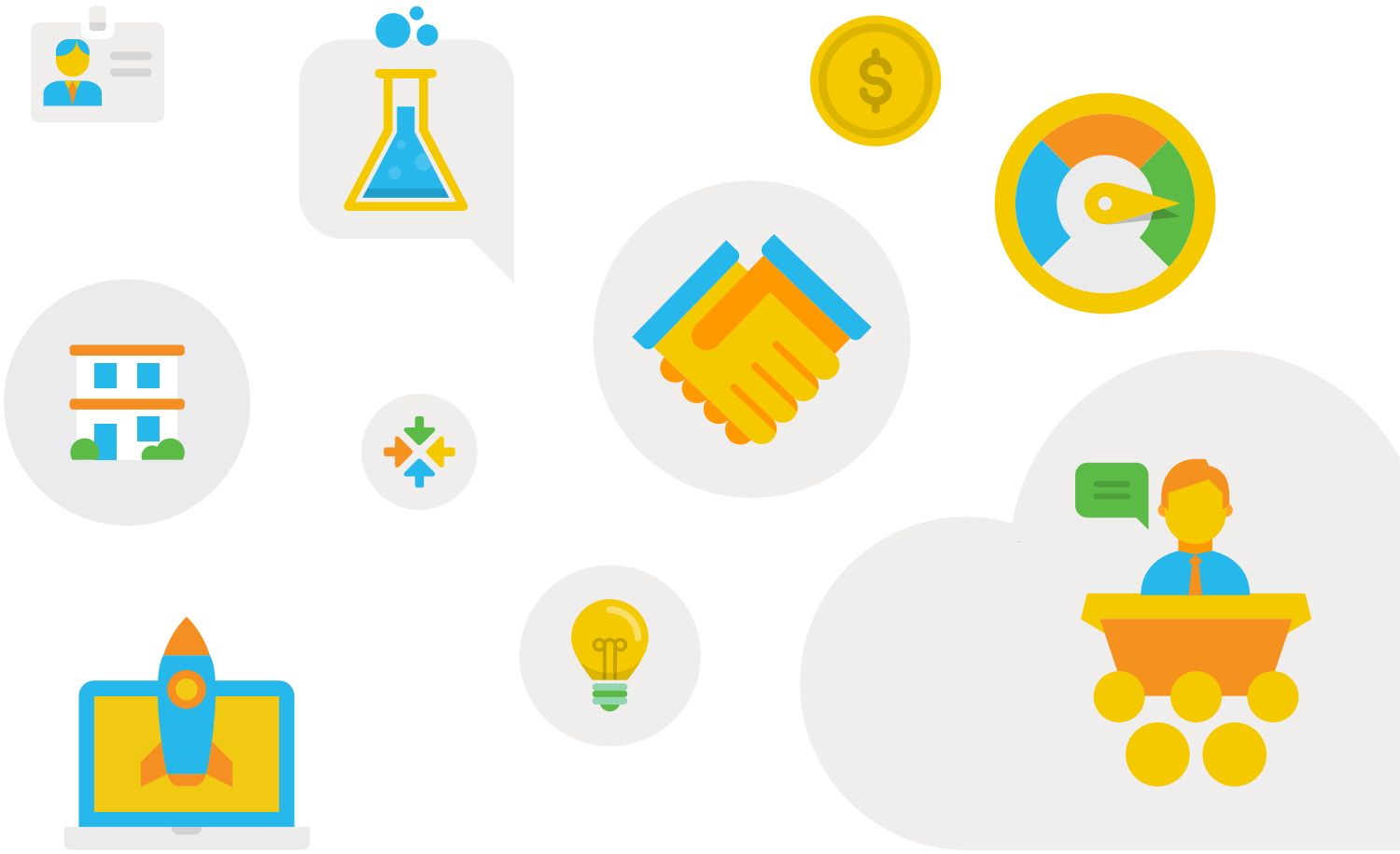




إكسبو 2020
دبي، الإمارات العربية المتحدة
DUBAI, UNITED ARAB EMIRATES

wamda



Corporate Toolkit For Collaborative Entrepreneurship

A guide for corporations in MENA to build and
accelerate startup engagement programs

**BEST IN TWO PAGE
VIEW DISPLAY**

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A thank you note goes to Maya Rahal, Lucy Knight, and Rachel Williamson for editing this publication.

This toolkit was created under the Collaborative Entrepreneurship initiative launched by Expo 2020 Dubai® and Wamda, to promote partnerships between corporations and startups and unlock the region's entrepreneurship potential.



Expo 2020 Dubai® recognizes that global challenges cannot be solved in isolation and that sustainable solutions will require the creativity and innovation of the world's collective minds. Expo 2020 Dubai aims to act as a platform for innovation and entrepreneurship, not only during the six months of the event, but throughout its journey and the legacy it leaves behind. The key value for Expo 2020 Dubai is collaboration, and this is reflected in its theme Connecting Minds, Creating the Future. As such, Expo 2020 Dubai has partnered with Wamda to launch this Collaborative Entrepreneurship initiative.



Wamda is a platform of integrated programs that aims to accelerate entrepreneurship ecosystems throughout the MENA region. Its core focus includes media, community development, research and corporate and government advisory services. In the past few years, Wamda has become the leading grassroots community and knowledge platform for entrepreneurs and supporting stakeholders.

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FOREWORD

Economies in the Middle East and North Africa (MENA) are undergoing rapid change. As the region shifts from oil-dependency to knowledge economies, investments in the private sector are increasingly focused on education, innovation, and technology.

This is timely, given the rising challenge and need to create jobs to ensure a sustainable future for the region. Given their potential to create hundreds or thousands of jobs each, startups and especially scale-ups are key to the growth of MENA's economies. Many of them are leaders in innovation, and are addressing many of the region's greatest challenges.

Established corporations are beginning to grapple with the rising influence of these agile startups and a small yet growing number of corporations have recognized that collaborations with startups could potentially generate mutual commercial and strategic benefits. From nimble innovation to cultural change, corporations have the opportunity to work closely with startups to address business challenges and innovate at a faster pace, particularly in industries undergoing technological disruption.

Startups, in turn, recognize that corporate collaborations are key to their ability to grow and thrive. Working with the right corporate partners can provide startups with a platform to attain market credibility required to scale into new markets, gain access to resources such as funding and technology, and provide them with opportunities to acquire new clients.

Collaborative Entrepreneurship (CE) between corporations and startups is an effective platform to cultivate and encourage mutually beneficial business partnerships.

We present this toolkit as part of Expo 2020 Dubai's and Wamda's Collaborative Entrepreneurship initiative that will foster meaningful collaborations between startups and corporations. The initiative is the first of its kind in MENA, and provides a foundation for understanding the current scope of corporate-startup collaborations, and recommendations for how to establish meaningful partnerships.

This collaboration extends beyond this toolkit and includes a series of initiatives, including a detailed research report on Collaborative Entrepreneurship, an online platform (coentrepreneurship.com), as well as engagement programs. It also aims to continuously measure the impact of collaborations to ensure the long term sustainability of the Collaborative Entrepreneurship movement.

Marjan Faraidooni
Vice President of Legacy
Expo 2020 Dubai

Habib Haddad
Cofounder and CEO
Wamda

A. THE CONCEPT

DEFINING COLLABORATIVE ENTREPRENEURSHIP

Collaborative Entrepreneurship (CE) a first-of-its-kind initiative in the MENA region where partnerships are nurtured between corporations and startups. While corporations can provide startups with the platforms from which they can scale and spread their services and technologies, the latter can help their corporate partner learn how to adapt to new business models and opportunities.





Figure A1 illustrates how corporations and startups can complement each other under Collaborative Entrepreneurship (CE).

Figure A1:

THE COMPLEMENTARITIES BETWEEN CORPORATIONS AND STARTUPS

CORPORATIONS 

STARTUPS 

	CORPORATIONS	STARTUPS
SCALE 	Corporations have access to finance and markets that can help startups scale	Startups lack access to strategic resources needed to help them grow and create jobs
CULTURE 	Corporations are hesitant to try new technologies or methods out of conservatism	Inherently, startups focus on building creative and dynamic cultures to spur new ideas
INNOVATION 	Large companies are mainly designed to efficiently execute a predictable and scalable business model rather than innovate	By nature, startups are agile and take risks to build new products and gain a competitive advantage
CREDIBILITY 	Corporations have established brands that customers know and trust	As they seek to acquire customers startups face challenges in building credibility

■ STRATEGIC ADVANTAGE

■ CHALLENGE NEEDING SUPPORT

THE BUSINESS CASE FOR CE

Almost 80 percent of the Forbes 100 engage with startups in the United States, and executives are increasingly aware of the declining life expectancy of large corporations. By sourcing innovation and acquiring potential disruptors, leading companies have established mechanisms to ride the wave of entrepreneurship and proactively engage with new technologies and business models.

Even companies in industries that do not anticipate disruption have recognized numerous advantages in engaging with innovative teams (Figure A2). They position their brand as embracers of change, creativity and innovation. They also instill a startup culture to inspire and motivate employees. And they team up with startups to develop new products and services that set them apart from the competition.

Today, well-known airlines, retailers, and oil and gas firms reach out to entrepreneurs. And not only in New York and London, but also in Dubai, Abu Dhabi and Amman. Marka, BP and Royal Jordanian are just three among the latest well-known brands to have signed a partnership with a startup (Souq.com), established an incubator (The Catalyst), or partnered with an accelerator (Oasis500) respectively.

Figure A2:

THE BUSINESS CASE FOR CE



Visibility and Brand Positioning

- Companies are associated with embracing the digital era, enabling innovation, and supporting youth.
- Companies establish themselves as trusted stakeholders in emerging innovation clusters.



Corporate Culture and Agility

- Companies observe and interact with agile, risk-taking and less hierarchical startups.
- Employees become inspired and encouraged to think out of the box.



Co-Development and Product Innovation

- Companies create new internal solutions, test, and potentially expand their range of products/services.
- Companies leverage new technology and reach new customer segments.



Financial Returns and Corporate Strategy

- Companies earn returns on strategic investments in emerging, high-growth companies.
- Companies acquire startups to respond to industry trends or pivot into new markets.

THE SOCIAL CASE FOR CE

Currently, MENA faces some of the most difficult unemployment challenges in the world, with staggering numbers of its youth finding themselves without jobs. These hurdles place significant stress on the region's socio-economic prosperity and diminish young people's chances of finding gainful employment. In recent years, entrepreneurs and innovative ventures have been increasingly cited as one of the key solutions to the region's unemployment challenge.

Startup support from policy makers, academic institutions, NGOs and community initiatives have all contributed to the growing number of regional SMEs. While vying for profitability, many startups present innovative solutions to very real challenges ranging from access to education, financial inclusion, renewable energy to healthcare, waste management and transportation (Figure A3).

However, many startups still face notable impediments to growth, such as generating revenues, hiring talent, obtaining funding, and expanding into neighboring countries. These hurdles impinge on their ability to grow and in turn become job creators in MENA. CE initiatives can play a key role in helping startups to overcome these scaling barriers.

Figure A3:
THE SOCIAL CASE FOR CE



Employment and Empowerment

- Entrepreneurs employ themselves. Through their startup, they create jobs for others.
- Startups increase business opportunities and reverse the brain drain (graduates emigrating).



Civil Society and Private Sector

- The supporting ecosystem is often built by visionaries and activists seeking to build the future.
- Startups diversify and strengthen the private sector.



Social Enterprises

- Many startups aim to solve real challenges (e.g. education, financial inclusion, renewable energy, healthcare, waste management, and transportation).



Knowledge Economy and Interregional Trade

- Tech startups and digital solutions are key assets for economies to transit into the knowledge economy.
- Startups that scale across MENA create value by accelerating underdeveloped interregional trade.

BUILDING THE CE MOMENTUM

MENA's largest corporations have started to acknowledge the need to engage with entrepreneurs, yet the majority of their initiatives are still limited, cautious and driven by the idea to “give back to society.”

An **Expo 2020 Dubai and Wamda** report entitled “**Collaborative Entrepreneurship: The state of corporate-startup engagement in MENA**” has revealed that nearly one in two MENA corporations support startups to some degree. However, half of the corporations engaging with startups indicated they viewed their activities mainly as a CSR activity – an approach that forgoes the strategic potential of such collaborations.

Therefore, **Expo 2020 Dubai** and **Wamda** have developed this Corporate Toolkit as part of their mutual efforts to unlock the potential of corporate-startup collaboration in MENA. It aims to raise awareness of the different types of corporate-startup collaborations and providing guidance to corporations throughout their Collaborative Entrepreneurship journey.



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The Corporate Toolkit is part of a series of publications released under the Collaborative Entrepreneurship initiative. They are available on MENA's platform for Collaborative Entrepreneurship:

<http://coentrepreneurship.com>



B. THE FRAMEWORK

1. Strategy
2. Ability
3. Initiatives
4. Roadmap

The objective of this toolkit is to help you define, design, implement, and evaluate your collaboration journey. The Roadmap for Collaborative Entrepreneurship tool (Figure B2) has been developed to provide you with the necessary guidance to build and visualize this journey. This section allows you to build your personal roadmap in three steps and to measure its performance and impact in the fourth step:

Figure B1:
OVERVIEW OF THE ROADMAP FOR COLLABORATIVE ENTREPRENEURSHIP

**Exercise 1
STRATEGY**
Define your collaboration objectives










**Exercise 2
CURRENT ENABLERS &
INITIATIVES**
Indicate your current collaboration readiness, and indicate current engagements (if existing)



1. Clarify your objectives (Exercise 1)
2. Assess your capabilities and indicate your current engagement (Exercise 2)
3. Select initiatives that serve your objectives, and consider the required enablers (Exercise 3)
4. Continuously measure the performance and the results of your collaborations and refine your roadmap accordingly

Note:
You can check a filled roadmap as an example on page 91

ENABLERS
LEGEND FOR CAPACITY LEVELS

Team	 CSR or Marketing Department	 Cross-functional Team	 Innovation Department
Budget	 < \$ 0.1M	 \$ 0.1M - \$ 1M	 \$ 1M
Reach-out	 Few direct contacts	 Range of contacts	 Partnerships

Exercise 3
FUTURE INITIATIVES & ENABLERS

Pick your collaboration initiatives and distribute them over time while considering the required enablers' levels

YEAR 2

Initiatives

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.....




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.....

.....

.....

Enablers

YEAR 3

Initiatives

.....

.....



.....

.....

.....

.....










Enablers

Note:

You can check a filled roadmap as an example on page 91

ENABLERS
LEGEND FOR CAPACITY LEVELS

Team	 CSR or Marketing Department	 Cross-functional Team	 Innovation Department
Budget	 < \$ 0.1M	 \$ 0.1M - \$ 1M	 > \$ 1M
Reach-out	 Few direct contacts	 Range of contacts	 Partnerships

YEAR 2

Initiatives

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Enablers

YEAR 3

Initiatives

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Enablers

1. Strategy

Define your collaboration objectives

You should start your collaboration journey by defining your CE goals for the next three years. In fact, clarifying your objectives is the most important prerequisite for building successful partnerships with startups. These objectives can be classified into four categories:

Visibility & Branding



Via your collaboration with startups, you want to enhance your brand image, increase your visibility and position yourself as a key supporter of the entrepreneurial ecosystem.

Corporate Culture



By creating a meeting space and/or communications channels between entrepreneurs and your employees, you aim to develop your internal agility and your company's entrepreneurial spirit.

Co-Development



By joining your strengths with those of startups, you seek to develop innovative products and breakthrough solutions to your corporate challenges.

Financial Returns



You are looking for investment opportunities in promising startups to make profit and increase your revenues, and buy into fast-growth companies to pivot into emerging industries.

Exercise 1A | Define your collaboration objectives

- Give one point to each statement that matters to you. Please note that we recommend you assign between six and eight points (i.e. select between six to eight statements).
- Calculate your score per objective.



Visibility & Branding



Corporate Culture



Co-Development



Financial Returns



Rejuvenate and re-energize your corporate image



Develop employees' entrepreneurial mindset



Co-create products/ solutions with startups



Generate revenues from non-core operations



Strengthen and promote your social engagement



Become more agile or less risk-averse



Innovate more quickly and cost-effective



Explore potential new businesses and synergies



Position yourself as a startups' supporter



Stimulate internal innovation and engage employees



Benefit from the latest disruptive technologies



Establish yourself as a key stakeholder in the ecosystem

Total

Total

Total

Total

Now that you have scored each CE objective, let's assess their relative importance in your overall corporate strategy by placing them on the CE equalizer. In the same way that equalizers are used in the music industry to control various inputs and achieve a desirable sound, the CE Equalizer will help you visualize and harmonize your goals to select your CE initiatives strategically.

The score obtained for each objective should be translated in the CE Equalizer according to the following rules:

Low = 0
 Medium = 1 to 2
 High = 3

Exercise 1B (continued)

Place your scores on the CE equalizer then fill out CE Roadmap Section 1 (Figure B2)



Visibility & Branding



Corporate Culture



Co-Developing



Financial Returns



2. Ability

Consider your collaboration readiness

After clarifying your objectives from CE, you need to reflect on your current capacity to implement the various collaboration initiatives. You should evaluate your readiness level using three key enablers:



Team

To properly build and manage your CE program, you will need to assign it to a team. Its size will depend on the availability and the skills of your existing employees in addition to your ability to recruit new relevant resources.



Budget

CE initiatives will always have a baseline cost. Therefore, before initiating your CE journey, you should assess your financial capacity and allocate the adequate budget.












Reach-Out

To select the right partners, you should reach out to the startup community. This requires connecting to the right networks and building sound relations with the entrepreneurial ecosystem.

Exercise 2 | Consider your collaboration readiness and list your current startup initiatives

- Assess your collaboration readiness below by checking the most appropriate option for team, budget and reach-out.
- List your current startup engagements (if existing) and indicate the result of your enabler review in the roadmap Section 2.

If you were to deal/ happen to deal with startups today...

Team			
Who would/does coordinate the collaboration?	<input type="checkbox"/> Non-dedicated departments (CSR, marketing, etc.)	<input type="checkbox"/> Cross-functional team with startup champions across key organization units	<input type="checkbox"/> Dedicated CE or innovation unit and startup champions across the organization
Budget			
What budget would/ do you assign to the collaboration?	<input type="checkbox"/> Limited budget below USD 100k	<input type="checkbox"/> Intermediate budget above USD 100k, below USD 1M	<input type="checkbox"/> Significant budget above USD 1M
Reach-Out			
How would/do you assess your relations with the startups ecosystem?	<input type="checkbox"/> Basic knowledge of the ecosystem but no/few direct contacts with its stakeholders(1)	<input type="checkbox"/> Good knowledge of the ecosystem and some direct contacts with its stakeholders(1)	<input type="checkbox"/> Good knowledge of the ecosystem and established partnerships with its stakeholders(1)

(1) Startups ecosystem's stakeholders include, in addition to startups, support institutions like media platforms, NGOs, public institutions, entrepreneurs networks, accelerators, incubators and funds.

3. Initiatives

Pick your collaboration cards







Exercise 3 | Pick your collaboration initiatives

Now that you know your objectives and are aware of your current enablers, you need to choose the CE initiative(s) you would like to implement over the next three years.










To achieve this:

- Consider the initiatives that can address your CE objectives from the following list of initiatives.
- Select all initiatives that you wish to implement at some point in the future.
- Consider the required enablers for the selected initiatives.
- Sort the initiatives according to the required enablers, starting with the less demanding ones.
- Now place the initiatives in the roadmap Section 3. Indicate for each year the highest level of enablers required by any of the initiatives of that year. (For advice on how to increase your enablers, see page 23; an example of a completed CE Roadmap is available on page 91).
- After you are done, you can read about your selected initiatives in Section C. (To understand how the CE initiative cards function, please refer to pages 27 – 30.)



Visibility & Branding

			Team	Budget	Reach-out
1.1	Entrepreneur Events	Organize and/or sponsor events, including competitions, hackathons and workshops		\$	
1.2	Support Services	Offer access to products/services & internal resources for free or at a discounted rate		\$	
1.3	Startup Content	Give visibility to startups with brand association		\$	 
1.4	Coworking Space	Facilities for startups, that employees can also share to interact with entrepreneurs		\$ \$	 



















Corporate Culture

			Team	Budget	Reach-out
2.1	Mentorship Programs	Employees share knowledge and networks with entrepreneurs		\$	 
2.2	Intrapreneurship programs	Encourage entrepreneurship among employees	 	\$	
2.3	Smart Sourcing	Source products/services from startups, and provide feedback		\$ \$	 

Co-Development

			Team	Budget	Reach-out
3.1	Innovation Challenge	Run a competition with startups to solve a corporate challenge	 	\$	 
3.2	Joint Development Agreement	Join efforts with startups to develop and/or promote new solutions	 	\$ \$	 
3.3	Open Innovation Platform	Invite startups to build applications on the corporate platform	 	\$ \$	 
3.4	Experimentation Lab	Test products and business models with entrepreneurs	 	\$ \$	  

Financial Returns

			Team	Budget	Reach-out
4.1	Accelerator/ Incubator	Provide startups with training and resources, including small investments	  	\$ \$ \$	  
4.2	Mergers & Acquisitions	Enter new verticals, hire impressive teams, and grow your company through acquisitions	  	\$ \$ \$	  
4.3	Corporate Venture Capital	Setting up a Corporate VC fund or funding existing third party funds	  	\$ \$ \$	  

3. Initiatives

How to upgrade your enablers

The need for upgrading your enablers

In most cases, your selected initiatives will demand different capacities. For example, the team, budget and reach-out required for entrepreneurship events are much smaller than those needed for a venture fund.

Start easy

While compiling your roadmap, start with the initiatives that require less resources.

Take small steps

Try to avoid increasing all enablers at once from a low to a high level.

Get help to fill gaps

Since underdeveloped capacities threaten the success of your initiatives, consider external support in case you did not manage to reach the required stage internally. This applies primarily to the domain of team and reach-out: Startup platforms and other startup stakeholders are ready to provide you with expertise and reach-out strategies.

Figure B3:

UPGRADING YOUR ENABLERS

Team



- Assign ownership to an existing department (Marketing, etc.)
- Select startup champions and expose them to entrepreneurs

- Have them developing internal expertise
- Build cross-functional teams consisting of champions

- Form and empower a dedicated department
- Hire an experienced team with diverse backgrounds

Budget



- Assign parts of existing budgets to CE
- Increase the budget on an annual basis

- Ensure backing from your shareholders
- Highlight the long-term gains from CE budget

- Forecast expected return on investment
- Benchmark against successful competitors

Reach Out



- Start collecting and formalizing knowledge about the startups ecosystem
- Interact with entrepreneurs and expand knowledge

- Build partnerships with important stakeholders
- Develop mechanisms to attract and identify startups

- Have close relationships to stakeholders
- Ensure maintaining strong relations with important startups and identify emerging ones

C. THE INITIATIVES

1. Visibility & Branding
2. Corporate Culture
3. Co-Development
4. Financial Returns

HOW TO READ ANY INITIATIVE

Each card has been designed to provide you with a comprehensive view of the CE initiative that you are going to implement

THE IDEA

- What is this concept?
- Which strategy does it serve?
- What enablers are required?

The idea section defines the selected initiative and illustrates it with an example



ENTREPRENEUR EVENTS

Organize and/or sponsor events, including competitions, hackathons and workshops

THE IDEA | AT A GLANCE

Events, either sponsored, hosted or organized by a corporation, are gatherings with a program designed to celebrate entrepreneurship, connect the growing startup community, and/or to identify exciting new concepts. They can take many forms such as conferences, summits, competitions, hackathons, or workshops. Therefore, their content, length, and audience may vary significantly.

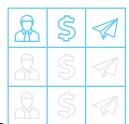
Example: In 2015 Intel Corporation organized, for the first time in MENA, the ChallengeMe! competition to recognize and support talented individuals with pioneering ideas, innovations and solutions in the Internet of Things (IoT) field.

KEY ELEMENTS

Duration: Short-term Project
Startup Stage: depending on activity
Key success factor: ability to attract the intended audience

ABILITY | ENABLERS REQUIRED

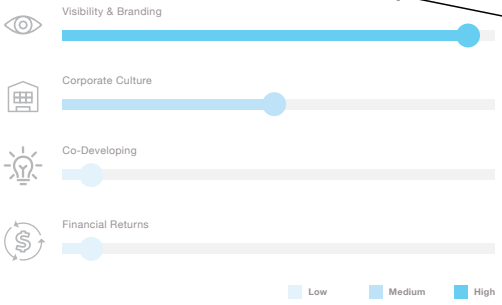
Team Budget Reach-out



BENEFITS

- ✓ Gain visibility and good reputation
- ✓ Integrate into the startup community

STRATEGY | OBJECTIVES SUPPORTED



Key elements details the duration, the startup stage and the key success factor of the initiative

Ability section determines the required enablers' levels

Benefits are the key benefits for corporations

Strategy section defines the CE objectives served

HOW TO READ ANY INITIATIVE



INITIATE

What needs are to be taken into consideration before the implementation? What are the options and alternatives to be discussed?

Initiate section helps you determine if the initiative you have selected is the right one for you

The option provides you with a twisted version of the initiative

The alternative gives you a substitute in case the selected initiative is not suitable for you



ACTIVATE

The implementation guide

Activate contains a step-by-step process to assist you in implementing the initiative

INITIATE

IS THIS FOR YOU?

Consider the following questions – if you cannot confidently answer 'yes' to more than two questions, this initiative might not be ideal for you at the current stage.

- Are you aware of a target audience and the events happening in your location?
- Can you think of an event offering that makes your company stand out?
- If you organize the event, are you confident about your reach-out strategy, and if not, can a partnership with an ecosystem stakeholder help you ensuring its success?
- Did you previously host successful events for startups or can reach-out to an organizer with a good track record?

The Option
If you are interested in this initiative but lack the required resources, consider the following: instead of launching your own event, partner with other institutions, or become a co-sponsor of successful existing events.

The Alternative: 1.3 Startup Content
If you are looking for a different initiative with similar objectives, consider startups content where you can sponsor content and/or media platforms dedicated to entrepreneurs. It will allow you to gain visibility and reach the startup community in a novel way.

ACTIVATE

THE SET UP



ACCELERATE MEASURE AND IMPROVE

Output

- number of people that signed up
- percentage that attended the event
- number of partners/experts participating
- percentage of partners/experts that were invited
- number of attendees that attend similar events
- percentage of attendees that would come again
- percentage of people that were invited by other attendees
- social media footprint of event
- number of news outlets covering or mentioning the event

Outcome & Impact



For Corporations

Increased visibility

- number of searches
- number of social media mentions
- number of attendees
- number of articles published about the event

New partnerships

- number of participating experts
- number of event's partners

Employee engagement

- percentage of positive feedback received from participating employees
- percentage of employees willing to participate in other similar events



For Startups

Increased visibility

- number of the startup's name mentions in the articles and social media posts covering the event

Networking

- number of positive interactions reported by the startups participating in the event



For Society

Awareness development

- number of views of the event-related articles and social media posts
- number of engagements with the event-related content

Next Initiative: 3.1 Innovation Challenges

Now that you have engaged with entrepreneurs through your events, you might consider Innovation Challenges as your next initiative. It will allow you to gather the most relevant startups to meet during the events to develop innovative and valuable solutions to well-defined corporate problems.



ACCELERATE

Measure output and impact and consider an aligned initiative next

Output encloses a list of indicators to quantify the services and the activities delivered by the initiative. They will help you build your assessment framework

Outcome & Impact section gathers the expected medium term changes and the long term effects of the initiative on the key stakeholders (corporations, startups, society). It also provides you with indicators to measure those effects and complete the assessment framework

Next Initiative gives you an idea of what you can do to pursue your CE journey



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Startup Stage: depending on activity

Key success factor: ability to attract the intended audience

ABILITY | ENABLERS REQUIRED

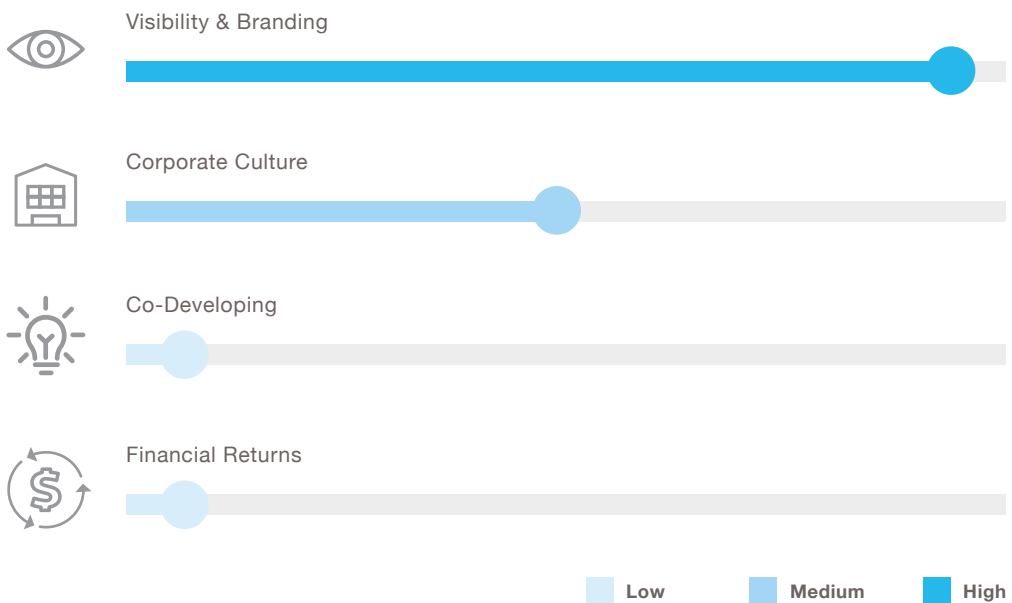
 Team  Budget  Reach-out



BENEFITS

- ✓ Gain visibility and good reputation
- ✓ Integrate into the startup community

STRATEGY | OBJECTIVES SUPPORTED





INITIATE IS THIS FOR YOU?

Consider the following questions – if you cannot confidently answer ‘yes’ to more than two questions, this initiative might not be ideal for you at the current stage.

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- Did you previously host successful events for startups or can reach-out to an organizer with a good track record?

The Option

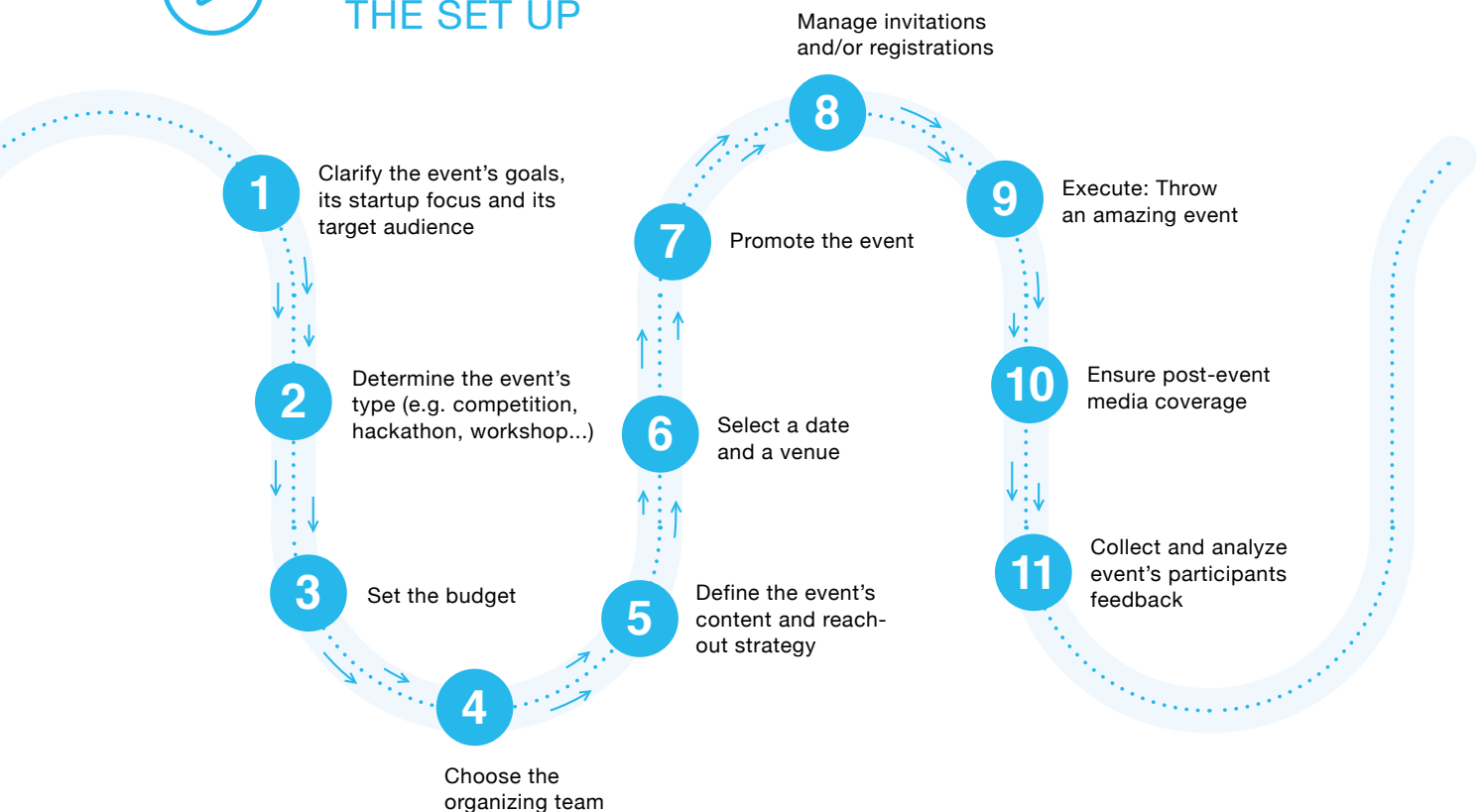
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If you are looking for a different initiative with similar objectives, consider startups content where you can sponsor content and/or media platforms dedicated to entrepreneurs. It will allow you to gain visibility and reach the startup community in a novel way.



ACTIVATE THE SET UP





ACCELERATE MEASURE AND IMPROVE

Output

- number of people that signed up
- percentage that attended the event
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Outcome & Impact



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Next Initiative: 3.1 Innovation Challenge

Now that you have engaged with entrepreneurs through your events, you might consider Innovation Challenges as your next initiative. It will allow you to gather the most relevant startups met during the events to develop innovative and valuable solutions to well-defined corporate problems.



1.2 SUPPORT SERVICES

Offer access to products/ services & internal resources for free or at a discounted rate

THE IDEA | AT A GLANCE

Corporations offer access to products and services at preferential rates. This includes the company's own products and services as well as the ones of its supplier's (travel, access to expensive machinery, licenses of professional software programs, trainings, etc.)

Example: Aramex SME Program in partnership with InfoFort offers training and resources to entrepreneurs. It reached 1,200+ startups and SMEs in 2014.

KEY ELEMENTS

Duration: mid-term project

Startup Stage: primarily early stage

Key success factor: calculate cost and ability to meet demand

ABILITY | ENABLERS REQUIRED

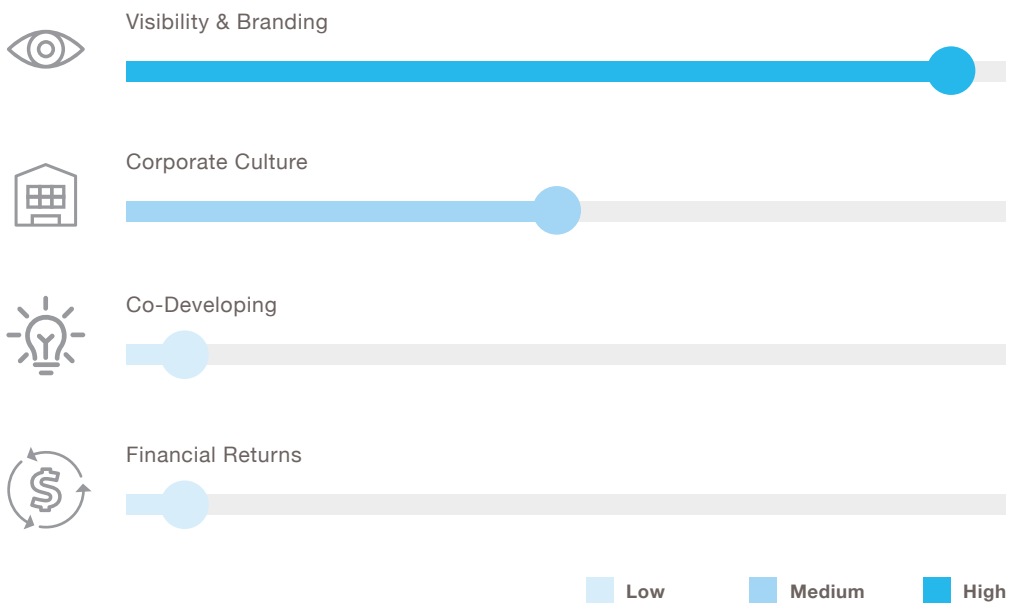
 Team  Budget  Reach-out

BENEFITS

- ✓ Become a supporting member of the startups' community
- ✓ Build direct relations with startups

STRATEGY | OBJECTIVES SUPPORTED





INITIATE IS THIS FOR YOU?

Consider the following questions – if you cannot confidently answer more than two with yes, this initiative might not be ideal for you at the current stage.

- Can your company offer resources to startups, for example access to programs or services?
- Can your company offer discounts tailored towards specific startups, or training programs in your field of expertise?
- Do you have a budget for this engagement, possibly as a part of your CSR or marketing budget, with the capacity to include this engagement in the chosen domain?
- Are you confident about your reach-out strategy, and if not, can a partnership with an ecosystem stakeholder help you ensuring its success?

The Option

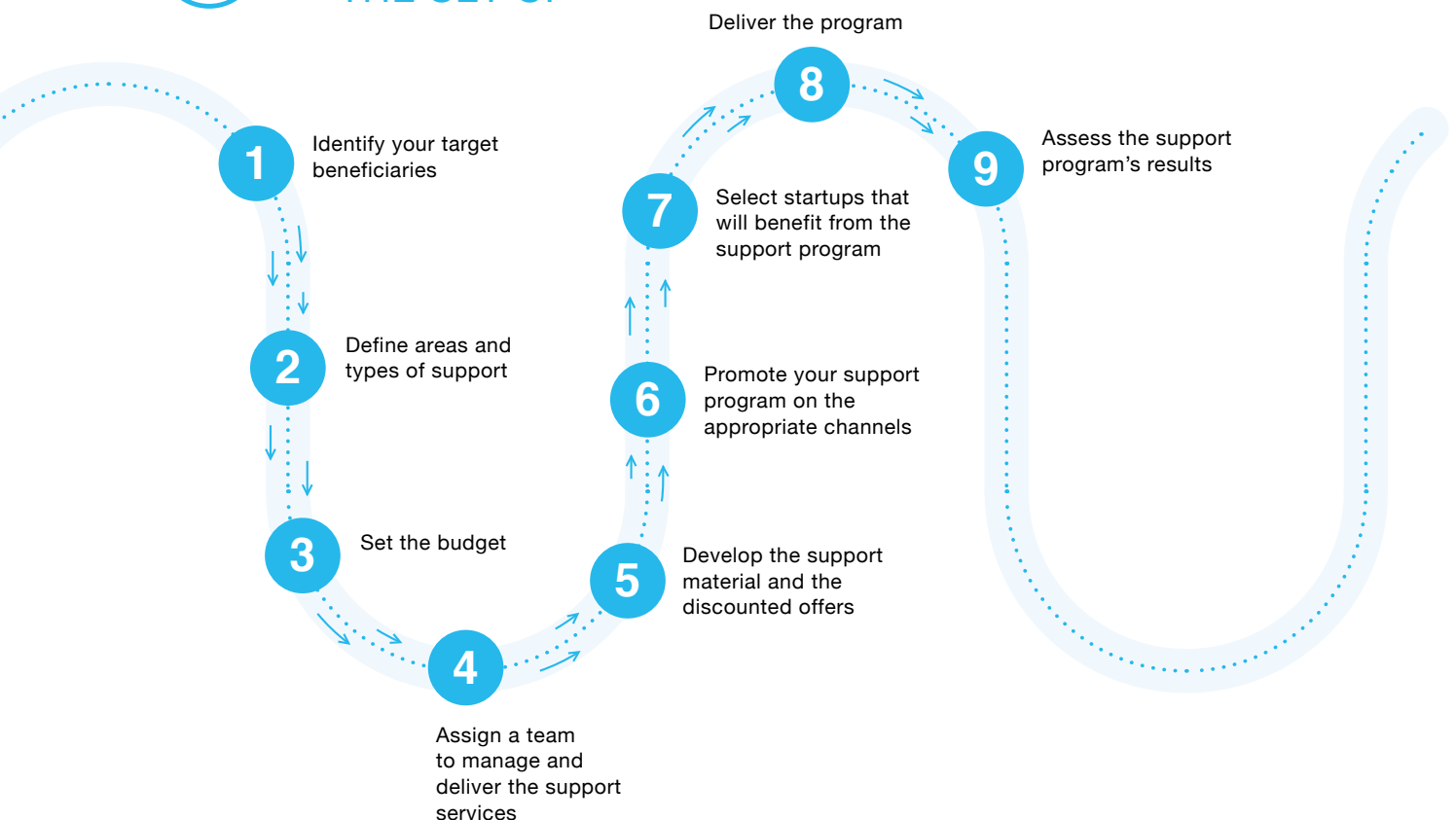
If you are interested in this initiative but lack the required resources, consider the following: set a portion of your CSR or marketing budget aside and offer discounts as long as they are covered by the budget.

The Alternative: 1.3 Startup Content

If you are looking for a different initiative with similar objectives, consider startup content. You can sponsor content dedicated to startups and position yourself as a supporting member of the entrepreneurship ecosystem.



ACTIVATE THE SET UP





ACCELERATE MEASURE AND IMPROVE

Output

- number of startups supported per month
- total value of the services offered
- average monthly growth increase of startups after participating
- number of hours spent by employees for this program

Outcome & Impact



For Corporations

Increased visibility in the startups ecosystem

- number of startups which applied to benefit from the support program
- number of startups which have benefited from the support
- number of startups satisfied from the provided support services

New partnerships and business relations

- number of startups that have benefited from the support services and became the corporation's clients
- number of startups that have benefited from the support services and became the corporation's business partners



For Startups

Cost saving

- estimated cut-downs on business expenses thanks to the products and/or services offered for free or at a discounted rate

Access to valuable resources

- percentage of startups that have perceived the provided support services as useful



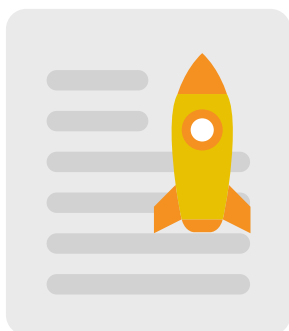
For Society

Development of knowledge sharing practices

- number of internal resources shared publicly/with startups

Next Initiative: 1.4 Coworking Space

Now that you have engaged with entrepreneurs through your support services, you might consider a coworking space as your next initiative. It allows you to provide your support services to startups gathered in the same location.



1.3

STARTUP CONTENT

Give visibility to startups
with brand association

THE IDEA | AT A GLANCE

Sponsoring and/or producing content dedicated to startups alone or in collaboration with established and trusted publishers and media platforms.

Example: Since May 2015 General Electric is the sponsor of Wamda's MEMakers platform, a microsite that mainly covers the news of startups operating in specific sectors such as advanced manufacturing, big data, energy, or healthcare.

KEY ELEMENTS

Duration: mid-term project

Startup Stage: potentially targeting all stages

Key success factor: defined target audience and themes covered

ABILITY | ENABLERS REQUIRED

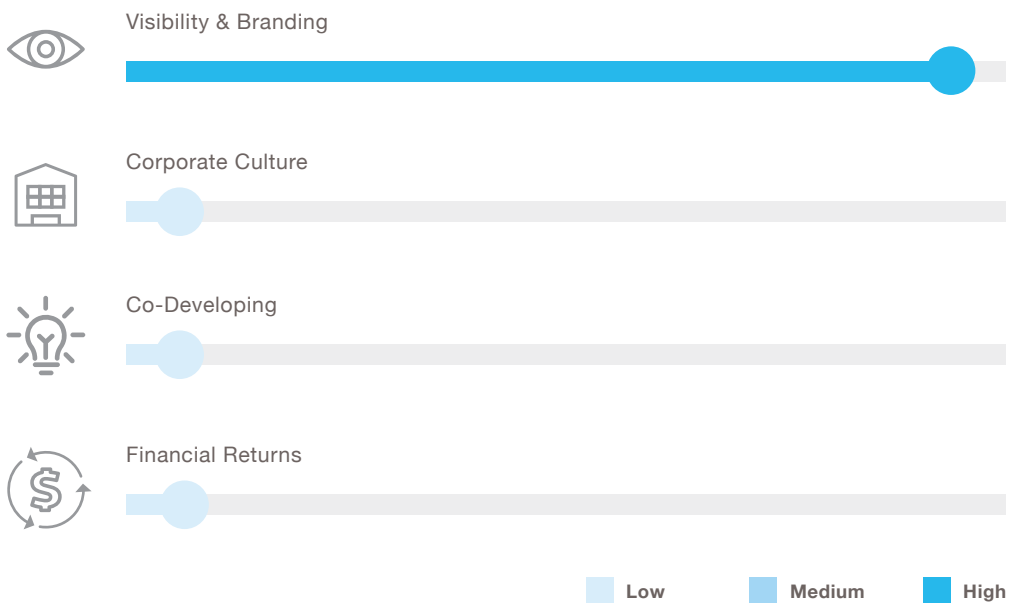
 Team  Budget  Reach-out



BENEFITS

- ✓ Become a supporting member of the startups' community
- ✓ Gain audience trust

STRATEGY | OBJECTIVES SUPPORTED





INITIATE IS THIS FOR YOU?

Consider the following questions – if you cannot confidently answer ‘yes’ to more than two questions, this initiative might not be ideal for you at the current stage.

- Do you have a specific audience you would like to target?
- Do you know with which type of content and with which themes you would like to associate your brand name?
- Are you confident of your story sourcing strategy with respect to your themes?
- Are you willing to outsource the media initiative or do you have in-house capabilities?

The Option

If you are interested in this initiative but lack the required resources for your own media project, consider the following: sponsoring startup content on an ad-hoc basis or partnering with other corporations to co-sponsor media platforms dedicated to entrepreneurs.

The Alternative: 1.2 Support Services

If you are looking for a different initiative with similar objectives, consider Support Services. You can offer to startups free or cheaper access to your products and/or services and, consequently, provide a different form of support to the entrepreneurship ecosystem.



ACTIVATE THE SET UP





ACCELERATE MEASURE AND IMPROVE

Output

- number of page views/downloads of published content
- number of social media engagement (shares, likes)
- number of monthly visitors for website
- monthly growth of page views
- percentage of visitors from the intended demographics
- number of articles, startups covered, etc.
- number of expert pieces

Outcome & Impact



For Corporations

Increased visibility

- number of views of published content
- number of unique visitors
- number of social media engagements with published content

Positive perception of the brand

- percentage of customers who associate the brand name with positive concepts or values such as entrepreneurship, innovation or social responsibility



For Startups

Increased visibility

- number of the startup's name mentions in the published articles and their related social media posts

Access to valuable resources

- percentage of startups that have perceived the published content as useful



For Society

Production and dissemination of valuable information

- number of content pieces produced
- number of views for each produced piece

Next Initiative: 1.1 Entrepreneur Events

Now that you have engaged with entrepreneurs through your startup content program, you might consider Entrepreneur events as your next initiative. It allows you to sponsor, in addition to content, events dedicated to startups.



1.4

COWORKING SPACE

Facilities for entrepreneurs, that employees can also share to interact with them

THE IDEA | AT A GLANCE

Facility where startups rent or are offered office space where they work, meet, network, collaborate and interact with corporate employees.

Example: Zain Jordan launched its innovation campus ZINC in Amman in late 2014. The facility of over 630m² offers startups a wide range of services and hosts numerous events throughout the year.

KEY ELEMENTS

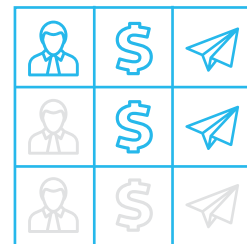
Duration: long-term project

Startup Stage: primarily early stage

Key success factor: ability to differentiate from existing startup space offerings

ABILITY | ENABLERS REQUIRED

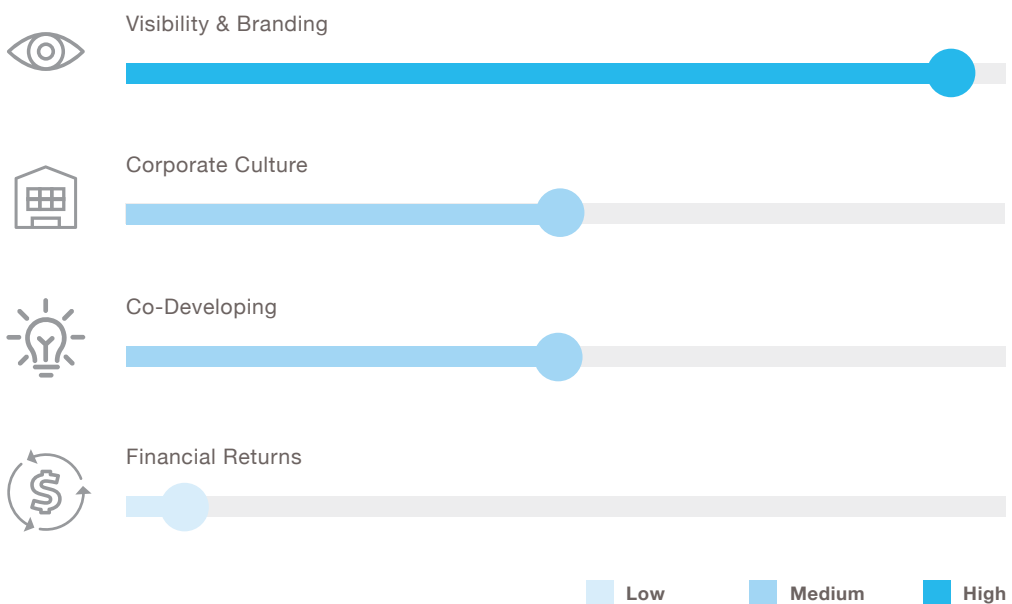
 Team  Budget  Reach-out



BENEFITS

- ✓ Observe startups closely
- ✓ Expose teams to the 'startup culture'

STRATEGY | OBJECTIVES SUPPORTED





INITIATE IS THIS FOR YOU?

Consider the following questions – if you cannot confidently answer ‘yes’ to more than two questions, this initiative might not be ideal for you at the current stage.

- Are you confident about your reach-out strategy, and if not, can a partnership with an ecosystem stakeholder help you ensuring its success?
- Are you willing to dedicate a real-estate space of at least 200 m² in a central location for startups?
- Are you ready to offer services, office equipment and amenities to startups for free or at a discounted rate?
- Would your employees benefit from learning new methodologies and getting inspired from the startup mindset?

The Option

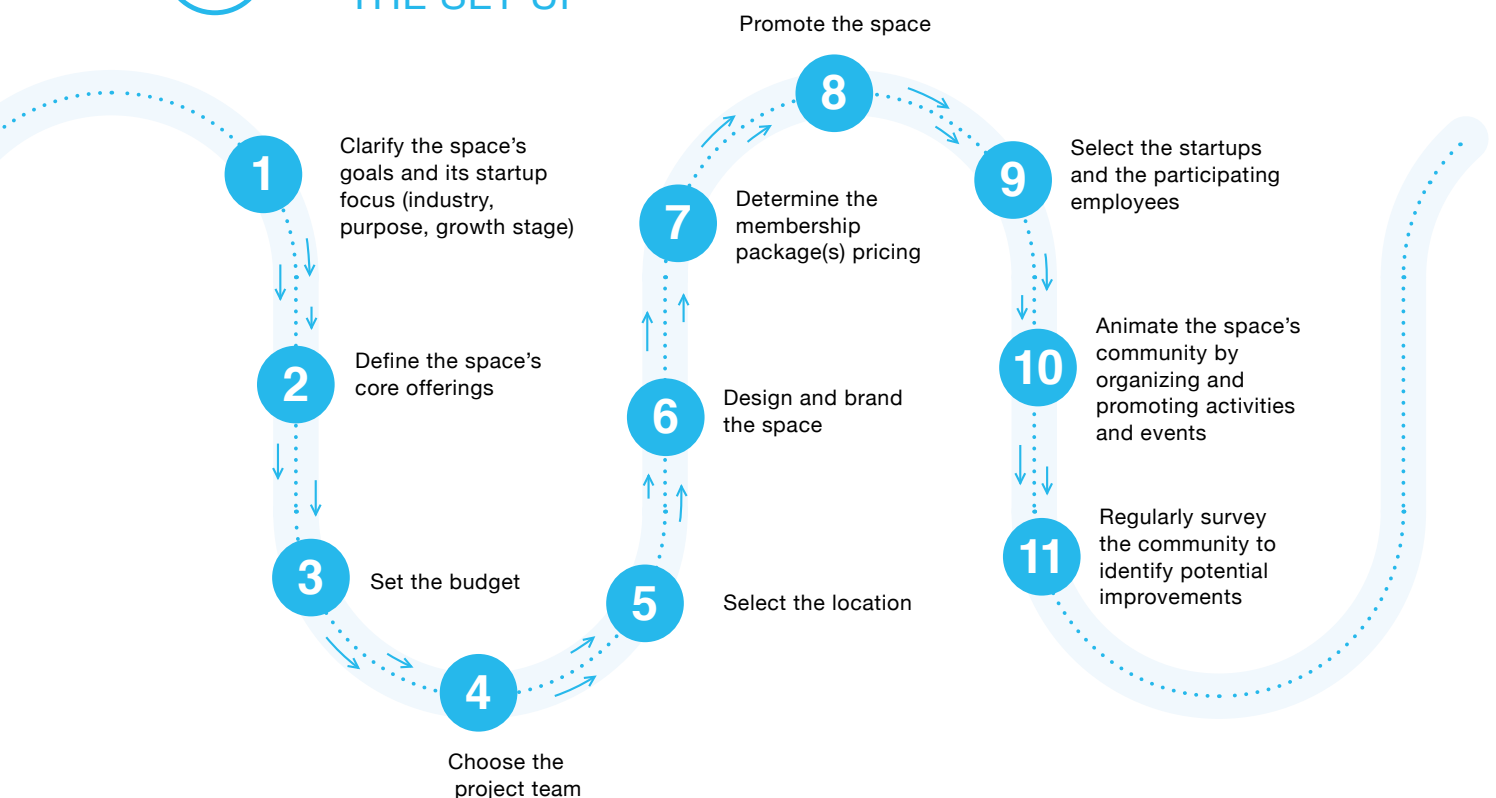
If you are interested in this initiative but lack the required resources, consider the following: instead of launching your own space, become a partner of an existing one or launch the coworking facility in collaboration with another institution.

The Alternative: 1.2 Support Services

If you are looking for a different initiative with similar objectives, consider support services where you can offer to startups free or cheaper access to your products, services and internal knowledge. This initiative will allow you to interact and share your resources with entrepreneurs without the need for a dedicated space.



ACTIVATE THE SET UP





ACCELERATE MEASURE AND IMPROVE

Output

- occupancy rate of the desks
- percentage of positive feedback
- number of satisfied entrepreneurs
- number of events and number of attendees
- number of partnerships initiated
- number of employees benefiting from the coworking space

Outcome & Impact



For Corporations

Enhanced brand image

- initiative and event mentions in social and traditional media
- net Promoter Score increase after a period from the launch of the space

Internal practices enhancement

- percentage of employees who reported an improvement of their standard of work, and a boost in creativity thanks to their presence in the coworking space
- Improvement in average time to market
- percentage of successful innovative projects



For Startups

Networking

- number of positive interactions reported by the coworking space's startups

Cost savings

- estimated cut-downs on typical business expenses offered by the membership packages



For Society

Adoption of collaborative consumption practices

- shared-resources use indicators

Development of the local economy

- number of startups implemented in the space
- number of talents retained
- number of procurement deals between the coworking space and local SMEs

Next Initiative: 3.4 Experimentation Lab

Now that you have startups renting desks in your space, you might consider an experimentation lab as your next initiative. It allows you to invite the hosted startups to design new solutions and build prototypes in your coworking space.



2.1

MENTORSHIP PROGRAMS

Employees share knowledge and networks with entrepreneurs

THE IDEA | AT A GLANCE

Mentorship describes a relationship in which a more experienced or more knowledgeable person helps to guide a less experienced or less knowledgeable person. A “two-way mentorship” program is connecting corporate executives with startups over a defined period of time and allowing them to benefit from each other’s experiences, knowledge and networks.

Example: In 2013, the Mowgli Foundation and Lafarge launched a mentorship program in Egypt. At a workshop, entrepreneurs were matched with mentors, marking the start of a year-long mentorship program.



KEY ELEMENTS

Duration: mid-term project

Startup Stage: primarily early stage

Key success factor: a team that is enthusiastic about entrepreneurship

ABILITY | ENABLERS REQUIRED

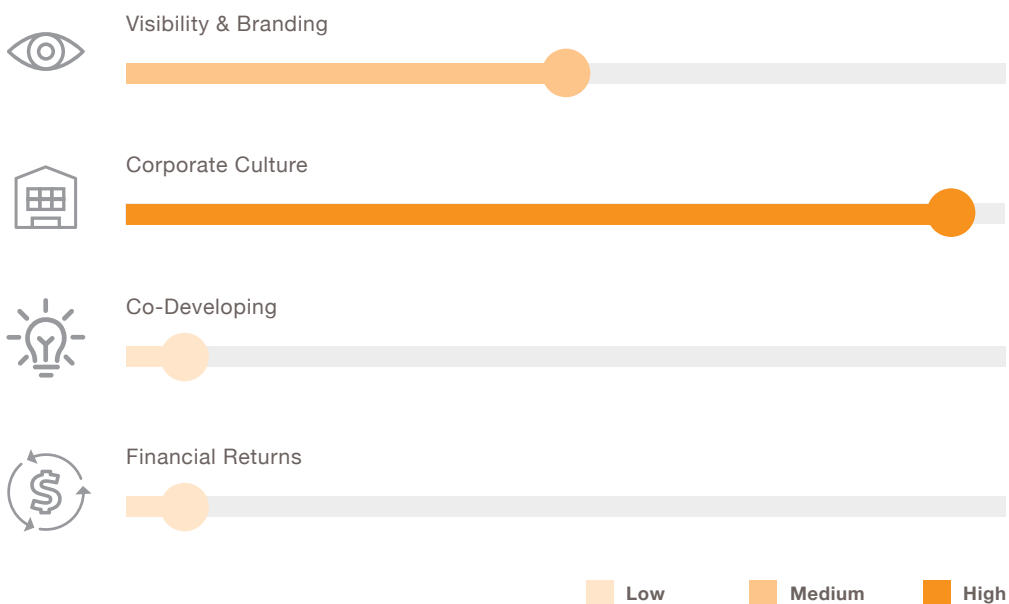
 Team  Budget  Reach-out



BENEFITS

- ✓ Inspire employees
- ✓ Create a powerful network

STRATEGY | OBJECTIVES SUPPORTED



Low Medium High



INITIATE IS THIS FOR YOU?

Consider the following questions – if you cannot confidently answer ‘yes’ to more than two questions, this initiative might not be ideal for you at the current stage.

- Can your executives advise startups in one or more relevant topics (accounting, legal, business model, growth strategy, customer acquisition, investment cultivation)?
- Are you aware of the key challenges faced by startups in the region?
- Are you aware of regional startups that operate in your industry or related fields?
- Can you commit to a reliable mentorship schedule that ensures regular meetings within the specified period of the program?

The Option

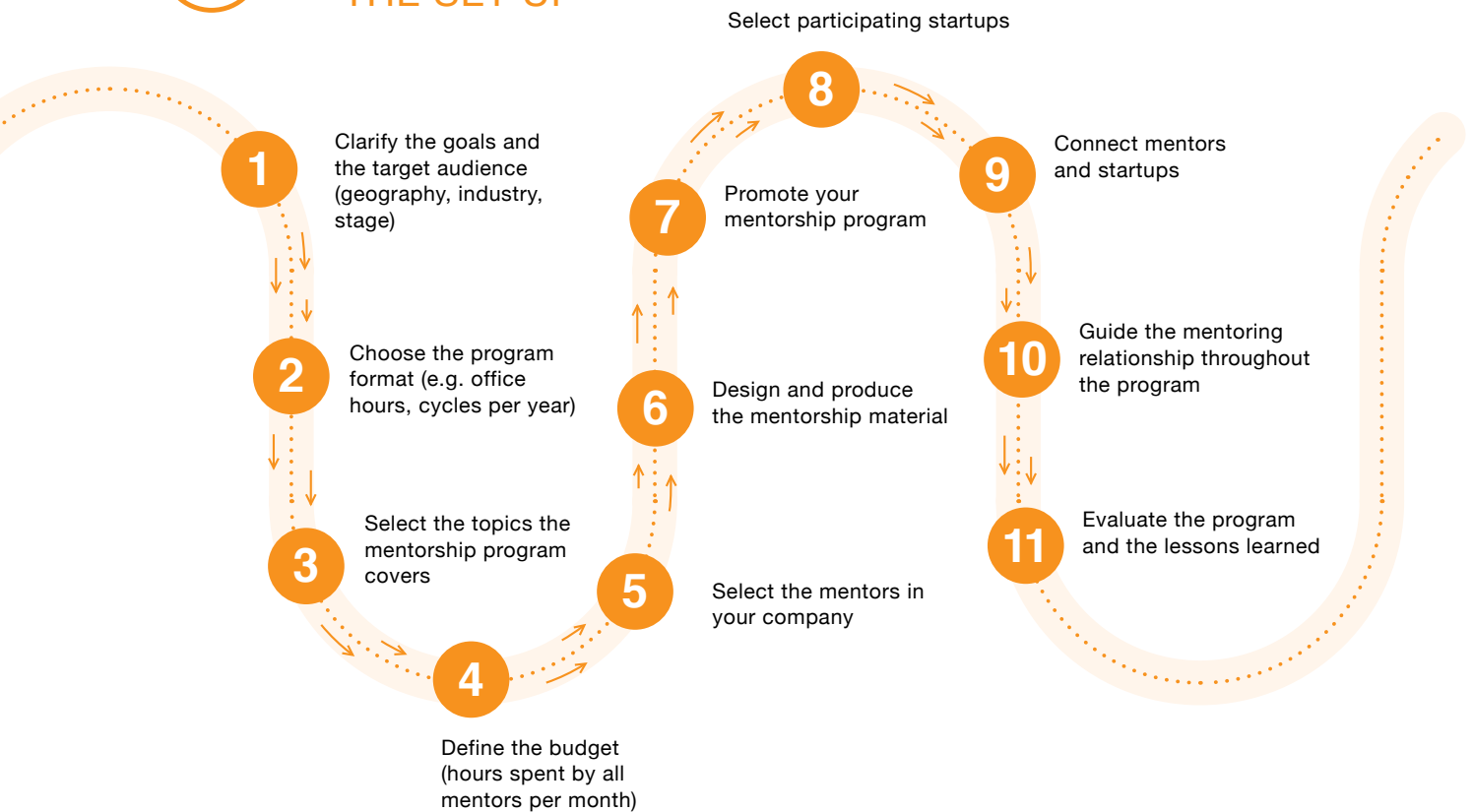
If you are interested in this initiative but lack the required resources, consider the following: Sponsor a mentorship program run by another entity, or become their partner with a limited contribution.

The Alternative: 2.3 Smart Sourcing

If you are looking for a different initiative with similar objectives, consider smart sourcing. It will allow you to support startups by buying their products and to become familiar with their practices and challenges.



ACTIVATE THE SET UP





ACCELERATE MEASURE AND IMPROVE

Output

- number of employees involved (and seniority)
- number of hours spent per year mentoring
- number of startups mentored
- share of satisfied entrepreneurs
- share of mentors that report they benefitted from their participation

Outcome & Impact



For Corporations

Increased employees' satisfaction and loyalty

- increase of employees' overall satisfaction after the launch of the program
- percentage of employees who mention the mentorship program as one of their satisfaction reasons

Internal practices enhancement

- percentage of employees who reported increased knowledge in agile methodologies

Increased visibility in the ecosystem

- number of startups which applied to benefit from the mentoring program
- number of startups which have benefitted from the mentorship
- number of startups satisfied from the mentorship



For Startups

Access to valuable knowledge and advice

- number of lessons learned by startups
- number of mentor's suggestions implemented by the startup

Networking

- percentage of startups that have perceived the provided support services as useful



For Society

Development of knowledge sharing practices

- number of problems solved thanks to mentor's advice
- number of mentorship meetings, degree of mentor's knowledge updating

Next Initiative: 1.2 Support Services

Now that you have mentored startups, you might consider support services as your next initiative. It allows you to provide startups, in addition to knowledge and advice, with products and services for free or at a discounted rate.



2.2

INTRAPRENEURSHIP PROGRAMS

Encourage entrepreneurship among employees

THE IDEA | AT A GLANCE

Internal entrepreneurship programs where employees are encouraged to generate and share new ideas and are given the authority and the support to implement those ideas without having to be concerned about whether or not they will generate revenues in the short term.

The intrapreneurship champions can also team up with startups, over a defined period of time, to solve problems and collaborate by leveraging each side's assets.

Example: CE Ventures is an intrapreneurship program by the Crescent Group. Employees are encouraged to launch startups within the company. They are provided a variety of services and offered the possibility to pitch their concept for a potential implementation within Crescent Group.



KEY ELEMENTS

Duration: long-term project

Startup Stage: early and potentially growth stage

Key success factor: nurture conducive culture

ABILITY | ENABLERS REQUIRED

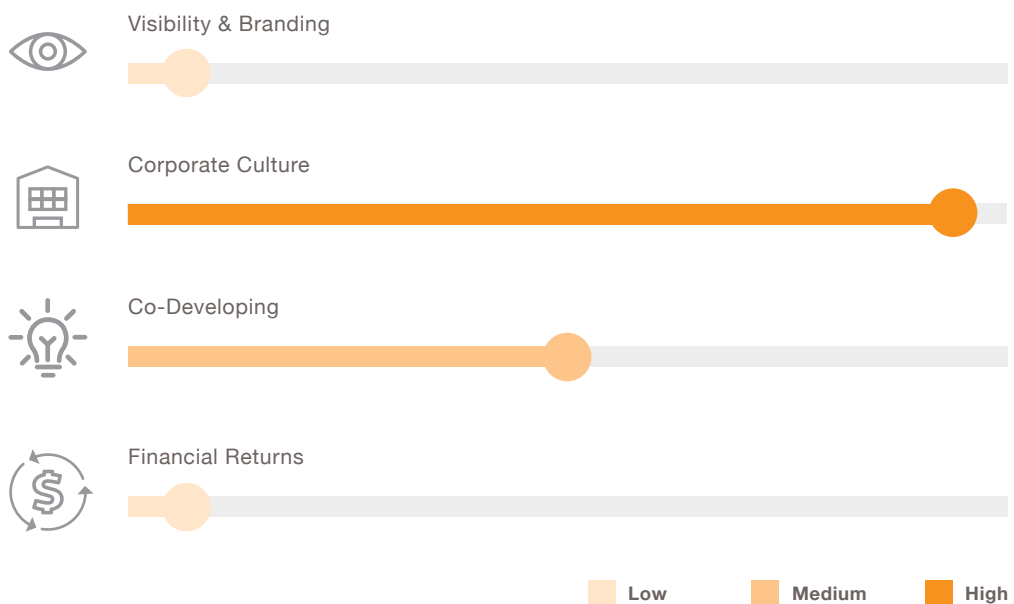
 Team  Budget  Reach-out



BENEFITS

- ✓ Create new solutions faster
- ✓ Unleash the internal innovation potential

STRATEGY | OBJECTIVES SUPPORTED





INITIATE IS THIS FOR YOU?

Consider the following questions – if you cannot confidently answer ‘yes’ to more than two questions, this initiative might not be ideal for you at the current stage.

- Do you want to motivate your employees to think outside of the box?
- Are you willing to support the ideas pitched?
- Do you believe that your company can benefit from its employees’ ideas?
- Are you willing to develop a strategic intrapreneurship orientation and build a formal intrapreneurship structure inside your corporation?

The Option

If you are interested in this initiative but lack the required resources, consider the following: invite successful entrepreneurs to talk about their journey and organize workshops around entrepreneurship, with an option for employees to pitch ideas and take time off to develop this within a partnering accelerator program.

The Alternative: 2.1 Mentorship Programs

If you are looking for a different initiative with similar objectives, consider mentorship programs where corporate employees are offered the opportunity to interact with promising startups and become familiar with their practices. It will help them develop an entrepreneurial mindset and come up with new ideas.



ACTIVATE THE SET UP





ACCELERATE MEASURE AND IMPROVE

Output

- number of ideas submitted and number of participating employees
- ratio of selected ideas
- ratio of implemented ideas
- revenues created or costs saved by the new ventures

Outcome & Impact



For Corporations

Increased employees' satisfaction and loyalty

- increase in employee satisfaction after the launch of the program
- percentage of employees who mention the intrapreneurship program as one of their satisfaction reasons
- decrease in employee turnover after the launch of the program

Expansion of the products/ services pipeline

- number of developed new products/services resulting from employees' ideas
- sales resulting from products/ services suggested by employees



For Startups

Increased partnership likelihood

- number of startups contacted by intrapreneurship champions to help them in developing/ implementing their ideas



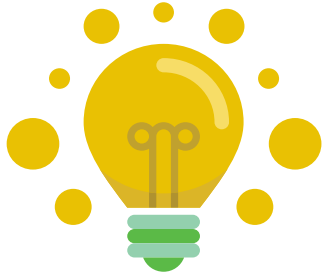
For Society

Development of a proactive and action-oriented business community

- number of intrapreneurship programs
- number of intrapreneurship champions

Next Initiative: 4.3 Corporate Venture Capital

Now that you have internally created startups, you might consider to source innovation externally through a venture capital fund.



2.3

SMART SOURCING

Source products/services from startups and provide feedback

THE IDEA | AT A GLANCE

Corporations can buy products/services from startups as part of their procurement strategy. They can also provide the selected startups with their feedback on the purchased items.

Example: The government of the UAE introduced an SME law in 2014 which stipulates federal authorities and ministries must contract at least 10 percent of their procurement budget for purchasing, servicing and consulting to SMEs.



KEY ELEMENTS

Duration: mid-term project

Startup Stage: primarily growth stage

Key success factor: corporation's ability to quickly approve purchase orders and issue payments

ABILITY | ENABLERS REQUIRED

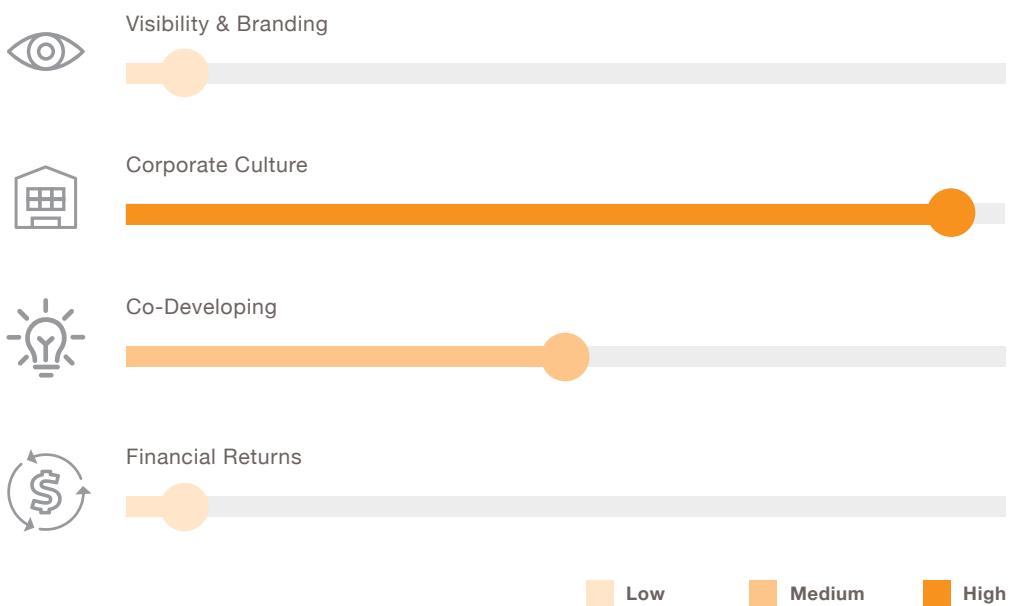
 Team  Budget  Reach-out



BENEFITS

- ✓ Spread innovation across all processes
- ✓ Become more agile and flexible

STRATEGY | OBJECTIVES SUPPORTED





INITIATE IS THIS FOR YOU?

Consider the following questions – if you cannot confidently answer ‘yes’ to more than two questions, this initiative might not be ideal for you at the current stage.

- Do you purchase smaller quantities for some goods or services?
- Are you interested in new - often digital - solutions?
- Can you ensure an unbureaucratic sales deal flow with the startup?
- Are you ready to learn how to do business with agile, prototyping companies?

The Option

If you are unsure whether you are able to source effectively from startups, award less sensitive contracts first and look for startups that are already serving corporate clients.

The Alternative: 2.1 Mentorship Programs

If you are looking for a different initiative with similar objectives, consider mentorship programs. They will allow you to support startups by providing them knowledge and advice and help them grow to become your potential suppliers.



ACTIVATE THE SET UP





ACCELERATE MEASURE AND IMPROVE

Output

- number of contracts awarded to startups
- share of specific kind of contracts awarded to startups
- value of contracts awarded to startups
- share of follow-up contracts (second contract to the same startup)
- percentage of deals that met the corporations' expectations
- percentage of startups that received feedback
- percentage of startups that received positive feedback

Outcome & Impact



For Corporations

A growing and more diversified supply chain base

- number of startups identified as potential suppliers
- number of products/services available at the identified startups

Access to cutting edge innovations

- number of innovative products/services sourced from startups
- clients satisfaction rate with smart sourced products/services



For Startups

Operations and management practices improvement

- number of changes implemented at the startup to answer the corporation demand and specifications

Secured and increased revenues

- percentage of revenues generated from the smart sourcing deals
- number of new sales deals generated thanks to existing smart sourcing agreements



For Society

Development of the local economy

- value of smart sourcing agreements with local startups
- startup share of revenues invested back into the local economy

Next Initiative: 3.2 Joint Development Agreement

Now that you have started sourcing from startups, you might consider joint development agreements as your next initiative. It allows you deepen your business relations with selected startups by signing collaboration agreements to co-develop and commercialize new products/services.



3.1

INNOVATION CHALLENGE

Run a competition with startups to solve a corporate challenge

THE IDEA | AT A GLANCE

An innovation framework starts with corporations clearly defining problems they need to solve and then crowdsource their resolution to startups over a defined period of time. The most promising solutions are identified and rewarded before being implemented.

Example: In 2013, Microsoft teamed up with Startup Weekend and DEMO to launch a global Windows app challenge. Developers, designers and entrepreneurs were given a chance to accelerate their Windows app from prototype to development to launch, receiving training and investment opportunities.

KEY ELEMENTS

Duration: short-term project

Startup Stage: primarily growth stage

Key success factor: attract leading startups in the domain

ABILITY | ENABLERS REQUIRED

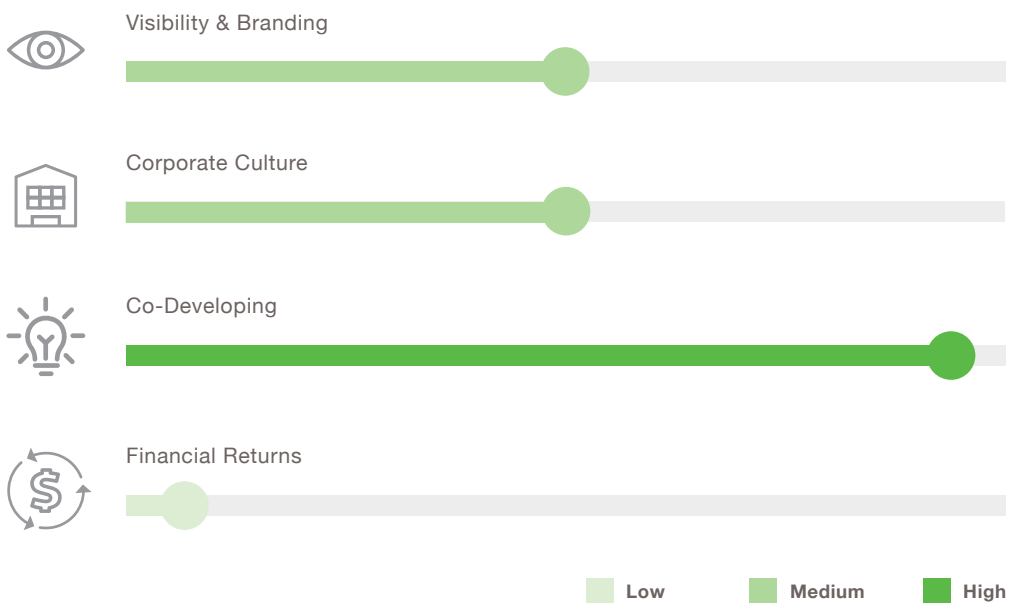
 Team  Budget  Reach-out



BENEFITS

- ✓ Experience startup's creativity
- ✓ Find solutions to corporate problems

STRATEGY | OBJECTIVES SUPPORTED





INITIATE IS THIS FOR YOU?

Consider the following questions – if you cannot confidently answer ‘yes’ to more than two questions, this initiative might not be ideal for you at the current stage.

- Are you ready to give startups the chance to solve a challenge your company is facing?
- Do you have a team eager to work with entrepreneurs?
- Do you have a reach-out strategy or a partner that can help you selecting the startups?
- Are you interested in subsequently spreading the news of your successful experiment?

The Option

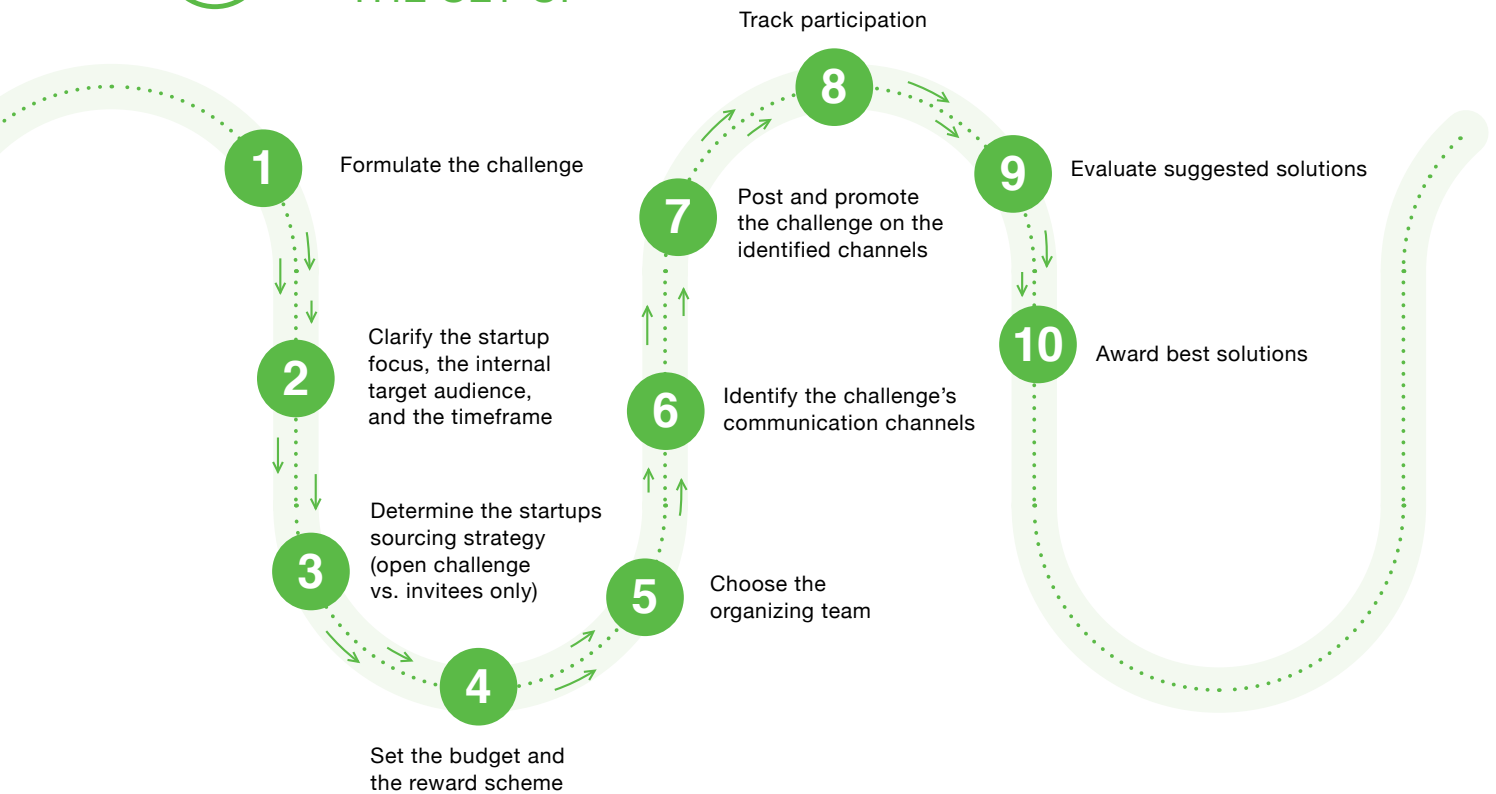
If you are unsure whether you are able to host an innovation challenge or to identify the right startups, consider a partner from within the ecosystem to run the show.

The Alternative: 3.4 Experimentation Lab

If you are looking for a different initiative with similar objectives, consider an experimentation lab. It will allow you to closely monitor the resolution of corporate problems that require long prototyping and testing cycles.



ACTIVATE THE SET UP





ACCELERATE MEASURE AND IMPROVE

Output

- number of participating startups
- number of projects that were submitted
- number of entrepreneurs involved
- number of participating employees

Outcome & Impact



For Corporations

A more cost effective problem solving approach

- value received by the avoidance of internal resource consumption, gains offered by only paying the successful solutions and avoiding failures' costs
- time/energy/waste saved due to innovative solutions developed

Cultural change

- percentage of employees that would like to repeat the challenge
- percentage of participating employees that report feeling more creative after their participation
- time spent with entrepreneurs
- time savings due to less hierarchies
- share of collaborative project teams per department

Positive perception of the brand

- percentage of customers who associate the brand name with positive concepts or values such as collaboration, openness or innovation



For Startups

Knowledge and skills development

- number of technologies/ skills developed to solve the corporate challenge
- number of new ways in applying existing knowledge/ technologies/ skills to solve the corporate challenge

Feedback and support

- percentage of startups that report benefitting from the challenge
- number of entrepreneurs involved in the creation of the products



For Society

Development of collaborative problem solving practices

- number of valid solutions developed for each problem
- number of collaborations created to develop solutions
- number of solutions shared between the contributors

Next Initiative: 3.2 Joint Development Agreement

Now that you run the innovation challenge, you might consider a joint development agreement as your next initiative. It allows you to pursue the development, the implementation and the commercialization (if applicable) of the suggested solutions in close collaboration with their initiators.



3.2

JOINT DEVELOPMENT AGREEMENT

Join efforts with startups to develop and/or promote new solutions

THE IDEA | AT A GLANCE

Agreement in which a corporation and a startup share, for a defined period of time, their respective strengths, resources, and expertise to jointly develop and/or promote a product or a service. The purpose of the arrangement can also be the joint adaptation of an existing product to a new market.

Example: Istikana was the first video on demand platform in MENA to partner with a telecom. In 2013, it launched a joint platform with Umniah in Jordan. Istikana increased its user base while Umniah diversified its entertainment services offered to 3G mobile subscribers.

KEY ELEMENTS

Duration: mid-term project

Startup Stage: primarily growth stage

Key success factor: corporation's commitment of its resources to the success of the program

ABILITY | ENABLERS REQUIRED

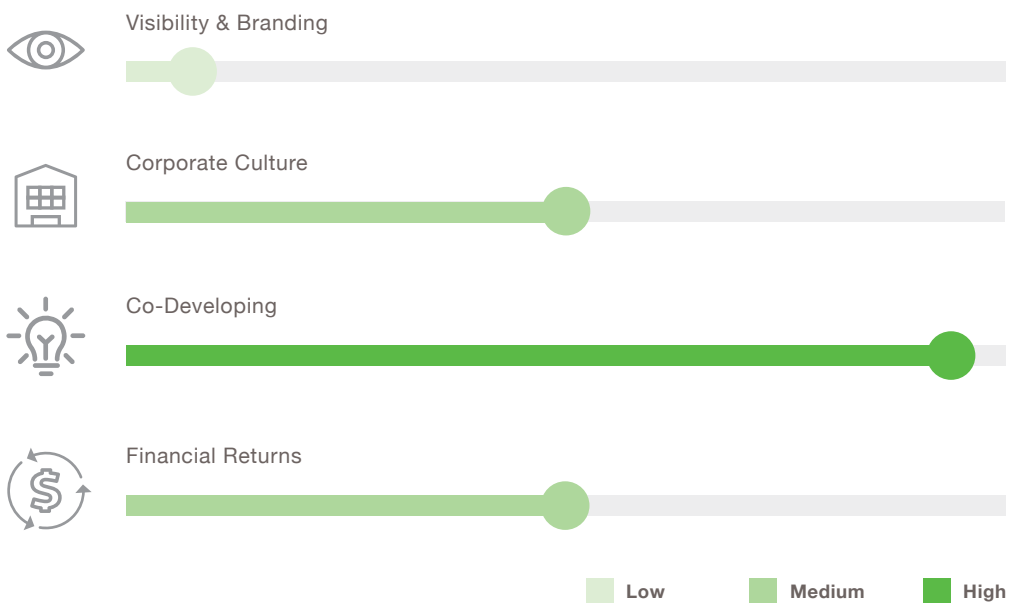
 Team  Budget  Reach-out



BENEFITS

- ✓ Diversify offering to reach new customers/markets
- ✓ Build a synergic business relationship

STRATEGY | OBJECTIVES SUPPORTED





INITIATE IS THIS FOR YOU?

Consider the following questions – if you cannot confidently answer ‘yes’ to more than two questions, this initiative might not be ideal for you at the current stage.

- Do you have capacity to offer startups’ products in promising markets?
- Is your marketing department interested in testing new products?
- Can you keep up with fast-changing iterations by your partnering startups?
- Are you open to associating yourself with startups in front of your customers?

The Option

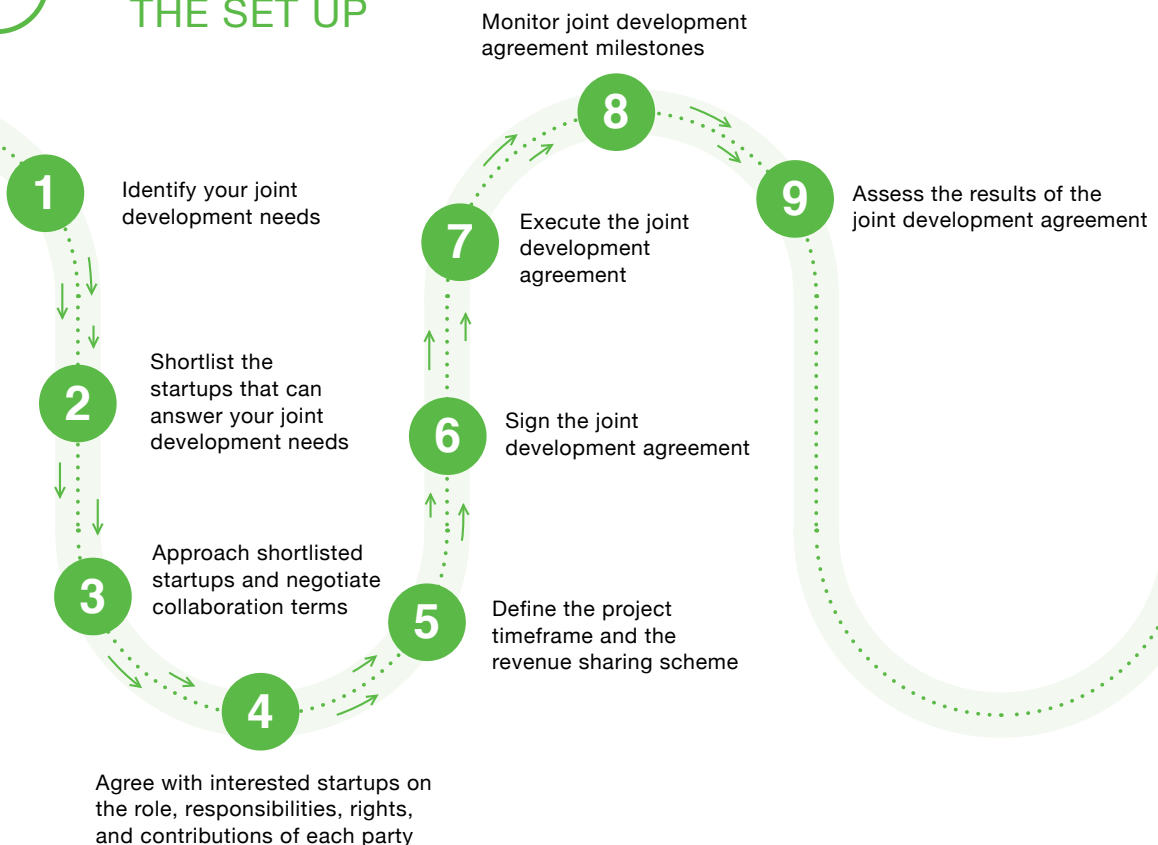
If you are unsure whether you are able to identify the right startups and cope with their fast iterations, start small and work with startups that already served corporate clients.

The Alternative: 3.4 Experimentation Lab

If you are looking for a different initiative with similar objectives, consider an experimentation lab. It will allow you to validate the potential synergies between your company and the selected startups before signing a joint development agreement.



ACTIVATE THE SET UP





ACCELERATE MEASURE AND IMPROVE

Output

- number of contracts awarded to startups
- number of jointly launched products and services
- sales generated from these products
- percentage of JDAs that were profitable within one year
- percentage of employees that supported the idea
- percentage of change in brand perception
- share of follow-up contracts (second contract to the same startup)
- percentage of startups that were satisfied with the JDA

Outcome & Impact



For Corporations

Development of new capabilities and new markets

- share of valid/useful applications
- number of startups that expressed interest in further collaboration
- number of markets reached
- number of new clients acquired thanks to JDAs

Cultural change

- number of skills acquired thanks to the collaboration with startups
- number of lessons learned from JDAs
- percentage of employees satisfied from their collaboration with startups

Increased revenue

- revenue growth related to JDA products



For Startups

New Opportunities

- number of products developed thanks to JDA
- number of new markets entered thanks to JDAs
- number of new clients acquired thanks to JDAs
- number of new technologies developed thanks to JDAs
- number of new contacts established thanks to JDA
- revenue growth related to JDAs products
- amount of funding obtained thanks to JDAs



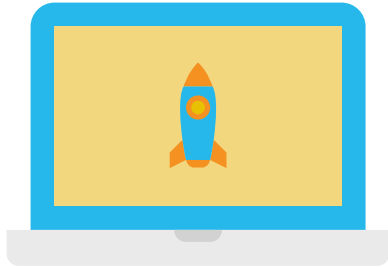
For Society

Development of new technologies

- number of new technologies made possible by JDAs
- number of social benefits generated by the technologies developed by JDAs

Next Initiative: 4.2 Mergers & Acquisitions

Now that you are working with startups via joint development agreements, you might consider mergers and acquisitions as your next initiative. It allows you to acquire the startups that proved to be key to the growth of your business and that have the right cultural fit.



3.3

OPEN INNOVATION PLATFORM

Invite startups to build applications on the corporate platform

THE IDEA | AT A GLANCE

Companies invite startups to build applications and/or offer products/services on their existing and standardized corporate platforms. This approach is suitable for corporations that are highly dependent on digital technologies like software developers and telecom.

Example: In early 2016, Visa opened its global network to innovators. With the launch of Visa Developer, the payment provider offers access for entrepreneurs to some of its most popular payment technologies and services including account holder identification, person-to-person payment capabilities, currency conversion and consumer transaction alerts.

KEY ELEMENTS

Duration: mid-term project

Startup Stage: primarily, but not only growth stage

Key success factor: platform attractiveness
and user-friendliness

ABILITY | ENABLERS REQUIRED

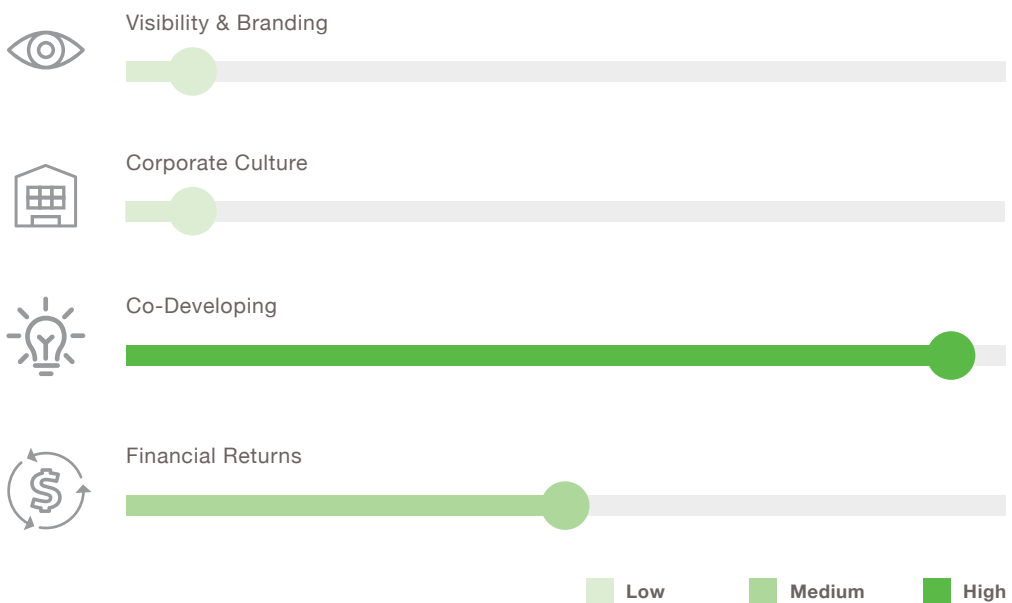
 Team  Budget  Reach-out



BENEFITS

- ✓ Leverage existing assets
- ✓ Build an outstanding offering

STRATEGY | OBJECTIVES SUPPORTED





INITIATE IS THIS FOR YOU?

Consider the following questions – if you cannot confidently answer ‘yes’ to more than two questions, this initiative might not be ideal for you at the current stage.

- Do you have assets that you can open up (e.g. API)?
- Do you need to develop additional features on your existing platform but lack resources and/or know-how?
- Do you expect people to use the open platform?
- Do you experience demand for this platform in a specific geography, and does it align with your business strategy?
- Do you believe the platform provides incentives to be chosen by entrepreneurs?

The Option

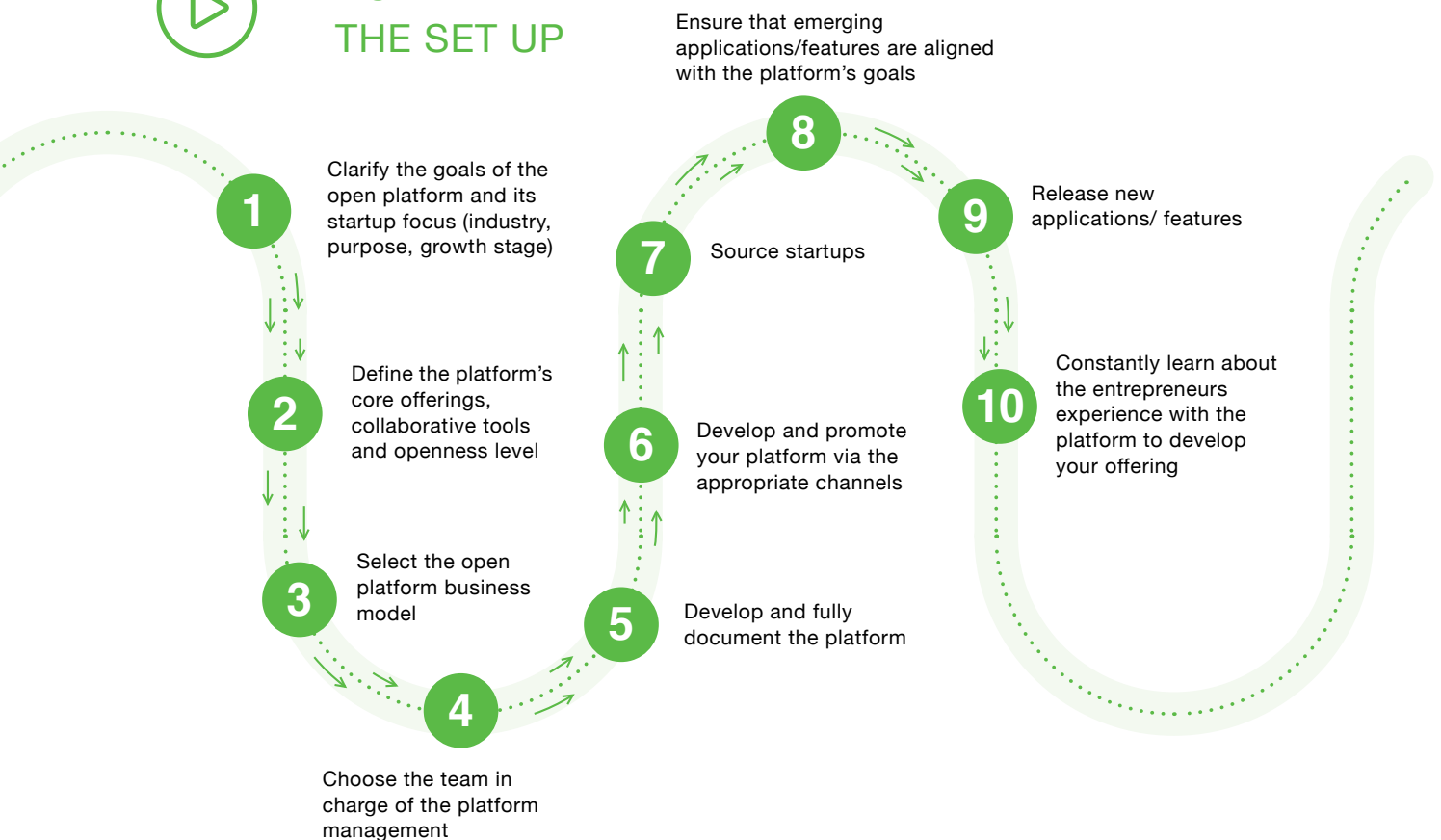
If you are unsure whether you should open up your platform, start with a limited number of partners. Conversely, if you struggle to attract startups to your platform, identify your unique selling proposition and improve your reach-out strategy.

The Alternative: 3.2 Joint Development Agreement

If you are looking for a different initiative with similar objectives, consider a joint development agreement. It will allow you to build new applications and solutions for your platform in collaboration with rigorously selected startups while fully controlling the development pathway.



ACTIVATE THE SET UP





ACCELERATE MEASURE AND IMPROVE

Output

- number of startups using the platform
- monthly growth over the year
- number of products and services offered on the platform
- sales generated by startups on the platform
- percentage of startups that were satisfied with the platform

Outcome & Impact



For Corporations

Growth of the existing offering

- additional corporate revenues generated by startups' applications
- increase of platform end-users that can be attributed to startups' applications
- increase in customers satisfaction rate thanks to startups' applications

Enhanced functionalities at lower costs

- number of successful features developed by startups that corporations failed to develop
- time/cost/resources saved by corporations thanks to features developed by startups on their behalf



For Startups

Development of new solutions

- number of new applications developed thanks to the open platform

A broader client base

- number of new customers acquired thanks to the open platform
- number of products sold on the open platform



For Society

Development of a customer-centric offering

- number of successful features developed by startups that would have been blocked or disregarded by the corporations
- number of features requested by end-users and successfully developed by startups

Next Initiative: 4.1 Corporate Venture Capital

Now that you run an open platform for startups, you might consider a venture fund as your next initiative. It allows you to buy equity shares in the most successful startups on your platform to optimize the synergies.



3.4

EXPERIMENTATION LAB

Test products and business models with entrepreneurs

THE IDEA | AT A GLANCE

Facilities where entrepreneurs gather to produce prototypes, test ideas, and collaborate with professionals from relevant fields. Beyond validating their concepts, corporations might offer promising ideas additional support.

Example: In 2015, Royal Jordanian partnered with Oasis500 to create the “Innovation Open Lab.” Startups are invited to use the commonly created lab to solve challenges experienced by the aviation industry, and to harness the industrial internet, improving both passenger experience and fleet management.

KEY ELEMENTS

Duration: mid-term project

Startup Stage: primarily early stage

Key success factor: have a well-connected team running the space

ABILITY | ENABLERS REQUIRED

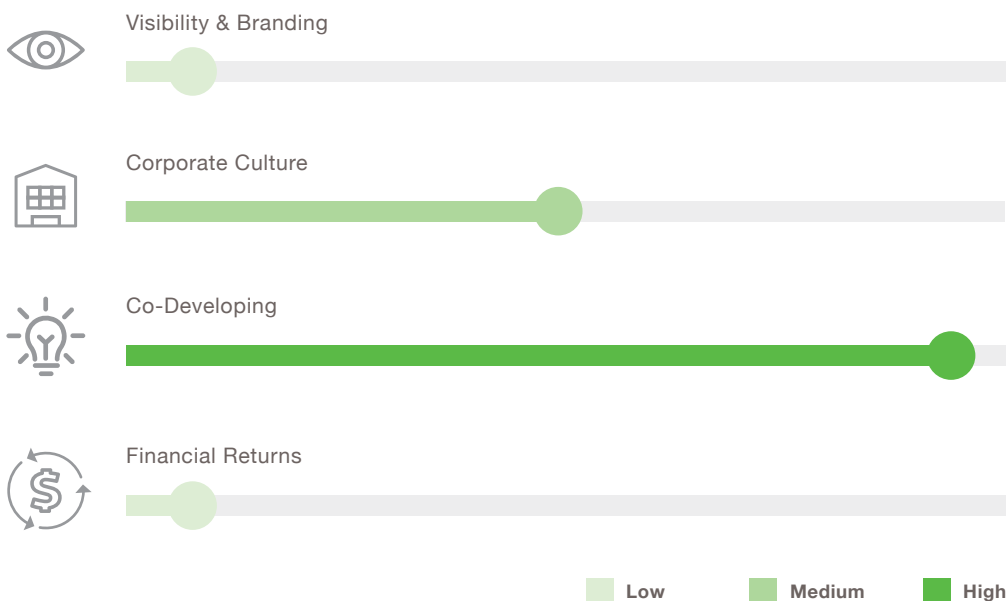
 Team  Budget  Reach-out



BENEFITS

- ✓ Explore unconventional and radical new ideas
- ✓ Start building research capacity

STRATEGY | OBJECTIVES SUPPORTED





INITIATE IS THIS FOR YOU?

Consider the following questions – if you cannot confidently answer ‘yes’ to more than two questions, this initiative might not be ideal for you at the current stage.

- Do you have experts that could offer support in relevant domains (e.g. cleantech, healthcare, fintech...)?
- Can you create a team that has a mandate to spend time with entrepreneurs and inventors?
- Can you offer follow-up services for promising inventions?
- Can you establish the facility in a city with known entrepreneurial potential and equip it with collaboration tools?

The Option

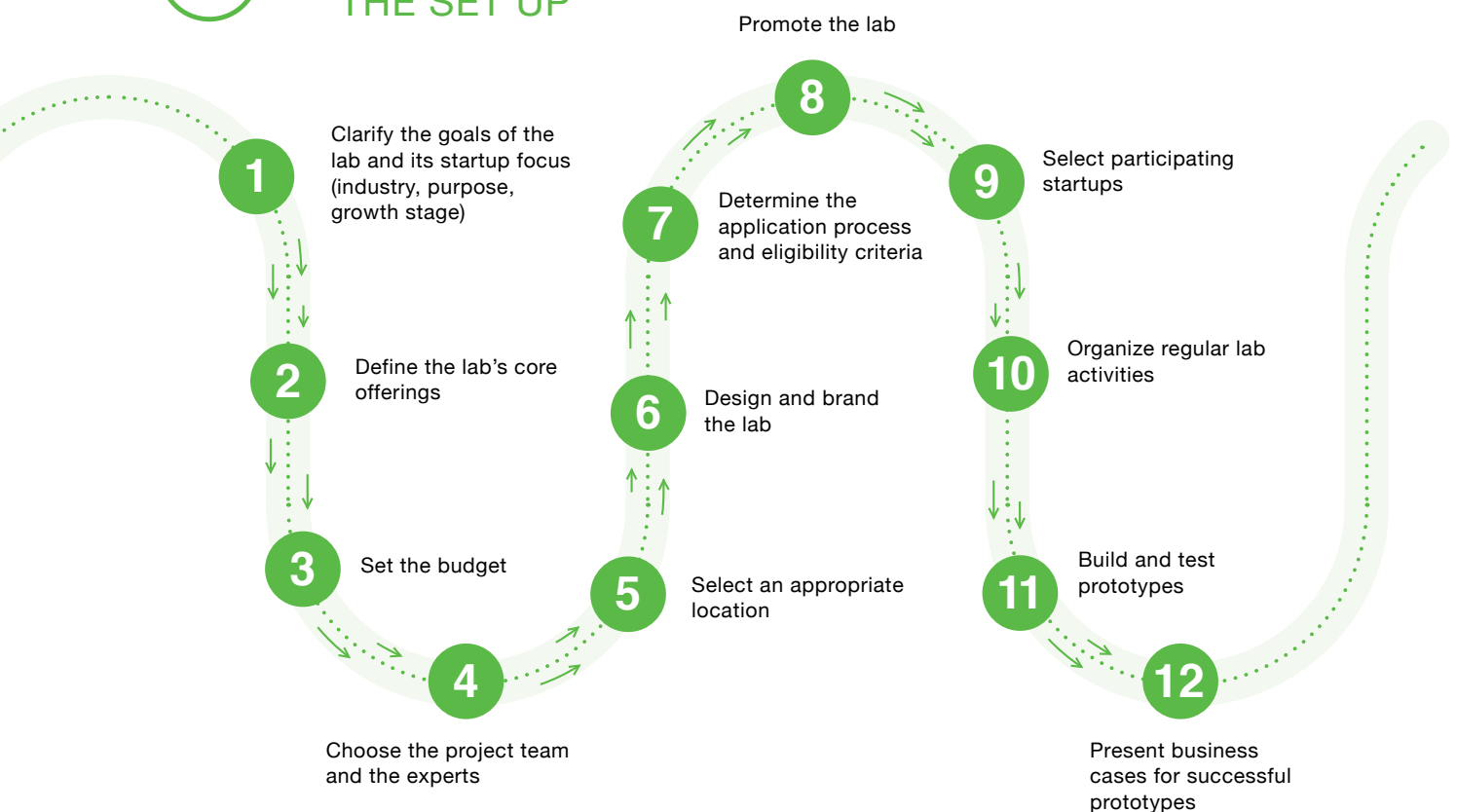
If you are unsure whether you are able to offer regular support in your experimentation lab, consider a partnership with a university, techpark or other corporations.

The Alternative: 3.1 Innovation Challenge

If you are looking for a different initiative with similar objectives, consider innovation challenges. They enable you to tap into diverse perspectives and talent to find innovative solutions to your corporate problems without the need for a permanent and dedicated physical space.



ACTIVATE THE SET UP





ACCELERATE MEASURE AND IMPROVE

Output

- occupancy rate of the lab
- percentage of positive feedback from entrepreneurs and employees
- number of tested projects
- number of activities organized
- number of successful projects
- number of visitors to the facility

Outcome & Impact



For Corporations

Faster and cheaper product development

- number of projects that resulted in follow-up collaborations
- number of identified failures, time spent to develop new solutions
- time/energy/waste/cost saved due to developed innovative solutions

Cultural change

- percentage of employees that report increased work satisfaction
- time savings due to less hierarchies
- share of collaborative project teams per department
- percentage of employees that report having benefited from their experience in the lab



For Startups

Product or business model validation

- number of startups that received mentorship / training / investment after validating their project in the lab
- number of startups that changed their business model/refined their product after participating in the lab



For Society

Development of the local economy

- number of stakeholders with different backgrounds that contribute to the lab
- number of inventions and business models tested that seek to further societal good

Creation of a collaborative knowledge cluster

- number of products directly tested with end-users
- number of prototypes built based on end-users needs

Next Initiative: 4.1 Accelerator/ Incubator

Now that you have build business cases for successful prototypes in the experimentation lab, you might consider an accelerator/ incubator as your next initiative. It allows you to turn your tested ideas into viable commercial products and services in a short period of time.



4.1

ACCELERATOR/ INCUBATOR

Provide startups with training and resources, including small investments

THE IDEA | AT A GLANCE

Organizations designed to accelerate the growth and success of startups through an array of support resources and services that usually include physical space, mentorship, common services, and networking connections. In addition, most incubators/accelerators invest in startups in return for a defined equity stake. Incubators may differ from accelerators in terms of program's length, startup focus, and size of the requested equity share.

Example: DP World launched its seed accelerator Turn8 in 2013. The UAE based program accelerated over 50 startups from all over the world.

KEY ELEMENTS

Duration: long-term project

Startup Stage: primarily early stage

Key success factor: deliver a competitive program to attract exciting applications

ABILITY | ENABLERS REQUIRED

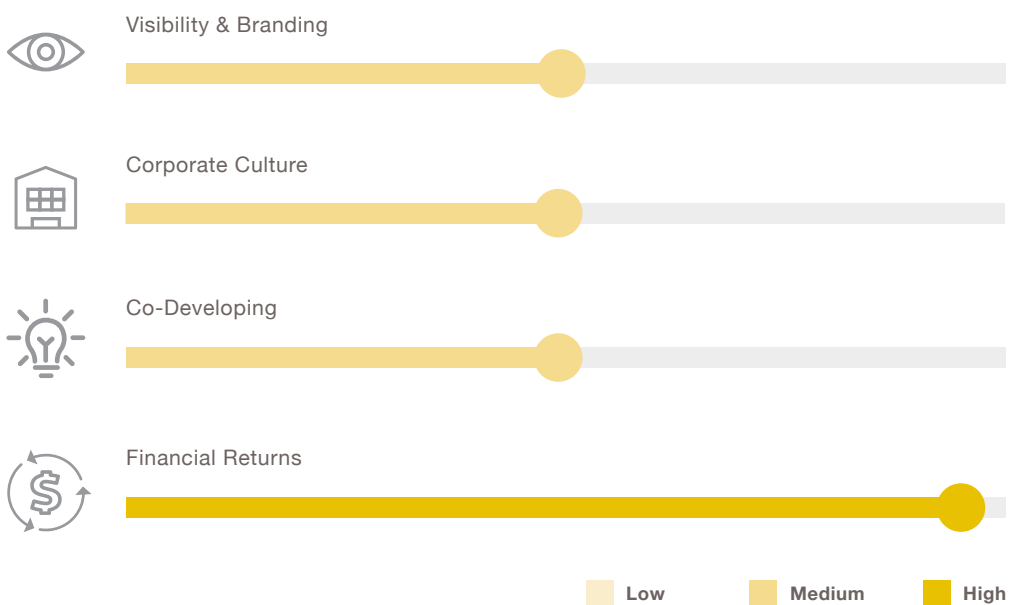
 Team  Budget  Reach-out



BENEFITS

- ✓ Help building new companies
- ✓ Earn financial returns

STRATEGY | OBJECTIVES SUPPORTED





INITIATE IS THIS FOR YOU?

Consider the following questions – if you cannot confidently answer ‘yes’ to more than two questions, this initiative might not be ideal for you at the current stage.

- Are you ready to invest a substantial amount of money into premises capable of hosting a set of startups?
- Are you able to provide these startups with initial funding? Alternatively, do you have a partner who will undertake funding incubated/accelerated startups?
- Can you offer mentors for the accelerator/incubator program? Alternatively, can you tap into a mentor network?
- Can your accelerator/incubator provide an added value to the intended location?
- Can you develop a competitive incubator/accelerator offering?

The Option

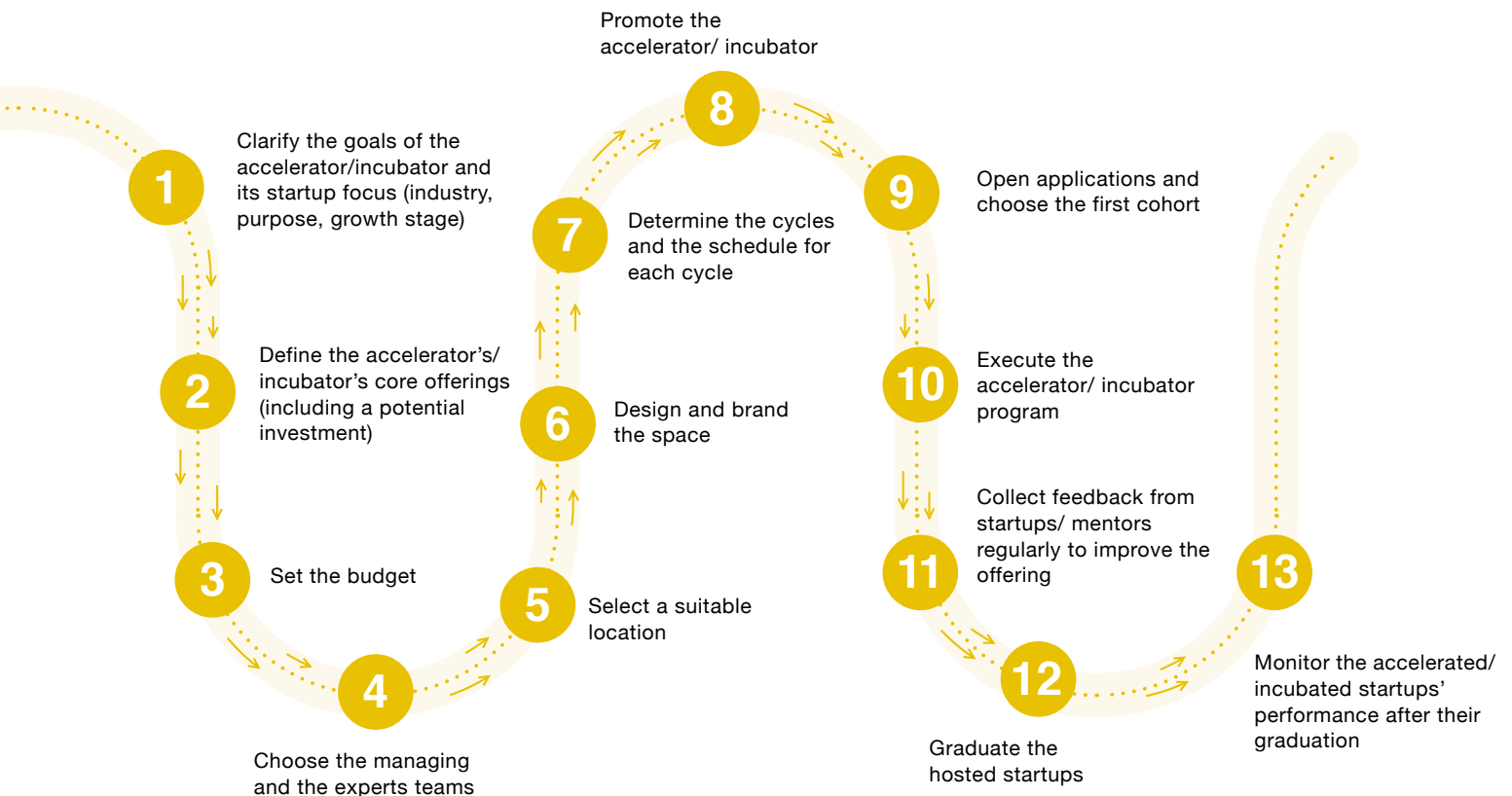
If you are unsure whether you are able to build and run an accelerator/ incubator by yourself, consider a partnership with an existing one or launch one in collaboration with other organizations.

The Alternative: 4.2 Mergers & Acquisitions

If you are looking for a different initiative with similar objectives, consider mergers and acquisitions. It will allow you to directly acquire promising startups and integrate them to your company.



ACTIVATE THE SET UP





ACCELERATE MEASURE AND IMPROVE

Output

- number of applications per round
- number of applications accepted per round
- number of startup team members per round
- satisfaction rate among participants
- percentage of startups that received follow-up funding within one year after graduation
- number of hours spent by employees offering training in the accelerator

Outcome & Impact



For Corporations

Additional revenue generation

- percentage of corporate revenues generated by accelerator's/ incubator's equity shares

Exploration of new ideas

- number of new ideas generated by the accelerated/incubated startups
- number of prototypes developed by accelerated/incubated startups
- number of viable products/services developed by accelerated/incubated startups

Cultural change

- percentage of employees that report having benefited from their experience in the accelerator/incubator
- percentage of employees that report a boost in creativity after their participation in the acceleration/incubation program

Increased visibility in the startups ecosystem

- number of accelerator/incubator mentions in articles and posts
- number of social media engagements with accelerator/incubator



For Startups

Access to valuable knowledge and advice

- number of lessons learned by startups
- number of mentors' suggestions incorporated in operational processes

Access to funding

- number of funding propositions obtained via the accelerator/incubator
- number of funding obtained via the accelerator/incubator

Networking

- number of positive connections established by startups thanks to their presence in the accelerator/incubator

Cost savings

- estimated cut-downs on typical business expenses thanks to the presence in the accelerator/incubator



For Society

Development of a startup cluster with greater viability and superior performance

- difference of lifespan between accelerated/incubated startups and non-accelerated startups
- difference in valuation between accelerated/incubated startups and non-accelerated startups

Adoption of collaborative consumption practices

- shared-resources use indicators

Development of the local economy

- number of talents retained thanks to accelerators/incubators
- number of procurement deals between the accelerators/incubators and local SMEs
- number of hires in incubated startups within one year after graduation

4.3 Corporate Venture Capital

Now that you are working with startups in the accelerator or incubator, you might consider a venture fund as your next initiative. It allows you to invest funds directly in the most promising incubated/accelerated startups.



4.2

MERGERS & ACQUISITIONS

Enter new verticals, hire impressive teams, and grow your company through acquisitions

THE IDEA | AT A GLANCE

Acquisition of a startup by a corporation through either the purchase of its shares or the purchase of its assets, often while hiring the talent(s) that build the acquired venture.

Example: In early 2016, Zain Group acquired a strategic stake in Lebanon-based mobile apps developer, FOO. Zain's Digital Frontier and Innovation (ZDFI) business unit focuses on digital services and smart cities. Acquisitions are part of its strategy.

KEY ELEMENTS

Duration: long-term project

Startup Stage: primarily growth stage

Key success factor: ensure smooth transition to protect the startup culture

ABILITY | ENABLERS REQUIRED

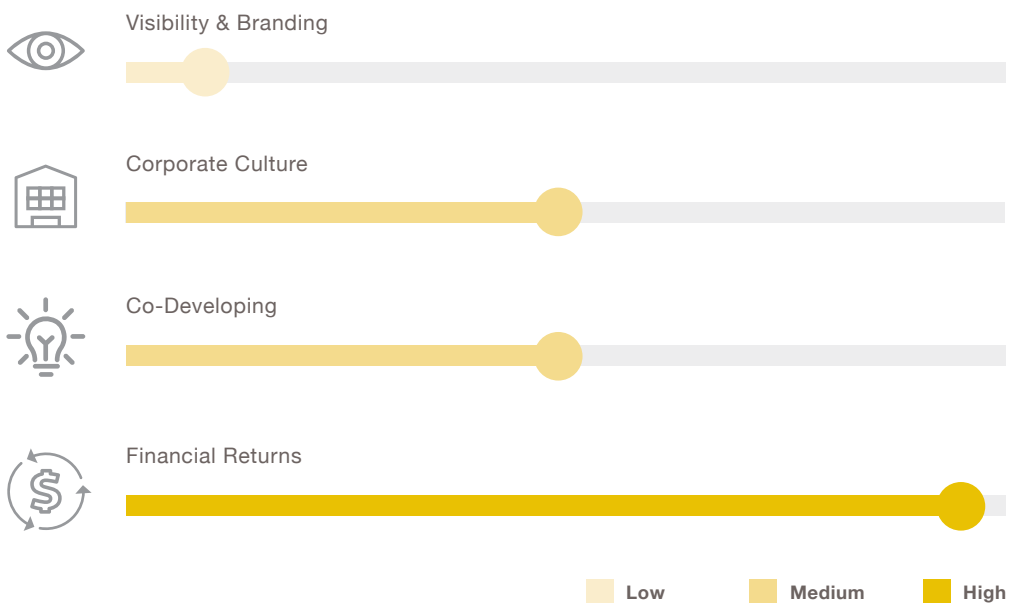
 Team  Budget  Reach-out



BENEFITS

- ✓ Diversify your products
- ✓ Increase market share
- ✓ Acquire talented teams

STRATEGY | OBJECTIVES SUPPORTED





INITIATE IS THIS FOR YOU?

Consider the following questions – if you cannot confidently answer ‘yes’ to more than two questions, this initiative might not be ideal for you at the current stage.

- Do you have significant financial resources to acquire companies?
- Do you have experience with M&As?
- Do you want to pivot into new industries?
- Do you have a pipeline of potential acquisitions?

The Option

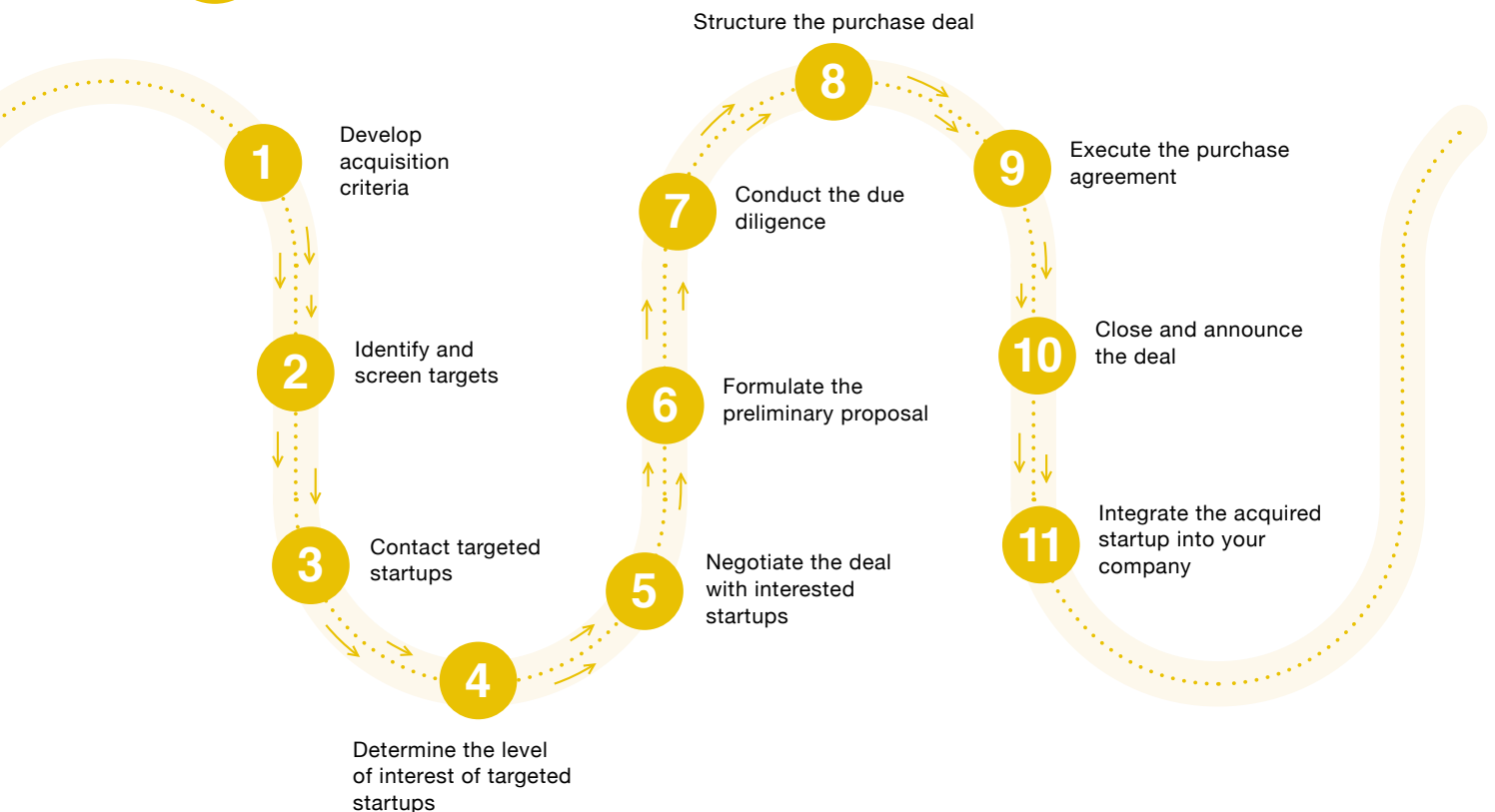
If you are unsure whether you want to regularly acquire startups, consider one-offs and ensure you are aware of the startups in your targeted geography and industry.

The Alternative: 4.3 Corporate Venture Capital

If you are looking for a different initiative with similar objectives, consider a venture fund. It will allow you to buy shares in selected startups, become familiar with their operating mode and their teams, and closely monitor their performance. Thanks to these elements, you will be able to identify the most suitable ones for a potential acquisition.



ACTIVATE THE SET UP





ACCELERATE MEASURE AND IMPROVE

Output

- number of acquisitions
- number of acquihires
- financial value created by the acquisition within the first year
- percentage of acquisitions that are considered a success after the first year
- potential value of new market entered

Outcome & Impact



For Corporations

Financial benefits

- percentage of revenues increase that can be attributed to the acquired startup
- percentage of EPS increase that can be attributed to the acquisition operation(s)

Development of synergies

- number of synergies created thanks to the acquisition operation(s)
- costs saved thanks to acquisition operation(s)

Talent reinforcement

- number of initiatives taken by acquihires and their respective teams



For Startups

Immediate liquidity

- amount received by startup's owner(s)
- duration between the closure of the sales deal and the receipt of funds

Reputation advantage

- number of published articles and posts related to the startup's acquisition
- number of solicitations received by founders after the acquisition



For Society

Consolidation of critical economic sectors

- percentage of growth of a given sector that can be attributed to acquisition operations

Next Initiative: 4.3 Corporate Venture Capital

Now that you are acquiring selected startups, you might consider a venture fund as your next initiative. It allows you to nurture your M&A pipeline by having multiple investments in high risk-high rewards startups.



4.3

CORPORATE VENTURE CAPITAL

Setting up a Corporate VC fund or funding existing third party funds

THE IDEA | AT A GLANCE

Corporate Venture Funds provide startups with capital to grow their venture. Beyond financial returns, this initiative allows companies to sustainably source innovation from outside.

Example: MBC launched its fund MBC Ventures in 2012 that targets MENA startups in the media space. To date, it has invested in nine startups.

KEY ELEMENTS

Duration: long-term project

Startup Stage: primarily growth stage

Key success factor: build a portfolio and take a long-term view for returns

ABILITY | ENABLERS REQUIRED

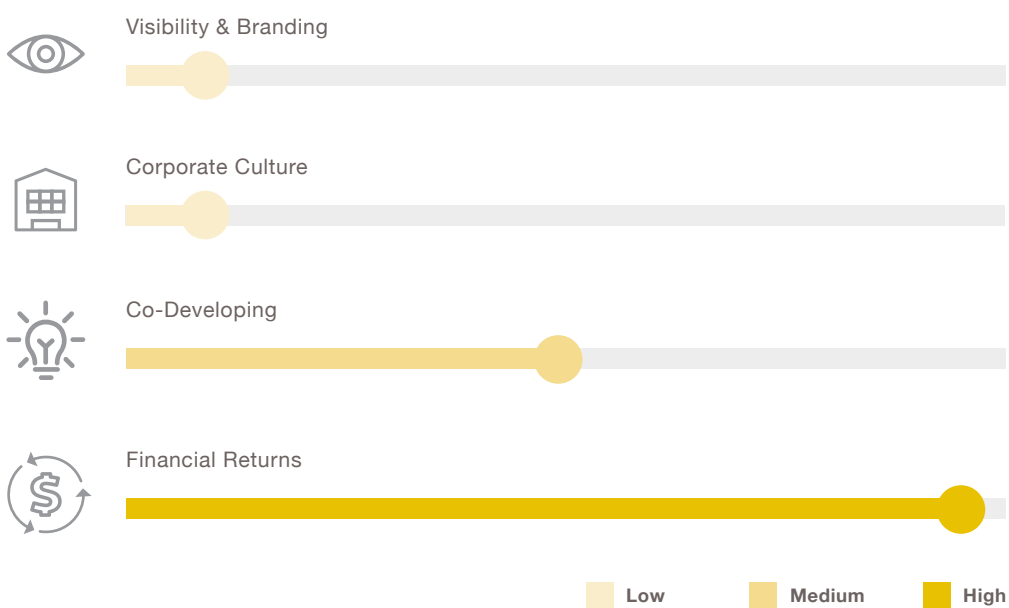
 Team  Budget  Reach-out



BENEFITS

- ✓ Generate financial return
- ✓ Grow non-core areas

STRATEGY | OBJECTIVES SUPPORTED





INITIATE IS THIS FOR YOU?

Consider the following questions – if you cannot confidently answer ‘yes’ to more than two questions, this initiative might not be ideal for you at the current stage.

- Are you ready to invest at least \$1 million in startups within the coming three years?
- Are you able to wait five years for a return on investment?
- Are you prepared to have seven out of ten startups failing?
- Has your company invested in startups in the past?

The Option

If you are interested in this initiative but lack the required resources, consider the following: instead of launching your own fund, become a limited partner in an existing one.

The Alternative: 4.1 Accelerator/ Incubator

If you are looking for a different initiative with similar objectives, consider an accelerator/ incubator. It offers space, services and mentoring in exchange for equity.



ACTIVATE THE SET UP





ACCELERATE MEASURE AND IMPROVE

Output

- number of portfolio companies invested in
- investment per portfolio company
- investment per industry
- fund appreciation
- capital deployed
- allocated capital for follow on funding

Outcome & Impact



For Corporations

Financial and operational benefits

- return on investment (valuation of portfolio and realized gains through exits)
- product portfolio growth (number of products and revenues generated)
- new markets entered (market share and market growth)



For Startups

Operations growth

- revenue growth rate
- user acquisition growth rate
- user engagement
- EBITDA improvements

Reputation advantage

- number of published articles



For Society

Development of the local economy

- jobs created after one year of funding
- benefits of innovation (e.g. CO2 saved, prices cut, access increased for million people)

Next Initiative: 4.2 Mergers & Acquisitions

Now that you have invested in startups, you might consider mergers and acquisition as your next initiative. It allows you to enter new verticals, hire impressive teams and grow your company through acquisitions.

D. THE IMPACT

The Impact Measurement Framework

After selecting and implementing the CE initiatives, you should continuously measure the performance and the results of your collaborations. To accomplish this task, you can use **the impact measurement framework model**. It will help you in:

- Documenting the CE collaborations' resources
- Verifying the consequences of the CE activities implemented
- Identifying the correlations the CE activities and their related resources on one side and their effects on the other side.

The impact measurement framework is articulated around four key components: The inputs, the outputs, the outcomes and the impacts. They are all detailed in Figure D1.

Figure D1:

THE IMPACT MEASUREMENT FRAMEWORK KEY COMPONENTS

	INPUT	OUTPUT	OUTCOME & IMPACT
Definition	The resources allocated during the lifetime of the CE initiatives	The activities and services delivered by the use of the inputs	The medium term changes (outcomes) created as a result of the outputs and the long-term effects (impacts) of your initiatives
Major sub-components	<ul style="list-style-type: none"> • Employees • Money • Time • Materials • Equipment • Technologies • Partners 	<ul style="list-style-type: none"> • Meetings/events/ workshops/ trainings organized and their respective reach • Products/services developed and/or delivered • Knowledge produced • Revenues generated 	<ul style="list-style-type: none"> • Medium term changes in: <ul style="list-style-type: none"> • Learning • Awareness • Attitudes • Skills • Behavior • Practices • Motivations • Social actions • Long-term effects on: <ul style="list-style-type: none"> • Social conditions • Economic conditions • Civic conditions • Environmental conditions

How to use it

To properly use the Impact Measurement Framework model you should:

1. For each implemented CE initiative:
 - Track the resources invested to insure its implementation.
 - Track the activities generated by the implemented initiative. You can use, for this purpose, the suggested indicators available in the output section of the relevant CE initiative detailed in this toolkit.
 - Assess the short/medium/long term effects of the implemented initiative on the different stakeholders. For assistance on this task, you can refer to the "Outcomes-Impacts" section of the relevant CE initiative.
2. Sum the inputs, the outputs, the outcomes and the impacts of all your CE initiatives to obtain the overall view of your CE collaborations.
3. Put a monetary value to each outcome/impact to estimate the total value generated and compare it to the budget invested (input).

Figure D2 illustrates the application of the impact measurement framework on the "entrepreneurship event" initiative.

Figure D2:

EXAMPLE FOR MEASURING ENTREPRENEURSHIP EVENT







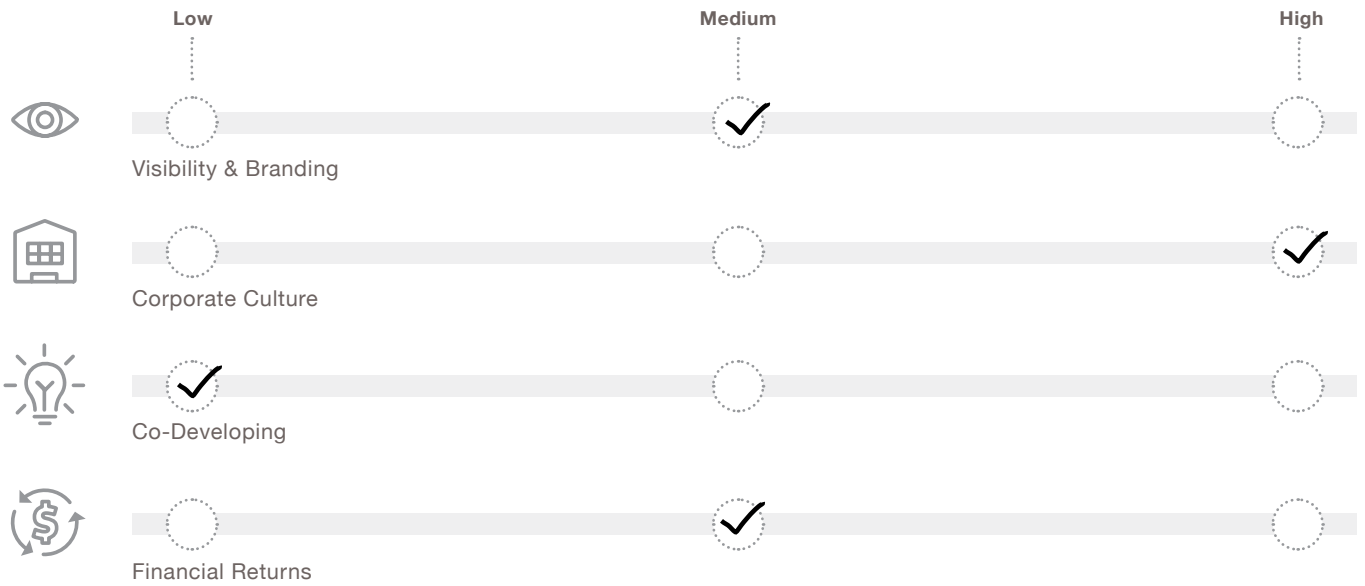
INPUT	OUTPUT	OUTCOME & IMPACT
 <p>4 employees 4x\$12x120hrs=\$5,760</p>  <p>Budget for events =\$18,000</p>  <p>Outreach via Partnership with platform, for free</p> <hr/> <p>Total Budget \$23,760</p>	<p>3 events awareness raising for youth; workshop around robotics; startup competition</p> <p>416 people signed up, 321 attended, 83% would attend again</p> <p>14 experts participated, 1 university partnered</p> <p>1,253 social media interactions</p>	 Corporations <p>Increased visibility</p> <ul style="list-style-type: none"> • 5,149 related internet searches • 12,353 social media mentions • 13 articles published about the event <p>New partnerships</p> <ul style="list-style-type: none"> • 14 participating experts • 2 of event's partners <p>Employee engagement</p> <ul style="list-style-type: none"> • 86% of positive feedback received from participating employees • 95% of employees willing to participate in other similar events  Startups <p>Increased visibility</p> <ul style="list-style-type: none"> • 33 startup names mentioned in the articles and social media posts covering the event <p>Networking</p> <ul style="list-style-type: none"> • 143 positive interactions reported by the startups participating in the event  Society <p>Awareness development</p> <ul style="list-style-type: none"> • 795,437 views of the event-related articles and social media posts • 1,453,931 engagements with the event-related content

Figure B2:

THE ROADMAP FOR COLLABORATIVE ENTREPRENEURSHIP

1 STRATEGY YOUR COLLABORATION OBJECTIVE



2 YOUR CURRENT INITIATIVES & ENABLERS

TODAY

Initiatives

2.1 MENTORSHIP PROGRAMS

.....

.....

.....


.....


.....


.....

.....

Enablers







3 YOUR FUTURE INITIATIVES & ENABLERS

YEAR 1

Initiatives

2.1 MENTORSHIP PROGRAMS

1.3 STARTUP CONTENT

1.1 ENTREPRENEURSHIP EVENTS

.....

.....

.....

.....

.....

Enablers







Note:

Fill your own roadmap on page 15

ENABLERS

LEGEND FOR CAPACITY LEVELS

Team	 CSR or Marketing Department	 Cross-functional Team	 Innovation Department
Budget	 < \$ 0.1M	 \$ 0.1M - \$ 1M	 > \$ 1M
Reach-out	 Few direct contacts	 Range of contacts	 Partnerships

YEAR 2

Initiatives

2.1 MENTORSHIP PROGRAMS

1.3 STARTUP CONTENT

1.1 ENTREPRENEURSHIP EVENTS

2.3 SMART SOURCING

Enablers

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YEAR 3

Initiatives

2.1 MENTORSHIP PROGRAMS

1.3 STARTUP CONTENT

1.1 ENTREPRENEURSHIP EVENTS

2.3 SMART SOURCING

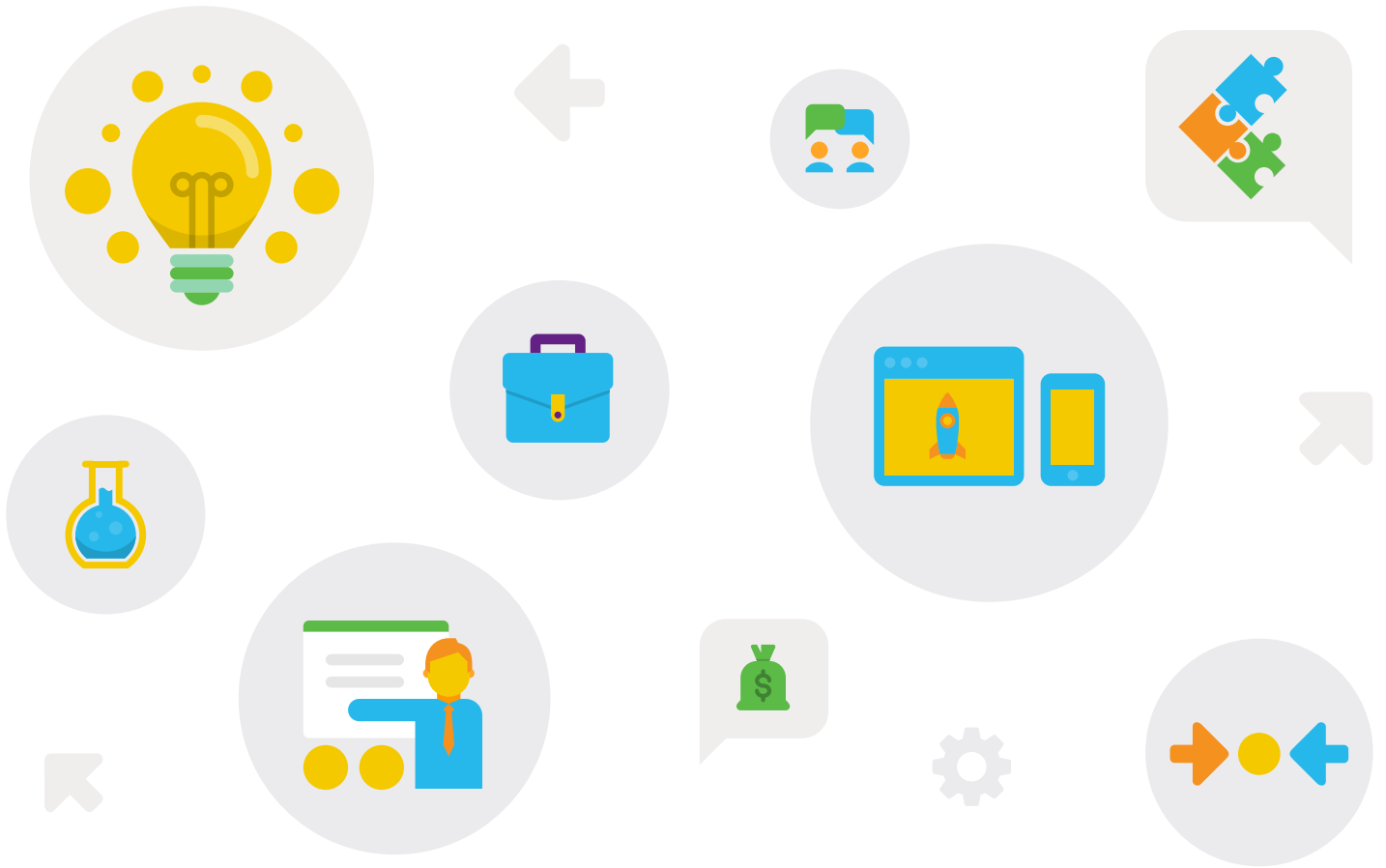
4.3 VENTURE CAPITAL

Enablers

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NOTES

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