## Index

*Note: Page numbers followed by “n” with numbers indicate footnotes.*

<table>
<thead>
<tr>
<th>Academy</th>
<th>265</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accelerators</td>
<td>97–98, 207, 241, 244, 250</td>
</tr>
<tr>
<td>Accenture</td>
<td>256</td>
</tr>
<tr>
<td>Accenture Digital China</td>
<td>254</td>
</tr>
<tr>
<td>Acquisition capital</td>
<td>73</td>
</tr>
<tr>
<td>Action Map</td>
<td>10</td>
</tr>
<tr>
<td>Activity-based models</td>
<td>35</td>
</tr>
<tr>
<td>Acumen</td>
<td>95</td>
</tr>
<tr>
<td>Adaptability</td>
<td>175</td>
</tr>
<tr>
<td>Administration</td>
<td>193</td>
</tr>
<tr>
<td>Administrative intensity</td>
<td>172</td>
</tr>
<tr>
<td>Administrative trust</td>
<td>195</td>
</tr>
<tr>
<td>Adobe Capital</td>
<td>99</td>
</tr>
<tr>
<td>Advanced agricultural techniques</td>
<td>246</td>
</tr>
<tr>
<td>Affordable loss</td>
<td>22</td>
</tr>
<tr>
<td>Agile model</td>
<td>255</td>
</tr>
<tr>
<td>Agua Fria</td>
<td>75, 81</td>
</tr>
<tr>
<td>business</td>
<td>77–79</td>
</tr>
<tr>
<td>business vision</td>
<td>79</td>
</tr>
<tr>
<td>capabilities, strategies, channels and value creation</td>
<td>79–80</td>
</tr>
<tr>
<td>challenges and opportunities</td>
<td>76–77</td>
</tr>
<tr>
<td>co-founder</td>
<td>75</td>
</tr>
<tr>
<td>collaborators</td>
<td>77</td>
</tr>
<tr>
<td>Domo Capital creation</td>
<td>75–76</td>
</tr>
<tr>
<td>mindset for entrepreneurship</td>
<td>75</td>
</tr>
<tr>
<td>Aligning skill</td>
<td>165</td>
</tr>
<tr>
<td>Amazon</td>
<td>116, 221, 255, 258</td>
</tr>
<tr>
<td>America On-line</td>
<td>246</td>
</tr>
<tr>
<td>AMEXCAP</td>
<td>216</td>
</tr>
<tr>
<td>Analytical information</td>
<td>258</td>
</tr>
<tr>
<td>Angel investors</td>
<td>207, 224</td>
</tr>
<tr>
<td>Anteris Capital</td>
<td>220</td>
</tr>
<tr>
<td>Anticipating skill</td>
<td>165</td>
</tr>
<tr>
<td>Apple</td>
<td>209, 212, 255</td>
</tr>
<tr>
<td>Area Industrial &amp; Logistic</td>
<td>242</td>
</tr>
<tr>
<td><em>Art of the Start, The</em> (Kawasaki)</td>
<td>227</td>
</tr>
<tr>
<td>Arthur Andersen and Co.</td>
<td>71</td>
</tr>
<tr>
<td>Artificial Intelligence (AI)</td>
<td>257</td>
</tr>
<tr>
<td>Ashoka</td>
<td>83, 97, 100, 107</td>
</tr>
<tr>
<td>Associations</td>
<td>100–101</td>
</tr>
<tr>
<td><em>Atlas of Economic Sophistication</em></td>
<td>216</td>
</tr>
<tr>
<td>Attitude of managers toward change</td>
<td>171–172</td>
</tr>
<tr>
<td>Automation</td>
<td>256</td>
</tr>
<tr>
<td>Awards</td>
<td>131–132</td>
</tr>
<tr>
<td>B Corporations (B-corps)</td>
<td>96</td>
</tr>
<tr>
<td>B Impact Assessment</td>
<td>96s</td>
</tr>
<tr>
<td>B-lab assessment</td>
<td>95–97</td>
</tr>
<tr>
<td>B2B NARANYA 1.0</td>
<td>148</td>
</tr>
<tr>
<td>B2C model</td>
<td>255</td>
</tr>
<tr>
<td>B2C NARANYA 2.0</td>
<td>150</td>
</tr>
<tr>
<td>Balanced skill people</td>
<td>15</td>
</tr>
<tr>
<td>BANCOMEXT</td>
<td>211</td>
</tr>
<tr>
<td>Bangalore, ecosystem in</td>
<td>233</td>
</tr>
<tr>
<td>BANOBRAZ</td>
<td>211</td>
</tr>
<tr>
<td>BBVA Momentum</td>
<td>89, 101</td>
</tr>
<tr>
<td>Behavioral perspective of leadership</td>
<td>161–163</td>
</tr>
<tr>
<td>Behavioral theory of entrepreneurial bricolage</td>
<td>19</td>
</tr>
<tr>
<td>Beneficiary (fideicomisario)</td>
<td>194</td>
</tr>
<tr>
<td>Berlin, ecosystem in</td>
<td>233</td>
</tr>
<tr>
<td>Big data</td>
<td>232, 236</td>
</tr>
<tr>
<td>Big Factor personality dimensions</td>
<td>169</td>
</tr>
<tr>
<td>Bird-in-Hand</td>
<td>22</td>
</tr>
<tr>
<td>BITACORA</td>
<td>120</td>
</tr>
<tr>
<td>BMW</td>
<td>209</td>
</tr>
<tr>
<td>Boulder thesis</td>
<td>246</td>
</tr>
<tr>
<td>Brand innovations</td>
<td>121–122</td>
</tr>
<tr>
<td>Business and management competencies</td>
<td>46, 54</td>
</tr>
<tr>
<td>Business Angels</td>
<td>250</td>
</tr>
<tr>
<td>Business model</td>
<td>142, 152</td>
</tr>
<tr>
<td>challenge</td>
<td>154</td>
</tr>
<tr>
<td>evolution</td>
<td>149–150</td>
</tr>
<tr>
<td>exploration</td>
<td>59</td>
</tr>
</tbody>
</table>
Index

... prototype and visualization, 144–146
prototypes, 135
start prototype, designing, 148–154
Business Model Canvas, 145, 153
Business park, 242
Business structure, 238

Canvas’s framework, 144–147
Capital, 237
financing by, 196
of investor, 73–74
Carlsberg, 209
Carried interest, 73
Catapulta Fest, 101
Caterpillar, 209
CEMEX, 117
Centralization, 172
certificados de capital de Desarrollos, 217
certified B Corporations, 96
Challenging skill, 165
Channel innovation, 120–121
Channels building block, 146
Charismatic-inspirational leaders, 163
Chatbots, 263–264
Chivas Venture, 99
Cloud, 264
CO_Plataforma, 101
Cognitive abilities, 170
Collective bricolage, 19
Comisión Nacional Bancaria y de Valores (CNBV), 191n4
Commodity, 125
Common stock, 196
Communication, 156
asynchronous, 264
Communities, 255
Competency
competency-based approach, 46
perspective of leadership, 161–162
Configuration (green) category of innovation, 115–118
Consejo Nacional de Ciencia y Tecnología (CONACYT), 216
Consistency, 175
Constant feedback loop, 21
Constructivist approach, 19

“Construyendo”, 105
Consumers, 263
Contingency perspective of leadership, 164
Continuous improvement, 129–130
Convergent group, 22–23
Convertible debt, 197
Convertible note, 200–201
Corporación de Fomento de la Producción (CORFO), 213, 215
Corporación Mexicana de Inversiones de Capital (CMIC), 211
Corporate entrepreneurship (CE) (see also Social entrepreneurship (SE)), 70, 209
Corporate governance, 192–193
Corporate social responsibility (CSR), 18, 84, 141
Corporate venture capital (CVC), 208–210, 209n2
Corporate venturing (CV), 209
Corruption, 25
Cosmos, 36–38
Cost structure building block, 146
Coworking, 250
Crazy or Patchwork Quilt, 22
Creative design thinking process, 134
Credito Joven, 202
Crowdfunder, 100
Crowdfunding, 204–205, 250
debt, 206
donation, 205–206
equity, 206–207
rewards, 206
Culture, 128–129, 237, 247
of innovation, 114, 159, 173–174
Customer, 256
engagement innovations, 122
relationships, 146
segments, 145–146
validation, 153
Customer Acquisition Costs (CAC), 227
“Customer Creation”, 153–154
Customer Development process, 153
“Customer Discovery”, 153
Customer Lifetime Value (CLV), 227
Index

Daniel Isenberg of Babson College, 233–234
Data entry, 156
Data exchange, 156
Debt, 197–198, 200–202, 204
crowdfunding, 206
Deciding skill, 165
Decision-making, 19
Delivery systems, 114
DELTAREC’s business model, 88
Denison’s model of organizational culture, 174
  adaptability, 175
  consistency, 175
  dimensions, 174–175
  involvement, 175
  mission, 176
Density, 237
Design, 10–11
  thinking, 11, 91, 133–135, 257
“Design for Extreme Affordability” program, 91
Desirable future, 8
Developmental processes, 34
Differentiation, 240
Diffusion, 101–102
Digital age issue, 256
Digital marketing strategies, 25
Digital Wall, 254
  citizen’s role, 264
digitization, 254, 256–258
  education, 261
  financing, 260–261
government’s role, 264–265
health, 261–263
insurance industry, 260
private sector’s role, 265
retail trade, 258–259
tourism, 263–264
  transport and logistics, 263
universities’ role, 265
Digital world, 255
Digitalization, 262
  of networks, 125
Digitization, 254, 256–258, 261
Discount rate, 225–226
Discounted cash flow (DCF), 204
Disruptive innovations, 114
Disruptive platforms, 256
Distribution and Monetization Platform, 150
Doing Business, 236
Domain description card, 6, 8
Domain Map, 6–7
Domo Capital creation, 75–76
Donation crowdfunding, 205–206
Doppelgänger Brand Image (DBI), 25
Drive, 162
Durability, 18
E-commerce, 121, 232
Early adopters acquisition, 58–59
Earned equity, 73
Earned income, 89
Earnings before interests, taxes, depreciation, and amortization (EBITDA), 15
  multiple method, 223–224
ECITON, 119–120
Ecosystem, 231
  building innovation and entrepreneurship ecosystem, 246–247
  entrepreneurship, 236–240
  impact of entrepreneurship ecosystem, 247–249
  innovation and industrial clusters, 243–246
  key indicators, 235–236
  outstanding challenges and challenges, 236
  Technology Parks, 240–243
  around world, 232–233
Education in digitization, 261
Effective leaders, 173
Effectual Entrepreneurship (effectuation), 22
Effectuation, principles of, 22
Efféta, 89
Effort, 240
EGADE Business School, 121
El Pollo Loco franchisees, 71
Electronic health records (EHRs), 154
  check-up, listen to, and register patients’ information, 155–156
factors impediments or barriers for adoption, 155
wireless connectivity, 157
Embrace project, 91
Emotional, decisive, integrated, sensory, optimistic, and now goals (EDISON goals), 24
Emotional intelligence, 162
Emotional-based goals, 25
Empathy maps, 135
Entrepreneur, 37
Entrepreneurial
bricolage, 19–20
career, 235
decision-making, 21
ecosystems, 23
education, 238
human capital, 238
regional cluster, 244
spirals, 21
spirit, 14
Entrepreneurial typology, 70
capital of investor, 73–74
economic aspects of search fund, 73
first stage, 72
fourth stage, 73
second stage, 72
selection of company, 74–75
third stage, 72–73
Entrepreneurs, 13, 17, 21, 25, 89
primary task, 15
rational, 19
specialized and non-specialized, 15
Entrepreneurship, 13, 31, 35, 233–234, 237
centers, 239
competencies, 46, 53–54
funding, 69
idea, 66
importance, 14
Jack-of-All-Trades Theory, 14–25
milestones, 67
mission and vision, 66–67
pivoting, 68–69
process, 32
start, 66
Technology Parks role, 242–243
types, 69–70
validation, 67–68
Entrepreneurship ecosystems
impact of, 247–249
building innovation and, 246–247
characteristics, 239–240
elements and relationships, 236–237
platform to build ecosystem, 237–239
Envision, 8–10
Equity, 202–203
crowdfunding, 206–207
financing, 207
type theory, 20
Equity rounds
complementing, 219–221
DCF, 224–226
equity dilution, 222
extending runway between, 218–219
financial requirements, 221–222
multiples, 224
proposed pitch deck structure, 227–229
valuation factors, 226–227
valuation methods, 223
Essai sur la nature du commerce en general (Cantillon), 13
Essential skills of strategic leaders, 165
Expectancy Theory, 20
Experience, Explain, and Establish theory-assessment framework (3E theory-assessment framework), 23
Experience (blue) category of innovation, 115
Explore, 6–8
External communication, 172
Extinction, 21
Facebook, 221, 255
Fairness, 20
Family, friends, and self-financing (3-F), 23
FCF statement, 225
Feedback loop theory, 21
FEMSA Comercio, 116
Festival de Innovación Epicentro, 101
Fideicomiso de inversión en capital privado (FICAP), 194–195
Fideicomisos, 194, 194n18

Fifth Discipline, The (Senge), 93

Financial support, 247

Financing, 99–100, 238, 260–261

by capital, 196

Firms, 19, 209–210

Fitbit, 261

FOCIR, 211

Fondeadora, 99

Foolproof jobs, 17

Forces of change, 124

opportunities triggered by, 137–138

Ford Motor Company, 209

Foresight (see also Lean Foresight), 3–4, 128, 131

Formalization, 173

Former route, 23

Foro Latinoamericano de Inversión de Impacto (FLII), 102

Frame, 4–6

Franchises, 71

Franchisor, 71

Fraud, 25

Friends and family, 203–204

Fuckup Nights, 247

Fully functioning clusters, 244

Functional differentiation, 171

“Fundación Carmen Pardo-Valcare”, 89

Funding, 69

Future, 8

matrix, 9

thinking, 1

GAFA (Google, Apple, Facebook, and Amazon), 255

“Gap, the”, 211

Garmin, 261

GDP per capita, 253–254

Gender, 240

General Law of Commercial Companies (LGSM), 190

General Law of Credit Instruments and Operations (GLCIO), 194

General Motors, 256

General systems theory, 93

Geographical proximity, 245

GlaxoSmithKline, 209

Global Competitiveness Report of World Economic Forum, 235–236

Global ecosystem, 95

Global Entrepreneurship Index (GEI), 235

Global Entrepreneurship Monitor (GEM), 85, 235

Global Impact Investing Network (GIIN), 95–97

Google, 255

Government, 241

funds, 210–211

role in Digital Wall, 264–265

role in stimulating VC for growth, 211–216

Hábtiva, 102–107

Hackathons, 247

Hacker, 228

Health

in digitization, 261–263

systems, 257

Healthy entrepreneurial ecosystems, 21

Hipster, 228

Honda, 209

Honeywell, 209

Hub, 250

Human

capital, 237

organizational culture, 178

relations competencies, 46, 54

Hunters, 255

Hustler, 228

Ideology, 163

IGNIA, 99

Impact investments, 95

Impact measurement, 97

Implicit perspective of leadership, 164

In-depth face-to-face interview, 55

Incentive

lack of, 156

plan compensations, 196–197

Incremental innovations, 114

Incuba Social, 98–99

Incubators, 97–98, 239, 241, 249–250

commercial, 242

Index of Systemic Conditions for Entrepreneurship, 239
Individual characteristics of leaders, 168–169
cognitive abilities, 170
and innovation, 168
intrinsic motivation, 170–171
knowledge, 169–170
personality, 169

Industrial clusters
background, 243–244
building, 245–246
types, 244–245

Industrial complex, 245

Information and communication technologies (ICT), 14

Infrastructure, 179

Initial capital, 73

Innovation, 87–88, 113–114, 159, 208, 234, 240
Alestra/Axtel Case, 122–138
ALESTRA’s innovation model, 123–124
beginning of competition in telecommunication sector, 124
center, 242
centered on people, 133–135
challenge for retailers, 138–139
change in landscape of telecommunication market, 125
company’s transformation, 122–123
configuration (green) category, 116–118
convergence of telecommunications and information technology industries, 126–127
culture of, 173–174
enriching value proposition through integrated value solutions, 126
and entrepreneurship ecosystem, 246–247
foresight methodology, 128
hub, 133–135
individual characteristics and, 168–171
innovation challenge for retailers, 138–139

leadership, culture, and organization, 128–129
leadership and, 164–168
metrics, achievements, and awards, 131–132
offering (orange) category, 118–122
opportunities triggered by forces of change, 137–138
organizational characteristics and, 171–173
platform to managing ideas and challenges, 132–137
strategic acquisitions for ALESTRA’s Portfolio, 127
strategic innovation and continuous improvement, 129–131
strategic transformation, 123, 125–126
technology, 113
Technology Parks role, 242–243
types, 114–115
“Innsight”, 132
“Inside-out” process of strategy formulation, 17

Institute for Management Development, 253
Institute of Cellular Physiology of UNAM, 262
Instituto de Emprendimiento Eugenio Garza Lagüera, 98
Instituto Nacional del Emprendedor, 210
Insurance industry, 260
Intangible awards, 132
Integrity, 162
Intel, 209, 212
Intellectually stimulating leaders, 163
Intelligence, 162
Internal communication, 172
Internet market, 125
Interoperability, 156
Interpersonal competencies, 46, 54
Interpret skill, 165
Intrapreneurship, 69–70
Intrinsic motivation, 170–171
Investment, 239
vehicles in Mexican VC operations, 194
Index 273

Investors, 196
Involvement, 175
IRIS, 95–97

Jack-of-All-Trades Theory, 14
entrepreneurial bricolage, 19–20
feedback loop theory, 21
Mezzanine theory, 15–16
O-ring theory, 16–17
process-based theories, 20–21
Theory of Effectuation, 21–23
Theory of Optimal Triangle, 23–25
theory of resources and capabilities, 17–19
Johnson & Johnson, 209

Keep it Simple Security (KISS), 200, 204
Key activities building block, 146
Key partnerships building block, 146
Key performance indicators (KPIs), 226–227
Key resources building block, 146
Knowledge, 18, 169–170
of business, 162

Laguna Innovadora, 101–102
Land for research and development, 242
Larry Keeley’s Framework, 115
Latent clusters, 244–245
Latin American ecosystem, 35
Leader(ship), 128–129, 160, 162–163, 173
behavioral perspective, 161–163
competences and behaviors of innovation leaders, 167
competency perspective, 161–162, 164
culture of innovation, 173–174
Denison’s model of organizational culture, 174–176
implicit perspective, 164
individual characteristics and innovation, 168–171
and innovation, 164
innovation leadership, 166

of innovative teams, 166–168
leaders vs. managers, 160–161
learning activities and websites, 180
maturity innovation culture model, 176–179
motivation, 162
organizational characteristics and innovation, 171–173
perspectives of, 161
servant leadership, 164
strategic, 165–166
transactional perspective, 164
transformational perspective, 163
Vector Case de Bolsa case, 183–185

Lean Foresight, 4
Design, 10–11
domain description card, 6
Envision, 8–10
explore, 6–8
frame, 4–6
Lean model, 250
Lean Startup
Machine, 234
methodology, 42
Learning skill, 165
Legal entity choice for VC financing, 190–193
Lemonade Principle, 22
Ley de Mercado de Valores (LMV), 191
Limited Liability Company (LLC), 190
Linear model, 34
Linear process, 35
Liquidity events, 197n27
Local ecosystem, 95
Logistics, 263
London, ecosystem in, 233
Loops, 42, 44
Los Angeles, ecosystem in, 232

Madrid-based non-profit, 88
Make Sense, 97–98
Managers, 160–161
equity, 73
Markets., 227 249
Massachusetts clusters, 245
Master in Business Management (MBM), 121
Maturity innovation culture model, 176–177
innovative, flexible, and human organizational culture, 178
key partners for innovation, 179
organizational architecture, 178–179
standardized processes and practices, 178
strategic direction, 177–178
sustainable innovation culture, 179
MCI, 246
Medtronic, 246
Meet-ups, 244
of technology and entrepreneurship, 247
Mega trends, 10
Mexican Income Tax Law, 195
Mexican Institute of Industrial Propriety (IMPI), 58
Mexico and PEVC challenges, 216
extending runway between equity rounds, 218–219
strategy to develop VC market, 216–217
MexicoVentures, 211
Mezzanine investment management, 16
theory, 15–16
Micro-successes, 60
MicroMasters, 121
Minimum viable product (MVP), 39, 57, 204
Minority rights, 192
Model of Teachable Entrepreneurship Competencies (M-TEC), 54
Monetization, 60
Motorola, 209
Multidisciplinary approach, 168
Multiples, 224

Nacional Financiera (NAFIN), 202, 211
NAFIN–CMIC team, 212–213, 216
NARANYA 1.0, 148–149
NATGAS (Mexican company), 86–87
National Council of Science and Technology (CONACYT), 59
National Research Center of Science and Technology for Development, 214
Negative covenant, 198n29
Negative reinforcement, 21
Nestle, 209
Network, 100–101
innovations, 116–117
networking technologies, 232
Network Preparation Index 2016 (NRI), 254
New product development (NPD), 208
New Ventures Group, 97–98
New York, ecosystem in, 232
Nomads, 255
Non-competition agreements, 191
Non-governmental organizations (NGOs), 24
O-ring jobs, 17
theory, 16–17
Offering (orange) category of innovation, 115, 118–122
Omaha telemarketing cluster, 246
Open Innovation, 209, 209n1
Opportunity recognition, 20
Optima Energia (OE), 144
Organization, 128–129
Organization for Economic Cooperation and Development, 263
Organizational architecture, 178–179
Organizational characteristics and innovation, 171
variables having negative relationship with innovation, 172–173
variables having positive relationship with innovation, 171–172
Organizational culture, 173
Organizational effectiveness, 176
Pacific Alliance, 238
Park, 241
Parque de Investigación e Innovación Tecnológica (PIIT), 217
People-oriented leaders, 162
Personal funding, 203
Personality, 162, 169, 240
Personalization, 256
PEVC, 211, 215
   Mexico and PEVC challenges, 216–219
PhD Talks, 53–60
Philanthropy, 84
Pilot-in-the-plane, 22
Pitching, 94–95
“Pivot Iteration”, 153
Pivot/pivoting, 68–69, 235
Plan creation, 11
Plane, 38–39, 42
Platforms, 256
Points of service, 121
Policies and regulations, 239
Positive reinforcement, 21
Post-money valuation, 222
Potential clusters, 245
Potential market identification, 59
Powers of attorney, 198
Pre-money valuation, 222
Predominance in US region, 240
Preferred stocks, 196
“Premium SMS” services, 148
Primary investment, 203
Privacy, 156
Private equity transaction, 195
Private public partnership scheme
   (PPP scheme), 17
Process innovations, 117
Process-based theories, 20–21
Product development, 59–60
Product performance innovations,
   118–119
Product system, 119–120
Professionals/professionalism, 171, 241
Profit, 142–143
   model, 115–116
   and social impact, 143–144
Profit and loss statement (P&L
   statement), 68
Project-based organization, 168
Projected future, 8
Promotora Social México, 100
Prospects acquisition, 59–60
Proyecto integrador (integrative
   project), 58
Public policies, 84, 247
Pure agglomeration model, 245
Purpose-driven business models, 141
Purpose-driven organizations, 143
Quality Seekers, 255
Radical innovation, 114
Rational entrepreneurs, 19
Real Academia de la Lengua, 231
Regional integration, 239
“Regional School of Entrepreneurs”, 238
Regulatory environment, 237
Reinforcement Theory, 20
Reliability, 239
Replicability, 18
Research and development (R&D),
   209–210, 212
Research and insights generation, 59
park, 242
Resources acquisition, 55
Retail trade, 258–259
Retailers, innovation challenge for,
   138–139
Revenue
   model, 149–150
   streams, 146
Rewards, 206
Risk-taking propensity, 169
Roche, 209
Rockefeller Foundation, 95
Sales generation, 59
San Diego golf equipment cluster, 246
Sao Paulo, ecosystem in, 233
Scalability (see Unit economics)
Scalable technology-based
   enterprises, 69
Schwab Foundation, 100
Science, Technology, Engineering, and
   Mathematics (STEM), 236
Science, technology and, innovation
   platform (CTI), 238
Science and Technology Parks
   (S&TP), 242
Science park, 242
Search capital, 73
Search fund
  acquisition, 71–72
  economic aspects, 73
Secondary investment, 203
Secure resources, 172
Securities Market Law, 191
Security, 156, 232
Seed capital, 250
Self-concept, 162
Servant leadership, 164
Service
  ecosystem, 119–120
  innovations, 121
  performance innovations, 118–119
  service-center innovation, 137
Settlor (fideicomitente), 194
Sidney, ecosystem in, 233
Silicon Valley, 244
  ecosystem in, 232
Simple Agreement for Future Equity (SAFE), 200, 204
Singapore
  ecosystem in, 233
  GDP per capita in, 214
Singapore Investment Corporation (GIC), 214
Skilled innovators, 121
Skills and resources acquisition, 59
Skoll World Forum, 101
Small Business Investment Company (SBIC), 213
Small-and medium-size enterprises (SMEs), 211, 241
Social Bricoleur, 87–88
Social Business Initiative of European Commission, 101
Social business model canvas, 91–92
Social capital, 239
Social Constructionist, 87–88
Social Engineer, 87–88
Social entrepreneurs’ bricolage behavior, 20
Social entrepreneurship (SE) (see also Entrepreneurship), 69, 84–90
  ecosystem, 97–102
  entrepreneurship spectrum, 86
  GIIN, 95–97
Hábtiva, 102–107
impact and metrics of social value creation, 95
innovation aspect, 87–88
IRIS, 95–97
using market forces to generating income, 88–90
metric in IRIS, 96
social/environmental aspect, 85–87
spectrum, 90
stakeholders, 103–104
tools in, 90–95
Social impact in business models, 143
profit and, 143–144
Social inequality, 255
Social Lean Canvas, 92
Social media technologies, 19
Social Opportunity Assessment Tool, 94–95
Social skills, 168
Social value creation, impact and metrics of, 95
Social work networks, 245
Socialab, 97
Sociedad Anónima (SA), 191–193
Sociedad Anónima Promotora de Inversión (SAPI), 191–193
Sociedad de Responsabilidad Limitada (S de RL), 190–191
Sociedad por acciones simplificada (SAS), 190
Software as a service (SaaS), 232
Solution tangibility, 57
Southern California aerospace cluster, 246
Specialization, 171
Specific, measurable, achievable, relevant, and time-bound goals (SMART goals), 24
Spectron Desarrollo, 99
Spin-offs, 234, 242–243, 250
Stage models, 35
Stagnation, 258
Stakeholders, 19
Starbucks, 209
Startup capital
  accelerators, 207
  angel investors, 207
  complementing equity round, 219–229
corporate venture capital, 208–210
crowdfunding, 204–207
friends and family, 203–204
funding sources, return expectations, and requested information, 199
government funds, 210–211
government’s role in stimulating VC for growth, 211–216
Mexico and PEVC challenges, 216–219
personal funding, 203
types of financing and investments, 200–203
venture capital, 208
Startup Grind, 247
Startup Path (SP), 35–36, 42–43
Cosmos, 36–38
dimensions, 39–40
elements, 41
entrepreneurship competencies, 46, 53
loops, 42, 44
PhD Talks, 53–60
Plane, 38–39
tools, 42, 45–52
units of measure, 41–42
Startup Weekend, 234, 247
Startups, 39, 74–75, 236
unicorn, 250
State Council of Science and Technology of Jalisco (COECYTJA), 55
“Step-up” conversion factor, 73–74
Stock options, 236
Stone bench, 240
Storytelling, 94–95, 250
Strategic
direction, 177–178
innovation, 129–131
leaders, 168
leadership, 165–166
Structure innovations, 117
Suma de tratos y contratos (Treaty on Deals and Contracts), 14
Support mechanisms, 176
Support services, 247–248
Sustainability, 18
Sustainable business models
business model, 142
business model challenge, 154–157
CSR, 141
EHRs, 154–157
NARANYA 1.0, 148–149
Naranya case, 147
NARANYA’s 3.0 new offerings, 150–153
NARANYA’s business model evolution, 149–150
profit, 142–143
profit and social impact, 143–144
prototype and visualize business models, 144–146
scaling and building model, 153–154
social impact, 143
start prototype, designing business model, 148
Sustainable development goals (SDG), 106
Sustainable innovation culture, 179
SVX, 99
Systems thinking, 92–95
Talent, 237, 240, 248
management capabilities, 160
Tangible awards, 132
Target, 250
Task-oriented leaders, 161–162
Tax aspects, 195
and legal validation, 58
Team development and growth, 58
leaders, 168
Technical committee, 194
Technical expertise, 167, 172
Technical support, 156
Technology, 113, 241
Technology Parks, 240–241
definition and objectives, 241
goals, 241
role in innovation and entrepreneurship, 242–243
types, 242
Tel Aviv, ecosystem in, 232
Tenure, 172
Index

Ternium, 117
Theory of Change, 94–95
Theory of dynamic capabilities, 17–18
Theory of Effectuation, 21–23
Theory of knowledge, 17–18
Theory of Optimal Triangle, 23–25
Theory of resources and capabilities, 17–19
Timeline, 8–9
Top management teams (TMT), 165
Tourism, 263–264
Traditional entrepreneurship in small and medium enterprises, 69
Tranches, 15
Transactional leadership, 163
Transactional perspective of leadership, 164
Transferability, 18
Transformational leaders, 163
leadership, 163
perspective of leadership, 163
Transparency, 18
Transparent firms, 18
Transport, 263
TRASI (online database), 97
Tratos y contratos de mercaderes y tratantes discididos y determinados (de Mercado), 13
Trends, 10
Triple Impact Investment Fund, 99
Trustee (fiduciaria), 194

Uber, 221, 256
Undesirable future, 8
Unit economics, 226
Units of measure, 41–42
Unreasonable México, 98

Valuation
factors, 226–227
methods, 223

Value
chain integration of industry, 246
creation, 131
proposition, 120, 145–146
proposition validation, 57

Variables, 171–172
Vendor trust and experience, 156

Venture
creation process, 32–35
debt, 197, 217
Institute, 98
Venture capital (VC), 208, 238, 244, 250
FICAP, 194–195
financing, 189, 195–198
funds, 224
government’s role in stimulating VC for growth, 211–216
identified gap, 212
legal entity choice, 190–193
legal vehicles for VC investments, 194
Vertical differentiation, 173
Vesting, 196
Vision, 57, 163

Warrant, 197n25
Wicked problems, 84
Wireless connectivity, 157

Xcala Project, 238
XYZ, Inc., 218, 220
Yapp Store, 149, 151
Yozma Venture Capital initiative, 214