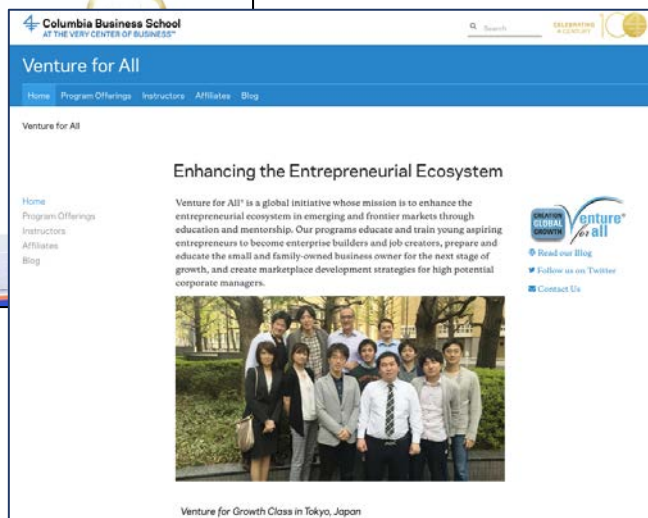
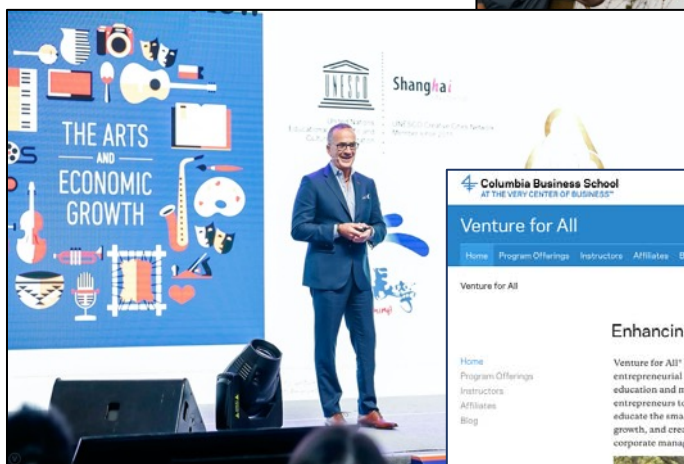
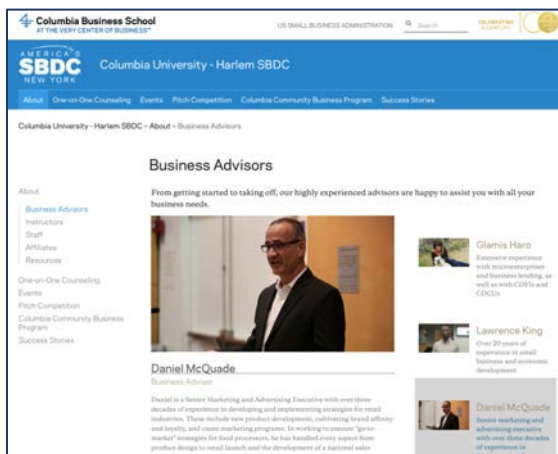


Entrepreneurship in Times of Social Crisis

Santiago
Chile





Teacher - Venture for All @ CBS, creating and delivering business entrepreneurship classes globally in emerging economies

Columbia Small Business Development Center (CBS), teaching SME's , start ups, entrepreneurs teaching, mentoring business development skills

VP of Marketing and Business Development - Privately held Seafood/Aquaculture Processor and Importer

Advisory Council, IBM BlockChain FoodTrust HyperLedger

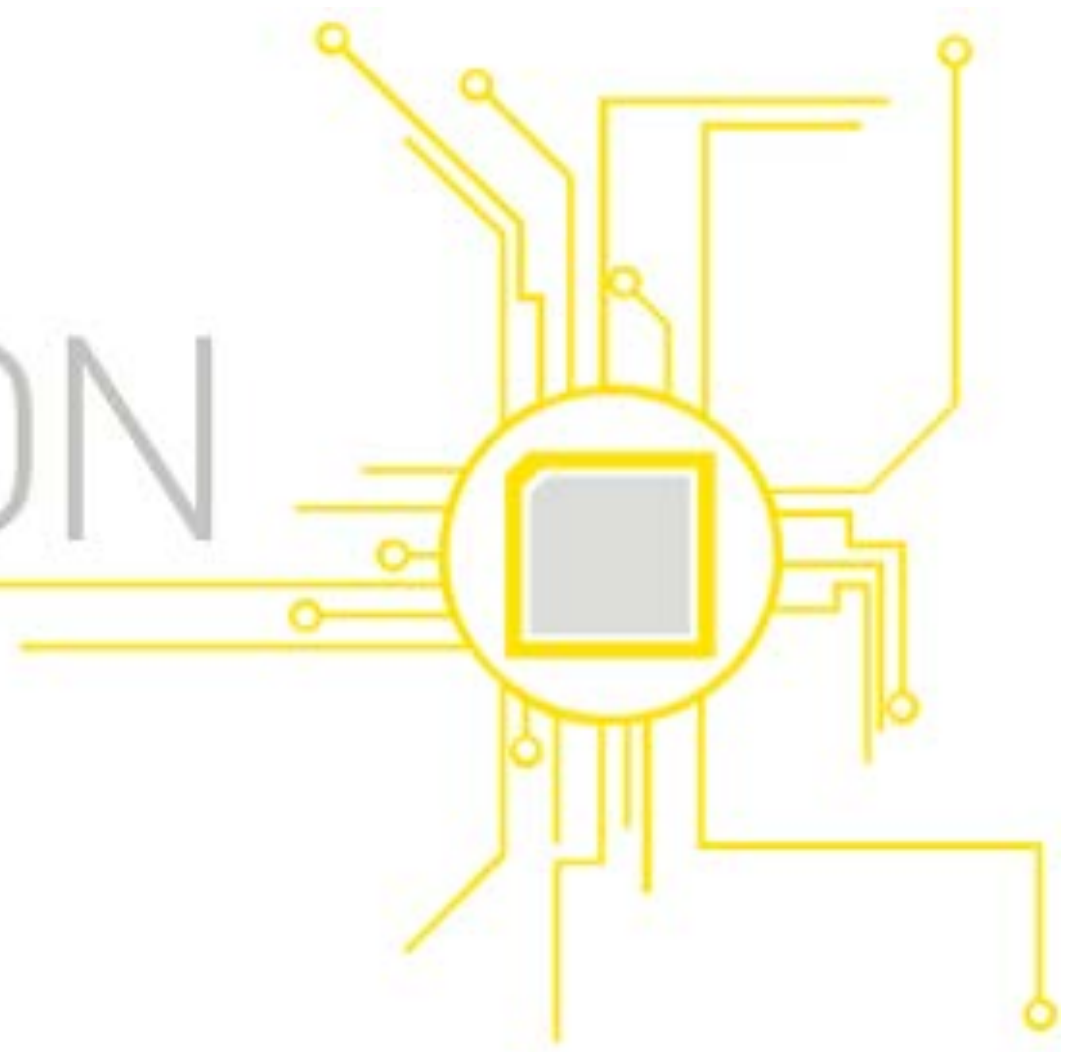
-Director of brand & category management/market insights for a \$1.2 billion wholesale food distributor in the Metro NYC market. director for nationally recognized caused related marketing program (education/health & wellness)

-Founder Onemine Marketing, worked with top CPG's in Metro NY market (inner city marketing programs)

-Founder – McQuade Associates, an independent supermarket marketing cooperative

-Founded First Certified “Natural Light Beef” Company in US.

CHILECON VALLEY

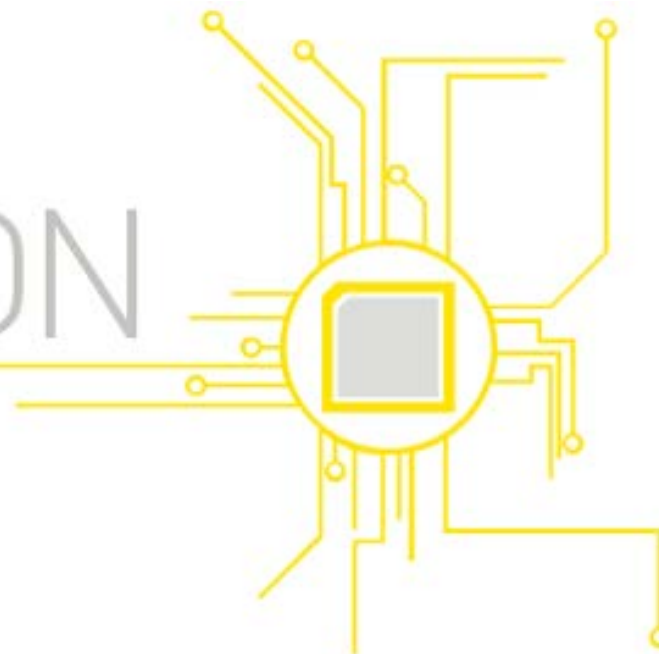




The World Bank In Chile

Chile has been one of Latin America's fastest-growing economies in recent decades, enabling the country to significantly reduce poverty. Between 2000 and 2017, the population living in poverty (on US\$ 4 per day) decreased from 31% to 6.4%.

CHILECON
VALLEY



The New York Times

One of Latin America's most prosperous and politically stable countries is being rocked by protests and looting amid a reckoning over inequality.



DISPATCH

From Model to Muddle: Chile's Sad Slide Into Upheaval

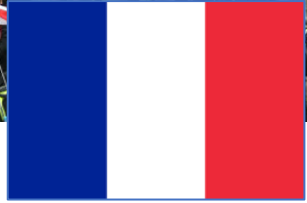
The New York Times

'Chile Woke Up': Dictatorship's Legacy of Inequality Triggers Mass Protests

Published Nov. 3, 2019 Updated Nov. 18, 2019



WELCOME TO THE AGE OF DISRUPTION!





NOT
MY
PRESIDENT





[PLAY THE CROSSWORD](#)

Opinion

Sebastián Piñera: A New Opportunity for Chile's Future

The government is committed to fight inequality in response to social unrest. The country cannot go on without social justice.



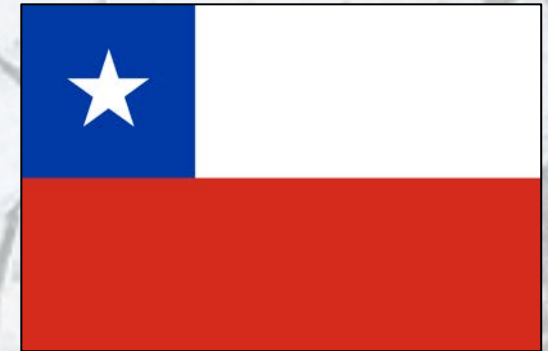
But late last week, a “social pact” was reached among representatives of Chile’s main political parties to hold a referendum in April on whether to write a new constitution.

Many are cautiously optimistic.

The New York Times

In Win for Protesters, Chile to Vote on Replacing Constitution

The country plans to hold a referendum next April on replacing the country's dictatorship-era constitution.



CHILE'S BROKEN
BUSINESS MODEL

Chile

Global Rank:
19 of 137

Strongest area:
Risk Acceptance; Product Inn..
Weakest area:
Process Innovation

Overall GEI score:



Individual score:
entrepreneurial qualities of
the people in the ecosystem

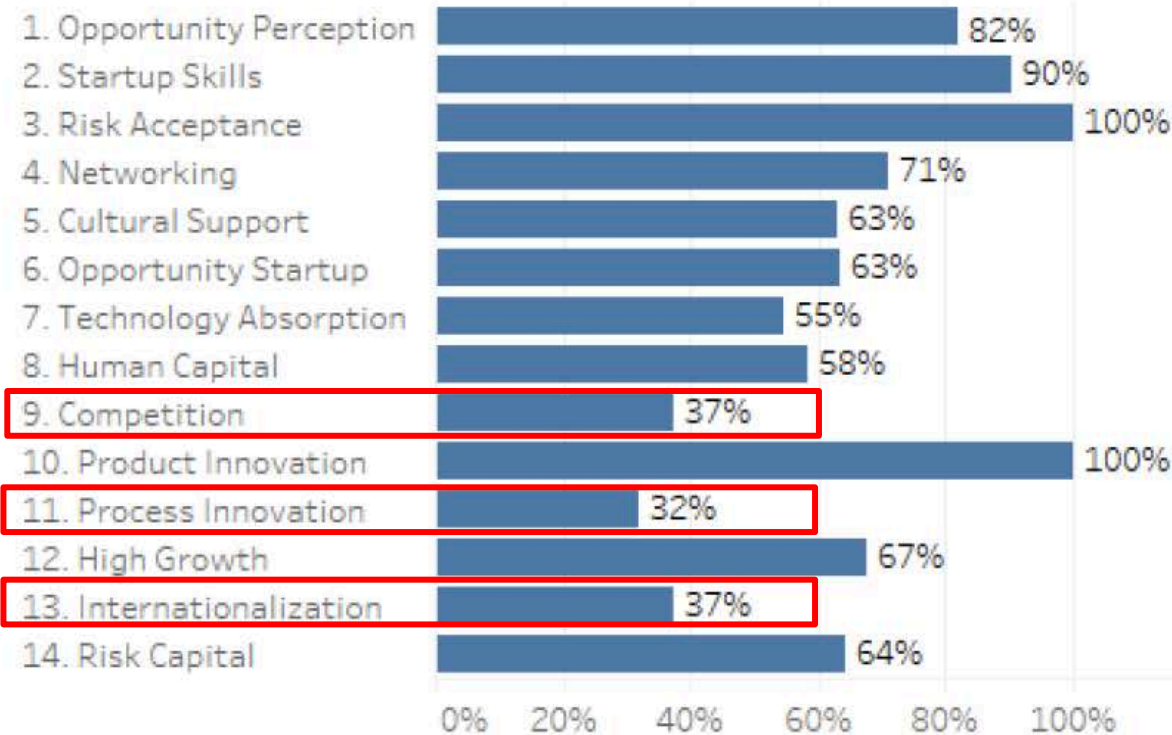
Institutional score:
quality of the institutions
that support
entrepreneurship



Scores



Component scores





China

Global Rank:
43 of 137

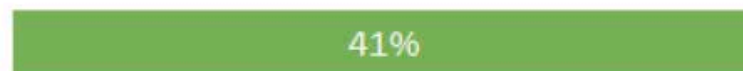
Strongest area:

Product Innovation; Risk Cap..

Weakest area:

Opportunity Perception

Overall GEI score:



Individual score:

entrepreneurial qualities of
the people in the ecosystem



Institutional score:

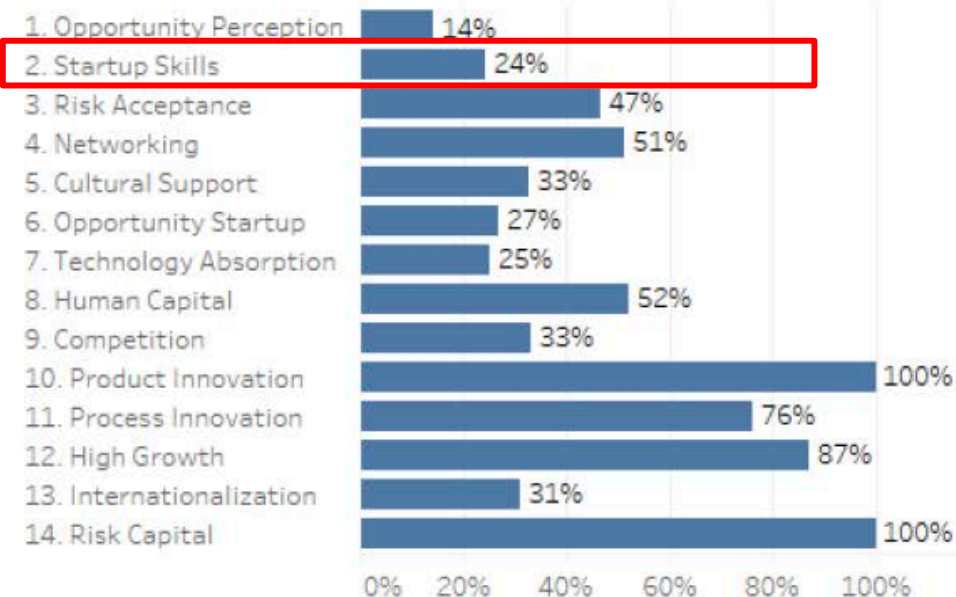
quality of the institutions
that support
entrepreneurship



Scores



Component scores



Business / China Business

Chinese tech faces an innovation reality check as the economy cools and start-ups stumble

- Even after a banner year for venture capital funding, some investors predict that as many as 90 per cent of Chinese tech start-ups are doomed to fail
- The sheer size of the Chinese marketplace is no longer enough to keep a struggling tech company afloat



Chile

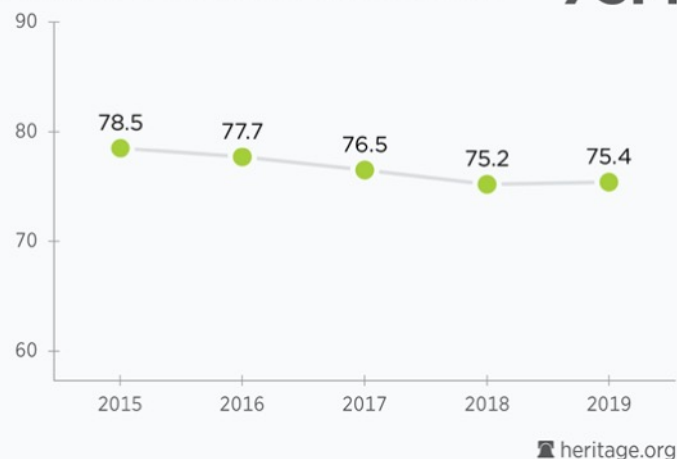
2019 INDEX OF ECONOMIC FREEDOM

◀ Previous: #17 Luxembourg

Next: #19 Sweden ▶

CHILE

2019 INDEX OF ECONOMIC FREEDOM SCORE: **75.4**



OVERALL SCORE **75.4**

WORLD RANK **18**

RULE OF LAW

Property Rights	68.7	↑
Government Integrity	62.3	↑
Judicial Effectiveness	56.3	↓

GOVERNMENT SIZE

Government Spending	81.0	↓
Tax Burden	77.3	↓
Fiscal Health	89.0	↓

REGULATORY EFFICIENCY

Business Freedom	76.6	↑
Labor Freedom	65.0	↑
Monetary Freedom	84.5	↑

OPEN MARKETS

Trade Freedom	88.8	↑
Investment Freedom	85.0	—
Financial Freedom	70.0	—



A report by IBM Institute for Business Value and Oxford Economics found that:

- 90% Indian startups fail within the first five years
- Lack of innovation being the main reason

A very clear indicator would be the number of international patents India has applied for. In 2015-16,

- India applied for 1,423 patents
- Japan's count stood at 44,235
- China at 29,846
- South Korea at 14,626.

“77% of the venture capitalists believe they **don't have unique business models.**

“credited the failure in development to the **bad condition of education in the country**”

‘Entrepreneurial India’,

Chile's Top 10 Exports

WELCOME TO THE AGE OF DISRUPTION!

Top 10

Advantages

Opportunities

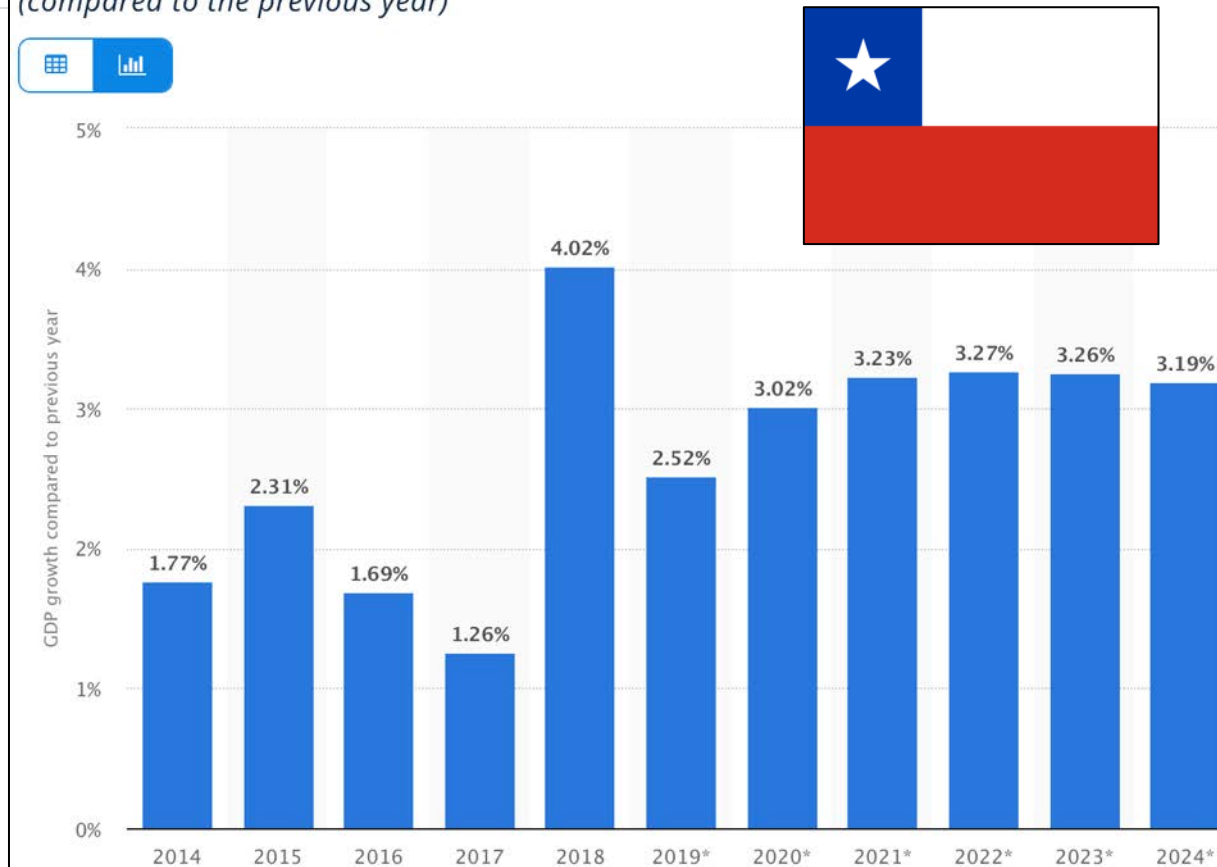
Companies

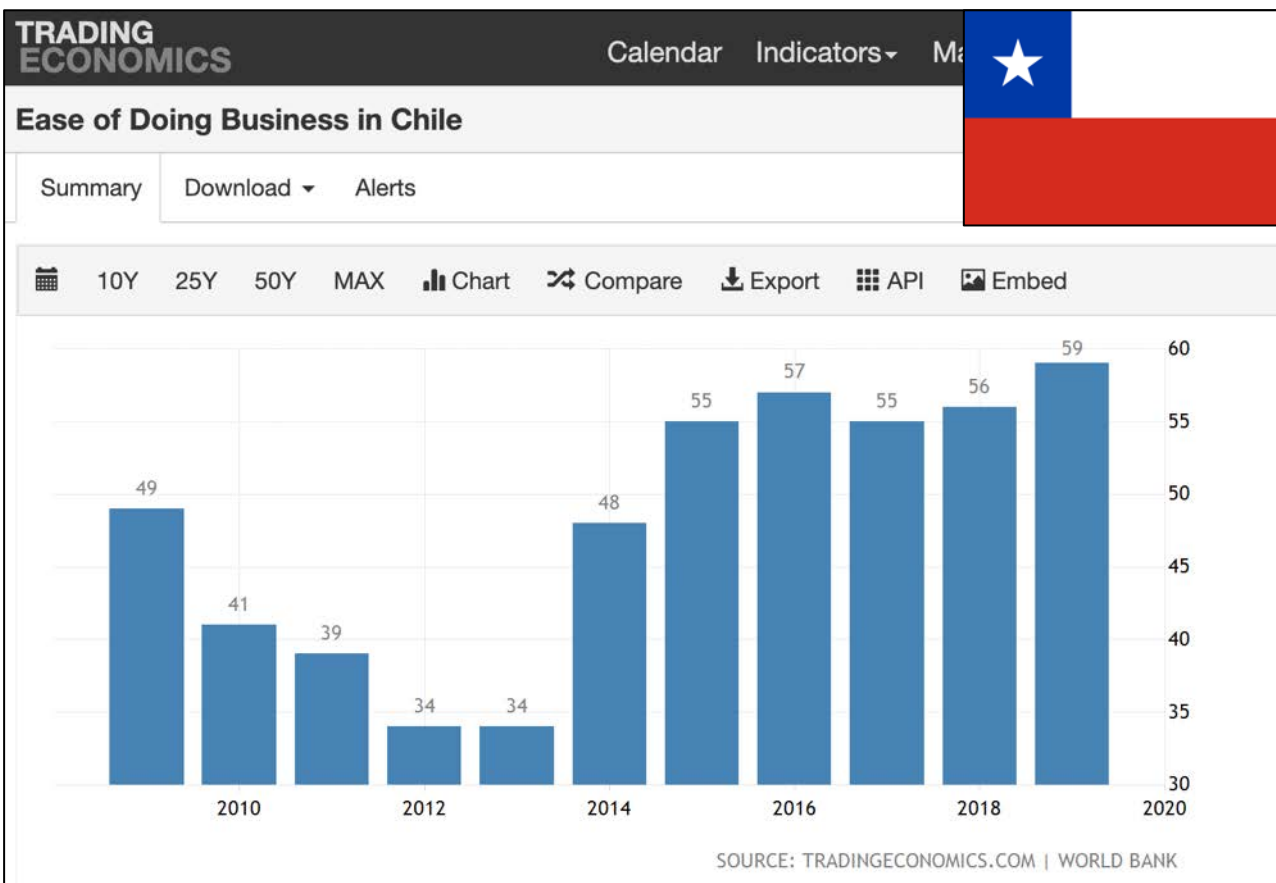
The following export product groups represent the highest dollar value in Chilean global shipments during 2018. Also shown is the percentage share each export category represents in terms of overall exports from Chile.

1. Ores, slag, ash: US\$20.7 billion (27.4% of total exports)
2. Copper: \$18.6 billion (24.6%)
3. Fish: \$5.9 billion (7.8%)
4. Fruits, nuts: \$5.7 billion (7.6%)
5. Woodpulp: \$3.6 billion (4.7%)
6. Wood: \$2.6 billion (3.5%)
7. Inorganic chemicals: \$2.2 billion (3%)
8. Beverages, spirits, vinegar: \$2 billion (2.7%)
9. Gems, precious metals: \$1.6 billion (2.2%)
10. Meat: \$980.1 million (1.3%)

Chile's top 10 exports accounted for 84.7% of the overall value of its global shipments.

Chile: Growth rate of the real gross domestic product (GDP) from 2014 to 2024
(compared to the previous year)





Essential for improving long-term prospects

- ✓ Encouraging innovation
- ✓ Improving the linkage between education and the labor market
- ✓ Promoting the participation of women in the labor market.

Keys for reducing the remaining poverty and strengthening the middle class

- ✓ Enhancing the quality of health and education services
- ✓ Reducing constraints to access to well-targeted social policies

The New York Times

PLAY THE CROSS

Opinion

THOMAS L. FRIEDMAN

Owning Your Own Future



By Thomas L. Friedman

May 10, 2017



“The notion that we can go to college for four years and then spend that knowledge for the next 30 is over.

If you want to be a lifelong employee anywhere today, **you have to be a lifelong learner.**

And that means:

More is now on you. And that means self-motivation to learn and keep learning becomes the most important life skill.

“Step back from all of this and it’s clear that thriving countries today won’t elect a strongman. They’ll elect leaders who inspire and equip their citizens to be strong people who can own their own futures.”

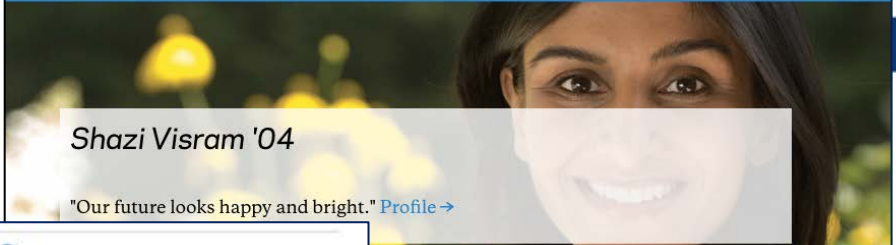


COLUMBIA
STARTUP LAB

Welcome to
the Age of
Disruption,
Innovation &
The Customer!

The Eugene Lang Entrepreneurship Center

About Programs Student Resources Profiles Community Events Support Us



Shazi Visram '04

"Our future looks happy and bright." [Profile →](#)

Columbia University in the City of New York

COLUMBIA NEWS

Office of Communications and Public Affairs

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Student Entrepreneurs Gain Support through Venture Competition

July 09, 2015



COLUMBIA UNIVERSITY IN THE CITY OF NEW YORK

COLUMBIA ENGINEERING

The Fu Foundation School of Engineering and Applied Science

Current Students | Faculty | Alumni | Parents | Employers | News

ADMISSIONS DEPARTMENTS RESEARCH CAMPUS LIFE ABOUT CONTACT US

Columbia Venture Competition

The Columbia Venture Competition was first launched in April 2009, and has paid out more than \$100,000 in prize money to early-stage ventures all founded by young Columbia entrepreneurs. Over the years the competition has grown in the number of submissions and in competition quality.

Congrats to our CVC winners:

Technology Challenge

1st place – Neovel, with graphene-based stretchable screens for wearable devices
2nd place – Inject-a-flow, with micro-tissue therapy to prevent amputations in patients with severe vascular disease
3rd place – Pixm, with AI-based authentication technology to detect visual signatures to prevent phishing

Global Technology Challenge

1st place – Hylion, with an add-on suspension system for freight trucks using hybrid technology to reduce fuel consumption
2nd place – Matri-Tek, with tissue-specific, tailored cell culture scaffolding for growing biomaterials
3rd place – Neopenda, with a method to monitor neonatal vitals with engineered hats in low-resource settings

ABOUT

Columbia Engineering & NYC
School Facts
Dean Mary C. Boyce
Mission
Giving
Entrepreneurship
Global Initiatives
Outreach
History
Videos
Photo Galleries
Publications
Board of Visitors
Privacy Policy
Room Reservation

FEATURES

NEWS

Nurturing the Next Generation of Local Startups

By Columbia News Video Team
April 2014

As Columbia's Entrepreneurship Center gears up for its first annual Entrepreneurship Festival on April 24, we have video interviews with some of the local entrepreneurs who are participating. For more information on the festival, visit [http://www.columbia.edu/entrepreneurship/festival](#). For more information on the Entrepreneurship Center, visit [http://www.columbia.edu/entrepreneurship](#).

Matri-Tek
Micro-implants for biomaterials

Wandering Bear Coffee

BluePower

SensorKit

EpiBone
3D printed bone

Tara BioSystems

Block Party Sides

Columbia P&A

Columbia University in the City of New York

COLUMBIA NEWS

Office of Communications and Public Affairs

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Fueling Start-Ups: NSF Grant Helps Advance School's Entrepreneurship Initiatives

March 07, 2013



Founders of Kinno Inc., winners of the Columbia Venture Competition, from left to right: Kevin Tyari, Jason Kang, Kait Jin. Photo Courtesy of Katherine Jin

The Fire Department of New York's emergency vehicles have a new, potentially life-saving tool on board: a powdered additive for bleach solutions that protects first responders in field by telling them whether disinfectants are working against infectious disease.

The inventors? A group of Columbia undergraduates studying biology and computer science who were one of 14 teams selected from 250 entrants in this year's university-wide **Columbia Venture Competition**.

COLUMBIA UNIVERSITY
School of Professional Studies

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Summer Programs For High School Students New York City

Overview

Campus Immersion Program

Academic Immersion Program

One-Week Intensives

Courses

Apply

Program Policies

Entrepreneurship and Innovation: New Product Development

Level: Open to students entering grades 11 or 12 or freshman year of college in fall 2016.

Session: II, July 19-August 5, 2016

Days & Time: Monday-Friday, 10:00 a.m.-12:00 p.m. and 2:00-4:00 p.m.

Teacher(s): Michelle Greenwald, Nicolas Padilla

Related Courses: Students interested in this course might also be interested in Entrepreneurship and Innovation: Changing the World Via Venture Creation or iPhone & iPad App Programming From the Ground Up.

Request more information
Email updates, brochures.

Like us on Facebook

Follow us on Twitter

"I wish made friends from all over the world and they bonded over challenging assignments and the opportunities to explore New York City together..."

— Alicia Perez-Lopez, M.Ed., Olympian High School, Chula Vista, CA

[Read more »](#)

*This course is an elective — check with your school to see if it counts.

ST>RT-UPCHILE



Start-Up Chile (SUP) is a public startup accelerator created by the Chilean Government for high-potential entrepreneurs to bootstrap their startups and use Chile as a foundation. Start-Up Chile is the...

- ✓ **leading accelerator in LATAM**
- ✓ **among the TOP 10 globally**
- ✓ **one of the biggest and most diverse startup communities in the world...**

ST>RT-UPCHILE

We have

1.616

Startups

55%

Active

\$1,4B

Valuation USD

ST>RT-UPCHILE

[Home](#) [Our Offer](#) [Start-Up Chile](#) [FAQ](#) [Blog](#) [Apply](#) [EN](#) [ES](#)

YOU
LEAD
YOU
EMPOWER



The S Factory

Pre-acceleration program for startups led by female founders



A new generation of Seed and Huella has been selected: 21% of them are led by women

93 startups are ready to join Start-Up Chile to accelerate their business using Chile as a platform to go global...



Attention female entrepreneurs: Start-Up Chile is opening the application process for The S Factory

- From December 3rd to the 23rd, startups from all over the globe will be invited to...

ST>RT-UPCHILE

nearly 42.5%...
of employees in private sectors are afflicted from depression
or general anxiety disorder,

Over the last seven years, Mr Quek has clocked almost 1,000 hours of mentoring nearly 500 local startups. Asked what plagues entrepreneurs the most, the entrepreneur-turned-venture capitalist shares this list:

1. Depression
2. Bankruptcy charges
3. Technology failures
4. Poaching by other firms
5. Predatory investments by venture capitalists
6. Fudging numbers and misrepresentation
7. Over-reliance on grants
8. Delusions of grandeur
9. Thrown out of the house for being an entrepreneur

"Mind you, these are the cases I am currently handling," Mr Quek said





I have questions



The Global Risks Landscape 2019...

What is the impact and likelihood of global risks?

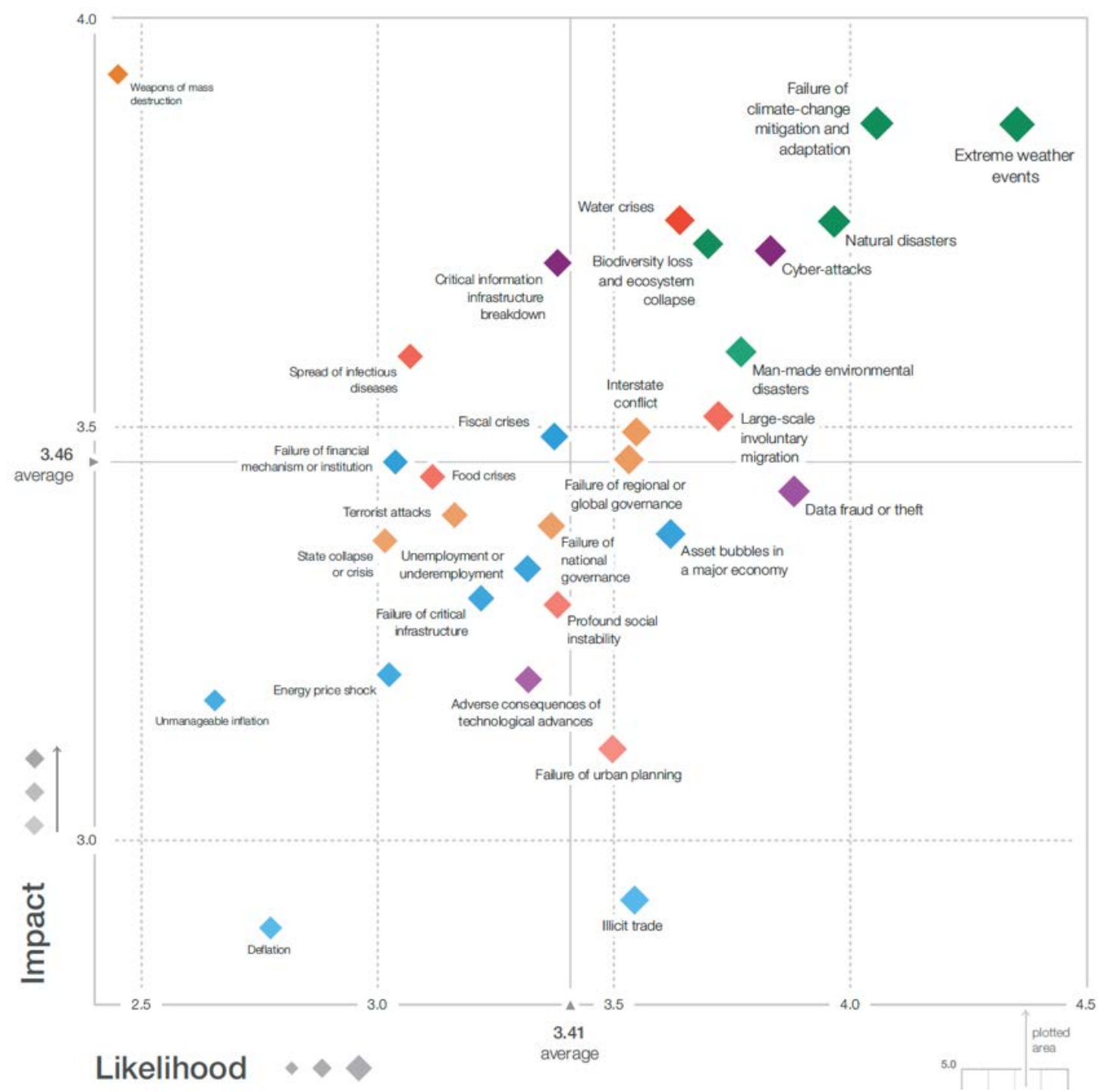




Figure IV: The Evolving Risks Landscape, 2009 – 2019

Top 5 Global Risks in Terms of Likelihood


	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
1st	Asset price collapse	Asset price collapse	Storms and cyclones	Severe income disparity	Severe income disparity	Income disparity	Interstate conflict with regional consequences	Large-scale involuntary migration	Extreme weather events	Extreme weather events	Extreme weather events
2nd	Slowing Chinese economy (<6%)	Slowing Chinese economy (<6%)	Flooding	Chronic fiscal imbalances	Chronic fiscal imbalances	Extreme weather events	Extreme weather events	Extreme weather events	Large-scale involuntary migration	Natural disasters	Failure of climate-change mitigation and adaptation
3rd	Chronic disease	Chronic disease	Corruption	Rising greenhouse gas emissions	Rising greenhouse gas emissions	Unemployment and underemployment	Failure of national governance	Failure of climate-change mitigation and adaptation	Major natural disasters	Cyber-attacks	Natural disasters
4th	Global governance gaps	Fiscal crises	Biodiversity loss	Cyber-attacks	Water supply crises	Climate change	State collapse or crisis	Interstate conflict with regional consequences	Large-scale terrorist attacks	Data fraud or theft	Data fraud or theft
5th	Retrenchment from globalization	Global governance gaps	Climate change	Water supply crises	Mismanagement of population	Cyber-attacks	High structural unemployment or underemployment	Major natural catastrophes	Massive incident of data fraud/theft	Failure of climate-change mitigation and adaptation	Cyber-attacks

Top 5 Global Risks in Terms of Impact

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
1st	Asset price collapse	Asset price collapse	Fiscal crises	Major systemic financial failure	Major systemic financial failure	Fiscal crises	Water crises	Failure of climate-change mitigation and adaptation	Weapons of mass destruction	Weapons of mass destruction	Weapons of mass destruction
2nd	Retrenchment from globalization (developed)	Retrenchment from globalization (developed)	Climate change	Water supply crises	Water supply crises	Climate change	Rapid and massive spread of infectious diseases	Weapons of mass destruction	Extreme weather events	Extreme weather events	Failure of climate-change mitigation and adaptation
3rd	Oil and gas price spike	Oil price spikes	Geopolitical conflict	Food shortage crises	Chronic fiscal imbalances	Water crises	Weapons of mass destruction	Water crises	Water crises	Natural disasters	Extreme weather events
4th	Chronic disease	Chronic disease	Asset price collapse	Chronic fiscal imbalances	Diffusion of weapons of mass destruction	Unemployment and underemployment	Interstate conflict with regional consequences	Large-scale involuntary migration	Major natural disasters	Failure of climate-change mitigation and adaptation	Water crises
5th	Fiscal crises	Fiscal crises	Extreme energy price volatility	Extreme volatility in energy and agriculture prices	Failure of climate-change mitigation and adaptation	Critical information infrastructure breakdown	Failure of climate-change mitigation and adaptation	Severe energy price shock	Failure of climate-change mitigation and adaptation	Water crises	Natural disasters

■ Economic ■ Environmental ■ Geopolitical ■ Societal ■ Technological

The Global Risks Landscape 2019...
What is the impact and likelihood of global risks?

The background is a solid dark blue. In the upper right, there is a large, stylized arrow pointing right, composed of a dark blue outer shape and a teal inner shape. The text is positioned to the left of this arrow.

DISRUPTION NEED NOT BE AN ENIGMA.

Our **Disruptability Index reveals the patterns so businesses can crack disruption and map a clearer path forward.**

PERIODS OF DISRUPTION ARE PERIODS OF OPPORTUNITIES



Take control: Disruption as an opportunity

In periods of rapid change, a new strategy is required: one that enables companies to act in the face of disruption, confidently. We call this strategy “rotating to the new”—it has four actions:

1. Grow the Core
2. Transform the Core
3. Scale the new
4. Pivot wisely


accenture

PERIODS OF DISRUPTION ARE PERIODS OF OPPORTUNITIES

•Disruption State: Viability

Focus: **Greater Emphasis on “Growing the Core”**

- Direct investments to build new capabilities
- Activate demand for innovative offerings with existing customers
- Use core strength to expand into adjacent markets

•Disruption State: Durability

Focus: **Transform the Core**

Maintain cost leadership in the core

- Use efficiency-enabling technologies to increase profitability
- Channel freed-up investments toward experimentation, making core offerings cheaper and better

•Disruption State: Vulnerability

Focus: **Scale the New**

- Reduce dependence on fixed assets, and monetize those that are underutilized
- Respond to decreased demand for core products by spotting and scaling up innovations
- Use technology and data to build enhanced services and offerings that alleviate customer pain points

•Disruption State: Volatility

Focus: **Pivot Wisely**

- Be bold with corporate and financial restructuring
- Find the right pace and timing to shift to new businesses and opportunities

CORE VALUES:

What is our company's purpose on this earth?

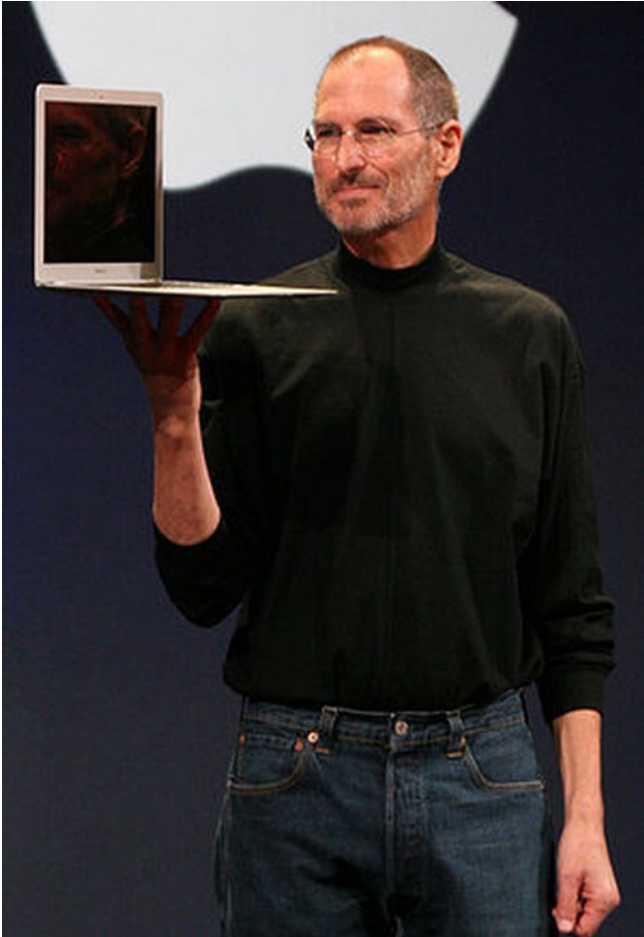
To arrive at a powerful sense of purpose, Yamashita says, companies today need **“a fundamental orientation that is outward looking”** – so they can understand what people out there in the world truly desire and need, and what's standing in the way.

At the same time, business leaders also must look inward, to try to clarify their own core values and larger ambitions



For the past two decades, Keith Yamashita has led SYPartners, a practice that collaborates with CEOs and their leadership teams to build great companies and organizations.

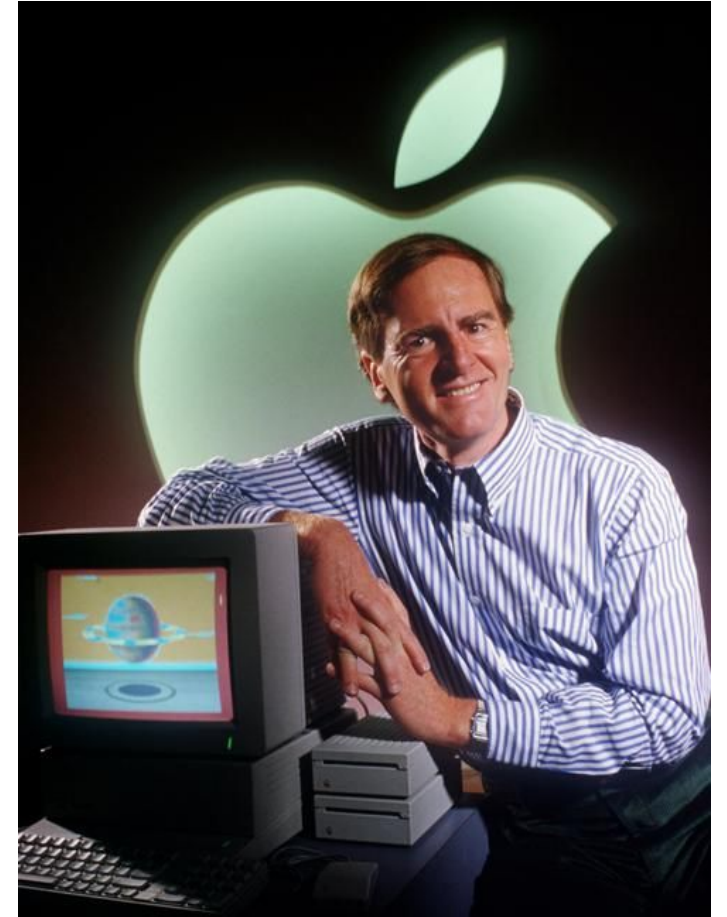
“a fundamental orientation that is outward looking”



“My passion has been to build an enduring company where people were motivated to make great products. The products, not the profits, were the motivation.

Sculley flipped these priorities to where the goal was to make money. It’s a subtle difference, but it ends up meaning everything.”

Steve Jobs





Photographer: Michael Nagle/Bloomb

Technology

Apple Shares Top \$300 Amid Optimism About Holiday Sales

 **CNBC**

TECH

After its strongest year in a decade, Apple stock is historically expensive on a price-to-earnings basis

PUBLISHED TUE, DEC 31 2019•12:18 PM EST UPDATED TUE, DEC 31 2019•4:38 PM EST



William Feuer
@WILLFOIA



The Motley Fool

Can Apple Shares Go Even Higher? Wall Street Thinks So

Apple ended 2019 as the best-performing Dow stock, but there's optimism it can gain even more in 2020.



Donna Fuscaldo (TMFdonnabail)



Jan 4, 2020 at 12:05PM

“a fundamental orientation that is outward looking”



ZARA

Amancio Ortega: “Innovation and commitment towards our customers define our corporate culture”

INDITEX



INDITEX



Key figures (€ million)

	1H 2019	1H 2018	YOY CHG.
Net sales	12,820	12,025	7%
Gross profit	7,284	6,817	7%
Gross margin	56.8%	56.7%	
EBITDA	3,447	2,343	47%
EBIT	2,040	1,784	14%
Net profit	1,549	1,409	10%

INDITEX

ABOUT US

HOW WE DO BUSINESS

INVESTORS

OUR MODEL



CUSTOMERS

STORES

DESIGN

SOURCING

PRODUCTS

LOGISTICS

RIGHT TO WEAR

OUR COMMITMENT TO
PEOPLE

LOGISTICS

We refresh our collections in all our stores in the world twice a week.

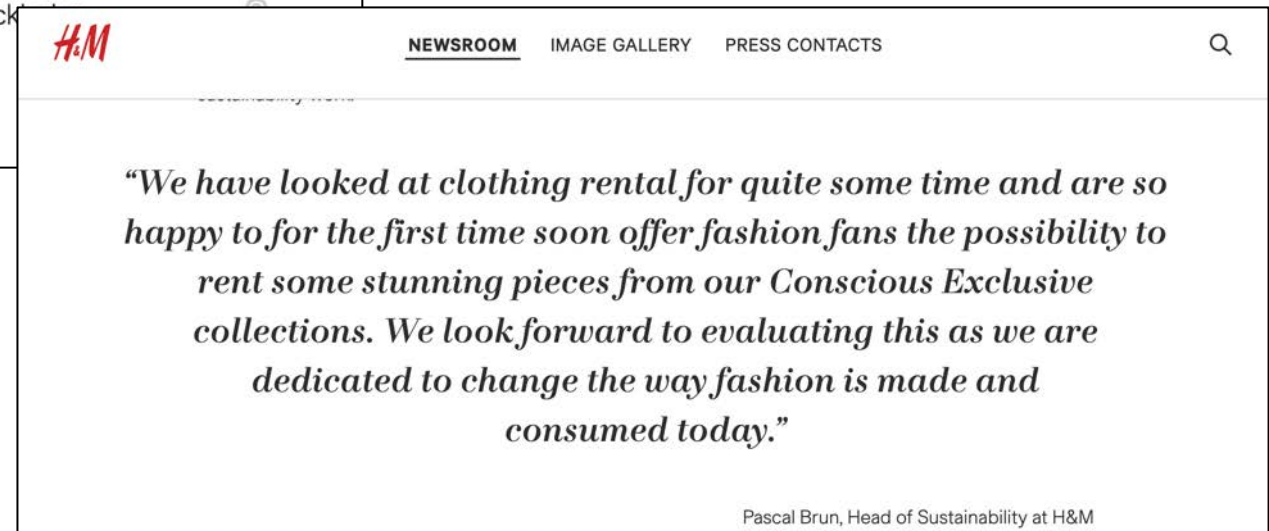
Our stores serve the needs of our customers, and our logistics centres serve the needs of our stores.

We refresh our physical and online store collections twice a week and can deliver orders to stores anywhere in the world within 48 hours, and often sooner.



**“a fundamental orientation
that is outward looking”**

**THE FUTURE OF CUSTOMER
ENGAGEMENT AND EXPERIENCE**



“a fundamental orientation that is outward looking”

LONG READ | MOST INNOVATIVE COMPANIES

Why Amazon Is The World's Most Innovative Company Of 2017

A rapid expansion of Prime plus bold bets in the physical world are allowing the retailer to offer even more, even faster and smarter.



"Our job," says Amazon CEO **Jeff Bezos**, "is to invent new options that nobody's ever thought of before and see if customers like them."
[Photo: [Peter Hapak](#)]

"Our customers are loyal to us right up until the second somebody offers them a better service," CEO Bezos says. "And I love that. it's super-motivating for us."



MarketWatch

• Latest Watchlist Markets Investing Barron's Economy

Amazon earnings fall for first time in more than two years, stock drops in late trading

By **Jeremy C. Owens**

Published: Oct 25, 2019 7:00 a.m. ET



Aa

Amazon's spending on one-day delivery and other initiatives sends profit down year-over-year for first time since 2017, forecast calls for even more spending in holiday quarter

Commerce

Amazon reports \$70.0 billion in Q3 2019 revenue: AWS up 35%, subscriptions up 34%, and 'other' up 44%

EMIL PROTALINSKI @EPRO OCTOBER 24, 2019 1:07 PM

amazon.com[®]

"Missed it by this much!"



BREAKING

 **CNBC**

TECH

Jeff Bezos lost about \$7 billion on Thursday

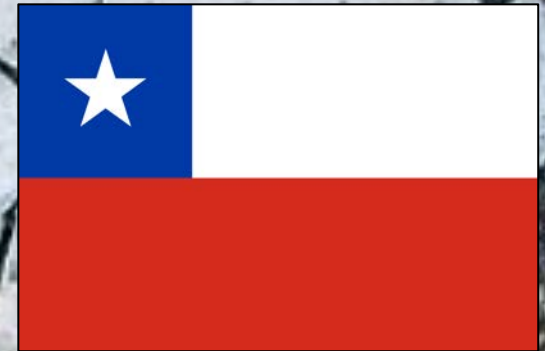
PUBLISHED THU, OCT 24 2019-6:08 PM EDT UPDATED 5 HOURS AGO



The New York Times

In Win for Protesters, Chile to Vote on Replacing Constitution

The country plans to hold a referendum next April on replacing the country's dictatorship-era constitution.



CHILE'S BROKEN
BUSINESS MODEL

A database of 50 years of FORTUNE's list of America's largest corporations

View by year: 1955 ▾

View by company: A ▾

Full List [Companies](#) [Profits](#) [Assets](#) [Current FORTUNE 500](#)

1955 Full list Current View: 1-100 ▾

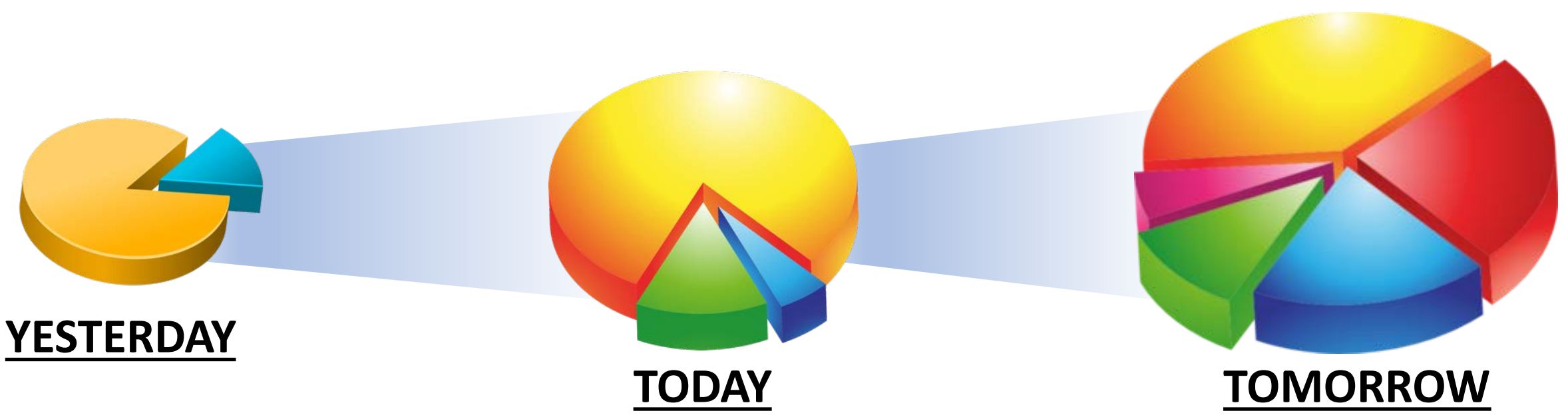
Rank	Company	Revenues (\$ millions)	Profits (\$ millions)
1	General Motors	9,823.5	806.0
2	Exxon Mobil	5,661.4	584.8
3	U.S. Steel	3,250.4	195.4
4	General Electric	2,959.1	212.6
5	Esmark	2,510.8	19.1
6	Chrysler	2,071.6	18.5
7	Armour	2,056.1	1.6
8	Gulf Oil	1,705.3	182.8
9	Mobil	1,703.6	183.8
10	DuPont	1,687.7	344.4
11	Amoco	1,667.4	132.8
12	Bethlehem Steel	1,660.3	117.2
13	CBS	1,631.0	84.6
14	Texaco	1,574.4	226.1
15	AT&T Technologies	1,526.2	55.8
16	Shell Oil	1,312.1	121.1
17	Kraft	1,210.3	37.4
18	ChevronTexaco	1,113.3	211.9
19	Goodyear Tire & Rubber	1,090.1	48.1
20	Boeing	1,033.2	37.0
21	Sinclair Oil	1,021.5	91.6
22	Navistar International	994.1	36.3
23	RCA	941.0	40.5
24	Union Carbide	923.7	89.8
25	Firestone Tire & Rubber	916.0	40.5

THE FUTURE OF CUSTOMER
ENGAGEMENT AND EXPERIENCE

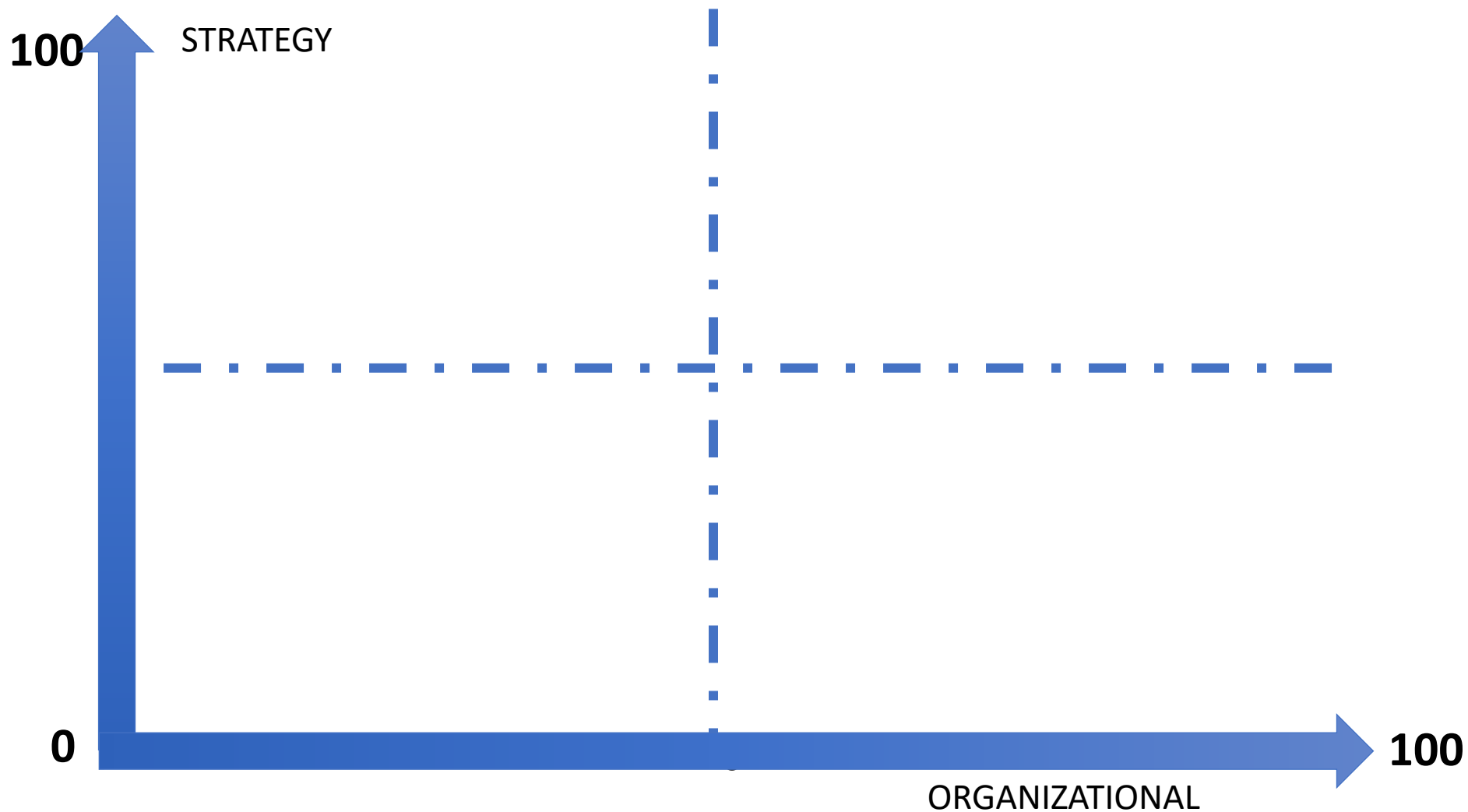
1955

FORTUNE
500

Today 55 left



“a fundamental orientation that is outward looking”



Strategy effectiveness

THE BEST COMPANIES ARE THE BEST ALIGNED

Strategy, purpose and organizational capabilities
must all be in sync!

HOW ALIGNED IS YOUR
STRATEGY WITH YOUR
LONG-TERM PURPOSE?

Aligned	Best of Intentions, but incapable	Very best chance of winning
Not Aligned	Not long for this world	Boldly going nowhere
	Not Aligned	Aligned

Organizational
effectiveness

HOW ALIGNED IS YOUR STRATEGY WITH YOUR ORGANIZATIONAL CAPABILITIES?



Strategy effectiveness

**Very best chance
of winning**

Very best chance of winning:

Companies that score highly on both scales stand the very best chance of winning in their competitive field. But alignment manifests itself in more than just superior financial performance.

It also leads to...

- a more positive work climate
- above-average staff engagement
- a strong commitment to values
- few(er) energy-sapping turf wars and in-fighting.

Organizational effectiveness



ATENTO

Boldly going nowhere

Boldly going nowhere:

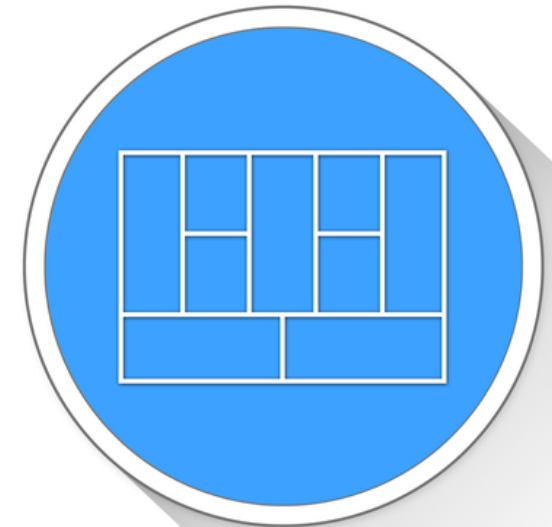
Businesses that have strong alignment between their strategy and organization, but weak alignment between strategy and purpose are classed as “boldly going nowhere.”

They are many capable businesses with great people but...

- lack a coherent, overarching purpose that helps guide shifts in strategy
- becomes less and less capable over time
- customers move on
- talented employees depart for new pastures.



Kodak
Cameras 1889-2012



Best of Intentions, but incapable

Best of intentions, but incapable:

Companies that score highly on the purpose and strategy alignment scale, but low on the strategy and organization scale, are more or less incapable of implementing their strategy as intended.

The performance penalty may be manifest in...

- poor customer attraction and retention
- higher-than-expected costs
- organizational dysfunctions
- simple financial underperformance

“growth above all else.”



**Not long for
this world**

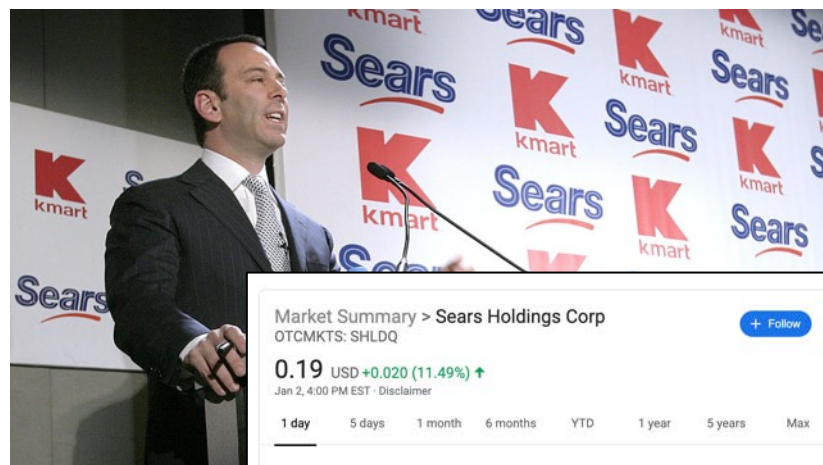
Not long for this world:

Companies that score low on both scales are in crisis, even if it isn't immediately obvious.

Their strategies do not – cannot – fulfill their larger purpose, because...

- they fail to effectively address customer preference, market conditions, and competitor capability.
- their organization is incapable of delivering against strategic priorities.

yahoo!



The New York Times

Barneys Is Sold for Scrap, Ending an Era

The bankruptcy saga of the famed New York department store involved last-minute alliances and vain attempts to cobble together competing bids.





What does the world hunger for?

What are the big challenges?

Who have we (as a company)
historically been when we've been at
our best?

Who must we fearlessly become?



Among the 7,000+ companies who responded (in over 130 countries), **the #1 issue on leaders minds is... "how to redesign our organizational structure"** to meet the demands of the workforce and business climate today.

[Deloitte Human Capital Trends 2016,](#)



How Things Use to Be



What We Have Now



How Things Really Work

How Things Really Work

- Shared Values and Culture
- Transparent Goals & Projects
- Integrated Info/Feedback Pipeline
- Rewards Based on Capabilities, Skills...
Not on the Position



[Deloitte Human Capital Trends 2016,](#)

HIERARCHY MODEL



NETWORK MODEL



"positional leadership"
(I am the leader because I am the VP)



"team leadership"
Creating "followship"
INSPIRE, PERFORM, CONNECT

The Importance Of Culture And Engagement

Your company's employment brand is now public information



And many companies have work to do.

- 31% of employees are engaged at work
- 51% are disengaged and
- 18% *actively* disengaged

[Gallup's latest research](#)

GROWTH INITIATIVES PAIN POINTS



1. Stifling structures

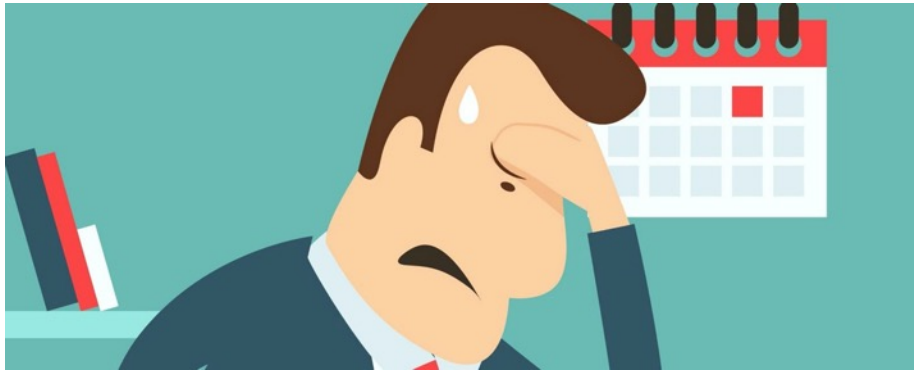
Well-defined organizational structures establish the roles and norms that enable large companies to get things done.

Therefore, when growth plans call for doing things that are entirely new—say, expanding into new geographies or adding products—it's well worth the leadership's time to examine existing organizational structures to see if they're flexible enough to support the new initiatives.

Sometimes they won't be.



GROWTH INITIATIVES PAIN POINTS



2. Un-Scalable processes

Business processes are another area that companies often overlook, to their detriment, when they are growing. It's important for a company to determine which processes will come under particular stress when it grows.

There is a case of danger of not addressing potential problems early.



- Jony Ive – the British designer that is the Chief Design Officer (CDO) at Apple– and his design team lead the company
- They *do not* report to finance, manufacturing, etc
- Design Teams are separated from the larger company
- The team is also removed from the traditional Apple hierarchy
- They create their own reporting structures and report directly to the executive team.

GROWTH INITIATIVES PAIN POINTS



3. Unprepared people

Growth naturally creates new interactions and processes, expected and unexpected, and often at a fast pace. To manage them, the employees who face the greatest complexity—for example, those in functions or businesses that will see increased activity—must have “ambidextrous” capabilities.

These enable people to take initiative beyond the confines of their jobs, to cooperate and build linkages across the organization, and to complete many tasks in parallel.

parc®
A Xerox Company



As such, even as their team made great technologies, Xerox failed to combine this innovation with sustainably profitable business models.

Periods of Disruption...
Are Periods of Opportunities

Think Strategic...
You Don't have to Make the Puzzle...
Just Put It Together!

Talent...Either You Have It
or You Get It!

Save Time, Save Money...
Lean Innovation

Failure...Is an Option!

