



M² SCALE UP: A PROGRAMMATIC INTERVENTION

This is part of a set of suggested policy and Programmatic Interventions outlined in the region's REAP strategy for accelerating innovation and entrepreneurship ecosystem. The purpose of such interventions is to catalyze change in the entrepreneurship and innovation ecosystem through enacting the regional strategy, engaging stakeholders and strengthening the system.



MIT REAP

Regional Entrepreneurship
Acceleration Program

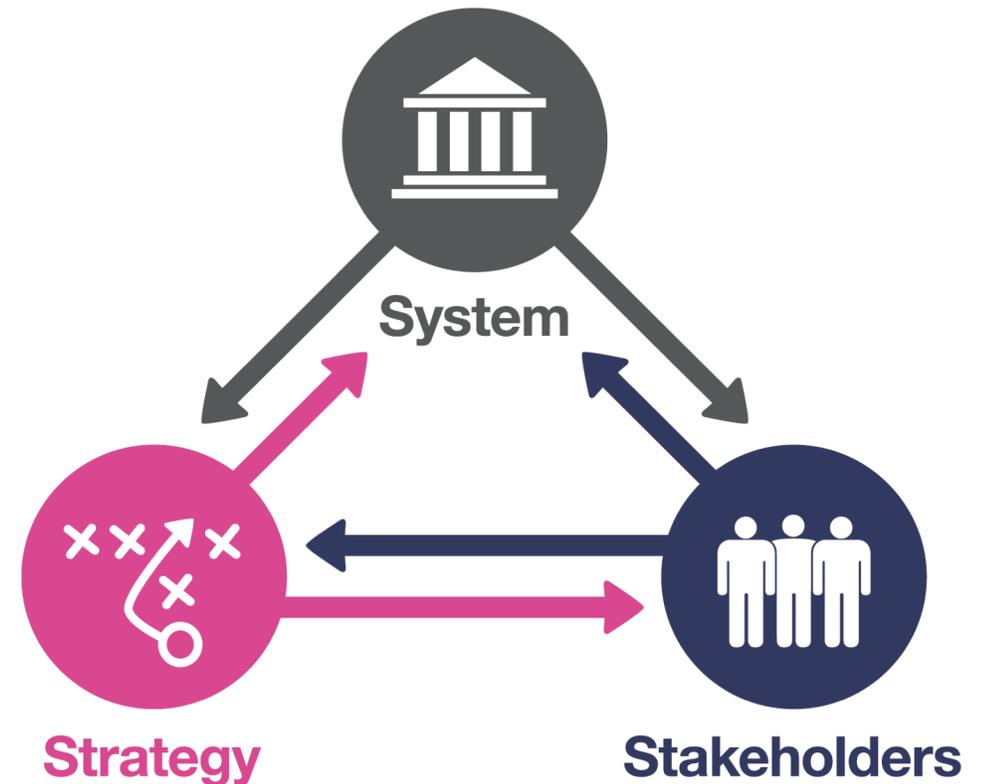
MIT REAP provides opportunities for communities around the world to engage with MIT in an evidence based, practical approach to strengthening innovation driven entrepreneurial (IDE) ecosystems.

- Convening stakeholders from around the world to build a community for collaboration and learning focused on IDE
- Educating regional innovation ecosystem leaders through team-based learning to facilitate meaningful social and economic outcomes
- **Impact regions through the development of new programmatic and policy interventions that build on strengths and improve weaknesses to support IDEs**

STRATEGIC INTERVENTIONS:

This document is part of a set of suggested Policy and Programmatic Interventions (PPIs) outlined in the region's REAP strategy for accelerating innovation and entrepreneurship ecosystem. The purpose of such interventions is to catalyze change in the entrepreneurship and innovation ecosystem through enacting the regional strategy, engaging stakeholders and strengthening the system (as shown in the MIT REAP Framework).

MIT REAP FRAMEWORK



M² SCALE UP: A PROGRAMMATIC INTERVENTION (OVERVIEW)

A **scalerator program** aim to support the growth of medium-sized enterprises in targeted sectors in the region by overcoming their scale up barriers. This cohort-based program is designed for rapidly accelerating growth of companies which can in turn be leveraged to impact the region's entrepreneurship and innovation ecosystem. Past scalerator programs supported participating scaleups to double their growth rate, obtain new financings, and increase their B2B customer-base within a year. This intervention is a systematic tool of engaging the private sector through supporting the expansion of select companies' operations into big developmental projects.

TARGETED SECTORS:

- Transportation
- Accommodation
- Religious Toursim
- Hajj & Umra Companies

SUGGESTED SPONSOR:

- DARP (Vision Realization Program for enriching pilgrims' experience.)

SUGGESTED PROGRAM OWNER:

- DARP (Vision Realization Program for enriching pilgrims' experience.)

ESTIMATED BUDGET:

- TBC

EXPECTED IMPACT:

- 15 scale ups in the targeted sector that will have: increased their revenue by 25% and their number of employees by 20%, secured at least 1 (B2B) project, and obtained a new financing.



PROGRAMMATIC INTERVENTION (CANVAS): M² SCALE UP

(ILLUSTRATIVE)

KEY INPUTS

PARTICIPANTS

Local companies in the targeted sector that have annual revenues of SAR 50M with a scalable business model, and 20 percent growth in revenue or headcount for three years running

RESOURCES

Through DARB's mandate, resources could be provided through relevant entities that DARB would partner up with to drive the implementation of program (e.g. Monsha'at)

SELECTION COMMITTEE

Representatives from the key stakeholder groups and targeted sectors will vet out applications and select the high-potential ones that could drive to objectives of the program.

PARTNERSHIPS

Outreach partners will provide ecosystem resources for the participating scale ups, including, access to market, mentorship, and funding. Partners will represent different key stakeholder groups including: Government, Funding, and corporate.

PROGRAM OVERVIEW

CHALLENGE

Strengthening the public-private partnerships to fulfill RCMC's relevant objectives by enabling the private sector to overcome their scale up barriers.

HYPOTHESIS

By providing regional Scale Ups (growth-driven companies) the right support and resources, they can be more growth ready, and thereby contribute the regional economic growth— and create more jobs.

OPERATIONAL OVERVIEW

A 6-month, cohort-based program for rapidly accelerating growth of companies to impact regional economic development. The program includes seven 1.5 days workshops, and is designed to provide different resources with tangible outcomes.

The estimated budget TBC

The program will be delivered in partnership with a leading vendor in the area, and in collaboration with relevant national entities (e.g., Monsha'at)

RESOURCES PROVIDED

WORKSHOPS

seven 1.5 day workshops by scalerator faculty. Workshops are organized around scaling up customers, capacity, and cash.

MENTORING

2 mentoring sessions to monitor progress and assist companies in developing and executing their Scale Plan. In addition, practical advice from stakeholders who are directly involved in the development of the targeted sectors.

SCALE UP MARKETPLACE

Resources and tools will be provided to unleash rapid growth – through scaling up customer base, cash, and capacity.

ECOSYSTEM RESOURCES

Access to related entities to gain more insights – and adoption of products/services - as they relate to the targeted sector. As such participants should be able speed up their access to market.

STAKEHOLDERS ROLE

GOVERNMENT (RCMC)

Support in facilitating regulatory barriers that might hinder the the growth of the participating companies.

Support in aligning the key stakeholders around the program's objectives.

CORPERATE PARTNERSHIPS

Big corporates (from the specified sectors) will be engaged to explore potential partnerships with the participating companies in the scalerator (B2B)

INVESTORS

Investors, including VCs, will be involved to identify and invest in potential opportunities.

MIT REAP – TEAM WR of Saudi Arabia

Harnessing the collective efforts. Facilitating access to MIT REAP Faculty and other regions (part of GIN for advice and best practices).

KEY OUTPUTS

KEY METRICS:

Employment prospects in the region, SMEs replacing government investments, Share of local content in the targeted region's developmental projects.

OUTPUTS (DURING PROGRAM)

Each company will have a ScalePlan, which is a framework that has six parts: vision for growth, growth goals, growth objectives, strategies for achieving those objectives, plans for implementing the strategies, and resources for executing the plan

OUTPUTS (POST PROGRAM)

Ultimately, 15 graduated scale ups in the targeted sector that will have: Increased their revenue by 25% and their number of employees by 20%, secured at least 1 (B2B) projects, and obtained a new financing

OTHER OUTPUTS

Toolkits and lessons learned to further enhance the scale up ecosystem of the region on an ongoing basis

Macroeconomic metrics: Indicators to maximize through the intervention:

- Contribution to regional GDP
- Share of Local Content
- Employment in the private sector in the region
- Non-Oil Revenues
- Non-Governmental Investment

