CHARTER MEMBER

HYDERABAD
FOSTERING
ENTREPRENEURSHIP

HAND BOOK

TiE HYDERABAD CHAPTER

NEXT

TiE HYDERABAD
FOSTERING ENTREPRENEURSHIP

FOREWORD

Charter Members represent the spirit of TiE as a forum and its idea of giving back to the entrepreneurial ecosystem that nurtured them. While fostering the spirit of entrepreneurship, TiE helps CMs understand the joy of knowledge sharing and enables them to network with equals, young minds, and seek new avenues to prosper. The forum stands by its aim to forge long-lasting professional and personal associations facilitating mutual growth. This handbook serves as an important reminder of the value system that has been a rare constant in this rapidly evolving organization.

Manohar Reddy

President- TiE Hyderabad
April 2021
Hyderabad, India

Table of Contents

1. The House of TiE - by Late Dr. CK Prahalad 3

1.1 Preamble 4

1.2 The Challenges of Success 5

1.3 The House of TiE 5

1.4 The Foundations of the House of TiE 6

1.5 The Roof- Visible Outcomes of TiE 7

1.6 The Building Blocks of the House of TiE 8

1.7 The Membership of TiE 8

1.8 Local Chapters 9

1.9 TiE Global 10

1.10 Forums of Impact 10

1.11 Impact on Public Policy Forums 11

1.12 Capabilities of Continued Success 13

1.13 The Evolving Governance Process 13

1.14 Privileges and Obligations of Membership 14

2. Role of CMs- TiE Chapter 17

2.1 Chapter Member Definition 17

2.2 Objectives of Charter Membership 17

2.3 Benefits of Charter Membership 17

2.4 Framework to Select Charter Members 18

3. Charter Member Code of Conduct 19

4. Charter Members 20

4.1 Exclusive CM Programs, Events, and Activities at TiE Hyderabad 20

5. Useful Website URLs 22

1. The House of TiE - by Late Dr. CK Prahalad

HYDERABAD
FOSTERING
ENTREPRENEURSHIP

1.1 Preamble

TiE began as a dream of some visionaries in Silicon Valley. TiE from these humble beginnings has become a global force. It has grown enormously in stature and influence and has been acknowledged in the Indus region as well as mainstream media. Membership has expanded out of the Silicon Valley into chapters across many countries from Chennai (India) to London (UK) to Houston (Texas). The growth trajectory shows no sign of slowdown.

More importantly, the influence of TiE has spread from mentoring aspiring entrepreneurs in the Valley to continue more ambitious pursuits. Some of the new roles TiE has taken on, include, helping governments develop policies that are conducive to entrepreneurship and wealth creation. From a nine Charter Member organization, dedicated to sharing its knowledge and time it has more than 6,000+ Charter Members around the world and growing.

TiE events including chapter meetings and TiEcon conferences are well attended. TiE is in an enviable position of restricting attendance in most events. The team of TiE worked tirelessly to build the TiE franchise (global recognition and a clear brand), TiE Experience (quality and dedication to creating wealth), and the TiE Spirit (individuals who are net givers to the community at large). This document starts with an unambiguous recognition of the extraordinary contribution made by small groups of individuals from 1992 to 2000 to build the spirit of giving, to be concerned about the wellbeing of entrepreneurship in the community. Perhaps most importantly, TiE has made a substantial contribution towards helping people of Indus origin to break away from the mindset of helplessness and a feeling of second-class citizenship and building the reputation of the community. This document celebrates the accomplishment of the founders.

While TiE's role in wealth creation has received much attention, the tremendous role it has played in mobilizing intellectual capital has not been emphasized explicitly. Going forward, TiE must run its attention towards creating a means for the intellectual assets of its members and enable sharing mechanisms. TiE must focus on achieving goals that benefit organizations and communities at large.

As TiE grows and scales its operations, the focus of the leadership ought to shift to "building an enduring and lasting institution" that outlasts the founders. As circumstances change, the activity mix of TiE will have to evolve according to local needs. Selecting appropriate leaders based on the needs of the organization and not seniority has also been difficult in the Indus region. TiE must break the mold and prepare for an orderly succession.

TiE has taken on ambitious goals, both for the expatriate Indus community and the Indus region. The basic beliefs and values of TiE are responsible for much of the growth and credibility the organization enjoys. The evolution of TiE as an organization must be consistent with these founding ideals. Based on my interviews, I was pleased to note that although there are different opinions about how TiE should go forward, There was a tremendous emotional commitment to the ideals of the group. We have a chance to prove to ourselves and the rest of the world that TiE can be the first Indus organization that can be global and reinvent itself from within.

1.2 The Challenges of Success

TiE has been extraordinarily successful. Yet, it faces some organizational challenges. To maintain TiE's organizational integrity, the leadership must focus on developing processes to deal with the following issues.

- *How can TiE grow its membership base, the geographical scope of operations, and as a consequence competing agendas while maintaining an unfailing dedication to the founding principles? How can we respect the diversity of approaches while insisting on adherence to TiE principles?*

  TiE must establish standards for members and Charter Members and develop processes for transparent elections and conflict resolution to address the organizational challenges.

- *How can TiE maintain, enhance, and create a global pool of intellectual capital that maintains the continuity and vitality of the organization?*

  Our capacity to manage this process is a prerequisite for promoting entrepreneurship and wealth creation as well as achieving a credible voice in public policy.

- *How can TiE continue to build its credibility in the mainstream of the countries in which it operates, while maintaining the focus on the needs of the Indus region and community?*

- *How can TiE retain its focus on meritocracy and fairness while also promoting an atmosphere of inclusion?*

- *How can TiE establish standards for Charter Members while acknowledging the extraordinary contributions of time and resources by individuals to date?*

- *How can we expand the membership base and outreach (increase in the participation from students and women) and keep the focus on entrepreneurship?*

These are the pressing issues of TiE. An approach to dealing with these issues explicitly is to debate the nature of the organization we want to build. I call this "The House of TiE". Once we agree on what we want to accomplish and the principles behind that accomplishment, it is easier to develop the legal framework that supports the institution-building challenges that TiE faces.

1.3 The House of TiE

The House of TiE is a concept that allows us to recognize and explicitly deal with the issues central to sustain the spirit of TiE and the momentum of its growth. We not only need to build on our strength but also transfer the implicit beliefs and values of the DNA of TiE as it were to a larger group. Institution building is essentially the act of codifying and enforcing a few principles and providing the flexibility to reinvent the activity mix continuously.

As a starting point, building the House of TiE consists of five key elements.

- *The Foundation of the House:* The spirit and values of TiE without which, the House cannot exist or grow.

- *The Roof of the House:* The broader mission of what TiE is striving to accomplish the creation of a virtuous cycle of wealth and the capacity to continuously invent an activity portfolio that furthers the mission. We must retain our focus on organizational values in the pursuit of wealth (material success as a by-product of innovation and fair play).

- *The Support Structures of the House:* The standards, the capabilities, the building blocks, and the forums for impact and the evolving governing process.
- Ensuring the conceptual and policy integrity between the Foundation, the Roof, and the Support Structures of TiE.
- Development of a consistent and coherent public relations strategy.

We will outline the building blocks of TiE one at a time.

1.4 The Foundations of the House of TiE

The foundations of the House of TiE are clear and well-articulated. The nine principles of TiE inspire our Charter Members and serve as the basis for the nature of activities that TiE is engaged with.

- Always offer an uplifting positive leadership role model.
- Be an idea- and value-driven organization.
- Be an open and inclusive organization.
- Emphasize value-creation through informed entrepreneurship.
- Maintain high ethical standards.
- Display righteous and intellectually honest behavior.
- Be modern, scientific, and forward-looking approach.
- Be socially responsible.
- Be intolerant of pettiness, divisiveness, and corruption.

The exercise of these nine principles has led to some defining characteristics of TiE. TiE offers the below focus to the Indus region.

- Focus on unifying the arena of entrepreneurship and meritocracy rather than on divisive forces of religion and partisan politics.
- Focus on mentoring aspiring entrepreneurs.
- Propagate and celebrate entrepreneurial success.
- Focus on succeeding through market-based (transparent and open) competition.
- Create a spirit of sharing. This is the fundamental premise of TiE and one of the main reasons for its success. It assumes that all leaders of TiE will be *net givers* and will contribute more to the community at large, than what they gain. TiE also recognizes that many potential entrepreneurs are *net takers*. TiE, therefore, is a *forum* for sharing, consisting of both *net givers (leaders of chapters)* and *net takers (potential entrepreneurs)*. Through its mentorship focus, TiE aims to create opportunities for intellectual and professional enhancement for both *leaders* and *members*.

As TiE evolves, the principles constituting the spiritual foundation will be continuously interpreted. However, the stability of the institution comes from a constant and unvarying commitment to the principles. Institution building is an act of constantly balancing change (in activities) and stability (to values and beliefs).

1.5 The Roof- Visible Outcomes of TiE

The visible outcome of the roof of the House of TiE is as critical as the foundation. The roof is always visible. TiE will be known, evaluated, and emulated through its actions. TiE must exude an energizing aspiration. TiE commits to offer the following to its members, associates, and Charter Members.

- Promote the entrepreneurial culture globally by opening a TiE chapter in every major center of economic activity in the world.
- Help create thousands of entrepreneurs.
- Create and share a coherent body of knowledge on entrepreneurship.
- Make a marked difference to the Indus region through entrepreneurship as well as the communities where TiE is active.
- Achieve a disproportional identification with entrepreneurship such that
- *TiE = Entrepreneurship = TiE in the minds of people around the world*

The dominant these of the roof of the House of TiE is a virtuous cycle of wealth creation, which is examined below.

- *Focus on a clear ideology*
  The ideology is that wealth creation through entrepreneurship is both a legitimate and critical activity. Entrepreneurship is about innovation, risk-taking, experimentation, vitality, and change. Societies cannot progress unless they accept wealth creation as a social necessity.
- *Focus on individual entrepreneurs*
  TiE recognizes that individuals go through a cycle of wealth creation. Initially, an aspiring entrepreneur receives mentoring and supports. He/She then creates a successful enterprise, builds wealth in the process, and creates new job opportunities. The third phase is about giving more of themselves to build other entrepreneurs. This phase is not about age but the accomplishment and mental maturity of the person.
- *Focus on creating an entrepreneurial culture*
  TiE creates a critical mass of leaders and role models as well as those who aspire to become entrepreneurs. Growth is critical. TiE focuses on the four elements of growth to spread the message of entrepreneurship.
  - Growth in the number of chapters and membership.
  - Growth in the number of environments developed and developing markets (including the US, the UK, India, Pakistan, Bangladesh, and Nepal).
  - Growth in the variety of industries covered by the entrepreneurial drive beyond IT.
  - Growth in the mix of activities associated with entrepreneurship, from mentoring entrepreneurs to developing public policy positions.

- *Focus on knowledge-intensive industries*
  Consistent with the principles of meritocracy, global competition, and scientific outlook, TiE focuses on emerging knowledge industries (its roots), life sciences, and professional services. The canvas is really large as many traditional industries are undergoing a massive transformation and becoming more knowledge-intensive and professionally demanding.
- *Focus on becoming inclusive*
  Inclusive doesn't just mean the Indus region. It means becoming mainstream in countries where TiE intends to operate.

As TiE evolves, these focus areas will change and morph. However, the commitment must be to reinforce the association of TiE and entrepreneurship. Moreover, the means of achieving these goals must be consistent with the values and principles of TiE if the organization is to regain its stature.

1.6 The Building Blocks of the House of TiE

Between the foundation and the roof, are the structural elements that build the House of TiE.

- The quality of membership
- Capabilities
- Forums for impact
- Evolving governance procedures

1.7 The Membership of TiE

The strength and influence of TiE depend on the quality of its members. While size (member count) and scope (number of locations) are easily measured, the quality of membership is critical. Establishing clear and unambiguous standards for inclusion is essential for furthering the mission of TiE as well as protecting the brand identity as it has achieved so far.

- TiE insists that all its members subscribe to the basic foundational values, even if they don't agree with the activity mix at a given point in time.
- TiE consists of the following membership types.
  - Members of TiE
  - Charter Members

Any aspiring entrepreneur can become a member of TiE. Members will be net takers at an early stage of their entrepreneurial development.

The leadership of TiE will be elected from the Charter Members of a chapter. Charter Members must conform to the following standards.

- *High Achievers*
  High achievers are expected to have a demonstrated track record of entrepreneurial accomplishment, measured by the wealth they created (market cap of firms founded, number of professionals employed, size of the investment funds managed, etc.).
- *Role Models*
  Role models are successful and accomplished net givers. They commit to contributing their knowledge and time to help others (number of hours of voluntary work per month).
- Those who can motivate and inspire others.
- Those who can bring substance to the pool of intellectual capital which is a foundation of TiE.
- Those whose business contributions are recognized by peers.
- Those who agree not to use the TiE forum solely to add their own business, professional, and investment status.

TiE commits to maintaining the integrity, its mission, and its global impact. Charter Members who represent the leadership of the chapters and the global TiE are the stewards. Agreement on a clear and unambiguous standard for charter members around the world is critical to the ongoing success of TiE. Therefore, the involvement of the global TiE in picking the first group of Charter Members in the initial stages of a chapter commencement is critical. The global TiE should also review and accept nominations for additional Charter Members from the chapters, review the status of the Charter Members selected, periodically (once in 3 years), and investigate complaints received from members about the behavior and conduct of the Charter Members.

1.8 Local Chapters

TiE members contact with the spirit and mission of TiE primarily through the local chapters. Local chapters must have the freedom to experiment and be independent within the framework of the values and mission of TiE. The chapters of TiE must create opportunities for the following goals.

- Encouraging and promoting entrepreneurship in society.
- Mentoring young entrepreneurs.
- Allowing opportunities for networking among established and aspiring entrepreneurs.
- Create opportunities for socializing.
- Promoting the spirit of collaboration and meritocracy.
- Becoming an integral part of the community.

This implies that all chapters must commit to a minimum set of activities such as monthly meetings, events, meet-and-greets, etc., scheduled in advance. However, each chapter must retain the freedom to choose its activity mix based on the needs of its members. Chapters are encouraged to build permanent staff members who can support a vigorous program of activities. The activities of all chapters must be transparent so, other chapters can learn and grow.

1.9 TiE Global

The primary role of TiE Global is to provide a unified voice globally. For TiE chapters and members to gain benefits of association with TiE, its unique mission and values must be protected and nurtured. TiE Global is an elected body of leaders that ensures common standards around the world. TiE Global will also develop an internal think tank to brainstorm on issues related to entrepreneurship,

represent TiE's position in public policy, and fund research pertinent to the mission of TiE.

The relative roles of TiE Global and local chapters are symbolic. They mutually benefit from the stature and influence of the other. However, there is an inherent tension in the relationship. Global standards must co-exist with local experimentation, innovation, and adaptation to local needs. Global integration and local responsiveness will be an ongoing and healthy improvement engine. However, TiE Global must establish a minimum set of non-negotiables such as values and beliefs, the broad mission of TiE, and the standards of a Charter Member.

1.10 Forums of Impact

For TiE to continue impacting the Indus region and the world significantly, it must carefully select the forums through which it can make an impact. We have three distinct forums shortly.

- Focus on the aspiring entrepreneur.
- Focus on public policy environment and making it hospitable for entrepreneurial development.
- Become a mainstream network connecting with communities at large.

Aspiring Entrepreneur

The most fundamental basis for influence is the number of successful entrepreneurs that TiE is associated with. An aspiring entrepreneur is the basic building block of the impact that TiE continues to show. Aspiring entrepreneurs need education, inspiration, and role models. TiE monthly meetings, special seminars, TiEcon, and other regularly planned activities of TiE chapters. These form the core forum of TiE.

Mentoring

Although TiE meetings are educational and inspirational, mentoring is critical to the success of TiE. Members of TiE, the aspiring entrepreneurs are attracted to TiE primarily because of the opportunity to network with seasoned entrepreneurs. Mentoring is a person-to-person activity. It is time-consuming and requires a significant commitment from Charter Members. Further, a rapport and chemistry must be nurtured between the mentor and the student. The special relationship between mentor and student can be abused for personal gain. Therefore, TiE must establish principles for mentoring.

- Aspiring entrepreneurs have the choice of contacting any Charter Member on their own or contacting them through a TiE chapter.
- If the contact is through a TiE chapter, the candidate will have access to the list of Charter Members willing to mentor along with their availability schedules. The candidate can use this as a sign-up sheet.
  TiE chapters must be encouraged to use their staff to create specific dates and time slots involving members who are willing to be mentors.
- Mentors will do this as a free service with no expectation.
- Mentors must not solicit a business relationship as a precondition for mentoring.

Mentoring is an essential part of building an entrepreneurial culture and encapsulates the true reflection of the spirit of giving by Charter Members. Mentoring must become systematic and organized than sporadic.

Investing in Ventures

Aspiring entrepreneurs need access to venture funds and many of the charter members are angel investors. There is hence, a natural affinity between the two. On the one hand, this relationship can lead to many misunderstandings among charter members and the public at large. TiE recognizes the need to provide a forum for access to venture funds. The basic principles that govern this relationship are jotted below.

- An aspiring entrepreneur can approach any angel investor he chooses. TiE cannot and should not restrict this choice. A candidate mentored by one Charter Member may choose to go to another for angel funds.
- If the candidate comes to TiE for help in generating the first round of funding, TiE sets a process to allocate opportunities for funding that project. Charter Members willing to participate transparently are allowed to invest.
- The formal process must be based on the selection of plans, presentation, exposure to interested Charter Members, and agreement on terms and conditions.
- If an entrepreneur went through the TiE process for funding, it is reasonable to expect a small percentage of equity for TiE.
- A chapter may choose to not have an *Angel Forum* in their chapter.

In general, it is hard to make an Angel Forum work. Differences in perceptions of the quality of the deal, valuation, percentage of investment allocated to each Charter Member, board seats, and ongoing investment opportunities could lead to many misunderstandings. However, it is also important to realize that aspiring entrepreneurs prefer specific investors.

While the experiment in Silicon Valley has not been an unqualified success, there is enough strength of opinion among charter members that it was not given adequate time and defined processes to work. For Angel Forum to work, it must have its own clearly defined process of governance. TiE Global develops the governance policies for Angel Forums.

1.11 Impact on Public Policy Forums

To create a broad-based impact on the Indus region, TiE endeavors with other similarly oriented groups to change the public policy framework. TiE impacts a huge scale in India. TiE with its current influence and stature must pick a few critical policy issues both in the US, the UK, Canada, Singapore, and the Indus region. TiE must commission detailed and well-developed position papers on these issues and speak with a single voice. Few shaped TiE's positions on issues.

As more and more of TiE's Charter Members get involved in public policy issues like immigration in the USA, UK, Canada, Germany, or Japan, TiE must develop a process to identify and articulate positions that are consistent with TiE's mission. Activism in public policy forums is critical to TiE's mission. At the same time, it is important to remember that anytime TiE develops a position it is likely to become a political target as well. Being non-partisan, data-based, well researched, and consistent regarding a few big public policy questions would help TiE avoid becoming a political target.

There are several secondary forums that TiE can utilize to further disseminate the message of entrepreneurship and wealth creation. As an example to quote, TiE can fund the teaching of

entrepreneurship in every college in the Indus region by leveraging its archives. Research based on information available to the various chapters and research in the public domain can lead to a significant contribution. TiE can also convert this knowledge into local languages for instruction and training.

There is a possible tertiary forum. A significant amount of leadership development and entrepreneurial activity is blossoming in villages in the Indus region, especially in Gujarat (Sewa) and in Tamil Nadu (Madura bank). Further, large numbers of NGOs are trying to create an entrepreneurial culture. TiE must co-opt these efforts without losing focus on its primary platform.

Becoming Mainstream: Getting Connected

The success of TiE forces the question: *How do we become mainstream in countries and regions in which we operate?* Several possible definitions of what it means to be mainstream are debated. Here's how.

- TiE plans to make the membership open to anyone interested in entrepreneurship. Members need not have any connection with the Indus region. For example, the Washington DC chapter has 70% of non-Indus members. Further, most of them are not even entrepreneurs.
- TiE must become involved in local communities and teach them entrepreneurship. For example, there is visible poverty in East Palo Alto, being such an entrepreneurship-friendly and wealthy society.
- TiE should be involved in *social entrepreneurship*, where TiE can contribute to local communities and organizations.
- TiE should be politically active and become involved in local and national politics.

There are more probable interpretations of what "becoming mainstream" means to the TiE membership. At this stage of development, TiE's mission is best served by focusing on the following aspects.

- Entrepreneurial and wealth creation
- The Indus region and connections to the region
- Active support of the local community organizations but not direct involvement in the work of the local organizations

TiE must carefully separate the agenda and interests of individual members of TiE from the mission of TiE as an organization.

1.12 Capabilities of Continued Success

The success of TiE as an organization depends on the capabilities built systematically. The requirements are simple to identify but difficult to build. TiE focuses on the following.

- *Resource Base of TiE*
  Both TiE Global and TiE chapters must have adequate resources to carry out the enlarged scope of work of TiE. This includes starting new chapters, developing a think tank, and funding research. The importance of staff support both at the global and local levels is also strengthening.
- *Continuity*
  TiE must ensure that there is a clear and unambiguous process of succession to positions of leadership. In a startup, founders the source of reputation and stature. As the organization matures, it builds a stature of its own. Individuals and leadership teams can always make a difference. But, the goal of TiE should be to build itself and continue.
- *Stability and Change*
  TiE's leadership must consciously recognize that stability and continuity demand the capacity to change. The activity mix of TiE has had a rapid evolution. Values and beliefs must co-exist with an ability to continually evolve.
- *Growth*
  TiE's role in making an impact on the Indus region requires growth in membership, the scope of activities, and chapters. The challenge is the quality of growth.
- *Creating Communities of Action*
  TiE's success, so far, is based on building a community of like-minded high achievers. As TiE grows in scope and size, it will need mechanisms to build a virtual community around the world. Access and visibility to the membership, sharing of best practices, joint practices, and collaborative efforts require an infrastructure. The focus of TiE must be on building these communities within and across chapters.

1.13 The Evolving Governance Process

The governance process of TiE evolves as the organization grows in the scope and scale of its activities. Good governance is a judicious combination of four critical forces, formal structure, key processes, values, and beliefs. However, in a voluntary global organization like TiE, the importance of values, beliefs, and behaviors of leadership overshadow the importance of having a formal structure.

1.14 Privileges and Obligations of Membership

For TiE to be a vibrant organization of volunteers, it must have clarity on the privileges and obligations of members to each other, their chapters, and TiE Global as an organization. The clarity of the roles and responsibilities of Charter Members as leaders of chapters and TiE Global is critical.

A Democratic Process

A transparent election process must be at the heart of the organization. During the commencement of new chapters, TiE Global is entitled to choose the leadership of the chapter. However, all chapters and TiE Global must commit themselves to elections and a specific period of leadership in the office.

TiE Global and Chapter Roles

The role of TiE Global and local chapters will evolve. We must, however, start with the assumption that the chapters will have significant autonomy within the broad boundaries established by TiE Global. TiE Global and the chapters must focus on the relationships along with the following dimensions.

- The core activity mix
- Protection and nurturing of the TiE franchise- the brand

- Financial obligations of chapters and TiE Global
- The key processes for active and ongoing dialog between them

Recognition of Inherent Tensions

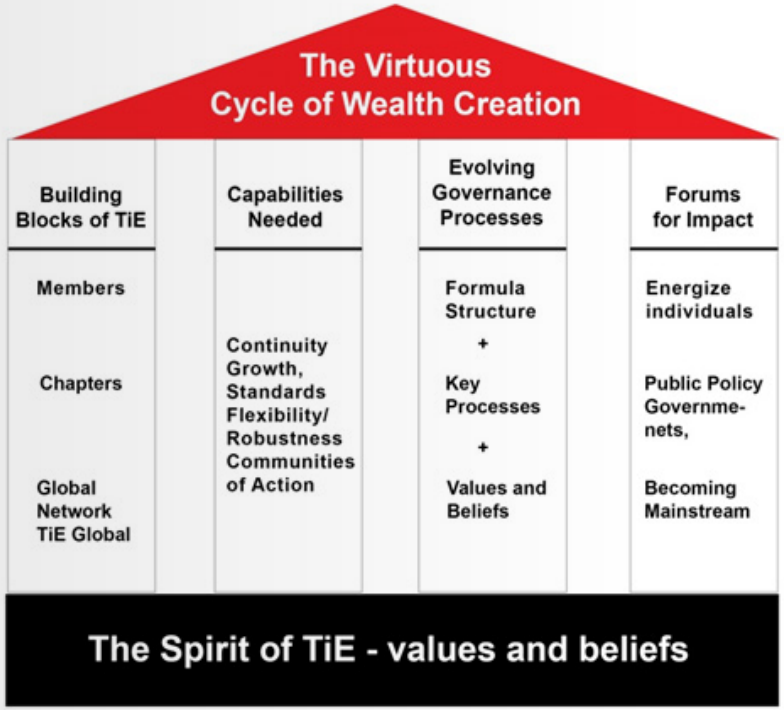
TiE Global and chapter leaders must recognize that there will always be tensions that are inherent in a global organization including the following such as.

- Local autonomy and global standards
- Change and stability
- Innovation and efficiency
- Transparency and control

Conclusion

Most of the structural elements of the House of TiE are already established. The foundation of the values and beliefs is well understood. The roof, the mission, and the visible outcomes are rapidly evolving. The TiE franchise is a valuable lever to create an entrepreneurial drive in various chapters and influencing the Indus region. The formal structure of TiE Global and its chapters needs to be developed and should be made part of all governance processes. This document talks about the meaning and role of TiE, a specification for the governance process, and the role of formal structure in the process.

The House of TiE



About Late Dr. CK Prahalad

Dr. CK Prahalad was a corporate and social strategist, educator, and author. He was the Paul and Ruth McCracken Distinguished University Professor of Corporate Strategy at the University of Michigan Stephen M. Ross School of Business.

Prahalad was born in Coimbatore, Tamil Nadu in 1941. His father was a Tamil scholar and judge in Madras. At 19, he finished his BSc degree in Physics from Loyola College, Chennai, and joined Union Carbide, where he worked for four years. Post this, he did postgraduate work in management at the Indian Institute of Management, Ahemdabad. Later, Prahalad went to Harvard Business School and graduated with an MBA degree in 1975. A Harvard Business School, he wrote a doctoral thesis on *Multinational Management*. After graduating from Harvard, Prahalad returned to the Indian Institute of Management, Ahemdabad to serve as a professor before returning to the US again in 1977 to join the University of Michigan's Ross School of Business Administration. He eventually became a tenured full professor, earning the university's highest distinction, the Distinguished University Professor in 2005.

Prahalad is the co-author of several works in Corporate Strategy, including the *Core Competence of the Corporation* (with Gary Hamel) which as of 2010 was one of the most frequently reprinted articles published by the Harvard Business Review journal. He authored and co-authored *Competing for the Future* (with Gary Hamel, 1994), *The Future of Competition* (with Venkat Ramaswamy, 2004), and T*he Fortune at the Bottom of the Pyramid: Eradicating Poverty through Profits* (Warton School of Publishing, 2004). His last book, co-authored *Innovation's Holy Grail* with RA Mashelkar which was chosen as a Harvard Business Review top 10 articles on innovation and focuses on how developing nations are leading the way in innovation that focuses more on affordability and sustainability as opposed to the common premium pricing model.

Prahalad was the inspiration behind the vision of *India @ 75.* While commemorating the 60th year of Indian independence, on 23rd September 2007, during the *Incredible India @60* celebration in New York, he articulated the idea of holistic three dimensional development of India to acquire economic strength, technological vitality, and moral leadership by 2022, the 75th year of India's independence. *The Confederation of Indian Industry* adopted his vision on 8th May 2008. This initiative discovered resonance with the government, as in the *Strategy for New India @ 75* documents released by NITI Ayog, Government of India, 2018.

Prahalad was the first recipient of the *Lal Bahadur Shastri Award* for contributions to *Management and Public Administration* presented by the President of India in 1999. In 1994, he was presented the *Maurice Holland Award* from the *Industrial Research Institute* for an article published in *Research-Technology Management* titled *The Role of Core Competencies in the Corporation*. In 2009, he was awarded *Pravasi Bharatiya Samman* and honored with *Padma Bhushan*, third in the hierarchy of civilian awards by the Government of India. He was named the world's most influential business thinker on the *Thinker50.com* list.

On 16th Apr 2010, Prahalad passed away at the age of 68 of previously undiagnosed lung disease in San Diego, California. At the time of his death, he was on the board of TiE. Prahalad was also a member of the *Blue Ribbon Commission* of the *United Nations on Private Sector & Development.*

2. Role of CMs- TiE Chapter

2.1 Chapter Member Definition

A key strength of TiE is the quality of its Charter Members. TiE's Charter Members are willing to contribute time, effort, energy, and skills to foster the development of their chapter and their fellow members, primarily through mentoring.

Charter Members are successful entrepreneurs, corporate executives, and senior professionals. Charter Membership is by invitation only and subjects to a due process prescribed in the TiE bylaws. They also contribute to the leadership and management of TiE.

Charter Members benefit and derive satisfaction by helping budding entrepreneurs, create and foster opportunities in startups, and network with peers in the global ecosystem.

2.2 Objectives of Charter Membership

The main objectives of TiE Charter Membership are jotted below.

- Inspire and enable fellow Charter Members to contribute to TiE activities.
- Inspire and enable Associate Members to become better leaders and entrepreneurs.
- Help strengthen the culture of entrepreneurship in the ecosystem of the chapters.
- Develop intellectual content and manage knowledge dissemination to accelerate the entrepreneurship process.
- Help Tie to integrate with the mainstream organizations of the region.
- Create a robust network amongst CMs and AMs to reinforce TiE's mission.

2.3 Benefits of Charter Membership

Chater Members benefit from their networks and extend help to budding entrepreneurs. They also enjoy participating in the startup ecosystem. Key benefits of being a CM are jotted below.

- Recognition and support at inaugural and annual functions including the website.
- Opportunity to participate in monthly events as speakers and panel members.
- Opportunity to serve as mentors to budding entrepreneurs.
- Opportunity to network with other successful entrepreneurs in the local and global ecosystem.
- Participation in the leadership and management of TiE at their chapter and global levels.
- Eligibility to attend all TiE events, across all chapters, free of cost unless stated by the chapter (like retreats).
- Special events open to Charter Members and their spouses only.
- Eligibility to be elected into the TiE Global Board of Trustees through their Chapter President (The members of the Board of Trustees are nominated through a defined TiE Global procedure).

- Eligibility to contribute to TiE Global as committee members on the TiE Global Board of Trustees (or upon an invitation by the Board).
- Eligibility for invitations of participation in the Annual Global Charter Member Retreat.

2.4 Framework to Select Charter Members

A prospective Charter Member should have the ability to contribute and willingness to give.

Ability to Contribute

- If a potential Charter Member candidate has gone through various stages as an entrepreneur, he/she can be a role model for budding entrepreneurs, guide them through their journey, and provide the necessary wisdom to make the right decisions. If their entrepreneurial journey has been spectacularly successful, their stature would help unleash the entrepreneurial energy in emerging entrepreneurs.
- Charter Members could also have superior access to other needs of the entrepreneur including funding, customers, consulting, legal and accounting advice, and knowledge of academia. Thus angel investors, venture capitalists, senior managers of large corporations, senior partners of management consulting, legal and accounting firms, and professors in the areas of interest of entrepreneurs could be Charter Members. Their years of investment in building relationships with potential customers and other resources can significantly increase the odds of success for budding entrepreneurs.

Willingness to Give

Charter Members must be willing to invest time, energy, and resources to mentor budding entrepreneurs. They can instill courage among entrepreneurs, develop their skills, educate them, and gather wherewithal for their success. Charter Members' willingness to give extends to three constituencies- members (budding entrepreneurs), other Charter Members, and TiE. Strong networking within Charter Members is important to fulfill TiE's mission.

Charter Members

The below lines are exclusively addressed to all Charter Members and potential candidates for the Charter Membership of TiE.

- You are part of a worldwide fraternity comprising over 3,000+ CMs.
- You joined TiE to give back to the entrepreneurial ecosystem and help foster entrepreneurship.
- You will be engaged in the programs and activities of the chapters you are associated with to create a vibrant entrepreneurial ecosystem.
- The biggest value addition in the membership is the abundance of opportunities for mentoring, experience sharing, networking, and funding budding entrepreneurs.
- You are entitled to devote at least 2 hours per week to TiE.

TiE Hub

The portal *hub.tie.org* serves as a bridge for the Charter Members to connect with the TiE ecosystem across the world. Several features are included in this service.

- TiE Mail
  TiE Mail is a facility that allows the members and Charter Members to send emails to other members and Charter Members globally.
- Member Search
  Member Search enables members to search other members by their chapter, domain, function, name, etc.
- Profile Update
  The profiles of members and Charter Members are public once updated, as they will be updated as per their LinkedIn handles.
- Global Calendar
  The global calendar is a calendar of events conducted for free across all chapters of TiE.

3. Charter Member Code of Conduct

Charter Members are expected to uphold the high standards and philosophy of TiE. They are entitled to the following guidelines.

- Actively participate in giving back through the TiE platform by fostering entrepreneurship.
- Engage with fellow CMs and AMs and widen the network across the local, national, and global chapters.
- Always be a positive and uplifting model for leadership.
- Be open, inclusive, and transparent.
- Emphasize value creation through informed entrepreneurship.
- Maintain high ethical standards.
- Display rigorous intellectually honest behavior.
- Be socially responsible.
- Do not tolerate pettiness, divisiveness, or corruption.
- Respect and respond to the outreach from other TiE CMs and AMs.
- Do not use the TiE network to solicit business for personal gain.

4. Charter Members

TiE Hyderabad is an attractive platform for the Charter Members for the following reasons.

- A robust platform that celebrates the spirit of entrepreneurship and inculcates the idea of giving back to the ecosystem.
- Opportunity to be part of and lead one or more communities of TiE and guide the chapter to achieve its objectives.

- Network, learn and contribute to the growth of other Charter Members.
- Groom, help scale up, and mentor startups and Associate Members.
- Invest in startups.
- Connect with the players of the entrepreneurial ecosystem.
- Conduct master class sessions for startups as per the area of expertise.
- Widen horizons by connecting with CMs across other chapters (in India and worldwide).
- Be a part of global events and programs led by TiE Hyderabad.
- Leverage from the many programs and events run by TiE Hyderabad.
- Recommend new AMs and CMs and contribute to the growth of the community.
- Refer and introduce guest speakers for TiE Knowledge Sessions.
- Be a guest speaker at TiE events.
- Get sponsors to support several events.
- Bring thought leadership and collaborate with the chairs of TiE initiatives.
- Actively participate in TiE events.
- Be an ambassador and build goodwill for chapters in the ecosystem.

4.1 Exclusive CM Programs, Events, and Activities at TiE Hyderabad

- *Leadership/Knowledge Series*
  A bi-monthly or quarterly thought leadership interactive talk will be delivered by an author, economist, icon, or thought leader exclusively to Charter Members and their spouses. This is sometimes organized in the format of a boardroom session with a limited audience.
- *The TNT Series*
  The Thursday Night Talks is a recently launched interview series where a Charter Member shares and interacts with the other member community, throwing light on their core expertise and passions. This series is typically conducted like an interview and potentially helps the CMs market their business to the ecosystem and identify opportunities and network for market expansion and synergy.
- *Mentor Advisor*
  The objective of Mentor Advisor is to deliver focused mentoring, scaling, and investment support and offer a fillip to Associate Members. Mentors coach mentees throughout their company growth and scale-up phase, enabling them access to markets and investment opportunities.
- *Investor Connect*
  Invest Connect is a program that brings together top Indian PE, VC, Seed, and Angel funds and promising entrepreneurs across the industry. It enables startups and early-stage entrepreneurs to present their business ventures to angel and venture investors.
- *TiE Women*
  TiE Women is aimed to nurture and facilitate the growth and presence of women in the entrepreneurial space across the globe. Aligned with TiE's vision to bolster the growth of women entrepreneurs, the group guides women towards developing business ideas that are bold and impactful. This initiative provides a safe space for women entrepreneurs to discuss issues, challenges, and concerns in a sector-agnostic manner.
- *TiE Eagles*
  TiE Eagles provide AMs and CMs an opportunity to connect, familiarize, and build camaraderie. TiE Eagles organizes monthly golf tournaments across several golf courses in the city. The player scoring the highest points during a calendar year is adjudged TiE Eagles of the year. As part of the initiative, inter-chapter golf tournaments and an annual TiE CEO golf tournament are conducted.
- *Charter Member Social*
  CM Social is a quarterly gathering of CMs with their spouses in a fun-filled evening with dinner, drinks, and music where CMs network, mingle, and forge bonds over informal interactions.
- *TiE Charter Member Cohorts*
  TiE Cohort is a group of about 12 Charter Members who meet once a month to share experiences and thoughts on professional and personal matters in an atmosphere of mutual trust and confidentiality. A cohort is a platform for self-discovery and a support system for personal growth, offering long-term benefits to Charter Members.
- *TiE Grad Plus*
  TiE Grad sows the seed of entrepreneurship in college-goers and provides the framework to convert their innovative ideas to feasible business models. This is a structured program mentored by Charter Members that help build entrepreneurship development zones within the college premises. Several activities including boot camps, workshops, competitions, expos, hackathons, and fests are organized to inculcate the spirit of entrepreneurship among students.
- *TiE Young Entrepreneurs*
  TiE Young Entrepreneurs is a global program that streamlines the entrepreneurial potential of high school students by teaching and helping them discover the rewards and challenges of entrepreneurship. Students focus on several aspects of business and entrepreneurship through classroom session modules and draft their business plans working in teams. Hosted over 16 weeks, TYE comprises classroom instruction, design thinking workshops, mentoring support for business plan development, and culminates with a business plan competition.
- *Open Mic/Member Mixer*
  Open Mic/Member Mixer is an informal platform strengthening the network between entrepreneurs and ecosystem enablers including investors, corporates, and mentors. This event is held on the last working day of every month and is attended by a curated list of startup founders along with serial entrepreneurs. TiE Open Mic, since its launch, conducted 13 editions attended over 100 speakers, and helped the networking of nearly 1100 founders.
- *TiE Newsletter*
  TiE Newsletter is a quarterly newsletter circulated among members. This newsletter is a visual representation of all the highlights, key moments, and milestones of the initiatives, programs, and sessions conducted by TiE in a concluded quarter.

5. Useful Website URLs

- *TiE Hyderabad website*
  https://hyderabad.tie.org/
- *TiE Hub Login*
  https://hub.tie.org/login
- *Charter Member List*
  https://hyderabad.tie.org/chartermembers/
- *Board Members*
  https://hyderabad.tie.org/boardmembers2021/
- *Social Media Pages*
  Twitter: *https://twitter.com/TiEHyderabad*
  Facebook: *https://www.facebook.com/TiEHyderabad*
  LinkedIn: https: *//www.linkedin.com/in/tiehyderabad/*
  Instagram: https: *//www.instagram.com/tiehyderabad/*

Thank You