

# ENTREPRENEUR

## *Asia-Pacific*

A publication of the Young Entrepreneurs Group of Asia Pacific (YEGAP)



Y E G A P  
Young Entrepreneurs Group of Asia Pacific

### Message of the Chairman

**O**ur journey as prime movers of the YEGAP is not exactly that easy; but it is certainly most fulfilling. Typical of any industry organization, we are given objectives that should be met with available resources and face the challenges of managing the needs of our members.

With an organization that had transformed itself from just a handful of entrepreneur members into Asia-Pacific region's premiere entrepreneurs hub, shepherding the "flock" to promote values of entrepreneurship and business leadership cannot be possible without the resounding involvement of our YEGAP stakeholders - entrepreneur members and partner organizations.

The first year of YEGAP was faced with challenges of building a formidable membership database of dynamic entrepreneurs who can contribute largely to the objective of promoting the entrepreneurship movement in the region and introducing the organization's advocacies and programs into various members.

By the third year, YEGAP proved to be a successful venue for interacting and forging business networking among global entrepreneurs. Our breakout sessions have since been the most attended sessions during the CACCI conferences, at one point hitting over 300 participants in Nepal. Our session speakers and panelists boast of an impressive roster of entrepreneurs - multi-awarded business leaders, Entrepreneur of Year awardees, rags-to-riches role models, top government trade officials, just to name a few.

Now on its ninth year of existence, YEGAP is serious in its efforts to strengthen entrepreneurship by creating an Asia-Pacific Plan for Entrepreneurship through the collaboration of various groups with programs for entrepreneurship. For the Plan to prosper, each country member must have a strong economic structure and there must be continuing effort on the part of the entrepreneur to acquire and improve their business skills.

One of the biggest tasks for entrepreneurs in the Asia-Pacific region is finding a niche in the global market. Starting a business is already a challenge and expanding the business is even a greater challenge. It is our hope then that through YEGAP our members and stakeholders will be able to pick-up some advice from their colleagues from other countries on how to further foster entrepreneurship, in general, and their business interests, in particular.

In order to promote a pro-enterprise spirit, there must be collaboration between enterprises, universities, social corporations and foundations, and government. This collaboration shall serve as the anchor for start-ups and business innovation.

Our vision is not to be the top entrepreneurship organization rather to be the role model and channel in the sector.

We look forward then to partnering with highly developed and mature entrepreneur partners whose leaders and team members share our values and who possess a sense of mission in the work that we can do together.

We invite you to be our partner. Let's work hand-in-hand.

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***Anna Marie Periquet***  
Chairperson, YEGAP

# YEGAP holds breakout session in 27th Cebu CACCI Conference

The Young Entrepreneurs Group of Asia Pacific (YEGAP) held another successful and well-attended breakout session during the 27th CACCI Conference held on March 14-15, 2013 in Cebu City, Philippines.

Anna Marie Periquet, chairperson of YEGAP, presided over the breakout session which was attended by over 100 delegates. In her opening remarks, she underscored the need to work together amidst the current global challenges in order for all member countries to attain global competitiveness.

She noted that top young entrepreneurs in the Asia Pacific region gather every year to merge resources and work collectively by investing their knowledge for the single purpose of addressing entrepreneurial challenges.

Periquet added that in the Asia-Pacific region, the state of entrepreneurship has never been as dynamic as it is today. Through entrepreneurship, economic growth has lifted hundreds of millions of people out of subsistence agriculture into manufacturing and service employment, increasing wealth and reducing poverty. Entrepreneurs in the Asia-Pacific rim now have the vital role of further increasing regional business interaction, networking and enhancing regional economic growth.

Periquet informed the participants that the YEGAP plays a key role in promoting a pro-enterprise spirit for young entrepreneurs among the Asia-Pacific country members of CACCI.

She remarked that it is the YEGAP's plan of action to strategize on cultivating from the young a



culture of entrepreneurship; passing on of second expertise from universities and large enterprises to budding entrepreneurs; providing internship through training opportunities to SMEs through visits to large enterprises of CACCI member countries; and building relationships by encouraging the private sector to assist young entrepreneurs in networking through trade directories, trade missions, business matching and sub-contracting businesses.

YEGAP co-chairman Teisuke Suzuki welcomed the participants as well and stated that year after year, he takes pride in co-chairing the YEGAP Breakout Sessions, which takes the group to various countries in the Asia Pacific region. For over a decade now, YEGAP members have worked together to attain the vision Suzuki and Periquet set when they formed the YEGAP in 2005 in New Delhi, India.

Hon. Laura Del Rosario, Undersecretary for Economic Relations and Senior Official of the Philippines for the Asia Pacific Economic Conference, under the Department of Foreign Affairs, made a presentation on

entrepreneurship and SMEs in a global economy and growth of SMEs in the Philippines and Asia Pacific region.

She also lifted her discussions from notes of the ADB Report for 2013 and discussions in the APEC Summit. She stated that most countries in Asia moved up in the rankings in the overall global competitive economic performance.

Undersecretary Del Rosario stressed that the best job generation today is tourism because regardless of skills, individuals can participate in the sector. She also highlighted on the importance of education and skills training. Social entrepreneurship is highly recommended in order to address poverty issues. She presented government policies and private sector measures adopted that are aimed at encouraging entrepreneurship, and possible areas of cooperation among Asia Pacific country members to help promote the development and growth of young entrepreneurs in the region.

Renowned entrepreneurs were invited to share their best entrepreneurial practices and success stories.

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*Hon. Laura del Rosario delivers a presentation on SMEs in the Philippines.*



*YEGAP chairman Ms. Anna Periquet speaks during the breakout session.*



*YEGAP members gather annually to address entrepreneurial challenges.*

# YEGAP launches 5th Asia-Pacific Young Entrepreneur Award

**Y**EGAP chairperson Anna Marie Periquet announced the launching of the 5th Asia-Pacific Young Entrepreneur Award during the 27th CACCI Conference on March 14, 2013 held in Cebu City, Philippines.

Periquet invited all CACCI Primary Members to submit nominations for this prestigious award. The winner will be announced during the 28th CACCI Conference tentatively scheduled in September 2014 in Kuala Lumpur.

An initiative of YEGAP, the Asia-Pacific Young Entrepreneur Award aims to recognize excellent young entrepreneurs in the Asia-Pacific region who not only are successful in their business but also advocate corporate social responsibility for the good of their country.

## Nomination Criteria

Conferred every two years by CACCI and YEGAP, the award is open to male or female entrepreneurs below 45 years of age nominated by any CACCI Primary Member.

The nominee must:

(a) be engaged in their country-based or international-based profit organization;

(b) be actively involved in a business related non-profit organization or in a CACCI Primary Member country's activities;

(c) exercise excellence in entrepreneurial and business leadership;

(d) be regarded in his or her country with integrity and known for practicing good business ethics.

The winner of the Award shall be determined by outstanding achievements in the following areas:

## Business Acumen

Consideration is given to the ability of the candidate to take advantage of business opportunities, solve problems, set corporate directions and effectively implement plans which include major strategies and tactical moves to achieve corporate targets and



*(Top) Mr. Sujeewa Suranga Palliyaguruge, 2012 Asia-Pacific Young Entrepreneur Awardee, is congratulated by CACCI Pres. Amb. Yujuico and YEGAP chairperson Ms. Anna Periquet. (Above) Mr. Sujeewa (3rd from left) poses with members of the CACCI board of judges during the final selection process of the 4th Asia-Pacific Young Entrepreneur Award in Kathmandu.*

objectives.

The Awards Committee also considers the overall impact on the performance of the company in terms of profitability.

## Involvement in Non-profit Business Organizations or Associations and/or Involvement in CACCI activities

Consideration is given to concrete achievements in corporate social responsibility as a result of the candidate's involvement in business and civic organizations.

Consideration is given to the candidate's expertise shared, programs initiated and implemented, and direct involvement in activities that benefit specific sectors and the country in general.

## Leadership Qualities

Consideration is given to the ability of the candidate to steer his/her

company and/or civic organization to a position of strength and stability. Quantitative and qualitative standards such as company performance for the last three years, corporate image/reputation, and awards and recognition earned by the company/organization under the candidate's leadership shall apply.

## Integrity

Consideration is given to the candidate's background and character and how he/she is perceived by his/her peers and the community in his/her country.

The Asia-Pacific Young Entrepreneur Award is open to all Primary Members' affiliated local chambers of commerce and industry (town and city chambers).

For more inquiries, contact the YEGAP Secretariat at [cacci@cacci.org.tw](mailto:cacci@cacci.org.tw) ■



## YEGAP's Periquet and Suzuki conferred CACCI Medallion

The Confederation of Asia Pacific Chambers of Commerce and Industry (CACCI) recently conferred the prestigious CACCI Medallion to Anna Marie Periquet, chairman of the Young Entrepreneurs Group of Asia-Pacific (YEGAP) and Mr. Teisuke Suzuki, YEGAP vice chairman.

The citation was given to Periquet and Suzuki in recognition of their commitment to the ideals and goals of the Confederation, particularly in their leadership capacity as YEGAP chairman and vice chairman for the past 8 years.

Periquet is the president of Asia Pacific Business Consulting (ABC), Inc. She is recognized as one of the prime movers of the youth entrepreneurship movement in the Philippines and in the Asia Pacific region since she started her advocacy in 1993 as founder of the Young Executives Business Club of the



CACCI President Ambassador Benedicto Yujuico poses with YEGAP chairman Ms. Anna Marie Periquet and vice chairman Mr. Teisuke Suzuki.

Philippine Chamber of Commerce and Industry (PCCI) in 1993.

Suzuki is the executive vice president of Suzhiro Kamaboko Co. Ltd. Born in Odawara, Japan, Suzuki graduated from Sophia University in Tokyo. He was former chairperson of Young Entrepreneur Group of the Japan Chamber of Commerce and Industry (JCCI).

Successful entrepreneurs from

the Asia Pacific region were in attendance during the YEGAP Breakout Session held on the sidelines of the recently concluded 27th CACCI Conference in Cebu City.

Y E G A P members gather annually to merge resources and work collectively by investing their knowledge for the single purpose of addressing entrepreneurial challenges.

The YEGAP plays a pivotal role in promoting a pro-enterprise spirit for young entrepreneurs among the Asia-Pacific country members of CACCI. CACCI created YEGAP to carry out an agenda and plan of action for the purpose of encouraging more entrepreneurs from the region to take an active role in various sectors of society, and also in equal importance, in government, business and socio-economic sectors. ■

## CIPE releases new youth entrepreneurship guidebook

The Center for International Private Enterprise (CIPE) has just released a new guidebook. The CIPE Guide to Youth Entrepreneurship Programs for Chambers of Commerce and Business Associations.

Chambers of commerce and business associations around the world, including many CIPE partners, run a variety of youth entrepreneurship programs to address the challenge of high youth unemployment.

In opening up venues for youth to become successful entrepreneurs and start private sector

careers, associations and chambers of commerce play a unique role in communicating what reforms are needed to encourage job creation, and conversely, what skills young graduates need to compete for jobs in the private sector.

Based on the experiences of chambers and associations from around the world, CIPE developed this guidebook as a resource for chambers of commerce, associations, and other private sector organizations seeking to address the obstacles that young people face in the job market.

CIPE strengthens democracy around the globe through private

enterprise and market-oriented reform. It is one of the four core institutes of the National Endowment for Democracy.

CIPE's key program areas include anti-corruption, advocacy, business associations, corporate governance, democratic governance, access to information, the informal sector

and property rights, and women and youth. ■





## Stronger youth cooperation, *brighter ASEAN future*

**U**nder the theme “Young People - Building Tomorrow’s ASEAN Today,” the 8th ASEAN Ministerial Meeting on Youth (AMMY VIII), and the 4th ASEAN Plus Three Ministerial Meeting on Youth (4th AMMY+3) were concluded on May 23, 2013 in Bandar Seri Begawan, Brunei Darussalam. The meetings discussed directions and initiatives to further promote ASEAN youths in contributing towards the future of ASEAN Community.

The meeting reiterated an important position that young generations, especially young professionals, can play to boost ASEAN solidarity by offering voluntary community services in areas such as rural development, disaster relief, health, education and the environment as well as supporting vulnerable groups, including people who are differently-abled, and fostering entrepreneurial skills.

The Bruneian Minister of Culture, Youth and Sports, YB Pehin Dato Hj Hazair, pointed out that the global trend in youth unemployment was “alarming” with the International Labour Organization (ILO) projecting more than 73 million jobless young people this year, and “ASEAN is not immune to this global crisis,” he said.

He added that ASEAN

should not allow ourselves to become complacent, and youth employment should be a priority issue in ASEAN cooperation.

Acting as the Chair of ASEAN Socio-Cultural Community Council, YB Pehin Dato Hj Hazair also called for an urgent need to promote entrepreneurship and volunteerism among young people to help combat youth unemployment in the ASEAN region.

The meeting noted with satisfaction the 1st ASEAN Youth Entrepreneur Seminar and Expo, which serves as a platform for promoting economic self-reliance and support the self-employment of the ASEAN youths.

The meeting endorsed the “Bandar Seri Begawan Declaration on Youth Volunteerism and Entrepreneurship” as guiding principles to promote greater economic self-reliance among young people through enterprise and entrepreneurship development. In cooperation with China, Japan and Republic of Korea, various issues and topics on youth were discussed.

“Around 60% of ASEAN population today comprises of those under 35 years old and they are the driving force to shape our future.

In tandem with the aspiration of a people-oriented ASEAN, the youth of ASEAN and its Plus Three partners represents one of ASEAN’s greatest

assets and one of the most important groups in ASEAN that will help ASEAN realize its vision of the Community by 2015”, said H.E. Alicia R. Bala, Deputy Secretary-General of ASEAN for ASEAN Socio-Cultural Community.

China, Japan and Korea noted the desire and commitment of ASEAN towards youth development and promoting their roles to build an ASEAN of tomorrow.

They agreed that youths are not only the key stakeholders to the future of ASEAN but also in a larger East Asia context.

The next ministerial meetings will be held in Cambodia in 2015. ■



**BRUNEI DARUSSALAM  
2013**

# SPOTLIGHT

## featuring YEGAP Members



АССОЦИАЦИЯ МОЛОДЫХ  
ПРЕДПРИНИМАТЕЛЕЙ РОССИИ

### Association of Young Entrepreneurs of Russia

The idea of creating the Association of Young Entrepreneurs of Russia (AMPR) was conceived in 2006, when there was a special program on the organization of interaction with the business community called “Dialogues.”

Its main purpose was the creation of a permanent platform for open discussion of professional problems of the Russian economy and the business environment, and most importantly to develop consensus positions on the issues.

Part of the “Dialogues” was a series of meetings of the joint council of business and government wherein leaders of big businesses and representatives of small and medium-sized businesses comprised mostly of young entrepreneurs.

It was evident during the meeting that the interests of the young differ from interests of the more-experienced businessmen. It was for that reason that a structural unit of the Joint Council of Youth an organization open to all youth representatives was created.

The Association of Young Entrepreneurs of Russia (AMPR) is headed by Vladimir Gruzdev.

Gruzdev was born in the village of Bolshevo Moscow region. He graduated with honors from the Military Institute of the Ministry of Defence.

Gruzdev speaks three foreign languages English, Portuguese, and Spanish. During his studies at the Military Institute, he was sent to work

as a military interpreter in Angola and Mozambique. In 1989, he was awarded the medal “For Military Merit” for the fulfillment of state tasks.

In 2007, Gruzdev was elected deputy chairman of the Presidium of the General Council of the All-Russian political party “United Russia” for Industry and Entrepreneurship. That same year, he supported the creation of a community of young business people, AMPR, and became chairman of the organization.

In 2011, by the decree of President Dmitry Medvedev, Gruzdev was appointed acting governor of the Tula region before taking office.



### TOBB Young Entrepreneurs Board

The TOBB Young Entrepreneurs Board was founded in 2009 to find and advance Turkey’s fast-growth entrepreneurs.

With members comprising of entrepreneurs below the age of 40, TOBB Youth Entrepreneurs Board is Turkey’s most widespread youth organization.

The organization’s main activities are networking, training, policy lobbying and mentoring; co-hosting Global Entrepreneurship Week with Endeavor since 2009 to increase awareness on entrepreneurship; field trips to meet local entrepreneurs;

entrepreneurship training through Digitrain Sessions; and provide entrepreneurship training to students at vocational high schools in cooperation with Junior Achievement Turkey and the Ministry of Education.

The board completed its organization in 78 provinces with “Province Young Entrepreneurs Boards.” There are approximately 1,583 young entrepreneurs in these boards.



India’s socio-economic landscape is getting progressively transformed with young India’s growing role in every sphere.

In a country where more than 70% of the population is young, it is imperative that the voice of youth starts influencing the decision making process. Keeping this in mind, Federation of Indian Chambers of Commerce and Industry (FICCI) has initiated the FICCI Young Leaders (FYL), an avenue to include and involve the young business leaders in the policy dialogue process of FICCI at the highest level.

The objective is to integrate the young entrepreneurs and professionals into FICCI’s mainstay activities to make the reforms across the Indian economy youth relevant.

One of FYL’s key events was Mega Trends 2020, held in January 2012. The event provided a truly unique networking platform for young leaders and professionals with policy makers and FICCI national executive members. ■

# Youth who can ignore them?



by Manjula Pooja Shroff

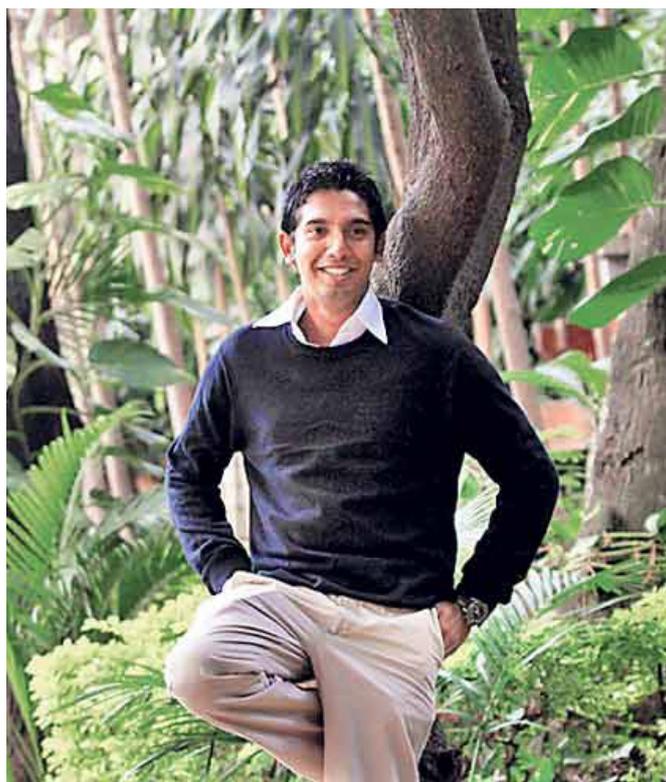
**T**he newest kid on the social media block, Pinterest, is making news for all the right reasons.

Created by a bunch of geeks barely three years ago, Pinterest has grown from 5,000 users in 2010 to about 17 million this year. This is the brief of a successful 20-year-old entrepreneur, who financiers are chasing to help take his company to the next scalable height.

Such stories of young entrepreneurs emerge more from the west than from India, which still hands over business to the next generation as legacy. In the west, youngsters have to fend for themselves, right from their teens, and those who wish to delve into business have to venture out alone.

But it is difficult to ignore zeal, enthusiasm and role of the youth of a country, whose 70% population is less than 35 years of age. They are going to play a pivotal role in building the future of this country. It is not just for any reason that there are numerous organized bodies in India that congregate young leaders and entrepreneurs.

The Confederation of Indian Industries (CII) recently launched its youth chapter – Young Indians (Yi) – that aims to create opportunities for the young to participate and contribute in nation-building activities. So they can realize a country of their dreams in the years to come.



Similarly, Young Presidents Organization (YPO) is a worldwide platform of young leaders that cuts across languages and demographics. Over 20,000 people from 100 countries are registered members of this organization.

The Indian Chambers of Commerce (ICC) and its regional chapters, too, have a youth wing – Youth Leaders Forum (YLF). It is a body of achievers from diverse fields of industry, media, medicine, law, insurance and banking to name a few. Its objective is to build confidence and leadership. FICCI, the apex industry body of India and also the oldest chamber, has also launched FICCI Young Leaders (FYL) to tap into the potential that the youth possess.

Media is not far behind in recognizing the potentials of these young entrepreneurs. The Young Turks on CNBC-TV18 is one of the longest-running shows that has portrayed case studies of young leaders, the challengers they face and their history.

There is hope that the youth will bring in new thinking and new direction in society and in politics, commerce and innovation.

There is hope that the youth will provide direction and thought to India so that the country becomes a world leader in the 21st century.

*Manjula Pooja Shroff is an entrepreneur and educationist.* ■

# Artem Kogdanin

Dedicated Inventor | True Businessman



Can a serious business originate from a child's dream? Turns out it can. The experience of **Artem Kogdanin**, Technical Director of LEDEL Company, clearly demonstrates the fact. The idea to create innovative business connected with production of LED lamps has arisen from the wish of the young inventor to create a perfect flashlight for a bicycle. Today similar perfect lights for offices, stores, industrial workshops, streets and highways are being produced by 300 employees of LEDEL company, and the company itself occupies 15% of the Russian market of LED lighting.

Artem showed interest in technical facilities in his early childhood, in his school-time the boy was fully involved in experiments with audio equipment. Being a student of the sixth form, Artem repaired his first amplifier and since then his friends and neighbours asked him to repair different equipment. In a year, the boy began to earn good money by equipment repair. When he was 19 and a student at the Kazan Tupolev State Technical University, Artem was at the head of the soldering workshop of Igromir

company, and in 2005 the inventor became the supervisor of LED screen production in the advertising agency LDM-Group; those were the times of his first experiments with light-emitting diodes.

In 2008 Artem Kogdanin took part in the conference held by the American company CREE, where the first white high-brightness light-emitting diode, having capacity of 1W, was presented. "Here it is, my lamp for the perfect flashlight", decided the 24 year old inventor. Technical basis for the next-generation powerful lighting equipment has been found. Later on Artem continued his experiments with ceiling lamp for the office of his elder brother. A tin box with LEDs and a driver - that is how the first Artem's development looked like - proved to be rather efficient.

In search of investments, the young inventor visited numerous businessmen. Nearly everywhere he met refusal - it seemed a real recklessness to invest into innovative production even in prosperous Tatarstan. However after all, the investor was found - that was the

## PROFILE

ARTEM KOGDANIN

Technical Director, LEDEL Company

Birthday: May 19, 1984

Birthplace: Karshi, Uzbekistan

2006- Graduated from Kazan Tupolev State Technical University with a specialization in "Means of Communication with Mobile Objects."

2007- Developed the construction project of the company for production of LED sources of light, the idea was supported by elder brother Artur, who became an investor.

2008- Produced first lights

2009- Established LEDEL company and authored all 19 LEDEL patents

elder brother of the inventor, Artur Kogdanin. The decision to establish LEDEL company was taken in his office that was already lighted by LED lamps. Today LEDEL produces 250,000 lamps with 70 modifications.

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During the first months, only 5 employees worked in LEDEL company. But the business had the foundation laid - by that time the company, which Igomir headed by Artur Kogdanin had succeeded in production of payment terminals, game-playing and vending machines. In due time, production personnel was switched over to the lamps assembly, and new marketing and sales departments were created.

The Kogdanin brothers have managed to create amazing symbiosis - elder brother Artur is responsible for commercial activity and sales while younger brother Artem takes charge of production and development. LED lamps production turned out to be a very successful business, and in five years it became the main profile of the company.

Soon it became obvious that in Russia there appeared countless numbers of LED lamps manufacturers. To maintain dominating positions, the Technical Director settled down to the course of innovations, producing the lamps introducing innovative ideas to the lighting industry.

The Company had to engage

the whole engineering department from the very beginning. Strange as it may seem, Kazan can not provide sufficient amount of competent staff thus many specialists were invited from other cities. It was Artem, who was concerned with search and selection of every design engineer. After five years of search and selection, a team of experienced design engineers provided for continuous product improvement. Since 2008 LEDEL has registered nearly a score of patents authored by Artem Kogdanin.

The first utility model patent has been obtained for the office lamp. Number of innovations combined with simplicity of device and high level of assembly provided stunning success of the model at the market. Young companies began to copy and replicate the lamp developed by Artem Kogdanin almost immediately.

Fortunately, the engineering department of LEDEL company was ready - the next models were already under development. They surpassed the existing market analogues in terms of characteristics.

Concurrently with office lamp, Artem has headed development of more scaled devices, able to light 10s of square

meters from the high altitude. "That was the time when we achieved an integration into the emerging market," that is how Artem analyses his recent past.

"Technology has just appeared, but there have been no products based on it anywhere in the world. Today such breakthrough is not possible."

In June 2013 the LEDEL plant located in Kazan City has started serial production of the third generation of street LED lamps developed by Artem Kogdanin. The flagship product - the advanced street lamp called Super street, is a unique ducted refrigeration system which enables the reduction of weight and dimensions of the lamp nearly three times as compared to the similar LED lighting devices.

The industrial lamp L-Industry 200, developed by Artem, has the function of the luminous flux opening angle change, which allows, if required, to enlarge the illuminated surface area. Such-like solutions have led to a sort of revolution in lighting engineering. That is just the beginning of the way of Artem and the Ledel plant. ■

*Contributed by Chamber of Commerce and Industry of the Russian Federation*

# What drives entrepreneurs to win

by Sangeeta Badal and Joe Streur, *Gallup Business Journal*

**G**allup Business Journal uncovers the motivations, perceptions, and behaviors that propel these exceptional businesspeople

We can thank entrepreneurs for much of the success of the global economy over the past half century. And if we're going to emerge from the worldwide economic slump, entrepreneurs will lead the way.

These driven, creative individuals know plenty about battling adversity. They have overcome infrastructure and regulatory hurdles to start their businesses. Oftentimes, they fulfill an unsatisfied demand and, in many cases, actually built demand by introducing new products to the market.

But despite all that entrepreneurs have contributed to the global economy and to the wellbeing and human development worldwide, most leaders and policymakers do not have a clue about what makes them successful or how to help them thrive. In the U.S., for example, nearly half of all jobs are in the small-business sector,

and small businesses accounted for 65% of the net new jobs created between 1993 and 2009. Yet fewer than half of new American businesses survive their first five years.

**“Most leaders and policy-makers don't have a clue about what makes entrepreneurs successful.”**

To drive startups, the U.S. and other countries have created an infrastructure of incubators and coaching programs to support entrepreneurs and spur business growth. Though these programs are useful and necessary, they often overlook a key element in a new enterprise's success: the innate talents that successful entrepreneurs bring to the task of building a business.

## **The process of entrepreneurship**

Because entrepreneurship is vital to the global economy, Gallup scientifically studied entrepreneurs

and the role of human motivations, perceptions, and behaviors in explaining entrepreneurial decision making. We started by studying how successful entrepreneurs behave and the activities they engage in to drive new venture creation or business growth. Focusing on the task or the process of entrepreneurship helps identify the innate talents that are most relevant to success.

Most current models of the entrepreneurial process propose a standard sequence of events, starting with opportunity recognition, resource acquisition, venture creation, and finally business expansion and growth. This sequence of events covers two developmental phases in the life cycle of a venture.

The first phase is the early or new business stage (entrepreneurial startup or firm less than three years old), which is characterized by innovation and creativity, a high sense of mission, short-term orientation, minimal hierarchy, and an autocratic management style.

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Entrepreneurs must be able to perform multiple roles, live with ambiguity, and develop an idea very quickly.

“I look out and I see opportunity,” says Shawn Macken, president and cofounder of Edge Technologies, LLC, which creates and sells a health and wellness dashboard system. “My first client was someone I knew through networking. He came to me and said, ‘Do you think you can do something for me?’ Sure. That’s my answer! I don’t know how we’re going to do it, but we’re going to do it.”

The second or formalized/structured phase (entrepreneurial stability, firm three or more years old) is characterized by an emphasis on service, a slower rate of innovation, decentralized decision making, institutionalized procedures, functional specialization, and a team approach to problem solving. In this phase, the entrepreneur’s focus shifts from high creativity, ideation, and basic planning to managing a more mature company with a larger workforce. The entrepreneur must be able to delegate power and take a team-based approach to running the company.

“If we want to go to a US\$15 [million] or a US\$150 million company, we have to expand our vision,” says Tom Long, president of ISI Technologies, which creates sales messaging solutions for companies. “We aren’t just a family company anymore, so we’re bringing everybody along on those kinds of decisions. And [my business partner] Bob is a big part of that.”

Each phase has its own demands, and the entrepreneur must perform a specific set of tasks to be successful in each phase. Many of the activities performed in the first phase continue to be important during the second phase. For instance, cultivating relationships is critical to access resources to start a venture, but successful entrepreneurs must keep building relationships in the latter phase to further their business goals. The relative significance of each demand may vary from one phase to the other, but there often is a carry-over effect.

### The demands of entrepreneurship

Though the activities that successful entrepreneurs must perform change over time, Gallup research shows that there are 10 functional demands that are enduring and universal. These demands encapsulate the tasks of entrepreneurship and are

highly correlated with both business creation and business success. They also measure an individual’s ability to perform in the role of an entrepreneur.

A person’s inherent talent and acquired ability (skills, knowledge, and experience) will influence how successfully and by what means he or she responds to the demands of the role. These demands require a behavioral response from the entrepreneur, which is framed by the individual’s dispositions and traits. Usually, the more prevalent the trait, the higher the likelihood that the demand will be met, resulting in better performance in the role.

Different entrepreneurs bring different strengths to the role; some may be highly creative and competent but low on focus and relationship building. Others may be astute business thinkers but have problems delegating. Often, the gaps in ability to meet a certain demand can be filled by acquiring skills or knowledge or by establishing partnerships with others who have complementary talents, thus enabling the entrepreneur to meet the demands of the role.

“My partner and I saw things differently. He was looking more at building something for the future, while I was looking more at profitability,” says Bob Harris, Tom Long’s partner at ISI Technologies. This is precisely why Long brought him into the company, and it was a smart move. Each partner was focused on meeting a crucial demand of the business one on developing products and the other on ensuring profitability. Understanding how to meet the different demands of entrepreneurship by forming a complementary relationship has helped the business overcome hurdles and grow. “Bob is exactly the right person, and his talents are exactly what we need,” Long says.

### Success or failure

In his book *The Coming Jobs War*, Gallup Chairman and CEO Jim Clifton calls entrepreneurship the “scarcest, rarest, hardest energy and talent in the world to find.” Not enough people, or countries, understand who entrepreneurs are or how to develop



“Startups that are growing rapidly demand long hours of work and high levels of energy and stamina.”

them. Most leaders tend to overlook the entrepreneur when they discuss the factors behind the success or failure of an enterprise.

This ignorance is unhealthy and unproductive, because ultimately, it takes people to drive entrepreneurial activity men and women who bring resources together to create new products and services. But personal characteristics and psychological factors play a crucial role in business success or failure. Those factors must be recognized, understood, and maximized if entrepreneurs are to succeed. ■

*The Confederation of Asia-Pacific Chambers of Commerce and Industry (CACCI) is a regional grouping of apex national chambers of commerce and industry, business associations and business enterprises in Asia and the Western Pacific.*

*It is a non-governmental organization (NGO) serving as a forum for promoting the vital role of businessmen in the region, increasing regional business interaction, and enhancing regional economic growth. Since its establishment in 1966, CACCI has grown into a network of national chambers of commerce with a total now of 29 primary members from 27 Asian countries. CACCI is an NGO granted consultative status, Roster category, under the United Nations.*

# Employment and entrepreneurship

*“Entrepreneurs are the drivers of innovation and every day their determination touches billions of lives and creates employment opportunities needed for economic growth.”*

by Patricia Francis, Executive Director, International Trade Centre

Entrepreneurship has always been a human trait. While for our ancestors it was necessary as a means for survival and coping with the forces of nature, it is now often linked to the creation of new products and services that reshape people's lives through economic and technological innovation.

It is those innovations, and the entrepreneurial businesses built around them, that continue to drive the creation of new employment opportunities worldwide. And although failure is often a part of entrepreneurship, through the continuing optimism, determination and innovation of individuals, it is what drives societies forward.

Take Isambard Kingdom Brunel, the nineteenth-century British engineer who so significantly shaped public transport as we know it. Be it in the United Kingdom, India or Mexico, his ideas continue to be responsible for millions of jobs and economic prosperity across the world today.

Or look at Bill Gates, the founder of Microsoft, and the late Steve Jobs, the founder of Apple. One can only speculate what the global IT and services sectors would have looked like without their vision and determination.

Yet one must not forget that entrepreneurs are found in all layers of society and in all nations across the globe: in the favelas of Brazil, in Indian villages and in garages in Finland. As Brad Feld points out, ‘start-ups can flourish anywhere and ... every city needs a start-up community.’

In fact, they do, and while they may not achieve the same success and fame as the examples mentioned above, these unknown entrepreneurs are still catalysts of employment creation across the world. They may be a hotel and tourist destination owner in Laos, an IT engineer in Bangladesh, or a mango producer in Senegal. And while it may not be their everyday focus, they share the fact that they have all taken steps to link



themselves to global value chains.

Through a stronger focus on capacity building and institutional support to respond to market needs, and better access to finance for SMEs, it is possible to increase export and income opportunities for all entrepreneurs, including women, who represent a largely untapped source for entrepreneurship and employment. Economies across the world stand to gain billions of dollars in increased productivity and economic activity if more is done to include women in the workforce.

It is important to stress that ‘help’ is not what the entrepreneurs and businesses we work with require. What they seek instead is assistance to ensure that their ideas and products are correctly aligned to market needs and trends, while at the same time meeting the standards and quality required to compete effectively. This is crucial to allowing them to build up viable businesses that are sustainable and capable of contributing to the overall welfare of their communities. This is at the heart of ITC's mission.

Although our work is made easier through the support of our donors and partners, it would be impossible without the determination of the individuals – and their businesses – that we meet and work with on the ground. It is the determination of these entrepreneurs that touches billions of lives every day and creates the necessary employment opportunities needed for economic growth. ■

*Contributed by Iran Chambers of Commerce, Industry and Mines*

*\*From International Trade Forum Magazine April 2013 issue*

# Youth-led Youth Club pilot launched

Since May 2013, a group of young men and women from Chandigarh, India, Colony No. 05 of the Nehru Yuva Kendra Sangathan (NYKS) Youth and Sports Club are getting together regularly with CYP and Pravah, a leading trainer of youth-led creation and implementation of the NYKS youth club as well as a dynamic role for youth workers running youth clubs. For CYP, it serves as the “ears on the ground” in informing the professionalization of the youth work sector.

The pilot has been relevant and responsive to the needs of youth workers by the Ministry of Youth Affairs and Sports, Government of India, the NYKS at its national and zonal levels, and the Rajiv Gandhi National Institute of Youth Development which delivers much of the training to the NYKS's youth officials.

It is a demonstration of good practice that will support the NYKS's youth service officers at all levels to implement the new youth club manual which has been released in 2012. The pilot will incorporate elements of CYP's own concept of Youth Work, and Pravah's “5th Space” concept, denoting a space where young people can engage in deep self-exploration and ‘Active Citizenship’ going far beyond merely casting a vote.

The pilot training brings in components of understanding self and community action, and building democratic youth club structures, most of these being key concepts of the youth club manual. The process undertaken in the field, including its successes and challenges, will be documented in the form of a manual to support NYKS.

The pilot is designed and managed by the Youth Work Education and Training Unit of the Commonwealth Youth Programme, Asia Centre and is run in cooperation with the NYKS Zonal office for Chandigarh UT and the Punjab. ■  
*From Young Asia Magazine, Commonwealth Youth Programme*

# Young entrepreneur groups invited to take part in **YEGAP**



The Young Entrepreneurs Group of Asia Pacific (YEGAP) is inviting CACCI members and chambers to enjoin their Young Entrepreneur Groups to be a member of YEGAP.

## About YEGAP

YEGAP started from a simple goal, born of a clear vision: to serve as a springboard for projects and activities geared towards entrepreneurial development among young entrepreneurs in the Asia Pacific rim.

Through the years, CACCI has committed itself to transforming the Asia Pacific economy to one that is vibrant, competitive and integrated to the world market. Crucial to this commitment is the promotion and development of the entrepreneurship movement, particularly youth entrepreneurship, in each member country of CACCI.

However, in view of the ever-changing global trends, the CACCI is fully aware of the critical challenges that the sector is facing at present such as the lack of management skills, inadequate marketing know-how, obsolete technology, underdeveloped labor force, and insufficient marketing tools.

In cognizance of these legitimate concerns, the

CACCI created the YEGAP to carry out an agenda and plan of action for the purpose of encouraging more entrepreneurs from the region to take an active role in various sectors of the society, and also in equal importance, in government, business and socio-economic sectors.

We are confident then that the YEGAP will serve as an effective venue to implement suitable programs that are available to young entrepreneurs in Asia Pacific. It is hoped that we will take advantage of this opportunity to achieve global competitiveness.

## Objective

To promote a pro-enterprise spirit for young entrepreneurs among the Asia Pacific country members of CACCI

## Agenda

In order to promote a pro-enterprise spirit, there must be collaboration between enterprises, universities, social corporations, and government. This collaboration shall serve as the anchor for start-ups and business innovation.

For more information on joining YEGAP, please contact the Secretariat at [cacci@cacci.org.tw](mailto:cacci@cacci.org.tw)



## Yegap holds breakout session ... from page 2

Mr. Steve Benitez, CEO of Bo's Coffee, Cebu's premiere coffee place made a presentation on how he started his small coffee kiosk into a chain of 60 coffee shops in Cebu and Manila. Mr. Benitez was awarded as one of the top 10 Filipino Entrepreneurs of the Year and a finalist of the Ernst and Young Entrepreneur of the Year.

Mr. Ajay Pradhanang, Chairman of the Nepalese Young Entrepreneurs Forum (NYEF) and President of Fleur Himalayan, Ltd. made a presentation on doing business in Nepal and expounding on the current industrialization efforts of both

the government and private sector. He also expounded on the programs of the NYEF, most notably the Made in Nepal initiative of NYEF. He gave a testimonial on his herbal-based company which engages in the manufacturing of medicines and cosmetics and which is now a world-class venture in herbal line of products.

Mr. Kenjiro Oyama, Chairman of Young Entrepreneurs Group Japan and president of Manpower Security presented the model and structure of the Japan YEG, which now boasts of a membership base of 28,000 members in 2013. He also presented two of YEG Japan's new flagship projects, the YEG Mall (online shopping) with



*Mr. Steve Benitez, CEO of Bo's Coffee, speaks during the YEGAP breakout session.*

YEG Japan member companies as retailers; and the Japan-YEG Business Plan Competition.

YEGAP will hold its next breakout session in Malaysia in 2014.