



The NEW Online World Bank Ecosystem Model

Dive in for the in-depth analysis



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Model Background



During the COVID-19 pandemic EIT Hub Israel recognized that innovation managers worldwide are struggling to effectively support their start-ups and innovation ecosystems. The immediate gathering restriction and economic instability imposed immense challenges in connectivity and efficiency of innovation ecosystems.

The world bank model, the leading theoretical framework for enhancing Innovation Ecosystem, has been made almost redundant. This traditional model comprising of 5 categories: People, Economic Assets, Infrastructure, Enabling Environment and Networking assets, the last being the glue that holds and multiplies the impact of an innovation ecosystem. However, the new reality presented by COVID-19 made this classical model somewhat outdated.

Together with 26 European innovation managers, we aimed to create a digital layer for the world bank model to support all ecosystem managers online by providing an online toolbox and a newly transformed model to manage their online ecosystems. Diverse and inspiring Israeli speakers facilitated the different elements contributing to an effective innovation ecosystem forming together this much needed 'digital layer'.

Five sub-groups, representing each category, analyzed the different aspects of the framework: what challenges and opportunities does the digital era present? The participants contributed from their experience and creativity to create a new digital layer and practical tools. The findings entailed in the following model will transcend COVID-19 times, and are relevant for the new digital age of managing innovation ecosystem. We hope this model will help inspire you and better equipped you with developing and managing your innovation ecosystem!



Participants were asked to assess how the classical model has been affected by COVID-19:

- ✓ - unaffected
- ✗ - completely affected
- ? - yet to be determined

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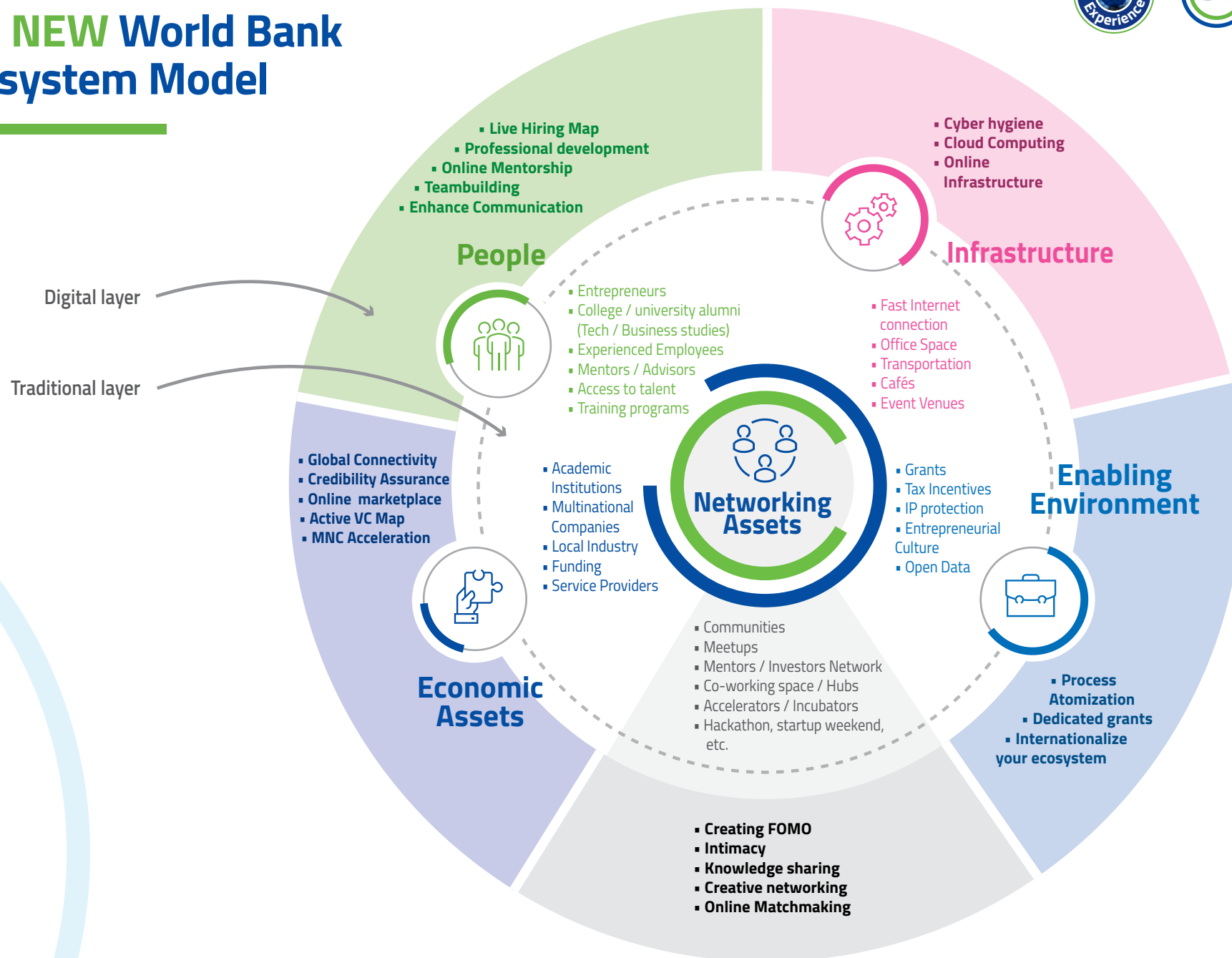
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- Guy Katsovich (LA Fusion) ● Laly David (OurCrowd) ● Dvir Andre Tzanua (BLEE Hackathon) ● Lior Weizman (SAP) ● David Shem Tov (Technion) ● Ayelet Cohen (HUJI Innovation) ● Yael Malatsky (CityZone)

Thank you Start Up Nation Central for the visualization of the World Bank Model Framework.

The NEW World Bank Ecosystem Model



Digital Layer: A deep dive



People

Segment	Description
Live Hiring Map	A live hiring map allows centralization of the hiring status of the ecosystem's talent. This should be constantly updated public data of actively hiring companies. Tools can be: Airtable, google sheets or similar.
Professional development	Keep yourself, your entrepreneurs and team professionally challenged and relevant emphasizing digital capabilities and utilizing e-learning opportunities.
Online Mentorship	Mentors play an essential role as knowledge and experience sharing in the ecosystem. Online mentorship can allow quicker global access to even more relevant mentors. Tools can be Mentorjam (a digital mentoring platform) or any 1:1 discussion with zoom, GoToMeeting, etc.
Teambuilding	Keep your entrepreneurs and teams engaged with online teambuilding activities during meetings, training programs, onboarding of new talent, and more. This is especially important due to the minimization of face to face interactions. Tools can be: Pictionary, House party, Kahoot, Mentimeter, Poll EV.
Enhance Communication	Quick and effective communication is vital in maintaining trust with your internal and external ecosystem players. Use platforms for smooth communication and timely information exchange. Tools can be Slack, Discord, or similar.



Economic Assets

Segment	Description
Global Connectivity	Digitalization can offer more availability and international outreach to leverage fundraising opportunities. Start-ups can now access investors and grants that might not have been available to them before. Utilize this to enhance cashflow in your ecosystem. Tools can be Matchmaking platforms, Crowdfunding, and more.
Credibility Assurance	A productive ecosystem has players that are considered as accountable bodies (VC/other) to foster credibility for both the start-ups and investors, especially during lack of face to face meetings.
Online marketplace	Create an online investment platform where start-ups can present their pitch deck and facilitate the next steps: PoP, PoC. This platform should be locally driven but worldwide open. Former community managers could become administrators of the platform.
Active VC Map	Incubators and acceleration hubs should prepare on-line maps of investments and present it continuously updated public data of actively investing VC's and their new focus areas. They should look for other on-line accessed maps to fulfill view and reach globally. Tools can be: Airtable, google sheets, or similar.
MNC Acceleration	Gain knowledge and experience from MNC's without changing the start-up's location. This can help connect start-ups to MNC's from day one and support their Go-to-market strategy.



Infrastructure

Segment	Description
Cyber hygiene	As more operations digitize, cyber hygiene is essential to protect the security of your employees and customers to ensure business continuity. Ensure cyber and fraud risk policies, build capacity, and be vigilant.
Cloud Computing	Design your digital infrastructure: data sharing principles, connectivity options, data/cloud storage, protection, etc. Once data is enabled to flow more freely, existing applications can start to be enhanced and developed to tap into ecosystem-level shared data.
Online Infrastructure	There are a variety of online tools to support your operations. Identify your needs and find the robust, effective and safe tools for you. You can use EIT Hub Tel Aviv's: Online Digital Tools Navigator



Enabling Environment

Segment	Description
Process Atomization	Digital times call for digital measures meaning atomization and modernization of bureaucratic processes such as IP requests, Tax refunds, Grants, etc. Enabling environments should provide visible, quicker, and informative modern methods to support their ecosystem. Functions can be: enabling chat functions, using cameras for faster authorizations, etc.
Dedicated grants	Enablers should incentivize digitization through different grants and funding tools to support this transformation in the ecosystem.
Internationalize your ecosystem	Current times present cultural opportunity to "import" innovate mindset and best practices. Online Hackathons and open challenges are a good example to internationalize different actors across different domains to become very active and collaborative and foster a culture of sharing.



Networking Assets

Segment	Description
Creating FOMO	In a competitive landscape of content and opportunities, creating FOMO is vital in a successful online event. Limit your spaces, collect questionnaires from participants, create unique interactions, breakout rooms, shorten your session. This will allow you to create deeper and more meaningful engagement.
Intimacy	A huge challenge today is to create intimacy in your interactions which is key for intrapersonal connections. Invest time in getting to know your stakeholders, be vulnerable and share.
Knowledge sharing	In times of quick learning and need for adaptation to new capabilities and skills, knowledge sharing and communal support are vital in boosting ecosystems. This varies from online conferences, mentoring, open-source information, leveraging social media, and more.
Creative networking	With fewer corridors or coffee breaks, the need for creative networking rises to enhance connections in the ecosystem. An example of that can be randomized Coffee Trials - used to connect people at random and give them time to meet to have a coffee and talk about whatever they wish.
Online Matchmaking	Ecosystem managers will need to design and encourage matching wants and needs while supporting their development process.



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People

Here you will find the category analysis, the contribution, and opportunities of the digital elements in terms of this category.



What are the categories in the traditional layer?

- Entrepreneurs
- College / university alumni (Tech / Business studies)
- Experienced Employees
- Mentors / Advisors
- Access to talent
- Training programs



How does this category contribute to the growth and sustainability of innovation ecosystems?

- People are the basic element for innovation to happen. Innovation results from the interactions and the work of people.
- People also form part of the innovation support network by serving as mentors and guides and are a testing ground for innovative products and services.
- Within the proposed framework, this category maps the characteristics of people that increase the potential for innovation, including their diversity, in terms of background and education, their level of education, and the education and training capacity of the city, including provision of technology related training.



What opportunities can digital transformation present in terms of this category?

- Process digitalization
- Availability and time optimization (less traveling)
- Empowerment of entrepreneurs (during the crisis more individuals are motivated to tackle social challenges)
- Further geographical reach
- Create open-innovation activities (e.g. problem driven competitions)



Digital layer:

- Live Hiring Map
- Professional development
- Online Mentorship
- Teambuilding
- Enhance Communication

[click here for details >](#)



Economic Assets

Here you will find the category analysis, the contribution, and opportunities of the digital elements in terms of this category.



What are the categories in the traditional layer?

- Academic Institutions
- Multinational Companies
- Local Industry
- Funding
- Service Providers



How does this category contribute to the growth and sustainability of innovation ecosystems?

- Geographical location, density of people, common luck lose their role giving space for planned and focused actions.
- Innovation starts either from Academic Institution or from research labs in Multinational Companies
- Local Industry accepts, adopts and develops innovation within its systems
- Funding helps innovation ecosystems; more ideas are turned into practice
- Service providers make it even easier by providing solutions to all the abovementioned



What opportunities can digital transformation present in terms of this category?

- Easier access worldwide can increase fundraising opportunities.
- Start-ups can find investors in other ecosystems (re.: online investor events)
- Saving money from travel to a more impactful investment
- Enhanced reach for MNC innovation centers
- Speed up process of investments.
- New market needs in the new economic reality.



Digital layer:

- Global Connectivity
- Credibility Assurance
- Online marketplace
- Active VC Map
- MNC Acceleration

[click here for details >](#)



Infrastructure

Here you will find the category analysis, the contribution, and opportunities of the digital elements in terms of this category.



What are the categories in the traditional layer?

- Fast Internet Connection
- (Flexible) Office Spaces
- Transportation
- Gathering Places
- Event Venues
- Easy Access
- Support services: include lawyers, government officials, public relations firms, advertising firms, etc.;



How does this category contribute to the growth and sustainability of innovation ecosystems?

- Physical assets or infrastructure facilitates interactions among people and economic assets.
- Fast Internet Connection - without this tool it is impossible (effective?) to work today, especially under COVID-19 threats.
- Gathering places: promote “collisions” and the generation of ideas. Green spaces attract talent to live in the city and provide a venue for collisions. Offices are needed to house tech firms; startups need inexpensive and adaptable venues (that is, flexible office space).



What opportunities can digital transformation present in terms of this category?

- More online meetings, which offer more privacy, focus, honesty and demand full attention.
- People are forced to stay inside, having more time to contemplate, see the problems, find solutions, get creative and innovative.
- Several organisations are forced to accelerate the Digital Transformation in house, which will strengthen the ecosystem.
- All this infrastructure will become safer to use in the future, with higher health-safety standards, which will prevent massive infections even with seasonal flu, etc.



Digital layer:

- Cyber hygiene
- Cloud Computing
- Online Infrastructure

[click here for details >](#)



Enabling Environment

Here you will find the category analysis, the contribution, and opportunities of the digital elements in terms of this category.



What are the categories in the traditional layer?

- Grants
- Tax incentives
- IP protection
- Entrepreneurial culture
- Open Data



How does this category contribute to the growth and sustainability of innovation ecosystems?

- The “Enabling environment” is comprised by tools and initiatives that contribute to foster and support the creation and growth of start-ups.
- The availability of grants supports the creation of start-ups at early stages, enables the participation of public bodies to facilitate the value creation for society, and facilitates the involvement of other stakeholders in the public private partnership schemes.
- The tax incentives and other policies promote the attraction of talent and the creation of innovation opportunities.
- IP protection provides a fair framework were companies and countries can invest their research and innovation efforts while having the guarantees to secure the protection of the
- Entrepreneurial culture facilitates the sharing of ideas, the access to available experts and openness to get fast to valuable contacts, while having a enough social tolerance for risk taking and learning from failures.
- Open Data initiatives, open challenges platforms, hackathons and other City or country initiatives support the creation of innovation that brings value to the current societal needs.



What opportunities can digital transformation present in terms of this category?

- Faster grant-cycle (tools and processes adapted to the changing needs – flexible approach: fast decision-making, application evaluation and grant management)
- Delay of payments of taxes and contributions
- Modernize process
- Application and due diligence needs is already online
- Online Hackathons and open challenges – easier to internationalize, causes different actors across different domains to be active and collaborative and foster a culture of sharing



Digital layer:

- **Process Atomization**
- **Dedicated grants**
- **Internationalize your ecosystem**

[click here for details >](#)



Networking Assets

Here you will find the category analysis, the contribution, and opportunities of the digital elements in terms of this category.



What are the categories in the traditional layer?

- Communities
- Meet-ups
- Mentors/ Investors network
- Co-working spaces/hubs
- Accelerators/incubators
- Hackathons/startups weekend



How does this category contribute to the growth and sustainability of innovation ecosystems?

- Increase number of nodes in the network
- Amplification of connections
- It creates a network with an efficient structure improving deal flow
- Linking of different profiles and stakeholders contributing to self sustainability
- Information exchange
- Creation of new opportunities



What opportunities can digital transformation present in terms of this category?

- Interactivity through digital tools
- Increased sustainability and access to online events
- Easier and more flexible onboarding
- Scalability and broader reach



Digital layer:

- Creating FOMO
- Intimacy
- Knowledge sharing
- Creative networking
- Online Matchmaking

[click here for details >](#)