



MIT REAP

REGIONAL ENTREPRENEURSHIP
ACCELERATION PROGRAM

Executive Summary – May, 2016

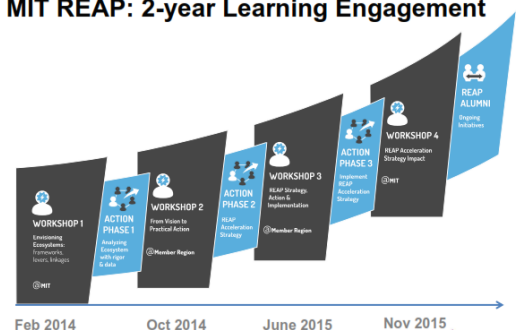
Qatar's innovation-driven entrepreneurship opportunity

- Qatar is a prosperous nation with a strong ambition to become a knowledge-based economy and move away from a reliance on the oil & gas sector. This is exemplified by the many efforts by the government and related entities, such as the establishment of a research culture through committing to spending on research and innovation as well as investment in education reforms.
- The scientific output that is being generated by the institutes of Qatar is expanding in quality and quantity and so is the entrepreneurial intent of the residents of Qatar.
- However, entrepreneurship is still focusing on traditional sectors, shying away from the opportunities for innovation. Although slowly changing, there is an opportunity to bridge the divide between innovators and entrepreneurs and accelerate innovation-driven entrepreneurs.
- Promoting innovation-driven entrepreneurship and taking advantage of the many opportunities related to FIFA WorldCup 2022 and beyond, represents two key activities to accelerate Qatar's path on becoming a knowledge based economy.
- This work is channeled through the formation of an 'Innovation Community' which aims to bring a large pool of national and international stakeholders to collaborate and create an innovation acceleration platform, capable of identifying opportunities and support entrepreneurs towards internationalization.

Qatar's participation in MIT Regional Entrepreneurship Acceleration Program (REAP)

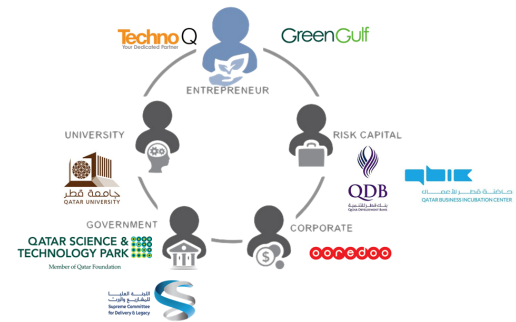
- In order to investigate how Qatar's performance in entrepreneurship can be enhanced, a team from Qatar participated in the Massachusetts Institute of Technology second cohort of their Regional Entrepreneurship Acceleration Program.
- MIT REAP is an initiative at MIT designed to help regions accelerate economic growth and job creation through innovation-driven entrepreneurship. The program spans over two

MIT REAP: 2-year Learning Engagement



years including 4 major workshops, designed to assess, build and implement a custom regional strategy for enhancing the ecosystem. The time between the workshops are referred to as 'Action Phases', where the learning of the workshops is meant to be implemented.

- The framework that is being utilized builds upon a solid understanding of the innovation and entrepreneurial capacity of the region, as well including the wider ecosystem by having representatives from different stakeholder groups.
- The participants included members from Qatar Science & Technology Park, Qatar Development Bank, Ooredoo, Qatar Business Incubation Center, Qatar University, Supreme Committee of Delivery and Legacy, GreenGulf and TechnoQ.
- In the cohort, the other regions included London, Singapore, Seoul, Valencia, Puerto Rico, Morocco and Moscow.
- The workshops provided a framework for analysis of Qatar's innovation-based ecosystem and development of a strategic action plan for improvement.



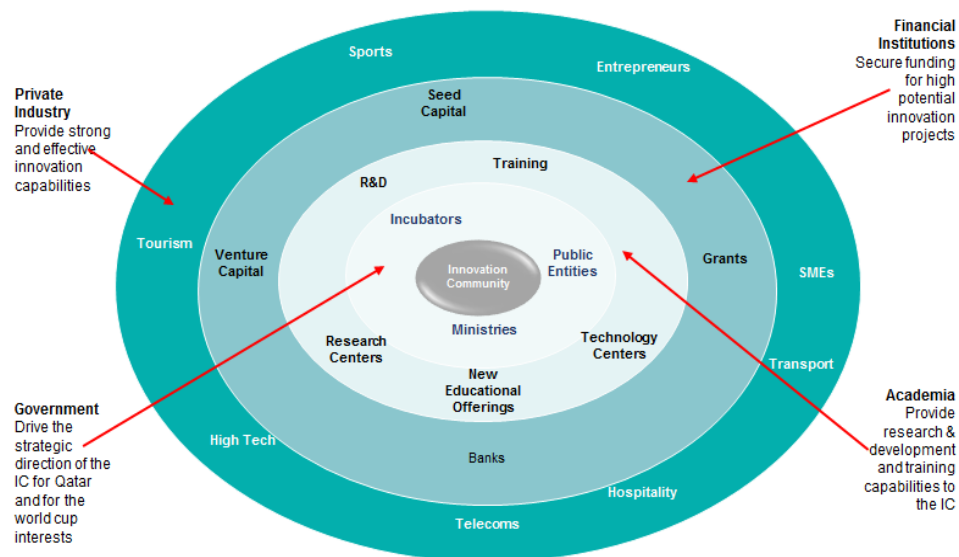
Opportunities to improve the ecosystem

Participation in REAP and the associated stakeholder consultation has identified five areas which currently constrain the ecosystem. These five areas require action and attention if Qatar's performance in building innovation-driven enterprises is to be enhanced.

1. Actions **to leverage the role of our universities** to create missing linkages and improve innovation-capacity among the companies in Qatar.
2. Actions **to improve access to growth finance**.
3. Actions to **promote innovation-driven entrepreneurship** by highlighting the major opportunities that exists related to FIFA WorldCup 2022.
4. Actions **to promote public policy** changes including public procurement through stakeholder involvement.
5. Actions **to improve the entrepreneurial talent pool** by developing and communicating the entrepreneurial support programs in Qatar.

Innovation Community: An initiative for realizing Qatar's potential - Using the FIFA World Cup™ 2022 as a catalyst for innovation

Given the gaps identified in the local ecosystem as well as the identified strengths, Qatar has a clear short-term opportunity to use the FIFA World Cup 2022 as an innovation catalyst to develop Innovation-driven enterprises. This will require a well-coordinated public-private partnership with the involvement of a diverse set of stakeholders working collaboratively with a common agenda. The stakeholders needed to realize such an initiative will have to come from the entire spectrum of organizations, ranging from entrepreneurs, financiers, research centers and universities, incubators and semi-government entities and ministries. This initiative to be launched in Qatar during 2016 is called the Innovation Community.



The goal of the Innovation Community is to accelerate innovation across Qatar and create new solutions for the FIFA World Cup™ and beyond, which will not only enhance the customer experience, but also generate sustainable global start-ups, effective investments, international knowledge and world-class talent to improve the global positioning and competitiveness of Qatar in the world.

The Innovation Community is built as a national innovation mechanism that can capture opportunities related to FIFA World Cup 2022 and beyond. This is done in a very collaborative way where all the stakeholders agree to pool resources for the purpose of maximizing the chance of success and impact of the projects. Moreover, the collaboration model is built to be replicated and extended to other areas or verticals.

The following goals have been identified for the initiative:

- Contribute to Qatar's socioeconomic development plans through the identification and commercialization of new businesses

- Enhance the Qatari brand through innovative solutions in the sport and event management industries
- Establish effective enabling mechanisms to support innovation across Qatar
- Establish an effective stakeholder collaboration framework to enhance Qatar's innovation ecosystem

It is envisioned that the collaborative initiative will help overcoming the problem of working in silos, ensuring transparency and aligning the work towards the Qatar's National Vision 2030 and aspirations towards a knowledge-based economy, by emphasizing economic returns, working collaboratively and through employing efficient management processes.