



# ENTREPRENEURSHIP

## EMERGING FROM CHAOS TO ORDER

Interactive Seminar by  
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# *Philosophy*

*When Trinidad and Tobago wins*

*We all win*

# How do we Stimulate a Winning Culture?

# Vision and Action

*Vision without action is mere fantasy*

*Action without vision is folly*

*Neither Vision nor Action*

*Reeks of irresponsibility*

*Vision and Action induce Synergy*

*(Springer August 1993)*

# Vision Culture



# Stakeholder Action Culture

Individual Productivity • Private Sector Development  
Trade Union Effectiveness • Civil Service Efficiency  
Political Survival • The Unique Message of the Church  
Civil Society Support • Enabling Policy Environment

# Adopt The Business Approach

Selling Goods or Services to Customers

Customers Pay for Goods and Services

Customers receive Benefits



# Action Environment for Business Opportunity (1 of 2)

| Stakeholders               | Goods/Services                       | Customer Benefits   |
|----------------------------|--------------------------------------|---|
| Individual                 | Based on training and experience     | Employer Staffing need fulfilled<br>Successful Entrepreneur satisfying Customer wants |
| Private Sector Enterprises | Depending on type of business        | Customer wants satisfied  |
| Trade Unions               | Collective Bargaining and Consulting | Workers' productivity enhanced for fair compensation                                  |
| Civil Service              | Public services                      | Efficient regulatory and service environment  |

# Action Environment for Business Opportunity (2 of 2)

| Stakeholders       | Goods/Services  | Customer Benefits                        |
|--------------------|---|--|
| Politicians        | Representation  | Constituents needs satisfied             |
| Church             | Spiritual awareness                                   | Congregation's spiritual needs satisfied |
| Civil Society      | Services in support of the public and private sectors | General public better served             |
| Cabinet/Parliament | Policy: Regulatory and Service functions              | Socio-Economic well being - Happiness    |



# *Whoever is the Stakeholder*

Individual • Private Sector  
Trade Union • Civil Service  
Politician • Church  
Civil Society • Cabinet/Parliament

*We can adopt a Generic Business Approach  
towards Sustainable Business Success*

# *Irrespective of the Stakeholder*

Individual • Private Sector  
Trade Union • Civil Service  
Politician • Church  
Civil Society • Cabinet/Parliament

*The Existing Situation is often one of **CHAOS***

*We need to migrate to a path where **ORDER**  
prevails - a path to Sustainable Business Success*

Let us look at

## The Private Sector Stakeholder

as an example to  
demonstrate the Principles which I want  
to share

However with a little adaptation  
these Principles can be applied to all  
Stakeholders

Enter

Private Sector  
Enterprise Development

# *Construct of the Enterprise*

## **Inventor**

Presents Idea/Concept

## **Innovator**

Converts idea into  
a product/service for sale

## **Entrepreneur**

Starts small; Does it right;  
Makes a profit; Then expands

*I am going to share experiences  
obtained from the  
the CBET journey 2001-2012*  
<http://cbetmodel.org/>

Caribbean Challenges and Solutions  
The Positive Testing of Solutions in  
Barbados (2008-2012)

Applicable to any Country

# *Major Challenges to Enterprise Development*

- #1* Poor selection of enterprises and promoters of enterprises
- #2* High failure rate of Start-up enterprises
- #3* Lack of timely access to appropriate sources of finance

***Money is not the challenge – access to it is!***

2007



# The Solution



Advent.....



**The CBET  
Shepherding  
Model™**





# **The CBET Shepherdding Model™**

**A Caribbean Catalyst Turning  
Concepts into Commercial Realities**

# The CBET Shepherding Model™

I have promoted the Model  
2012 – 2014 in T & T

as a Catalyst to Expedite  
Enterprise Development Strategies

**The  
CBET Shepherding Model™**

**Identified the Challenges**

**Now provides the Solutions**

*The CBET Shepherding Model™*  
*Challenge #1*

**How to select enterprises to  
grow the economy?**

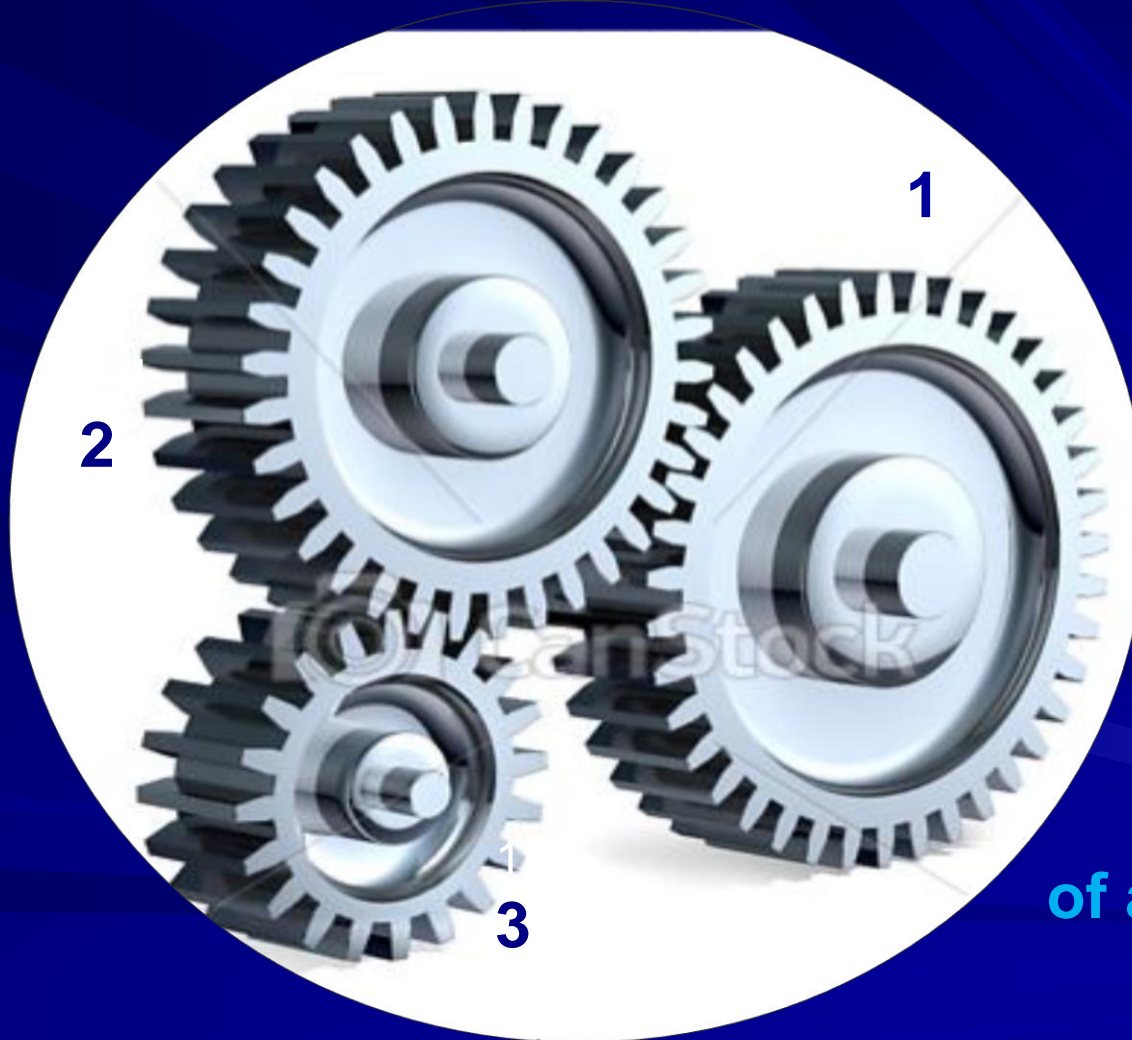
*Solution #1*

**Choose “DNA of an Elephant”  
enterprises and conduct due  
diligence on the enterprise  
and the promoter**

# *The Economic Gearing System Example*

Hotels & Tourist  
Attractions Sub-Sector

**2 Hotels & Tourist Attractions Sub-Sector**



**1 Tourism  
Sector**

“DNA  
of an Elephant”

**3 Taxi, Restaurant, Agriculture & Dive Sub-sectors**

# *The CBET Shepherding Model™*

## *Challenge #2*

**How to address high failure rate?**

## *Solution #2*

**Give special care to the management of business systems (Shepherding)**

*The CBET Shepherding Model™*

# Shepherding

**Life Coaching for the  
Entrepreneurial Mindset**

**Business Mentoring for the  
Success of the Enterprise  
(Can be more effective than training)**

# *The CBET Shepherding Model™*

## *Challenge #3*

**How to get access to Finance?**

## *Solution #3*

**Introduce Innovative**

**Seed/Equity Capital Model**

**Give Government Incentives to the  
private sector to capitalize Equity  
funds**

**(an alternative to loans)**



# *The CBET Shepherding Model™*

## IN SUMMARY

Model consists of three processes:

*#1* The Enterprise selection process

*#2* The Shepherding process

*#3* The Seed/Equity capital investment process

# *The CBET Shepherding Model™*

## *#1 The Enterprise Selection Process*

- Select Enterprises with DNA of an Elephant potential either through a competition or direct application
- Conduct due diligence on the enterprise and the promoter before final acceptance into the family of enterprises

# *The CBET Shepherding Model™*

## #2 The Shepherding process (1 of 3)

- Introduce enterprises to the CBET Shepherding Model™ to give a full appreciation as to what is involved in enterprise development
- Select, assign, contract Shepherds

# *The CBET Shepherding Model™*

## #2 The Shepherding process (2 of 3)

- Source and contract business advisors, as appropriate
- Train Shepherds and Business advisors in the use of the ManOBiz Matrix™ as a Shepherding (action planning, gap analysis and monitoring) tool

# *The CBET Shepherding Model™*

## #2 The Shepherding process (3 of 3)

- Work with enterprises to develop business plan with equity capital investment request
- Work with enterprises to generate revenue for the enterprise

# *The CBET Shepherding Model™*

## #3 The Seed/Equity capital investment process (1 of 3)

- Establish Seed Capital (SC) and Equity Capital (EC) Fund and approve EC request
- Pay pre-investment costs of shepherds and business advisers from SC fund
- Mark- up pre-investment shepherding costs are by 50% and add this sum to the EC request to augment the EC investment

(The 50% mark-up is designed to ensure that the SC fund revolves and grows and is not depleted so that other enterprises may be assisted as the demand dictates )

# *The CBET Shepherding Model™*

## #3 The Seed/Equity capital investment process (2 of 3)

- Commission an independent valuation to determine the share distribution between the enterprise and the investor
- Issue enterprise shares in return for EC investment (SC refund + EC request)
- Absorb the pre-investment funds advanced by SC fund if EC investment request is not approved

# *The CBET Shepherding Model™*

## #3 The Seed/Equity capital investment process (3 of 3)

- Commission an independent valuation at any time to determine how much cash is required to buy out the EC fund's shares by the enterprise
- Buy out by the enterprise of EC fund's shares at any time (cash flow permitting) based on the independent valuation



# “Shepherding as Collateral”

**Shepherding Mitigates  
the Risk of Business Failure  
and hence secures the  
Seed & Equity Capital  
Investment**

# *The New Construct of the Enterprise*

**Inventor** - Presents Idea

**Innovator** - Converts idea into  
a product/service for sale

**Entrepreneur**

Starts small; Does it right;  
Makes a profit; Then expands

**Shepherding**

Mitigates the risk of business failure

*A Shepherding Tool*

*ManOBiz Matrix™*

*The Management of Business Systems Matrix*

# *ManOBiz Matrix*™

The Five Classical Functions of **Management** are:

- Planning
- Organizing
- Staffing
- Leading
- Monitoring

# *The Management of Business Matrix*<sup>TM</sup>

Hotels & Tourist  
Attractions Sub-Sector

The five Classical Systems of **Business** are:

1. Corporate Governance
2. Marketing
3. Operations (Technical, Support Services, Administration, ICT, Accounting, Facilities)
4. Human Resources
5. Investment Finance

## *ManOBiz Matrix*™

If we take all combinations of  
the five functions of  
management and the five  
systems of business, these  
define

the 25 cells of the  
ManOBiz Matrix™.



# Corporate Governance Business System (5 cells)

| Management Functions | Corporate Governance  |
|----------------------|-----------------------|
| Planning             | Board Meeting Culture |
| Organizing           | Agenda and Minutes    |
| Staffing             | Board Members and CEO |
| Leading - Execution  | Company Action Plan   |
| Monitoring           | All Targets Monthly   |

# Marketing Business System (5 cells)

| Management Functions | Marketing                           |
|----------------------|-------------------------------------|
| Planning             | Customer Needs/Satisfaction Culture |
| Organizing           | Marketing Matrix                    |
| Staffing             | Marketing Team                      |
| Leading - Execution  | Marketing Plan                      |
| Monitoring           | Sales Targets (\$) Weekly           |



# Operations (OPS) Business System (5 cells)

| Management Functions   | Operations                  |
|------------------------|-----------------------------|
| Planning               | Profitability<br>Culture    |
| Organizing             | Income<br>Statement         |
| Staffing               | OPS Team                    |
| Leading -<br>Execution | OPS Plan                    |
| Monitoring             | Profit Target (%)<br>Weekly |

# Human Resources (HR) Business System (5 cells)

| Management Functions | Human Resources                                 |
|----------------------|---|
| Planning             | Shepherding Culture                             |
| Organizing           | Life Coaching<br>Business Mentoring<br>Training |
| Staffing             | HR Team   |
| Leading - Execution  | HR Plan   |
| Monitoring           | Training/ Motivation and Productivity Targets   |

# Investment Finance (IF) Business System (5 cells)

| Management Functions   | Investment Finance                     |
|------------------------|--|
| Planning               | Investment Payback<br>Culture          |
| Organizing             | Equity or Loans                        |
| Staffing               | INF Finance Manager                    |
| Leading -<br>Execution | INF Plan                               |
| Monitoring             | INF needs \$<br>INF ROI %<br>Quarterly |

# *ManOBiz Matrix™*

## *TEMPLATE AND DASHBOARD (25 cells)*

|                         |                           | Systems of Business |      |     |     |                    |
|-------------------------|---------------------------|---------------------|------|-----|-----|--------------------|
|                         |                           | CG                  | Mktg | Ops | HRD | Investment Finance |
| Functions of Management | Planning                  |                     |      |     |     |                    |
|                         | Organising                |                     |      |     |     |                    |
|                         | Staffing                  |                     |      |     |     |                    |
|                         | Execution of Action Plans |                     |      |     |     |                    |
|                         | Monitoring                |                     |      |     |     |                    |
|                         |                           |                     |      |     |     |                    |

**A snapshot of a business at a given point in time**

# *Shepherding!*

*What is in it for you?*

**Shepherding  
Helps you to  
TRANSITION FROM  
CHAOS TO ORDER**

# Shepherding – What is in it for You! (1 of 2)

| <b>You</b>                        | <b>Shepherding will help you to...</b>   | <b>The Benefit of Shepherding is to ...</b>  |
|-----------------------------------|--|--|
| <b>Entrepreneur in the Making</b> | ...make the decision to leave your job and start your own business   | ...help you face and address the issues which are getting in your way, so that you can feel confident in making the decision |
| <b>Entrepreneur</b>               | ...grow your business through a simple step-by-step planning and monitoring process                                  | ...put the business on a path to sustained profitability, if carefully followed  |
| <b>Shepherd</b>                   | ...prepare yourself to help entrepreneurs grow their business through a step-by-step planning and monitoring process | ... augment your experience to help the entrepreneurs to clear obstacles along the journey to profitability                  |

# Shepherding – What is in it for You! (2 of 2)

| <b>You</b>                   | <b>Shepherding will help you to...</b>  | <b>The Benefit of Shepherding is to ...</b>   |
|------------------------------|---|---|
| <b>Investor</b>              | ...protect your investment, by introducing to you an innovative form of collateral  | ...secure your investment so that you can get an attractive return  |
| <b>Board Member</b>          | ... be more efficient, by focusing on interpreting shareholder policy, approving plans and monitoring the performance of management against those plans | ...ensure that the profitability of the business can grow from strength to strength                       |
| <b>National Policy Maker</b> | ...create a user friendly enabling environment to support entrepreneurs on their journey towards enterprise development                                 | ...so that the nation can increase its rate of economic growth, one successful entrepreneur after another |

*Here is to  
Sustainable  
Economic Growth  
in  
Trinidad and Tobago*



*One Successful Enterprise  
after another*

# Thank You



<http://nothingbeatsbusiness.com/>

<http://marketplaceexcellence.com/>