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IN THIS ISSUE

EDITOR'S NOTE

Entrepreneurship starts with an idea. It is about building businesses, creating new jobs, developing new products and ultimately serving others. Entrepreneurship also offers prosperity that puts developing nations on the path to success. It gives people the chance to channelize their energy, their passion and something that is bigger than themselves.

Previously, being an entrepreneur was not easy in Pakistan. It was tough to get started. It was challenging to access capital investment. It was hard to get the skills needed to run a business. It was also difficult to get in touch with mentors & domain experts who could help guide startup founders along the way.

I appreciate the role of our government and private organizations who took the initiative and built multiple incubators and accelerators all across Pakistan. In last two years, billions of rupees have been injected in startup ecosystem and we established the best platforms in all the major cities of the country.

These platforms are now providing co-working space, mentorship, investment opportunities, industry networks & the skills required to run a successful startup and I hope these initiatives will also enlighten our small cities and to channelize the youth of rural areas in near future.

I am excited that we have started the process. While it is early to say that these platforms are creating success stories, we should not lose hope in this golden ecosystem.

We look forward to a positive & progressive Pakistan!



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Words of Wisdom

Jim Rohn
Author & Motivational Speaker

Formal education will make you a living. Self-education will make you a fortune.

Tony Hsieh
CEO Zappos

Chase the vision, not the money. The money will end up following you.

Josh James
CEO Domo

When you find an idea that you just can't stop thinking about, that's probably a good one to pursue.

Joe Apfelbaum
CEO B2B Digital Marketing Agency

Micromanage the process, not the people.

Biz Stone
Co-Founder Twitter

Timing, perseverance, and ten years of trying will eventually make you look like an overnight success.

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National Incubation Center

NIC Islamabad Hosts Rob Thurner for Digital Transformation Bootcamp

The National Incubation Center in Islamabad hosted an open event, "Digital Transformation Bootcamp" on Feb 24, 2018, conducted by one of the leading digital marketers, Rob Thurner (Founder & CEO - Burn the Sky). A digital marketing strategist, he gave the attendees insights on how to embrace the 4th industrial wave and also gave a session on Digital Banking. The bootcamp focused on exploring new techniques which will help the digital experts to define the digital vision for their business, tackle poor management processes and embrace a 'move fast, fail fast' culture to drive innovation, and learn techniques for building Minimum Viable Product prototypes.



Teamup Concludes Entrepreneurship Bootcamp At NIC

Teamup, in collaboration with the American Embassy and the Pakistan U.S. Alumni Network (PUAN), successfully concluded a five day entrepreneurship bootcamp on March 17, 2018 at NIC Islamabad. Thirty U.S. Government-funded exchange program alumni entrepreneurs of PUAN attended the program. The bootcamp was designed specifically for young individuals who are prepared to validate the feasibility of their business concept and build on their business models. The event kicked off on March 12th with opening remarks from Parvez Abbasi (Project Director NIC), Thomas Montgomery (Public Diplomacy Officer - American Embassy) & Saad Sohail (Manager - Digital Platforms and Entrepreneurship, Jazz). It included teaching and mentoring sessions on startup ecosystem. Trainers taught participants about the basics of running a business and the participants experienced fireside chat sessions with NIC startups; Anzen, Mapalytics, Mauqa Online and Auto X. Expressing her views at the occasion, Arlissa Reynolds (American Embassy's Country Cultural Affairs Attaché) said: "The U.S Embassy is proud to have partnered with the NIC, Teamup, and PUAN to sponsor this wonderful boot camp."



NIC Teams Up with TMUC

The National Incubation Center entered into an agreement with The Millennium University College. Parvez Abbasi (Project Director - National Incubation Center) and Chaudhry Faisal Mushtaq (CEO Roots Millennium Schools and TMUC) signed an MOU at the premises of TMUC. Both parties agreed to commit themselves in building the entrepreneurial eco-system of the country and focus on empowering the youth by reinvigorating the ambitious spirit in them.





PLAN9 INCUBATES SIX HARDWARE DRIVEN PRODUCTS FOR 11TH CYCLE

In its 11th cycle of incubation, PITB's tech incubator Plan9 is currently incubating six hardware driven tech products. These ideas include **Smart Mirror** that displays widgets such as weather, apps and emails directly from smart phones. **JF LABS** to create a drone to enhance the efficiency of the cultivation process. **Water9** to create a water filtering mechanism that uses the power of ozone and reverse osmosis to eradicate water borne diseases in fruits & vegetables and it will also remove arsenics. **vSWAT** for creating a 4D VR jacket, a product for every gamers dream to provide haptic feedback for cold/heat and pressure for a richer VR experience. **InovoTech**, a device designed to detect the water level in household tanks and control water supply accordingly to help households to monitor the water levels through their smart phones and **Zeus Urban Farms** for creating a hydroponics solution for urban farming committed to building and sustaining a community of urban farmers to address the food requirements of a local community.



STARTUP FEST '18

Date: 8th of September, 2018

Venue: Pak China Friendship Center Islamabad

Lock your dates ladies and gentlemen for the biggest entrepreneurial extravaganza of the year! Startup Fest 2018 will witness the largest gathering of startup founders, innovators, incubators, investors, educators & policymakers in Pakistan coming under one roof to collaborate & celebrate the success of the country's startups.

Startup Fest features a grand national startup conference, an extravagant small business expo, engaging sessions, exclusive investor pitches, interactive how-to sessions, thought-provoking predictions and a musical night for all those who will be part of this legacy.

ON TO SEE OBSTACLES AS
OPPORTUNITIES
ANONYMOUS

FOUNDER STORIES

Startups Development Institute launched "FOUNDER STORIES"; a monthly networking event series featuring the success stories of change makers, startup founders & national leaders from all across Pakistan. It provides an opportunity for the participants to get personal mentorship from the guest of the month. The invited guest narrates his/her life struggles and provides lifelong lessons to the budding entrepreneurs.

The first episode was held on March 25th. CEO Roots Millennium Schools, Chaudhry Faisal Mushtaq (TI) was the featured guest.

Around 60 people (including startup founders, businessmen, corporates and university students) attended the first episode. This fireside chat was followed by an open Q&A session and then networking tea and refreshments were served.

The second episode was held on April 17th with Dr. Muhammad Amjad Saqib. He is Executive Director and Founder of Akhuwat; World's largest interest free microfinance program.

The third episode was with the renowned corporate trainer & motivational speaker, Umair Jaliawala on May 4th.



Don't forget to book your seats for Founder Stories

Special Ramzan Episode!

Topic: Prophet Muhammad (SAW) as an Entrepreneur

Date: June 1st, 2018

Venue: Bar BQ Tonight Restaurant Islamabad



Momentum is a global startup community designed to educate, inspire and connect Pakistani entrepreneurs who work on innovative and disruptive technologies to create the knowledge economy to drive Pakistan's growth over the coming decade.

In continuous efforts to serve the economic development of Pakistan and building new platforms for the budding youth, Momentum reached its conclusion after the two-day grand affair was held on 19th and 20th of February 2018, at Expo Centre, Karachi, in a bid to bridge the gap between ideas and investment.

The conference was graced by 300 startups who participated from all over Pakistan and showcased their innovative ideas and strategies. Around 50 practicing professionals and entrepreneurs conducted interactive workshops and seminars on successful startups and survival as an entrepreneur in the modern market.

Furthermore the participating startups availed the exclusive chance of pitching their proposals to around 25 investors and multiple representatives from no less than 25 incubators and accelerators during the meet and greet sessions.



Graduation Day of the 2nd Cycle of Peshawar 2.0's Revolt

Revolt is an intense 12-week sprint by Peshawar 2.0 for founders, entrepreneurs or students who want to turn their ideas, products, prototypes, and final year projects into startups.

Peshawar 2.0 held the graduation day of the 2nd cycle of Revolt at Basecamp Peshawar. After the conclusion of Revolt's second 3-month cycle, young entrepreneurs who developed raw ideas into prototypes and startup businesses presented in front of a packed house. Revolt winter cycle had kicked off in December 2017 with 9 startups and 20 incubatees.

All the long hours, stress, hard work and excitement of 3 months came down to the final presentations of Demo Day. The event was attended by techies, designers, founders, university professors, government officials, investors, creative folks and it ended with a networking session. 7 Teams pitched at Demo Day of Revolt: League X, Donatello, RKconnect, Unidesk, Jingles, Khpal Dukan and Hujra Schools.



HULT PRIZE

Organizes 5 Semi-Finals across Pakistan

Hult Prize is World's Largest Engine for Social Good and is dubbed as Nobel Prize for Students. Hult Prize is a Million Dollar Social entrepreneurship challenge present in 120+ countries and 1000+ Universities across the globe.

Hult Prize Pakistan successfully organized 5 Semi Finals on 28th April in Karachi, Sukkur, Lahore, Islamabad and Peshawar – in partnership with regional partners. Leading Social Entrepreneurs, Startup Mentors, and Professionals judged student teams for “Disruptive, Scalable and Sustainable Business Ideas” in five Semi-Finals. Top-2 teams from each Semi-Final has moved into next stage of competition. Grand Final for Rs. 5,000,000 National Prize

will be organized on 12th May in Islamabad.

Peshawar Semi Final was organized in partnership with Khyber Pakhtunkhwa Information Technology Board (KPITB) at Digital Youth Summit 2018. Islamabad Semi Final was organized in partnership with National Incubation Center (NIC) Islamabad. Lahore Semi Final partners included Punjab Information Technology Board (PITB) and Plan9. Event was hosted at Arfa Karim IT Tower, Lahore. Sukkur Semi Final was organized in-partnership with Icon by Ghauris and Google Developers Group at IBA Sukkur University. Karachi Semi Final partner was Tech Pakistan and was hosted at Aman Foundation, Karachi.



Ignite Sponsors 4 Startups in Alibaba Acceleration Program

Yusuf Hussain (CEO Ignite) with Hamza Iftikhar (DealSmash), Anum Kamran (Buyon.pk), Komail Naqvi (FiindMyAdventure) and Furqan Kidwai (Dawaai.pk) talking about how the Alibaba acceleration program and

Jack Ma, other than providing invaluable nuggets for their respective startups, inspired them to think big and do something for the community.





KP IS DIGITIZING!

The recent **Digital Youth Summit 2018** brought together the next generation of digital innovators in **Peshawar, Khyber Pakhtunkhwa (KP)**. The summit was organized in collaboration with Jazz, World Bank and Khyber Pakhtunkhwa Information Technology Board (KPITB). It was aimed to attract three key audiences, including Tech industry leaders from Pakistan and abroad, the nascent startup community and young people looking to network and to be inspired. Several panel discussions were held for practical tips and training in areas like **Android development, block chain, e-commerce,**

artificial intelligence, and machine learning.

"Khyber Pakhtunkhwa has embarked on a digital journey and is making every possible effort to capitalize on the opportunities presented through the digital economy. We are investing in digital skills and the required infrastructure to pave the way for a Digital KP. The government has adopted a strategy that focuses on policy reforms and proposes a clear road map in the form of initiatives to support this strategy," said **Dr Shahbaz Khan**, Managing Director of the KP-IT Board.



The latest cohort of startups that graduated from The Nest I/O on April 30 is working to disrupt a diverse set of fields including **education, wedding industry, health & lifestyle, e-commerce retail, discounts through block-chain,** and many more.

NEST I/O GRADUATES 7TH BATCH

A total of 25 startups, which included the graduating batch and some alumni of Nest I/O, pitched to a panel of investors and corporates at the Demo Day event held on 30th April in Karachi. Some of the key investors present at the event included representatives from Fatima Ventures, Elahi Group of Companies, and Bakery. With this being the seventh batch passing out of The Nest I/O in just over 3 years, the total number of graduating startups has hit 139.

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FEATURED STORY

THE FORCE BEHIND IGNITE

"Effectively running a startup is just like weight lifting of the mind. You gotta put in a lot of pressure. You gotta ask a lot of questions; if it's like this then why it's not like that. Its layers within layers. You have to rip apart the layers. You have to go down into the first principles and ask why it's working like that, why haven't the people done it like this before, what are the emerging global trends etc. Asking such vital questions will help you to answer that does my product or service make sense in today's world?"

Yusuf Hussain - CEO Ignite National Technology Fund



TO FIX THE INNOVATION VALUE CHAIN IN PAKISTAN

-- Mission of Ignite
(Formerly National ICT R&D Fund)

Yusuf Hussain, the new CEO of Ignite defined innovation as, *"an idea or an invention which is transformed into a product or service which impacts society"*. The dynamic CEO got approval from the government for **PKR 600 million** to each of the **5 National Incubation Centers** for 5 years from the Ministry of IT. The fund is facilitating the promotion of ICT start-ups, incubators and technology acceleration programs in Islamabad, Karachi, Lahore, Peshawar & Quetta.

Services provided by NICs include: high speed broadband internet, breakout rooms, free co-working space, curriculum for startup education, top business leaders as mentors and innovation labs designed on international standards. The 5 NICs will house more than 200 startups every year with access to state-of-the-art global facilities.

Country's prominent organizations are heading towards innovation. NIC Islamabad is run by Jazz in collaboration with Teamup, Peshawar & Karachi by LMKT, Lahore & Quetta by LUMS and BUITEMS respectively.

DIGISKILLS PROGRAM

"Pakistan is world's 4th largest provider of freelancers, generating \$500M to \$1.3 Billion annually"

This amount is just a fraction of the country's potential as a global IT hub. With its large population, increasing internet connectivity, broadband penetration, highly educated youth, thousands of IT graduates and million plus enrolled university students; Pakistan can increase the number of freelancers manifold. This will help bring in valuable foreign exchange and more importantly, reduce unemployment. Fresh graduates passing out every year are way more than new jobs created!

Ignite
National Technology Fund
(Formerly National ICT R&D Fund)



Training Program for 1 Million Freelancers

Prime Minister Shahid Khaqan Abbasi inaugurated the DigiSkills program, aimed at training one million youth through online training modules & learning management systems in 2 years. The program is said to be the brain-child of **Anusha Rehman (Minister IT)**, who has tasked Yusuf Hussain, to execute the program in best possible manner.

According to CEO Ignite, the program will equip the youth, freelancers, students, professionals, & house wives with knowledge, skills, tools & techniques necessary to seize the opportunities available in local & online job market places to earn a decent living.



STARTUP OF THE MONTH

CRICFLEX



ABDULLAH AHMED
CEO



MUHAMMAD ASAWAL
CHIEF DESIGN OFFICER



WAQAS AHMAD
CTO



DR. HAMMAD CHEEMA
MENTOR

Cricket is the world's second most popular sport but the issue of illegal bowling actions has become a curse. The solution – "CricFlex". CricFlex is the world's first patented wearable technology for cricket. An arm sleeve, embedded with sensors, is worn by the bowler and it instantaneously determines the legality of action, displaying the results on a smart phone. In addition to this, CricFlex tracks arm force, action time and amount of spin to determine the player performance, consistency & effort, ultimately helping the bowler train and improve his performance.

Traction

CricFlex has had major achievements since its inception. The research on this

technology got accepted at an MIT conference. CricFlex has bagged awards like the Telenor IoT Award, Innovator of the Year Award by Pakistan Innovation Foundation. CricFlex won the EO Global Student Entrepreneur Awards. Furthermore, CricFlex got presented at the Kelley School of Business and the US Chamber of Commerce. CricFlex was also the runner up of the Pakistan Startup Cup 2016, Pakistan's biggest startup competition and the winner of Startup Lahore.

Moreover, CricFlex has been featured by ESPN Cricinfo, world's leading cricket news website. CricFlex has also raised funding from Ignite National Technology Fund and is currently incubated at the National Incubation Center, Islamabad.



Features



Real-Time Monitoring
Instantly measure, analyze and display every ball metrics.



Advanced Visuals
Metrics are displayed in easy to understand graphs so you get better insight on your deliveries.



Comfortable Sleeve
Specially designed sleeve for better accuracy and its stretchy fabric gives you support and mobility.



Long Battery Time
Built-in battery gives 15 hours continuous use and can be easily charged in 1 hour.



Mr. Hamza Saeed Orakzai
CEO



Inspiring Story of Hamza Saeed Orakzai

I launched Obortunity in December 2016 when China-Pakistan Economic Corridor was already 2 years old. I had developed a comprehensive plan over 6 months on how to proceed with different problems. For me, the most important problem was cultural integration and research in CPEC. Hence, we started with Mandarin Chinese Language training customized for the Pakistani professionals and business tourism to Gwadar. We also won a research contract on CPEC that positioned us further to integrate our initiatives together.

Entrepreneurial opportunities and unemployment are one of the most critical questions Obortunity is addressing at the moment. The China-Pakistan Economic Corridor has officially entered the second phase of its development, termed as the "Industrial Cooperation". A total of 9 special economic zones have been selected for development, which means that the Chinese investments from the private sector are set to rise.

The unemployment so far is Pakistan's own issue. CPEC has created more than 30,000 jobs and are set to add hundred thousand more. However, the job mentality will take Pakistan nowhere. It's the entrepreneurship and SMEs that will create a huge impact and the youth has an important part to play. For instance, Obortunity created 30 jobs in past 14 months for the Pakistanis. We will create several hundred more in next 24 months. What if we have 3000 such companies in Pakistan working in different fields under the Belt and Road Initiative? The numbers are going to outpace the government forecasts. Therefore, Obortunity is working towards developing an entrepreneurship ecosystem where we can create awareness about opportunities and share our own experiences.

One of the most common misconceptions about CPEC is that it's only a road. Interestingly, road network is just 10-11% of CPEC. It's the energy and gas that takes a lion share of 60% in CPEC. Similarly, many normal citizens do not have any opportunity to tap into which is completely wrong. The new demands and opportunities under CPEC are available for everyone to tap. For example, we just formalized our program, Gwadar Expedition, where we will take businesses every three months to Gwadar and connect them to relevant opportunities and organizations.

I personally feel that the idea is just 30% of the success pie in entrepreneurship. It's important that the entrepreneurs understand what they are signing up for. Having a unique selling point, planning and execution strategy is another

30%. The remaining 40% is the consistency, determination, stamina and self-belief.

Where to start? Well, I think a good start would be write it down and discuss with the people you trust. The pessimists are the best because they tend to identify all weaknesses in your business model. Once validated, take a leap of faith and burn your bridges because only then will you ensure that your idea gets into implementation.



“
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opportunities &
knowledge together
for inclusive &
sustainable
development
”



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5 Things Needed to Succeed as a Freelancer



DETERMINATION IS THE KEY FACTOR
FOR SUCCEEDING AS A FREELANCER

By Hisham Sarwar

Founder



being GURU

Working as a freelancer is a great way to self-employment and has become an attractive career path for the upcoming generations. More and more young professionals of today are wishing to become a freelancer. It is because, along with enjoying the anatomy and other benefits of entrepreneurship, they remain free of all the overheads and concerns of other business owners. They neither have to persuade the investors, nor have to search for an office for their work.

1. Giving Your 100%

Determination is the key for succeeding as a freelancer, which means you should be ready to give your 100%. The most important thing for becoming a freelancer is to do whatever you can in order to provide exceptional service. You have to be connected with clients, use advanced tools to provide the product that you are delivering, and never think of giving up.

2. Being Passionate

Freelancing is not as easy as it seems. It is risky, scary, and most importantly, requires hard work. Therefore, first decide clearly why you want to freelance. Working for more money will not make you stick to the job; you must have a passion for freelancing.

Whenever you feel like giving up, do not forget its positive sides. Remember your own achievements and successes and remind yourself on a daily basis.

3. Remain Persistent

Passion can bring no good unless it manifests in something. Only persistent freelancing gets inspired by the passion and tenaciously goes after new work, but without it, you will never be able to succeed. Persistence pushes you to go out and find a new project to work on. Loosing job in bidding is not easy to take control of and only persistence can help you to unlock your freelancing future.

4. Stay Open-Minded

Freelancing is a process that constantly requires you to connect with other people and improve your networking. In order to learn and grow, you will need to collaborate with the bloggers community. It will give you the opportunity to throw your net out and acquire all the new tools and strategies that you can.

5. Have Confidence

Having confidence in your abilities is something that is necessary for every career. In freelancing, only the confidence in what you do can help you make your way out of the crowd. Be sure that there must be someone looking for the kind of work you do. So be sure what you write and keep on improving your skills.



HEALING A HURTING WORLD



Alms 360 Trust is the brainchild of a dynamic and young social entrepreneur, **Narjis Niaz**.

She aims to work voluntarily; providing basic assistance to the needy and spreading smiles on their faces. In just 2 years, more than 1500 volunteers have worked enthusiastically under her transformational leadership in 5 major cities of Pakistan. The domains are:

Children's Rights, Health, Quality Education, Climate Change, Gender Equality & Healing Programs.



Epiphany Lab is a set of short-term acceleration programs, providing entrepreneurs with a step-by-step methodology to rapidly and systematically validate their venture's business model, scale up and prepare for investment.

THE CHANGE WE NEED



Samar Hassan is a social entrepreneur. She co-founded this impact consulting firm with a team comprising of development specialists, researchers and entrepreneurs possessing a deep understanding of, and ability to address the most pressing problems of our time. They aim to work for institutional development, enterprise development, financial inclusion, governance, advocacy & dialogue.



Sometimes leaders ask me, *"Is there really a difference between teams and groups? Does difference of this sort actually exist? We always thought there was not much difference."*

Yes, difference exists, and it is at many levels. Therefore, it is vital for the leaders to choose their teams keeping these differences in mind.

Difference # 01 - Perception of Competition

Teams and work groups can be differentiated on the basis of their perception of competition. Within work groups, members tend to compete against each other for favor, recognition, etc. On the other hand, winning teams compete with those outside the organization.

Difference # 02 - Focus of Energy

Within work groups, members devote their energies to serving their own hidden agenda. They tend to be mere task oriented and focused on personal interests. Winning teams are goal-oriented, working towards the achievement of the team goals and agenda, rather than pulling in different directions.

Difference # 03 - Style and Structure

If you enter a work group, you can sense that they are very autocratic and hierarchical in nature. Teams, on the other hand, tend to be participative and self-steering within the goals of the team.

Difference # 04 - View of Differences

You will also notice that in a work group, members tend to merely 'tolerate' each other, while teams tend to enjoy each other. They appreciate and value the presence of other team members in the team. It doesn't mean that there are no differences within teams; differences do exist, but members welcome and encourage them. Differences are considered as resources, while in work groups, differences are considered as 'deficiencies', which is why disagreements are suppressed.

Difference # 05 - View of Risk

When facing a tough situation, teams do a quick analysis of the situation, gather energy from each other, and are ever ready to take well-calculated risks. On the other hand, work groups tend to avoid risks and maintain the status quo.

Teams are Different from Groups

By Qaiser Abbas



It is vital for the founder to choose their teams keeping some differences in mind.

POWER OF POSITIVE ATTITUDE

By Farhan Masood (Founder Soloinsight)



I strongly believe that having the right attitude towards life, yourself and others is one of the greatest factors of success. The right attitude can take you to the top of your profession. The right attitude can create extraordinary startups. The right attitude can build an everlasting legacy. The right attitude can bring out the best in others. The right attitude can spark hope in those who are in need. Some of the biggest achievements in history were made by men and women who understood the importance of attitude. A good portion of the population will look at these accomplishments & think, "Wow! How in the world did they do that?"

Why is it that some can earn an extraordinary amount of money with little education? Why can some defeat such odds and go on to be some of the world's greatest achievers? Simple. The attitude they chose. You have two options: Choose a positive and resilient attitude despite any hardship you encounter along the way, or to allow life's minor mishaps negatively shape your attitude. What you choose will greatly determine the quality of your life. When you choose a positive attitude, no goal or dream is out of reach. If it has been done before, then you darn well know you can do the same.



"SOME OF THE BIGGEST ACHIEVEMENTS IN HISTORY WERE MADE BY THOSE WHO UNDERSTOOD THE IMPORTANCE OF ATTITUDE."

We tend to believe these men and women have been blessed with a special gift over the rest of us, that there is no way we could ever do something that remarkable. It's that type of mental attitude that will leave you searching & wishing for more in life; never creating & leaving a legacy of your own. You have ultimate control over your attitude. You aren't any different from the next person. You have the ability to live your dream & create whatever it is your desire. It all comes down to your attitude.

Someone with a negative attitude loves to play the blame game. The economy limits their financial goals. Circumstances limit their vision for what they can accomplish. As an ambitious entrepreneur, tough times will come head on with you at some point or another, if they haven't already. To thrive and create everlasting success, when most businesses struggle, it's important that you have a great attitude.

Take Advantage of Your Power & Never Give Up!



AN ENTREPRENEURIAL

IDENTITY

By Dr. Lorraine Warren
Professor of Innovation &
Entrepreneurship at
Massey University, New Zealand



I often ask my classes to name an entrepreneur. Their immediate reaction, whatever country they live in, is nearly always a world-famous super-entrepreneur, like Elon Musk, Steve Jobs or Richard Branson. These guys represent the super-hero idea of entrepreneurship. Almost magical beings with larger than life personalities. But is that the only vision of entrepreneurship that makes sense? What do we mean by 'entrepreneurial identity', and why is it important? Even the term 'entrepreneur' itself has some negative connotations – it has been associated with greed at times, or sharp practices. But I'm pleased to say, I think that's wearing off now, as people recognize that being entrepreneurial needs to be about bringing good to society.

I like to think of entrepreneurship as creating value in novel contexts. That can be a new product, a new service, a new process, a new company – or even a new market or community behavior. And what we 'count' as entrepreneurship is very much shaped by the social context in which it takes place. Entrepreneurs draw on their local context. You might be in an area where a particular kind of

Silicon Valley, for example, for hardware and software. Or, we might draw on local resources, such as The Landscape, for tourism entrepreneurship. Or again, we might solve a community need by becoming a social entrepreneur – running a feasible business that puts any profit back into the community, rather than passing it to shareholders. All these different contexts suggest that correspondingly, there are different ways of being an entrepreneur – that is, performing entrepreneurship in a way that is seen as legitimate by the community that you are in. That's why the 'super-hero' identity can be a bit of a problem.

If you think you have to be as awesome as Steve Jobs or Elon Musk to be an entrepreneur, that's a bit daunting! But obviously, amazing as they are, they are outliers. That's not the only entrepreneurial identity in town! In my classes in New Zealand, I often say, hey, why didn't you suggest a local guy like Michael Hill (a jeweler) or Ray Avery (a scientist) both innovative entrepreneurs, who have created value in different ways in New Zealand? Move on from the stereotype!

When you think about becoming an entrepreneur, you have to think very carefully about 'looking the part', that is constructing a legitimate entrepreneurial identity. And that's going to be different for the context that you are in. As well as having the expertise and a great idea, you have to 'look right' for the customers and networks that you need to be in. And that's not a fashion statement. It's about being sensitive to how people expect you to behave. Being respectful to those who are affected by your entrepreneurship. If you want to set up a new business in a small town, you have to show that you care about the community and your impact on it. If you're going into an incubator, you need to convince the Director that you will present the incubator in a good light in terms of your behavior. Concluding, being an entrepreneur is exciting and people like Jobs and Musk are exciting, convincing us that it's a great thing to do. To be successful, we have to act carefully, constructing an identity that 'fits' the context that you are in, behaving ethically and in line with all your stakeholder expectations, not just shareholders. In that way, you will, in turn, become a role model for others.



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