MIT REAP
SAUDI ARABIA - WESTERN REGION

Constantly upgrading the quality of services within the Hajj and Umrah sector through cultivating an ecosystem that enables entrepreneurs to create and deliver innovative solutions.
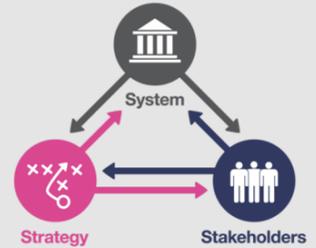
Purpose

Implementing MIT REAP Framework to nurture the innovation-driven entrepreneurship ecosystem (IDE) of Saudi Arabia's Western Region – focusing on the region's comparative of Hajj and Umrah.

System / Strategy / Stakeholders

Participating Regions- Cohort 5

Saudi Arabia; Ghana; Lebanon, Melbourne, Australia; Queensland, Australia; Quito, Ecuador; and Yakutia, Russia.

Ecosystem Assessment

- Named by the world bank as one of the top business climate improvers.
- Ranked number 3 among G20 countries in the Global Competitiveness Index, in terms of IT governance, which rates the ability of a country to adapt digital technologies such as e-commerce and financial technology.
- Strong Entrepreneurial Perception.
- Comparative Advantage: Hajj and Umrah.
- Number of Umrah visitors is expected to reach 30 million by 2030.
- High personal affiliation with entrepreneurs.
- Entrepreneurship-enabling government initiatives under Saudi Arabia's Vision 2030.
- Strong government commitments to enriching the experience of pilgrims and Umrah visitors.
- Young population, 70% of the Saudi population is under 30 years old.

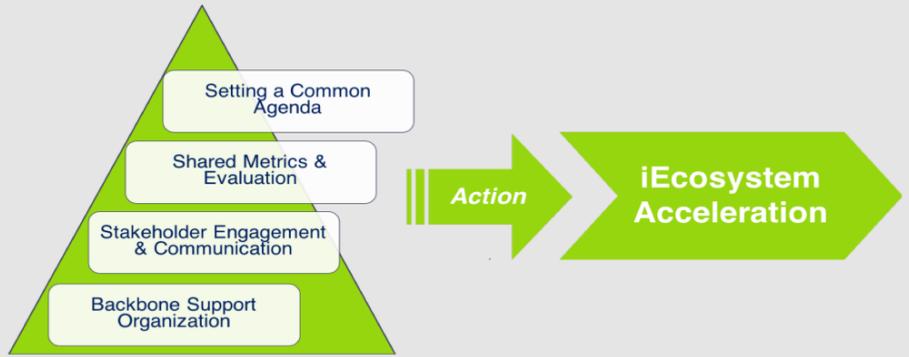IMPACT / COMPARATIVE ADVANTAGE / I-CAP / E-CAP / FOUNDATIONAL INSTITUTIONS

- **M2Innovate (Backbone Organization)**
- **Holy Sites Innovation Hub**
- **Haramain Scale Up Program**
- **Enriching Pilgrims' Experience Hackathon**
- **Government-enabled funding**
- **Access to market for innovation-driven enterprises**
- **Regulatory Support (Policy interventions)**

Strategic Interventions

Recommended Policy and Programmatic Interventions (PPIs) to catalyze ecosystem change

Accelerating the Region's IDE Ecosystem through Collective Impact

The region's iEcosystem strategy also applies the collective impact approach as an underpinning for accelerating the growth of the region's IDE ecosystem

Setting a Common Agenda / Shared Metrics & Evaluation / Stakeholder Engagement & Communication / Backbone Support Organization — **Action** → **iEcosystem Acceleration**

M²Innovate

A backbone support organization with the following mandates:

- Guiding the implementation efforts of the region's REAP Strategy.
- Supporting the aligned activities around the strategic interventions (PPIs).
- Tracking progress against agreed upon metrics at both the macro-level and strategic interventions level (listed above).
- Ensuring adequate resources are available on a reliable basis for driving the development and implementation of existing and new strategic interventions.
- Convening cross-sector stakeholders to identify new opportunities for further developing the region's IDE Ecosystem within the context of Hajj an Umrah.

A Postcard from 2024

- M²Innovate was established to cross-sector stakeholders to support the development of Hajj and Umrah IDE Ecosystem.
- 10 strategic interventions were implemented.
- 50 sector-specific startups were launched.
- 50 scale ups created 10,000 jobs and achieved a 30% average annual growth.
- Region's IDE Ecosystem has become a platform for promoting world peace through innovation and entrepreneurship.

- IDEs/SMEs replacing governmental investment.
- The Non-Oil Revenue contribution of IDEs/SMEs in the targeted sectors.
- Ratio of innovation/technology-based solutions versus traditional methods
- Number of jobs created.
- Average annual growth rate of supported scale ups .

Key Metrics

Shared metrics to drive progress and engage stakeholders

Stakeholder Engagement

Innovation Ecosystem Stakeholder Model — ENTREPRENEUR / UNIVERSITY / RISK CAPITAL / GOVERNMENT / CORPORATE

The sector of Hajj and Umrah involves a sheer number of stakeholders. Thus, bringing together a consortium of high-influence, pivotal stakeholders is key to driving the execution of the desired PPIs. The team involved in the program from the region has successfully aligned with the *emarats* of Makkah and Madinah regions, Ministry of Hajj, the Vision Realizing Program for "Enriching Hajj and Umrah Experience," the Royal Commission for Makkah and Holy Sites. The team continues to engage startups and relevant entities from the different stakeholder groups. Stakeholders' required involvement has been reflected in each of the strategic interventions.

Investing in the region's comparative advantage through innovation and entrepreneurship to enrich the pilgrims' experience