



# SMALL BUSINESS HORIZON

SPRING 2020 • ISSUE NO. 1 • MAY 12, 2020

# THE CORONA GENERATION

**"WE CANNOT AFFORD TO BUILD THE SAME THING WE HAVE,  
WE HAVE AN OPPORTUNITY, US, MSMEs,  
AND I KNOW WE CAN COME OUT BETTER"**

# ENTREPRENEURSHIP



## WE ADVANCE TOGETHER

LETTER FROM  
THE EDITOR

It is with great pleasure that we release our first-ever Small Business Horizon publication. This is a compilation of responses and reflection that was borne out of the digital movement. In hopes to promote the entrepreneurial positivism necessary, we aspire that this magazine becomes a resources for those invested in and interested by micro-, small-, and medium sized enterprises. This magazine is a fusion of solutions. Digital capabilities met with the passion and genius of MSME owners, enthusiasts, and researchers around the world is the solution.

Dr. Ayman El Tarabishy is the deputy chair and teaching professor of the Department of Management at the George Washington University School of Business and the ICSB Executive Director.



**03**

**THE ROLE OF ENTREPRENEURIAL  
PERSPECTIVES IN MOMENTS OF CRISIS**

**06**

**CONVERSATIONS WITH  
THE BBC**

**08**

**FRUGAL INNOVATION**

**11**

**MSMEs TO ACHIEVE  
THE SDGs**

**17**

**GENERATION CORONA**

**19**

**RE-IMAGINING EDUCATION  
AND RESEARCH**

**21**

**SMALL BUSINESS  
SUCCESS STORY**









# ROLE OF ENTREPRENEURIAL PERSPECTIVES IN MOMENTS OF CRISIS

BY AYMAN EL TARABISHY

Being situated critically during the wake and menace of the current pandemic, we must ask ourselves if our culture is strong enough to successfully start and eventually exist in the digital world. With COVID-19 being one of many global and local crises at the moment, everything, as we know it, is clearly changing, especially for the small businesses amongst us. Some of us might take this in an unfavorable light or, perhaps, we can view it as an opportunity for resilience. Communities can take this moment, as one during which we can stop, reflect, and subsequently organize ourselves appropriately. What are humans if not entrepreneurs, change makers, and future-creators?

Describing a real fear for our established human societies, we are forced to confront the fact that nature has defeated our thoughtfully and intelligently created technological systems. Having been brought to a momentary halt, kneeling to the feat of nature, we can choose to

see this as bleak and discouraging or as a challenge. Encouraged, we surrender through necessary self adjustment. If this constructed society was destroyed by nature so simply, is that society truly something to which we wish to return?

Inter-connectedly, communities work together despite drastic changes in the realms of working, learning, and resting. Our role in online learning is one that recreates a new normal or, better yet, one that imagines a training guide for future crises. Admitting the world has changed is the first step, but, next, we call upon our comrades to see this world from an entrepreneurial perspective, meaning through the eyes of opportunity. How do we innovate from this situation? An example would be by moving to digital platforms; and for those who fear their lack of expertise, remember that if we can find the positivity and spirit to make it, we will succeed. Again, looking to the examples of small businesses, we can individ-



ually and collectively overcome our lack of resources to find the strength needed to adjust and adapt in new and important ways. This 'can-do attitude' will help as we work together to make sure that everyone shares one common understanding. Diversity of lens, skill, and dialogue, conjoined with a calm, clear, and grounded communication system ensures that everyone is working off of the same script and that no one is falling behind.

We must reconstruct our self images during this time. If we are looking to lead, let us do so from behind, striving to be the catalytic force pushing everyone forward together. When our collective moves together, thinks inventively, and executes on our planned script, we thrive. Despite being forced into this social experience of "going digital" through online learning and teaching, we hold

the tremendous opportunity to simultaneously work on being more human, more complex. As the days pass in the virtual world, some of us might end up having more social interaction with others than before the confinement began. Be it students, professors, colleagues, family, or friends, remember that our intentions matter. Engage students with a story, relate to professors through responsibility. Almost every part of life must now be taken from a different perspective. Take advantage of this. Allow reflective thinking to help guide your understanding and originality while searching for solutions.

As the world advances

rapidly, take this moment to innovate in a way that creates a flourishing and collective future for all.

## **AS THE WORLD ADVANCES RAPIDLY, TAKE THIS MOMENT TO INNOVATE IN A WAY THAT CREATES A FLOURISHING AND COLLECTIVE FUTURE FOR ALL.**

[HTTPS://WWW.YOUTUBE.COM/WATCH?  
V=50UG\\_QRJW80&FEATURE=YOUTU.BE](https://www.youtube.com/watch?v=50UG_QRJW80&feature=youtu.be)





# JOURNAL OF SMALL BUSINESS MANAGEMENT

ADVANCING ENTREPRENEURSHIP RESEARCH WORLDWIDE

# Pitch the Editor

## CALL FOR SUBMISSIONS FROM AROUND THE WORLD.

JICSB Issue II highlights the challenges of MSME sustainability, a critical topic for meeting the UN's 2030 Development Goals. Now being released while much of the global community still exists in the midst of the crisis, the topic of sustainability is even more important. Share your research as we move through the social and economic recession with the release of government programs. Share your views on what you believe will be needed at the level of policy and practice.

You can submit an idea for a research paper or case study, and the Editor will review it within 48 hours and send you a RESPONSE if considered for immediate publication in the next issue.

### SUBMIT HERE:

[https://docs.google.com/forms/d/e/1FAIpQLSdPmvwDixofl6c\\_yMHQd92o-ECVswEh277Gxz\\_XOjdyJQUwQg/viewform](https://docs.google.com/forms/d/e/1FAIpQLSdPmvwDixofl6c_yMHQd92o-ECVswEh277Gxz_XOjdyJQUwQg/viewform)



# BLIND OPTIMISM FOR THE UNFORESEEABLE FUTURE

## CONVERSATIONS WITH THE BBC

The BBC World Business Report released a broadcast that described a wide array of perspectives on the financial and social consequences of COVID-19. After interviewing Neil Bradley, we understand that about one in ten businesses are less than a month away from shutting down completely, and despite federal and state spending, some businesses will not be able to come back from their current deficit.

Following Bradley's statement, Dr. Ayman El Tarabishy of the International Council for Small Business describes our collective movement towards a new normality. He comments on our current situation by enlightening the audience to the hurt of small businesses. Enterprises, housing only four to five employees, are those that often survive financially on a month-to-month basis. Additionally, El Tarabishy comments on how even large businesses who have invested in the upcoming spring season will feel this crisis. Throughout this moment, the unknown of time is the most important variable. Dr. El Tarabishy indicates that companies would have an easier time adjusting to this moment of loss, if they were able to define an end date and work backwards in adjusting their income structure. However, definitive time is not a luxury for which our current crisis allows. As about two trillion dollars are coming from the government, most businesses, who without aid would be severely suffering, are feeling grateful to stay open and be able to pay their employees properly. However, what will happen when it is time to pay the April paychecks? This conversation must also include a monetary percentage, therefore if businesses are able to pay their employees with the help of the government this month, they will have to replay

this scene again next month. Luckily, according to Dr. El Tarabishy, small businesses are known to try to first take care of their employees.

The presenter then asks Dr. El Tarabishy if this shut down is too large a price to pay for the pandemic, to which El Tarabishy immediately responds “no.” He states that small businesses are based in humane entrepreneurship, and while there are those who will see this virus in a negative light, there are others that will note how their enterprise’s sacrifice was made for humanity. It is this change in the narrative that will shift the way that the next generations view this moment in history.

Small businesses are resilient, and that resilience shines brightest in moments of crisis, like that of today. That spirit will hopefully work concur-

rently with a long term plan set forth by the government. As it seems impossible to predict the future, especially as we find ourselves in such a volatile state, only the evolution of time will determine if large spending during this period will be worth it. Dr. El Tarabishy notes that if people are willing to sacrifice in the short term for their long term survival, they often need to know how long that short term period will last. This uncertainty leaves us individuals with a choice. One in which we can choose to wait for the worst or another in which we can show our true resilient humanity.

**Reference clip: 25% of small businesses could close, <https://www.bbc.co.uk/sounds/play/w172x58b63l94h4>**





*sign up for your membership to*

# THE INTERNATIONAL COUNCIL FOR SMALL BUSINESS



Available for students, professionals, and organizations, your ICSB membership will set you ahead! Working on education, research, policy, and practice, the ICSB is spread throughout all domains of micro, small, and medium-sized businesses as well as entrepreneurship.

**MAKE SURE YOUR WORK IS BEING NOTICED BY THE RIGHT PEOPLE!**  
**JOIN ICSB AT [HTTPS://ICSB.ORG/MEMBERSHIP-BENEFITS/](https://icsb.org/membership-benefits/)**

# WHEN FRUGAL INNOVATION MEETS REVERSE ENGINEERING

REFERENCE VIDEO: MEET THE AUTHOR:  
FRUGAL INNOVATION: HOW SMES CAN DO BETTER WITH LESS

Beginning with a simple yet intrinsically complex question: how can we innovate with limited resources in a way that will create products and services that are accessible to all? In taking a step back we might see the solution more easily; that being, we must do better with less. In introducing the concept of frugal innovation, we can begin to think about how SMEs can escape the volatility of crisis and change, and eventually start finding solutions that uplift the values of ingenuity, empathy, and resilience.

The inspiration of this concept came from the personal experience of knowing scarcity. Confrontation with limitations, such as that of water, led to an understanding of the true importance and preciousness of resources. In a mission to use less of these scarcities, we can become suddenly and creatively emancipated. When we remember that having less does not equal being less, we are able to transition from a world of limits to one of innovative opportunities.



Exemplifying the boundless ends of frugal innovation, we can look to China, who ten years ago, shifted to telemedicine, initially to care for its citizens who had limited access to medical care. In doing this, China's medical professionals were able to adapt to the needs of their consumers, or patients, including a population of nearly 500 million senior citizens.

In shifting to a business model that meets customers where they are, remote doctors were able to consult patients in villages and create treatment plans for



their patients' chronic diseases, with which community workers could assist, thus building local and global solidarity. Demonstrating the power of a collective, communal level for frugal innovation, China was able to capitalize on this preset system, in wake of diagnosing and treating patients infected with COVID-19. This keen example demonstrates how those who work to promote the inclusion and participation of their entire community are able to stand stronger and adapt more smoothly during times of crisis.

Frugal innovation is not just a method, nor a set of principles, but more so a meta-paradigm, which is an entirely new way of thinking about innovation and value creation. Returning to our main point of doing better with less, we are directed to two essential truths: it is necessary to focus on creating more value, in addition to, on minimizing scarce resources and on maximizing the intan-

gible ones. Our question, then, develops to how can we optimize delivery of value, while using all the available tangible and intangible resources.

There stands six key principles of frugal innovation. Those being to engage and iterate, to flex your existing resources, to co-create regenerative solutions, to

shape customer behavior, to co-create value with 'prosumers,' and to hyper-collaborate with atypical partners. In looking more closely at three of these principles, we can more definitively comprehend the importance of value-based businesses in the realm of SMEs.

When flexing existing resources, we are challenged to step outside of the

scarcity mindset in which we so often find ourselves during moments of crisis. Instead, by celebrating and valorizing what we already have, we can leverage our existing resources immediately to then convert that into what our business might need.

**WHEN WE REMEMBER  
THAT HAVING LESS  
DOES NOT EQUAL  
BEING LESS, WE  
ARE ABLE TO  
TRANSITION FROM A  
WORLD OF LIMITS TO  
ONE OF INNOVATIVE  
OPPORTUNITIES.**



RELEASE JUNE 27, 2020

# 2020 GLOBAL MSMEs REPORT



**ICSB WORKS WITH AN ARRAY OF PARTNER ORGANIZATIONS  
TO COMPILE THE LATEST AND MOST IMPORTANT INFORMATION  
IN AN ANNUAL GLOBAL REPORT.**

Release date is June 27th, also known as MSME Day.  
This United Nations Name Day is meant to honor and  
celebrate micro, small, and medium-sized enterprises for  
their invaluable part in society.



Described as being most certainly ‘unprecedented,’ the COVID-19 pandemic has amplified the vulnerabilities in every sector of life, especially that of the workforce. These times require a great force of sustainability and commitment to both our local and global communities. In hoping to move forward towards a global conversation, it is time to be aware and conscious of how deeply the coronavirus has touched the world. Affecting every single working person around the world (3.3 billion workers), we need to consider who amongst this population needs the most focus and assistance. COVID-19 has exposed our weaknesses and, thus, caused a decline in employment, working conditions, earnings and incomes, contractual arrangements, sales and profits, numbers of employees, business survival, business solvency, and voice and representation. Amongst the population of workers, young workers are widely the most greatly affected. Since youth labor market outcomes are highly sensitive to the business cycle, the impact of the pandemic will be worse for younger workers. We can expect to notice an increase in unemployment and poverty for those situated in the demographic of young workers.

Being strongly responsive to decreases in GDP, economic shocks, and typically encumbered by the “first out” approach, young people are not in the greatest position to survive this storm. As working hours decline by 6.7%, the global community is realizing that young

workers and, especially, young entrepreneurs may not have the experience nor strategies to cope with this scale of a crisis. Currently three fourths of workers are in some sort of informal employment position, which makes them ‘highly susceptible to aggregate demand shocks, lockdown, and contagion.’ With our current lack of social protection, in addition to, limited access to healthcare services and to income replacement during periods of illness, this pandemic will most certainly affect the typical activities of informal workers, specifically younger workers. Before the coronavirus, young people were overrepresented in wholesale and retail, trade and accommodation, and food services sectors. These being the most heavily impacted sectors, young people can only expect that these changes will turn into lay-offs and lower earnings. The current situation provides limited opportunities for those young workers in the informal economy, while additionally, creating difficult situations for young people outside the workforce.

# COMMITTING TO CHANGE

**SOLIDARITY FOR YOUNG WORKERS  
IN THE WAKE OF CORONA**

As 509 million young people are already excluded from employment, education, and training (NEET status), we can only foresee that, similarly to the 2008 economic crisis, young people will be forced into inactivity. This moment of unemployment and discouragement can threaten the long-term prospects of an individual's career because of that person's inaccess to professional and social skills, as well as valuable on-the-job experience.

As the collective population works to shift into new paradigms of being and doing, organizations around the world are creating frameworks to advocate and stimulate for survival and eventual advancement. In order to promote 'job-rich inclusive growth,' we must focus on 'stimulating the economy and employment; supporting enterprises, jobs and incomes; protecting workers in the workplace; all while relying on the exchange of social dialogue to provide solutions' (ILO). With the goal being to promote enterprises, employment, and incomes, nations must inter-

vene on the levels of supply, intermediation, and demand.

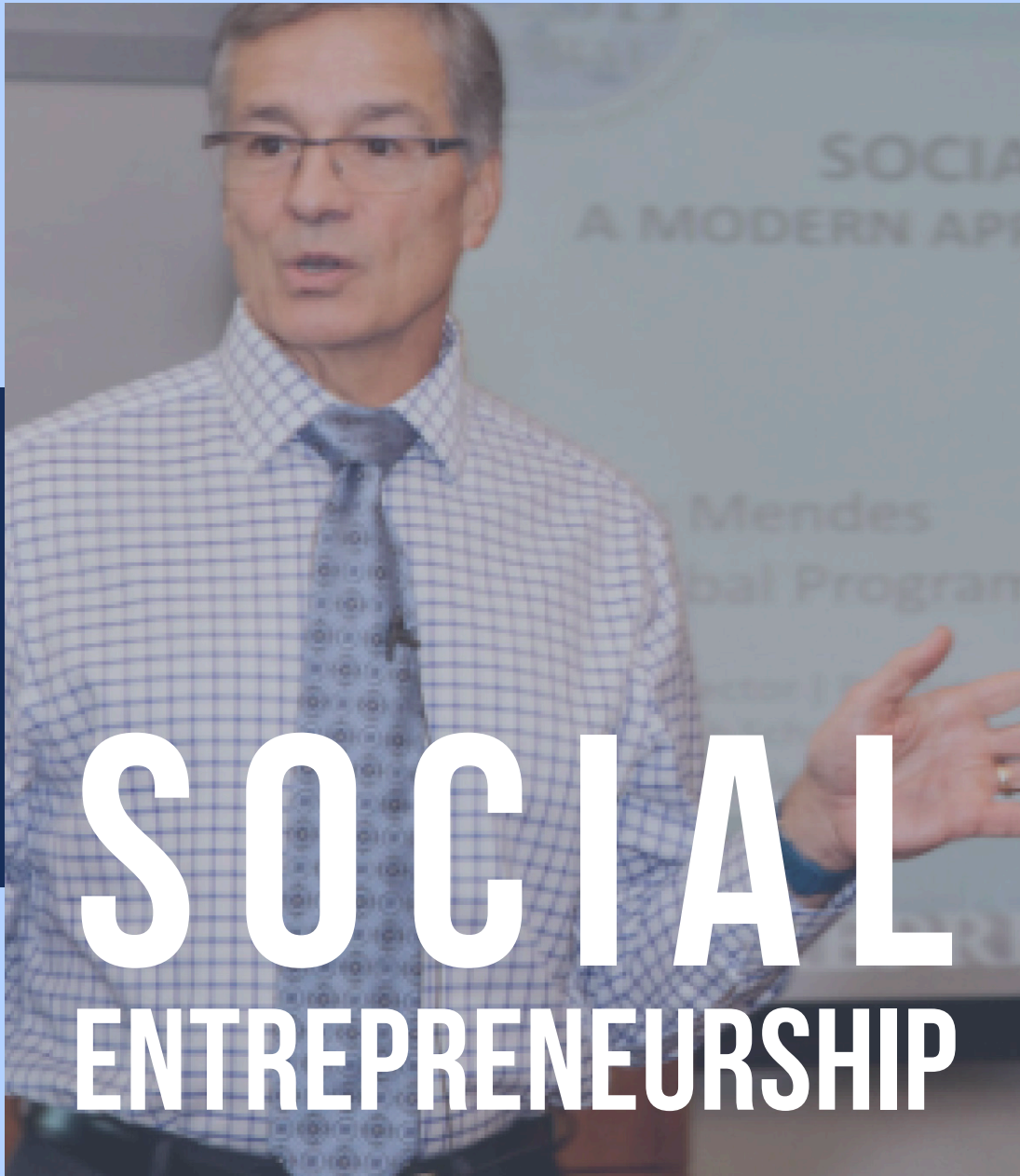
Specifically, it is necessary to provide social protection for all, to be open to different types of financial and non-financial support, to protect formal jobs, and to support and secure the lives and livelihoods of those working in the informal economy. In the Small Matters study, conducted by the International Labour Organization (ILO), it was found that seven out of ten available employment opportunities are created by small to mid-sized enterprises (SMEs). Therefore, we need to uphold the needs of these businesses, so that they might uphold their community's employment needs.

As Susana Puerto from the ILO perfectly articulated, it is necessary that we commit to each other in a time such as this. Governments and enterprises which work to be informed by their citizens' and employees' needs will succeed in promoting humane work opportunities for all.





## ICSB GLOBAL CERTIFICATES



**SIGN UP AT [HTTPS://ICSBGLOBAL.ORG/S-E-CERTIFICATE/](https://icsbglobal.org/s-e-certificate/)**

LED BY: DR. TONY MENDES, DR. KATIA PASSERINI, DR. WINSLOW SARGEANT, DR. AYMAN EL TARABISHY, DR. ROBERTO PARENTE, DR. KI-CHAN KIM, DR. PAUL SWIERCZ, DR. AHMED SHALABY, DR. JEAN-FRANCOIS OUELLET

ICSB Global in partnership with its worldwide affiliates and chapters is proud to offer educators, researchers, entrepreneurs, students, government officials, and small business owners the opportunity to advance their entrepreneurial knowledge and skills through our new innovative ICSB Global Social Entrepreneurship Certificate (ICSB Global SE).

# HELPING MSMEs CHANGE THE WORLD

## *Entrepreneurs as Powerful Agents in Achieving the Sustainable Development Goals*

When transitioning from a moment of crisis to a fundamentally new normal, further reflection is required of us. We must ask ourselves not only how our decisions and action will affect this moment in time, but also we must ask how we foresee a future for all. It is only through this type of reflection that we can truly and optimally create a present that is informed and encouraged by our re-imagined future. The Sustainable Development Goals are the only clear solution that focuses on the inclusion of all people, independent of societal status or national identity. Negotiated for over a year by working groups across the globe, these intentionally constructed goals provide the cornerstone needed to bring about a more equitable world for all. The SDGs search to eliminate and absolutely end all social, economic, and environmental abuses at play in our current system.

The SDGs are purposefully designed to interrelate with each other, meaning if a group or business decides to focus on three of these goals, they will, in fact, end up working on all of them. As micro-, small-, and medium-sized enterprises (MSMEs) represent about 70 percent of the formal economy and about 90 percent of the total employment in the developing world, it seems as though MSMEs are the perfect sector to begin working to create and disseminate newly created systems that aid the local community, while working from a global perspective. In this moment of COVID-19, people's financial, social, and humanitarian needs are amplified like never before. Industry, as it has for much of human history, creates the channels and timing of our lives and, therefore, holds impeccable power. We can use entrepreneurship and MSMEs to create jobs and promote markets in the world. The developing world is an enormous market to be engaged, while the developed world has room for MSMEs working to create humanitarian- and environmentally-focused markets to allow for sustainable growth.



HELPING MSMEs CHANGE THE WORLD

**"THE SDGS SEARCH  
TO ELIMINATE AND  
ABSOLUTELY END ALL  
SOCIAL, ECONOMIC, AND  
ENVIRONMENTAL ABUSES  
AT PLAY IN OUR  
CURRENT SYSTEM."**

**#MSMESDAY19**

TAIDEN®

In this unique moment, groups like the United Nations Conference on Trade and Development (UNCTAD) and the International Council for Small Business (ICSB) can work to unshackle the traditional constraints on MSMEs. Those include limited access to information, to strategic resources, to adequate financing, to scaling solutions, to reliable electricity, in addition to favorable business environments, to competitiveness, to market concentration, and to online trade readiness. By viewing MSMEs and the SDGs together in a transformative light, we are able to devise solutions focused on growing prosperity with and for everyone, while working effectively at our available, finite resources. As much of the world still lives without access to basic drinking water, to food, or to proper healthcare, there is a big market for finding sustainable solutions to solve the world's most pressing and important issues.

Organizations centered around promoting the work of MSMEs are empowering business owners to provide services and basic access to the SDGs. The UN Global Compact saw incredible commitment to learning to implement sustainable principles by MSMEs around the world. However the next step for these organizations would be to generate information that can be understood and that is relevant for all MSMEs. The G20 is putting forward 5 trillion dollars, and it is of the utmost importance that this money is dispersed appropriately amongst MSMEs, specifically those owned by women. If

done correctly, this financial assistance can work to re-balance the current imbalances in industrial realms. In addition to financial assistance, hopefully we can bring attention to raising awareness of MSMEs and their ability to reach SDG opportunities by adapting the tools to their needs, and then follow by supporting innovation and incubators with the deployment of the solutions that MSMEs can create, which will eventually accelerate the new sustainable ecosystem imagined. It is from this work that we can focus on peep-emptive processes to create insurance funding for MSMEs after future economic and natural disasters. This fund will promote the wellbeing of all, by supporting the MSMEs that uphold our communities and nations.

It is only through clear and dedicated partnerships that this work will be achieved successfully. UNCTAD works to amplify consensus building, research and analysis, and technical assistance of MSMEs. By creating open forums with UN Member States, they are able to create entrepreneurship policy frameworks, resolutions, and promotion and market access for entrepreneurs. In working with partner organizations, like the ICSB, they can continue to publish researched reports on the current states of trade and development, world investment, and technology and innovation to find effective policies. These studies also help determine the best technical assistance for MSMEs' entrepreneurs to achieve structural transformation.

In their concluding discussion, Dr. Alex



DeNoble, from San Diego State University and the ICSB, and Dr. Chantal-Line Carpentier, Chief of Office of the Secretary-General UNCTAD, pushed each other to develop their collective understanding as to where universities can best situate themselves as educators and creators of future entrepreneurs, while also promoting the research and educational exchanges possible within and throughout their global communities. These possible exchanges hold the potential to release incredible theories and practices of innovation and purpose put forth by future and current MSME owners. The future is of a sustainable essence, one that is created with and for all. The most encouraging way for us to imagine our best possible future is through the eyes of MSME entrepreneurs around the world. Let us hear them and let us work with and for them.

**Reference video: Entrepreneurs and MSMEs as Powerful Agents to Achieve the SDGs**





**JUNE 27<sup>TH</sup>**

# **MSMEs DAY**

**CELEBRATING MICRO, SMALL, AND  
MEDIUM-SIZED ENTERPRISES WORLDWIDE**

## **DID YOU KNOW?**

This day dedicated to raising awareness of the need for greater investment into small and mid-sized businesses in developing countries but it is also a celebration of the gigantic contribution smaller companies make to the global economy, often away from the spotlight.

# GENERATION CORONA

## *Collective Culture Born Out of Individual Isolation*

After months of shelter-in-place orders as well as even longer periods of social distancing, the rhetoric surrounding next steps is widespread. However the conversations re-imagining what our new normal might resemble has transformed from sterile and secluded into collective and social. Potentially borne out of the human spirit's contrarian nature or, rather, our perspective-shifting solitude, it seems that this natural revolution, or COVID-19, has engaged us in finally seeing the importance of togetherness.

The previous barriers that were so meticulously placed to keep thick walls between the "haves" and "have nots" have metaphorically fallen down. With nature as our great equalizer, we are stuck in this natural disaster. However, we have a choice. Do we want to spend all of our resources on rebuilding those walls, making our societies at large vulnerable to future disasters, or can we take this moment and recognize that those barriers need not exist in our world nor in our minds. It seems rather ridiculous that a global pandemic was necessary to shake us out of our hierarchical world-view and realize that this is the moment to break down and reset.

This crisis has completely changed our typical present and its legacy will continue to seep into generational changes in the future. Generation Corona. A group of entrepreneurs who will never look at sanitary mishaps or the absence of safety funds the same way. The next generations of micro, small, and medium-sized enterprises (MSMEs) have been borne into a world in which expectations have no place. For those businesses that will live to see the other side of this pandemic as well as those that will launch following this intense and immediate form of social distancing, nothing currently exhibits normalcy nor will it in the future.



In examining the 2020 world and future, we must release the mental hold on hazards and challenges, and look instead to growth and prosperity. MSMEs are recognized globally for their contributions to innovation and improvements in economic conditions. Last year, MSMEs heaviest challenge that inhibited their growth was lack of belief. The belief that a person can create something substantial and of importance to economic and social value must be deep to ensure real success. Entrepreneurship's global trends have steered away from being solely a domain for the rich, well-connected, and gender-specific for years now, and this crisis will only push this trend forward more quickly. This global shock holds the potential to either promote the women, youth, families, and disabled who have transformed their communities and further societies or delay the

necessary work of these underrepresented voices. Therefore, it is necessary that both entrepreneurs and their surrounding communities work to foster the power of belief as a way to energize economies and improve economic situations. In continuing to strongly encourage the creation and sustainability of MSMEs, not just the launch of a business, but also its maintenance of an adaptable and vibrant economic ecosystem, the results will involve meaningful impacts as all of us engage our power of belief in individual potential and the creation and sustainability of MSMEs.

The current pandemic has both halted and advanced much sustainable action. The global pause has led to incredible lessening in atmospheric carbon, however it has also exacerbated the current inequity and resulting symptoms of hunger, poverty, sexism, and ableism around



the world. As MSMEs make up the very economic fabric of communities, reaching many sustainable development goals without even realizing it, they can be used as a measuring stick for progress in achieving the Sustainable Development Goals. MSMEs sit in the unique and vulnerable position to both present the solutions to the world's most pressing issues, while also needing an incredible amount of resilience to be able to perform these necessary services. In our time of reflection at home, hopefully we, as both entrepreneurs and customers, can realign with importance, so as to create more informed producing and consuming patterns herein out.

In hoping to promote the work of MSMEs and, thus, the advancement of society, we can advocate for balances as the fourth industrial revolution takes life in the new ways that technology interacts with the human body. As this convergence takes place across biological and physical worlds, the working relationships between employees and their employers will most certainly change. Therefore with this paradigm shift, the use of artificial intelligence will potentially eliminate a significant portion of jobs that are currently occupied by humans. Understanding that this shift will completely change the future of work, we must seek equilibrium, meaning that the advent of technology will allow those with creative ideas, people who are not localized to race, class, gender, religion, or region, to restructure the way that people have engaged in work and employment. In this way, we can recenter solving society's most intractable challenges, while working in tandem with the goals established by the UN's 2030 Agenda for Sustainability.

Looking to future transitions, our new normal includes the rise to the entrepreneurial city. This global movement, which began in the mid 1990s, spread venture capitalism across the borders of its original home, the United States, and has led to a dramatic rise in global start-up and venture capital activity. If the most innovative and entrepreneurial talents are able to view their workspace, unconstrained by borders, then America does not have to stand as the only destination for entrepreneurs. This will allow cities to diversify by attracting talent and understanding that capital will follow.

Lastly, it is important to realize that even before COVID-19, there was a trend to dismantle the status quo. The global pandemic has only enforced this end of normalcy. The current status quo is vulnerable, broken, and unable to provide both strong and weak economies the solutions they need to find profit in their present and future. We can not only think about ways in which disruption and coworking spaces are affecting the economy, but rather we must go further to address human progress and identity. We currently are caught in a battle for acceptance and belonging in this ever-changing society. Let this fight end in peace, the peace necessary for progression and innovation that will allow us to begin building an equitable world.



# APPLY TO THE EDEXCHANGE NOW LIVE



The ICSB EdExchange Initiative is designed to allow educators from around the world to enter their information to teach a variety of courses in entrepreneurship and related areas.

The Exchange has a search function that allows universities and organizations to search for faculty.

**To apply go to: <https://icsb.org/edexchange/>**

# FROM SUDDEN CRISIS TO PREPARED PLANNING

## ON THE HOT SEAT WITH THE EDITOR

### RE-IMAGINING ENTREPRENEURSHIP EDUCATION AND RESEARCH

This moment of connected isolation has changed everyone's plans from cancellations to postponements. We have re-envisioned and amended our preconceived ideas about learning, teaching, working, and producing. It has only been through acceptance of our new normal that we have found the encouragement and creativity necessary to critically reflect, in a way that allows us to re-imagine our current capacities, capabilities, and preconceived pedagogies. In doing so, our new normal will hopefully become something more than what must be, and it instead transforms into something better, an environment that cares and supports all its actors. As we recognize the absoluteness of our current situation, there has never been a better time to tease apart our current system, to recognize our strengths, and to eventually rebuild our new, stronger, and more expansive community. In thinking about entrepreneurship and innovation during this changing time, educators, researchers, practitioners, and learners must decide what needs to be amended in our current pedagogies of entrepreneurship that will eventually allow us to appropriately create more prepared entrepreneurs. That is those ready to learn and adapt to the world's pressing and ever-changing challenges. Thinking about entrepreneurship as a contact sport, the game starts with engagement, a general desire to play; however after, students need to understand the language, tools, concepts, and theories that underlie the rules of the game. We can start to demonstrate,



then, that it takes more than just an entrepreneurial mindset. The skills to act on our ideas and passions, in addition to the guidance to respond appropriately to the demands of creation and innovation are essential. In clarifying the true essence of an entrepreneurial educator, the focus moves from the possibility of teaching someone to be an entrepreneur to if the entrepreneur is open to learning. The idea is that educators are not creating the passion for their students, but rather they are fueling it and guiding it. Educators are looking for students who have the desire, the “fire in their belly,” to help them develop their skills sets, professional networks, and frameworks to think about complex entrepreneurial matters. As the entrepreneurial path includes many assumptions and, often, very little knowledge supporting these expectations and beliefs, it is only those who behold an entrepreneurial spirit that will survive the unrav-



eling of their assumptions. This is the determining point of an entrepreneur, one that makes disappointments into their ending or those who transform these missteps into their reassessment and continue with a new lens. In looking at the California Entrepreneurship Educators Conference, a local conference that, after its creation, attracted quite an international community, one understands the embodiment of entrepreneurial spirit. Initially this conference would be canceled because of the travel limitations put in place due to the current pandemic. However by recognizing the strengths that this crisis has created, for example, the public's newly-found, general comfort in engaging online, we can re-imagine a conference that is not only transmitted online, but that is enhanced upon. After a year of preparation, the solution is not to postpone or cancel the conference, but to host a better conference online. Therefore, the important topics and the necessary learning that takes place during this conference transforms with its platform. In setting limits on entrepreneurs, we are only giving them

## EDUCATORS ARE NOT CREATING THE PASSION FOR THEIR STUDENTS, BUT RATHER THEY ARE FUELING IT AND GUIDING IT.

a greater opportunity to create and innovate. As Dr. Alex DeNoble, Professor at San Diego State University, and Dr. Ayman El Tarabishy, Professor at George Washington University, converse, they challenge each other to further develop upon their initial responses. As the two professors, both active in their local and global communities' work for entrepreneurial studies and right, describe their own questions, they end the discussion at a crossroad, one at which they are excited about the future while remaining informed by the past. In hopes to amplify the academic perspective, they promote the entrepreneurial spirit, which seeks to thrive in face of limitation. By recognizing the strengths of their communities and of others', this conversation acts only

as a predecessor to the conversations that will be available at the 2020 California Entrepreneurship Educator Conference happening at the end of this week.

**Reference video: Re-imagining Entrepreneurship Education and Research - Giving a Voice to the Academic Community**





# LE VOLTAIRE: UN PETIT MORCEAU DE LA FRANCE CHEZ TOI

*Corona Turned Creative:  
Small Business Success*

**Dr. Desarae and Cedric Fichet-pain. A French couple posted in Omaha, Nebraska, USA who have combined their financial and culinary skills to create an award-winning business for themselves and their Omaha community. Dr. Desarae, a Creighton University professor, and her husband, Cedric, a Franco-Italian executive chef, own the well-known, Le Voltaire, and its sister bakery. After 19 years of business, Le Voltaire, was hit by COVID-19, thus restricting revenue flow and business operations. However this ingenious and innovative couple has created a solution for their business and the staff that they employ. Cedric remembered always wanting to be an entrepreneur. Fortunate to have a professional business planner as a wife, Cedric and Desarae opened Le Voltaire in central Omaha. Situated off a main road, in a middle- to high-income neighborhood, the business was quick to succeed. However not without effort, not only did the remote American city need some reeducation involving their ideas of French cuisine,**

but soon after their opening of Le Voltaire, 911 struck. The couple recalled some troubles, as the French government failed to respond in the way Americans wished, but like all successful entrepreneurs, they were able to use this opportunity to expand their restaurant. They worked to build customer trust by describing their sourcing of local products as well as the local staff that they employ.

When I asked what their secret was to account for their 19 year old business, Cedric quickly answered that his secret is his team. The couple described how important it is for owners to realize that they can not do it alone. The number one priority is to have people you work well with, whom you can trust and to whom you delegate responsibilities. Cedric believes that if you can respect the person and help them as much as you can, they will respond in the same manner. Their second ingredient for success is customer service. After having good food, you need great customer service. Luckily for the Fichet-pains, their General Manager has been

employed since their opening day. Other employees have stayed on for 10 to 15 years. The couple takes some of their staff to France every other year, so that they can have a deeper understanding of French culture and cuisine to share with their customers. Their third secret is, in fact, generational. Cedric's father always reminded him to keep his banker close. Thanks to this lesson, Cedric was prepared to respond to the consequences of COVID-19. The Fichépains were able to quickly prepare their paperwork to access the government stimulus packages. However, despite their quick reaction, they have still yet to receive any financial assistance.

After closing their doors on Saturday, March 14th, the Fichépains gave themselves two days to prepare for a reopening at their close-by bakery. Cedric configured the menu in order to provide about half of Le Voltaire's menu in a takeaway format. Then using the bakery's facilities, the restaurant was able to organize itself to generate enough revenue to keep paying the costs of both their bakery and Le Voltaire. The couple had to be quite creative in their methods of continuing to engage their customers. In regards to the new menu Cedric and his chefs created, the kitchen started using their state-of-the-art French ovens to make pizzas, mac-n-cheese, and other types of comfort foods for this time of uncertainty. Their cleverness even realized an online wine tasting, which they perform twice a week. Customers can

come pick up their wines for the tasting ahead of time, then the couple walks them through the tasting Wednesday and Thursday nights. The couple has capitalized on this digital movement. They advertised for their wine tastings, Easter meals for four, and specialty events through email blasts, using the platform Fishbowl, and by posting on Facebook. The Fichépains described how Facebook has

proven to be a loyal platform, from which they can connect with their customers and continue their formidable customer service through this medium.

Despite having been accepted for one of their businesses in the first wave of loan reviews, Cedric and Deserae still described the great unknown surround-

ing loan forgiveness in the future, which is making them weary to their future expenses. Especially in reflecting on the transition back to integration, the Fichépains responded quite realistically in imagining the reopening of le Voltaire. Having half the seating that they normally do, they plan to continue using their bakery as a to-go station for its revenue source.

At the end of the webinar, Dr. Deserae and Cedric led us in a virtual cooking class, in which Cedric gave us his secrets to creating the perfect Coq au Vin. Firstly, since rooster is not a common delicacy in Omaha, Cedric uses chicken.

He begins by searing it with some flour, which helps to give some color to the meat. Either cooked in the oven or on

**WHEN I ASKED WHAT THEIR SECRET WAS TO ACCOUNT FOR THEIR 19 YEAR OLD BUSINESS, CEDRIC QUICKLY ANSWERED THAT HIS SECRET IS HIS TEAM.**

the stove top, Cedric switches white for red wine for his recipe. It uses easy-to-find ingredients, which he believes must be high quality. His final two “secrets” for this masterpiece recipe are, first, to use “le fond” or the base juices that are normally left at the bottom of the pan untouched, to glaze the dish, and second, to always eat the dish the day after.

In her final comments, Dr. Deserae called all those passionate about entrepreneurship to do all that we can for SMEs. She advised SME owners and entrepreneurs themselves to be sure to protect

themselves and their staff by heightening communication with their customers; understanding that “the more you communicate with your customers, the more comfortable they will be with supporting your business.” Thank you for your example of resilience, Dr. Deserae and Chef Cedric. You have created an aspect of hope that pushes us to think collectively in a creative manner. These are front-line workers who are helping support us physically and financially. Please remember that your local small businesses are upholding your community.

