Entrepreneurship in Times of Social Crisis
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.
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
Welcome to the Age of Disruption!

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.

The New York Times

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

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

From Model to Muddle: Chile’s Sad Slide Into Upheaval
WELCOME TO THE AGE OF DISRUPTION!
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.
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.
WELCOME TO THE AGE OF DISRUPTION!

Chile

Global Rank: 19 of 137

Strongest area: Risk Acceptance; Product Innovation

Weakest area: Process Innovation

Overall GEI score: 59%

Individual score: entrepreneurial qualities of the people in the ecosystem

Institutional score: quality of the institutions that support entrepreneurship

Scores:

- Opportunity Perception: 82%
- Startup Skills: 90%
- Risk Acceptance: 71%
- Networking: 63%
- Cultural Support: 63%
- Opportunity Startup: 55%
- Technology Absorption: 58%
- Human Capital: 100%
- Competition: 37%
- Product Innovation: 32%
- Process Innovation: 37%
- High Growth: 67%
- Internationalization: 64%
- Risk Capital: 100%
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
WELCOME TO THE AGE OF DISRUPTION!

Chile

2019 INDEX OF ECONOMIC FREEDOM

CHILE

OVERALL SCORE 75.4

Previous: #17 Luxembourg
Next: #19 Sweden

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 —

2019 INDEX OF ECONOMIC FREEDOM

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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

“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

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.
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 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.”
Welcome to the Age of Disruption, Innovation & The Customer!
COLUMBIA UNIVERSITY IN THE CITY OF NEW YORK
Office of Communications and Public Affairs

COLUMBIA NEWS
Office of Communications and Public Affairs

HOME VIDEO CONTACT US

Recent Topics Law History History History Libraries Theater View all →

Student Entrepreneurs Gain Support through Venture Competition

July 09, 2015

Fueling Start-Ups: NSF Grant Helps Advance School’s Entrepreneurial Initiatives

March 07, 2013

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

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.

Shazi Visram ‘04

“Your future looks happy and bright”
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...
WELCOME TO THE AGE OF DISRUPTION!

START-UP CHILE

We have

1,616 Startups
55% Active
$1,4B Valuation USD
Welcome to the Age of Disruption!

START-UP CHILE

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

Figure IV: The Evolving Risks Landscape, 2009 – 2019

<table>
<thead>
<tr>
<th>Top 5 Global Risks in Terms of Likelihood</th>
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<tbody>
<tr>
<td>1st</td>
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<table>
<thead>
<tr>
<th>Top 5 Global Risks in Terms of Impact</th>
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<td>4th</td>
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<td>5th</td>
</tr>
</tbody>
</table>
DISRUPTION NEED NOT BE AN ENIGMA.

Our Disruptability Index reveals the patterns so businesses can crack disruption and map a clearer path forward.
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
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
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
Amancio Ortega: “Innovation and commitment towards our customers define our corporate culture”
Key figures (€ million)

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<th></th>
<th>1H 2019</th>
<th>1H 2018</th>
<th>YOY CHG.</th>
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<tr>
<td>Net sales</td>
<td>12,820</td>
<td>12,025</td>
<td>7%</td>
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<tr>
<td>Gross profit</td>
<td>7,284</td>
<td>6,817</td>
<td>7%</td>
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<tr>
<td>Gross margin</td>
<td>56.8%</td>
<td>56.7%</td>
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<tr>
<td>EBITDA</td>
<td>3,447</td>
<td>2,343</td>
<td>47%</td>
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<tr>
<td>EBIT</td>
<td>2,040</td>
<td>1,784</td>
<td>14%</td>
</tr>
<tr>
<td>Net profit</td>
<td>1,549</td>
<td>1,409</td>
<td>10%</td>
</tr>
</tbody>
</table>
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.
THE FUTURE OF CUSTOMER ENGAGEMENT AND EXPERIENCE

“a fundamental orientation that is outward looking”

H&M TO TRIAL CLOTHING RENTALS FOR THE FIRST TIME

Fashion fans who missed out on our popular Conscious Exclusive collections now get a second chance to dazzle in their favourite sustainable dresses as H&M is set to debut clothing rentals in a Stockholm flagship store.

28 OCT, 2019

“We have looked at clothing rental for quite some time and are so happy to for the first time soon offer fashion fans the possibility to rent some stunning pieces from our Conscious Exclusive collections. We look forward to evaluating this as we are dedicated to change the way fashion is made and consumed today.”

Pascal Brun, Head of Sustainability at H&M
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."

(Photos: Peter Harju)
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

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

Amazon reports $70.0 billion in Q3 2019 revenue: AWS up 35%, subscriptions up 34%, and ‘other’ up 44%
Sources told the NYP that the e-commerce giant is using its New York employees as test subjects...
The country plans to hold a referendum next April on replacing the country’s dictatorship-era constitution.
### THE FUTURE OF CUSTOMER ENGAGEMENT AND EXPERIENCE

### 1955

#### Today 55 left

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
<th>Revenues ($ millions)</th>
<th>Profits ($ millions)</th>
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<tbody>
<tr>
<td>1</td>
<td>General Motors</td>
<td>9,823.5</td>
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<td>2</td>
<td>Exxon Mobil</td>
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<td>3</td>
<td>U.S. Steel</td>
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<td>4</td>
<td>General Electric</td>
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<td>Esmark</td>
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<td>Chrysler</td>
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<td>Armour</td>
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<td>Gulf Oil</td>
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<td>DuPont</td>
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<td>12</td>
<td>Bethlehem Steel</td>
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<td>13</td>
<td>CBS</td>
<td>1,631.0</td>
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<td>14</td>
<td>Texaco</td>
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<td>15</td>
<td>AT&amp;T Technologies</td>
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<td>16</td>
<td>Shell Oil</td>
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<td>17</td>
<td>Kraft</td>
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<td>18</td>
<td>ChevronTexaco</td>
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<td>19</td>
<td>Goodyear Tire &amp; Rubber</td>
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<td>48.1</td>
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<tr>
<td>20</td>
<td>Boeing</td>
<td>1,033.2</td>
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<td>21</td>
<td>Sinclair Oil</td>
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<td>91.6</td>
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<tr>
<td>22</td>
<td>Navistar International</td>
<td>994.1</td>
<td>36.3</td>
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<tr>
<td>23</td>
<td>RCA</td>
<td>941.0</td>
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<td>24</td>
<td>Union Carbide</td>
<td>923.7</td>
<td>89.8</td>
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<tr>
<td>25</td>
<td>Firestone Tire &amp; Rubber</td>
<td>916.0</td>
<td>40.5</td>
</tr>
</tbody>
</table>
“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?**

**HOW AlIGNED IS YOUR STRATEGY WITH YOUR ORGANIZATIONAL CAPABILITIES?**

**SOURCE:** JONATHAN TREVOR AND BARRY VARCOE
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.
**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.
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.”
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.
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
"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.

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!

"Bold bets...pay for a lot of failures. I've made billions of dollars of failures at Amazon.com"