



AGENZIA ITALIANA  
PER LA COOPERAZIONE  
ALLO SVILUPPO • MAPUTO



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# DIGIT PROGRAMME

TECH HUB MODEL OF DIGITAL  
EXCELLENCY FOR NETWORKING, SKILL  
TRANSFER AND START-UPS INCUBATION



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# TECH HUB MODEL

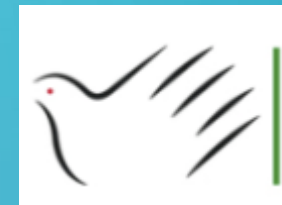
## Roles

- Create community (easily accessible Physical Space - central business district location or near a technical university - where start-ups, businesses, government institutions and civil society meet);
- Transfers skills;
- Start-up support;
- Serves as intermediary (between start-ups and entrepreneurial ecosystem).

# TECH HUB MODEL

## Roles:

- Builds businesses;
- Foster collaboration;
- Catalyses innovation;
- Flexible institution (Adapt rapidly to market changes, financial autonomy, lightweight administrative procedures);



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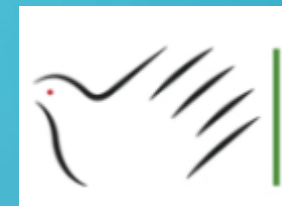
# TECH HUBS AND ECOSYSTEMS



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- Tech hubs must address ecosystem needs and tackle weaknesses to take advantage of opportunities they make available;
- Core purpose, structure, business model, activities, etc.. should be aligned to the needs and capacity of the ecosystem;
- Tech hubs try to build profitable start-ups;
- Tech Hubs contribute to economic development through job creation;

# TECH HUBS MODEL

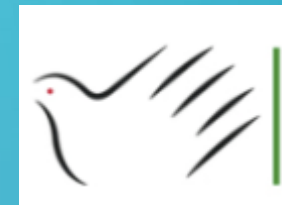


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## Main activities:

- Skill transfer to contribute tackling the major barrier of insufficient human tech capital for African start-ups;
- Start-up incubation to contribute to job creation;
- Host matchmaking events for start-ups to meet developers, designers, businesses and other key stakeholders;
- Organize hackathons and prize competitions;
- Operate as an open coworking model that provides space and focuses on creating community and fostering collaboration;

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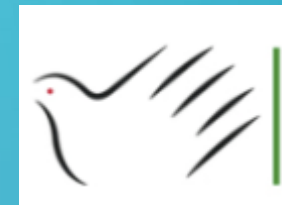


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## Complementary activities:

- Tech hub can also act as a recruitment agency for the ICT sector, maintaining a roster of ICT talents to create a network between them and the market;
- Organize Job Fairs as matchmaking events for businesses and talents;
- Tech hubs can be used as a base for research and stage periods of students from local universities;
- Host Teck Talks on themes relevant to the digital ecosystem;
- Curate info about financing opportunities for the Tech hub and start-ups;
- Internet café;

# TECH HUBS MODEL

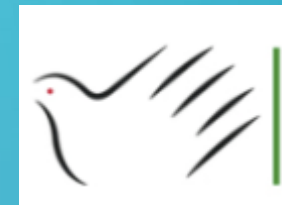


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## Skill transfer:

- Skill transfer can be in presence, online or blended;
- Organize a set of basic and advanced subsidized courses for the target beneficiaries of funders (Government, International Development Institutions, associations, ..) to comply with their social objectives;
- Allow any tech specialist to organize, in partnership with the tech hub, short courses on specific themes (masterclasses), using the tech hub infrastructures and services (computer rooms, Internet, secretariat, advertising and/or LMS platform);
- Create a virtual library on app development or any other tech competency (collection of curated links and downloaded documentation and videos);

# TECH HUBS MODEL



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## Management:

- The tech hub must have a committed management team with complementary skills as following:
  - Team leader with experience in the ICT ecosystem;
  - Marketing manager with experience in the ICT private sector;
  - Start-ups Incubation programs manager;
  - Administration manager.



# TECH HUBS MODEL



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## Management:

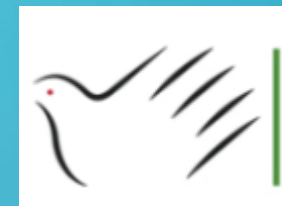
- An Advisory Board with a steering function, incorporating representatives of tech hub partners, defines the strategy to adopt to take the tech hub to a sustainable stage, with a business model that best matches the entrepreneurial ecosystem needs;
- The technical and managerial expertise of the team must be complemented by external mentors, trainers and other types of expertise that can be contracted on an ad-hoc base.

# TECH HUBS MODEL

## Start-ups support

Start-ups support by the tech hub should include:

- Training on managerial and soft skills;
- Mentoring;
- Networking;
- Business development;
- Advise on financial opportunities (grants and equity financing);
- Prize competitions;
- Advisory technology services;
- Incubation.
- Pitch of incubees to businesses interested in innovative products.

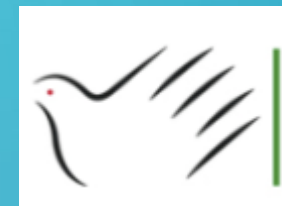


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# TECH HUBS MODEL

- **Networking**

- Inserting the tech hub in an international network of tech hubs;
- Use of social networks for community interactions (Facebook, WhatsApp, News letter, web site, video conferences, .....);
- Tech Talks (in presence and online);
- Membership;
- Curate information about financing opportunities;
- Link with Cooperation agencies, NGO's, Academia;
- Allow national and international tech specialists/companies to organize workshops and short courses on site and on-line;

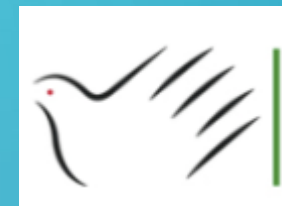


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# TECH HUBS MODEL

## Sustainability

- Funding can be the result of filling the gaps in the local digital ecosystem;
- Incubating and/or funding start-ups in exchange of an equity stake or in the profits of products developed by start-ups;
- Funded programmes by Government and development organizations;
- Participate in “Call for proposals” of grants opportunities offered by international institutions;
- Consulting fees;
- Coworking space and services;
- Sustainability can be partially obtained with corporate sponsors willing to provide support (training, mentoring, ...) to incubated startups that could become part of the corporation's value chain.



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# TECH HUB BUSINESS MODELS

- **Private models;**

- Sustainability achieved completely with income from paid services, space renting, events organizations, etc...

- **Public models;**

- Contingent on programmes and services subsidized by government, international cooperation institutions, philanthropic associations, etc..;

- **Mixed models;**

- Combination of for-profit and non-profit activities, with a mix of funding sources from paid services and subsidies from government, international cooperation institutions, international financial institutions, etc....



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# TECH HUB BUSINESS MODELS

- Most of African entrepreneurial ecosystems are still on their way to become mature;
- In contexts where the entrepreneurial ecosystem is not yet mature enough, the business model most likely to achieve sustainability is the mixed model;
- The dynamic nature of digital ecosystems requires adapting the business models to evolving contexts.



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# TECH HUB BUSINESS MODELS

## Minimum Physical Infrastructures

- Computer training room for, at least, 15 participants (~30 sqm);
- Incubation space for, at least, 6 startups, for 18 total members (~60 sqm);
- Meeting room for, at least, 12 participants (~30 sqm);
- Conference space for, at least, 40 participants (~50 sqm);
- Office space for management staff (6-8 persons) (~50 sqm);
- Utility rooms (~30 sqm);
- Air conditioning system;
- Office furniture.



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# TECH HUB BUSINESS MODELS

## Minimum Network Infrastructures and other ICT equipment

- 16 computers for the training room;
- 12 computers for the incubation space;
- Conference equipment for online meetings;
- Cabled and wireless LAN for computers and telephone system;
- 5 computers for managing staff;
- 2 laser printers;
- 1 Photocopier;
- Broadband Internet access.