

The role of entrepreneurial support on the recovery process after business failure

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Résumé:

Ce papier s'interroge sur la pratique d'accompagnement la plus adéquate pour assurer la réussite du processus de reprise après un cas d'échec. En effet, une étude exploratoire auprès de quinze entreprises mortes et/ou en difficulté a fait ressortir plusieurs résultats. Sur le plan théorique, une matrice manifestant l'identité des repreneurs, les phases et les difficultés inhérentes tout au long du processus de reprise a été mise en place. Sur le plan empirique, la présente étude confirme le fait que le coaching psychologique permet d'adoucir le choc émotionnel d'un repreneur dans la cadre d'une reprise non programmée et que le coaching social facilite l'intégration du repreneur dans le cadre d'une reprise programmée. Cependant, elle rejette le fait que l'incubation est la pratique d'accompagnement qui permet de lutter contre la rareté des ressources et d'assurer le réseautage dans le cadre d'une reprise après un cas d'échec.

Mots-clés : Echec entrepreneurial, Difficultés, Processus de reprise, Coaching, Incubation.

Abstract:

The aim of this paper is to identify the adequate entrepreneurial support for business recovery after business failure. An exploratory study has been conducted with fifteen SME Tunisian companies and shows multiple results. As well as the theoretical results are concerned, a matrix combining successor identity, process phases and difficulties was presented. In fact, this study reveals that the psychological coaching is an efficient remedy to reduce emotional shock after experiencing unplanned failure whereas the social coaching is an efficient support

of integrating successor following a planned failure in some social network. In addition, successor after business failure is deprived from social insertion and donating resources covered by business incubators.

Keyword: Business failure, difficulties, recovery process, coaching, incubator..

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INTRODUCTION

Restating after business failure is a form of business recovery instead business transfer and business succession (Schminke et al., 2014; Bugeja, 2011). Most of business researches declare that the successor remains the founder (Hamrouni and Ben Salem, 2013). For instance, it distinguishes business recovery manifesting a situation of business mortality and business discontinuity from the recovery with business continuity showing Non achievement of objectives and the presence of sterile links with governmental institutions (Jenkis et al., 2014; Hsu and Wu, 2013; Carmona, 2007). Also, it differs planned recovery that follows a voluntary act from unplanned recovery that follows a fatal failure (Jenkis et al., 2014; Bamiatzi et al., 2013; Rodrigues and Stevenson, 2013; Ben Branch, 2002; Bigus, 2002). Previous researchers investigating business failure and business recovery definitions, causes and consequences of business failure as well as factors affecting its recovery (Jenkis et al., 2014; Bamiatzi et al., 2013), and the characteristics, the difficulties and business recovery phases (Pavel, 2013; Tahirsylaj, 2011; Shepherd, 2009). Furthermore, the difficulties occurring throughout business recovery are multiple and have massively presented in the literature without any classification based on the context, the process phases or the successor profile (Shepherd, 2009). Some researchers consider that business failure as a current prevalent subject mainly in relation to firm inability to honor its engagement and conduct efficiently its business working (Chermack et al., 2007). Whereas, business recovery is theorized as a reaction conducted to overcome this situation and re-enhance business continuity (Bamiatzi et al., 2014; Pavel, 2013). The difficulties, the context, the successor profile and the increase of business failure ratio require the implementation of some entrepreneurial support practices able to orient successor during his business recovery process and reduce the difficulties redundancy (Bruneel et al., 2013; Wilson et al., 2013). Despite the presence of some studies that link entrepreneurial support to innovation, motivation, performance and internationalization process (Pavel, 2013); the successors' entrepreneurial support after business failure is still a marginalized subject (Hamrouni and Ben Salem, 2013;

Rose and Manley, 2013). In fact, only some initiatives declare that entrepreneurial support stands as a source of motivation to enhance a second experience (Hamrouni and Ben Salem, 2013). Accordingly, the aim of this research is to identify the suitable entrepreneurial support practice for recovery process after business failure?

An exploratory research which has been conducted among fifteen small and medium Tunisian enterprises concludes that psychological coaching is the suitable entrepreneurial support used to reduce emotional shock felt by a successor throughout an unplanned recovery whereas the social coaching is the suitable entrepreneurial support used to insert a successor through a planned recovery in some social network. In contrast, the two successor profiles are deprived from incubators services likewise networking and resources offering.

This article is divided into three parts. The first part covers the literature review. The second part explains the methodological framework and data collection and analysis. Whereas, the third part discusses the results.

1. LITERATURE REVIEW

Previous researchers stresses the fact that business failure and business recovery are limitedly highlighted issues (Bollough and Renko, 2013; Pavel, 2013; Demers, 2012). For instance, only some dimensions from business failure are heavily studied in terms of its definitions, its causes and its consequences (Zhou et al., 2014; Jenkis et al., 2014; Shepeherd, 2009). In addition, some aspects linked to business recovery are studied essentially through the phases and the inherent difficulties (Schminke et al., 2014; Zhou et al., 2014; Mantere et al., 2013; Tahirsylaj, 2012). Whereas, the possible link between the concept is ignored.

The absence of a standard definition of business failure makes it a multidimensional concept (Jenkis et al., 2014; Johnson et al., 2010). In fact, many researchers argue that the business failure definitions are categorized into three groups (Jenkis et al., 2014; Bamiatzi et al., 2013; Hamrouni and Ben Salem, 2013; Rodrigues and Stevenson, 2013). The first group revolves around the strategic definition which conceptualizes business failure as a situation of non achievement of objectives or the localization of firm outsider the zone of performance and coherence (Jenkis et al., 2014; Smida and Khelil, 2008; Chermack et al., 2007). The second group includes financial definitions. For instance, financial definitions of business failure contain bankruptcy, liquidity, discontinuity and mortality (Jenkis, 2014; Bamiatzi et al., 2013; Rodrigues and Stevenson, 2013). In fact, Bankruptcy is an instance of non-payment of debts

(Asgary et al., 2013; Hsu and Wu, 2013). In addition Liquidity involves partial or total sales of the tangible and intangible assets of the company (Kolecek, 2008; Carmona, 2007). Some researchers declare that liquidity is a method used to reduce the impact, the cost and the duration of bankruptcy process (Carmona, 2007; Garrod et al., 2006). Moreover, business mortality refers to entrepreneurial exit (Zhou et al., 2014; Gonzalez and Quast, 2010; Bigus, 2002). In contrast, the environmental definitions focus on the redundancy of a unsuccessful relationship between the company and the institutional structures (Hsu and Wu, 2013; Wilkson and Mellahi, 2005). Under the Tunisian law No 95-34 of 17 April 1995, business failure is defined as a case of non-payment of debt for the last six months. Likewise business failure definition, its causes are multiple and vary between personal and social, strategic and environmental causes. The social and personal causes touch upon the successor and his teamwork and vary between the lack of knowledge and competencies, the academic specialization, the lack of training acts, the worker non versatility, the lack of confidence and the confusion of interest between stakeholders (Bamiatzi et al., 2014 ; Mantere et al., 2013). However, strategic and environmental causes are multiples and intersect between the absence of clear strategy and unachievable goals, the economic recession and the inadequate change ratio (Bamiatzi et al., 2014; Meier and Schier, 2014). The same as definitions and causes, business failure consequences are multidimensional. They vary between financial consequences that covers the stakeholders costs in the recovery process, simulation and attracting clients costs and costs of stocks out (Jenkis et al., 2014; Gonzalez and Quast, 2010), personal and social consequences contains depression, social isolation, relationship breakup, loneliness and loss of self-esteem and work flavor (Jenkis et al., 2014; Wilkinson and Mellahi, 2005).

Faced by t business failure, developing a business recovery plan is the solution (Schröder et al., 2011). The majority of researchers do not define business recovery and insists only that it qualify a resumption situation after business discontinuity (Bollough and Renko, 2013; Demers, 2012). Others declare that business recovery is an enter modality such as creation (Parker and Praag, 2010). For instance, banks consider business recovery as an enter modality less risky than creation (Johanson, 2010). Moreover, business recovery is a training modality since learning from business failure is more productive of information than business success (Hamrouni and Ben Salem, 2013). Some researchers note that business recovery is done by the founder but the distinction among successors identity depends from the context and the recovery motivation (Hamrouni and Ben Salem, 2013). Furthermore, literature distinguishes

the business recovery after discontinuity from the recovery in business continuity (Jenkis et al., 2014; Bamiatzi et al., 2013; Rodrigues and Stevenson, 2013). The termination of activity means a total or temporary break in activity such as exit, mortality or discontinuity while business continuity characterizes a situation of non fulfillment of objectives, lack of resources and the unavailability of successful plan (Ben Branch, 2002; Bigus, 2002). In respect of its situations, recovery motivation remains numerous and ranges from the fight against unemployment, the desire to restore an entrepreneurial business and beneficial relationships, the benefits from established network and the maintaining and the survival of the company (Schminke et al., 2014; Mantere et al., 2013; Johanson, 2010). The comparison between the aforementioned situation is still insufficiently highlighted (Shepherd, 2009). Therefore, this article seeks to this lacuna and present a comparison based on some criteria likewise business recovery context and business recovery motivation.

Table 1. Comparison between Recovery out of business and recovery business continuity

	Business recovery context	Business recovery motivation
Business recovery out of business	Partial or total discontinuity of the activity. Resources shortage. Flight of talent workers. Destruction of the cognitive memory of the firm. Debts accumulation. Breakdown of some personal and professional links.	Fight against unemployment. Benefit from business sector advantages. Reduce of the damage level. Benefit from relationship with traders. Learning from business failure.
Recovery with business continuity	Business continuity. Economic recession. The non-achievement of objectives. Loss of resources and market position. Redundancy of some fruitless relation with some governmental institutions. The maintaining of the same staff and business.	Ensure the continuity and the firm survival. Benefit from the recovery provisions. Identify achievable target. Benefit from the opportunity of debt rescheduling.

Many researchers focus on the recovery process especially phases and difficulties (Hamrouni and Ben Salem, 2013; Mantere et al., 2013). Literature highlights a list of separate phases such as solution's proposal, the understanding and the diagnostic of the fact (Schminke et al., 2014; Zhou et al., 2014; Prazeres and Lopez, 2013; Tahirsylaj, 2012). The phases and the classifications' ambiguity are due to the absence of a standard and universal process (Mantere

et al., 2013). For instance, it depends especially on the recovery context, the recovery motivation and the scope of the fact (Hamrouni and Ben Salem, 2013; Pavel, 2013). In the absence of a standard process, some partial definitions appear such as the recovery after commercial failure. This process contains some phases respectively failure understanding, failure examination, communication with clients and the clearing and the satisfaction of clients (Schminke et al., 2014; Zhou et al., 2014; Mantere et al., 2013). Others support the presence of a general recovery process covering the diagnostic and the understanding of the fact, failure simulation, learning from business failure, choosing decision of new decision and the implementation and the establishment of control mechanisms (Wu et al., 2013). The encountered difficulties and the change level depend on the recovery context (Pavel, 2013; Hsu and Wu, 2013). Motivation theory orients the choice and the achievement of objectives such as the independency, the desire and the autonomy (Rose and Manley, 2011).

In fact, unplanned successor faces a lot of difficulties likewise managerial incompetency and social isolation (Schminke et al., 2014; Asgary et al., 2012). This incompetency is due to the non implementation of plan or a structure that guarantees the success' process (Hsu and Wu, 2013; Stanton, 2005). The unresolved problems lead to the non understanding of the situation which includes risks of accumulation and the absence of government which aggravates the situation (Mantere et al., 2013; Shepherd, 2009). Furthermore, the absence of support combined with loneliness, the breakdown of some links result in a negative feeling among successor such as grief (Mantere et al., 2013; Johanson, 2010; Shepherd, 2009). Therefore, this situation requires the presence of emotional support. So, psychological coaching is used as a means of problems resolution, objectives achievement and emotional shock reducing (Rocchi et al., 2013; Abu Mansor et al., 2012).

However, the damage following a planned recovery is evident but less intense than unplanned one (Hamrouni and Ben Salem, 2013; Pavel, 2013). The difficulties are linked to the complexity of the context and the simultaneous intervention of several stakeholders (Pavel, 2013; Othman and Murisin, 2011). Other researchers declare that confusion between stakeholders' interests causes successor loneliness (Othman and Murisin, 2011). The situation complicates the recovery process and increases losses level. In this context, social coaching is required and covers successor orientation and integration (Devine et al., 2013).

In addition, unplanned recovery entails several difficulties that affect business decision especially stakeholders' fees, the advertising and the attracting fees during the discontinuity phase and losses related to closing transactions (Carmona, 2007; Branch, 2002; Bigus, 2002).

Several governance mechanisms should be set up to solve problems and to reduce the fact of resources' loss continuing (Hamrouni and Ben Salem, 2013). This situation requires the intervention of several parts including the state, the employees and the stakeholders (Litz, 2010; Riegel and Carlson, 2002). Furthermore, state stipulates the presence of governmental structure that provides a complete support including linking and recovery plan implementation (Pavel, 2013; Ganescu et al., 2013).

As a part of planned recovery, the successors suffer from tailing charges linked to employees' escapes and the payment of the legal and the experts' tax (Othman and Murisin, 2011). Companies lack resources to meet financial requirements relevant to the promotion of employees, restoration of relations and business development (Bollingtoft, 2012; Brenes et al., 2006). However, the successor' resources are limited. For instance, the inherent difficulties such as managerial inability, social isolation and the resources scarcity require the presence of incubations that reflect a complete entrepreneurial support including learning acts, resources access and competency development (Somsuk and Lasirihonthong, 2013; Bollingtoft, 2012). Some researchers holds that business incubators intervene throughout entrepreneurial business process while other researchers note that this support is absent during recovery process (Schminke et al., 2014). The joint presence of difficulties, context guides us to conduct a matrix that classify difficulties according to each phases and context.

Table 2. Matrix combining difficulties, business recovery process and phases

	Phase before recovery	Recovery phase	After recovery phase
Planned recovery	Social isolation (Othman et al., 2013; Johanson, 2010). No plan and recovery structure (Schminke et al., 2014 ; Asgary et al., 2012) Loss of resources (Hamrouni and Ben Salem, 2013). The misunderstanding of the failure facts (Wu et al., 2013; Hsu et Wu, 2013). Objectives confusion (Othman and Murisin, 2011).	Absence of problems resolution plans (Stanton, 2005). Employees' escape (Brenes et al., 2006). Absence of recovery plan (Pavel, 2013; Tahirsylaj et al., 2013).	Absence of support (Jenkins, 2014 ; Asagiry et al., 2012 ; Johanson, 2010). Managerial incapacity (Shepherd, 2009; Shepherd and Kuratko, 2009).
Unplanned recovery	Huge fees of stakeholders (Asgary et al., 2012; Mantere et al., 2012; Abu Mansor et al., 2012). Legal and fiscal successor's incompetency (Schminke et al., 2014 ; Wu et al., 2013). Unexpected changes in legal clauses (Mantere et al., 2012; Johnson, 2010).	Lack of resources (Hsu et Wu, 2014). Total independency to experts (Hamrouni and Ben Salem, 2013; Pavel, 2013). Disengagement of involved stakeholders (Othman et Morison, 2011).	Problems of relationship restoration (Hamrouni and Ben Salem, 2013; Pavel, 2013; Deschamps, 2003). Successor training cost (Litz, 2010 ; Riegel and Carlson, 2002)

2. METHADODOLOGICAL FRAMEWORK

Recovery after business failure and difficulties inherent during the mentioned process manifests as a subject few studied by the literature (Pavel, 2013; Rose and Manley, 2011). The recovery context, the recovery process and the recovery difficulties cannot be treated throughout quantitative research (Hsu and Wu, 2013, Wu et al., 2013). Consequently, qualitative research would help to overcome this lacuna and to deduct the successor's profile,

to understand recovery motivation, to identify the different links between actors and difficulties and to propose the adequate entrepreneurial support practice able to successfully carry out this process (Bruneel et al., 2012; Wilson et al., 2012).

2.1. QUALITATIVE EXPLORATIVE STUDY

The purposes of qualitative research are numerous. It aims to empirically investigate the different dimension of business failure in terms of its definitions, its causes and its consequences, to clarify the recovery context and the successor identity, to manifest the inherent difficulties throughout the recovery process and to identify the suitable entrepreneurial support practice for each successor profile and each difficulty. The clarifications of these concepts follow the use of an interview guide. Many researches declare that this method is the most used among human social study (Erlingson and Brysiewicz, 2013; Houssemand and Meyers, 2013; Hurst, 1987). First, it gives the interviewed the opportunity to express their opinions and their intuitions. Second, this expression and this declaration help us to collect valuable data and information for the study. The first version of the interview contains fifteen questions but after a pre-test among experts and potential participants, the questions' number was decreased since the presence of redundant and ambiguous questions and the new version contain only eleven questions (see Appendix 1). It is written in French since the majority of the successor's participants have little knowledge about English language. Now, this interview guide contains four themes along with twelve questions. The first theme covers the concept of business failure and contains three questions associated with the definitions, the causes and the consequences. The second theme focuses on business recovery and includes especially the recovery management, the recovery decision and the absence or the presence of the recovery process. The third theme contains exclusively two questions which analyze the phases and the changes occurring throughout the recovery process. The fourth theme covers the successor's needs the definition of entrepreneurial and support and its impact on the success of the recovery process. The whole parts of the interview are present in previous research (Hamrouni and Ben Salem, 2013; Wilkinson and Mellahi, 2005). The contextualization-recontextualization supposes the division of answers on nodes and sub nodes (Dechenaux, 2007). This process aims to clarify concepts, conduct links between actors, phases and difficulties and identify the possible solution regarding to entrepreneurial support practices.

2.2. THE SAMPLE AND THE INTERVIEW PROCESS

Our sample is restrictive and contains only few cases. First, failing entrepreneurs are reluctant to speak about failure until achieving success in their second experience. Second, this subject is considered as a specific study due to the absence of relevant data. Third, sample on the management field relies especially on the saturation ratio which means the level of unproductive information (Erlingson and Brysiewicz, 2013; Clisset et al., 2008). Fourth, the absence of data is attributed to the gap mentioned by the Tunisian institute of statistics that declares that business failure is a specific with no information. Data source covers our proximity and in some institutional structure. In addition, this research includes business recovery and recovery among business continuity. Most of our participants are young. This is explained by the fact that young people are the most failing entrepreneurs who have unclear and ambiguous nature of creation. Second, the high failure rate is associated with the newly created companies. For instance, our sample covers businesses failing to ensure their survival during their first five years. Some authors note that 75% from new venture cannot assure their continuity among their five first years (Sontoro and Gaffeo, 2009; Duffey, 2005). We contact twenty enterprises while only fifteen accept to flowers the current research with a refusing ratio equal to 25%. The majority of our participants are small and medium enterprises with an employee's number less than fifty. They operate in some business activity including services, trading, infrastructure and building. The characteristics of the participating companies are summarized in table below. We mention that these companies do not accept to give us any information about capital structure or the financial failure level. The sample description manifests on table 3.

This study was conducted directly with the successors after business failure between October 2014 and February 2015. We have some longitudinal links with some participants who participate with us in some previous academic study. The length of the interview varies between 40 and 50 minutes. During the interview, some clarifications and explanations are put since the majority of surveyed successors don't master a foreign language or they have no idea about some concepts strongly present in this study. The respondent's interventions are limited to ambiguous concepts explanation and do not affect their feedback, their emotions and their perceptions. Furthermore, collected data are processed through Nvivo 8 software

following content analysis in order to highlight the similar opinions and the redundant answers (Erlingson and Brysiewicz, 2013).

Table 3. Sample

	Creation date	Recovery date	Employees number	Business activity
Enterprise 1	2011	2014	4	Textile
Enterprise 2	2004	2014	6	Textile
Enterprise 3	2008	2012	6	Food
Enterprise 4	2011	2012	2	Services
Enterprise 5	2011	2016	30	Chemical industry
Enterprise 6	2012	2013	5	Food
Enterprise 7	–	2011	2	Trade
Enterprise 8	2011	2012	2	Trade
Enterprise 9	2008	2011	5	Chemical industry
Enterprise 10	2011	2012	8	Trade
Enterprise 11	1992	2014	16	Trade
Enterprise 12	–	2014	>100	Building
Enterprise 13	2009	2010	5	Services
Enterprise 14	–	2014	120	Food
Enterprise 15	2002	2011	2	Trade

3. RESULTS

This research includes several results. As we are concerned with business failure definition, the major definitions illustrated by our participants are bankruptcy, liquidity, discontinuity, gain decrease and downsizing with a little attention to financial definitions. Except for downsizing and gain decrease which entails failure among business continuity, the other definitions qualify failure with breaking business (Bollough and Renko, 2013; Asgary et al., 2012; Bigus, 2002). Literature provides us with some definitions associated with one situation whereas this study includes many definitions in one case. The majority of viewed situations are present in the literature. Some cases qualifying Tunisian context appears and defines business failure as a strategy adopted by entrepreneur to benefit from fiscal advantages. We note that planned business failure refers to a voluntary act conducted by the successor whereas unplanned business failure remains fatal and unexpected. The results of unplanned failure are more

hazardous than the consequences of planned act since the first failure reflects business exit whereas the second stands for voluntary failure adopted to enhance some objectives.

Verbatim successor's 2: My business failure is define as a temporary business exit adopted to benefit more and more from social and tax exemptions.

The mentioned definitions of business failure are caused generally by organizational rigidity, activity recession, managerial incompetency, lack of resources and loneliness (Shepherd, 2009; Carmona, 2007). Theses causes emanates from social and environmental contexts. Such failure can be triggered by the political instability and the absence of complementarity between governmental institutions. Also, Tunisian company and Tunisian governmental institutions do not support failing entrepreneurs. This situation would result at leaving the entrepreneur in a critical situation causing grief. In this context, he would end up in debts accumulation and loss of motivation in continuing business, unemployment and breakdown. The majority of successor's participants declare that these consequences are negative except for someone who perceives these bad outcomes as a source of motivation to learn from business failure. For instance, unemployment and relationship breakdown affect negatively failing entrepreneur behavior and bloc his will to recover business whereas learning from consultation, action and communication gives the failing entrepreneur the chance to conduct his future experience.

Verbatim successor 4: The consequences of my failure are positive and vary between learning from face to face trading and the financial benefits result of the liquidity operation.

Dealing with these situations, the business failure management will be based on the research of new partner, recovering stewardship, injecting fund and asking for support. Moreover, successor with voluntary business failure adopts a passive behavior. For instance, business failure weakens resources sustainability and requires the injection of fund to acquire and renew firm's ability. In contrast, planned failure supposes the preservation of resource and demands no other needs.

Verbatim successor 6: I do not conduct any act since my business failure remains as a choice and not an obligation.

To manage his failure, successor highlights experience, resources and several studies to conduct his process. Some factors are emphasized as a beneficial opportunity whereas others likewise joblessness and facing social responsibility are linked to business necessity. Our respondents refer to the absence of standard process and ignore the phase's denomination present in previous researchers. For instance, this process covers some phases such as

solution's proposal, exploring the possibility of recovery, the preparation of the legal and the recovery plan. The confusion of phase's denomination and ranking is due the fact that our failing entrepreneur is under the effect of shock. Solution's proposal does not affect firm identity whereas the last of phases are occurred after business discontinuity. However, these phases are absent throughout business continuity.

Verbatim successor 4: I do not have a definitive recovery plan since I decide to restore marginalized business without any judicial process.

The numerous phases demonstrate the recovery process as expensive and longitudinal. The longevity depends from the stakeholders and phase number whereas the cost depends on the dissolution cost, the cost of judicial process which occurs in business recovery and the cost of client's attractiveness associated to business continuity (Bornard and Puthod, 2006; Deschamps, 2003). The longevity of the recovery process implies many difficulties such as loneliness, breakdown links, productivity reduction, insertion and integration problems, loss of esteem and confidence (Audet and Catauret, 2013; Shepherd, 2009; Garniou and Saporta, 2006; Deschamps, 2003). These difficulties come from different origins and occur in different context and vary between loneliness and integration problems felt by a successor with breaking business whereas debt accumulation and downsizing are financial difficulties felt by a successor along with business continuity. We note that difficulties are numerous and have strong negative impact on the fact of business exit more that on the business continuity.

Verbatim 12: The encountered difficulties qualifying my situation are loneliness, employee's dismissal, managerial incompetency, the loss of donors' confidence and the cost of judicial transfer of capital.

Faced by these difficulties, successor's need and entrepreneurial support' actors interfere between family, fund's donors and institutional governmental. The presence of multiple supporting actors explains that entrepreneurial accompaniment is defined as a support or diffused information. For instance, successors who consider this concept as diffused information rely on the entrepreneurial support of one-dimensional characteristics whereas who conclude that accompaniment remain as a support relies on the redundant needs during the recovery process. The multidimensional support from the presence of multiple supports' actors such expert, coach, family member, institutional governmental, traders and partners whereas the entrepreneurial support practices interfere between incubators, coaching and advice. Each actor intervenes to carry out a specific role such as preserving the family business, preserving employment situation or developing mutual exchange between

companies. Many participants ignore the presence of government who decides not to support failing entrepreneurs. The limited presence of these structures is linked to business activity and their sectoral characteristics. Literature supports this idea and declares that government do not help successor during the recovery process (Schminke et al., 2014).

Verbatim 6: The entrepreneurial support's actor is an expert who ranges advice and consultation.

The majority of entrepreneurial support's actors give a multidimensional support such as financial support, credit buying, and debt rescheduling, social, psychological and cognitive support. The majority of our participants show similar needs such as the reduction of emotional shock, the networking. For instance, they strongly support the coaching practice. This fact is arguable since coaching is still a complete practice able to reduce emotional shock occurring after business exit and assure networking occurred in a planned recovery. In addition, our participants display other difficulties such the loss of resources, the networking, the inability to conduct lonely the recovery process. In regard to these difficulties, incubators offer multiple services and provide resources for a successor after business recovery and networking for a successor along with business continuity. This fact insists on the no intervention of incubators in different entrepreneurial support phases especially recovery process (Hutabarat and Pandin, 2014; Stam et al., 2014).

CONCLUSION

This study confirms that financial definitions of business failure mostly focus on especially liquidity, discontinuity whereas some environmental definitions are present likewise downsizing and profit reduction (Ben Branch, 2002; Bigus, 2002). This research distinguishes business recovery with breaking business from the recovery with business continuity. The planned process covers a voluntary action conducted to benefit from fiscal and social issues. The encountered difficulties depend on the context of recovery and the number of stakeholders. Many members and multiple difficulties cause longevity and costs (Pavel, 2013). Our participants share similar difficulties such social isolation, relation breakdown, managerial incompetency, lack of resources (Shepherd, 2009, Garrod et al., 2006). Encountered with these difficulties, many actors intervene to achieve some missions and to overcome some facts. There are many actors who intervene to help overcome difficulties. These actors are family members, experts, and coaches. Successors, however, ignore the government's role. Moreover, the presented practices are coaching and business incubators.

The psychological coaching reduces emotional shock occurred with breaking business whereas social coaching assures networking in the context of business continuity. Furthermore, incubators do not give any services, resources or networking to successor since this practice is not involved during the recovery process.

This article shed lights on several contributions. First, it distinguishes the planned business failure from the unplanned in terms of context and recovery motivations. Second, it identifies the encountered difficulties from multiple origins and links them to the context and the different phases of the recovery process. Third, it identifies the suitable entrepreneurial support practice of the mentioned difficulties and context and declares that social and psychological coaching helps successors on networking and shock reduction. It ignores the importance of business incubators. This fact is explained first by the absence of incubators during the recovery process and second by the encountered artificial support that does not satisfy the successors' needs.

The same as any research, there are some limitations that should be highlighted. First, our sample is restrictive and does not give us the opportunity to generalize results. The lack of data complicates the fact. A research conducting a comparison between Tunisian entrepreneurs and failing entrepreneur from other countries manifests an opportunity. Second, many cases can characterize business failure such as bankruptcy, discontinuity, downsizing; we should identify an entrepreneurial support practices for financial failure, strategic failure and social failure. Third, this article does not focus on the actor's role during recovery process. Future researchers announcing the intervention of failing entrepreneur, his environmental proximity and governmental institutions will be required.

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ANNEXE 1

1. Expliquez nous votre situation d'échec ?

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2. Quels sont les causes de votre échec ?

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3. Quels sont les conséquences de votre échec ?

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.....

4. Que faite vous pour gérer votre échec ?

.....
.....

5. Comment s'élabore la décision de reprise et quels sont les facteurs influençant la décision de reprise après échec ?

.....
.....

6. Avez-vous un plan de reprise après un cas d'échec ? expliquez ces étapes

.....
.....

7. Comment peut-on caractériser le processus de reprise après un cas d'échec?

.....
.....

8. Selon les profils des repreneurs et les phases, quels sont les difficultés rencontrées tout au long de reprise après un cas d'échec ?

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.....

9. Que faite vous lorsque vous avez besoin d'aide ?

.....
.....

10. Que recouvre exactement le terme d'accompagnement ?

.....
.....
11. Qui sont les acteurs d'accompagnement et comment classer et caractériser leurs actions ?

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.....
12. Comment accompagner et garantir la réussite du processus de reprise après échec ?

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