



**Report of Activities**  
**Luca Iandoli, VP for Development**  
**End of the Year 2014-2015 board meeting, Jun 8<sup>th</sup> 2015, Dubai (EAU)**

*ICSB Academy*

Through the collaboration with other ICSB board members and the IO I have coordinated the development of a new ICSB program in collaboration with the IO office called ICSB Academy. The ICSB Academy is a three days event that will be held immediately before the ICSB conference. The target audience is graduate students, but also managers and entrepreneurs who want to improve their entrepreneurship skills are welcome. The program is articulated in three phases (Crate, Implement, Communicate) and includes lectures, workshop, teamwork as well as business and cultural visits. Participants will also have access to the ICSB conference to attend sessions and dedicated events.

The first edition is taking place in Dubai, June 3-9, the second edition will take place in New York in June 2016.

After a call for applications was launched at the end of December, we have received 69 applications from various country including Egypt, Germany, The Netherlands, USA, EAU and several Gulf countries. The program involves 10 international guest speakers and includes two sites visits. Through the support of a sponsor secured by Geoff Archer ([onlineventurechallenge.com](http://onlineventurechallenge.com)) the participants will use an online platform to set up a real online venture during the program.

*Guidelines to support ICSB participation to call for bids issued by public and private organizations and agency*

A proposal has been drafted in collaboration with Ki-Chan Kim (attached) and presented in Tampa. It was decided that the proposal would be circulated for further discussion, A new version has been created based on the feedback I obtained after our last meeting and sent to the board by email. I consider the proposal ready for the board approval (attached).

*2016 ICSB World Conference*

In collaboration and with the support of the IO I have secured the availability of a venue in NY city area for the 2016 conference. The conference will be hosted by the Stevens Institute of Technology, one of the best schools in the NY metro area and a top Engineering School in the US. As the exclusive Academic Sponsor of the conference Stevens will offer conference facilities available on his campus for free as well as organizational and logistic support. The IO Executive Director and myself have met the Stevens Vice Provost for Innovation and Entrepreneurship a few times last Fall, the contract will be finalized soon.

A delegation from Stevens lead by Stevens VP for Innovation and Entrepreneurship is attending the conference in Dubai. This group includes 6 students attending the Academy.



## Attachment 1: ICSB Academy program

### ICSB Academy 2015 - Dubai

#### Format & pedagogy

3 days full immersion entrepreneurship bootcamp, plus 3 days participation to the ICSB conference. The program is articulated in three moments: Create, Implement, Communicate.

The program includes:

- Guest entrepreneurs as speakers (each morning – breakfast with an entrepreneur session)
- Case studies and success stories
- Learning modules on fundamental concepts and tools to help participants to identify entrepreneurial opportunities and design a new venture
- Team working under the guidance of experienced, international mentors
- Integrated workshops and sessions during the ICSB conference
- Companies and cultural visits
- Social program

Thanks to a partnership with [www.Onlineventurechallenge.com](http://www.Onlineventurechallenge.com) we will use an online tool through which students, working in teams, can start real businesses that compete to raise money for charity. The VentureChallenge software gamifies and plays host to the entire process, helping teams collaborate through custom learning resources, providing technical guidance throughout, and tracking team performance on a live leaderboard. At the end of the three days we expect that the teams will set up an online no-profit venture using the tool. Students will be introduced to the venture challenge tool through a workshop on the first day and a follow-up event on the third day (see schedule below). All the other modules are supposed to service the students project focusing on entrepreneurial skills and examples/cases as specified below:

Module	Objectives and structure
Innovation & Creativity	Distinguish between creativity and innovation How to brainstorm and enhance team creativity
Online Venture challenge part 1	Teams formation: students discuss, post ideas on the wall, teams are formed through aggregation around preferred ideas Tool demo
Lean start up workshop	Using the lean canvas to articulate the venture idea
Business model innovation workshop	Provide students with examples and cases of business model innovation (emphasis on online ventures and no-profit)
Funding your venture	Provide students with an overview of the funding sources and alternatives for a young start up
Communicate your idea	Elevator pitch and presentation workshop/practice
Online Venture challenge part 2	Students work on the implementation of the online venture under the guidance of online venture challenge instructors
Teams mentoring	Teams prepare a lean canvas of the idea under the guidance of the faculty
Breakfast with an entrepreneur session (one each day)	Students learn from the experience of real entrepreneurs



## Faculty

### *Program coordinator*

Dr. Luca Iandoli

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### *Faculty and Guest speakers*

Geoff Archer, Royal Roads University (Canada, China)

Christos Christodoulatos, Stevens Institute of Technology (USA)

Ayman El Tarabishy, George Washington University (USA)

Luca Iandoli, University of Naples Federico II (Italy) and Stevens Institute of Technology (USA)

Chuck Matthews, University of Cincinnati (USA)

Walter Ruda, Professor, University of Applied Sciences Kaiserslautern, Campus Zweibrücken (Germany)

Roberto Parente, University of Salerno (Italy)

Katia Passerini, New Jersey Institute of Technology (USA)

Kory Spiroff, Alamar Food

Silke Tiegtmeier, University of Lunenburg (Germany)

Caleb Del Bego, Online Venture Challenge (USA)

## Where and when

Rotana Hotel

World Trade Center

Tours

Location:

Online brochure: <http://www.icsb2015.org/ICSB-Academy-Brochure-2015.pdf>

Schedule: see below

	Jun 3 <sup>rd</sup> Wed	Jun 4 <sup>th</sup> Thur	Jun 5 <sup>th</sup> Fri	Jun 6 <sup>th</sup> Sat	Jun 7 <sup>th</sup> Sun	Jun 8 <sup>th</sup> Mon	Jun 9 <sup>th</sup>
	Arrival	Bootcamp			ICSB conference		
		CREATE, IMPLEMENT & COMMUNICATE			Day 1	Day 2	Day 3
8.30		8:15 a.m.  Company visit to Ducab Depart the Rose Rotana hotel lobby at 8:15 a.m. to arrive there by approximately 9:00 a.m.	Breakfast with an entrepreneur: designing innovative start ups  Kory Spiroff	Breakfast with an entrepreneur: finding resources and investors  Walter Ruda	Plenary session	Plenary session  Attend: One PSW	Elevator pitch competition
9.30			Opportunity recognition: Lean Start-Up Overview Geoff Archer	Funding your venture  Roberto Parente			
11:00			Coffee-Break	Coffee-Break	Coffee break	Coffee break	Coffee break
11:15			Business model innovation: cases Katia Passerini	Communicate your idea Silke Tegtmeier	Integrated parallel session	Attend: One PSW	
1:00 2:00 pm		Lunch Provided by Ducab	1:30-3.00 Dubai Creek Boat Lunch	Lunch	Lunch	Lunch	Lunch
		2:30 – 3:30 pm Innovation & Creativity Chuck Matthews	Guest Speaker: Christos Chistodoulatos  3:00-5.00 Dubai Museum Visit	Online Venture Challenge – part 2	Integrated parallel session	Integrated parallel session	Free
				Coffee break	Coffee break	Coffee break	Coffee break
		3:30 – 5:30 pm Online Venture Challenge workshop– part 1		Teams mentoring			
	6.00:8:00 pm Welcome reception, Rose Rotana hotel	6:00 pm Teams Networking dinner On Your Own – Rose Rotana Hotel	Open	6:00 – 8:00 pm ICSB conference Opening Maktoum Hall Auditorium-DWTC			

## **Attachment 2: call for bid proposal**

### **Guidelines for ICSB to apply to calls for bids issued by Private and Government funding agencies**

#### *Executive summary*

At the board meeting held in Dublin in June 2014 the ICSB board tasked Luca Iandoli and Ki-Chan Kim to set up guidelines to support ICSB participation to calls for bids issued by private or public agencies in the areas falling within ICSB mission and expertise.

In the following we reaffirm that it would be beneficial for ICSB and its members to participate to competitive bids. We then provide some guidelines for the set up of a process that could be adopted to support ICSB to participate to competitive call for bids. The objective of this draft is to offer input for discussion at the upcoming meeting.

The proposal presented in this document builds on previous work carried out by Jeff Alves who developed a concept called ICSB Clearinghouse that has already been presented and approved by the ICSB board. Our proposal integrates and expands the Clearinghouse concept with respect to some key principles and implementation issues.

#### *ICSB clearing house: implementation guidelines*

Over the last several years there has been discussion about creating a means for ICSB to respond to programmatic and partner opportunities, expanding the reach and brand of ICSB, creating stronger affiliate interaction and collaboration, and generating additional revenue streams. These have included joint conferences, program/center development, curriculum development, seminars, grants, and regional/global initiatives. Many of these opportunities include partnerships and funding.

The Clearing House workflow is depicted in fig. 1.

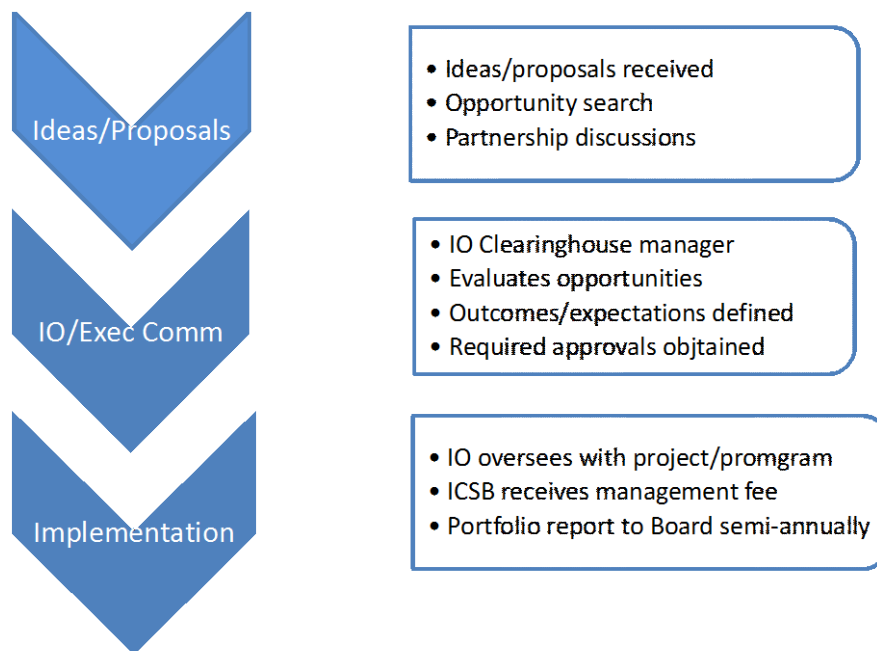


Fig. 1 Clearing house workflow

Ideas/Proposals. These can come from a variety of sources. They can be proposed by affiliates and members or might be submitted by independent groups seeking to take advantage of the expertise among the ICSB membership. ICSB, through the IO or Board, can seek opportunities that might arise through our formal and informal networks. The ICSB Clearinghouse would be particularly receptive to those projects that provide a revenue stream, creates new sustainable partnerships, and enhances the brand and reputation of ICSB. Examples of recent opportunities are: management of regional ICSB conferences, an ICSB fundraising Gala, and consulting projects to establish entrepreneurship curricula and centers. **Proposals should be clearly related to an existing and funding opportunity, e.g. a call for bids, otherwise they will be discarded.**

IO Executive Committee. The IO would have primary responsibility for the Clearinghouse. The ICSB board will nominate an Executive Committee to advice and support the IO in the project approval. The approval procedures will include the following steps:

- Proposal submission: each Clearinghouse proposal should include
  - Project purpose and objectives,
  - Workplan for achieving the objectives,
  - Budget,
  - Resources involved (people, travel, technology, etc)
  - **Project team (see below about project staffing)**
  - Partnerships, if any.
- Conflict of interest assessment: the ICSB IO **Executive Committee** is responsible to assess risks of conflict of interest. In particular, the call for bids that are clearly targeting single individual or organizational members (e.g. universities or individual researchers) will be automatically excluded. The ICSB IO **Executive Committee** will also evaluate the compatibility between the ICSB mission and the bidder's institutional, business and ethical profile when

needed. Grants that are issued by private organizations whose positions on certain issues could be politically, ethically or business biased will also be ruled out.

- When there is potential risk for conflict of interest and in any case for projects over 10,000 USD net cost the ICSB IO **Executive Committee** will submit the case to the ICSB board for recommendations.
- ICSB **Executive Committee** approves projects under 5,000 USD net cost and whose funding can be reallocated within the budget.
- ICSB Board Executive Committee approves projects up to 10,000 USD net cost if not included in the annual budget and workplan AND expected to generate a surplus during the current fiscal year. In effect this gives the Executive Committee to right to adjust the annual budget by up to 10,000 USD.
- Full Board approval, either electronically or at a duly convened Board Meeting, would be required for any project over 10,000 USD net cost and any project that would be considered an ICSB investment in the future and not included in the annual budget and workplan.

**Projects staffing and Execution.** The staffing and execution of each project will be a shared responsibility between the IO Executive Director, the Project Manager, and the experts that will be recruited in the project team as specified below.

- The Executive Director will serve as the Clearinghouse manager with the advice and oversight of the Executive Committee. He/she will monitor current projects and provide updates to the Board, based on the reporting done by each Project manager and on the input received by the Executive Committee in the approval phase.
- Project managers will submit at the beginning of the project a Gantt chart outlining activities, deadlines, milestones, and deliverables. PMs will also report to the Executive Director each six months or earlier when required. The intermediate report should contain an update on the state of advancement of the project (activities and costs), and any justification for delays or missed deliverables, deadline or budget variation. At the end of the project the PM will have to submit a final report together with the final project profit and loss statement.
- The Executive Director will oversee the PMs and intervenes when a PM is not following up with his/her duties. When the Executive Director will assess that a PM is incapable or incapacitated to deliver, he/she can take over the project or nominate a new PM. In these cases the Executive Director will have to inform the board about this decision and provide a justification about PM's replacement.
- To staff the projects a shortlist of experts will be created in the subdomains in which ICSB members can offer their expertise. The shortlist will be populated through an open call released annually by the IO and open to any member in good standing. The members who are interested will be required to upload and update a resume that will be stored in an online database, which should be publicly visible on the ICSB website.
- Once a funding opportunity is identified, and in the case the internal resources are not available, the IO will issue a call for the experts belonging to the shortlist to collect manifestations of interest to be involved in a specific project.

Based on the received applications, the ICSB Executive Director will create a project team of qualified ICSB experts. If there are not enough qualified members among the members who applied the Executive Director can invite other experts to be part of the team. The team is charged to write the full proposal with the support of the IO. The Executive Director nominates a project leader.

The proposal is submitted to the ICSB board for final approval before the submission if the grant is higher than 10,000 USD net cost.

After the grant is obtained the Executive Director nominates a project manager. The PM can be selected among the existing staff or recruited ad hoc. Depending on the size of the project additional administrative units can be recruited to support the project team. These and any other additional personnel unit should be explicitly required when the proposal is submitted to the board for approval and the proposal budget should clearly include the financial resources to recruit and compensate the project personnel, including the PM. Each proposal should be self-sustainable from the financial point of view and participation should imply no extra costs for ICSB, unless the call for bid explicitly requires bidders to participate with a given level of co-funding or the board decides otherwise.

Example: The IO becomes aware of an opportunity to expand and improve tourism in Burma. USAID is prepared to fund such an initiative up to 2 million USD. A key component might be providing and developing entrepreneurship in the tourism field and it is worth 800,000 USD. ICSB partners with the Tourism Project to deliver the entrepreneurship development component and is expected to net 100,000 USD.

Since

this type of project is expected to net a surplus for ICSB and falls within our vision, strategy, workplan goals, the ICSB Executive Director in his role as ICSB Clearinghouse Director is authorized by the board to pursue the opportunity and reports his activity to the Executive Committee during monthly update conference calls.

### *Conclusions and action points*

We think that the above procedure provides reasonable countermeasures to reduce the strategic and operational risks outlined in the premise of this document. In particular, the board assessment will reduce the risk of conflict of interest, the creation of the shortlist and the open call for manifestations of interest will provide the necessary transparency to the process as well as offer a new and valuable benefit to ICSB members. The proposal is fully amendable based on the board members suggestions and requests. At this stage the ICSB board is asked to discuss the proposals and suggest possible improvements or amendments. Based on this feedback Luca Iandoli and Ki-Chan Kim will revise the guidelines and submit a final version for approval in the Dubai meeting or for electronic voting in the case of minor revisions.