



SALIMANDER

Medical & Consultancy



LE JOURNAL DUCABINET

*Partnering with the Faces behind Innovation
to Deliver on their Promise*

January 2026



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To Deliver on their Promise***



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Partnering

Our Boutique Consultancy Agency has been founded to provide support and guidance to **start-ups / scale-ups in the MedTech – BioTech - Lifescience & Healthcare** fields with a core focus on **oncology, cardiology & urology arenas**.

Not excluding strategic business challenges related to **CRO - BDM - GTM – Launches** in other Arena's.

We take care of your **Concept** and make sure your (disruptive) **Innovation will reach the finish line** in being your strategic ally to :

- Help **conquer the TRL challenges** and hurdles,
- Build the foundation for **Value creation** and for sure concept realisation,
- **Guide** during the **M&A processes**,
- Direct the path to the right partners and still maintain in the driver's seat during this challenging time,
- **Steer Investors Relations** through all funding rounds,
- And **Contribute to the right conditions for commercial launches** via Market Access planning and Commercial Execution.

We accomplish our mission with a complementary team of **expert board members** , each with decades of experience in their disciplines, to stand next to you each step of the way.

All tailored to your needs.



THE CORE TEAM



Emmanuelle SALIMAN | CEO

Founded the SALIMANDER group, a team of dedicated consulting experts to Partner with Innovators on Business Challenges that beginning Concepts, Start-ups or established Healthcare Companies are facing.

Bringing practical and strategic expertise in (not limited to) Legal , Market Access, Oncology, Cardiology, Radiotherapy and Urology Arena's to the table of those who are in need for support to gain traction to the next Development or Commercial step.



Cas DERCKSEN | CCO

Joined the SALIMANDER group as CCO and advisor to the expert board.

As start/scale up and M&A enthusiast focusing on Commercial Business Strategy Challenges within the Healthcare | MedTech Arena. Available as (interim CCO) for assignments and projects via SALIMANDER consultancy if required.

For SALIMANDER MEDICAL initiating and assessing the European Distribution of new innovative (Cardiology, Oncology, Radiotherapy, Urology) medical products as industry channel partner





WE ARE LIVE

www.salimander-medical.com

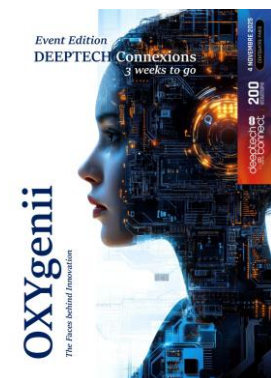
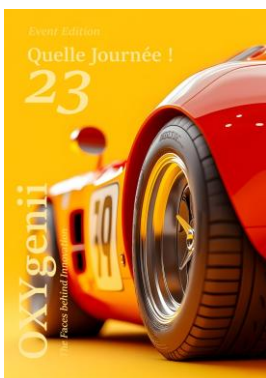
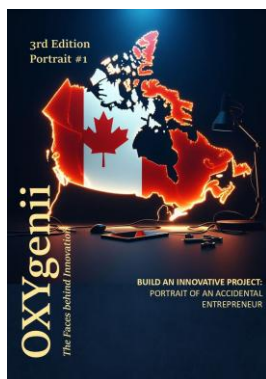
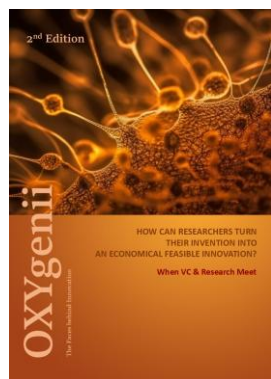
Our Market Influences Proposals



The analyses, reports and conferences presented are published by leading public and private organizations, providing a structured and rigorous perspective on the dynamics and influences shaping of the current markets.

Our Innovation Blog Editions

You will find as well the OXYgenii journal editions. A spotter started a year ago to shed the light on the Faces behind Innovation.





OXYgenii Special Edition

When Experts share their Insights



Innovative Ecosystems, Territories and Rhizomatic Dynamics

What makes the strengths of an entrepreneurial ecosystem ?

*With the contribution of Fabien NADOU,
Professeur en Economie territoriale et Aménagement
(École de Management de Normandie)*

LIKE A RHIZOME, DENSE, HORIZONTAL, AND RESILIENT, ENTREPRENEURIAL ECOSYSTEMS DRAW THEIR VITALITY FROM THE MULTIPLICITY OF THEIR CONNECTIONS, THEIR CAPACITY FOR MUTUAL SUPPORT, AND THEIR ABILITY TO GENERATE SUDDEN LEAPS IN GROWTH.

SEEN FROM THIS PERSPECTIVE, INNOVATION IS LESS A SOLITARY ADVENTURE THAN A COLLECTIVE DYNAMIC ROOTED IN TERRITORIES. THIS ARTICLE INVITES THE READER TO RECONSIDER ENTREPRENEURIAL ECOSYSTEMS AS LIVING STRUCTURES, SHAPED BY INTERMEDIATION, COOPERATION, AND STRATEGIC INTERDEPENDENCE.

This question lies at the very heart of entrepreneurship. It occupies the mind of every entrepreneur and even more so when it comes to bringing an innovation to life, **whatever its level of maturity : proof of concept, clinical trials, or market launch.**



We are well acquainted with the financial dimension, where securing investment is a critical step. Entrepreneurs themselves often describe the early stages of their journey as a true “Sherlock Holmes” investigation, filled with uncertainty and discovery from the moment a project begins. Yet and this point matters the analysis presented here deliberately moves beyond this familiar perspective. **It adopts a different lens**, one that offers a richer interpretive framework and more dynamic insights: **a genuine breath of conceptual fresh air.**

Engaging with this reflection is particularly timely in a period marked by profound transformations in international relations. Today, every State is striving to mobilize the necessary tools to remain a major economic force on the global chessboard. Current economic confrontations compel States to remain vigilant, to concede nothing when it comes to their ambitions whether in conquering new markets or asserting control over technological innovation.

Long aware that a purely state-centered approach is insufficient, public authorities have progressively coordinated the economic development of their territories and positioned themselves alongside the world of innovation. Across Europe, structures such as **Kompetenznetze** in Germany, **tech campuses** in the Netherlands, **industrial districts** in Italy, and **competitiveness clusters** in France have emerged. Concentrated within shared geographical areas, these entities connect a wide range of actors and operate through a **dual dynamic of cooperation and competition often referred to as “coopetition.”** Collectively, they are known as clusters.

***Economists, as cartographers
& radiographers, will be our guides.***

Through their publications, **four French faculty-members** Claude LACOUR (Professor Emeritus), Nathalie GAUSSIER (Associate Professor), both affiliated with the University of Bordeaux (Bordeaux School of Economics), Fabien NADOU (Professor of Territorial Economics and Spatial Planning at EM Normandie Business School), and Sébastien BOURDIN (Associate Professor at EM Normandie, Métis Lab) **offer essential insights into territorial dynamics and their impact on regional entrepreneurship.**



*We invited Fabien NADOU to better understand the originality of the analytical perspective developed by this group. His professional trajectory could be summarized as that of an **economist in the service of territorial development.** Trained in economics, he quickly became interested in the idea that economic activity should serve territories, leading him to specialize in territorial economics.*

*An assignment for the European Social Fund aimed at revitalizing territories that had lost their industrial momentum brought him into contact with a wide range of development actors, including local elected officials. This experience sparked the desire to **theorize territorial development expertise.***

*One key observation emerged clearly: **actors are not always aware of their influence or of their position within the regional landscape.***

In 2021, this exploration continued within the French National Agency for Territorial Cohesion (ANCT), where

*Fabien NADOU joined a working group of nine expert researchers tasked with evaluating the first phase of the Territoires d'Industrie program launched in 2018 as part of a **broader strategy of industrial renewal and territorial development.** The program's second phase (2023–2027) reported its first results after one year: 183 Territoires d'Industrie officially designated and €39.7 millions invested to support territories undergoing profound economic transformation.*

*Today, **Fabien NADOU is approaching his twelfth year at EM Normandie Business School, where he has recently been reappointed Head of the Economics, Territories and Sustainable Development Department.** He also serves as scientific director of several research projects and has held the role of Academic Director of a master's program focused on territorial development strategies.*



INTERMEDIATION as first strength A RELATIONAL & ORGANIZATIONAL DYNAMIC

Territorial intermediation refers to a relational and organizational dynamic among local actors, varying over time and across space. The territory shaped by interactions and social constructions acts as a true revealer of behaviors, practices, and the processes that drive them. The concept, theorized by Claude Lacroix in the 90s in connection with his work on the **“tectonics of territories,”** focuses on how actors are connected and on the conditions that enable convergence. In this framework, **the traditional center-periphery model is no longer sufficient.**

Intermediary actors those who connect, coordinate, facilitate, and orchestrate play a central role in the formation of entrepreneurial ecosystems and regional innovation systems.

Rather than rephrasing what has already been clearly expressed, the notion is best understood this way :

“ In betweenness ”

“ Connection building ”

“ Territorial governance ”

“ Proximity ”

“ Flows ”

“ Cooperative intermediation ”

“ Territorial resilience ”

“ Trust ”

“ Boundary actors ”

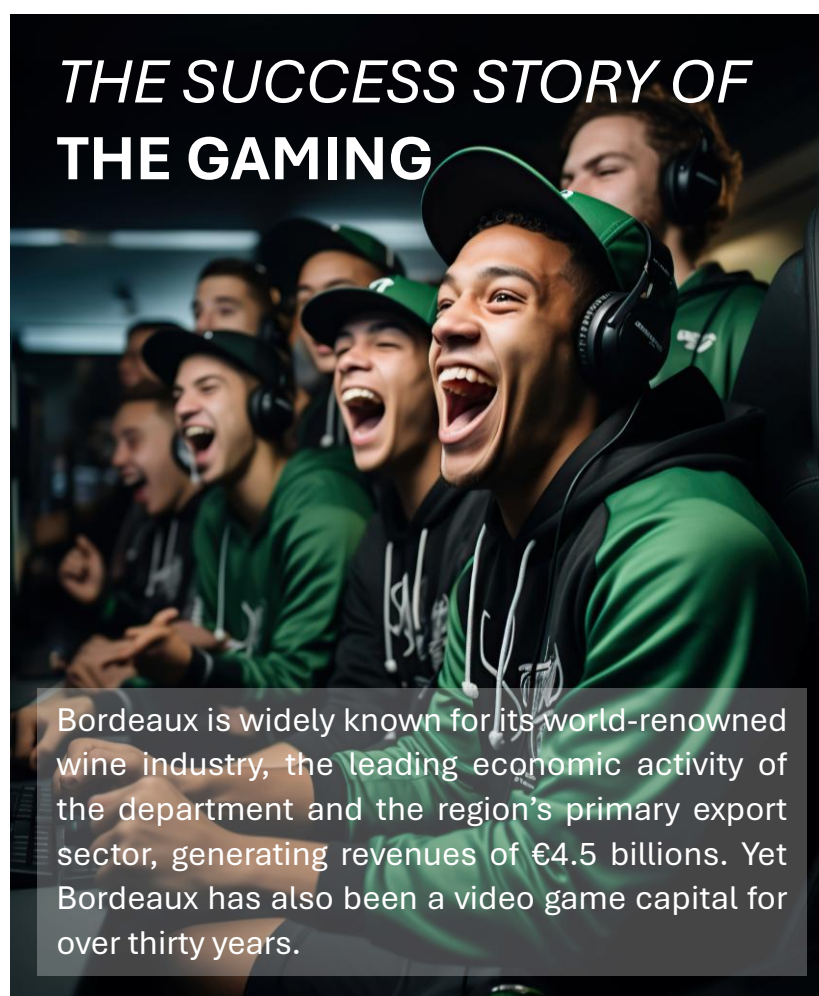
It highlights what connects, divides, or places systems under tension.

Territories therefore occupy a central role in contemporary socio-economic dynamics. They have become both sources of problems and fractures, as well as levers and reservoirs of solutions. It is these interrelations that **determine the adaptive capacity of territories.**

The story began with **Kalisto**, founded in 1990 by a 19-year-old computer enthusiast and later selected by President Jacques Chirac to showcase the dynamism of French SMEs during an official visit to Japan. Today, Bordeaux hosts studios such as **Ubisoft Bordeaux, Asobo Studio, and Shiro Games**. Notably, *Mirage*, the latest episod in the *Assassin's Creed* saga, was developed there in 2017.

with more than **23,000 additional jobs expected over the next 8 years**. These are highly structured career paths, with **master's-level degrees** officially recognized by the French State.

To explore the link between entrepreneurial strategies and territories, Claude LACOUR, Nathalie GAUSSIER, and Fabien NADOU turned their attention to the Bordeaux area.



The sector now includes around thirty studios and employs more than 400 people in the metropolitan area. Specialized private institutions, such as Gaming Campus, have emerged alongside this ecosystem. Overall, **the video game industry represented €5.6 billions in revenue** according to SELL (the french leisure software publishers association),

In 2017, the completion of the high-speed rail line reduced travel time between Bordeaux and Paris to just over two hours. This raised a central question: were Paris-based startup founders tempted to relocate, and was the local ecosystem sufficiently attractive particularly in the post-COVID context?



A RHIZOMATIC STRUCTURE as second strength

The second strength lies in an organic form of organization: the rhizome. This approach is detailed in the article *The Bordeaux Startup Ecosystem: Rhizomes and Trampolines*, published in 2024 in *Revue d'économie industrielle*.

The rhizome is understood as a living underground stem with strong horizontal connections, rich in reserves, and capable of producing new shoots over time a system of mutual support. For entrepreneurs, the **rhizome effect embodies organic flexibility, enabling adaptation and growth within ecosystems made up of people who form a community.**

As Fabien NADOU emphasizes, everyone must understand their role within this ecosystem. Shared interests, territorial anchoring, and public support create interdependence and set a human machinery in motion:

collective intelligence, collaborative achievement, ingenuity in problem-solving, and resourcefulness.

To create and sustain a project, entrepreneurs must seek out everything that nourishes it: strong ties with scientific networks, a clear understanding of investment mechanisms, and the capacity to analyze, test, and challenge commercial development scenarios.

Yet a community of interest does not imply uniformity. Depending on who occupies the center of the game, modes of operation and analytical frameworks differ. **Scientists reason in terms of true and false; businesses focus on profit and loss; public actors arbitrate between efficiency and equity.**

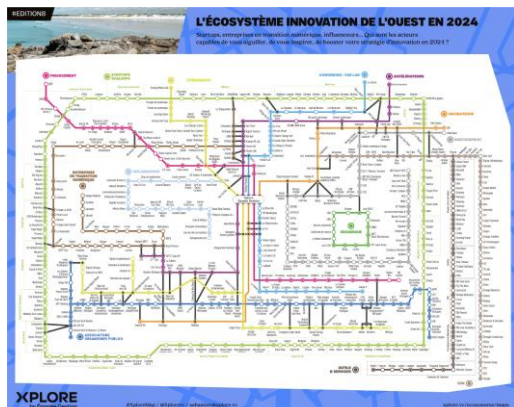
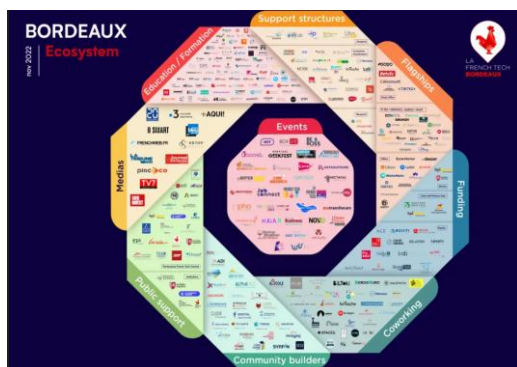
Each participant must therefore develop mental flexibility to understand the needs of others and to build shared, intelligible scenarios a **process of continuous transformation.**



The article highlights **two striking graphic representations of this three-dimensional organic network**: one designed by French Tech Bordeaux (with a **kaleidoscope shape**), the other by Xplore VC, the venture capital branch of Épopée Gestion (with an **underground lines shape**).

These visualizations are powerful precisely because they reveal that everything cannot be seen at once. **The entrepreneurial journey, like a sports course, is à la carte.**

When rhizomes create a trampoline effect



The objective of this reflection was to highlight some of the driving forces behind entrepreneurial ecosystems, viewed through the lens of territorial economics.

Three concepts stand out in particular: intermediation, rhizomes, and trampolines.

It must nevertheless be acknowledged that identifying the strengths of an entrepreneurial ecosystem may also open the way to other lines of inquiry most notably international expansion.

As early as 2018, Fabien NADOU and Sébastien BOURDIN explored this issue in “La French Tech: A New Form of Territorial Mobilization to Face Global Competition?”.

Their work reveals that entrepreneurs still feel insufficiently prepared and continue to seek stronger forms of support. Being invited to participate in the Consumer Electronics Show (CES) the world’s largest technology trade fair, held annually in Las Vegas can certainly help, but access remains highly selective.

Anticipating this need and integrating it as a core strength of each company would enhance their capacity to adapt to the dual dynamics of globalization and deglobalization. Firms would then be better equipped to “hunt as a pack” on the international stage, while contributing to the competitiveness objectives pursued by the State.

To be continued for sure !





LA MINUTE CULTURE

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PRIX VERSAILLES

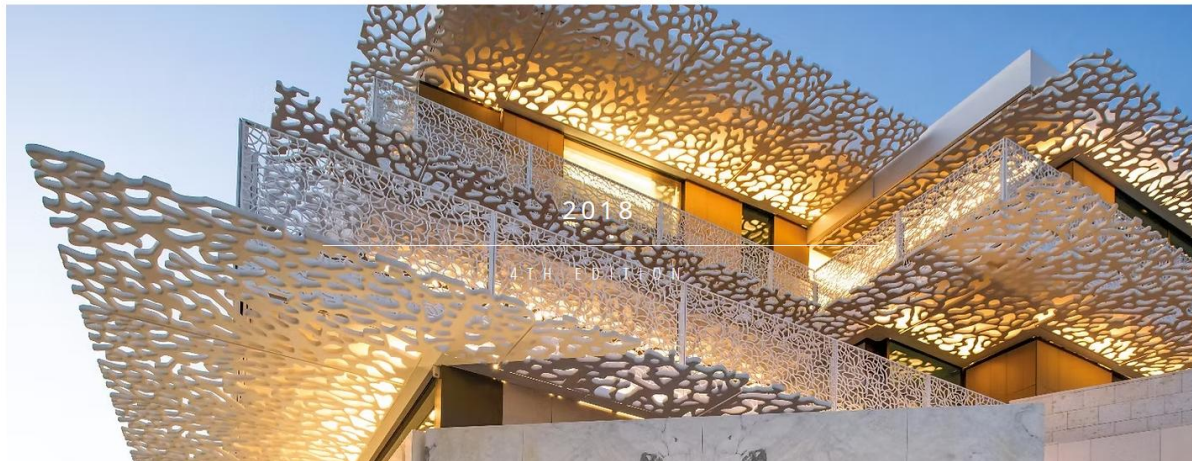
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"Inspiration, Progress and Inclusion"

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2021
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Shops & Stores
Shopping Malls
Hotels
Restaurants

To close this inaugural publication, nothing feels more fitting than a breath of fresh air. In today's edition, **LA MINUTE CULTURE** invites you to explore the remarkable environments where knowledge and science are able to thrive.

Announced at UNESCO, the **"World's Most Beautiful" Achievements** recognition awarded by the **Prix Versailles** celebrates architectural excellence by highlighting the essential role played by its Laureates in enhancing, beautifying, and reimagining our living environments. **A distinction that reminds us that places of learning are also places of inspiration.**

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