

MAY 2021

# CORPORATE

INVESTMENT TIMES

**The financial pattern  
repeats itself ...**

**TERESA MARÍA  
ALARCOS TAMAYO**





**While Every journey that we undertake inspires us to become someone better, some journeys become a legend and inspire others... and more importantly some journeys inspire our own for generations to come.**

**"I want to inspire people. I want someone to look at me and say "because of you I didn't give up"."**

**Publishing your journeys that inspire those to come, for generations that are going to come**

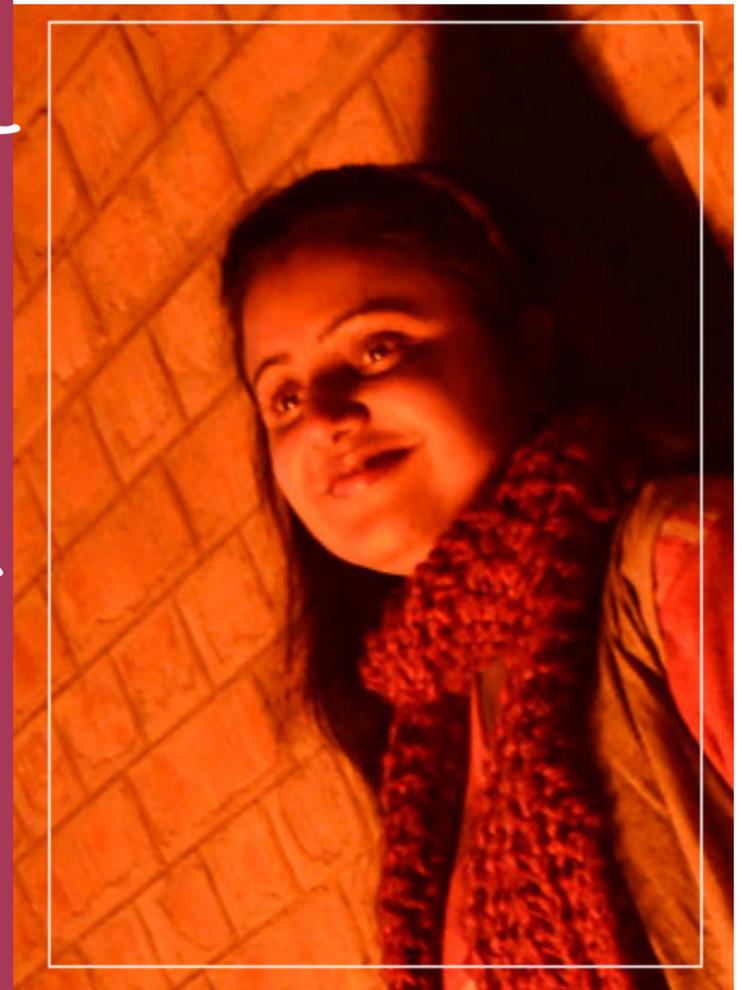
## **Corporate Investment Times**

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*Rima M.*



2021

MAY

# TERESA MARÍA ALARCOS TAMAYO

**PhD CEO, Board Director, good governance & ESG specialist, from corporations to global ecosystems, Harvard Alumni & IESE, Startup Founder**



**The financial pattern repeats itself ... here in Silicon Valley, Israel, and in India ... no further studies are needed now to action**

"There is no magic to get things done, it is simply about hard work, deciding and having persistence" with this phrase by Michelle Obama, so aligned with what a long-distance entrepreneurial career is, I began the speech at the Royal Academy of Engineering to present the study of innovative female entrepreneurship.

And I read an article by Dawn Lavelle Norman from the Catholic University of Australia published last March on the occasion of Women's Day. And it says what we knew ... that women are hidden from us ... and we do not appear in paintings that evoke the foundations of philosophy ... as Aspasi de Mileto who was the most famous woman in Classical Athens, known not only for her beauty but for his brilliant mind ... participating in at least 3 of Socrates' dialogues ... or Clea, later high priestess, of whom Plutarco speaks with admiration in some of his prefaces "On the Bravery women" and thus we could continue with women like Sosipatra, and his brilliant career as a teacher, for her inspiring teachings...

Hypatia, for her mathematical mind that followed and created some very advanced community foundations in her time... who knows them... hardly

anyone when compared to her male contemporaries.

Digital and technological entrepreneurship is the main engine of value creation in the economy in recent decades, and although in many areas both public and private organizations are aware of the relevance of this sector for the future, it still lacks much momentum.

The most visible example of this reality is the growth of large technology companies, which is outpacing traditional companies in each of the sectors of the business environment, but we can also see it at a more general level in the strength of the more technological economies like the American.

Wherever we look, the value of technological innovation is a reality and much of technological innovation comes from digital entrepreneurship. That is why both the public and private sectors must make a greater effort to promote digital entrepreneurship, which today is scarce compared to its future value projection for the economy. Digital entrepreneurship should promote talent in an integral sense: that is, a balanced participation of women and men, since a greater participation of women, as this study highlights, would considerably

# The FINANCIAL PATTERN REPEATS ITSELF ...



increase the overall business potential.

Therefore, the focus on female digital entrepreneurship finds its justification in two aspects. In the first place, we have already been able to verify that it is a sector with high growth potential and impact on the economy, both due to its transformative capacity and its potential for job creation. Second, it is a traditionally more male-dominated sector, so it is important to better understand the causes of this disparity.

But there are no studies in Spain that focus solely on women's digital entrepreneurship, and there are very few studies that analyze it. For this reason, this report focuses on technological entrepreneurship and tries to take as real a picture as possible of their situation in Spain, trying to know the sociodemographic characteristics of women entrepreneurs, their motivations to undertake and the main barriers and challenges they face.

I have participated in a chat with female entrepreneurs from 22 countries, for 5 years, and there we talk about you and other things that concern us; We help each other with ideas, competitions, investors, suppliers, we share our emotions, joys and sorrows (hypes and downs).

Today having to write a few lines about female entrepreneurship, I have asked in this chat that my

colleagues tell me that things should not be forgotten in this article; and if I am going to mention some, very relevant; the experiences of things that happen only to women and entrepreneurs in this case ... which is nothing more than what has always happened throughout history; and an example is when we go to a pitch or a meeting.

They ask me not to forget to say that investors do not look at the CEO because they believe that the CMKO; o CTO is the CEO, and the one who makes the decisions ... and in most cases

It is like this and the mind that is very treacherous, and learns from lived experiences (machine learning of the cerebellar amygdala) for "everyone" and is "trained" to see men in this industry with the maximum or important responsibilities and not women . And that is why the gaze is diverted ... not in an offensive spirit ... More than 90% of investors are men ... and women investors in women emerge strongly ... such as W4Steam led by Regina Llopis, or Eugenia Giron Rising Tydes, Maite Ballester on 6for20... Victoria Cajas from BigBang or my European

friends, Melina Sánchez from Impact Tech Venture Capital and Kinga Stanislawska VC and founder of European en VC who have supported us so much. .... And many traditional men who support these initiatives that reduce the Digital gender Gap .. United Nations SDG5 (Gender Equality) ...

In average only 14% of women are cofounders, and founders alone 4%, in the world there are only 25 unicorns led by women, and the great driving companies of the innovation industry are invented by male

teams, the famous GLASSES (Google, Alphafet , FB, Amazon ... ..

In this era where the startup industry has been valued by the WEF at 3.8 trillion dollars, we must participate all the existing talent in society, without dispensing with that other half... to provide, co-create the best solutions, to solve the problems we have in these complex moments that we live in.

And throughout history there have always been gender gaps, intergenerational, geographical origin, etc., I was never aware, until



**It is my commitment to serve a board as Non Executive Director in #Strategy #Innovation #Talent & #GoodGovernance approach to create long term and sustainable value ( #ESG aligned @UN ) through tech within companies, whose principles are based on people´s #respect, #equality, #transparency and #trust.**

**With 6 years of experience as a #NED Non-Executive Director in Technological multinationals in #BigData #ML and #Blockchain, and over 20 years-experience as an Executive Director, I have gained a solid knowledge and experience in #Corporate Governance & #Compliance, dynamics of the Board and General Assembly.**

**Experience and value creation in #General Management, #P&L management, #customer experience, #marketing strategy & #PR in a number of industries and areas, including media, #pharmaceutical, #telecommunications, #big data, #blockchain #internet, #executive education, and #start-ups. #Expert in #femalestartups and ecosystem globally.**

**A very important part of my life is volunteering and leadership in Associations that support women as well as fundraising for different purposes related to #health, to help society.**

**#Founder of #WStartupCommunity global movement to promote women in tech and show the world the innovation projects of women cofounders or founders in startups.**

**#Founder of the global event "Inspiring UU #leaders in the #digital Era" hosted in @repsol.**

**#Founder of global #UUPrize #ESG & Startup Revelation.**

I went to Michigan State University, MSU, where I was able to be with other women in 1986 from Ivory Coast, in the acoustic physics department ... and other remote countries for me at that time.

I heard for the first time the concept "Minority", if I found out that I was a minority at 20 years of age ... yes women, handicaps, exiles ... a world opened in my eyes ... that of gaps, gaps, which has led me to promote this study of the gap in the financing of startups and startups. When I started my career in the board room, there was a wave of opinion that ignored the entry barriers and glass ceilings or "glue sticky on floors" (Rebecca Shambaugh), in them ... now nobody disputes it, diversity as a universal source of value creation.

However, we are at that incipient moment in startups, in that of denial in transition and the need to take measures and activate equity and inclusion policies, taxation, financing are questioned. And I give you the example of crunchbase that as a result of the pandemic... where it mentioned that only 2% of the funds are dedicated to female startups.... And the pattern is not only here in Europe, it is repeated in the US, in any African country to a greater or lesser extent.

Women's startups are in all the driving industries of the economy, in our community, and they use all disruptive AI technologies; Big Data, Augmented Reality, Virtual Reality, Nanotech, Robotics, Crispr ... but they are financed with the "3Fs" family, friends and foolls in a majority way...

Hyper-prepared women undertake, with and without family and with a lot of previous experience in a corporation, many of them They had already started on more than one occasion ... and it makes them stronger ... the difficulties for seed capital are increasingly evident, and

they have also been accentuated in the pandemic, accentuating if possible this brake that we are fighting so hard through of this study and a visibility of the projects that need oxygen to become big. Because when you already have the minimum viable product you need seed, and pre A series to accelerate that concept of success and to be able to organize well to grow fast and well.

It is a source of value creation for economies and a source of competitiveness and high-value long-term work ...

And the pattern is repeated here, on Mars and in Sevastopol ... what are we waiting for to measure ourselves and be accomplices of a more equitable and egalitarian society? Capital will realize that the pattern

of projects led or co-led by women are startups that are more solvent, profitable, last longer, and therefore that equality will be achieved, undoubtedly on an early horizon because money is wise it will arrive more soon than late, than we expect.

And there is good news, after 5 years of volunteering and efforts by many people from the WstartupC Community who help women who want to forge projects to undertake with disruptive technologies, on March 9 the Commissioner of the European Union, Mariya Gabriel announced a line support to the world of women entrepreneurs, and the EIC offers invaluable services also a great achievement. And in Spain, the



Secretary of State for digitization and artificial intelligence Carme Artigas, announces a fund of € 36 million to € 12 million a year, to activate this female industry through ENISA. Mission accomplished...

And as Michelle Obama's husband said, change has 3 steps "The first:" this is not possible, "the second;" "Could be" and the third: "this is unstoppable" ... and we are there warning ... in the unstoppable.

Some measures to make it possible: interesting to assess another series of measures that would improve the entire ecosystem of digital entrepreneurship.

- Incentives and tax deductions for investors and patrons following the example of some European Union countries, such as the Irish model, France and Germany.
- SINGLE ONLINE window simplified, and without barriers to quickly create a

commissioning.

- Education in STEM subjects in colleges and universities. Educational programs in entrepreneurship for teachers in emerging disruptive technologies, in programming languages, combined with talks by women leaders who tell their trajectory. Promote hybrid careers that combine traditional careers with artificial intelligence, blockchain, virtual reality, etc.
- Encourage international exchanges: a good practice is the tutoring of the UU StartupCommunity with Singularity University and the Entrepreneurial Scholarship programs with RCC Harvard Business School.
- Tutoring by embassies of countries with high technological culture. Promote cultural exchange through the

world's embassies, with training programs for entrepreneurs as a bridge of connection.

- Create bridges in rural areas. Promote programs between rural and urban areas through training in disruptive technologies that allow rural entrepreneurs to apply what they have learned in their rural business activities.
- Normalize the image of the entrepreneurial woman in the media, movies, cartoons, making this role known in successful series as protagonists.
- Continue to support, reinforce and expand the work recently started to create an entrepreneurial nation culture (already being done by the Startup Nation High Commissioner.

What are you waiting for change?

# WHAT IS a Data Lake?

"Data Lake" is a massive, easily accessible data repository for storing "big data".

Unlike traditional data warehouses, which are optimized for data analysis by storing only some attributes and dropping data below the level aggregation, a data lake is designed to retain all attributes, especially when you do not yet know what the scope of data or its use.

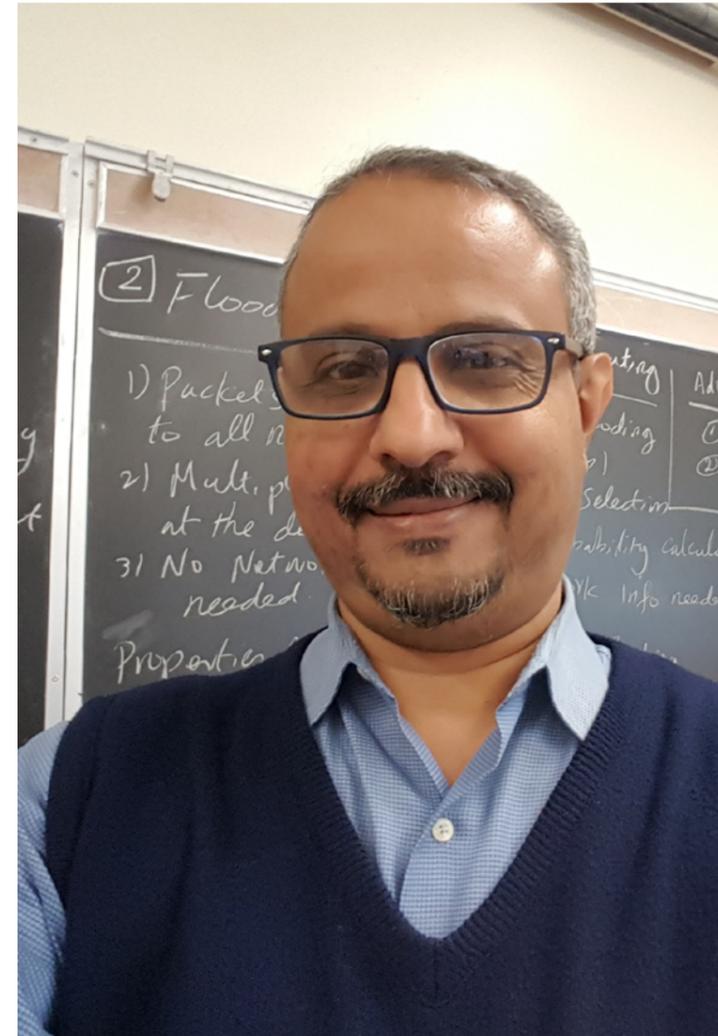
#### Data Lake vs. Data Warehouse

Data warehouses are large storage locations for data that you accumulate from a wide range of sources.

For decades, the foundation for business intelligence and data discovery/storage rested on data warehouses.

# Prof. Ahmed Banafa

San Francisco Bay Area



**The No.1 Tech Voice to Follow & Influencer on LinkedIn & An Award Winning Author, Expert: IoT-Blockchain-Cybersecurity**



Their specific, static structures dictate what data analysis you could perform. Data warehouses are popular with mid- and large-size businesses as a way of sharing data and content across the team- or department-siloed databases.

Data warehouses help organizations become more efficient. Organizations that use data warehouses often do so to guide management decisions—all those “data-driven” decisions you always hear about.

A data lake holds a vast amount of raw data in its native format until it is needed. While a hierarchical data warehouse stores data in files or folders, a data lake uses a flat architecture to store data.

Each data element in a lake is assigned a unique identifier and tagged with a set of extended metadata tags. When a business

question arises, the data lake can be queried for relevant data, and that smaller set of data can then be analyzed to help answer the question.

Now that data storage and technology is cheap, information is vast and newer database technologies don't require an agreed upon schema up front, discovery analytics is finally possible.

With data lakes, companies employ data scientists who are capable of making sense of untamed data as they trek through it. They can find correlations and insights within the data as they get to know it.

Five key components of a data lake architecture:

1. Data Ingestion: A highly scalable ingestion-layer system that extracts data from various sources, such

as websites, mobile apps, social media, IoT devices, and existing Data Management systems, is required. It should be flexible to run in batch, one-time, or real-time modes, and it should support all types of data along with new data sources.

2. Data Storage: A highly scalable data storage system should be able to store and process raw data and support encryption and compression while remaining cost-effective.

3. Data Security: Regardless of the type of data processed, data lakes should be highly secure from the use of multi-factor authentication, authorization, role-based access, data protection, etc.

4. Data Analytics: After data is ingested, it should be quickly and efficiently analyzed using data analytics and machine learning tools to derive valuable insights and move

vettted data into a data warehouse.

5. Data Governance: The entire process of data ingestion, preparation, cataloging, integration, and query acceleration should be streamlined to produce enterprise-level Data Quality. It is also important to track the changes to key data elements for a data audit.

Like big data, the term data lake is sometimes disparaged as being simply a marketing label for a product that supports it.



- Dealing with Chaos
- Privacy issues
- Complexity of Legacy Data
- Metadata Lifecycle Management
- Desolate Data Islands
- The Issue of Integration
- Unstructured Data may lead to Ungoverned and Unusable Data, Disparate and Complex Tools
- Increases storage & computes costs

enabling business units to stand up applications quickly

- Helps fully with product ionizing & advanced analytics
- Offers cost-effective scalability and flexibility
- Offers value from unlimited data types
- Reduces long-term cost of ownership
- Allows economic storage of files
- Quickly adaptable to changes

from others who have worked with the data because there is no account of the lineage of findings by previous analysts

- The biggest risk of data lakes is security and access control. Some data can be placed into a lake without any oversight, as some of the data may have privacy and regulatory need

The Future

There are many organizations that are making this approach a reality, the internal infrastructures developed at Google, Amazon, and Facebook provide their developers with the advantages and agility of the data lake dream. For each of these companies, the data lake created a value chain through which new types of business value emerged:

- Using data lakes for web data increased the speed and quality of web search

However, the term is being accepted as a way to describe any large data pool in which the schema and data requirements are not defined until the data is queried.

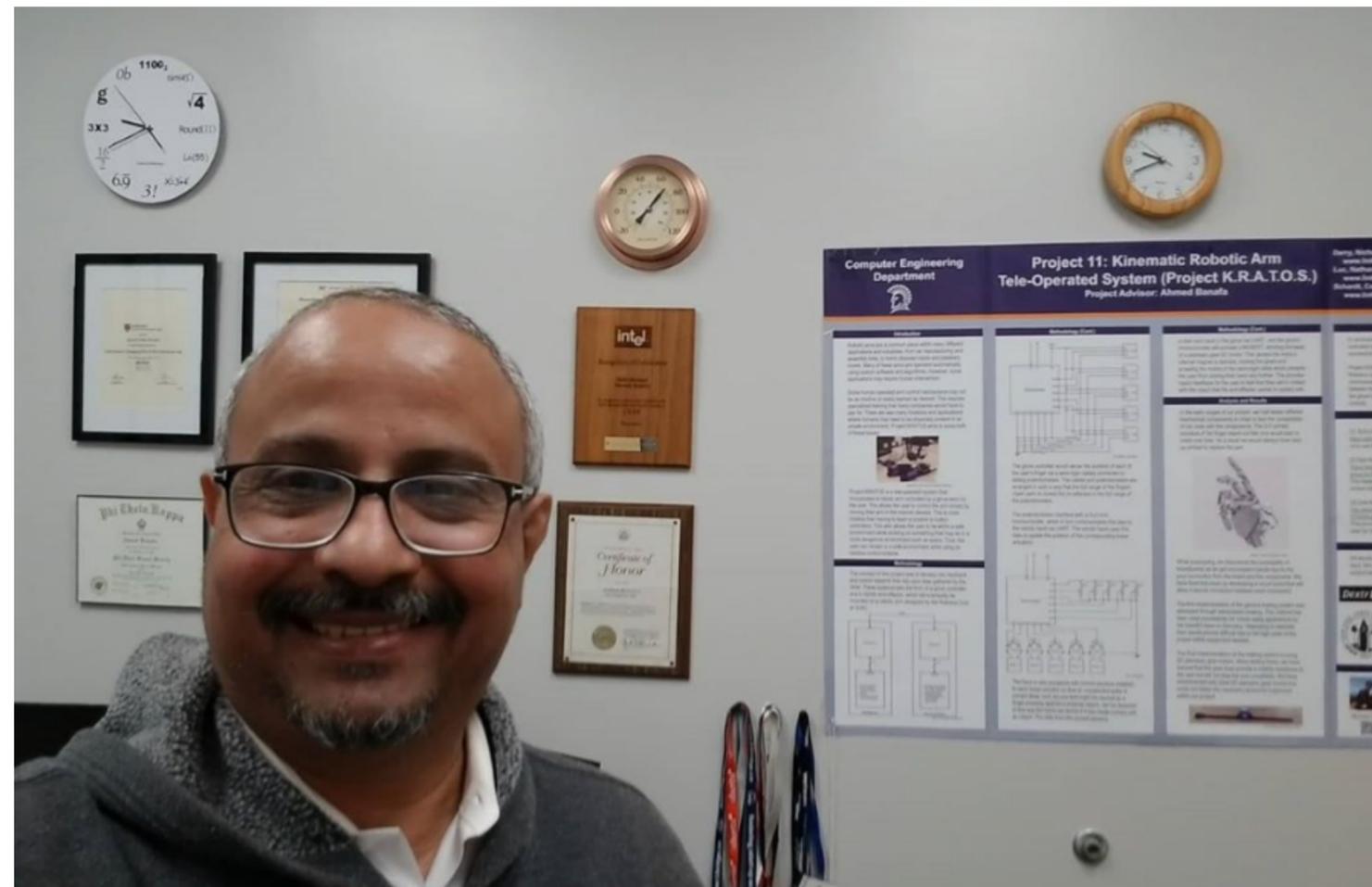
The data lake promises to speed the delivery of information and insights to the business community without the hassles imposed by IT-centric data warehousing processes.

Data Lake Advantages

- Data Lake gives business users immediate access to all data.
- Data in the lake is not limited to relational or transactional
- With a data lake, you never need to move the data
- Data Lake empowers business users and liberating them from the bonds of IT domination
- Data Lake speeds delivery by

Data Lake Disadvantages

- Unknown area of Data Processing
- Data governance





- Using data lakes for clickstream data supported more effective methods of web advertising
- Using data lakes for cross-channel analysis of customer interactions and behaviors provided a more complete view of the customer
- Data lakes can give retailers profitable insights from raw data, such as log files, streaming audio and video, text files, and social media content, among other sources, to quickly identify real-time consumer behavior and convert actions into sales.
- Such 360-degree profile views allow stores to better interact with customers and push on-the-spot, customized offers to retain business or acquire new sales.
- Data lakes can help companies

- improve their R&D performance by allowing researchers to make more informed decisions regarding the wealth of highly complex data assets that feed advanced predictive and prescriptive analytics.
- Companies can use data lakes to centralize disparate data generated from a variety of sources and run analytics and ML algorithms to be the first to identify business opportunities.
- For instance, a biotechnology company can implement a data lake that receives manufacturing data, research data, customer support data, and public data sets and provide real-time visibility into the research process for various user communities via different user interfaces.

Regardless of where you are now, take some time to look to the future. We're on a journey towards connecting enterprise data together.

**As business is increasingly becoming pure digital, access to data will become a critical priority, as will speed of development and deployment. The data lake is a dream that can match those demands. The global data lake market was valued at \$7.9 billion in 2019 and is expected to grow at a compound annual growth rate (CAGR) of 20.6 percent by 2024 to reach \$20.1 billion.**

# 'CREDIBILITY' IS 'THE NEW CURRENCY'



CREDIBILITY  
CREDIBILITY  
CREDIBILITY

OVER  
20 MILLION MONTHLY VIEWS  
0.8 MILLION\* DOWNLOADS  
AND COUNTING...



# Lady Elizabeth Kelly

Dubai, United Arab Emirates

Founder & CEO EthosGlobalSolutions |  
Reputation management & Tech | Ambassador@  
CommonwealthEC United Kingdom | Social Impact

The task that you considered impossible yesterday is going to be an accomplishment for you if your plan towards it is backed by strategy that gives you a tremendous feeling of personal

enthusiasm and confidence.

When an individual understands that the fresh beginning in life comes after one realizes that what his or her priorities are, and then by inculcating positive outlook towards life there are no limits then.

## THINGS WORK OUT BEST FOR THOSE WHO MAKE THE BEST OF HOW THINGS WORK OUT



"The whole secret of a successful life is to find out what is one's destiny to do, and then do it." These words tell us about Her Excellency Elizabeth Kelly. Founder of Ethos Global Solutions, President of Global United Leaders League (GULL) in United Kingdom and an ambassador of Commonwealth Entrepreneurs Club, she carries a vivacious aura that inspires many young entrepreneurs around the world. From starting her career in the fashion industry to being a successful businesswoman, she has proved herself to be a milestone in the field of leadership,

prosperous and sustainable world is the empowerment of women. It is known that when women realizes what their economic goals are, whether it is related to growing business or improving their home and investing in education, they are far more resilient and capable of providing for themselves as well as to their families.

Her Excellency's contribution towards empowering women is based on the idea that whenever difficulties arise, causes are sought in the society, and efforts are

focused on improving the social institutions within which the individual functions. It cannot be denied that empowered people always stand for something in their lives and take action which sometimes even results in great danger, and this is because they are aware that they have the right and the responsibility to act in service of what they believe and care for. Her Excellency Elizabeth Kelly highlights that, in contemporary era we face overwhelming social, economic



social upliftment and woman empowerment.

"There are two ways of spreading light; to be the candle or the mirror that reflects it." Her Excellency states that, 'Empowerment strengthens the ability by acquiring knowledge and power along with experience. It is the way of authorizing an individual and enabling him to think and take actions in more emphatic manner.' The very first step which is necessary towards foundation of a peaceful,

and ecological crises, from wars to natural disasters to nuclear meltdowns and change in climate is progressing even faster than predicted. We are being challenged to recreate our technologies, energy systems, economies, food systems and way of life and to do it not over the next century but within the upcoming decade and thus to have the positive future, there is immediate requirement of firm imagination, commitment and passion that can never be commanded but can only be unleashed in groups that

## Every society, family, and group carries a different set of values but their ultimate effect is the same.

## Gathering that comprises of people from various fields and experience, allows young people to learn valuable lessons from those in your social network.

belonged to equals, therefore here arises the need of empowerment as well as women at those positions from where they can really make a change.

Perseverance and persistence like autonomies are traits that have been traditionally valued more than anything else. All human beings have the potential for great strength, sometimes in very different ways, and we should look to show teenage girls that they can be as strong and competent as anyone else in the entire world.

From the very beginning, independence and autonomy have always been valued among men. But nowadays as individuality is more important than ever, specifically in the working world, girls are empowered to blaze their paths all by themselves. In the upcoming years, we would be able to see more and more leadership roles from their side. Now it is evident to everybody that by empowering young girls to be entrepreneurs, we can easily be bringing balance to the world of business.

Attitudes like maintaining standards of beauty set by social media, getting approval related to looks and clothes from the second person and, many other unrealistic approaches of teenagers towards developing themselves as per the norms created by the strange

world of which they are only puppets, should be considered wisely. So, related to these behaviors, it is prima facie the responsibility of parents and guardians to re-establish the sense of confidence in teenagers that, they are the sole decision-makers towards what is right for them and whatnot. Lopsided attitudes should not affect the right way of decision making; rather firm steps should be taken in terms of every possible detail related to career and lifestyle.

It often comes to everybody's mind that, then what are the ways in which there could be possible empowerment to the women and girls. Proper education is the most important aspect which can help in providing them their

rights. Education not only helps in getting employment, along with that it also makes one aware of the morals and values

Around the world, the countries which have rural settings in particular, there girls are considered as un-preferred sex in their family. Various issues related to gender discrimination start from childhood itself and become exacerbated during the adolescent period. Misconceptions, societal norms, and lack of education along with other social-cultural factors are major reasons that have hindered girls from stepping towards their involvement in the development of the country.

There are tons of articles and books that state about the importance of teaching teens values so that they could develop morals. But what exactly are values and why they





**ETHOS  
GLOBAL  
SOLUTIONS**  
REPUTATION IS EVERYTHING

are significant. What are the ways to inculcate values?

In simple words, values are the principles that guide us and provide a sense of what is correct and what is not. These are a certain type of push to our decisions and notions which helps in achieving desired results. Values can be observed all around us. Our values can be deduced from how we do things, what we say, how we did not do things and what we chose not to say. Integrity, honesty, being fair, kindness, trust, dignity, respect, and the list goes on. These are the most commonly asked values in any individual reason being they are considered to be a very basic type of values and also as young people grow up, they develop a sense of perceiving things around them, that is why it is asked from the people that they should develop and show these values mostly among the younger generation so that they would be able to follow it properly and by this, they would be contributing towards making the world a better place to live in.

With the help of values, teens develop a sense of right and wrong, also they are more stable in terms of placing themselves among others including family, friends, and at their school. Values help us to be aware of how our actions affect others and to always treat others as we would want to be treated. "While holding values

is universal, which values each person holds is not universal." Parents are aware of the values which they want to give to their adolescent. But the question arises here that how they can

effectively communicate this to them and how do they can provide them these values to guide their decisions now and in the coming future.

It is mostly observed that young people learn every day, what we impart in the forms of words and actions on day to day basis, they inculcate this in themselves. Every society, family, and group carries a different set of values but their ultimate effect is the same. Gathering that comprises of people from various fields and experience, allows young people to learn valuable lessons from those in your social network. Having strong ties provide a sense of security that builds strong values and thus protects young minds to seek destruction.

Many adolescents who develop a strong sense of their core values are seen to have a clearer idea of who they are. It becomes important, as they go through adolescence and begin asking themselves very basic questions like, who they are and who they are going to be. This firm grip over core values builds confidence and a strong sense of self-worth.

What are the ways in which values can be shared properly?

- Respect should be there about the differences then only values

could be shared.

Suppose you communicated some values to your teenage daughter, she gathered the values but failed to get the value in an exact manner. At that time differences related to values should have respect. They hold different ideas as both of you are different and carry a different way of solutions, so differences should be understood properly. What is the most important thing to notice is that teenagers in this manner are learning about evolving values and also getting acquainted that how they interact with the world.

- With each step, children should be told about the values they should have, sometimes the values that worked for them during the early stage of their life would eventually not carry the same weightage when they are adolescent because as they grow older and start thinking about themselves, that approach didn't go simultaneously with their growing ability to think and reason on their own. So, the guardian needs to understand and learn to provide space and time to their teens and allow them to clarify their own values. The most critical thing to keep in mind is that teenage girls should be raised with unconditional love, the reason being, this gives them a sense of security that whatever the path of values they are taught and what they perceived is safe enough.
- The freedom to allow teenagers to draw the line towards their sense of value and ours is sometimes a bit risky also. As they have young minds, so there are possibilities that they could get distracted, but then it is our duty as parents that we should mold our teenagers into the

moral beings we hope they will become, rather than allowing them to step out of their way and let them have their own experiences that allow them to be reflective about what matters to them most. Never hesitate in terms of allowing teenagers to take suitable risks and to draw a thin line to test boundaries and to let them know what is most important to them.

- Always remember, values are never ludicrous or indecorous, rather it is like adhesive as it adheres to the personality of an individual. Teenage girls should always be considered to hold high moral standards, the reason being this will help them to strike a balance between protecting themselves from harm and allow them to learn from life's peculiar lessons.
- Always be sure to let your child know that you carry high standards for them. Whenever it comes to being a sophisticated and good human being then it is essential to be— fair, generous, responsible, and honest. You are expected to have the right to hold your child to high expectations in a way that distinguishes you from everybody else.
- To Be Real and be Realistic

It is undeniable that elders are role models for the young people. They are required to make teenagers feel calm about the chaotic behavior of

others by letting them explore the situation and deal with it. We should always be ready to teach them that, what it is to be a generous, impartial, sympathetic, and rational adult. It is very pertinent to have an eye on the behavior of teenagers so that it can be measured and calculated that, is it alright or need some modifications.

By late adolescence, it is observed that most teens are less rebellious as they have already started to establish their own identity and thought process. Most of the time it is observed that youth who have reached the paramount of moral development feels passionate about their moral conduct and they often participate in those activities only that demonstrate moral convictions that are obvious to them.

**It is absolutely fine for a teenager to know what**

**values are for you. The core of developing interest in your values is to make them understand the reason behind what you believe about values. Engage in a healthy and fruitful discussion with them so that they don't feel burdened by your sense of values and thus ask them in the form of opinion that what they think about your values.**

**This in the long run would help the teenagers to consider their values more rationally.**

# Larisa B. Miller

**CEO, Phoenix Global LLC / Exec Vice President, STP Capital Partners (Skopje Technology Park) / Award-winning International Keynote Speaker / Exec Director, Global Chamber of Business Leaders  
Fayetteville, North Carolina, United States**

An entrepreneur is strong, brave and determined. The entrepreneur has to take risks, make difficult decisions, and anticipate the future while, at times, simply managing to get through today.

There are sleepless nights, anxiety and frustrations, balanced with fulfillment, gratification and immense pride. There is nothing more rewarding than starting, learning, nurturing and growing your own business. For the ups and downs, achievements and set-backs, moments of pride and moments of doubt, the entrepreneur is the nucleus of the future.

The business of the future will belong to the entrepreneur and small business owner, and not the large multinational, as it was in eras past.

The innovation, collaboration and economic acceleration will be driven at a more grassroots level, with small business being better equipped to pivot and navigate the systemic challenges than will the larger businesses-of-scale. A bicycle turns easier and more quickly than a bus. In 2020, the year hijacked by COVID-19, we were forced to utilize connectivity to expand our marketplace.

Our business community, which was once the physical proximity around where we live, is now a global marketplace. And now,



## One of the Most Important Elements of Your Business **CONTENT.**

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equipped to pivot and navigate the systemic challenges than will the larger businesses-of-scale. A bicycle turns easier and more quickly than a bus. In 2020, the year hijacked by COVID-19, we were forced to utilize connectivity to expand our marketplace.

Our business community, which was once the physical proximity around where we live, is now a global marketplace. And now, more than ever, we are reminded that content is king.

With so many considerations on the daily to-do list, too often, content becomes just another box to check. We put something up on social media and call it a day. This thought process needs a significant adjustment, as content MUST be elevated on the priority list.

The content you share with the world sets that tone for your business amongst competitors. In this instant gratification world, where the audience has an ever-decreasing attention span, each drip of content must radiate maximum value.

Your content cannot be an afterthought or treated as just another task to get done, it MUST be respected as the most critical propellant to business success. You have approximately 3 seconds to capture the attention of the audience. Your content must be visually appealing, informative, and unique, standing out in a crowded field of competitors.

Who sees your content? Everyone. Potential investors, customers, stakeholders and prospective employees. The community you serve forms their opinion of your ethics, value and worth based on how you represent yourself through your content.

Solid, well-developed content allows you to own your marketing space, rather than simply borrowing it from competitors. You will realize greater SEO (search engine optimization), as search engines love to reward solid, unique and regular content. And when people see your content, in a split second, they will form an opinion about your brand.



**Too often we think of content from the standpoint of sales, but content is also important for prospective investors.**

**And investor wants to see and understand your company's commitment to excellence, your business ethos and your marketing strategies.**

Positioning your product or service in your content is important and expected. People can't choose your service if they don't know what you do. The way a product is presented, will hopefully compel a customer to make the purchase.

But it is the story associated with that product or service that truly allows you to differentiate yourself, setting yourself apart from competitors. Your well-developed content positions your brand, allowing you to set the standard rather than being lost in the middle of the pack.

Content is a key driver of sales; it promotes audience engagement, allowing you to build a strong network and database of customers; and it allows you to build trust with your audience. An entrepreneur sometimes forgets that value-added content goes well beyond the specific service or product, it must also showcase your mission and vision, your ethics and integrity, the expertise of your team, and your commitment to serving the community.

Presenting your product or service must be more comprehensive than simply being a spotlight summary.

- Recently named one of the:
- **Top 100 People In Finance**  
by The Top 100 Magazine
  - **Top 10 Most Influential Friends of Africa**  
by For Business in Africa Magazine
  - **100 Global Women of Excellence**  
by Sovereign Magazine
  - **10 Most Influential Business Leaders of 2020**  
by Exeleon Magazine

## LARISA B. MILLER

- CEO, PHOENIX GLOBAL, LLC
- EXECUTIVE VICE PRESIDENT, STP CAPITAL PARTNERS
- BOARD OF DIRECTORS, GLOBAL CHAMBER OF BUSINESS LEADERS





For sure, you must position the product in an aesthetically pleasing manner, share a brief description and be cost competitive.

But even more critical to the engagement and interest of the audience is the inclusion of innovative and out of the box content strategies. For example, have a close look at your supply chain and find the value there.

Is there a family farm in your sourcing of ingredients? If so, share your commitment to supporting family farms. If there is a woman-owned business providing products for you, then showcase your company's commitment to Sustainable Development Goal #5: Gender Equity. If you hire summer university interns, build content around your commitment to shaping

the future through the empowerment of youth.

Consumers today are more aware, informed and conscious. When they can assess your product or service and also have a glimpse at your ethics, integrity, commitment to the community and your strategies of sustainability, they will be more apt to choose you over a competitor – even at a higher pricepoint.

Your reputation and social/environmental responsibility lends ancillary value to customers, stakeholders and investors, allowing them to make an impact to people and planet simply by choosing your product or service over that of a rival company.

Employees are the heartbeat of a company and one of the single most

important assets in your portfolio. Use your content to scout and attract employees who align with your business purpose and vision, allowing you to level-up your game. The quality, knowledge, perspective and loyalty of an employee not only helps to position your company to be efficient, innovative and profitable, but the integrity and reputation of your employees contribute immeasurable value to consumer confidence – a fact too often ignored in our content creation.

Promote the strength of your workforce in your content. The world won't know the quality of your team unless you tell them, and this is a very important story to tell. Even if your company consists of only two or three individuals, showcase their strengths and value.

Spotlight their experience, and if they are new to the workforce with little business experience, focus instead on their personal values (i.e., "Susan Jones recently graduated from Somewhere University with a degree in marketing. She is volunteers extensively in the community and is a mentor to youth.). Your content does not always have to be about the product or service. Remember, your content is the first layer of due diligence that a customer will do on your quality, capabilities and brand, and your employees are the envoys of these attributes.

Too often we think of content from the standpoint of sales, but content is also important for prospective investors. And investor wants to see and understand your company's commitment to excellence, your business ethos and your marketing strategies.

As entrepreneurs and business owners, when we are seeking our funding rounds, we prepare an investors pitch deck, trying to highlight the best of what we do,

showcasing our market strategies, adding in our proforma forecast, attempting to anticipate what they want to see, and we assume this is all they will need to begin to make a funding determination. Wrong.

Your content allows investors to see how you promote your product, how you represent the company - they can see the truth of you brand. Your stewardship of the company (and therefore, your stewardship of their money) will be depicted in the value of the content you share.

Your content cannot be discounted, as it forms the fundamental seeds of trust, confidence and vision that an investor needs in order to pull the investment trigger. Make no mistake, they are going to be diving in deep, and your content will be a factor in their decision to either fund or pass.

**Look at content as your ambassador. It represents your company, standing out in front, giving virtual passersby a glimpse inside the doors. The**

**effectiveness of your content is entirely up to you.**

**Think of your content as a highway billboard. Strong and effective content – content that conveys a compelling message in an instant, will set you apart from all competitors.**

**Solid, well developed content positioning you as an expert in your field will force competitors to up their game to meet the standard which has been set by your company.**

**Remember, people do not buy goods and services, they buy relationships and stories. How will you tell your story?**



# THE REGULATION SECURITY TOKENS IN THE UAE

The UAE has emerged as a strong local market for technology and in particular has embraced crypto assets and financial technology, commonly referred to as fintech.

This is reflected in the adoption of various initiatives and strategies at a national and local market level.

At a national level, the National 4IR Strategy and Federal Blockchain Strategy, focuses on improving government efficiency, promoting new business through technological platforms and introducing a global blockchain platform that will establish the UAE as a leader in this field.



**BRYCE Mendonca**  
Junior Associate, KARM Legal  
Consultants





**THE DUBAI FINANCIAL SERVICES AUTHORITY (“DFSA”) OF DIFC ISSUED ITS CONSULTATION PAPER ON THE ‘FRAMEWORK FOR REGULATING SECURITY TOKENS’ (“DFSA FRAMEWORK”). THEREFORE, ALONGSIDE THESE INITIATIVES, THE UAE IS DEVELOPING ITS CRYPTO ASSET REGULATORY SYSTEM IN LINE WITH PRE-EXISTING FINANCIAL GOVERNANCE, EMERGING TECHNOLOGIES AND THE NEEDS OF THE LOCAL MARKETS.**

The regions free zones have launched their own programmes. This includes the Dubai International Financial Centre’s (“DIFC”) ‘Innovation Testing License’ for fintech business to test concepts primarily based on blockchain

technologies within the DIFC.

Similarly, the Financial Services Regulatory Authority (“FSRA”) launched ‘RegLab Sandbox’, a licensing framework for fintech companies to test their concepts in the ADGM.

Recently, the UAE Centre for the Fourth Industrial Revolution (“C4IR”) began a joint initiative between Dubai Future Foundation (“DFF”), the World Economic Forum (“WEF”), DIFC and DFSA to launch a ‘test bed’ for fintech companies to

develop and test the tokenization of digital assets.

Moreover, regulators across the mainland and free zones have already issued or announced their intention to issue regulations governing crypto assets. The Securities and Commodities Authority (“SCA”) published its ‘Guidance for Crypto Asset Regulations’ and ‘Crypto Assets Activities Regulation’ (“SCA Framework”).

The FSRA of Abu Dhabi Global Market



**KOKILA ALAGH**  
Founder at KARM Legal  
Consultants

(“ADGM”) issued its ‘Guidance on Regulation of Crypto Asset Activities’ to be read in conjunction with the ‘Guidance on Regulation of Initial Coin/Token Offerings and Virtual Currencies under the Financial Services and Markets Regulations 2015’. The guidance together with the applicable ADGM Regulations and FSRA Rules governing crypto asset activities is collectively

non-financial. A token can represent a share of any tradable asset, such as equity, debt, real estate, commodities or other assets.

As such, security tokens also known as asset tokens are generally categorised as ‘Securities’ and therefore subject to a higher level of regulatory scrutiny.

These tokens are issued on a blockchain or distributed ledger. This novel approach breathes fresh air into financial systems creating a new space for emerging service providers and secondary exchanges.

Regulators generally approach tokens based on their economic functions and we see three broad categories emerging globally: security token; payment token; utility token or alternatively a hybrid of the three.



referred to as the ‘Spot Crypto Asset Framework’ (“FSRA Framework”).

Finally, the Dubai Financial Services Authority (“DFSA”) of DIFC issued its consultation paper on the ‘Framework for Regulating Security Tokens’ (“DFSA Framework”). Therefore, alongside these initiatives, the UAE is developing its crypto asset regulatory system in line with pre-existing financial governance, emerging technologies and the needs of the local markets.

**SECURITY TOKENS**

Tokenisation, broadly defined, is the representation of a particular asset, such as equity or bonds, through the issuance of tokens representing fractional shares of the underlying asset, which can be financial or

**HOW ARE SECURITY TOKENS REGULATED IN THE UAE**

The SCA Framework has intentionally chosen to keep the definition of security token broad and does not provide a prescriptive definition for security tokens.

The SCA Framework widely refers to securities, which are issued, transferred or traded using crypto assets, or crypto assets that would be deemed a security by the SCA as security tokens. Furthermore, ensuring a distinction between crypto assets regulated by the SCA and those regulated by the Central Bank of the UAE was a key consideration for the SCA.

The FSRA Framework defines crypto

assets and thus security tokens, as a digital representation of value, which can be digitally traded and functions as a: medium of exchange; unit of account and or a store of value but does not have legal tender status in any jurisdiction.

The FSRA Framework further clarifies, a crypto asset is neither issued nor guaranteed by any jurisdiction, and fulfils the above functions only by agreement within the community of users of the Crypto Asset, and is distinguished from fiat currency and electronic money.

Therefore, crypto assets are similar to physical commodities and treated as such from a regulatory perspective.

Generally, for a token to be deemed to be a security, it should exhibit the characteristics or features of a share, debenture or, units in a fund. The FSRA explained that if the tokens, in an initial coin offering exhibit the same features and characteristics of a security pursuant to Section 58(2)(b)2 of Financial Services and Markets Regulations 2015 (“FSMR”), then such tokens shall be deemed as securities and may be referred to as security tokens.

Where the tokens are considered security tokens, the issuance of such security tokens would therefore be required to comply with all requirements for an offer of securities to the public under the FSMR.

Alternatively, the DFSA Framework focuses singularly on ‘Investments’, collectively referred to as security tokens for the offer and trading to retail and institutional investors and is drafted to regulate such investments. Investments is defined as, investments in assets that are a digital representation of rights and obligations, which can be created, stored and capable of being, transferred electronically using

distributed ledger technology.

The DFSA Framework proposes to define security tokens as a token that confers rights and obligations that are the same as those conferred by a shares, debentures or futures contracts or are substantially similar in nature purpose or effect, to those conferred by those types of

However, if the current framework for regulated securities is applied to security tokens, it will undoubtedly make security tokens less attractive for market participants, thus defeating the overall purpose of the regulations.

Under the current DFSA regime, whether an activity is regulated

that underpin these security tokens.

This is because security tokens may not confer the same or substantially similar rights and obligations or displays hybrid characteristics of specified type of investment. This will lead to uncertainty as to how to categorise such tokens.

However, the DFSA has clarified

This is a key area, when considering the protection of investors, especially retail investors. It is likely that many businesses will lack the legal knowledge on whether their token constitutes a security token. Therefore, it would be incautious to consider a business's whitepaper to be as detailed and conclusive as a prospectus, in regards to a company's

Additionally, the DFSA Framework does not provide any information regarding prospectus liability. This provides an additional layer of protection to investors in the event a prospectus is misleading.

THE FUTURE

It is clear that the UAE still faces many challenges in regards to

**The UAE has yet to address other infrastructural challenges to the market such as banking matters, visas, intellectual property protection, but we must remember that the market in the UAE is still young.**



investments.

Therefore, the DFSA is proposing that security tokens are, at their core concept, financial instruments similar to conventional investment instruments. Thus suggesting the DFSA approach, towards security tokens and by virtue of its proposed definition crypto assets in general, is to incorporate these types of investments into DIFC's current regulatory regime, rather than create a separate regime specific to crypto assets.

is often determined by whether it relates to investments, as defined in GEN App2 Investments of the DFSA Rulebook. Investments fall into two categories, securities (such as shares and debentures), and Derivatives (such as options and futures).

However, securities and derivatives have different levels of risks associated with them.

Additionally, the DFSA is clear that the regulations will need to address the use of distributed ledger technology or similar technologies

where a security token does not confer rights and obligations that are in purpose or effect, substantially similar to those conferred by at least one type of an existing security or derivative, it would not constitute an investment, and therefore be regulated as such.

Furthermore, the proposed DFSA Framework does not provide any specific guidance as to the disclosure, labelling and marketing requirements of security tokens.

disclosure requirements.

Moreover, there isn't a universal standard for whitepapers and in general, whitepapers mainly describe the technology and its application without ever highlighting the risks. It is imperative that future drafts of the DFSA Framework provide specific guidance regarding the prospectus structure and content or state that whitepapers are required to meet the same disclosure requirements as expected of a well-defined prospectus.

regulatory clarity and defined frameworks for oversight and governance, and in terms of the country's infrastructure to support the growth of the market.

However, the UAE is tackling these shortcomings head-on with a plethora of initiatives and programs designed to attract investment and make conducting business within the sector as seamless as possible. This is further reflected in the early adoption of these regulations.

**Nevertheless resolving these challenges will be where the country must focus next in its goal of developing a crypto asset ecosystem.**



I WANT TO INSPIRE

ONEDAY I WANT HER TO  
LOOK AT ME AND SAY  
“BECAUSE OF YOU,  
I DID’NT GIVE UP”

**INSPIRE GENERATIONS**  
**CORPORATE INVESTMENT TIMES**

# SIDDHARTHA Maheshwari



# Technologies in sight, FOR GENERATIONS TO COME

"Once a new technology rolls over you, if you're not part of the steamroller, you're part of the road." - Stewart Brand

'Our generation', the generation that witnessed the birth of computers, the internet, the mobile phone and the 'modern' communication systems, which held in its hands the

first of many such devices is fast becoming obsolete.

How many of from us can say that our children have seen the floppy drive (which , some of us nerds, proudly used to carry in our pockets!), the Walkman, the cassette player, or the cassettes themselves? How many of us can say that we can 'direct' Alexa or Google verbally with as much ease and comfort as our 6-year-old???

In a quick 30 years or so technology has advanced exponentially, so much so

**A seasoned technology venator... Business and Technology Advisor to Startups. Security & Surveillance Advisor to SMEs.  
Chandigarh, INDIA**



that the power that every 3-year-old holds in his or hand today as a cell phone is much bigger and advanced than the one that put us to the moon.

The writing on the wall is clear, the future of our generation, as well as the generations to come, depends on how we understand and change with the explosive potential of emerging technologies, technologies that are just round the corner, just 5 years, or a decade or two away...

It's awe-inspiring, as well as humbling to imagine the potential of some breakthrough technologies that have just emerged in the last few years..

This series aim to enlist just some of those... technologies that I believe can bring about the required change, the required growth. Hidden in this series you might find ideas, technologies and usage scenarios that might just pave your way for your own

next project, innovation or invention.

- The Automobile Industry: Self Driven Cars

Experiments have been conducted on automated driving systems (ADS) since at least the 1920s; The first semi-automated car was developed in 1977, by

Japan's Tsukuba Mechanical Engineering Laboratory, which required specially marked streets that were interpreted by two cameras on the vehicle and an analog computer. The vehicle reached speeds up to 30 kilometres per hour (19 mph) with the support of an elevated rail.



Given the technology today, tomorrow's driverless cars would not be limited as such... it's easily foreseeable to have fully automated cars/cabs and vehicles plying around our streets well within the next decade or so.

- Automated Drone Technology:

Where we have seen the job of a pilot and his photographer both being lost within the last 5 years or so, and while we can see a drone in almost every amateur photographer it's easy to imagine how the future of this technology might shape up.

Not limited to photographers and enthusiasts, government authorities, military we should see the drone technology to become an integral part of our daily lives. Much like under development projects which would enable drones to be able to carry your mobile phones for tasks, to follow you and document your life as you go along in an automated manner we should see this technology almost to the level of having a personal 'eye in the sky' or 'my personal watch guard'. Something to 'look after you' and 'take care of you' wherever you are, while keeping you connected with those who matter.

- Artificial Intelligence based Personal Assistants

Not to speak of voice command based devices that we use every day for controlling lights and devices or to set alarms and listen to news, AI actually refers to computer systems and programs that have the ability to write their own algorithms. This ability to learn is a key

component of AI which is missing from most of our AI devices.

The coming decade should very well see the use of personalised AI solutions / devices... that you can customise how they sound, how they look, how they 'react' -your own AI based BFF that'll help you in life in various ways. Remind you of things you need to do, guides you in homework and fields of study, and be a 'being' that you could bounce your idea off of. That would indeed help us be better versions of ourselves.

- Space Travel

NASA aims to travel to the moon again—and beyond. Plans to have a manned Mars mission

are already underway. The last decade has seen so much change that today, instead of warring superpowers battling for dominance in orbit, private companies are competing to make space travel easier and more affordable.

Right now, unmanned space probes are exploring the universe far beyond our solar system, communicating with Earth from over 11 billion miles away.

In near future, extended lunar stays would build the experience and expertise needed for the long-term space missions required to visit other planets. As well, the moon may also be used as a forward base of



operations from which humans learn how to replenish essential supplies, such as rocket fuel and oxygen, by creating them from local material.

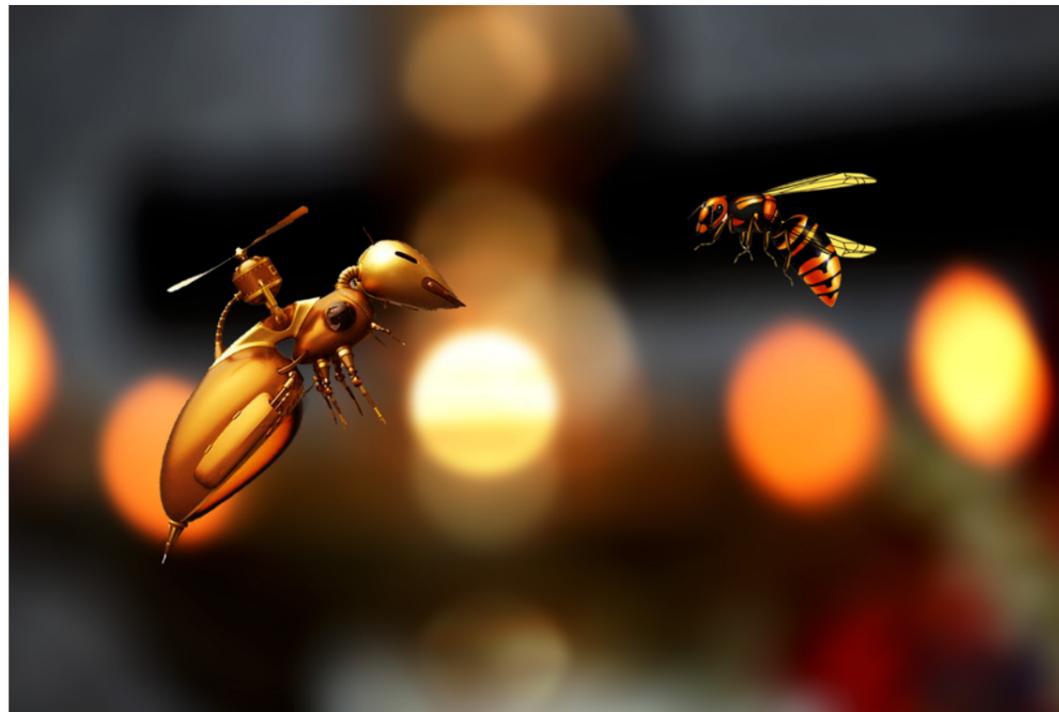
- Enhanced Prosthetics

To the 1 million global new amputees yearly (that's one amputation every 30 second), the loss of a limb means that they have to adapt to a new world. As part of this new adaptation process, amputees succumb to further injuries. Experts estimate that amputees fall at about 200 times the rate of healthy individuals; and seek medical attention comparable to the institutionalised elderly.

In a formative 2008 paper, researchers described how monkeys were able to control a mechanised arm with their brain activity. Controlling the prosthetic limb via electrodes implanted in their brains, it even allowed them to feed themselves fruits; that was a first with brain-controlled prostheses.

Developments in subsequent years inched closer to human dexterity like the Modular Prosthetic Limb from 2011; and in 2020, patients with mind-controlled arm prosthesis were able to experience sensations of touch thanks to a new implant system.

With developments along those lines, it seemed like the future of this technology depended on battery life and robotic advancements. Now the narrative shifted to focus on how good of an artificial intelligence (A.I.) we can develop for prostheses. Indeed, A.I.



could very well shape this field's future.

Without any doubt, there's promise for amputees with advances in robotics, machine learning and prosthetics. With time, the costs of components will go down and these technologies will become integral parts of artificial limbs.

These developments we hear of are incremental changes that will add up to improve future artificial limbs; improvements that will turn them into truly artificially intelligent limbs. We're still years from seeing A. I.-limbs being commonplace but it's a time to look forward to.

- Bioprinting

Bioprinting could eventually be the preferred platform to utilize human stem cells to produce artificial solid tissues and organs. The combination of 3D bioprinting with microfluidics allows the development of the

next generation of organ-on-a-chip platforms.

With the advent of bioprinting, this Shangri-La of medical care may not be too far off. Biomedical companies are predicting that within the next generation, scientists will be able to use 3D printers to mass-produce working human limbs, replacement joint cartilage and even transplant-ready organs.

Thanks to 3D printing-like techniques, cells and biomaterials can be combined and deposited layer by layer to create biomedical parts that have the same properties as natural tissues...

Every day, people around the world come up with new ways to make the future brighter. Technology has the power to do many things, and changing the world is one of them.

The COVID-19 pandemic is significantly increasing investments in automated solutions (this year) such as AI, ML, and robotic process

automation (RPA).

So, in the new year, more companies are predicted to become platform-driven digital businesses and use of these technologies will continue to rise.

This will help them automate routine, repetitive, predictable tasks and unlock tactical benefits.

These innovations will strengthen operational efficiency, increase accuracy of platforms, and improve user experience across ecosystems.

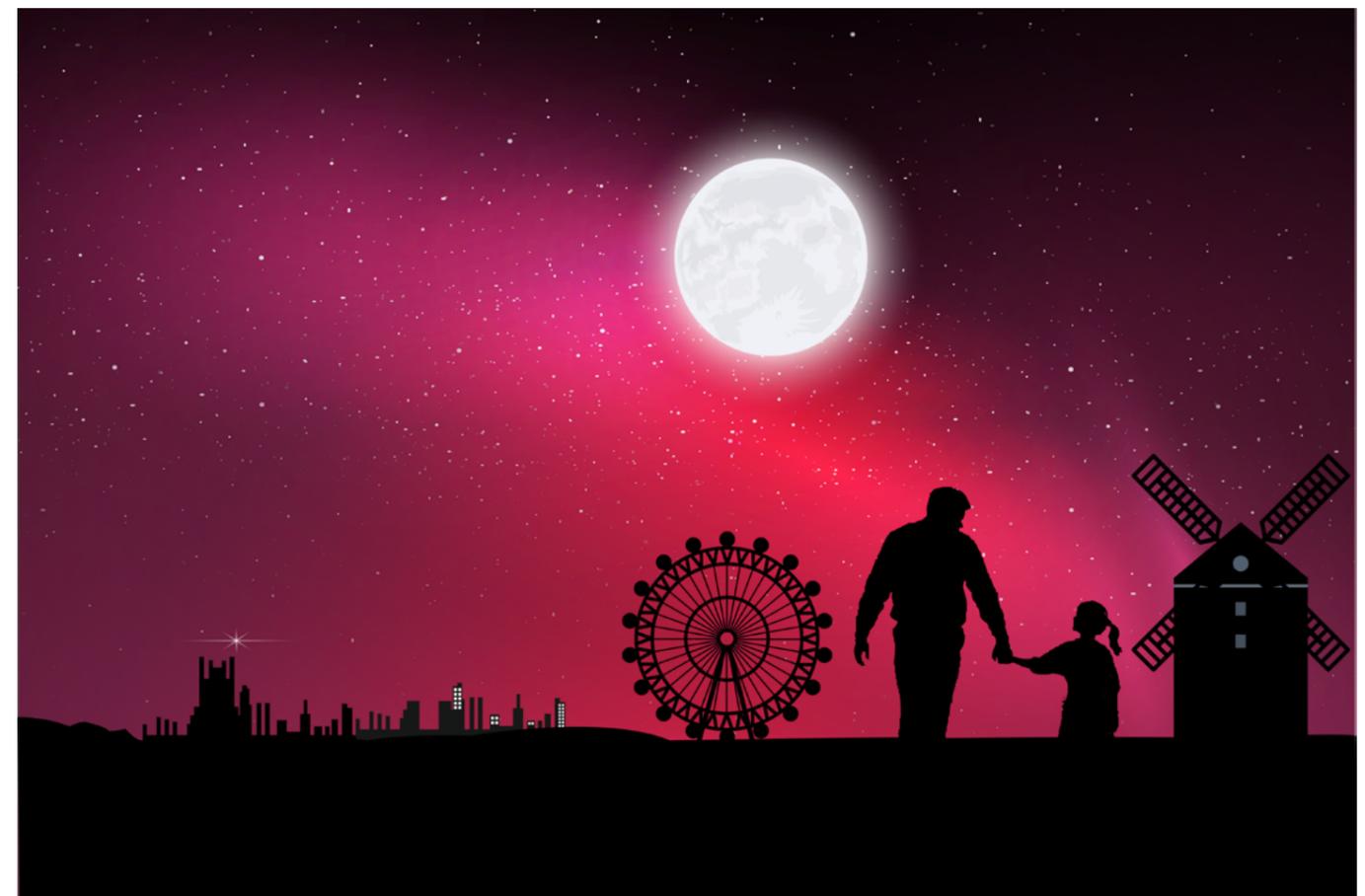
This will also drive cost efficiencies and realignments by helping businesses intelligently repurpose these savings in the right innovations.

We're privileged to be living in a time where science and technology can assist us, make our lives easier and rethink the ways we go about our daily lives.

The technology we're already exposed and

accustomed to has paved the way for us to innovate further, and this list of current and future technologies certainly have the potential to change our lives even more.

**Upcoming in the next edition we touch upon the amazing and inspiring fields of Telehealth and Virtual Care, Virtual Education, Fashion and Technology and Augmented Reality.**



# Brian Iselin AUSE



## The Investor and Modern Slavery A Partnership Model

**Esse quam videri “to be, not to seem”**, is the motto of slavefreetrade, a Swiss nonprofit association formed at the end of 2018. The meaning of this motto is at the heart of the initiative. The Founder, Brian Iselin, working decades on slavery operations in supply chains, found that the business world was largely content with seeming to be doing something, not actually doing something. And, by and large, stakeholders including consumers, procurement agencies, shareholders, and investors were content with the seeming.

That has changed. The world is now abuzz with initiatives in the business, UN, and nonprofit world to come to terms with an increasingly engaged, sometimes even agitated, community of stakeholders interested in the human rights performance, and risk, of businesses.

From shareholder revolts over serial sexual harassment, to child labour

scandals, and the promotion of sustainability professionals into key leadership roles in companies, human rights are coming into focus.

It would be going too far to say there is momentum, but perhaps we can agree there is movement. This movement coincides with significant legislative movement in that direction, from a Modern Slavery Acts wave sweeping the Anglophone world, to human rights due diligence models in the Francophone and European world.

Taking a step back to take in the view, the corporate world which was formerly content to use its blend of structural, instrumental, and discursive power to hold back the forces of change in the business model, are finding that position less tenable.

Clever businesses, those with an eye on the emerging world, are exploring what the wave means for them, and what they need to do to ride it. How

**Volunteer CEO/Founder | Modern Slavery Expert  
| Social Sustainability & Impact | Rightstech  
| Stockholm, Stockholm County, Sweden**

does a business be, and not just seem to be, interested in human rights in workplaces?

The first step to wisdom as Socrates said, is to know thyself. If you are interested in human rights in workplaces, it cannot be only about "them" and "over there". That is called "othering", and it is the very core of the belief that we are better than everyone else, and beyond reproach. If you genuinely care about human rights in workplaces, start at home. Human rights issues don't just happen "over there", witness #metoo and #BLM.

Then, share with your business partner the warmth that comes from a fundamentally good workplace that respects international law and protects staff. This improves trust in your workplace and your business relations, and directly improves your bottom line.

So, let's start with some background on the actual problem. Universally we condemn modern slavery. And

we prohibit it. Yet we all buy it. We touch modern slavery every day more often than we touch our faces. Slavery, encompassing the legal conditions of child labour, human trafficking, forced labour, and slavery & servitude is more prevalent now

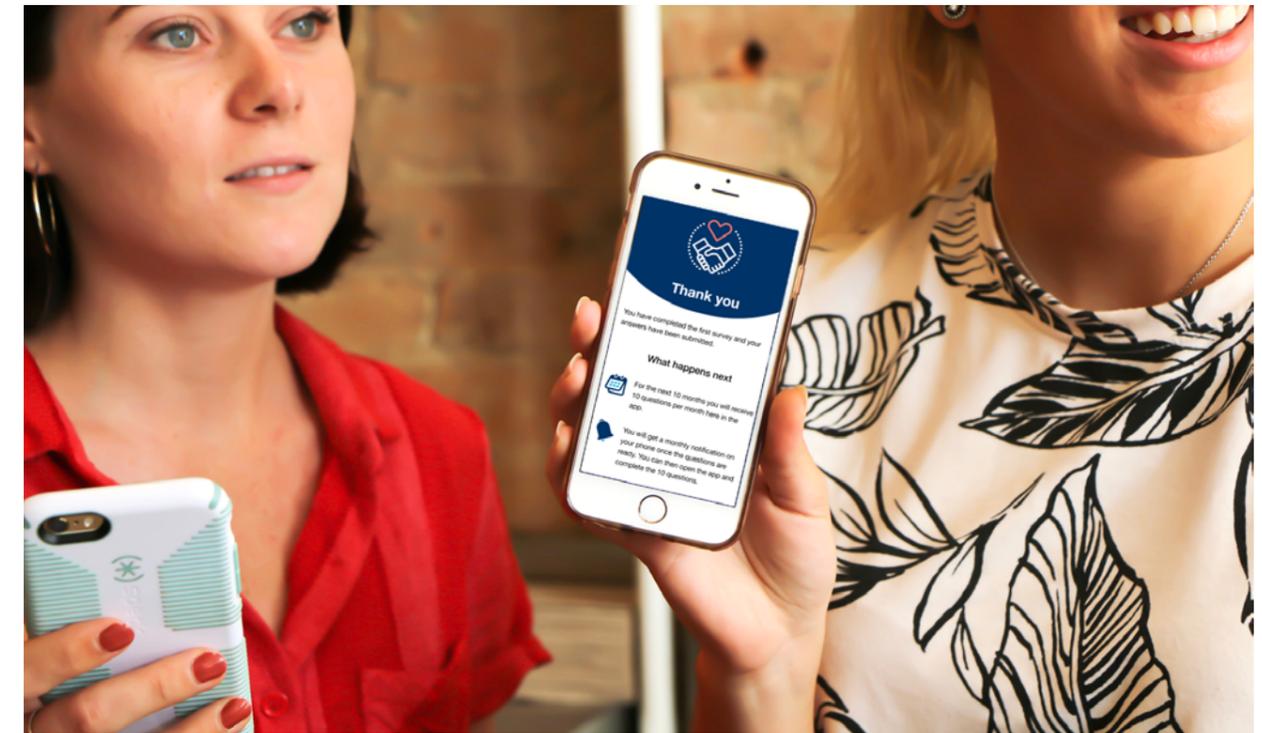


than ever in history. More than across the 400 years of the Trans-Atlantic slave trade, there are >40 million modern-day slaves. Beyond this., there are a further 152 million children exploited in child labour.

Child labour, by the way, is not you working in your parent's bookstore. Child labour is about exploitative conditions. Smartphones, electric cars, chocolate, coffee, fashion, tomatoes, palm oil, surgical gloves, and sugar: just some of the more than 400 product groups are founded on modern slavery and child labour. And, according to Hult University, more than 77% of UK businesses alone admit it likely exists in their business.

Historically, we are used to modern slavery being addressed as a form of organised crime. But that conceptualisation is far from accurate; the vast majority of the world's human rights issues in workplaces have little or nothing to do with organised crime. And law enforcement can never solve modern slavery.

Modern slavery is actually best understood as the bad, eroded end of a spectrum of human rights in workplaces, from modern slavery to decent work. Now, if you can objectively prove a workplace is at



the decent work end of the spectrum, modern slavery will not be present. You cannot be at opposite ends of the same spectrum.

So, if we can automate and scale rigorous and real-time processes to understand exactly what is happening in a workplace, we can determine whether they are at the decent work end or the modern slavery end.

We do this through assessing and monitoring conditions in real time against a carefully selected set of 100 indicators derived exclusively from international human rights law.

For this exercise, picture a long row of 100 escalators in a mall. At the foot of the escalators is the murky swamp of modern slavery. At the top of the escalators is the world of decent work. What if I told you, you could know at all times which step you are on for each of the 100 escalators, and whether you are moving up or down?

So, that's slavefreetrade. A Swiss non-profit association, named one

of the world's Top 10 blockchain for social impact thought leaders in 2018, aims to foment a new global economy exclusively for goods and services proved to have been made without harming anyone.

We envision a world in which an investor can scroll through the NYSE Connect app and see exactly which companies are human rights friendly and risk-free. In that same world, a millennial looking at a job in Glassdoor can readily identify a human rights friendly employer. A shopper looking at prawns or chocolate in a supermarket can know which ones have not harmed anyone in their making. A procurement agency evaluating bids for army boots can see at a glance the human rights performance of the maker.

"Libertas" is our Rightstech (the use of technology to extend, expand, and promote human rights) initiative designed to provide the scalable tools for that mission. It is a distributed human rights intelligence system. It harnesses the compelling power of primary source

data from workplaces (individual and organisational perspectives alike), analyses and distributes the resulting "decision intelligence" to those whose buying and business decisions can be influenced.

Our approach is not to prove modern slavery exists, but to prove it doesn't. This is a watershed moment as we shift from a treatment model to a vaccination model. Instead of treating each case after it has happened, we prove and create a culture of respect for human rights in a workplace, ushering in a world of workplaces impervious to modern slavery.

slavefreetrade is an initiative designed with systems thinking to overcome or avoid some of the most problematic issues and concerns around all existing methods, including:

Human rights defied quantification. Libertas quantifies human rights which enables monitoring, global assessment, and comparison, agnostic to product, geography, industry, socio-economic conditions.

Brian Iselin is a former Australian soldier and Federal Agent who turned his career towards addressing human trafficking almost two decades ago.

Since then, he has been mired in the murky world of global supply chains, conducting counter-slavery operations in almost 50 countries.

He took his field learnings into a new Swiss NGO, slavefreetrade, which is about to rock the world with a new way to conceive of a partnership model that perfectly aligns business and human rights.



Existing responses, such as rescues and audits, cannot scale, are labour-intensive, and expensive. Libertas allows scale, remote, cheap coverage, and disintermediates.

Current models are easily defeated and defrauded. Fraud, false statements, coercion, collusion, and greenwashing are commonplace and are countered in our model.

Staff are ignored or voiceless in the majority of existing initiatives. Libertas amplifies the voices of those

collaborative networks by making each establishment in a business network dependent on the human rights performance of the others.

Human rights have been treated as separate from the normal conduct of business, e.g. as CSR or ESG. Libertas embeds human rights into the bottom line.

In-person audits on sensitive topics don't get the best answers. Libertas generates trust through anonymity and confidentiality.

our solution infinitely.

Existing measures are blunt instruments, as they are often destructive and take little account of the impacted community and longitudinal impact.

Most measures on socially sustainable business are top-down. This makes it look and feel to workers like fundamental human rights are alienable and something to be bestowed on them. slavefreetrade is human-centric and inclusive.

to pay. In our model, smallholders are free. Pure implementation costs are negligible. There are no hardware or setup costs. Libertas runs in a simple browser, mobile application, or API integration. If

That makes rights quantifiable, performance measurable, and improvement assessable.

Existing models take a snapshot in time in a very small % of workplaces

better place, invest more wisely, reduce human rights risk, use their investment to leverage more respect for human rights which stamps out modern slavery workplace by workplace.



in workplaces in support of their own conditions, and their improvement.

Power in commodity chains is unbalanced and unfair. Libertas democratizes: the staff toiling in global value and commodity chains are the overwhelming majority of people in those chains. Their voices matter.

Supply chains are disaggregated, complex, globalised, and opaque. Libertas converts opaque chains to

Stakeholders like consumers, procurers and investors have not had tangible actions that express their values through their buying decisions. Libertas informs with timely and actionable decision intelligence to stakeholders such as consumers, procurers, and investors.

Existing measures such as rescue, surveillance, audit, law enforcement, investigations are labour-intensive, very expensive, and cannot scale. When properly funded, we can scale

Putting the emphasis on remote data collection and analysis does not eliminate the need for human intervention but remote monitoring becomes the new, more comprehensive, and more effective default. This change ushers in a scalable default only limited by goodwill and data storage.

Certification schemes are expensive for small business. Many smallholders cannot join as membership exceeds their ability

you could hypothetically scale to the global audit workforce size required to manually audit every establishment in every supply chain constantly, the cost to match the "always-on" continuous monitoring of slavefreetrade's Libertas would be easily many millions of dollars a year compared to our mere thousands.

No existing model has a universal international human rights law framework. This makes it the first deployable definition for decent work, agnostic to geography, good or service, product, jurisdiction, language, power, rank, sex, gender, or socio-economic circumstance.

For the first time, we can put a number on every workplace human right from child labour to gender pay gap and all forms of discrimination.

in a business network. A lot goes on between times, and in the more than >99% of places never audited. Making the assessable data real time through continuous data collection makes the status always valid, which promotes trust.

The world for investors who want to be free of human rights issues including modern slavery, is looking a lot fresher suddenly. Picture an investor dashboard, laying out the key metrics of human rights performance in your workplace and every one of your invited investees, delivered on a world map. Alerts are triggered when human rights conditions are breached, and remedial action starts immediately.

Investors can make the world a

**Partner with slavefreetrade to deliver what we are building, and then implement in your portfolio. Invite your members into slavefreetrade, and watch as we talk to everyone in every workplace, in real time.**

**You can sit and watch the dials spin, as human rights results are as close to you as your speed is in your car's dashboard.**

# NEHA MEHTA

FinTech team leader, UNDP SDG expert,  
Board Advisor.

Founder & CEO, FemTech Partners

## The Journey



I Neha Mehta, am an Indian by nationality, I was born in the city of Agra, associating it with Taj Mahal would give people an idea of my cultural background. It's true, at the time I was a child growing up in an Indian middle-class family meant experiencing patriarchal culture first hand.

However, I personally identify myself

as a powerful woman and the credits of establishing me as one goes to my progressive parents, especially my father. It was him who instilled confidence in me so we never felt lesser than the boys. He firmly believed that we should be known for what we create of ourselves. He would rather be known as our parent than the other way around. As a young girl, I didn't understand him too well and often complained to him as my teacher gave me a tough time for not having a last name.

Things have changed now, I find this extremely liberating and I fully appreciate his unique gift to us. On a low day, his words echo in my mind and give me the power to get back on track. I have decided that I won't take my partner's last name; perhaps I would lend him mine.

It was me who saw a good lawyer in me, as a kid I would fight against injustice and offer a voice to the needy. I am glad he could see that in me. I owe my independent thinking and confidence to my father, he gave

but it should not dictate your choice of work and the success you are capable of tasting. I have a strong zeal to be a breaker of barriers and live life upto my dreams, if any culture prohibits such growth then I endorse creating a culture that's conducive and fuels one's ambition and drive.

I had started off as a Lawyer right in the midst of 2008 crisis in Singapore and later made a switch to hedge funds, private-equity, venture-capital, and Fintech. My journey in

worked in different areas of finance such as hedge funds, private equity, venture capital and been recently focusing on Fintech. Over the last five years, my work has centered on lobbying with financial regulators across ASEAN region.

In India, I worked as the Vice-President of Indian Private Equity and Venture Capital Association (IVCA), I actively lobbied with the Indian regulators such as Securities and Exchange Board of India (SEBI), Ministry of Finance (MOF), and

After having experience and exposure into the fintech sector, I had a realization that there was not much participation from women in general and that there were not many female founders of fintech companies. This is when I wanted to take a plunge and go solo in order to try and do something which had a wider impact on women and their opportunities.

It was in early 2016 when I decided to make a switch and join the bandwagon and ride the Fintech wave. The evolution of finance and birth of Fintech piqued my interest. When you work on borrowed visions your passion dries out fast – I decided to quit the corporate world to create a level playing field for women and flatten the curve, and that's how FemTech Partners was born. The mission of Femtech Partners is to empower women financially and make the world more inclusive.

Thus, in 2018, I decided that I had a higher calling – to boost the presence of women in the fintech sector and drive financial inclusion for women. I wanted to help young girls achieve their dreams and never let money be a reason why they couldn't.

I identified two major challenges for females looking to advance their careers in fintech. First was the lack of access to the required funding needed to start a business or any entrepreneurial activity, and second was a greater need for education on the prerequisite technology skills.

I decided to change this and as a result, I decided to quit the corporate world and set up my own consulting firm – this is when FemTech Partners was born with the agenda "always



look to promote women in Fintech". FemTech Partner is a consulting firm headquartered in Singapore.

The firm specialises in Fintech and Financial Inclusion. The firm strives to achieve SDG's and works closely with development agencies in the UK, The firm promotes women in Fintech and mentors young female talent, with a clear goal of creating a platform that would give women the impetus to come forward and work in the fintech sector.

As part of my work in FemTech Partners, I mentor young women on a pro bono basis to help them to find opportunities in fintech.

I am the UNDP SDG Finance Expert and a Team Lead for the £1.2 billion Prosperity Fund (PF) for the SEA region. The fund is administered by the Foreign and Commonwealth and Development Office (FCDO) of the UK government.

The Prosperity fund aims to support

the inclusive economic growth needed to reduce poverty in SEA. The Fund's activities contribute to achieving the UN Sustainable Development Goals (SDG).

I work with financial regulators in Singapore, Malaysia, Vietnam, Philippines, Myanmar, Thailand and Indonesia. Additionally, we recently wrapped up a project with PYXERA Global alongside BlackRock on a social challenge on financial inclusion for foreign domestic workers in Singapore. I was also a Chevening Financial Services Fellow, 2017 and studied financial risk management at King's College, London.

It would be a lie if I say it was easy for me, with no prior experience of running a business and winging it alone, there was a fair amount of uncertainty and insecurities from the risks involved. But I chose to focus on what I did have rather than what I didn't.

The journey also required me to be a little thick skinned: I had to knock on



me wings to fly and encouraged me to try harder every time I failed - values I still abide by.

The Journey Of Neha Mehta, Founder of FemTech Partners -

I truly believe in setting my eyes on the goal and persistently work hard to achieve them, history is full of examples of women who surpassed their circumstances rather than waiting for the right time and opportunity. Respecting and following one's culture is important

finance began with an internship in Singapore which led to a full-time job after graduation but it wasn't easy. I had sent my CV to all the law firms and spent hours collating contact details.

During a field visit in Bangladesh to help women have better access to capital, 2019

I will describe myself as an explorer. I do not want myself and my work to be captivated by national boundaries. As a lawyer, I have

Reserve Bank of India (RBI).

In Singapore, as the Country Head for Alternative Investment Management Association (AIMA), I have worked closely with the Monetary Authority of Singapore (MAS) on the Registered Fund Management Companies (RFMC) regime. I later worked for Eurex Frankfurt AG, Deutsche Boerse Group in India.

In Amsterdam at the European Women in Technology, 2019.



all doors, grab at every opportunity, take full advantage of social media and actively seek mentors. But I held on to one strong belief through it all: that challenges come to those who are capable of overcoming them. With this spirit coupled with my potential and hard work all the way long I became one of Asia's 50 Most Influential Women in Renewable Energy, 2020, and even got featured in FinTech 50, 2019 and 2020.

Additionally, I was a recipient of the Nav Shakti Award at 11th National Women Excellence Award 2018, conferred by the Indo European Chamber of Small and Medium Enterprises (IECSME), for my contribution to female empowerment. A proud recipient of the British Chamber of Commerce 21st Annual Business Award for the UK Impact in Singapore 2020, FemTech Partners has been highly involved in bringing the UK and Singapore FinTech ecosystems.

I am listed in the inaugural Singapore 100 Women in Tech. "As a strong advocate of supporting women fintech entrepreneurs, being a part of inaugural Singapore's 100 Women in Tech List is especially meaningful for me.



Inspiring other women to enter the tech industry has always been at the heart of what I do, and I am honoured to be able to do so through this initiative."

Having spent 13 years in Finance, I can safely agree with the statement. I remember wearing a wedding ring in my early days to escape unwanted attention at social gatherings after work. A decade later and still single, I couldn't care less as I have learnt to be thick-skinned in situations that require me to be, capable of saying no, and set the boundary loud and clear.

As a person, I thrive on challenges, being in a minority doesn't bother me and I try to use it to my advantage. I set up FemTech Partners to help improve the skewed numbers. I landed in Finance by chance and continued with it as it gave me an opportunity to dabble with its different facets like hedge funds, private equity, venture capital and Fintech.

It has taken me on a ride that has

been rewarding and enriching. If I were to do it again, I wouldn't change anything. Fintech is constantly expanding to new heights, doing something new every day feels like the first day in school. My journey has given me the courage to fight the disparity and give my best.

I think it's important to take care of physical and emotional wellbeing to win any battle, so I start my day with meditation and set the intention to give my best and say yes to every opportunity no matter how small it seems. Be a rainbow in someone's cloud, it's true in Fintech and in all walks of life. I always tell myself, "What if I Fall? Oh but My Darling What if You Fly".

In my opinion Fintech is more 'fin' than 'tech' and we don't see the same level of female participation in areas such as blockchain, AI, robotics.

**Moving forward, I would like to continue my efforts post-COVID to help migrant workers in Singapore.**

**Regionally, I would like to help women go digital, especially SME business owners. I would also like to continue empowering women and youth through Fintech and help more women kick start their careers in the Fintech space.**

**To conclude, I strongly believe that the world is a better place with women in the workplace as they bring balance, they bring emotional intelligence and skill set that makes them unique, and most importantly they deserve to be successful.**

# HEAVEN AND HELL

## The day-to-day struggles of a leadership position



## DR. RAUL VILLAMARIN RODRIGUEZ

Dean, School of Business, Woxsen University  
Quantum AI | European Commission

1. Listen. Listen to people's responses to your ideas, plans, and opinions. Listen more than you talk. Listen to a broad range of people, not just to those who agree with you. Probe to find out why they think or feel the way they do. Assume that everyone has something important to say. If you hear the same things

(people's views of you) from everyone around you - staff, volunteers, Board, participants, people from other organizations or groups yours works with - anyone you work with in any way. As with listening, if you hear the same thing from a lot of different sources, it's probably true. Act on it. All the feedback

chances are that the answer lies somewhere in between these extremes, but it probably should be closer to the calm and good feeling side. Even if you're involved in a battle with the forces of evil, you can foster calm in yourself and those you work with. At the same time, your group could be on top of the world, and you and your colleagues could still be climbing the walls if that's the kind of atmosphere you create.

Another question to ask is whether the people you work with are happy and enthusiastic. If you're meeting their needs, the chances are they will be. If you're insensitive and impatient, if you play favorites, if you're disengaged from them and from the cause, or if you're downright nasty, they'll probably wish they were somewhere else. Taking a look around will tell you a lot about what - and how - you're doing as a leader.

4. Reach out for help in facing internal challenges. Most of us find it difficult to change entirely on our own. A psychotherapist, a good friend, a perceptive colleague, or a trusted clergyman might be able to help you gain perspective on issues that you find hard to face. Many people find meditation or some form of self-discovery helpful in understanding themselves and in getting through change. Don't feel you have to do it all on your own.

**Challenges stemming from the nature of the leadership role**

A leadership position brings with it unique demands. Leaders can be looked on as authority figures, as saviors, as fixers of things that are broken, as spiritual guides, as mentors, as models, as inspirers,

as teachers...in short, they may be seen however others choose to see them. This in itself carries a set of challenges, in addition to those posed by what all leaders indeed have to do in order to keep things going. Some of the issues that leaders have to cope with specifically because they're leaders are:

- Keeping an eye on, and communicating, the vision. As the guardian of a group's vision, it's up to the leader to remind everyone of what that vision is, to keep it in mind in everything the group or organization does, to protect it from funders or others who would try to change it...and to make sure it does change, if necessary, with changes in circumstances, the needs of the target population, or the available information.

That means not being distracted from the bigger picture by day-to-day issues (even as those issues are addressed and resolved). It also means not substituting another, lesser goal (getting enough funding to start a specific program, for instance) that may be contrary to the true vision of the organization.

- Keeping the everyday under control while you continue to pursue the vision. You can't maintain the vision without making sure that there's paper in the printer, that you understand the legal implications of an action you plan to take, that people know what they're supposed to be doing on a given day, that there's enough cash in the bank to meet payroll, and that there's someone there to answer the phone, to pay the bills, and to look for funding.

These aren't necessarily all things a leader has to do herself (although there are certainly



organizations where that's what happens), but she's responsible for making sure they get done, and that things run smoothly. No matter how transformative she is, no leader can accomplish much if the infrastructure doesn't work.

- Setting an example. If you want others in the group to show mutual respect, to work hard, to embrace the vision and mission of the organization, to include everyone in their thinking and decisions, you have to start by doing those things yourself, and behaving in the ways you want others to behave.

A leader who yells at people, consults no one, and assumes his word is law will intentionally or unintentionally train everyone else in the group to be the same way. A leader who acts collaboratively and inclusively will create an organization that functions similarly.

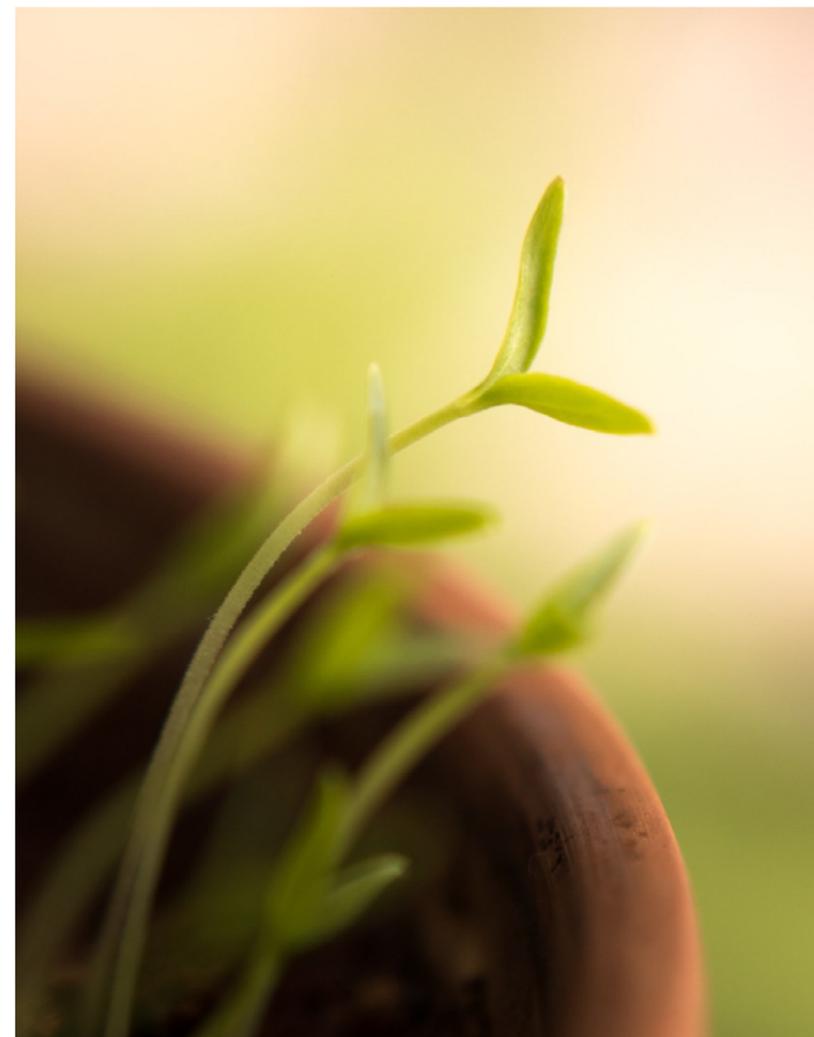
- Maintaining effectiveness over time. One of the hardest lessons

of leadership is that you're never done. No matter how well things go, no matter how successful your group or organization or initiative is - unless it's aimed at accomplishing a very specific, time-limited goal - you have to keep at it forever.

Even if you get a bill passed or manage to get money for your cause included in the state budget, you have to work to maintain your gains. If you're running a community intervention, you have to recruit participants, refine your methods, do community outreach, and raise funds... indefinitely.

Maintaining effectiveness is a matter both of monitoring what you do and working to improve it, and of keeping up enthusiasm for the work within the group. It's part of the leader's role to maintain his own enthusiasm and drive, and to communicate and transfer them to others.

- Avoiding burnout. This is a



from a number of different and diverse sources, you should at least consider the possibility that they're accurate. If they're about things you do that you can change, you might give it a try.

2. Ask for 360-degree feedback... and use it. This is feedback

in the world won't do you any good unless you do something with it.

3. Look at what's going on around you. Are you the center of controversy and chaos? Or do calm and good feeling seem to reside wherever you do? The



challenge not only for leaders, because a burned out leader can affect the workings of a whole organization. Leader burnout is a product of being overwhelmed by the workload, the frustrations, the stress, and the time demands of the position, multiplied by the number of years spent in it. It can reach a point where the leader no longer cares about the vision, the work of the group, or anything but when he can go home.

By that point, the rest of the group is likely to be struggling, feeling rudderless and uncertain. It's crucial that leaders learn to recognize the signs of burnout and - depending on where they are in their lives and a number of other factors - either find ways to renew their commitment or leave.

- Finding support. Clichés often become clichés because they're

true. It is lonely at the top, largely because a good leader tries to make things go smoothly enough that others aren't aware of the amount of work she's doing. The leader may have no one to share her concerns with, and may have to find her own satisfaction, because others don't recognize the amount and nature of her contribution. The buck may stop with her, but where then does she unburden herself? As mentioned earlier, leaders are human. They need support and comfort as much as anyone else, and it's important that they find it.

Coping with challenges stemming from the nature of the leadership role

So how can you continue to be a leader and also continue to be a functioning human being? There are things you can do to retain both your sanity and your competency.

1. Create mechanisms to revisit your vision. Hold occasional meetings and at-least-yearly retreats to discuss vision and renew commitment. These will serve both to review the vision to see if it still resonates (and to rework it if necessary), and to renew your and others' purpose and pursuit of it. They'll help to remind you of why you're doing this in the first place, give you an opportunity to work on group solidarity, and - ideally - leave you feeling refreshed and ready to carry on.
2. Share the burden. Surround yourself with good people who share your vision. If you can find others who are competent and committed to whom you can delegate some of the tasks of leadership, it will both remove pressure from you, and make your group stronger. One of the greatest mistakes a leader can make is to be threatened by

others' abilities. In fact, sharing responsibility with capable people makes all of you more effective, and strengthens your leadership.

Having competent people to depend on also means that you can develop systems and know they'll work. Organizational maintenance becomes much easier, and you have more time to devote to the actual pursuit of your vision.

3. Find an individual or group with whom you can discuss the realities of leadership. In many communities, some heads of organizations meet on a regular basis to talk about the difficulties and rewards of their situations with others who truly understand. Some such arrangement can be a valuable hedge against burnout, and can also help you gain insight into how you function as a leader. It can introduce you to alternative

ways of doing things, as well as giving you a chance to vent, and to realize you're not alone.

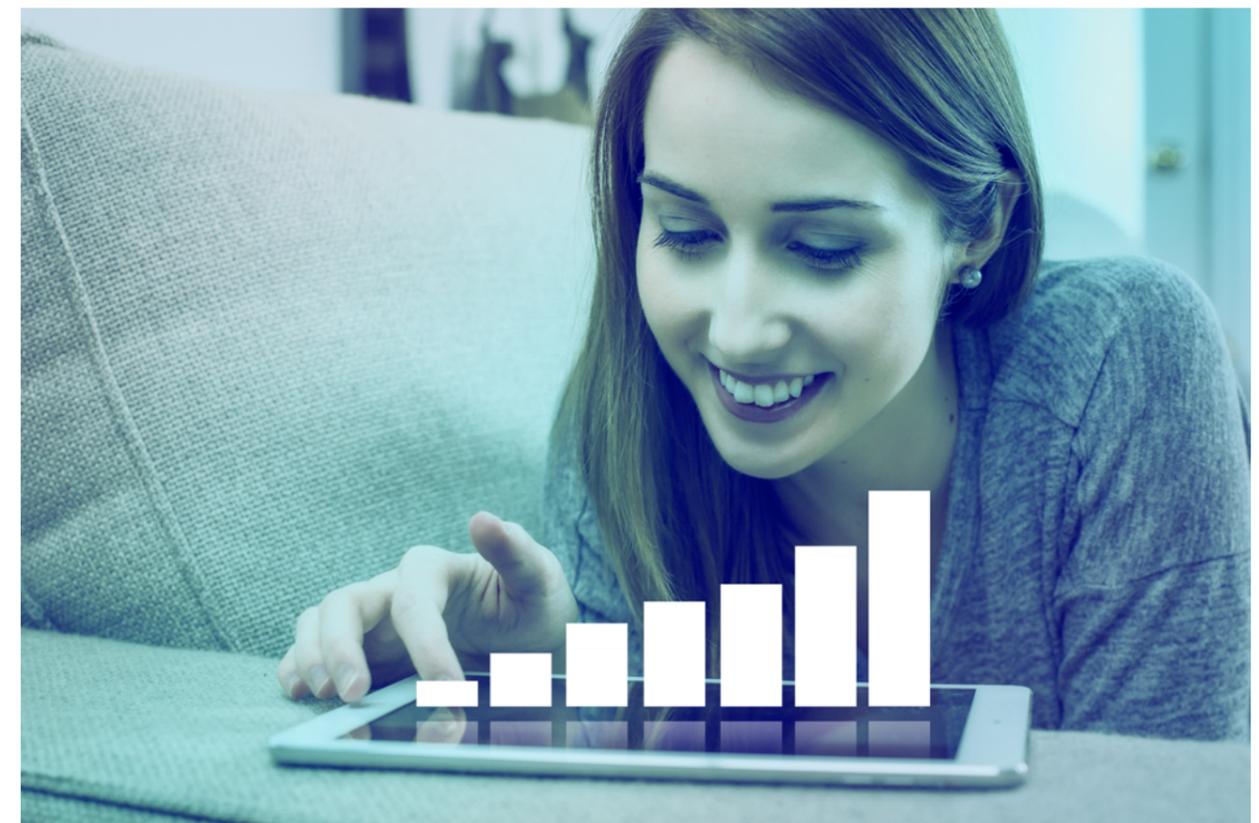
4. Make sure you have personal time. The founder and director of a prominent think tank once went seven years without a day off - including Sundays. That's 2,557 straight days of work. (That includes two leap year days, for those of you doing the math.) Even if that doesn't cause burnout, it's not good for your creativity or your understanding of the world. Everything becomes work or related to work: the world holds no other reality, and leadership becomes all you do.

In order to maintain perspective and to keep yourself fresh, you need to take time away from being a leader, and away from your organization or initiative. It's important to have an activity that gets you away from your daily concerns, and to take days off from time to time. Some

people meditate every day, others play music regularly, and others participate in sports or fitness activities.

Your getaway doesn't have to be an everyday thing, but it should be something you love and look forward to, and it should be frequent and regular. It may be as simple as taking a walk with your kids for an hour every evening - whatever it is that relaxes your mind and feeds your soul. Rather than detracting from your effectiveness, your time off will increase it.

Depending upon how you approach it, leadership can be a hard and lonely road, or an exciting and collaborative trip to a new place. The more, and more useful, strategies you can find to cope with its challenges, the better leader you'll be.



# How Leaders can succeed in a GLOBAL economic CRISIS



No one knew it was coming. No astrologer, no finance expert, no company, no country predicted or warned the world of the massive global economic crisis 2020 would bring.

Suddenly, the share market crashed, people began losing jobs overnight, and company executives were told to conserve the company's cash if the financial contagion spread.

The production rate at every company was slowing; sales were collapsing, many businesses were forced to shut down their warehouses and vertices.

In 2020, as I continued my executive coaching, most of the leaders I was talking with were either deeply worried or scared. Every executive I met asked me two critical questions -How bad is it now? How bad could it get? The answers were grim. A pandemic hit the world- yes, a real pandemic, the Co-vid 19 that swept the world by panic as people began to lose confidence in themselves, in their company, and everything around them. No one had ever seen such a vortex before in the

## Payal Nanjiani

**Globally Acclaimed Leadership Expert, Renowned Leadership Speaker,  
Executive Coach , New York Award Winning Author , Trained IM+ to perform  
like world-class leaders.**

**India**





toward grabbing opportunities and serving customers in different ways.

What differentiates these few leaders from the majority? Why do some leaders emerge as game-changers amid any crisis? It's because these are the leaders who are in the leadership game to win.

There is a difference between just being in the leadership game and playing to win. Those who are in the game to simply play, are very concerned about their paycheck and job security. This group of leaders fear taking risks and are overly cautious. Most individuals involved in the corporate roles view the game as a "I win you lose" proposition. Most of us are playing the wrong game, working purely to position ourselves for a promotion.

Those leaders who play to win do whatever is necessary to move things forward. They're not reckless but proactive. Instead, they make the call that they fear and have that

business world. Some experts said it would take a year for the global economy to revive; others said it would take up to five.

However, I also found leaders who

had begun to quickly re-shape their business and themselves to carry on through whatever hard time lay ahead. They were making rapid and new changes. They were preparing for growth and getting ready to enter new markets. Some are moving faster

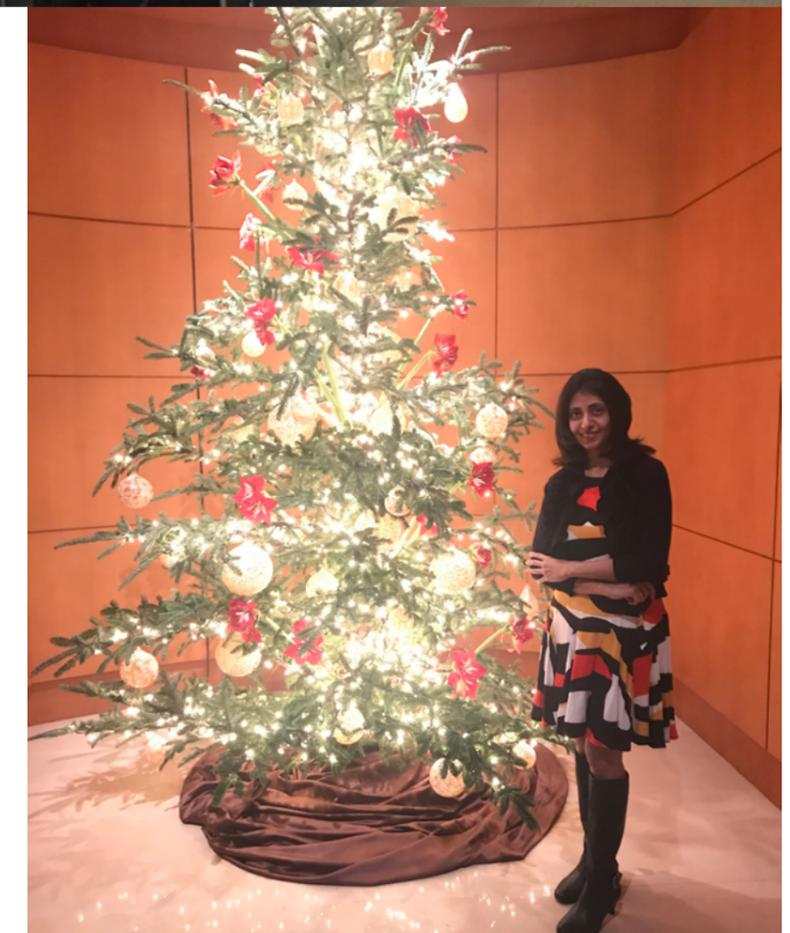


difficult conversation. They deal with the tricky issues that may put your outcomes at risk if things go south on you.

For you to emerge as a game-changer, you must know how to win the leadership game. Very few leaders wake up each morning with the will to win. Organizations need to train their people to play to win, no matter what. They must realize that winning has nothing to do with power, status quo, position, or corporate politics.

Winning is purely about being relentless and moving ahead in the game by focusing on your improvement and the well-being of others. Winning is about having faith in yourself and your abilities. It's about being anti-fragile and continuing playing the game with a will to win regardless of the economy or circumstance the business world goes through.

When hit by any business or



Payal Nanjiani is a top leadership speaker, executive coach and a globally acclaimed leadership expert.

She is the CEO and founder of Success Within Leadership, dedicated to developing transformed leaders across all levels in the organizations.



economic crisis, the immediate challenge is to act quickly and decisively to prepare for the worst possible scenario. This means many leaders will have to bring about a huge change, a massive transformation in themselves. The question is, how many are ready to bring about this transformation

in themselves? This readiness to transform is not simple. It takes effort, discipline, consistency, and is why we see few wins the leadership game every time.

Crisis shows the state of leadership inside the organization. At all levels, there's no shortage of raw talent. Companies are short on the quantity and quality of what I call – 'transformed leaders'. We need to move beyond traditional leadership development practices to transformed leadership practices where people believe in their innate quality to lead. Only then can we see more people at every level of the organization deliver the best results, no matter what. It is then that every organization will succeed, and every individual will win at their game.

The rules of business are changing. The game is evolving with speed. New markets are emerging. A new generation of workforce is entering the game. One cannot play the new leadership game with old rules and competencies. Working with some great leaders has shown me how a leader can move with agility, speed, and flexibility to revamp the organization when faced with a business crisis. A leader's decisive and bold actions and their rapid and insightful response to crisis demonstrated the value of speed and serenity in setting a new course for their company.

What are the new rules and competencies? How do we play and win the leadership game every



time? Many of the people playing the leadership game from the mid of the pyramid believe that their skill, talent, and hard work will get them to the top. And this thinking gets them more than often stuck where they are. It takes them years to move ahead in the direction they wish to. They become like a rat in the wheel, moving but getting to nowhere.

As work and organizations have become more fluid, strategy is no longer about planning years ahead. It's all about sensing and seizing new opportunities and adapting to a constantly changing environment, you require a new and different playbook that helps you win your game. The immediate and most pressing challenge for a CEO today is to act quickly and decisively, and to prepare for the worst-possible scenario. They need to make decisions quicker than ever and in a

very volatile business environment.

Here are a few questions to ask yourself and your teams so you know how to play to win.

1. What does winning the game mean to you?
2. Where will you play?
3. Do you have a winning strategy?
4. In what areas do you want to win?
5. Why do you want to win?

**Imagine if every single day you woke up to win the leadership game. Then at the end of each day, you find yourself full of energy, newly inspired to deliver more, and freshly**

**committed to what brought you into the corporate world in the first place. Wouldn't it be an amazing feeling to be a part of something larger than yourself, to make a difference, and to live a purposeful life while earning a great living?**



# Prof. Syed Hasan

Finance is a discipline, whose apprehension is craved for by all the people who are earning. Because it deals with proliferation of money. Governments use this science for maximization of public benefit called "Public Finance", Individuals apply this science to maximise their return called "Personal Finance" and Corporates, in the process of achieving their objectives called "Corporate Finance".

Though Finance is a vast discipline branching into several sub-disciplines on the basis of one or more parameters, the present discussion is restricted to the branch of Investment. To study this branch, we need to understand micro-economics which is pivoted on demand and supply of goods.

Fast growing economies lead to higher incomes. High income leads to large amounts of money demanding the limited produce which leads to inflation.

## CHANGING DYNAMICS: Finance TO FINTECH



or more parameters, the present discussion is restricted to the branch of Investment. To study this branch, we need to understand micro-economics which is pivoted on demand and supply of goods.

Fast growing economies lead to higher incomes. High income leads to large amounts of money demanding the limited produce which leads to inflation.

To check the inflation, people of the economy must be diverted and encouraged towards investing in banks for which the general interest rates are raised in the economy. But, banks are not the only place of investment. If there is more prospect in the stock markets, people tend to go there.

The circular flow on money shows that households provide Factors of Production to the firms for production. Firms pay the consideration for them. For simplicity, let us consider the labour that has been provided by the households and Firm needs to pay wages for this. Assume that

there is a hindrance in the supply of materials which shall increase the material cost and thereby reduces the total production due to the budget constraints. To recover this, the burden is passed on to the final consumer. This rise in the price level is called Cost-Push inflation.

The workers are again a part of the households and demand the goods. Therefore, to beat the inflation there is need for investment that grows the money that we have.

So, the point of this discussion is that people tend to search for places that grow their money and it is as congenial as the food for a being. This has led to the development of Investment advisory services.

The skill in the whole discipline is to forelock the time. The best guess of what the value of investment is going to be in the future and thereby bringing to the current day, using appropriate discounting factor, so as to evaluate the investment has lot many uncertain aspects than we can expect or imagine.

Investment in securities, as many people think is not a gamble. It is backed by the sciences like Mathematics and particularly Statistics. Uncertainty and Statistics exist at one place as the latter studies about the former and gives the best choice.

Traditional Investment is only investment in banks where the risk is almost zero. This trend is prominent in India, some years back, as there are a lot many people who are struggling to save. As a prudent person, they think of investing in the assets that give consistent and constant returns. To support this, there is 1992 scam which turned the whole scenario upside down.

Uncertainty seemed to be a nightmare and an abyss for the people under these traditional methods. There is another gathering of investors, which is well-to-do and can face uncertainties, however has learnt, as time passed, that interest in equity can see the bipolar results like filling up the pockets and evaporating the whole investment in no time.

The severe experience over a period has caused this financial backer to understand that it is wiser to avoid equity. You can't persuade a financial backer to contribute for long-term, if the profits are bad.

Until 1995, the Bombay stock Exchange was an open-floor. There is no timely information about the alternate investment opportunities. Not exaggerating, there were very less number of people who know what stocks are in past days.

#### Advancements in Finance – FinTech Companies

Finance as a discipline, has separated itself from the field of Economics and emerged from 1940s with contributions from Financial Scientists like Markowitz (Modern Portfolio Theory), Tobin, Sharpe, Treynor, Black, and Scholes (Black Scholes Model of Option Pricing) and this list is not exhaustive.

This has made the investment a science. To say an example, the more diversified a portfolio is, the lesser the specific risk which was put forward by Modern Portfolio theory which was a breakthrough. As discussed earlier, a general rise in GDP leaves high incomes. A surge in the income levels of the people demanded more Financial Services.

The untouched area that can improve the Financial Services is increasing its pace of action by infusing technology that can give the detailed prediction of stock movements based on a humanly-impossible past sets of data, by having the alternate investment opportunities, by analysing the happenings across the globe that have indirect but significant effect and what not.

This has sown the seeds for Fintech companies. FinTech companies have changed the face of the Finance. They added up more dynamism to

the existing and inherent dynamism that the discipline itself has. Besides this stock market, FinTech has evolved in constructing advances programmes in Banking Sector that can identify the patterns of withdrawals and deposits which, when observed over a long-time can give the idea of existence of Money-laundering

The computerization across the Financial Sector has brought a far-reaching changes. For example, in 1994 NSE was handling 2 orders a second. This increased to 60 orders a second in 2001. Today National Stock Exchange has the capacity to process 1,60,000 orders per second, with unchallenging ability to scale up at short notice on demand.

Financial trading got intensified with information technology. Information needed for the investor or trader are being given to them taking no time and impeccably. Software is readily



### Prof. Syed Hasan

Program Chair of MBA Financial Services|  
Area Chair of Finance| School of Business,  
Woxsen University  
Hyderabad, Telangana, India

Professor Syed Hasan Jafar has over 11 Year of Experience in the field of Finance and worked as a Research Analyst, Corporate trainer. He comes on several national media channel as a financial expert for sharing his view on financial market. His areas of expertise are Security Analysis, Corporate Finance, Equity and Derivative Research and Wealth management. He conducted more than 50 Investor awareness programs across the country and awarded best Research Analyst several times.

giving the required information and analysis to aid the technical analysts with charts, moving averages,

Support and Resistance, Relative Strength Index (RSI) etc. A normal day trader can enjoy by being completely informed. A list of what he/she can do can fascinate us especially when we are observing the transition from traditional systems to the current system of Finance.

For a simple day trader, Ideal stop loss levels are being calculated and are being suggested to the investor reflecting real time conditions. Pre-set prices help the investor to execute the order at the exact desired time. Top losers and Gainers are shown to the trader to enable him to alter his portfolio.

Today Finance implies Finance with Technology. Finance was a limited subject as substantial part of it needed complex statistical models. But technology has made it simple enough.

It would be worthy to note here that there are people who made lots of fortune just by technical analysis which involves Moving Averages of different time periods, the Stochastic Oscillator that act as signals for changes in the momentum so as to give the indication of the further behaviour of the price of the scrip etc.

FinTech Framework

As all the players in an economy, FinTech companies cannot exist in isolation. They are possible with –

1. Sound Academic Curriculum and related support – Universities with strong Finance curriculum can act as nidus point for qualitative FinTech companies.

The curriculum must be affluent with Conceptual and Applied Finance, Mathematics, Statistics

and Computer Programming which, in disciplinary lingo of Technology, is called as Artificial Intelligence and Machine Learning. Strong Evaluation must based on the application of the knowledge and extension of logic must be introduced so as to ooze out candidates with high caliber and standard.

This involves creation of programmes that collaborate the technology-focused academic programmes and the Finance related aspects that can yield the best user-experience. Universities extension is not limited to imparting of the knowledge but also creating spaces which act as incubation centers that create platforms for sharing ideas with the seed investors. This can free up the lengthy process of making and application to those investors and getting approval. This culture is comparatively low in India considering the size of youth.

2. Government and Legal Structure – Government has the responsibility to support the FinTech startup companies with incentives, funding. Besides this, the Statutory and Regulatory framework



must be strengthened so as to bring a balance between the legitimacy and length of time for approval.

This encourages the mushrooming up of this FinTech companies by reducing red-tapism. The support also includes improving infrastructure. The legal framework related to interfaces, transactions must be strong and concrete enough so as to prevent any frauds. In India, there are schemes for the startups which are available at <https://www.startupindia.gov.in/content/sih/en/government-schemes.html>

Indian Scenario

As the tagline “Unity in Diversity”, India is branching into several heterogeneous aspects of Financial Services. The leap is two-folded i.e., both regarding solid development of existing monetary administrations firms and new elements entering the market.

Though Banking sector sits on the top, others being NBFCs, Co-operatives etc. are gradually showing significant percentage that is growing at a healthy rate.

A report from MEDICI has shown that India has seen a rise of about 1,216

FinTech companies between 2014-2015. The current number of startups is around 2,174 in this country. The segment-wise breakup is

As of November 2020, Assets Under Management (AUM) under the ambit of the business of Mutual Funds remained at Rs. 30 lakh crore (US\$ 407.39 billion). Inflow into these fund schemes by means of the Systematic Investment Plan (SIP) course achieved Rs. 82,453 crore (US\$ 11.70 billion) in 2019. Mutual Fund - Equity Segment enlisted a net inflow of Rs. 8.04 trillion (US\$ 114.06 billion) by end of December 2019.

Milestones include recording of around 2.07 billion transactions, by October 2020 in UPI which are of worth around 3.9 crores. The following is the graph of Assets of Mutual Fund under Management (AUM)

Venture Capital investments ballooned to US\$ 3.6 billion in Q2 of 2020-21 from US\$ 1.5 billion in the previous quarter, One of the primary push being the Flipkart deal. There are other advancements to discuss including development of Atma Nirbhar Agents New Business Digital Application (ANANDA) by LIC.

**India is on its way of becoming one of the largest financial hubs in the world. The mobile wallet business is predicted to grow at a CAGR of around 150 percent<sup>2</sup>. Sound infrastructure with infallible legal framework will act as a lubricant to the growth of Financial Services sector which is highly complexly and interconnected.**

# BUSINESS WOMAN ALONE FOR ALL!

## SIR PROF. Milan Krajnc

Psychotherapist,  
an expert in solving the challenges that arise  
from the interaction of different personality  
types within a company or organisation. I am  
trained for personal advising, psychology,  
marketing, negotiation and lobbying at  
organisations of any size and scope, from local  
to national levels.



A gentleman appeared at the door, holding a lighter with a cigar-blade in his hand... And he said, "My wife forgot to bring it to you." I looked at him in a strange way, because I could not tell from his voice and expression whether it was a visit with a positive purpose or a reckoning...

But I knew immediately that he was the husband of the lady who brought me the Cubans. However, the tips of his lips were pointing upwards and not pressed together, which meant that he was relaxed and I could only expect a positive conversation.

"Thank you," I replied. "Will we have a smoke?"

"Is not it too early?" he asked me.

"The clock is not important for a cigar, it is important for our well-being, we must not get tired of it, because then it will make us even more tired, but we must be relaxed in order to relax. "Cigars are not smoked out of necessity, but for pleasure..."

He just smiled.

"Have you ever smoked cigars?" I asked him. "I have tried something," he replied.

"You see, a cigar is not smoked, but tasted... You draw the smoke into your mouth and concentrate it at the base of the tongue and then slowly lower it to the end of the tongue, where all the sensors are located, and taste the beauty of the cigar. Every cigar has its own story, and based on the taste you try to get an idea of that story."

When I saw how he listened to me attentively, I continued: "Actually a cigar is like a woman. When you are with her, you have to take your time and be 100% present with her. Then you feel her and she will feel you. Every woman is a special story, every woman is unique and your wife is special, you have to be with her as if she was the only one in the world, nobody should interest you, only her, and you have to

let her know that. Like a cigar when you pull her inside and feel her whole being. And then you slowly enjoy the taste. When the smoke slowly blows out of your mouth, you feel as if a woman looks into your eyes and wants you only because you are completely devoted to her..."

"Now I had a picture of my wife before me... You know, I took it exactly the same way last time. The last time she came from you, she looked at me more eagerly than ever before, she awakened a kind of originality in me, I felt like a perfect man. I did not even know I had that in me. It was heavenly... But then it passed and I could not evoke that feeling anymore. That is why I am with you. My wife and I talked late into the night about her expedition to you and Dr. Fears. She's very different, and now I am afraid she's gonna leave. In fact she is now exactly as I always wished she would be, now she has become my dream woman. But the fear in me, which is just being born, comes precisely from the fact that I am not strong enough for it. I do not want to destroy her, I want her to live a full life and me with her. That night, I felt fulfilled forever... I was no longer interested in anything else, only this feeling that was awakened in her by her gaze. She's like that every day now... and I was only a fraction of the time. I want that feeling to be there all the time."

"So we will learn first on a cigar, I will teach you how to smoke a cigar properly to get that feeling. But you have to be aware that this feeling is inside you and that we have to awaken it. Apparently, somewhere he's sleeping soundly, very soundly. And despite the fact that your wife has it all the time now, she cannot give you this feeling, because then you will pump out her energy and she will not allow it anymore."

"Yeah, I know, you just reversed it..."

"No, I did not turn her around, she just became independent, just the way she wants to be, she does not fit in with anyone anymore and she's become a woman. But I can help you to awaken the man inside you and stand up straight next to her so that you will be her support and her protection."

"Yes, I do... But not because of her, but

**When I concentrated on describing the pain, he waved his hand that it was an insignificant matter, that he cared much more about his relationship with his wife.**



because of myself, because I cannot live like this anymore, I am tired. You know, when we met 20 years ago, I was very successful in all areas and she just looked, I helped her in all areas and she grew... And then one day, I do not even know when, she for everybody, and I myself was dripping somewhere far behind her. I also knew that it would not go on like this for much longer, but at the same time I did not know what to do. I lost myself, I no longer felt like a man at all. At home I was only good at taking out the garbage.

And when she started to approach you and slowly change, I was in a very bad mood at first. I thought she had a lover, on the one hand I gave it to her because nothing came out of me, and on the other hand I could not let it happen because after all I am her husband. So I followed her once and found her walking towards you. It was easier for me, but at the same time my pride was hurt to ask another man for advice. Well, after you sent her to the doctor, it was easier for me to... But I still did not do anything, I just sat there and went round and round... I really do not know yet, that is why I am here."

"When did you first feel lost?" I asked him. "I think very shortly after the wedding, when I started the company and the first child was born at the same time. Namely, I very quickly equated my personal goal with my business goal. But the woman's attention was focused on the child. Then I began to seek the attention of customers and employees, and I was less and less present at home or in the company. I was no longer at home at all..."

I interrupted him: "We will not deal with the past any more. Let's see what we can do now. If you want to take a train to go forward with your wife, we need to speed things up a bit, which does not mean that we are looking for immediate solutions, because then we will not take any basic steps, but perhaps simply use more powerful tools. We will add intense sport. Because the most important thing

is to get the body back in shape, because only then will the brain have enough oxygen to absorb it faster. But before you start training, I'd rather have you see Dr Fears..."

"Do you think I need a gynecological exam too?"

"No", I laughed, "Dr Fear is basically a doctor who deals with hormones that are similar in men and women but in different proportions. She will tell you what you basically need and in what direction you need to develop in order to be in balance. So first she will send you to different tests to find out where the different physiological limits are, what you can and cannot do..."

Slowly the first hour of the conversation passed and the cigar was slowly coming to an end... "Do you know that I want to live as slowly and as pleurably as I smoked this cigar?"

"I have already called Dr Fears and she has confirmed your appointment for tomorrow at 9.00am."

Dr. Fear sent him to the lab first.

A 56-year-old man came in for an examination. My job was to check the level of each hormone in his body and to assess his general physical health.

As I entered the infirmary, I discovered a slightly plump, middle-aged redheaded man. He seemed to be worried...

We began to talk about how he was feeling, what his day looked like, what his physical condition was or if he was taking medication. At first he was a little reluctant to talk, but then he relaxed and started telling stories about his life.

He is employed as a businessman, he spends many hours a day. The job does not leave him much free time, and he and his wife are also

quite estranged, so he usually eats outdoors; he eats one meal a day with his family, late in the evening.

By the way, he mentions that for some months, maybe less than a year, he has noticed that he has occasional chest pains. He associates them with too much effort, worries, with an enchanted, dissatisfied life. Pain usually occurs in the evening, when he is tense and tired from all day long, when he is under great physical strain (after a long walk up the hill, carrying heavy loads, running, etc.) or when things upset or annoy him very much.

For these pains he takes Lekadol or two, occasionally Nalgesin, the pain is relieved a little but does not disappear completely. It only disappears after rest.

When I concentrated on describing the pain, he waved his hand that it was an insignificant matter, that he cared much more about his relationship with his wife. I would

in the area of the chin or the left arm, sometimes even between the shoulder blades.

At the same time he becomes ill for a moment, his way is closed, but when he calms down, the symptoms gradually disappear, so he does not want to put too much weight on them.

I was concerned about everything he told me. When I suspected a heart disease called angina pectoris (chest pain that worsens on exertion) I referred the patient to a cardiologist.

Given his current state of mind and the fact that his relationship with his wife was being treated with the gentleman's increased physical activity, I agreed to the examination as a matter of priority. He received "very quickly" a referral with an urgency rating.

The cardiologist examined the gentleman, measured his blood pressure, performed an

the cardiologist also determined the corresponding contraction of the heart muscle, and a worse contraction of the lower heart wall was indicated.

The stress tests had to be terminated prematurely. As the stress escalated, chest pain began to appear and the ECG began to show changes associated with poor blood flow to the heart muscle. Due to the latter, the patient underwent coronary angiography within a few days, which showed a significant narrowing of one of the three main vessels that supply the heart.

is important that you strengthen your body. You can go to the gym with me tomorrow afternoon and I will introduce you to my trainer, with whom I mainly work on body coordination, by teaching me various martial arts techniques. This is how I perceive my body, because every movement of my body is like every decision I make. If I know my body well, then I also know the decisions I make and I know where their limits are and I can stand firmly behind them."

We met with the instructor an hour before the training or before the

deeper into a darker side of my life. I remember that my wife and I enjoyed it very much in the beginning, especially she often mentioned that she felt safe with me, but this feeling of security was my pride in the beginning...

But then I felt more and more like her father, and she too began to treat me as if she had found in me her father, whom she had never had. Maybe I have in it my mother, who was absent all the time... "I interrupted him slowly, putting my hand on his shoulder:" We will not talk about the past anymore: "I said.

Library of  Milan Krajnc  
Academician prof. dr. MILAN KRAJNC, psychotherapist



ECG, donated blood for laboratory tests that might indicate damage to the heart muscle (troponin, proBNP), performed an ultrasound examination of the heart, and referred the patient for stress testing.

The values of the laboratory indicators of heart disease were consistent with negative predictions. The ECG did not show any fresh damage to the heart muscle, only changes indicating a thickening of the heart muscle (most likely due to increased arterial pressure). On the ultrasound of the heart,

Immediately after this finding, a therapeutic procedure was performed, namely the insertion of a vascular splint into a constricted vessel.

After the procedure, the gentleman received preventive medication to stop the atherosclerotic process in his veins (around the heart and elsewhere) and recommended a Mediterranean diet and a natural, relaxed lifestyle with lots of exercise.

"Based on the results, I should not put too much strain on you, so it

first meeting, which will be more informative so that we can see from his results in which direction his physical activity can develop.

He came smiling and said that his wife's cigar technique had borne fruit and that they both woke up in the morning. "Well, me more than her, because she has been reborn for a long time," he said quickly.

"You know, I am aware of everything I have done wrong, but I have experienced different upheavals in very different phases of my life, which have only made me delve

Slowly the coach came towards us and we went to the gym together. I explained to him that he has heart problems and should not exert himself too much, so some stretching and balance exercises would be best for him, but above all it is important that he knows how his body works and why every muscle is important.

The trainer did not look at us for long, but invited us to a special room where he said that we would first do exercises to warm up the body and stretch it slowly. "And maybe join me in the starting group of Brazilian martial arts jiu-jitsu, which



I have every Tuesday and Thursday at 6pm. That way we can work on stretching the body three times a week and twice a week on balance. It is very important in life to know your body, and by showing you how to control your energy, how to keep and redirect it with your body, you become masters of yourself.

Brazilian Jiu-Jitsu is a mixture of boxing and Jiu-Jitsu, with which we can draw a parallel to Judo, which we know better. In Jiu-Jitsu you learn to use the energy of your opponent, not to put pressure on yourself, but to use his energy/pressure for your success. This is very important in the business world, because as a fighter you are an entrepreneur, you are always on your guard. It is important that you do not dedicate your energy to fighting, but to use the energy of the opponent, as Newton's third law says, but no, Milan? "Practice. "Boxing will give you enough self-awareness, because you will know exactly how to direct your energy, so we will do all this in combination, you will not fight, you will learn the techniques slowly, so that you know exactly what is happening in your body. to have a certain reaction in the business world or in everyday life. Namely that the energies in sports or in business are exactly the same and, yes, Milan, also in nature...

Well, in this way you will become aware of your energy and know how to react to a certain energy that is coming towards you. " And so we gathered experience in Brazilian Jiu-Jitsu every Tuesday and Thursday. When we met Friday morning in my office and his wife came from time to time, both of them were more and more satisfied as they talked to each other more and more, they got to know themselves more and more deeply... In the meantime, Dr Fear reports that his results are suddenly better, that the heart defect is no longer so visible and that this sport has obviously strengthened his heart muscle and not just other muscles.

And at the last session he says: "Hmmm, in three months I have improved my quality of life and at the same time my relationship with everyone incredibly with the help of sport. But now I still find that I smoke a cigar better than my wife. Do you recommend a book about women, I mean the female erogenous zones? "

"It's different for every woman, you will find out most when you talk to your wife... Dr. can tell you more. Fear, which is directly involved in this work, can also give you advice on how your wife is, what she needs... You know, I cannot just ask your wife, "What do you like? And so I referred

him back to the Primaries of Fear, who just turns green when I send her any client, because she never knows what question they will come to her with.

Since they already knew each other well, he was quite direct, since I could not write her, of course, for what purpose I had sent him to her. "Dr. Fears, you know, I know that Mr. Krajnc did not write why I came, but men cannot learn this anywhere, basically nobody explains anything about women, we learn something from adult films... and then you women are dissatisfied.

So I am interested in something about the erogenous zones of women, how can I satisfy my wife better? "Assistant Dr. Her fears just fell off the chair, she was out of breath..." A G. Krajnc just sent you? "... Yes, he said that you know these zones best, but you can give me some advice for my wife, because you have already got to know them from all sides. "You know, Mr. Krajnc taught me how to smoke cigars and said it was like smoking a woman's cigarette, and it really is... I addressed my wife in the same way, and she blossomed... But I want to keep it, so she can enjoy it even more. "

"You know, my dear... You know how to satisfy your wife more and more, but not because Mr. Krajnc showed you how to smoke a cigar, but because you feel it more and more.

But just so you know, you are the first one who asked me this at some point in my whole career, so congratulations, and I should have taught you this in primary school and banned these films, otherwise I will not do it, but I'll show you what to look out for, especially with your wife... "And before him, the image of a woman's body appeared

too little knowledge about ourselves and our needs, so that we then act on the basis of social patterns or expectations rather than on the basis of their feelings. This does not mean that each individual has to shut up and deal with himself, but above all that he has to talk about his feelings. Above all, you need to be aware that not everything you talk about is sacred, but that it is only about discovering current situations, because when you discover yourself, your expectations and feelings also change.

Law oz. a lifelong partnership is not something natural, as people unite naturally only for the sake of the human race, which is a period of up to 9 years, as long as the child has to form his or her character, and then in principle each partner could continue on their way. However, society has changed in a different



on the computer... "Uffffff... It's complicated, I'll never learn, that is all science..." "Therefore I advise you to talk to your wife more and more, because this way you will feel better for each other and you will learn the most about her if you ask her directly what suits her best.

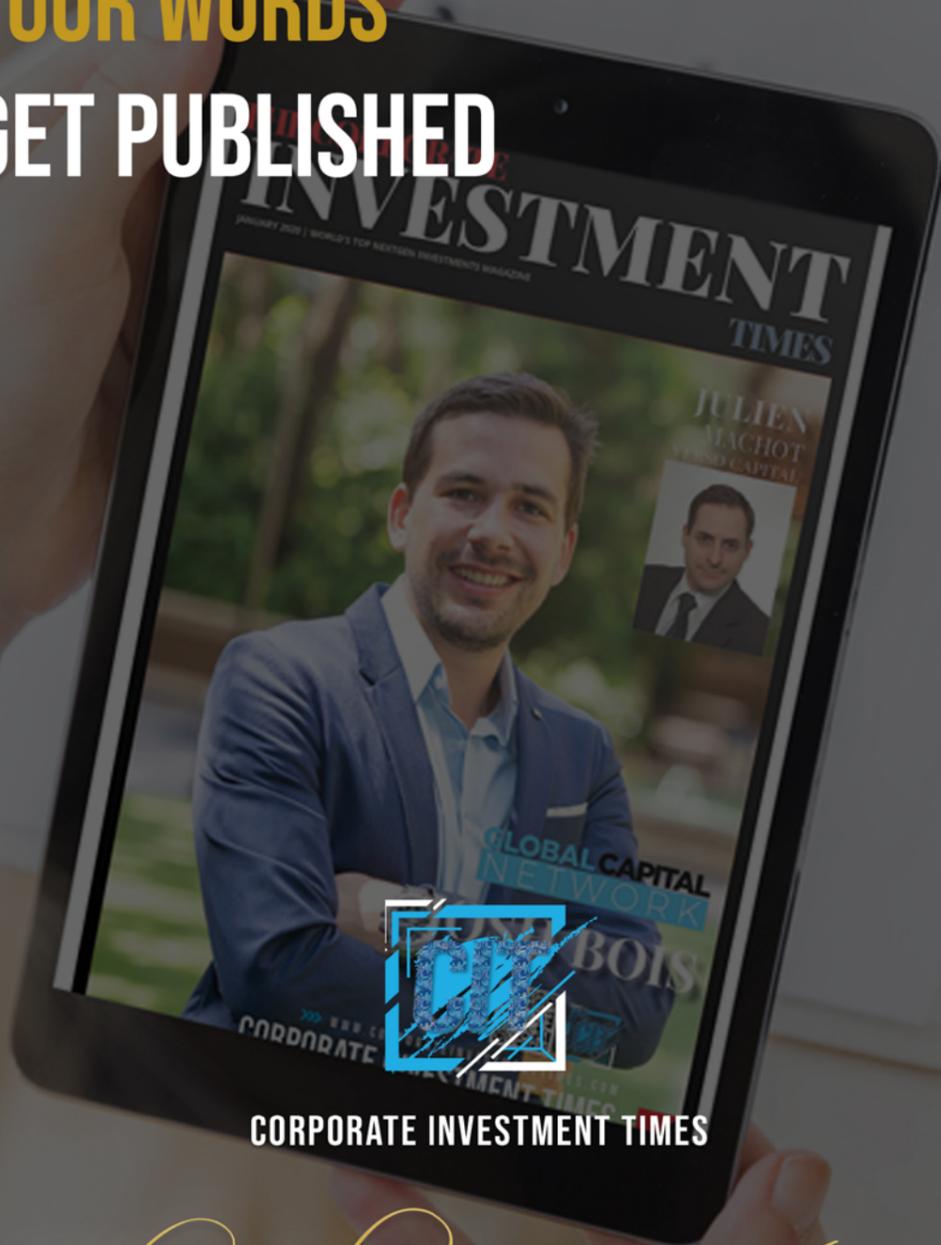
The biggest problem in a marriage, in a relationship between two partners, is communication. Too often the partners tell each other what they want and what they expect from each other. One of the reasons for this is

That is why it is important to emphasize in conversations: "I feel now because of...". The conversation is not the only way to work on yourself, it is only about making a connection between the partners and deepening the relationship.

way and there is nothing wrong with someone staying together for their whole life.

However, it is not a matter of course that we stay together forever. We must be aware that men conquer and women seduce, and this must be present every day.

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