

Culture's Role in the Ecosystem

Growing Entrepreneurial
Communities

What is Culture?

A feeling of inclusiveness, trust and passion that bolsters change, innovation and the desire to make a significant difference.

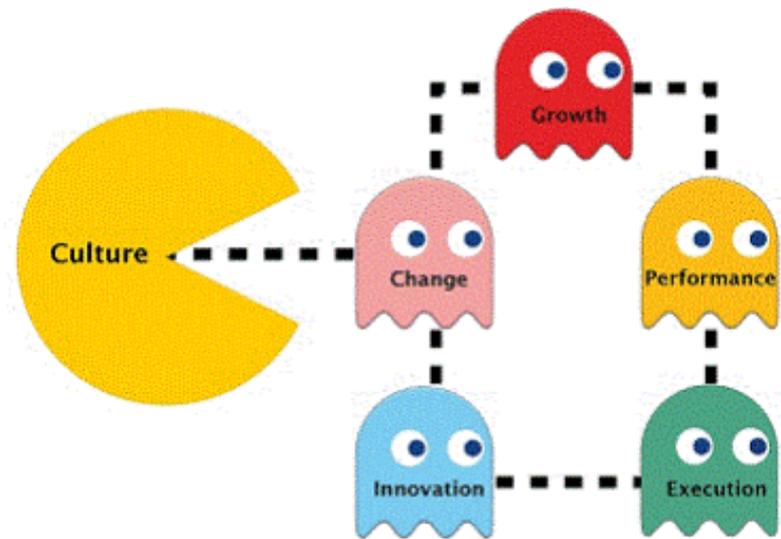
What Does Culture Eat?



At the Table Together

“Don’t let culture eat strategy for breakfast. Have them feed each other.”

... Ken Favaro, Senior Partner at Strategy&



Today's Agenda

How Culture Affects

- Targeting who you want to serve
- Working with disparate organizations
- Tackling silos



Identifying Primary and Secondary Audiences

- Start-ups or growth businesses
- Funders
- Service providers
- Economic development

One Size Does Not Fit All

- Each audience has different
 - Needs
 - Methods of learning
 - Ways they communicate
 - Cultures
- Getting their input the same way doesn't work



Start-Ups & Early Stage

- Hungry for information and education
- Easier to reach them and get their attention
- Operational more than strategic
- One-to-many programs work well

Growth Companies

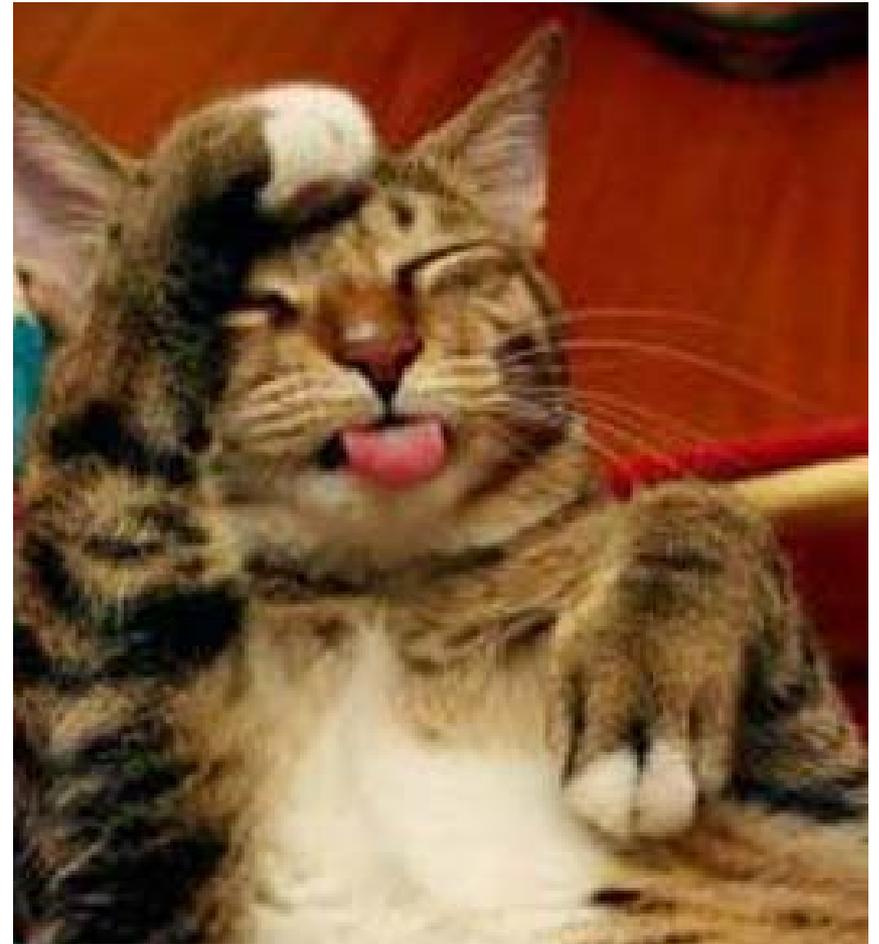
- More strategic than operational
- Expanding teams and markets
- Challenging to reach
- Rely on trusted sources
- Peer-to-peer is important
- Need to feel loved

Funders and Stakeholders

- Want to reach growth companies
- Will pay their dues with start-ups
- Desire a seat at the table
- Stretched for resources
- Need feedback and thank you's

Fewer Headaches

Understanding
cultures up front
means fewer
headaches down
the road



Disparate Audiences

- Traditional versus new thinkers
- Different cultures
- Is it even possible to pull them together?



Can Three Play Together?

**THE STORY OF THREE CARS AND
CULTURE**

The Story

- Enterprise surpasses Hertz for #1 spot
- Purchased Alamo and National
- All three companies had different cultures and operations, and ways of approaching their customer







How the Story Ended

- Enterprise took advantage of National's and Alamo's operational experience at airports
- Enterprise's culture was infused into National and Alamo
- Two years later, Enterprise, National and Alamo held the top three spots in annual J.D. Power and Associates study

Do I Really Need These People?

The Importance of Balance

- Resisting temptation to pick and choose
- The lasting consequences of leaving someone out



The Story of the Wolf



Wicked Wolves, Grumpy Beavers, Pushy Bison and Annoying Elks

How to handle
the critics



Outlasting the Critics

Sooner or later, the critics move on.

Sooner or later, the ones who told you that this isn't the way it's done, the ones who found time to sneer, they will find someone else to hassle.

Sooner or later, your work speaks for itself.

Outlasting the critics feels like it will take a very long time, but you're more patient than they are.

... Seth Godin

Silos

- How they start
- Who they hurt
- How they change



How Silos Form

- We're excited, so let's get to it!
- Let's all go do our own thing!



Too Many!

- Trip over each other
- Compete for audience
- Compete for attention
- Compete for money
- Confuse everyone



Who Do They Hurt?

- Entrepreneurs
 - Confused about who does what
 - Often still not served
- Funders
 - More requests and more confusion
- The silos themselves
 - Audience and money spread thin
 - More competition



How Do They Change?

- Breaking down sounds painful
- Connect instead
- Clear understanding and communication
- Clean up ineffective relationships and unresolved conflict



Bringing it Home

- Culture is essential and must come first
- You must get ready to be
 - Challenged and solve problems
 - Work with the wolves, elk, bison and beaver
 - In the middle, exude positivity, and garner and build trust.
- You must be hungry for change
- You must be a little bit crazy

