

NEXO, DESIGNING A COMMUNITY TO FOSTER HIGH-IMPACT ENTREPRENEURSHIP
AND INNOVATION IN LATIN AMERICA

By

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Adriana Guzmán Mercado

Submitted to the graduate degree program in Design Management and Graduate Faculty of the
University of Kansas in partial fulfillment of the requirements for the degree of
MASTER OF ARTS

Chairperson: Michael Eckersley

Richard Branham

Edward Meyen

Date Defended: May 3, 2013



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“We share a vision that communities of practice will help shape society with pervasive knowledge-oriented structures. They will provide new points of stability and connection in an increasingly mobile, global and changing world”
(Etienne, MacDermott, & Snyder, 2002)

Abstract

Many Latin American governments have increased the number of programs to support entrepreneurs and encourage the creation and *growth of small businesses*. However, the results are still not satisfactory and many of these new ventures fail after their first years of operation due to various factors that include inadequate training, experience, support, as well as lack of internationalization. By identifying the causes of such failures and developing a system to facilitate collaboration and knowledge exchange among young entrepreneurs, mentors and investors across the world, it may be possible to introduce team-based innovation challenges and grow a grassroots network of sustainable enterprises with unique products and services.

A proposed solution is ***Nexo, a Community for High-impact Entrepreneurs*** that includes strategies to facilitate face-to-face and virtual collaboration among young people, as a means to encourage entrepreneurship and innovation activity with existing local networks and telecommunications technologies. The implementation of the project is explained in four phases and a rough concept prototype of *Nexo* geared for the development of new small businesses.

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1. Introduction

1.1. The universe of Latin America

Latin America is often times a term inconsistently used. Originally the noun describes the territories in America where Spanish, Portuguese and French are spoken, languages derived from Latin and hence the name of the region. For some cases Latin America refers not only to the countries mentioned before, but also the English-speaking countries and islands states of the Caribbean. Canada on the other hand as a French-speaking country in America, is not included in this group because of the differences in its history and culture. For this study, the phrase Latin America (LAC) is used to designate the geographical region located between the southern boundary of the U.S. River, Rio Grande on the north, and Antarctica in the south, where Spanish, Portuguese and French prevail.

Including a total area of approximately 7,880,000 sq mi, and a population of more

than 590 million, LAC can be subdivided into three sub regions based on geography, politics, demographics and culture: Central America, the Caribbean and South America (Fig 1-1) Because of its vast extension and geographical location, the region is known as a biodiversity hotspot and resource-rich area. No doubt, the physical environment has a positive impact on the region's development.

A large portion of the population in Latin America is younger than 25 years, which means the region enjoys favorable demographics in comparison to many other parts



Fig. 1-1 Latin America region

of the world. Also, it is one of the most urbanized areas of the world, where 78% percent of the population lives in urban areas. The 10 largest cities are São Paulo, Mexico City (Mexico), Buenos Aires (Argentina), Rio de Janeiro (Brazil), Lima (Peru), Bogotá (Colombia), Santiago (Chile), Guadalajara (Mexico), Caracas (Venezuela) and Monterrey (Mexico).

Given the described demographics and geographic conditions of the region, Latin America could be considered a bright spot in the years ahead if actions are taken to develop the economies of the region's largest cities and encourage vibrant, middle-sized cities to emerge (Mckinsey, 2011). Key to build globally competitive cities is nurturing high-impact entrepreneurs because their businesses will generate more jobs, develop new innovations and act as a role model for the coming generations.

This thesis project explores some of the current initiatives that work towards strengthening entrepreneurial ecosystems in the region and support young entrepreneurs, particularly in Colombia. The main objective of this endeavor is to build a collaborative environment to nurture entrepreneurs, encourage innovation, and improve their chances of market success. The anticipated solution, **Nexo**, is a Community for High-impact Entrepreneurs that will start with a sequence of innovation challenges and mechanisms to attract and inspire young people. **Nexo's** ultimate goal is to connect entrepreneurs with a network of collaborators, sponsors, and investors in order to create economic opportunity and regional development.

1.2. Colombia's entrepreneurial climate

Colombia today is considered to be one of the world's great emerging economies. It is the third-most populous country in Latin America and the fifth largest economy in terms of GDP. (Endeavor, 2013; Wikipedia, 2013). Being one of the world leaders in the production of coffee, petroleum, textiles, and flowers; Colombia's economy is growing at 6.8% a year, two full points faster than the Latin American average (Fazard, 2007). In addition, its growing political stability, decrease in violence, young working population and overall positive economic trend make it stand out as a strong and growing economy.

Colombia's entrepreneurs, small and medium-size businesses are the heart of economic development for the country. According to the *GEM 2012 Global report and Endeavor Global (2013)*, Colombia ranks fourth in total entrepreneurial activity which means that entrepreneurial thinking is spreading across the nation, colombians have a more positive view of entrepreneurship and also private and public institutions, academia in conjunction with government are committed to fostering entrepreneurship in the country. In the last twenty years, public and academic institutions have been focusing their efforts primarily on elaborating the appropriate legal framework and on providing financial and infrastructural support to specific entrepreneurial projects. A network of more than twenty business incubators across the country, has helped to launch more than 1,500 start-up companies since 2003. However, Colombia still needs to strengthen its entrepreneurial

climate, which is why the Director of Entrepreneurship and Innovation in the Ministry of Commerce, Industry and Tourism, Sergio Zuluaga, indicates Colombia's government is looking to develop precise and tailor-made instruments, strategies for each one of the types of entrepreneurs the country has (M. Blohm, 2013). Also, a more decentralized approach enabling the growth of enterprising culture in middleweight cities, could be part of a wider-reach plan to access different types of entrepreneurs and promote a more effective environment for high-impact businesses development.

1.3. Problem statement

Only a small percentage of small businesses and startups succeed. Despite all the programs offered at all universities and business schools, despite the efforts from the government, small business loans, the odds still favor failure by a wide margin due to several factors depending on the context. In Colombia, the studies conducted by *Bogotá Emprende "Redes Empresariales"* and *GEM-Bogotá 2009* showed that (a) limitations to knowledge exchange, (b) inadequate training and support in adapting to new technologies, (c) lack of international cooperation and (d) low propensity to trust, are some of the barriers interfering in the processes of creating high-growth companies in the country. Evidence also shows that most newly founded businesses tend to be micro-enterprises with low growth expectations and, hence, little impact at the macro-level (Roland S., 2012). Then, Latin America continues to face daunting challenges: increase the number of growth-oriented and innovative

ventures, maintain the entrepreneurial desire alive, and facilitate the emergence of innovation networks.

1.4. Relevancy of the project

Latin America must create more than 50 million new jobs by 2020 according to the *Global Employment Trends 2012 report from International Labor Organization*. Recommended solutions to this job crisis is scaling small- and medium-sized enterprises (SMEs) into larger businesses and promoting a generation of more innovative and high impact entrepreneurs. This type of entrepreneurs are more likely to foster long-economic growth, launch and lead companies with above average impact in terms of job creation, wealth creation and the development of entrepreneurial role models (Morris, 2011).

While helpful programs and networks are implemented in Colombia and Latin America to provide entrepreneurs and SMEs with financial aid, adequate training and technical support; there is an unsatisfied need to attract more entrepreneurial talent, enhance global connections and collaborations among regional entrepreneurs.

The importance of the project lies in its potential to reach out and incentivize a broad diversity of future entrepreneurs and empower them to eventually become high-impact entrepreneurs by conducting a series of highly visible innovation challenges and consequently fostering the development of networks and communities of practice.

1.5. Project structure

Based on Dubberly's model of designing a system (Fig. 1-2) and the four iterative steps from "This is Service Design Thinking" (Fig.1-3), a model of an iterative process of design is proposed also in this project. It involves four phases (Fig. 1-4). Discovery, is understanding the service context and the users by using different qualitative methods as interviews, analysis on competitors, field notes and a revision of

literature on the topic. Second phase, Make is about visualizing the first ideas in the form of customer journey maps and rough prototypes. Reflect, is the third phase and provides an organized solution to the problem using business model canvas, scenarios and the service blueprint. Finally the Implement phase is about launching the service, evaluate it and iterate it, for this case, this phase will include only a visualization of further stages of the project along with some recommendations.

Fig. 1-2. Dubberly Model

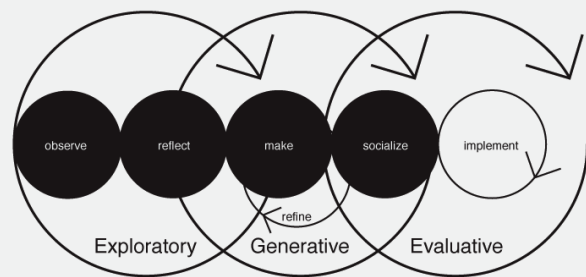


Fig. 1-3. This is Service Design Thinking Model

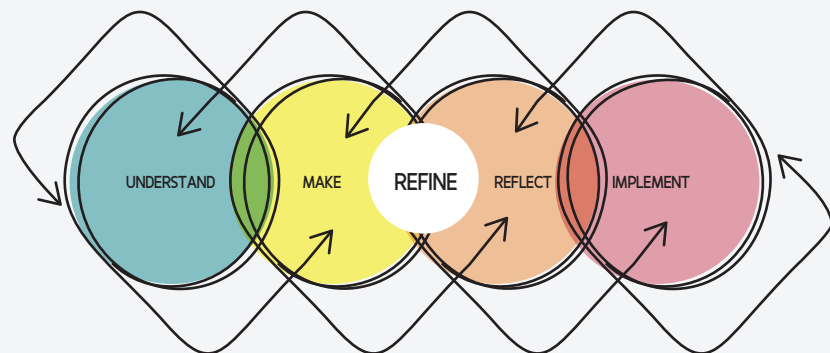


Fig. 1-4. Design process model for this project

2. Background

2.1. Research question

How could an integrative design approach to entrepreneurship and innovation activities foster more creative business propo-sals and more successful new start-ups, thereby impacting regional economic growth?

2.2. Literature review

2.2.1 Entrepreneur's development phases

Initially the research process focused on obtaining relevant information with regards to the characteristics of successful entrepreneurial leaders and the phases of entrepreneurship. Research on these areas contributed to the design of appropriate activities and strategies to recognize, stimulate and engage entrepreneurial talent via the ***Nexo the Innovation challenge*** which aims to attract potential entrepreneurs and guide them into the process of high-impact business creation.

There are no precise traits that characterize entrepreneurial leaders, but they do share some common behaviors. Entrepreneurs step out of their comfort zone and risk through taking action. According to *"Nature or nurture? Decoding the DNA of*



Fig 2-1. Model of succesful entrepreneur
Source: "Nature or nurture? Decoding the DNA of the entrepreneur" (2011) by Ernst & Young,

the entrepreneur” (2011) by Ernst & Young, the majority of entrepreneurial leaders interviewed took the risk to launch their own businesses when they were young and after acquiring certain experience as employees. Successful entrepreneurs also

further qualitative research was conducted in the form of interviews with Latin America entrepreneurs to establish a set of common behaviors within their context (See Persona Development).

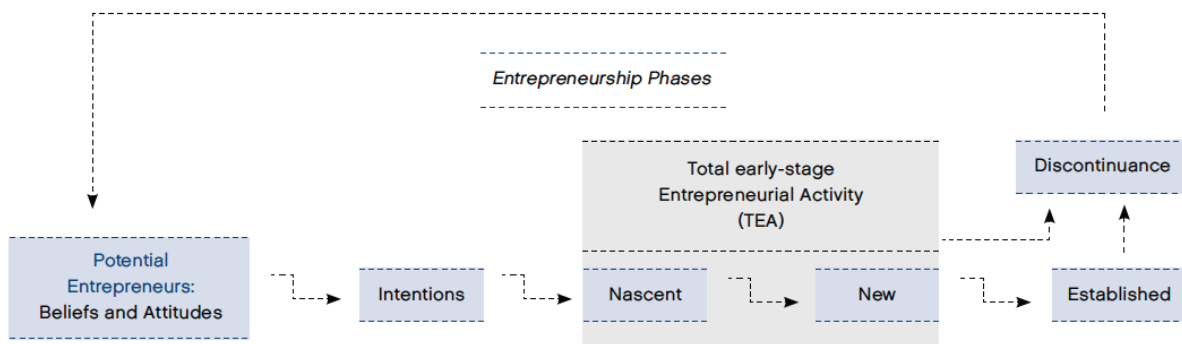


Fig 2-2 Entrepreneurship phases Model. Source: GEM Global report 2012

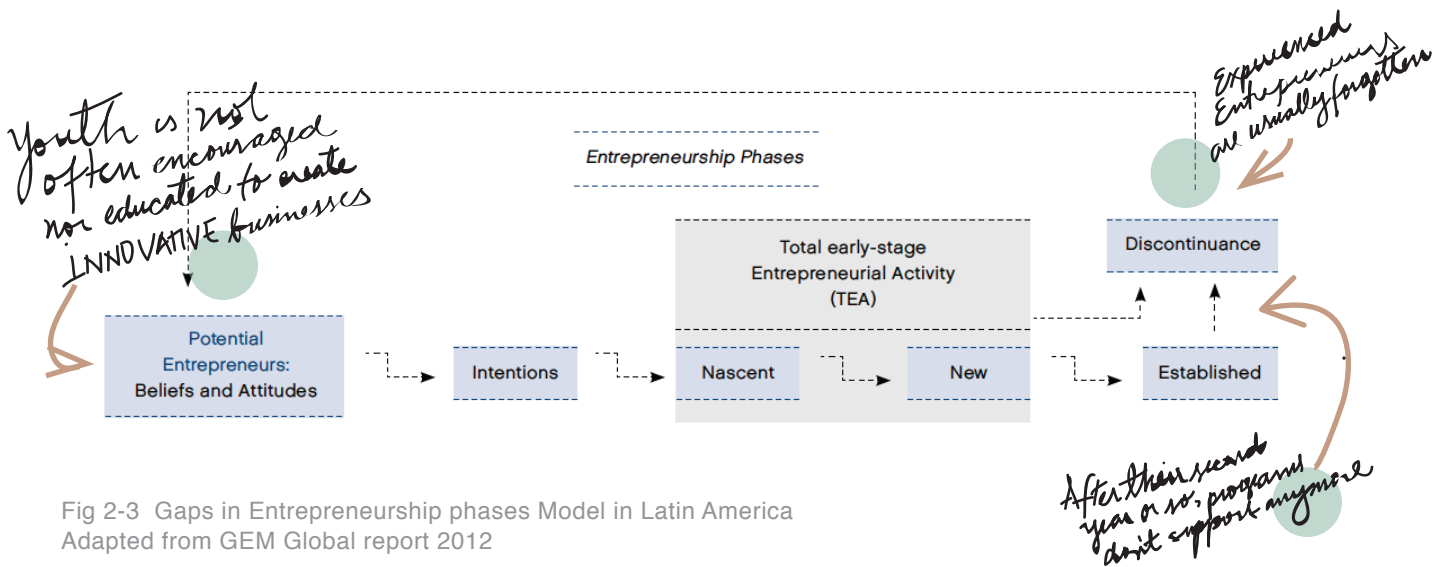


Fig 2-3 Gaps in Entrepreneurship phases Model in Latin America Adapted from GEM Global report 2012

share an opportunistic mindset and values such as tenacity and persistence. (Fig 2-1) Key findings of the *High-Impact Entrepreneurship Global Report (Morris, 2011)* include that successful or high-impact entrepreneurs are more likely to work in partnership with other co-owners; and also tend to have more international customers than average. For the purpose of this study,

After gaining some understanding about the entrepreneurial personality, it was vital for the project purposes to learn the process an entrepreneur might go through to build a business. *The GEM project (Roland S., 2012)* illustrates the different phases of entrepreneurship, from start-up, to established operation, through final discontinuance. (See Fig. 2-2). Circum-

stances will affect the process phases, but still this model comprises the basic elements of the journey, while remaining flexible to adaptation.

Moreover, this particular model was key in (a) providing appropriate entrepreneurial business terminology, which helps to bring attention from possible sponsors or partners to the project, and (b) in the detection of gaps or opportunities in the development or start-up process that could be fulfilled by the **Nexo** system in the Latin America context (See Fig. 2-3)

2.2.3. Innovation networks and communities of practice

These aspects were investigated to demonstrate the growing relevance of communities of practice for entrepreneurs as a means to create effective business proposals and start-up operations. The understanding obtained from these particular topic areas was key in the development of a plan to cultivate a community of practice of entrepreneurs presented in **Nexo**.

Collaboration is key to innovation. As stated by Sawyer (Sawyer, 2008) “lone genius is a myth; instead, it’s group genius that generates breakthrough innovation. When we collaborate, creativity unfolds across people; the sparks fly faster, and the whole is greater than the sum of its parts”. Based on his perceptions and initial research on collaboration, a conceptual model was created at the early stages of the thesis project as seen in (Fig 2-4).

Effective collaboration takes place in communities of practice. As described by Etienne, MacDermott, & Snyder (2002) Communities of practice are groups of people who, on an ongoing basis, meet informally to share a concern or a passion about a topic. Such interactions are valuable because they enlarge help spread knowledge and expertise in specific subject areas. Over time, and after these interactions and knowledge exchange, they may evolve organically and develop a body of common knowledge, practices and approaches. The authors provide a community of practice model which comprises three essential elements: Domain, Community and Practice. This model was helpful for this thesis project because (a) it provides a common language that facilitates discussion and efforts to gain legitimacy, sponsorship and funding, and (b) it guides the process of designing a community by indicating the various areas of focus. At the same time the seven principles to design a natural, spontaneous and “alive” community offers a framework in the design of the **Nexo** 1.0 community. This begins with preexisting personal networks and eventually will evolve through the web of relationships among community members; this organic growth and the mix of familiarity and exciting activities helps foster information-sharing and enthusiasm within the community.

Furthermore, it was relevant for this thesis project to understand theories such as “*Network reflection*” in the work of Anne Haugen Gausdal (Gausdal, 2008), since it provides good examples of how innovation is more and more seen as the product of

co-ordinated efforts of many people distributed in different organizations, private as well as public. In her work, Gausdal illustrates how a regional university may contribute in developing an existing network into a regional innovation system, by organizing courses tailored to the needs of network members. Hence, the value of her structure for this project lies in its potential to increase connectedness, establish relationships, and build trust among participants.

Research on dispersed collaboration was also conducted to establish a framework for the development of **Nexo 2.0 online community**, which will connect entrepreneurs, mentors, investors and different actors from different cities across the Latin American region. According to Lipnack & Stamps (1997) the success of virtual teams depends on the right mixture of three specific components: people, purpose and links. A shared purpose or goal is the glue that holds all the teams together. Links include the interactions, implemented technologies, and the relationships that emerge among team members. The authors analyze the transition from face-to-face to virtual collaboration or technologically mediated communication, over time. Considering their theory around virtual collaboration, this approach provides a deeper understanding of how trust could be established within **Nexo's** virtual environment and to foster the links or relationships among community members.

2.2.4. Technology supporting collaborative work

It was relevant to the project to establish a theoretical framework to address the needs of entrepreneurs on collaborative technology. Research on this topic focused on Computer-supported cooperative work CSCW, which combines the understanding of the way people work in groups with enabling technologies of computer networking and associated hardware, software services and techniques (Wilson, Computer, & Branch, 1991). One of the most common representations of CSCW systems is a matrix introduced by Johansen in 1998 (See fig 2-5). The matrix comprises work contexts along two areas: First, collaboration is either co-located or geographically distributed, and second, individuals collaborate either synchronously (same time) or asynchronously (not depending on others to be around at the same time). The significance of the matrix for this project lies on its potential to provide a deeper know-

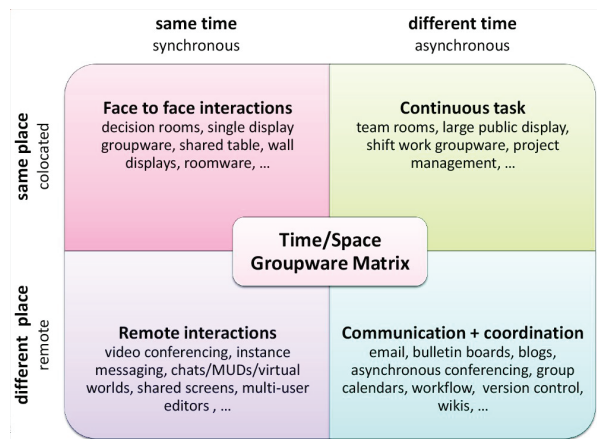


Fig 2-5. Groupware matrix
Source: Wikipedia

ledge pertaining to groupware applications and how people work within groups and organizations and the impacts of technology on those processes. This approach goes beyond analyzing only the current technology itself and helps to maintain a flexible mindset with which to adapt next stage forthcoming collaborative technologies.

Another important finding were the 8 steps described in the book *“Virtual Teamwork: Mastering the Art and Practice of Online Learning and Corporate Collaboration”*(Ubell, Mayadas, & Hultin, 2010), to analyze user needs:

1. Determine what problem you are trying to solve.
2. Identify your current status, using a co-called “SWOT”(strengths, weaknesses, opportunities, threats) analysis.
3. Inventory current capabilities (tools, processes, team, and so on).
4. Identify your goals.
5. Recognize the gap between where you are and where you want to be.
6. Identify communication needs and types.
7. Compile your selection criteria and identify tasks.
8. Determine your budget and schedule.

For the purpose of the Nexo project, these steps could be useful in the process of advising companies on which technologies they could use to collaborate in dispersed locations.

Finally, understanding the current state of collaborative software available to support dispersed collaboration was key to developing the ultimate stage of this thesis project. Research was conducted into the needs of users located in small businesses in Latin America; their requirements are very specific: technology should be low-cost, available for teams in different platforms and easy to use. Information concerning technologies available to communicate and conference effectively under the limitations mentioned above was acquired in the software websites, using free trials of these products and interviewing informed people about their recommendations. The material collected was organized in the (Table 2-1, included in the attached presentation) indicating comparative effectiveness for group collaboration.

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Appendices

Presentation link: <http://prezi.com/an8jaoeo9lrp/nexo-master-thesis-project/>

The logo consists of the lowercase letters 'n', 'e', 'x', and 'o' in a bold, sans-serif font. Each letter is composed of several overlapping, semi-transparent geometric shapes in various colors: orange, pink, purple, blue, and teal. The 'n' is primarily orange and pink. The 'e' is a mix of purple and pink. The 'x' is primarily blue and purple. The 'o' is primarily teal and blue. The letters are set against a plain white background.

nexo

Designing a community to foster
high-impact entrepreneurship
and innovation in Latin America

A Master Design Management
Thesis project by Adriana Guzman

University of Kansas | School of Architecture, Design & Planning

CENTRAL AMERICA
+ THE CARIBBEAN
+ SOUTH AMERICA
= LATIN AMERICA

Mexico
Guatemala
Honduras
Nicaragua
Costa Rica
Panama
Cuba
Republica Dominicana
Puerto Rico
Colombia
Venezuela
Ecuador
Peru
Brasil
Bolivia
Paraguay
Chile
Uruguay
Argentina



7,880,000 sq mi.

More than 590 million people

A LARGE PORTION
IS YOUNGER THAN
25 YEARS

A LARGE PORTION
IS YOUNGER THAN
25 YEARS

Puerto Rico

Colombia 

Venezuela

Ecuador



5th

LARGEST
ECONOMY
IN TERMS OF GDP
IN LATINAMERICA

and the 3rd MOST
POPULOUS

#4

IN TOTAL
ENTREPRENEURIAL
ACTIVITY

ACCORDING TO GEM GLOBAL 2012

COLOMBIA
TODAY
IS CONSIDERED
TO BE ONE OF
THE WORLD'S
GREAT EMERGING
ECONOMIES.

WHAT
IS THE PROBLEM?

LATIN AMERICA
MUST CREATE
MORE THAN
50 MILLION
NEW JOBS

 BY 2020



Global Employment Trends 2012 report from
International Labor Organization.

ONLY A SMALL
PERCENTAGE
OF SMALL BUSINESSES
AND STARTUPS SUCCEED.

WHY?
do they fail?

- ▶ Limitations to knowledge exchange
- ▶ Inadequate training and support in adapting to new technologies
- ▶ Lack of international cooperation
- ▶ Low propensity to trust

Bogotá Empreende “Redes Empresariales” and GEM-Bogotá 2009

HOW

COULD AN INTEGRATIVE DESIGN
APPROACH TO ENTREPRENEURSHIP
AND INNOVATION ACTIVITIES
FOSTER MORE CREATIVE BUSINESS
PROPOSALS AND MORE SUCCESSFUL
NEW START-UPS, THEREBY IMPACTING
REGIONAL ECONOMIC GROWTH?

Possible solution:

PROMOTING A
GENERATION
OF MORE INNOVATIVE
AND HIGH IMPACT
ENTREPRENEURS

TO SCALE SMALL- AND MEDIUM-SIZED
ENTERPRISES (SMEs) INTO LARGER BUSINESSES





Stage 1.

Discovery

Understanding the service context and the users by using different qualitative methods as interviews, analysis on competitors, field notes and a revision of literature on the topic



Identifying potential user needs: Interviews and surveys

User expectations
Dreams and desires
Challenges

"Sometimes, I don't know where to look for information"

Gabriela Alfaro
Established Small business owner
(Costa Rica)

"You have to be smart if you plan to convince entrepreneurs to collaborate"

Jose Maria Miselem
Former Entrepreneur
Business Consultant (Panama)

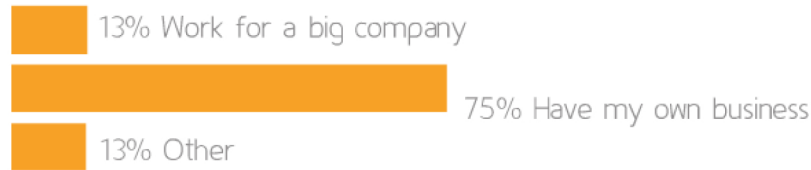
"We didn't know where to start. We knew we wanted to have our own business"

Pablo Bustamante
Nascent Entrepreneur
Co-Founder 4to Pixel
Colombia

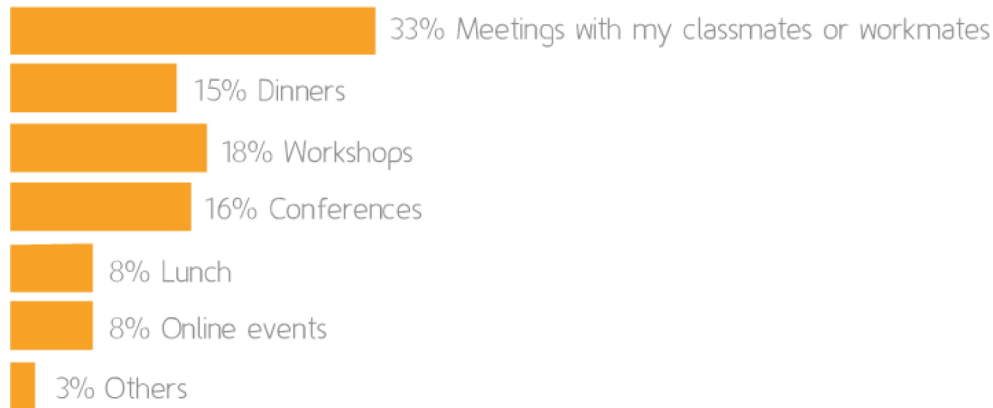
"I started the business with them because I have know them since we were kids, I don't trust easily"

Felipe Barriga
Nascent Entrepreneur
Co-Founder 4to Pixel
Colombia

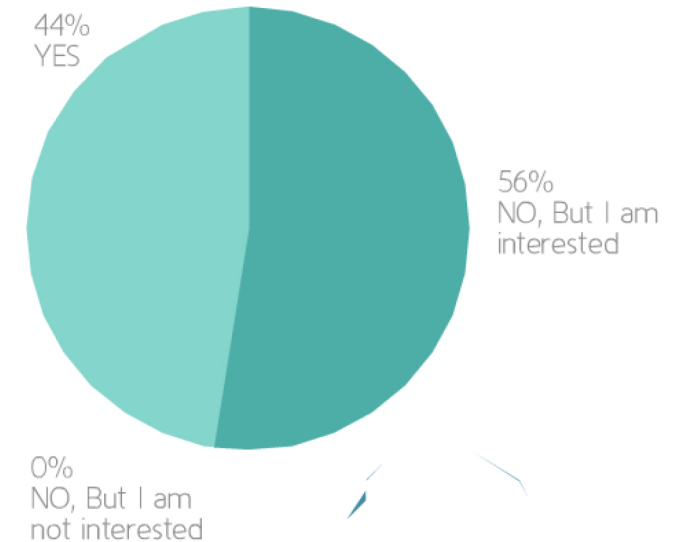
WHAT ARE YOUR PROFESSIONAL ASPIRATIONS?



WHERE DO YOU USUALLY MEET AND ESTABLISH NEW RELATIONSHIPS?



DO YOU HAVE ANY EDUCATION AND/OR TRAINING IN ENTREPRENEURSHIP?



Identifying potential user needs: Interviews and surveys

Persona development

"Personas are fictional profiles developed as a way to represent a particular group of users based on their shared interests" This is Service Design Thinking



JOSE The Connector

Entrepreneur and Business consultant

Jose is father of two young boys, David and Elias. He has been an entrepreneur since he was in college. Described by his friends as a person with an incredible energy and contagious optimism. He knows relationships are key to everything, that is why he is always serving as a connector among friends, family and coworkers.

Needs:

Opportunity to give talks and advices to young entrepreneurs, share his personal experience



MAFE The Change-Maker

College designer student

Mafe is an energetic young designer about to graduate from college. She often gets involved in extracurricular activities. Passionate about design she is worried about her life after graduation. There are few job opportunities and she has been thinking in start a design studio with her two best friends Clara and Felipe.

Needs:

Training in business creation and information about funding.
Translate their idea to a business plan to get funding to start.



PABLO The future-concerned

Start-up co-founder

Pablo is know as a risk-taker, confident and talkative. After teaching at the University he decided to start a web development business in partnership with a friend. This is his second year and things have been going well so far. They have seven employees and are decided to hire more if they continue growing. He wants to connect to international costumers, but he doesn't know where to start.

Needs:

Guidance to attract international costumers
Advising on technology for dispersed collaboration
Funding to go global.

Competitive analysis

Comparative table of Networks and programs supporting entrepreneurs in Colombia

						The project
Shared workspace for collaboration						◆
Inspirations for success	◆				◆	◆
Mentoring programs	◆	◆	◆	◆		◆
Local collaboration (City/Country)	◆	◆	◆	◆	◆	◆
Global collaboration	◆	◆			◆	◆
Business idea contest		◆	◆		◆	◆
Strategic partners and angel investors	◆	◆	◆	◆	◆	◆
Easy to access						◆
Technology supporting collaborative work						◆
Continuous support			◆	◆		◆
Match profiles for collaborative work						◆
Networking events	◆	◆		◆	◆	◆

Studying successful models



SomosMas

TEDTalk

SoMoLend

Match.com

Inspiration Station by Dell

CrowdCall

ServiceJam

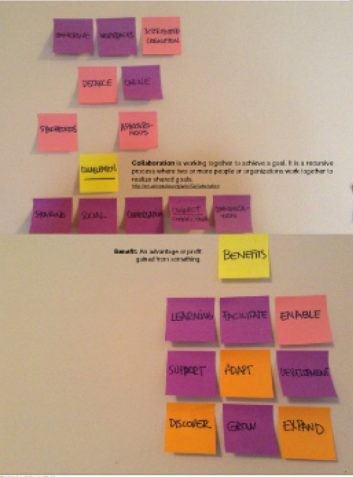
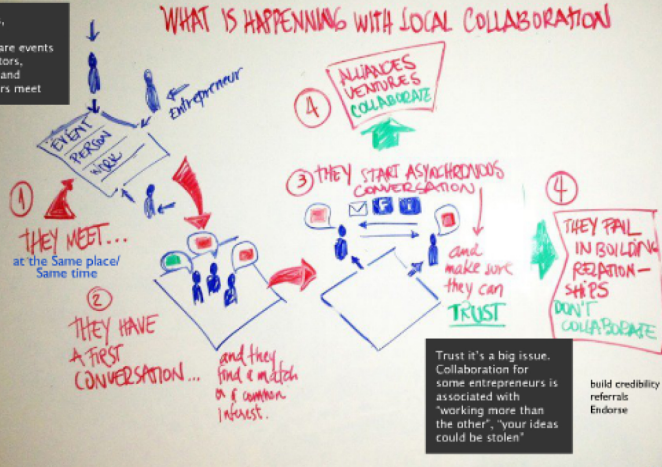
Second phase, Make is about visualizing the first ideas in the form of rough prototypes.

Stage 2. Make



Brainstorming and mapping

Conferences, workshops, exhibitions are events where investors, consultants and entrepreneurs meet



After revising literature and interviewing, organizing the main ideas or concepts around the problem are used to apply different methods such as card sorting, mapping ideas and previous experiences



SORPRENDEME

HABILIDADES

IDEA DE NEGOCIO

SOCIOS

COMPARTE

MIS HANGOUTS

MIS SUEÑOS

QUEYO
NIZ

EVENT

WOR

SOET

APRENDE

SKILLS

NEXO

EVENTS

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ATIONS
PAGES

STORIES

QUOTES

DOWNLOADS

SURPRISEME

PROGRAMA
MENTOR

PREGUNTAS

TABLERO
DE IDEAS

COMPARTE
TU IDEA

LINKS

SEARCH

JUAN DOE | LOG OUT

IDEA 1

SABIAS QUE...

APLAUSO

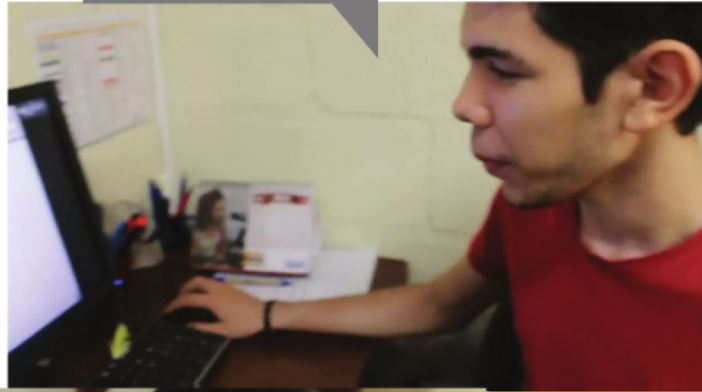
UNETE

NEXO

STORIES

Testing the prototype with potential users

"It seems interesting to find everything in the same place about your field"



"Sometimes is confusing, I need more information."



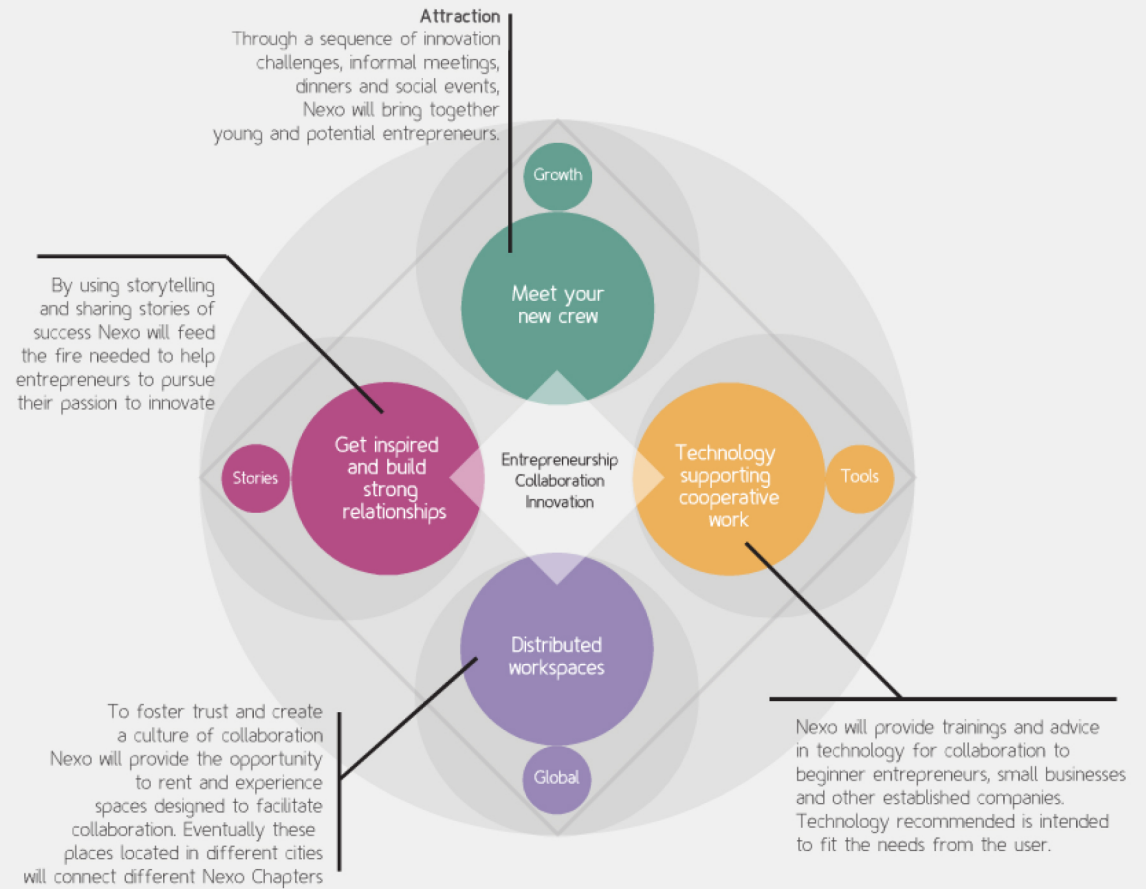
"I like the idea of having a personal mentor someone I can trust and ask what I need to know"



Stage 3. Reflect

This phase provides an organized solution to the problem using concept prototyping and scenarios.

The community's concept prototype





Entrepreneurship
Collaboration
Innovation

Attraction

Through a sequence of innovation challenges, informal meetings, dinners and social events, Nexo will bring together young and potential entrepreneurs.

Growth

Meet your
new crew

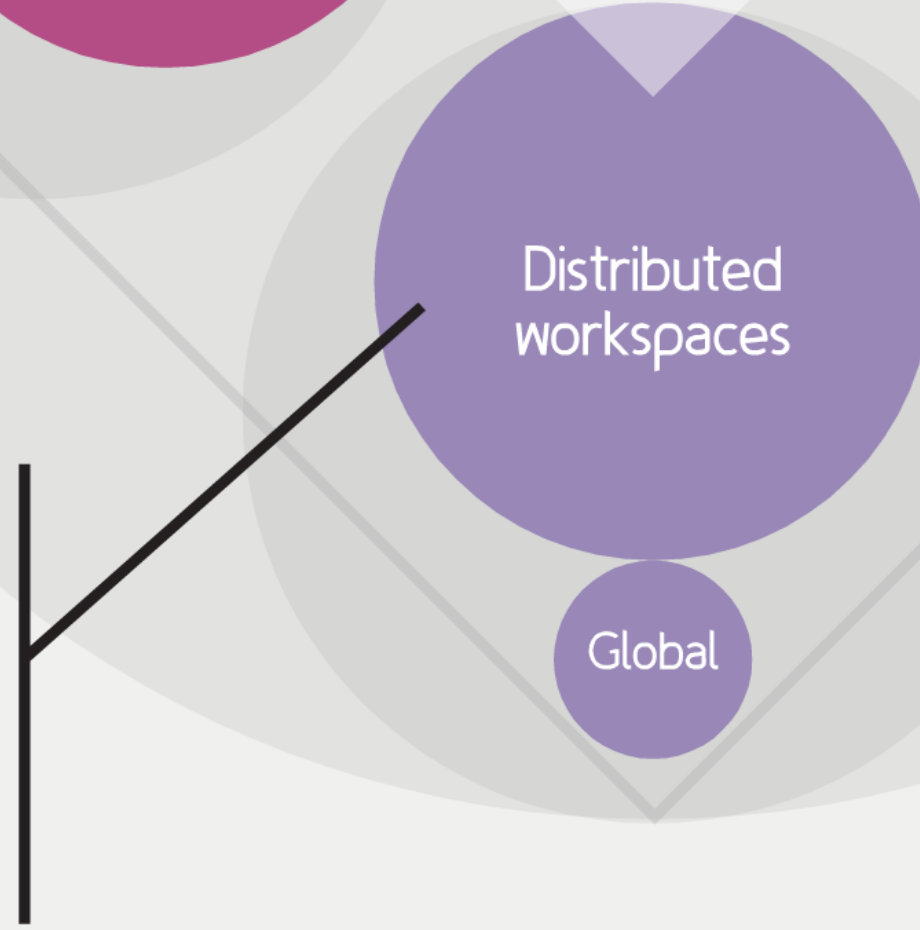
By using storytelling and sharing stories of success Nexo will feed the fire needed to help entrepreneurs to pursue their passion to innovate

By using storytelling and sharing stories of success Nexo will feed the fire needed to help entrepreneurs to pursue their passion to innovate

Stories

Get inspired and build strong relationships

To foster trust and create a culture of collaboration Nexo will provide the opportunity to rent and experience spaces designed to facilitate collaboration. Eventually these places located in different cities will connect different Nexo Chapters



A diagram on the left side of the slide features two overlapping orange circles. The larger circle on the left contains the text 'Technology supporting cooperative work'. A smaller circle to its right contains the text 'Tools'. A black line originates from the bottom of the larger circle, extends downwards and to the right, and then turns horizontally to the right, ending above a block of text.

Technology supporting cooperative work

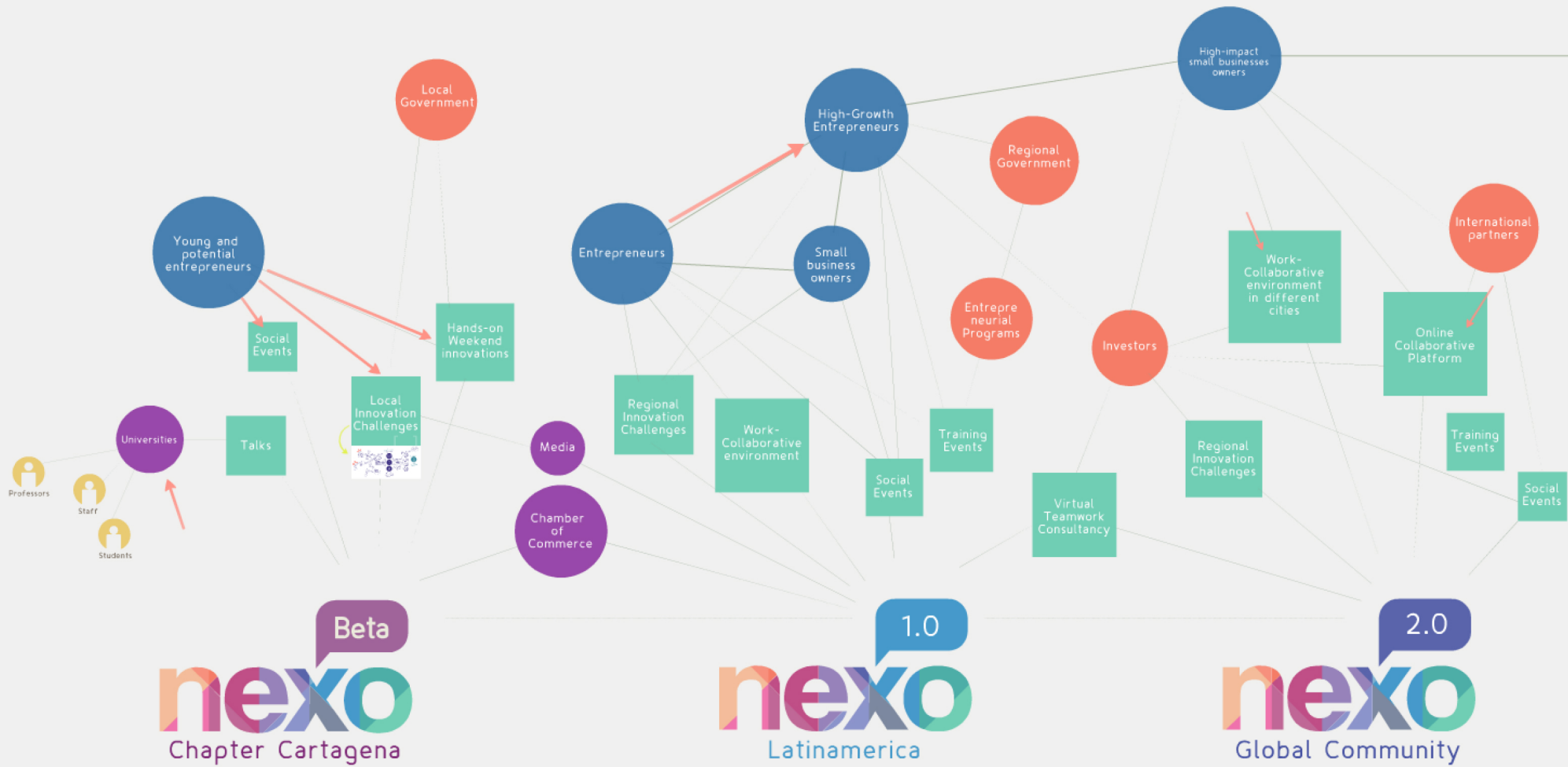
Tools

Nexo will provide trainings and advice in technology for collaboration to beginner entrepreneurs, small businesses and other established companies. Technology recommended is intended to fit the needs from the user.



Community of high-impact
entrepreneurship and
innovation in Latin America

nexo



Beta

nexxo

Chapter Cartagena



Young and potential entrepreneurs

Entrepre

Social Events

Hands-on Weekend innovations

Local Innovation Challenges

Talks

Universities

Media

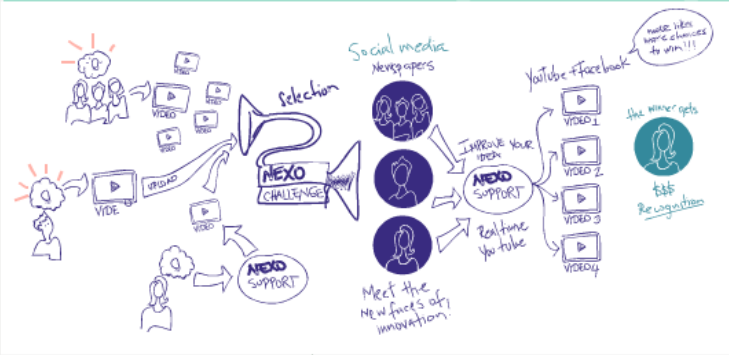


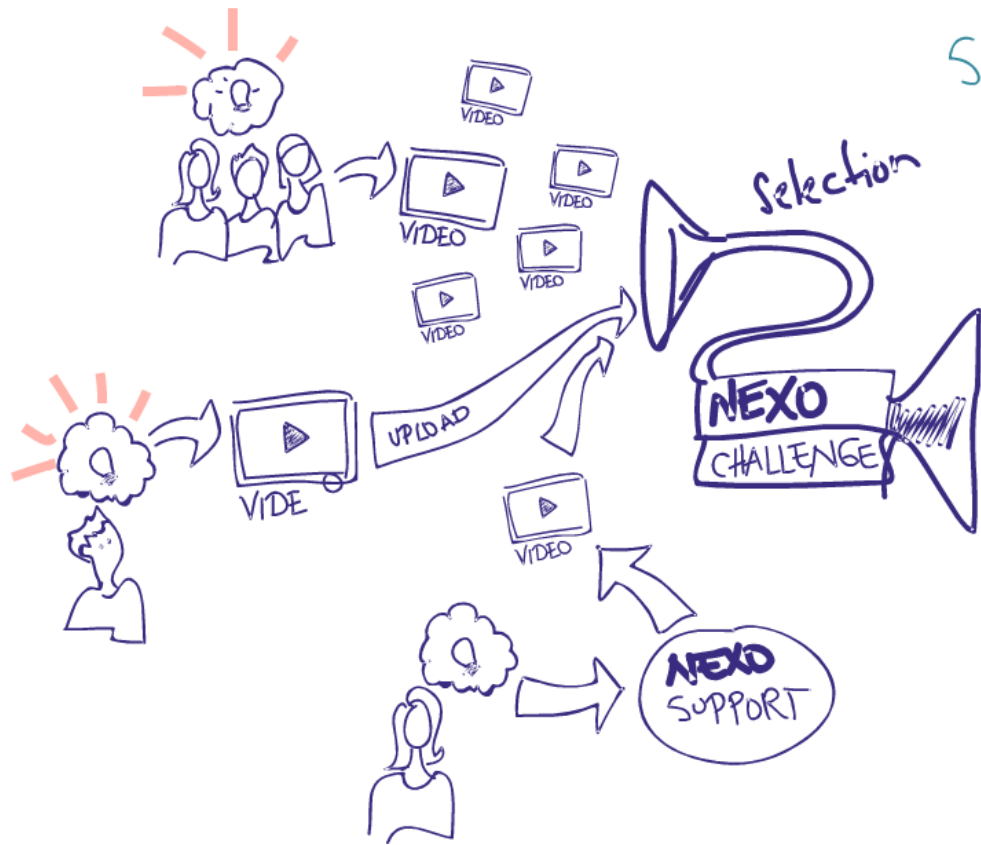
Hands-on
Weekend
innovations

The diagram consists of two teal rectangular boxes. The box on the left is partially visible and contains the word 'Local'. The box on the right is larger and contains the text 'Hands-on Weekend innovations'. Two red arrows originate from the left side of the image. One arrow points from the top-left towards the top-right box, and the other points from the top-left towards the bottom-left box. Thin grey lines connect the arrows to the boxes: one line connects the top-right arrow to the top-right box, and another line connects the bottom-left arrow to the bottom-left box.

Local

Local Innovation Challenges





Social media
Newspapers



Meet the
New faces of
innovation.

IMPROVE YOUR
IDEA

**NEXO
SUPPORT**

Realtime
YouTube

Youtube + Facebook



more likes
more chances
to win!!!

the winner gets



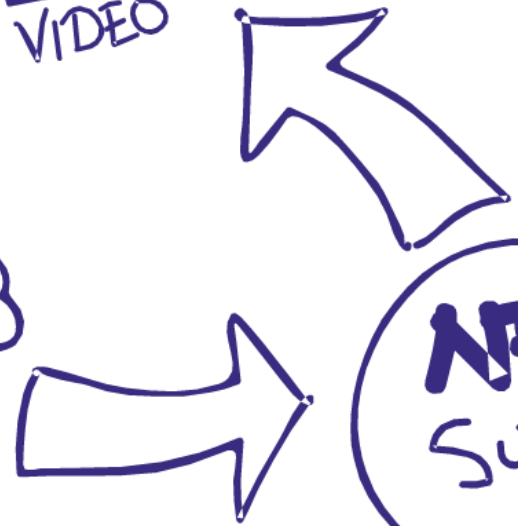
\$\$\$
Recognition



UPLOAD

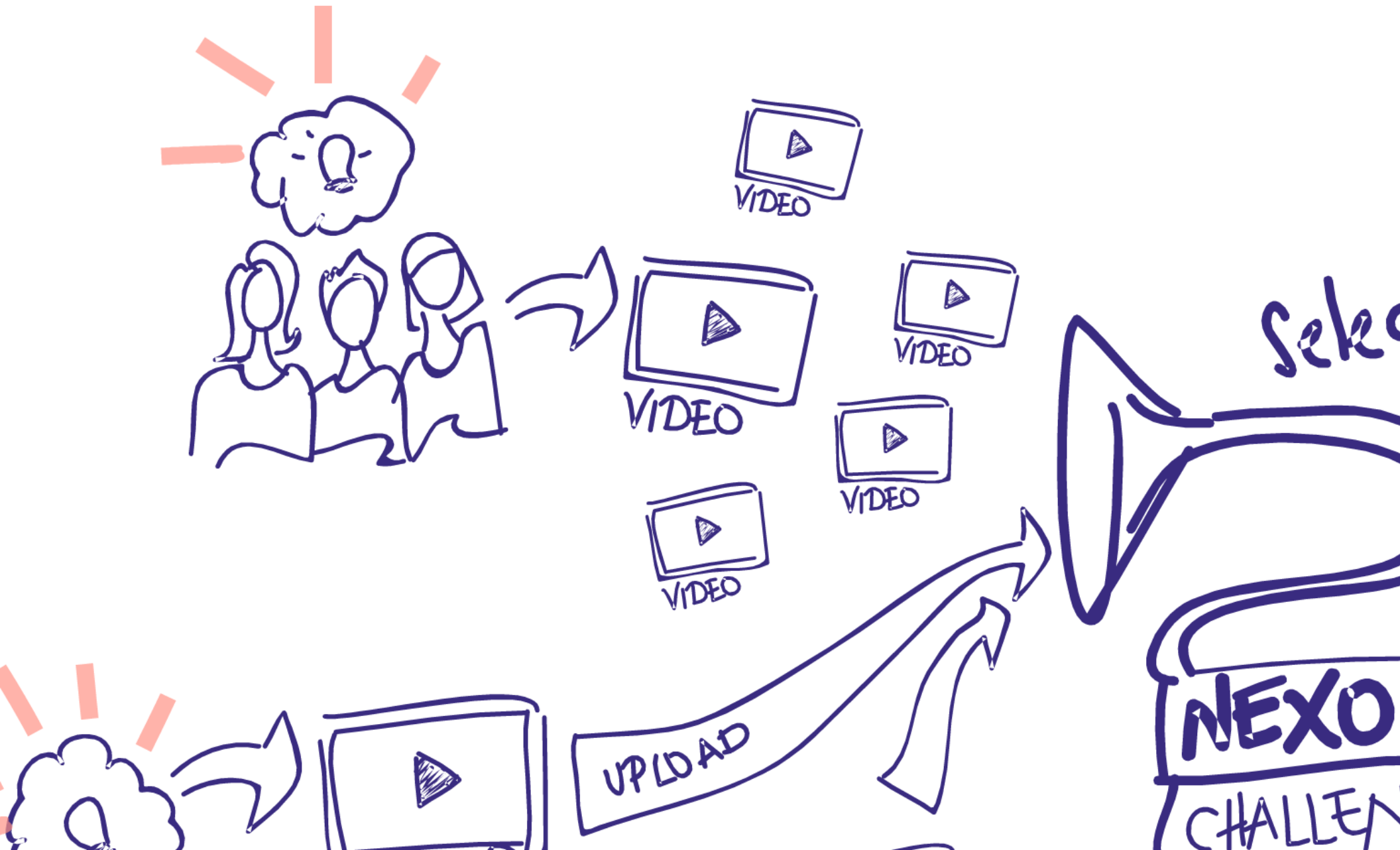


VIDEO



NEXT
SUPP







selection



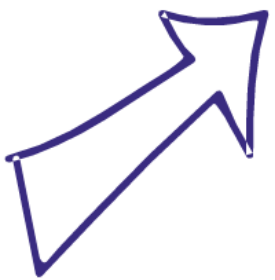
NEXO

MAINTENANCE

CHALLENGE



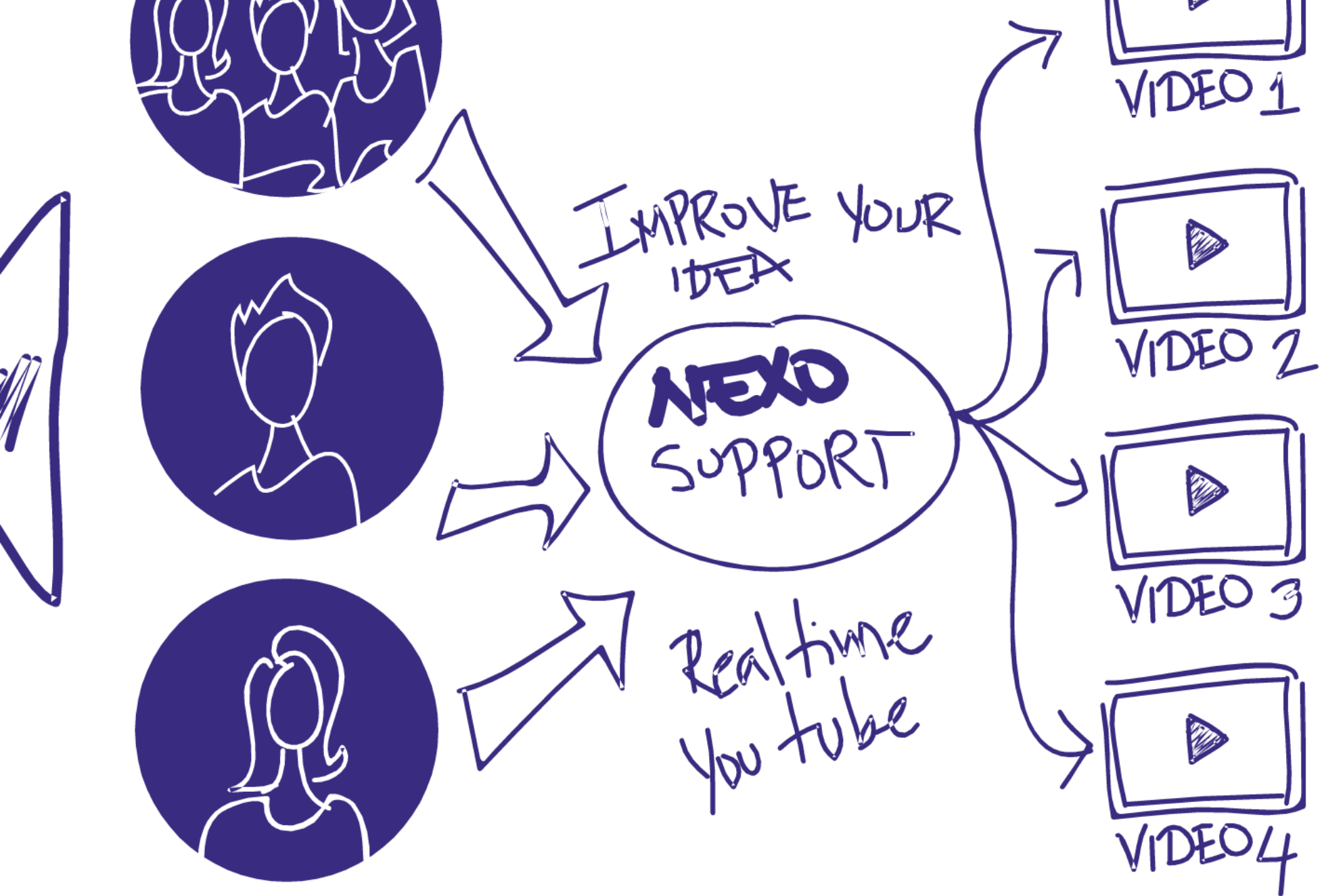
SUPPORT



Realtime
You tube

SUPPORT

Meet the
New faces of
innovation.



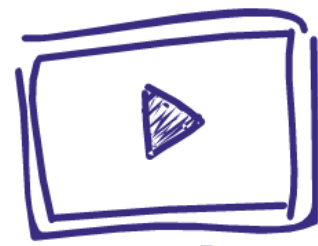
Next Step

YouTube

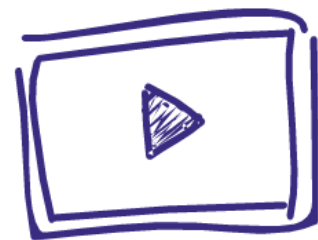
LOVE YOUR
FA

VIDEO
SUPPORT

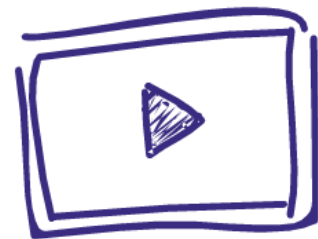
alltime
tube



VIDEO 1



VIDEO 2



VIDEO 3



the winner gets



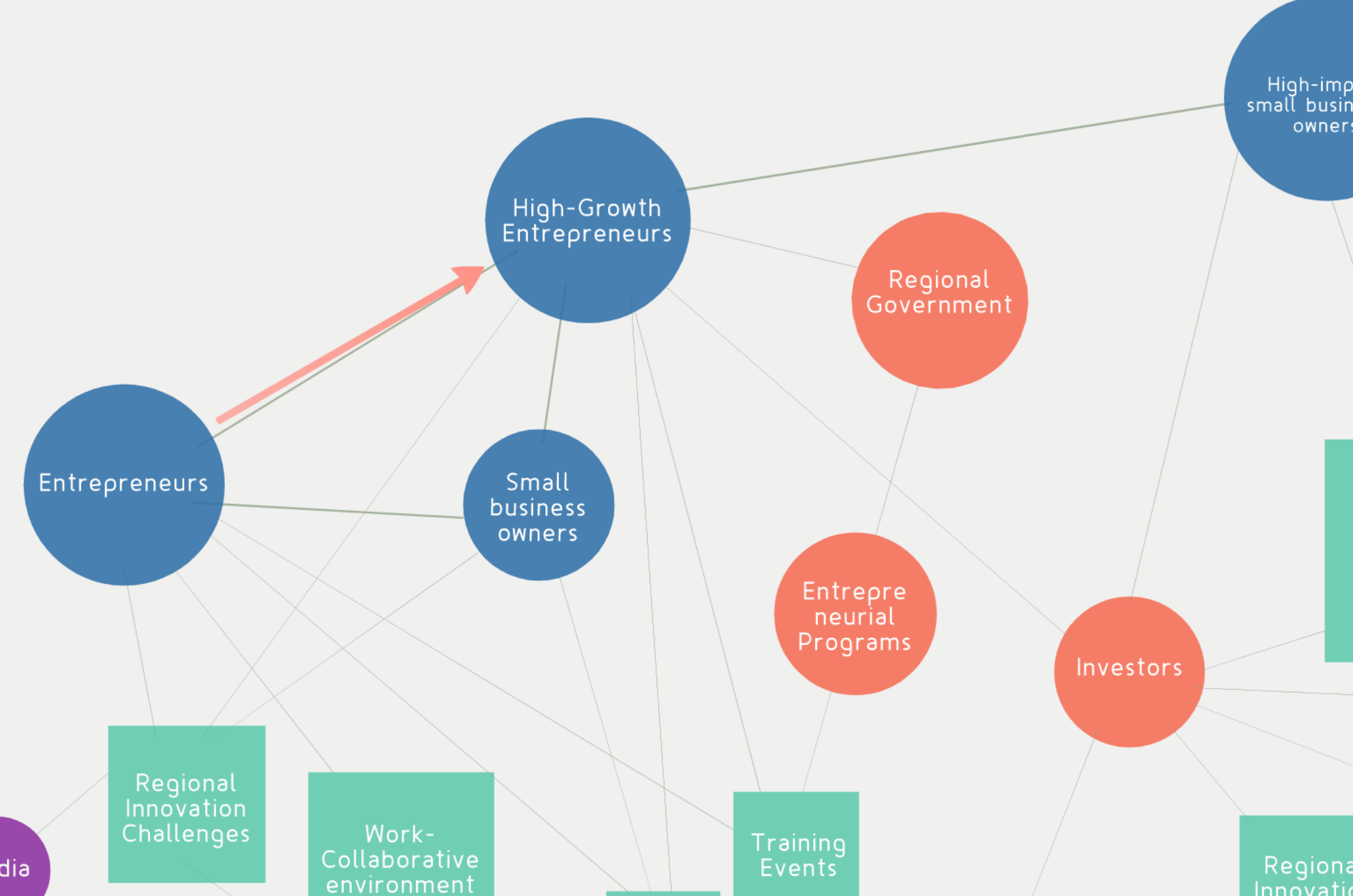
\$\$\$
Recognition



1.0

nexko

Latinamerica



Work-
Collaborative
environment

Social
Events

Training
Events



2.0

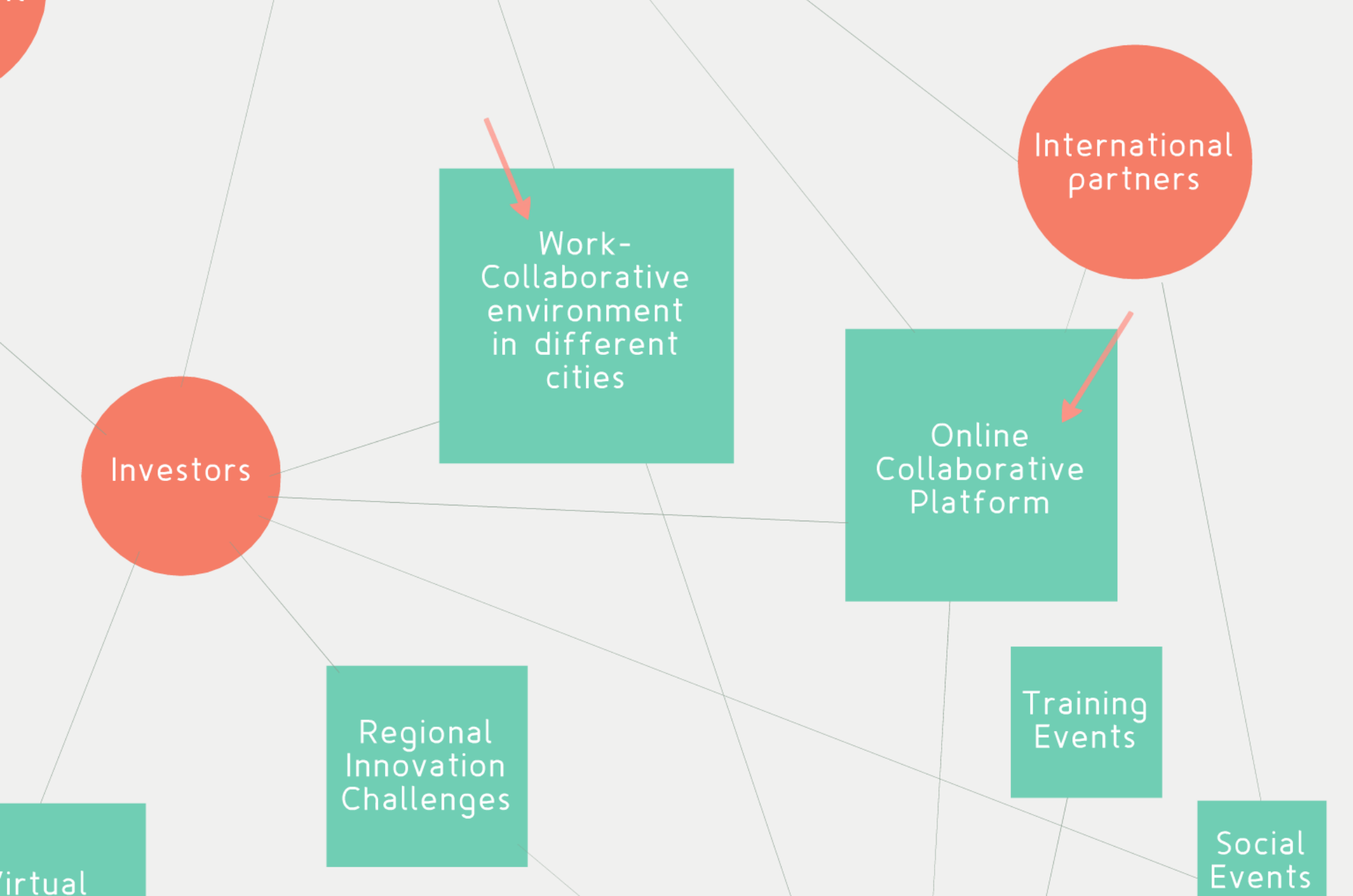
nexko

Global Community

Virtual
Teamwork
Consultancy

The image features two teal-colored rectangular boxes on a light gray background. The box on the left is larger and contains the text 'Virtual Teamwork Consultancy'. The box on the right is smaller and contains the text 'Regional Innovation Challenges'. Thin, light gray lines connect the corners of the boxes, forming a network-like structure. Specifically, lines connect the top-left corner of the left box to the top-left corner of the right box, the top-right corner of the left box to the top-right corner of the right box, and the bottom-right corner of the left box to the bottom-right corner of the right box.

Regional
Innovation
Challenges



Investors

International partners

Work-Collaborative environment in different cities

Online Collaborative Platform

Regional Innovation Challenges

Training Events

Social Events

Virtual

WHAT
IS NEXT?

Stage 4 Implement

We share a vision that communities of practice
will help shape society with pervasive
knowledge-oriented structures.
They will provide new points of stability and connection
in an increasingly mobile, global and changing world”

(Etienne, MacDermott, & Snyder, 2002)

THANK YOU