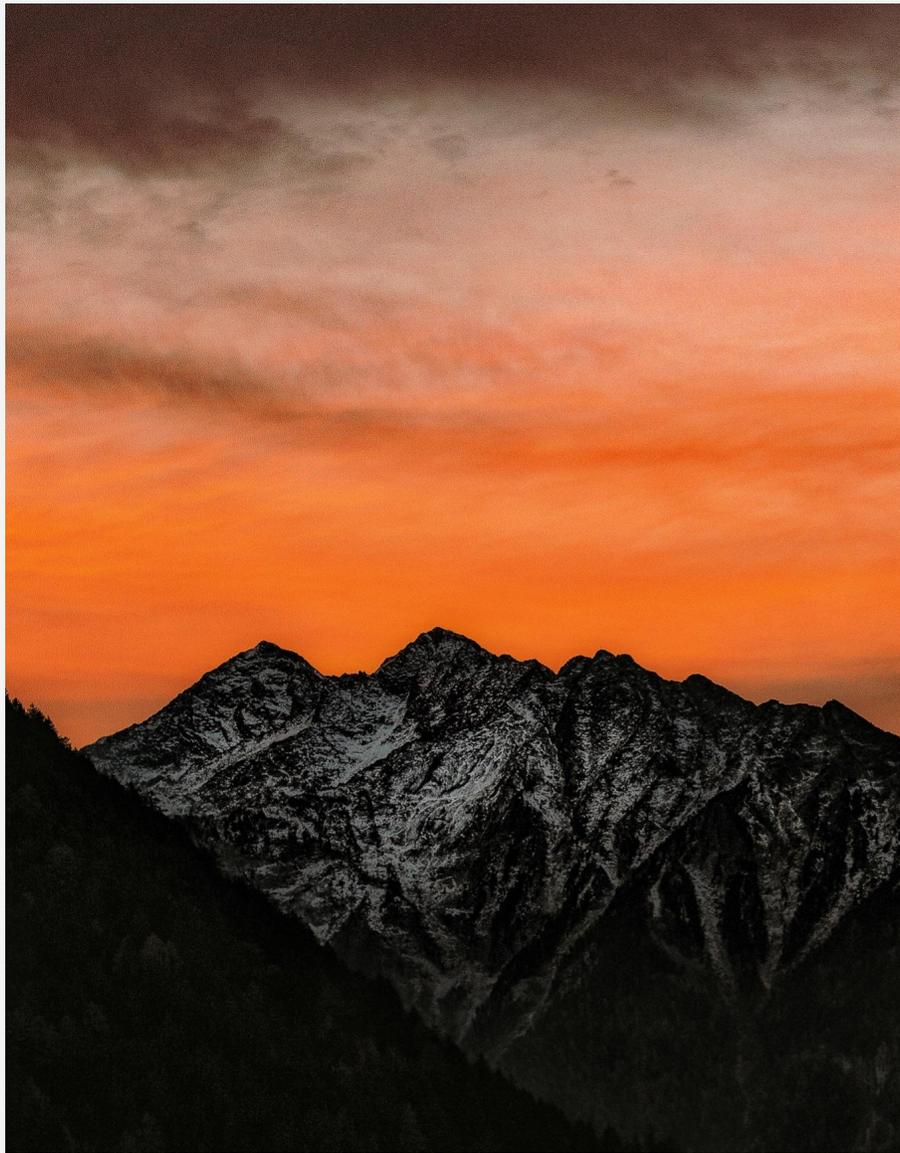


EWOR 2021 Academy | Founder's Batch

EWOR Academy Handbook



EWOR Academy Handbook | 2021©

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Welcoming Statement

Dear EWOR founder, congratulations for making it into the EWOR academy program. During the next months, you will experience a new way of education; a practical, challenge-driven way based on the most recent findings in neurology, entrepreneurship and education as well as the opinions of leading practitioners in academia and business.

You have been selected for your potential to start a globally-impactful venture and turn Europe into a more innovative continent. By becoming part of the EWOR academy, you will be introduced to influential entrepreneurs, industry leaders and academic forerunners. You will receive unique access to global networks. You commit to supporting the European and global entrepreneurship ecosystem as a whole. You become part of the EWOR family - a lifelong commitment to turning the world into a better place and supporting the next generations of EWOR founders on their journeys.

The EWOR learning journey is unique, and it is important to us to lay down our learning principles and our conceptual, didactical thoughts. We do so because when facing challenges and difficulties throughout the program, having our principles in mind will guide you to the right decisions.

The way we learn is simple. We have a curriculum, work through the curriculum, may apply it in a couple of theoretical settings and eventually complete an exam in order to start with the next ones. We do so until we've completed our educational degree, may it be a bachelor's or master's degree, just to notice that, in practice, 95% of what we learned is irrelevant to our specific cases.

Entrepreneurs learn differently. We do first and study afterwards. Studies show that when we experience the task or problem first hand, our brain will retain the knowledge differently. It will firstly store it longer and secondly connect it to a practical event. Knowledge becomes implicit and action-driven (e.g. [Baron and Henry, 2010](#)). We use a learning map to guide you and help you organise knowledge better. Our brain is organised topographically - and thinking in mind-maps will help you become a better problem-solver.

Before we jump into things, let us also extend a warm welcome from our advisors. Xavier Sarras, Daniel Marasch, Lisa Short, and Mattias Bergstrom say the following:



Xavier Sarras

Welcome, dear EWOR founder! Today's world is increasingly shaped by start-ups founded by young, driven entrepreneurs. After having built and sold multiple companies, this tectonic shift is why I have decided to raise an impact-driven venture capital fund. I cannot wait to meet you soon and support you with building a successful company.



Daniel Marasch

Dear EWOR founder. Coming from a world of corporate professionalism and rigidity, I am always amazed to meet you bright, young and ambitious people. You cannot imagine the impact your mere presence and thinking will have on the partner corporation you'll be working with. Keep this in mind when engaging with your corporate partner!



Lisa Short

Dear EWOR founder! Congratulations for being selected for such a prestigious academy. I wish you best of luck, lots of fun and great impact with building your company. I am looking forward to meeting you soon!



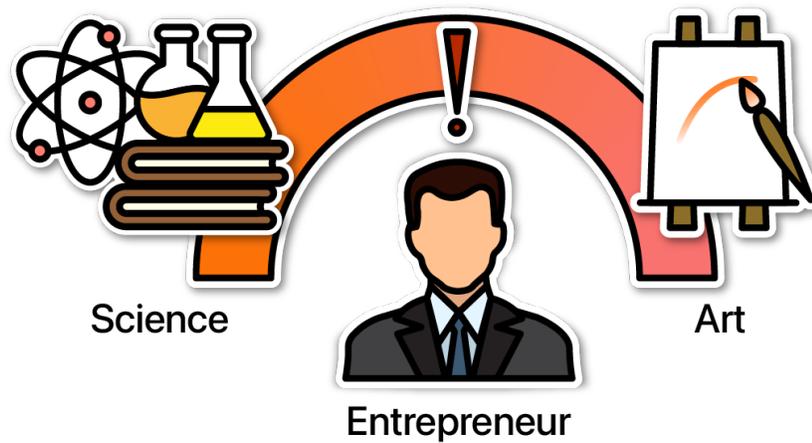
Mattias Bergstrom

Dear EWOR founder! Education is broken. I am grateful that you will experience a new way of education: a challenge-driven one which actually helps you manage life's chaotic nebulousity.

Before we begin, a word of caution: EWOR is not and will never be your success guarantee. We have selected you for your outstanding potential of achieving success yourself. Leaning back and waiting for EWOR to make you successful will be a bad strategy. We are merely compiling the network, the educational resources, and the mentorship necessary to amplify the impact you can have on the world. Keep this in mind when launching your company.

1 | The EWOR Philosophy

Around 2370 years ago, the first-ever university arose. Plato's academy was different to how we imagine school today. Learners were not charged a fee. Instead of listening to lectures, Plato presented a problem to his audience, which was then solved individually or collectively. Plato didn't give his audience a fixed process on how to solve the case, nor did he provide any theory. He observed things, gave a hint here and there, and pushed his learners to come up with their own, unique solutions. Throughout the Middle Ages, and especially during the Renaissance, the practice of 'studying' had to be scaled. This is when teacher-centric teaching 'became a thing'. One lecturer. 30 to 100 students. One hour of listening. The method was effective in transmitting knowledge and has prevailed until today, but it has never been an effective tool for developing a true skill. In academia, true skills are often not what is intended. Theoretical mathematicians, physicists and chemists deconstruct problems in their daily jobs. They understand things on a theoretical level and derive practical insights from their composed theories. This is an incredibly useful practice, but doesn't reflect the nebulousness and complexity of business problems. Entrepreneurship is neither a science nor an art, which is why Bill Aulet, one of the most renowned researchers on entrepreneurship, [classifies entrepreneurship as a craft](#) - which mixes elements of science and art.

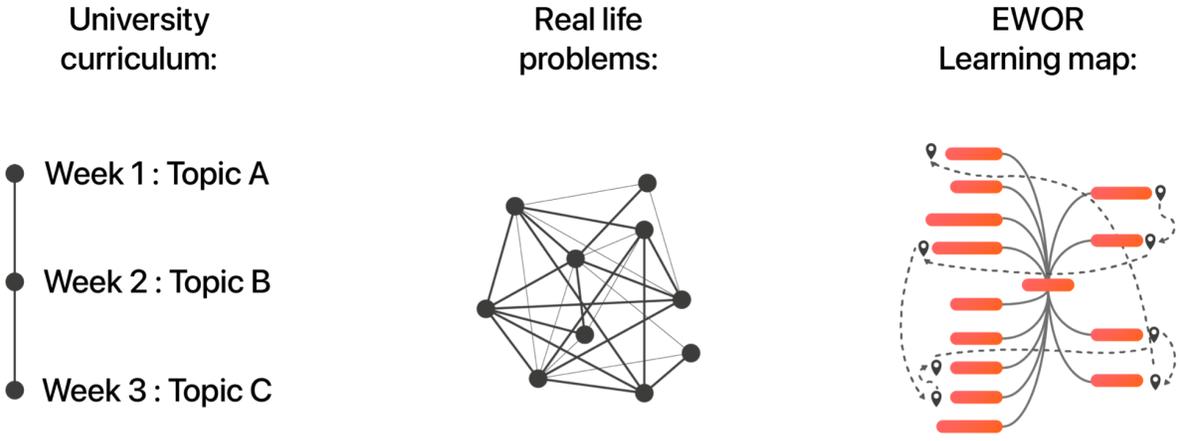


As an entrepreneur, there are things that you can study like a science. For example, you might want to understand SEO or third-party-ads on Facebook. The behaviour of the Google or Facebook algorithm can be studied within isolated environments and you will be able to use those insights to outperform your competitors. On the other hand, your ad campaign has to be creative, savvy, and potentially humorous. The latter is as close to an 'art' as things can get.

The problem with university education these days is that entrepreneurship is taught like a science. You will learn about the '10 types of entrepreneurs', about the '3 types of innovation', or about 'Knightean Uncertainty'. It is questionable to us as to whether this helps people starting a business. Yet, you don't want to just skip university and start your business from scratch. While you'll never be able to raise your chances to 100% to succeed with your venture, you can increase the probability of success drastically by learning from others, learning by doing, and getting access to the right people. EWOR is such a probability-optimiser. We'll make sure to prepare you for the real world by leveraging the following principles.

1.1. Challenge-Driven Learning

EWOR pronounced the curriculum dead. We've explained the superficialities of this idea above. A curriculum assumes that only after having learned A, one can learn B, and then C, then D, then E, and so forth. It treats 'A' as being something that is fully and perfectly observable. But in reality, the world is much more complex. Things are interdependent with each other and, in order to understand A fully, we might need to have understood C, D and E. However, in order to understand C and D, we need to understand a bit of A, so all we can do is jump around A, B, C, D and E, understanding only a little bit each time, until we have understood the whole system. Did it sometimes happen that you read back to one of the basic topics and suddenly, after having learned all the later lectures, you truly understood the basic topic? This is how learning really works, and treating it as such will amplify our learning experience.



To give a practical example, consider the art of identifying a customer need. It's fairly simple, you just need to find out what a customer really wants. But quickly, you will discover that people do not often say what they truly feel and mean. That is, people's words and actions do not perfectly overlap. So, understanding a bit of cognitive and social psychology doesn't hurt. Yet, you'll also discover that enticing an honest answer

from the customer is much more difficult than merely understanding the theoretical concepts of its root. You need to understand practical interview techniques, but most importantly you need to be able to apply them. Without any doubt, this needs practice. After every bit of practice, revisiting the theoretical concepts on cognitive and social sciences or the techniques used, will be of use. For the first time maybe, you might even fully grasp the theoretical concepts, which seemed meaningless before as they weren't tied to any practical action. Once completed, a university course is rarely revisited. EWOR will invite you to revisit, reconsider and shift to help you achieve true mastery. At EWOR, you ask yourself one question every day: What is the simple, most important thing I need to do today? And only afterwards will you understand whether today will be about learning something or executing straight away. Our learning map will help you adhere to this sort of learning behaviour.

1.2. Education Facilitation versus Content Creation

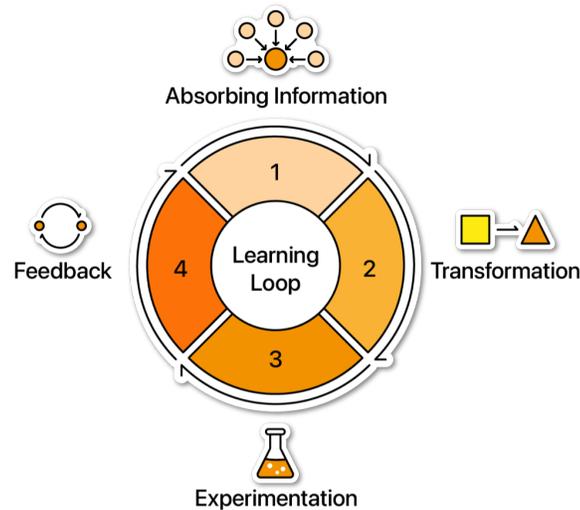
In the Middle Ages, teacher-centered learning was a great means to scale knowledge transfer. Today, one YouTube video can be kept on the web forever. Wisdom can be captured - not only in books, but in some fascinating sort of virtual receptacle which transmits auditive as well as complex visual patterns. One ingenuity of a lecture can now be stored and revoked digitally until the end of times. This is quite new: 20 years ago, universities possessed a monopoly on wisdom through their access to professors, access to books, and access to other study materials. Today, all of this can be found on Google Scholar, YouTube and Coursera. EWOR, being co-developed by some of the world's smartest professors, sees this monopoly breaking. Therefore, rather than relying on content creation such as universities, we rely on content facilitation. Together with leading experts in the field of entrepreneurship, we have curated a learning map of 'what is essential'. Whether a piece of content is uploaded to the EWOR platform is subject to a careful review of relevance. Secondly, rather than producing most of the content ourselves, we link existing content materials that have been produced by

content experts all over the world. On the image level, we sacrifice uniqueness, but on the didactic level, we gain quality. In order for you to have the best possible learning experience, we facilitate content all across the web, and update our learning platform continuously. We make sure that what you learn is 'best of class' rather than original EWOR content. This allows us to be very quick in adjusting our curriculum with new tools, new methods and new learning material. For example, the world of no-code prototyping experiences one superior tool superseding the other every single year. Every year, there is another tool which is more effective, easier to use, and easier to integrate with tech solutions all across the planet. EWOR will always be up-to-date, highlighting the most important tools to you.

1.3. Deep Reflection

The key to learning is reflection; especially in a wicked world. While reflection after solving mathematical exercises is certainly helpful, it is much more important in a less structured and practical world. As you can see in the graph below, learning happens in four steps, while the majority of university-produced education focuses solely on the first one: *absorbing information*. If you were to go to a good university, you will likely be asked to *transform* your knowledge, that is connecting it to existing knowledge pieces and structuring it in theoretical ways. In the best case, you even apply it by means of experimentation, for instance by producing code, working with real-world customers or building a product. However, the most important step comes afterwards: Once you've experimented or applied, how good has your work actually been? How well was it perceived and what can be optimised? Why can certain things be optimised in the first place?

How Learning Actually Happens



Rather than absorbing as much information as possible, it is much more useful to learn less content, apply it and receive feedback from your peers. Once we've started learning, we often get hyped on simply knowing more. We end up learning for the sake of learning. However, learning is only a means to an end, it prepares us for a real-world challenge and experimentation and reflection should follow as quickly as possible.

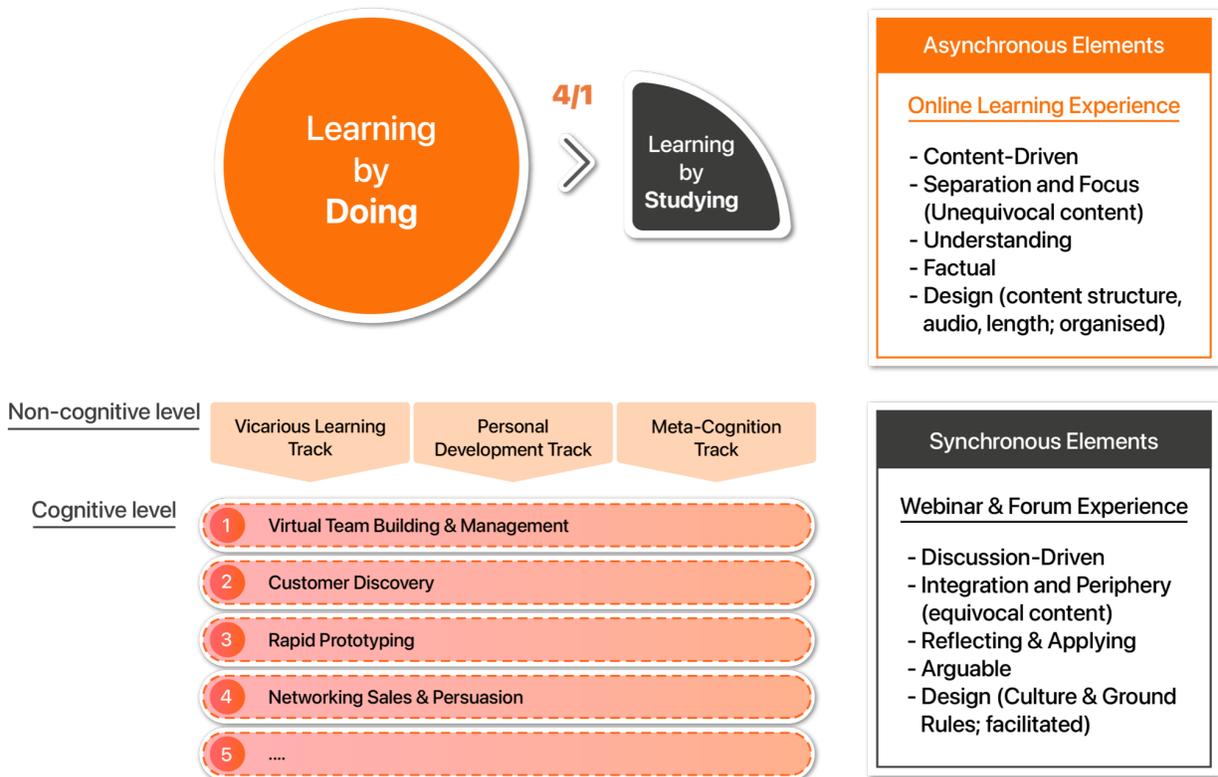
Only when reflecting will you notice that there is something you can do better. We thus invite you to reflect every week, not just on your work, but also on your attitudes and mindsets. We call this *meta-reflection* as you do not only reflect on what you build, but also on the builder, that is yourself, to render the builder more efficient. After you have completed EWOR, you will not only have acquired a new toolset, you will also *be a different person*. While reflection is unlikely to change your intelligence quotient - it can make you more creative and better in thinking 'analogically'. We have tested the cognitive components necessary for successful entrepreneurship with professors and researchers at the University of Cambridge and came up with a unique improvement and coaching formula.

2 | The EWOR Education System

The EWOR system is built on a *blended learning* philosophy. Blended learning is an adaptation of flipped learning, which focuses on changing the order of synchronous and asynchronous interaction. In teacher-centered learning, content absorption happens during lectures and transformation, experimentation and feedback happens outside of the classroom (asynchronously). Today, content can be transmitted asynchronously. This means that every learner has the chance to watch videos and read content material at their own pace. Synchronicity will be important when reflecting with your peers.

Moreover, there are cognitive and non-cognitive components to being a successful entrepreneur. Researchers have discovered that just by listening to the stories of how other entrepreneurs live their lives and push their ventures, your ability to start a successful business increases. This is why EWOR has developed a vicarious learning track, which helps you learn from renowned personalities and current founders. We have also developed a personal development track, which includes meta-themes to being a successful entrepreneur such as managing your time, energy and health. The cognitive components can be taught as practiced in university. They focus on delivering a certain skillset and providing you with a toolbox, such as using the right prototyping tools. As not all cognitive components are equally important, we have clustered the cognitive level into side quests and main quests. Main quests focus on skillsets every entrepreneur *needs* to have, while side quests focus on delivering skillsets that might be useful depending on your specific circumstances. In order to make the most out of the side quests, we have developed a *learning map*, which allows you to navigate through specific parts of our side quests without having to do the entire quest. All of these principles are described in more detail below.

Lastly, peer-to-peer reflection is one of the core components of EWOR. Several studies demonstrate that peer-to-peer learning is often more powerful in nebulous environments, such as entrepreneurship, than student-to-teacher reflection. As you progress with our learning platform, a maximum of 20% of your time should be spent on the cognitive level, while 80% should go into reflecting with your peers and applying the content to your own venture.



2.1. Main Quests (Challenge-Driven Learning)

EWOR covers four main quests:

1. Customer Discovery
2. Ideation
3. Early Validation
4. Prototyping

Each of them covers the core principles and tools early-stage entrepreneurs should be aware of. Alex Grots, our driving force in developing these courses, has used these principles to create hundreds of innovations for larger corporations - always by following these principles. These techniques help him to create products and services with the potential to disrupt entire industries. He uses the principles, too, to start his own ventures. For example, Alex recently founded ProGlove which is now valued at several hundred million Euros. These courses will provide you with such a tool set, allowing you to become a serial entrepreneur and start things from scratch repeatedly.

The mantra of our main quests is that you validate assumptions as quickly as possible. Some of Eric Ries' lean startup philosophies on 'build, measure, learn' and Bill Aulet's '24 steps to becoming a successful entrepreneur' were other primary sources that drove the development of our system. The idea is to prevent you from investing much time in products that are not needed. Instead, you should validate customers' responses before you've even built your products by using a set of principles, techniques and tricks. We've collected the most important ones and guide you through them during the main quests.

2.2. Side Quests (Education Facilitation)

Our side quests cover a variety of topics ranging from the use of productivity tools to no-code prototyping and virtual team building. We have derived those quests by watching hundreds of successful entrepreneurs through our work at the Kairos Society. We have seen 25 year old first-time founders build up their valuations to up to 5 billion €s and have turned our structured observations into a set of quests: our side quests.

Not all side quests will be equally important to you. It is hence crucial that you use our learning map as your primary tool of navigation when completing side quests (partially). There will be further instructions and screenshots on how to use the learning map in the following chapter.

2.3. The Vicarious Learning Track (Learning by (not) Doing?)

Yes, learning by not-doing is possible. And our work with renowned professors, industry leaders and serial entrepreneurs has helped us understand how. Back in 2010, Baron and Henry, two researchers from Oklahoma, discovered that learning by observing other people's experiences may be just as effective as learning from their own experiences. We have created an entire learning track focused on this principle. Your job will be to listen to as many podcasts and read as many books as possible on how entrepreneurs drive their businesses. This includes how they do meetings, how they prepare for sales, how they pitch their startups, how they lead their employees, and much more. After having listened to hundreds of these stories while building your own venture, your learning experience will have drastically accelerated. This track sharpens your ability to detect how other successful entrepreneurs have succeeded in a particular set of circumstances you might find yourself in. When being confronted with a difficult problem, you may have epiphanies such as thinking 'oh - this is what happened to Reid Hoffmann, too'.

2.4. Slack & Peer Review (Deep Reflection)

Your first solution to a specific problem will almost certainly not be the best solution. As an entrepreneur, you have to move quickly. Yet, you have to have the ability to take a step back, challenge yourself - potentially with the help of your peers - and then improve. During the program, Mattias Bergstrom, who has founded two billion-dollar startups to date, will reiterate on the importance of deep reflection and continuous improvement. Our Slack channels will be your key tool to share your solutions and comment on those of your peers. Commenting on and thinking about the solutions of your peers will also help you to develop a stronger skillset. We can't stress enough that responding to your peers forum posts is not wasting your time but instead investing it into your own entrepreneurial capabilities. Before you move on to writing your next message, you should have commented on at least three of your peers' posts.

When we have a hunch that advisors will add value to the discussion, we will prompt them to comment, too, and help you reflect. However, the core of EWOR will always be reflecting with your peers.

3 | The EWOR Education Platform

The EWOR Platform is the core educational piece of your EWOR journey. The following sub-chapters will describe its basic functionalities as well as advanced features you might want to make use of.

3.1. Dashboard: Main Quests

The platform offers two basic views: 'main quests' and 'side quests'. The 'main quests' are shown in a list-based view. This is a good structure for all courses essential to entrepreneurship. Main quests contain what we believe every single entrepreneur should know. For these courses, it makes sense to do all courses in order rather than jumping back and forth between topics. However, for other courses we would usually expect that you only take a specific piece from a course depending on your current prioritisation. For example, if your biggest issue is to settle things with your co-founder, you might explore the 'equity splits' section specifically. In such situations, our learning map will be your primary tool of navigation.

Customer Discovery



Hi, I'm Alex "Mr. Design Thinking" Grots. I created this course to help you identify true customer needs before and after you build your products.

1 - CUSTOMER DISCOVERY

[See More](#)

5% Completed

Ideation



Hi, I'm Alex "Mr. Design Thinking" Grots. I created this course to help you identify true customer needs before and after you build your products.

2 - IDEATION

[See More](#)

22% Completed

Clicking on any of the courses will reveal the course description and a menu displaying the further course lessons and topics. Every course has a set of lessons and each lesson has a set of topics. Clicking on the 'Expand' button for a lesson, as can be seen below, reveals the topics of a lesson. Topics may include educational pieces, a list of resources or application tasks.

Course Content

Expand All

- Intro to Customer Discovery
3 Topics Collapse
- Lesson Content** 0% Complete | 0/3 Steps
- What is customer discovery and why do we need it?
- Idea re-engineering
- Application Task #1
- Discovery Research
5 Topics Expand
- Synthesis
2 Topics Expand
- Frameworks
5 Topics Expand

Every course introduction is structured as follows:

- Welcoming Message
- Your Expert for this Course
- About this Course
- Your Main Challenge

Should you decide to do an entire course, you want to be aware of its main challenge first. The main challenge is an umbrella for all the application tasks in the course and will give you guidance on whether to do this course or not. Sometimes it is tempting to do a course out of pure interest. While we invite you to explore courses, we warn you from doing so obsessively. If you do not face an immediate challenge that is related to a course at hand, it might be a smart idea to do this course at a later stage.

1 – Customer Discovery



5% COMPLETE

Last activity on December 5, 2020 08:35

IN PROGRESS

Welcoming Message



Hi, I'm Alex "Mr Design Thinking" Grots. I created this course to help you identify true customer needs before and after you build your products.

Your Expert for this Course

Alex Grots has been founding companies since decades. He is an active business angel and, most recently, the co-founder of ProGlove, an industrial engineering company that counts hundreds of employees and has raised over €50 million in capital.

He is the initiator of Impact Week, a non-profit program that promotes innovation and entrepreneurship in developing countries through design thinking.

Moreover, Alex has been the Managing Director of IDEO Europe. IDEO is the world's most renowned design and product agency. The firm has invented the term 'Design Thinking' and has been responsible for e.g. designing the computer mouse.

About this Course

In this course, you'll learn about the key methods of understanding customer needs. Understanding true customer needs is not easy. As you'll learn in this course, customers will lie to you, give you their worthless opinions, and misguide you drastically. This course is about the art of deriving customers true needs from your conversations with them.

Your Main Challenge

Your main challenge will be to derive key customer insights and use the frameworks in this course to synthesise them properly.

3.2. Learning Map

Initially perplexing, eventually convenient: Our learning map will be your primary tool of navigation once you've gotten familiar with the course structure. The right side of our learning map reveals all 'main quests'. The left side of our learning map includes side quests which might be helpful to you depending on your circumstances. You will see an arrow (→) next to every lesson or topic which will, by clicking on it, directly get

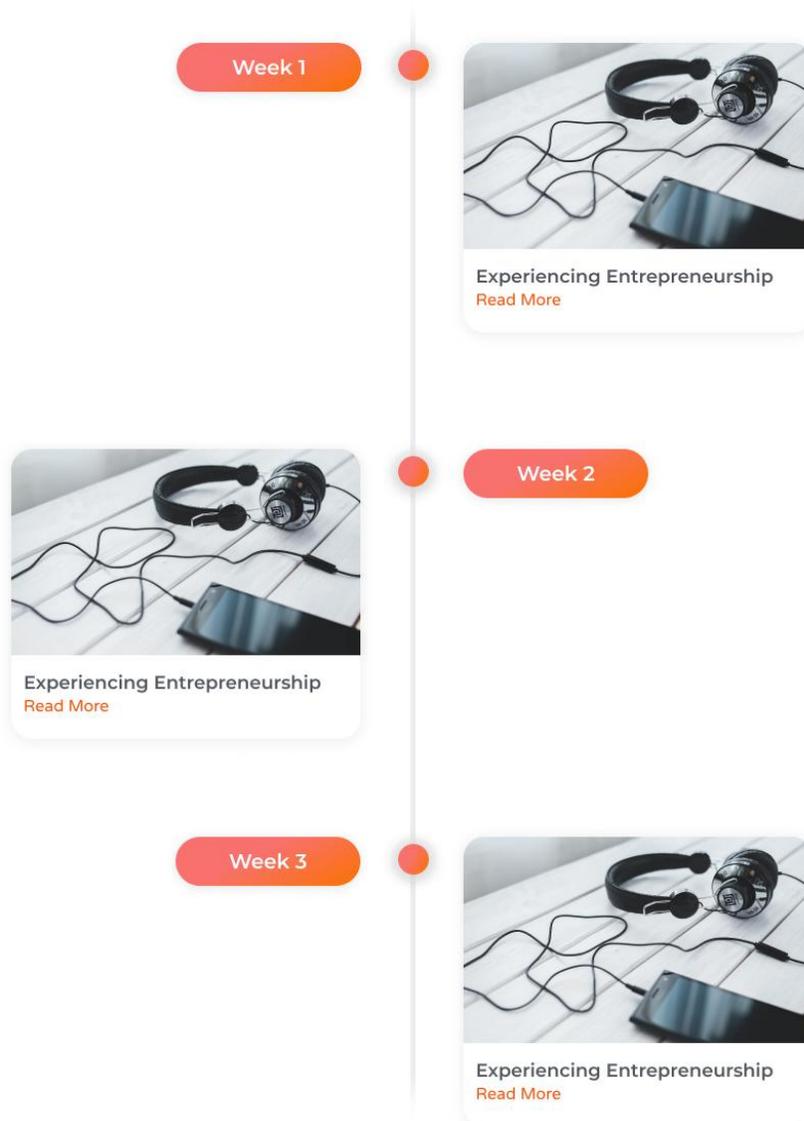
you to the respective content piece. The more you use the learning map, the easier and more convenient it will be for you to find what you are looking for. You can scroll through the learning map by clicking the left cursor of your mouse or keypad and simultaneously moving your mouse in the opposite direction of where you'd like your screen to go. Lastly, you can zoom in and out as you please by clicking the buttons on the left hand side of the learning map.



3.3. Vicarious Learning Track (V-Track)

The Vicarious Learning Track offers links to podcasts and biographies. Once you click on 'read more' in one of the V-Track tiles, you will automatically be guided to a list of resources. The goal is to listen to at least three podcasts a week or read one (auto)biography every two weeks.

Start Your Journey Here

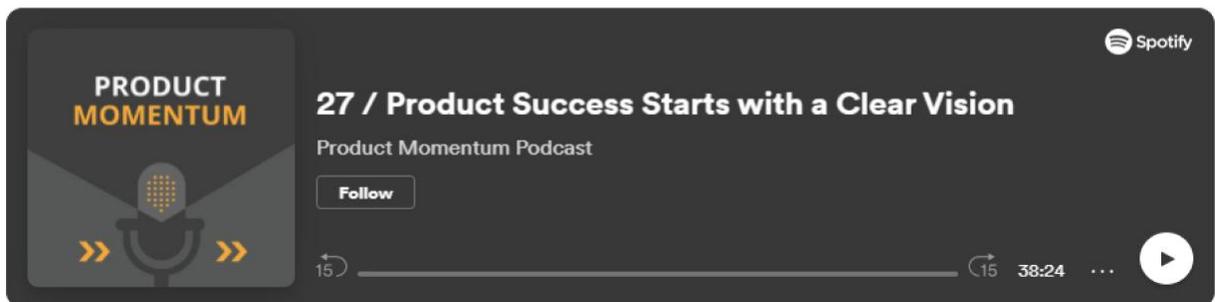


Once you have clicked on 'read more' you will be directly able to listen to the podcasts through the platform. You can, of course, just click on the name to be directed to Spotify and listen to the podcasts via phone.

Stories of week 1

Listen to the following stories about great entrepreneurial minds:

- A story about product success



- A story about product success



3.5. Resources

We'll make sure to supply you with slide decks, prototyping tools, website themes, legal frameworks, productivity tools, and awards and competitions. The resources page is intended to be a wikipedia-like tool for sporadic usage. Whenever you design a slide

deck or need a new legal contract, take a look at our resources page, which we continuously update, to check out the latest materials.



Website
All The Tools You Need For Beautiful Websites



Website
All The Tools You Need For Beautiful Websites



Website
All The Tools You Need For Beautiful Websites



Website
All The Tools You Need For Beautiful Websites



Website
All The Tools You Need For Beautiful Websites



Website
All The Tools You Need For Beautiful Websites

3.6. Services (In Beta!)

Every entrepreneur needs to outsource certain tasks, such as re-designing their website once a professional design is needed, creating social media posts, or even handling their book-keeping and global payroll. When looking for those services, nascent entrepreneurs are confronted with deciding as to whether outsourcing makes sense, where they will find the best people for the job, and who the best freelancers or organisations are to outsource the task. We have accompanied hundreds of entrepreneurs during this process and supported them with the right advice and intros. The services section makes this task even simpler, by providing all of the above for different categories such as building a website, building an app, hiring employees, and handling social media.

1. A Do It Yourself (DIY) section which thoroughly explains what is needed to do the task yourself and how much integrating basic tools and services, such as WIX for a website, will cost you. This section will often guide you to some of our courses, which explain all relevant tasks in more detail.
2. A marketplace for freelancers / organisations to work with which lists a bunch of curated freelancers and organisations that have either been highly recommended to us or that we have tried ourselves. Usually, there is both a cheap and a more expensive option. The reason for this is to not overwhelm you with a myriad of options, but to give you a maximum of three options per category about which you can be confident that they will deliver a fantastic service.

Website Design and Development



Do It Yourself

Price estimate: 0-20€ / month

Time: Early-stage, pre-funding

Use Case: Do this for your first-ever website and when you are still small and need to iterate quickly.



Devy Digital

Price estimate: 1000-5000€

Time: Early-stage, seed-stage

Use Case: The moment you start onboarding your first customers, you want a pretty, professional website. Devy Digital will help.



Penguin Digital

Price estimate: 10000€+

Time: Seed-stage, Series A+

Use Case: A mere front-end is not enough for you? Partner with Björn @ Penguin Digital to get a platform with a complicated back-end running smoothly.

As you can see below, the DIY option will provide you with an overview of the tools and concepts you will need to understand before moving ahead and performing the task yourself. We recommend that you read this section in any case to get a feeling for opportunity costs when booking one of our partners.

Website

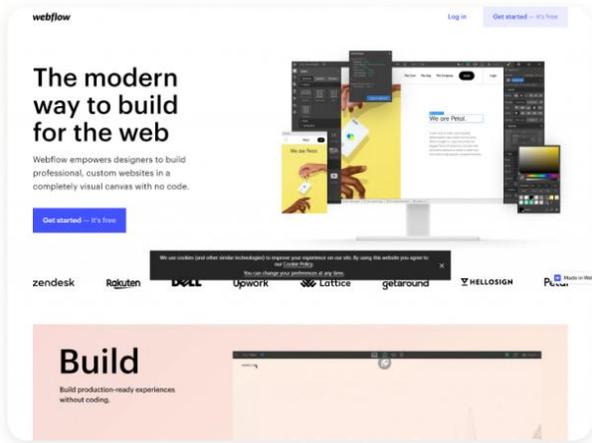
[Back To Resources](#)



Design

World's most popular website builder to create your business site or blog with WordPress using templates.

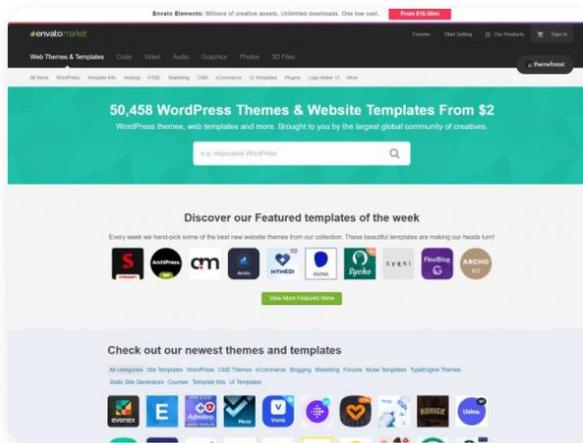
[View More >](#)



Wix

World's most popular website builder to create your business site or blog with WordPress using templates.

[View More >](#)



Domain

World's most popular website builder to create your business site or blog with WordPress using templates.

[View More >](#)



HTML, CSS, JS

World's most popular website builder to create your business site or blog with WordPress using templates.

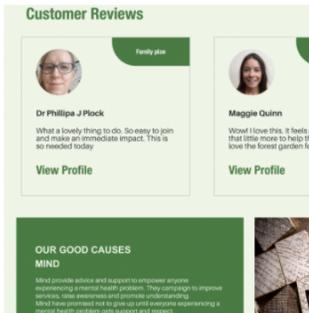
[View More >](#)

When clicking at one of our partners, you will always see examples of their work, recommendations from existing customers and a booking form. Depending on the

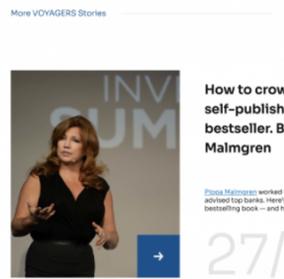
complexity of the task, the booking form can either be an actual form, the calendar of our partner for you to book a consulting call or the option to buy the service directly.

[Main Quests](#) [Side Quests](#) [Vicarious Learning Track](#) [Resources](#) [Logout](#)

Examples



PlayItGreen



Voyagers

Get creative with these tools

Quotes

— **David Rowan, founding editor-in-chief, WIRED UK**

“Devy Digital transformed the VOYAGERS.io website from a holding template to a fresh, thoughtfully designed and fully scalable WordPress site that’s a huge leap forward. I would highly recommend Devy as partners who are easy to work with, conscientious in delivery, and creative in execution.”

Book Devy Digital Now

4 | EWOR Academy: Networking

Starting a successful venture goes far beyond education. Most importantly, finding a co-founder, your first customers, and your first investors is often tied to serendipity-like introductions. In order to engineer this form of serendipity into our system, we provide the following structure and principles to make magical introductions as likely as possible.

4.1. Introductions & 1-1s

We encourage you to reach out to as many other individuals as possible.

- You can easily screen the global channel as everyone will be encouraged to include their LinkedIn or a short bio in their Slack descriptions. Reach out to anyone you find interesting at any point in time. The system lives by everyone being open to intros.
- We will provide a structured overview of participating members and their email addresses.
- We will set up a Slack function that regularly introduces you to other members. The rule is: Even if it's just a 15 minutes coffee chat, never say no to an intro.

4.2. Networking Sessions

Over the course of the academy, we will organise many informal meetings which will allow you to chat in groups and engage with your peers as much as possible. The networking sessions will serve as an inspiration for 1-1s that you might want to schedule afterwards.

4.3. Preparation

In order to prepare for this networking experience, we recommend you do the following:

- Prepare your Slack profile. Upload an inviting picture, link your LinkedIn profile, and share any other helpful information you'd like to spread.
- Set up your personal [Calendly link](#). The free version will definitely suffice - make sure, though, that you provide others with enough time slots to schedule calls with you quickly.

5 | EWOR Academy: Learning

As you have understood the philosophy behind EWOR education, you will find it easy to understand the structure of the program. The EWOR program was designed to help you navigate through an environment characterised by 'unknown unknowns', i.e. things you don't even know you don't know. As Peter Drucker stated in 1985:

"When a new venture does succeed, more often than not it is in a market other than the one it was originally intended to serve, with products and services not quite those with which it had set out, bought in large part by customers it did not even think of when it started, and used for a host of purposes besides the ones for which the products were first designed."

While most theoretical educational content pieces neglect this notion of entrepreneurship, EWOR embraces it.

5.1. Big Picture

The EWOR academy 8-weeks program will provide you with the network and resources necessary to start off with or scale your venture. The content covered in the academy focuses on providing you with an overview of what is possible and what entrepreneurs need to be aware of. After the academy, you will have access to our platform for one to delve deeper into topics that are most interesting to you. We recommend you start with the personal development track and productivity tools for entrepreneurs courses

first. Afterwards, you have a variety of options to choose from, may it be marketing, product or software focused.

5.2. The Two Phases



After the Academy, which lasts for two months, you will be onboarded to the platform. We recommend that you spend your time as follows:

Phase	Time
Academy Month 1-2	<p>Official Lectures / Courses / Networking 5 hours per week</p> <p>Informal Networking 0-5 hours</p> <p>Studying (EWOR Platform) 1-2 hours</p>
Platform Month 3-4	<p>Official Lectures / Courses / Networking 1 hour per week</p> <p>Informal Networking 0-5 hours</p> <p>Studying (EWOR Platform) 3-4 hours</p>
Platform Month 5-Infinity	<p>Official Lectures / Courses / Networking 1 hour per week</p> <p>Informal Networking</p>

	<p>Individual - we are currently working on creating a global Slack group for all EWOR fellows (Fellowship) and founders (Academy).</p> <p>Studying (EWOR Platform) 3-4 hours</p>
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After you have completed the academy, you will still be able to join our weekly events, either networking focussed or led by speakers from all over the world providing you with useful tips and tricks on building a successful venture.

5.3. Deadlines

Yes, there are deadlines. There are many deadlines initially and decreasingly less deadlines as the program matures. Deadlines prevent you from rabbit-holing and prioritise correctly. We only ask you to do three things we ask you to do:

Date / Deadline	Task
Week 1	<p>Letter to yourself Who are you, what are your skills, where do you see yourself in a year from now?</p> <p>Letter to peers What do you expect from your peers? What can they expect from you?</p>
Week 6	<p>Learning Summary Summarise your learnings across the following categories and send them to us in PDF form:</p> <ol style="list-style-type: none"> 1. Personal Development: How have your habits, your mindset and your goals changed as part of the program? 2. Content: What are the top three skills / top three pieces of information that you have picked up during the academy?
Week 8	<p>Venture Report Please send us an answer to the following two questions in PDF form. We will use your answers to further support you along your entrepreneurial journey.</p> <ol style="list-style-type: none"> 1. What does your venture do? You should have a rough answer to all the bold sections here. 2. How will you apply the learning specified in your learning summary to

- | | |
|--|--|
| | your venture?
3. Which courses, resources and services do you need from EWOR to help you succeed? |
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6 | The EWOR Ecosystem

Networking is a crucial part of entrepreneurship. This is why we have designed an entire ecosystem to provide you with feedback on your ventures, introductions to relevant partners and customers, investors, potential co-founders, and team members.

6.1. Mentors & Coaches

There are several events, such as the kick-off event, which will provide you with access to coaches and mentors. During your first days at EWOR, you will already engage with renowned academics, serial entrepreneurs and successful business practitioners - all of whom are interested in helping you succeed. As an entrepreneur, it is your job to choose, engage and meet up with your mentors. We will help you facilitate, but don't force such relationships. Eventually, you will master the skill of attracting senior leaders to be on your side and support you on your journey.

6.2. Investor Network

The EWOR team has curated a list of 100 affiliated investors. These are investors who are either direct advisors or part of our review committee, or warm connections who have agreed to be put in touch with EWOR founders. Should your venture be ready to receive external funding, we will select the right investor within our network and make a warm introduction. We will neither force nor encourage any investor to invest in your startup. We will instead arrange a meeting with you and the investor and ensure that you receive the attention necessary for the investor to make an informed investment decision.

6.3. Peer-to-peer Introductions and Alumni Network

Reflecting with your peers will allow you to talk about your current challenges in a safe space. Beyond your immediate peers, we will connect you with EWOR alumni, former applicants and EWOR founders currently based at other partnership companies. This might be especially helpful when you are looking for team members or co-founders. In case you have a specific demand such as being introduced to a business or technical co-founder, we will arrange a meeting by looking into our database of former applicants, EWOR founders and alumni.

6.4. Sigma Squared Society

Sigma Squared Society supports founders who fundamentally improve the world. Our founders have collectively reached more than \$12Bn in market capitalisation, as well as \$3BN in capital raised. Successful examples include Enapter, Factmata, CERA, Oyo Rooms, Casper, Eva Technologies and FiscalNote which are transforming their industries and operating at the very innovative edge of their space. The society has been supported by Bill Clinton, Bill Gates Sr., and Arianna Huffington and Richard Branson. EWOR founders starting successful businesses and meeting the Sigma Squared Society requirements will automatically be nominated by their founding president Daniel Dippold.

7 | Legal Details

EWOR is founder-driven. For the academy, there are no contracts between EWOR and you, which means the following:

- Intellectual Property remains 100% with you, the founder
- Equity remains 100% with you, the founder

However, by signing up, you are automatically agreeing to the following conditions:

- Confidentiality: You agree to not copy or distribute any of the content displayed on the EWOR platform without consent by EWOR.
- Subscription: You sign up for a subscription, which, if not cancelled by the end of the year, will automatically renew.

In the quest of building the world's most useful platform in helping individuals create and scale ventures, we would love to receive your ongoing support and feedback. If you believe our program and platform is

8 | Team

8.1. Program Leaders



Daniel Dippold

Daniel has founded EWOR. Prior to EWOR, Daniel has founded two other successful companies and has been president of Kairos Society Europe, the world's greatest entrepreneurship network supported by Bill Clinton and Richard Branson. He has turned Kairos into a global organisation represented in over 25 countries in Europe alone and supported by over 125 actively engaged volunteers. He has furthermore conceptualised the KUKA incubator and been a Design Thinking senior coach at ImpactWeek.

Daniel received his education from University of Cambridge (honours), Hong Kong University of Science and Technology (honours), and University of St. Gallen (honours). He has received a Micro-Master's in Artificial Intelligence from Columbia University and studied Theoretical Mathematics at ETH Zurich for 2 years.



Vinzenz von Teufenstein

Vinzenz von Teufenstein led the organising committee of the St. Gallen Symposium. He led multiple international teams across different continents and thereby raised a multimillion budget. As part of his efforts at the St. Gallen Symposium, Vinzenz built and curated a network of Leaders of Tomorrow, which counts thousands of active members all over the globe.

Besides his work at EWOR, Vinzenz is a multi-interested person who holds a Bachelor's Degree at University of St. Gallen, a Master's Degree at University of St. Gallen and a Master's Degree at HEC Paris where he studied entrepreneurship and innovation.

Vinzenz has been part of our sales efforts and refining the EWOR education system.



Elena Tringali

Elena is the marketing manager of the Kairos Europe Summit. She has furthermore worked as event manager at Rockstart Startup Accelerator and led events of several 100 attendees. Elena is an event and marketing superstar.

She is a recent graduate with a Bachelor's degree in International Business Administration at Erasmus University. Elena is helping EWOR as general manager of the EWOR fellowship and is running EWOR's application cycles, kick-off events and conduction of the program.



Alexander Grots

Alex has been Managing Director of IDEO, the world's largest Design Thinking firm. He has furthermore founded ProGlove, a corporation valued at over 100 Million €s counting more than 500 employees. He is also the founder of ImpactWeek, a world-wide non-profit organisation that supports innovation in rural areas by tapping into the power of Design Thinking. He is a frequent lecturer at University of St. Gallen and has published his own book on Design Thinking.

Alex is a self-taught entrepreneur, design thinker and innovator. His success throughout his career may be dedicated to his relentless attitude towards practicability.

Alex is a founding father of EWOR's education platform and its innovation concepts.

8.2. The Broader EWOR Team



Chris Geis-Schroer

Chris Geis-Schroer has been one of the earliest members of EWOR. He applies his curious mind to a variety of topics. He studied Electrical Engineering at HAW Hamburg and Hong Kong University of Science and Technology, as well as computer & data science at BEUTH university in Berlin where he consistently scored at the top of his classes.

At EWOR, Chris has been responsible for creating and maintaining the EWOR education platform. Chris ensures that systems run and user data is tracked and analysed securely. He has furthermore been part of developing our precious network of university partners.



Boryana Milova

Boryana Milova has co-founded IGNITE Movement - Switzerland's first and biggest student-run conference and movement for purpose-driven business and leadership. She's furthermore initiated KAIROS ImpactGen, which is Kairos Europe's non-profit accelerator. Boryana is an expert in defining and running processes and culture which curate innovation.

She received a Master's and Bachelor's degree from University of St. Gallen and supports EWOR AI's product management and our communications.



Pascal Weinberger

Pascal Weinberger has founded several start-ups, beginning with fourteen and sold one of them successfully. He's worked with big tech - Google and Telefonica to help push the boundaries of AI for positive impact in the world. At Telefonica, Pascal was head of AI and Rapid Prototyping at Alpha, which is Europe's biggest moonshot labs investing millions of Euros into ideas with outstanding potential. When Pascal was 13, he did a one-year internship at Max Planck institute where he worked on neurology and Artificial Intelligence.

Pascal has been driving EWOR's innovation approach and part of ideating EWOR's Genie AI, which aims at redefining the entire education industry.



Lucas Torroba

Lucas Torroba has built Natural Language Processing Systems for various use cases.

He received a Master's degree in Computer Science and Artificial Intelligence from University of Cambridge and a Bachelor's Degree in Computer Science from University of Edinburgh. He has been a leading force in coding and conceptualising EWOR's Genie AI.



Jaro Müller

Jaro Müller has experience in a variety of fields ranging from work he conducted at Entrepreneur University to overseeing the market entry of Gimpel Beer.

Jaro currently completes his Bachelor's Degree at WHU Germany. Notably, Jaro received his Abitur with a total of 883/900 points, being equivalent to a Grade Point Average of 0.6. At EWOR, Jaro is responsible for product development, EWOR's application cycle and scaling.

8.3. EWOR Advisors



Jan Huckfeldt

Jan Huckfeldt was the former Global CMO of Motorola. He is a frequent advisor to and investor in primarily clean tech start-ups. In the past, he's consulted big corporations such as Lenovo, ClimeWorks and Ledger - where he's been a member of their board.



Otmar Debald

Otmar was Chief Financial Officer and Logistics/Supply Chain Leader at Procter & Gamble DACH. He is an experienced senior advisor, Board Professional and Start-up entrepreneur with a demonstrated history of leadership and success in the consumer goods industry. Otmar is a passionate and superbly connected networker. He is a coach and mentor of numerous top performers up to C-Level Executives of large corporations. Furthermore, Otmar is a believer in diversity in all of its dimensions: gender, culture, style and generation. He believes that anybody with a warm heart and a cool head can create lasting change.



Omid Aschari

Omid Aschari has founded the Master in Strategic International Management at University of St. Gallen, which broke the Financial Times records as the first ever ten times in a row #1 management master world-wide. He is furthermore a Professor for Strategic Management.

Omid studied business administration at the University of Linz, where he also received his doctorate. His doctoral advisor was Gerhard Reber. Aschari earned an MBA from the Peter F. Drucker and Masatoshi Ito Graduate School of Management in Claremont (California).



Chris Coleridge

Chris Coleridge has founded the Master's Program in Entrepreneurship at University of Cambridge. He has furthermore started over 10 different start-up acceleration programs and was part of developing the acceleration program for the English government. Chris is furthermore founder of Climate Seeds, the world's most promising accelerator for start-ups which solve Climate-related problems. He is a Professor at University of Cambridge where he lectures on Business Models, Investors and Investor Networks. Chris has helped EWOR conceptualise its learning-map, which is an essential component of EWOR's learning system.



Tabi Eleonor Haller-Jorden

Tabi Haller-Jorden is the president and CEO of The Paradigm Forum GmbH (TPF). She was named a Harvard and Wilson Center Global Fellow and is a strategic advisor to EDGE Strategy, scholar-in-residence at Emma Willard School, and executive-in-residence at Bryn Mawr College.

Previously, Tabi held the position of Senior Vice President Global Learning Strategies at Catalyst, where she designed cutting-edge initiatives to promote organizational inclusion and innovation in diverse cultural contexts. As General Manager of Catalyst Europe (CE) upon its founding in 2006, she worked with distinguished European corporate and academic members, as well as governments.

Tabi has helped EWOR conceptualise its acceleration program from the early days on.



Stefano Gurciullo

Stefano Gurciullo is Partner at Redstone, leading the firm's cutting-edge investment cases and in-house technological development. He has worked as a data scientist at Arabesque, a sustainable finance startup, and spent time with Silicon Valley companies as an Insight Fellow. Stefano consulted the Italian Government and the European Commission on matters related to data, finance and security. He is a Global Shaper of the World Economic Forum, and a Kairos Society Executive.

He holds a PhD in financial computing from University College London, and has received two Master's Degrees from the same institution both of which he received with distinction and honours. Stefano helps EWOR with selecting and identifying talent.



Björn Schmidtke

Björn Schmidtke has founded over 7 companies to date. From web agencies in Switzerland to non-profit coding academies in Paraguay, Björn has seen it all. Prior to starting his education ventures, Björn has worked for 2 years at McKinsey & Company.

Björn has received a Bachelor's Degree from University of St. Gallen and is a self-taught coder speaking over 15 different coding languages.

At EWOR, Björn has been part of developing its pedagogical and didactical education concept. He has furthermore developed two of EWOR's coding courses himself.



Omar Bawa

Omar Bawa is the Co-founder and Head of Product of Goodwall. He started Goodwall to inspire the next generation to become the best version of themselves, achieve more and impact society positively. He is a TEDx speaker, Forbes30Under30, Kairos Fellow and served on the Editorial Board of the United Nations Magazine.

Omar studied Law at the IIHL and University of Geneva, Intellectual Property at the WIPO Academy and Marketing (MOOC) at the Wharton School of the University of Pennsylvania. On the side, he loves the oceans and is a PADI certified advanced open water scuba diver. He's also traveled to all 7 continents.

Omar helps EWOR find its talents.



Alexander Schwörer

Owner and Supervisory Board, PERI

Alex has turned PERI into a global leader in the construction industry as their CEO. With a turnover of over 1,7 BN €, Alex has now retired and focuses on running the investment vehicle of their family office.



Daniel Marasch

Daniel Marasch has been a member of the international board of Lidl (North and South Europe, USA) as well as CEO of Lidl Germany and Italy. At Lidl, Daniel oversaw a budget of 3 Billion € and was responsible for Lidl's market entry in the United States of America. Under Daniel's leadership, Lidl Italy was turned from one of Lidl's least promising countries into one of Lidl's most successful markets.

Daniel has been a Partner at EWOR since early 2019 where he helped design our corporate innovation approach. With Daniel's inputs, the EWOR innovation program was turned into a practically feasible program which helps corporations innovate and individuals flourish.

8.4. EWOR Review Committee 2021

The EWOR Review Committee consists of EWOR advisors, the EWOR team and affiliated parties.



Alexander Schwörer

Owner and Supervisory Board, PERI

Alex has turned PERI into a global leader in the construction industry as their CEO. With a turnover of over 1,7 BN €, Alex has now retired and focuses on running the investment vehicle of their family office.



Ricardo Pires

CIO, Semapa

Semapa counts over 5700 employees, and owns assets over 3 BN €. Ricardo is one of their three executive board members and oversees Semapa's investment arm and future.



Nikolaus Widmann

Managing Director, Kofler Energies and Serial Entrepreneur

Nikolaus has built Kofler Energies from an unprofitable business into a 4000-employee profit-making machine, has founded multiple successful companies in the food and energy sector, and leads a smaller VC firm in Berlin.



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