



## MIT REAP FREQUENTLY ASKED QUESTIONS

Interested in REAP but still have questions? On this page you'll find a list of the most common questions potential participants ask about REAP. If you don't see the information you're looking for, reach out to [reap@mit.edu](mailto:reap@mit.edu).

### Region:

**REGION PROFILE:** What is REAP's definition of a region?

A REAP region can be a country, an area of a country or even a city. REAP is best suited for regions with populations between 1-10 million -- our goal is to have enough critical mass to drive measurable impact, but not have a region so big that the team gets bogged down in bureaucracy when trying to impact change. The region can be at different parts of the spectrum with regards to the stage of their innovation-driven entrepreneurial ecosystem's development, but should have an innovation hub, likely a university with a STEM and innovation focus. Often regions are major metropolitan areas.

### Team:

**TEAM SIZE:** What is the maximum number of team members that can attend the onsite Workshops?

We expect regional teams to send 5 – 8 members to onsite workshops, ensuring coverage of stakeholders and key players while keeping to a size that maintains productivity. Some flexibility exists to ensure proper representation of the ecosystem, however we aim to keep the teams small to optimize productive team conversations, helpful inter-regional exchange, and ability for our MIT Faculty to coach the teams as they develop and implement their regional strategies. However, opportunity exists to engage broader networks of ecosystem players to gather input and mobilize others to help support implementation; teams can utilize working group models or broader engagement to ensure that strategy development is well-informed and to ensure that the team is addressing the key challenges and opportunities that exist in the ecosystem.

**TEAM CONSISTENCY:** Do the same team members have to commit for the entire two-year program?

Teams should maintain as much consistency as possible, as the program builds over the course of two years, presenting foundational frameworks and assessment assignments at the beginning, and building on this work to eventually develop a strategy, informed by all



representatives of the team and ultimately implemented by the team members and those they influence. A lot of turnover on the teams can negatively impact the learning and the momentum that occurs when a team completes all REAP program activities together.

Careful attention should be paid to ensure that the champion of the team is able to commit to the two-year leadership appointment to ensure maximum team leadership and regional impact. If members need to be added or replaced to support regional strategic direction or ensure that the team is as effective as it can be, flexibility exists for this case, but teams should maintain as much consistency as possible.

#### CHAMPION PROFILES: What is the ideal profile for a regional team champion?

An ideal REAP Champion is the leader of his or her team and is deeply connected to the mission of inspiring innovation-based entrepreneurial ecosystems. This individual works in this capacity on a daily basis, and will understand the local landscape and which key players to engage to create the greatest impact. Though champions may come from many places, our experience shows that successful champions often have the following profile: energetic, once-practicing Entrepreneurs now seated in a business-facing public policy, government, or economic development role, with strong ties to regional and national government and deep connections across stakeholders. This person should have a current organizational mission aligned with that of MIT REAP and a job role related to accountability for creating or implementing a regional strategy to accelerate regional prosperity and economic growth and development through innovation-driven entrepreneurship. Click [here](#) to see an example of an ideal champion.

#### TEAM PROFILES: What are the ideal profiles for team members?

Please see team assembly guide:

[http://reap.mit.edu/assets/MITREAP\\_Team\\_Assembly\\_Guide.pdf](http://reap.mit.edu/assets/MITREAP_Team_Assembly_Guide.pdf)

#### CHAMPION COMMITMENT: What are the terms of the champion's commitment?

The champion should expect to take on a leadership role and will be the direct point of contact with the MIT REAP staff. He or she will sign the letter of agreement on behalf of the regional team, committing to securing and submitting tuition and to assembling and leading a team of 5-7 stakeholders who will participate fully in the two-year MIT REAP program. The champion is expected to attend and participate fully in all on-site workshops, ensuring that the team is present and fully prepared and engaged, driving towards progress against shared metrics. The champion takes responsibility for ensuring accountability for assignments and the team's efforts during the Action Phases (interim periods between workshops), ensuring



that the team maximizes this opportunity and platform to drive change in the region.

#### **TEAM COMMITMENT: What are the terms of the team members' commitment?**

The champion and full team must attend and participate actively in all four workshops and meet periodically with their team during interim sessions to complete assignments designed to support their efforts to drive change in the region. Team members participate actively in discussion of regional strategy and catalytic programs and policies, representing the viewpoints of themselves and those in their sector; as a result of workshop activities, each team member takes the lead on driving specific strategic initiatives once on-the-ground and back home in their regions.

#### **OUTSIDE ENGAGEMENT: Can people beyond the core team get involved in supporting the regional REAP strategies and initiatives?**

Yes, absolutely. The REAP team is seen as a core, mobilizing force to drive change in the region. In order to create lasting impact, teams have implemented a variety of successful models to engage broader networks beyond the core team. For example, the REAP team from Scotland schedules a working group session every other month in each of their sectors to share information from MIT REAP lessons learned and gather input from key players across the ecosystem that will inform strategic direction and spin-out activities in support of the regional strategy. Some regions have tried a less formal approach, reaching out as needed to individuals in their networks based on the targeted strategic initiatives they are undertaking.

#### **Admission:**

##### **ADMISSIONS PROCESS: What does the admissions process look like?**

- Teams must first complete the application - For the initial application, the team must have identified its regional champion and secured a funding source. (*Rolling admission – October - January*)
- Teams will receive an admissions decision by MIT REAP committee. (*March*)
- Champion Submits Signed Letter of Agreement to reserve a spot in the next Cohort upon acceptance (April)
- Teams will submit the first tuition payment. (*June*)
- Teams will hold initial local regional meetings and complete preliminary work. (Summer)



## **Timeline and Structure:**

**NEXT COHORT:** What is the timeline for the start of the next REAP cohort?

Teams are encouraged to start meeting locally the summer after acceptance into the program, and the first workshop launches in October at MIT. The tentative schedule for the remaining workshops is: Workshop 2 in May, Workshop 3 in January (in-region), and Workshop 4 in May of the final year. Teams are expected to schedule local meetings and calls in between workshops and determine the timeline as necessary to meet their needs. Each team has 3 virtual check-ins with MIT REAP faculty to ensure continued momentum.

**CURRICULUM:** What is the curriculum structure for the two years?

All workshops include:

- Faculty lectures
- Facilitated activities designed for regional team discussion across stakeholder groups
- Time for regional team discussion to build upon the regional strategy and apply MIT frameworks and research to real-world challenges
- Faculty coaching
- Team progress presentations,
- Lively exchange across regions to discuss global best practice,
- Critique sessions to use others' lessons learned to improve each regional strategy and programmatic plans,
- Social events that inspire candid conversation among cohort members
- Evening events to engage with the host's broader ecosystem
- Ecosystem tours of host regions

## **Action Phase 0:**

Before the first workshop, each region will focus on building its team and building a presentation of the landscape of its regional ecosystem, including strengths, weaknesses, and opportunities.

## **Workshop 1:**

At the first workshop, teams will collaborate with their team members, cohort, and REAP faculty to:

- Examine REAP foundational framework including innovative capacity,



- entrepreneurial capacity, and cluster focus and linkages
- Discuss the MIT advantage, innovation-driven entrepreneurship, and lessons learned from our ecosystem
- Discuss entrepreneurial culture
- Attend an ecosystem tour at MIT
- Conduct a deep ecosystem assessment of their own region with REAP tools and frameworks
- Apply REAP frameworks and research to own region, facilitating conversation across stakeholder groups to paint a clear picture of opportunities that exist and the foundation for building a regional strategy
- Benchmark with other regions
- Deep-dive on prizes and competitions

### **Action phase 1:**

Between the first two workshops, regions will spend time:

- Assessing their ecosystems
- Validating initial assumptions with broader group
- Establishing broader ecosystem engagement model
- Designing/redesigning prizes and/or competitions
- Refining their teams
- Beginning experimentation

### **Workshop 2:**

At the second workshop, teams will collaborate with their team members, cohort, and REAP faculty to:

- Build a custom regional strategy for acceleration with input from the full team and support from faculty coaching
- Explore how linkages can help your ecosystem connect innovators and entrepreneurs and the efforts of the public and private sector
- Deep-dive on accelerators
- Attend an ecosystem tour of host member region

### Action phase 2:

Between the second and third workshops, regions will spend time:

- Assessing and designing/redesigning accelerators
- Building and refining their regional strategy
- Validating assumptions
- Engaging a broader network of people relevant to newly developed strategy
- Continuing experimentation
- Decide on strategic interventions to implement

### Workshop 3:

At the third workshop, teams will collaborate with their regional team, cohort, and REAP faculty to:

- Focus on collective action: shared metrics, common agenda, backbone organization that drives action, implementation
- Critique team presentations on regional strategies to help further iterate strategy
- Spend time as a team building an implementation plan for the regional REAP strategy, driving towards shared metrics for progress, identifying must-win battles and initiatives that can be led in the near-term and longer-term
- Attend an ecosystem tour of member host region

### Action phase 3:

Between the third and fourth workshops, regions will spend time:

- Outlining REAP impact and detailing their journey during the course of the two-year program
- Developing a regional REAP Dashboard to share qualitative and quantitative metrics used to measure success
- Implementing and experimenting with regional strategy through strategic interventions
- Refining the team and broader ecosystem engagement model

### **Workshop 4:**

At the fourth workshop, teams will collaborate with their regional teams, cohort, and REAP faculty to:

- Connect with the next REAP cohort to broaden the community of practice
- Present final outcomes
- Plan for establishment of an enduring organization and next steps

### **Alumni period/ Global Innovation Network (GIN):**

Following the 4 workshops, REAP teams will remain engaged through:

- Ongoing implementation of REAP strategy
- Annual MIT REAP conferences with broader community of practice
- Engagement with regional REAP team to continue progress on initiatives begun during the two-year program phase

### **ACTION PHASES: What happens between workshops?**

The 3-9 month periods between workshops are called Action Phases. During these Action Phases, regional teams work on deliverables and other spin-out initiatives that they deem important to support their regional REAP strategy development and implementation. Some examples of such deliverables are: full ecosystem assessments, prize or competition design or re-design, REAP progress reports, building or refining an enduring organization that will accelerate the ecosystem during and beyond their time at REAP.

Very often teams refine additional projects started before or during their time with REAP that are related to their overall strategy; for example, launching accelerators built upon a stronger foundation learned through their work with REAP, iterating an Innovation District design that was conceived prior to REAP and applying key lessons learned from REAP to create a better design and plan, or facilitating partnerships between key partners and organizations. With a strong in-region presence and commitment, team members often meet with key players across their regions, build working groups, facilitate workshops and generally gather input and extend the impact of this core team. Teams have even taken it upon themselves to collaborate with each other on specific opportunities across regions and have organized visits to each other's regions as a result.

**ATTENDANCE: Will all teams in a cohort attend the workshops together?**

Yes, all teams in a cohort are required to attend all 4 workshops to allow for cross-team collaboration and feedback.

**HOSTING WORKSHOPS: Will each REAP team have the opportunity to host a workshop in its own region?**

At least two of the workshops take place at MIT, and two take place in member regions to be determined. Regions can lobby the cohort for the opportunity to host. Host regions facilitate tours of their local ecosystems and have the benefit of engaging the cohort with their broader entrepreneurial community.

**Tuition:**

**COST AND COVERAGE: What is the cost of tuition and what does tuition cover?**

**Cost:**

The cost of the program is \$300,000 USD (subject to change). Multiple payments are allowed and encouraged.

**Tuition covers:**

- Attendance for a regional team of 5-8 at 4 workshops
- Faculty lectures with rigorous frameworks, tools, and research. Supplemental readings, deep-dives on hot topics (Competitions, Accelerators, etc).
- Ecosystem tour - company visits, networking with key players in region
- Evening events - dinners, networking receptions with ecosystem key players
- Opportunities to work as a team towards a regional REAP strategy - assess, analyze, vet, implement strategy. Design and implement policies and programs that support that strategy. Build relationships across stakeholder groups in your region. Stimulate partnerships, spin out initiatives, etc built upon these new collaborative relationships.
- Opportunities to collaborate with other regions, benchmark your region against others, get realistic critiques and helpful advice and information that helps your region iterate your own strategy and implementation plans, programs, and policies given lessons learned from their efforts and their work in thinking about this.
- Hands-on coaching from faculty - deep investment from faculty in region's progress. Coaching on-site while team is working through strategy and program development. Coaching in interim sessions while team is completing deliverables. Virtual Check-in calls.
- Visit by MIT REAP faculty member.

### Tuition does not cover:

- Travel costs for team members:
- Flights to 4 workshops (2 at MIT and 2 in a member region to be determined by the cohort)
- Hotels
- Incidental travel costs

Note: Sometimes these costs are covered by the individual or organization, but most often these are covered by the funding organization covering the tuition.

- Additional budget put aside for the implementation of programs and initiatives inspired by REAP work and interactions with cohort members and faculty. Most regions influence future implementation budgets after developing their REAP strategy at the beginning of the program.

### **SUBMISSION: How is tuition submitted?**

MIT will issue an invoice for payment – in yearly installments or in full as requested. There can be one or multiple funders, but this will be organized by the champion who commits to total funding. The champion will provide necessary information about to whom invoice(s) should be addressed. The first payment (at least half of total tuition payment) is due after the contract is signed and no later than \_\_\_\_\_.

### Impact:

#### **PARTICIPANT BENEFITS: What are the benefits for the team members?**

The concepts, tools, and frameworks covered in this program will enable participants to:

- **LEAD** the transformation of your ecosystem by contributing your knowledge of the landscape and utilizing your leadership position within your community
- **CONNECT** with diverse stakeholders and key players in your regional ecosystem as you develop a regional REAP strategy together
- **NETWORK** with entrepreneurial ecosystem leaders from across the globe as you participate in engaged discussions to understand different viewpoints on key issues, and work alongside each other to drive impact
- **ENGAGE** and build sustainable relationships with MIT Faculty, who will apply their deep expertise in entrepreneurial ecosystem acceleration to guide your region's growth

- **LEVERAGE** the MIT REAP program as a platform for visibility and change
- **JOIN** the rapidly expanding REAP alumni network and an elite group of MIT REAP members

### **REGIONAL BENEFITS: What are the benefits for the regions?**

- **IDENTIFY** regional challenges for economic growth and prosperity using REAP frameworks and faculty-driven activities
- **DEVELOP** custom metrics and REAP strategy to propel your region using innovation-driven entrepreneurship (IDE)
- **COLLABORATE** with public and private stakeholders across the globe to inform strategy and drive sustainable impact
- **IMPLEMENT** key programs and policies to support regional strategy, informed by MIT research and global best practice
- **DEPLOY** MIT rigor and frameworks to deepen analysis and evaluate current regional entrepreneurial ecosystems
- **LEARN** how to use accelerators, prizes, diaspora, and risk capital to catalyze regional economic growth
- **MEASURE** your regional performance by utilizing a data-driven region-specific dashboard containing a combination of standardized and custom metrics associated with regional entrepreneurship capacity, innovation capacity and cluster growth
- **COMPARE** with and learn from other regions globally, fostering international relationships and collaboration opportunities within and outside of REAP
- **CONTINUE** progress on the initiatives begun during the program by remaining invested in their projects through engagement with their regional REAP teams and faculty after the end of the two-year program

### **PROGRAM EXPERIENCE: What will you do?**

- Workshops
  - Participants attend highly interactive two-and-a-half-day educational workshops twice a year for two years. All regions attend workshops together, where they have time to interact with faculty, work together as a team, and collaborate with other regions.
  - Workshop activities are designed to share global best practices as well as to critique and iterate on their regional strategy and innovative design.
- Action Phases
  - Action phases are active time between workshops for teams to complete specific projects designed to deepen analysis, validate assumptions with a

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broader network, and implement new programs and policies.

- Teams will leverage faculty coaching and the community of their cohort peers to enable regions to more effectively impact their ecosystems.
- Networks

The REAP alumni community of practice, MIT Global Innovation Network (GIN), the REAP website ([reap.mit.edu](http://reap.mit.edu)), and the REAP dashboard keep regions connected to each other and MIT faculty during and after their REAP coursework.
- Dashboard
  - The regional dashboard is an especially exciting new offering which emphasizes REAP's data-driven approach to accelerating IDE entrepreneurial growth. With faculty support, regions will develop a unique set of metrics to track regional growth of entrepreneurial and innovation capacity. Dashboard metrics capture many sources of growth including innovative capacity, entrepreneurial capacity, cluster location quotients, and IDE catalysts.

#### **VALUE: What does the REAP tuition get you?**

- Attendance for a regional team of 5-8 at 4 workshops
- Faculty lectures with rigorous frameworks, tools and research
- Supplemental readings and deep-dives on ecosystem tools including competitions, accelerators, etc.
- Hands-on coaching from faculty (both on-site and virtual) at and between workshops
- One-on-one faculty mentoring
- Activities that facilitate regional team discussions across stakeholder groups
- Team progress reports and feedback
- Custom-data to support metrics and dashboard
- The opportunity to network with high-ranking decision makers from around the world during workshops and social events such as dinners and networking receptions with the entire cohort
- Group feedback sessions to use others' lessons learned to improve each regional strategy and programmatic plans
- Ecosystem tours of host regions which include company visits and networking with key players in the region.

Please note that tuition does not cover flights, hotels, or other incidental travel expenses. Sometimes these costs are covered by the individual or organization, but most often these are covered by the funding organization who is funding the tuition.

## **EXAMPLES: How can I learn more about the specific direct impact MIT REAP is having on current member regions?**

All REAP member regions are developing team pages to share more information about the ecosystem challenges they're tackling as a team, their activities while engaged in the REAP program and how they're progressing towards their shared metrics. You can see an example of a REAP team page here. If you are serious about forming a team and still have questions about impact, please register for our map and engage in discussion with our current members to learn more. Below are a some examples of initiatives that REAP teams have launched over the course of the program:

- Revision of design and implementation of new Innovation District in Auckland (NZ REAP)
- Creation of Digital Accelerator (NZ REAP)
- Development of new Business Plan Competition with incentives to drive collaboration across ecosystem key players (NZ REAP)
- Engagement with and surveys of community of Entrepreneurs to target productive strategic efforts (China REAP)
- Advising Scottish Head of State on Entrepreneurship Policy statement (Scotland REAP)
- Establishment of Stakeholder-specific working groups to gather input and drive strategic initiatives that are part of the REAP Scotland regional Strategy (Scotland REAP)
- Survey and Assessment of ecosystem Accelerator programs and recommendations and design for creation of new government Accelerator (Finland REAP)
- Culture-shifting documentary about successful Entrepreneurs in Mexico City (Veracruz MX REAP)
- Creation of enduring umbrella organization to drive collaboration and the acceleration of the innovation-driven entrepreneurial ecosystem (Andalucía Spain REAP team).