

Santander X

By  Santander



THE FUTURE OF BUSINESS

ESSENTIAL: Insights and tips
from global leaders
for your business

REVEALED: The Top 100
University Entrepreneurs
Changing the World

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By  Santander

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Editor, The Future of Business, @GlynnPegler, Global Entrepreneurship Advocate about.me/glynn

WELCOME



We are extremely excited to present the shortlist of the top 100 local finalists of the Santander X Global Award for University Entrepreneurs. This international competition was launched at the end of 2019 and all contenders' teams are supported by Banco Santander & partners to help university entrepreneurs along the early stages of their entrepreneurial journey.

It has been not only a competition, it has been a life-changing experience for all the participants working to propel us forward, beyond the concerns of climate breakdown, economic downturns and global pandemics. From the ashes of potential societal collapse, these 100 initiatives have emerged, painting a vivid and optimistic image of businesses existing in harmony with the planet and working towards the good of society.

SANTANDER SUPPORTING EDUCATION

The search for the 100 began with a vision ignited by Santander Universities at Banco Santander, the world's largest corporate investor in Higher Education. With more than €1,800 million invested in academic initiatives since 2002 through Santander Universities, Banco Santander has been recognised as the company that invests the most in education worldwide (Varkey/UNESCO, Fortune 500 Report) and in their network of over 1,000 universities across the globe.

Banco Santander is firmly committed to progress and inclusive, sustainable growth, with a long-standing dedication to higher education that sets it apart from the world's other financial institutions. Following our purpose, we wanted to recognize that the education system houses innovators with ideas ready to be accelerated to the next level and help find solutions to world challenges.

AREAS OF ACTION

Santander Universities has three strategic areas of action for the coming years: Education, Entrepreneurship and Employment. And contributes with 81% of its patronage to the Responsible Banking strategy. The bank has also been developing the concept of diversity, to account and give more importance to programmes that have a special focus on underrepresented sectors of society.

In Education, we support university students with courses that can help them develop new skills in order to become better professionals through our Santander Scholarships platform (www.becas-santander.com) which has become a community of over 900,000 users.

In Employment, we promote the employment of university students through

Santander Scholarship programmes for companies and SMEs. In addition, we are working on the development of professional competencies programmes including training in digital and transversal skills with universities worldwide. In 2019, 19,247 company internship grants were awarded.

In Entrepreneurship, Santander X platform (www.santanderx.com) helps institutions from the global entrepreneurial ecosystem, to become more efficient through a platform that allows them to publish, give visibility and manage entrepreneurial initiatives on an international scale in one place. This is how it reached more than 100,000 university entrepreneurs from 10 countries (August, 2020), who benefit from being able to find ad-hoc initiatives, make their ideas and projects visible and add human capital and allies to their ventures locally or globally.

We are delighted to present this Top 100 amazing projects from resourceful, imaginative and innovative university entrepreneurs, who are ready to take on the world's challenges - from health concerns like Covid-19 - to climate change and immigration. These are the Startups and Scaleups aiming to help us, the community, to create positive change and evolve, in an ever-shifting landscape.

At a moment where every person needs a reset button, this list, our Class of 2020, celebrates those with the ideas and vision to positively shape the world to come.

Congratulations all and good luck for your exciting next chapter.

"These are the Startups and Scaleups aiming to help us create positive change and evolve in an ever-shifting landscape."

Javier Roglá
Global Head of
Santander Universities

SANTANDER UNIVERSITIES

Banco Santander has long been passionate about higher education. Here we look at the Santander Universities programme and its place at the forefront of support for university education, entrepreneurship and digital transformation.

For Banco Santander, Santander Universities is an opportunity to provide support through a pioneering and unique programme. It's purpose: to be at the forefront of support for university education, entrepreneurship and digital transformation.

Santander Universities has established partnerships with 1,000 universities and institutions in 22 countries; allocated more than 1,800 million euros to academic initiatives since 2002; and awarded more than 430,000 scholarships and university grants since 2005. Since 2019, more than 68,000 people have benefitted from Santander Scholarships.

This firm commitment to higher education has also marked out Banco Santander as the company that has invested most in world education (Varkey Report-UNESCO).



SANTANDER X

Santander X brings together a series of tools and programmes whose main objective is to support the entrepreneur in each stage of their journey with a specific offer. In 2019, the bank invested 17 million euros.

This is how Santander X becomes a global platform aimed at entities and potential entrepreneurs. It will also help institutions to become more efficient, via a platform that not only gives them visibility but also allows them to publish and manage university initiatives on a global scale – and all in one place. Santander X can reach university entrepreneurs from 10 countries, who can benefit from being able to discover new initiatives, showcase their ideas and add human capital and support to their ventures on a local or global scale.

SANTANDER X GLOBAL AWARD

Santander Universities are committed to high-impact university entrepreneurship, both locally and globally. Since it was announced, this call-out for the Santander X Global Award has drawn entrepreneurial applicants from all over the world – from Spain, to Mexico and Argentina, Chile and Brazil.

The initiative, launched through SantanderX.com, includes an advisory council per country and more than 200 stakeholder participants, ranging from universities to mentors, accelerators, incubators and investment funds.

11 enterprises will be shortlisted by the Global Award and have access to:

- GLOBAL MEDIA VISIBILITY
- MENTORING WITH SECTOR SPECIALISTS
- NETWORKING OPPORTUNITIES AS PART OF THE LARGEST GLOBAL ENTREPRENEURSHIP ECOSYSTEM

This top 11 will also be part of the pilot of the 'Concierge Santander' service, which exists to accelerate new businesses by giving access to teams within Banco Santander that facilitate high-value resources such as angel investors and digital advisors. In addition, two category champions will be selected for best Startup and best Scaleup and each will be eligible for prizes worth \$200,000 USD.

The Santander X Global Award opens for applications by invitation via education providers and the Top 100 selected by esteemed panels of judges in each country thereafter.

The entrepreneurs

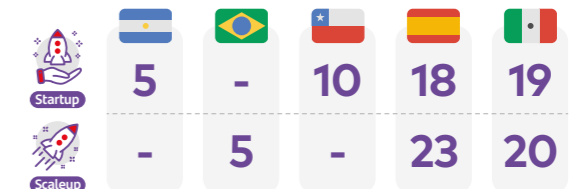
500
Nominees

100
Participants

11
Finalists

2
Winners

Where do the top 100 come from?



The stakeholders

400+
Universities

22
Advisors

88
Nominating entities

56
Mentors

35
Local Judges

42
Evaluators

5
Global award judges

30+
Santander high level executives

100
Special Guests

50+
Business Angels

20+
Media Partners

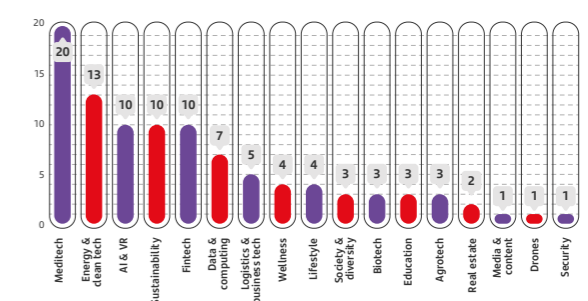
3
Keynote speakers

Nominating Entities

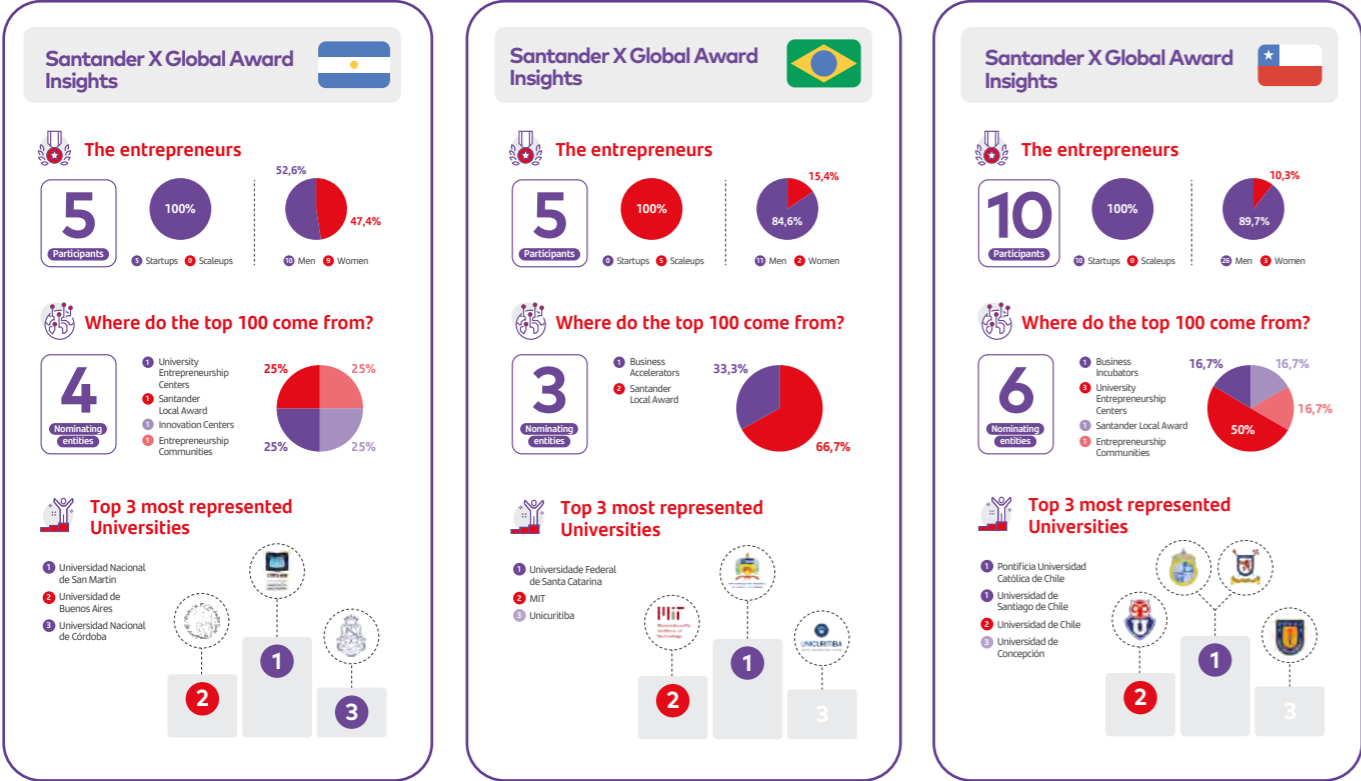


- 17 University Entrepreneurship Centers
- 15 Business Accelerators
- 4 Innovation Centers
- 4 Entrepreneurship Communities
- 6 Santander Local Award
- 6 Venture Capital
- 4 Business Incubators

The sectors



UNIVERSITY ENTREPRENEURS BY COUNTRY



Top
100
University Startups

Meet our shortlist
of entrepreneurs »
changing the world



www.atfil.com.mx
f ATFIL High Technology



Safer biohazards 🇲🇪

Alta Tecnologia en Filtracion de Aires

Co-founders José Antonio Altamirano Toledo, Antonio Altamirano Del Monte
● Universidad Nacional Autonoma de Mexico

Alta Tecnologia supplies critical air purification products to industries that require the right environment for the strict control of airborne biosecurity hazards. Those industries include medical and pharmaceutical, nuclear, aeroespacial, and semiconductors. The technology behind Alta Tecnologia's air filters

means that, unlike similar companies in this space, it can meet the very specific requirements of clients across a diverse range of sectors and do it at cost. Best Business Advice: Persistence over adversity will eventually make you stronger and smarter to face up to new challenges.

Easier parallel programming 🇪🇸

Appentra Solutions

Co-founders Manuel Arenaz Silva, Rosa Vazquez Silva ● Universidade da Coruña
● Mentor David D. Newkirk Jr. ● Nominated by Endeavor, Spain

Appentra provides high-level software tools that allow the extensive use of High Performance Computing (HPC) techniques across all application areas of engineering, industry and science. Companies use HPC to speed up time to market, reduce development costs, improve security and improve customer service.

However, its potential is hampered by software. While supercomputers are increasingly accessible to a wide range of industrial users, the challenges of parallel programming can present a bottleneck for users. Appentra aims to make parallel programming easier, enabling everyone to make the best use of it for their business.



www.appentra.com
f Appentra



www.appgricola.com
@appgricola



Improving crops with AI 🇲🇪

Appgricola

Co-founders Ramon Diaz, Miguel Trejo, Raúl Martínez, Juan Pablo González
● Universidad de Guadalajara ● Mentor Nancy Gallegos Estens
● Nominated by Centraal

Appgricola is a smartphone app for monitoring and managing field crops. It provides data such as temperature, humidity, redox and farm pH, as well as weather predictions and alerts based on different parameters. The company uses state-of-the-art predictive models for early control of diseases and pests, and can provide daily data points to the farmer. The app is designed to work

as a preventative and regenerative response to agricultural challenges, including the impact of climate change and the system guarantees farmers up to 30% increase in both production per tree and fruit at export quality and up to 20% reduction in production costs. Solutions are tailored to each farmer's individual needs according to data they submit.

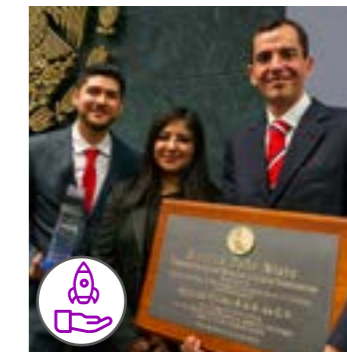
Empowering nature through biotechnology 🇲🇪

Applied Biotec

Co-founders Alejandro Torres, Edgar Omar Piña Barraza ● Universidad Nacional Autónoma de Mexico ● Mentor Ron Shigeta

Mexican start-up Applied Biotec are utilising biotechnology to develop solutions to tackle health and environmental problems have big ambitions. Through striving to be at the forefront of innovation, their aim is to become the leading biotech business in the country within the next 25 years. AppliedBiotec are passionate about preventing further damage

to our natural resources and so use technology and specialist expertise to produce sustainable processes where no damaging by-products nor toxic emissions are generated. Best business advice: Simon Sinek's TED talk encourages business leaders to think deeply about why you're doing this entrepreneurship or creating this product.



www.appliedbiotec.com
f AppliedBiotec



www.aquare.la/en
in Aquarela Advanced Analytics



Transformation with AI 🇧🇷

Aquarela Advanced Analytics

Co-founders Joni Hoppen dos Santos, Marcos Henrique dos Santos
● Universidad Federal de Santa Catarina ● Mentor Roberto Musso
● Nominated by Empreenda

Aquarela are pioneers in Big Data advanced analytics and play a pivotal role in the digital transformation of global industry. By developing advanced AI algorithms and methodologies, Aquarela are ensuring large organisations can compete in today's hyper-digital world. The need to digitally transform businesses is now urgent and many companies do not have the technological understanding of how to use AI to transform and optimise

their products and services. The team at Aquarela has developed VORTX, a cloud-based, scalable swarm intelligence algorithm that makes it simple to generate useful predictive information from business transactions, customer profiles and other data. Best business book: Crossing the Chasm by Geoffrey A Moore. This book changed the way we do business. We apply this strategic model to implement every innovation.

Simplifying complex real estate transactions 🇪🇸

AREX Real Estate Technologies

Co-founders Miguel Linerea Alperi, Pablo Garnica de Juan
● Universidad Pontificia Comillas ● Mentor Roberto Charvel

AREX Real Estate Technologies has a clear objective: to fully digitalise the end-to-end transaction process in order to transform the Real Estate market. Its proprietary technology solution, AREX Domus, provides smart real estate deal management, powered by blockchain technology. By eliminating time-consuming manual tasks, speeding up

transaction prep time and increasing accessibility of information using a predictive search engine, AREX Domus transforms the entire transaction process for the real estate industry with its deep understanding of user needs combined with technological expertise and a long-term vision for improvement.



arex.technology
in arextech





www.artelnics.com
Artelnics



Innovative AI solutions



Artelnics

Founder Roberto López González • University of Salamanca
• Mentor Juan García Sánchez

Artelnics technology is the result of more than 15 years of research, development and innovation. Based in Salamanca, Spain, the business works extensively with large corporations and believes their main competitive advantage is their deep knowledge of artificial intelligence. They promise to go beyond current technologies by

writing software in order to achieve innovative solutions to our clients' problems. The company, which was founded in 2014, does not have any external investors and has made a profit every year. Biggest lesson Perseverance is essential to achieve your goals.

Saving water consumption

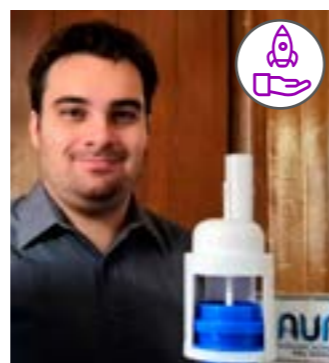


Aua Solutions

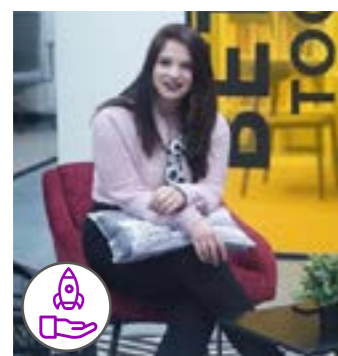
Co-founders Oscar Manuel Zenteno Montoya, Jorge Omar Zenteno Lara, Ricardo Omar Zenteno Montoya, Jorge Arturo Cabrera Tellez
• Universidad Tecnológica de México (UNITEC) • Mentor Fernando Sepulveda

AUA Solutions was borne out of awareness of water scarcity in Mexico and other regions. Its objective is to develop innovative devices specifically designed to save more than 75% of water consumption through a valve device that fits onto toilet systems. By building partnerships and established

agreements with leading public and private companies, AUA Solutions continues to research and develop new products that support environmental sustainability. Best books: Malcolm Gladwell's Outliers, Guy Kawasaki's The Art of Beginning and Rich Father, Poor Father by Robert Kiyosaki.



www.tecnosustentable.com.mx/
AUA Soluciones



www.auticmo.com
auTICmo



Providing expertise in the autism spectrum



auTICmo

Co-founders Fátima Mulero Álvarez, Alejandro Gómez Corrales
• Universidad Camilo Jose Cela • Nominated by Conector Startup Accelerator

auTICmo offer advice, training and technological development in Autism Spectrum Disorders for use by families, professionals and corporations. This Spanish business is passionate about being able to help people through the use of their technology, and after

expanding rapidly throughout much of Latin America, they have soon established themselves as one of the main players in this sector. Although currently operating Spanish-speaking services, auTICmo work with people all over the world.

Helping allergy sufferers



BiOD (Bio-Optical Detection)

Co-founders Miguel Holgado, Gernot Schloegl, Juan Francisco Arquero
• Universidad Politécnica de Madrid • Mentor Po Chi Wu • Nominated by Parque Científico y Tecnológico de la Universidad Politécnica de Madrid

Bio Optical Detection (BiOD) develops optical Point of Care (PoC) devices. Its main objective is the development and commercialisation of high quality biosensing using advanced readout optical PoC platforms. A PoC device called EnviGuard is in use for ophthalmologic applications. Developed as an offshoot of the UPM start-ups programme, BiOD aims to alleviate one of society's

biggest healthcare challenges – the spread of allergies. A third of people are affected by allergies around the world, and BiOD's solution could improve the life of hundreds of millions globally. The company's versatile and collaborative methodology can be applied to other molecular diagnostics across life sciences.



www.biod.es
Bio Optical Detection S.L



www.boatjump.com

BOATJUMP



Smart boat rental



Boatjump

Co-founders Pablo Ruibal, Jaime Vara, Alfonso Pastrana • Universidad Rey Juan Carlos • Mentor José Miguel Cortés • Nominated by Bbooster

BOATJUMP's mission statement is to be the most complete online platform to rent a boat worldwide. Since it was founded in 2016, BOATJUMP has enjoyed consistent double digit growth year on year. It now has more than 15.000 boats registered in Europe and the Caribbean in over 500 docks worldwide and can display availability in real time. BOATJUMP

can also advise customers which are the best places to sail depending on the weather and can recommend an itinerary. Business bible: "Modelo de Calidad Total" (Total Quality Management), was used by Juan Roig, president of Mercadona supermarkets, and explains the values every company should have.

Tech for mental health



Braingaze

Co-founders Hans Super, Laszlo Bax • Universitat de Barcelona
• Nominated by Start UB

Braingaze develops next-gen Mind Tracking Solutions that can identify and predict personal behaviour for both clinical and commercial usage. Its unique method is patented in 44 countries and is based on predictions that can be made from small eye movements triggered by cognitive visual progressing (Cognitive Vergence). The company

has a unique patented biomarker for cognitive processing that can be used to diagnose conditions and offer interactive digital treatment. Its first commercial application was used to diagnose ADHD in adults and children. The Braingaze method is non-invasive, robust and relatively inexpensive to implement.



www.braingaze.com
Braingaze





www.brainguard.life

[f BrainGuardMed](#)



Helping migraine sufferers

BrainGuard

Co-founders Josué Pagán, Jose L. Ayala, Mónica Sobrado, Ana Gago, José V. Mora
● Universidad Computense de Madrid ● Mentor Aleksandra Love

BrainGuard was developed by a group of researchers who wanted to show sufferers that migraines can be predicted in advance. Using this information, migraine sufferers can take steps to stop the pain before it starts, thereby improving their quality of life. This digital solution has average prediction rates of 25 minutes before pain strikes, with a 75% prediction accuracy. By monitoring body and using an

algorithm to detect an imminent migraine, a warning is sent via an app on the user's smartphone. BrainGuard wants to make life easier for migraine sufferers, but also to improve current medication and make it more effective. Best advice: "You've done excellent research. You make a fabulous research team. Now it's time to leave the lab coat and make the business work." Juan Alcantara, CEO of Nuubo.

Helping coffee farmers

CafeProt

Co-founders Agni Daniel García Vázquez, José Alberto Soto García, Kim Lizette Salinas Villanueva, Marina de San Juan Bravo Alamilla ● Universidad Juárez del Estado de Durango ● Mentor Leticia Cabral-Calvillo ● Nominated by iLab (Imagina, Innova, Incuba A.C.)

CafeProt is a low-cost, portable technology which helps Mexican coffee growers by analysing their crops in the field to detect conditions in which fungi could germinate. This innovative technology saves time and allows for early preventative action. The concept was developed at the iLab Bootcamp: over the course

of a week the founders addressed and solved a variety of problems that were not only desirable but also technologically feasible and economically viable.

Business bible: Sprint: How to Solve Big Problems and Test New Ideas in Just Five Days, by Jake Knapp.



www.ilab.net/startup/cafeprot

[f CafeProt](#)



Bringing positive change to traditional industry

Canalyticals

Co-founders Daniel Monfort, Pablo Monfort ● Instituto de Empresa
● Mentor Juan García Sánchez ● Nominated by Telefonica S.A. (Wayra)

Canalyticals uses the latest technology in order to improve processes across a variety of industries. For instance, to give one example, they have recently been helping cattle farmers in rural Spain by analysing the pasture at different farms. Using a combination of data downloaded from satellites and predictive algorithms through

machine learning, they have been able to identify the locations of the best quantity and quality of grass. This has enabled farmers to give their animals a natural diet, living off the land, instead of relying on industrial feed. The first organisation in the country to take this approach, Canalyticals have used their technology to bring positive change to a very traditional industry.



www.canalyticals.com

[in Daniel Monfort](#)



www.canarddrones.com

[in CANARD Drones](#)



Smart airport solutions

Canard Drones

Co-founders Rafael Aguado, Juan Diaz ● Universidad Carlos III de Madrid
● Mentor Mark William George Vellacott

Founded five years ago, Canard Drones offers smart solutions for airports through drone-based technology. Crucially, in order to comply with the national and international regulations, airports around the world have to periodically check the runway's condition, lights, visual aids, navigational aids and other systems. Whereas many of these maintenance activities have historically required the use of

flight-inspection aircraft, equipped with expensive onboard sensors, equipment and software, Canard offers the technology to do this with drones. This can be much cheaper, quicker and more efficient for airports. Working on both civil and military airfields, the company also has the support of all the necessary aviation authorities – and they recently received a 'Hello Tomorrow' challenge award.

Better financial solutions

Celero

Co-founders João Henrique Tosin, João Augusto, Pedro Chaves ● Unicuritiba
● Mentor Mario Hernández Rivera ● Nominated by Centro Universitario Curitiba

This Brazilian start up was born after a realisation that a lot of great companies across Latin America go bankrupt every day because they are unable to sufficiently manage their finances. Celero is a platform that reduces the time spent on financial housekeeping from weeks to hours, allowing leaders to focus on business

growth and development. It also has the ability to transform photos of payment slips, invoices and other financial documents into payments and reports.

Best business advice Mario Andretti "If everything seems under control, you're just not going fast enough."



www.celero.com.br

[f goCelero](#)



Sustainable meat

Cell Farm Food Tech

Co-founders Sofia Giampaoli, Carolina Bluguermann, Diego Luzuriaga, Giuseppe Scionti ● Universidad Nacional de San Martín
● Mentor Po Chi Wu ● Nominated by Oxtentia Ltd

Cell Farm is the first cultured meat start-up in Latin America, developing a steam cell bank from the main cow breeds in Argentina. Their products are more reliable as they are from established cell lines, rather than primary cultures taken directly from the animal and this high-quality starter material is the solution to scaling the cultured meat industry by reducing costs. Longer term, Cell Farm will offer cultured meat directly

to food companies as an ingredient. By collaborating with partners in the field, Cell Farm has worked through technical challenges. Best advice: Buddha's quote: "There are three solutions for every problem: accept it, change it or leave it. If you can't accept it, change it. If you can't change it, leave it." I couldn't accept the way we are destroying the environment and how we're treating animals, so I decided to change it.



www.cellfarmfoodtech.com

[@cellfarmfoodtech](#)



REORDERING REALITY

When business and society face uncertainty, leadership and innovation are required like never before, says Matt Candy, Global Managing Partner, IBM iX

Long before the language of global pandemics and lockdowns entered our everyday vocabulary, it was important for organisations and brands to stand for something. They needed to create customer journeys that engendered the affinity and trust that can lead to customer love. Their customer experiences (CX) needed to be personalised and responsive, answering needs their customers didn't realise they had – and so meaningful to the customer, that they drove incredible advocacy.

To truly become customer centric and experience obsessed, that CX aspiration had to become an organisation's "North Star", and it would help to differentiate their brand from that of their competitors. This vision also served to rally the workforce around a set of common principles and goals that would help drive the organisation's corporate culture. But defining this CX North Star was only the beginning. Activating that CX vision is something else entirely. And activating it during a global pandemic is an altogether different challenge.

When business and society face uncertainty, leadership and innovation are required like never before. What separates the most durable businesses from the others is knowledge that technology alone is not enough to accelerate and deliver the digital transformations now required across all organisations and industries. A prolonged crisis will only embed further a transition from

"digital native" to "digital by default" with a higher frequency of one-to-one online interactions – selling, buying, working, learning, connecting and entertaining. A new market will emerge for all industries which they will need to address, serve and delight. Such a shift requires new thinking, new ways of working, using data and AI powered platforms to improve workflows and infuse incredible insight and intelligence into all customer experiences and digital touchpoints. The goal is simple – Friction out... Intelligence in...

RETHINKING ENGAGEMENT

Many companies recognise that accelerating their digital transformation is in fact an opportunity to enhance that human connection with their customers. Businesses will proactively and more decisively reassess their current physical footprint and instead focus on customer facing digital channels. In this new era of social and business distancing, digital closeness can help mitigate sales decline, maintain and grow key B2B relationships, and transform enterprise go-to-market activities. Handled effectively, disruptions such as COVID can be fertile ground for marketing and sales innovation. What distinguishes organisations will be their distance-based client utilities. Not only those that are directly solution-related, but that offer empathy, overarching support, and expertise as a trusted business advisor.

Pulling this off requires an orchestrated

customer-centric approach that employees throughout the enterprise can embrace. Rather than simply asking employees to adopt an empathetic approach, a culture shift requires all employees to genuinely internalise this feeling to the extent that it impacts their performance each day. As a result of COVID, consumer behaviours will change permanently and spend will be recalibrated. They will favour increasingly contactless experiences and will expect their favourite brands to adjust swiftly to their circumstances. By embracing enterprise-wide agility, human-centered design practices and encouraging experimentation and innovation, employees will feel empowered to go beyond obvious answers and propel employee empathy into action and respond with agility and humility

to rethink customer engagement. Employees at all levels of the organisation, whether customer facing or not, must never lose sight of the people they serve.

A HUMAN-CENTRIC MINDSET

A CX North Star is more than a vision – it's a guide for doing business. But it needs to be driven by great employee experiences. Modern day employee experiences require meaningful, actionable communications from leadership, technology solutions such as cloud, AI, and IoT, and collaboration and productivity tools. As a result of COVID, these already-considerable challenges in a typical work setting—culture, leadership, workforce engagement, productivity, skills—have been moved into uncharted territory. The current global crisis is acting as an accelerant for massive, instantaneous change—the ways we work, how we communicate with each other and our teams, how we learn, innovate and how we are motivated. All of these have been completely transformed, perhaps never to return fully to normal. But leaders who focus on caring and on building trust, flexibility and resilience into an adaptable workforce culture are helping their employees be the best versions of themselves and ultimately enhancing the full customer value chain.

But it doesn't stop there. Companies are turning to their ecosystems to support their current business models and platforms—or build new ones. Partners, vendors, and suppliers are increasingly playing integral roles in the ultimate experience customers have with a brand, even if customers are unaware of the ecosystem's involvement. The notion of enterprise experience takes a holistic view of the organisation and the many different people—from employees to partners—whose own experiences ultimately shape the company's CX.

Every interaction a consumer has with a company either builds or depletes brand and relationship equity. To future-proof your business in this reordered reality, organisations must champion a human-centric mindset and anchor around this CX North Star. They must become experience-obsessive – always returning to the human at the centre of the products and services they create. Whether that's employees, business partners, suppliers, or the customers they serve.

"Handled effectively, disruptions such as COVID can be fertile ground for marketing and sales innovation."

MEDIOCRITY IS OUR ENEMY

EY's Global Vice Chair, Strategic Growth Markets Maria Pinelli talks to Glynn Pegler about growth, the future of business and the importance of lifelong learning . . .

The Canadian-born daughter of Italian immigrants, Maria Pinelli leads Ernst & Young's Strategic Growth Markets, responsible for services and practice in high-growth markets across the Americas. She has led over 20 IPOs in four different countries and briefed members of the Senate Banking Committee, the US Treasury, and the House Financial Services Committee, and continues to help CEOs and business leaders on their growth strategies, while advising Fortune 500 companies on digital transformation. Notably, she is also a tireless advocate for women in leadership, especially female entrepreneurs, and in 2008 founded the Entrepreneurial

Winning Women programme.

How do you see the role of entrepreneurship in global and local economies?

It's absolutely critical. Entrepreneurship has long been the vehicle that has led companies out of recessions, pandemics and consequences where pivotal change is required in short order. Half of the Fortune 500 companies today were founded during a recession, and it takes entrepreneurial spirit and ingenuity working with small teams to solve future problems.

Can every local brand now become global?

Yes absolutely, but similarly in a global

organisation there's a struggle to become more connected to consumer preferences. With the demand for personalisation we're really going to see organisations and entrepreneurs try to pivot to something that meets individual preference and becomes more locally branded. The key is not to take a global brand and make it local: it's to find the localisation attributes that are similar. It's about relatability.

What do you identify as factors for a company to be high growth?

Scale. The ability to look across verticals and scale quickly. One of the most overlooked attributes to growth is measuring unintended consequences. Business today is about ecosystems, and you definitely need a dashboard, you need measurements. An awareness of where you're trying to go.

What have been the great learning points in your career?

Being a lifelong learner really serves you well. I've lived in other cities, countries, and have led over 20 IPOs, in four different countries across three different continents; understanding the differences in culture, business practices, consumer preferences and standards. It makes you more open and more tolerant of other points of view. I also have a saying: the most damaging word in the English language is 'But'. The only thing anyone ever remembers is the 'But.' So diversity and inclusivity, being a broad thinker, and thinking out of the box, is really important to innovation growth and the entrepreneurial spirit. Mediocrity is my enemy.

What do you see as the current trends for business owners?

Personalisation is definitely one. Most product companies are looking to become service companies. There used to be a 'do it yourself' economy and now it's a 'do it for me' economy – a different and difficult business model. And we're also seeing more direct to consumer, which works better in some models than others. It's an interesting time.

How are financial services adapting to this change, and the impact of AI?

I think the fact that there isn't one uniform platform makes it difficult. But also, that's the

key, isn't it: making the front-end frictionless is without doubt the price of getting started. However the back-end system is a very complicated, regulatory driven model, so it's extremely difficult. They've got a bit of work to do on security and cyber protection; moving to a cashless economy is a huge change. And the model in which financial institutions gather information – by which they assess risk in order to make their own portfolio legitimised for their investors – is very complicated. As a user I am always looking for a better user experience but from a commercial point of view, the infrastructure needs a lot of work. We need to really improve what it takes to open, run, thrive and grow a business, the back end.

What excites you about the future of business?

I think we have to look post-Covid, which there have been benefits from: the change in the way we work, allowing more flexibility for employees but similarly for consumers and companies, is going to lead to a significant cost-reduction in facilities but a better experience for the whole ecosystem – what it takes to build, deliver, and execute on a consumer experience. The second trend I see is the acceleration of digital technology, albeit there's a huge gap in the upgrading of skills. I think there's an opportunity there, and something all of us need to think about regardless of our area of business. A mandatory digital academy needs to take place globally either in the workplace or at the consumer level to really upskill the broad population.

What's the role now for business in society?

Today's consumer is much more conscious. Taking the purchase power of Millennials as an example, some 70 per cent of purchases are experience-based as opposed to product-based. Millennials also prioritise transparency, they are more socially aware, more tolerant and more accepting of different social classes and different geopolitical areas: in some areas, 45% of them are also genderless. Simply put, we are seeing a world movement against social injustices and business needs to embrace this.

"It takes entrepreneurial spirit and ingenuity working with small teams to solve future problems."

TACKLING THE BUSINESS OF CLIMATE CHANGE IN A POST-PANDEMIC WORLD

Andy Ridley co-founded Earth Hour in 2007 and grew it into a global phenomenon, becoming the largest social impact campaign in the world. With a list of world leaders in his address book, he's since led the Circular Economy Company and was appointed as the CEO of Citizens of the Great Barrier Reef. Here in an exclusive interview he discusses what it takes to scale ideas and why sustainability is key to new opportunities in a post-pandemic world ...





World's first rideshare submarine experience, 'scUber', launched to a limited number of Uber users to explore the Great Barrier Reef



people a brand they could gather around and use to empower whatever they were trying to do, whether it was in Uganda or Argentina or Australia.

What was the driving factor behind climate change, and how should business address this?

The driving factor was materials because

You built Earth Hour from scratch and you're now growing Citizens of the Great Barrier Reef – what's the best way to build support for your ideas?

Andy Ridley: However complex the idea is that it sits behind what you set out to achieve, the importance of having a simple front part is key. You have to create an idea in people's heads.

In the case of Earth Hour, this was always about the idea of collective action and an idea that you can actually see – you could see that across a whole city, people were turning lights out.

The other one that is key across everything is the idea that you need a lot of heroes. If it's down to one person, you're not going to pull it off. I see many projects where the founder or the person up front becomes so important to what it is, that if that person goes, this thing falls and no matter how big the corporation. So now with Citizens of the Great Barrier Reef, the plan behind that is I create 1,000 heroes or more and empower people to run with the brand or the campaign.

What should conservation and activist companies primarily be aiming to do?

Well, we can only talk about our experience and the great challenge for us was: how do you take this from a piece of symbolism to action? We did some amazing work with Earth Hour to give

material use drives everything. Out of all the stuff we take out of the ground every year to make into computers, a pair of glasses, a shirt, whatever it is, only eight to nine per cent of that is used more than once. That means that 91 or 92 per cent of all the stuff dug out the ground is used once and then goes up into the atmosphere, into landfills or into the ocean. So you think about the society that we've built, the power of consumption that we have integrated into everything we do, and then you think about the fact that over the next 20 to 25 years you're going to have two to three billion people going into the middle class, which is a good thing. But if you're running the same kind of material-use equation, then we're in serious trouble.

How do the principles of a shared economy fit into the running of a modern-day company?

With a 21st-century company, considering how you use shared-economy principles, or reduce material use to the absolute minimum is not only a critical piece of thinking in order to be profitable, but also essential thinking in order for your company to last more than 10 years.

The shared economy consists of platforms providing the sharing of materials, making sure

the materials go back into the resource chain and that the way we design stuff is designed not for one or two lifetimes but is to be used again and again.

What steps can a business take to become more efficient?

Well, a central examination of any business should look at what materials it's using and ask: could we provide this as a digital service? Most 21st-century businesses were thinking about it to some degree but since lockdown, everyone has had to think about it.

Supply chain is obvious, too. One of the things that's come up again out of the last few months is we have allowed our supply chains to get very long, and production is generally done elsewhere. That's not good for jobs, it's not good for communities, and now we can now see there's a risk. So if you can't manufacture stuff locally, then you have a problem.

What have been the motivating factors for you in your work?

The biggest thing in conservation is we need to scale on a level that we've never done before. One of the things with the corona situation is it gives you the sense that it's possible. And for me, I got to the point where I thought it's never going to be possible. Can we actually make this happen? Are we too late for the climate? With corona, you saw that in the space of two months, pretty much every major global economy can switch to a different gear in a major way.

How should we measure success?

Impact. With most companies, you can measure impact and see what the difference is you've made. Impact is how you're cutting the material use. Impact is how you're changing the way the person who's buying your product thinks about a product. In the case of Spotify, as an example, people don't think about the fact that that's actually helpful for the environment.

So layering in the idea of reducing your material use into everything you do is really important.



When people talk about sustainability, it's not about your green profile, it's about the numbers and what you can do differently.

Would you say now is a good time for companies to reset?

Well, if there ever was a time to reset, it's now and if we don't reset, then when are we going to do it? Corona should teach us that pressure on ecosystems is causing these problems. Pandemics are going to come again and our abuse of the natural world is driving a lot of that. But there are positives that have come out of this. You see communities in countries around the world acting together, and we've seen the capacity of governments to lead under pressure. Good practical leadership has been displayed in a number of countries. We should be looking at New Zealand or Germany where leadership has been impressive.

To find out more about the work of Citizens of the Great Barrier Reef, visit: citizensgbr.org/

Watch Andy Ridley's TedTalk on sustainability here

BECOMING SUSTAINABLE

Want to incorporate climate kindness into your business? Andy shares his tips...

1 LOOK FOR HEROES: don't have one solitary figurehead running a campaign, make sure you enlist the help of as many people as possible to get the organisation up and running. It's harder to fail that way, and easier to succeed with strength in numbers.

2 SLASH YOUR SUPPLY CHAIN: outsource as little as possible and keep things local. This way you save energy and money.

3 GO DIGITAL. If not now, when?

4 RECYCLE, or at least make sure that the materials you use can be recycled.

5 BE CLEAR. Make sure your company's sustainability strategy has a simple idea at its core. Communicate it clearly and well so that people can understand it and work towards it.



www.co-madre.com
in Co-Madre



Empowering women 🇲🇷

Centro De Trabajo Co Madre

Co-founders Paola Tabachnik, María Galindo Morera • Universidad Centro
• Mentor Ana Belen Hernandez Martinez • Nominated by Mountain Nazca

Co-Madre is a collection of private offices, shared workspaces and a community created for female entrepreneurs. Based in Mexico, this start up believes in empowering women to take chances and achieve their goals in an inclusive and welcoming environment catered

to supporting their needs. Benefits include exposure, support, alliances and networking opportunities. The annual membership also includes access to Co-Madre's facilities, free admission or exclusive discounts to attend workshops, educational events, classes and other local services.

Seamless check-in 🇪🇸

Chekin Soluciones Digitales

Co-founders Antonio Bustamante, Carlos Lagares, Eric Sanchez
• Universidad Nacional de Educación a Distancia (U.N.E.D.)
• Mentor Marcia Maciel • Nominated by Programa Minerva

CheKin is a software company dedicated to providing unique technological solutions to the tourism industry – and, in-particular, for the checking in of guests. Through their work, they have made it possible to automate the guest identification process, along with any legal obligations such as the calculation of tourist taxes. This is achieved through the use of both web-based solutions

and a mobile app – meaning that guests can be registered either online or on-site. The end result is a reduction in the bureaucracy required in the reception of travellers – for example, in the case of vacation rentals. The ultimate aim is to improve the check-in experience for both guests and property managers alike.



www.chekin.io/en/
in Chekin



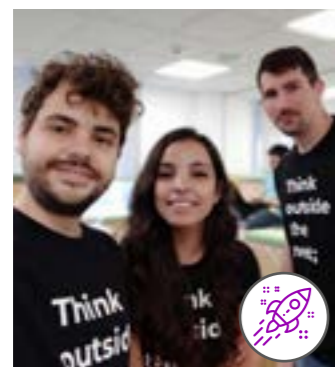
Top-notch tech 🇪🇸

Crow Technologies

Co-founders Meriem El Yamri, Rodrigo Crespo, Juan Manuel Carrera
• Universidad Complutense de Madrid • Mentor Jonathan Nelson

Priding themselves on bringing “disruptive top-notch tech to the world”, Crowtec uses the latest tools to create cutting-edge products across the fields of tourism, cybersecurity, retail and more. For example, in their ground-breaking project Map of History (MoH), they created an augmented reality experience that uses the player's geolocation to enhance the

exploration of a given city. Following the narrative of a curated storyline, the user then has to solve challenges along the way. Also a great believer in driving social change, Crowtec aims to break the gender gap in STEM fields and improve sustainability, integration and diversity. It's no wonder, then, that they have already picked up a host of awards.



crowtec.co
in Crowtec



www.sicuentame.com
in cuentame



Bringing emotional wellbeing to companies 🇲🇷

Cuéntame

Co-founders Regina Espinoza, Fernando Chavez, Omar Garcia, Enrique Jimenez
• Instituto Tecnológico Autónomo de México • Mentor Cecilia de la Hoz Arespachochaga

Motivated by the idea of helping people to become the best version of themselves, Cuéntame utilises the latest technology to create emotional wellness programmes for companies. All delivered online, users have the opportunity to promote their wellbeing through content such as meditations and podcasts as well as video-call therapy with certified

psychologists. Along the way, the company uses their platform to educate users about the importance of prevention and self-care through easy-to-understand language. Actively putting their advice into practice, Cuéntame also places great value on every member of their own team, priding themselves on ensuring everyone has a voice.

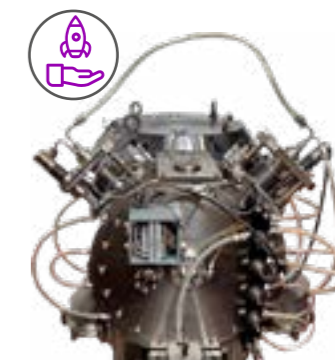
Improving diagnostics 🇪🇸

Cyclomed Technologies

Co-founders Jose Manuel Perez, Carlos Langeber, Manuel Menendez, Luis Garcia Tabares, Fernando Toral, Jesús Calero, Francisco Garcia Lorenzo, Daniel Gavela, Juan Ignacio Lagares, Miguel Ángel Morcillo, Javier Munilla, Diego Obradors, Concepción Oliver • Centro de Investigaciones Energéticas, Medioambientales y Tecnológicas • Mentor Susana Levy

Cyclomed Tech is a biotech company focused on exploiting Carbon-11 (11C) isotope applications. Carbon 11 is a radioactive isotope with huge potential as a marker for organic molecules in pharmaceutical and medical applications. The company focuses on Carbon 11, unlike other important companies within the same sector who focus on other isotopes. Cyclomed uses a flexible strategy based on co-creating the product with potential customers.

Carbon-11 opens the door to applying radiotracers to more accurately diagnose a range of neurological, oncological and cardiovascular diseases. The automation of the radiotracers also means the patient receives the lowest possible radiation dose. Cyclomed Tech markets and supplies Carbon 11 radiopharmaceuticals for compassionate use in hospitals, as well as continuing research, development and analysis.



www.cyclomed.tech



www.deusens.com
in Deusens



Mixed reality solutions 🇪🇸

Co-founders Alvaro Antoñanzas Pozo, Alvaro Monzon Blanco • Universidad San Jorge • Mentor Marcus Johnson Smith • Nominated by Telefonica S.A. (Wayra)

Deusens were one of the very first companies in Spain to create and deliver content for immersive technologies. Forever at the forefront of an evolving sector, Deusens develop advanced augmented, virtual and mixed reality solutions. For the last six years the Zaragoza-based business have been listening to the problems of their clients and creating

custom solutions with some of the latest technologies on the market. Their user-oriented experiences can provide brands with new ways of interacting with their customers. Biggest lesson There are no shortcuts. If you want to do something worthwhile, in your personal life or in business, it requires hard work, patience and sacrifice.



www.droplite.com
[droplite](#)

DROPLITE

Creating medical-smart solutions for society

Droplite

Co-founders André Guedes, Rafael Porcar, Romain Quidant ● Instituto de Ciencias Fotónicas (ICFO) institute adscrit to the Universidad Politécnica de Catalunya (UPC) ● Mentor Susana Levy ● Nominated by Fundación Parque Científico de Barcelona

At Droplite, they use new technology to bring medical-smart solutions to society – in order to make people's lives better and healthier. Indeed, their ground-breaking point-of-care diagnostics device is poised to change the way medical testing is done today. Providing an alternative to the classic laboratory, they offer an automated solution that is fast

(results in a few minutes rather than hours), easy to use (no skilled technicians required) and minimally invasive (no painful needles, just a pinch of a finger). Moreover, they only use commercial off-the-shelf components that allow them to easily scale their product and, therefore, keep the prices competitive.

Informal lending solution

Easy Fintech (Finloop)

Co-founders Juan Diego Espina Álvarez, Miguel Agustín Espina Álvarez ● Universidad Panamericana ● Mentor Sergio Hinojosa ● Nominated by Endeavor México

So far, the fintech revolution in Latin America is largely confined to banks/companies granting loans or crowdfunding. The Mexican Finloop app is one of the only services allowing friends and relatives to lend or borrow money to each other. By eliminating intermediaries such

as banks, both the lender and the applicant get to decide the amount and term of the loan, plus whether to pay any interest rates. It allows users to obtain loans despite bad credit ratings, while it also sends out email reminders and push notifications for late payers.



www.finloop.com.mx
[Finloop](#)

finloop

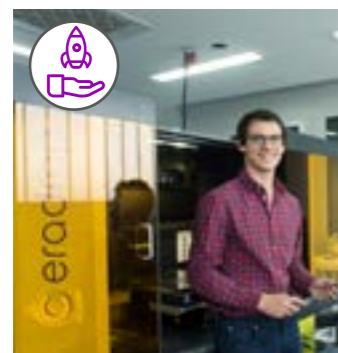
Better lives for diabetics

Ebers

Co-founders Facundo Noya, Capriccio Maria Florencia, Ignacio Perversi ● Universidad Nacional de Córdoba ● Mentor Bernardita Araya ● Nominated by Banco Santander Argentina (Emprendedor x)

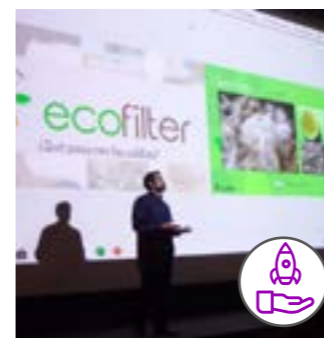
Aiming to prevent amputations in people with diabetes, Ebers has created a scientifically validated product helping them to live a safe life without fear of injury – simply by placing a specially-designed 'smart' insole in their shoe. With partnerships already in place at the main hospitals in Argentina, Chile and

Brazil, their next step is to develop strong business relationships with the main medical distributors and sellers. Globally, the company has an advantage because medical regulations are lower in this part of the world than in the US or Europe and therefore require less investment and approval time.



www.ebersmed.com

ebers



[EcoFilterMexico](#)

ecofilter

Cigarette butt solution

Eco Filter

Co-founders Paola Garro Almendaro, Leopoldo José Luis Benítez González ● Universidad Tecnológica de México ● Mentor Fernando Sepulveda

Committed to environmental conservation, Eco Filter is a company that provides biotechnological solutions to the problem of cigarette butts. They do this by using them in the manufacture of everything from biodegradable pots to attractive notebooks and even jewellery for women. In addition, they offer a collection and treatment service for cigarette butts, which is entirely chemical-free, and provide special containers for them. Devoted to the

care of the environment, and clean technologies, they also encourage smokers to dispose of their cigarette butts responsibly. Best business advice Throughout my life as an entrepreneur, I have met many incredible and knowledgeable people. One of these people once told us that undertaking an environmental issue was a great challenge, which needs a lot of effort and work, but please never stop doing it. And that is just what we are doing.

DNA lifestyle boost

Ego Genomics

Co-founders Luis Francisco Lorenzo Martín, José Andrés Lorenzo Martín, Laura Clavaín Mateo, Rubén Fernández Caloto ● Universidad de Salamanca ● Mentor Torsten Kolind

If you've ever wondered what your DNA says about you, now is the chance to find out... At Ego Genomics, they offer the opportunity to learn what makes a person unique from a biological perspective – and to exploit that knowledge to help them improve their quality of life. A leader in the market, the company's unique bio-informatic algorithm allows

the integration of scientific and biomedical data in an unprecedented manner – thus making their analyses both accurate and efficient. From wellness to nutrition and physical performance, they will prescribe a series of medical recommendations for you to adapt your lifestyle to the specific needs of your body.



www.egogenomics.com
[Egogenomics](#)

EGO
Genomics



www.envioclick.com

[Envioclick](#)

Envioclick

Logistics leader

Envioclick

Co-founders Juliana Sarmiento Bernal, Rosa Costes ● Universidad Panamericana, Campus Mexico ● Mentor José Antonio Olvera ● Nominated by Centraal

Looking to become a leader in the logistics industry of Latin America, Envioclick is a pioneering platform in the field of parcel and cargo services. Integrating innovative technology, artificial intelligence and a team of experts, they aim to provide the most efficient shipping logistics possible. For example, in order to perfect their

service, they have built a large data warehouse, running seven predictive algorithms that they tested over a million times each. This gives their service an exceptionally high level of predictability. In this way, they hope to become the first end-to-end intelligent-logistics platform in less than two years.



www.brainchile.cl/generacion/



Cancer diagnosis innovation 🇨🇱

Environ-Prostamets

Co-founders Javier Cerda Infante, Viviana Montecinos ● Pontificia Universidad Católica de Chile ● Mentor Michael Irwin

Prostamets is a diagnostic test that can indicate if prostate cancer tumours have metastasized (spread) to other parts of the body, while also measuring how aggressive this spread has been. Developed by the medical research team at Chile's Pontifical Catholic University, it's believed Prostamets will vastly improve the

quality of life of cancer patients. Once Prostamets is commercially available, it's been estimated that it could reduce half the number of deaths by prostate cancer, which currently affects one in six men worldwide (in 40 % of cases prostate cancer ends up progressively metastasizing to the brain or bones).

Bespoke mental health care 🇪🇸

Evidence-Based Behaviour (eB2)

Co-founders Antonio Artés, Enrique Baca, Fernando Pérez-Cruz, Fernando Pérez-González, Ana Hernando, Juan José Campaña ● Universidad Carlos III de Madrid ● Mentor Alfonso Salcedo ● Nominated by Parque Científico UC3M

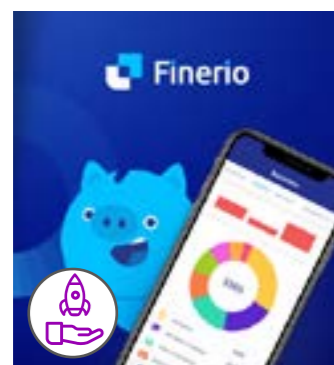
Evidence-based behaviour uses artificial intelligence to improve the quality of life for mental health patients. It aims to change the way they are assessed by health care professionals through the use of personalised mobile technologies. Their eHealth solution unobtrusively monitors the patient's interactions with

the digital world and then converts that data to give clinicians, care-givers and the patients themselves, real-time and highly personalised information. It is hoped these technologies will offer a fast-track for better treatment, while minimising suffering for patients and providing peace of mind to their families.



www.eb2.tech

[in evidencebasedbehavior](https://www.linkedin.com/company/evidencebasedbehavior)



www.finerio.mx

[f Finerio](https://www.facebook.com/Finerio)



Money management 🇲🇽

Finerio

Co-founders Santiago García Vargas, José Luis López Amador, Nicholas Frank Grassi ● Universidad Autónoma de México ● Mentor Robert Upham ● Nominated by POSSIBLE

Finerio is a personal finance tool designed to help users take control of their finances. It is an easy and free to use app which allows customers to synchronise multiple bank accounts and credit cards, track daily expenses and set saving goals all in one place. Finerio also automatically classifies spending into different categories

so that users can see exactly how and where they are spending their money. It was inspired by the idea that poor personal finance is often caused not by a lack of money but by a lack of understanding and control over money. Finerio is designed to give users back that control and help them achieve their personal finance goals.

Wellbeing your way 🇪🇸

Fixme Corporate S.L

Co-founders María Luque Astigarraga, Xandra Etxabe ● Universidad Complutense de Madrid ● Mentor Alfonso Salcedo

Fixme is an online booking service which helps its Spanish customers fit personal training sessions, physiotherapy or massages appointments into their busy lives by allowing them to schedule them just an hour in advance. Unlike other platforms Fixme does not work with freelancers, instead all of their wellness professionals are specifically hired by the company, which gives them greater control

over standards. This coupled with their interdisciplinary approach, means that its clients can purchase a package of treatments to address a specific injury or problem, all of which can be carried out in a location chosen by the client. Fixme has already become a favourite with a number of celebrities in Madrid and says it aims to offer its customers an exclusive service, without the A-list price tag.



www.fixme.es

[f fixme.es](https://www.facebook.com/fixme.es)



www.fullfacelab.com

[in Fullface Biometric Solutions](https://www.linkedin.com/company/fullface-biometric-solutions)



Facial security innovation 🇧🇷

FullFace Biometric Solutions

Co-founders Renata Elmec, Danny Kabiljo, José Guerrero ● Universidade de Sao Paulo ● Mentor Fernando Rodríguez ● Nominated by Empreenda

In a world where digital security is becoming ever more important, Full Face biometric solutions aims to give its customers the answer. Rather than remembering an ever-changing list of passwords and logins it allows its clients to use only one – their face. By using its revolutionary facial recognition software Full Face biometrics is able to accurately

identify individuals in 0.05 of a second, even if they are moving or in disguise. The system uses AI to divide the face into different areas and assign them a numbered code. It means that no image bank is required to match faces, which not only makes is a cheaper system to run but also increases security.

Animated content for all 🇪🇸

Genially Web

Co-founders Conchi Ruiz Cabello, Juan Rubio, Luis Garca, Alberto Lopez, Chema Roldan ● Universidad Loyola ● Mentor José Miguel Cortés ● Nominated by The Founder Institute

Genially is an interactive tool that helps users harness beautiful design in order to bring their ideas to life. Genially's chief goal is to allow anyone to create interactive and animated content and to improve the way that information is presented, communicated and taught around the world. It is an all-in-one online tool which can be used to create visual presentations, interactive images,

infographics and more in just a few minutes. No programming or design skills are required, instead users select from thousands of templates or start their own from scratch. Genially's versatile system also allows users to collaborate by working remotely on the same document and to integrate well known digital providers Google Maps, Youtube and social media so they can work within the tool.



www.genially.ly

[@genially_en](https://twitter.com/genially_en)



BUSINESS GROWTH IN OUR NEW WORLD ORDER

2020 has changed the world profoundly but by adopting an agile mindset, businesses may not only be able to survive but learn how to thrive

The late Steve Jobs was fond of telling a story about a telephone call he once made. The call was to the co-founder of Hewlett-Packard, Bill Hewlett, and Jobs had phoned him to request some spare parts to build a frequency counter. During the course of the call Hewlett also ended up offering Jobs a summer job at HP assembling the devices. Jobs was just 12-years-old.

"I've never found anyone who's said no or hung up the phone when I called – I just asked," Jobs recalled. "And when people ask me, I try to be as responsive, to pay that debt of gratitude back." The secret of his success, he said, was that most people never pick up the phone and call, and ask. "And that's what separates, sometimes, the people that do things from the people that just dream about them. You gotta act. And you've gotta be willing to fail, you gotta be ready to crash and burn, with people on the phone, with starting a company, with whatever. If you're afraid of failing, you won't get very far."

Obviously, Jobs had the advantage of scaling Apple at a time when the world wasn't suffering the consequences of a global pandemic. Today's businesses are facing unprecedented challenges just to survive (let alone thrive) in the wake of the coronavirus. The road to expansion is daunting to say the least. And yet the wider lessons of Jobs's adolescent phone call remain: courage; perseverance; acting on your dreams.

EMBRACE OTHER SKILL SETS

Most experts agree that, right now, pivoting – quickly – is not only key, it is critical for surviving the new normal. Several companies have already proved their agility; for example, car manufacturers in Guadalajara who have switched to building ventilators or a locked-down Chicago pizzeria, which retrained its employees to make face shields for frontline medical staff.

With new skills having to be acquired or transferred in days, McKinsey.com advises applying the "80/20 rule": teach the 20 percent of skills that will enable employees to address 80 percent of the situations they will encounter."

"If we could have our time again, we would have embraced other skillsets much earlier," say 'Mills & Sinx' (aka Matt Miller and John Sinclair) of global design studio Ustwo. "We scaled to 50 people with everyone being a hands-on designer or developer. We wanted to go against the grain of business and concentrate on design but the minute we started hiring competent business development, competent IT, competent HR, it freed us up to do

exactly that. That business support allowed the creative teams to concentrate more on our core goal and mission and do what we love and what we are good at."

Financially pivoting will pay off too: for example, developing flexible payment plans or lowering the cost of goods and production. Become nimble at budgeting and forecasting, while keeping close to suppliers and customers. As Mark Sanders, Executive Chairman of Scale Space told Tech UK, "Try to maintain perspective and consider impacts and opportunities with all key stakeholders – especially customers and employees – as well as the business and its shareholders."

EMBRACE TECHNOLOGY

As evidenced by the way we've clung to our digital lifebelts recently, businesses that embrace digital solutions will be best placed to scale in the fields of analytics, artificial intelligence and machine learning. According to The Manufacturer's Annual Manufacturing Report 2020, 87% agreed their organisations need to adopt digital technologies in order to prosper, and 89% believed that digital

technologies and greater connectivity would improve supply chain relationships.

EMBRACE THE DIFFERENCE

"Seek out people who think differently to you," say Mills & Sinx. "As we grew, we began to understand the value of having a diverse set of skills and backgrounds. As we expanded the types of thinkers that we had in our business, our work definitely got better. Now we have an amazing board of very different thinkers who are there to push us and to question everything we do. Not having people questioning us in the early years slowed us down."

PUT PEOPLE FIRST

Looking after your employees' physical and mental health is paramount. Not just sanitising measures, but their emotional and social well-being. As Sanders says, "Make sure that you're taking the time to ask people if they're okay... create a space where people genuinely feel able to say how they're feeling and making sure that they know that you are compassionate in the way that you're asking."

SCALE UP SECRETS

RICHARD BRANSON

"It's important to evaluate why you got into business in the first place. I have always sung the praises of dreamers – they move the world forward. While entrepreneurs should dream big, they should also realise that there is value in starting small. Focus on your passion, start small, dream big and plan ahead. Scale up only when you are ready – not just because opportunity knocks."

BILL GATES

"We always overestimate the change that will occur in the next two years and underestimate the change that will occur in the next ten. Don't let yourself be lulled into inaction."

JEFF BEZOS

"If we think long term we can accomplish things that we wouldn't otherwise accomplish. Time horizons matter. They matter a lot."

For opportunities for your scale-up, visit [SantanderX.com](https://www.santanderx.com)



RESHAPING CAPITALISM

Sir Ronald Cohen has been described as 'the father of social investment'. Here he explains why impact investment must be the next revolution in business and society...



In his new book, **IMPACT**, Sir Ronald Cohen writes, "The Covid-19 crisis is a wake-up call to the world. It will force us to change our ways and to scale the resources we use to reduce inequality and protect our planet.

He stresses that we must seize the opportunity to build back better. The alternative is that we succumb to populism and the devastating effect that profit only capitalism will have on the environment and society.

Here, Sir Ronald argues the case for why we must reset and look to impact investing as the next great leap forwards for our world; one where the disruptors successfully combine profit with purpose.

Do the experiences of 2020, not just Covid, but also environmentally and politically, tell us that a reset is needed?

I think a reset is self-evidently needed because we've seen inequality erupt in violence many times now, and the results of the Brexit referendum is also partly the result of inequality. The eruption in the United States around the terrible murders (of George Floyd and others) shows just how deeply these inequalities have become ingrained in our societies and our economic system is perpetuating them.

The idea that we can just cope with them by just tinkering within the system, you know, changing tax rates and so on, these are necessary actions but they're not sufficient because the system is creating unfair outcomes and part of the system has people in it who care about the environment and society however most of the system is driven purely by making a profit. The result is you have a government trying to tax us to remedy social and environmental problems that it cannot solve.

You have said that 'capitalism has served us well over the last 250 years, but it has become untenable in its present form. It needs radical change'. What are the fundamental problems of profit first capitalism?

The problem is that the damage that is caused externally by companies could be handled at earlier stages by industrial development, but with globalisation and widespread industrialisation the scale is huge. We have to shake the system to create solutions rather than problems.

In 1929, after the Great Crash, investors began to realise that we were investing in companies without really measuring the profit properly because every company then could pick its own accounting principles and there were no auditors. In 1933 the American government introduced generally accepted accounting principles and independent auditing firms. At the time people said this would spell the end of American capitalism but it's led actually to greater confidence in the system because of the transparency.

Today then I would say investors with \$30trillion plus going to ESG and £700bn going to impact investment are saying, 'Are we really investing in companies on the understanding only of the profit they make without any transparency on the impacts they make?'

If we had impact-rated accounts and investors could look at a single set of accounts that reflected both their financial and their impact performance you would change capitalism. Investors would go to the companies that do the best job of managing risk, return and impact instead of just risk and return.

The economic system has to evolve, and it has to evolve in the direction of bringing impact alongside profit.



What are some of the biggest barriers to change?

Companies that know that their impact (on the environment and society) is negative and sometimes very significantly so.

In 1929 companies could squirrel away some of their profit without telling their investors whether they had done it or how much they had done. So you couldn't really compare two companies if you didn't know their hidden reserves.

We're in the same position with impact today, and a lot of companies are making claims which are just not going to stand up to analysis.

Imagine that you have transparency over the impact that a product or the employment of a company or its operations creates on people and the planet you'd be in a completely different position to make investment decisions.

Even if you want to invest in fossil fuels, which I don't think is right, if you see that ExxonMobil is creating \$39billion of damage from its carbon footprint and operations a year. Shell is creating \$23billion, and BP is creating \$13billion. They are similar companies in terms of profitability. So why would you go to the one that is creating the greatest harm? You have to create a race to the top.

Looking at the economic fallout from Covid, do you feel that we are heading into a short or long term recession?

I don't think it can be a short recession because too many people who have lost their jobs will not be able to go back to them, some companies have learned to operate on a slimmed-down basis. So, we are going to have to boost the creation of new businesses, and that takes time.

If you were advising a new entrepreneur today who was identifying a problem or deciding to launch a business where would should they start?

I think the starting point is to identify a major problem they want to solve and create a business model that enables them to grow fast and be extremely profitable because they're hoping to solve it. So let me give an example; if you create a fintech platform to help poorer families budget better and reduce the cost of the overdrafts and other financials and it's a subscription basis, the more consumers you have the more money you make the more you're helping people. That type of disruption is going to be similar to the disruption that tech brought.

You will discover new types of companies in the way that Tesla has become one, which can disrupt the whole industry, and shift us from using combustion engines to using electric vehicles. And when you do that the devil does the hindmost. The companies that refuse to innovate and keep selling diesel engines and stuff like that are eventually going to find it extremely hard to survive.

So if a company is launching and building purpose into what they do, as it scales up how does it continue to continue to stay true to that purpose?

The question is whether our new system begins to provide incentives for the creation of impact once you can measure it. So let me be clear, I think the impact accounting system has to be objective, it has to show the objective performance of companies.

Governments can then decide if you create more than a certain amount of impact you have the lower tax rate. And if you have a lower tax rate then that begins to incentivise you not to simply allow profit to take over again. Now I'm not saying that greed isn't going to continue. What I am saying is greed is going to have to be directed if you want to create value for achieving both profit and impact.

Finally, how does what we're talking about work in a world of profit-focused leaders like Trump and Bolsonaro. What can we do when a business is faced with the challenges of the political environment around them?

It's a very difficult question. Again, I think we're at the crossroads just like we were in the '30s. One branch of the crossroad takes us in the direction of populist regimes that thrive on creating division. The other is the Roosevelt New Deal type of approach, and I'm hopeful that most countries at the very least will go in the latter direction.

I think companies like Tesla and Danone will become role models to signpost the future, for corporate success, for the board thinking around shared values.

If companies led by thoughtful, visionary, leaders begin to disrupt their markets that's similar to the tech revolution. Initially, people didn't want that (tech revolution) but today it is the water on which every ship has to sail and I think the same will be true of impact.

To purchase a copy of **Impact: Reshaping capitalism to drive real change** [click here](#)

[Click here to watch a Fireside Chat with Sir Ronald Cohen](#)

THE GREAT RESET



"It is only by adapting and evolving capitalism - so that it works to benefit not just shareholders, but all stakeholders - that

businesses, economies and society can truly recover from this, and can do so in way that creates foundations strong enough to weather future crises."

ALAN JOPE, CEO UNILEVER



"Capitalism, as we have known it, is dead . . . This obsession we have with maximising profits for shareholders

has led to incredible inequality and a planetary emergency."

MARC BENIOFF, FOUNDER, CEO & CHAIRMAN SALESFORCE



"We need to look at success differently. We need to see the bigger picture; to get to a place where social values are not simply

seen as charitable, but as profitable investments, without directly financial outcomes."

YANCEY STRICKLER, CO-FOUNDER KICKSTARTER



"Capitalism must now keep an eye on itself. Heavy-handed government approaches rarely come without unintended

consequences, far better to improve corporate governance from within."

ANDREW SILVESTER, DEPUTY EDITOR, CITYAM



www.getmore.com.br

[in getmore](https://www.linkedin.com/company/getmore)

GETMORE

Disrupting customer loyalty



Getmore Serviços

Co-founders Edgar Scherer, Daniel Radicchi, Paulo Scherer ● Universidade Federal de Santa Catarina ● Mentor Enrique Penichet

Getmore is a Brazilian tech startup that uses cashback, rewards, gamification, wallet and cash-out modules (APIs) to provide strategic loyalty solutions for companies. Based in the southern city of Florianópolis, it offers an O2O (online to offline) solution that can easily be integrated into digital accounts and e-commerce. Getmore's clients

include many of Brazil's main financial network providers, which founder Scherer claims has enabled the firm to scale quickly and enjoy faster market penetration. The firm is also passionate about fostering "an inspirational environment and giving our people a chance to shine" by using training, job rotation, flexible working and team-building.

Content community



Global Media Review/La Neta Siempre

Co-founders Jorge de los Santos, Daniel Ramirez ● Instituto Tecnológico y de Estudios Superiores de Monterrey ● Mentor Maria Revilla
● Nominated by Impulsa/Trepcamp

Global Media Review's mission is to create the largest Spanish-speaking community for influencers and content publishers. They created the La Neta platform, based in Mexico City, which is a collection channels that provides specialised media for various audiences, with customised content and advertising, through

the use of artificial intelligence. Their unique technology can select the material and prove its veracity. La Neta believe it is their sense of community which sets them apart from their competitors. Best business advice: Lucius Annaeus Seneca, "Life, if well lived, is long enough."



www.laneta.com

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LA NETA



www.gnanomat.com

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Cleaner energy storage



Gnanomat

Co-founders Roberto Clemente, Enrique Mann, Esther Castellanos, Bernardo Herradon, Senida Cueto ● Fundación Parque Científico de Madrid
● Mentor Marcos Urarte

Gnanomat's mission is to provide innovative and disruptive solutions to industrial applications through nanotechnology. By using a new generation of nanomaterials, Gnanomat makes Energy Storage Systems more efficient, cleaner, safer and more environmentally friendly. The manufacturing process

of these materials is patented and highly versatile, which means that they can be adapted to customer specifications. Best Advice: Our favourite TED Talks are Celeste Headlee's '10 Ways To Have A Better Conversation' and Simon Sinek's 'How Great Leaders Inspire'

Empowering developers



Gomapi

Co-founders Francisco Otazo, Caen Contee, Carla Coll, Glen Caliba, Francisco Otazo, Robin Barrow, Simran Aujla, Ivan Bertona, Lea Bajc ● UPC School (Universitat Politècnica de Catalunya) ● Mentor José Antonio Olvera
● Nominated by The Founder Institute

Gomapi aims to make mapping accessible and secure for everyone by building the world's first decentralized mapping network. The company grew out of concerns about the data privacy policies used by established industry giants like Google Maps. Unlike their rivals, which are often expensive for companies to access, Gomapi crowd

sources location intelligence in order to offer real-time updates and keep access costs low. This community-focussed approach also allows network users to contribute to the system in order to offset their map costs, making the whole enterprise even more accessible and affordable for all.



gomapi.io

[in gomapi](https://www.linkedin.com/company/gomapi)



www.greenhug.com

[@greenhug7](https://www.instagram.com/greenhug7)



Giving the planet a hug



Green Hug Industries

Co-founders Jorge Eduardo Lomeli Carrillo, Silvia Yamile Assad Martinez, Miguel Angel Ruiz Gomez ● Universidad Anáhuac ● Mentor Michael Irwin
● Nominated by AcelerA, Aceleradora de Negocios Anáhuac

Green Hug's goal is to become the first 100 per cent sustainable fashion company in the world. Every one of their products is made from 100% organic and recycled materials with international certifications to guarantee it. Their focus is not only on the product they sell but also on creating a community of responsible shoppers who are engaged in where their purchases come from and how

they are produced. Green Hug also promises to plant seven trees for each item it sells, an undertaking which has seen them plant more than 20,000 trees. Biggest lesson: That being an entrepreneur is the hardest thing we have done. We have sacrificed and we have gone without but if you do it for the right reasons then it is all worthwhile.

Next gen agriculture



Green BTS

Co-founders Leonel Carlos Altamirano Mora, Seiry Elias Arras
● University Tecnológico de Monterrey ● Mentor Alejandro Schwedhelm
● Nominated by Orion Startups

Green BTS is dedicated to the development of high-tech, environmental friendly products and solutions for the agricultural industry. Its pre-patent technologies are unique in the market and can protect crops from more than 40 plagues and diseases and has developed special formulations for each type of crop in

order to provide them with nutritious ingredients that can improve their growth and quality. Best Advice: The people who have inspired us include Ash Maurya (The Lean Canvas) along with Gary Whitehil (The Entrepreneur Week and The Relentless Foundation), and Hult prize founder Ahmad Ashkar.



www.greenbts.com

[f Greenbts](https://www.facebook.com/Greenbts)





www.homely.mx
f HomelyMex

HOMELY

Home sweet home 🇲🇪

Grupo Mircavi (Homely)

Co-founders Melina Cruz Villafana, Edgar Tello • Universidad Instituto Tecnológico Autónomo de México (ITAM) • Mentor Araceli Saenz De Navarrete Crespo
• Nominated by MassChallenge México

Inspired by the founder's own grandmother, Homely connects trusted cleaners in Mexico with customers looking for their services. Homely offers an easy, safe and fast way to employ a cleaner while also guaranteeing minimum incomes and benefits for a vulnerable workforce. Homely prides itself on its vetting process – only 20 % of applicants are accepted – and offers customers

insurance of up to 1million pesos should anything go wrong. Users can have a cleaner at their door within two hours as well as have access to the cleaner's previous service record. Homely provides a reliable, fair payment per hour for the cleaners and, since the tool launched, 90 % cleaners reported an improvement in their financial and personal lives.

Rental revolution 🇲🇪

Hey Homie

• Universidad Panamericana • Nominated by EY México

Founded in 2015, the Mexican startup Homie aims to solve Mexico's rental housing needs, through the use of technology, artificial intelligence and best practice, in a country where an estimated 5 million homes are rented, and the process is primitive, slow and expensive. Homie's goal is to remove the frictions of this industry

and accelerate the time it takes the process of renting a property, by improving the interaction between landlords and tenants, and allowing thousands of people to have a home in record time. Hey Homie believes its most important responsibility as a business is to educate the rental industry.



www.homie.mx
f HomieMexico



Transparent, simple corporate insurance 🇪🇸

IMEureka

Co-founders Rafael Zurera Baena, Pablo Collado, Rafael Vizcaino, Rafael Zurera • Universidad Pontificia Comillas • Mentor Elian Danel Alvarez

IMEureka is an brokerage firm that provides a transparent marketplace for insurance companies and clients, through a contract management platform designed for SMEs. In their business model, instead of brokering deals based solely on commission, IMEureka gives the power of the decision making to the client and to the insurance company. IMEureka

closed deals with 33 insurance companies in four months and have been awarded two years of expert mentoring by Netmentora Madrid to develop and scale their business further. Biggest lesson: Time is never wasted, and all conversations are useful. You never know where opportunity can arise.



www.imeureka.com

IMEUREKA

Data for growth 🇪🇸

Imotion Retail

Co-founders Miquel Blasco Boix, Oscar Peon, Alberto Cohon, Alejandro Murillo, Ramón Espuga • Universidad de Barcelona; Universidad Politécnica de Cataluña
• Mentor Brian Corbett • Nominated by KPMG Innova Valley

Blaso Biox describes Imotion as “the Google Analytics of offline business”. The Barcelona-based tech firm aims to supply those companies with a physical presence – think shops, hotels, banks or transport systems – with all the segmented data they would usually gather from their websites. This info can then be used to help increase sales and improve customer

experience. Imotion achieves by using specially-developed software to capture and integrate biometric information. This can measure traffic at store entrances and cashier areas, determine the gender and demographic profile of customers, gauge wait time and offer insight into their emotional state via facial recognition software.



www.imotionanalytics.com
in imotionanalytics

imotion.



www.inti-tech.com
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INTI-TECH

Enhancing efficiency in renewable energy 🇨🇱

Inti-Tech

Co-founders Mauricio Chiong Castillo, Camilo Contreras, Camilo Flores • Pontificia Universidad Católica de Chile • Mentor Stephen Newbury

Solar energy is the fastest growing renewable energy in Chile but the efficiency of solar panels can be drastically reduced by dirt on the surface of the modules. Traditional cleaning methods involve large amounts of water but Inti-Tech has developed a fully automated robotic cleaning system - without water - which runs on the same solar power

the panels absorb. Inti-Tech's strong research and development team can adapt the robot to any plant configuration, providing a customised client experience. Business Bible: You Can't Teach a Kid to Ride a Bike at a Seminar by David H. Sandler

Machine learning for clinical research 🇪🇸

IOMED Medical Solutions

Co-founders Javier de Oca, Gabriel de Maeztu, Alvaro Abella • Universidad de Barcelona • Mentor Fernando Rodríguez • Nominated by StartUB

IOMED identified a gap in the medical sector and delivered a solution to speed up clinical research by leveraging access to real-world data from electronic health records. This allows researchers and hospitals to connect with patients for clinical research. The data that IOMED creates is stored within its partner hospitals which ensures that hospitals are both

data controllers and consumers, with full authority over data access and usage. Best advice: One of our advisors quoted ‘Show Me The Money’ from Jerry Maguire. We had a wonderful idea and we were solving a real problem, we had to find clients who could “show us the money”.



www.iomed.es
@iomed_ehr

IOMED



www.gymboreeclases.mx
f Gymboree
GYMBOREE

Continuous innovation for well-known brand

Juegos y desarrollo Florida Sur, (Gymboree Game & Music)

Co-founders Pedro Sanz, Pilar Gonzalez, Gisela Gonzalez • Universidad Anáhuac
• Mentor Christopher Dube • Nominated by AcelerA, Aceleradora de Negocios Anáhuac

Gymboree Game & Music has nurtured creativity and confidence in children from 0 to 5 years for over 40 years, with a presence in more than 30 countries. Designed by experts in education, the activities help develop children's cognitive, physical and social skills while they play.

Constantly adapting and innovating to support the generational change of its consumers, Gymboree is now working with universities to develop a child development diploma for families, to foster the understanding of each child's education.

Innovative profiling

Klustera

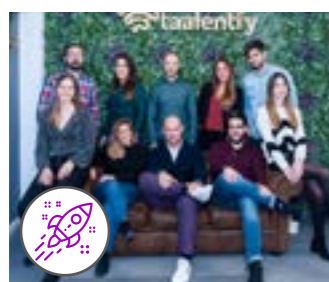
Co-founders Karlo Valentín Rodríguez Rangel, Pablo Martínez, Pilar Espinosa Martínez • Instituto Tecnológico Autónomo de México • Mentor Adrián González • Nominated by Centraal

Founded in 2013, Mexican firm Klustera aims to measure and digitise the connection between users and brands, whether it's assessing in-store user activity or enabling companies to speak with their customers over different channels. The marketing augmentation platform uses machine learning algorithms – some of which employ natural language processing (NLP) – to identify and profile customers

without them logging onto the wifi network. Whereas retailers previously relied upon market research and observation, Klustera has also created an AI platform that can generate customer's data, before providing analytics for the client. Best advice: "A business is built on selling and collecting the invoices." Ignacio Guerra, founder of Unitec. This has been our mantra for the time Klustera has been alive.



www.klustera.com
in Klustera
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www.taalentfy.com
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Smart recruitment

Knowledgely Technology (Taalentfy)

Co-founders Charles Goguet, Alejandro González, Alexis Domínguez, Antonio Boza • University of Málaga • Mentor María Revilla • Nominated by Programa Minerva

Taalentfy is attempting to change the world of recruitment. For many years, decisions on new hires have been based upon CVs and job interviews; hardly the most reliable indicators of talent or potential productivity. To this end, Taalentfy has spent three years on R&D, developing its TaalentX AI algorithm by digitising over 30

years of HR and psychology studies (founder González had spent 10 years working in HR before that, failing to understand why "brilliant people were dismissed for jobs"). So far, TaalentX, has been successful: 95 per cent of the jobs posted on Taalentfy's platform have been filled.

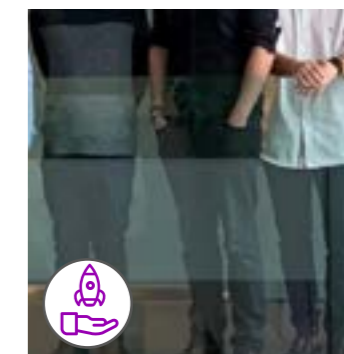
Improving the mining industry through tech

Konatec

Co-founders Miguel Parra Marisio, Leopoldo Gutierrez Briones, Arturo Rock Nuñez • University of Concepción Chile • Mentor Roberto Musso • Nominated by INCUBAUDEC Business Incubator at the University of Concepción

Konatec delivers technological solutions to promote the efficiency, operational continuity and lessen the environmental impact of Chile's mining industry, one of the most important sources of income in the country. Through unique and patented hardware and software technology,

Konatec's expert team combine their deep knowledge of the mining industry with cutting edge technology to offer ways to help decrease water consumption, minimise energy use, increase productivity and cost effectiveness throughout the entire production process.



www.kona-tec.com
KONATEC



www.lumedhealth.com
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Virtual consultations

Lumedhealth

Co-founders Alan Morales Medel, Fernando Espinosa, Rodrigo Díaz Concha, Rodrigo Alonso • Instituto Tecnológico y de Estudios Superiores de Monterrey • Mentor César Jiménez • Nominated by Impulsa/Trepacamp

Lumed is a clinical digital collaboration platform that uses patented technology to allow doctors to provide distance consultations to patients, via teleconference and instant messaging. For health practitioners and patients, a virtual consultation session can be practically identical to an in-person session in terms of information

required, produced and recorded. The Lumed platform provides ease of use for both doctor and patient with intuitive interfaces built for the needs of the Latin American market and public health services. Biggest lesson: Challenge your original assumptions and above all, listen to your customers.

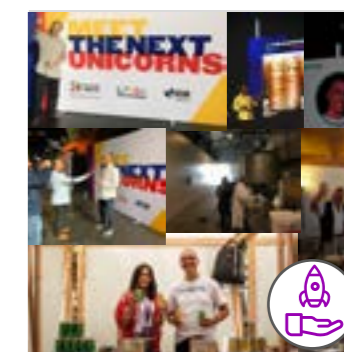
Using nanotechnology to create superfoods

Matchetune

Co-founders Javier Ramirez, Pablo Ribbeck • Universidad de Chile • Mentor Sebastian Gatica

Matchetune is a FoodTech company revolutionising the health and wellbeing industries with its patented nanotechnology. In collaboration with the scientists from the University of Chile, Matchetune is combining cutting edge techniques to extract curcumin (the active ingredient in superfood turmeric) for use in the

health drink NanoFix. The curcumin molecule in its pure form is unstable, sensitive to light, and not absorbed by the body but the scientific team behind Matchetune have created a curcumin nanoemulsion which solves all these issues and allows the full benefits to be absorbed by the consumer.



www.matchetune.com
matchetune

THIRSTY WORK

Natalie Campbell, CEO of ethical bottled water company Belu, which donates 100 percent of its profits to NGO WaterAid, talks leadership, diversity, and the best business advice she's ever been given.

There can't be too many 15-year-olds who decide they want to be a CEO when they grow up, but Natalie Campbell did. "As a young person, when you make that sort of decision, you do everything you can to work towards it," she says. "The life I have now I feel is by design. There is a lot of serendipity, but no coincidences."

She ascribes this drive to her highest personal value: freedom. Growing up, she was obsessed with '90s hip-hop artists. "No one told them what to do. Puff Daddy would be like, 'I'm the CEO of Bad Boy records,' and I was like, 'Cool, if that's what a CEO does I want a bit of that,' so that was the initial spark." She hails from an entrepreneurial family too, so the idea of creating, making and selling something was part of her early life.

"If you're crazy enough at 15 to want to be a



Female Leadership

CEO and then at 19 start your own business and at 21 open a retail franchise in your last year at university, you kind of just run through challenges like they don't exist," she says. If there was an obstacle in the way, she solved it, went over it – or just ignored it. If someone told her 'No', she'd come back again with 10 reasons why it was a 'Yes. In this way she managed to get a £100k bank loan at 20, and did the sort of things most young people wouldn't have the opportunity to do today, such as joining her first board at 23.

LOCKDOWN LEADER

She became CEO of Belu Water in March. "We went into lockdown three weeks after that... I was pretty much faced with taking on a business that was very profitable, to then wondering if we'd even make any sales that month." But that old entrepreneurial spirit kicked in again: "I said to the team 'With the whole world slowing down, what we now have is the gift of time.'" A renewed sense of community, and the shift in thinking about the role of business in society also imbued the project with a sense of optimism.

Campbell's first few months have been spent thinking about strategy, re-organising the team internally, and "really getting to grips with our own culture and the way we want to work as a remote team... Karen Lynch saw the business through the last 10 years, I'm going to take the business through the next 10, but it will feel significantly different because the world is significantly different." It's no picnic, of course: "There are days when it's fun and I bounce out of bed, and there are others where I think, 'What the hell am I doing?!' It just depends on any given moment, but that's the nature of being an entrepreneur: being comfortable with failure has to be part of your DNA."

She describes her leadership style as... "Well, I was going to say 'shared leadership', but that sounds very textbook, so I'm going to go for something a little bit more lofty and say it's about harmony." For Campbell, harmony means not just ambitiously driving the business forward, but always "thinking about the why, the feeling, and the heart". It's about working hard but also looking after yourself; about taking a step back on a busy day, clearing the diary, and having a long lunch or going for a walk in the middle of the day. It's about doing no harm to the planet or to society, or across the supply chain. It's not about how present you are, it's about what you achieve. "I like making money and I don't have a problem with capitalism," she says. "But I have a problem with greed." So far, Belu has helped transform around 334,000 lives with clean water.

"I've learnt not to take myself or other people seriously," she says. "I'm not a brain surgeon, I'm not sending people into space... so the reality is I can afford to be a bit more relaxed. It's very easy when you're in business to feel like you need



Beberamanana, around 85 and her lovely smile pictured while fetching water at her well cared for water point in Anjoma village, Faratsiho district, Vakinankaratra region. Madagascar, March 2018. "I am old now and my brain is no longer working correctly anymore, it happens that I say hello to the same person five times in a day but as far as I remember, having running water in our village is the biggest change I have ever seen in my village since I was born."

to put on a stern front or play up to a caricature of what a leader is. And actually, the thing I've realised about the leaders I like is they're just chill, they're relaxed, they're open, they're honest, they stand up for the things they believe in, they talk about things they believe in, even if they're not the things CEOs should talk about."

Since deciding on a life path early on, she's also become "a lot more comfortable with uncertainty and not knowing what the next step looks like but trusting I'll make the right decision when the time comes, and in the moment. I have enough variety of experience behind me, but that's been a harder lesson for me. I like knowing. I like being in control."

And the best advice she's ever been given? "'Know yourself, be yourself, look after yourself' – the Clore Social Leadership Framework created by Dame Mary Marsh [Natalie did the Clore Fellowship in 2011]. There is something about that really simple phrase that encapsulates what you need as a leader; knowing yourself entails knowing your shadow side, your dark side, the things you do when people are annoying, the things you do when you're under pressure, the things you do when you're stretched. And if you know them and can see them coming you know when to take a step back. But equally you know when you thrive, and you know your strengths."

THE TIME IS NOW

The next generation inspires her, she says. "What is it about 15-year-old girls? Young people in general are inspiring in terms of their outlook; they've got the whole world and their futures ahead of them. So I love understanding their world view and what they find cool, what they find interesting, and they're very good at putting a mirror up to who you think you are. Although they're living in challenging times, they are



Tigist, 7, a first-grade student at Edget Bihibret Elementary School, Burie, West Gojjam, Amhara, Ethiopia. November 2018. Tigist's school now has a toilet block, hand washing station and taps thanks to the Deliver Life project by WaterAid, which is being implemented in and around Burie town, working to improve access to clean water, decent toilets and good hygiene in health centres, schools and communities.

“Social entrepreneurship is the way businesses should be built with harmony between making money and doing good.”

persevering, they are campaigning, they are activists, and they are starting businesses."

She's inspired too by the sort of leaders who appeared on her podcast, Badass Women's Hour; women who go against the grain; people who see things that are wrong, and try to fix them. "I've been through life pretty much ignoring any elements of challenge that might come from being a young, working-class black woman, because they're irrelevant to where I'm going," she says. "But after hitting 30, when gender plays a bigger role, I'm now comfortable enough to say, 'Why am I the only black person in the room?' to whoever is hosting an event or roundtable. Four years ago, when I started Badass Women's Hour, I wrote an article saying why I'm ready to talk about race, because as soon as you started talking about it people got so defensive and scared that they almost didn't want you in the room. I think there are lots of black people that managed to get through their career not talking about it. We're in a very different place now and it's a good thing. I'm still waiting to see what the action is going to be though."

Business, she says, needs to do more than just pay frantic lip-service to diversity and inclusion. "The challenge is whether or not they get the process and the systems that sit behind it right. With any issue that business struggles

to get its head around, such as sustainability or climate change, you need people to intrinsically understand it, to feel it emotionally, but also understand the practical reasons why it's better for their business. I don't think people automatically understand why diversity is better for their business, but you can see the performance metrics that change when you have a more inclusive organization."

She describes herself as a "card-carrying member of the social entrepreneurship class: for me, social entrepreneurship is the way businesses should be built, where there is no tension; that there is harmony between making money and doing good; you can do both. And society and the environment deserve businesses that do both, and people deserve to work in organisations that do both."

Ironically, for such a high achiever, she's excited about the prospect of actually "doing a lot less", for once in her career. "I really have had five jobs pretty much from the age of 16, and I'm slimming down the portfolio and focusing on a couple of things really well. I've found the perfect combination of a business that exists to do good, as opposed to trying to make commercial companies more [ethical]. The whole of Belu is good so it's a really privileged place to be and I'm just looking forward to enjoying it."

Turn over for more female leadership

belu.org
Watch The Science of Female Leadership TedTalk here

'INSPIRATION IS ROUND THE CORNER'

Influencer, blogger and author Dina Torkia has over 2.4 million followers worldwide, and in 2017 was named by YouTube as a Creator for Change. She talks to Glynn Pegler about brand building, growth and diversity...

The motivating factor for me in building a brand was the lack of representation of Muslim women in the media. I was really into fashion, and thought I looked flipping great but the way we were portrayed in media was really drab. Me and my friends were just not like that, so I thought, 'I can go online and show people.' And that's what drives me now, after 10 years. If you're doing what you love you're going to be constantly driven and constantly motivated.

Social media has allowed for brands to connect to anyone in the world. The market is saturated now, and you have to try harder to connect, but if you really want to get some interaction going on your platforms then you need to be relatable; people need to feel like you're approachable, so if they saw you in the street they could go up to you.

One of the biggest challenges for me in building my business has been consistency. If you fall off, audiences get bored quickly. I like to think I overcome it is by taking a break every now and then. Also, if you've promised your audience you'll upload something on Wednesday at 7pm, make sure you do it. It's literally a relationship and they need to trust you in order to keep that interaction. Building a business can be lonely and difficult. I just sit down and remember why I'm doing this and not panic. If things are getting to me and I want to give up, I take a walk to my local

back and feel rejuvenated. You'll be surprised at the amount of inspiration that can come from

literally round the corner.

A great piece of advice I've had was from Jay Shetty, the motivational speaker. He said if you are a creative you need to work on one project at a time in order for to feel satisfied with the end result. As a mum, I'm juggling a lot, but it's more effective to do one project and then go on to the next one.

I've been an advocate for diversity and inclusion for a long time, and it's still a huge work in progress. We've seen a lot a talk about race with Black Lives Matter but we really need to look at the root. A lot of the time you'll get token diversity, but you just see right through it. And you're going to keep getting that unless you make real changes and employ people of colour.

I've taken a little step back to work on some passion projects. I started blogging with the intention of it being about fashion for Muslim women, but it ended up with me being called up in interviews to talk about controversial topics. I'm happy to talk about these things because a lot of them are my experiences as well, but now I'm just focusing on my clothing line, and not having to be an advocate for everything.



instagram.com/
dinatokio/

youtube.com/
dinatokio





www.ideme.com.ar

Ideme

Movement disorder diagnosis

Medical Ideas (Ideme)

Co-founders Gianfranco Bianchi, Daniela Andres, Sebastian Villafañe, Mariano Paladino ● Universidad Nacional de San Martín ● Mentor David Falzani
● Nominated by Empeñe ConCienia

Medical Ideas aim to achieve social impact by finding new solutions to medical problems. Their unique system, used at the diagnostic stage of movement disorders, uses motion sensors and complements clinical expertise. Designed by engineers and neurologists, the devices measure the clinical symptoms of Parkinson's

disease using big data analysis and real-life measures. The method does not alter the clinical diagnostic process, but instead builds on clinical skills and incorporates them in a AI system. Biggest lesson learnt: Get a job that makes you love what you do.

Better tasting medicine

Medicinal Gardens (Baia Food)

Co-founders Loan Bensadon Naeder, Guillermo Milans del Bosch
● Universidad Autónoma de Madrid, Instituto de Investigación en Ciencias de la Alimentación ● Mentor Helene Rutledge ● Nominated by Fundación Parque Científico de Madrid

The medicine that patients take for their illnesses isn't pleasant; it can often taste acrid, sometimes causing nasty side-effects. Madrid-based Baia Food appears to have the answer: it has developed an ingredient Miractin® from the berries of the Synsepalum dulcificum plant. In Africa, where the plant is grown, its fruit is known as 'miracle berries' due to its ability to trick the tongue's taste-bud receptors

into thinking that a sour or bitter food tastes sweet. Baia Foods hope to use it to make low-calorie weight management foods taste less bland, to alleviate the metallic taste of food for people undergoing chemotherapy and improve diabetic foods. Miractin®, which takes the form of a pure freeze-dried powder, will be launched at Vitafoods Europe 2020 this May.



www.baiafood.com
@baiafoodco

baia

Making medical devices more affordable

MediPrint

Co-founders Zaid Badwan, Alejandro Daniel Benavides Ibarra ● Universidad Nacional Autónoma de México ● Mentor Andrew Grubb

After his mother had an accident, Zain Badwan realised just how many people suffer from motor disabilities, but also how so many those conditions can be successfully treated and managed. MediPrint has created Mexico's biggest 3D-manufacturing centre, with over 70 3D printers

of industrial quality providing devices to doctors and hospitals. Products include rehabilitation braces, orthopaedic insoles and molds for dental, anatomical and ophthalmological uses. Best advice: "It's not a sprint, it's a marathon" Singularity University



www.mediprint3d.com.mx
@mediprint3d

Medi-Print

Bright young futures

Mi Cochinito Colectivo

Co-founders Federico Germán Arellano Ortiz, Rodrigo Cruz González
● Universidad Anáhuac ● Mentor Amparo de San José ● Nominated by AceleraA, Aceleradora de Negocios Anáhuac

Mi Cochinito's vision is to ensure that every young person in Mexico can make a living out of their passion, whatever their family's economic or geographic situation. Financial inclusion is complex which is why Mi Cochinito not only provides a crowdfunding platform for entrepreneurs, but also educates

their users and families from elementary school! Their educational programs are famous in both public and private schools in Mexico. They also use social networks not only as a tool for sharing projects that need funding, but also as a way to reach remote communities.



www.micochinito.com
f SoyMiCochinito

micochinito
.com



www.movener.com
MOVENER

Engine conversion

Movener

Co-founders Gonzalo Andrés Pacheco Parra, Gino Valentini, ● Universidad de Santiago de Chile ● Mentor Stephen Newbury

Movener is on a mission to consign the combustion engine to the scrapheap. Founded in 2010 at the University of Chile, the company has created the only product on the market to have a plug and play option to convert vehicles and machines to electrical systems. By contrast, its competitors focus solely on producing factory made

100% electrical systems. Movener's overarching mission is to deliver solutions through the integration of renewable energies, electric mobility, charging stations and lithium batteries in energy efficiency projects. Best business book The Lean Start Up by Eric Ries and the concept of how to "fail cheap"

Sustainable agriculture

NANOTICA Agro

Co-founders Matias Badano, Julio D. Laurenza ● University Nacional de San Martín ● Mentor David Falzani ● Nominated by Banco Santander Argentina (Emprendedor x)

Our main objective is to make agribusiness sustainable. We empower farmers by giving them access to highly efficient, fairly priced nanotech so that they can reduce the use of agrochemicals. Our business model is highly disruptive and a little like Nespresso! We provide farmers with a nanotizer machine to mix our nanotechnology product with their regular commercial products.

We earn money by selling empty nanocapsules to nanotize (mix) in the nanotizer machine. Our objective is to increase the volume of capsules to each product and crop. Our pricing strategy is favourable to farmers and we collaborate with the farmers on our R&D process. Biggest lesson learnt: Creating a team with the values that we want to promote in our venture.



www.nanotica.com.ar
Nanotica Agro

NANOTICA
AGRO



www.navarratech.com

[Navarra Tech](#)

NAVARRA|TECH

Electric dreams

Navarra Technologies

Co-founders Daniel Barra, Rodrigo Pelizer Gruber, Márcio Valério Weck Pereira

● Universidade Federal de Santa Catarina ● Mentor Elian Danel Alvarez

● Nominated by Techstars

Navarra Technologies' mission is to help the electricity trading market in Brazil expand from wholesale to retail. They bring together experience in financial markets (which help solve market issues) with tech solutions and an understanding of the electricity market comprehension and so fill a gap in a multi-billion dollar industry.

Navarra Technologies believes that finding product market fit and making customers love you is the priority. They work hard to develop deep relationships in all business interactions. Best business book Rich dad poor dad. It helped me understand the importance of entrepreneurship and finance and I never looked back.

Helping consumers' take financial control

Nemuru

Co-founders Pere Monras, Enric Gilabert, Natalia Piccinin ● Universidad Pompeu Fabra - Barcelona School of Management ● Mentor Mario Hernández

● Nominated by Antai Venture Builder

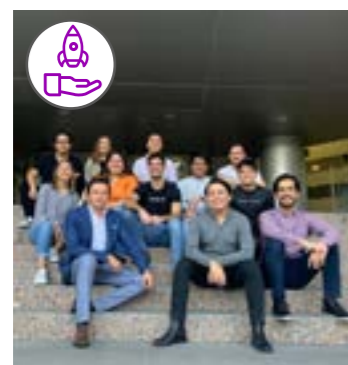
Using unique online technology, Nemuru targets point of sale financing and builds best-in-class solutions with an empowering approach. A fractioned payment and on boarding process adds value for both the consumer and lenders, and there is no operational cost to merchants. This broadens

the opportunity to offer financing solutions to companies that sell services, not just goods. When developing the product, Monras took the time that was needed to design, define and test, while focusing on building the best talent, generating the right work culture, and listening to both the team and customers.



www.nemuru.com

[Nemuru](#)



www.next-e.com

next-e

Smart energy consumption

Next-e

Co-founders Alejandro De La Fuente, Isaac Hernández Vela ● Tecnológico de Monterrey ● Mentor Gerardo Lemus ● Nominated by Dalus Capital

Next-E use cutting edge technology – including artificial intelligence – to create hardware, software and analytics to solve the energy problems that businesses and consumers face on a daily basis. Their work aims to accelerate the transition to more efficient and intelligent energy consumption. As part of the company's end to end service, Next-E, who also work with their client base to help implement

energy optimisation strategies, are continuously looking for innovative ways to deliver a valued proposition more effectively and to more people. Best business advice Steve Jobs – "Life can be much broader once you discover one simple fact: Everything around you that you call life was made up by people that were no smarter than you. And you can change it, you can influence it..."

Biodegradable tableware from potato peel

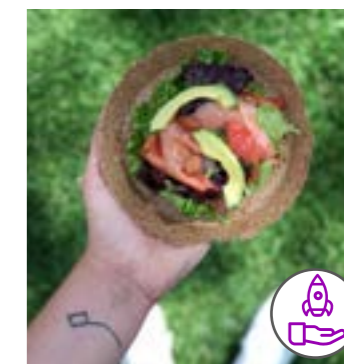
Oda Biovajilla

Co-founders Guido Martín Ventura, Juliana Campanelli, Maria Agustina Chianetta, Maria Paula Vita, Anna Clara Cappetta ● UBA Emprende

● Mentor Nancy Estens

Aiming to be environmentally friendly, one plate at a time, ODA Biovajilla creates biodegradable tableware out of potato peel – a high consumption product in Argentina. The company believes they have the potential to stand out by creating products that are attractive to both consumers and businesses. With ODA, food can

be enjoyed on a plate with its own texture and the plate can be discarded directly in the ground, degrading in 30 days – it fits perfectly into a challenging market producing single use plastic waste daily. ODA aims to change the industry perspective and is certain of the positive impact they can have on daily lives.



www.odabiovajilla.com

[ODABiovajilla](#)



Transforming plastic waste into energy

Petgas

Co-founders Eduardo Loya, Edgar Padilla, Jesus M Escoto, Daniel Rodriguez, Pablo Chico, Juan Carlos Chico, Eduardo Sauce, Jose J Escoto, Eric Arcila

● Universidad Anáhuac Cancún ● Mentor Christopher Dube ● Nominated by Feher & Feher



www.petgas.mx

[petgasmx](#)



Transforming waste to energy with an eye on sustainability and innovation, Petgas is a Mexican company that's aiming to make big changes in the way plastic waste is used on a global scale. Their vision is to be sustainable and socially responsible – a pioneering alternative in the creation of clean

energy through technology that transforms polymers into combustible hydrocarbons. Focusing on a better world for generations to come, Petgas believes in taking care of the planet and better actions for a better future. Best business advice: Constancy and discipline.

Improving access to pharma products

PharolMy

Co-founders Felipe Fleiderman, José Fleiderman, Vicente Astorga

● Pontificia Universidad Católica de Chile ● Mentor Philip Wragg

● Nominated by Agora Partnerships

Pharol is an online pharmacy and retailer based in Santiago, Chile which aims to improve the health of consumers and their families by providing them with easy access to a wide variety of pharmaceutical products and every day essentials. They also work to empower and encourage consumers to make smart wellness choices through their

services and an informative blog offering professional advice. Best business book(s): Exponential Organizations by Salim Ismail, Blue Ocean Strategy by Renée Mauborgne and W. Chan Kim Biggest lesson: The best opportunities are the ones that you find and not necessarily the ones that coming knocking on your door.



www.pharol.cl

[PharolFarmacias](#)





www.alejandrosouza.site/pixza
f pixamx



Empowering young adults 🇲🇷

Pixza

Founder Alejandro Souza ● University Panamericana Campus México
● Mentor Leticia Cabral Calvillo ● Nominated by Endeavor Mexico

Social entrepreneur Alejandro Souza founded Pixza as an empowering space that people could identify with, while providing them with the tools needed to create a change. As a pizzeria, Pixza offers the world's first and only pizza made from blue corn with 100% Mexican ingredients. As a social empowerment platform,

Pixza is dedicated towards achieving the socio-economically productive re-integration of young adults aged 17-27 with a social abandonment profile. This is achieved through a multidimensional programme that drives them to achieve four objectives in 18 months, including employment, a life plan and professional courses.

Bill management app 🇪🇸

Polaroo

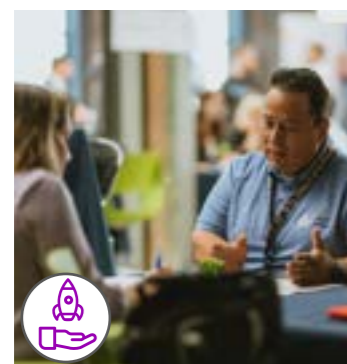
Co-founders Marc Rovira, Sergio Sanchez, David Rovira ● Universidad Politècnica de Catalunya ● Mentor Amparo de San José Riestra ● Nominated by The Founder Institute

As the bill guru, award-winning app Polaroo has been created to save consumers time and money while simplifying the way they manage, pay and deal with recurrent expenses. Offering a real, end-to-end recurrent solution, Polaroo optimises and manages transactions and payments into a single monthly

bill. It also analyses the users current consumption and suppliers, and unifies their payments and expenses. As a startup, the team have been focused on executing a value proposition that clients want and are willing to pay for, while being able to communicate this through various channels to different buyer personas.



www.polaroo.com
@polarooapp



www.ppapmanager.com



Transforming Ppap process 🇲🇷

PPAP Manager

Co-founders Carlos Rene Pons Gonzalez, Vicente Delgado, Jeeff Santos
● Tecnológico de Monterrey ● Mentor Roberto Coste ● Nominated by Techstars

Backed by Techstars and with offices in the USA and Mexico, Ppap Manager is a platform that simplifies 'Production Part Approval Process' document handling between manufacturing companies. Ppap Manager has the ability to change the status quo in automotive, electronics and aerospace communities, where

they have largely been doing things the same way for 30 years. Through the use of innovative technology, the business improves communication between suppliers and customers and helps them to both increase efficiency and build stronger working relationships as a result.



www.preemar.com
f Preemar.mx



Monitoring water quality 🇲🇷

Preemar Soluciones Acuícolas

Co-founders Alejandro Valdés Martínez, Martin Ovando, Andrea Morales
● Universidad Autónoma de Nuevo León ● Mentor César Jiménez
● Nominated by Santander Universidades México

Designed to help aquaculture farmers in Latin America become economic drivers in their communities, Mexican startup Preemar is a real time system that monitors water quality in aquaculture ponds. This helps promote early reaction to changes in water parameters, thus preventing the proliferation of bacteria in crops

and maintaining an optimal environment. The young and diverse team behind Preemar have experience in business sectors from marine biology to marketing and software development, along with a real motivation to improve the aquaculture industry and the lives of those involved in it.

Digital real estate 🇪🇸

Prontopiso

Co-founders Diego Paradinas, Andres Pla ● Colegio Universitario de Estudios Financieros (CUNEF) ● Mentor Roberto Charvel ● Nominated by Antai Venture Builder

Buying a house is a big decision – Prontopiso sets out to minimise anxiety, provide transparency and digitise the real estate process. While some competitors are focused on technology through digital platforms and others on personal service, Prontopiso is the only one that provides both. The only agency guaranteeing the sale of a property

in less than 90 days, there is a transparent fee structure and the biggest agent network in the main cities of Spain. The technology is free for home sellers, providing a free online evaluation tool and an upcoming mobile app to ensure a superior customer experience.



www.prontopiso.com
@prontopiso



www.prototypepixel.net
f protodx



Smart lighting solutions 🇪🇸

ProtoPixel

Co-founders Alba Rosado, Sebastián Mealla C, Carles F. Julià, Daniel Gallardo
● Politècnica de Catalunya ● Mentor Ana Arjona Bosch ● Nominated by Techstars

Born in Barcelona, ProtoPixel is a technology platform that helps the retail and hospitality sectors to create advanced and interactive lighting experiences needed to achieve more footfall, while minimising operational and maintenance costs. ProtoPixel has enabled a network of collaborators and clients to realise award-winning projects, thanks to

which they have gained a reputation in the sector. The company believes that a good office climate is essential – to attract and retain talent, they offer phantom shares to senior employees while everyone receives health insurance, one day a week home working and snacks and drinks in the office.

'NO LIMITS'

She's spoken at Davos, trekked across India by elephant and had 2m people view her TED talk. But blind entrepreneur Caroline Casey won't consider herself successful until business finally embraces disability inclusion

For 11 years, Caroline Casey had a secret, which she kept hidden from everybody but family and a few close friends. She may have scaled the corporate ladder to become a management consultant at Accenture, but colleagues assumed that when she wore strange colour combinations, it was because she was badly myopic. Eventually, Casey blurted the truth: she'd been registered blind since birth. It was "fear of Accenture seeing my disability, not my *ability*", that prevented Casey from disclosing her ocular albinism – a genetic eye condition that results in severely limited vision. But the impact of "coming out of the closet" was life-changing, recalibrating her entire view of what success means.

Quitting her job, she pursued a challenge far removed from the high-powered world of consultancy: trekking 1,000km across India on an elephant. "Doing that as a blonde, visually-impaired Irish woman certainly got attention," says Casey. She raised €250,000 for blind charities and became the world's first female *mahout* (elephant-handler) from the west.

It also helped launch her career as social entrepreneur. Since then, Casey, 49, who grew up and lives in Dublin, has achieved many more successes to file alongside her 2001 pachyderm plod:

a TED talk with 2.4m hits and launching her own company, Kanchi, which promotes hiring people with disability. "I won't consider myself successful until we stop hiding who we are," she says.

DAVOS PLEA

In January 2019, Casey launched her latest venture, The Valuable 500, at the World Economic Forum in Davos. The campaign aims to get 500 global companies to put disability inclusion on

their agenda. It's already secured the backing of business behemoths Sir Richard Branson, Janet Riccio (Omnicom) and Paul Polman (former Unilever, now Board Chair of Oxford Said Business School).

Since the launch, 275 businesses have signed up to the initiative, including Airbnb, Adobe, BBC, Bloomberg, Coca-Cola, Santander and Sony Music, with some 200 other organisations discussing how they can join the movement. So far, the combined revenue of its members is now more than \$4tn, with over 10 million employees across 26 countries. "These companies are the tipping point for change and have come together to unlock the widespread business, social and economic value of people living with disabilities across the world," says Casey. But there is still a long way to go.

In her home country of the United Kingdom average disability pay gap stands at 12.2 per cent (Office of National Statistics, 2018), while Scope analysis reveals fewer than half of disabled people have jobs compared with eight out of 10 non-disabled people. Yet, despite the recent interest in diversity, only four per cent of companies are focused on making disability inclusive offerings. EY research in 2018 found 56 per cent of global senior execs had never discussed disability on their boardroom agenda and, according to the World Health Organisation, up to half of the businesses across the OECD pay fines rather than meet quotas on disability in employment.

Creating inclusion for people with disabilities can also make good business sense. The global disability market is believed to be worth \$8tn, with 1.3 billion people worldwide – roughly the size of China's population.

"You can't serve that community if you don't have that intelligence within your business," says Casey, who points out that people with disabilities have inspired some of the most cutting-edge tech of all time. The typewriter was designed by

Pellegrino Turri in 1808 for a blind Italian countess who couldn't hand-write her letters. SMS texting was invented as a communication method for deaf people in Finland.

"Often people with disabilities are forced to come up with solutions," says Casey. "Sometimes these solutions benefit everyone. A solution for mobility issues could benefit parents with buggies or travellers with suitcases."

COVID RESET

For Casey, the feelings of isolation and exclusion that have arisen during the coronavirus lockdown have shown what life is like for those living with a disability. "Those people will not be able to go back to business as usual" after the pandemic has cleared: this is their usual," Casey points out. "But their usual must change with this pandemic, because for far too long, people living with a disability have been excluded from daily life."

As we all try to settle into a different way of life, Casey says the global business community has an opportunity to create new world systems that include people with disabilities. "We have to better recognise the value of everyone so that no

one is left behind – and make sure inclusion for everyone is 'baked in', rather than the exception.

"Out of tough stuff, extraordinary things can happen," says Casey of her successes. "What I've noticed is we find new ways to keep skinning the cat; it requires you to be constantly innovative... For me, I need to find tenacity and resolution to do normal things other people do everyday. But on a good day, it's like a superpower."

thevaluable500.com
@CarolineCasey
@thevaluable500

Watch
Caroline's
TED talk here

6 STEPS TO DISABILITY INCLUSION

The Valuable 500 offers six steps to help advance disability inclusion

- **LEARNING** Invest in conversations with disabled people so that you can learn directly from people who have relevant experience.
- **GOVERNANCE** Appoint a board-level champion who is accountable for disability performance within your business.
- **WORKFORCE** Increase workforce productivity and engagement by

learning how to provide the right tools and flexibility for all.

- **REPRESENTATION** Review your media and consider how you could represent and speak to a broader spectrum of people.
- **BRAND EXPERIENCE** Conduct a brand experience audit to identify usability, strengths and weaknesses.
- **DESIGN LEADERSHIP** Educate teams to put inclusive design at the heart of product and service development.



"Creating inclusion for people with disabilities is good business sense"



www.q-lion.com
[@qlion_FT](https://twitter.com/qlion_FT)



Quantum leap

Q-Lion

Founder Andrea Rodríguez Blanco ● Universidad Complutense de Madrid
● Mentor Jonathan Nelson

Q-Lion is the first startup to develop software for quantum computers in Madrid. An emerging technology, quantum computers have the ability to optimize problems and develop new materials. Unlike other electronic devices which can operate for decades without problems, quantum systems are prone to errors, which have limited their great potential. Q-Lion aims to

address these challenges by developing fault-tolerant quantum error correcting codes for existing quantum hardware platforms, helping to reproduce logical qubits – a combination of physical quantum beats entangled together for less disruption. The NVP is already developed and Q-Lion are currently looking for partners to validate it.

Life-changing tech

R2 Bionics

Co-founders Rubén Martín García, Ramiro Sánchez Torres ● Universidad de Salamanca ● Mentor Marcos Urarte

Spanish start up R2 Bionics specialise in creating bionic exoskeletons for people who have a reduced level of mobility. For example, their flagship project 'InMyHand' helps the user perform every day tasks using both of their hands, with the exoskeleton also including the functionality to open and close the hand accordingly. The business focus on adapting to the developing needs of their users, and

whereas other devices in this space have proved too heavy to be portable and difficult to wear, R2 Bionics has worked tirelessly to identify solutions. Best business book: Man's Search for Meaning by Viktor Frankl. It's a book chronicling his experiences as a prisoner in Nazi concentration camps. It taught to stay focused on the mission and keep improving, even in the most difficult of circumstances.



www.r2bionics.com
[f r2bionics](https://facebook.com/r2bionics)



www.ratedpower.com
[in RatedPower](https://linkedin.com/company/ratedpower)



Bringing together tech & engineering

Rated Power

Co-founders Andrea Barber Lazcano, Miguel Ángel Torrero Rionegro, Juan Romero González ● Universidad Carlos III Madrid ● Mentor Karele Escobar Sánchez ● Nominated by International Center Santander Entrepreneurship(CISE)

Madrid-based Rated Power is a collection of engineers, programmers, and developers with a high level of expertise in the solar industry and with a great understanding of market needs. pvDesign is the first global software with the ability to optimise the whole

process of designing and engineering, thus making it a game-changing piece of technology. The product finds the smartest way to maximise the value of photovoltaic plants, offering opportunities for cost reduction, time, flexibility and more accurate results than traditional engineering firms.



www.recognai.ai
[in Recognai](https://linkedin.com/company/recognai)



Fighting info overload

Recognai

Co-founders Daniel Vila Suero, Francisco Aranda Montes ● Universidad Politécnica de Madrid ● Mentor David D. Newkirk, Jr. ● Nominated by Parque Científico y Tecnológico de la Universidad Politécnica de Madrid

Recognai build artificial intelligence tools to fight information overload. Based in Madrid, Spain, they don't just help organisations to cope with data through their solutions, but move faster and further, too. Things are moving on rapidly in the AI and NLP (Neuro-linguistic programming) space, and as part of their mission

to stay at the forefront of these developments, Recognai collaborate with the open community and focus on solving specific issues for specific markets. They believe their approach, which is transparent, human-centred and search-driven, is what sets them apart from their competitors.

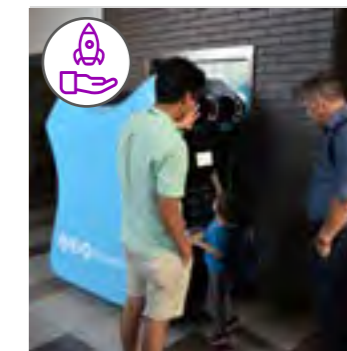
Reducing waste through innovative recycling

Redciclach

Co-founders Roberto Peña, Alejandro Ramírez, Freddy Pinto, Alejandra Céspedes ● Universidad de Santiago Chile ● Mentor Sebastian Gatica ● Nominated by Ideas X

Redciclach is a method of waste collection involving smart containers which have been developed to reduce the large amounts of rubbish being discarded in Chile. The brightly coloured containers recognise aluminium cans and plastic bottles; when an individual puts this waste in a container, an app on their smartphone

registers the value of the waste and allows them – or a designated social enterprise – to recover the monetary value. These containers are also part of an online network that gathers information about the waste collected, to generate reports about the materials involved and allow for planning on waste reduction.



www.redciclach.com
[f Redciclach](https://facebook.com/redciclach)



www.robinacademy.com/
[f get_robin](https://facebook.com/get_robin)



A virtual academy for creative children

Robin

Founder Rogelio Valdes Garcia ● Instituto Tecnológico y de Estudios Superiores de Monterrey ● Mentor Sergio Mario Hinojosa ● Nominated by Orion Startups

Rogelio Valdes had been a teacher for 10 years and wanted to make it easier for children to learn new skills that will be of practical use in their adult lives. His company, Robin, makes educational games for kids where they can be grown ups in a virtual world and 'work' in different professions. If they want

to earn more working at the software company featured in the game they can do Robin's online course, learn to code and get a diploma. Best advice Seed accelerator Y Combinator said you should be doing three things: build a product, talk to users and test.



www.rokirobotics.com
f RokiRobotics



Transforming lives

Roki Robotics

Co-founders Norberto Velázquez, Andres Valencia ● Universidad Panamericana Campus Guadalajara ● Mentor Jose J. Pacheco ● Nominated by Sparkup

This Mexico-based company create robotic exoskeletons that give people with paraplegia the ability to walk. The daily use of the Roki Robotics technology is said to fortify the bones, improve the digestion and exercise the muscles of the legs, arms and abdomen. However, the emotional benefit as some of the most important. In addition to allowing the user to stand up, the

technology also allows the user the opportunity to see the world from another perspective, seeing people face to face, for example. Whilst the business already has two exoskeleton models that are amongst the cheapest in the market, they're currently working on a third that promises to be the most practical and affordable exoskeleton ever made.

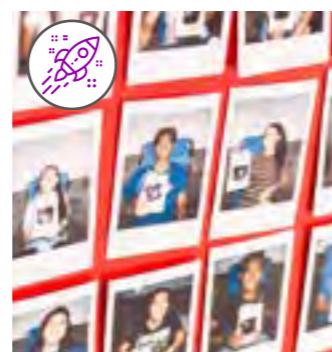
Facilitate blood donation through innovative tech

SAFTU Tecnologías (Blooders)

Co-founders César Humberto Esquivel Téllez, Javier Esquivel Tellez ● Universidad de Monterrey ● Mentor Alejandro Schwedhelm ● Nominated by Ashoka Mexico Centroamérica y el Caribe

SAFTU is a new project from Blooders, the organisation that promotes blood donation, and is a blood bank management system that streamlines and modernises blood banks in Mexico. Building on the success of its app, which connects voluntary blood donors with patients needing blood and the hospitals that treat them, Blooders began to work with

organisations to encourage donation within workplaces. SAFTU is a new software program that has been developed by experts in the blood bank industry to enable chemists and phlebotomists to manage the availability, compatibility and traceability of blood, within an easy to use and secure information system.



www.blooders.org
f Somosblooders



Reducing car accidents through a safe driving app

Saive

Co-founders Salvador Rochin, Moisés Maislin ● Tecnológico de Monterrey ● Mentor Maribel de la Vega García ● Nominated by Impulsa/Trepacamp

Mexican consumers are heavy users of smartphones and this has led to many of them texting while driving. Many drivers die from accidents caused as a result. In addition, the country has comparatively expensive car insurance and an estimated 70% of registered cars go uninsured as a result. Saive is the first "pay how you drive" insurance in Latin America, with machine

learning and algorithms creating personalised risk profiles on which insurance premiums will be based. The Saive app tracks safe driving habits and uses them to negotiate lower car insurance premiums in Mexico. Best Business Advice: Talk to users and build a company around solving their specific problems.



www.saive.app
@Saiveapp



www.sheedo.es
f Sheedopaper



Revolutionising promo gift industry **Sheedo Paper**

Co-founders Gonzalo Mestre, Gala Freixa ● Mondragón Unversitatea (TeamLABS) ● Mentor Marcus Johnson-Smith

Sheedo creates sustainable gifts for businesses, reducing the amount of waste that is often involved in marketing campaigns. In the past, most promotional gifts were simply thrown away. All of Sheedo's items are biodegradable or recycled. Sheedo's

particular expertise is in paper products with seeds planted within them, including envelopes, labels and bookmarks. Other gifts include bags made from waste cotton that can later be planted, seed kits, and seed 'chocolates' which look like truffles.

Innovative treatment for foot drop sufferers

SmartFES

Co-founders Benjamin Germany Morrison, Pablo Aqueveque, Francisco Saavedra ● Universidad de Concepción ● Mentor Mark Vellacot ● Nominated by INCUBADEC Business Incubator at the University of Concepcion

SmartFES is a functional electronic neurostimulator operates by a smartphone or tablet, which has been developed to help people with foot drop. This condition is a muscular weakness caused by damage to the central nervous system, making it difficult for those affected to lift the front part of the foot. This weakness may cause the foot to drag, making

falls and trips more likely. The SmartFES applies controlled electrical impulses to the correct nerve in the foot by means of a sensor under the heel. When the user walks, these electrical impulses lift the toes. SmartFES was built around the user experience, and all they have to do is turn it on and off.



www.smartfes.cl
f SmartFES



www.socialpiper.com
f SocialPiper



Democratising social media management

Social Piper

Co-founders Daniela Fernanda Meymar Rodríguez, Federico Isuani ● Universidad Panamericana ● Mentor Karel Escobar Sanchez ● Nominated by Impulsa/Trepacamp

Social Piper is a start-up, currently building a social media marketing organisation from the ground up. Social Piper has developed from a diverse team with differing points of view, already active in the marketing ecosystem. The team spotted an unmet need: most businesses that want professional social media management need high budgets to hire it in or high levels of expertise in

order to do it themselves. Social Piper is developing a package that integrates all social media management tools, allowing small businesses to manage it all themselves. Optimised through artificial intelligence, each business will have an AI Advisor, known as a "Piper", which has learnt about each individual business and what is popular on social media right now.

"DON'T FEAR THE UNKNOWN"

Central Media Group Chairman Zoltan Varga talks to Glynn Pegler about education, entrepreneurship and the opportunities presented by a volatile world

Zoltán Varga is one of Europe's most successful serial entrepreneurs with a diverse portfolio of projects that have created jobs for thousands around the world. He tells us his passion is education and explains what's needed to stay competitive.

What were the particular moments in life that really helped develop your knowledge and your career?

I was lucky enough to get a scholarship to a German University. It was stepping into the unknown, but I had to do it. I learned a lot about the stock exchange and the capital markets, which I couldn't do in Hungary and that really set my future. When I returned, I started working at the Budapest Stock Exchange, and a year later joined Credit Suisse, at that time the largest investment bank in central Eastern Europe. After 10 years I went independent. Being open and willing to learn has stayed with me all the way through my career.

How big a role does education play in developing the leaders of the future?

The biggest role, frankly: it's a passport to enter any country and any industry. If you don't embrace education, you are missing lots of good stuff in your life. You have to know and learn the basics, then you can develop yourself.

What do you feel is happening next in the future of education and business?

As an example, I own the largest education platform in Poland. We invested a lot of money printing school books online, and initially collected some 4,000 customers. With COVID, suddenly everything changed: we were able to serve 600,000 customers in a couple of weeks, without having to invest in marketing, and after COVID will retain at least one third of that custom, because people realise it's convenient. So overall, I think society is benefitting from being more digital.

You have an amazing portfolio of different companies and projects. Are there any common themes you see emerging?

Home-working and the restructuring of offices during COVID is a big one. I don't care if a home-worker is completing a job in two hours or four hours: if they're efficient and quick, they can save a lot of time for themselves. It's a win-

win for both the employer and employees.

We know that answering a problem or need is the greatest opportunity in business. So from your perspective, what are the challenges in problem solving?

You have to have a good idea, and a team and a drive to fulfil it. I think an analytical way of thinking is required. Ask yourself: How can I improve things? What are my capabilities? Do I need a mentor? If you are analysing your current situation you can find out ABC options, and then choose which is suitable for you.

Creativity is really problem-solving, but often people don't think they are creative.

How do we nurture creativity in all types of people?

By promoting an education model that doesn't place so much emphasis on history. Also, post-COVID many big universities have opened their online courses free of charge. I think that's fantastic. It's a revolutionary step in the future because it's democratising knowledge, and democratising knowledge is power.

How do you see the role of business leaders in society?

I think you reach a certain stage in your life when you have to give back; not only money, but your time. Mentoring and giving your time to people is really important.

What advice would you give your former self?

Look after your wellbeing, be very open and curious, and explore the world. Don't fear the unknown, or the future: if you don't like your job, quit it and find your new challenges. There is a place for you, and if you are committed and continually learning, you'll be successful.

Finally, what are the opportunities and challenges ahead that excite you?

I think people have realised that we can do things to save the world and protect the environment, and it's not really difficult. Imagine the unimaginable and it can happen. What COVID and recent developments show, is: expect anything, and in a positive way as well.

"Mentoring and giving your time to people is really important."



www.solubag.cl
f solubagchile



The dissolving bag

Solubag spa

Co-founders Cristian Olivares Matamala, Roberto Astete, Alejandro Castro, Patricio Cabezas • Universidad de Chile • Mentor Cinthya Hellen

Solubag is dedicated to the development and innovation of packaging products that are truly 100% environment friendly. Based on patented technology, Solubag contains polyvinyl alcohol (PVA), which is usually made from crude oil but Solubag found another way. Using natural gases and common minerals they discovered the formula while

experimenting with biodegradable detergent. This results in an environmentally friendly, award-winning substance that is soluble, compostable and biodegradable and takes just five minutes to completely dissolve in water. Best advice: That work, sacrifice and persistence form the basis of a startup.

Tackling farming crisis

Tecnología y desarrollo de energías renovables (DerTek)

Co-founders Jonatan Hernandez Díaz, Jose Luis Hernández Díaz • Instituto Tecnológico Superior de Perote • Mentor Valerie Christie • Nominated by Unreasonable Mexico

Technologia Dessarola is taking on Mexico's farming crisis by going one step further and turning plants into power. The Mexican castor plant has long been considered a type of overgrowth by Mexico's nine million impoverished farmers. But the firm is working hard to turn the weed – and others – into biofuel and increase farming output by a staggering 300

percent. The business is also the first to turn colour corn into whiskey, creating more jobs for farmers across the Central American nation. Best advice: 'It Can't Just Be Slightly Better, It's Got To Be A Lot Better – Elon Musk. Biggest lesson: Be more prepared for how hard the journey will be.



www.dertek.com.mx
f dertek.official



www.rennueva.com
f Rennueva



Innovative recycling

Tecnologías Rennueva

Co-founders Hector Arturo Ortiz Chavez, Enrique Estrella, Jorge Hinojosa • Universidad Nacional Autónoma de México • Mentor Cinthya Hellen • Nominated by Santander Universidades México

Rennueva is still a relatively young Mexico-based company that was created by graduates from the faculty of engineering at the (National Autonomous University of Mexico) UNAM. Together they develop innovative projects to care and protect the environment by identifying ways to prevent waste from ending up in landfills, often working with communities and the

local government. Rennueva believe that their ability to develop their own technology, to recycle plastics, for example, plus the consultancy branch of the business, helps them to stand out amongst their competitors. Best business advice: Javier Villazón, board of directors at Rennueva – "CEO is 10% planning and 90% talking to people"



www.thermy.com.mx

f ThermyMDL



Using AI to battle cancer

Thermy

Co-founders Luis Enrique Hernández Gómez, Andrés Hernández Santiago, Jan Andrei Merino González, Pedro Sánchez Mendez, Ricardo Niño de Rivera • Instituto Politécnico Nacional • Mentor Aleksandra Love • Nominated by POSIBLE

Thermy aims to slash the breast cancer death rate using brilliant AI detectors to catch the disease before it's too late. State of the art technology will detect the start of cancerous cells in breast tissue to help more women survive the deadly disease. Clinical tests saw the medical

firm use the specialist machinery to detect 115 positive cases of cancer in volunteers. Savings lives is at the heart of the start-up which aims to change screening and detection to end the suffering and stigma behind the disease. Biggest Lesson: Not to take shortcuts.

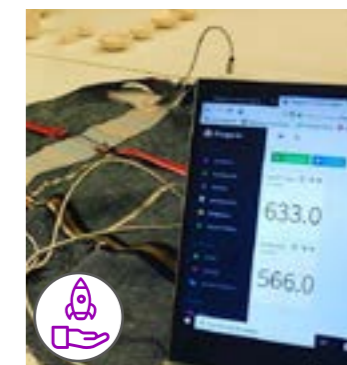
Next level IoT

Thinger

Co-founders Jorge Trincado, Alvaro Luis Bustamante • Universidad Carlos III de Madrid • Mentor Brian Corbett • Nominated by Tetuan Valley

Up to 50,000 users in more than 180 different countries cannot be wrong. Thinger has a community of thousands and it's all thanks to the business model, says founder Jorge Canstan, who puts this down to being one step ahead of leading market rivals. "Always go step by step checking the behaviour of the

market and competitors long-term." He did just that with Thinger, building a paradigm that allows connectivity across an array of products. Best Advice: "The best investor is a good customer." Jesus Monleon, CEO at Seed Rocket Angels. Biggest lesson: Understanding communities better.



www.thinger.io
in thinger.io



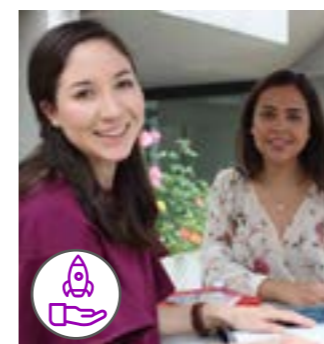
Putting the crunch in insect snack foods

Totolines

Co-founders Andrea Gómez Marroquín, Alejandra Alvarez • Instituto Tecnológico y de Estudios Superiores de Monterrey • Mentor Ron Shigeta • Nominated by Endeavor México

Totolines is all about sustainability and aims to become the first mainstream maker of tasty snack foods containing insects. Insects are highly nutritious and contain rich proteins, calcium and carbohydrates. Snack bars that contain bugs could also end America's childhood obesity epidemic. Founder Andrea Marroquin says her mission is to make her snacks affordable for families from all

backgrounds having taken what she calls a risk with this quirky product. "It's very important to have clear goals but also being able to pivot by listening to customers, innovating and taking risks," she says. Best book: 21 Lessons for the 21st Century by Yuval Harari. Best advice: 'The meaning of life isn't a ready-made product' – Yuval Harari



www.totolines.com

f Totolines





www.trazable.io

[Trazable](#)

TRAZABLE

Food with integrity

Trazable

Co-founders Pablo Rodrigo Juan, Lucas Salinas ● Universidad Politécnica Valencia ● Mentor Roberto Coste ● Nominated by Lanzadera

Trazable takes the entire food-making process and makes transparent and available for the customer and all those involved from start to finish, so the end product never falters. Too often we bite into that sandwich or wrap and fail to even consider where its come from. Well not any more.

Trazable uses specialist software to open the door to better product communication in the manufacturing stages at a time when food allergies, vegetarianism and veganism are all record at record highs, thus reducing the risk for errors.

Next gen 3D printing

Triditive

Co-founders Mariel Diaz, Jose Camero, Sergio Martinez ● Universidad de Oviedo ● Mentor Antonio Iglesias ● Nominated by Techstars

Triditive is the only worldwide company creating the next generation 3D printing platform, powered by machine learning for automated production of metal and polymer parts. The organisation has created a hardware and software solution called Amcell, which involves eight robots working independently

and continuously to create these parts. Each cell can be managed remotely, with automated production management, scheduling, optimisation and traceability. It can also integrate storage and traceability. The organisation's intention is to be a model for the factory of the future.



www.triditive.com

[Triditive](#)

TRIDITIVE



www.Typs.com

[Typsglobal](#)

typs

Everyday is payday

Typs Global

Co-founders Gabriel Rosinol, Jaime Jiménez, Juanjo Domínguez, Ernesto Bernadó, Marc Rubiño ● Universidad Ramon Llull ● Mentor Antonio Iglesias ● Nominated by JME Ventures

Worker wellbeing is at the heart of the Typs project which enables employees to gain instant access to wages as they're earned thus bringing an end to the drudge of waiting at the very end of each month for the joy of payday. Typs has only been going a year, and yet investors are queuing up round the block to find out more about this

unique start-up that breaks down barriers between employer and employee. The service was founded in Spain and hopes to take the rest of Europe by storm.
Best Book: Zero to One by Blake Masters and Peter Thiel
Biggest Lesson: To always communicate with clients.



www.unima.org

[@Unimadx](#)

unima

Universal medical diagnosis

Unima

Co-founders Jose Luis Nuno Ayala, Laura Mendoza, Alejandro Nuno, Rodrigo Nuno ● Universidad Autónoma de Guadalajara ● Mentor Santiago Zavala ● Nominated by Centraal

Heart disease, cancer and an array of life-threatening illnesses can be diagnosed with simple and universal testing kits costing as little as \$1 thanks to Unima. The medical supplies company aims to reduce disease mortality rates through simple home-testing kits at a cost which even the

poorest families can afford. Results are then recycled to help governments across the world better understand disease and treat it.
Best advice "Make something people love" Paul Graham
Biggest Lesson: If the idea doesn't fit, adapt it.

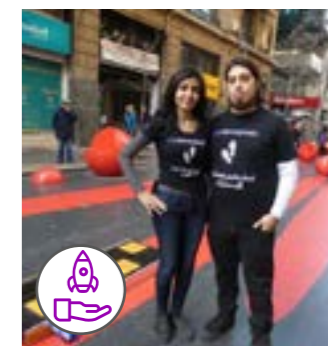
Powering cities

Urban Spark

Co-founders Cindy Andrea Gallardo Villarroel, Ignacio Díaz Ponce ● Universidad de Santiago de Chile ● Mentor Gerardo Lemus

Urban Spark's mission is to contribute to the intelligent and sustainable transformation of cities, by manufacturing electrogenerating tiles that are installed in the city. The company's USP is the modularity of its system: the installation process, the cost and the minimal unevenness of only 2mm.
Best Business Advice: Visualise what is the real problem that your solution

addresses over the development of the product itself. Recognising this is a key element if you wanted to plan future strategies as the market evolves especially in lifestyle changes, environmental issues and strategic government guidelines.
Best Business Quote: "Fall in love with the problem and not with the product" David Fonseca. VP VelocityTX.



[@urban.spark](#)

URBANSARK



verdecompacto.com

[VerdeCompacto](#)



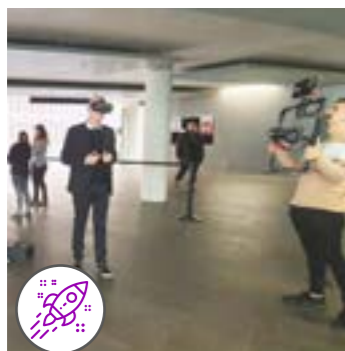
Food security measures

Verde Compacto

Co-founders Juan Gabriel Succar Abascal, Jorge Lizard Succar ● Tecnológico de Monterrey ● Mentor Alfonso Salcedo ● Nominated by Unreasonable México

Food security – the affordability and availability of food for the world's seven billion people – is an urgent challenge in many parts of the world. Aiming to remedy this is Verde Compacto. By harnessing the trend for urban and vertical agriculture, the Mexican company has devised some innovative solutions for the way in which fruit and vegetables are grown, sold and consumed. Using

intelligent indoor cropping systems, vertical hydroponics technology and automated environment control systems, they are changing the way produce is grown and distributed locally to supermarkets, restaurants and houses. One such solution is Verde Compacto's intelligent cultivation system housed inside a 40ft maritime container.



www.virtualbodyworks.com

[Virtual Bodyworks](#)



Transforming healing

Virtual Bodyworks S.L

Co-founders Charlie Pearmund, Mel Slater, Mavi Sanchez, Bernhard Spanlang
● Universitat de Barcelona ● Mentor Philip Wragg ● Nominated by StartUB

Virtual Bodyworks believe that the true power of Virtual Reality in healthcare extends beyond exposure therapy, distraction, gamification or mindfulness. This Barcelona-based start up specialises in immersive virtual reality with apps in medical and social rehabilitation. Through their unique innovation, they promise to help change the future of social, medical and psychological rehabilitation. Virtual Bodyworks

provides technology that can create therapeutic scenarios for everyone, irrespective of their age, location, or place in society. Biggest lesson: To invest in people. The culture between start-ups and academic institutions is fundamentally different. Investing in employees and articulating the mission and company culture clearly has been our way of managing this transition.

Sustainable solutions for low income customers

Vitaluz Social

Co-Founders Yusef Jacobs Kuri, Miguel Calderón, Vidal Chávez
● Universidad Iberoamericana ● Mentor Bernardita Araya
● Nominated by New Ventures Mexico

Graviti, based in Mexico, have developed a model that allows any distributor of sustainable products to sell to low-income customers without worrying about financing or collection. The business wants to ensure that all families in Mexico have access to basic services in a sustainable way. For example, through Graviti, customers can be provided with a solar heater at a lower weekly cost than traditional

alternatives. Once they finish paying, they have the ability to heat water for free. Free shipping and installation are also included. Customers can manage payments via an easy to use mobile app and, through making alliances with microfinance institutions, (thus giving access to credits), the unbanked population can then be in the position to afford to pay for products and have safe access to basic services.



www.graviti.mx

[@GravitiMx](#)



Preventing data fraud

Vottun

Co-Founders Luis Carbajo Regaño, Rohan Hall, Marta Valles ● Universidad Católica de Ávila ● Mentor Robert Upham ● Nominated by Bbooster

Before founding blockchain traceability platform Vottun in 2018, Carbajo spent five years working at Amazon, often alongside founder Jeff Bezos. The e-commerce titan had a profound effect on Carbajo, not least leaving him with an "obsession" with customer service, one of his guiding principles at Vottun. The Los Angeles-based firm aims to prevent

data fraud for customers through the use of blockchain technology. Having developed an easy-to-understand protocol that allows anybody to track (and thwart) data fraud in the blockchain. Vottun has been particularly successful in the education sector, where its customer base spans the gamut from tiny schools to an entire country.



www.vottun.com



www.clariti.mx

[clariti.mx](#)



Solving water crisis

WRP México

Co-founders Sergio Everardo Martinez Avila, Rafael Galeana, Jesús Ramón López, Eduardo Blanco ● Instituto Tecnológico y de Estudios Superiores de Monterrey ● Mentor Nikhil Vaish

"We take care of your water" is the slogan of Mexican IT firm Clariti. By conceiving technological solutions for the water industry, the Sinaloa-based company aims to help the 10m people in Mexico who lack access to safe water daily water. But Clariti didn't start life intending to solve Mexico's water crisis. Until 2010, they were custom software

specialists eSoft del Pacífico SC who were asked to develop a spin-off project for a water utility firm. The experience led the company to focus on water solutions full-time, and aside from improving the efficiency of public water services, Clariti has also generated savings in water consumption and production costs.

VENTURE FURTHER

Eager to scale your business? Consider the world of corporate venturing – an often magical symbiosis of entrepreneurial nous and big business resources. As Josemaria Siota, World Economic Forum contributor explains, it offers one of the best ways of catapulting your startup to commercial success...

Swoosh or stripes? The decision to wear a pair of Nike or Adidas sneakers is one of those decisions where most of us have an entrenched opinion; just like our favorite soccer team, we picked a side long ago and stuck to it. For this article, I'm going to start by focusing on... Adidas (Nike fans: please don't run away).

Adidas' Futurecraft 4D trainers are perfect for its loyal fanbase. The shoes give its customers a unique opportunity to create their own bespoke sneaker by selecting specially-tailored, 3D-printed midsoles. But the innovation didn't come from within Adidas. It actually happened because the firm launched a global scouting mission to find entrepreneurs, eventually stumbling upon one Joseph DeSimone, a US chemistry professor and co-founder of 3D printing firm Carbon.

It's a prime example of the trend for corporate venturing [CV], broadly defined as a collaboration between established companies and smaller, innovative, fast-growth firms.

In recent years, the likes of Disney, Samsung and Shell have all engaged with CV. By harnessing the technical skills and creativity of smaller, more agile firms (often via exciting mechanisms such as challenge prizes, hackathons and corporate accelerators – see Airbus Ventures or BMW Startup Garage), these corporate giants are finding that they can find solutions to problems within their own business. CV is thriving in academia too, with the likes of BP, Siemens and Roche teaming up with universities and research centers.

Yet, CV isn't a new concept. It's possible to trace its genesis to 1914, when chemical company DuPont invested \$25m in six-year-old automobile startup General Motors. For the rest of the 20th century, US industry behemoths General Electric, Dow and Exxon all exercised some form of CV.

Over the last decade, this investment strategy has become truly dominant: in 2017, three-

quarters of the Fortune 100 companies were involved in CV. Last year, the total value of corporate venture capital (CVC) deals stood at \$134bn, up from \$19bn in 2013. The number of companies adopting CV has also quadrupled during this timespan too. Today, the economic volatility of 2020's Covid-19 pandemic means CV has even more relevance, as large firms seek new revenue streams to run at higher speeds and lower costs, plus want to spot new opportunities before their competitors.

For entrepreneurs, collaborating with corporate colossi has some obvious advantages over opting for private investment. The main problem that plagues developing firms – lack of cashflow/capital – are readily available at larger companies. Moreover, corporates can offer resources that private investors cannot: industry expertise, access to data, distribution channels, working spaces, PR, R&D departments and legions of salespeople.

Private VC investors have also gained a certain notoriety for being too focused on financial KPIs, performance, speed, and a 'get-to-the-point, hit bottom line, bam-bam-bam' ethos. By comparison, many larger firms will happily invest their smaller collaborators with *time*, helping them develop their ideas and hopefully grow to the next stage, such as an IPO.

It benefits larger firms too. Many corporate leviathans are beset by groupthink, a lack of agility and disruptive innovation, narrow-focused R&D and an aversion to risk. Due to their nimble size, startups excel in these areas; collaborating with them provides the perfect counterweight for these problems.

It's also a misconception to assume that CV is only for commerce giants. In Europe, CV's collaborative framework has been adopted by a host of SMEs, such as renewable energy firm Fersa29, kitchenware company Lékué and sustainable engine-makers Dearman.



In my work at IESE, we've proposed the idea of 'corporate venture squads', whereby an SME teams up with, say, four other startups from four different sectors. It's a fantastic way of increasing their value proposition. By pooling resources and intelligence, not only can they offer expertise in five sectors (rather than just one), they can also increase distribution channels fivefold too.

For startups who hope to collaborate with corporates, the good news is that many large firms are actively scouting for top-tier entrepreneurs in places such as Santiago, New York, London and Hong Kong. It's also worth finding out whether any large companies are hosting hackathons or accelerators.

Selecting the right 'house' for your enterprise is crucial, however. In order for it to be a productive relationship, the parent company should provide complementary resources that the startup doesn't possess. Also, what kind of time horizon would they expect? Do they need 'proof-of-concept' (evidence that your concept/proposal is feasible) within a certain timespan?

Sadly, this appetite for a swift proof-of-concept is currently stymying progress for many developing firms, particularly science startups.

Think about it. If you were an investor, would you choose the entrepreneur who promises a return on investment within seven years, or the complex research PhD project which offers returns in 15 years, with high levels of risk? It's a mindset that's led to the so-called 'European Valley of Death': the lack of funding for translating European innovation into marketable goods and services. The continent has one of the best research ecosystems worldwide, yet nearly 95% of existing patents in Europe are dormant. Given the remaining 5% contribute to more than 40% of European GDP, the unused potential is glaringly apparent.

Some corporates are doing good work to thwart this, such as funding university spin-offs (usually \$50-250,000) and giving researchers 12 months to find and validate a proof-of-concept.

The world of business has been binary for too long. In the same way that there's no logical reason why consumers should be either swoosh or stripes, the success of corporate venturing projects shows there's no longer a need for impulsive, risk-taking entrepreneurs and process-driven corporate executives to be incompatible at all. To paraphrase one big sneaker titan, just do it.

Josemaria Siota is executive director at IESE Business School and an expert on corporate venturing as designated by the World Economic Forum.

Watch Josemaria Siota talk about corporate venturing

IN CONVERSATION WITH BUSINESS INSIDER'S JULIAN CHILDS

The International Senior Vice President of Business Insider spoke exclusively to Glynn Pegler about fast growth and the changing media landscape

The opportunity at Business Insider was too good to miss. It was a less than 10-year-old startup with good funding, and looking to expand internationally. I jumped at the chance to have a go at something that would involve building from the ground up. Without the security of a big company behind it, it was a bit more risky – but I knew it was going to be fun.

As in any startup that goes through fast growth, the biggest challenge is how to maintain your culture. How do you translate what made you successful as a small company, into a medium, and then large company? That becomes harder as you hire more people: globally we've got over 500 people – we've hired over 120 people during the Covid-19 lockdown period – and we're continuing to expand. So the challenge is not only maintaining culture but also what drives it as you get bigger. The day-to-day

stuff isn't so hard; instead it's the challenge of glueing it all together as a company so that everybody pulls in the same direction. Every company has smart people, every company has good product. But it's how it all works together that makes companies successful.

We have a competitive advantage in that we're a digital-only business and we have a laser focus on customer. You have to be really agile to operate as a publisher now as trends move really quickly. The 21st business model is: figure out your customer and a product that your customer really wants, and work your business model out around it. Some businesses, like Santander, are very open to that. There's also many examples where

companies haven't been and those businesses aren't here anymore.

The customer has much more control. Different brands and trends pop up all the time: Tik Tok suddenly has a gazillion users and they didn't exist two years ago. This is a normal speed of change now. What's important is to continually focus on the customer first: how does this add value to the customer, is this what the customer wants, will this help us grow, is this a better way to deliver that content?

What works today in video is not going to work tomorrow because the customer will evolve. When I started I had to get every eyeball myself, like selling on a street corner,



“Ultimately leadership is about making decisions and steering the ship”

but now if you do something great that people love, they'll pass it on to their networks. They'll sell it for you.

There's lots of innovation still going on and I think we're at a point where that will actually continue to accelerate. History shows us that every time there's a market downturn, new innovation springs out of it. Case in point: our company started out at the last major recession in 2008/09, against the backdrop of the Wall Street collapse. So I think there's some sort of positive opportunity out there for doing things differently in the current climate.

Ultimately, leadership is about making decisions and steering the ship. I think what we're seeing in leadership today is the need to adapt quickly; you've got to be aware of so many more things outside of your own industry. It's also about humility. Which is not to say companies can't succeed with big egos. But I think it can blind a leader to missing an opportunity. If the culture allows, and it's not overly hierarchical, a great idea can come from an intern, and I think it's hugely motivational for your staff to know that they can make a difference. Be open and humble.

My advice to an entrepreneur starting out today would be to take risks, but never take random risks. Also, tell as many people as possible, and get as much advice as you can. Typically, what you find is that people want you to succeed and want to help you. You've also got to love what you're doing. If you don't, it's going to quickly burn you out.

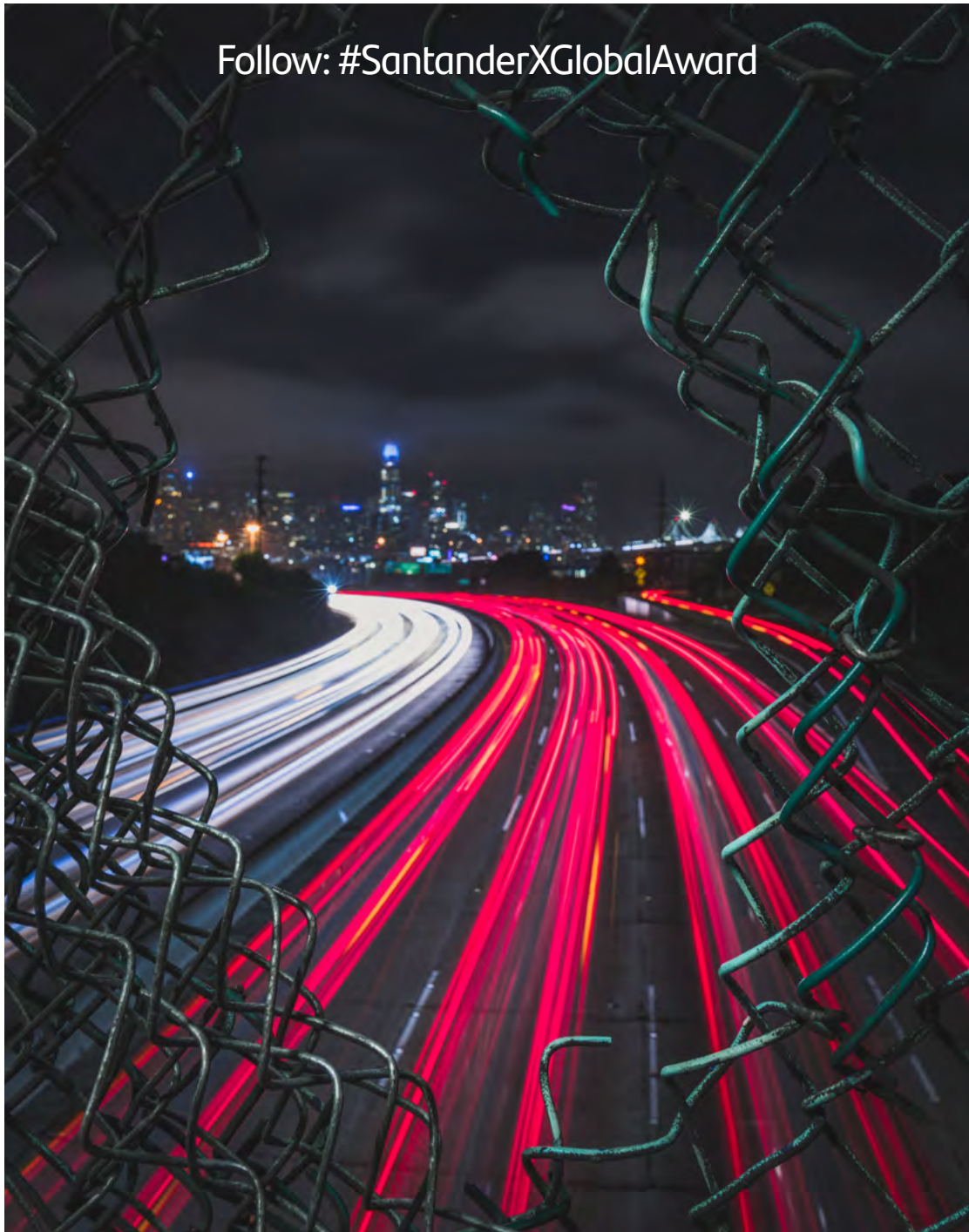
“What's important is to continually focus on the customer first”

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