and formulation of the assumptions

The notion of the entrepreneurship was enough treated and has been conceived as a discipline or a field of research largely recognized for the three last decades. Recently, Verstraete and Fayolle (2004) proposed the following definition of entrepreneurship: "initiative carried by an individual (or several individuals joining for the occasion) building or seizing a business appropriateness (at least what is regarded as such), whose profit is not inevitably of pecuniary order, by the impulse of an organization being able to give birth to one or more entities, and creating new value (stronger in the case of an innovation) for the fascinating parts whose the project is addressed" (Fayolle, A. and Cuzin, R., 2005).

The organizations of supports intervene in the accompaniment insofar as they are based on the direct contact, the knowledge of the ground and the personalized service with the customers (Fayolle, A., 2000). Thus, these organizations require common conditions and share the same factors such as the motivation, the personal qualification (diploma), the idea of project and its characteristics (utility, to meet the needs...), the situation of the contractor, the social network (Fayolle, A., 2003). In fact, the literature relating to this topic could identify criteria of selections of the projects of creation which relate to the individual, the entourage of the creator, the project and its social utility (Giunti, O. and Bousquié, B., 1997).

Satisfaction of the quality of the contractor

Before launching out in the creation of firm, it is essential to raise the primary question: I can and would be I able to

create a firm, to seek the financing, to manage efficiently this firm?

Indeed, Merdji, Lasch and Drillon (2004) recognize a positive bond between the level of qualification and the training of the contractor and the rate of survival of the new firms.

However, to create a firm implies efforts to be authorized, time and money to be sacrificed (Gibson, K., 2000; Held, D., 2001; Hirigoyen, G., 1997; Holbrook, M.B., 1999). A first intrinsic asset: to be honest in its self-evaluation to be sour to create his firm (Host, V., and Knie-Andersen, M., 2004). The organizations of accompaniment aim at, not only, to lead the creator to deepen the bond between his aspirations, the resources and the competences held and those required by the project, but also to help the creators to have a better perception of their environment for being better carried out (Jones, T. M., Wicks, A. C., 1999). On the basis of this idea, we will try to validate our following central hypothesis:

Hypothesis.1: The Satisfaction of the quality of the contractor has a positive and significant impact on the decision of accompaniment of the organizations of support.

Satisfaction of the quality of the project

Many people believe to have valuable ideas (Zouaoui, M., Smida, A., Khiari, S. and Khelil, N., 2009). But, having an idea it is easy, which is difficult is to find ideas which will enable you to make money according to your competences, experiments and interests (Jouison E., 2005). It is important to have a sensational idea, but what is even more significant is to know what to make with this idea and how to arrive at its ends (Lepineux, F., 2003). An idea does not have any value until it becomes an output which will be sold at a price that the consumer or the user is ready to pay (Singh, S., Corner, P. and Pavlovich, K., 2007).

Thus, the contractor is solicited, in order to convince the fascinating parts, to work out a plane business which raises many interrogations. Verstraete and Saporta (2006) argue that the plane business occupies a central place in the entrepreneurial process Mighri, Z., and Jarboui, A., 2013. Entrepreneurial culture, profile of the leader and entrepreneurial orientation: Empirical application in the case of the Tunisian companies, *International Journal of Managing Value and Supply Chains (IJMVSC)* Vol.4, No. 3, September 2013, pp. 45-54. and the inscription of the plane business in the context of the incipient organization makes it possible to clarify and give a global vision on new project (Mercier, S., 2001). It is a tool of conviction which evokes the effort provided by the creators to convince the speculators and the investors to bring the councils and the funds

necessary to them to the launching of their future activities (Mercier, S. and Gond, J. P., 2005). Indeed, a good idea which results from a project is not easily located by the Tunisian organizations of accompaniment (Michel, J., 2001). They consider that certain projects have a potential when they are profitable, innovating, pertaining to new activities or special programs and presenting an offer sought by customers.

Hypothesis 2: The satisfaction of the quality of the project conditions positively and significantly the decision of accompaniment of the organizations of support.

Satisfaction of the entourage of the creator

The specialists in management showed that the first factor of success of entrepreneurship is the team of management where the decisions are caught (Mitchell, R. K., Agle, B. R., Wood, D., 1997). It is however the generally neglected factor when one studies the feasibility of a project. Thus, with the beginning of the analysis of feasibility, the contractor must put the four following questions: 1) which competences in management are missing to me to exert an effective seizure on this project? 2) Is it possible to acquire them or engage somebody who has them? 3) Which consequence will have this project on my family life and my other activities? 4) Is it possible that this project will get the way of life to me that I wish for my family and myself?

Aggeri and Acquier (2005) stress the subject of the capacity of the firm to answer to the requirements of the fascinating parts and its role of arbitration between its divergent interests. In other words, it is significant for the new firm to understand what the potential fascinating parts wait in order to satisfy them and to incite them to bring the awaited resources (Portnoff, A. Y., 2003). According to the speeches carried out with certain organizations, the category of the entourage of the creator can be evaluated by the marital status of the person Such as see, Cassette, P; Doumpo, M. and Zopounidis, C; Durlauf, S.N; Fayolle, A; Guyot J-L. and Van Rompaey B ; Hult, G. T ; Hitt, M., Lee, H. and Yucel, E ; Koskinen, K. U. and Vanharanta, H; Ribeiro, & S. Roig ; Landry, R., Amara, N. and Lamari, M; Romjin, H., and Albaladejo, M; Shane, S. and Cable, D; Straete, T; Adler, P. S. et Kwon, S; Jenssen, J.I., Greve, A; Calantone, R. J; Cavusgil, S. T. and Zhao, Y; Andreff, M., Redor, D., (2002)., the standard of living of the family, the people who intend to work with them (Ulrich, D. Zenger, J., Smallwood, N., 1999). Thus, we try in this research to validate the following central hypothesis (assumption):

Hypothesis 3: The satisfaction of the entourage of the creator is reflected positively and significantly on the decision of accompaniment of the organizations of

Table 1: *Presentation of the sample*

Number of targeted organizations	74
Number of the guarantors	60
Percentage of the guarantors	80 %

Table 2: *The initial model*

Items	Exogenous Variables	Endogenous Variable
1. Personality of the future contractor.	Quality of the contractor (creative)	The decision to support a project
2. Qualifications and competences of the future contractor.		
3. The experiment of the future contractor.		
4. His professional situation (unemployed person or paid).		
5. The implication of the candidate and his motivation for the creation of firm.		
6. The feasibility of the plane business.	Quality of the project	
7. The quality of presentation of the document "plane business".		
8. The economic viability of the project, according to technical, financial and commercial criteria.		
9. The idea of the project (intelligence and originality).		
10. Technological and scientific qualities of the project.		
11. The innovation, the originality and the realism of the idea of product or service to be marketed in comparison with the criteria of the market.		
12. The stage of development of the project (idea, maturation, finalization...).		
13. The needs for the future contractor.		
14. Capacity of the project to generate a sales turnover.		
15. The authorized capital (his relationships with the future customers, the suppliers, the organizations of financing...).	Entourage of the contractor	
16. The team which intends to work with it (quality of his future employees) .		
17. The support of his family and his friends.		
18. Utility of the project for the economy (creation of jobs, opening of new markets...).	Social utility	
19. To answer a need for the market and consumers.		
20. To offer a product or a service which misses in an area.		
21. To take part in the economic dynamism of an area or a city.		

support.

Satisfaction of the social utility

The success of any project depends on the capacity to put the good product on the good market at the good moment and the handsome price (Verstraete, T, Fayolle, A., 2004). The world is filled with products which could have been success with a different formula (Anderson, M.H., 2008). Indeed, a high level of satisfaction generates an increased retention of the consumers (Host and Knie-Andersen., 2004). The turbulence of the environment of the new creator made the business more difficult. In this context, it becomes difficult to make faithful better informed and more demanding consumers. They tend more and more to change the mark, the supplier, the products or the services (Verstraete, T., Jouison, E., 2007).

An effective analyze of the market is a paramount activity for the contractor who wants to reduce the risks (Kim, P., Aldrich, H. and Keister, L., 2006). It is a simple process of collection of information (Verstraete, T., Jouison, E., 2008). It makes it possible to a person to project the level of sales of his new product, his benefit and the best way of maximizing the sales (Verstraete, T., Saporta, B., 2006). If a person does not make a study, it cannot know if it is developing a product which is already on the market, if there is a request for his product or if the product can be profitable (Mitchell, R. K., Agle, B. R., Wood, D., 1997). On the other hand, if the analyze of the market reveals that a product meets a certain need and that it could be manufactured and sold with profit, then it could exist a potential request for this idea of product (Evrard, Y., Pras, B. et Roux., 2000). Therefore, we can advance the following additional hypothesis (assumption):

Hypothesis 4: *the Satisfaction of the social utility has a*

Table 3: *Test of KMO and test of Bartlett*

<i>Measure of precision of sampling of Kaiser-Meyer-Olkin.</i>		0,437
<i>Test of sphericity of Bartlett</i>	<i>Approximated Khi-two</i>	946,903
	<i>ddl</i>	210
	<i>Signification of Bartlett</i>	0,000

Table 4: *Improved KMO*

<i>Measure of precision of sampling of Kaiser-Meyer-Olkin.</i>	0.517
<i>Test of sphericity of Approximated Khi-two</i>	802.773
<i>Bartlett ddl</i>	171
<i>Signification of Bartlett</i>	0.000

Table 5: *Explained original variance of 5 items*

Component (s)	Value (s)	% of explained variance	% cumulated
1	1,745	34,891	34,891
2	1,205	24,099	58,990

Table 6: *Explained original variance of 7 items*

Component (s)	Value (s)	% of explained variance	% cumulated
1	2,649	37,847	37,842
2	1,294	18,489	56,336
3	1,124	16,052	72,388

positive and significant impact on the decision of accompaniment of the organizations of support.

METHODOLOGY OF RESEARCH

The objective of our study is to identify the criteria of selection of the projects adopted by the organizations of accompaniment (Janssen, F., 2009; Lee, S., Park, G., Yoon, B. and Park, J., 2010). These criteria can be useful as indicators of creation of value for the fascinating parts. In fact, the methodological approaches of this study are founded on statistical techniques of analysis of data of the investigation (Zouaoui, M., Smida, A., Khiari, S. and Khelil, N., 2009). In order to constitute our sample, we selected the Tunisian organizations of accompaniment starting from a catalogue obtained from the Show of the Creation of Firms (Kim, P., Aldrich, H. and Keister, L., 2006). The co-ordinates of the organizations of accompaniment were also mentioned (Singh, S., Corner, P. and Pavlovich, K., 2007).

The questionnaire is addressed to the executives of these organizations of support. The selected sample is composed by 74 organizations of accompaniment and only 60 organizations which answered.

Once the population studied is defined and the sample is fixed, it remains to build the instrument of observation: the selected mode of collection of information is the questionnaire. This last is organized by the confrontation of the ideas to the phenomenon of the ground making it possible to test and validate empirically the proposal of the conceptual model For example see, Anderson, A., Miller, C; Smida, A; Thornhill, S., Amit, R; Ucbasaran, D., Lockett, A., Wright, M. & Westhead, P; Shepherd, D.A; Shane, S; Royer, L. et Zarlowski, P ; Roberts, P.W. & Amit, R ; Myard, O ; Morrison, A., Breen, J. & Ali, S ; Mahemba, C. M. & De Bruijn, E. J ; Lechner, C. & Dowling, M ; Florin , J., Lubatkin, M., & Schulze, W ; Emin, S; Elfring, T., Hulsink, W; Davidson, P. & Honig, B ; Cassette, P ; Ardichvili, A., Cardozo, R. & Ray, S., (2003)..

We in particular had recourse to "maintenance face to face" as a mode of collection of information to reduce the risk of failure to reply, to make sure that the questionnaire is completely filled out and to clear up certain concepts badly understood or unknown by the guarantors.

To this end, the order of the questions acts on the result of the investigation, it is thus necessary, initially, to raise questions with a general nature, then, to lead to precise questions. The structure of the questionnaire is

Table 7: Explained original variance of 3 items

Component (s)	Value (s)	% of explained variance	% cumulated
1	1,641	54,713	54,713

Table 8: Explained original variance of 4 items

Component (s)	Value (s)	% of explained variance	% cumulated
1	2,069	51,725	51,725

Table 9: The principal criteria which influence each exogenous variable

Items	Exogenous variables	Endogenous variable
Personality of the future contractor	Quality of the contractor	The decision to support a project
His professional situation (unemployed person or paid)		
The quality of presentation of the document "plane business"	Quality of the project	
The economic viability of the project according to the technical, financial and commercial criteria		
The idea of the project		
The authorized capital (his relationships with the future customers, the suppliers, the organizations of financing...)	Entourage of the contractor	
To offer a product or a service which misses in an area	Social utility	

Table 10: Result of the decision of accompaniment

Variables	Beta	Significance	Envisaged relation	relation found	Result
Constant	0,552	0,000 ***			
PER	0,373	0,040 **	+	+	Accepted
SIT	0,211	0,157	+	+	Accepted
QPRE	- 0,307	0,231	+	-	Rejected
VIA	- 0,263	0,137	+	-	Rejected
IDE	0,236	0,096 *	+	+	Accepted
KNOWN	0,088	0,726	+	+	Accepted
SEC	- 0,664	0,003 ***	+	-	Rejected
R2			0,289		
Adjusted R2			0,193		
F To card-index			3,021		
N			60		

*, **, ***, respectively significant to 10%, 5% and 1%.

as follows:

1) Identification of the organization: to have information on the nature of its assistance to creation, it seeks the creation to innovate, to reduce the rate of unemployment...;

2) Criteria of selection: this part was founded with the purpose of informing us about the most significant criteria to support the project of creation such as the satisfaction of the qualities of the contractor, the satisfaction of the qualities of the project, the satisfaction of the entourage of the creator and the satisfaction of the social utility;

3) The decision to accompany: this part aims at knowing the decision to support a project which rests on one or more criteria;

4) Evaluation of the decision to accompany: this part consists in evaluating the importance of each criterion presented at the beginning of the questionnaire (contractor, project, and entourage, utility).

In addition, the coding of the answers is a paramount stage insofar as it translates qualitative answers into numerical data.

For that, we used the scale of Likert in order to release

the criteria, according to the organizations of accompaniment which are most convincing to accompany and support a project of creation.

EMPIRICAL RESULTS

Within this research it is necessary to separate the endogenous variables from those exogenous. We retained four exogenous variables which are: The satisfaction of the quality of the contractor (**SQC**), the satisfaction of the quality of the project (**SQP**), the satisfaction of the entourage of the contractor (**SEC**) and the satisfaction of the social utility (**SSU**). The table below presents by detail the different items adopted (Janssen, F., 2009; Lee, S., Park, G., Yoon, B. and Park, J., 2010).

There is only one endogenous variable relating to the decision of accompaniment of the project of creation. Indeed, the objective of our study is to show which is (or are) the relevant criteria influencing the decision of accompaniment (Cassar, G., 2006). Our methodology consists in proceeding by two stages. Initially, we test the reliability and the validity of our questionnaire. In the second time, regressions will be carried out to consider the explanatory character of the various variables when they are introduced simultaneously (Liao, J. and Welsch, H., 2005).

Moreover, we purify the scales of measurement of the variables of the model of research through the validity and the confidence tests (Alpha coefficient of Cronbach; factorial exploratory analyzes). Therefore, we subject ourselves to the recommendations of Churchill (1979) in order to improve the quality of the produced measurements.

To estimate the reliability of the scale of measurement, the instrument more answered is the Alpha coefficient of Cronbach.

This indicator is used to evaluate the coherence or the internal consistency of a scale measured by several items by indicating the share of variance of its total score which is regarded as reliable. According to Evrard & al. (2000) this coefficient must lie between 0.6 and 0.8 for an exploratory study. We generally accept values higher than 0.70.

Moreover, we will try to test and analyze the validity of the scales of measurement retained through the analysis in principal components (APC). The finality of this analysis is to replace the initial variables by a restricted number of composite variables or factors. These various tests will treat the totality of the items which are in a number of 21.

Moreover, we resort to the test of Kaiser-Mayer-Olkin (KMO) which is defined by a value ranging between 0 and 1. An acceptable KMO higher than 0.5 ensures that the partial correlations are not too significant compared to the simple correlations. The KMO is essential to obtain an interesting APC. In the contrary case, it can be necessary to remove certain variables.

In our case, $KMO = 0.437$ which is lower than 0.5, therefore the model requires an improvement. A value raised with significance close to 0 makes it possible to reject the no total correlation of the variables, i.e. the variables are sufficiently correlated between them to allow a significant reduction of dimension. In our case, the significance of Bartlett equal to 0 what means that the variables are correlated between them.

This is why, we will try to proceed to an improvement so that the KMO is higher than 0.5. Thus, we will try to eliminate the factors which can have the same significance with other variables.

In our case, we will eliminate the feasibility of the Plane Business and the innovation, the originality and the realism of the idea, the product or the service to be marketed in comparison with the criteria of the market.

Now, we have a questionnaire of 19 items after elimination, we obtained after this stage the following results: The index of KMO improved and rises with $0.517 > 0.437$. Thus, the APC can be more interesting.

The significance of Bartlett is 0 what means that the variables kept their correlation. This dimension gathers the variables satisfaction of the contractor, satisfaction of the project, satisfaction of the entourage of the contractor and the satisfaction of the social utility.

In what follows, we will examine the Alpha coefficients of Cronbach obtained on these variables and we carry out an APC on the items of each one of these variables to extract the most significant factors from them and to evaluate reliability of it.

The internal consistency between the 19 items is very significant and the results show an Alpha of Cronbach of 0.7448.

What implies that each item constitutes the equivalent measurement of the decision of accompaniment? Moreover, the index of KMO which reflects the adequacy of the factorial solution is about 0.517.

Thus, we confirmed the validity of built and it is appropriate to make sure that the scale generated for its measurement (the 19 items) is reliable and that it comprises the facets of the theory. The internal consistency between the 5 items is very significant and the results show that Alpha of Cronbach is 0.5415.

This result implies that each item is the equivalent measurement of the satisfaction of the quality of the contractor and they are moreover, coherent.

Once that internal consistency between the items is checked, it is appropriate to be ensured of the reliability of these items.

The APC affirms the following observation: the index of adequacy of the factorial solution is 0.597. That enables us to extract two components (personality of the future contractor and the professional situation) explaining 58.990 % of the original variance.

We kept the score of this variable for the later statistical analyses.

In other words, *the organizations of accompaniment*

grant much importance to the personality and encourage more the unemployed individual.

Indeed, the unemployed have the property in the support. But we advise the organizations not to neglect the motivation of the candidates because a very motivated employee is likely more to make a success of his project and to create job and wealth that an unemployed person not motivated.

The Alpha coefficient of Cronbach obtained on the 7 items of this variable is 0.6594. This value being acceptable, we can carry out an exploratory factorial analysis.

The APC realized made it possible to extract three components (the quality of presentation of the document "plane business", the economic viability of the project according to the technical, financial and commercial criteria and the idea of the project) being able to explain 72,388 % of the original variance.

We kept the score of this variable for the later statistical analyses. Therefore, *the most significant item for the organizations is the drafting of the plane business because if it is good written will approach all the aspects of the future project what allows a better visibility.*

But, we advise the organizations to attach more importance to the concept of feasibility. This item is very difficult to estimate and requires experts.

The scales of measurement can be regarded as reliable since Alpha of Cronbach obtained on the 3 items of this variable is 0.6691.

We can carry out an exploratory factorial analysis in order to test the unidimensionality of this variable.

The APC made it possible to extract only one component (the authorized capital: its relationships with the future customers, the suppliers, the organizations of financing...) which can explain 54.713 % of the original variance.

We kept the score of this variable for the later statistical analyses. On the basis of these results, *the organizations evaluate the entourage of the creator through his authorized capital and his relational network.*

But we advise the organizations to attach more importance to the entrepreneurial teams because several studies show that the teams succeed better than a contractor taken separately.

The Alpha coefficient of Cronbach obtained on the 4 items of this variable is satisfactory and equal to 0.7479.

This value being satisfactory (> 0.7), we can carry out an exploratory factorial analysis in order to test the unidimensionality of this variable.

The APC made it possible to extract only one component (to offer a product or service which misses in an area) being able to explain 51.725 %.

The following table makes it possible to summarize the result of analysis of each exogenous variable and therefore, the principal items which influence consequently the endogenous variable.

In what follows, our objective is to show and to explain

the decision of accompaniment by the means of the variables previously envisaged. The following table presents the results of the linear regression (Rogoff, E.R., Lee, M.S. and Suh, D. C., 2004; Ardichvili, A., Cardozo, R. & Ray, S., 2003).

As a whole, the variables selected explain an acceptable share of the decision to support a project, ($R^2 = 28.9 \%$). Moreover, the examination of the results shows a positive and significant relation between the personality of the future contractor and the decision of accompaniment ($\beta = 0,373$; $p = 0,040$) and still a positive and significant relation between the professional situation and the decision of accompaniment ($\beta = 0,211$; $p = 0,157$).

In this direction, we propose the following explanations: Initially, the decision of accompaniment depends on the personality of the contractor. In other words, the new contractor must argue and have a great conviction and art to communicate in order to have the agreement to be supported and guided by these organizations. *The profile of the contractor, the personality and the professional situation are a determinant variable in the selection of the projects to be supported.*

Moreover, the creation and the exploitation of a firm require all solids personal motivations and multiple aptitudes. In other words, the individual must have necessary competences that they are personal or academic to ensure to these organizations the good course of the new project versus a turbulent and unstable environment. That means that the new contractor will be also evaluated by his professional situation. What implies that each contractor qualified with competences and experiment will have the agreement. Thus, the accompaniment is centered on the person who carries the project.

Therefore, the organizations of accompaniment are in research of the qualified people who can be qualified as contractors to ensure the continuity and the perennality of the new project (Shepherd, D., and Wiklund, J., 2009). What confirms the positive relation between qualities of the contractor and the decision of accompaniment (H.1).

The results show a negative and no significant relation between the quality of presentation of the document "Plane Business" and the decision of accompaniment ($\beta = - 0,307$; $p = 0,231$). We notice also a negative and no significant relation ($\beta = - 0,263$; $p = 0,137$) between the economic viability of the project according to the technical, financial and commercial criteria and the decision of accompaniment. But, a positive and significant relation ($\beta = 0,236$; $p = 0,096$) between the idea of project and the decision of accompaniment. This can be explained by the fact that the contractors introducing a new idea and which are described as a project with strong potential and having a significant competitive advantages and not easily imitated are likely more to obtain a favorable decision of these organizations (Unger, J.M., Keith, N., Hilling, C., Gielnik,

M. M., & Frese, M., 2009).

Therefore, the originality of the idea of project as a significant variable increased the chance of the contractors to have an agreement for the accompaniment. This relation is explained by the presence of a criterion specific to the project and the absence of default risk of the project which supposes to have a significant potential to thwart the environmental constraints. This makes it possible to the contractor to be trustful to defend his project more and to convince the organizations of the feasibility and the perennality of his project (Zouaoui, M., Smida, A., Khiari, S. and Khelil, N., 2009).

The economic viability of the project according to the technical, financial and commercial criteria as well as the quality of presentation of the "plane Business" present a negative relationship with the decision of accompaniment. Indeed, the contractor operating in an environment which is difficult to manage, must integrate the new project in his socio-economic environment, it is one of the links of the success and the viability of a project. In other words, most of the economic viability depends on the socio-economic context in which the project is carried out (Janssen, F., 2009; Lee, S., Park, G., Yoon, B. and Park, J., 2010). To be viable, the new creator is solicited to have an effective management, multiple competences and creativity within financing of his project.

The development of a perennial economic viability also passes by the installation of financial and analytical tools. In the financial scheme, a precise lighting is necessary as for the situation of the exploitation, the capitalization and the capacity of self-financing. In the same way, competences out of accounting matter, management and financial analysis are essential (Bigourdan, Tcherkachine, 2004). In the same way, the new contractor is generally a new graduate who does not have a clear vision yet on the economic and financial environment, which will affect the decision of accompaniment negatively Such as, Rogoff, E.R., Lee, M.S. and Suh, D. C; Parker, S; Ozesmi, U. & Ozesmi, S.L; Hatch, N. & Dyer, J; Dais, W.D. & Gardner, W.L; Dakhli, M.&De Clercq, D; Cassette, P; Paturel, R; Hult, G. T., Hurley, R. F. & Knight, G. A; Cape, J., Cave, F. & Eccles, S., (2004).

Concerning the quality of presentation of the "Plane Business", the contractor must focus himself on the strong points of his future project and give him a significant value. It also makes it possible to better look further into a project throughout its design, to judge its feasibility and to follow its evolution. But, the "plane Business" is famous to quickly become obsolete (.....). Its importance is discussed and several researchers consider that the document even has only little value to him whereas the significant one is that the contractor is held to present clearly and to give a considerable value to him project. In the case of lack of good presentation of the "Plane Business", the decision of accompaniment will

be certainly unfavourable.

In the light of these results, the organizations of accompaniment grant much importance to the idea of the project, the quality of drafting of the plane business and the viability which can have significant effects on the decision of accompaniment.

A positive and no significant relation arises between the satisfaction of the social utility and the decision of accompaniment ($\beta = 0,088$; $p = 0,726$).

This explains why the social utility of the project positively influences the decision of accompaniment of the project. This positive relation confirms our waitings and can be explained by the fact that the project must be useful for the economy by creating job and answering a need for the market and consumers. This is essential for the survival of the new project and it is more useful and significant also if the new project offers a product or a service which misses on the market and consequently to stimulate and make express an unrealized need what more develops the utility of the project and consequently to have the accompaniment.

Therefore, the organizations of accompaniment are in a research of the prosperous projects which ensure a high level of economic utility in particular in the priority areas i.e. the areas which remain badly been useful (Dutta, D. K. & Thornhill, S., 2007). What confirms the positive relation between the satisfaction of the social utility of the project and the decision of accompaniment (H.3).

The results show negative but significant relation between the satisfaction of the entourage of the contractor and the decision of accompaniment ($\beta = -0,664$; $p = 0,003$). This is explained by the fact that the entourage of the contractor is taken into account. The authorized capital influences the decision of accompaniment considerably. It is necessary to also note that the organizations of accompaniment in Tunisia take into account the existence of a relation of proximity between the contractor and the organizations of financing. This is justified by the fact that a contractor increases his chances of financing if he maintains the personal relations or confidence with the banks.

Moreover, in order to have more chance to be supported, he must have capacities of self-financings. Indeed, this observation is not obvious because the future contractor is generally a new graduate and who does not have sufficient financial means.

What explains **its** weak role to convince the organizations and to have a favorable decision of accompaniment. *In other words, the entourage of the contractor and his social network are not determining factors of selection at the organizations of support because the latter are in the search of a solid entourage of the contractor and penalizes him if he does not have a network. They consider that when the contractor and his project are of quality, the success is related to the network of the contractor.*

The quality of the social network must be a starting

requirement.

Therefore, the organizations of accompagnement take into account the entourage of the future contractor (Masakure, O., Cranfield, J. & Henson, S., 2008). What affirms the positive relation between the satisfaction of the entourage of the contractor and the decision of accompagnement (H.4).

CONCLUSION

Our paper was carried out in order to test the assumptions and the conceptual model of the research. Initially, the purification of the various scales of measurement was carried out in a traditional way, thanks to the APC, and the reliability of measurements of the variables tested starting from the estimate of Alpha of Cronbach applied on the selected items.

In fact our conceptual model enabled us to clarify certain relations between the exogenous variables and the endogenous variable. In other words, the decision to accompany a project carried out by a new contractor is influenced mainly by four variables which are: the quality of the contractor, the project quality, the social utility and the entourage of the contractor.

In conclusion, the principal criteria which influence the decision to support a project are as follows: 1) the personality of the future contractor; 2) his professional situation (unemployed person or paid); 3) the quality of presentation of the document "plane business"; 4) the economic viability of the project according to the technical, financial and commercial criteria; 5) the idea of the project; 6) the authorized capital (his relationships with the future customers, the suppliers, the organizations of financing...); and 7) his capacity to offer a product or a service which misses in an area.

REFERENCES

- Aggeri F, Acquier A (2005). La théorie des stakeholders permet-elle de rendre compte des pratiques d'entreprise en matière de RSE ?, *Conférences Internationale De Management Stratégique – AIMS* (14^{ème} édition ; Angers, France).
- Albouy M (2000). Décisions financières et création de valeur, *Editions Economica*.
- Alkhafaji, A. F. (1989). A stakeholder approach to corporate governance. *Managing in a dynamic environment*, Westport, CT: Quorum books.
- Ansoff I (1968). Stratégie du développement de l'entreprise, *Editions Hommes & Techniques*, Paris.
- Acedo FJ, Jones MV (2007). Speed of internationalization and entrepreneurial cognition: Insights and a comparison between international new ventures, exporters and domestic firms. *Journal of World Business*, Vol.42, pp. 236-252.
- Aete, T. et Saporta B (2006). Création d'entreprise et Entrepreneuriat. Les Editions de ADREG.
- Adler, P. S. and Kwon, S., (2002). Social capital: Prospects for a new concept. *Academy of Management Review*, Vol. 27, pp.17-40.
- Alvarez SA, Busenitz LW (2001). The entrepreneurship of resource-based theory. *Journal of management*, Vol. 27, pp. 755-775.
- Anderson A, and Miller C (2003). "Class matters": human and social capital in the entrepreneurial process. *The Journal of Socio-Economics*, Vol. 32, pp. 17-36.
- Anderson MH (2008). Social networks and the cognitive motivation to realize network opportunities: a study of manager information gathering behaviours. *Journal of Organizational Behavior*, Vol. 29, pp. 51-78.
- Anderson AR, Dodd SD, Jack S (2010). Network practices and entrepreneurial growth, *Scandinavian Journal of Management*, article in press.
- Andreff M, and Redor D (2002). Les nouvelles entreprises et les créations d'emplois: une étude économétrique sur données individuelles, in INSEE : La création d'entreprises : projets et réalisations, *Septième séminaire de la Direction des Statistiques d'entreprises*, Collection : Méthodes, N°99, Novembre, pp. 77-97.
- Argón-Correa JA, Garcia-Morales VJ, Crodon-Pozo E (2007). Leadership and organizational learning's role on innovation and performance: Lessons from Spain. *Industrial Marketing Management*, Vol. 36, pp. 349-359.
- Ardichvili A, Cardozo R, Ray S (2003). A theory of entrepreneurial opportunity identification and development. *Journal of Business Venturing*, Vol. 18, pp. 105-123.
- Arenius P, De Clercq D (2005). A Network-based Approach to Opportunity Identification, *Small Business Economics*, Vol. 24, pp. 249-265.
- Arregle JL (2006). Analyse « Resouree Based » et identification des actifs stratégiques. *Revue Française de Gestion*, Vol. 32, p. 241-259.
- Benavente JM, Lauterbach R (2008). Technological innovation and employment: complements Or substitutes?, *European Journal of Development Research*, vol. 20, pp. 318-329.
- Bhagavatula S, Elfring T, Tilburg A, Van de Bunt GG (2010). How social and human capital influence opportunity recognition and resource mobilization in India's handloom industry, *Journal of business Venturing*, Vol.25, pp. 245-260.
- Boden RJ, and Nucci AR (2000). On the Survival Prospects of Men's and Women's New business Ventures. *Journal of Business Venturing*, Vol 15, p. 347-362.
- Bowen M, Morara M, Mureithi S (2009). Management of Business Challenges Among Small and Micro-enterprises in Nairobi-Kenya. *KCA, Journal of business Management*, Vol. 2, p.16-31.
- Brannback M, Carsrud A (2009). Cognitive Maps in Entrepreneurship: Researching Sense Making and Action. *International Studies in Entrepreneurship*, Vol. 24, p. 75-96.
- Brush CG, Greene PG, Hart MM (2001). From initial idea to unique advantage: the entrepreneurial challenge of constructing a resource base. *Academy of Management Executive*. Vol: pp.64-78.
- Brush CG, Edelman LF, Tatiana S, Manolova TS (2008). The Effects of Initial Location, Aspirations, and Resources on Likelihood of First Sale in Nascent Firms. *Journal of Small Business management*, Vol. 46, pp. 159-182.
- Bruyat C, and Julien PA (2001). Defining the field of research 'in entrepreneurship'. *Journal of Business Venturing*, vol.16, pp. 165-180.
- Belet D (2001). Une logique d'apprentissage pour de nouvelles stratégies de 'corporate marketing', *Décisions Marketing*, n°24.
- Berle AA (1932). For Whom Corporate Managers Are Trustees: A Note, *Harvard Law Review*, and Vol 45 n° 8, pp. 1365-1373.
- Berle AA, Means G (1932). The Modern Corporation and the Private Property, *New York, Mc Millan*.
- Berman SL, Wicks AC, Kotha S, Jones TM (1999). Does Stakeholder Orientation Matter? The Relationship Between Stakeholder Management Models and Firm Financial Performance, *Academy of Management Journal*, vol. 42, n° 5, pp. 488-506.
- Cainelli G, Mancinelli S, Mazzanti M (2007). Social capital and innovation dynamics indistrictd based local systems, *The Journal of Socio-Economics*, Vol 36 pp. 932-948.
- Calantone RJ, Cavusgil ST, Zhao Y (2002). Learning orientation, firm innovation capability, and firm performance. *Industrial Marketing Management*, Vol. 31, pp. 515-524.
- Cassar G (2006). Entrepreneur opportunity cost and intended venture growth. *Journal of Business Venturing* Vol. 21, pp.610-632.
- Casson MC (2000). An Entrepreneurial Theory of the Finn, in Foss, N.J.

- and Mahnke, V. (eds.) *Competence, Governance and Entrepreneurship: Advances in Economic Strategy Research*, New York: Oxford University Press.
- Cantner U, Goethner M, Meder A (2010). Prior Knowledge and Entrepreneurial Innovative Success. *Entrepreneurship and Culture*, DOI 10.1007/978-3-540-87910-7_5.
- Crad A, and Rao R (2008). Innovation and firm growth in high-tech sectors: A quantile regression approach, *Research Policy*, Vol. 37, pp. 633-648.
- Cape J, Cave F, Eccles S (2004). Attitudes of venture capital investors towards entrepreneurs with previous business failure. *Venture Capital*, Vol. 6, p. 147-172.
- Cassette P (2002). Analysing the Thinking Of F.W. Taylor Using Cognitive Mapping. *Management Decision*, Vol. 40, p. 168-182.
- Cassette P (2003). Méthode systématique d'aide à la formulation de la vision stratégique: illustration auprès d'un propriétaire-dirigeant de PME. *Revue de l'entrepreneuriat*, Vol. 2, p. 1-18.
- Cassette P (2004). L'Organisation: une perspective cognitiviste », collection «Sciences de l'administration, Québec: Presses de l'Université Laval.
- Cassette P (2008). La cartographie cognitive vue d'une perspective subjectiviste: mise à l'épreuve d'une nouvelle approche. *Management*, Vol. II, p. 259-281.
- Cabry J, Hirigoyen G (2001). La création de la valeur », Editions Economica.
- Carroll AB, Nāsi J (1997). Understanding Stakeholder Thinking: Themes from a Finish Conference, *Business Ethics: A European Review*, Vol 6, n° 1, pp. 46-51.
- Churchill G (1979). A paradigm for developing better measures of marketing constructs, *Journal of Marketing Research*, Vol 16, pp. 64-73.
- Clarkson MB (1995). A Stakeholder Framework for Analyzing and Evaluating Corporate Social Performance, *Academy of Management Review*, Vol 20 n°1, pp. 92-117.
- Dakhli M, De Clercq D (2004). Human capital, social capital, and innovation: a multicountry study, *Entrepreneurship and Regional Development*, Vol. 16, pp. 107-128.
- Danjou I (2000). L'entrepreneuriat : un champ fertile à la recherche de son unité. Cahier de recherche, Centre de Développement des Entreprises et d'Entrepreneuriat, Lille, Avril.
- Davidson P, and Honig B (2003). The role of social and human capital among nascent entrepreneurs. *Journal of Business Venturing*, Vol. 18, pp. 310-331.
- Dais WD, and Gardner WL (2004). Perceptions of politics and organizational cynicism: an attributional and leader-member exchange perspective. *The Leadership Quarterly*, Vol. 15, p. 439-465.
- Dimov D, Shepard D (2005). Human capital theory and venture capital firms: exploring home runs" and "strike outs. *Journal of Business Venturing*, Vol. 20, pp. 1-21.
- Dimov D (2007). From opportunity insight to opportunity intention: The importance of person situation learning match. *Entrepreneurship Theory & Practice*, Vol. 37, pp. 561-583.
- Doumpo M, Zopounidis C (2002). Business Failure Prediction: A Comparison of Classification Methods. *Operational Research. An International Journal*. Vol. 2, p.303-319.
- Dutta DK, and Thornhill S (2007). Evolution and change in entrepreneurial growth intentions: Developing a cognition-based model. *Journal of Business Venturing*, Vol. 23, pp. 307-332.
- Durlauf SN (2002). On the empirics of social capital. *The Economic Journal*, Vol.112, pp.459-479.
- Dodd EM (1932). For Whom are Corporate Managers Trustees?, *Harvard Law Review*, Vol 45 n°7, pp. 1145-1163.
- Donaldson T, Preston L (1995). The Stakeholder theory of the corporation: concepts, evidence and implications, *Academy of Management Review*, Vol 20 n°1, pp. 65-91.
- Doyle P (2000). Value-Based Marketing, *John Wiley & Sons* Ed.
- Drillon D, Lasch F, Merdji M (2004). Itinéraires de jeunes entrepreneurs : regard sur un dispositif d'initiation et d'accompagnement à la création d'entreprise, 3ème Congrès de l'Académie de l'Entrepreneuriat. Ecole de Management de Lyon, 31 Mars/01avril, 21 pages.
- Elfring T, Hulsink W (2003). Networks in entrepreneurship: the case of high-technology firms. *Small Business Economies*, Vol. 21, pp. 409-422.
- Emin S (2003). L'intention de créer une entreprise des chercheurs publics: le cas français. Thèse pour le Doctorat de Sciences de Gestion, Grenoble.
- Elias AA, Cavana RY, Jackson LS (2000). Linking stakeholder literature and system dynamics: Opportunities for research, *Proceedings of the International Conference on Systems Thinking in Management*, Geelong, Australia, pp 174-179
- Ettinger JC (1989). Stimuler la création d'emplois par la création d'entreprise, *Revue*
- Evrard Y, Pras B. et Roux., (2000). « Market : études et recherches en marketing », Edition Dunod, 2ème ré-édition, Liège, Belgique. Française de Gestion, pp. 56-61
- Fayolle A (2002). Du champ de l'entrepreneuriat à l'étude du processus entrepreneurial: quelques idées et pistes de recherche. 6ème Congrès Internationale Francopheiu: en Entrepreneuriat et PME, Montréal.
- Fayolle A (2005). Introduction à l'entrepreneuriat, Paris: Dunod, collection Les Topos.
- Fielden SL, Davidson MJ, Makin PJ (2000). Barriers Encountered During Micro and Small Business Start-up in North-West England. *Journal of Small Business and Enterprise Development*, Vol. 7, p. 295-304.
- Florin J, Lubatkin M, Schulze W (2003). A social capital model of high growth ventures. *Academy of Management Journal*, Vol. 46, pp. 374-384.
- Franco M, Haase H (2009). Failure factors in small and medium-sized enterprises: qualitative study from an attributional perspective. *International Entrepreneurship and Management Journal*, DOI 10.1007/s11365-009-0124-5.
- Frese M (2000). Success and failure of microbusiness owners in Africa: A psychological approach. Westport, Conn.: Quorum Books.
- Frese M, Krauss SI, Keith N, Escher S, Grabarkiewicz R, Luneng ST, Heers c, Unger JM, Friedrich C (2007). Business owners' action planning and its relationship to business success in three African countries. *Journal of Applied Psychology*, Vol. 92, pp. 1481-1498.
- Fritsch M, Meschede M (2001). Product Innovation, Process Innovation, and Size, *Review of industrial Organization*, Vol. 19, pp. 335-350.
- Frentes MM, Arroyo MR, Pérez VF (2010). Prior knowledge and social networks in the exploitation of entrepreneurial opportunities, *International Entrepreneurship and Management Journal*, DOI 10.1007/s11365-010-0136-1.
- Fouré C (2001). Le potentiel de création de richesse au tableau de bord de management des entreprises, *La valeur*, n°83.
- Fayolle A, et Cuzin R (2005). Les dimensions structurantes de l'accompagnement en création d'entreprises, *Revue des sciences de gestion*, n°210 pp. 77 - 88.
- Fayolle A (2000). Accompagnement des créateurs d'entreprises et amélioration de l'écoute mutuelle entre les entrepreneurs et les partenaires : une recherche sur les perceptions des uns et des autres, 2ème Congrès de l'Académie de l'Entrepreneuriat, Bordeaux.
- Fayolle A (2003). Using the Theory of Planned Behaviour in Assessing Entrepreneurship Teaching Program, *Int Ent Conference, September*, Grenoble, France
- Freeman RE (1984). Strategic management: a stakeholder approach », Pitman, Boston.
- Gaglio CM, Katz JA (2001). The psychological basis of opportunity identification: entrepreneurial alertness. *Small Business Economies*, Vol. 16, pp. 95-111.
- Godet M (2001). Manuel de prospective stratégique: l'art et la méthode. Dunod, Paris.
- Gruner KE, Homburg C (2000). Does customer interaction enhance new product success?, *Journal of Business Research*, Vol. 49, pp. 1-14.
- Guyot J-L. et Van Rompaey, B., (2002). Entrepreneuriat et création d'entreprise: Revue de la littérature et état de la recherche. Papier de

- discussion n°201, Service des Etudes et de la Statistique (S.E.S.) du Ministère de la Région wallonne.
- Gibson K (2000). The Moral Basis of Stakeholder Theory, *Journal of Business Ethics*, Vol. 26 n°3, pp. 245-257.
- Giunti O. et Bousquie B (1997). Quels leviers pour la création de valeur ?, *Les Echos*, L'Art d'entreprendre, n°9.
- Hatch N, Dyer J (2004). Human Capital and Learning as a Source of Sustainable Competitive Advantage, *Strategie Management Journal*, Vol. 25, pp. 1155-1178.
- Hausman A (2005). Innovativeness among small businesses: Theory and propositions for future research, *Industrial Marketing Management*, Vol. 34, pp. 773-782.
- Hitt M, Lee H, et Yucel E (2002). The importance of social capital to the management of multinational enterprises: Relational networks among Asian and Western firms, *Asia Pacific Journal of Management*, Vol.19, pp. 353-372.
- Hsieh M, and Tsai K (2007). Technological capability, social capital and the launch strategy for innovative products, *Industrial Marketing Management*, Vol.36, pp. 493-502.
- Hult GT (2002). Cultural competitiveness in global sourcing. *Industrial Marketing Management*, Vol 31, pp. 25-34.
- Hult GT, Hurley RF, Knight GA (2004). Innovativeness: Its antecedents and impact on business performance. *Industrial Marketing Management*, Vol. 33, pp. 429-438.
- Held D (2001). Mesurer la valeur ajoutée par la gestion des ressources humaines, *Personnel*, Janvier, n° 416, pp. 34-37.
- Hirigoyen G (1997). Stratégie et Finance : approche par la création de valeur, dans *Encyclopédie de Gestion*, Tome 3, Editions Economica.
- Holbrook MB (1999). Consumer value: A framework for Analysis and research, pp. 1-28, London, Routledge Kegan Paul.
- Host V, Knie-Andersen M (2004). Modeling customer satisfaction in mortgage credit companies, *The International Journal of Bank Marketing*, Vol 22, p.26-42.
- Janssen F (2009). The conceptualization of growth: are employment and sales interchangeable criteria?, *Journal of Small Business and Entrepreneurship*, Vol. 22, pp. 311-325.
- Jenssen JI, Greve A (2002). Does the degree of redundancy in social networks influence the success of business start-ups, *International Journal of Entrepreneurial Behavior and research*, Vol. pp. 254-267.
- Johannisson B (2000). Networking and entrepreneurial growth. In D. Sexton & H. Landström (Eds.), *Handbook of entrepreneurship* (pp. 368-386). Oxford: Blackwell.
- Jones TM, Wicks AC (1999). Convergent Stakeholder Theory, *Academy of Management Review*, Vol 24 n°2, p. 206-221.
- Jouison E (2005). Délimitation théorique du Business Model, XIV^{ème} Conférence Internationale de Management Stratégique, Pays de la Loire, Angers.
- Karray EH (2006). La carte cognitive peut-elle constituer un outil fiable pour l'identification des logiques d'action de dirigeants des entreprises familiales tunisiennes? *Revue internationale P.ME*, Vol 19, pp. 9-48.
- Kim P, Aldrich H, Keister L (2006). Access (not) denied: the impact of financial, human, and cultural capital on entrepreneurial entry in the United States. *Small Business Economics*, Vol 27, pp. 5-22.
- Koskinen KU, Vanharanta H (2002). The role of tacit knowledge in innovation processes of small technology companies, *International Journal of Production Economics*, Vol. 80, pp. 57-64.
- Krueger M (2000). The cognitive infrastructure of opportunity emergence. In A. Cuervo, D.
- Landry R, Amara N, Lamari M (2002). Does social capital determine innovation? To what extent?, *Technological Forecasting & Social Change*, Vol. 69, pp. 681-701.
- Lechner C, Dowling M (2003). Firm networks: external relationships as sources for the growth and competitiveness of entrepreneurial firms. *Entrepreneurship and Regional Development*, Vol. 15, pp 1-26.
- Lee S, Park G, Yoon B, Park J (2010). Open innovation in SMEs-An intermediated network model, *Research Policy*, Vol.39, pp. 290-300.
- Liao J, Welsch H (2005a). Social capital and entrepreneurial growth aspiration- a comparison of technology- and non-technology-based nascent entrepreneurs, *Journal of High Technology management Research*, Vol. 14, pp. 149-170.
- Liao J, and Welsch H (2005b). Roles of social capital in venture creation: Key dimensions and research implications. *Journal of Small Business Management*, Vol. 43, pp. 345-362.
- Lepineux F (2003). Dimension stratégique de la RSE et cohérence inter-fonctionnelle, 1^{er} Congrès de l'ADERSE.
- Mahemba CM, and De Bruijn EJ (2003). Innovation activities by small and medium-sized manufacturing enterprises in Tanzania. *Creativity and Innovation Management*, Vol. 12, pp. 162-173.
- Mansury MA, Love JH (2008). Innovation, productivity and growth in US business services: A firm-level analysis *Technovation*, Vol. 28, pp. 52-62.
- Masakure O, Cranfield J, Henson S (2008). The Financial Performance of Non-farm Microenterprises in Ghana, *World Development*, Vol. 36, pp. 2733-2762.
- Minniti M, Bygrave W (2001). A dynamic model of entrepreneurial learning. *Entrepreneurship theory and Practice*, Vol 25, p. 5-16.
- Montgomery M, Terry Johnson T, Faisal S (2005). What kind of capital do you need to start a business: financial or human? *The Quarterly Review of Economics and Finance*, Vol. 45, pp. 103-122.
- Morrison A, Breen J, Ali S (2003). Small business growth: Intention, ability, and opportunity. *Journal of Small Business Management*, vol. 41, pp. 417-425.
- Myard O (2003). Situation Economique et Financière de la Tunisie. Rapport de Synthèse, Ambassade de France en Tunisie, Mission Economique.
- Mercier S (2001). L'apport de la théorie des parties prenantes au management stratégique: une synthèse de la littérature, X^{ème} Conférence de l'AIMS, Québec.
- Mercier S, et Gond JP (2005). La théorie des parties prenantes, Working Papers FARGO 1050502, Université de Bourgogne - LATEC/FARGO (Research center in Finance, organizational Architecture and Governance).
- Michel J (2001). Management par la valeur, création de valeur, chaîne de valeur... parle-t-on de la même valeur ?, *La valeur* n°90, pp 2-7, octobre.
- Mitchell RK, Agle BR, Wood D (1997). Towards a theory of stakeholder identification and salience: defining the principle of who and what really counts, *Academy of Management Review*, Vol 22 n°4, pp 853-886.
- Mühlbacher H (1998). Différenciation stratégique, *Décision Marketing*, n°14.
- Nichter, S. and Goldmark, L. (2009). Small Firm Growth in Developing Countries, *World development*, Vol. 37, pp. 1453-1464.
- Ozesmi U, and Ozesmi SL (2004). Ecological models based on people's knowledge: a multistep fuzzy cognitive approach. *Ecological Modelling*, Vol. 176, p. 43-64.
- Obstfeld D (2005). Social networks, the Tertius iungens orientation, and involvement in innovation. *Administrative Science Quarterly*, Vol. 50, pp.100-130.
- Pariente S (1997). La création de valeur par l'entreprise, *Analyse Financière*, n°112.
- Portnoff AY (2004). Le capital réel des entreprises. *Futuribles*, n°288, pp. 43-62, Juillet-Août.
- Paturel R (2004). Les choix méthodologiques de la recherche doctorale française en entrepreneuriat : remise en cause partielle d'idées préconçues. *Revue de l'Entrepreneuriat*, vol.3, pp. 47-65.
- Paturel R (2005). Les limites de l'étude de marché: vers une nouvelle approche de l'environnement ciblé par l'entrepreneur potentiel. IV^{ème} colloque de l'Académie de l'Entrepreneuriat, Paris, Actes disponibles sur Internet à l'adresse: <http://www.entrepreneuriat.com/Paturel%202.pdf>.
- Parker S (2004). *The Economics of Self-Employment and Entrepreneurship*, Cambridge university Press, Cambridge, UK.
- Partanen J, Möller K, Westerlund M, Rajala R, Rajala A (2008). Social capital in the growth Of science-and-technology-based SMEs, *Industrial Marketing Management*, Vol. 37, pp. 513-522.
- Pinfold JF (2001). The expectations of new business founders: The New Zealand case. *Journal of small Business Management*, Vol.39, p. 279-286.
- Rauch A, Frese M, Utsch A (2005). Effects of human capital and long-term human resources development on employment growth of small-scale businesses: A causal analysis. *Entrepreneurship theory and*

- Practice, 29, 681-698.
- Ribeiro, Roig S (Eds.) (2002), *Entrepreneurship concepts, theory and perspective* (pp. 185-206). Berlin: Springer.
- Riopel M (2008). Épistémologie et enseignement des sciences. Récupéré le 11/11/09 sur l'URL <http://www.er.uqam.ca/nobel/r20507/epistemologie/>.
- Roberts PW, and Amit R (2003). The dynamics of innovative activity and competitive advantage: the case of Australian retail banking, 1981 to 1995. *Organization Science*, Vol. 14, pp. 107-122.
- Rogoff ER, Lee MS, Suh DC (2004). "Who Done It?" Attributions by Entrepreneurs and experts of the Factors that Cause and Impede Small Business Success. *Journal of Small Business management*, Vol. 42, p. 364-376.
- Romjin H, Albaladejo M (2002). Determinants of innovation capability in small electronics and software firms in southeast England. *Research Policy*, Vol. 31, pp. 1053-1067.
- Royer L, et Zarlowski P (2003). Le design de la recherche, in Thiergart, R.A. (coord), *Méthode de recherche en management*, Dunod, Paris.
- Sadler-Smith, E., Hampson, Y., Cbaston, I., et Badger, B., (2003). Managerial behavior, entrepreneurial style, and small firm performance. *Journal of Small Business Management*, Vol 41, pp 47-67.
- Schuller T (2001). The complementary roles of Human and social capital", *The Canadian Journal of Policy Research*, Vol. 2, pp.18-24.
- Scratchley LS, Hakstian AR (2000). The measurement and prediction of managerial creativity. *Creativity Research Journal*, Vol. 13, pp. 367-384.
- Sethi R, Smith DC, Park CW (2001). Cross-functional teams, creativity, and the innovativeness of new consumer products. *Journal of Marketing Research*, Vol. 38, pp. 73-86.
- Shane, S. et Venkatarman, S., (2000). The promise of entrepreneurship as a field of research. *Academy of Management Review*, Vol. 25, pp. 217-226.
- Shane S, and Cable D (2002). Network ties, reputation, and the financing of new ventures. *management Science*, Vol. 48, pp. 364-381.
- Shane S (2003). *A General Theory of Entrepreneurship: the Individual-Opportunity Nexus*, Cheltenham; UK: Edward Elgar
- Shepherd DA (2003). Learning from business failure: propositions of grief recovery for the self employed. *Academy of Management Review*, Vol. 28, pp.318-329.
- Shepherd D, and Wiklund J (2009). Are we comparing apples with apples or apples with oranges? Appropriateness of knowledge accumulation across growth studies, *Entrepreneurship: Theory and Practice*, Vol. 33, pp.105-123.
- Singh S, Corner P, Pavlovich K (2007). Coping with entrepreneurial failure. *Journal of management à Organization*, Vol. 13, pp. 331-344.
- Skuras D, Meccheri N, Moreira MB, Rosell J, Statbopoulou S (2005). Entrepreneurial human capital accumulation and the growth of rural businesses: a four-country survey in mountainous and lagging areas of the European Union, *Journal of Rural Studies*, Vol. 21, pp. 67-79.
- Smida A (2003). Stratégies des acteurs: prolongements méthodologiques des matrices d'impacts croisés. Application au cas français de la prestation spécifique dépendance. Actes de la XIème conférence de l'Association Internationale de Management Stratégique, les Côtes de Carthage.
- Smith BR, Matthews CR, Schenkel MT (2009). Differences in Entrepreneurial opportunities: The Role of Tacitness and Codification in Opportunity Identification, *Journal of Small Business Management*, Vol.47, pp. 38-57.
- Song XM, and Thieme R (2006). A cross-national investigation of the R&D-marketing interface in the product innovation process. *Industrial Marketing Management*, Vol. 35, pp. 308-322.
- Sammur, S., (2001). Processus de démarrage en petite entreprise: système de gestion et scénarios, *Revue de l'entrepreneuriat*, Vol 1.
- Straete T (2000). Histoire d'entreprendre: Les réalités de l'entrepreneuriat. Collection en liberté, Editions EMS, Management et Société.
- Straete T (2002). Essai sur la singularité de l'entrepreneuriat comme domaine de recherche. Les Editions de l'ADREG, janvier 2002, (ISBN: 2-9518007-0-3).
- Straete T, et Fayolle A (2004). Quatre paradigmes pour cerner le domaine de recherche entrepreneuriat. Congrès International Francophone sur l'Entrepreneuriat et la PME (PME), Montpellier.
- Thornhill S, Amit R (2003). Comprendre l'échec: mortalité organisationnelle et approche fondée sur les ressources. Document de recherche n0202, Division de l'analyse microéconomique, Statistique Canada.
- Thornhill S (2006). Knowledge, innovation and firm performance in high- and low-technology regimes, *Journal of Business Venturing*, Vol. 21, pp. 687-703.
- Ulrich D, Zenger J, Smallwood N (1999). *Results-Based Leadership*, Boston: President and Fellows of Harvard College.
- Ucbasaran D, Lockett A, Wright M, Westhead P (2003). Entrepreneurial Founder teams: Factors Associated with Team Member Entry and Exit, *Entrepreneurship Theory and Practice*, Vol. 28, pp. 107-128.
- Ucbasaran D, Westhead P, Wright M (2008). Opportunity Identification and Pursuit: Does an Entrepreneur's Human Capital Matter?, *Small Business Economics*, Vol. 30, pp.153-173.
- Ucbasaran D, Westhead P, Wright M (2009). The extent and nature of opportunity identification by experienced entrepreneurs, *Journal of Business Venturing*, Vol. 24, pp. 99- 115.
- Unger JM, Keith N, Hilling C, Gielnik MM, Frese M (2009). Deliberate practice among South African small business owners: Relationships with education, cognitive ability, Knowledge, and success, *Journal of Occupational and Organizational Psychology*, Vol. 82, pp.21-44.
- Van der Sluis J, and C.M, Van P (2004). Economie returns to education for entrepreneurs: The development of a neglected child in the family of economies of education?, *Swedish Economie Policy Review*, Vol. II, pp. 183-226.
- Van Dijk MP (2000). Small enterprises and the informal sector: key issues. In: Mathew, P.M (Ed.), *Small Enterprise Development: The Experiences of the South and the North*. oxford and IBH, New Delhi.
- Verna G (2000). Croissance ou survie? Quelle sera l'attitude la plus probable pour une petite entreprise légale du Tiers monde. *Gestion*, vol.4, pp. 93-113.
- Verstraete T (1997). Modélisation de l'organisation initiée par un créateur s'inscrivant dans la logique d'entrepreneuriat persistant. Les dimensions cognitive, praxéologique et structurale de l'organisation entrepreneuriale, *Thèse pour le Doctorat de l'Université en sciences de gestion*, IAE de Lille, juillet.
- Verstraete T, Fayolle A (2004). Quatre paradigmes pour cerner le domaine de recherche en entrepreneuriat, Ville CIFEPME, Montpellier.
- Verstraete T, Jouison E (2007). Trois théories pour conceptualiser la notion de Business Model en contexte de création d'entreprise, *Conférence Internationale De Management Stratégique – AIMS* (16^{ème} édition ; Montréal, Québec).
- Verstraete T, Jouison E (2008). Business model et création d'entreprise, *Revue française de gestion*, n°181, p.175-197.
- Verstraete T, Saporita B (2006). Création d'entreprise et entrepreneuriat, *Editions de l'ADREG*, 2006, 518p.
- Vatson W, Stewart WH, BarNir A (2003). The effects of human capital, organizational demography, and interpersonal processes on venture partner perceptions of firm profit and growth. *Journal of Business Venturing*, Vol. 18, pp. 145-164.
- Wolff JA, Pett TL (2006). Small-Firm Performance: Modeling the Role of Product and Process improvements, *Journal of Small Business Management*, vol. 44, pp. 268-248.
- Wood Ph (1968). Pour une doctrine de l'entreprise, *Editions du Seuil*.
- Zouaoui M, Smida A, Khiari S, et Khelil N (2009). Entreprendre et innover dans une économie De la connaissance, 9ième congrès de l'Académie de l'Entrepreneuriat, Sophia Antipolis.