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*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.*



2023  
NOVEMBER

# Sales with Empathy

## The Key to Unlocking Hearts and Wallets

# MARCUS PARADE

Let's ignite our future: Spreading Insights,  
Supporting Success, Giving Wings to our Aspirations  
**Germany**

In today's fast-paced, highly competitive sales environment, the archaic image of sales as a pushy, numbers-driven grind is being swiftly replaced. The most successful sales professionals understand that empathy is the secret ingredient.

This subtle yet powerful skill transforms routine interactions into meaningful exchanges, creating a scenario where customers, salespeople, and businesses all win. This article delves deep into the art of empathetic selling, exploring its nuances, benefits, and strategies.

*the Marketeer*

#KINDNESS, #MARKETING, #INNOVATION, #COMMUNICATION, AND #SUSTAINABILITY

### The Science of Empathy in Sales

Empathy, often mistaken as mere sympathy or kindness, is actually a complex skill involving understanding others' emotions and perspectives. It's the ability to put oneself in another's shoes, an invaluable trait in sales. Research suggests that empathy can lead to better customer relationships, increased sales, and higher customer satisfaction.

A study by the Sales Executive Council found that sales professionals labeled as "relationship builders" - those who excel in empathy - are top performers in complex sales environments. Another research by Gallup demonstrated that companies with higher customer engagement scores enjoy a 20% increase in sales.

#### Authenticity: The Heart of Empathy

Our instinctual 'truth sensor' can effortlessly detect insincerity, a protective mechanism ingrained in our psyche. A phony smile, a scripted pitch, or a disingenuous gesture can be recognized instantly by customers. Authenticity, therefore, is key. When salespeople are genuinely empathetic, they build trust and rapport, which are foundational to successful sales relationships.

#### Real-World Examples of Empathetic Selling

- **Retail Sales:** A shoe salesperson notices a customer's discomfort in high heels and suggests a stylish yet comfortable alternative. The result? A happy customer and a sale that feels more like a caring gesture.
- **Technology Solutions:** An observant clerk in a tech store recommends a phone with ample storage to a music lover, showing an understanding of the

customer's unique needs.

- **Automotive Industry:** A car salesperson, by focusing on a customer's lifestyle rather than just the features of a car, can recommend a vehicle that matches the customer's aspirations and practical requirements.
- **Real Estate:** A real estate agent, recognizing a young family's needs, emphasizes the safety and comfort of a



home rather than its luxury features.

These examples highlight how empathy can lead to sales that are not just transactions but solutions to the customers' needs.

#### The Strategic Benefits of Empathy in Sales

1. **Building Trust:** Empathetic interactions lead to trust, a crucial element in customer relationships. A study by HubSpot revealed that 81% of

consumers trust recommendations from family and friends over those from companies. Empathetic salespeople are more likely to earn such trust and subsequent referrals.

2. **Creating Enjoyable Experiences:** Sales processes become more enjoyable for both parties when empathy is involved. This can turn routine sales into positive interactions

solutions that genuinely address the customer's needs.

5. **Higher Conversion Rates:** Empathetic interactions often lead to higher conversion rates, as customers feel their needs are being met with understanding and respect.

#### Embracing the Empathetic Mindset



that customers look forward to.

3. **Tailoring the Message:** Sales professionals skilled in empathy are better at adjusting their communication style to match the customer's needs and pain points.
4. **Effective Problem-Solving:** Understanding the customer's viewpoint allows salespeople to offer

Treating customers as friends rather than transactions leads to a transformation in sales results and job satisfaction. It's about forming connections that last well beyond the sale. This approach not only benefits sales figures but also enriches the salesperson's professional experience.

#### The Multifaceted Impact of Empathy in

**Sales**

Incorporating empathy into sales strategies transcends traditional transactional approaches. For customers, it means engaging with sales representatives who genuinely listen and respond to their needs. For sales professionals, empathy is more than a skill - it's an asset that elevates their role from mere transaction facilitators to trusted advisors.

**Building a Sustainable Business through Empathy**

Empathy in sales is a driving force behind sustainable growth. It leads to repeat business and referrals, both of which are invaluable for long-term success. Moreover, an empathetic approach fosters a positive work environment, reducing conflicts and improving team dynamics.

**Empathy in the Digital Age**

In an era where digital communication is prevalent, empathy remains a key differentiator. A study by PwC found that 59% of global consumers feel companies have lost touch with the human element of customer experience. Sales professionals who can bridge this digital gap with empathy stand out and build stronger customer relationships.

**Empathy Training for Sales Teams**

Recognizing the importance of empathy, many organizations are now investing in empathy training for their sales teams. This training involves teaching active listening, emotional intelligence, and communication skills tailored to understanding and addressing customer needs.

**The Future of Empathetic Selling**

Looking ahead, empathetic selling is poised to become even more crucial. As AI and

automation take over routine tasks, the human touch becomes a unique selling



proposition. Sales professionals who excel in empathy will be invaluable in creating and maintaining customer relationships.

In conclusion, the role of empathy in sales transcends mere customer engagement; it represents a fundamental shift in how businesses approach their relationships with customers. As we've explored, empathy in sales is not just about understanding and responding to customer needs; it's a holistic approach that benefits all stakeholders in the sales process.

**For Customers: A New Era of Engagement**

Empathy transforms the customer experience from transactional to relational. In an age where customers are bombarded

# MARCUS PARADE

Let's ignite our future: Spreading Insights, Supporting Success, Giving Wings to our Aspirations  
**Germany**

Coming from the picturesque city of Düsseldorf, Germany, I was privileged to spend an enriching four years in the heart of Silicon Valley, Palo Alto, California. After completing my foundational education in Düsseldorf, I embarked on an MBA journey at the prestigious Schiller University in Heidelberg, where my love for international business took root.

My professional journey has taken me to dynamic cities worldwide, from the economic hubs of Düsseldorf and Frankfurt to the bustling centers of Sao Paulo and Mumbai. Within the exhibition industry, I've delved deep into multiple business sectors, consistently aiming to bridge enterprises and individuals for symbiotic success.

Driven by a zeal for innovation and ingenious problem-solving, I excel in delivering resource-efficient solutions, underscored by my acumen in sales, marketing, and event orchestration for Messe Frankfurt Exhibition GmbH. My expertise predominantly lies in International Sales, Marketing, and Business Development as well as a good portion of creativity and I am unwaveringly committed to keeping abreast of transformative market trends.

Beyond the corporate realm, my interests encompass photography, art, global exploration, and cherishing moments with loved ones. My pen often finds its muse in writing, and nature serves as my sanctuary, be it mountainous terrains, snowy escapades, or the tranquil depths of the sea.

Open dialogue and collaboration are principles I hold dear. I warmly invite you to connect with me for any inquiries or collaborative prospects. Let us embrace the winds of change for game changing topics and subscribe to my free monthly newsletter "Innovative Topics on Fire"



with choices, they increasingly gravitate towards brands that offer a personalized, understanding approach. Empathy in sales leads to deeper customer commitment, resulting in enhanced loyalty and brand advocacy. Customers are more likely to return to a brand that makes them feel understood and valued, a sentiment that transcends the quality of the products or services offered.

#### For Sales Professionals: Beyond Selling

For sales professionals, empathy is a powerful tool that extends their role beyond the boundaries of traditional selling. By genuinely understanding and anticipating customer needs, salespeople can tailor their offerings more effectively.

This leads to not only higher conversion rates but also a more fulfilling professional experience. Empathetic engagement with customers enriches the sales experience, fostering a sense of professional growth and satisfaction. Salespeople who practice empathy develop robust interpersonal skills, which are invaluable in all professional and personal interactions.

#### For Businesses: Sustainable Growth and Brand Image

From a business perspective, empathy in sales is integral to sustainable growth and success. Trust and loyalty built through empathetic interactions lead to repeat business and positive word-of-mouth referrals, both of which are invaluable assets for long-term success.

Additionally, empathy contributes to building a positive brand image, essential in today's

competitive market. A brand renowned for its empathetic and customer-centric approach is more likely to attract and retain customers, standing out in a crowded marketplace.

#### Empathy in Organizational Culture and Ethics

Moreover, empathy influences organizational culture and ethics. It fosters a workplace environment that values understanding and collaboration, leading to improved employee morale and reduced conflict. Teams that operate with an empathetic mindset are more cohesive, supportive, and innovative. This not only leads to better performance but also

contributes to a healthier, more enjoyable work environment.

#### Empathy and Technological Advancements

In an era increasingly dominated by technology, empathy becomes even more critical. As AI and automated systems handle more of the routine aspects of sales, the human element – the empathetic connection – becomes a key differentiator. Brands that can combine technological efficiency with empathetic human interaction will set themselves apart in the digital age.

#### Empathy and Globalization

As businesses expand globally, empathy also plays a crucial role in understanding diverse customer bases. It allows sales teams to navigate cultural differences and tailor their approach to suit varied customer preferences and expectations. This cultural sensitivity is crucial in building global brand loyalty and reputation.

#### Empathy as a Leadership Trait

Empathy is also emerging as a vital trait for business leaders. Leaders who demonstrate empathy are better equipped to understand their employees, leading to more effective management and decision-making. This leadership style contributes to a more engaged and motivated workforce, driving organizational success.

#### Empathy as a Strategic Business Tool

Empathy should be viewed not just as a soft skill but as a strategic business tool. Its integration into sales strategies should be deliberate and thoughtful, with ongoing training and reinforcement. Businesses that invest in

developing empathy in their sales teams are investing in their future success.

#### The Future of Empathetic Selling

Looking to the future, empathetic selling will likely become even more central to business success. As customer expectations evolve and the demand for personalized experiences grows, empathy will be key to meeting these new challenges. Businesses that embrace empathetic selling will not only thrive in terms of sales performance but will also contribute to a more ethical, customer-centric business landscape.

In sum, empathy in sales is not merely a beneficial approach but a necessary strategy in today's business world. It offers a comprehensive range of advantages – from building lasting customer relationships and enhancing sales performance to fostering personal growth among staff and establishing a strong, reputable brand.

As we move forward, empathy stands out as an indispensable factor in differentiating a brand and securing its long-term success in a customer-focused marketplace. This holistic approach, centered on

*the Marketeer*

understanding and meeting the deeper needs of customers, is what will define the leading brands of the future.

# The Cornerstone of CEO Success

## A Robust Talent Assessment and Development Strategy

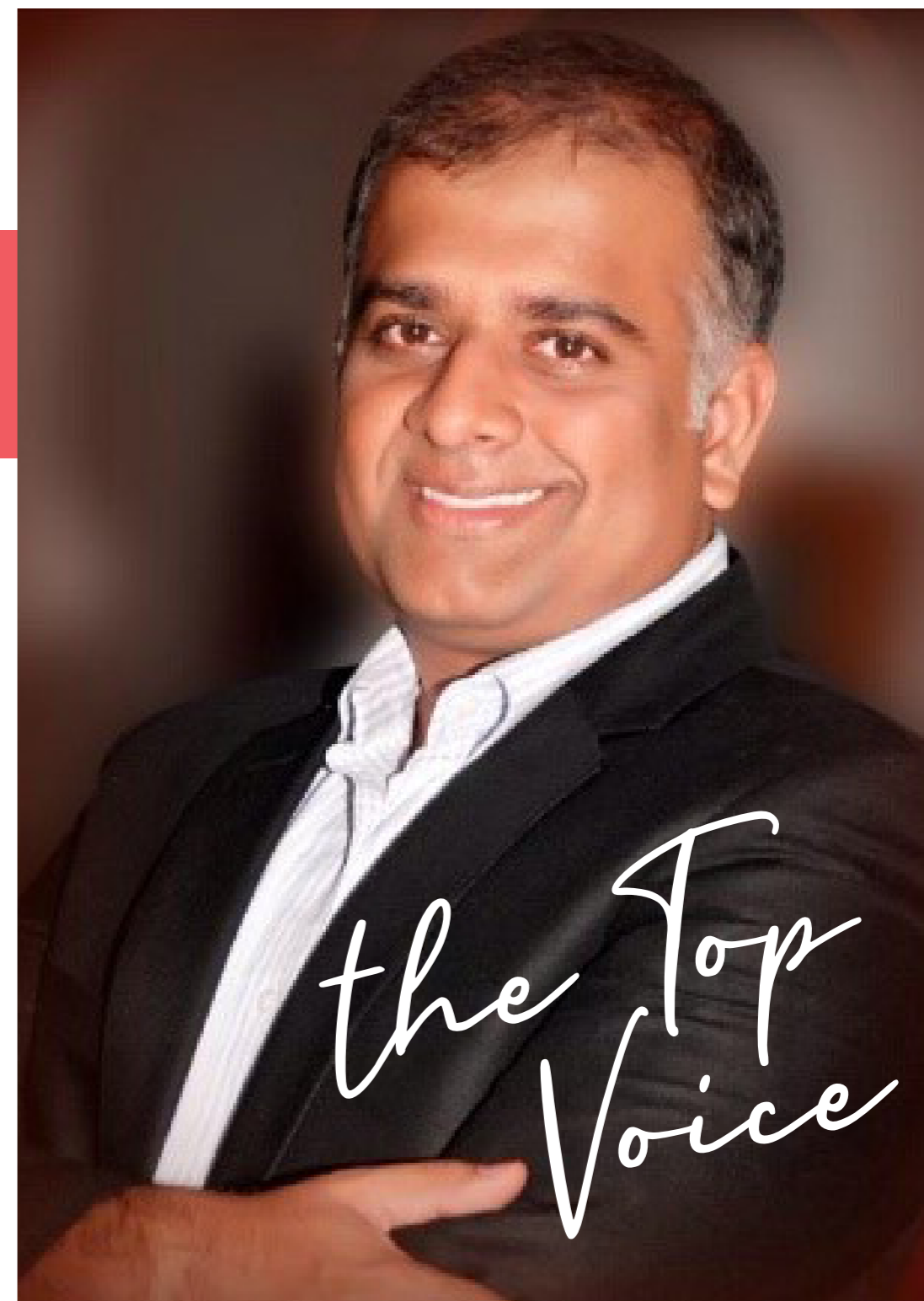
# DR. KARTIK BHAVSAR

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In today's dynamic business world, CEOs play a pivotal role in steering organizations towards success and growth. But hidden beneath their achievements lies a crucial foundation often overlooked - the organization's talent assessment and development strategy.

Why is it important to have a well-thought-out talent assessment and development process? Exceptional leadership is in high demand, with succession planning and leadership pipeline management becoming critical challenges. The future of any enterprise relies on the readiness of its talent to step into high-level roles, be it due to retirements, attrition, promotions, or expansion.



#CAREER, #GROWTH, #SUCCESS, #LEADERSHIP, AND #TECHTRANSITIONS

But it's not just about accelerating development. It's also about engaging and retaining talent for the long-term. Join us as we explore the world of talent assessment and development, distinguishing between various talent levels within organizations. We'll uncover strategies to elevate underperforming employees, enhance the skills of those content in their roles, and prepare high-potential talent for leadership positions. Discover the vital role of a well-defined talent assessment and development strategy in the journey to CEO success, where leadership quality throughout the organization is paramount.

### The Four Distinct Talent Categories

In every organization, the workforce is a diverse combination of skills, experiences, and ambitions. To unlock its full potential, it's crucial to categorize employees based



not only on their performance but also their potential. When you do that, these four groups emerge:

1. **Underperformers:** A small portion of the workforce falls here, not meeting performance expectations. Talent management focuses on performance improvement, addressing root causes, and offering growth opportunities.
2. **Role-Growers:** The majority fit here, content and skilled in their current roles. Talent management enhances their skills and optimizes performance, providing stability.
3. **Promotable Talent:** About 5-10% show potential for advancement, excelling in performance and seeking greater responsibilities. Identifying and nurturing them is crucial, using tools like psychometric assessments.
4. **High-Potential Talent:** The cream of the crop, comprising 3-5%, with high cognitive ability, exceptional versatility, and a thirst for growth. They are the future leaders, and identifying them is imperative. Tools like psychometric and 360-degree feedback assessments help uncover their strengths and areas for development.

Understanding these categories is foundational to effective talent management. Each group requires a tailored approach to nurture and grow. In the following sections, we'll focus specifically on high-potential talent.

### The High-Potential Talent

In the workforce, recognizing and investing in exceptional individuals is paramount, especially those falling into the high-potential category. This select group, often the top 3% to 5%, possesses distinct attributes that set them apart. Understanding these attributes is vital

for organizations striving for growth in a competitive landscape.

- **Cognitive Ability:** High-potential talent boasts exceptional cognitive abilities. They are quick learners with the intellectual firepower to grasp complex concepts swiftly. Their analytical prowess and decision-making skills benefit any organization. They not only adapt to change but also drive it, using their intellect to navigate challenges effectively.
- **Versatility:** Versatility is their hallmark. These individuals are remarkably flexible and adaptable, excelling in dynamic environments with constant change. Whether it's shifting market dynamics, new technologies, or unforeseen crises, high-potential individuals remain poised and productive. Their versatility allows them to pivot swiftly and maintain a high-performance level.
- **Growth Aspirations:** Their insatiable appetite for growth and challenge is their most distinguishing trait. They don't settle for career advancement; they actively seek it. These individuals constantly look for opportunities to expand their skillsets, take on more responsibilities, and assume leadership roles. Their ambition goes beyond personal gain; it's deeply rooted in contributing significantly to the organization's success.

A Harvard Business Review article by Tomas Chamorro-Premuzic, Seymor Adler, and Robert B. Kaiser (2017) highlights a compelling connection between high-potential talent and organizational output. According to the authors:

- The top 1% account for 10% of

organizational output.

- The top 5% account for 25% of organizational output.
- The top 20% account for 80% of organizational output.

This underscores the disproportionate impact of high-potential individuals on an organization's success. High-potential talent is not merely an asset; it's a competitive advantage. These individuals possess the cognitive firepower to drive innovation, the versatility to navigate complex business landscapes, and the motivation to continually push boundaries. They represent the future leaders of the organization and play a pivotal role in shaping its strategic direction.

### Identifying High-Potential Talent

Discovering high-potential talent within your organization is like finding hidden gems. It requires insightful tools and a deep understanding of what sets these individuals apart. In this section, we'll explore the methodologies and assessments that play a pivotal role in this crucial task.

Unearthing high-potential talent often begins with psychometric assessments. These assessments delve deep into an individual's personality traits and drivers. Let's delve into the significance of some of the notable options.

- **Hogan Personality Assessments.** Hogan Personality Assessments, particularly the Leadership Forecast Series, offer a comprehensive view of a leader's performance capabilities, challenges, and core drivers. These assessments are invaluable for succession planning and leadership development, providing leaders with



deep insights into their strengths, potential derailers, core values, motivators, and even potential unconscious biases that influence their leadership style. By revealing how others perceive their behaviors and overall leadership performance, these assessments empower leaders with strategic self-awareness. With this newfound awareness, leaders can leverage their strengths, address performance risks, and create a

option worth exploring – the PerSight Development assessment. Grounded in the Big 5 personality framework, PerSight Development delves into personality facets directly applicable to workplace dynamics. Use PerSight Development assessment as a fundamental competency evaluation, assessing five key personality dimensions essential for effective workplace interactions.

Dr. Kartik Bhavsar is a certified executive coach with a Ph.D. in Industrial and Organizational psychology. His vast experiences consist of leadership development, team effectiveness, career coaching, and talent assessment.

Dr. Bhavsar holds certifications in Hogan Personality Assessments, Korn Ferry Leadership Solution, and Profiles International, among others.

With over 18 years of experience collaborating with leaders across various industries to unlock their potential and deliver exceptional outcomes, Dr. Bhavsar is dedicated to shaping a world where leadership is a force for good. Connect with him on LinkedIn to embark on this journey together.

positive team culture based on their values. In essence, Hogan Personality Assessments lead to more effective leadership, informed talent decisions, improved performance, and reduced turnover by identifying and nurturing top performers.

- PerSight Development Assessment. For CEOs seeking a streamlined and cost-efficient assessment that maintains reliability and validity, there's another

- Korn Ferry Leadership Assessments. Korn Ferry Leadership Assessments go beyond measuring traits and drivers; they dive deep into competencies and behaviors, providing a comprehensive evaluation of an individual's leadership capabilities. These assessments not only identify leadership potential but also assess the readiness and fit of individuals for higher leadership roles across various organizational levels. By focusing on potential and fit, Korn

Ferry's assessments help organizations pinpoint individuals who have the capacity to grow into more challenging positions and ensure that they possess the necessary skillset and personality

traits to excel in key leadership positions.

Alongside psychometric assessments, organizations can leverage behavioral 360-degree feedback assessments, such as the Kaiser Leadership Solution's Leadership Versatility Index (LVI). These assessments provide valuable insights by collecting feedback from peers, subordinates, supervisors, and self-assessment. Specifically, the 360-degree feedback process offers a well-rounded perspective on an individual's leadership style, communication, and interpersonal skills. It reveals how others perceive their performance, highlighting areas for improvement and confirming strengths.

Identifying high-potential talent through a combination of psychometric and 360-degree assessments is a comprehensive approach. It allows organizations to pinpoint individuals with the behavioral traits, drivers, competencies, and alignment with organizational values needed for leadership. However, identification is just the first step; the subsequent sections will delve into strategies for nurturing and retaining high-potential talent, ensuring they become the driving force behind your organization's success.

#### Crafting an Accelerated Development Plan

Recognizing high-potential talent is just the beginning. To harness their full potential, organizations must invest in their growth and development. This involves crafting tailored development plans that align with their career aspirations

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and organizational goals. It means providing them with challenging assignments, leadership opportunities, mentoring, and targeted training to accelerate their proficiency.

An accelerated development plan comprises the following key elements to enhance leadership capabilities:

- **Goal Setting.** Clear goals and milestones provide direction and motivation towards specific leadership roles or responsibilities.
- **Experiential Learning.** Stretch assignments, cross-functional projects, and exposure to diverse roles broaden perspectives and acquire new skills.
- **Coaching and Mentoring.** Pairing individuals with mentors or executive coaches accelerates development by offering guidance and feedback.
- **Formal Training.** Structured programs and workshops cover leadership competencies such as strategic thinking and decision-making.
- **Feedback and Assessment.** Regular feedback, including 360-degree assessments, builds self-awareness and identifies areas for improvement.

#### Examples of Successful Programs

Several organizations have implemented successful accelerated development programs. Here are three notable

*the Top Voice*  
examples:

1. **General Electric's (GE) Leadership Development Program.** Early identification and exposure to various business units, roles, and geographies produce leaders driving innovation and growth.
2. **IBM's Corporate Service Corps.** Assignments in emerging markets develop leadership skills while addressing global challenges.
3. **Procter & Gamble's (P&G) "Leadership Academy".** Combines experiential learning, mentorship, and formal training to develop leaders taking on pivotal roles.

Tailored accelerated development plans empower high-potential talent to become agile, forward-thinking leaders ready to navigate complex business landscapes. By incorporating experiential learning, coaching, training, and feedback, organizations cultivate leaders poised to tackle future challenges.

#### Effective Communication and Valuing High-Potential Talent

Open communication with high-potential talent is crucial for their development and retention. In this section, we'll explore why open dialogue matters and strategies for showing appreciation, building trust, and investing in their growth.

##### The Power of Open Communication

Transparent communication with high-potential talent is a strategic necessity, not just a nicety. First, listening to and respecting high-potential individuals builds trust in the organization's leadership, enhancing their commitment and engagement. Second, clear communication about expectations, opportunities, and career paths reduces uncertainty and ambiguity, ensuring high-potential

talent knows what lies ahead. Lastly, open dialogue aligns the aspirations and career goals of high-potential talent with the organization's strategic objectives, benefiting both the individual and the company.

#### Strategies for Conveying Appreciation

Demonstrating appreciation for high-potential talent involves tangible actions that convey their value. Here are 3 strategies to convey appreciation:

1. **Recognition and Acknowledgment.** Regularly acknowledge their contributions and achievements, highlighting their impact on projects, teams, and the organization.
2. **Investment in Growth.** Communicate the organization's commitment to investing in their growth, including financial support for further education, leadership development programs, and challenging assignments.
3. **Career Path Planning.** Engage in career path discussions that show genuine interest in their long-term development, providing a roadmap outlining potential roles, responsibilities, and milestones.

#### Cultivating a Culture of Excellence and Innovation

Nurturing high-potential talent elevates the entire organizational culture. First, their commitment to excellence becomes contagious, setting high standards for themselves and others, driving continuous improvement. Second, encourage them to bring fresh perspectives and innovative ideas, recognizing and rewarding their contributions. Third, their success serves as inspiration to the broader workforce, demonstrating that dedication and hard work are recognized and rewarded.



Finally, as they progress in their careers, high-potential individuals become key candidates for leadership roles, ensuring a healthy pipeline of leaders ready for critical positions. In conclusion, open communication and valuing high-potential talent are not just HR practices; they are integral to an organization's long-term success. By fostering a culture of trust, appreciation, and growth investment, organizations nurture agile, innovative leaders who drive excellence and innovation across the board.

#### High-Potential Talent and Succession Planning: A Strategic Imperative

This final section explores the vital link between developing high-potential talent and long-term succession planning, illustrating how it ensures organizational stability and growth.

##### The Strategic Imperative of Succession Planning

Succession planning goes beyond a mere HR task; it's a strategic necessity for organizations seeking long-term success for four reasons:

1. In a dynamic business environment, unexpected disruptions can happen at any time. A pool of well-prepared, high-potential talent ensures the organization can weather leadership changes and crises.
2. Successful leaders embody an organization's values, culture, and strategic vision. Effective succession planning ensures these essential elements persist during leadership transitions.
3. Leadership transitions can disrupt operations, whether due to retirement, attrition, or promotions. Succession planning minimizes this disruption by having capable leaders ready for key roles.
4. High-potential individuals, when given opportunities to grow and excel, become a driving force for organizational growth. Their versatility, innovation, and dedication propel the company forward.

### High-Potential Talent as Successors

High-potential talent is a natural fit for succession planning. Their unique attributes, such as cognitive ability, versatility, and growth aspirations, make them ideal candidates for leadership roles. Here's how this connection unfolds:

- **Proven Track Record.** High-potential individuals have often demonstrated their capabilities through consistent high performance. They've earned their place as successors through their dedication and results.
- **Alignment with Organizational Goals.** These individuals are not just high achievers; they're aligned with the organization's mission and values. Their

leadership will steer the company in the desired direction.

- **Cultural Continuity.** High-potential talent, nurtured within the organization, understand and embody its culture. Their leadership ensures cultural continuity during transitions.
- **Innovation and Adaptability.** As leaders, high-potential individuals bring their versatility and innovation to the forefront. They navigate change effectively, keeping the organization agile in the face of challenges.
- **Development Investment Payoff.** Organizations that invest in the development of high-potential talent see a substantial return on investment when these individuals assume leadership roles. Their accelerated growth equates to accelerated results.

### The Ripple Effect

Effective succession planning has a ripple effect throughout the organization:

- **Employee Morale:** A clear path for leadership transitions boosts employee morale and confidence in the company's future.
- **Talent Attraction:** A commitment to nurturing and promoting talent attracts ambitious individuals who seek growth opportunities, positioning the organization as an employer of choice.
- **Stakeholder Confidence:** Investors, customers, and partners gain confidence in an organization with a well-thought-out succession plan, translating into continued support.
- **Organizational Resilience:** The ability to transition leadership seamlessly, even in turbulent times, strengthens the organization's resilience and

adaptability.

In conclusion, succession planning isn't just an HR task; it's a strategic move that shapes an organization's future. By identifying, nurturing, and promoting high-potential talent, organizations ensure stability during leadership transitions and set the stage for sustained growth and excellence.

### Conclusion

As we conclude our exploration of the significance of talent assessment and development for CEOs, let's recap the key takeaways that underscore the paramount importance of this strategic imperative. Throughout this article, we've underscored the critical role of talent assessment and development in organizational success. It's not just about routine HR practice; it's about shaping the future of your organization. We've delved into the four distinct talent categories within the workforce, emphasizing the need to recognize and distinguish them. Understanding these categories forms the cornerstone of effective talent management.

High-potential talent, the cream of the crop, possesses exceptional attributes that directly impact organizational output, as evidenced by HBR research. Their cognitive prowess, versatility, and relentless pursuit of growth set them apart as the future leaders who will drive your organization's success. Psychometric assessments and behavioral 360-degree feedback assessments have been highlighted as invaluable tools for identifying and nurturing high-potential talent. These assessments provide the insights needed to make informed talent decisions and cultivate top performers.

We've also detailed the components of an effective accelerated development plan, showcasing how tailored approaches empower high-potential talent to become agile, forward-thinking leaders capable of navigating complex business landscapes.

Open communication and the value placed on high-potential talent were emphasized as key drivers of a culture of excellence. When you invest in and recognize these individuals, they, in turn, inspire excellence in others.

Finally, we've established the vital connection between the development of high-potential talent and long-term succession planning. Your organization's stability and growth depend on a pool of well-prepared leaders ready to step into key roles at a moment's notice. Now, the imperative for CEOs is clear: embrace talent assessment and development as a strategic imperative. It's not just an investment; it's a commitment to sustainable growth and innovation. By prioritizing high-potential talent, you ensure your organization remains agile and competitive in an ever-evolving business landscape.

So, here's our call to action: Take proactive steps to identify, develop, and nurture high-potential talent within your organization. Effective talent assessment and development can propel your organization to new heights, ensuring it stands out and thrives in an increasingly competitive world.

In the words of a wise leader, "The best investment you can make is in your people." As you prioritize talent assessment and development, you're not only investing in individuals; you're investing in the future success of your organization.

# The City of Gold: Dubai

## A Spectacular Investment Opportunity

ALINA  
TKACHENKO

Luxury Property Consultant  
Dubai, United Arab Emirates

Dubai, often referred to as the "City of Gold," is a place where dreams come to life, and the world's finest innovations blend seamlessly with rich traditions. It's a destination where modernity meets tradition and ambition takes the form of breathtaking skyscrapers and world-class real estate.

In this article, we will delve into the extraordinary real estate opportunities in Dubai and why it's a must-visit city.

*the Knight in  
Business*

The Magic of Dubai Dubai's rise to prominence as a global metropolis has been nothing short of miraculous. It has transformed into a sprawling cosmopolitan city that stands as a testament to human achievement.

It has become a destination for travelers and investors alike, and its real estate market is a key player in this transformation. Iconic Skyscrapers: Dubai boasts some of the world's most iconic skyscrapers, including the Burj Khalifa, the tallest building on the planet, and the Burj Al Arab, a luxury hotel that redefines opulence.

These architectural marvels make Dubai's skyline one of the most recognized and celebrated globally. Luxury Living: Dubai's real estate offers a wide array of luxury properties, from beachfront villas to high-end penthouses with stunning views. These properties cater to the most discerning tastes, providing unparalleled comfort and style.

Economic Prosperity: Dubai's economy has been booming, thanks to strategic investments in various sectors, including technology, finance, and tourism. This prosperity has created an environment conducive to real estate investment, both for residential and commercial properties.

Diverse Culture: Dubai is a melting pot of cultures, with a population that hails from around the world. This diversity ensures a rich tapestry of traditions, cuisines, and lifestyles, making it a dynamic and exciting place to live or invest.

Why Invest in Dubai Real Estate? Dubai's real estate market presents an array of compelling reasons to invest, which include:

**High Rental Yields:** The rental yields in Dubai are attractive, making it a profitable option for investors. The rental market is robust, providing consistent returns on investment.

**Tax Benefits:** Dubai's tax-free environment is one of the key attractions for international investors. With no income tax or capital gains tax, you can retain more of your earnings.

**Regulatory Reforms:** The government of Dubai has introduced numerous regulatory reforms to safeguard investors and increase transparency in the real estate market, creating a more secure investment environment.

**Strategic Location:** Dubai's location as a global hub for trade and commerce makes it an ideal place for business and real estate investment. It serves as a bridge between the East and the West, offering tremendous opportunities.

**Conclusion** Dubai, with its breathtaking architecture, diverse culture, and economic opportunities, stands as a must-visit city and a prime location for real estate investment. The thriving real estate market, coupled with regulatory reforms and tax benefits, make it an attractive prospect for investors.

To make the most of your investment journey in Dubai let property consultant Alina Tkachenko help you discover the best opportunities the city has to offer.

Dubai's real estate market is a place where dreams can truly come true, and with the right guidance, your investment journey can be just as amazing as the city itself.

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**Dubai, United Arab Emirates**

In the dynamic world of Dubai's real estate market, one name stands out as a trailblazer, an expert, and a true visionary. Alina Tkachenko is not just a specialist in the intricate realm of real estate but also an influential figure in the tech-savvy corridors of LinkedIn, where she tirelessly shares her insights, expertise, and passion for innovation.

With an indomitable spirit and a deep-seated enthusiasm for both the Dubai real estate market and cutting-edge technology, Alina Tkachenko is a multifaceted professional, seamlessly bridging the worlds of property investment and digital transformation. In this introduction, we delve into her remarkable journey and multifaceted achievements, shedding light on her invaluable contributions to these two diverse yet interconnected spheres.

the Legal  
Expert



# DR. AHMIED HATEM

Partner and Head of Corporate and Commercial  
Department at Al Safar and Partners Law Firm  
Dubai, United Arab Emirates

The United Arab Emirates (UAE) has established a robust legal framework to protect intellectual property rights through the enactment of key federal laws. In 2021, the UAE introduced two significant legislations, Federal Law No. 36 of 2021 regarding Trademarks and Federal Law No. 38 of 2021 regarding Copyrights and Neighboring Rights, alongside its existing legal framework for patents.

These laws aim to promote innovation, creativity, and fair competition while safeguarding the rights of trademark owners, copyright holders, and inventors. This article provides a detailed analysis of these federal laws and their implications within the UAE.

## Unveiling Intellectual Property Protection in the UAE

الصَّفْرُومِشَارِكُوهُ  
AlSafar & Partners

**Federal Law Number 36 of 2021 regarding Trademarks:****Scope and Objectives:**

The Federal Law on Trademarks aims to establish a comprehensive system for the registration, protection, and enforcement of trademarks in the UAE. It seeks to promote fair competition, discourage counterfeit goods, and provide legal remedies for trademark infringement.

**Trademark Registration and Protection:**

**Trademark Registration Process:** The law outlines the procedures and requirements for trademark registration, including the filing of applications, examination by the Trademarks Office, publication, and opposition procedures. It also emphasizes the importance of distinctiveness and prohibits the registration of marks that are generic, descriptive, or misleading. The registration process involves submitting a trademark application, paying the requisite fees, and providing evidence of distinctiveness.

**Examination and Publication:** The Trademarks Office examines applications for compliance with legal requirements and potential conflicts with existing trademarks. Approved applications are published in the Official Gazette, providing a public record of registered trademarks. This publication allows interested parties to review and file oppositions if they believe a trademark registration conflicts with their existing rights. The examination and publication stages ensure transparency and allow for the resolution of conflicts before trademarks are officially registered.

**Opposition Proceedings:** Third parties have the opportunity to oppose trademark applications within a specified timeframe

after publication. This mechanism allows interested parties to protect their rights and challenge the registration of trademarks that may infringe upon their existing marks. The opposition process involves submitting a notice of opposition and providing evidence to support the claim of potential conflicts. The Trademarks Office reviews the opposition and decides based on the evidence presented by both parties.

**Duration and Renewal:** Trademark protection is granted for ten years from the date of filing the application, renewable indefinitely in ten-year increments. To maintain trademark protection, trademark owners must file renewal applications and pay the requisite fees within the specified timeframes. This ensures that registered trademarks remain active and protected for as long as the owners continue to use and renew them.

**Enforcement and Remedies:** The law provides legal mechanisms and remedies for trademark owners to enforce their rights, including civil and criminal actions against infringement, damages, and injunctive relief. Trademark owners have the right to initiate legal proceedings against infringers and seek remedies such as compensation for damages, seizure, and destruction of infringing goods, and court-ordered injunctions to prevent further infringement. The availability of these enforcement measures strengthens the protection and value of registered trademarks in the UAE.

**Trademark Licensing and Assignment:**

**Licensing Requirements:** The law sets out conditions and procedures for licensing trademark rights, ensuring that licensees meet certain criteria and adhere to quality control standards. Trademark owners have

the discretion to grant licenses to third parties, allowing them to use the registered trademarks within the stipulated terms and conditions. The licensing agreement must be in writing and specify the scope of the license, duration, and quality control measures to maintain the integrity of the licensed trademarks.

**Rights and Obligations:** Trademark owners and licensees have specified rights and obligations. Trademark owners retain ownership and control over the registered trademarks, while licensees are granted limited rights to use the marks as authorized in the licensing agreement. Licensees must comply with the quality control standards established by the trademark owner to ensure that the licensed products or services meet the desired quality level associated with the registered trademarks.

**Trademark Assignments:** The law governs the transfer and assignment of trademark rights, ensuring transparency and legal certainty. Trademark owners have the right to transfer their trademark ownership either partially or entirely through assignments. The assignment must be recorded with the Trademarks Office to establish the new ownership and maintain an accurate register of trademark rights in the UAE. This recording provides legal certainty and facilitates the enforcement of trademarks by the new owner.

**Law Number 38 of 2021 on Copyrights and Neighboring Rights:****Copyright Protection:**

**Categories of Works:** The law recognizes various categories of copyrightable works, including literary, artistic, musical, and audiovisual works, among others. Copyright protection extends to original works that

are fixed in a tangible form and exhibits a degree of creativity. The law provides a non-exhaustive list of works eligible for copyright protection, ensuring a broad scope of coverage for different types of creative expressions.

**Rights of Copyright Holders:** Copyright owners enjoy exclusive rights, such as reproduction, distribution, public performance, and adaptation of their works. These rights allow copyright holders to control and monetize the use of their creative works. The law recognizes the economic and moral rights of copyright owners, including the right to be attributed as the author and the right to object to any distortion, modification, or derogatory treatment of their works. These rights provide a foundation for creators to protect and assert their interests in their original works.

**Duration of protection:**

The economic rights of the author under this Law shall be protected for the duration of his life plus 50 years starting from the first day of the calendar year following his death. Economic rights of applied art works expire after 25 years, which start from the first day of the calendar year following their first publication.

**Copyright Registration and Enforcement:**

**Optional Registration:** While copyright protection arises automatically upon the creation of a work, the law provides the option for copyright registration, which offers additional evidentiary benefits. Copyright registration provides a public record of the copyright ownership and facilitates the enforcement of copyright claims. It allows copyright holders to assert their rights more effectively and provides stronger evidence in legal proceedings.

Although copyright registration is not mandatory, it is recommended to enhance the protection and enforcement of copyrights in the UAE.

**Copyright Infringement:** The law prohibits unauthorized use of copyrighted works and provides legal remedies for infringement, including civil and criminal actions, damages, and injunctions. Copyright infringement occurs when someone uses a copyrighted work without the permission of the copyright owner, engaging in activities that fall within the exclusive rights of the copyright holder. Copyright owners can file civil lawsuits to seek compensation for damages resulting from infringement or request injunctions to prevent further unauthorized use of their works. In severe cases, criminal actions may be pursued, leading to penalties such as fines or imprisonment.

#### **Neighboring Rights:**

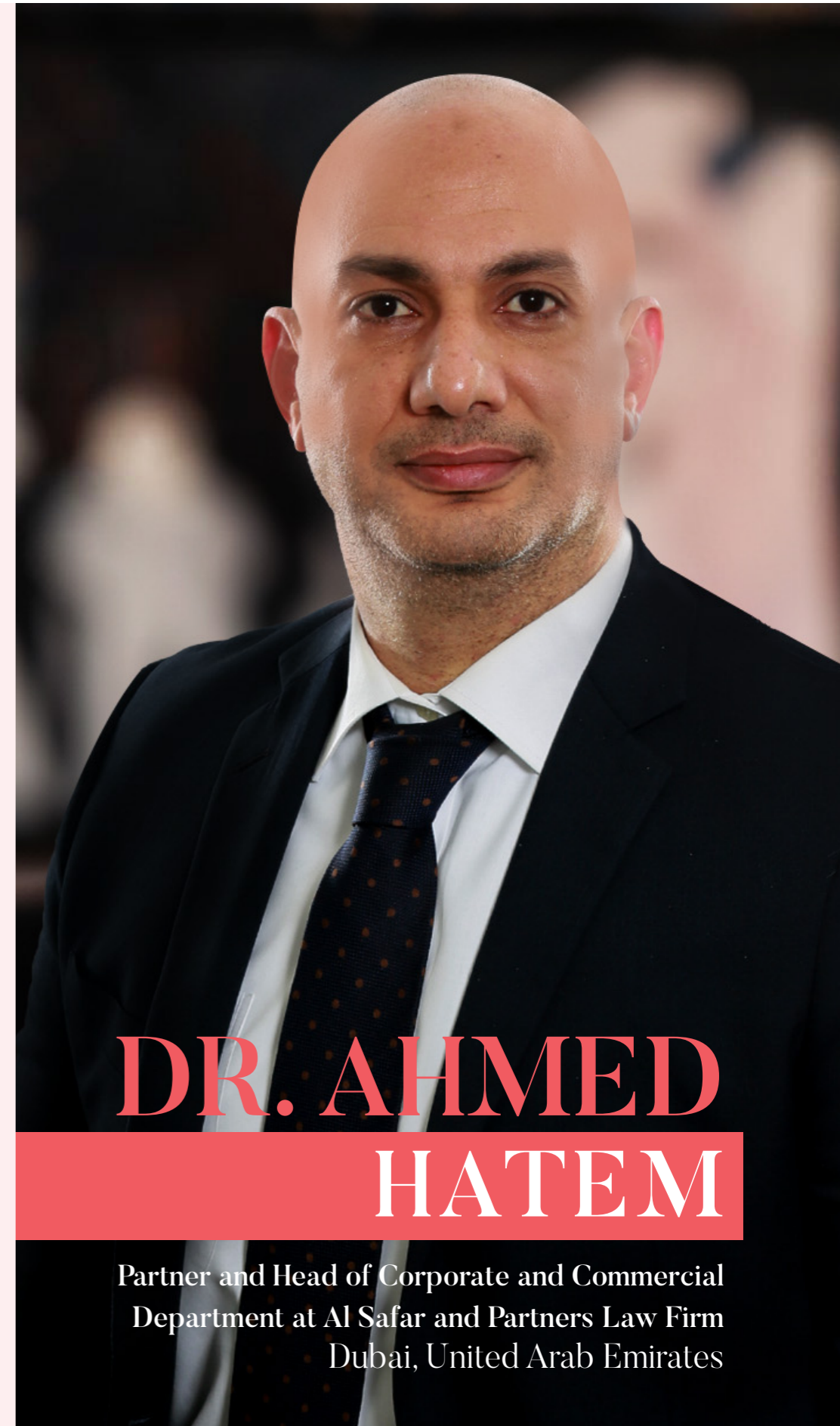
The law recognizes neighboring rights for performers, producers of phonograms, and broadcasting organizations, granting them specific rights and protections. Performers, such as musicians, actors, and dancers, have the right to control the use of their performances and receive fair compensation. Producers of phonograms, which include sound recordings, enjoy exclusive rights over their recordings and can prohibit unauthorized reproduction, distribution, and communication to the public. Broadcasting organizations have the right to authorize or prohibit the retransmission of their broadcasts. The recognition of neighboring rights ensures that these stakeholders receive appropriate protection and rewards for their contributions to the cultural and entertainment industries.

Dr. Ahmed Hatem earned his L.L.B. degree from Alexandria University before moving to the United States to earn his master's and Ph.D degrees in international business law from North Carolina Central University. He also earned a number of diplomas, including a Diploma in Formats of Islamic Contracts, a Special Diploma in International Arbitration, and a Diploma in Arbitration of Capital Market Disputes. He is an Egyptian legal consultant who holds several prestigious memberships. Dr. Ahmed has been a member of the American Bar Association since 2009, a member of the Egyptian International Arbitration Centre (EIAC) and the Cairo Regional Centre for International Commercial Arbitration (CRCICA) since 2001, and a member of the Arab Lawyers Union (ALU) since 2000. He has been a member of the Egyptian Bar Association since 1996. These memberships are a testament to his extensive knowledge, experience, and commitment to his profession.

Dr. Ahmed Hatem's professional experience ranges from legal advisor to Qatar's Minister of Economy and Qatar Financial Markets Authority (QFMA) to country director for legal capacity-building projects in the United Nations Middle Asia Area. In the corporate sector, Dr. Hatem has headed the legal departments of major investment groups and advised the CEO of YAS Holding (120 subsidiaries worldwide) in Abu Dhabi and ARTOC Group (28 subsidiaries worldwide) in Cairo. He also has more than a decade of experience as head of the corporate and commercial departments of Lalive, one of the leading international law firms in Egypt. He also has experience as an external evaluation expert for United Nations legal development projects and is fluent in English and Arabic.

Dr. Ahmed has authored numerous legal articles that have been published in both international and local publications.

Dr. Ahmed Hatem's extensive knowledge makes Al Safar and Partners Law Firm well-equipped to handle complex legal cases in the areas of project finance, mergers and acquisitions, capital markets, and virtual assets.



# DR. AHMED HATEM

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**Patents in the UAE:****Patentable Subject Matter:**

The UAE's patent law allows for the protection of inventions that are new, inventive, and industrially applicable. Certain subject matters, such as scientific discoveries and methods of medical treatment, are excluded from patentability. The law defines the criteria for patentability, including novelty, inventive step, and industrial applicability. It ensures that patents are granted for inventions that contribute to technological progress and have practical utility.

**Patent Registration and Protection:**

**Application Process:** The law outlines the procedures for patent registration, including the filing of patent

and the invention is deemed patentable, the Patent Office grants a patent to the inventor. The patent grant confers exclusive rights to the inventor, allowing them to prevent others from making, using, selling, or importing the patented invention without permission. The duration of patent protection is generally 20 years from the date of filing the application.

**Patent Protection and Enforcement:** Patents provide inventors with exclusive rights and legal remedies to protect their inventions. Patent holders can enforce their rights through civil actions, seeking damages and injunctions against

*the Legal Expert*

applications, examination by the Patent Office, and the granting of patents. Inventors or their legal representatives can file patent applications, which must include a description of the invention, claims defining the scope of protection sought, and any necessary drawings or illustrations. The Patent Office examines applications to assess patentability criteria and conducts a thorough search to ensure the invention is novel and non-obvious.

**Examination and Grant of Patents:** The Patent Office examines patent applications to determine whether the claimed invention meets the requirements of novelty, inventive step, and industrial applicability. Once the examination process is complete

infringers. Infringement occurs when someone uses, sells, or imports the patented invention without authorization. Patent owners have the responsibility to monitor and enforce their rights, taking appropriate legal action against infringers to safeguard their inventions and preserve their market exclusivity.

**Conclusion:**

In conclusion, the UAE's federal laws on trademarks, copyrights, neighboring rights, and patents provide a solid legal foundation for the protection of intellectual property rights. Through these laws, the UAE aims to encourage innovation, creativity, and fair competition while ensuring that the rights of creators, inventors, and businesses are protected. The comprehensive registration processes, enforcement mechanisms, and international cooperation facilitate the



**DR. AHMED  
HATEM**

effective management and protection of intellectual property assets in the UAE. By establishing a robust intellectual property regime, the UAE demonstrates its commitment to fostering a culture of innovation and creativity, ultimately contributing to the economic growth and development of the country.

Empower your intellectual property (IP) protection in the UAE with Al Safar & Partners. We specialize in guiding you through trademarks, copyrights,

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patents, and trade secrets. Contact us at +97144221944 ext. 720 or +971 55 763 0405, or email [reception@alsafarpartners.com](mailto:reception@alsafarpartners.com). Learn more at [www.alsafarpartners.com](http://www.alsafarpartners.com) to safeguard your creative ideas with expert advice.

**Disclaimer:** This article is for informational purposes only and should not be considered legal advice.

# MAHMOUD SABRA

MBA | MSc in Industrial Engineering | BSc in Mechatronics  
Engineer | AGV Vs. AMR Systems | Mobile Robot Expert |  
Warehouse Automation Solution | Independent Consultants  
*Istanbul, Turkey*

## Revolutionizing Intralogistics DERIVATIVE's Journey to Redefine Warehouse Automation

In the bustling world of intralogistics and warehouse automation, DERIVATIVE is making a resounding impact. With cutting-edge technology and an unwavering commitment to meeting market demands, DERIVATIVE is poised to transform the way businesses handle their warehousing needs. This article delves into the company's journey, its ambitious expansion plans, and the technology that's driving this change.

*The Success  
Story*

**A Visionary Start**

In 2020, DERIVATIVE embarked on a journey to revolutionize the world of intralogistics. Founded by a dynamic team consisting of Mahmoud SABRA (CEO), Hussam F. Tabanjeh (COO), Bilal Uzunkaya (CMO), and Robin Vermaat (CSO), DERIVATIVE aimed to bridge the gap between innovative

Automated Pallet Mover (APM), is poised to transform how businesses manage and move their goods.

**Tapping into the Market Demand**

The market for intralogistics and warehouse automation solutions is booming, and DERIVATIVE is positioning itself at the forefront of this industry.

partner RV Consultancy, TNA, OMNIFULL and POLONOM, are ready to address the evolving needs of the market.

**What is Intralogistics and Dark Store?**

and information. Unlike logistics, which deals with the broader supply chain and transportation of goods between facilities, intralogistics focuses on the internal processes that occur within a facility,

such as a warehouse, distribution center, or production facility. It encompasses a wide range of activities, including inventory management, order picking, packaging, goods transportation within a facility, and the coordination of these processes to ensure efficiency and accuracy. The goal of intralogistics is to streamline and optimize these internal operations to reduce costs, improve productivity, and enhance customer service.

# MAHMOUD SABRA

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Istanbul, Turkey



Intralogistics is the set of processes and operations that occur within a facility or organization to manage, control, and optimize the flow of goods, materials,

A dark store is a type of retail space that has been transformed into a local fulfillment center for online orders, as

Mahmoud SABRA is a Lebanese entrepreneur currently residing in Turkey. He embarked on his professional journey as a mechanical engineer in Lebanon. With a strong passion for robotics, he decided to immerse himself in this field and, subsequently, made a move to Istanbul, Turkey. In Turkey, Mahmoud pursued and successfully attained his BSc in Mechatronics, followed by an MSc in Industrial Engineering. Additionally, he obtained an MBA degree, further enhancing his business acumen.

Following his academic achievements, Mahmoud delved into the robotics industry, gaining valuable experience in Turkey, Saudi Arabia, and the United States. Over the course of his career, he made significant contributions, resulting in the acquisition of two patents – one in 2012 and another in 2016.

Armed with a profound understanding of the industry and a keen insight into market demands, Mahmoud took a bold step in 2020 by establishing his own company, “DERIVATIVE.” Since its inception, DERIVATIVE has emerged as a prominent player in the field of robotics and warehouse solutions, under Mahmoud’s astute leadership.

technology and the surging market demand for advanced intralogistic solutions.

**Innovative Technology**

At the core of DERIVATIVE’s operations lies cutting-edge technology. They harnessed the power of automation and robotics to develop pioneering solutions that optimize warehouse and fulfillment center operations. Their flagship product, the

The GCC region, particularly Saudi Arabia and the UAE, is experiencing rapid growth in e-commerce, manufacturing, and logistics sectors.

With this growth comes an increased demand for sophisticated intralogistics solutions.

DERIVATIVE recognized this demand and, in collaboration with its strategic

opposed to serving traditional in-store shoppers. The term “dark” signifies that the store is not open to the public; it’s not illuminated, and customers cannot physically shop there. Instead, dark stores are designed for order fulfillment. They are often located in urban or densely populated areas to enable quick and efficient delivery to online customers. Dark stores stock a wide range of products, similar to traditional retail locations, but they are organized and operated to facilitate efficient picking, packing, and shipping of online orders. These stores have gained prominence with the growth of e-commerce and the need for retailers to fulfill online orders rapidly and locally to meet customer expectations.

#### DERIVATIVE’s Solutions and Enhanced Efficiency

DERIVATIVE, with their innovative solutions, is addressing the needs of modern intralogistics. Their APMs offer unmatched efficiency and accuracy in handling and transporting goods within warehouses. By integrating seamlessly with existing Warehouse Management Systems (WMS) such as INFOR, SAP ..., DERIVATIVE’s APMs streamline the entire process, reducing the reliance on manual labor.

Recognizing the global need for advanced intralogistics solutions, DERIVATIVE is on a mission to expand its footprint. The company is actively seeking partners and agents in markets like the USA and Europe. Their goal is to bring their transformative technology to businesses worldwide and enhance operational efficiency.

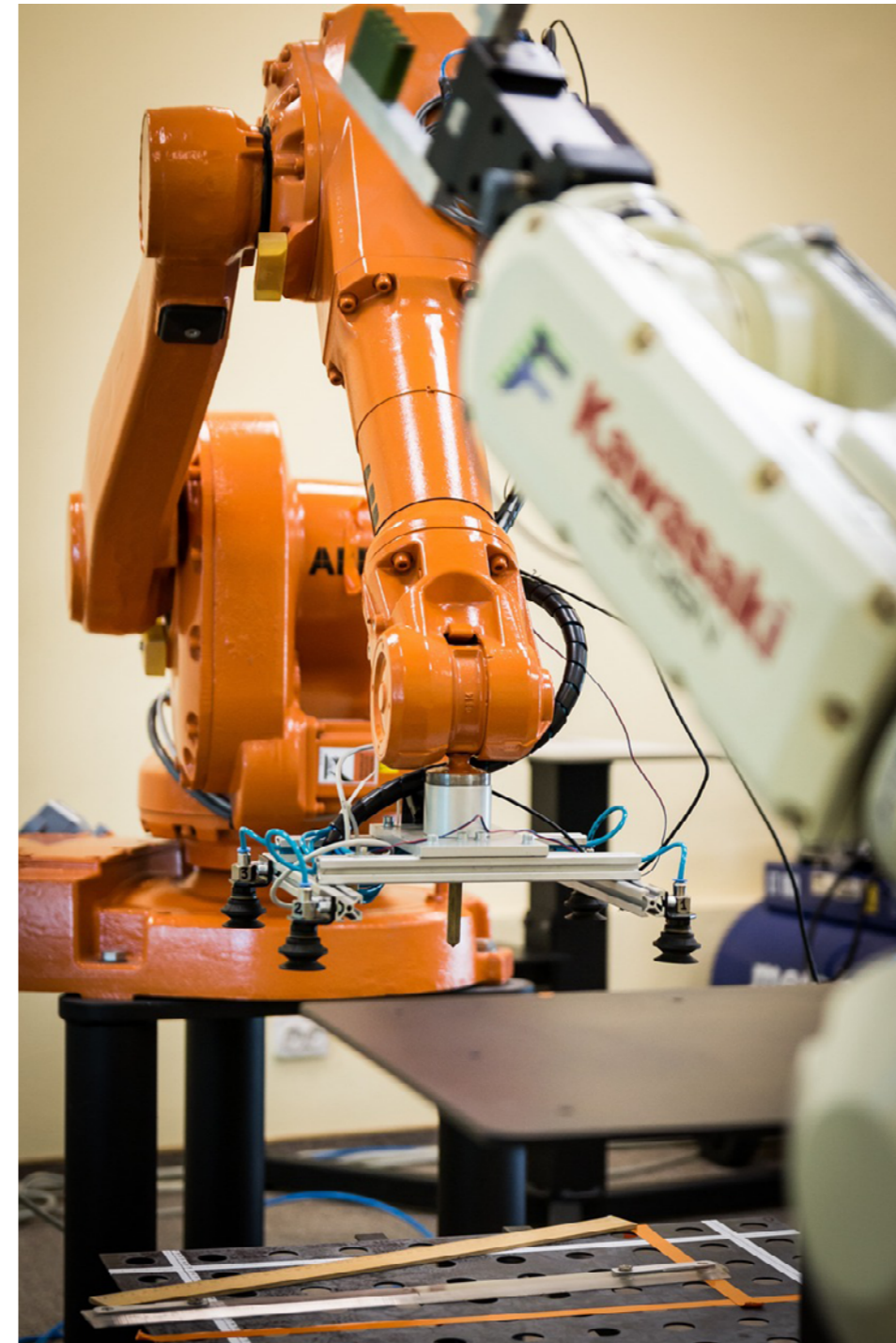
#### Forecasts and Ambitions

DERIVATIVE’s forecasts and ambitions are indicative of the company’s determination to make a significant impact in the warehouse automation and robotics industry. Over the next two years, the company is poised to achieve remarkable milestones and expand its operations. Here’s a glimpse of DERIVATIVE’s forecasts and ambitions:

**Deployment of 150 APMs:** DERIVATIVE is set to deploy 150 Automated Pallet Movers (APMs) in the coming two years. This ambitious target highlights the company’s confidence in its technology and its commitment to helping clients enhance their warehouse efficiency.

**Market Expansion:** DERIVATIVE has set its sights on reaching markets beyond its current presence. This expansion strategy includes a strong focus on the United States and European markets. The company is eager to bring its innovative solutions to new geographies.

**Raise-Funds (Series A: Seed Fund):** To support its growth and expansion plans, DERIVATIVE is preparing for a Series A



team, and a commitment to excellence, DERIVATIVE is well-positioned to achieve these ambitions and continue its path to success.

**A Bright Future:** With its groundbreaking technology, focus on market needs, and commitment to growth, DERIVATIVE is looking forward to a bright future. The company’s forecasts and ambitions reflect its confidence in its ability to shape the future of intralogistics and warehousing.

DERIVATIVE’s aspirations serve as a testament to its vision of providing cutting-edge solutions that empower its customers to maximize their storage space, enhance operational efficiency, and remain competitive in the fast-evolving world of logistics. These ambitions drive DERIVATIVE’s pursuit of excellence and innovation, ultimately benefiting its clients and the industry as a whole.

#### A Promising Future

The journey of DERIVATIVE has just begun, and its path is illuminated by the spirit of innovation. As the logistics and supply chain industry continues

to evolve, DERIVATIVE stands ready to provide the tools and expertise required to meet the challenges of tomorrow. The company is committed to revolutionizing the world of robotics and warehouse automation, helping clients streamline their operations for a more prosperous future.

**funding round.** The company aims to secure 1 million USD in investment to further develop its technology, expand its team, and strengthen its market presence.

**Unwavering Dedication:** DERIVATIVE’s forecasts and ambitions underscore its unwavering dedication to transforming the intralogistics and warehousing landscape. With innovative solutions, an experienced

*The Success Story*

Expanding  
Footprint: Agents in Every Market

In a world where time is money, DERIVATIVE is the partner that forward-thinking businesses in the logistics and warehousing sector can depend on. Their innovative solutions are setting the stage for what's possible in the realm of logistics, where efficiency is king.

#### The Minds Behind the Magic

DERIVATIVE's success can be attributed to its team of highly qualified experts. Under the visionary leadership of founder and CEO Mahmoud SABRA, DERIVATIVE has pushed the boundaries of innovation. Mahmoud's extensive experience and forward-thinking approach have been instrumental in DERIVATIVE's rise to prominence.

In recognition of the company's potential, DERIVATIVE is on a fundraising journey to extend its reach and further support its clients, particularly in the GCC region.

#### Real-World Success Stories

DERIVATIVE's impact is not just theoretical; it's backed by a roster of successful projects. While client names remain confidential in this article, it's important to note that DERIVATIVE's solutions have been pivotal in various industries.

One noteworthy project saw DERIVATIVE play a central role in transferring aircraft engines, demanding exceptional precision, efficiency, and reliability. This achievement speaks to DERIVATIVE's ability to meet the most challenging logistics demands.

The company's contributions extend to various sectors, including the optimization of pallet transfer operations for major players. This real-world success underscores DERIVATIVE's reputation as an industry leader.

#### The APM: A Game-Changer in Warehousing

At the heart of DERIVATIVE's success is

the Automated Pallet Mover (APM). This innovative solution is redefining how warehouses and dark stores operate. By enhancing the speed, precision, and overall efficiency of material handling, the APM is truly a game-changer in the world of warehousing.

#### Innovative Solutions for the Modern World

DERIVATIVE's mission is clear: to reshape the way we think about logistics and warehouse management. As a trusted provider of tailored automation solutions, the company focuses on enhancing storage space utilization and work efficiency for its clients. Their flagship product, the Automated Pallet Mover (APM), stands as a testament to their innovative prowess.

What sets DERIVATIVE apart is its commitment to customization. Each client's needs are unique, and DERIVATIVE excels in delivering solutions that fit like a glove. The APM, designed to seamlessly integrate with Warehouse Management Systems (WMS) and Enterprise Resource Planning (ERP) systems, redefines how warehouses operate.



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**CORPORATE INVESTMENT TIMES**

# Who Will Really Benefit from AI

## PROF. AHMIED BANAFSA

Faculty @ San Jose State University  
No.1 Tech Voice to Follow & Influencer on LinkedIn | Award Winning Author | AI-IoT-Blockchain-Cybersecurity | Speaker

San Francisco Bay Area

Artificial Intelligence (AI) has become an undeniable force in our lives, transforming industries, influencing decision-making, and altering the way we live and work. While the promises of AI are abundant, there is an ongoing debate about who stands to gain the most from this technological revolution. Will AI benefit everyone equally, or will it exacerbate existing disparities?

In this in-depth exploration, we will delve into the various aspects of AI's impact on society to answer the question: Who will really benefit from AI?

*the Expert*

#ARTIFICIALINTELLIGENCE #AI #MACHINELEARNING #TECHNOLOGY

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The Pioneers and Early Adopters:

- **Tech Giants' Dominance:** Tech giants like Google, Amazon, Facebook, and Microsoft have been at the forefront of AI innovation. Their substantial investments in AI research and development have given them a competitive edge across a wide range of sectors. These companies have leveraged AI to improve their products and services, from search engines and recommendation systems to virtual assistants and autonomous vehicles.
- **Industry Disruption:** AI has disrupted traditional industries, with early adopters using AI to streamline operations, enhance customer experiences, and gain valuable insights from data. This has led to increased market dominance for companies that embraced AI early on.

Small and Medium-sized Enterprises (SMEs):

- **Accessibility of AI:** Cloud-based AI solutions and open-source tools have made AI more accessible to small and medium-sized enterprises (SMEs). These businesses can now harness the power of AI for various tasks, such as data analysis, customer support, and marketing, without the need for large investments in infrastructure or



expertise.

- **Enhanced Competitiveness:** AI empowers SMEs to compete with larger corporations by improving efficiency and providing data-driven decision-making capabilities. This levels the playing field and allows SMEs to deliver better products and services to their customers.

Healthcare: Saving Lives and Transforming Medicine:

- **Improved Patient Care:** AI applications in healthcare, such as diagnostic tools, predictive analytics, and personalized treatment plans, have the potential to revolutionize patient care. Patients

benefit from earlier disease detection, more accurate diagnoses, and tailored treatment options, ultimately saving lives and improving health outcomes.

- **Ethical Concerns:** The integration of AI in healthcare also raises ethical concerns, particularly regarding patient privacy and bias in AI algorithms. Ensuring that patient data is handled securely and that AI systems do not reinforce existing healthcare disparities is a critical challenge.

Education: Empowering Learners:

- **Personalized Learning:** AI's ability to provide personalized learning experiences through adaptive learning

platforms can revolutionize education. These platforms use AI to tailor educational content to individual student needs, making education more engaging and effective.

- **Addressing Equity:** To fully harness the potential of AI in education, concerns about data privacy and the digital divide must be addressed. Ensuring equitable access to AI-powered education for all students is essential to avoid exacerbating educational inequalities.

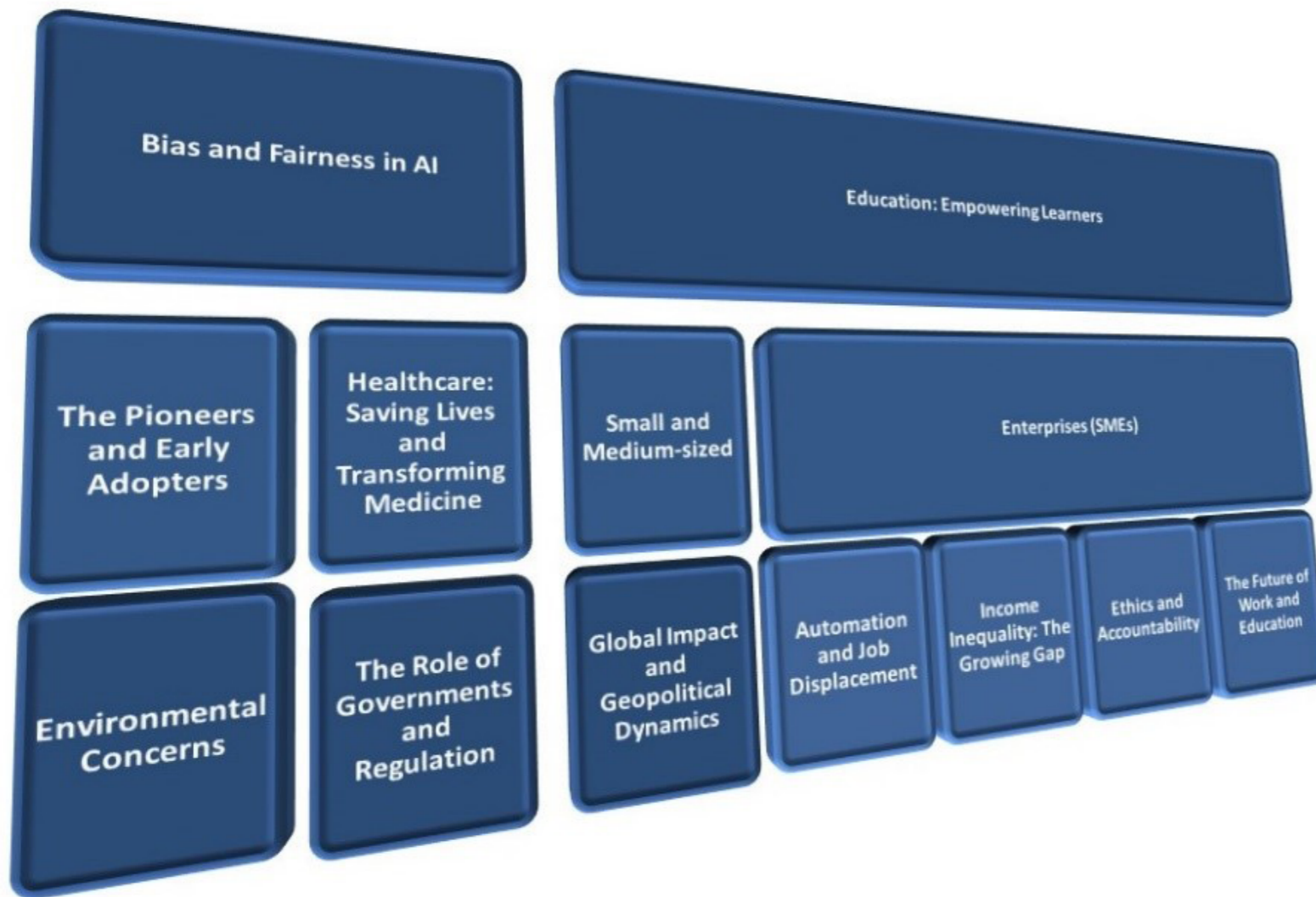
Automation and Job Displacement:

- **Job Transformation:** While AI has the potential to automate certain jobs, it also creates new opportunities in fields related to AI development, data science, and ethical AI auditing. The workforce needs to adapt to these changes through reskilling and upskilling programs.

- **Impact on Industries:** Industries that rely on routine and repetitive tasks, such as manufacturing and customer service, are more susceptible to job displacement due to automation. Governments and businesses must consider strategies to support affected workers and facilitate their transition to new roles.

Income Inequality: The Growing Gap:

- **Economic Growth vs. Inequality:** The impact of AI on income inequality is a complex issue. AI-driven productivity improvements can lead to economic growth, potentially benefiting



everyone. However, if the benefits of AI primarily accrue to the wealthy and corporations, it may exacerbate income inequality.

- **Policy Considerations:** Policymakers must carefully consider measures to ensure a fair distribution of AI's benefits. This may include policies related to taxation, income redistribution, and social safety nets to mitigate the negative effects of income inequality.

**Bias and Fairness in AI:**

- **Addressing Bias:** AI algorithms can inherit biases present in the data they

are trained on, leading to discrimination and unfair outcomes. Addressing bias in AI applications, particularly in critical areas like criminal justice, lending, and hiring, is imperative.

- **Transparent and Accountable AI:** Ensuring that AI systems are transparent, accountable, and subject to scrutiny is essential for building trust in AI technology. Ethical guidelines, auditing processes, and regulatory frameworks are being developed to mitigate bias and ensure fairness.

**Ethics and Accountability:**

- **Responsible AI Development:** As AI systems become more autonomous and

powerful, the need for responsible AI development and deployment grows. Developers and organizations must prioritize ethical considerations and be accountable for the actions of AI systems.

- **Regulatory Frameworks:** Governments and international organizations are working on establishing regulatory frameworks to address ethical concerns in AI. These frameworks aim to define standards for ethical AI behavior and establish mechanisms for holding AI developers and users accountable for their actions.

**The Role of Governments and Regulation:**

Governments play a pivotal role in shaping the trajectory of AI technology and its impact on society. Their actions and policies can influence AI research, development, deployment, and regulation. Here are several key aspects to consider regarding the role of governments and regulation in the AI landscape:

- **Promoting AI Research and Development:** Governments invest in AI research and development, offering incentives and collaborating with academia and industry to drive innovation, boost competitiveness, and stimulate economic growth.
- **Regulation for Ethical and Fair AI:** Governments establish regulatory frameworks to ensure AI systems are developed and used transparently, fairly, and safely, addressing concerns related to ethics, data privacy, bias, and accountability. Additionally, they engage in international collaboration to set common AI standards and principles, while balancing innovation with regulation to foster technological

advancement responsibly.

**Global Impact and Geopolitical Dynamics:**

AI is a transformative technology that has significant global implications, influencing geopolitics, economic power, and national security:

- **Geopolitical Competition and Economic Power:** Superpowers like the U.S. and China engage in fierce AI competition, recognizing its potential for economic growth and military capabilities. AI's advancement may lead to shifts in global economic power dynamics.
- **National Security and Ethics:** AI technologies have implications for defense and national security, prompting investments in AI-powered military systems and cybersecurity measures. Ethical concerns related to privacy, surveillance, and human rights arise globally, necessitating international cooperation to establish norms and agreements, fostering collaborative diplomacy to prevent potential AI arms races.

**Environmental Concerns:**

- **Energy Consumption and Data Centers:** AI technology's substantial energy demands, particularly in training large models, are a major environmental concern. Data centers, crucial to AI, consume vast amounts of electricity, often from non-renewable sources, exacerbating carbon emissions and climate change.
- **Mitigation Efforts:** To address these concerns, efforts focus on developing energy-efficient AI solutions, including more power-efficient hardware and optimized algorithms. Additionally, initiatives promote





responsible AI development with an emphasis on sustainability and ethical considerations, essential for mitigating AI's environmental impact and ensuring long-term sustainability.

#### The Future of Work and Education:

The advent of AI technology has ushered in a transformative era for work and education, presenting both opportunities and challenges. Here are some key aspects to consider:

- Impact on Jobs and Careers: AI and automation have the potential to replace certain tasks, raising concerns about job displacement. However, they also create new career opportunities in AI-related fields, emphasizing the importance of acquiring relevant skills.
- Education Transformation and Ethical Considerations: AI transforms

education with personalized learning and administrative automation, while ethical and social considerations gain importance. Ensuring responsible AI development and usage, without bias or harm, is a critical challenge requiring ongoing attention and regulation.

The impact of AI on the environment, work, and education is multifaceted. While environmental concerns highlight the need for energy-efficient AI solutions, the future of work and education underscores the importance of adaptation, reskilling, and responsible AI development. Managing these challenges effectively will determine how AI technology shapes our future in a sustainable and equitable manner.

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# CORPORATE INVESTMENT TIMES

# The 3-Step Guide for Global Leaders

## How to Master the Art and Science of Persuasion

# CINDY SKALICKY

Helping Fortune 250 Stay On Point. Tell 'Stories that Stick' with a Confidence that Captivates. Become a Messaging Maven who Moves Audiences to Action.

Fort Collins, Colorado, United States

It was 7:00pm on a Tuesday in Colorado. It was already the next morning for my client in China, a brilliant PhD scientist in a Fortune 250 company. Time zones were the least of our concerns as our worlds merged for her weekly mentorship session.



*the Global Leader*

#INNOVATION, #LEADERSHIP, #STORYTELLING, #EXECUTIVECOACHING, AND #PRESENTATIONSKILLS

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"Good morning Jan! What's our focus for today?" I asked.

"Ok Cindy, here it is: I have to get what I need on a call with my boss. It's coming up this Thursday, and I am not ready."

"Perfect. What do you need from your boss by the end of that call?"

She paused to think. "I need two things. I need his approval to move forward on this project, and I need resources - dedicated lab scientists for this project, and money."

With a knowing nod, I replied, "Ok let's look at your approach and your slide deck."

"Are we going to use the HOW-TO™ Model for this?" she asked.

"We absolutely are," I replied with a smile.

And off we went, chiseling her message, peppering in sticky statements, and advancing her mindset for the key meeting with her boss.

Jan has been in our elite mentorship program for 6 months. The result from her call that Thursday? She got exactly what she wanted: Approval and resources.

### The Aftermath of a Messaging Win

For clients like Jan, there's so much more that comes with these moments of achieving buy-in with stakeholders. A lot more, in fact.

Jan left that call with three key "intangibles:" 1) A noticeable boost of confidence in her ability to persuade, 2) Increased credibility in the eyes of her boss and others, and 3) Line of sight to improvements in her career path in the company.

Although we cannot see these wins with our eyes per se, they are monumental wins of the human spirit. These wins propel

executives and teams to greatness. When you have the skills to master the art and science of persuasion and influence - opportunity comes knocking.

### It's Been a Long Time

Last month, a client told me it has been 10 years since they provided presentation skills training to their team.

### How about you?

When was the last time you or your team had basic or advanced training in communications skills, executive presence, and mindset matters? Pat yourself on the back if it has been in the last 2-3 years. If it's been longer than that, you are not alone.

In the ever-evolving landscape of global leadership, there is one constant: The ability to persuade and inspire is a critical skill.

So many leaders are thrown into the fray without adequate training. They are expected to lead impeccably. They are expected to present, close deals and negotiate flawlessly. Further, it is assumed that they know how to tell good stories, be highly engaging, and unite their teams.

For a select few, these skills come naturally, even easily. For most, it does not.

Today, we will dial you up a notch. It's time to equip yourself with three essential tools for success.

The three step guide for global leaders includes 1) Sticky Storytelling with the HOW-TO™ Model, 2) Embodying Executive Presence, and 3) A Mindset for Mastery.

### 1. The HOW-TO™ Model: Crafting Persuasive Messages

When addressing stakeholders, it is not enough to "know your audience." To create the best message for our audiences that we

can, we have to - for a time - try to be our audiences. We have to imagine what it is like to actually BE them.

Only the HOW-TO™ Model puts you squarely in the mind of your audience as you create the message itself.

### From the Red Light of Risk to the Green Light of Go

As you address your audience, think of yourself as a stoplight for a moment. To your audience before you speak, you are a red blinking light of risk.

It is your job and yours alone, to help your audience move you from the red light of risk through the yellow light of "maybe", to the green light of Go.

Your audience, as they listen to you, is asking you to satisfy 5 intellectual desires as you progress through your talk. This is the HOW-TO™ Model in action:

**"Hook Me"** - Get my attention

**"Orient Me"** - Tell me the problem

**"Win Me"** - Win me over, win my trust

**"Tell Me More"** - Tell me data or argument that convinces me

**"Offer Me"** - The Ask, a request for your audience to take action

The acronym spells

HOW-TO. This is the secret to messaging success. These 5 components provide a clear path for crafting compelling



messages that resonate with your audience.

Follow these letters as you build your content, and you are on your way to message mastery.

### 2. Accelerating Your Executive Presence

When you think of a mentor in your own

life who has guided you along the way, who comes to mind? Who in your opinion, has exuded executive presence to YOU?

Executive Presence is defined as “a felt sense of authority.” It is a feeling others have about you; you cannot say to others, “I have executive presence.” Rather, it is gifted to you by those who respect you and

Consider the following questions:

How do you come across in meetings and presentations?

Does your body language exude confidence and authority?

Is your online presence, including your LinkedIn profile and website, reflective of



how you behave as a leader.

Your executive presence must exude confidence, credibility, and authenticity. Whether you are addressing your team, presenting to shareholders or partners, your demeanor and communication style can either inspire confidence or sow doubt.

your personal brand?

Building and maintaining a strong executive presence is the foundation of effective persuasion. Think about the next version of you - the “you, 2.0.” How do you hope others see you, perceive you?

### 3. ]Mastering Your Mindset

“But Cindy, I don’t know if I can say that in the meeting. It’s too uncomfortable.”

“I’m nervous, and none of my executive team members can know.”

“I’m new to the inner circle, do I really deserve to be here?”

Your mindset as a leader is critical to your success. You must develop a mindset rooted in self-confidence and a “can do” attitude. Effective leadership doesn’t demand flawlessness, but rather an acknowledgment of imperfections and a commitment to self-improvement.

#### “Let me Close the Door”

Recognizing and addressing imperfections in communication is a strength. It means admitting when your message may not have been as clear or persuasive as intended and being open to continuous growth. Embracing constructive feedback in both leadership and communication is essential for personal and professional development.

So often leaders I work with ask me to hold on while they close their door during our calls. “Hold on, Cindy, let me close the door.”

This is not because they want to complain or gossip, it’s because I am one of the only spaces in their week where they can be vulnerable. They can shed their outer shell and tell me what’s on their minds. We work on dialing up the mindset muscle so they are recharged to return to situations where their strength and leadership are needed.

It is indeed lonely at the top.

#### The Global Landscape of Leadership

One of the stark realities of global leadership is the lack of formal training in the domains of presentation skills and influence.

A fund manager in Paris this summer told me over coffee, “Cindy, your session yesterday was so valuable - we don’t have anything like this in Europe, where we pay this much attention to our communications skills at this deep level. And it shows. We need you.”

# CINDY SKALICKY

**Helping Fortune 250 Stay On Point. Tell ‘Stories that Stick’ with a Confidence that Captivates. Become a Messaging Maven who Moves Audiences to Action.**

**Fort Collins, Colorado, United States**

The result is a cycle where leaders must learn by doing, often making mistakes along the way. The absence of structured training in executive presence, storytelling, and messaging mindsets hinders the development of these crucial skills. This knowledge gap is where the HOW-TO™ Model steps in, providing leaders with a roadmap to master the art of persuasion.

#### Real-World Success Stories

The journey to mastery is not a solitary one; it is marked by the achievements of those who have embraced the principles outlined here. These stories showcase how leaders from diverse backgrounds and



industries have harnessed the power of persuasion to achieve their goals.

#### Jen's Quest for Precision

Jen, based in the heart of New York City's One World Trade Center, found herself faced with a crucial task. She worked for

a private equity firm and needed to run a meeting with precision, demonstrating confidence, decisiveness, and command.

Seeking guidance, she asked in a session, "Cindy, I need to run this meeting with total precision. I need to be sure to demonstrate confidence, decisiveness, and command. What should I do differently?"

Jen's commitment to mastering the art of persuasion paid off, catapulting her into a leadership role marked by precision and confidence.

#### A Scientist's Ascent

Working with a biotech company in Silicon Valley, I had the pleasure of assisting the head of clinical research as he prepared for board meetings every quarter, as well as other high profile leadership meetings with key stakeholders.

He methodically worked through the methods described to you here, and experienced significant gains which were noticed not only to him, but to his CEO, the Board of Directors, and other peers in his organization. His team is now growing and he is rising to new heights in the company.

#### The VC Fund Manager's Clarity

In a different corner of the globe, a fund manager in New Zealand sought my counsel. Fueled by a passion for nurturing startups, they confided, "Cindy, these startups we've got in the accelerator, they are too smart for their own good. They need help simplifying their messages."

The fund manager's dedication to simplifying complex messages transformed their ability to nurture startups and secure investments.

#### Getting to the Point

When I hung up the phone that Tuesday night with Jan, I felt a

feeling of relief for her and sheer joy at what she had accomplished with her leader when all was said and done.

Her success and the stories noted here all exemplify the transformative power of the HOW-TO™ Model and our related approaches to message mastery.

Whether you are a global CEO, a C-suite executive, or a venture capitalist, this model provides you with the tools to navigate the complex landscape of influence and drive success.

The art of persuasion, grounded in the HOW-TO™ Model, is the missing piece of the puzzle for many leaders. With these skills, you can become a more persuasive, influential leader with cultural sensitivity, clarity around your message, and dedication to the centuries-old craft that is persuasion.

No longer do you need to rely on trial and error or just "hope for the best." Instead, arm yourself with the tools to master the art of persuasion and inspire action.

#### Challenge to all Readers

Where are your messaging skills today? What audience will you be in front of in the coming weeks and months? What is your "version 2.0?"

I challenge you to get after this skill set now. Don't delay. Don't wait for another year to go by before you seize these skills and make them your own. Great opportunity awaits you that only you can do. 2024 is nearly here. Your time ... is now.

# Building Investor Magnets

How to Build a Personal Brand that Draws in Investors Like a Moth to the Flame

## SIDDHARTHA MAHESHWARI

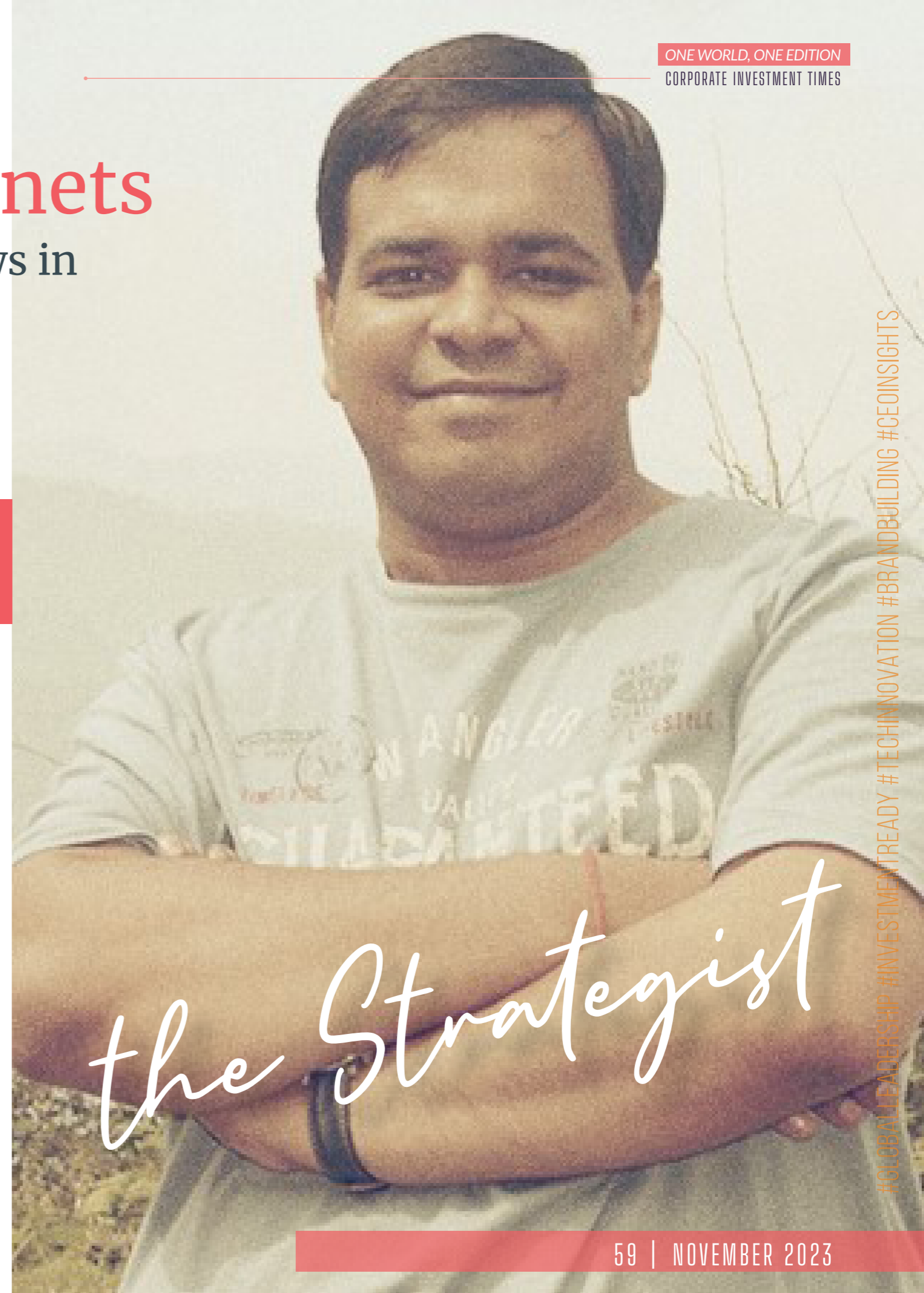
CTO / CSO / Brand Strategist, Head of International Business & Client Relationship Management.

Personal Advisor to Startups & CEOs

**Chandigarh, India**

In the competitive world of startups, where ideas abound and funding is scarce, having a strong personal brand is no longer a luxury but a necessity. Investors are not just looking for brilliant ideas; they are also looking for founders with the vision, charisma, and credibility to turn those ideas into reality.

A well-crafted personal brand can make you stand out from the crowd and attract the attention of investors who are eager to support your next venture.



#GLOBALLEADERSHIP #INVESTMENTREADY #TECHINNOVATION #BRANDBUILDING #CEOINSIGHTS



In today's globalized world, having a strong personal brand is more important than ever, especially for new age startup founders and CEOs looking for investments. Investors want to back people who are credible, trustworthy, and have a vision for the future. By building a global personal brand, you can demonstrate all of these qualities and increase your chances of securing funding.

Here are some key reasons why having a global personal brand is important before you ask for investments:

- 1. It gives you credibility and authority.** When investors see that you have a strong personal brand, they know that you are a thought leader in your

industry. They are more likely to trust your judgment and believe in your vision.

For example, if you are a startup founder in the field of artificial intelligence, and you have a strong personal brand as an AI expert, investors will be more likely to take your business seriously. They will know that you have the knowledge and expertise to execute on your vision.

- 2. It helps you attract attention from potential investors.** In today's crowded marketplace, it can be difficult to stand out from the competition. Having a strong personal brand can help you get noticed by investors who are looking for the next big thing.

For example, if you are a startup founder who is active on social media and regularly shares insights on the future of AI, investors who are interested in AI are more likely to come across your content. This can lead to opportunities for meetings and conversations, which could eventually lead to investment.

- 3. It makes you more relatable to investors.** Investors want to back founders who they can see themselves working with. By sharing your personal story and values, you can build a connection with investors and make them more likely to want to invest in your company.

For example, if you are a startup founder who is passionate about using AI to solve social problems, you can share your story with potential investors and explain why you are motivated to start your company. This can help investors to understand you as a person and why you are the right person to lead your company.

- 4. It gives you a competitive advantage. In a world where everyone is competing for the same investors, having a strong personal brand can give you a leg up on the competition.** Investors are more likely to invest in a company with a founder who has a proven track record and a strong reputation.

For example, if you are a startup founder who has previously founded successful companies and has a strong network of investors and contacts, you will have a competitive advantage when raising funds for your new startup.

- 5. It positions you as a leader. Investors want to back founders who have a vision and can inspire others to follow**

**them.** A strong personal brand can help you to position yourself as a leader in your industry and attract investors who believe in your mission.

- 6. It gives you access to a global network of investors.** By building a global personal brand, you can connect with investors from all over the world. This gives you a wider pool of potential investors to choose from and increases your chances of finding the right investors for your startup.
- It helps you to raise more money. Studies have shown that startups with founders who have strong personal brands are more likely to raise more money than startups with founders who have weak personal brands. How to Build an Investor Magnet Personal Brand

Building a personal brand that resonates with investors requires a strategic approach that combines self-awareness, authenticity, and consistent messaging.

Here are some key steps to get you started:

- 1. Define Your Unique Value Proposition** What makes you different from other founders in your industry? What are your strengths, experiences, and passions? Identifying your unique value proposition will help you articulate your brand essence and communicate why investors should choose to support you.
- 2. Craft a Compelling Narrative** Your personal brand story should be genuine, engaging, and memorable. Share your personal journey, your passion for your idea, and the impact you hope to make in the world. Connect



with investors on an emotional level by showcasing your human side and demonstrating your commitment to your vision.

### 3. Establish Yourself as an Industry Expert

Investors seek founders who are knowledgeable and respected in their field. Write blog posts, participate in industry discussions, and speak at events to demonstrate your expertise and thought leadership. Share your insights and perspectives on the latest trends and challenges in your industry.

### 4. Cultivate a Strong Online Presence

Your online presence is a powerful tool for building and showcasing your personal brand. Create a professional website that highlights your accomplishments, experience, and vision. Maintain active social media profiles where you share engaging content, interact with followers, and engage with industry influencers.

### 5. Network and Build Relationships

Networking is essential for expanding your reach and connecting with potential investors. Attend industry events, join relevant professional organizations, and actively seek opportunities to meet and connect with investors. Building strong relationships can open doors to funding opportunities and valuable partnerships.

### 6. Be Authentic and Consistent

Your personal brand should be a

true reflection of who you are. Avoid trying to be someone you're not, as investors can spot a fake from a mile away. Be genuine, consistent, and true to your values in all your interactions and communications.

### 7. Seek Feedback and Continuously Improve

Your personal brand is not a static entity; it evolves over time. Regularly seek feedback from mentors, advisors, and trusted peers to identify areas for improvement. Continuously refine your messaging, content, and online presence to keep your brand relevant and engaging.

In the ever-evolving world of startup investments, the journey from ideation to securing funding is a complex and multifaceted endeavor.

As a founder or CEO, navigating this

intricate landscape requires a delicate balance between showcasing your vision on a global stage and focusing on the core aspects of your startup.

This is where the expertise of dedicated branding professionals becomes invaluable. In this article, we'll explore the pivotal role of a global personal brand in attracting investments and delve into how branding experts work tirelessly behind the scenes, allowing you to concentrate on steering your startup toward success.

#### 1. Strategic Positioning:

Dedicated branding experts analyze market trends, competitor landscapes, and your startup's unique value proposition. They strategically position your personal brand to align with the ever-shifting demands of global investors, ensuring that your narrative stands out in a crowded digital space.





**2. Tailored Content Creation:**

Crafting compelling content that resonates across cultures and industries is an art. Branding professionals curate content that not only reflects your authentic voice but also speaks to the diverse interests of a global audience. This tailored approach maximizes the impact of your personal brand, drawing attention to your expertise and leadership.

**3. Platform Optimization:**

Different platforms cater to diverse audiences. Branding experts identify the platforms that align with your target investors and optimize your presence on each. Whether it's LinkedIn for professional networking or Instagram for visual storytelling, a strategic approach ensures your personal brand reaches the right eyes.

**4. Reputation Management:**

Maintaining a positive online reputation is crucial. Branding experts continuously monitor and manage your online presence, addressing any challenges swiftly. This proactive reputation management safeguards your personal brand and fosters an environment of trust among potential investors.

**5. Networking and Collaboration:**

Building a global personal brand extends beyond individual efforts. Branding professionals leverage their networks to facilitate collaborations, partnerships, and opportunities. They connect you with influencers, industry leaders, and potential investors, expanding the reach of your personal brand.

**6. Data-Driven Insights:**

In

the digital realm, data is a powerful tool. Branding experts employ analytics to gain insights into the performance of your personal brand. By understanding what resonates with your audience, they refine strategies for maximum impact, ensuring your brand remains dynamic and adaptive.

**7. Crisis Management:**

In the unpredictable world of startups, challenges can arise. Branding experts act as a shield, swiftly addressing and mitigating crises. Whether it's negative publicity or unforeseen challenges, their expertise ensures your personal brand remains resilient in the face of adversity.

**8. Global Trend Integration:**

Staying abreast of global trends is a continuous task. Branding professionals integrate emerging trends into your personal brand strategy, keeping your image fresh and relevant. This adaptability positions you as a forward-thinking leader in the eyes of potential investors.

**Conclusion:**

By outsourcing your branding efforts to dedicated experts, you can free up your time and energy to focus on the core aspects of running your startup, such as product development, customer acquisition, and team management. This can help you accelerate your growth and increase your chances of success.

Here are some additional benefits of working with branding experts:

- They have the skills and expertise to create a brand that is both memorable and effective.
- They can help you avoid common branding mistakes that could damage



your reputation.

- They can provide objective feedback and help you make informed branding decisions.
- They can help you stay ahead of the latest branding trends and technologies.

If you are considering hiring a branding expert, be sure to do your research and choose someone who has a proven track record of success in helping startups attract investors. A good branding expert can be an invaluable asset to your business.

**While you focus on steering the ship toward success, dedicated branding experts operate as the navigators behind the scenes.**

Their strategic insights, creative prowess, and commitment to maintaining the integrity of your personal brand are instrumental in attracting investments and propelling your startup onto the global stage.

As you embark on this transformative journey, partnering with branding professionals ensures that your personal brand remains not just a reflection of your vision but a beacon that attracts the attention and confidence of investors worldwide.



*the Global Entrepreneur*

# LARISA MILLER

CEO, Phoenix Global Group Holdings (Miami & Abu Dhabi)  
& CEO, Phoenix Global Media Group / President, Keystone  
Farm Future / Award-winning International Speaker  
**Abu Dhabi. Miami. Raleigh.**

## The Future of Enterprise The Loneliness of Entrepreneurship

When a non-entrepreneur hears that you are business founder, you will also invariably hear comments like, "you're so lucky, you can make your own hours and work when you want to", or "you must be rich", or even "can you loan me some money?"

#KEYNOTESPEAKER, #BUSINESSADVISOR, #WOMENSEMPowerMENT, #BUSINESSCONSULTANT, AND #BUSINESSDEVELOPMENT

What you want to say (even shout) right back at them is that being an entrepreneur means never having a weekend off, working holidays, working 18-hour days, working when you are sick, working while watching your kid's football games, working before the sun comes up, only shutting off the light long after the sun goes down. Being an entrepreneur means waking up at 3:00 A.M., mind racing with ideas/strategies/worries. In the early stages, being an entrepreneur generally means bootstrapping a business, investing and reinvesting every cent you pick up off the sidewalk. You fly economy class. You forgo vacations. Instead of buying a Mercedes, you invest in business growth. Instead of having cash to loan to others, you are constantly updating investor's decks, talking ad nauseum about seed funding, and subsequent Series-A and Series-B tranches.

**Who is the loneliest person in the world? The Entrepreneur. Despite all the grit, worry and struggle, what can be one of the most rewarding career pathways? Entrepreneurship.**

Almost every human being at one time or another in their lifetime, has had an idea or a dream that could be turned into a vocation. And for almost every human being, that idea or dream is but a fleeting thought, something that never materializes, given their lack of confidence, belief, determination, or commitment. A dream without a strategy – a dream without action, will always remain just a dream. Most people are comfortable being someone's employee, and that is perfectly fine! Business wouldn't be business

without a plentiful workforce. Most people are comfortable building someone else's fortune in exchange for the stability of a paycheck. But for a few of us, the crazy souls who are willing to make great sacrifice for great reward – the crazy souls who have entrepreneurship built into their DNA, we are the architects of the future of enterprise.



From the moment we set up our first lemonade stand as a child, selling cups of lemonade for 25 cents to save up for the newest toy, the spark of entrepreneurship begins to ignite within us. These early ventures, often encouraged by a mixture of childhood boredom and the subtle push of parents, lay the foundation of a spirit that is inherently human: the drive to create, to sell, to succeed on our own terms. Yet, as we grow, the path of entrepreneurship

often becomes overshadowed by a societal push towards safety, comfort and predictability. Parents and mentors, perhaps conditioned by their own fears and experiences, guide us towards the stability of a paycheck rather than the uncertainty of business ownership. This shift away from entrepreneurial ventures marks the start of a solitary journey for those who dare to walk down the path less taken.

ownership is not just about financial gain; it is an expression of personal freedom and the fulfillment of one's vision. It's an opportunity to contribute something unique to the marketplace and, in doing so, to oneself.

The impact of startups and small businesses reaches far beyond the individual, however. These ventures are the lifeblood of the economy, injecting innovation, creating jobs, and fostering competition. By strengthening local communities, they lay the groundwork for a more resilient and diversified economic landscape. The ripple effect of a successful business can change the destinies of families and communities, propelling future generations towards greater prosperity through family business that creates generational wealth. The entrepreneurial spirit, therefore, is a vital force that has the power to reshape the world.

This journey, while often lonesome, is also where the seeds of innovation and growth are sown. The act of starting a business and venturing into the unknown is a personal crusade against the status quo, a challenge to the safe confines of the known. Entrepreneurship is fraught with risks and requires a resilience that is not required in the conventional 9-to-5 job. Yet, for those who persevere, the rewards can be substantial. Business

However, the path of entrepreneurship should not be a privilege of the few who can navigate the labyrinth of starting and sustaining a business. To cultivate this spirit, there needs to be equitable access to resources, mentorship, and capital. By breaking down these barriers, entrepreneurship can become a more inclusive journey, reflective of the diverse society we live in. It's about democratizing the tools for success and ensuring that the

# ENTREPRENEURSHIP



best ideas, regardless of their origin, have the chance to flourish.

In the endeavor to make entrepreneurship less solitary, there's a profound strength in community. Entrepreneurs can band together to share knowledge, resources, and support. Networks and incubators can provide the camaraderie and collective wisdom to fuel persistence. It is through these alliances that the entrepreneurial journey becomes a shared experience,

lifting the burden of the struggle, alleviating the isolation and loneliness and multiplying the chances of success.

For entrepreneurs, solidarity is a force multiplier. When entrepreneurs work together, sharing networks and resources, they harness a collective power that no single entrepreneur could muster alone. As someone who speaks to entrepreneurs around the world, I regularly remind them that collaboration is not a zero-sum game;

it doesn't erode one's competitive edge or endanger intellectual property. Instead, it serves to amplify potential and expand opportunity.

By sharing innovations and insights, entrepreneurs can fortify their supply chains, expand their reach into new markets, and refine their products and services. Such unity fosters a breeding ground for innovation where learning from the trials and triumphs of peers propels everyone forward. In the entrepreneurial ecosystem, shared knowledge is the currency of progress, and through it, the entire community is elevated.

In this new collaborative economy, we are redefining the traditional boundaries of business by emphasizing the power of collective effort over individual ownership. For entrepreneurs, engaging in competitive collaboration—where businesses work together even as they vie in the marketplace—can be a cornerstone for success in this new economic landscape.

This practice encourages the pooling of resources, knowledge, and skills to foster innovation and accelerate growth, while still maintaining a healthy competitive edge. By leveraging shared technologies, market insights, and distribution channels, entrepreneurs can reduce costs, increase efficiency, and tap into wider customer bases. This synergy not only drives individual businesses forward but also pushes the entire industry to evolve.

Competitive collaboration is not merely a strategy but a forward-thinking mindset that underpins the future of business, ensuring that

adaptability and cooperation go hand-in-hand with competition.

Yes, the entrepreneurial journey might start as a lonesome road lined filled 'Closed' signs and the omnipresent landmines of self-doubt. Yet, for brave enough to persevere, recognizing that courage is the antivenom to regret, the rewards are plentiful. The road may be arduous – the path less taken almost always is, but the greatest rewards often lie on the other side of the challenges.

For those willing to endure, to grind, to commit fully to their vision, the fruits of entrepreneurship await, not just for themselves, but for the world that benefits from their courage to dream and do.

# The Evolution of Money

## Anticipating the Imminent Shift in Wealth

# KADEEM CLARKE

Disrupting the world with blockchain and education

Co-Founder, M6 Labs

Cape Town, South Africa

In the upcoming 6-12 months, safeguarding wealth will be pivotal in the face of global economic challenges. With soaring inflation, currency devaluation, and dwindling confidence in Central Banks, investors are questioning the safest havens for their capital.

Simultaneously, nations are striving to revamp the financial system, making it more efficient and interconnected, with blockchain poised to be a cornerstone of this transformation.



*the Growth Expert*

#WEB3, #CRYPTO, #EDTECH, #VENTURECAPITAL, AND #PERSONALDEVELOPMENT

### The Essence of Money

Historically, money has transformed from tangible items like shells and gold to banknotes and digital transactions. Traditionally, centralization and security against counterfeiting have driven these evolutions. Today, blockchain technology heralds an era of efficient, decentralized finance.

#### Money must satisfy five key roles:

- Serve as an asset
- Act as a store of value
- Function as a currency on local and international levels
- Be a unit for accounting
- Facilitate exchange as a medium

The real challenge lies in seamless transactions, both locally and internationally. This is where we experience significant inefficiencies in cross-border payments, which affect businesses, particularly SMEs:

- Diverse data standards
- Intensive compliance checks post-2008 financial crisis
- Restricted operating hours due to manual processing
- Outdated banking technologies
- High transaction fees
- Delays in settlements

Despite these issues, the international currency market is colossal. McKinsey reported cross-border flows hitting \$150 trillion in 2022, generating \$240 billion in service fees—a compelling reason for an overhaul.

#### The Misconception of Cryptocurrency as the Monetary Future

You might remember snippets of this article, but the overarching takeaway should be this: blockchain technology

is where the future lies, not necessarily in cryptocurrencies. The ideology behind Bitcoin—a world

# KADEEM CLARKE

Disrupting the world with blockchain and education  
Co-Founder, M6 Labs  
Cape Town, South Africa

As co-founder of M6 Labs, a leading blockchain research firm, Kadeem is at the forefront of integrating users, builders, and leaders in crypto. His free newsletter, Crypto Pragmatist, informs over 30,000 subscribers about the latest in the crypto industry.

With a firm belief in the transformative power of crypto and education, Kadeem actively contributes insights on Web3/Crypto, EdTech, and personal growth.

His expertise in crafting growth strategies and fostering partnerships has catalyzed over \$40 million in alternative asset investments, empowered 25 startups with growth consulting, and expanded a crypto research community from scratch to over 40,000 members.

without financial intermediaries—was groundbreaking yet not without flaws.

The real challenge with cryptocurrencies is the irreversible nature of transactions and the difficulty in understanding the technology for the layperson. Add to this the associations with fraud, and it becomes clear why the crypto brand suffered.

#### Governments' Stance on Crypto

The allure for governments lies in blockchain, not in the philosophies that often accompany crypto assets. Blockchain promises rapid transaction times and simplified banking operations—

features governments seek to implement, partly to enhance financial oversight and taxation.

Cryptocurrencies may have a place as digital assets or value stores. Yet, governments and financial analysts see the underlying blockchain and distributed ledger technologies as the primary innovators, streamlining global banking.

#### Blockchain as the Game-Changer

Blockchain will redefine money. This technology enables automated, transparent ledgers and the possibility of immediate transactions without

the ideologies of cryptocurrency—maintaining the necessary regulation and oversight.

Consider Ripple's system, where



transactions are near-instantaneous and cost minimal compared to traditional bank transfers. It's this efficiency that will shape the future.

#### Bitcoin's Limitations

Bitcoin isn't ideal for money due to its volatility and inefficiency in handling frequent, high-volume transactions. Alternatives like Ripple have shown

potential for cross-border payments, overcoming some of the issues of Bitcoin but experiencing years of legal battles with the SEC.

#### The Rise of CBDCs

Central Bank Digital Currencies (CBDCs), underpinned by blockchain, are set to revolutionize how we carry and spend money—digitally. With over 95% of the global GDP represented by countries exploring CBDCs, the benefits are clear:

- Simplified monetary policy execution
- Financial inclusivity
- Instant payments
- Embracing digital transformation
- Enhanced measures against financial crimes
- Improved user experiences
- Cost-effective currency management

CBDCs operate on two models: token-based for offline transactions and account-based, requiring online banking interaction.

#### Banks' Adaptation

With CBDCs threatening transaction fees, commercial banks are innovating with Deposit Tokens, allowing them to maintain revenue through agreed-upon internal settlements.

#### Opportunities for Entrepreneurs in the Money Revolution

The changing landscape leading up to 2030 will birth numerous opportunities for forward-thinking entrepreneurs:

- Development of consumer and offline wallets

- Wallets tailored for international travelers
- Cross-border payment solutions
- Microfinancing leveraging smart contracts
- Decentralized financial exchanges
- Platforms for CBDC roll-out and management
- Purpose-specific financial platforms
- Real-time money streaming services

The transition towards a blockchain-driven financial future opens many avenues for investors and entrepreneurs alike. Preparing for this shift means not only reevaluating where to place capital but also understanding and engaging with the emerging technologies that will underpin the future of money.

*the Growth Expert*

<https://corporateinvestments.com>

# THE GLOBAL MENTOR

**INSPIRE SOMEONE TO DREAM MORE, DO MORE, LEARN MORE & BECOME MORE**

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INSPIRE GENERATIONS

**CORPORATE INVESTMENT TIMES**

*the Digital Leader*

# KUMAR PRASOON

One of the TopMost Global CXOs. Enterprise Digital Leader 2017/2018 by MIT Sloan Review. CIO of the Year 2018/2019. COVID-19 SuperHero CIO Awardee 2020.  
**Abu Dhabi , UAE**

In an era marked by the rapid evolution of transportation and logistics, Mobility Intelligence Advisory Services emerge as a guiding force, steering organizations through the complex intersection of data, technology, and mobility solutions.

At its core, mobility intelligence represents the fusion of data analytics and cutting-edge technologies to optimize and revolutionize the way we move.

Advisory services in this realm are not merely consultative; they are transformative catalysts, propelling businesses towards a future where mobility is not just a logistical challenge but a strategic advantage.

## Unlocking the Future Mobility Intelligence Advisory Services





One of the fundamental pillars of mobility intelligence advisory services is data analysis. Vast datasets, ranging from transportation patterns to user behaviors, are meticulously scrutinized to extract



actionable insights. These insights become the bedrock upon which strategic decisions are built. The integration of IoT devices and sensors further amplifies this intelligence, offering real-time data that empowers organizations to make agile, informed choices.

Strategic planning is another key facet. Mobility intelligence advisors collaborate with organizations to develop roadmaps that align mobility solutions with overarching business objectives. This strategic alignment is not a one-time endeavor but an ongoing process that adapts to the ever-shifting landscape of

Enterprise Digital Leader 2017 and Digital Retail Leader 2018 by MIT Sloan Review and the Khaleej Times plus CIO of the Year 2018 /2019/2020/2021, Kumar Prasoona is recognised as one of the Global Topmost CIOs in the Middle East and Africa (MEA), Asia and also at the international level.

In this prominent role, he makes technology recommendations for the group's executive management on the aspects of Fuzzy Analytics, Business Intelligence; BigData, IoT /IIoT, Blockchain, cloud computing, enterprise 2.0, integrated systems architecture and virtualization. Being the founder of Fuzzy Analytics Framework and Modern Industrial Complex Mathematical Calculus for Emerging Technologies, Kumar is also the global leading Industry Researcher, Scientist

and Technology Evangelist for Smart Systems, Smart Retailing, Smart Cities, Smart Parking, Smart Engineering, Smart Instrumentation, Smart Metering and Industry Quantum Mechanics employing the Modern Emerging Technologies.

He chairs as an advisory board member with numerous national and international consortiums in the capacity of consulting, research and bringing supreme Industry Innovations.

Another strong facet is his contribution to the Academia Sector for the Global Universities from Far East to West where he has mentored ,

# KUMAR PRASOONA

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Abu Dhabi , UAE

coached and executed successful projects with hundreds of incumbents in Bachelors, Masters and Doctorates in Engineering, IT, Business and Management in the areas of Emerging Technologies, Emerging Markets and Emerging Systems. Currently as a passionate CIO , he specialises in building cutting edge platforms for Generative AI Enabled CXO Advisory Services globally through Y100 dot AI - an ultramodern vanguard consulting & advisory services suite in the following manner :-

- AI-powered matchmaking: The platform could use artificial intelligence to match clients with the best consultants for their needs, based on their industry, budget, and specific challenges.
- Real-time collaboration: The platform could provide a central hub for clients and consultants to collaborate on projects, share documents, and communicate in real time.
- Data-driven insights: The platform could use data analytics to provide clients with insights into their business performance and identify areas where they can improve.
- Self-service tools: The platform could provide clients with self-service tools to help them with common tasks, such as creating reports and generating invoices.



technology and market dynamics.

In the labyrinth of regulations governing the mobility sector, advisory services act as guides. Navigating the intricate web of compliance ensures that mobility solutions are not only efficient but also ethically and legally sound. This extends to risk management, where advisors assist in identifying and mitigating potential pitfalls, such as data security breaches and privacy concerns.

Implementation support is where the theoretical seamlessly transitions into the practical. Advisors roll up their sleeves, working hand in hand with organizations during the deployment of new technologies. This hands-on approach ensures a smooth transition, minimizing disruptions and maximizing the impact of mobility intelligence solutions.

However, the journey doesn't end with implementation. Continuous performance monitoring becomes imperative in a field as dynamic as mobility intelligence. Advisory services help establish robust systems for ongoing evaluation, allowing organizations to adapt, optimize, and stay ahead of the curve.

In essence, mobility intelligence advisory services offer more than strategic

guidance; they are architects of transformation. As businesses grapple with the complexities of a fast-paced, interconnected world, these services become the compass, pointing towards a future where mobility is not just a means of transportation but a strategic enabler of growth and efficiency. The fusion of data, technology, and strategic acumen in the realm of mobility intelligence advisory services is unlocking doors to a future where organizations not only move but move with intelligence.

#### Mobility Intelligence & Smart Cities

The integration of mobility intelligence in smart cities is paving the way for transformative changes in urban living. Here are some compelling use cases that illustrate the potential impact of mobility intelligence in creating smarter and more efficient urban environments:

1. **Traffic Management and Optimization:** Mobility intelligence allows for real-time analysis of traffic patterns, enabling cities to optimize traffic flow and reduce congestion. Smart traffic management systems use data from sensors, cameras, and connected vehicles to dynamically adjust signal timings, reroute traffic, and improve overall transportation efficiency.
2. **Public Transportation Enhancement:** Smart cities leverage mobility intelligence to enhance public transportation systems. This includes predictive maintenance for public transit vehicles, dynamic routing based on demand, and the integration of real-time data to provide commuters with accurate arrival times, route options, and service disruptions.

3. **Parking Solutions:** Parking is a major challenge in urban areas. Mobility intelligence helps in the development of smart parking solutions, allowing drivers to locate available parking spaces through mobile apps or smart signage. This not only reduces traffic congestion but also enhances the overall urban experience for residents and visitors.
4. **Micromobility Integration:** With the rise of micromobility solutions such as e-scooters and bike-sharing programs, mobility intelligence plays a crucial role in optimizing the distribution and availability of these services. This involves strategically placing and relocating shared vehicles based on demand patterns and user behaviors.
5. **Environmental Impact Monitoring:** Smart cities are increasingly concerned about environmental sustainability. Mobility intelligence allows for monitoring and analyzing the environmental impact of transportation systems, promoting the use of eco-friendly modes of transport, and helping cities make data-driven decisions to reduce carbon emissions.
6. **Emergency Response and Evacuation Planning:** In times of emergencies, such as natural disasters or public safety threats, mobility intelligence aids in efficient evacuation planning. Real-time data on traffic conditions, population density, and transportation infrastructure can be used to develop dynamic evacuation routes and manage the flow of people during crises.
7. **City Planning and Infrastructure Development:** Mobility intelligence supports long-term city planning by providing

insights into how people move within urban spaces. This data is valuable for designing infrastructure, including roads, public transit routes, and pedestrian-friendly zones, to accommodate current and future mobility needs.

8. **Social Equity and Accessibility:** Smart cities strive to ensure equitable access to transportation services. Mobility intelligence helps identify underserved areas, optimize public transit routes for accessibility, and bridge transportation gaps to ensure that all citizens have convenient and affordable mobility options.
9. **Data-Driven Policy Making:** Leveraging the wealth of data generated by mobility intelligence, cities can make informed policy decisions. This includes adjusting transportation policies based on real-time usage patterns, implementing congestion pricing strategies, and promoting sustainable transportation initiatives.

In summary, mobility intelligence is a cornerstone in the development of smart cities, providing the tools and insights needed to create efficient, sustainable, and user-centric urban environments. As cities continue to grow and evolve, the integration of mobility intelligence will be instrumental in addressing the complex challenges of urban mobility.

*the Digital Leader*

# The Bitcoin Halving

What Bitcoin's most important event could mean for valuations

## ULRIK K. LYKKE

Investor in Technology & Digital Assets  
Co-founder of Peanuds  
Larnaca, Cyprus

### What is the halving?

Every four years, the Bitcoin blockchain undergoes what is popularly known as "the halvening" or "the halving" event: A fundamental event where the rate of distribution of BTC will be cut in half.

Initially, when Bitcoin was launched in 2009, miners were rewarded 50 bitcoins for each block they added to the chain. However, every 210,000 blocks or approximately every four years, this reward is technically designed to halve, giving the naming convention for Bitcoin's most important fundamental event "the halvening".

*the Trailblazer*

#MACRO, #CRYPTO, #BITCOIN, #INVESTMENTS, AND #ENTREPRENEURSHIP

That supply mechanism is core for Bitcoin's design, and the diminishing rate of distribution of BTC into the network is what ensures a lower inflation rate of Bitcoin every four years.

Since inception, Bitcoin has undergone three halving events already, and the next, is expected sometime in April 2024 where the block reward will be reduced to 3.125 BTC.

**Bitcoin's Deflationary Monetary Policy**

The strict rules for Bitcoin's supply dynamics are all hard coded into its design, making it impossible to change them. Bitcoin's embedded monetary policy dictates there can only ever be 21 million Bitcoin in total. At the time of writing, over 19.3 million of that total supply has already been mined; the last block will be mined at around 2140.

However, as long as there's still BTC to be released, the network will naturally experience inflation. The inflation rate of Bitcoin is calculated by how fast the total supply of BTC is growing on a yearly basis. When the halving cuts the rate of supply by half, the inflation rate drops significantly every four years.

This is one of the reasons why some people see Bitcoin as a kind of "digital gold" because it becomes scarcer over time, similar to gold.

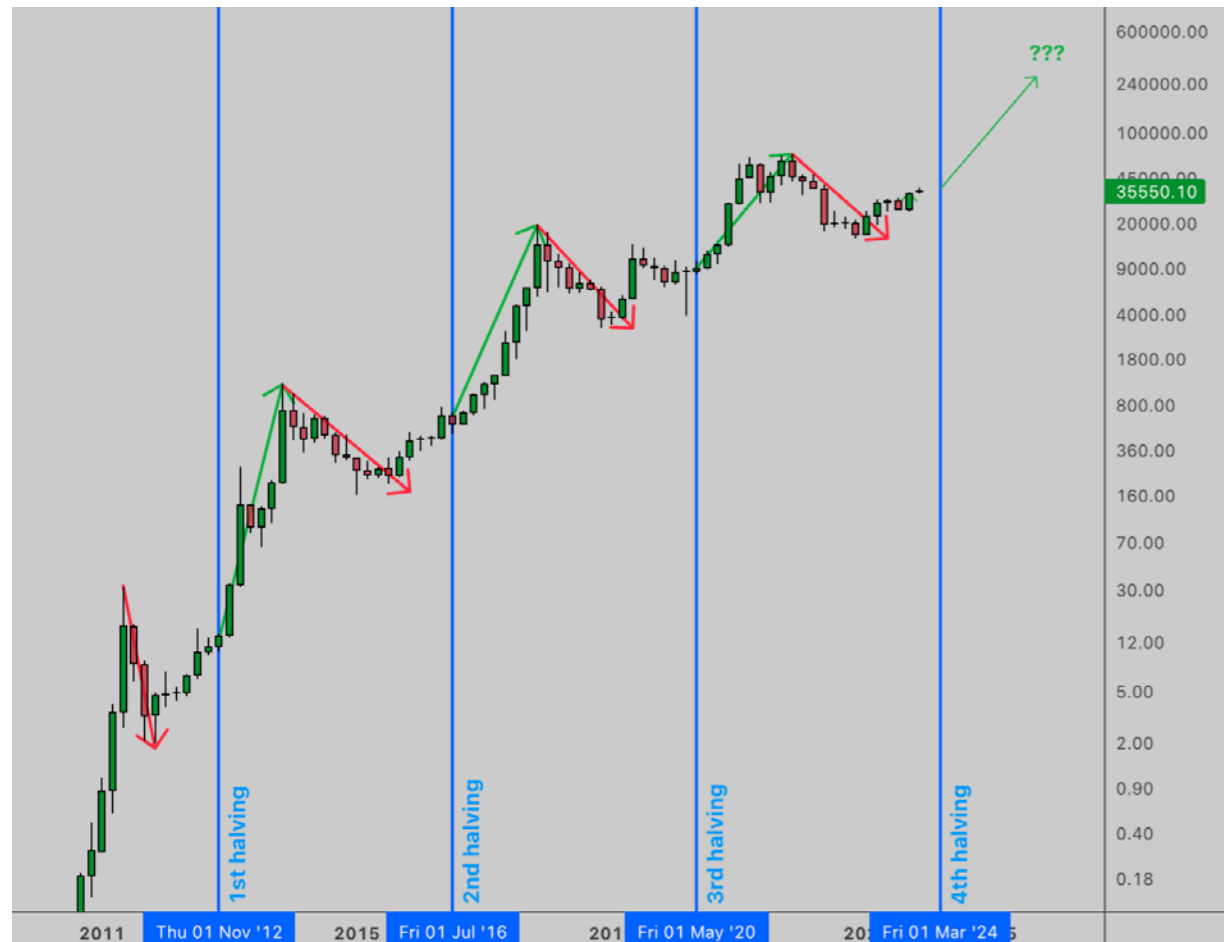
**The Harder the Asset the Lower the Inflation**

Bitcoin stands in sharp contrast to national currency which follows an inflationary model.

Halving #	Date:	Reward adjustment:	Annual growth rate of total supply %
1	November 28, 2012	50BTC to 25BTC	32.66%
2	July 9, 2016	25BTC to 12.5BTC	6.80%
3	May 11, 2020	12.5BTC to 6.25BTC	2.61%
4	Est. April 26, 2024	6.25BTC to 3.125BTC	1.26%

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Stock-to-Flow of Gold		
	2022	2032
Stock of Gold:	208,874 metric tons	24,874 metric tons
Annual Gold Production (Flow):	3,612 metric tons	3,500 metric tons
SF ratio;	$208874/3612 = 57,83$	$243,874/3500 = 69,68$



Essentially all fiat currencies can increase in supply at an indefinite level which from an inflation perspective makes them much softer assets than Bitcoin.

For instance, in 2020, the U.S. government increased the monetary supply fourth fold, which led to an increase in inflation rates ultimately eroding the purchasing power of each dollar in circulation.

**Bitcoin - Scarcer than Gold**

Bitcoin is sometimes labeled "digital gold" and there's a good reason for that. Both gold and Bitcoin share a fundamental characteristic: scarcity. Gold, a precious metal highly valued for centuries, is finite in supply, with only a limited amount available on Earth. Similarly,

Bitcoin's supply is capped at 21 million coins, making it the first digital asset with a predefined and fixed maximum supply.

Comparing the attributes of gold and bitcoin can be done in a number of ways. A popular model to measure the scarcity of commodities is using the Stock-to-Flow model (SF). SF is a ratio that compares the existing supply (stock) of an asset to the amount of new supply (flow) that is being added to it over time.

The SF ratio is calculated by dividing the stock by the flow. The higher the SF ratio, the scarcer the asset is considered to be. A high SF ratio indicates that it would take a long time to replace the existing supply with new supply at the current production

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Stock-to-Flow of Bitcoin		
	2022	2032
Stock of Bitcoin:	19,25 million BTC	20,671 million BTC
Annual Bitcoin Production (Flow):	900 BTC per day	225 BTC per day
SF ratio;	$19,250,000/900*365 = 58,6$	$20,671,875/225*365 = 251,7$

rate.

In this simplified example, the SF ratio for gold increases slightly from around 57.83 in 2022 to around 69.68 in 2032. This increase is due to a small increase in the stock of

gold (existing supply) while the annual production is expected to remain relatively constant around 3,500 metric tons per year.

As evident here Bitcoin currently is just about as scarce as gold in 2022 following its SF ratio. However, in the year 2032, Bitcoin would have gone through 2 additional halvening events (2024 and 2030), which will decrease the daily flow of BTC to 225 bringing its SF up to more 251, making Bitcoin a multitude more scarce than gold.

**Criticisms of the S2F Model**

While the stock-to-flow model is recognised for its use to distinguish a correlation between the scarcity of an asset and its price, there are naturally other elements other than supply side factors such as flow and stock that influences the price of an asset. For an asset like bitcoin without intrinsic properties like gold, the demand side factors are equally important.

**The Bitcoin Halving - A Catalyst for Price?**

The main reason why the halving event catches so much attention by Bitcoin investors is because of its historical positive influence on price discovery.

Simply put, if the "supply" of new bitcoin decreases and the demand for BTC

remains constant or increases, laws of supply and demand dictate that the price will go up.

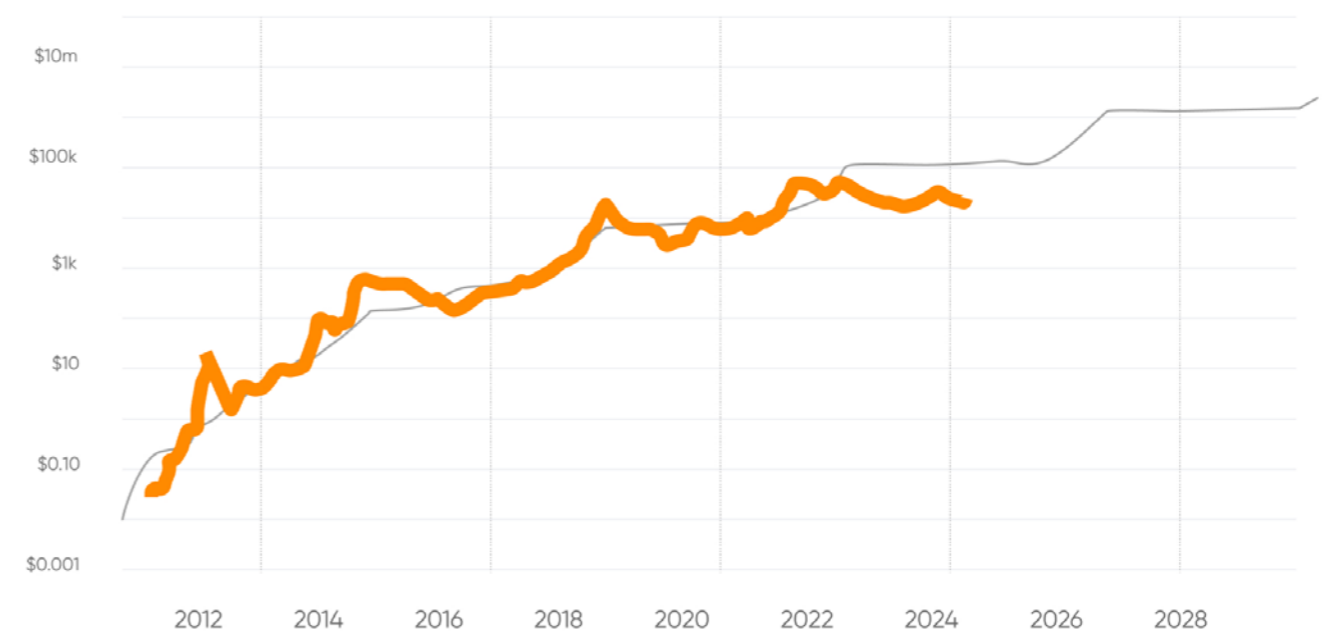
Bitcoin adopters have been very aware of this fact early on. Hal Finney, the second user of Bitcoin ever, even commented in 2011 about future price expectancy of BTC:

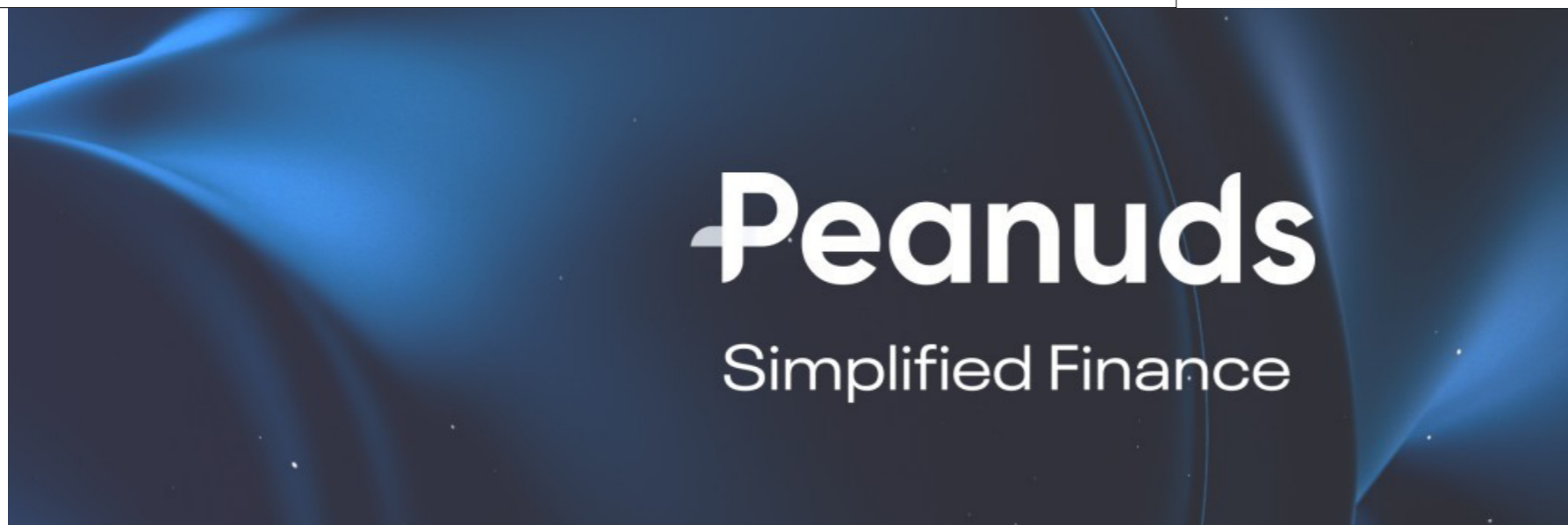
**"As an amusing thought experiment, imagine that Bitcoin is successful and becomes the dominant payment**



**Bitcoin: Stock-to-Flow Ratio (USD)**

● Stock - to - Flow Ratio (USD) ● Price (USD)





the Trailblazer

system in use throughout the world. Then the total value of the currency should be equal to the total value of all the wealth in the world. Current estimates of total worldwide household wealth that I have found range from \$100 trillion to \$300 trillion. With 20 million coins, that gives each coin a value of about \$10 million.”  
- Hal Finney.

**Halving Event: Historically Good for Price Discovery**

BTC's price has historically always rallied to all-time highs about a year to a year and a half after each halvening event. Even modeling the price development 100 days after the halving event, there has been a clear precedent for price surges.

The question naturally always remains whether historical behavior can be indicative of how the future will unfold. As is the case with any future predictive model, the outcome is pegged to probability, and using historical data to predict future price will always entail

great uncertainty.

That said, if Bitcoin is on your radar as an investment objective, it might be wise to consider how a significant contraction in the rate of supply will influence the price of BTC moving forward.

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Ulrik Lykke is a technology-focused entrepreneur and investor with a passion for the digital asset space.

Ulrik is the founder of one of EU's first licensed crypto hedge funds, and his investment expertise spans across digital ventures, tokenised assets and technology in the crypto economy.

Currently, Ulrik is dedicated to revolutionising the payments industry with his company Peanuds that delivers a banking alternative for Web3 and Crypto enterprises. Check out Peanuds.com if this is of interest.

In his spare time, Ulrik Lykke publishes research on the crypto economy and writes a newsletter called the 'Bitcoin Global Macro', where macro- and geopolitical events are gazed upon through a crypto lens.



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# Building stronger communities through resource sharing

## SANIA MAHMOOD

**Driving Industrial Productivity & Circular Resource Management | Chief Synergy Officer**  
*Ajman Emirate, United Arab Emirates*



In today's fast-paced world, building stronger communities is more important than ever. Communities are the backbone of our society, providing support, a sense of belonging, and a safety net not only for individuals but also businesses. One way to strengthen communities is through waste reduction strategies, a practice that can have a positive impact on both developed and emerging economies.

What is the potential of building stronger communities through resource sharing on alleviating poverty, contributing to the Sustainable Development Goals, and promoting inclusivity?

Resource sharing is a simple but powerful concept. It involves individuals, businesses, and organizations coming together to share their underutilized resources. These resources can take many forms, from physical goods like excess inventory or warehouse space to intangible assets like knowledge and expertise. By sharing these resources instead of wasting them or leaving them idle, we can unlock their potential to benefit both the givers and the receivers.

One of the most immediate benefits of using the underutilized resources is the reduction of waste. In today's throwaway culture, where landfills are overflowing with discarded items, resource repurposing provides a sustainable alternative. Instead of sending excess products, materials, or equipment to landfills, businesses must locate opportunities to extend the utility of resources to maximize efficiency. Excess waste production is not only a social and environmental concern, but addressing it can provide a means to leverage financial gains beyond just savings.

Companies may face financial losses due to inefficiencies in their waste disposal system, including inadequate training, misclassification of waste, and regulatory non-compliance. By addressing these issues through employee training, waste audits, regulatory compliance efforts, and improved oversight, they significantly reduced waste disposal costs, avoided penalties, and enhanced their environmental reputation.

More significantly, harnessing untapped resources, can be a significant source of revenue for businesses. The LEGO Group, a Danish toy manufacturing company known for its iconic plastic building bricks, has taken innovative steps to promote a circular

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Sania Mahmood is a passionate individual

dedicated to conquering the bridge of human-computer interaction. With more than a decade of experience in the fields of manufacturing and oil and gas, she possesses a profound understanding of the challenges faced by small and medium-sized enterprises (SMEs) in even the most demanding sectors.

In her role, Sania excels in facilitating the emergence of meaningful synergies, leveraging technology as a catalyst for sustainable change while emphasizing the importance of deep collaboration between various entities. As a female professional, Sania is passionate about pushing the boundaries on the latest technology trends and delivering climate action with purpose and meaning to companies of all sizes. She also holds a certification from the University of Cambridge in Sustainable Marketing, Media, and Creative, further enhancing her expertise in driving sustainability and innovation in the world of business and technology.



economy by sharing its underutilized resources. One notable initiative involves sharing mold machines, a critical component of their manufacturing process. The Group recognized that their mold machines were not in use 24/7, and this underutilization represented an opportunity for resource collaboration. They decided to make their excess capacity available to

other companies in need of injection molding services. In the first year of launching this resource-sharing initiative, The LEGO Group was able to generate approximately \$5 million in revenue from providing injection molding services to external companies. This revenue was a result of a combination of factors, including

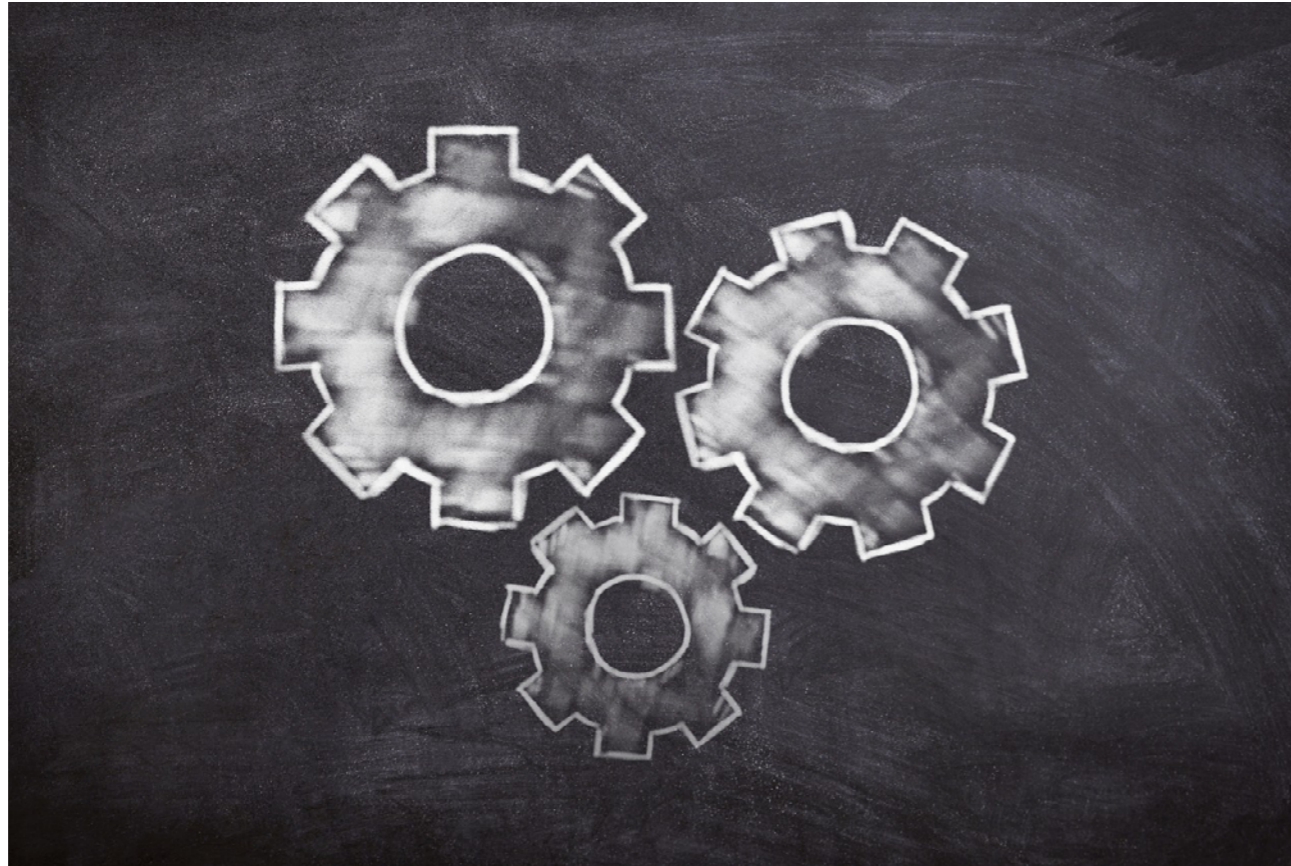
competitive pricing, efficient use of their excess machine capacity, and a strong demand from businesses looking for high-quality injection molding services. This shows how underutilized asset sharing can create a win-win situation by providing an additional source of revenue for the host business while offering cost savings for the renter.



Resource sharing is not limited to developed economies. In fact, it can have a profound impact on emerging economies, where poverty is a pressing issue. Emerging economies often face challenges such as limited access to capital, infrastructure, and technology.

Collaborative resource management can play a vital role in addressing these challenges. For instance, in small farming communities in developing countries, many farmers struggle with limited access to modern farming equipment, primarily due to high costs and restricted availability. For instance, in Sub-Saharan Africa, over 80% of farmers still rely on manual labor and basic hand tools for their agricultural practices.

However, initiatives focused on resource sharing, where well-off farmers or businesses provide access to their equipment, have shown remarkable promise. Research from the International Food Policy Research Institute (IFPRI) indicates that such sharing can increase agricultural productivity by more than 20%. An illustrative example from India highlights that shared machinery leads to higher crop



yields and reduced labor costs. In addition, the World Bank's case study in Bangladesh demonstrated that resource-sharing programs result in significant income boosts, up to 50%, for smallholder farmers.

Furthermore, this sharing of resources not only enhances income but also contributes significantly to food security. The United Nations Development Programme (UNDP) emphasizes that improving agricultural productivity, as achieved through shared resource management, plays a crucial role in enhancing food security in rural communities.

Real-world examples from parts of sub-Saharan Africa underscore the impact of these programs in increasing food production and reducing food insecurity among small-scale farmers. In summary, resource sharing of modern farming equipment in developing country communities can alleviate the challenges

faced by farmers, improve their livelihoods, and contribute to greater food security.

In addition to physical resources, knowledge sharing can be a game-changer if captured and capitalized on with precision. The exchange of expertise and wisdom, including indigenous knowledge, can be an important factor in fostering economic development and innovation. This approach helps empower individuals to create their own opportunities, breaking the cycle of poverty, and empower corporates to participate in generations of research and development that has proven to work. However, this is challenging as an organization becomes increasingly disconnected from the communities in which they operate.

As the world becomes increasingly digitized, inclusion can play a key role in fostering collaboration. Resource exchange platforms and circular economy marketplaces offer opportunities for increasing adoption.

These platforms connect those with resources to those in need, creating a data place for sharing. Whether it's a business looking for co-working space, or an educational sector seeking industrial knowledge to be given to their students, these platforms can facilitate the exchange.

Communities that embrace inclusivity in material exchange experience several benefits. They become more resilient, as businesses are more willing to help each other during tough times. Moreover, inclusivity fosters a sense of belonging and trust, making the community supportive. In addition to the economic and social advantages, resource circularity also has significant environmental benefits.

By reducing waste and optimizing resource use, it contributes to a more sustainable future. This is especially crucial in a world facing environmental challenges such as climate change and resource depletion. In this way, resource co-utilization, which aims to prolong the use of materials and assets to minimize the constant need for production and the resultant depletion of natural resources. As a stark reminder of our current unsustainable practices, 2.12 billion tons of waste are sent to landfills annually (UNFCCC, 2023).

The impact of the sharing economy has become increasingly popular, even in the fossil-rich Gulf Cooperation Council. In 2016 alone, GCC consumers spent at least \$10.7 billion on GCC sharing economy platforms, which generated an estimated \$1.7 billion in revenues for these platforms (PwC, 2017)

With increasing consumer pressure on sustainable practices, regulatory pressures and disclosure requirements, symbiotic collaborations can be fruitful in both the short and long term. In a world facing environmental challenges and economic disparities, resource circularity is a step towards a more sustainable and equitable future.

By fostering inclusivity and trust among participants, resource sharing platforms and initiatives can create a sense of belonging, support, and resilience in communities. As we reflect on our journey, it prompts us to ask: Are we prepared to be the architects of this transformation?

# How To Promote Entrepreneurial Mind-Sets

*the Mentor*

## AHMAD J. NAOUS

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2020/Leadership Gold Award 2021

**Beirut Governorate, Lebanon**

Last year a study on entrepreneurship made headlines by arguing that teaching personal initiative was more effective in boosting small businesses than traditional business training. The study was carried out in Togo with a sample of 1500 micro-enterprises which were divided into three groups – a control group, a group that received traditional business training and a group that received personal initiative training.

The traditional business training covered accounting and financial management, marketing, human resources and formalisation. Personal initiative training looked to change mind-sets so that people were more self-starting, persistent and future-oriented. Two years later, the personal initiative training increased the enterprises profits by 30%, as compared with a statistically insignificant 11% for the traditional training.



This was not the first study showing the benefits of personal initiative training – in fact, there is a considerable amount of evidence that boosting personal initiative has positive effects on entrepreneurship, including in lower and lower middle-income countries.

On the other hand, there is very mixed evidence on the benefits of traditional training on business success. Some studies have shown that traditional training leads prospective entrepreneurs to launch businesses more quickly. But the effects of such training on the survivorship or profitability of existing businesses have been modest at best.

#### Personal initiative and poverty

What exactly do the personal initiative characteristics mean? Being a self-starter means being motivated to act from an internal drive.

Persistence means being resilient and ready to overcome challenges that appear along the way. Being future-oriented means anticipating and preparing for potential opportunities and threats – assembling resources now to be able to take advantage of future opportunities quickly and planning for contingencies.

The characteristic of being future-oriented is particularly interesting in the context of low-income entrepreneurs running micro-businesses because research suggests that the poor tend to be more present-focused than the better off. The poor tend to discount future costs and benefits more and place a higher value on near-term costs and benefits.

A study in Europe, for example, has shown that the poorest individuals are most likely to prefer smaller rewards sooner over larger

rewards later, and a survey assessing levels of present bias in Turkey found that 29% of low-income individuals exhibited present bias compared to 6% of high-income individuals.

It is not that poor people happen to be more present biased. It is that poverty makes them so. This may have to do with uncertainty about the future – some research suggests that having a high income may make you feel more in control of the future and therefore less present bias.

It also likely has to do with the cognitive impact of poverty. In Scarcity: Why having too little means so much, economist Sendhil Mullainathan and psychologist Eldar Shafir write about how scarcity focuses the mind so much on whatever we feel we don't have enough of (whatever is scarce) that we become less effective in other areas of life.

Scarcity actually changes the way we make decisions, in particular how we weigh the costs and benefits of anything that is outside of our pressing area of focus.



In contexts of poverty, scarcity of money makes people less forward thinking and less self-controlled because it tunnels people's thinking so much on current money worries.

Which brings us back to personal initiative and future-orientation. If poverty makes people less future-oriented, it would mean that poverty would impact on personal initiative.

And, therefore, boosting personal initiative through training could be particularly fruitful for improving business success of poor micro-entrepreneurs.

As such, programmes that aim to help low-income individuals by strengthening their capacities to run micro-businesses should consider – if not completely replacing traditional business training – at least adding personal initiative

training to their repertoires. The positive impact might be very large indeed.

Entrepreneurship can have a positive impact on society in many ways, including:

- Creating jobs and economic growth: New businesses create jobs, which can help to reduce unemployment and boost the economy.
- Solving social and environmental problems: Entrepreneurs are developing innovative solutions to some of the world's biggest challenges, such as climate change, poverty, and disease.
- Promoting diversity and inclusion: Entrepreneurs from all walks of life are starting businesses, which can help to create a more diverse and inclusive economy.
- Building communities: Businesses can bring people together and create a sense of community.

Here are some examples of entrepreneurs who are delivering positive impact:

- Oprah Winfrey: Winfrey is a media mogul and philanthropist. She has used her platform to raise awareness of important social issues and to promote education and empowerment. She has also donated millions of dollars to charity.
- Muhammad Yunus: Yunus is a Nobel Peace Prize laureate and the founder of the Grameen Bank, which provides microloans to poor entrepreneurs in Bangladesh. The Grameen Bank has helped to lift millions of people out of poverty.
- Jessica Alba: Alba is an actress and entrepreneur. She is the founder of The Honest Company, which sells non-toxic and sustainable household products. Alba is passionate about environmental protection and social justice.

These are just a few examples of

entrepreneurs who are making a positive impact on the world. There are many other entrepreneurs who are working to solve important problems and make the world a better place.

#### How can you deliver positive impact as an entrepreneur?

There are many ways to deliver positive impact as an entrepreneur. Here are a few ideas:

- Choose a business idea that is aligned with your values and interests. This will make it more likely that you will be passionate about your work and that you will make a positive impact.
- Be mindful of your environmental and social impact. Consider how your business can reduce its environmental footprint and promote social justice.
- Give back to your community. You can do this by donating to charity, volunteering your time, or mentoring other entrepreneurs.

By following these tips, you can use your entrepreneurial skills to make a positive difference in the world.

Don't just teach business skills.

Promote entrepreneurial mind-sets.

*the Mentor*

AS IN LIFE, SO IN THE BUSINESS WORLD  
STAND OUT, BE DIFFERENT  
AND SHOW THAT DIFFERENCE BOLDLY



INSPIRE GENERATIONS

CORPORATE INVESTMENT TIMES

# Most Common Mistakes made by Early-Stage Startups And how to avoid them

## ASSAF BEN DAVID

Startup Attorney | Lecturer | Leadership Coach |  
Founder  
Tel-Aviv, Israel

Starting a new business is an exciting journey. However, many early-stage startups often make easily avoidable mistakes. These mistakes often lead to costly litigation, loss of intellectual property, and even the dissolution of the company. In this article I will explore the four most common mistakes that early-stage startups make and how to avoid them.

Each week, I engage in a few 'legal mapping' sessions with early-stage startup founders. During the sessions I identify potential risks, outline the steps to mitigate them and chart their legal and business needs. But I also like to have a bit of fun by making the founders think that I'm psychic

*the Global  
Mentor*

After everyone takes a seat, I take a small piece of paper and jot something down. I then crumple it into a ball and place it at the center of the table. This action typically raises a few eyebrows, but the conversation quickly shifts back to business. As the session ends, one of the entrepreneurs usually pauses and asks: "By the way, what did you write on that piece of paper at the start of the session?" I respond with a smile, handing it to them, and observe their expressions turn somewhat pale as they read its contents.

The piece of paper contains a list of the 'mistakes' that the entrepreneurs made - the very ones we just discussed during the meeting. Naturally, they are surprised at how I knew about these mistakes even before the session began.

But as much as I wish I had psychic abilities, I don't. The reality is that after working with hundreds (perhaps thousands) of entrepreneurs, and just by knowing how many co-founders they have and what stage they're at, I already know - with a high probability, which mistakes they've made or about to make. The reason being that these mistakes are just so common.

The good news? All you have to do to avoid these mistakes is read on.

#### No Market Need

Background: CBS Insights conducted a study, asking founders who had successfully raised money - but later had to close their startup, to rank the reasons why their startup failed. Surprisingly, the number one reason was "No market need."

While it may seem obvious to not create something without demand, the fact that this was the main #1 reason raises a crucial question: How can intelligent,

ambitious, and talented individuals invest years of their lives and tens (or hundreds) of thousands of dollars into a product or service that has "no market need"?

**The Mistake:** Three main reasons lead entrepreneurs to create services that no one truly needs or is willing to pay for. The first is falling in love with their idea, instead of focusing on their target audience's pain or problem. The second is isolating themselves from others' opinions or asking for feedback the wrong way, and the third is developing the final version of a service or product without first validating it.

**The solution:** (a) focus on the problem - not the solution/idea; (b) get as much feedback as possible (the right way) and (c) validate your idea.

(a) It is vital that you fall in love with the problem - not the solution. You need to focus on solutions / services that solve an actual need, pain, or deep desire of your target audience. Just because YOU think it's an amazing idea, doesn't mean that other people will too. And even if they do, you still need to be sure that they will pay for it, and that the amount is enough to sustain your startup's profitability. To do this, you need to make sure that your service solves a real need, one that people are willing to pay for.

(b) Many people feel the need to keep their idea a secret because they're scared that someone will steal it, or of receiving criticism. In reality, it is extremely rare for someone to steal your idea because establishing a startup requires 2-3 years of extremely hard work (not just coming up with an idea) and most people are too intimidated by this. So, your idea is safe, just don't share truly sensitive information! Additionally, the added value from getting feedback (criticism) can be invaluable. The

problem is that most people go about it the wrong way.

Imagine that you just had a baby and it's the ugliest baby in the world. You know it and they know it. Nevertheless, when a friend visits, they'll say: "wow, what a cute baby!". Does this make them a bad friend or a liar? No. It just means that like most people, your friend doesn't want to hurt your feelings. It's the same with your startup. If you say: "this is my amazing startup idea. I quit my job and invested all

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my savings in it. What do you think?", then obviously they're going to give you compliments - resulting in you getting untrue support, and you thinking that it's a great idea - even if it's not!

To get effective feedback you need to do two things: distance yourself and show that it is ok to give criticism. Here's an example: "Hey Johnny, I wanted to get your opinion. My friend Steve wants me to join his startup. I'm not sure that their service is good enough. This is what it does.... what do you think?". By saying this you can be sure that the feedback will be real. Additionally, always try to get feedback from people who are part of your target audience. But remember: you don't have to follow every opinion but keep an eye open for feedback that repeats itself.

(c) Validating your idea before developing the final version is crucial. I'm always saddened when a founder tells me that they spent 10 thousand Dollars developing a platform only to discover nine months (and \$10,000) later that people don't need it, or don't need 90% of the features. So, instead of creating the final/advanced version of your service, it is crucial that you first create a basic version with only the most important features that your target audience needs (based on the feedback you received). This is called a Minimum Viable Product (MVP). Your MVP can be a landing page, a simple website, or a no-code mobile app.

By doing the above, you will substantially increase your chances of creating a service that people actually need.

#### Not Owning your own Intellectual Property

**Background:** Intellectual property ("IP") is something that you create. This could be a song, painting, this article, code for an app, or your logo. Known methods of protecting your IP include patents, trademarks, copyrights, and trade secrets. Ownership of your IP is crucial for securing your competitive advantage and any chance of getting an investment or buyout.

In most countries, the default law states that whoever created the creation (i.e., the code for the app) is the owner of that code - "unless agreed otherwise" (in writing, verbally, or implied by the circumstances).

**The Mistake:** the most common mistake is when entrepreneurs think that they own the rights to the IP, but in fact don't. Two examples: Mike hires Jenny to create an app for him, believing that payment grants him ownership to the code. But the truth is that unless they specifically agreed to this, then the default is that Jenny

still owns the rights to the code. Another example: Mike and Jenny are co-founders. Jenny writes the code. They don't have a co-founder's agreement, and after 3 months they get into a big fight and Jenny

When working with a freelancer, use an IP Waiver agreement. If you're co-founders, this is covered in the founder's agreement. Registering patents and trademarks is also recommended, but this isn't always affordable for early-stage startups.



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He holds a master's degree in business law and worked at

Israel's largest law firms, specializing in commercial law, High-Tech and Startups. Assaf has accompanied hundreds of Startups both as a mentor and a legal advisor.

He was selected as a leading mentor on Startups.com, Clarity.fm and Growthspace.com (where he received two "Top Mentor" awards).

In 2014 Assaf established the IDC Legal Clinic for Start-ups. Assaf is an award-winning lecturer and teaches "Entrepreneurship" and "International Business Negotiations" at numerous leading universities around the world (for which received 3 certificates of excellence).

Assaf is the founder of Mentor247 - a marketplace for mentors.

leaves. Because there is no agreement that states otherwise, Jenny will leave with the ownership rights to the code, and Mike will have to start from scratch.

**The Solution:** Have a written agreement which specifically states that you own the rights to any IP created or that the creator is transferring the rights to you.

#### Infringing on Others' Intellectual Property Rights

**Background:** IP infringement can be unintentional but is nevertheless a significant legal issue which can lead to copyright infringement claims. Infringement can happen with trademarks,

copyrights, patents, or trade secrets.

**The Mistake:** When entrepreneurs use materials (like documents or images or

changed a lot of the wording." Even if you copied only 5 sentences from a 10-page document, this could still be considered

copyright infringement.

Additionally, even if you change a lot of sentences, many people add unique signs or text in their creations that you cannot see/remove - so they can still 'catch' you and sue you.

(b) When entrepreneurs use images/photos from Google search not knowing that they are copyrighted. Just because these images are "on the internet", does not mean that they can be used freely.

Each image has an owner and a usage license. You need to be sure that your use is within the license conditions.

A relatively new answer that I hear is: "we used Chat GPT". Whilst this might not be considered copyright infringement, and although Chat GPT may be a great tool for getting some background, it should NOT be used to write legal documents. Chat GPT doesn't know how to ask you the right questions, entrepreneurs don't know what information is relevant and GPT is often inaccurate / makes things up. Lastly, anything generated by GPT won't be owned by you (see the T&Cs of OpenAI).

**The Solution:** Only use materials that you own, purchased a license for or have been given a license to use (and in accordance with that license). When in doubt, either get written permission, or buy the content/license. Today you can purchase images/videos/music online for a relatively low price. You can even purchase legal documents and although these won't fully protect you, they at least give you some

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code) taken from others or the internet without the owner's permission (sometimes not even knowing that they needed permission). Examples:

(a) After copying a Terms of Use document from a competitor's platform entrepreneurs will often tell me: "But don't worry, we

protection until you can afford an attorney.

### Not having a Founder's Agreement

Background: The third most common reason for startup failure is "the wrong team". Considering that establishing a startup can be very stressful, it is only reasonable that fights between founders are so common, which is why it's so important to have a founder's agreement.

The founder's agreement covers issues such as founder's roles & responsibilities, equity distribution, decision-making procedures, IP-ownership, non-competition and many other important topics.

The

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agreement not only adds clarity when issues arise, the process itself forces founders to discuss the important issues before they become problematic.

**The Mistake:** Many startups, especially those launched by friends/colleagues, or family members, overlook the need for a founder's agreement. Not having an agreement leaves the founders in unknown waters when disagreements arise - including issues such as IP ownership. At best, these disagreements negatively affect the progress of the startup. At worst, they lead to prolonged legal proceedings, loss of potential investments, and shutting

down the startup.

The Solution: Regardless of the relationship between the co-founders, always sign a founder's agreement early on, and unlike other agreements, use an attorney for this one.

There are many mistakes that early-stage startups need to avoid. These can easily be avoided with the help of an experienced startup lawyer or mentor. Good luck!

[Startup Lawyer](#)

IF YOU'RE GOING THROUGH HELL  
KEEP GOING



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# Dad

## DDR. MILAN KRAJNC

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I get calls from companies or families when they no longer can or don't know how to solve various  
problems; they call me as a last resort, as God's punishment that may befall them ...

*the Support*

I have also worked in Austria where I was tasked with the reorganisation of a major manufacturing company. Especially in the beginning, over the first five days, they were very excited about me and my approach as they saw a solution from the vicious circle they had been in for 15 years. The manager had surrounded himself with experts, but all of them had caused certain communication problems on account of their respective personalities. The biggest problems were stemming from his son who had been spoiled by his father, who was not even aware of this at the time. It was only now when it was almost too late that he became aware of how completely wrong his approach had been.

My main point was that 80% of the changes in solutions in the company is based on the personal changes of the management team. Everyone was very happy, even after the first exercises when they started feeling quite relaxed.

But when we got to the most pressing issue, the key problem where every individual had to make a key change, they all resisted at first; then two thirds of the participants decided to go with me to the 3798-metre-high Mount Grossglockner.

The ascent was physically very challenging, but the psychological strain we caused in the morning workshop was so severe that no one talked to anyone ... Some stopped occasionally and cursed, they wanted to turn back, but pride would not let them fail. When we reached the top where the magnificent view opened up and we could even see the peaks of Slovenia's Julian Alps, everyone breathed a big sigh of relief as if someone had been keeping them underwater before ... I left them alone for half an hour and then they slowly started coming to me individually and saying,

"THANK YOU, we had to go through this, otherwise we would have continued to drown in this mess we were dragging ourselves into and that no one knew how to get out of. Now, we feel reborn, we can finally see a clear goal and what we need to do to change for things to be different tomorrow. However, this journey has been one of the toughest challenges ... we were like a pressure cooker, everyone cooked for themselves and every now and then we were ready to blow ..."

"But by the time we had reached the top, we all started cooking!" added the President of the Management Board. "You know, you have solved this so simply; first you got us mad, and then you physically tortured us ... You got the devil who had possessed us so long ago out of us so quickly and efficiently. Thank you again."

"Thank you for your trust," I said, "but I don't think we've resolved the situation yet, as another third of the team are still angry down in the valley..."

"Oh, that's not a problem. I'll talk to them, I'm the main owner after all, but if they don't change, I'll fire them ..." the manager concluded. "Two perhaps," I replied, "and the third is your son, which won't be so easy ..."

"No worries, I'll handle it," said the boss.

The following morning, he came up to me and said, "You know, they both could be told how to proceed differently, even though they don't want to see you anymore, and the son ... you were right. I don't have the strength to tell him ... he's still my son, I don't want to lose him ... And he's very angry with you, he doesn't want to see you anymore ... He said that you should get out of our premises as soon as possible."

I looked at him amazed and replied:

"Unfortunately I can't, because I'm bound to the company by a contractual obligation!"

He shuddered: "But, I beg you – so that things calm down!"

"Things will not calm down; it will get worse, if anything, as you will let your son know that he is all-powerful! Everything you have built over the generations will be destroyed by him with a single blow ... Sorry, but I am

say something when he looked over the computer screen and almost fell off his chair!

"What brings you here?" "You didn't join us for the sporting activities yesterday so I came to see how you were doing today."

He looked at me very perturbed as he must have thought I would be long gone by now ... He was just about to say something when



not leaving your premises; you have given me a mandate to resolve the situation and I will certainly do so."

He leaned back, laughed and said: "You still have a mandate!" and left.

After breakfast, I went for a walk and then went back to the company. Everyone was working calmly, the atmosphere was much more relaxed. Seeing that the owner's son was already in the office, I went to see him. He wanted to

his father entered and said that he had to go to Paris with the CTO and that he would be back in four days. He closed the door and left us alone.

The son did not know what to do. He regarded me as his biggest enemy, someone who had stolen his favourite toy!

He first calmly asked if I could leave his office. I looked at him just as calmly and said that unfortunately I could not until I

had found out how he was. At that moment, he got up and started screaming and insulting me while I sat down and calmly observed him. He became even angrier and threw the monitor off the table with his screaming increasing. I got up and calmly told him that I could see that he was not doing so well and that I could not leave him while he was in such a state and that I would devote even more of my attention to him. I also told him to calm down first and that we would continue in a half an hour or so. I then left.

When I returned to his office half an hour later, he was sitting, leaning against a cluttered desk, looking at me, "Well, you're out of your mind. Don't you get that I don't want to work with you and that I'm in charge here? Get out of my office right now!"

"The office is not yours. You are just an employee here. I have looked over all of the official documents so I cannot agree with you. Unfortunately, you don't have the right to throw me out of the company, but you can leave the company; however, you should know that if you don't take annual leave in this case, you will be automatically fired... this is also written in the company's

*the Support*  
internal documents."

"You are such a disease!" he told me and covered his head. I got up and left ... and I did not go back to the company for two days

so that he would think that I was gone. And then I showed up in his office again.



"I'll call security!" he shouted.

"Please, do, I said and sat across from him. Seeing that I was not going to leave, he really did call someone, hung up, and smiled back at me: "Well, if you don't want to go on your own, you'll be carried out!"

And two 'gorillas' actually turned up at the door and said: "Please come with us!" He just looked at me in amazement because I was not moving: "Didn't you hear what they told you ?!"

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He is a double Ph.D. He holds a doctorate in management and psychology. He is full professor of personality psychology at the ASEAN International University, associate professor of public management at the European Peace Center, UN University for Peace, and visiting professor of psychology at the Universities of Barcelona, Valencia, Bologna and Coimbra. He is director of study programs at the London Health School and director of the US Profiling Institute. He is a regular member of the Serbian Royal Academy of Sciences and Arts and a regular member of the International Association of Academics in Management. He also received two honorary doctorates in psychology and art.

For more than 20 years, he has had a private practice in the field of psychotherapy (transactional analysis and reality therapy) and for more than 20 years he has been solving various crisis situations in companies, families and government organizations, where the cause is the human factor.

He is the author of more than 400 books in the field of relationships and leadership. In 2021, he was nominated for the Nobel Prize in Economics. He was nominated on the topic of new economics based on natural psychology.

"Sir, they were not talking to me, they were talking to you! They came to put the things you're messing up in order so you won't interrupt work anymore."

They took him by the hands and carried him out of the office. He shouted something else, turned red with shame and just averted his gaze saying that he would leave on his own. But they did not let go of him. They took him to the meeting room which I had entered through another door. I asked him what I had done to him, to make him so angry with me. Why did he not want to work with

me. He stared quietly at the ground, while I sat behind him and was also quiet ...

Half an hour later, he looked up and said: "Why are you doing this, what do you get out of it? Tell me how much it would take to make you go away!"

I calmly explained to him: "Unfortunately, you can't buy me like that, you can only buy me if you want to make a change in yourself, then we can talk about the price."

He grabbed a chair and threw it at me: "You should be ashamed! You are telling lies to my father, you are a psycho, you have turned the entire company against me! You will not take from me what I have fought for my whole life!"

"Really, what have you done? But why don't you work with your father so that you can take over one day? Why do you want to do something that would destroy the company, everything your ancestors took almost 200 years to build?"

"How would you know what's good for us!" he shouted even louder.

"I don't know, but I do know that your moves are leading to ruin!"

"How would you know that?" he relented a little.

"Because you are angry at the whole world, because you humiliate your co-workers, because you resist any change."

"You would be angry too if your father had never told you that he loved you, if your mother had had lovers ..." true distress finally burst out of him. "All we've ever had is this damn company! I have never felt life, happiness, just anger, proving myself ... And all I have and know is this company!"

He began to explain his journey from childhood with tears in his eyes as he

told his story. We talked all night.

He fell asleep on the floor and so I left him. I hung the DO NOT DISTURB sign on the door!

I went to sleep in the hotel. When I came back at around 2 p.m., the sign was still there. He was still lying where I'd left him.

I approached him and suddenly heard him say: "You have truly broken me ... Maybe I needed it, not so I would come to my senses, but to relieve myself of this family curse. Thank you, you've freed me! It was as if there was some evil above my head, a curse ... I was aware of everything, but there was nothing I could do. But now I feel completely naked, free, fresh! It's as if I have been born again ..." And that is when his father entered.

He approached us and asked if everything was okay, and he leaned towards his son. They embraced and cried together. I left them alone as they finally started talking without reservations, about everything. I stepped to the window and looked out towards the top of Mount Grossglockner that stood upright and self-sufficient; just as I myself felt at that moment.

\*\*\*

When I help people, I feel invincible, I am completely focused on the job and there is no obstacle I cannot overcome. Finally, when the project is over, when I step out of the role of saviour, I am once again just a man. Maybe many people really feel like I am God's punishment, but I am grateful that I have been able to bring structure and tools or in fact health into work teams and families that create greater good for the broader society.

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**TO LEAD AND WHEN TO LET OTHERS TAKE THE REINS**

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