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# Entreprendre & Innover

*Special Issue 2027/3 (74)*

## ENTREPRENEURIAL REBOUND

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### Guest editors

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### Context

Entrepreneurial rebound remains a time phase that is still insufficiently studied, as shown by significant quantitative data and somewhat scattered research work—leaving ample room for future research.

Regarding figures, we mainly have data on business failures, but little on business closures for economic reasons (without going through formal insolvency), little on companies in difficulty, and little on what happens to business leaders who have experienced bankruptcy.

In 2024, France recorded 67,830 business failures<sup>1</sup>, including 46,640 immediate liquidations (69%), 19,641 reorganizations (29%), and 1,549 safeguard proceedings (2%). Compared with 2019, liquidations increased by 30% and reorganizations by 16%, whereas between 2023 and 2024 the situation was reversed.

More specifically, 84% of **failures** involve corporations and 16% sole proprietorships (which often choose to cease activity amicably without filing for insolvency). 73% of failing businesses have fewer than 3 employees and 8% more than 10 employees (a sharp rise since 2023). 56% have been operating for 3 to 10 years, 25% for 11 to 15 years, and 19% for more than 16 years. Between 2023 and 2024, the “16 years and over” category increased by 15% in liquidations and by 32% in reorganizations. The most affected sectors are construction/real estate (26%), retail (23%), business services (15%), and restaurants/cafés (13%). 66% of business leaders whose firms fail are 40 years old and above (source: Garantie Sociale des Chefs d’entreprise).

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<sup>1</sup> Altares & Banque de France.

**Business cessations** recorded by the clerks' offices of commercial courts in 2024 amounted to 310,066 corporations and sole proprietorships within their jurisdiction (craft and liberal professions do not fall under their jurisdiction).

Among business cessations, 54% are voluntary cessations (but it is unknown whether the cause is economic closure or retirement, relocation, etc.), 32% are failures, 11% are administrative deregistrations (file cleansing) and other causes (3%, including deaths). The lack of more detailed knowledge about voluntary cessations could be a research avenue.

**Procedures prior to failure:** commercial court clerks' offices can provide support and carried out 15,194 interventions in 2024, three quarters following internal information and only 20% at the initiative of spontaneous requests for meetings.

For their part, the Commissioners for Restructuring and Prevention of Business Difficulties (CRP), primarily focused on industrial companies with more than 50 employees, supported 3,212 companies in 2022.

**Alongside these factual elements, a few interesting studies can be cited.**

The latest “60,000 rebonds<sup>2</sup>” survey (2024) partially addresses the rebound question. Among the 1,300 supported business leaders, 88% rebounded. At the end of the support program, 33% were business owners again and 67% were employees. Among the latter, 60% wish to become business owners again. The main barrier to rebound is, for 39%, lack of self-confidence.

Two other studies are particularly interesting: the report on failure and entrepreneurial rebound from the Working Group chaired by H el ene Bourbouloux<sup>3</sup> launched by Minister Olivia Gr egoire, as well as the recent BPILelab study<sup>4</sup>.

On the research side, although entrepreneurial rebound is drawing increasing interest among practitioners and constitutes a key phase of the entrepreneurial process, it remains understudied in the literature — especially compared to the many works devoted to the causes of failure. Existing research is dispersed and struggles to form a coherent field. This dispersion is partly explained by the diversity of terms used in the English-language literature to describe the phenomenon: recovery, rebound, resilience, bounce back, re-entry, re-creation, or re-emergence.

Beyond terminology, two forms of rebound can be distinguished. The first concerns the rebound of the firm, studied since the 1990s in work on the turnaround of struggling SMEs (e.g., Pearce II & Robbins, 1994). The second focuses on the rebound of the entrepreneur, which is now of growing interest. Saylor et al. (2023) distinguish rebound toward salaried employment—related or unrelated to previous activity—and rebound toward creating a new business, also more or less related to the initial project. This line of work follows Shepherd's foundational articles (2003; 2009) on the reconstruction process after the grief associated with failure.

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<sup>2</sup> <https://60000rebonds.com>

<sup>3</sup> [Rapport sur l' chec et le rebond entrepreneurial](#)

<sup>4</sup> BPIfrance - <https://lelab.bpifrance.fr/Etudes/rebondir-les-dirigeants-face-a-l-echec-entrepreneurial>

Shepherd's work is major in that it was pioneering and draws on psychological literature on grief to explore emotion linked to business failure. He suggests that the loss of a business following bankruptcy can generate a sense of grief among the self-employed—an adverse emotional reaction that undermines their ability to learn from the events surrounding that loss. He analyzes how a two-stage grief-healing process can optimize learning from business failure. Building on this work, the literature began to develop a different view of failure (less focused on causes, and more on consequences—negative and positive), as well as the perception of success or failure, the different aspects of failure and fear of failure (Cardon et al., 2011; Saylor et al., 2023; Khelil et al., 2025), and the meaning of failure in entrepreneurship (Khelil et al., 2018).

Whatever the level of analysis — firm or entrepreneur — most of these works examine the rebound dynamics following a formalized failure, especially bankruptcy (Sarasvathy et al., 2023; Simmons et al., 2019; Ucbasaran et al., 2003). More recently, the notion has broadened to include entrepreneurial rebound following negative events in a broad sense (post-adversity rebound): crises (Branzei et al., 2025), disasters (Dutta, 2017; Salvato et al., 2020), or, more generally, various forms of adversity (Holland & Shepherd, 2013; Shepherd & Williams, 2020).

This is the perspective of the present call, which invites us to rethink the concept of entrepreneurial rebound in order to propose a more holistic and pragmatic vision, thereby advancing research and support practices to better help entrepreneurs in their rebound process (Williamson et al., 2021).

## **Objectives of the call**

This special issue is therefore of real importance for questioning and re-examining what it means to “bounce back” in entrepreneurship. It invites multidisciplinary and critical approaches and cross-perspectives between researchers and practitioners. It also aims to promote dialogue to enrich practitioners', entrepreneurs', researchers' and teachers' reflections through original contributions and to generate knowledge.

Each issue of **Entreprendre & Innover (E&I)** includes the following sections, for which contributions are expected:

- **“Research articles”** section (written by one or more researchers);
- **“Dialogue with the field”** section (written by one or more researchers, or co-written with one or more practitioners);
- **“Innovative practices”** section (written by one or more researchers, or co-written with one or more practitioners);
- **“Inspirations”** section (written by one or more researchers or co-written with one or more practitioners).

All articles and sections may be written in French or in English.

## **Main research questions to address**

We invite researchers and practitioners to pursue their reflections by submitting contributions—both academic and practice-based—covering the variety of themes below, which can be considered from three angles: personal, project-related, and environmental.

- Define the concept of rebound and its different forms, particularly in entrepreneurship, and question the concepts of failure and resilience;
- Failure and rebound: which populations (especially women or young entrepreneurs), which types of businesses, which sectors are most affected?
- What motivates rebound? What influence do the social and family environment have on this decision? What is the link with an entrepreneurial project that is still envisioned?
- Understand impacts at the personal level, particularly on mental health;
- Shed light on strategies implemented to rebound and explore rebound trajectories (individual, collective, rebound and takeover/restart, etc.), as well as the different actors involved (court members, judges, insolvency practitioners, etc.) and the strategies implemented;
- Study the missing competencies among entrepreneurs who have failed;
- Analyze the nature and rationale of entrepreneurial rebound projects and their stakes (notably: to meet which needs of the person rebounding—financial needs? needs linked to values, identity, social recognition? etc.);
- Analyze rebound in a temporal manner (how to predict a problem and a potential rebound?);
- How to prepare entrepreneurs for rebound? How to predict a problem and a potential rebound? How to support them, especially on the personal level:
  - Is entrepreneurial rebound taught in initial and continuing education?
  - To what extent do people who decide to rebound engage in entrepreneurship? Do they seek associative or institutional support? To meet which needs? In what context?
  - Is there specific support for people who commit to this rebound logic?
  - How can actions carried out by supporting structures be evaluated?
  - Isn't rebound a risky, sometimes cynical initiative, influenced by an entrepreneurial and institutional environment (notably linked to employment) leading certain people to regain professional activity?
  - How can the institutional environment (the State, its agencies, local authorities) and the entrepreneurial milieu (funders, support actors and specialized networks such as 60 000 rebonds) be integrated?
  - What happens after rebound economically and territorially, but also personally?
  - What are the motivations of “career shifters” (*bifurqueurs*), these young graduates who decide to leave their jobs for reasons of values and who, for some of them, embark on individual and collective entrepreneurial projects strongly oriented toward sustainable, eco-responsible activities... Isn't this also a form of rebound? And a new generation of “rebounders”?

This list of questions addressing the issues, challenges and perspectives of entrepreneurial rebound is not exhaustive. The call for contributions is open to any proposal without restriction, in order to further encourage and convince entrepreneurs, practitioners and teacher-researchers to continue to deepen their reflections.

### **TIMELINE**

- Submission of proposals/abstracts (by email to [legerjarniou@gmail.com](mailto:legerjarniou@gmail.com)): **12 March**
- Submission of manuscripts (Version 1): **1 July 2026**
- Guest editors' decision: **1 July to 15 July 2026**
- First review round: **15 July to 15 October 2026**
- Feedback to authors: **15 October to 15 November 2026**
- Authors' revision (Version 2): **15 November 2026 to 15 February 2027**
- Second review round: **15 February to 15 May 2027**
- Feedback to authors: **15 May to 31 May 2027**
- Editing and publication: **September 2027**

Please send your submission via the journal's submission platform:  
<https://eeti.manuscriptmanager.net>

## Journal Impact

The journal *Entreprendre & Innover* is among the French-language scientific journals selected by FNEGE. It receives nearly **150,000 consultations** each year (two-thirds of which are outside institutions). The 10 most consulted issues are visited mainly internationally (**54%**). Present on LinkedIn, certain issues are also disseminated each year through scientific and professional events.

In this context, articles published on a rolling basis during this period may be grouped into one or more full issues in 2026 and/or, if applicable, in 2027. These issues may also be the subject of a print edition on demand by a partner and/or a national or international event organizer interested in disseminating the knowledge produced within its academic, scientific, professional and political networks.

## Editorial line of *Entreprendre & Innover*

*Entreprendre & Innover* is a high-level popularization journal in the field of entrepreneurship and innovation, published by DeBoeck Université. Its ambition is to make original articles—scientifically robust or innovative in the ideas expressed—accessible to a readership of executives, entrepreneurs, professionals in business-creation networks, and business leaders.

The journal is open to ALL disciplines and ALL viewpoints concerned with entrepreneurship and innovation. Since the journal is primarily aimed at practitioners, special attention is paid to ensure that contributions include a concern for practical applications, entrepreneurial implications and/or policy recommendations.

In this spirit, contributions must:

- Include a section explicitly referring to these concerns: at the end of the reading, the reader should always be able to say: “So what? How does this article help me act or think better for my future action?”
- Adopt more concrete and operational language than is customary in academic journals: theory should not be absent but should be popularized, i.e., translated into simple terms. Abstract concepts must be explained and/or illustrated by practical examples;
- Not accumulate scientific references: the goal is to choose a few useful reference authors to understand the argument, not to demonstrate exhaustive coverage of the academic literature on the topic. Scientific references must be cited exclusively via footnotes.

Detailed author guidelines are available on the journal’s website (<https://entreprenreetinnover.com/>) under “Contribuer” (“Contribute”). It is imperative to comply with them when submitting your manuscript.

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