

Case-study: Manizales

1) Description of initiative(s)

A four year initiative to dramatically increase the concentration of high growth entrepreneurship in the city, in partnership with the Babson Entrepreneurial Ecosystem Project. Initially a collaboration of 11 stakeholder groups from the municipal government to private business leaders, from NGOs to universities, that are working to improve the societal factors that impact entrepreneurship. These groups set policy for the intervention and fund it. Interventions include government policy, the labor force, the marketplace, financing, infrastructure, networking, education, and the city's culture. A Scalerator programme for growth firms focused heavily on boosting sales, along with networking between entrepreneurs and mentoring opportunities, access to markets, export, access to appropriate finance etc.

2) What need does this solve for scale-ups?

| (1) Coordination, connectivity and promotion | (2) Access to Skills | (3) Leadership Capacity Building | (4) Customers (Domestic & Export) | (5) Financing | (6) Infrastructure |
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| Broad culture change interventions to change social norms & support ambitious achievement, business growth, risk tolerance & wealth creation | Programs to inculcate entrepreneurial norms, curricular (e.g. new courses), and co-curricular (e.g. clubs) activities in the universities | Ecosystem training for multi-stakeholder groups of local formal and informal leaders; government, university, financial institutions, entrepreneurs, media, NGOs directors etc. | AddVenture-Mas to accelerate startups with product concepts in obtaining first customers. Diaspora programs to develop international business contacts | Finance Innovation Task Force to develop appropriate financial instruments | Global Affiliates Program (SUMA faculty in semester-long training at Babson) and Master Class for high potential entrepreneurship professors |

3) Which stakeholders in the ecosystem are involved with running this?

| Entrepreneurs | Ecosystem umbrella organisations | Government (national/ local) | Private sector | Investors/financers | Education providers |
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| Caldas Entrepreneurs Network, local industrial corporations | MANIZALES-MAS and Babson Entrepreneurship Ecosystem Project | City of Manizales and public recognition from the President of Columbia | Manizales Chamber of Commerce, Parquesoft, Incubar, Luker Foundation | 11 private, municipal and education organisations growing into almost two dozen at present | Babson College and 5 SUMA universities representing 25,000 students: University of Caldas, the Autonomous University of Manizales, the Catholic University, the National University of Columbia and the University of Manizales. |

4) What does success look like? What measurable impact/outcomes have been achieved? What outcomes are expected to be achieved?

- Average 54% increased sales growth by 40 Scalerator companies (88% for cohort 1, 34% for cohort 2, 42% for cohort 3; median 1st year of 13%)
- Total revenues of \$25 million, above 50% spent locally
- Over 1071 new business contracts by Scalerator companies (excluding retail, consumer)
- Over 80% of Scalerator companies with newly accelerated growth
- 703 new jobs by Scalerator companies
- Five Scalerator companies with first exports (central America, Chile, United States)
- 2015 "Best Exporter of Colombia" Prize
- More than six new bank financings (\$3 million) by Scalerator companies
- Three equity investments (the first outside equity investments in the city history; ~\$2 million)

5) What have you most learnt along the way and what adjustments have you made as a result of learnings?

- >18,200 attendees of events
- >100% increase in Total Entrepreneurial Activity in one year, (as measured by GEM)
- 35 mentors, each active with over 1 mentoring session per month, over 179 mentoring hours 38 trained faculty, 66 university courses modified
- Joing entrepreneurship certificate
- Significant change in regional entrepreneurship culture, national recognition by President Santos, all relevant ministries and National Innovation Agency
- Selected by National Innovation Agency for Diaspora export pilot program