

NOC REVVING IT UP AT OPEN DAY

Thousands of prospective students learn more about programme



+ NUS President Prof Tan Chorh Chuan joins in the fun with NOC alumni.

Following the announcement of two new NUS Overseas Colleges (NOC) locations in Switzerland and Germany the day before, entrepreneurship education continued to be in the spotlight at the NUS Open Day held next day on 12 March 2016. Over 21,500 prospective students came to discover what NUS has to offer, and the chance to experience life in a start-up was something many were eager to find out for themselves.

More than 30 NOC students and alumni were present to share their NOC experiences with the enthusiastic crowd. Jonathan Low, NOC alumnus and co-founder of hot grocery delivery start-up HonestBee, imparted advice and shared the benefits of entrepreneurship education. NOC staff along with alumni representatives also gave three talks to interested students and their parents.

Ong Yu Ann (Faculty of Arts & Social Science), who recently returned from the Shanghai programme, had this to say about his Open Day experience. "It was a good chance for me to give back by spreading the good word of the programme, since I've benefitted immensely from it. Many whom I interacted with were impressed by the purpose and advantages of the programme. I feel that students should take this opportunity to explore the idea of entrepreneurship if it hasn't already dawned on them. There's no better time to do it."

This year, the NOC booth was decked out in an "entrepreneurship in the fast lane" theme, with life-sized standees of bicycles, scooters and cool bikes forming a vibrant backdrop for the crowd to take pictures with. There were even two vintage Vespa scooters present! The spontaneous crowd,

including NUS President Tan Chorh Chuan, posed for plenty of candid videos, which can be seen on Instagram - [instagram.com/NUSOverseasColleges](https://www.instagram.com/NUSOverseasColleges).

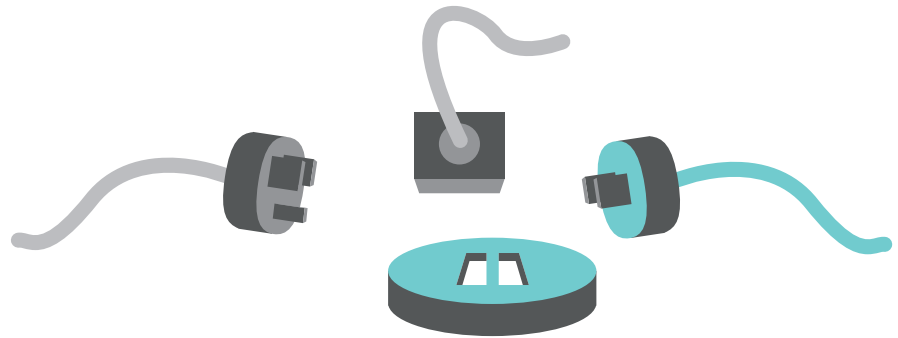


+ NOC staff and alumni sharing more about the programme throughout the day.

THE RIGHT QUESTIONS AND RIGHT CONNECTIONS DRIVE INNOVATION

Tips from Israeli start-up community

Tel Aviv University is one of Israel's leading universities, ranked highly among the world's top universities in terms of research output, patents filed, and most significantly, successful start-up founders. On Wednesday, 6 January 2016, NUS Enterprise hosted Tel Aviv University President Prof Joseph Klafter as he shared six factors behind the university's model of fostering innovation and entrepreneurship, namely: bright minds, intellectual freedom, a global outlook, strong alumni relations, and a robust industry-academia partnership.



The Right Questions

"Build a learning culture that questions the fundamentals," said Prof Joseph Klafter, who has to-date published close to 400 scientific articles, edited 18 books, and won many prestigious prizes in his chosen field, chemistry.

This interdisciplinary ethos permeates the university, allowing bright minds to thrive. The Sagol School of Neuroscience is evidence of this. Co-designed with students, the department examines the human brain from various angles of linguistics, social science, engineering, and medicine, expressing the type of intellectual freedom the university thrives on.

Embracing alternate worldviews through adopting a globalist, pluralist outlook, is part of Tel Aviv university's core values. While Israel previously looked to the West for such partnerships, Prof Klafter noted, "the awakening world is in the East, in places like China, India or Singapore".

Tel Aviv's willingness to learn from, and interact with, other cultures can be seen through its exchange programmes with the National University of Singapore, and newly-minted research partnerships with Tsinghua University. Prof Klafter stressed the importance of "refreshing and renewing interactions with students" for the 21st century, putting the student in the driver's seat through online learning and flipped classroom approaches.

The Right Connections

Empowering students to "contribute to each part of the ecosystem", said Prof Klafter, is how the university builds "socially-conscious leaders of tomorrow". Giving back is a crucial part of Tel Aviv's education. For example, university students in Tel Aviv's Department of Education taught kindergarten and primary school students in other schools in the vicinity. The marriage of academic achievement and a social conscience is what spurs innovation on.

In addition, exposing students to alumni who have "made it" provides inspiration and motivation to take the leap for their own entrepreneurial ventures. StarTAU, the University's Entrepreneurship centre, brings students from all across the campus together to develop business ideas, with the university's commercial branch Ramot providing bridging funds for ideas that can be patented and commercialised.

Academia and industry must come into alignment for effective innovation. StarTAU is a meeting point for various stakeholders, connecting business leaders, researchers, and academic experts with aspiring entrepreneurs. "We would all like to feel that research leads to the well-being of society," Prof Klafter acknowledged, "and the best way to maintain research as the flagship of the university is showing how it matters outside the university". The final factor is training young people to solve problems and look at the world with an eye to potential solutions and applications. This builds innovation into the mindset of the individual.

This combination of inquisitiveness and partnerships, across disciplines and within the community, alumni and industry is how innovation can be born.



President of Tel Aviv University Prof Joseph Klafter shared factors that facilitated a thriving ecosystem for entrepreneurship and innovation.

PURSUE PURPOSE

Small change for a meaningful cause

On 15 February 2016, the Social Venture Lab @ NUS held Small Change Conversations: Change at Work, a dialogue bringing together three change makers from the social sector. In the cosy space of the N-House Venture Lab, over 40 students gathered to hear a social entrepreneur (Mr. Lee Zhihan, CEO and co-founder of Philippines-based Bagosphere), intrapreneur (Ms. Jeanette Kwek, Assistant Vice-President of DBS Foundation), and social worker (Ms. Koh Shi En Grace, Child Protection Senior Social Worker from HEART@Fei Yue Child Protection Specialist Centre) tell their stories.



⊕ Social changemakers in conversation. L to R: Lee Zhihan, Entrepreneur; Joanna Hioe, Social Venture Lab @ NUS, Moderator; Jeanette Kwek, Intrapreneur and Grace Koh, Social worker.

For them, it is all about purpose. "Idealism," said NOC Stockholm alumni Zhihan, was what inspired him to plant himself in the Philippines to serve their rural youth through skills-building programme Bagosphere. The Singaporean's prior exposure to the developing world strengthened his resolve to make a difference, and his experience in youth expeditions to Cambodia and Laos, and a social enterprise in India gave him the confidence to launch. Zhihan's association with like-minded big dreamers through a change making community fueled his tenacity.

Motives are especially important in sustaining social ventures. Sincerity, says Jeanette, is her top criteria for choosing which project to support. "The ones who are sincere are the ones who persist in the long run," she said, reflecting on her evaluation of aspiring social enterprises.

Ultimately, persistence is the key ingredient for success. It is passion to serve others that enables you to persevere, said Grace, given the repeated rejections social workers face on a daily basis. Maintaining a clear purpose is crucial. To stay in alignment with his core mission, Zhihan engages a significant amount of time in deep personal reflection before making strategic plans. Staying in tune with one's motives allows one to have the drive to pull through difficult times.

Experience counts, all three speakers agreed, when asked for advice to follow in their footsteps. In addition to formal education, involvement in the social sector would be the best preparation for vocational change. For entrepreneurship in particular, one must be prepared for

the adventure of seeking survival. Citing a picture of an entrepreneur riding a lion to describe his daily challenges, Zhihan mused, "Everyone is looking at the entrepreneur on the lion thinking, 'Wow, he's so brave.' But the entrepreneur riding the lion thinks, 'How will I not get eaten?'" Getting one's feet wet in the social sector is the best way to get started, but having a high tolerance to embrace the risks and trials from the journey will keep one at it.

Ultimately, it is the love for the journey, and journeying alongside those they serve, which keeps them going. The satisfaction of watching those they serve impacted by their work is a social change maker's reward, knowing that, in small ways each day, they bring positive change to society.

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ORGANISED BY NUS Enterprise IN PARTNERSHIP WITH

LAUNCHING IN SWITZERLAND

Novel graduate NOC for “deep tech” entrepreneurship

Since 2002, the NUS Overseas Colleges programme has exposed more than 2000 undergraduate students to entrepreneurship through a combination of start-up internships and academic courses. Now, graduate students are set to get in on the action.

Starting in July 2016, NUS will partner Ecole Polytechnique Federale de Lausanne (EPFL) in Switzerland to pioneer a new version of NOC- one specifically focused on developing a new generation of entrepreneurs well versed in technology commercialisation and high tech business formation. Selected students will spend two semesters taking innovation and entrepreneurship classes at EPFL before being attached to a local engineering or design-centric firm for a six-month internship. Importantly, the programme will contribute to the coursework required for students to receive their master’s degrees.

The move to create a postgraduate NOC comes with the maturing of the larger entrepreneurial ecosystem in Singapore. While supporting start-ups remains important, there is also a growing need to develop innovative, and therefore more differentiated and competitive, companies built upon the foundations of cutting-edge research and technology.



(L to R) Prof Lim Teng Joon, Vice-Dean, Graduate Studies, FoE; Prof Christopher L. Tucci, Management of Technology and Chair, Corporate Strategy & Innovation École Polytechnique Fédérale de Lausanne; Prof Chua Kee Chaing, Dean, FoE; Prof Chai Kah Hin, Deputy Head, Engineering Technology Management, FoE; and Prof Teo Chee Leong, Director, NUS Overseas Colleges.

As NUS Enterprise CEO Dr Lily Chan explained to the *Straits Times*, “We need people with high-level tech skills if we want to see ‘deep technology start-ups’ in Singapore- these are business start-ups that are founded on a true technological innovation or scientific discovery.”

Selected for its strengths in producing engineering and research talents, EPFL

will also send its students to NUS through the partnership. In addition, NUS is in discussions with a German university to set up a similar graduate NOC programme within the country.

Together, Switzerland and Germany will serve as the seventh and eighth overseas locations for the programme. Other NOC locations include Silicon Valley, Stockholm, Israel, New York, Beijing and Shanghai.

BUILDING OFF REAL AND SILVER TSUNAMIS

Opportunities to serve a growing industry

When an earthquake struck off the Pacific coast of Japan in 2011, it triggered a devastating tsunami that left many residents homeless and struggling to survive. Among those most affected by the disaster were the elderly, an already vulnerable population whose numbers are rapidly increasing within the country.

But where natural disasters and the “silver tsunami” intersect, innovative groups such as Ibasho are looking to find creative solutions. Emi Kiyoto, Ibasho President and Environmental Gerontologist, detailed efforts the organisation has made to increase the social integration of the elderly and strengthen a community’s resilience to a captive audience from the Modern Aging programme on 3 March 2016 at Blk71.

Focusing on intergenerational engagement, Ibasho’s activities in Japan have promoted the value and dignity of the elderly, while providing new opportunities for them to contribute to and lead in disaster recovery. In the wake of the tsunami, the Honeywell Ibasho House was created to help rebuild the community and serve as an informal gathering space. Complete with a farm and café that are actively helmed by the elderly, the project has given meaning and purpose to many within the area, likewise increasing the sustainability of the community.

In these ways, Ibasho is helping to challenge common perceptions of aging and enable the elderly to lead active, fulfilling and connected lives. And this

spirit is passed on: when Typhoon Yolanda hit the Philippines in 2013, elders from Japan traveled to the country in order to help impart the Honeywell Ibasho House’s lessons on community building and overcoming tragedy.



Emi Kiyoto, shared views on social intergration of the elderly in strengthening community resilience.

THE HANGAR TAKES FLIGHT AT NUS

New co-working space opens for university entrepreneurs



NUS entrepreneurs now have a new hangout: The Hangar by NUS Enterprise. The recently opened 11,000 square foot facility will serve as the hub on campus for entrepreneurial activities, replacing the previously PGP bungalows to house incubated and hotdesking student, faculty, and alumni entrepreneurs.

To formally launch the space, NUS Enterprise held a housewarming party on 18 March. Guests enjoyed the opportunity to mingle with current and aspiring entrepreneurs, and explore the more than 25 NUS start-ups and technologies on display.

Exemplifying the wide range of support provided by NUS Enterprise, these included NOC alumni company Tagronauts, which provided instant photos to the guests; company Zimplistic, which handed out samples of roti made from its Rotimatic; as well as NUS spin-off T.Ware, which showed off its newest massage jacket. Food and beverage support was additionally provided by a number of NOC alumni-founded companies, including green pea cookies from Peasures, iced brewed coffee from BossLee Coffee, and alcohol delivery from Mabuk Monkey.

The Hangar is intended to not only aggregate the university's entrepreneurial community but to also help start-ups succeed through various support programmes and services. Start-ups using The Hangar can expect to receive incubation and acceleration support, mentoring, access to test-bedding facilities and an extensive and global entrepreneurial community. The Hangar continues the NUS Start-Up Runway theme of providing comprehensive



 A series of photos at The Hangar housewarming Party.

support that enables entrepreneurs to “take flight”. It has numerous event and meeting areas, 11 dedicated start-up offices, and 60 hotdesking spaces.

While NUS Enterprise also manages co-working space off-campus (Plug-In@Blk71 and NUS Enterprise@Blk71) and overseas (Block 71 San Francisco and NUSRI Enterprise in Suzhou), each of which are open to non-NUS companies, The Hangar is specifically intended for exclusive use by the university community. In addition, The Hangar is housed in i3, also home to the NUS Enterprise office, making it easy for start-ups to access NUS resources and expertise.



The former PGP bungalows will be redeveloped by the university for other purposes, while PGP5 will be turned into the Minimum Viable Product Studio, a prototyping facility run by NUS Enterprise.

SPEAK UP TO DRIVE WITH YOUR VOICE

Shaping the next generation of technologies



⊕ (Left) Mr Mike Kennewick, Chairman and CEO, VoiceBox Technologies fielded questions from the audience at the inaugural Scale Up Singapore on 1 February 2016 and moderated by Prof Wong Poh Kam, Director, NUS Entrepreneurship Centre.

Imagine this scenario: You are driving to meet a friend at a restaurant. Along the way, your car checks the Traffic Police website and informs you of an upcoming traffic jam. Realising this will cause you to be late, you tell the car to send your friend a message, asking to change venue. Your car verifies the location of your friend, and suggests a new restaurant with good reviews, that is conveniently located for both of you. After confirming the location with your friend, your car plots the new route and shows it on your GPS.

Such a scenario will soon be a reality within about 5 years, according to Mike Kennewick, Chairman and CEO of VoiceBox Technologies, which focuses on speech recognition and natural language processing. Mr Kennewick was speaking in February 2016 at the inaugural Scale Up Singapore, a joint seminar series by NUS Enterprise and NUS Business School.

During his talk, Mr Kennewick discussed the exciting new opportunities resulting from the emerging Internet of Things (IOT) market, where devices, objects and items are networked so they can collect and exchange information. Here is some of what he shared.

Why do you think Voice is going to be the next big thing in the IOT market?

As the IOT market takes hold, we are going to see a change in the way people interface with technology. In 1994, when the internet emerged, people had a keyboard and mouse, giving rise to a “point and click” interface. In 2007, with the introduction of the iPhone, touch capabilities became popular. With the next generation of technologies, Voice will play a fundamental role, allowing us to talk to multiple devices and for these devices to “talk” to each other. Most of the technology for this exists already – cameras, sensors, microphones, natural language processing systems, analytical technologies, facial recognition systems and so on. So it’s just a matter of imagining the right way for them to be applied and then integrating the technologies.

I believe that Voice will be a disruptive technology. For example, if people want to search for something now, they typically go to a site like Google and perform a search. With Voice enabled technologies, we can by-pass search completely. This is likely to lead to a new era of Voice-commerce. For example, if someone spoke to his phone, asking where to buy a pair of jeans, new advertisements could pop up, offering discounts.

What Voice applications is VoiceBox Technologies doing now?

The first market that we’re tackling is the automotive sector. We have been working with several car companies to create the “connected car”. One application that has been adopted allows the driver or passenger to tell the car to increase or reduce the air-con temperature.

How can entrepreneurs leverage on the new IOT opportunities?

A good place to start would be to base your idea on what you know. Add on what you observe from others or your research. Talk to potential customers and listen to what they say. Connect all the dots and hopefully you can create something new. Whenever there is an emerging platform, entrepreneurs should think about the new applications and services that can be built upon the platform to benefit the customer. For example, various websites and services like Amazon are built upon the internet. All platforms evolve around the user experience, and a platform is only sustainable if the user experience is ubiquitous. A great customer experience happens with the right combination of the user experience and the platform.

BEYOND THE HOSPITAL INTO THE HOME

eBeeCare enables home-visits for discharged patients

eBeeCare, an NUS Enterprise incubatee company, has tied up with a national hospital in Singapore to create a customised online platform that matches nurses with patients requiring home-visits. This offers home-care services to the hospital's patients, covering procedures such as administering medication, home nursing, wound care, pain management or general consultation. Should nurses from the hospital not be available to visit patients at their preferred location or preferred timing, these patients can also leverage upon eBeeCare's community of more than 250 nurses available on their platform.

eBeeCare has built up a network of neighbourhood nurses, who conduct home-visits in the privacy and convenience of one's home. Clients looking for professional nursing services at home simply log into eBeeCare's website (www.ebeecare.com) or iOS

mobile app to indicate the type of nursing service they need, date, time and venue. The system automatically matches the most suitable nurse available, showing the price. When the client wishes to confirm the appointment, they pay eBeeCare through the mobile payment gateway or directly via an ATM transfer. After the nurse has completed the required procedure, they log into the system to fill out details on the patient condition data, after which they receive their payment. This ensures that necessary medical data is captured for optimal patient care.

To date, eBeeCare has enabled more than 1,000 transactions for nearly 100 families. In addition to providing patients with necessary support, this platform also offers new job opportunities to nurses who want part-time work or wish to work directly with the community in their neighbourhood.



⊕ (Bottom right) John Chen, CEO eBeeCare with his team members (clockwise) Ann Pang, Wang Baoquan, Eric Lu, Weilson Tan and Kevin Wong.

JOYOUS WIN FOR RABBIT RAY

Joytangle Scoops Shell LiveWIRE Award

Local social enterprise Joytangle won the top prize of the Shell LiveWIRE award, taking home US\$ 15,000 for its flagship product Rabbit Ray. Joytangle beat 27 other contestants from 14 other countries, who participated in the Shell LiveWIRE Top Ten Innovators Award, a programme that supports innovation.

"Joytangle is a great example of how an innovative approach contributes to making a positive impact to business, and I congratulate Esther Wang on her success. Innovative, wealth creating businesses are important drivers of economic growth and each of our ten award winners are having a positive impact in their respective business sectors. Shell LiveWIRE is proud to support such innovative enterprises to grow and achieve long-term sustainability," said Ms Joanna Cochrane, VP Social Performance at Shell.

Joytangle is an NUS Enterprise incubatee, founded in 2012. It launched Rabbit Ray in November 2015 and customers already include KK Women's and Children Hospital, Children's Cancer Foundation and Chang Gung Memorial Hospital in Taiwan. Rabbit Ray is a patient engagement device helping children to



⊕ (2nd from left) Ms Esther Wang, Founder and CEO, Joytangle clinched the top prize of the Shell LiveWIRE award for her innovative product, Rabbit Ray.

learn more about medical procedures. By playing with Rabbit Ray, children learn the importance of vaccinations and blood taking, reducing their fear and increasing their co-operation for treatments requiring needles.

"Rabbit Ray will replace children's

fear with understanding. The access to healthcare is important; coupled with education and positive experience, it will encourage children's receptiveness to treatment. When children are involved in their care, it creates better outcomes," said Esther Wang, Founder and CEO, Joytangle.

GSK BEST INNOVATOR FROM NUS

Ryoko Sato competes in GSK Vaccines Innovation Game

NUS recently partnered with GlaxoSmithKline (GSK) to help run the GSK Vaccines Innovation Game 2015. The online business plan competition was designed to help develop innovative solutions for the vaccine industry through the use of emerging technologies, giving participating teams the chance to win a space in the GSK bio-incubator. SPARKS catches up with Best NUS Innovator Award recipient and NUS student Ryoko Sato, Research Fellow of Global Research Institute, to learn more about her experience with the game.

What is your background?

I am a development economist with particular interest in examining barriers to and incentives for health behaviours in developing countries. One of my interests is to evaluate what increases vaccine take-up, particularly in Nigeria, where the prevalence of vaccine-preventable diseases is high yet the take-up rate remains low.

How did you get involved in the GSK Innovation Game?

When I saw the poster about the GSK innovation game, it immediately drew my attention. My idea, with which I

competed, was to use social networks to increase vaccine take-up through (1) altruistic motivation as a means to increase herd immunity and (2) social pressure, by making one's vaccination decision visible to others within the community.

What was the experience like?

I started the competition around October 2015, and received comments from potential investors for the next several months. It was really an interesting and meaningful experience for me to go through this competition and especially to receive feedback from people with various backgrounds. They helped me to think more about the details of the project and to eventually improve my proposal. As a result, I was selected as one of the finalists by GSK and I was awarded the Best Innovator (NUS).

As a finalist, I was provided the opportunity to visit GSK's office in Belgium to present my idea. This experience was precious to me because I had a chance to meet with other finalists and learn about their ideas. To tell the truth, many of their ideas were highly technical to me, but what I understood fascinated



+ Ryoko Sato, Captain of NUS Venture – "All for one and one for all" in full action during her pitch in Belgium on 28 Jan 2016.

me – some proposed new techniques to improve vaccines efficacy, others proposed innovative ways to deliver vaccines to remote areas, etc. I appreciated the fact that people gathered to think about ways to improve people's health quality through vaccines

What do you take away with you?

This opportunity from GSK motivates me to continuously devote myself to research on improving health behaviours.



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NOC STUDENTS ACE BUSINESS CHALLENGE

NUS Overseas Colleges (New York) students make Singapore Proud

A group of NUS Overseas Colleges students from the New York programme won the international Pacific Venture Capital Competition (PVCC) 2016, with the Grand-Finals held in Vancouver, BC on 24 February 2016. PVCC 2016 is the largest student-run venture capital competition in North America, with over 400 competitors, 350 delegates and 60 universities worldwide.

Tell us more about this competition and how you guys got started.

We first learned of this competition through browsing online. As it is venture capital-related, it caught hold of our attention! Venture capital is one key cornerstone of the entrepreneurial ecosystem and we wanted to understand venture capital better. Unlike a typical hackathon which is usually held over a 24-hour or 36-hour period, there are many stages in this competition. First, we had to assess and conduct valuation on a bitcoin / blockchain start-up. Next, a video pitch of us presenting our deck was submitted. When we got into the Semi-Finals, we had to submit yet another deck! This time though, it was way more extensive and we got to choose from three of the startup teams to conduct our valuation on. The final three Venture Capital teams were then flown to Vancouver to present their analysis and valuation to a panel of esteemed judges and delegates!

What's your experience in joining this competition?

The experience was honestly unbelievable and tremendously rewarding. Most of the time, we are learning how to be entrepreneurs, to build a good start-up and pitch to angel investors or venture capitalists. However, this time, we were acting "on the other side of the table" - the venture capitalists. We had to learn how to think like them, how to analyse start-up companies, and how to chart out exit outcomes and possibilities for these start-ups. It is indeed true that nothing prepares you better than actually doing it! We actually managed to gain hands-on experience in valuing startups



⊕ The winners of the Pacific Venture Capital Competition from NUS Overseas Colleges (New York). (L to R): Goh Jian Kai, Ng Kian Siang, Albert Ho Jian Qiang and Chia Teck Yuke.

and we believe that the experience is indeed highly rewarding. Furthermore, the actual experience of flying all the way to Vancouver, preparing all night for our presentation and finally presenting to an audience of over 300 people is exhilarating, to say the least. We also learnt a lot from the merits and areas of improvements from the other teams and even made many new friends in Vancouver!

Challenges faced and how did you overcome them?

The main challenges faced were time management, in our opinion. As all of us had to fit in full-time internship work, classes in New York University, and NUS entrepreneurship classes, we were left with very few pockets of time to complete our discussions and presentation decks. For instance, the semi-finals require you to choose one startup company out of the three, assess and value them, whilst finishing up a 35-page slide deck within merely seven days! Proper delegation of roles and responsibilities was key to overcoming the time management challenge, and all of us were very cooperative and understanding.

Key takeaways and how do you think the NOC experience prepared you for it?

We learnt so much about venture capital from this competition: the way they think, the valuation methods they employ, the comparable companies they look at, types of possible exit outcomes, etc.. I guess learning about venture capital can help us to further hone the way we pitch to them in the future! If we know what they are looking for, I am sure our fund-raising will be more successful. The NOC experience has been one of the largest, if not the largest, factor contributing to our preparedness! In our NOC curriculum, we learnt about the various financial instruments venture capitalists use and this accorded us a clear advantage over other non-NOC competitors. Furthermore, the NOC experience taught us about being entrepreneurial: no challenge will stand in our way if we have the fortitude and tenacity!

JAN

06	Fostering Innovation and Entrepreneurship: The Tel Aviv University Model	• NUS, Shaw House
11	NOC Local: A new era of entrepreneurship: what you need to know about China?	• NUS Enterprise
12	NOC Local: Networking 101 by NOC Alumnus, Juliet Low	• N-House
13	Kopi Chat @Blk71 with VSee	• NUS Enterprise@Blk71
20	Wicked Wednesdays at N-House - Growth Hack!	• N-House
27	Wicked Wednesdays at N-House - Build your own startup landing page in 2 hours	• N-House
28	NOC Local: ASK NOC Start-ups	• NUS, U-Hall

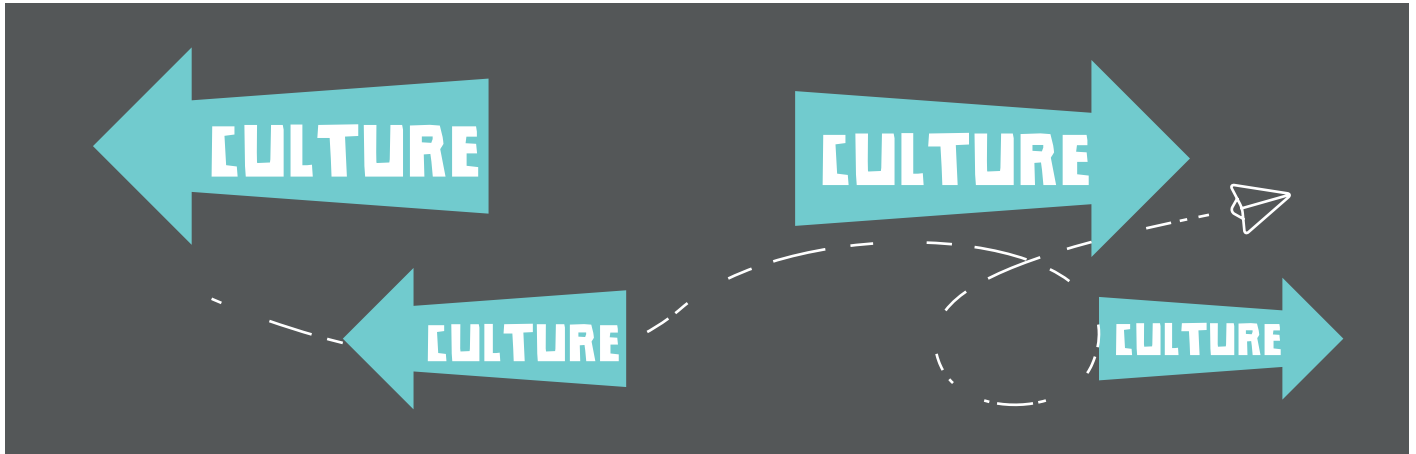
FEB

01	Opportunity Knocks: From IoT to Talking Things	• NUS, Hon Sui Sen Auditorium
03	Wicked Wednesdays at N-House - Working in Tech!	• N-House
15	Small Change Conversations: Change At Work	• N-House
17	Wicked Wednesdays at N-House - Code for Start-up!	• N-House
18	NOC Alumni CNY Reunion & Lo Hei 2016	• N-House

MAR

03	Solutions for Elderly Challenges	• NUS Enterprise@Blk71
03	Kopi Chat@NUS with Neal Cross, MD & CIO,DBS Bank	• NUS Enterprise@Blk71
09	Wicked Wednesdays at N-House - Open House!	• N-House
12&19	Design Thinking Workshop	• NUS Enterprise@Blk71
16	Kopi Chat@NUS with Michael Cannon, Chief Operating Officer, Axelerant	• NUS Enterprise@Blk71
16	Wicked Wednesdays at N-House - Design Thinking Workshop!	• N-House
18	The Hangar: Housewarming Party	• NUS, ICube Building
21	Lean LaunchPad - Final Presentation Day (5th Run)	• NUS, ICube Building
23	Matchapreneur	• NUS.SoC
23	Wicked Wednesdays at N-House - Meet the Founders!	• N-House
28	NEW! NOC Lausanne and Munich Programmes	• NUS,FoE
31	IDMI Sharing @ Blk71	• NUS Enterprise@Blk71

BUILDING AND MAINTAINING THE RIGHT CORPORATE CULTURE



As start-ups expand their teams, creating the right corporate culture can be difficult, especially when team members may be working in different locations. Michael Cannon, COO of Axerlerant, a digital tech and solutions company, shed light on this problem during NUS Enterprise's Kopi chat session at Blk71. Michael shared how they have developed a strong culture despite the fact that their 50+ team is based across different countries and time zones.

Why is building a culture important?

A strong culture has clear tangible benefits to any company, including:

- Increasing innovation, as people bond and are willing to take more risks;
- Higher customer satisfaction, as employees care more about what they are doing;

- Attracting and retaining top talents, which is critical for start-ups.

All these factors lead to a company with a stronger financial performance, improved brand recognition and superior organisation agility.

How do we create the right culture?

- Define the core values. This is the company's identity, so look for traits and characteristics that you can live by.
- Live and breathe these values. Values are not just printed on a plaque on the wall. They should inspire certain behaviour and guide decision-making. You need to keep reinforcing these values, as they create predictability and consistency for all employees.
- Assess where the company currently is

at and where you want to be. Determine what change needs to be made and get buy in from everyone in the company – from top to bottom.

How to sustain the culture?

- Make sure programmes, policies and practices support the culture. These should include everyone on the team.
- Hire and retain people that fit the culture. For those that do not believe in the company values, it is best to let them go.
- Communicate across the team. This builds trust and accountability. For teams that are located around the world, have regular videoconferencing.