

“Formación de ICI’s”

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Formación de ICI's – Ricardo Díaz

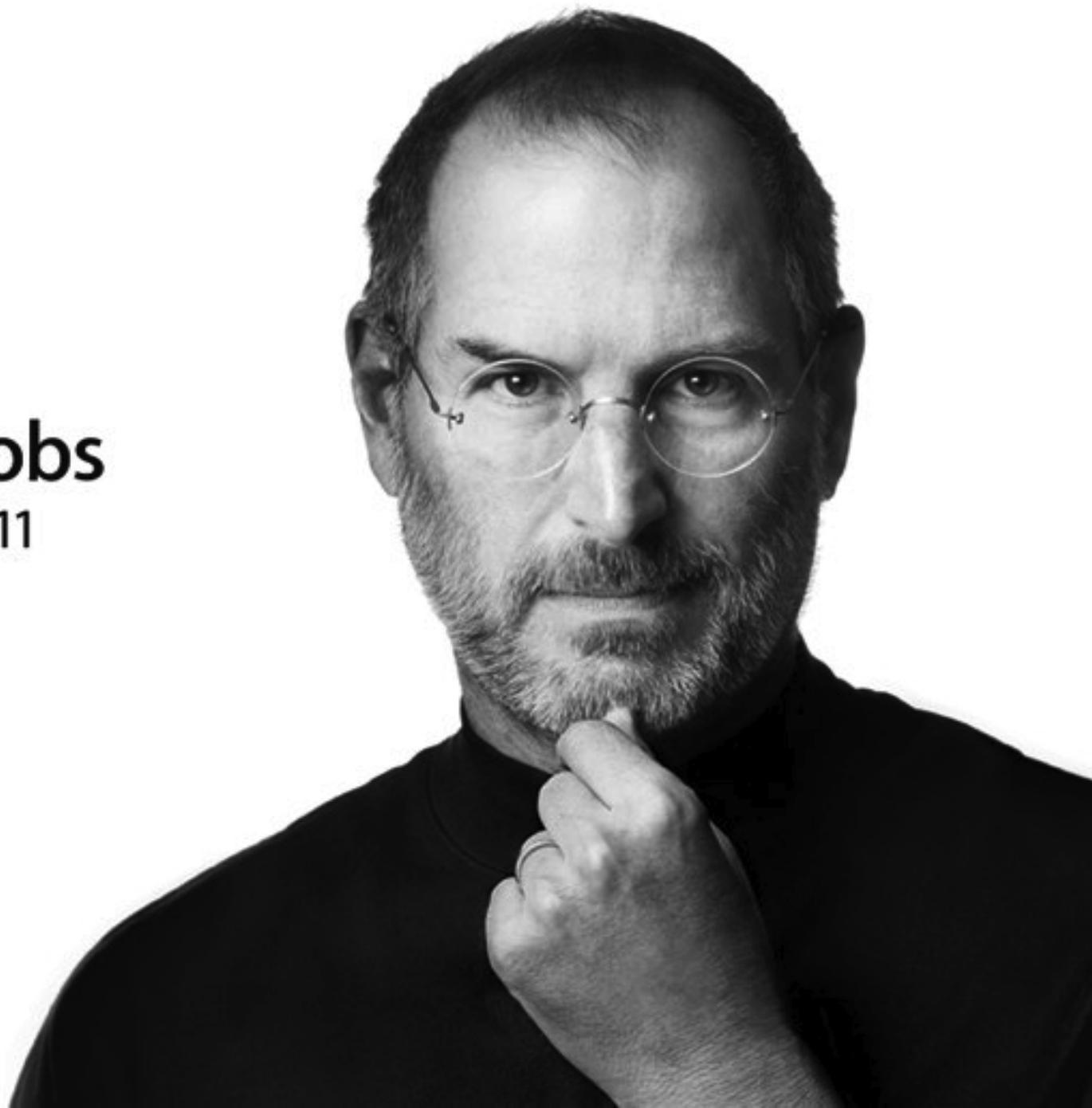


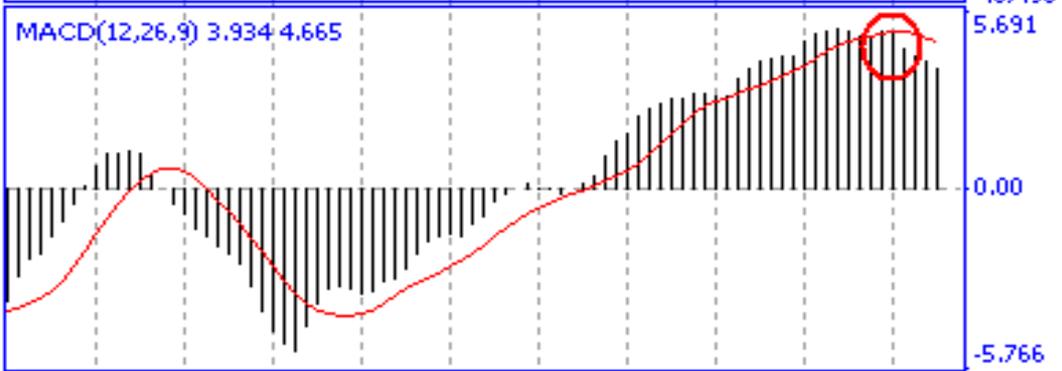
Crisis Europa (desde los PIGS)



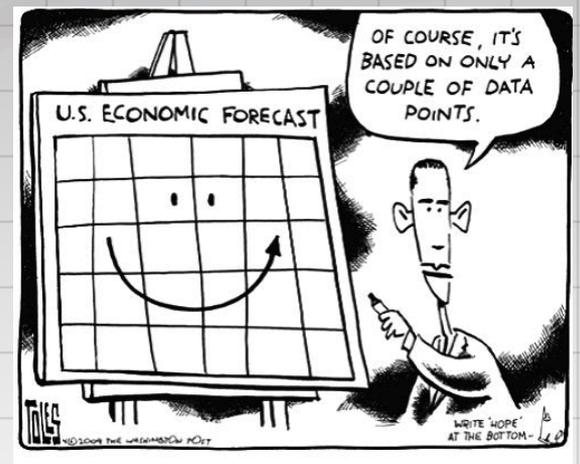
Steve Jobs

1955-2011





USD rompió la barrera de los \$500



Libia se libró de su dictador



Tensión entre Codelco y Anglo



IPO WATCH

GROUPON.ZI

With an impending IPO, the online couponing startup is under public scrutiny, causing some to discount expectations.

1. Background

88.2 mill



41%

Online couponing:

88.2 million adults will redeem online coupons in 2011.

In 2009, online coupon redemption growth increased 263%.

41% of coupon "enthusiasts" come from households with incomes more than \$70,000.

Groupon:

- Lost \$413 million in 2010
- Revenues in 2010 totaled \$715 million
- 85 million email subscribers

- 7,000+ employees
- Business grew 2,241% between 2009 and 2010
- Sold 30 million coupons in 2010 and 28 million in first qtr. 2011



Andrew Mason
CEO & Co-Founder
Groupon.com

Groupon has been called the fastest growing company ever.

2. History

<p>Mason graduates from Northwestern University.</p>	<p>Mason launches The Point, a social network, after receiving a \$1 million investment offer from Eric Lefkowsky and dropping out of the University of Chicago.</p>	<p>The Point fails to stay afloat, so Mason moves on to daily deals site Groupon.</p>	<p>Groupon raises \$4.8 million in series A financing.</p>	<p>Twenty people purchase Groupon's first Chicago deal: two pizzas for the price of one.</p>	<p>Groupon raises \$30 million in series B financing.</p>
2003	2007	2008	2008	2008	2009
<p>Groupon expands to five North American markets including Chicago, Boston and New York.</p>	<p>Groupon raises \$135 million from Russian investment firm Digital Sky Technologies.</p>	<p>Groupon acquires CityDeal, a German Groupon "clone."</p>	<p>The company is valued at \$1.5 billion.</p>	<p>Groupon turns down Google's \$6 billion buyout offer.</p>	<p>Groupon raises \$950 million in series D financing.</p>
2009	2010	2010	2010	2010	2011

Groupon files an S-1 with the SEC to raise \$750 million in an IPO.



3. Impending IPO

SEC III
S-1

On June 2, 2011, Groupon filed a S-1 with the SEC.

- Groupon plans to raise **\$750 million** in IPO
- Groupon plans to trade under the ticker **GRPN**
- Groupon has made **13 acquisitions** in the last year
- Groupon has raised \$1.2 billion so far in venture funding
- Groupon co-founded **64,113,046 Class A** and Mason owns 7.7% (7.7% of the total)

Meet Groupon's Billionaires



Although we don't know how much each of Groupon's estimated will cost, we can estimate based on the company's **\$25 billion** M

Here's a look at the percentage of shares they own, and how much they make:

<p>Andrew Mason CEO & Co-Founder</p> <p>\$1.9 Billion 7.7% Stake</p>	<p>Eric Lefkowsky Co-Founder</p> <p>\$5.4 Billion 21.6% Stake</p>
<p>New Enterprise Associates (Dick Kramlich pictured)</p> <p>\$3.7 Billion 14.7% Stake</p>	<p>Robert Solomon Former President</p> <p>\$1.7 Billion 6.8% Stake</p>
<p>Accel Partners (Kevin Efrusy pictured)</p> <p>\$1.4 Billion 5.6% Stake</p>	<p>Samwer Brothers Owners of German CityDeal</p> <p>In March 2010 Groupon acquired CityDeal, a German Groupon "clone," founded by the Samwer brothers.</p> <p>\$2.6 Billion 10.3% Stake</p>

4. Criticism & Praise

When you're growing as fast as Groupon has, it's easy to be the target of criticism and praise. Here's what some are saying:

Criticisms:

PONZI SCHEME

Some called Groupon's business model a **Ponzi scheme** based on the company's methods of bringing in revenue and financing.



The company raised **\$950 million** in January and had only **\$209 million** in cash by March. According to the **IPO** filing, the money went to employees and early investors.

Despite great top-line growth in many cities, a more in-depth look proves that Groupon's business model has **already peaked** in several of its oldest markets.



It currently costs Groupon **\$1.43** to make \$1.



Studies show that existing Groupon customers are purchasing **fewer and fewer deals**.



Reports claim that Groupon is selling fewer deals to each merchant, leading some to wonder if the merchants don't like working with Groupon.



Praise:



Groupon has taken a simple concept (coupons) and not only has made them cool, but convenient to find and use.



Groupon's innovation isn't the daily deals, rather it's getting the credit for (and making money by) connecting folks online with offline businesses.



Despite criticism that merchants don't like Groupon, many do multiple deals with the company, and the number of merchants participating in daily deals is increasing.

5. Competition



Founded: 2007
Valuation of company: **\$2.9 billion** (est.)
Revenue: **\$50 million/month** (est.)
Customer base: **28+ million** users

facebook deals



Founded: 2011
Valuation of company: **\$75 billion**
Revenue: **Unknown, but Facebook makes \$170 million/month** (est.)
Customer base: **600+ million potential** users



Founded: 2011
Valuation of company: **\$172 billion**
Revenue: **Unknown, but Google makes \$2.86 billion/month** (est.)
Customer base: **100-200 million potential** users



Viajé a conocer escuelas de negocios en Asia

Desde que nos vimos...

INFOGRAFÍA: TODO JUNTO - RESUMIDO

- Clases
- Proyectos
- Auxiliares
- Lecturas



Y todo esto, en un marco de movilizaciones estudiantiles...

Desde que nos vimos...

- El mundo cambió
- La Escuela cambió
- **Pero sobre todo, ustedes cambiaron**
- Mirada constructivista!



Desde que nos vimos...

□ Clases

- Aprender y Gestionar (gestión de sí mismo)
- Promesas y Compromisos
- Emprendimiento (10 P´s)
- Juicios y Afirmaciones
- Clientes y círculos de Collins

Clases – Charlas – Proyectos – Auxiliares - Lecturas



Desde que nos vimos...

□ Charlas

- Richar Weber – invitación a tomarse en serio el DII
- Juan Velásquez – testimonio de esfuerzos y logros
- Carlos Vignolo – Hacerlo bien, Hacer el bien, Pasarlo bien

Clases – Charlas – Proyectos – Auxiliares - Lecturas



Desde que nos vimos...

□ Proyectos

- Entrega de un desafío mayor
- Ritmo de proyectos
- Trabajo en equipo, liderazgo
- Impecabilidad y rigurosidad (entregas)
- Desarrollo de networks
- Metodología Floreana

Clases – Charlas – **Proyectos** – Auxiliares - Lecturas



Desde que nos vimos...

☐ Auxiliares

- Autobiografía, Presentación Personal, Narrativas Personales (PPA1 y PPA2)
- Procesos de generación de confianza (trabajo en equipo)
- Reuniones Efectivas
- El arte de escribir / redactar (Reportes Ejecutivos)
- Relevancia de evaluar (Coevaluación, Evaluación Entorno)
- Conversaciones para la acción

Clases – Charlas – Proyectos – **Auxiliares** - Lecturas



Desde que nos vimos...

□ Lecturas

- Metamanagement, **Kofman**
- El trabajo del directivo/ Managing, **Mintzberg**
- Managing Oneself, **Drucker**
- Outliers, **Gladwell**
- La gestión basada en promesas, **Sull y Spinoso**
- Aprender en el Frigor de la Batalla, **Darling, Parry, Moore**
- Ontología del Lenguaje, **Echeverría**

Clases – Charlas – Proyectos – Auxiliares – **Lecturas**



Qué estamos haciendo...

- Gatillando un proceso de expansión de conciencia en ustedes (y nosotros!)
- Cómo lo hacemos?
 - Generándoles quiebres personales y grupales
 - Retándolos a entregar resultados en proyecto complejo
 - Desafiando sus certidumbres – desde dónde hacen lo que hacen



¿Por Qué?

- ICI's U.Chile somos ingenieros integrales
- Desde la ingeniería de procesos químicos hasta la ingeniería industrial
- Competencias técnicas y de habilidades profesionales
- Foco en el modelamiento de procesos complejos





Formación de ICI's – Ricardo Díaz



Finanzas

- Tomarse en serio la contabilidad
- Gestión de Proyectos
- Finanzas 1: imprescindible
- Finanzas 2: nos diferencia



Marketing – *Ricardo Montoya*



- ICI Uchile
- M.S. Gestión de Operaciones
- Ph.D.en Marketing, Columbia University (EE.UU)
- Marketing cuantitativo
- Inteligencia de Marketing
- Gestión de operaciones

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