

ANNUAL REPORT

INTRAPRENEURIAL INITIATIVE

2016



initiative
intrapreneuriale

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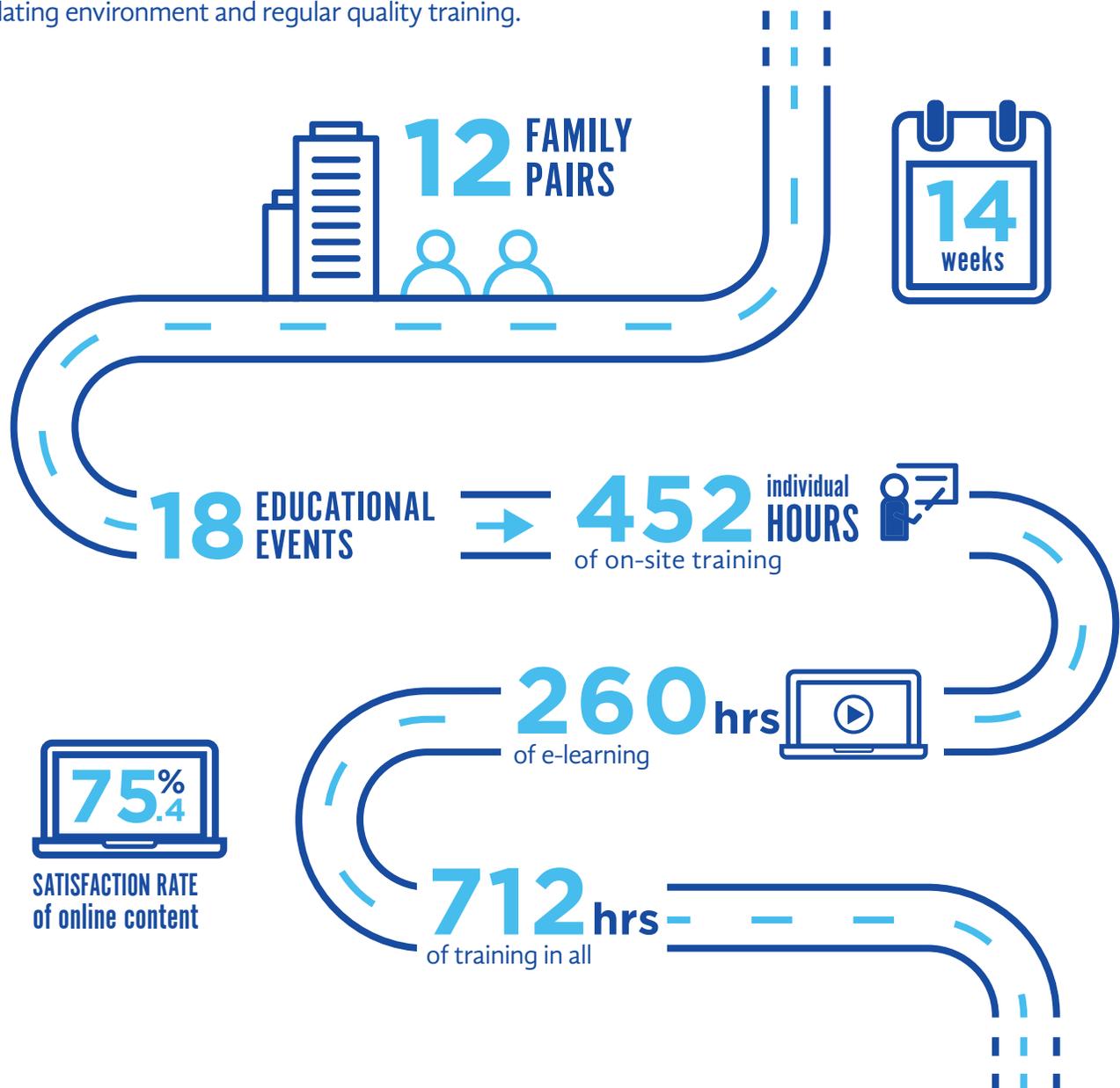
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1. EDUCATIONAL INNOVATION from the Intrapreneurial Program

The Intrapreneurial Program is at the heart of the Intrapreneurial Initiative. It is an intergenerational training program that, since its first run in 2016, welcomed twelve family pairs consisting of at least one member of the rising generation and one member of the leading generation, working as a team for fourteen weeks to set up a new intrapreneurial project.

Throughout the development of their project, online educational tools were coupled with facilitation sessions and presentations from successful entrepreneurs. Participants also benefited from a structured and stimulating environment and regular quality training.

This first group proved that a hybrid “face-to-face/e-learning” training model was effective, taking advantage of innovative tools and knowledge that Business Families Foundation has developed over the course of 26 years in the fields of information technology, e-learning, and educational activities. This type of synergy continues to strengthen Quebec’s position as a forerunner in the development of entrepreneurial skills.

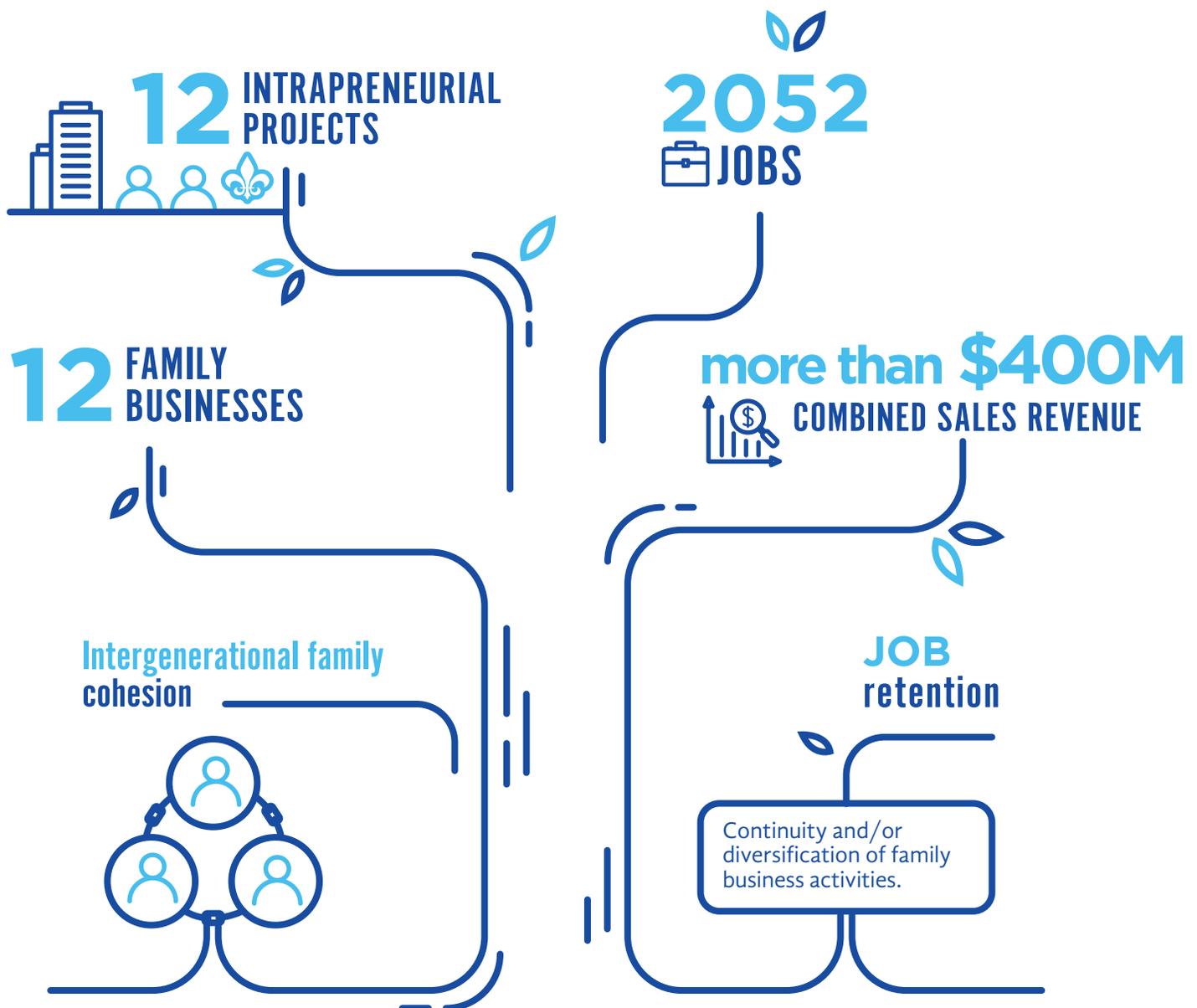


2. ECONOMIC IMPACT of the Intrapreneurial Initiative

Quebec has a strong entrepreneurial culture built around more than 200,000 SMEs and 30,000 midsize enterprises. By 2023, this group of businesses will be faced with the greatest generational transition of its history.

The main challenge? To keep ownership in the hands of Quebec family owners. The next generation, characterized by all things digital and a desire to manage differently, is often not interested in taking the reins of the family business—they prefer starting their own projects. However, as we know, the future of a start-up is unpredictable at best.

How then, can we prevent too many of these emerging talents from deserting their entrepreneurial families? Through intrapreneurship, which provides families with the option of offering their children or younger employees an environment within which they can develop their ideas and quench their thirst for entrepreneurship. It is indeed this way—through retaining the next generation and working from within—that our enterprises and their deep roots will not only survive, but thrive, and ownership will be maintained.



3. INTERNATIONAL OUTREACH of the Intrapreneurial Initiative

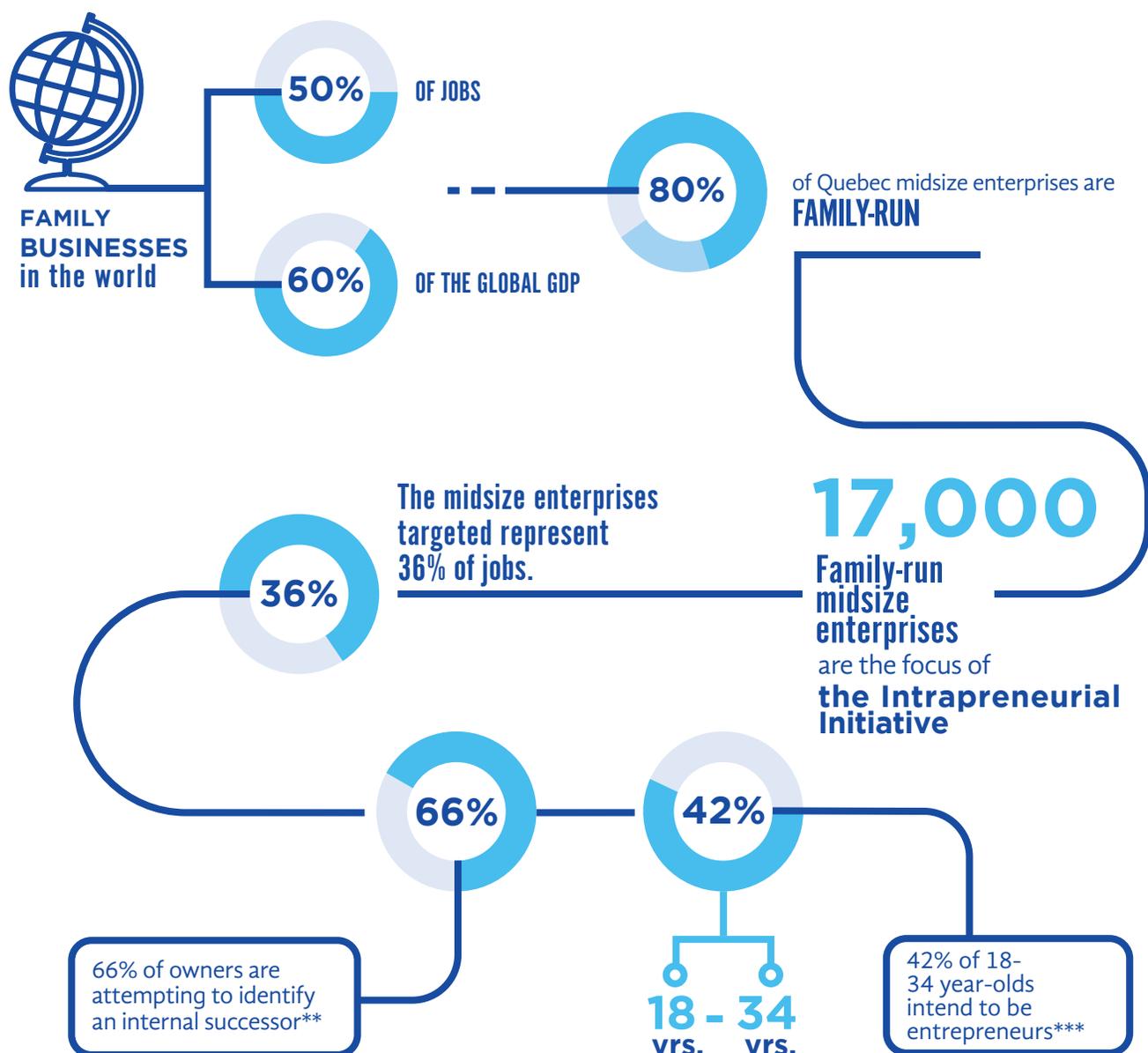
On a global scale, no less than 75% of all companies are family businesses, forming 60% of the global GDP and 50% of jobs*.

In Quebec, we estimate that 80% of the 36,000 midsize enterprises from 20 to 499 employees are family-run and make up 36%** of the province's jobs.

The Intrapreneurial Initiative specifically targets the 17,000 midsize family enterprises whose owners are attempting to identify an internal successor**.

Additionally, the Intrapreneurial Initiative and its training program has already positioned Quebec as an advanced thought leader with regards to the global challenges of generational transition.

For all stakeholders involved with the Intrapreneurial Initiative, this project is an opportunity to help disseminate the best practices of intrapreneurial families around the world.



* Sources: BDC, FCEI and Stat Can 2014 – ** 2013 Crop RCGT survey – *** Réseau M's Indice entrepreneurial québécois 2016

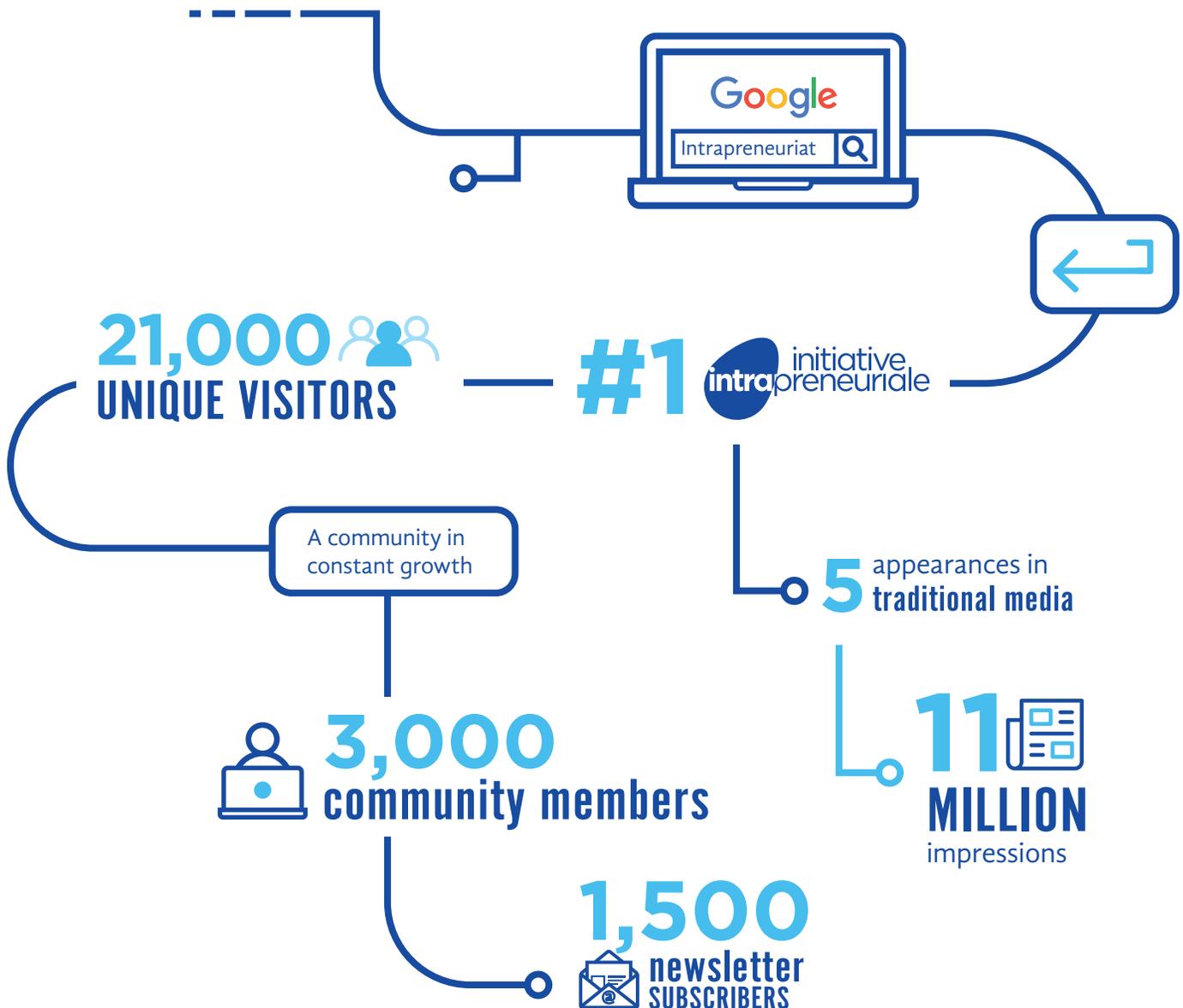
4. MEDIA COVERAGE of the Intrapreneurial Initiative

Six months of efforts and strategic positioning on social media has already put the Intrapreneurial Initiative at the top of Google's list for searches containing the key word "intrapreneuriat" (in the Quebec market).

A significant online community, with over 3,000 followers, interacts regularly with our content, linking it to their own personal networks. They have become ambassadors who support intrapreneurship within family businesses, helping to develop its future.

Traditional channels have not been left behind; the Intrapreneurial Initiative's innovative approach has triggered a favourable response across the country in publications and media such as *Les Affaires*, *La Presse*, *le Journal de Montreal*, *The Globe and Mail* and *TVA nouvelles*, generating more than 11 million impressions in 2016.

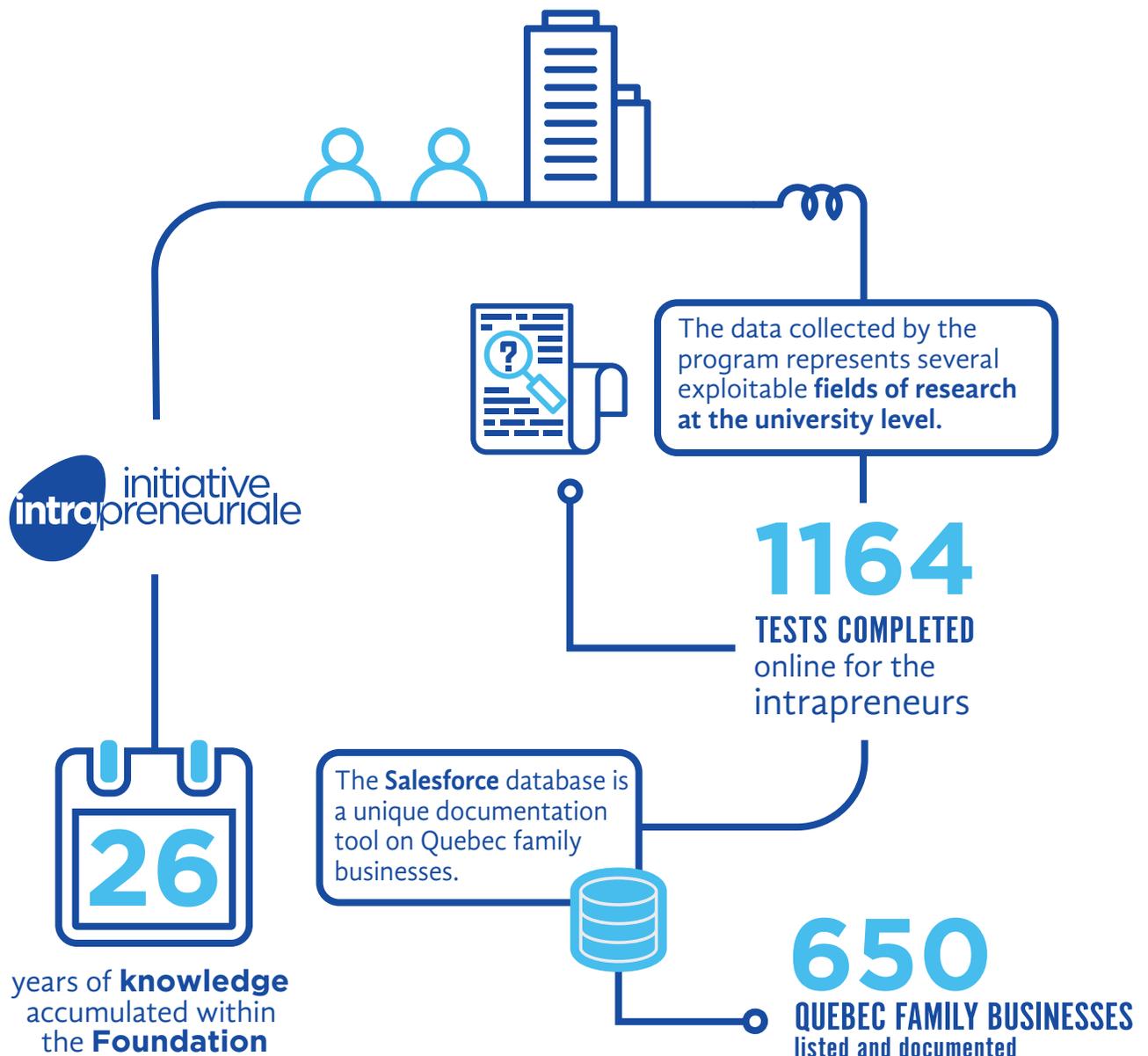
Clearly, the Intrapreneurial Initiative is already benefitting from media recognition and a developing recognition in the market.



5. RESOURCES DEVELOPED by the Intrapreneurial Initiative

Perfected by Business Families Foundation, the Intrapreneurial Program has already provided a significant amount of knowledge and expertise to several Quebec family businesses. In turn, it has collected feedback and data from the program's participants to improve the experience for future intrapreneurs and their mentors.

This data is valuable: first, because it allowed us to further refine the technological tools and increase the educational weight of the program; and secondly, because this growing pool of data opens the path to many new research fields at the university level. This research is another key ingredient that, over time, will allow us to more accurately map the intrapreneurial and entrepreneurial practices of Quebec families in business.



6. PARTNERSHIPS AROUND of the Intrapreneurial Initiative

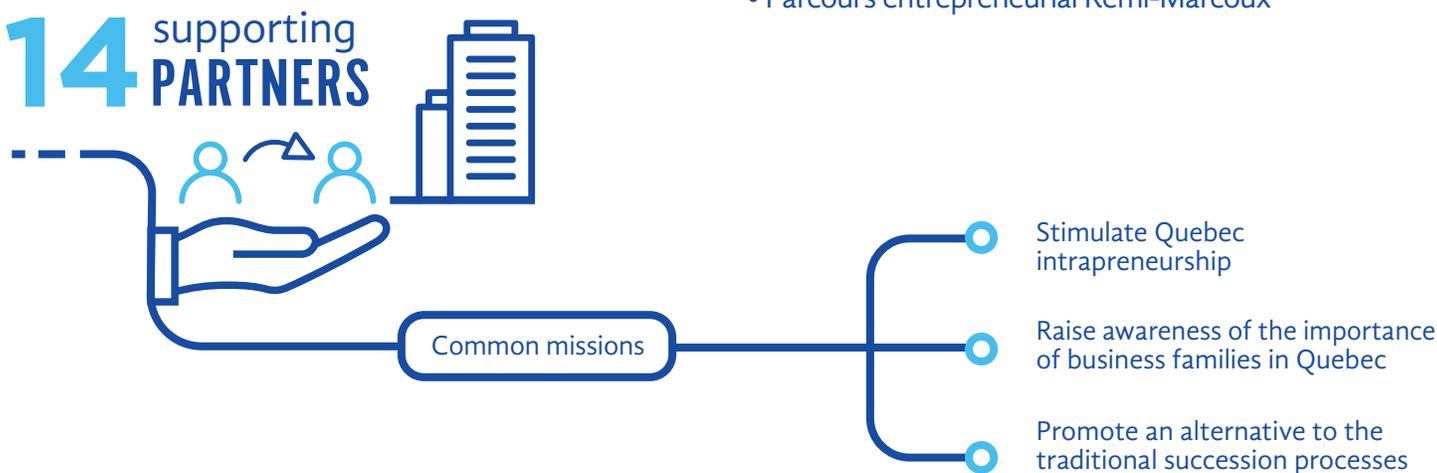
In 2016, the Intrapreneurial Initiative gave way to an incredible momentum we call “the intrapreneurial movement.”

Consisting today of multiple Quebec organizations from all walks of life, this coalition is very conscious of the impact that families in business have on our economic vitality. Its members all desire to inspire and stimulate Quebec entrepreneurship.

Why have they joined our movement? To promote the intrapreneurial family as the vehicle of choice to ensure succession—a vehicle that is in tune with the realities and dreams of a completely new generation.

The Intrapreneurial Initiative would like to thank the following partners who gave us their valuable support throughout 2016:

- Fondation des familles entrepreneuriales
- Fondation de Gaspé Beaubien
- Caisse de dépôt et placement du Québec
- Espace cdpq
- HEC Montréal
- Aiseo Consulting
- G3point0 Consulting
- École d'Entrepreneurship de Beauce
- Anges Québec
- Réseau M
- Groupe la Relève
- Association des clubs d'entrepreneurs étudiants du Québec
- Centre de transfert d'entreprise du Québec
- Parcours entrepreneurial Rémi-Marcoux



FONDATION DES FAMILLES
ENTREPRENEURIALES



Fondation
de Gaspé Beaubien



Caisse de dépôt et placement
du Québec

espace
cdpq

HEC MONTRÉAL

AVISEO CONSEIL
stratégie & économie

G3point0 CONSULTING



Anges
Québec

Réseau
Propulsé par la
Fondation de l'entrepreneurship

Groupe
la Relève
en famille, en affaires !

AC
EE
Association des clubs
d'entrepreneurs étudiants
du Québec

Centre de transfert
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parcours
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