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The growing progress of globalization has facilitated industrial changes and capital flows in recent years. Professional techniques or commercial modes may not be impressive enough to outshine competitors on the market. "Speed" is also crucial for enterprises to compete with others, and in response to international trend, not only innovation and application are essential, the accelerator that consolidates the start-ups and expedites economic growth undoubtedly is a major focus between economies. The International Incubation Week was also held in Taipei this August, which functions as an initiative to foster partnerships in Asia-Pacific region. On the other hand, while issues such as global warming and extreme climate impacts the global industries, the spillover effect on economies and supply chains caused by natural disasters has become the emerging threat that undermines the global trade and production system. Therefore, establishing a disaster preemptive mechanism to ensure the stability of global supply chain and the competitiveness of SMEs is vital.

With an aim to promote the significance of disaster prevention and economic development, Chinese Taipei served as an exchange platform and held "Train-the-Trainer Workshop on promoting SME Business Continuity Plans" and "APEC Start-Up Accelerator Leadership Summit" in August. The workshop attempts to build up the awareness and resilience on natural disaster risks, and to facilitate emergency preparedness. The latter one, with both the discussion on start-up innovation and the following competition, aspires to bring talents to network with entrepreneurs and venture capitals around the world, meanwhile enhancing the collaboration between public and private sectors. Asia Accelerator Network (AAN) is thus proposed, which targets at facilitating international incubation, technology R&D, market expansion and resource alignment so as to reduce the time needed for SMEs’ entry to the market abroad.

Apart from the report on the workshop and start-up summit, this issue of APEC SME Monitor offers related information and knowledge, such as topics involving start-ups, brand building and marketing, and crisis management. For example, the expert shares his perception regarding Asian Entrepreneurship Award 2013. In another article, the expert analyzes the brand development advantage of Chinese Taipei based on the economic transition of creative industry, and an exploration of how a century-old brand rebrands itself via product renovation and channel strategies. As for disaster management, the expert points out that identifying the climate risks that may intimidate the business, and converting the crisis into opportunities is an issue should not be overlooked; another expert summarizes the points of Asian Conference on Disaster Reduction (ACDR), indicating private sectors’ engagement will help improve the performance of disaster reduction, and necessitating the collaboration mechanism between public and private sector.

Johnny Yeh
Executive Director
APEC SME Crisis Management Center
The Unavoidable Climate Risks and Small and Middle Business Coping Strategies

Over the next thirty years, the growing threat posed by climate change to our society will be inevitable (Stern Review, 2006). According to the estimate of Munich Re, a large German insurer, climate change could cost US$300 billion annually by 2050 (see Cortese 2002). As the climate issue has soared to the national and international agenda, much of the attention has been focused on the role of public sector and large-scale corporations; while the vulnerability and adaptations of small and medium-scale enterprises (SMEs) to climate change are less discussed. Indeed, SMEs are particularly vulnerable to climate risk due to their limited financial resources for R&D on climate risk management and also their incapability to employ qualified experts on climate related coping strategies. These factors pose SMEs to a broad range of risks, including suspension of business activities, raising costs of materials and insurance premiums, and possibly business failures. SMEs need to grasp and analyze their business situation as waiting to act will be substantially more costly than immediate action.

Awareness and assessment of climate risks

SMEs should clearly identify the climate risks posed on the industry and economics as it may easily intimidate their business. Businesses across industries face common climate risks in disruption of activities while extreme climate events occur, yet the degree of damage and costs vary by industries and companies. Among industries, agribusiness, whose majority are SMEs, is a big climate risk taker. As has become undeniable, global warming has set off extreme environmental reaction ranging from drought to overflow which profoundly affect agricultural production. Availability of land resources and raw materials are limited due to rising sea level. Agribusiness also faces logistics risks in unexpected expense at transportation and storage. At the same time, the heightening temperature has changed customers' demand in quality, quantity and type of agricultural products. Manufacturing sector is not untouchable in climate events as well. For SMEs manufacturers who cannot afford power generators, is the climate damage to infrastructure including electric power and water supply is their particular concern. The power shortage and the variations in water quality and availability substantially influence their viability and interrupt their connection with the supply chains.
Compared with the agriculture and manufacturing industries, the service-providing sector such as retailers and distributors face higher risks in business suspensions and delays from the upstream companies and logistic system. In addition, retailers and distributors bear reputational risks in consumers' dissatisfaction of decreased product quality. The rising fuel prices increase the financial burden of SMEs, in particular those in transportation and tourism businesses. These two industries are also exposed to the risks in delays caused by flooding, snow thawing and mass movements. Despite being less harmed in the production process, financial businesses, such as insurance and reinsurance companies are confronted with enormous liabilities from rising weather-related claims. As more areas become vulnerable to climate change, the risk of customer default rises is escalating year by year. Another service providing sector, the real estate SMEs, mainly faces regulatory risks as a result of changes in building code and design requirements. Without adaptive innovations, real estate SMEs are more likely to be swept out of the market.

On the other hand, SMEs are likely to bear the risks of regulatory reform and enforcement which are initially geared toward large corporations. Most SMEs are linked into the supply chains of large corporations who may not monitor their SMEs suppliers' greenhouse gas emissions. However, these global supply chains would still select their SMEs suppliers based on the prerequisite environmental certifications. They are also more likely to expect their SMEs suppliers to comply with the same environmental standards. Therefore, before searching for adaptive strategies, SMEs should identify their key vulnerabilities and quantify their climate-related risks individually at the company level as well as vertically at the supply chain level and collectively at the community level. One example is to evaluate if their response to climate change would undermine the community's efforts to adapt or else may suffer from reputational risks.

Management of the risks

There are two ways to manage climate risks: mitigation and adaptation. SMEs are inclined to place efforts on reduction of the emissions of greenhouse gases by reducing wastage in materials, water and energy consumption. Nevertheless, these efforts may have only a minor effect, and in fact, adaption to the climate changes, which is a process towards reducing business vulnerability to climate risks, is the essential strategy. Due to budget constraint, SMEs tend to only perceive financial benefits from recycling and energy efficiency perspectives, but remain concerned to adopt new preventive measures considering the uncertainty about the future and underlying costs. In terms of tapping green innovations, SMEs should actively collaborate with publicly funded research centers or institutions rather than act alone. In the meanwhile, SMEs very often lack the strategic capacities to turn their environmental-friendly actions into a competitive edge. A possible way to enter new markets for SMEs is to get involved in a strategic alliance or other forms of cooperation with large supply chains and companies. A case in point is the cooperation between oil and automobile companies on fuel cells. Through such a strategic alliance, SMEs can change their operation or production process toward green economy collectively while gaining resilience to climate change damages.

Business opportunity arise from climate change

Traditional wisdom tells us that SMEs are featured by their quick response to market changes. Adopting proactive climate actions to transfer into a low-carbon economy would also bring SMEs
ample business opportunities. According to an UK governmental commissioned report proposed by Innovas last year, the estimated world market for low carbon and environmental goods and services was worth UK$3,046 billion in 2007~08 and this number could rise to UK$4.3 trillion by 2015. How many SMEs have gone ahead in exploring such green markets still remain unknown.

Building and real estate companies can foster innovative designs and practices to improve the resilience of buildings to the impact of climate change. Food protection, cooling systems and water recycling systems are becoming indispensable under climate extremes. A small French company, Etudes et Projects Industriels (EPI), responds to the climate change by engaging in the improvement of building isolation, heating and cooling and therefore reap the profit while French building standard regulations become rigid. Another example in agricultural and food sectors is the Malmesbury Syrups, a small specialty food company based in UK. Malmesbury were producing syrups in response to cold weather, but as temperature increases globally, it shifts its product lines into milkshakes.

Information and consulting businesses are immune to climate change risks and becoming the potential climate market. As increased number of individuals, households and businesses exposed to climate risks, increasing needs for climate risk consulting and information services arise. Similarly, developing innovative and accessible solutions specific to SMEs in the fields of energy efficiency and renewable energy as well as emission trading and offset project would be profitable business. Water conservation management and technologies are also potential markets.

The role of government

To facilitate SMEs' transition into green economy, government needs to act on investing in infrastructures which allow the SMEs to embrace low carbon technologies, in particular, makes them easier for SMEs to install micro energy efficient production system. To leverage private capital, government should devote efforts to allocate public resources to maximize private financing via mechanisms such as public-private hybrid funds. The government can also provide them more opportunities in bidding green public procurement projects and meanwhile create SMEs-specific services to give tailor-made advice to SMEs on how to go green.
A Rebranding for Century-old Brands

Brand management is essential to any company, and is especially vital for century-old brands to continue rebuilding their brands. Thanks to continuous high participation in the industry, most century-old brands have built a certain degree of brand recognition and loyalty. However, some of them failed to utilize their brand power due to lack of brand awareness, thus leading to gradual loss of brand equity. Century-old brands are on the verge of being eliminated from the competitive market due to brand aging. As a result, brand management, brand activation or brand reengineering are the issues that century-old brands should pay attention to.

Established in 1909, Wuan Chuang Soy Sauce is one of the oldest soy sauce brands in Chinese Taipei. From industrial perspective, soy sauce market in Chinese Taipei is a highly matured market with over a hundred manufactures, and about 10 of them are well-known with economies of scale on the market. However, even well-known brands fail to distinguish their product images from others because of high level of similarity. Impacted by the heated market, many manufacturers have to spend lots of money in advertising in an attempt to raise brand awareness; some of these manufacturers get themselves involved in a price war in order to enhance product visibility.

Not only Internet and social media are essential, innovation is the key to strengthen brand images of the century-old brands. They need to keep renovating products, building brand features, designing quality package, exploring multichannel retailing and understanding social media marketing and so on. In the past few years, Wuan Chuang Soy Sauce adopted a series of brand rebuilding strategies, starting with "products"," channels" and followed by "promotion". Following are detailed introduction of strategies that have fueled new energy into the long-established brand.

1. Product Renovation

(1) Manufacturers should always keep up with the latest trend. In order to differentiate the products, manufactures have to reposition core products and brand. Wuan Chuang Food Industrial Co. Ltd. thus brought up "naturally brewed black soy bean" as their core appeal and positioned their brand as "Rolls-Royce in soy sauce industry" (i.e. the boutique in soy sauce industry).

(2) Wuan Chuang adds aesthetic concepts into the design, targeting at middle and high end market. They also worked with designers to redesign high quality packaging and gift boxes to present a totally brand new image.

(3) Wuan Chuang also developed new products. In order to meet consumers' demands of healthy living, Wuan Chuang developed a series of healthy products.
2. Channel Strategies

(1) Established Specialty Store
The "Wuan Chuang Soy Sauce Flagship Store" established in Taipei is featured with bright sign boards and are displayed as red wines. Wuan Chuang successfully got rid of its local brand image only known in Xiluo Township, Yunlin County with this new strategy, and penetrated the market.

(2) Set up Online Retail Website
Noticing its numbers of brick-and-mortar stores may have difficulty extending market coverage, Wuan Chuang worked with long-established online retailers with an aim to reach young consumers and rebuild brand image.

(3) Move into Department Store and High-End Supermarket
In order to enhance brand image, Wuan Chuang set up counters in the department stores and sell their products in its high-end supermarket.

3. Creative Promotional Strategy

(1) Placement Marketing
Wuan Chuang worked with production team of the popular drama "Unique Flavor" to increase product exposure. Its soy sauce factory in Xiluo Township was also taken shot as one of the scenes in the drama. In this way, Wuan Chuang successfully enhanced its image in audiences' mind.

(2) Sponsorship for Related Activities
The activities Wuan Chuang sponsored in recent years include Xue Xue institute's new book release, cooking activities and La New Shoes' annual hiking activity. The reason that Wuan Chuang supports and sponsors these events is because these groups of people are their target customers who value style and quality.

(3) Strategic Alliances
Establishing partnership with famous enterprises and develop products together to enhance brand image and awareness. For example, Wuan Chuang worked with 7-Eleven to promote family flavor lunch boxes, partnered with Wu Tau, famous Chishang lunch box provider, to present lunch boxes bear both Wuan Chuang and Wu Tau's brands.

(4) Cultural Heritage
History and people shaped the legend of long-established brands and turned these human footsteps into brand charisma. Wuan Chuang made well use of this feature and opened soy sauce tourism factory as well as soy sauce museum. These have become new landmarks in Xiluo.

In a fast changing market, century-old brands do not promise the prosperous business despite its long-established brand names and good word-of-mouth. These old brands still need to make business strategies based on their own situations and constitution.
Gaming Strategy Website Phase into App Recommender: Native Advertising - the Rising Star

Digiforce Co. Ltd. was established in November, 2008. Its founder, Jen-Chiang Hsu, has 22 years of experience in running gaming media business and networking with other professionals in the industry. Mr. Hsu founded various popular gaming media and websites such as "PCGamer" magazine (1991), "Gamebase" website (2000), and "Yatta Walkthrough" website (2009). Recently, Digiforce has been running several vertical media in gaming community, for example, "GameApe" website (introduction of iOS and Android game apps), two Facebook fan pages, "selected Apple iPhone games" and "selected Android games", "limited time offer free apps" (iOS and Android), "Candy Crush Saga Strategy Guides".

When Digiforce was established in 2008, it aims to build "Yatta Strategy Guides" as the biggest professional online games strategy guides' website. The operating team of Digiforce expected to generate great web traffic by providing free game strategy guides for massive online gamers, then the company can profit from selling online advertisement. However, after two years of hard work, Digiforce was unable to meet the expected web traffic and sales of advertisement. After careful review, Digiforce found a shifting consumption habit of its target market and realized that there is a decreasing demand on free game strategy guides due to gaining popularity of mobile games.

Since 2011, app (mobile applications) market in Chinese Taipei has been developing. Gaming apps became the crown jewel of the market. Thanks to timely supports, including advice and funds from strategic investors, Digiforce successfully switched to a brand new and soaring market of gaming app media. After two years' efforts in the market in providing innovative service contents, Digiforce has become a global platform for gaming app media, serving nearly a million gaming app players and more than 30 domestic and international app service providers.

Presently, Digiforce is the first and only vertical media for mobile games in Chinese Taipei, which focuses exclusively on gaming app players and service providers. Digiforce adopts native advertising by recommending games; they sell advertisement slots and charge gaming service providers (advertisers) by clicks or downloads.

"Native advertising" is an advertising method in which the advertiser attempts to attract users' attention so as to sell or introduce direct sales opportunities by providing contents (e.g. comments, videos or microcinema) or services (e.g. keyword searching or social media). Native advertising is currently an advertising method in which most web media and mobile media attracts audiences and advisers.

The target market of Digiforce goes beyond Chinese Taipei. They aim not only serving gaming app players in Chinese Taipei but also players in other Asian economies. For example,
Digiforce has issued "limited time offer free apps for iOS and Android" with simplified Chinese, Vietnamese and upcoming Thai version. Digiforce intends to bring quality contents or services which are compatible with Chinese Taipei and other Asian economies by language localization. Digiforce’s ultimate goal is to be "a premium gaming app media in Asia".
How to Develop Financing Strategies according to Different Financing Options

Lack of capital is one of the major problems that bother SMEs. Many SMEs face difficulties because they do not have enough capital. When a need for financing arises, many business operators automatically think of "how to finance from a bank". However, financing from banks might be a dead end to SMEs since SMEs tend to have lower credit ratings and are less capable of providing collateral.

In fact, borrowing money is just one option of business financing.

A loan is not the only way for a company to deal with its financing problems.

There are other options that could relieve companies from financing pressure, such as capital increase, share premium, supplier credit, customer’s advance payment or incentives and bailout. Besides, borrowing from a bank is just one of financing sources. Companies can turn to other sources for financing instead of limiting themselves on a single source. Some examples of non-bank financing options are as shareholders, related enterprises or monetary market. Borrowing money from these fund providers usually means that it is easier for a company to qualify for loan requirements and to pay less for the loan.

If SME operators can have a thorough understanding of different financing options and have an idea about expectations and requirement of fund providers, they can surely develop efficient financing strategies and get funds from various sources.

According to characteristics of funds, companies can have three different financing options: credit, investment and grant.

I. From Credit

This financing option is usually listed on debit side of a company's balance sheet. For example, bank loans, overdraft, non-bank loans, commercial papers or bonds are loans; accounts payable, notes payable, advance payments, temporary payments, deposits received, etc. fall in the category of trade finance.

No matter a debt belongs to a loan or trade finance, it relies on getting credit from creditors. Creditors value the security of their rights the most so that they tend to trust debtors who have higher credit ratings without collateral but ask debtors with lower credit ratings to provide collateral.
If SMEs turn to bank for credit, they are likely to be evaluated under stricter standard and have to provide collateral. If they finance from non-bank sources such as related enterprises or upstream and downstream companies, they might have a chance to be granted "unsecured loans" because those creditors know debtor well and accept its credit ratings.

Therefore, if SMEs plan to finance from credit, they should first turn to non-bank sources to lighten pressure of providing collateral. Besides, when banks ask for secured loans, SMEs should start with Small and Medium Enterprise Credit Guarantee Fund of Taiwan (SMEG) as fast and effective collateral.

II. From Investment

Normally, friends and relatives are SMEs' initial investors. However, these investors are barely regarded as strong references for financial institutions when evaluating a company's credit rating. Government, financial institutions or corporations with high credit ratings are considered strong reference even though their proportion of investment is small and the investee has small capital. These creditors are extremely helpful in raising a company's credit rating from financial institutes and counterparties. Thus they make it easier for the company to get unsecured loans.

Therefore, if SMEs are considering reorganize shareholding structure to get sufficient funds, they should first attract government, financial institutions or corporations as shareholders. They can accept investment from friends, relatives or employees by release of share premium later in the next stage of finance.

Government, financial institutions or corporations usually focus on investment value "potential" of an investee instead of its credit ratings and collateral when they evaluate an investment opportunity. Potential refers to a company’s ability to pay bonuses and its likelihood of stock price appreciation in the future. A key point to attract investment from government, financial institutions or corporations lies in their abilities to make future profits, instead of on SMEs "present" credit ratings or abilities to provide collateral.

The most persuasive presentation which attracts government, financial institutions or corporation is a highlight on professional and experienced executors, prospect of the industry, unique advantage, dedicated operational teams and reasonable analysis on profit forecast.

III. From Grant

Besides financing from credit and investment, SMEs should seek every possible ways of grant, bailout or incentives.

Fund providers of grant, bailout or incentives, no matter they are government, non-governmental organizations or upstream and downstream companies in the same industry, focus on their "strategic" goal instead of on security of creditor's rights or pursuit of shareholder's equity.

Creditors and future shareholders are not suitable providers of bailout or incentives. SMEs, when strive for funds from grant, should emphasize their perfect qualification for bailout or incentives projects, as well as their willingness and commitment to meet the projects' requirements.
Brand Development in Chinese Taipei- An Economic Transition of the Creative Industry that Should Not be Overlooked

A great number of SMEs in Chinese Taipei took advantage of the migration of the manufacturing industry in developed countries, such as the US and Japan, contributing to the economic miracle of Chinese Taipei. However, with the reform and opening policy in China, Chinese Taipei began to face a severe challenge of industry migration and upgrade. Prior examples of transformation and development from advanced countries, such as the US and Japan, demonstrated a shortage of domestic market, and the lack of experience and advantage in the global market in OEM industry of Chinese Taipei—all these factors indicate that the development of private-labels has become the debate focus between the government and the experts in all areas. Moreover, with the fact of micro profit issues in high-tech OEM, as well as the possibility of making Chinese market the hinterland of development for corporate in Chinese Taipei, brand development once again has become one of the major topics in industrial upgrade and transformation.

After WWII, the U.S. maintained its powerful competitive advantage by using large enterprises to satisfy the huge demand for economic recovery. The world’s top ten corporations were nearly all U.S. companies, and almost half of the top 100 corporations came from the US. Such result brought the American model of corporate brand development to be the paradigm of brand development and the competitiveness indicator. Considering SME-centered economic models in Chinese Taipei, our government and experts in the field of economics and business management believe that brand creation cannot be made overnight. The process of brand promotion involves not only a huge amount of capital investment but also complicated corporate strategies.

In recent years, the global economy has grown from recovery to overproduction, and then has shifted into the economic centered on creative industry. While European SMEs are relatively disadvantaged in the competition focused on large enterprises, after the impact of industrial upgrade as well as the catalysis of style, they once again retake the leading role in the creative industry. As of the global leading fashion brands favored by the consumers, over half of them come from Europe. This kind of brand development of the SMEs that emphasizes taste, style, and fashion no longer conforms to the brand development model created by those large American enterprises.

SMEs have always been the major economic model in Chinese Taipei. Although Chinese Taipei did create an economic miracle based on the economic model formulated by the U.S., people don’t seem to be optimistic about the future economic strength of Chinese Taipei. The world has entered the era of creative industry centered on the style and fashion business. As a country that used to run the world’s leading manufacturing business, Chinese Taipei has the strength for quality manufacturing inherited from its past legacy. In addition, Chinese Taipei has been developing
design talents with international perspective for many years. The world has also witnessed the outstanding creativity of the new generation in Chinese Taipei and its strength in high-tech OEM and design. In the Asian cultural and creative industry centering on Chinese culture, Chinese Taipei has demonstrated the world a great strength and deep potential. From manufacturing to technology, design, culture, and talents, Chinese Taipei owns almost every element that is needed to develop the creative industry. The only absent one is the market for brand development. The success of world-famous European brands has much to do with America's recognition of European culture. Later, large number of tourists from regions like Japan, Chinese Taipei, Hong Kong, Singapore, and Korea, flock to Europe as well, seeing the purchase of European exquisite products as the symbol of one's social status. The original European SMEs and boutiques have gradually developed into world-famous brands. In addition, as for whether the Chinese consumer populations are able to appreciate and identify with the cultural and creative economy in Chinese Taipei, and to make purchase accordingly, and whether the creative industry and brand development of the SMEs in Chinese Taipei can be developed into new regional brand in Asia and a world-famous Asian brand are topics remained to be discussed. Next time, I want to share with you — the strategy planning and the development model of the brand development in the creative industry of the SMEs in Chinese Taipei.
Asian Disaster Reduction Center (ADRC) was established in Kobe, Japan in 1998, aiming to enhance disaster resilience of the member countries, to build safe communities, and to promote sustainable development. ADRC also works to build disaster-resilient communities and to establish networks among countries through information sharing on disaster reduction, human resources development and building communities' capabilities.

Through the activities mentioned above, ADRC, composed of 30 member countries of national disaster management organizations (NDMOs), has collaborated with not only international and regional organizations but also business entities, academia and civil societies.

Its annual conference, Asian Conference on Disaster Reduction 2013 (ACDR 2013) was held on 23 January 2013, featuring private sector's engagement in DRR as one of the three topics of the conference, together with Space Based Technologies for DRR and Global Trends on DRR and Towards a Post-HFA. This report presents the brief overviews and outcomes of the private sector session in ACDR 2013 and to discuss how to increase private sector's effective engagement in DRR.

The objectives of this session are to share best practices of public-private partnership in large-scale disasters, to examine private sector's role in DRR at community level, to discuss effective policies for further development, and to discuss how to increase private sector's effective engagement in DRR.

The initial session observes the recent trend of indices saying exposure increases while vulnerability is decreasing, which brings about dramatic decrease of morality. The session facilitator, Mr. Ono, commented this trend is due partly to the efforts by NDMOs as well as international and regional DRR organizations, such as ADRC and UNISDR, which proves that the private sector's engagement has brought its synergy in DRR in recent mega disasters.

**Economic Recovery from Disaster--to Build Safer Cities and Economic Revitalization**

Dr. Norio Maki, Associate Professor, Kyoto University, said business sector is very critical especially to recovery. He compared the Great Hanshin-Awaji Earthquake, the Great East Japan
Earthquake and other historic disasters in Japan in terms of recovery and business sector. Dr. Maki considering the regional characteristics of Tohoku, which is shrinking except for Sendai city, a question regarding safer city or survivability of communities arises. Thus, pre-disaster recovery planning under the collaboration between communities and private sectors is essential to lowering disaster impact.

Stories of Public-Private Partnership

Dr. Wei-Sen Li, Deputy Executive Secretary of National Science and Technology Center for Disaster Reduction (NCDR) and Co-Chair of APEC Emergency Preparedness Working Group (EPWG) focused on implementation of PPP by covering three topics, (1) recent development of APEC EPWG and APEC SMEWG, (2) study of two cases; 7-ELEVEN and Google, which joined dissemination of emergency information during floods and typhoon in Chinese Taipei; (3) mechanism of NGOs, researchers, local residents and governments working together in communities. In conclusion, he stressed the importance of innovation of disaster resilience built in civil society by introducing three adaptive dimensions in Early Warning System—traditional science and technological, extended social and economic; and human-centered education and capacity.

Private Sector Engagement in Disaster Risk Reduction

Mr. Aslam Perwaiz, Head of Disaster Risk Management Systems of ADPC, pointed out that little focus has been put towards private sector though it is very important. But fortunately, global attention to private sector has gradually been paid, as seen in the statement of the Fifth Asian Ministerial Conference on Disaster Risk Reduction in 2012 and Global Assessment Report 2013. Focusing on the needs and interdependence between private sector and local government as well as communities in enhancing disaster resilience, he cited some examples on PPP and SME in Thailand and Vietnam. He also emphasized the importance of BCP in DRM (Disaster Reduction Management) plans and also recommended that regulations, incentives, capacity building and information be promoted for resilience of private sector against disasters.

How are Businesses Affected by Disasters and What Impact do disasters have on Communities?

Mr. Takahiro Ono, BCP Manager of Mitsubishi Corporation Insurance Co. (MCIC) and Visiting Researcher of ADRC presented (1) consequent economic impacts, (2) study in the APEC region on current situation of BCP of private sector and (3) Policy Framework of Japanese Government for BCP promotion. Under the Government Strategy 2005-2015, the government of Japan as well as relevant agencies and local government has developed several guidelines on Business Continuity Plan/Management, which has been successfully developed in both large and medium-sized firms. The survey of how well BCP is developed in APEC region indicated that there exist disparities among APEC economies in BCP development and it is recommended that public awareness be raised, government support system be mobilized, the bottlenecks identified for developing BCP be removed and the coordination between suppliers and communities in order to further promote BCP.
Conclusion

The presentations drew a number of questions and comments from the floor, especially regarding the role of public sector in promoting private sector’s engagement in DRR. Regardless of the different perspectives, speakers all expected that the government should promote collaboration between private and public sectors and develop a platform to share risk information.

At the end of the session, Mr. Ono concluded that private sector, like individuals, should follow the concept of self-help, mutual help and public help to further promote resilience against disaster. Throughout the session, it is understood and agreed that some sort of effectiveness and importance of private sector engagement in the due course of disaster risk reduction activities. He expected private and public sector to share knowledge and seek further suitable ways for better engagement and partnership and this opportunity can be a good starting point for further cooperation.
Unlock Business O2O Marketing Code in "Micro Information" Era

As the most fashionable communication tool of Mobile Internet, WeChat has grown powerfully to penetrate into our daily life. How can SMEs catch on to this trend and maximize the mighty power of "micro marketing"?

"No more telephones when you have WeChat, no more messages when you get WeChat, and no more 'scarf weaving' (pronounced the same as "micro-blogging" in Mandarin) when you use WeChat", that is the true experience that many people have when they use smartphones.

Several popular communication Apps available on smartphones, such as Line and WeChat, replace communication function of traditional SMS and telephone, thus seamlessly penetrating into our life. "News Feed" and "Moments" introduced by these two Apps offer the same functions of social contact and display as Facebook offers, which insensibly bound users together.

WeChat opened the public platform last year, which attracted many shops and communities to automatically push messages to followers (mobile users) in various forms, such as text, voice, photo-text links, etc., through the "public account" of WeChat, and even additional interactive application service, such as enquiry, checkup, etc. are available.

Within less than a year, people have developed the habit of "fragmented reading": reading business information pushed by WeChat public accounts in gap time when they travel in a vehicle or during the lunch break.

In the beginning of 2013, the number of WeChat users exceeded 300 million, which apparently indicates a chance to replace Mircoblog, and "WeChat Marketing" has accordingly become the new hot spot drawing greatest attention on the Mobile Internet. Numerous sensitive and responsive locals, celebrities, and enterprises move their focus to WeChat one by one. Marketing on the public platform has become intensively prevalent. However, what kinds of marketing profit models can these WeChat accounts bring to SMEs after all?

As for the existing WaChat marketing cases, content, interaction, application, service and social circle are the five main aspects that business public accounts endeavor to develop.
Interactive games gather popularity

OPPO, the local mobile brand in Mainland China, gives its launch of the new smartphone a huge build-up. OPPO pushes the lottery scratch-off activity through the mobile WeChat platform. The rule of the activity is that users receive a virtual lottery ticket by replying the activity, "7-day Lottery". A user is able to know whether he or she wins a lottery once they scratch off the area. Each person per day has one chance to win a new smartphone.

Within 7 days, OPPO issues 500 thousand mobile scratch-off lottery tickets in total, and successfully links over 215 thousand O2O (Online To Offline) users, giving away 7 new smartphones as presents at the end of the activity and easily increased 128 thousand followers.

The 7 consecutive days of lottery scratch-off activity is intriguingly exciting. On the other hand, interactions combined with video and audio is also popular. A KTV operator introduces a game named "Sing based on the melody, guess the name based on the song". Contestants who give right answers to all questions will be rewarded with 2-hour free singing or a 50-dollar voucher. Contestants who give no more than 2 wrong answers will be rewarded with 2 bottles of Carlsberg beer. Compared to previously introduced seckilling "Group Coupons" which users have to stare at the screen to seize their chances, the KTV WeChat game offers higher flexibility. Users may participate in the game and sing at any time, hence creating stronger and constant marketing effect.

Pushing application improves service

Compared to Microblog, WeChat provides good privacy, high instantaneity and an almost 100% information arrival rate. Xiaomi leverages this "One-to-One" transfer effectiveness to maximize the group viscosity of "Xiaomi Fans".

As of May 2013, the number of Xiaomi smartphone users who use new and interesting application sharing on the "Miliao" platform reached 1.06 million, 60% of which are "die-hard fans". Once a new activity is launched, these 1.06 million WeChat Xiaomi fans are of course the first responders. Furthermore, the Xiaomi team reconstructed the WeChat back office and upgraded the function of "Keyword extraction". For example, in the interactive message, once a term such as "order, recovery, or express delivery" appears, the system will automatically distribute the message to the customer service and the operating personnel will make the WeChat online one-to-one real time reply. This speedy reply not only has the initiative of customer service in hand and provides users with unique experience of being valued, but also enhances the group viscosity of Xiaomi fans and helps Xiaomi save a large sum of money in message and communication expenses.

Compared to the systematic planning and input of public accounts as mentioned above, those shops with smaller marketing budget or weaker maintenance manpower use the QR (Quick
Response) code as a portal to "lure" users. Users will be entitled to benefits of membership by scanning the QR code on flyers, posters in the shop or the official website of the shop. The shops attract "offline check-in" through giving novelties or coupons and subsequently push preferential offers for new products and living information to those users. Targeted induction of second consumption through active attention from audiences may be the first step of "Micro marketing" for SMEs.

Through electronic applications, users enjoy convenience, material benefit, and privileges of Mobile Internet; and shops reduce their marketing cost, raise their prestige, and create more considerate service. Everything is perfect. However, when shops eagerly use the "online" channel to attract users, they should not forget that the quality-price ratio and user experience of "offline" products are always the core competiveness of business. 
I am honored to attend Asian Entrepreneurship Award 2013 (AEA 2013) which was held from 5/29-5/31 in Japan. There were some obvious differences between the rundown of AEA 2013 event and that of AEA 2012. Last year, participants spent all three days in Kashiwa, a city located between Akihabara and Tsukuba. We had an introduction of the hosts, Future Design Center and University of Tokyo Kashiwa campus on the first day of the event. Kashiwa is a smart city which is undergoing various innovative experiments (aging, ecology and emerging industries). However, some participants said that it was hard to know Japan in whole because we spent all our time in this small town 70 km away from Tokyo.

This year, we were welcomed at Tokyo Prince Hotel, a hotel next to the Tokyo Tower, a day before the event started. The first day's speech and mentor meeting was held at The Asahi Shimbun Hall in Yurakucho so that local audiences could also join us. Guest speakers were Dai Tamesue, Japanese 400 m hurdles athlete, and Akira Morikawa, CEO of NHN Japan Corp., which is famous for its app, Line. The two guest speakers are much younger than last year’s speakers, former United States ambassador and chairman of Kikkoman Corporation. The creative combination of an elite athlete and an entrepreneur makes people curious about what they can bring to the audiences. Dai Tamesue delivered his speech as "The Meaning of Competing in World Stage". He summarized his athlete career and his understanding of "failure and self-rectification. His experience touched many people. Akira Morikawa, as a businessman, showed a pragmatic approach in his speech.

We moved to Tokatsu Techno Plaza on the second day of the event. Hiroshi Komiyama, chairman of Future Design Center as well as former president of University of Tokyo and president of Mitsubishi Research Institute Inc., gave an opening speech about "Platinum Society". He pictured a condition in 2050 when developed countries faced saturated consumer market and zero population growth while developing countries kept consuming resources. It is challenging to consider whether we can have a balanced and continuing solution for the two trends of global development.

Then Tomoko Namba, founder and female president of DeNA, spoke about "Happiness is in Our Pocket". Like Mr. Morikawa’s, Ms. Namba’s company did not follow the track which is typical in Japan’s industrial age. She emphasized a developing philosophy of "let nature take its course", instead of highlighting on specific business plans. However, Professor Jerome S. Engel, chairman of AEA 2013 judging committee, suggested the philosophy is not "educational" to publics but an example of an approach which does not stand for business schools' core value. Nevertheless, these
A new activity this year is called "Unconference" which is held in the afternoon on the second day of the event. Unlike world café or other ice breaking activities, "Unconference" asked participants to bring up interested topics in the morning so that you can match yourself with people who are interested in the same topics, such as "female entrepreneurs", "how to build a 10 million customer base" and "differences between creative education and entrepreneurial education". We had about 60-70 people this time and were divided into 6 conference rooms. We were not required to present thesis or follow a certain format in each round which lasts an hour. The main idea is to communicate with people who were attracted by your topic. There were about 10 or less people in a group so that we could have close discussions and exchange ideas in every 1-hour session. It was especially brainstorming when talking with people from different areas and cultural backgrounds. Although speeches delivered by celebrities or seminars are inspiring, this "Unconference" allows a bottom-up discussion which covers a wider range and offers topics more suitable to participants. There are also chances for participants to find people with the same interests and network with each other. It's a nice start that the host introduced this kind of semi-structured and crowding activity.

The Japanese host offered great award and invited many teams to the event. Although competition reward (first prize JPY 3 million) is a great attraction, it is not the only reason that attracted participants. Many teams and members of nominating committee came here to learn, connect, form group and network with each other. The host emphasizes that this competition is about "business", not about "business plans". Requirements for companies who wish to join the competition are as follows: established within the previous five years, specializing in technology, regulated, with potential to expand and with great influence towards society or their industries.

In last year's AEA 2012, none of the five teams from host economy (Japan) went to the final. This year, two of the teams has successfully made to the final, with Kyoto's eco-friendly "Connexx" and its "ferrum" (= iron) battery, receiving first place, qualification to attend the Intel Asian Competition, and approval of stationing in Tokatsu Techno Plaza. The success of Connexx would mean a strong influence to both the resource industry and society. Interestingly, this year’s competition had no third and fourth place. All three teams from Singapore, China, and Thailand received second place, sharing second and third prize combined together. Last year, a team from Singapore won first place with its cancer screening. This year, biotech team from Singapore again received high evaluation, presenting protein analysis with its platform technology of bead-based protein microarrays on a substrate biochip.

The result shows that Singapore begins to receive returns from its efforts on start-ups and biotech industry. However, these two award-winning teams are international teams. Whether these teams can lead development of local biotech industry remains uncertain. The teams are attracted to Singapore because of greater fund in research and development and seed fund offered by Singapore government. There is no 100% certainty that these teams will stay in Singapore when they are going to stages of mass production or public listed. The Chinese team was led by a doctor from Cornell University and presented laser cutting technique which might influence traditional micromachining. The Thai team presented a solution of providing clean water to communities with limited water supply.
A team from Chinese Taipei luckily received third place in last year’s competition. Although this year’s music game from Rayark Inc. carried out much better performance in my own opinion, it was not selected into the final. However, the team received the Best ICT Special Award as well as two round-trip tickets, and the approval of stationing in Shanghai’s "Knowledge and Innovation Community (KIC)" from one of the sponsors, Shui On Group. This provides the team more chance to investigate and examine China’s market, and connect with creative entrepreneurs. Later I talked with a member from the judging committee, he said that gaming industry is highly competitive. A research team should consider more than just fulfilling contents. In order to position products both online and offline, it is important to draw "developing strategies". A music game is an entertaining product which exists in affluent society so that it might have less impact on society and industry. It might also be a reason that the project did not make to the final.

From the AEA 2013, we can know that participating teams are offering better and better projects. The industry that start-up set foot in covers IT, biotech, resource and social enterprise. It also reflects cultural background of different societies. Chinese Taipei has been promoting start-up competitions recently. Host companies wonder who will participate and what they will take away from the events. I believe that it is important to consider international relations. We can learn from AEA’s experience and think about what we can do.
APEC Serial Event: Train-the-Trainer Workshop on Promoting BCPs

Chinese Taipei held a series of APEC Train-the-Trainer Workshop from August 5th to 9th in Sheraton Grande Hotel Taipei, with an aim to enhance the awareness of disaster preemptive mechanisms and to facilitate emergency preparedness of SMEs within APEC region.

The purpose of this workshop sets to assist SMEs, especially SMEs from Logistic, Automobile, and ICT industries, to build up their own BCPs and to expand the number of BCP trainers in APEC economies. With the collaboration of APEC Small and Medium Enterprise Working Group (SMEWG) and Emergency Preparedness Working Group (EPWG), more than 20 experts and professionals are invited to share their insightful perspectives and lessons on the natural disaster issues by utilizing the "Guidebook on Promoting SME Business Continuity Plans to Strengthen Reliability of Supply Chains" published by the SME Crisis Management Center.

The Asia-Pacific region experiences over 70% of the world's natural disasters; however, according to the 2012 Survey on BCP Status in the APEC Region, conducted as a part of our multi-year project in collaboration with all APEC member economies, only 13% of SME respondents have a business continuity plan, while 34.8% are in the process of developing one. Such results expose the fact that SMEs are prone to natural disasters, and their supply chains are easily disrupted in the event of a disaster. In response to risk exposures, we have begun to promote BCPs in the region to help in establishing a reliable supply chain.

Valuable Insights for Resilient SMEs

The first day (5th) was a grand opening and a symposium inviting more than 20 guest speakers from well-established enterprises and BCP specialized organizations. Nearly 500 participants...
joined the symposium. In the opening remarks, Shih Chao Cho, Vice President of Ministry of Economic Affairs, stated that as an export-oriented economy, Chinese Taipei is fully aware of the importance of business continuity plan to a sustainable business environment, and will act as the advocate to encourage collaboration between member economies for establishing SME BCPs and resilient supply chains. The distinguished keynote speakers included Richard Tsu-Chin Lee, President of Inventec Corp., Bryan Strawser, Senior Group Manager of Target Corp., the United States, and Scott C. Somers, Scientific Advisory Council of American Red Cross. They shared their organization’s experiences and expertise in how SMEs can prevent nature disasters and protect their business when disaster occurs. Scott C. Somers also introduced the "Ready Rating" system used by American Red Cross which can be a great tool for SMEs to evaluate their own readiness against unexpectedness.

The following 4 panel discussions gathered experts from prestigious companies and BCP specialized organizations over the APEC region, including representatives from DHL from Hong Kong, Business Continuity Management Institute (BCMI) from Singapore, Emergency Management Australia, and Asian Disaster Preparedness Center (ADPC) from Thailand, etc. The first three panels were organized with a focus on three industries: Logistics, Auto Parts, and Information and Communication Technologies (ICT), while the last panel gave a broader view on the importance of BCP towards a resilient supply chain.

In the first panel discussion hosted by Goh Moh Heng, President of BCMI, Singapore, both Mike Duggan from DHL and Bryan Strawser from Target stressed on the importance of communication across different departments. Given the example from DHL, when the disaster occurs unpredictably and the CEO is not nearby to make decisions, everyone has to have the knowledge to respond and react, and that is why a comprehensive understanding of BCP across different functions is crucial. On the other hand, Pablo Lee, General Manager of HCT Logistics and Peggy Lin, Vice Chairman of Taiwan Express SCM Group, shared their business strategy in the local logistic market and their practices when face natural disaster.

The second panel hosted by Aslam Perwaiz, Head of ADPC, Thailand, was focused on auto parts industry. A detailed report delivered by Wen Fang Hwang, Director of Taiwan Transportation Vehicle Manufacturers Association, showed an informative analysis of the auto parts industry and the disruption when nature disaster occurs. David Ta Wei Chang, Vice Chairman of National Association of Small and Medium Enterprises, also gave his observation about auto parts OEM and its difficulties and opportunities when entering the global supply chain. Brian Edward Aiello, Vice President of Epoch Energy Technology Corp., shared his company’s case to show the importance of BCP in preventing lost from disrupted supply chain.

The third panel was moderated by Salvador P. Catelo, professor of University of the Philippines Los Baños. The panelists included Michael R.K. Mudd, Chief Representative of the Open Computing Alliance (OCA), Sun Lir Fang, Vice President of Chunghwa Telecom Co., Ltd., and Daniel Huang, Assistant General Manager of NEC Taiwan. They gave insights as how companies can strengthen their BCPs with cloud computing and other ICT services and technologies. Sun Lir Fang especially pointed out that backing up data doesn’t have to be expensive. SMEs can lease the cloud server to reduce cost and have the same results in protecting company data when disaster occurs.
The moderator for the last panel was Tracy Hatton, Researcher from Resilient Organisations; the panelists included Hilda T. Cleofe, Senior Security and Emergency Services Office of Asian Development Bank, Shuh Woei Yu, Chairman of SAHTECH Safety and Health Technology Center, Chin-Ming Peng, CEO of WeatherRisk Explore Inc., and Nicholas Barker, Assistant Director of Emergency Management Australia. The experts shared their experiences on helping companies establish BCPs. Chin Ming Peng also gave a lively concept that BCP is like an umbrella from a weather expert’s point of view, which can protect companies from heavy rain and stay protected.

Train-the-Trainer Workshop

The closed door train the trainer workshop was held from 6th-8th August. 12 mentors from Hong Kong, Singapore, New Zealand, Australia, the Philippines, and Thailand and 44 seed trainers from logistic, auto parts, and ICT industries were divided into 6 tables. The opening remarks were made by Mei Hsueh Lin, Deputy Director General of Small and Medium Enterprise Administration, followed by a workshop introduction delivered by Chia Yen Yang, Director of Division VI, Taiwan Institute of Economic Research. The workshop consisted of lecturing, intensive group discussion, case study and scenario practicing. The lecturers, Wei Sen Li, Co-Chair of APEC EPWG, and Shinichi Okabe, Chief Consultant of Tokio Marine and Nichido Risk Consulting Co. Ltd, ran through the 10 steps in "BCP Guidebook" published by Small and Medium Enterprise Crisis Management Center to help each table establish their own BCPs in two days. With the guidance from the lecturers and facilitation from mentors, each of the 6 tables delivered quality reports on its BCP on the last day of the workshop. After close interactions during the three days, all participants expressed a great interest in future contact and cooperation within the network.

A field trip for workshop attendees was organized on 9th August. In the morning, Wei Sen Li, Deputy Executive Secretary of National Science and Technology Center for Disaster Reduction (also Co-Chair of APEC EPWG) gave a comprehensive introduction on the policies and measures of disaster prevention, and the responding procedure when disaster occurs. Dr. Li especially stressed on the importance of communication between the government, the press, and the general public. It is crucial for the general public to have correct and instant news of the disaster, and therefore there is a media room in the control center where the press can closely monitor the status of the disaster with high level officials. In the afternoon, participants were led to the most famous building, Taipei 101, for a detailed report on its unique construction method and special facilities against disasters. The trip ended with a visit to the well-known tuned mass damper on the 89th floor of Taipei 101, and the beautiful panoramic scenery of Taipei.

Future Prospects

The workshop, BCP guidebook, and the seed trainers are valuable assets for the future promotion of resilient SMEs in the APEC economies. The result and expertise will be shared and disseminated through APEC meetings with the hope of more awareness and actions to establish BCPs in the region. There will also be an "APEC High Level Policy Dialogue on Resilient SMEs for Better Global Supply Chains" in 2014. The High Level Policy Dialogue will examine how the output can be further disseminated, and how BCPs can be further promoted in the regions.
APEC Start-up Accelerator Leadership Summit Launches with a Bang

"World-renowned entrepreneurs congregate to ignite global entrepreneurial development"

Start-ups and SMEs are regarded as the driving force for sustainable economic growth and prosperity, especially in facilitation on job creation as well as for the next generation trade and investment. Recognizing the significance of start-ups and entrepreneurship, Small and Medium Enterprise Administration of Ministry of Economic Affairs and Intel Corporation collaborated to host the APEC Start-Up Accelerator Leadership Summit and Intel APEC Challenge on August 13-14 in Taipei, serving as a platform to offer the resources of mentoring, funding and networking to startups in the region. The 2-day event attracted ardent participation from more than 600 people across 20 APEC member economies, including top global entrepreneurship experts, business executives, policy makers, and venture capitalists.

"Bring the Synergy of Global Top CEO/VCs to Speed up the Connection of Incubation Network."

APEC Start-Up Accelerator Leadership Summit on the first day invited many international heavyweight speakers including Ms. Lorraine Hariton, U.S. State Department Special Representative for Commercial & Business Affairs; Ms. Rui Ma, Venture partner of 500 Start-ups; Mr. Jeff Hoffman, Co-founder of Priceline; Mr. Jonathan Ortmans, President of Global Entrepreneurship Week; Mr. Mohan Belani, Co-founder & CEO of e27; and Mr. Y.K Chu, Managing Director of WI Harper Group, etc. to share the experiences and bring up intensive discussion on the issue of innovative thinking, global industrial trends and venture development. The summit aimed to promote the collaboration among public and private sectors and facilitate the strategic partnership in Asia-Pacific region.

Minister Chia-Juch Chang of Ministry of Economic Affairs delivered the opening remark in the Summit and mentioned that global innovation and entrepreneurship development is in full swing and the development of Asia Pacific’s accelerator is an imperative trend. This event seeks to
strengthen entrepreneurial momentum and promote regional economic development through in-depth discussion on entrepreneurship, innovation and fundraising topics, enhanced cooperation and dialogue between private and public sectors, and organizing international entrepreneurship competition. Next year, Chinese Taipei will launch the APEC Accelerator Network (AAN) seeking to establish a stronger backup of regional resources, from which start-ups can benefit more in terms of cross-border incubation, mentorship, early-stage investment, and business matching.

"Intel APEC Challenge Demonstrate Asia Innovation Power."

Intel APEC Challenge held on the second day of the activities invited the global well-known entrepreneurs including Mr. John Danner, Senior fellow of the Lester Center for Entrepreneurship Innovation, UC Berkeley, U.S; Mr. Stan Shih, Founder of ACER Group; Mr. Jeff Hoffman, Co-founder of Priceline; Mr. Anjan Ghosh, Regional Director of Corporate Affairs (Asia-Pacific), Intel to deliver brilliant speeches focused on encouraging young entrepreneurs and development of innovation.

In his welcome remarks, Director General Johnny Yun-Lung Yeh of Small and Medium Enterprise Administration, Ministry of Economic Affairs emphasized the necessity of collaborations among international incubations and accelerators to enhance cross border cooperation. As a partner competition of the Intel Global Challenge at UC Berkeley, the winning teams will have the opportunity to showcase your business model at the Intel Global Challenge at UC Berkeley to be held in this October, as well as demonstrate entrepreneurial energy in Asia-Pacific area.

Mr. Stan Shih, the founder of ACER Group, has dedicated to cultivating entrepreneur experience for a long time and mentioned "Wangdao" in his speech. Wangdao is a spirit that integrates culture, strategic thinking and executive ability. With this spirit, he urges Chinese World-Class Enterprises to implement the core belief of sustainable management, value creation and beneficial balance.
"Ready to Join the Intel Global Challenge at UC Berkeley 2013 and Amaze the World?"

Through the Intel APEC Challenge, 31 preselected start-up teams from APEC member economies divided into early and growth stage group, had well accesses to professional mentorship beforehand, opportunities to interact with the investors and potential partners, and chances to showcase their business and technology commercialization plans to win the championship in the competition.

After the intensive process of pitching and scoring, the judge panels composed of experts, investors, advisors, business elites selected the winning teams of Intel APEC Challenge, including "Roan & Wander" from Hong Kong and "Cinepapaya" from Peru won the Growth Stage Awards and the prize of Ultra-book and Incubated resource; "IDT International" from Viet Nam won the People’s Choice Award and the prize of mobile marketing resource sponsored by Vpon company; The Early Stage Awards went to "Connexx System Corporation" and "ShuR Co., Ltd." from Japan, together with the winner of Host Economy Award "Golface", these three winning teams will compete in Intel Global Challenge at UC Berkeley 2013 with other regional competition winners, which gives them a great chance to meet with Silicon Valle venture capitalists, obtain international publicity opportunities, and chase prizes worth $100,000 USD.

For further information, please visit http://www.apecaccelerator.org or our official Facebook Page (www.facebook.com/asaleadershipsummit)