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**New communities and social innovation: living and
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New communities and social innovation: living and working environments

EXECUTIVE SUMMARY:

The Technopark is the symbol of Morocco's entrance in the era of new technologies. It's a concentration of gray matter bringing together companies specializing in ICT, Green Tech and cultural industries and an innovative community.

From providing clients with premises available for use to offering support to Startups and SME's, Technopark has, since its creation, gone a long way and achieved much of its goals which gives it the reference of being the place where every entrepreneur should be.

Part of Technopark Strategy is to attract entities that share similar objectives for the development of entrepreneurship and innovation and provide high value added services to all Technopark community.

Beyond the sector duplication, Technopark has engaged in a regionalization strategy of its concept and successful model by opening in Rabat in 2012 and launching Tangier Technopark this year which allows Technopark to continue his quest to extend and create new communities nationally.

1. SNAPSHOT¹ ON TECHNOPARK MOROCCO TODAY:

Technopark Morocco is today a technology park with sites in three main cities, Casablanca, Rabat and Tangier (The Technopark Tangier is currently under construction).

The Technopark Morocco is a technology park dedicated to ICT, Greentech and cultural industry sectors and is managed by MITC (Moroccan Information Technopark Company) which is a limited liability company and is jointly owned by Moroccan public and private sectors. Its stakeholders are the Moroccan government (35%) and the five major financial institutions of Morocco; Attijariwafa Bank (17.7%); the Banque Centrale Populaire (BCP) Caisse de Dépôt et de Gestion (CDG) with (17.5%) each and BMCE Bank with 12.3% of the equity. From the beginning it has been a tradition to have the minister of trade and industry as MITC chair-man.

All sites together, the community constituting the Technopark comprises 230 technology companies and 1500 employees.

Technopark has supported more than 700 innovative companies since its creation through its managing company MITC. Business services offered to these companies are numerous from hosting to assistance to finance and market.

MITC current business model is based on a financial equilibrium that is reached by offering the SME's subsidized services as office spaces at low prices and support services, regulated by the commercialization of profitable services to large companies from office spaces at market price to publicity and marketing services.

This business model has at least two advantages. First, it forces MITC to behave as a private company and always enhance its services to meet its client's needs (big and small ones). Then it enables Technopark to host both small and large companies, which generate business opportunities for both categories.

The Technopark today is also a rich ecosystem formed by the main entrepreneurship and innovation actors whom headquarters are in one of the Technoparks and that complete the Technopark wide range of services by providing targeted services answering the main needs of technology companies, Start-ups, entrepreneurs to be by. These services goes from financing, incubation services, acceleration services, networking, mentoring, coaching, soft skills training...

The following graph shows all the members of the actual Technopark ecosystem² :



1. Technopark in 3min www.youtube.com/watch?v=Plms32xmj-s

2. Visit our website to learn more about our ecosystem : www.technopark.ma/en/presentation/ecosysteme

2. 14 YEARS EARLIER, A LONG WAY GONE

Origins and missions

Before it became a seedbed for ICT, Greentech and cultural industry startups in Morocco, the building of Technopark Casablanca was initially destined to serve as the headquarters for the Moroccan customs administration that still owns the building.

In the late 1990's, after several other options has been considered, the Technopark project was the one chosen, thanks to the shared view of a few public decision makers and the main IT business association in Morocco (APEBI).

In 2001, Technopark Casablanca was inaugurated with the mission of helping in the creation and the development of startups in ITC sector.

2008, a new page and a new strategy

In the year 2008, and after ups and downs in the 7 years of Technopark's activity, there were several changes in the management team and as the rule states it, a new team implies a new strategy.

The new strategy drawn by the top management focused on adjusting the efforts of the team on the main activities, coordinate decisions and choices to the business model and enhancing the user experience and quality of the existing services.

Customer feedback is key

For Technopark, and since 2008, the main tool for decision making is the feedback of our customers. Directly by carrying out an annual survey on all our services and the way we are executing them and indirectly by collecting feedback from ASTEC which is the association of Technopark's companies.

Mastery of the main activity and certification

These actions led to several decisions and action plans to enhance our services and the main insights was the necessity to concentrate on the main service, the put at disposal of office spaces and the associated services, and to standardize these activities.

In 2009, Technopark launched an ISO 9001 certification project that led to a certification in 2012.

Not only the certification receiving, but mainly the exercise of getting to the certification, permitted to Technopark and management team to develop a mastery of the main service and to increment the satisfaction of our client from 44% in 2008 to results above 90% during the last three years, which demonstrate the efficiency of the new approach.

This was a turning point for Technopark Morocco and for several reasons:

- Technopark is a project based on shared values and principles purposes (Transparency and equity, proximity and active listening, Innovation) and its community (Companies, partners, employees) are congregates around those values.
- Due to its quality of services, Technopark is able to attract the main entrepreneurship and technology actors. (see section 3)
- Technopark gained the self-confidence that allow an ambitious and visionary development strategy (Going regional, duplication to other sectors...) (see section 5)

The mastery of the main activity and the optimizing of its functioning also allowed Technopark to guide its efforts to activities with more added values to our companies.

3. BUILDING AN ECOSYSTEM

Technopark, and since its beginning, is aware of the importance of an inclusive approach to reach its goals and realize its mission.

The year 2008 was marked by the introduction of the Casablanca city as part of the director's boards. In the same year, contacts have been made to convince APEBI, the main IT business association in Morocco to install its headquarters in Technopark. What was done a year later.

In 2012 REM (Réseau Entreprendre Maroc), an organism working on the promotion of entrepreneurship and offers several services from financing to mentoring, installed in Technopark.

The following years, MNF a public-private fund created by MITC and several private banks to provide early and Mid-stage funding to ICT companies. It's the first fund dedicated to the ICT sector with 100 MDHS (9 Million Euros). MITC CAPITAL, the company managing MNF settled in Technopark

In the same period, FSI, a public fund created to support the innovation in Morocco with a set-up of 450 MDHS (40 Million Euros) has been created. And the private company in charge of managing the program, CMI, installed in Technopark.

Capitalizing on these cases, Technopark became aware of the opportunity to create a complete and rich ecosystem and decided to shift from an opportunistic approach toward a structured methodology of building this ecosystem.

The starting point of this structured approach consisted on assessing the needs of our community and the needs of MITC to better serve its mission.

The result of this exercise led to the identification of the following needs:

- Access to Finance
- Access to market
- Community management

The needs of Technopark consisted mainly on enhancing the quality of their startups and residents. Going through the process of building the ecosystem several choices and decisions showed up that turned to be important milestones.

Doing it or lean on confirmed partners

Giving answers to the needs revealed above can be done by the design of new services gathered directly by MITC or to lean on the wide variety of actors that are already operating in the Moroccan market and have several years of experience.

The second option was the one chosen by Technopark, this choice was based on the advantages it provides.

- To do things right, don't necessarily do it yourself: The needs an entrepreneur in general, and our community in particular, extend to a large spectrum and being expert in all these areas resemble more to a mirage than a touchable reality.
- Leaning on partners to provide indirectly services for the needs above allow MITC to focus on specific parts of the value proposition such as customer's feedback, potential synergies between different actors, enriching the ecosystem....
- Managing an ecosystem encourage more an experimentation approach than a demonstration approach

Technopark favored bringing a new partner to the ecosystem to fulfill a community need than to design it and do it itself.

Nevertheless, there are still some needs where it's uneasy to find a partner covering them and in this case Technopark provide directly the service.

An example of that is the community service or "Service à la communauté" service that will be explained more in details in section 4.

Physical Vs Virtual ecosystem

Another delicate choice was whether to favor a global and even virtual ecosystem or to insist on the relevance of creating a physical ecosystem which means that the physical installation of the head-quarters of the partner is mandatory.

Even believing that a virtual and global ecosystem is a worthy goal, the path to an efficient inclusion in a global ecosystem starts by forming a strong and small ecosystem whose members shares same values and has strong mutual interests.

Proximity also favors the strengthening of the links between the members of the same ecosystem, enhance communication between them and also between the ecosystem as whole and the respective communities. Creating a virtuous value chain inside an established ecosystem

Falling within an approach of complementarity and collaboration, the aim of Technopark through the ecosystem is to create a complete one that propose an entrepreneur route that goes from early to mid-stage funding, from mentoring and coaching to strategy positioning, from ideas and competitions to company creation and installing in Technopark....

At this level, we start witnessing some success stories that could benefit from this entrepreneur's route.

Virtual Building Solutions (VBS):

VBS is a software developer of solutions for real estate assets management and facilities management. VBS has been able to go through our "entrepreneur's route" by profiting from financing and mentoring services of REM, then from an early stage funding from CMI, Mid stage funding from MNF and finally becoming a service provider of Technopark for the Technopark

Having reached a degree of having more than a mature ecosystem, Technopark decided to put in place a process for the management of this activity with a dedicated team and clear goals and indicators.

The purpose of the process and its activities is to be able to evaluate annually the performance of the ecosystem and the services each member provide in contrast with the needs of the Technopark Community.

Activities supported by the process allow to:

- Define the collaborative relationship: described as a win/win agreement
- Develop areas for improvement : increased quality service
- Carry out mutual projects to serve the community what is currently the case with Jokkolabs (See the Chapter 5)

- Identify collaboration opportunities between the partners themselves
- Enrich the ecosystem with new value added partners

The process is used to provide the framework within which the ecosystem evolves.

4. ECOSYSTEM TO AN HOLISTIC COMMUNITY

Building communities by offering services

A community is a group of persons and companies that share the same interests even in adversity. And the common interests in the case of our community is Entrepreneurship, Innovation and Success.

But having a community is creating it but also keeping it and feeding its needs going from the need to be connected to people with same interests, the need to collaborate, the need to be inspired, the need to be challenged and the need to feel as being a part of something bigger than oneself.

The best way to do that is by providing service that can fulfill these needs.

MITC developed a panoply of services that allows members to connect one with another, to exchange information and to share ideas. Services that also encourages and favors the extension of the community by reaching continuously new members.

- **Technobreakfast:**

The first Thursday of every month, Technopark organizes the Technobreakfast, 2 hours of networking between the members of our community. It's a tradition to invite a top manager of a private or public organization will introduce his entity and services, will learn about the Technopark, meet the young entrepreneurs and maybe place orders through them over a cup of coffee.

- **Technocouscous**

The first Friday of every month, we create, through this special event, around traditional Moroccan meal which is Couscous, special meetings and top-quality get-togethers, a great opportunity for all the entrepreneurs to network and build one-on-one relationships.

- **Ffour**

Every year, during the holy month of Ramadan, Technopark organizes a "Ffour" which is the evening meal (after sunset) for breaking the daily fast. This event is attended by all business managers from Technoparks Casablanca and Rabat, and all members of the ecosystem.

This is a tradition we are pleased to maintain. Its objective is the development of inter-company synergies and an opportunity to exchange in a friendly environment

- **Social media**

Between our website, Facebook, Twitter, YouTube channel, the number of our followers keeps increasing every week. This is where all the community meets, shares experiences, interesting information, news on innovation and entrepreneurship, interesting events agenda...

Our social media are also used as a platform to interact with our community, to listen to them and have its feedback.

- **Seminar, conferences and networking events**

Several events are organized monthly on Technopark, organized by one of our partners in our conference room or by Technopark itself. These events addresses different themes of our community interest and most important are the networking opportunity that such events allows.

- **Competition and innovation events**

In the last years, Technopark has been known as the place where the majority of entrepreneurship and innovation are organized.

From Startup Weekend, Get in the ring, Euromed@change, Creative business cup, Jugmeetings, Techwomen....

These competitions and events are interesting social interactions between members of our community.

- **Community service:**

Technopark has developed an events policy to accompany the community through thematic activities and free training to all Technopark employees and company managers.

- Free Seminars and Trainings:

Every month, Technopark organizes free trainings to meet the needs of the community in terms of qualification and performance development.

- Artistic and Cultural Activities:

Technopark is a strong supporter of culture and invites the community to participate in many events and concerts organized by the EAC-L'Boulevard association at the Boultek.

Many events are organized to entertain the community such as the day of the music festival, woman international day or night of stars.

- Sports Activities:

These sports workshops focusing on initiation, participation and competition represent an opportunity to experiment and / or assess different sports.

Just as many activities that develop precision, concentration, wellness and many other qualities necessary and beneficial in the professional world.

- Social Activities:

Under the sign of sharing and solidarity, Technopark organizes committed activities in favor of charities or health agencies. This is how an entire community works to multiply good deeds in the service of a noble cause.

In addition to that, Technopark negotiates for the companies and their employees many advantages and tariff reductions on various products and services.

These advantages are provided to the community through the free loyalty card that allows Technopark's companies and their employees to benefit from several advantages from different contracted companies.

At last but not least, we have in Technopark a sort of "single window" called Room 139 that provides a set of administrative and private services for accessibility, expeditiousness and simplification of procedures such as insurance companies, Urban Municipality for documents legalization and certification, accounting firm to provide legal and tax advices, accounting and payroll work, study of investment projects and assistance, The National Social Security Fund (CNSS) for statements and the related

Each ecosystem partner has its communities, let's mix them

Each member of our ecosystem reaches a wide and different community, one of Technopark's goals is to find ways to mix these communities and to build a bigger one. Mixing different communities from entrepreneurs-to-be to serial entrepreneurs, small and big companies, private and public influencers and actors, Technological and cultural communities... is in fact a way to foster innovation and serendipity.

Through Technopark events based on networking events, competitions, exchange initiatives Technopark aims to assemble and animate these wide fragments of communities.

Turnover importance in communities' evolution

Another interesting fact of Technopark is its companies turnover. 50 companies, Medium and small, leaves the Technopark and 50 new companies access our park each year.

This turnover has several benefits on our environment and community since it grants a continual renewal of the group with new people (More than 200 new employees each year) and new entities that join the existing community. Knowing that the members leaving the Technopark remains in the community.

5. EXPLORING NEW HORIZONS, REACHING NEW COMMUNITIES

Reaching new communities through concept development to other sectors and regions

In 2008, and leaning on the success of its model serving the ICT sector companies and the ICT community, Technopark developed a strategy with the aim to extent its activity to other sectors and other regions.

This strategy has as objective to ensure the sustainability of Technopark Model but also to attain a larger community and create synergy between these sectors and their actors.

Greentech sector

It was natural choosing the greentech sector as our first axis of duplication since that the evolution of this sector is very similar to what ICT sector passed through in the years before.

The second reason of chosen this sector is motivated by the commitment of Moroccan state to boost green technology and to invest in sustainable development, what makes it a sector prone to entrepreneurial activities.

The last but not least reason is the synergism that can be provoked by mixing the communities of ICT and Genentech sectors, knowing that actually a big part of the promises of the greentech and sustainable development lays on the evolution and growth of domains such as smartgrid and smart-building and smartcities and that the "Smart" word in these terms refers mainly to the introduction of intelligent and efficient communication in existing technologies.

PV Project example:

In 2013, Technopark initiated a technology transfer project consisting on installing a 50KWp photovoltaic system with three different technologies. The project consisted also in training representatives of several energy institutions on the offline and online PV systems installing.

The project was also an occasion to create significant exchanges between different actors

E-madina, a smart city initiative:

E-madina is a smart city initiative launched by our ecosystem partner APEBI along with the city of Casablanca to promote and foster projects using smart technologies to enhance the quality

Cultural industry sector

Another sector of interest for a concept duplication is the cultural industry sector and we mean by cultural industry (Or creative industry) the industry that combine the creation, production, and distribution of goods and services that are cultural in nature.

Much of these cultural companies were already eligible to Technopark as ICT companies in areas as graphic design, e-platform for distribution of cultural products, digitalized magazines... And it's mainly basing on the emergence of these types of companies among our residents that we decided to give them a special emphasis.

Another reason that motivated this decision is the partnership set in 2009 with EAC'Lboulvart and all the interesting possibilities that this relation blown in.

EAC-L'Boulvart is an association which aims to encourage the creation of alternative urban music. Since 1999, it has been organizing activities around the discovery and support of the alternative youth scene, by running concerts, training sessions, workshops, encounters and festivals (L'Boulevard, Springboard, cycle of music documentaries, etc.)

In 2009, its premises have been in the basement of Technopark Casablanca with the creation of Boultek, which is now Morocco's first music center.

In 900m², it contains rehearsal rooms, offices, training rooms and – this is a great add to the mix – a radio studio.

Boultek allows artists from the new Moroccan music scene to have their own fully equipped work-space. It hosts 30 groups a week on average.

The objective of the association is to suggest a regular programming throughout L'Boulvart festival and to develop all forms of alternative music creation

For Technopark, it is a big opportunity having EAC-l'Boulvart installed in since it makes the attempt to connect two creative communities possible, the ICT and technological entrepreneurs with cultur-al communities. Through the 5 years our collaboration, many innovative initiatives have seen their genesis thanks to the mix of the two communities.

Africa Art Lines:

Africa art line is an initiative carried by members of Technopark community with different backgrounds. An initiative that has as goal the promotion of cultural exchanges in Africa

JOKKOLABS and the dream of an African entrepreneur's community

JOKKOLABS is an innovation ecosystem and a virtual cluster for social change based on an organic entrepreneur community and a network of innovation centers.

Inspired by "Techlabs", "Innovation hub", coworking space, incubators and "Think tank", JOKKOLAS has officially opened in 2010 in Dakar the first coworking space in Africa.

The initiative has spread to form a network of 6 JOKKOLABS co-working spaces across 4 countries: Mali,

Burkina Faso, Senegal and this year in Morocco by partnering with Technopark.

This co-working community also maintains a virtual and physical international network of entrepreneurs sharing values of openness and collaboration, with a special focus on African ecosystem and how to connect African entrepreneurs to better face the challenges of a whole continent.

The JOKKOLABS initiative in Morocco is a big opportunity to connect entrepreneurs from Morocco with their African fellows sharing market knowledge and experience.

Going regional

The second main axis of Technopark's development strategy is to go regional by opening new Technoparks in other cities in Morocco.

The major arguments for this ambitious bet is the need of entrepreneurs and entrepreneurial activities in most of the leading cities in Morocco but also the fact that Technopark benefits from confirmed advantages to display this strategy since it can capitalize on 14 years of experience on the services it provides and on the readiness of the members of the ecosystem built in the main Technopark to follow Technopark in its expansion.

The second Technopark to see the light is Technopark RABAT, launched in 2012 and that was full in the 6 months after its launch. Technopark Rabat has a capacity of 37 residents and an average of 150 employees. A third Technopark is currently under construction and will be launched during the last quarter of this year. The city chosen for this new Technopark is Tangier which is a land of high hopes for the Moroccan economy and aspire to become the second economic city of Morocco. It's also a city that has an entrepreneur's community thriving for projects like Technopark and the possibility to connect with larger communities as those of Rabat and Casablanca.

Spreading an identity to other cities and reaching and connecting communities through proximity

Identity, is a goal Technopark actively constructs, develops and adapts to suit both changing and evolution. In many ways, concepts such as 'identity' and 'community' seem intuitively simple. They are part of everyday life – how we see the Technopark, how we see ourselves in the Technopark and how the world sees the Technopark.

In all Technoparks, we expect startups/SMEs willing to set up in our park to be coherent with our identity. That is why we developed a selection process through our ecosystem to assess the quality and potential of the company. This means that in few months all the companies set up in Technopark will have been wisely selected to be part of our community.

Community here at Technopark is associated with belonging and reference

Opening Technoparks in other cities is also an opportunity to transmit this identity and values to an economic fabric and a community that is desiring growth and dynamism.

The goal being to imbricate a local community with same interests to a global community all over Morocco.

6. CREATING A REFERENCE FOR GLOBAL COMMUNITIES

During the 14 years of its existence, Technopark has gone a long way and achieved much of its goals which give it the notoriety and reputation of being the place where every entrepreneur should be or be part of the community.

Technopark Tangier, which is previewed to launch this year, will be a turning point since the success of the project will mean that it is a game changer bet for a locality, city or a region. This fact will also contribute to move Technopark from a project or initiative to a brand desired by main cities.

That said, many challenges still await Technopark and its teams. First, the ecosystem of Technopark need to be better entertained and synergy between the members shows margin for improvement. Efforts are being displayed to ensure a better interpenetration between the ecosystem components as though as attracting new members and creating stronger links with others potential partners nationally and internationally.

A second ambition is to continue in our going regional strategy and to open in other cities allowing Technopark to play wider role bringing its knowledge and know how helping cities facing the challenges of unemployment, of climate change and others from an entrepreneurial and innovation perspective.