

live for
good



**“Entrepreneurship for Good”:
unleashing the potential of youth
to impact and change the world**

EFMD EIP Award 2021



Table of Contents

Executive Summary	3
Introduction	4
The Challenge	5
The Commitment	8
The L&D Initiative	1 2
The Impact	17
Conclusion	20

Executive Summary

CEDEP, a global executive education club, and LIVE FOR GOOD, a not-for-profit organisation aimed at accompanying young social entrepreneurs from all backgrounds, started their partnership in 2017. Rooted in both organisations' humanistic background and values, their initial meeting earlier that year translated very quickly into a full fledged partnership.

Both organisations were determined to develop a joint, unique and impactful development programme aimed at social entrepreneurs of diverse social origin, geographical location or level of education. There was a growing demand and the need existed, but was not addressed appropriately by any of the existing offerings.

The programme aimed to provide the next generation of social entrepreneurs to have a unique safe space and development structure available to them to explore, develop, implement and succeed in the translation of their initial idea into a sustainable and successful social and business venture.

The programme was built over a 6 months period. The initial weeks of exploring, co-designing, inventing, daring and experimenting ideas with the various stakeholders and potential participants resulted in an integrated and comprehensive, as well as agile and adaptable set of development activities. Based on learner driven activities and needs, the programme is supported by a wide ecosystem of 70 coaches, 30 academic faculty, practitioners, industry representatives and other members of society ("Faculty"). This strong and dedicated ecosystem enables swift adjustment to emerging needs and focus on individual needs, as well as building on the collective intelligence the programme encourages.

Part of the success clearly resulted from a full alignment at all levels of both organisations, including engagement of their partners or corporate members. Each and every contributor in the programme is fully engaged in helping the participants realise their goals and potential over their 9 month journey. This is very visible at each of the multiple touch points with the participants.

The programme resulted in a very fast and positive **impact**:



156

Beneficiaries aged 18-29
And 156 impact projects



100+

Social Entreprises
created (with statutes)



77%

still in business after
3 years (12 points more
than national average)



1€ invested = 5,1 €

Economic Gain
Social Return on Investment



90%

Beneficiaries who stopped
their project found a job



Unlimited

Learnings from
building bridges
between communities



Introduction

*Bound by strong humanist values, **CEDEP and Live for Good** share a common vision of business: a more positive, responsible and virtuous company for society and the environment.*

Founded in 2015, **Live for Good** is a non-profit organisation whose mission is to unleash the potential of young people from all walks of life through social entrepreneurship and to accelerate positive innovation at the heart of a committed community.

The association has two main activities:

- **Raising awareness of social and solidarity-based entrepreneurship** and its professional outlets among young people via workshops and mentoring.
- **Supporting young creators of businesses with a social or environmental impact** via a comprehensive support programme combining training, coaching and integration into a network of partners.

Live for Good was created by the Courtois Family after the passing away of their son Gabriel, who had started a social venture. Inspired by his philosophy and entrepreneurial qualities, the family created the association to continue to make a positive impact.

CEDEP is a global executive education club, where minds meet, grow and **succeed together**. It is a unique, well-established close and collaborative learning community of international members from diverse and non-competitive industries. CEDEP co-creates highly-personalised programmes focused on leadership development. Its pedagogy is rooted in the real world and driven by the real-life challenges of its community.

Created 50 years ago by pioneering entrepreneurs as the first membership organisation dedicated to executive education, CEDEP shares its origins with INSEAD, Fontainebleau, France, and is now an independent, not-for-profit club comprising 18 international members (such as L'Oréal, Renault, Tata, BioMérieux...), and a network of 100+ academics from business schools, experts and international learning partners.



The Challenge

The mission given to **Live for Good** was to unleash the potential of young people from all walks of life to accelerate positive innovation through social entrepreneurship.

The association started by drawing a snapshot of the world of social entrepreneurship in 2015, and made three major observations:

1. **Virtuous businesses became more in tune with the younger generation and there was a real enthusiasm for social and ecological entrepreneurship among young people.**

According to a Deloitte 2015 survey, millennials expected companies to engage far more for wellbeing of society (75%). A trend confirmed by other institutes: the European Commission reported that **1 in 4 start-ups created was a social start-up in Europe, 1 in 3 in France**, a country where the young generation was very entrepreneurial : in 2015 **more than one-third of businesses created were by the young generation** (33, 2% aged 18-29).

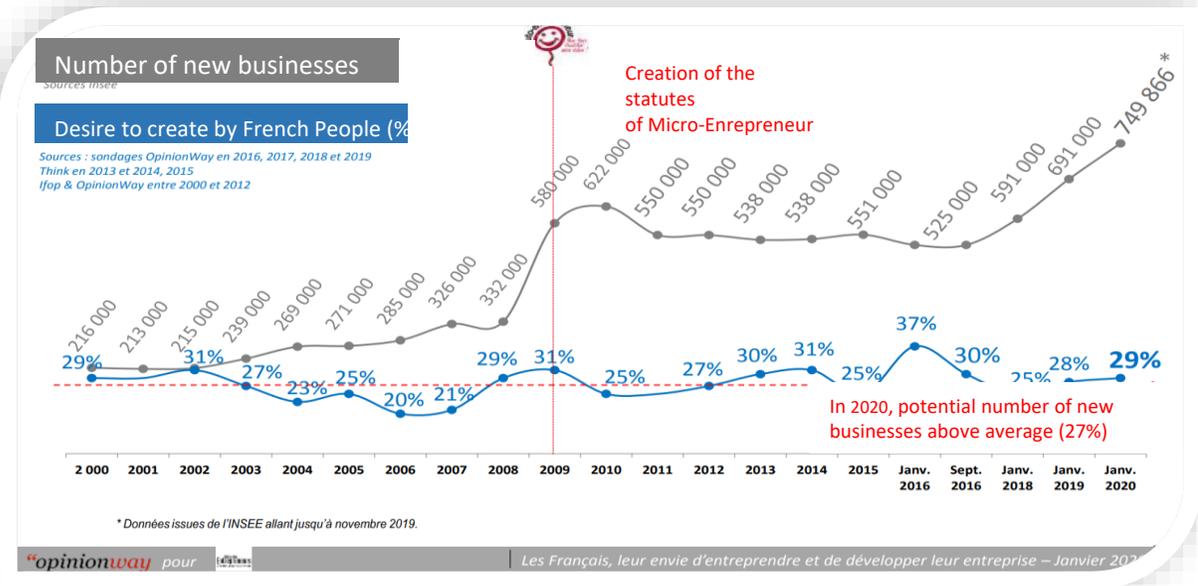
In France, business creation significantly increased in 2009, thanks to the launch of the new statute of Micro-Entrepreneur, a flexible specific social and fiscal regime allowing anyone to start a business with less paperwork and charges. The young took advantage of this to bring their projects to life.

Mind the gaps
The 2015 Deloitte Millennial Survey

INTENTION GAP: Millennials think that business needs a **RESET**

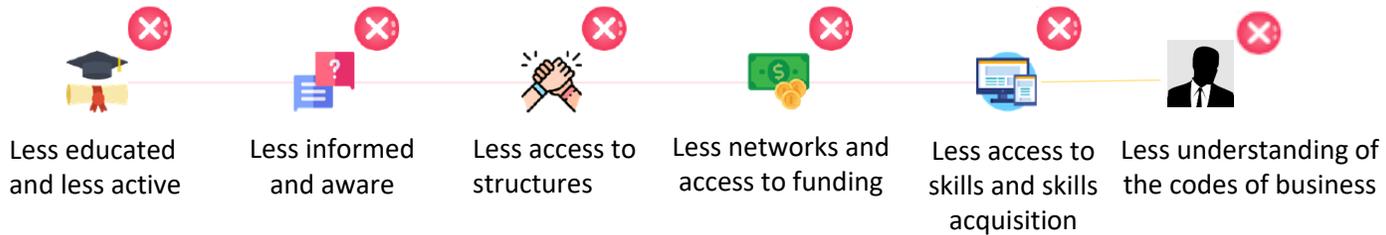
They are having a positive impact but also need to focus on advancement and wellbeing of society

- 73% of Millennials believe that businesses are having a positive impact
- 75% of Millennials believe that businesses are focused on their own agenda rather than society



- (1) Deloitte 2015 Millennial Survey <https://www2.deloitte.com/xe/en/pages/about-deloitte/articles/millennialsurvey-2015.html>
- (2) European Commission Social Entrepreneurship CESE <https://ec.europa.eu/docsroom/documents/14583/attachments/3/translations/fr/renditions/g>
- (3) INSEE reports 2014 and 2015 <https://www.insee.fr/fr/statistiques/1908149#titre-bloc-20>

2. In France, entrepreneurship was not an opportunity open to all, mostly because of the social or geographical background of aspiring entrepreneurs. Barriers encountered were:



3. The entrepreneurial adventure was considerably riskier without training and experience, and the landscape of assistance and training was complex and not adapted for young people from diverse backgrounds:

- Faced with the plethora of the offer (e.g. incubators, innovation studios, accelerators, etc.) depending on the stage of maturity of the project, it was very difficult to find one's way around, and young people signed up for several courses, which proved to be ineffective (duplication of time spent by the entrepreneur, multiple and unstructured content, multiple use of private or public resources, impossibility of building trust, etc.).
- The only programmes that existed were reserved for students of major business schools accessible with diplomas and unaffordable cost.

With this rising enthusiasm, but lack of adapted support, the risk of business and personal failure was high. The ultimate goal being to develop as many social entrepreneurs as possible to succeed with their venture and create positive impact, **Live for Good** had to distinguish itself by finding a new, comprehensive way to support this growing target audience.

One more challenge was to find a solution at limited costs, the association being run on donations mainly by the family.

The Challenge

How can we develop a programme that will provide a unique safe space and development structure for ALL young social entrepreneurs to explore, develop, implement and succeed in the translation of their initial idea into a sustainable and successful social business venture ?

The Challenge

A first association was made with **La Ruche**, an incubation and co-working space in Paris, where an initial programme (**Gabriel Award**) rewarded 5 candidates of impact start-ups.

After 2 years, having supported only a small number entrepreneurs per year, **Live for Good** realised that, to have a lasting impact and to support an increasingly enterprising and altruistic youth, it had to amplify in volume, have **infrastructures** capable of supporting dozens of entrepreneurs, thereby creating a community of mutual support. The development was greater than anticipated **and the decision was made to join forces with a player outside the start-up world to develop a unique programme.**

Approaching a business school or university was not an option, first because of the issues involved in integrating young people from remote areas or with no formal diploma, and second because their pedagogical approach is very much influenced by the pursuit of corporate financial performance, in opposition to the different world the entrepreneurs wished to build. The challenge was also to set-up an appropriate business model.

This new ambition called for strong competences and adaptability for its development and delivery, in order to be able to support a diverse target audience with social entrepreneurship projects at different stages of development.

The partner had to meet the requirements for :

**RIGOUR + PEDAGOGICAL COMPLEXITY & ADAPTABILITY + VALUES FOR SOCIETY
+ INFRASTRUCTURE + MINIMAL COST**



The Commitment

Johana Dunlop, member of **Live for Good**'s strategic council, who had been working with **CEDEP** on a corporate programme, connected the two organisations in 2017.

Both shared humanistic values and were not-for-profit. **CEDEP** brought academic credibility and was known for its flexibility in co-designing programmes for highly-demanding organisations. It had a physical campus, and the wish to help people and organisations make a positive impact on society. **Live for Good** brought its knowledge of the start-up world, a new network of entrepreneurs, and their positive vision of how business could be conducted for the benefit society.

It took 20 minutes to reach alignment. **CEDEP** accepted the challenge as its humble contribution to help transform society, thereby reinforcing its strategic move to contribute to the greater good.

Yet, it had to create a logical business case to work almost for free and engage its own ecosystem.

The different stakeholders were also quickly convinced of the merits of the partnership:

- **CEDEP** board as a CSR contribution,
- Corporate members to learn about the young generation. They accepted sessions matching entrepreneurs and their corporates within their training programmes.
- Faculty to push their limits and discover a world in which they did not circulate, and as a way to give back.

The faculty committed to donate their teaching. The fee for food and accommodation was cut by half. The learning opportunity, expansion of network, the possibility to contribute to a greater cause was considered as a source of richness.

This partnership gave a lot of hopes to build bridges between the young generation, corporates, and academics to grow together.



*"It seemed self-evident at the time that **Live for Good** needed what **CEDEP** had to offer and I knew enough about both to be able to make the match, and it all happened very quickly."* Johana Dunlop, **CEDEP** Programme Director

Themes of Projets supported



Environment



Education



Food & Agriculture



Handicap & Social Inclusion



Health



Ethical Fashion



Citizen Engagement



Housing



Jobs & Employment



Technology



Transport & Mobility

9 examples of impact start-up supported



Clarisse
27 years old
Bricks Recycled Textile



Marius
26 years old
Upcycling Plastic



Maxime
24 years old
Health & Solar Terminal



Kevin
24 years old
Sustainable Agriculture 2.0



Amath
29 years old
Website Accessibility



Nabil
27 years old
Solidarity micro property



Louis & Benoit
28 years old
Universal income childcare



plast'if

Cassandra
27 years old
3D Printing & Recycling Plastic



Flore
25 year old
Automated Bulk distributor

The Commitment

At [CEDEP](#), every programme is tailored to the needs of the members. Nothing comes “off-the-shelf”. Its expertise lies on co-designing impactful leadership transformation programmes. Its methodology puts the learner at the centre. Everyone participates actively in a context of trust and discretion and in a spirit of experimentation. Feedback and readjustments are constant to meet the specific and evolving needs of the learners (more is described in Appendix 1). The same applied for the programme.

The learning journey allowed for a "change of gear" and become a **structuring element**: by giving confidence, points of reference, credibility, and allowing everyone to meet several times per year in comfortable working conditions (quiet space, teaching and sharing spaces, nature...).

To assure success, some features needed a special focus:

Sourcing Diversity: of backgrounds, projects (social, environmental...)

A pedagogy enabling integration of all: supporting people with few or no qualifications requires banishing top-down teaching and not focusing exclusively on the technical know-how

A mental preparation to becoming an entrepreneur: soft skills, adopting the right mindset and self-care are as important.

Being connected to their reality: projects should become their pedagogical material for a quick learning path and rapid development of projects.

Individual and collective follow-up: one entrepreneur owns one project with specific needs and learns within a group.

Building bridges with the CEDEP ecosystem: orchestrate learning between corporates and entrepreneurs

Community building as an asset : design a residential experience that creates significant social capital.



*empowering young people
to do business differently*

The Commitment

These areas were addressed by co-designing a

comprehensive 9 month « Entrepreneur for Good » programme:

- Development of a **network of partners to** attract entrepreneurs from diverse background and **selection process** to the programme
- Co-design of a **11 day residential training programme**, based on two key pedagogical axes:
 1. Developing the entrepreneurial posture and leadership of young people by providing them with a foundation of life skills
 2. Supporting the creation and acceleration of their positive-impact entrepreneurship project by providing them with a foundation of know-how and related necessary resources
- Recruitment of **one individual coach per entrepreneur** (either entrepreneur, from the corporate world, or professional coach) to ensure individual follow-up for 15 months
- Access to a **digital platform** with content and exchange
- Organisation of the **Gabriel Award**

In terms of responsibilities,:

- *Live for Good remained **owner of the overall Entrepreneur for Good initiative**, committed to act as orchestrator of the venture and managed most of the activities,*
- *CEDEP led, designed and delivered the **residential training programme**, at the core of the overall programme. CEDEP has also been **involved at several other stages**, from participation in the jurys (selection, Gabriel Award), to recommending coaches from its members organisations, to networking support through its ecosystem.*

The L&D Initiative

Sourcing

The main key issues are:

- **Setting eligibility and selection criteria** appropriate to the targets. For example, no CV is required, business model or financial forecast is required to apply. More importance is placed on the posture and motivation, rather than on the hypothetical quality of the project.
- **Streamlining the application procedure.** A simple online application form with only ten questions, and accessible interface.
- **Not turning the first meeting with the candidate into a job interview,** but a first opportunity to contribute to their development and that of their project. This is why discussions are held in collective committees (5-6 young people/committee) so that everyone can benefit from the feedback of peers. This is way of showing early that we “walk-the-talk” or “practice-what-we-preach”.

A 4-step rigorous selection process was implemented: **a call for applications** (+/- 400), **pre-qualification**, **collective committees** and **selection** to retain 50 candidates. **CEDEP** participates in the Jury.

Criteria include motivation, diversity, prior commitment to the project, entrepreneurial spirit, and potential impact of the project.



Live for Good developed a wide network to source entrepreneurs from all backgrounds



A 11 day residential training programme: The Campus

The campus experience in which all the beneficiaries of the programme participate is without doubt the most powerful moment for the young entrepreneurs, both in terms of learning and psychology. Immersed in a campus for 3 modules of 3 or 4 days alongside 40 or 50 other young people, they live a unique human experience and become a real community. The programme is managed and delivered by CEDEP on its campus in Fontainebleau.

The programme focuses on the entrepreneurial posture and the development of one's impact project. The social entrepreneur initially works on his or her life skills, then on know-how, to move towards a transformation that will allow him or her to "take flight", i.e. autonomy supported by the realisation of oneself and one's project, a very visible evolution thanks to the conditions of the campus where benevolence and commitment allow for the essential trust-building conditions. Being residential allows a clear visibility on the progress of each person as well as the specific needs of those who are encountering blockages.

In addition to providing tools and advice for developing one's project, these three modules act as a mental preparation for becoming a social entrepreneur. The teaching style invites the entrepreneur to go beyond the superficial, to put himself/herself in a position of listening and capacity to understand his/her project and his/her entrepreneurial motivation in depth.

Other strong points of anchoring, such as community (diversity and mutual aid) and the contribution of collective intelligence, allow one to develop one's enterprise by relying on others and on the richness of their different realities. The trust by the pedagogical team, and the attention by the staff contribute greatly to the willingness to exchange freely.

The role of the programme director is central to the success, who is present at all sessions and takes into account the emotional maturity of the entrepreneur to push ideas or wait and recalibrates the internal elements of each learning module as appropriate



Objectives

1. Develop the entrepreneurial posture and leadership

- Get to know oneself better, identify one's driving forces, strengths and room for improvement
- Develop self-confidence and the ability to make your vision of change a reality
- Learn to question yourself
- Communicate well about your project in front of different people
- Learn to learn
- Dealing with failure, uncertainty and adversity
- Develop empathy to better respond to the needs of beneficiaries and clients
- Develop your leadership skills, your ability to unite, lead and motivate a team
- Cultivate creativity and agility to solve problems or seize opportunities

2. Know-how & technical skills

- Learn how to draw up a social business plan
- Strengthen negotiation and communication skills
- Develop skills in business modelling and fundraising
- Manage a team, establish a corporate culture,
- Develop an organisation and manage its growth
- Strengthen operational management skills
- Formalise and embody vision, mission and values
- Be surrounded with the right people to carry out your strategy
- Measure, monitor and optimise your social impact



“The campus @CEDEP is the backbone of our Entrepreneur for Good programme.”

Christophe Conceicao, Live for Good Managing Director

CAMPUS LIVE FOR GOOD@CEDEP

<u>Module 1</u> Soft Skills	<u>Module 2</u> Know-How	<u>Module 3</u> Take flight
Impact Project Fair Mental Models Message in a Bottle « Homo Interruptus » - time, energy and brain management eColors – the richness of diversity Failure and error Positive Leadership	Mini-Project Fair – in PDA Format [progress, challenges, Aha] Insight through Inquiry Day/Innovation Pillar Day/Effectuation Pillar Day/Growth Pillar	Mini-Project Fair – in PDA Format [progress, challenges, Aha] Day Pitch/Engagement Day/Impact
SAS Projects – Themes : HR – Select and manage teams, associates, and stakeholders	SAS Projects – Themes: Finances, Marketing, Operations, Organisation, Ownership and shareholders	SAS Projets – Workshops Finances, RH, Marketing, Organisation, Actionnariat
Encounters, testimonies, theater or guests Wow !	Encounters, testimonies, theater or guests Wow !	Encounters, testimonies, theater or guests Wow !
Debriefs	Debriefs	Debriefs

Observations, debrief discussions and feedbacks allow for constant adjustments.

Real-world projects become the pedagogical material.

Some sessions are central to make this happen:

Project Fairs:

Based on neuroscientific advances applied to the field of knowledge acquisition, the “Project” or “Insight Fair” (a pedagogical workshop developed at CEDEP - ref. IJME, 2020 - Appendix 2) allows participants to learn through questions, the eyes of others, intensive listening, and openness to others, with a presentation exercise repeated and applied to their individual project. This allows entrepreneurs to understand their project in depth, rethink or reposition it, and acquire a method of reflection that will be useful for any future project. At the same time, this exercise allows community building.

Message in the Bottle

Inventory of skills and needs in the form of messages (needs) and buoys (skills) - a fun and dynamic tool that supports the deployment of collective intelligence and provides a real service to the entrepreneurial community. This format was used in one of CEDEP’s member companies.

SAS Projects

The SAS Project is a precious moment of specific exchange between entrepreneurs and one expert faculty. Business projects serve as a common thread throughout, with each tool/methodology being applied to the project. The session’s theme relies heavily on the day's achievements applied to the entrepreneurs' projects.

The L&D Initiative

Individual Coaching for 9 months

Each beneficiary is accompanied by one volunteer coach with a variety of profiles to adapt to the diverse needs of the young entrepreneurs (e.g. seasoned entrepreneurs, company executives, professional coaches, etc.).

They are recruited mainly through network. CEDEP also promotes opportunities to its members.

Their role is to help the entrepreneur :

- Take a step back by putting his or her experience at the service of the entrepreneur and his/her project to help them grow
- Develop the entrepreneur's know-how and interpersonal skills
- Create opportunities by opening doors and helping him/her to accelerate his/her project.

This allows regular individual follow-up.

A Digital Platform

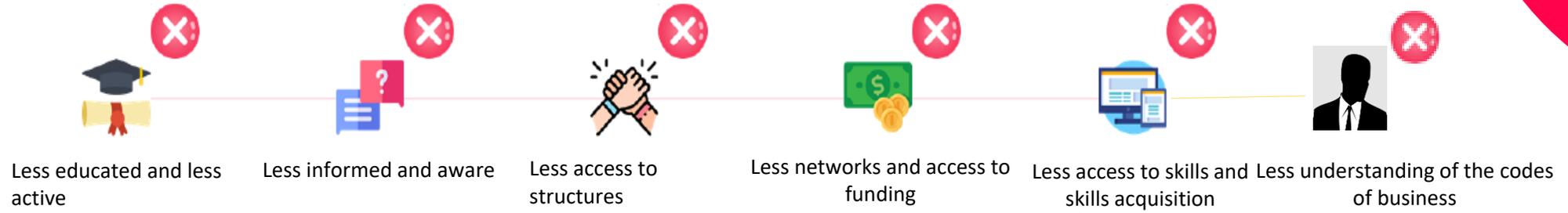
enables the overall programme coherence (different actors connect), access some resources, mostly on technical skills, and allow interactions.

The Gabriel Award

top 5 winners keeps motivating every cohort of the programme. They receive further coaching, 10K€, a co-working space and a learning expedition to the Philippines to Gawa Kalinga, one of the first social entrepreneurship ecosystems.

The Impact

Barriers



Solutions

- Residential Programme**
- Sourcing Partners & Selection**
- Business Model**
- Programme + Prix Gabriel**
- Digital Platform + Residential Programme**
- Individual Coaching + Residential Programme**

Impact

<p>More Competent: 200h of training accessible without diploma</p> <p>Faster deployment of projects</p> <p>Employability enhanced</p>	<p>Easier access to sessions in remote or disadvantaged areas (partners)</p> <p>Learning from diversity and collective intelligence</p> <p>Learning about the sustainability of their project</p>	<p>Affordable: Low to no fee for the beneficiaries</p> <p>Feeling equal (Inclusive pedagogy)</p>	<p>Developed a network: .accessed expertise, partner companies...</p> <p>.built strong network of peers – mutual support (84% alumni are still in contact) – some partnered on their projects</p> <p>Gained visibility esp. for investors</p> <p>Winners Gabriel Award accessed funding</p>	<p>Resources on digital platform</p> <p>Forum – SOS messages</p> <p>Individual coaching</p> <p>Entrepreneurs’ mindset</p>	<p>More confidence, breaking the loneliness of the entrepreneurs</p> <p>Acquired Entrepreneurs’ mindset</p>
---	---	--	---	---	---



The Impact

Participants

"This experience, the moments on the Campus were decisive in my life and in my personal reflections, they gave me confidence in myself, in my project, allowed me to believe in my dreams, to dream bigger, to make decisive choices, to dare. With Live for Good, this is the first time that I have been taken seriously with my project." Samuel, alumni 2018

"I came looking for support and found a great, caring and passionate community and the best social entrepreneurship programme in France. Your support helped me to overcome the feeling of illegitimacy, to gain confidence. I am extremely grateful for the role you have played in my personal and human development. Thank you very much." François, Alumni 2017

Faculty

"It forces me to go outside of my comfort zone. Learn to approach topics differently, from practice rather than theory."
Dominique Jacquet

"It is a fantastic exposure to the world of entrepreneurship and the young generation. Their feedback is direct and this is particularly interesting." Christophe Gillet

Member Companies

Multiple bridges and many business conversations occurred between corporates and social entrepreneurs : matching lunches, panel sessions in programmes, coaching as part of the programme...

CEDEP

It increased its level of awareness of the young generation, experienced a new programme and acted for the good and boosted positive energy

The Impact

Impact was measurable in a very short period of time. Qualitative indicators of the programme attest of its success:

% of beneficiaries : **1/3** of the beneficiaries are either from rural/urban priority areas; or have few or no qualifications; or are disabled

Rate of recommendation of the programme by the beneficiaries: **98%**

Number of entrepreneurs supported: **156** and as many **impact projects** (see examples in appendix). All became alumni of CEDEP, alongside 20,000 corporate executives.

Percentage of beneficiaries who stopped their project and found a job: **90%**.

Rate of business survival: **77% up to 3 years after their passage** through the programme (i.e. 12 points higher than the national average). To be confirmed with subsequent cohorts.

Creation rate: **85%** have filed their articles of association, i.e. **over 100 social enterprises created since 2018**

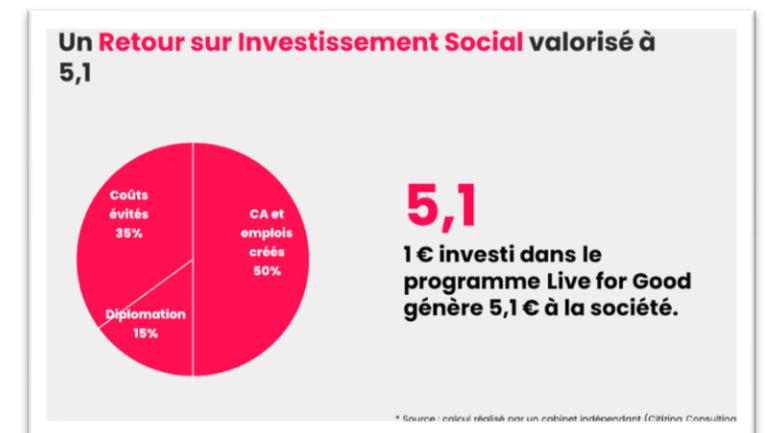
Employment rate: **1.02 jobs** created on average per enterprise created, i.e. **over 100 jobs created**

Average annual turnover: **€35,704**

Amount raised by social enterprises: **€8M**

As we are applying to tenders for funding, we called for an independent review from a professional independent impact measurement firm, for precision and credibility.

According to (Citizen), the Entrepreneur for Good programme generates **€5.1 in economic gains** (or "**Social Return On Investment**") for every **€1 invested**.



Conclusion

Full alignment was met to design and deliver this programme. Trust and mutual respect was rapidly constructed, not least because each partner gave its best: the one its knowledge of start-ups and the young generation, the other its unique pedagogical approach, in a spirit of experimentation and constant adjustment.

The organisations further developed their relationship :

- in 2020 the President of Live for Good joined the CEDEP Board
- They are jointly applying to tenders, seeking funding and partners for a further scale up of the programme, which is the next challenge in sight.
- They are currently co-designing a Coach for Good programme to strengthen corporate capacity to support entrepreneurs.
- A CEDEP member company is considering designing an internal programme with social entrepreneurs, with a view to identifying talents of tomorrow, and to learning to work with the younger generation wishing to have impact.

The most gratifying in this adventure is to see young people grow and succeed with their impact projects, and help to raise employability of the youth.

We hope this case will inspire others to engage in similar ventures.



“Purpose drives energy, energy is infectious - it caught everybody: the students/entrepreneurs, the faculty, the staff.” Jens Meyer, CEDEP former Dean of programmes



*« Live for Good » can mean different things
« to live for good », «to live forever» or « to live for the good ».*

*A philosophy that we identify with and that we want to pass on to young social entrepreneurs so that they, in turn, can work towards
« Entrepreneurship for Good ».*

Jean-Philippe, Pascale, Aurore, Romane Courtois, Co-founders of Live for Good

Appendixes

- Appendix 1: CEDEP's 6 Principles for a unique Pedagogy
- Appendix 2: Strategic Challenges Methodology Paper
- Appendix 3: Those whose idea shape the world: 3 examples
Maxime, Mathieu and Clarisse
- Appendix 4: Faculty and speakers



Appendix 1



CEDEP's 6 principles for a unique pedagogy

1

Actor of one's own learning

Because we hear better answers when we have raised the question ourselves, the **participants have an active role**. Our approach therefore integrates the participants as a pedagogical resource and makes room for the emergence of common knowledge: we create a context.

2

Knowledge archiving

Because it would be a waste not to exploit freshly produced knowledge to the full: **participants collaboratively document their learning** and help to disseminate new ways of working throughout the group, or may even become stakeholders in the group themselves

3

Learning to unlearn

Because the evolution of behaviour requires the 'resetting' of certain mental algorithms: participants **must go through phases of questioning ('unlearning')** during which their mental models are confronted with others. Our approach is based on stimuli implemented through various exercises.

4

Less is more

Because in pedagogy 'less is more': participants are exposed only to what really matters. **No irrelevant input that cannot be applied immediately.**

5

Diversity at the core of our activities

We work with cohorts that are representative of all the mental and practical patterns of a given eco-system. In a word: **maximum diversity and a voice for all**. We create spaces for creative encounters and exchanges rather than traditional 'master classes'. No one is left behind because of introversion.

6

Walk the talk

All elements of the programme as well as the methods used reflect a 'strategic', and therefore **agile/adaptive approach** (co-construction along the way, multi-mode, experimentation, sharing and conversations at the heart of the system, etc.).



Contents lists available at [ScienceDirect](#)

The International Journal of Management Education

journal homepage: www.elsevier.com/locate/ijme



Strategic challenges as a learning vehicle in executive education

Harwin de Vries^{a,*}, Jens Meyer^b, LukN. Van Wassenhove^c, Nana von Bernuth^b

^a *Rotterdam School of Management, CEDEP, Rotterdam, the Netherlands*

^b *CEDEP, Fontainebleau, France*

^c *INSEAD, Technology and Operations Management, CEDEP, Fontainebleau, France*

ARTICLE INFO

Keywords:

Executive education

Leadership development

Action learning

Strategic challenges

Implementation

ABSTRACT

In 2014, CEDEP (Centre Européen d'Éducation Permanente) redesigned its General Management Program (GMP). In an effort to improve alignment of learning formats with adult learning principles, GMP decided to drop classical case studies and center learning around strategic challenges (SCs) participants face. This article discusses this novel approach, its conceptual foundations, the challenges faced during implementation, and corresponding recommendations.

Appendix 3

Those whose idea **shape the world**

Technical solution for prevention and protection to fight skin cancer: automatic, educational, and fun suncare distributors for disposal next to sunny areas.



COVID19 arrived. Maxime used the skills acquired during the programme (listening, open to others, entrepreneurs' mindset, effectuation...) to quickly turn these terminals into hydroalcoholic gel distributors.

live for
good



SunnyCare

Maxime Dupont



Planet

Those whose idea **shape the world**

Selective sorting and collection of masks by disabled people prior to recycling.



live for
good



GobUse

Matthieu Lukasi



Planet



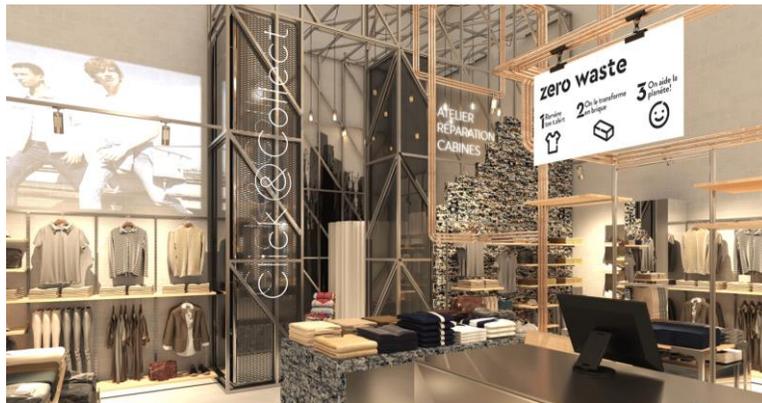
Health



Social

Those whose idea **shape the world**

A building material made from recycled clothing.
After the programme, Mathhieu (GobUse) and Clarisse
concluded a partnership.



live for
good

FabBRICK
Clarisse Merlet



Planet

Appendix 4

Faculty and speakers

- Thomas Hinterseer, Managing Director, CEDEP
- Johana Dunlop, Programme Director and Co-designer
- Jens Meyer, Programme Co-designer, former CEDEP Dean of programme, INSEAD Adjunct Professor
- Christophe Gillet, Faculty for Good CEDEP, Innovation Professor
- Loïc Sadoulet, Faculty for Good CEDEP, INSEAD Professor
- Adrian Johnson, Faculty for Good CEDEP, Co-founder of Series Impact
- Tony Duvauchelle, Faculty for Good CEDEP, Co-founder of Series Impact
- Dominique Jacquet, Faculty for Good CEDEP, Founder of e.cademy
- Eric Salomon, Time2Pitch
- Frank Azimont, Faculty for Good CEDEP, Founder of the Market Shaping Institute
- Georges Landes, Faculty for Good CEDEP, Coach at Equilibria
- Joe Tabet, Faculty for Good CEDEP, Conseil Entrepreneurs
- Patricia Besnard, Lodi Group, Innovation Director
- Philippe Boukobza, Ibermapping
- Yves le Bihan, Institut Français du Leadership Positif
- Benoit Christophe, Co-founder of HACT
- Edouard Le Gall, Co-founder of HACT
- Sophie Hombert, Founder of Aglaé , “Lauréate Prix Gabriel”
- Patrick Amiel, Faculty for Good CEDEP, Founder of 321Founder
- Théo Compernelle, Faculty for Good CEDEP, Dr. Neuropsychiatrist



