Promoting Innovation in the Mobile Sector

A Step-by-step Methodology to Implement a Mobile Innovation Roadshow

March 2014

infoDev
Growing Innovation

THE WORLD BANK
# TABLE OF CONTENTS

1. INFODEV’S MOBILE INNOVATION PROGRAM  
2. LEARNING OBJECTIVE  
3. WHAT IS A MOBILE INNOVATION ROADSHOW?  
   THE OBJECTIVES  
   THE FORMAT  
4. ABOUT THIS METHODOLOGY  
5. THE ORGANIZING FRAMEWORK  
   5.1 SETTING UP THE INITIAL TEAM  
   5.2 UNDERSTANDING THE LOCAL ENVIRONMENT  
   5.3 DEFINE THE OBJECTIVES  
   5.4 ENGAGING THE STAKEHOLDERS  
   5.5 PLANNING THE AGENDA  
   5.6 SELECTING THE PARTICIPANTS  
   5.7 PLANNING THE LOGISTICS  
6. IMPLEMENTATION OF THE MOBILE INNOVATION ROADSHOW  
   6.1 STAKEHOLDER WORKSHOP  
   6.2 BOOTCAMP  
   6.3 HACKATHON  
   6.4 INCUBATION TRAINING  
7. EVALUATION AND FOLLOW-UP
Table 1: Planning the Agenda, Distribution of Days 17
Table 2: Overview of the Stakeholder Workshop 20
Table 3: Overview of the Bootcamp 22
Table 4: Overview of the Hackathon 23
Table 5: Overview of the Incubation Training 25
1. INFODEV’S MOBILE INNOVATION PROGRAM

Background

infoDev, a global trust fund program in the World Bank Group, supports growth-oriented entrepreneurs through creative and path-breaking venture enablers such as incubators and accelerators. It also assists entrepreneurs with securing appropriate early-stage financing and convenes entrepreneurs, investors, policymakers, mentors, and other key innovation ecosystem stakeholders for dialogue and action.
From March 2010 to June 2014, infoDev implemented the Creating Sustainable Businesses in the Knowledge Economy (CSBKE) program, with the objective to increase the growth of small, innovative, technology-based businesses, primarily in the ICT and agribusiness sectors. The CSBKE program was designed as a public-private partnership between infoDev, the Ministry of Foreign Affairs of Finland, and Nokia Corporation. Access to mobile communications has been linked with economic growth and the industry itself boosts local economies by creating high-value direct and indirect jobs. Mobile software applications are also becoming increasingly important in areas such as healthcare, education, governance, and banking.

As part of its Mobile Innovation Program, infoDev developed the concept of the Mobile Innovation Roadshow with the overall objective to stimulate the development of an innovation and entrepreneurship ecosystem for mobile applications enterprises by introducing business and technical concepts relevant to startups in the mobile industry via a series of short events. The Roadshow was developed in partnership between The Southern Africa Innovation Support (SAIS) program and infoDev. SAIS is a program funded by the Finnish Ministry of Foreign Affairs (MFA) that seeks to boost innovation in Southern Africa.
The objective of this practical guide is to provide a tool for interested parties on how to plan, organize, implement, and evaluate a Mobile Innovation Roadshow. The guide presents a generic methodology that can be used in any country context. It provides lessons and best practices based on the experiences of implementing Mobile Innovation Roadshows in four countries in Southern Africa: Mozambique, Botswana, Namibia, and Zambia. While this guide can be used as a foundation for all countries, the planning and implementation should always be adapted to the local situation, as each country context is unique and requires tailor-made solutions.

After studying this guide, the reader should:

- know what a Mobile Innovation Roadshow is and what its components are;
- understand the specific objectives of a Mobile Innovation Roadshow;
- be aware of the organizing framework of a Mobile Innovation Roadshow and the necessary planning steps;
- know how the different events of a Mobile Innovation Roadshow are implemented;
- have knowledge of the options for evaluating the events of a Mobile Innovation Roadshow and for organizing follow-up events to increase the effectiveness and impact on the local mobile innovation ecosystem.
3. WHAT IS A MOBILE INNOVATION ROADSHOW?

The Objectives

The Mobile Innovation Roadshow consists of a series of events with the overall objective to stimulate the development of an innovation and entrepreneurship ecosystem for mobile applications enterprises. The events are designed to reach out to local stakeholders to achieve the following immediate outcomes:

- increased local awareness of and commitment to promote mobile innovation;
- increased local institutional capacity to provide support services for mobile developers and entrepreneurs;
- better understanding by potential financiers of the current pool of existing and prospective mobile applications entrepreneurs, to gauge whether a larger investment in a potential mLab or similar intervention is warranted;
- relevant guidance and firsthand experience provided to entrepreneurs, developers, and decision makers.

The Format

The Mobile Innovation Roadshow comprises four interrelated events:

- **Stakeholder Workshop**
- **Incubation Training for Intermediaries**
- **Mobile Innovation Bootcamp**
- **Mobile Innovation Hackathon**

Stakeholder Workshop

The Stakeholder Workshop sets the stage for the Mobile Innovation Roadshow by convening key innovation and entrepreneurship ecosystem actors, including representatives of government agencies responsible for innovation promotion, private sector leaders and technology startup founders, innovation and business support organizations, universities, and the donor community. The event targets stakeholders at decision-making and senior management level.

The primary objective of the Workshop is to engage key stakeholders in discussion on perspectives of knowledge-based entrepreneurship and innovation promotion (such as mobile innovation), create an opportunity for participants to explore partnerships with other ecosystem actors, and share up-to-date information on the market environment and the issues relevant for further promotion of mobile entrepreneurship and innovation-related initiatives.

Training for Intermediaries

The Incubation Training targets existing local intermediaries (incubators, innovation and business support practitioners, policy makers planning to initiate projects aimed to support entrepreneurship, other interested stakeholders) and aims to improve their understanding of different business incubation approaches and models and how they can be applied, to present real world examples, and to share the best practices.

The training program includes Module 1. “Business Incubation Definitions and Principles” and Module 2. “Business Incubator Models, Including Success Factors” (unless other modules are specified by in-country partners as a priority) of the infoDev Business Incubation Management training curriculum. These cover business incubation basics and highlight the importance of business incubation as a mechanism to support growth-oriented entrepreneurs. The Incubation Training is delivered by infoDev certified trainers.

Mobile Innovation Bootcamp

To provide complementary support to Hackathon participants as well as to stimulate their continued interest in mobile innovation and entrepreneurship, a one-day training is organized for registered participants prior to the Hackathon. The training focuses on the following key topics:

- global/local mobile market: current opportunities and growth potential;
- “you have an idea. Do you have a mobile application?”—how to turn ideas into apps;
- building a team;
- bringing your app to market;
- understanding your business model.

Technical training on mobile programming and design can potentially be organized as follow-up activities with longer duration and comprehensive training curricula. The Bootcamp should be delivered by a serial entrepreneur and/or recognized mentor with hands-on experience working with technology/mobile startup companies. The trainer can be identified at in-country level (for instance, a local tech community leader), or at the regional or international levels (e.g., from among regional or international experts).

Mobile Innovation Hackathon

The Hackathon sums up the Roadshow and focuses on achieving the following goals:

- converting promising ideas into mobile application prototypes;
- further increasing awareness amongst the technical community, especially youth, with regard to the opportunities for mobile entrepreneurship;
- providing a general overview of the mobile innovations talent pool.

It consists of a two-day event where participants work on the development of a concrete idea for a mobile application with the aim to bring it to the market. The first day is organized as a developer contest and the second day focuses on idea pitching.
4. ABOUT THIS METHODOLOGY

This guide is based on the results of the Mobile Innovation Roadshow Outcome Assessment, background documents provided by infoDev as well as various lessons learned from interviews with relevant stakeholders such as the local SAIS managers. The Outcome Assessment was conducted in order to identify and analyze the effects of the Mobile Innovation Roadshows implemented thus far, including direct short-term and mid-term effects on participants and the mobile innovation ecosystem of participants’ countries of origin. You will find the Outcome Assessment as an Annex to this guide.
Based on these sources of information, perceptions about organizational aspects and key success factors for the implementation of a Mobile Innovation Roadshow have been processed and analyzed in order to provide future organizers with this practical methodology and a step-by-step guide on how to plan and implement a series of events.

The guide is organized in three main parts:

- First, the “Organizing Framework” includes the main steps to be taken before implementing the Mobile Innovation Roadshow.

- The second part of the guide, “Implementation of the Mobile Innovation Roadshow” treats each event separately and provides a practical step-by-step approach for implementation.

- Finally, “Evaluation and Follow-Up” constitutes the third part of this document, and talks about steps to be taken after the Mobile Innovation Roadshow in order to increase its effects and impacts.
5. THE ORGANIZING FRAMEWORK

The planning phase of the Mobile Innovation Roadshow is extremely important to ensure the events are successful. The time and effort necessary for organization should not be underestimated. The better you plan, the more you get out of it!

5.1 Setting up the Initial Team

The first factor to consider when organizing the Mobile Innovation Roadshow is what kind of team you need for administration, logistics, and implementation. A dedicated team balancing local understanding and global expertise with adequate content knowledge in areas such as entrepreneur development methodologies, market development, ICT and mobile technology, local conditions, and stakeholder management, is of utmost importance.

The Mobile Innovation Roadshow is best organized and implemented by building a partnership between organizations that bring one or more of the key capabilities into the team and can also create outreach to potential participants for the events. Partner organizations can provide resources in the form of technical equipment and venues for implementation, or act as sponsors of the Mobile Innovation Roadshow.

A typical team would include the following profiles:

- **Team Coordinator/Project Manager:** Manages the project and ensures the continuity of processes.
- **Logistics and Administrative Support:** Supports team coordinator in all necessary organizational and logistical aspects.
- **Stakeholder Facilitator:** Responsible for stakeholder engagement and implementing the Stakeholder Workshop.
- **Mobile Entrepreneurship Expert:** Responsible for implementing the Bootcamp and participating in the Hackathon.
- **Mobile Development Expert:** Responsible for implementing the Hackathon and participating as a mentor in the Bootcamp.
- **Incubation Trainer:** Responsible for implementing the Incubation Training.

Note: The incubation trainer should be certified by infoDev. Get in touch with infoDev to receive contacts of certified trainers in your country or region.

When partnering with different organizations, make sure that no single organization becomes dominant, but keep everyone’s interests in balance. Partnerships should be managed based on mutual respect, giving each organization the opportunity to contribute, independent of the organization’s size. At the same time, there should be a project champion to create momentum and lead implementation.

To find and assign the appropriate candidates to each of the roles mentioned above, it is necessary to get acquainted with the local mobile innovation ecosystem, including the important actors and stakeholders. Learn more about this process in the next section.
Getting familiar with the local environment is crucial for selecting the right team members. It is important to know the relevant actors and stakeholders in the field of mobile innovation from the public and private sectors, as well as from civil society, in order to engage them in the Mobile Innovation Roadshow. Good networking is key to success!

Stakeholder mapping begins with desk research (Internet search/literature review) to identify the major actors from different sectors, including:

- private sector companies such as mobile operators, private incubators, technology centers and other mobile tech firms, entrepreneurs or investors in the mobile innovation field;
- public sector entities, for example government agencies related to market regulation, economic development, telecommunication, innovation and incubation, as well as public industry or technology parks with a focus on mobile development, etc.;
- academia, including universities and vocational schools that offer relevant curricula —try to identify the most relevant ones, not only in your country’s capital but also in other regions or provinces;
- civil society organizations such as associations or foundations working in the field of innovation, ICT, and mobile development;
- international organizations that may have programs promoting mobile development and innovation.

Stakeholder mapping is a crucial step to get a clear understanding of the different participants and their initiatives currently supporting the development of the mobile sector in your country.

See the example of a stakeholder mapping below for a reference of the type of stakeholders to consider. Stakeholder mapping is best accompanied by in-depth information with regard to each specific stakeholder based on the details listed above, identifying specifically which stakeholders work together.
STAKEHOLDER MAPPING

This process enables you to identify the best organizations to partner with and suitable people for your team, which you then can meet and interview in person for final selection.

5.3 Define the Objectives

As a next step, elaborate a program statement with clear objectives. What is the focus of the Mobile Innovation Roadshow? The program statement is an important tool to approach stakeholders and convince them of the concept, so take your time to think about how to best present the Mobile Innovation Roadshow. The program statement should be short, concise, clear, and easy to understand for anyone who is not familiar with the concepts of mobile innovation and incubation.

It should include the following elements:

**WHAT**
Explain what is meant by mobile innovation and incubation. Some people might not be familiar with these concepts, so you should define them well.

**WHY**
Explain why mobile innovation and incubation are relevant in the country context. Think from the point of view of each stakeholder group you identified. What is the relevance for the private sector? Why is mobile innovation relevant for government or other public entities? What are the benefits for academia and
If you choose a certain thematic focus for the Hackathon, explain why mobile application development can contribute to solve the problems related to the thematic issue.

HOW
Explain how mobile innovation and incubation can be promoted in the country by explaining the Mobile Innovation Roadshow and its different elements.

5.4 Engaging the Stakeholders

5.4.1 Stakeholder Levels

Once your program statement is in place and you have made a selection of the most relevant stakeholders based on the stakeholder mapping, start the stakeholder engagement process. There are different levels of stakeholder engagement in the Mobile Innovation Roadshow:

- **Stakeholders who participate in the Stakeholder Workshop**
  The primary objectives of the Workshop are to engage key stakeholders in discussion on perspectives of knowledge-based entrepreneurship and innovation promotion (such as mobile innovation); to establish partnerships as well as get feedback from the potential partners and beneficiaries around the relevant issues for mobile entrepreneurship and innovation related initiatives.

Participants should be key innovation and entrepreneurship ecosystem stakeholders, including representatives of government agencies responsible for innovation promotion and/or economic development, private sector leaders and technology startup founders, innovation and business support organizations, universities, and the donor community. The event targets stakeholders at decision-making and senior management level.

If you do not manage to get the right level of decision-making and senior management level participants in the Stakeholder Workshop, optimal results of the Roadshow will be jeopardized as it will not be possible to establish a roadmap and follow-up activities in the Stakeholder Workshop.

Networking is extremely valued by participants of the Mobile Innovation Roadshow. Apart from integrating stakeholders into the different events, think about adding a facilitated networking event that brings together students and young developers with the mobile industry, startup incubators, and investors!
- Stakeholders who participate in the Incubation Training event, Hackathon, and/or Bootcamp

In addition to those engaged as partners and in the Stakeholder Workshop, stakeholders also need to participate in the different events of the Mobile Innovation Roadshow.

For the Hackathon, create a jury consisting of relevant actors who will evaluate each Hackathon team’s project and decide on the winning team.

For the Bootcamp, the student and developer communities are the direct target group of the Bootcamp, however a number of stakeholders should participate to provide additional expertise and facilitate networking between young developers and the mobile industry. Stakeholders to be engaged on this level can include technology startup founders, innovation and business support organizations, or investors.

The Incubation Training targets local intermediaries (innovation and business support practitioners, policy makers planning to initiate projects aimed to support entrepreneurship, other interested stakeholders) and aims to improve their understanding of different business incubation approaches and models and how they can be applied. Select the relevant stakeholders to approach for this event from your stakeholder mapping results.

5.4.2 How to Engage Effectively

Create a communication strategy for each of the stakeholder levels. Professional communication is key to get stakeholders interested and keep them engaged throughout the Mobile Innovation Roadshow as well as after the event.

**STEP 1**
Write emails addressing each individual stakeholder including the program statement and information about the Stakeholder Workshop and the other events. In the email, you should express the value and importance of each stakeholder for the Mobile Innovation Roadshow. Regarding potential partners, you should express your interest in collaborating with them and propose a personal meeting to discuss this issue further.

**STEP 2**
Track the responses that you receive. Implement follow-up phone calls or personal meetings with the most important stakeholders. For those who do not respond to the email, also follow up by phone.

Make notes in the stakeholder list about each stakeholder’s expressed interest (or disinterest) so that you can prioritize your follow-up activities. Stakeholders that openly express their disinterest should not be contacted further.

**STEP 3**
To keep stakeholders interested prior to the start of events, stay in touch with them! For example, you can send out a newsletter every one to two weeks, informing them about the latest developments of the preparation phase, including facts and figures about the mobile development sector.

5.5 Planning the Agenda

Parallel to the ongoing stakeholder engagement process, planning the time frame and sequence of events will take place. A Mobile Innovation Roadshow takes five days in total. However, the Stakeholder Workshop should be implemented about three weeks before the other events in order to raise awareness and engage more stakeholders. The following table shows the typical distribution of days:
When selecting dates, be aware of holidays, university exams, and other important events that might take place so that people are not prevented from participating due to other commitments. Consider sending alternative dates (weeks) to stakeholders and collect their responses about which dates work best for them.

It is recommended to follow this sequence of events, as it has proven successful in the Mobile Innovation Roadshows implemented so far. However, you can think about how to best adapt the events to the country context. For example, participants from former Mobile Innovation Roadshows stated that the Incubation Training was too short. Thus, you might consider adding another training day, especially if the incubation concept and processes are not well known and applied in your country. In addition, it is possible to add a facilitated networking event, for instance, after the Hackathon, in order to help young developers and students to connect with mobile industry actors and investors.
5.6 Selecting the Participants

Once the dates are defined, the next step is to create outreach to the student and developer community as relevant participants of the Bootcamp and Hackathon events.

5.6.1 Define Selection Criteria

First, define selection criteria for Hackathon participants. The Hackathon is the only event that interested participants have to apply for. The participants selected for the Hackathon will then be invited to the Bootcamp.

Selection criteria can vary from country to country. If the mobile developer scene is not yet established or apparent, you may want to keep the selection process open in order to engage a broad range of participants and get to know “who is there” in the field of mobile innovation and development. If the developer scene is already apparent, and you have chosen a specific thematic issue for the Hackathon, it is advisable to define a set of criteria in order to get the right participants for the purpose of the event. Such criteria can include, among others:

- Age
- Level of education
- Prior experience in developing mobile applications
- Experience with or knowledge of the thematic issue chosen for the Hackathon
- Quality of idea for app development

Next, using the Program Statement as a base, create a document with a detailed description of the Bootcamp and Hackathon events, including participation criteria and requirements as applicable. (For example, should applicants send a CV, a motivation letter, or other documents?) Usually, applicants will be asked to outline their idea for app development.

Specify a contact email for sending applications or clarification requests. You can also consider an online platform on your homepage for application/ideas submission. Do not forget to set a deadline for applications!

As the Incubation Training targets different participants than the Bootcamp and Hackathon events, make a separate invitation letter including an event description. You might have identified relevant participants already through the stakeholder mapping, but you should increase outreach to maximize impact. No selection process will take place for the Incubation Training, but you might consider implementing a pre-evaluation of participants’ knowledge about the incubation concept and processes, in order to be able to deliver training that is better adapted to participants’ needs.

5.6.2 Get the Information Out

The information about the Hackathon can be distributed through a number of channels in order to create maximum outreach to potential participants. The right mix of channels depends on the country situation, but here are some that have proven successful in past Mobile Innovation Roadshows:

- Send the information by email to relevant stakeholder organizations such as relevant business incubators focusing on mobile development, universities, technical colleges, and other organizations throughout the country that can print out the document and advertise the events on

Select participants carefully. You have to go where relevant people are: universities, vocational schools, or the business community in the whole country. If you don’t get the right people, you can’t create impact.
black boards and in classrooms/office spaces.

- Publish the information on the internet, e.g., on your homepage and in social media (Facebook, LinkedIn, Twitter), and encourage any partner organizations to do the same.
- Advertise the events through radio broadcasts or TV ads.
- Advertise through mobile phone messages.
- If you have a mobile operator as partner institution, work with the operator for advertising.

### 5.6.3 Select the Participants

Track the applications that you receive. After the application deadline, implement the selection process with your team according to the selection criteria you established. Send out responses to each applicant, and follow up with the ones that have been accepted for participation. They should receive more detailed information about what to expect from the Hackathon that they will participate in, and how to best prepare for it. This will be usually done in a pre-Hackathon meeting.

### 5.7 Planning the Logistics

Once you have selected the participants for the Hackathon and received responses from invitees for the other events, and thus know the exact number of people that will attend the different events, you can proceed with planning the logistics. It is important to select adequate venues that provide enough space for the number of participants and the equipment that you will need, especially for the Hackathon.

For the Bootcamp, take into account that one part of the event consists of one-on-one coaching, and thus adequate space will be needed to facilitate privacy.

Also think about movable chairs and desks so they can be re-arranged for group work during training.

In addition, make a list of the necessary equipment for each event, and do research on how and where to procure it. If you partner with institutions such as mobile business incubators and universities, they might be able to provide the majority of the necessary equipment such as projectors, white boards, flip charts, computers, etc. A partnership with a mobile operator is strongly recommended for the provision of broadband Internet.

Adequate venues and equipment, as well as catering are very important for a successful implementation of the events! If computers or Internet do not work well, the Hackathon will be a failure. If a projector does not work, presentations during Stakeholder Workshop, Incubation Training, or Bootcamp will fail. Select venues and equipment carefully, and make sure that everything works before the start of each event!

In the following sections, each event of the Mobile Innovation Roadshow will be described individually to provide an overview on the type of event, its duration, target audience, necessary materials, as well as the necessary steps to prepare and implement each event.
6. IMPLEMENTATION OF THE MOBILE INNOVATION ROADSHOW

In addition, think of catering. Almost all events take one or two full days, and participants will need adequate breaks with refreshments and food in order to stay concentrated. Do research on catering firms and ask for price quotations.

6.1 Stakeholder Workshop

<table>
<thead>
<tr>
<th>TYPE OF EVENT</th>
<th>TARGET AUDIENCE</th>
<th>DURATION</th>
<th>NUMBER OF PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>High-level round table discussion with 1-2 introductory presentations</td>
<td>Representatives of government agencies, key private sector players (telecom operators, ICT companies, others), business enablers (incubators, SME support centers, innovation centers, etc.), major universities with ICT specializations, other key stakeholders</td>
<td>4-5 hours</td>
<td>20-25</td>
</tr>
</tbody>
</table>

Step 1
Select venue and arrangements:
The venue selection should be done at an early stage to make sure that an adequate venue will be available. The Stakeholder Workshop should take place in a hotel meeting room or an innovation center’s conference facility with projector and screen as well as a flipchart and markers. In order to facilitate interactive discussion between stakeholders, the room should be set up with a round table. Prepare for a morning coffee break during participants’ registration and a second coffee break after the first two hours of discussion.

Step 2
Prepare Workshop agenda:
Define the topics to be discussed, and identify a suitable moderator as well as key speakers that will give short presentations on defined topics in order to facilitate a fruitful discussion. The presentations should be prepared by the speakers and sent to the project manager for review. Possible points of discussions are, but not limited to:

• Why mobile? What are the key country level opportunities, benefits for partners, involvement options, roles, and responsibilities? What is the
current status of innovation ecosystem and mobile industry in the country?
• What types of support currently exist for promoting innovative SMEs? What are the main sources of talent supply? How are different stakeholders currently involved in shaping the innovation ecosystem? What is the private sector perspective on running an innovation-based company?
• What are the key challenges/areas to be addressed (education, access to finance, institutional capacity, entrepreneurial culture, legislation, etc.)?

Step 3
Invite participants:
Design invitation letters that include the agenda, date, and venue for the event. Invitation letters can be sent out to participants via email or in printed form. When printed, invitation letters can be accompanied by promotion material, such as posters or brochures. Invitation letters should be sent out with sufficient time before the event and responses of invitees should be tracked and followed up on.

Step 4
Prepare handouts:
For each participant, prepare a folder that will be handed out at the registration desk and contains the agenda for the Workshop, a list of participants, handouts of each presentation, and a feedback form to evaluate participants’ satisfaction with the event.

Step 5
Deliver Workshop:
The Stakeholder Workshop should take place about three weeks before the Incubation Training, Bootcamp, and Hackathon events in order to allow for a further stakeholder engagement after the Workshop.

It is recommended that the Stakeholder Workshop be implemented during four to five hours in the morning. As organizer, make sure to be at the venue early to do a final check on the venue arrangements and equipment, and to welcome participants when arriving. A registration desk should be set up with a participant list and the handout folders.

If deemed appropriate, the presentations and discussions can be recorded on video for future reference. In addition, pictures can be taken to use for disseminating the results of the event. The coffee breaks can be used to approach key stakeholders and arrange individual follow-up meetings. After presentations and discussions, thank stakeholders for having participated in the event and ask them to fill out the feedback form, which should be collected from them before leaving.

Step 6
Follow-up:
The Stakeholder Workshop outcomes should be used to prepare a short news or press release which can be disseminated through mass media and the Internet to increase awareness of the Mobile Innovation Roadshow. Moreover, if it has not been done already during the stakeholder mapping process, the Workshop is a good opportunity to identify the most interesting stakeholders for participation as jury members in the Hackathon or as valuable additional participants in the Bootcamp or Incubation Training. The identified stakeholders should be approached and invited personally to these respective events.

"Use Stakeholder Workshop for “setting the scene,” and communicate outcomes to raise interest in the other events."
Step 1
Select venue and arrangements:
The Bootcamp is best implemented at an innovation center or at a university conference or training facility. The room should be equipped with a projector and screen, as well as flipcharts and markers. The room setup can be either round table or classroom arrangement. Prepare for two coffee breaks and lunch.

Step 2
Prepare Bootcamp agenda:
The Bootcamp is usually divided in two parts: in the morning, a facilitator will implement training on idea pitching and business development. In the afternoon, individual coaching sessions with participants take place.

For the morning agenda, identify one or more qualified trainer(s)/facilitator(s) who will prepare learning materials and presentations. The Bootcamp should be delivered by a serial entrepreneur and/or recognized mentor with hands-on experience working with technology/mobile startup companies. The trainer can be identified at in-country level (local tech community leader), regional or international level (regional/international experts). For the afternoon agenda, draft a document explaining how to support the participants with the development of their business idea. This information, together with the overall agenda, should be sent to participants beforehand so that they can prepare to present their ideas and think about specific questions they might want to ask.

Step 3
Invite participants:
Prepare an invitation letter and send it to everyone selected for participation in the Hackathon event, together with the information prepared in Step 2. Furthermore, consider inviting a number of stakeholders who can add value to the Bootcamp, such as technology startup founders, innovation and business support organizations, or investors. Follow up on the invitations to ensure high participation.

Step 4
Prepare handouts:
Print out the training material, the trainer’s biography, and a feedback form for each of the participants.

Step 5
Deliver the Bootcamp:
It is recommended that the Bootcamp be completed in one day (eight hours). The appropriate starting time depends on the country context. As organizer, make an effort to get participants from the whole country and from different environments.
sure to be at the venue early to do a final check on the venue arrangements and equipment, and to welcome participants when arriving. A registration desk should be set up with a list of participants and the handouts for each participant.

If deemed appropriate, the Bootcamp event could be recorded on video for future reference. In addition, pictures can be taken to use for disseminating the results of the event. Don’t forget to ask participants to fill out the evaluation form and collect it from them before leaving!

6.3 Hackathon

**TABLE 4: OVERVIEW OF THE HACKATHON**

<table>
<thead>
<tr>
<th>TYPE OF EVENT</th>
<th>TARGET AUDIENCE</th>
<th>DURATION</th>
<th>NUMBER OF PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two full day contest and pitch presentations</td>
<td>Selected Hackathon participants</td>
<td>20 hours (Day 1: 12 hours, Day 2: 7-8 hours)</td>
<td>20-30</td>
</tr>
</tbody>
</table>

**Step 1**
**Select venue and arrangements:**
To implement the Hackathon, a large facility is needed with computers and secured high-speed Internet connection, flipcharts, a projector, and a screen. The room setup should consist of several round tables (two to three participants per table), as well as an area where participants can rest during the first day, and the possibility for theatrical or round table set up for the second day. Prepare for coffee-breaks and lunch served inside the venue for the two days.

**Step 2**
**Prepare Hackathon:**
Write the Hackathon announcement, including a detailed description of the event, as well as information about the application procedure and criteria. To receive applications from potential participants, you can design and launch an online platform for ideas submission, or simply provide an email address where applications can be sent. Don’t forget to put an application deadline in order to have sufficient time to evaluate submissions and select participants!

In addition, start preparing the handouts for the Hackathon. These include promotion materials, the Hackathon agenda, and a feedback form to evaluate participant’s satisfaction with the event.

For non-students, incentives should be created to participate. The Hackathon should have concrete results in terms of app commercialization or startup creation, not just idea generation or fun development. Make it a real competition.
You should also think about the prizes that will be given to the winning team(s) of the Hackathon. Prizes can be in the form of money, or could consist of things like mobile devices, laptops, etc. It is recommended to engage a private sector company as the sponsor for prizes. You can also think about partnering with an incubator so that the winning team(s) will receive pre-incubation services after the event.

Start early with the engagement of stakeholders as participants in the jury panel and for winners selection. You can intensify the engagement process during and after the Stakeholder Workshop.

**Step 3**
**Disseminate the Hackathon announcement**
Promote the Hackathon event through as many channels as possible to maximize outreach to potential participants. The Hackathon announcement should be disseminated country-wide. Choose the most adequate distribution channels according to your country context. Possible channels include emails to key organizations such as universities, technical colleges, innovation and incubation centers, etc.; radio broadcast and TV; advertisement in print media; Internet and social media; or mass SMS.

**Step 4**
**Evaluate ideas and select participants**
After the application deadline, implement the evaluation and selection process. All idea submissions should be evaluated according to a set of pre-defined criteria which guarantee a certain level of experience from the participants and quality of the app development projects. The ideal number of participants for a Hackathon is 20-30. Participants usually work in teams of two to three people, so you should select in between ten to fifteen teams (depending on the number of participants of each team).

After selection, send emails to all applicants, informing those that have been selected about the next steps, and thanking those that have not been selected for their idea submission.

**Step 5**
**Organize pre-Hackathon meeting**
As a next step, a pre-Hackathon meeting should be organized with the selected participants in order to inform them about the Hackathon agenda and what exactly will be expected from them. The pre-Hackathon meeting also serves as a networking opportunity and to create team spirit and a positive atmosphere.

**Step 6**
**Deliver day 1**
The first day of the Hackathon is a contest where the different teams work on the technical development of their app idea. Therefore, it is extremely important that the computer equipment and broadband Internet work well. It’s best to partner with a mobile operator for these services, and make sure that a technician is present at the event who can fix any problems that might occur.

The first day will take about twelve hours. As organizer, make sure to be at the venue early to do a final check on the venue arrangements and equipment, and to welcome participants when arriving. A registration desk should be set up with a participants list and the handouts for each participant.

The Hackathon contest should be accompanied by a technical expert experienced with app development, who is able to provide on-site assistance for participants.

**Deliver day 2**
The second day of the Hackathon consists of pitch presentations of each participant’s/team’s app that has been developed during the first day. This day will not be as long as the first, but a full day should be calculated, as the morning will probably still be used for developing the apps and preparing for presentations.

A jury of a number of relevant stakeholders will evaluate each team’s project and select a winning team at the end of the day. There can also be up to three winning teams that will receive a first, second, and third prize respectively.

The presentations should take about ten minutes per team (depending on the total number of teams, they could also be a little longer), as well as additional five minutes for questions from the jury to be answered by each team.

If deemed adequate, the event can be recorded on video for future reference and dissemination of results. At the end of the Hackathon, don’t forget to ask participants to fill out the evaluation form and collect it from them!

Make sure that the winner selection takes place at the end of the day and that the winning teams receive their prizes. In former Hackathons, participants had to wait a long time before the winners were announced, and the winning team did not receive the prizes directly but had to wait several weeks.
Follow-up
As a follow-up to the Hackathon, you should disseminate the results in print and online media. You can write an article about the event, circulate pictures, or collect participants’ stories. There should also be some follow-up support for the winning team(s) to further develop their app and business model and eventually bring it to the market. This could be done through an incubation center for example.

6.4 Incubation Training

| TABLE 5: OVERVIEW OF THE INCUBATION TRAINING |

<table>
<thead>
<tr>
<th>TYPE OF EVENT</th>
<th>TARGET AUDIENCE</th>
<th>DURATION</th>
<th>NUMBER OF PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>One full day training</td>
<td>Representatives of business enablers (incubators, SME support centers, innovation centers, etc.), middle level policy makers, government representatives, and tech community</td>
<td>8 hours</td>
<td>15-20</td>
</tr>
</tbody>
</table>
Step 1
Select venue and arrangements:
The Incubation Training should take place in a hotel meeting room, an innovation center’s conference facility, or in a university facility. The room should be equipped with a projector and a screen, several flipcharts and markers, as well as white paper for participants. The room setup should consist of several round tables depending on number of participants (four to five participants per table) or one round table. Prepare for two coffee-breaks and lunch.

Step 2
Prepare the training:
The Incubation Training will be implemented according to the infoDev Incubation Training methodology. Materials are available online. Usually, the Training will consist of modules 1 and 2. However, if appropriate for the country context, you can choose additional modules to be implemented, for example module 12 on agribusiness incubation.

There is a pool of 60 infoDev certified trainers based in 35 different countries. Select a trainer that has the most knowledge about your country context in order to deliver a training that is adapted to the participants’ local situation.

The trainer will be responsible for the elaboration of the training materials (trainees manual), which will be sent to the project manager for review and printout. As additional handouts, prepare presentation slides of module 1 and 2 and of additional modules if applicable, a trainer’s bio, and a feedback form to evaluate training participants’ satisfaction.

In addition, prepare the training announcement which will be sent to participants along with an invitation letter. The announcement should be a clear description of the type of training, so that invitees can evaluate whether they are interested or not.

Step 3
Invite participants:
Design invitation letters that include the training announcement, agenda, date, and venue for the event. Invitation letters can be sent out to participants via email or in printed form. Invitation letters should be sent out with sufficient time before the event, and responses of invitees should be tracked and followed up on.

Step 4
Deliver the training:
Usually, the training modules 1 and 2 are delivered in one full day. However, if you want to include additional modules, you should plan for a second full or half day of training so that the participants are not rushed through the Incubation Training, and have sufficient time to digest the training materials and ask questions.

As the organizer, make sure to be at the venue early to do a final check on the venue arrangements and equipment, and to welcome participants when arriving. A registration desk should be set up with a participant list and the handouts for each participant.

If deemed appropriate, the Incubation Training event can be recorded on video for future reference. In addition, pictures can be taken to be used for disseminating the results of the event. Don’t forget to ask participants to fill out the evaluation form and collect it from them before leaving!

“Make sure that the trainer speaks the common local language to get as much as possible out of the Incubation Training!”
In order to maximize the results and impacts of the Mobile Innovation Roadshow, it is important to evaluate each event and prepare for necessary follow-up activities. The evaluation will also provide you with valuable insights for the next time you might want to organize a Roadshow or a Hackathon.

The need for follow-up events has been repeatedly expressed by participants of former Mobile Innovation Roadshows, especially for the Hackathon and the Incubation Training. As a tool, use evaluation forms which participants fill out at the end of each event. The evaluation forms should ask questions about participants’ satisfaction with quality and delivery of events, and give them the opportunity to make recommendations for improvement.

### 7.1 Hackathon Follow-up/Pre-incubation Services

The Hackathon creates excitement and awareness and engages developers, but it is crucial to provide follow-up to the winners of the Hackathon to enable them to potentially bring their applications to market. It is suggested that the winning team(s) receive pre-incubation services at least over a three month period. In addition, coaching and mentorship should be provided to the best Hackathon teams.

Technical training (mobile programming, design) can potentially be organized as follow-up activities with longer duration and comprehensive training curricula.

### 7.2 Training Follow-up

The majority of training participants in former Mobile Innovation Roadshows highly valued the Incubation Training and expressed interest in receiving further training, deepening the knowledge gained in the two introductory modules.

Thus, the training implementation could serve as a good starting point for defining existing knowledge gaps amongst innovation and business support practitioners and/or for future delivery of the full Incubation Training program.