

# Index

- Accessories, 6
  - Acquisitions, 62, 69
  - Advisory boards, 195–196
  - Agents of innovation, 195
    - characteristics, 197
  - Alliances subcontract, 196
  - Applied learning in variety of fields, 113–114
  - Apprenticeships in world of
    - organizations, 113–117
      - applied learning in variety of fields, 113–114
      - growth, 114–116
      - Noranda Technology, 116–117
  - Artistic leadership, 37–38
  
  - Beauchemin, Beaton, Lapointe (BBL), 115
  - BHVR, 124
  - Bombardier model, 61–62
  - Bouchard, Alain, 50
    - birth of market analysis model, 81
    - business opportunities, 80
    - constant concern for growth and acquisitions, 76–77
    - constant development of lively entrepreneurial culture, 78
    - convenience stores, 54–59
    - discovering, understanding, acquiring and sharing, 63–65
    - entrepreneur, 84
    - entrepreneurial system, 65–75
    - entrepreneurship, 51–54
    - estimating fair value and setting ego aside in negotiations, 77–78
    - facilitators, 78–79
    - hard work and savings, 81
    - importance of accountability and decentralization, 82–83
    - innovation, 84
    - inspiration from entrepreneurs and continuous learning, 76
    - intrapreneur and testing boundaries, 80
    - intrapreneur to extrapreneur, 59–65
    - life on manic sites and emergence of budding entrepreneur, 53
    - permanent renewal and reinvestment, 79–80
    - responsibility, power and culture, 81–82
  - Rivière-du-Loup, 53–54
  - selection of awards and recognitions, 85–87
  - strong entrepreneurial family culture, 50
  - succession process, 79
  - system and growth, 83–84
  - tenacity, 76
  - unionization, 78
  - young people, 84–85
- Bouchard, Alfred (Man of the Forest and of the North), 51
  - Bouchard, Jean-Paul, 52
    - leaving Chicoutimi, 52–53
    - and ups and downs of entrepreneur's life, 51–52
  - Brazilian economy, 175, 180
  - Business models, 162
  
  - Canadian Armed Forces, 113
  - Canadian Bonded Credit (CBC), 114
  - Canadian International Development Agency (CIDA), 95–96
  - Canadian University Service Overseas (CUSO), 95

- Center for Development in  
Administration (CDA), 176
- Centro de Estudos e de  
Desenvolvimento para a  
Exportação (CEDEX), 180
- Centro de Tecnologia Empresarial  
(CTE), 180
- Chanel, Coco, 6–7, 18, 33, 40, 44–45  
Arthur Capel, 13–14  
audacity, 12  
audiovisual documents, 45–46  
Bendor, 27–29  
chance meeting, 19  
Chanel's flair, 22  
citizen of world, 9–10  
creative boredom, 33–34  
daughter of Albert Chanel, 7–8  
Dimitri Pavlovitch Romanov and  
perfume, 25  
eternity, 36–37  
Étienne Balsan, 10–12  
fashions, 17  
first fashion house, 15  
good idea, 12–13  
at home, 32  
identifying and recruiting talent,  
23–24  
incorporating new trends, 22–23  
inheritance and betrayal, 18  
last will and testament, 38–39  
'Little Black Dress' and Great  
American Dream, 29–30  
Misia, 19–21  
Pierre Wertheimer, 25–27  
prelude to war, 32–33  
return of, 34–35  
revolution, 46–47  
revolution on horizon, 15–17  
rivals, 21–22  
survival, 37–38  
surviving life in orphanage, 8–9  
true launch, 14–15  
tweed and diamonds, 30–31  
*Chanel Inc.*, 34  
Chanel Perfume Company, 26  
Chanel's Ford, 29
- Circle K stores, 50
- Circle K/Ingo/Couche-Tard banners,  
50, 73–75
- Clothing, 12, 15–16
- COGA Foundation, 38–39
- Complementary expertise, 195–196
- 'Connect' information technology  
project, 65
- Consultant in creativity and  
innovation, 160–163
- Convenience stores, 50, 54, 59, 97, 107  
accountability starting at store level,  
101–102  
acquisitions, 102–103  
big dreams, 58–59  
from bush country and small towns  
to Montreal, 54–55  
corporate system, 99–100  
emergence, 55  
facilitating entrepreneur's activities  
and becoming partner in,  
97–99  
freedom, 56  
innovation, comparative analysis,  
creativity and good practice,  
103–104  
intrapreneur and developer with  
Provi-Soir, 57–58  
major crisis, 100–101  
new world, 55–56  
next generation, 104–105  
Perrette's operations, 56–57
- Corporate culture, 67–69
- Correio da Manhã, 174
- Couche-Tard stores, 50, 62
- Creaholic, 158–159, 161  
creativity to organizations, 158–159
- Creative boredom, 33–34
- Creativity concept, 159–160
- de Almeida, Emerson, 170, 191–192  
awards, 190–191  
big dreams, 171–172  
commitment, trust and openness to  
change, 179–180  
dreamer, 177–179

- energy, self-learning and vision, 184–185
- entrepreneurial practice, 170–171
- entrepreneurs and intrapreneurs, 176
- FDC, 177, 186
- future, 174–176
- imaginative proposal, 181–184
- influence of international networks, 183–184
- left-wing student leader and socially committed revolutionary journalist, 172–173
- legacy and future prospects, 189–190
- open innovation in practice, 182–183
- partnerships with clients and additional international alliances, 179–180
- perceptions of employees and collaborators, 185–186
- publications, 191
- search for challenge, 173–174
- wisdom and creativity, 186–189
- Decentralization, 68
- Decentralized multinational corporation, 69–70
- Development funding, 68
- Diamond Jewels*, 30
- Earnings before Interest, Taxes, Depreciation and Amortization (EBITDA), 77
- Economic development, 186
- Entrepreneur, 6
- Entrepreneurial activities, 60
- Entrepreneurial system, 65–75
  - Brian Hannasch, 71–72
  - Circle K/Couche-Tard, 74–75
  - corporate culture, 67–69
  - decentralized multinational corporation, 69–70
  - new generation in wings, 70–71
  - reconciling family and work, 73–74
  - Sandra and Alain Bouchard Foundation, 74
  - standardizing organization's name, 72–73
  - tenacious leader, 66–67
- Entrepreneurs, 176, 195–196
- European Patent Office (EPO), 152
- Extension Center (CEX), 175–176, 178
- External facilitator, 124, 164
- Extrapreneurs, 59, 65, 156–158
- Facilitation, 197
  - evangelist of, 135–137
- Facilitators, 106, 121, 195–197
- Fashions, 6, 17
- Federal University of Minas Gerais (UFMG), 173
- Five-year transition, 124
  - operations to support resource for entrepreneurs and CEOs, 124
- Fundação Dom Cabral* (FDC), 170, 177
- Fundação João Pinheiro*, 177
- Great American Dream, 29–30
- Headhunter, 115–116
- House of Bourjois, 26
- House of Chanel*, 37, 39
- Imaginative strategist to visionary builder, 61–63
- 'Impact' concept, 103
- Incremental innovation, 162–163
- Inno-centre, 125–126
  - channelling entrepreneurial energy and expertise, 126
  - home port, 125–126
- 'Innovation' model, 162
- INSEAD, 183
- Internal facilitator, 124
  - effective external facilitation, 127–129
  - to external facilitation matchmaker, 127–129

- firms undergoing growth or restructuring, 129
- International conferences, 117
- International Diamond Manufacturers' Association, 30–31
- International Journal of Case Method Research & Application (IJCRA), 139
- Intrapreneurs, 59, 65, 156, 158
  - entrepreneurial activities, 60, 176, 195, 197
  - imaginative strategist to visionary builder, 61–63
  - team building, 61
- Intrapreneurship, 144–145
- Inventor to bureaucratic clerk, 154
  
- Jornal do Brazil, 174
  
- La Pausa*, 28, 34
  
- Mademoiselle Chanel*, 34
- Marketing, 121
- Markets, 195
- Matchmaker, 127–129
- Mentors, 195–196, 198–199
- Mercenary model, 161
- Microsoft adaptation, 122–124
  - discovering culture of major international corporation, 122–124
- Microsoft Sidewalk*, 123
- Mock, Elmar, 144, 164
  - atypical child and stranger in own milieu, 145–146
  - consultant in creativity and innovation, 160–163
  - Creaholic, 158–159
  - creativity concept, 159–160
  - industrial watches and polymer engineering at ETA, 148
  - retirement and succession, 163–164
  - standard job in Swiss watch-making industry, 147–148
- Swatch, The, 149–156
  - troublemaker at home and school, 146–147
  - university, marriage and work market, 147–148
  - unusual family background and childhood, 144–147
- 'Mock-Kett', 144
  
- Nelis, Pierre, 112, 138–139
  - apprenticeships in world of organizations, 113–117
  - Canadian Armed Forces, 113
  - early days, 112
  - evangelist of facilitation, 135–137
  - five-year transition, 124
  - high-growth SMEs, 136–137
  - Inno-centre, 125–126
  - internal facilitator to external facilitation matchmaker, 127–129
  - Microsoft adaptation, 122–124
  - peaceful life in Canada, 112–113
  - project management challenges, 129–131
  - projective thinking, learning and importance of clear psychological contracts, 133–135
  - sharing and volunteering, 137–138
  - Softimage Adventure, 117–122
  - thoughts and lessons, 131–132
  - transparency, rigour and generosity, 133
- Noranda Technology, 116–117
  
- 'Onion' model, 162
  
- Pantin factory, 38
- Parceiros para a Excelência Programme (PAEX), 182
- Partner, 92
- Perfumes, 6, 25
- Pleasure cruise* philosophy, 122–123
- Programa de Gestão Avançada (PGA), 181

- Project management challenges,
  - 129–131
  - future, 130
  - living in age of technology, 130
  - major concern for future, 130–131
  - succession, 131
- PUC Minas*, 174
- Radical innovation, 162–163
- Réal Plourde, 91–92, 107–108
  - adventurer, explorer and man of action, 93–94
  - Anse-au-Persil to Laval University, 93
  - awards received, 109
  - convenience stores, 97–107
  - entrepreneurial aspirations, 96–97
  - exploring and contributing to African World, 94–96
  - MBA, 96
  - origin, education and early work experience, 93–97
  - social contributions, 109
- Recruitment policy, 119
- Russian Ballet Company, 22
- Saint-Jérôme convenience store, 60
- Sandra and Alain Bouchard Foundation, 74
- SMEs, 129
- Social leader, 191
- Softimage Adventure, 117–122
  - family life vs. business life, 122
  - individual responsibility and accountability, 120–121
  - learning to be entrepreneurial facilitator, 119–120
  - market and organizational efficiency, 118–119
  - technological creators, 117–118
- Squibb Canada, 115
- Statoil acquisition, 72–73
- Store managers, 68
- Swatch, The, 149, 156, 158
  - birth, 149–150
  - breaking rules, 150–151
  - chronology, 155
  - innovation in product concept and design, 153–154
  - inventor to bureaucratic clerk, 154
  - revolutionary product in hostile environment, 151–153
  - to RockWatch, 154–156
- Team building, 61
- Technosophy, 159
- Tetra Pak, 161
- TV Globo, 174
- Twenties (Roaring Twenties), 16, 23
- University extension, 175–176
- University of British Columbia (UBC), 183
- Vacation policy, 119
- World Bank, 95–96