

**THE CORPORATE**

# INVESTMENT

JANUARY 2020 | WORLD'S TOP NEXTGEN INVESTMENTS MAGAZINE

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**JULIEN  
MACHOT**  
VERSO CAPITAL



**GLOBAL CAPITAL  
NETWORK**

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**CORPORATE INVESTMENT TIMES**



# MEET THE CEO

## FOUNDER AND GROUP CEO CIT NETWORKS

*"Developing communities while creating opportunities for everyone to grow. The Corporate Investment Times stands steadfast to focusing on people, business houses, companies and organizations who matter to the growth of the global investments community."*

*This is the vision that she had when Gareema, also known lovingly as Rima, started the Corporate Investment Times magazine.*

*With nothing less than a Masters degree in International Business Management and an experience in Operations and Top Management spanning no less than over 14 years, she has proven to be perfectly apt for the momentous task that has truly never been tried by any other -to create a print as well as online magazine that knows no geographical boundaries as such and connects all forms of investments whether the traditional ones or the next generation ones.*

*And that's where we stand today, one of the fastest spreading Investments magazine GLOBALLY, that's available totally Free for all to download, print & distribute... while being the ONLY magazine to do such.*

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# REVEALING THE PATH *to* VALUE



*a growth equity investment firm  
in the Kingdom Of Saudi Arabia  
since 2011*



*Essam Albakr*

*CEO - PRIVATE EQUITY / INVESTMENT  
STRUCTURING / ADVISORY  
Saudi Arabia*

**E**jada Investment is at its essence a growth equity investment firm. We look at investment opportunities in profitable and promising middle market companies operating in the GCC. Ejada Investment was incorporated as a privately held company in Kingdom Of Saudi Arabia in 2011 as an advisory practice platform. Founded by Essam A. Albakr and later joined by partners Saad Alazem, and Moosa Alfouzan. Our deep experience in both private and public equity exposed us to understand the local and regional market dynamics

and what forces might fuel the markets upwards or downwards. Fostering our close ties with our investor's base helped us take our business one step further into active investment management roles. Understanding today's PE investments are still a nascent activity in the MENA region. We set our own pace based on a "deal-structuring-build-operate" model that focuses on middle market companies, ventures with a modest use of leverage, whilst keeping a hands-on management on

the helm of operations. We believe that ingredients for our success have been carefully assembled at the outset. They included the construct of the management team, the selection of the shareholders' base, and above all, our shared values and principles. This extended to the selection of our investee companies and business partners. Clarity of mission and perseverance have enhanced the quality of our execution and ensured sustainability of superior results. We carefully select our investments, diligently

monitor their growth, and efficiently harvest the fruits of their success at opportune times.

**THE INVESTMENT STRATEGY**

We, at Ejada Investment, have been helping our investors invest in growth equity in fast growing businesses over the last years, working with families, business pioneers, entrepreneurs, management teams and other key stakeholders, to significantly enhance value by helping them transform their companies from local successes to regional champions, and beyond. With



a strong command understanding of our natural Saudi Arabian market, which enabled us to source deals, monitor companies, spot opportunities and assist investors to capture and leverage opportunities. We have built relationships around the region and beyond, with experienced business leaders, pioneers of industry, professional advisers, governments and regulators, and have an extensive track record of success across a range of sectors.

We follow on our strategy that targets middle-market companies operating principally in Saudi Arabia, with Enterprise Value of between \$50 million and \$500 million, and structure investment deals for growth equity capital to fund their expansion plans. We partner with founders-managers and family owner and work together to set the expectations right, avoiding lengthy negotiations on acquisitions and control issues, while leaving day-

to-day operations in the capable hands of entrepreneurs. Our role consists of providing strategic advice at Board and Executive Committee levels, securing access to markets through our wide business network, fielding opportunities, offering support for non-organic growth (leading bolt-on and add-on acquisitions); and assisting on operational enhancements through industry experts and in-house advice. We have an agnostic approach to sectors and typically focus on service-oriented firms operating in non-regulated industries. Ejada's experience includes a diversified array of disciplines across Saudi Arabia local market. with extensive investment advisory services, investment management, and fund management covering many industries on feasibility, acquisitions, strategy, pre & post acquisition.

**A WINNING MODEL**

PE investing in the MENA region is



# ESSAM ALBAKR

*CEO & FOUNDER – EJADA ADVISORY  
RIYADH, SAUDI ARABIA*

Essam is a dynamic and passionate investment professional with deep industry experience, in-depth knowledge of market dynamics and proven track-record establishing and growing businesses. He's the Founder and CEO of Ejada Investment, an advisory boutique firm specialized in Corporate and Investment Advisory, and Fund Management.

Essam represents and advises entrepreneurs and top family offices in the Gulf. He's also a prolific Venture Capitalist, who invested in several companies

including (Digicom Systems, Datastream Arabia, and Digicom Egypt among others), before co-launching a USD 100M AUM, PE closedended investment fund. Essam's been seating on different Boards of the top family offices in the Region providing the blueprint for advisory processes.

His career evolved from entrepreneurship to investments and his approach is by practice, which derived from his wide and intense experience as manager and entrepreneur across different sectors.

Before founding Ejada, Essam covered several management roles and developed and executed long-term investment strategies for investors, including relevant private placement operations. During his ICT experience his Company was recognized for its achievements several times and received Honours award from the Saudi Arabian Minister of Commerce among others. Essam managed Digicom Systems' first Private Placement and, prior to that deal, he oversaw the Peer-to-Peer VC funding of bolt-on acquisitions.

Essam was recognized throughout his 24 year career on industry, and social achievements:

- By His Excellency Saudi Arabia Minister of Commerce and Investment, and Minister of Labour and Social Development for his efforts and diligence in helping to establish the first Youth Business Committee 15 years ago in KSA, which played a pivotal role in creating the first building blocks for which today's Venture Capital, and Angels ecosystem thrive and succeed, and moreover his instrumental role in helping to establish the SME Development Authority in Saudi Arabia.
- Appreciation Award for helping to establish the Saudi Chapter as Co-Founding Member of Young Arab Leaders YAL
- Entrepreneur of the Year Arabian Business Saudi Achievement Award
- Best Young Saudi CEO of the Year CEO Magazine

Essam helped through his advisory and directorship roles several Start Ups succeed. Essam's past experience in the ICT and Real Estate as a successful entrepreneur, were the catalysts of his shift to the Investment sector, where he's recognized as a solid partner for anyone who wants to invest in the Gulf or internationally.

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quite different from the modus operandi followed in more developed markets. Emerging markets in general and the MENA markets in particular, remain relatively insular to PE. State-owned enterprises continue to dominate the economic landscape and large domestic groups have weathered the weight of time through successful transitions that have kept their amassed conglomerates intact. Even small and medium size Enterprises are often reluctant to part with majority ownership or to surrender the helm to outside investors.

With such background, PE investing must be tailored to the prevailing trends and patterns of the regional markets. An investment strategy that focuses on acquiring strategic minority stakes by injecting growth capital to expand the footprint of domestic businesses is a winning model. That approach preserves the founders-managers' control but also heightens their responsibility to deliver on ambitious plans.

## MARKET CONDITIONS

Much has been said about the emerging markets' growth story, but whether one adheres to it or not, there is a fundamental reason for emerging markets' outperformance: the higher volatility makes it a riskier asset class. Investors should be compensated for taking risk, and with emerging markets they have been over the long term. Emerging markets have a tendency to go through dramatic and often prolonged busts, but over the long term they have outperformed developed markets by an average of 1.5 percent annually since 1950. Since 1995 the annualized volatility on the MSCI emerging markets index has been roughly 25 percent, in contrast to about 15 percent for the MSCI world index of developed countries.

Closer to home, the GCC markets remain stable with high liquidity reserves and sustainable growth levels. Lower energy prices are predicted to have a lesser impact than originally feared due to committed public spending on core projects (housing, health, and infrastructure), healthy business environments, and the gradual rise in non-energy related services. These

factors combined have kept enterprises afloat and growing, consequently fostering a favorable investment environment for PE firms with sufficient 'dry powder' and growth-oriented strategies. The dry powder of PE firms in the MENA region (reportedly \$6.4 billion) is poised to stimulate a wave of IPOs for long-awaited exits and spur M&A activity with managers under pressure from LPs to either deploy or return capital.

#### EFFECTIVE CAPITAL DEPLOYMENT

The effective use of capital is probably where Ejada Investment seeks the largest and fastest value creation opportunities. Reducing the amount of capital used in the business has an exponential effect on shareholders' value creation.

#### MANAGING FOR GROWTH

The "deal-structuring-build-operate" investment strategy of Ejada Investment is aligned with single-founders and family business' desire to nurture sound returns on capital by shunning excessive debt, safeguarding business values, and pursuing accelerated growth (both organic and by acquisitions) prior to

conducting a successful exit. impact on cash flow growth.

#### ENHANCING OPERATING PERFORMANCE INSTALLING MANAGEMENT DISCIPLINE

This is typically achieved in three ways: operational excellence, effective use of capital and emphasis on cash flow growth and returns. Optimizing performance requires the most productive use of every operating asset of a portfolio company: physical, human and financial.

Outsourcing goods and services, efficient after-sales and customer services, and productivity maps for optimal capacity utilization are effective tools often supported by Ejada Investment in its portfolio companies. Because of their sales-oriented nature, many businesses measure growth in terms of revenues. Ejada Investment's approach is to measure growth in terms of cash flow generation.

The cash flow growth - not sales growth - creates value either at the time of exit or earlier, to be reinvested in expansion or acquisitions. Hence, every investment decision at the level of a portfolio company is judged by its short and long-term

#### INSTALLING MANAGEMENT DISCIPLINE

For Ejada Investment, management discipline is another key driver of value creation. Management discipline focuses on setting measurable goals for each manager, monitoring progress toward achieving those goals, and basing a portion of compensation on those milestones and the portfolio company's overall performance. For Ejada Investment, accountability and compensation are key to set a sound management discipline

#### APPLYING EFFECTIVE GOVERNANCE

For Ejada Investment, effective governance starts with effective management information systems and reporting tools. Ejada Investment emphasizes efficient, timely and well-informed decision-making in portfolio companies. Ejada Investment encourages management to build and use dashboards to better monitor performance and to



take informed decisions.

#### PARTNERSHIP APPROACH

Prior to conducting any investment, we carefully assess the potential of working in tandem with founders- managers and entrepreneurs to form a long-lasting partnership. This is the most important ingredient for success: human synergies and alignment of interests between Ejada Investment and its investee companies. Medium-to-long term goals are shared, execution plans are properly defined, and performance bench-marking

is predetermined. We spend a great deal of time and effort to grasp the vision and strategy of our partners, to understand their business models and styles.

#### NEW INVESTMENT FUND

As investors, navigating the nuances of the investment industry that can be quite challenging especially as human emotions, such as the fear of missing out, are often involved. It isn't surprising, then, that the sole criteria when selecting an investment often ends up being its target sustainable return.

As an investment manager we prefer a more conservative balanced approach which takes away some of the speculative return-chasing from the investment process. This includes utilizing a combination of a diversified investment strategy that includes; active long management focusing on delivering alpha; risk-managed and alternative sectors including direct investment SPV, private equity investment funds opportunities we present our investors with. ▲



# JULIEN MACHOT

*Founder of VERSO Capital*



**W**hen you look at the LinkedIn profile of Julien Machot, you could be forgiven for thinking it belonged to multiple people.

The 38-year old has an extensive and varied list of previous work experiences, from working as an au pair in Detroit, Michigan to managing wealth of ultra-rich families in a Swiss private bank to UK real estate to business education in India.

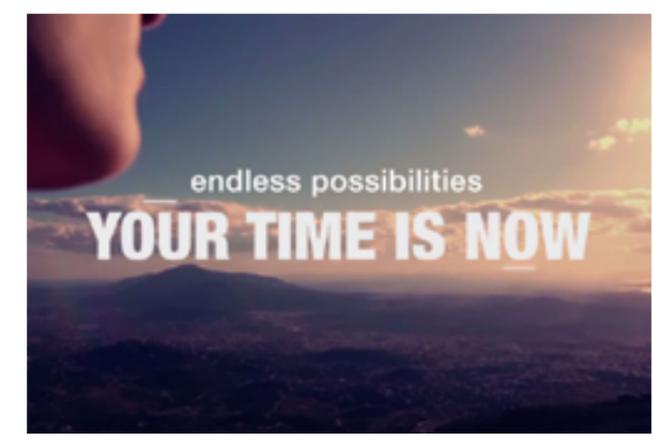
Some may see this as a negative, reflecting an inability to focus. However, it appears to be quite the opposite: Mr. Machot strongly believes it is a strength.

The world is changing and the old-fashioned blueprint of sticking to one job until you retire is outdated. Mr. Machot believes in breaking the mold and letting his career span multiple diverse industries.

One of the interesting things about this is that Mr. Machot's origins are so different from what he is doing today. "Nothing was pre-mapped and there was no blueprint," he explains. "I'm simply always looking for ways to grow and improve in general."

"I'm a Capricorn," he explains, "so I'm probably born to be on top of the highest rock."

"It's an attitude that I have, and it's



sometimes hard for the people who know me to understand what drives me.” One of the main themes that ties Mr. Machot’s career together is expansion. Everything he does is based around the idea of wanting to multiply his impact on the lives of others in an exponential way. He does this in business while focusing on growth and profitability.

“I was born in France and grew up with a single mother,” he explains. “She was hardworking as an employee, but spent all her career in the same French company. Despite working hard and adding a lot of value to her company, she was never able to leverage that. She has been an employee all her life and never had that freedom of choice.”

“I rejected that model from a very early age and became quite entrepreneurial and opinionated.”

With this in mind, the meandering, diverse career journey begins to make sense. It’s a quest to break away from what’s expected and find more free and flexible ways to thrive and contribute.

“I’m always active, I’m extremely driven and I’m always focused on my business deals.” he says. “I don’t consider work to be work. I simply keep myself “busy” and involved in lots of things. But there’s always that idea of progression - of going up to the next level.”

***Mr. Machot is currently building up the brand around VERSO Capital, transitioning into global merchant banking for his clients. He is skilled to not only finance and advise companies, but to manage them as well.***

Investing And The Power to Affect Change As Mr. Machot grew and developed in his career, he began to realize his own power, his personal impact - and the potential he had to change the world with his actions.

His current position as a Chairman at VERSO Capital is a prime example of this. Verso is a private equity company that is actively investing in high-growth start-ups around the world, following a hedge fund model while continuing to deliver value to its UHNW and institutional clients.

Once a UHNW private banker in Geneva, Switzerland (where he focused on wealthy families with a net worth of no less than \$300 million) Mr. Machot evolved into what

he calls a merchant banking advisory role. He engages at business level when investing in a company, helping to accelerate the

growth of the business and advising the principals.

This means he sides with the clients, takes mandates from them and co-invests with them. He deals with corporate deals and institutional wealth - working together with the clients to make investment decisions



together. Acting as trusted advisor and a merchant banker, he has recently been involved with some truly impactful projects that offer a lot of promise for the future.

JUST - The Future of Food

One of the projects Mr. Machot is most proud of is one that took place in the second half of 2019 with JUST Inc.

When Mr. Machot met Josh Tetrick, JUST CEO they immediately saw eye to eye. It wasn’t long until Mr. Machot was on the road with his suitcase for months, pitching and raising money for the company.

JUST is an American food tech company with headquarters in San Francisco – led by Josh Tetrick, the company is producing its groundbreaking plant-based and lab grown foods that are sold globally. With meat-based diets raising environmental concerns, the potential of a completely plant-based egg replacement appeals to Mr. Machot and his UHNW investors.

JUST Egg comes in powder form and is mixed with

oil and water, making it incredibly easy to ship, manufacture and distribute around the world along its business model that is similar to Coca-Cola’s. The company has sold more than 10 million eggs in the past 6 months and plans to reach more than 200 million dollars of revenue in 2020.

The company partners with Walmart, Whole Foods, Tim Hortons, Eurovo, Alibaba, JD, Hema, Le Pain Quotidien and many other large international FMCG corporations to enter into every market and to reach out to as many consumers as possible. In addition to growing commercial success, Just Inc stands as the very first food tech company to launch in China.

“This company is a game changer.” says Mr. Machot. “They are changing the world in their own way, a meal at a time.”

ISDC Global - Addressing a Massive Skill Shortage

Although an educational and skill

development organization and a food-start up might seem different, there are a lot of parallels between JUST Inc. and Mr. Machot’s other major current project with ISDC Global.

ISDC stands for International Skill Development Corporation and the company is a leading education and skill development organization with several campuses and offices in India.

ISDC Global was founded a decade ago in India and has grown to international markets. The organisation trains over 55,000 people every year and has a small campus in Dubai and offices in London, Paris, Geneva, Brussels and Amsterdam. It has 2 million e-learning students on the platform



and partners with over 190 universities and colleges all across the country to provide financial and accounting education. ISDC Global will be raising a seed round in 2020.

At the moment, India is experiencing a huge skills gap while experiencing a worrisome economic slowdown. Although the growth of technology created the opportunity for millions of Indian professionals to move to the white-collar middle class, the reality at ground level is quite different.

The education system in India hasn't caught up with the changing technological advancements, adapted to powerful new market forces and equipped this generation with the skills they need.

As Prashant Sharma writes in this article in June of 2018, "We now have a two-forked problem – scores of graduates who need to be skilled in technologies that companies want to hire and millions of professionals with skill sets that are becoming redundant

at a rapid pace who need to upskill."

You can read more about the issue in this January 2019 article in The Australian, which explains why India's middle class hasn't caught up with China due to "the abysmal state of India's education system, which churns out millions equipped only for menial work."

While a demand for specialised skills is stronger than ever, the quality of education and the need for revised policies aren't adjusting accordingly and millions of graduates are left to fend for themselves. This is where ISDC Global comes in.

"The Office of the Prime Minister of India has well understood the lack of upskilling to be part of a 'national crisis,'" explained Mr. Machot. Along with energetic self-sufficiency and clean water production, the skilling and training of students, graduates and young professionals was one of these urgent themes left without a workable solution. As

a result, India has not been able to build up its middle class over the last 10-20 years in the same way China and many other Asian countries have. ISDC may just have the solution to solve this major deficiency.

An estimated 75% of all high school graduates will not go to university or college and ISDC is already working towards deploying its own proprietary solution to solve this problem.

"These high school graduates simply disappear," explains Mr. Machot, "because they have to support their families. They have to go to work at the most menial jobs to pay for their siblings and help their parents. They never get the skills to earn more money, in most cases they don't even have a recent ID or even a tax identifier."

But the problem isn't just that young people aren't going to school. It's that the government of India would need to build another 15,000 universities in order to have room for everyone to attend. Considering the fact that there are only 993 universities currently, this is an impossible feat.

By offering high quality education and skill development projects, providing far-reaching online education and creating technology platforms for innovative skill development initiatives - ISDC is working to solve the skill-shortage problem.

At the heart of this edutech development, ISDC will focus on individual mentoring delivered by artificial intelligence and driven by its

own smart profiling. The result should give access to the most relevant, always ready and supportive coaching software in SAAS to over 100 million individuals in India alone.

### Conclusion

These projects with ISDC Global and JUST are only a couple of examples of the types of innovative, daring moves Mr. Machot is making - with an eye towards growth and future potential and impact on the lives of others.

Mr. Machot is only relatively young and hungry for more. "I'll be turning 39 in January 2020 and when I look back through my life, it's clear that there were a number of phases."

What Mr. Machot has learned from each facet of his career journey comes together to create a unique skill set. His current work is a culmination of everything he has gathered and explored along the way.

*With these goals in mind and with unparalleled focus, Mr. Machot is currently building up the brand around VERSO Capital, transitioning into global merchant banking for his clients. He is skilled to not only finance and advise companies, but to manage them as well. He intends to keep looking for ways to expand his impact and get involved in exciting, forward thinking companies. ▲*





**GLOBAL CAPITAL NETWORK**

# Financial Frontiers.

*By Josh Bois*

In an era of digital globalization and blurring boundaries between countries, economies, industries and entrepreneurs there is a fast growing investor pool to tap into. Personally I see the future as extremely exciting, ripe with opportunities to improve the daily lives of all individuals, communities and economies with technology, services, and information.

One of the verticals that is becoming more popular among innovators and those willing to fund the technological

inspiration is that of impact, or the category of impact investing.

This can also be titled as sustainable businesses, socially responsible, and other synonyms that essentially underscore that positive value is being generated for society or a certain segment, whilst still being profitable and able to generate a return to investors, the staff and the founders who originated the idea as well of course.

Not every business can be in this philanthropically focused

*Josh Bois*

*CEO Global Capital Network*

*Founder 2030 Ventures*



category, otherwise basic needs of our species would not be supported; however it is being integrated across a widening amount of business sectors.

As a founder of a global investor network, I have made it my mission and calling to ensure that I am well versed in this area and devoting resources, energy, and focus to helping support these endeavors. There are many business models which are inherently obvious that fall into this specialty such as those brands making products that provide solar panels whether for mass markets like the USA or for more economically slower regions and markets in rural or poorer areas in countries such as Africa and India. Interestingly enough, many investors are finding ways of classifying many investments within this space in sectors such as real estate.

When I recently sat with a family office owner, he explained how he invests millions into real estate that can also help people while remaining an attractive asset within his portfolio. How is he able to justify this? For this particular example he chronicled a recent development where the first floor was created for retail, along with hundreds of apartment or condo units priced at market rate while leaving 20-30% of units for low income housing. This entitled him not only to tax credits but also the rights to say he is helping by providing housing to the less financially fortunate and doing good... all while remaining profitable and not blindly "giving away" money to charity. Truly an investment, also a gift, that can keep on



giving into the future much further than just buying a meal for somebody less fortunate.

This article comes from my heart to inspire both entrepreneurs to innovate world changing technologies but also to open the eyes of investors that want to find ways to do good in a meaningful manner that they can track.

One of my issues with just earmarking money for charities is that so much of that money is utilized for on-going marketing to attract more funds, pay out executives and low transparency. This can turn into an on-going black-hole cycle where funds just disappear without truly going to help people. Further, when the money stops being just donated and put into this, the good stops.

With a sustainable business model, the community and market dictates how useful a product can be and they can further

propel it into the mass markets through their purchasing decisions. An exciting aspect of this is scales of economy.

As more product is produced, the price per unit goes down essentially allowing the price to go down and to affect more people or communities. Obviously this is not always the case and sometimes the profit margins are just increased by this; however, I have found many startups and brands that have one of these sustainable elements at the core of their culture and product do usually have a good sense of helping the world and will at least pass some of those savings onto consumers.

It is wise to do so as it can allow them to become more competitive, grow market share, and truly be honored with the rewards of helping the world.

How can we change the world together if you aren't a creator or an investor? Simply

sharing the information of great products with entrepreneurs that do want to create or those with capital to invest can further spread these product lines and services to more people as capital is infused.

I believe I can help change the world and impact billions of people over my lifetime by helping to connect entrepreneurs with sustainable business products, business models and services with capital sources large and small.

Many types of investors exist out there ranging from angel investors and angel networks who tend to help during the early stages of a business, thus the Angel title in their name all the way to more institutional forms of capital such as Private Equity and Venture Capital firms.

Something as simple as retweeting a great product, sharing it on your linked in or mentioning when out and about can help spread the market share of a great product and ultimately help people.

Solar products for example, can reduce our need to rely on dirtier forms of energy whether coal, nuclear, or natural gas which are not sustainable and tend to hurt our planet.

Millions of people utilizing solar power to energize the batteries of devices like cell phones, laptops, tablets, and even smart watches collectively can make a difference.

With 7 billion people and growing on



this planet, there is a wide market still to grow products such as Solar, but everyday our world's collective knowledge and awareness of alternatives is growing.

Another exciting technology that is becoming more and more cost effective as time passes is that of de-salination; that is the removal of salt water from ocean water to be able to use it as drinking water and/or for other uses.

This helps us reduce our reliance on lakes, rivers, rainfall and drilling into ground water that tends to go un-replenished after it has been all used. Problems exist in major regions in the USA such as throughout California while extending all the way to the deserts of Saudi Arabia, Africa and Australia in regards to water usage and needs.

Traditionally de-sal has been too expensive to become more mainstream but ongoing engineering and work in the industry has led to developments that make it better, faster, cheaper to do so and with less energy.

Together we can make a difference, my firm Global Capital Network and 2030 Ventures are positioned to be a part of this change.

I welcome entrepreneurs and investors of the world to come together to find ways to spark this change and make a difference.

We only have one planet, at least for the foreseeable future, and it is our responsibility to help our generation and those after us whether for our kids or the world at large.

I hope this inspires you to help bring attention to great impactful products, services and

investment opportunities out there in your own way if not more directly. ▲



**Have your own world changing idea? Bring it to us to discuss how we can bring it to impact investors and accelerate your change for the world or specific markets.**

**Your impact focused investment friend,**

**Josh Bois**  
**CEO Global Capital Network**  
**Founder 2030 Ventures**



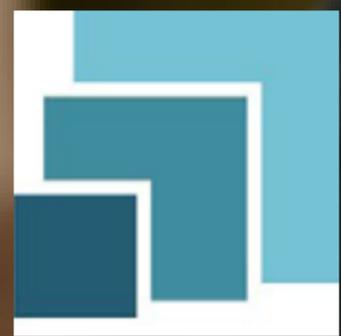
# Blockchain The Success Stories

system remains fully operational, with no down time and no evidence of it ever being successfully hacked.

That's quite an achievement and one from which other protocols have been established that have built on the original principles either by "forking" (taking a copy and then modifying the original source code) or by developing

# GARY NUTTALL

*Helping Conference Organisers achieve excellent results by delivering educational blockchain and cryptocurrency keynotes*



DISTLYTICS LTD

The origination of the Blockchain concept is usually considered as the release of the whitepaper "Bitcoin: A Peer-to-Peer Electronic Cash System" in October 2008. On 3rd January 2009 the first blocks of the Bitcoin Blockchain were mined. Ten years later the network of decentralized, distributed computers participating in the

London, United Kingdom



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alternatives platforms from scratch.

Ten years later, we have a plethora of blockchain protocols that go way beyond the original Bitcoin goal of providing a peer to peer electronic cash system and there are now over 4,000 “altcoins” (Alternative to Bitcoin) being traded on exchanges around the World. Protocols have also been created with a programmable capability, known as “Smart Contracts” where computer programs execute across the network and respond to external triggers provided through “Oracles” (Trusted Data Sources). These have provided transformational capabilities that have enabled business processes to be radically reshaped.

The power of blockchain has now extended way beyond the original scope of just digital cash and enables cryptocurrencies to inherit a programmable capability and to be linked to physical assets. This has led to the creation of cryptoassets (providing a digital representation of a physical asset such as precious metals and real estate) and cryptotokens (serving as a 21st century version of loyalty points but also as a mechanism to fund raise using a process initially dubbed “Initial Coin Offerings” or ICOs).

It has also led to financial regulators around the world playing catchup to

establish (or avoid) jurisdictional oversight of cryptoassets, cryptocurrencies and cryptotokens. The Internet has been around for 50 years and so blockchain, at just 11 years, is very new in comparison. However many naysayers are already saying it has failed to deliver on its promises despite the amount invested in building platforms and experimenting with Proofs of Concept and Pilot projects.

The reality is that the technology is still comparatively immature and so there aren't yet many live, production, deployed platforms in commercial use.

### MEGA CASES

When exploring blockchain adoption in organisations, we can categorise the nature of the deployment into one of five categories. I describe these as the Blockchain Mega Cases.

1. As a Ledger of Record  
Everledger (<https://www.everledger.io/>) tracks diamonds from extraction, through to finishing and ownership. This means that a complete, transparent, record is maintained. This allows buyers and sellers to have greater confidence about the authenticity, ownership and origination of each diamond. Having

# Gary Nuttall

The author is described as a “Blockchain Luminary” as he casts light onto a technology that is often shrouded in the darkness of technical jargon. He is a thought leader on blockchain, and particularly its adoption in insurance and legal sectors. He runs several Whatsapp and Telegram groups, sharing knowledge about Blockchain, cryptocurrencies, AI, IoT and emerging technologies.



Gary Nuttall provides bespoke education and consultancy through his own practice Distlytics Ltd ([www.distlytics.com](http://www.distlytics.com)) and is a keynote speaker at international Blockchain and Emerging Technology Conferences. Tailored training courses and workshops can be delivered in person, or remotely.

If you want to understand more about blockchain and its impact on your industry contact Gary Nuttall via email at [gnuttall@distlytics.com](mailto:gnuttall@distlytics.com) or via mobile/Whatsapp/Telegram at +44.787.614.1273.

The author is an advisor to both Blocksure and Simple Token, who are mentioned above, in addition to ClydeCode.



achieved dominance in providing diamond traceability (over 1,000,000 diamonds recorded) they are extending to cover other gemstones, minerals, fine art, luxury goods and wines.

## 2. Cryptocurrency

Bitcoin (<https://bitcoin.org/en/>) remains the de facto cryptocurrency. With a Market Cap of around \$133 Billion, Bitcoin represents about two thirds of the entire crypto market (at time of writing). There are over seven million active users of Bitcoin and over 30 million bitcoin wallets.

## 3. Identity

The Government of Estonia maintains an e-Register of citizens (<https://e-estonia.com/solutions/e-identity/>) using blockchain technology. This has been extended to allow people around the globe to obtain a digital identity of the e-residency scheme. To date, over 62,000 people from 165 countries have obtained a digital-ID.

## 4. Smart Programmability

Blocksure\* (<https://www.blocksure.com/>) provides a platform for insurance companies which uses a blockchain-based platform and smart contracts to automate processes and reduce back office cost by up to 90%. This has been adopted by Commercial & General (<https://www.now-insurance.com/>) who use it for tenant insurance.

## 5. Tokenization

Simple Token\* (<https://ost.com/>) has been developed as a platform for firms who want to use cryptotokens such as for loyalty schemes. An early example

is Pepo, a community video app, which is the first blockchain-powered app approved by Apple and Google with in-app purchase and cash-out options

## SUMMARY

The scope of blockchain goes way beyond that of a cryptocurrency platform. When exploring blockchain adoption we need to recongise:

- Long term, it's likely to be as disruptive/innovative as the Internet and World Wide Web.
- Major threat to intermediary activities – it provides systemic trust.
- Banks have invested over \$1Bn R&D and are now moving from PoC to pilot. Watch out for a few projects to move to production in 2020
- Gartner's Hype cycle suggested 2017 and 2018 was 'peak of inflated expectations'. The reality is that there has been even more hype since. Gartner has now dropped blockchain from its emerging technology list as it says that it is a technology that is no longer emerging, it has emerged
- McKinsey suggests widespread adoption in 3-5 years
- There is a limited talent pool, with very few skilled people with any deep expertise
- Immature technology that is evolving rapidly
- Likely to be major use cases that we haven't even thought about
- Organisations are currently in an evaluation phase to understand what threats and opportunities the technology provides
- There are very few productionised platforms yet – many organisations have

announced Proof of Concepts or pilots and are using these to understand more about the technology

## KEY LESSONS

One of the major hurdles preventing adoption is that many firms still do not understand enough about the technology. I have provided numerous training sessions and workshops to help organisations to better understand the potential offered. Education and awareness is therefore critical. Equally critical is to perform an organisation and technology maturity assessment of the firm before embarking on establishing a blockchain strategy.

The technology is, relatively speaking, immature and it's not until projects push capabilities exploring security, performance and scaling that they discover whether blockchain is robust and resilient enough for their needs. The successful projects to date have required collaboration between all parties involved in the business processes. Blockchain does not work in isolation. Projects to implement blockchain within an organisation have failed as there has been no real need for a blockchain and a database has instead sufficed. Like any other innovative technology, there will be



failures from which we will all learn from. To date there haven't been many failures. Yet. The secret to succeeding is to make sure that you and your organisation learns from the failures of others, rather than others learning from your failure.

## CONCLUSION

There is no doubt that blockchain is going to provide major opportunities to reshape existing businesses and to disintermediate many unless they work out how to use it to their advantage. Many organisations ran PoC's and pilots in 2016 - 2019 to learn about the technology and to explore its potential. We are likely to see a number of projects going live in 2020 as early adopters take advantages of the capabilities that the technology provides. ▲

# BLOCKCHAIN IOT, AND AI: CATALYSTS FOR DIGITAL TRANSFORMATION

*Digital transformation (DX) is the profound transformation of business and organizational activities, processes, competencies and models to fully leverage the changes and opportunities of a mix of digital technologies and their accelerating impact across society in a strategic and prioritized way, with present and future shifts in mind.*

The digital revolution has brought with it a new way of thinking about manufacturing and operations. Emerging challenges associated with logistics and energy costs are influencing global production and associated distribution decisions. Significant advances in technology, including big data analytics, AI, Internet of Things, robotics and additive manufacturing, are shifting the capabilities and value proposition of global manufacturing. In response, manufacturing and operations require a digital renovation: the value chain must be redesigned and retooled and the workforce retrained. Total delivered cost must be analyzed to determine the best places to locate sources of supply, manufacturing and assembly

## Prof. Ahmed BANAFI

IoT | Blockchain | AI

Expert Faculty Author | Keynote Speaker



operations around the world. In other words, we need a digital transformation.

**DIGITAL TRANSFORMATION**  
Digital transformation (DX) is the profound transformation of business and organizational

activities, processes, competencies and models to fully leverage the changes and opportunities of a mix of digital technologies and their accelerating impact across society in a strategic and prioritized way, with present and future shifts in mind. A digital transformation strategy



*IoT-Blockchain -AI Expert Faculty Author / Keynote Speaker*

*Prof. Ahmed Banafa has extensive research work with focus on IoT, Blockchain, cybersecurity and AI. He served as an instructor at well-known universities and colleges. He is the recipient of several awards, including Distinguished Tenured Staff Award, Instructor of the year and Certificate of Honor from the City and County of San Francisco.*

*He was named as No.1 tech voice to follow, technology fortune teller and influencer by LinkedIn in 2018, featured in Forbes, IEEE-IoT and MIT Technology Review, with frequent appearances on ABC, CBS, NBC, BBC, and Fox TV and Radio stations. He is a member of MIT Technology Review Global Panel.*

*He studied Electrical Engineering at Lehigh University, Cybersecurity at Harvard University and Digital Transformation at Massachusetts Institute of Technology (MIT). He is the author of the books: "Secure and Smart Internet of Things (IoT) using Blockchain and Artificial Intelligence (AI)", and "Blockchain Technology and Applications"*

aims to create the capabilities of fully leveraging the possibilities and opportunities of new technologies and their impact faster, better and in more innovative way in the future. A digital transformation journey needs a staged approach with a clear road-map, involving a variety of stakeholders, beyond silos and internal/external limitations. This road-map takes into account that end goals will continue to move as digital transformation de facto is an ongoing journey, as is change and digital innovation.

**INTERNET OF THINGS (IOT)**

IoT is defined as a system of interrelated Physical Objects, Sensors, Actuators, Virtual Objects, People, Services, Platforms, and Networks that have separate identifiers and an ability to transfer data independently. Practical examples of #IoT application today include precision agriculture, remote patient monitoring, and driverless cars. Simply put, IoT is the network of "things" that collects and exchanges information from the environment.

IoT is sometimes referred to as the driver of the fourth Industrial Revolution (Industry 4.0) by industry insiders and has triggered technological changes that span a wide range of fields. Gartner forecasted there would be 20.8 billion connected things in use worldwide by 2020. IoT developments bring exciting opportunities to make our personal lives easier as well as improving efficiency, productivity, and safety for many businesses.

IoT and Digital Transformation are closely related for the following reasons:

1. More than 50% of companies think IoT is strategic, and one in four believes it is transformational.
2. Both increase company longevity. The average company's lifespan has

- and will represent more than \$1 of every \$3 spent by 2021
7. Enterprises are overwhelmed by data and digital assets. They already struggle to manage the data and



- decreased from 67 years in the 1920s to 15 years today.
3. One in three industry leaders will be digitally disrupted by 2020.
4. Both enable businesses to connect with customers and partners in open digital ecosystems, to share digital insights, collaborate on solutions, and share in the value created.
5. Competitors are doing it. According to IDC, 70 % of global discrete manufacturers will offer connected products by 2020.
6. It's where the money is. Digital product and service sales are growing

- digital assets they have, and IoT will expand them exponentially. They need help finding the insights in the vast stream of data and manage digital assets.
8. Both drive consumption. Digital services easily prove their own worth. Bundle products with digital services and content to make it easy for customers to consume them.
9. Both make companies understand customers better. Use integrated channels, big data, predictive analytics, and machine learning to uncover, predict, and meet customer

needs, increasing loyalty and revenues, IoT and AI are at the heart of this.

10. Using both is future-proof the business. Make the right strategic bets for the company, product and service portfolio, and future investments using IoT data analytics, visualization, and AI.

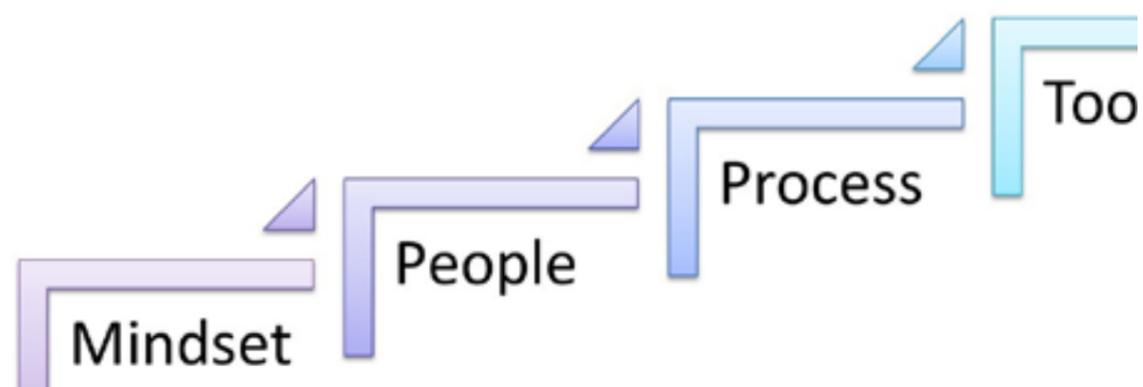
able to provide a better user experience, a more consistent workflow, more streamlined operations and value-added services, as well as gain competitive advantage and differentiation.

Blockchain can holistically manages steps and

to customers and improve employee's productivity and engagement. Digital transformation efforts can be improved with that information.

**CONCLUSION**

The building blocks of digital transformation are; mindset, people, process,



Digital Transformation, Blockchain, and AI Digital transformation is a complicated challenge, but the integration of blockchain and AI makes it much easier.

Considering the number of partners (internal, external, or both) involved in any given business process, a system in which a multitude of electronic parties can securely communicate, collaborate, and transact without human intervention is highly agile and efficient.

Enterprises that embrace this transformation will be

relationships where participants will share the same data source, such as financial relationships and transactions connected to each step, security and accountability is factored in, as well as compliance with government regulations along with internal rules and processes.

The result is consistency, reductions in costs and time delays, improved quality, and reduced risks.

AI can help companies learn in ways that accelerate innovation, and assists companies getting closer

and tools. IoT covers all the blocks since IoT doesn't just connect devices, it connects people too. Blockchain will ensure end-to-end security and by using AI you will move IoT beyond connections to intelligence.

▲ **One important step is to team up with the best partners and invest in education, training and certifying your teams. This magical mix of IoT, AI and blockchain will help make transformation digital and easy.**



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# THE 5 SECRETS OF SUCCESSFUL GHOSTWRITERS

## DEREK LITTLE

*a professional B2B copywriter and  
ghostwriter*



In 1961 U.S. President John F. Kennedy uttered some of the most famous words in American history. He spoke at the height of the cold war with Russia when the U.S. feared communist expansion. Kennedy used his inauguration speech to position himself as a defender of freedom. I'm sure you've heard his inspirational words. "And so, my fellow Americans: ask not what your country can do for you—ask what you can do for your country." — John F. Kennedy, 35th U.S. President

President Kennedy's speech enhanced and cemented his legacy. What you may not know is that he didn't write it himself, his ghostwriter did. So, what do ghostwriters know about writing that can help you succeed?



### GHOSTWRITER BEST PRACTICES

The President's speech wasn't much longer than the average blog post – 1,366 words. Yet many of today's articles go unnoticed like ships passing in the night. They could be more effective if they used the best practices Kennedy's ghostwriter used.

As of 2019 you can reach half the world's population online. So, good writing has never been more important. The problem novice writers have is it takes years to get good at writing. Even then, it's a challenge. Here are five writing best practices you can use to start improving your results.

1. Start with a Plan

Kennedy's speech took months to write. His ghostwriter Ted Sorensen reviewed all the previous inaugural speeches before getting started. He found the best ones were by some of the worst presidents. This let him plan a speech that engaged Americans with Kennedy's vision of democracy. The point is you too must understand your audience. While it's natural to start with your own needs, you'll never achieve them unless you put your audience first in your writing. The best way to do this is to follow a process.

2. Follow a Process

Writing an article is a multi-stage process. There's more to it than the writing. The better part of the work is research and assembly. A common misconception is you can sit down and immediately start writing. This myth has led to a lot of ineffective content. Experienced writers use a process. Sorensen helped Kennedy manage the writing process by doing most of the work for him. The beginning steps to writing are goal

setting and planning. Then, there's researching, outlining, writing, revising and proofreading. Good research often changes your plan for the better.

3. Do Good Research  
Researching is usually the most time-consuming part of the writing process. It's often overlooked. But it's needed to build belief because readers will be skeptical about your claims. Belief builders such as real-world

details and quotes will help strengthen your message.

Kennedy's speech used many historical references. And there were plenty of interviews. The best research usually comes from interviewing subject matter experts. This lets you tap into a wealth of expertise. One good interview could become a complete Q&A (question and answer) article. But you may be asking, how can I get

*Derek Little is a professional B2B copywriter and ghostwriter. He has interviewed over 100 blockchain CEOs and told their story. You can read some of his articles on his site at [Blockchaintrailblazers.com](http://Blockchaintrailblazers.com).*

*Some writers take on all client projects. Derek only takes on writing projects destined to help his clients achieve results. He creates ghostwriting and content using his 4-step formula for results driven copy. Derek's ghostwriting clients include leaders for some of the world's largest organizations. He recently helped a blockchain client tell their story of success with the DHS. (U.S. Department of Homeland Security).*

PHOTOGRAPH BY CAROLYN REID



people to read what I write?

4. Tell Compelling Stories

The internet lets you reach a global audience. Unfortunately, it's also shortened people's attention spans. Readers won't waste time on messages that aren't engaging. You'll likely only get one chance to win their attention. Kennedy's speech draws you in with storytelling. Science has revealed that more parts of the brain are activated when someone reads a story. Stories help people make sense of things. Good ghostwriters use the

hidden structure of story to engage an audience. But for your stories to be effective, you must make every word count.

5. Make Every Word Count

The best writing is easy to read. The reading ease of content is judged by its Reading Grade Level. This is the average word length combined with average sentence length. You might think longer words will impress your readers. But they're more likely to leave them mystified. Lower grade writing gets your point across better. JFK's speech had a reading grade level of 12. It's best to

aim for grade 5 to 8 since you may only have a few seconds to win your audience's attention. Writing at a lower grade level takes extra time and effort. But you'll get a bigger return on investment.

This can be huge online since there's now 4.4 billion people using the internet.

This article is grade 5. ▲

Contact Derek Little for a Free Consultation and discuss your writing goals: [derek@trailblazerwriting.com](mailto:derek@trailblazerwriting.com)

# BLOCKCHAIN INNOVATION & THE FUTURE OF CAPITAL MARKETS

*By J.D. Salbego*

*CEO Legion Ventures | Global Leader in Blockchain, Digital Assets & Tokenized Securities | Speaker | Advisor | DeFi*

*Miami, Florida*

**I**n the blockchain revolution's ideology and in the history of global capitalism, the 2008 financial crisis is a critical juncture. It willingly offers a bedrock narrative that justifies the purpose of a decentralized digital currency that offers more trust, transparency, and one central authority that has absolute power. The fragility of the modern financial system was out in the open, one that was heavily dependent on banks and other financial institutions. In the face of crisis, these institutions had to be bailed out by governments at the expense of their taxpayers.

The crisis highlighted yet another inherent

shortcoming of such institutions – their system of betting on high-risk, sub-prime mortgages. The falsely inflated values of homes began to collapse when these mortgages were defaulted on. Banks began experiencing liquidity crises.

Fiat currencies are the world's predominant form of currency – they are controlled by a national authority and are backed by nothing but faith in that authority. This has proved to be a huge mistake a number of times throughout the march of history. The incidence of Hyperinflation in Zimbabwe is a classic example.

Bitcoin was quietly introduced to the world in 2009 as not much more than an

obscure piece of code, following the publication of a whitepaper by Satoshi Nakamoto in 2008. The invention of the blockchain for bitcoin made it a significant player in the financial system, the beginning of something great, a currency without a government, something significant and necessary.

#### **WHY DO WE NEED BLOCKCHAIN INNOVATION?**

What happened in 2008 was essentially a crisis of trust. The Lehman Brothers' story only illustrates how trust is a vital social resource. The root cause of the events of 2008, was not a crisis of short-term liquidity as is often cited, but the integrity of financial institutions' record-keeping practices and society's unquestioning faith in their systems.

This misplaced trust empowered banks to manipulate ledgers, reselling assets that had no



value for years. The incumbent bookkeeping system had also reached its scalability limits.

According to Stephen King's report in Cointelegraph, "today, the U.S. and most first-world economies are in the precarious position of tightening liquidity as a direct result of overstimulation. It has become commonplace to read about instability in the overnight "repo markets" and leading to the new form of quantitative easing. These are signs that the current financial system is starting to break down again, but unlike 2007, there is an entirely new industry built around the security, liquidity, and stability of our money."

Implementation of Blockchain, however, offers certain tangible solutions to the fundamental issues which led to these crises. So, what are they?

**BUILT-IN TRUST**

Thanks to the Blockchain-enabled decentralized

frameworks, we can now build automated objective trust into all of our systems on a peer-to-peer basis. Instead of building siloed systems on older database technology, we can now build collaborative infrastructure that everyone can safely rely upon. Blockchains completely eliminate the need for reconciliation as opposed to siloed systems.

**SEAMLESS DATA FLOW**

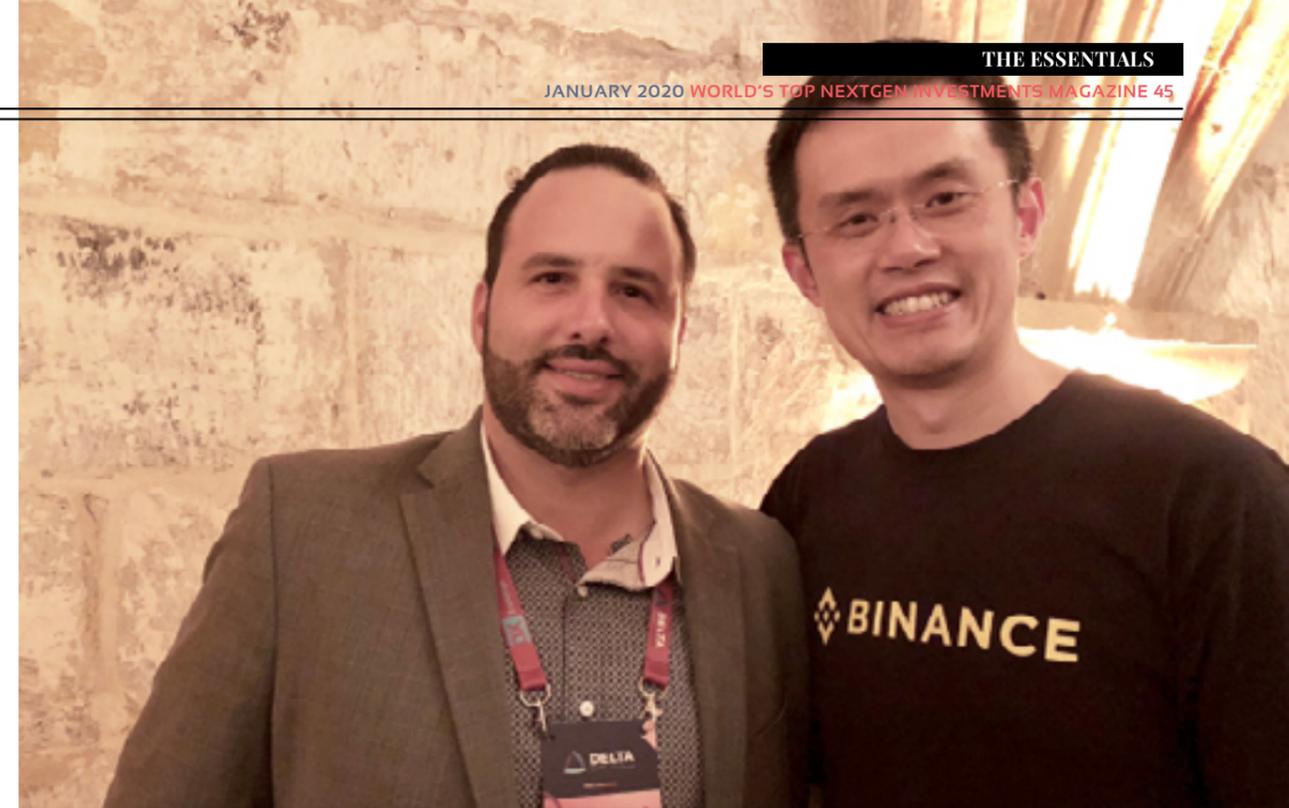
Capital markets thrive on information and they collapse when information

flows are impeded. Data and information allow us to trust, trade, price, and settle. If information stops flowing, markets will automatically become redundant. Transparency and information strengthen trust and by extension strengthen the whole system. But today's markets witness repeated information failures.

Maybe this is because our regulatory architecture and market infrastructure is constructed upon technologies (relational databases giving rise to

CSDs and messaging which enabled financial entities to settle transactions quickly) that may have steered previous digital transformations, but are no longer fit or adequate for the purpose.

*Misplaced trust empowered banks to manipulate ledgers, reselling assets that had no value for years. The incumbent bookkeeping system had also reached its scalability limits.*



**A GLOBAL SYSTEM**

There is no coherent global financial system for marketers to fall back upon. Although the global GDP has been growing exponentially, so has its concentration in very few hands. According to the World Bank, there are 1.7 billion unbanked people. An estimated \$5.8 trillion is currently locked up in illiquidity, held by private equity funds. Only a more transparent, digital-first infrastructure can make some of this value liquid by doing away with intermediaries. Additionally, this network is highly unreliable when it comes to the crossing of jurisdictions and ends up exposing participants to high operational costs and other additional risks.

**BLOCKCHAIN FOR CAPITAL MARKETS**

Instead of requiring companies to build proprietary interfaces, databases and other systems, decentralization implies records can be accessed transparently and securely by individuals, regulators,

and issuers of security. No one can undermine the sweeping transformative potential of blockchain technology for global capital markets.

A study conducted by the Frankfurt School Blockchain Center identified 88 companies in the security token ecosystem based in Europe compared to 83 in the US. Of these, 20 were identified in Germany, followed by 15 in Switzerland, and 12 in the U.K.

**TRANSPARENCY**

Innovating global capital markets with blockchain technology will be the foundation for growing new asset classes and clarifying existing ones. Transparency can be a game-changer in the digital security ecosystem. Who will receive the fruits of your investment in a securities transaction?

Presently, a third-party, "trusted" intermediary acts as that baseline that makes value transfer possible, while ensuring that funds are distributed and adhere to contractual expectations. On



the other hand, Blockchain is a panacea that eliminates any need for a third party facilitating secure, quick and reliable transactions. Blockchain implementation instills trust as an inherent element of any ecosystem, involving transactions or otherwise. Every issuance application, trading operation, smart contractual execution is diligently and transparently recorded on the blockchain to enhance the overall securities ecosystem experience. This ensures the prevention of fraud and theft.

Blockchains, central to every transaction, can maintain and keep a track of the entire logistical chain so that there is a single source of truth when it comes to ownership. It will also simplify processes which will only save a lot of regulatory compliance costs.

Additionally, within a decentralized Blockchain ecosystem, the lack of a central repository of information enhances efficiency, while optimizing performance and resource consumption.

### SETTLEMENT TIMES AND STREAMLINING PROCESS FLOWS

Settlement currently involves high risks and higher costs for transacting parties. Using blockchains, clearing and settlement can be reduced into a single process. It also slashes the time needed otherwise. A cryptocurrency “token” acting as a proxy to the transaction will immediately be transferred to the wallet of the beneficiary. This will constitute the settlement after the ledger update confirmation.

This would also apply across multiple institutions and distinct entities that perform different functions of a single process. This often involves one data set that has to be reconciled across databases. It will help meet regulatory requirements with reporters and auditors having direct access to the immutable data stored on the blockchains.

### LIQUIDITY

A crucial impact of the blockchain revolution is liquidity. The incorporation of digitized securities into capital markets ensures the enhancement of the quantity and pace of capital transactions. A range of diverse factors come together and interact in this highly beneficial ecosystem to produce increased liquidity like fractional ownership and asset fungibility.

The former is the digital securities’ property that allows them to be sold as part of the whole. This lowers the barriers to entry, increases transaction turnover and enables smaller investors

to participate. In capital markets, increased liquidity translates to the associated liquidity premiums.

When distinct asset classes are traded interchangeably, the possibility of liquidity increases. Access to all kinds of digitized investments will be available to a larger percentage of the world. This will drive an exponential explosion of liquidity events.

### THE ROAD AHEAD

Predicting the future in the face of technological strides is certainly a fool’s errand. A decade and a half ago Amazon was only selling books and eBay was king. Looking back, it may seem obvious that Amazon would push out big bookstore chains, as well as other brick and mortar shops that sell a host of products.

It was however, not so obvious at the time. The Internet was neat. Nevertheless, it was not possible to imagine all the ways in which it would touch our day to day lives in the future. Much the same might be said about the

future of digital payments today.

But I think it’s safe to conclude that the share of electronic transactions will continue to increase and blockchain technology will be widely adopted to process digital payments, as well as other ownership and investment transactions involving a variety of asset classes.

Processing transactions using the blockchain seems to be less costly than the traditional approach. The transaction processing business tends to be highly concentrated. As such, the benefits of switching will be quite large and the overall cost to overcome network effects will be small.

Hence, to the extent that it lowers transaction costs, blockchain innovation will become quite the global phenomenon, and a crucial tool to drive home the success of the capital markets.▲

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# KOHEI KURIHARA

*Chief Marketing Officer at CollaboGate*

*- Seeking privacy design and identity*

*collaboration*

Digital technology has affected and changed our behavior, which is not just scrolling and tapping mobile phones. However, Internet network is provided enough to anyone who has not been supplied and demanded to explore more information, it is not users and minority tech business dominates and control entire ecosystem. I have been working on “digital inclusion”, which is making well-delivered occasion, cutting edge digital knowledge and experiences sharing at open-field, in between policy maker and private diversities.

Since late 2017, when it was few awarenesses of blockchain technology, started out to produce guest speaking

session, encourage attendances to become notice with importance to know more potential and deliverable on new opportunity. Too much advanced technology is not easy to be accepted by majorities and minority tech-savvy needs to consider understandable message. It is not voluntary strive, but dispensable actions to accomplish mission for better society.

Government Blockchain Association is not pursuing the profit driven community, where gathering many people, who is interested to comprehend a latency of digital inclusion at public service and replace old infrastructure with new methodology.

Therefore, eagerness community network is widely spreading to western countries from the states and Europe. Asian community has a rarely concerned at first launch in Tokyo, and South Korea. However, it is obvious and necessary to consider friendly and opening place for even every beginner.

Until the end of 2018, totally 12 sessions were organized and 684 members

registered more attendances. In some event, invited the presenter from public office, pros and cons for their directions.

Government digital transformation was one topic at a session, which leads the opening



Inclusion means to provide opportunities while just speaking out each other, in addition, knowing each other.

Now, policy-maker and service provider has cooperated to place the framework and inclusive designing governance model, which is not disregarding process to contain service and conceptual expertise for better performance.

“Digital Inclusion” is not only for relationship between public and private network, but also it comes to demand for tech-startup and traditional big companies.

CollaboGate Japan

consults and co-produce new business project with data platform insight, which is not centralized platform such as Amazon and Google, Facebook. It defines that open platform by designated enterprise consortium network. Many tech giants has taken their data share based on digital algorithm and open-source network. It is very clever and canny strategy with network effect, exponentially user joins on their paved platform from multiple entrances.

This strategy is very insightful and hard to imitate, even subsequent player wants to resemble forerunner, it might be not going well. Digital platformer thus complete successfully game and amount of data is correlation with the market valuation in consequences.

Tech giant is the winner at digital space and

corporate ID platform for market usabilities, count on the accuracies of corporate identity, government authorized and releasing it for public utilities.

It was expected to improve the nuisances of legal process and system maintenances. Company owner claims about complexities and duplication to submit paper document, which is fatigue tasks to complete for startup especially within limited resources and times.

In that discussion, shed the light on identifiable gaps between corporate petitions and government standpoint. Of course, it won't be changed in two or three days, but the meaningful conversation was arisen within few hours talk and moving toward each other to close conclusion.

well-study on battle field, besides, their next target is real market, where we are living, such as smart device and payment network, smart city landscape. This is not dreamful footprint, starting to progress in Canada dubbed “IDEA” by Sidewalk Labs subsidiaries Alphabet.

Centralized platformer goes into real society by their strongness, network effect, against traditional companies need to make use of their strong point such as hard infrastructure, supply chain management and business network.

Data platform is nextgen concept for data sharing ecosystem, multiple service provider shares their data to produce the value for a customer. Before the this platform concept, most companies is looking at market, not a customer orientation.

Nevertheless, market consists of a customer aggregation, it tends to prefer market basis and customer reckless thinking. Data platform is not just business consortium, and more a customer driven approach against market driven thinking.

Direct to customer does not mean fashionable trend, but it says that upheaval of commerce mainstream from top to bottom. More and more, a customer is able to take their information on Internet and checkout with their most comfortable way regardless where it occurs on real or virtual.

This is innovative experience shift in this decades, and accelerate new user experience on behalf of a customer stronger decision ownership. So, data platform is very close to customer satisfaction, because platform opens the service provider to deliver directly.

And, platform is not control by centralized operator, instead to use decentralized network, such as blockchain data base. Thus, enterprise does not have to rely on any specific platformer, and share data within their capabilities. Besides, a customer becomes more sensitive with personal data storages, does not want to compromise utility return and privacy protection. Data platform guarantees more transparent and

accountabilities in terms of data transfer and delivery.

Also, as much as to realize user data ownership on decentralized network. From user, it does not need to provide surplus information to any companies, minimize data disclosure and maximize beneficial return.



This concept is not familiar with service provider, especially big enterprises, before looking at just market condition and prediction. Data platformer will take brand new initiatives that leads more horizontal industries against vertical supplying

network.

When it comes to proceed this action, it takes many times and effort, learning fundamentals and decomposing before thinking, reconstruct the development. Many companies are giving up on the way, but some of them has already been aware of this critical advantage.

Samsung and some other Korean family enterprises are claiming this concept, such as digital identity and credential management on decentralized network. Gradually, traditional companies are also turing to be aware of conceptual advantage and future business seeds with data platform.

Landing on finance business and identity management instead of product manufacturer before platform strategy. It nurtures the competitiveness and capabilities against the rival family groups in South Korean and global market.



Data advantage ascends brand position and strategy toward business diversification, and enables to easy cooperation by sharing data with strong partners. It does not require with very strong legal exclusion and adding flexibilities. From enterprise market, "Digital Inclusion" is just started and going forward step by step in long way. Data platform is futuristic activities and key factor to restructure relationship between a customer and enterprise.

"Digital Inclusion" has also next educational aspect, such as active learning and self-learning. It does not mean to learn everything by oneself, instead, we can learn each other at learning community.

Community is not defined and hard to define as one philosophy, but one important role of that is to continue to learn each other. I believe, "Digital Inclusion" is key factor to drive new technology into society. And it means, to make more useful and better understanding way to achieve democratic goals for the coming data driven economy and society to coming next decades. ▲

# "CAPTIVATING THOSE WHO MATTER"

*The digital age has pretty much killed the human attention span.*

*We surf the web with six different tabs open while someone is instant messaging us, another is texting us, and "The Walking Dead" is on the TV in the background.*

*We're simply not as receptive to all of the digital advertising happening around us.*

*In a magazine once they start reading an article or absorbing an ad, there are no other bits of news or pop-ups hovering over and taking the spotlight off of the article.*



**CORPORATE INVESTMENT TIMES**

# IS THE WORLD READY? AN AI DRIVEN, MULTI-ASSET CLASS, GLOBAL STO EXCHANGE

by Aaron Tsai

Founder and Chief Capitalist of MAS Capital Inc. and

MASEx – A Global STO Exchange

Known as “King of Shells” on the Wall Street

As we entered the year 2020, we can easily imagine or virtually see a new technology driven world forming in front of our eyes. Rapid technological advancements in AI, Blockchain, IoT, 5G, biotech, robotics, aerospace and microprocessor technologies, created a parallel digital universe, with vast amount of information and machines that we human beings will require the assistance of AI to live and operate in.

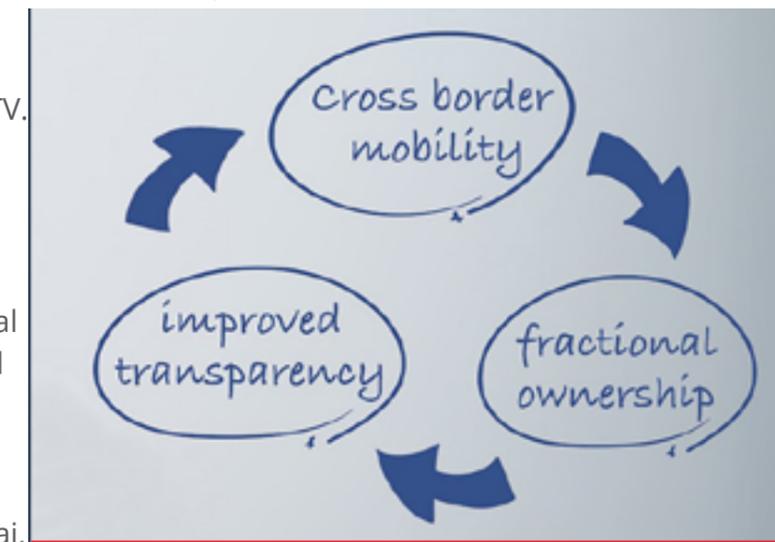


Aaron Tsai, Founder and Chief Capitalist of MAS Capital Inc. and MASEx is a pioneer in shaping world's new financial system. He formed MASEx, a global STO exchange, in August 2018 with a registered representative office in Taipei. MASEx went live in November 2019 and plans to use AI and blockchain technologies to form a decentralized exchange to trade securities, commodities, FOREX and digital assets on a single or an Universal trading platform.

Born in Taipei and grew up in the U.S., Tsai attended NYU Leonard N. Stern School of Business, and launched two failed digital technology ventures in the Silicon Valley in the mid-1990's. The first one was American Multimedia, Inc. The second company Multi Access Systems, Inc. (“MAS”) was formed to develop a TV based multimedia operating system to compete with Microsoft Windows, similar to today's Apple TV.

While in the Silicon Valley, Tsai acquired ACOM, a notebook computer company via reverse merger through Aimex International Corp., a public shell company listed on the OTCBB under the symbol AMIX and with the issuance of redeemable preferred stock of AMIX. During an IPO attempt by Tsai, ACOM went bankrupt!

After Tsai's personal technology bubbles burst, he transformed himself into a Wall Street investment banker with the creation of MAS Capital Inc. as the holding company, which at one time operated MAS Capital Securities, Inc., a SEC registered security broker-dealer. After the Wall Street Journal article published on October 29, 1999, featured Tsai saying that he "... is at the leading edge of a resurgence in "blanck check," or shell, companies, ..." Tsai became



known as the “King of Shells” for the creation of 101 public shell companies, used in taking private companies public.

Ironically, Tsai's first Nasdaq IPO success came, after the Internet bubble burst, when Nasdaq Composite Index crashed from the high of 5408 to 1400s. In June

2002 Tsai managed to complete a USD10.5 million IPO for BioDelivery Sciences (Nasdaq: BDSI), which merged with MAS Acquisition XXIII Corp., one of the 101 public shell companies created by Tsai, by securing an IPO underwriter, planned and participated in its IPO road shows, while as a pre-revenue company with only patent rights on a new drug delivery technology.

Later Tsai founded MAS Capital Group, Inc., which is managed by an experienced team of financial professionals in Asia, to expand MAS Capital's financial advisory business internationally. MAS Capital group of companies advised nearly 40 companies from U.S., Canada, China and Malaysia in going public in the U.S. Today MAS Capital provides global STO advisory service in addition to U.S. IPO advisory service.

As Tsai first said in his keynote speech at the Security Token Summit in Los Angeles on April 8, 2019, which was also reported in the Forbes China article dated June 21, 2019, that the rapid adoption of crypto currencies is a seismic shift that extends across the entire financial industry and has disrupted the existing oligopoly of financial institutions in banking, securities and fund management sectors.

Tsai believes that ICOs paved the way for STOs and the security token is the key to transform the financial industry. "It is no exaggeration that any asset on earth can be tokenized. This includes all tangible and intangible assets. Gold, land, buildings, equity and debt are only a few of the financial instruments that lend themselves to tokenization." said Tsai.

MASEx aims to become the world's leading security token exchange. With a pipeline of STO listings, MASEx is planning for its own capital raising road show in U.A.E., during the up-coming Chinese New Year toward final week in January 2020.

MASEx plans to unleash the power of security tokens with cross-border mobility, ease of investor access, fractional ownership and

integration of the unbanked, all provide enhanced liquidity in the secondary market.

**ENHANCED LIQUIDITY**

MASEx's aim is to use the latest technology and its team's long experience in securities markets to transform security trading, through delivery of a new and higher transparency standard.

Equity Token Listing Board Requirements	
<b>Universal Board</b>	Monthly report US or Intl. GAAP audit Annual report
<b>Premier Board</b>	Quarterly report US or Intl. GAAP audit Annual report
<b>Venture Board</b>	Quarterly report Local country audit Annual report Management profile Shareholder disclosure
<b>Entry Board</b>	Local quarterly report Annual report



MASEx's highest Stock Listing Board – the Universal Board – will adopt AI-based continuous due diligence on companies with a monthly reporting standards, which will be achieved by using cloud-based internal controls and accounting systems.

**LISTING REQUIREMENTS**

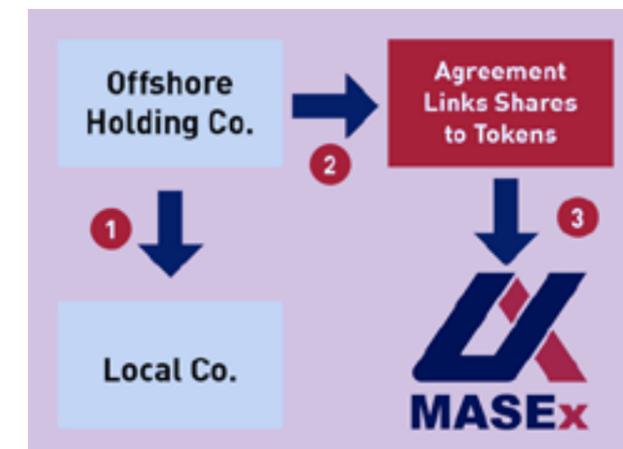
MASEx ecosystem includes securities broker-dealers, financial advisors, securities law firms, compliance platforms, etc. Securities broker-dealers active in the STO space include DigiMax and US Capital Partners.

MASEx's compliance strategy is to use smart tokens, such as Ethereum Security Token Standard - ERC-1400, security token issuance compliance platform such as TokenIQ, which allows an issuer to develop a controlled compliance system to recover lost crypto keys, set transfer restrictions on each account and identify investors – whether they are accredited investors, US investors or those from overseas.

In the not too distant future, MASEx will also service the developing and the under-

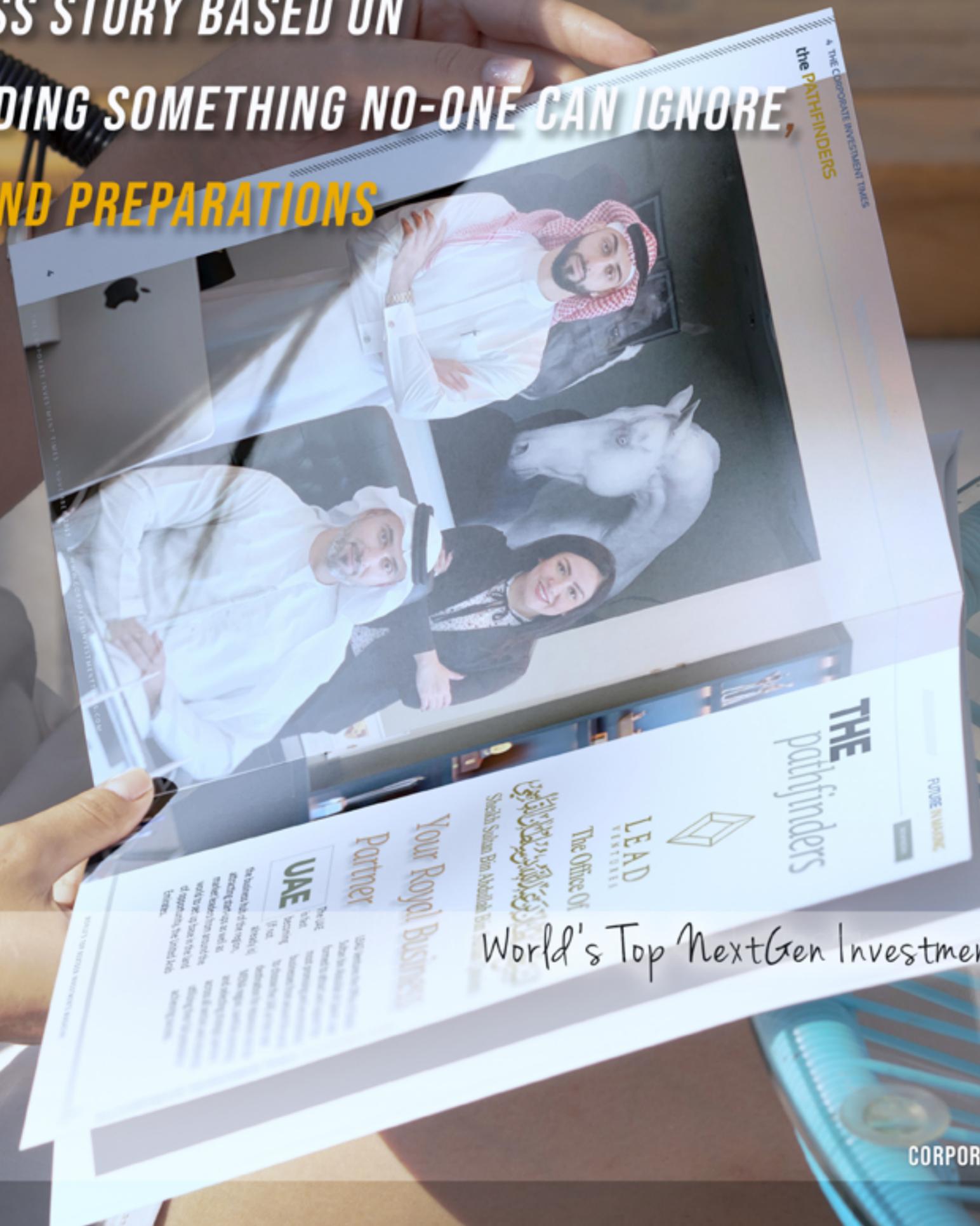
developed nations, while enable half of the world's un-banked population to participate in the world's most advanced financial system, in the purchase of single or multi-fiat based stable coins, tokenized REITS, equity and debt mutual funds, index funds and any other security instruments, etc.

**SECURITY TOKEN STRUCTURING**



**AN ENDEAVOUR, A SUCCESS STORY BASED ON  
THE TRUE SPIRIT OF BUILDING SOMETHING NO-ONE CAN IGNORE,  
PEOPLE, IDEA, PASSION AND PREPARATIONS**

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