

PRADEEP RAMANURTHY FADI CHANDOU FREDERIC SICRE REZA DRAKHASHANI  
HUSSEIN ZAHAWY GUY MANOUKIAN MEESHA SHAFI ARIF NAQVI TALVIN SINGH  
SUPHALA ARIF LOHAR FERDZ SANAULLA KARIM DJERBOA H.E. AMR DABBACH  
TONY FECHALI ANNE Z. JAFERY AHMED TOLBA DR. IBRAHIM BABELLI MICHAEL  
MANSOURAHMADYOUNIS PETER HEATH H.E. SHEIKH SULTANA LOASSEM ISORAYA  
SALTI SHERIF KAMEL DR. TAREK EL SADANY RAMI KHOURI ROBERT DUNN PETER  
CLEAVES RAZA JAFAR ALI RAGHDA EL EBRASHI IMAN BIBARS KAMAL MOUZAWAK  
PAMELA HARTIGAN MOHAMMAD HAJ HASSAN HABIL TARAZI AMINA SLAOU  
IBRAHIM SLAOU SEAN PARK MATT HARRIS SAAD KHAN CAL SIMMONS MAURA  
MOORE SHARIF BANNA JEHANE NOUJAIN JACK PERSEKIAN ASHRAF CORI DEAN  
OBEIDALLAH MOHAMED EL SAUW PEYMAN PARHAM AL AWADHI CHRISTINE COOST  
ALI OZGUN RASHID BIN SHABIB AVI BHOJANI H. E. SHEIKH KHALED BIN ZAYED AL  
NEHAYAN GREGORY K. ERICKSEN TAREK ATOUI FADI BARGHOUTI WAEL ATTILI DR.  
USAMA FAYYAD JIM HORNTHAL FAHAD AL-SHAREKH FERITSAHENK H. E. SHEIKHA  
LUBNA ALQASIM H.E. SHEIKHA HANADIAL THANINA IFAL MUTAWA AHMAD HUMEID  
AMID ABDEL NOUR KHURRAM JAVED MIR NO AL ADHAM H.E. REEM AL HASHIMY  
JOCHI ITO IMRAN KHAN SEAN CLEARY TONY BURY SAMAR DUJIN OSSAMA  
NATTO TAREK DAJANI STEPHEN GARROW JUDITH MCCHALE KHATER ABI HABIB  
HABIB HADDAD DR. NASSER SAIDI BOBBY SAGER MAHER KADDOURA SOBHI  
BATTERJEE ABDOULRAHMAN AL ZANKI OSMAN SULTAN RABEA ATAYA MOHAMMAD  
AL BALLAA MUSTAFA SANI SENER WA O TAWHEEL LINDA ROTTENBERG FAHAZ ZUBI  
AHMED EL ALFI LOAY NAZER NILESH VED FAIZAL KOTTIKOLON HELMY ABDOLEISH  
BRENDAN F. WALLACE MAHMOUD ALI KHASAWNEH IAN FAIRSERVICE WALEED AL  
BANAWI B.R. SHETTY SAHAB AHMED BIN SHABIB NEVEEN EL TAHRI MIKE CASSIDY  
NAGUIB SAWIRIS AHMED METWALLY MUWAFFA LAHHAM THOMAS LUNDGREN  
SHAHIDA SIDDIQUE CHRISTOPHER SCHROEDER ADEL ALI MOHAMED PARHAM  
AL AWADHI MAYSOON ODEH GANGAT STEVE SHORE MOHAMED MAFOOZ ZIAD ALY  
AYSHA AL MUDEKHI NOOR EL FADL HUDA RASHAD RAMI MEHDALI MONJA WOLF  
WAJIHA MALIK FARIDA KASHDAN MOHAMMED EL  
KALLA KAMEL AL ASMAR GEORGE KHALAF REEM  
MARTO SIMRAN SAMTANI MOHAMMED EIDAH SAVITA APTE AHMAD AL-MUTAWA  
NOOR ALNAHHAS ABBAS ALIDINE AMIN ANSUR RAVI BHUSARI HANS SCHWAB  
NOORAFAT PANKAJ JAIN NASIR ZUBAIRI KAMAL HASSAN AMEL MAKKAWI MALIHA  
TABARI ANAS BUKHASH HASSAN AZZAZY FOUAD QUEBLAWI HUSSAIN HALLAK ALI  
TUMBI AHMED BIN SHABIB NAZGOL ANSARINIA MOHAMMED EL-FATATRY YOUSUF  
AL HASHIMI RASHID AL TUNAJI SHAREEFA FADHEL STUART HURST OMAR SAMRA  
MOHAMMED ABUNCHI AMIR ANZUR MARC ANDRE DESCHOUX SHIHAB KHALIL

**CELEBRATION OF  
ENTREPRENEURSHIP 2010**





# CELEBRATION OF ENTREPRENEURSHIP 2010

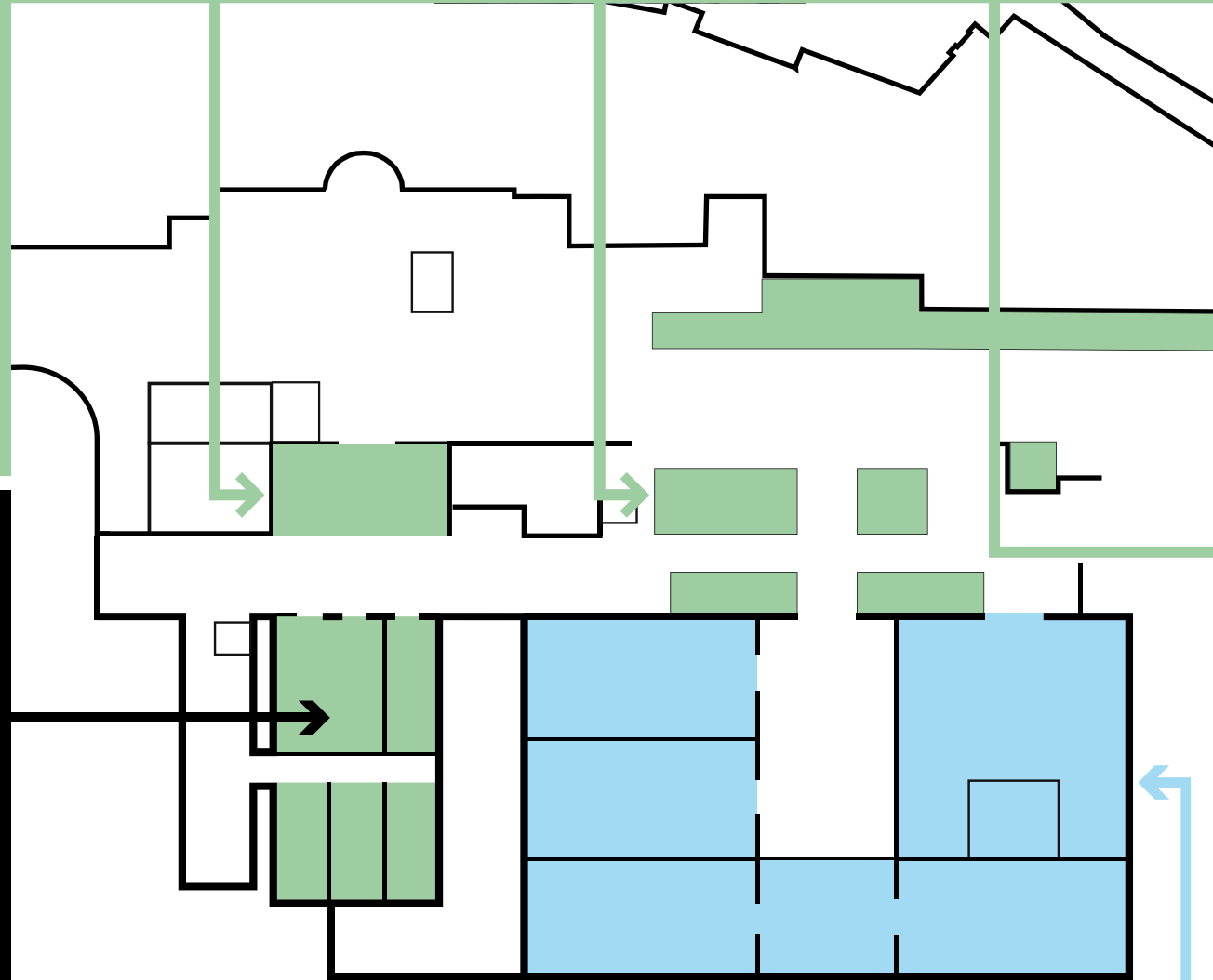




**60** Spark Sessions - Company Presentations

**49** Wamda.com Interviews

**CONNECT**



**143** Articles on CoE

**7000** Tweets

**MEDIA**

**INSPIRE**

**239** Speakers

Passion Corner 2-5

Passion Corner 1







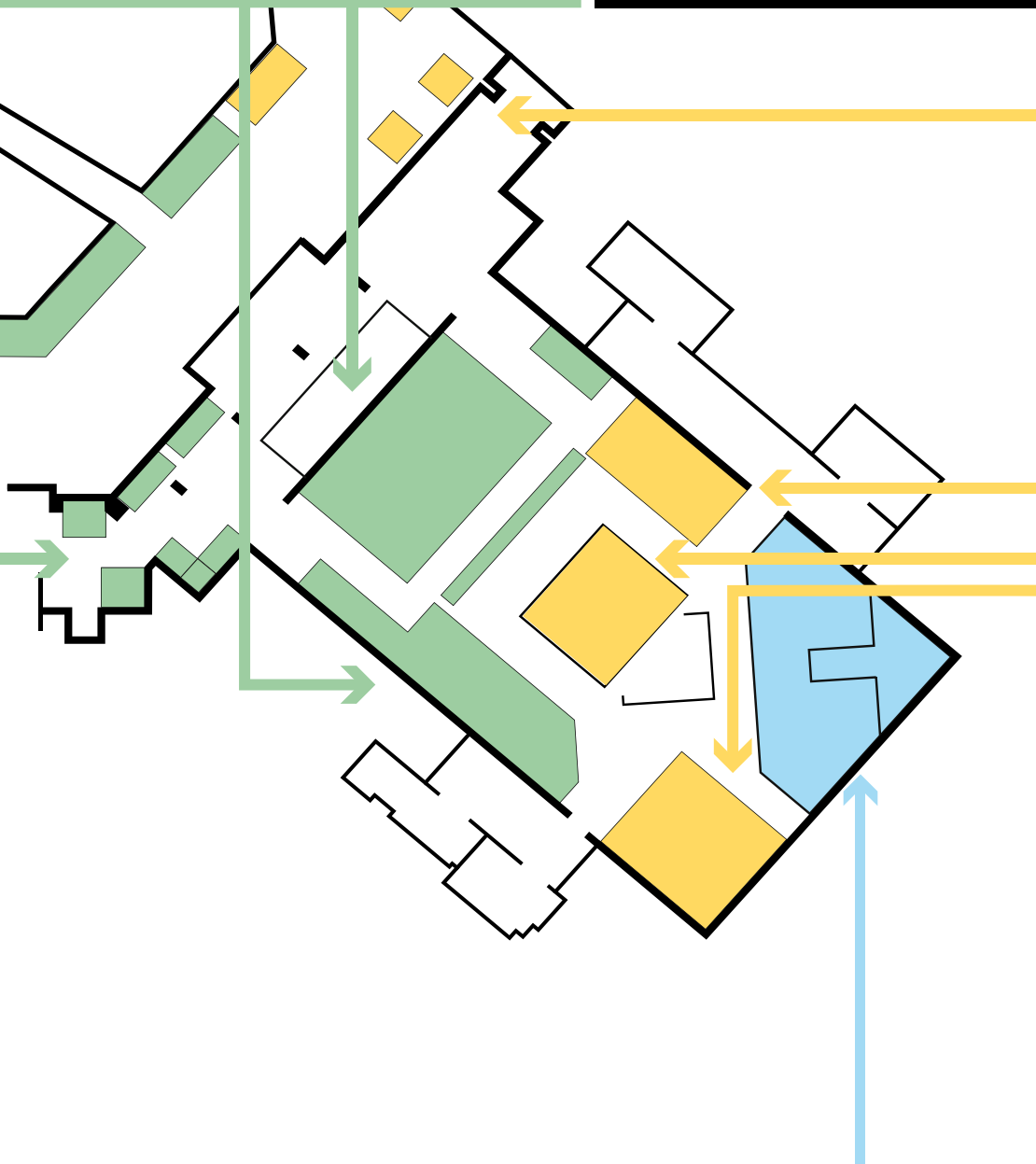
# The CoE at a glance

8-9 November 2010

Blogger Area

Connect Café

2400 Celebrants



365 Mentorship Sessions

34 Workshops

64 Wamda.com Knowledge Partners

**EMPOWER**



Music Breaks

Pecha Kucha

The Corner





## FOREWORD

We convened the Celebration of Entrepreneurship (CoE) to acknowledge the dynamism and creative energy of the entrepreneurs of the MENASA region (Middle East, North Africa and South Asia). Back in September 2010, it was a bold 'watch this space' statement. In November – barely two months later – we welcomed 2,400 celebrants together with 64 global and regional Wamda.com Knowledge Partners. The positive response to our invitation from 220 speakers and entrepreneurs in just a few weeks was simply unprecedented. Our Facebook and Twitter pages went viral. To anyone who was 'watching this space', we collectively proved that the spirit of entrepreneurship does run through the lifeblood of this region. All it needs to blossom is to be unleashed and enabled.

From the onset it was clear that this could not be yet another conference. This 'Anti-Conference' needed to be different and to feel different. 'Unconventional' became a guiding mantra. The CoE stimulated the participation of artists and creative entrepreneurs as symbols of a new wave of networks. We created a highly charged atmosphere where entrepreneurs from all walks of life could come together as a community, demonstrate potential and generate enthusiasm.

In a way, the biggest success of the CoE was to demonstrate beyond the shadow of a doubt that if entrepreneurs in MENASA – young and old – are given the chance they will respond. The other important thing about the CoE is that the thousands of entrepreneurs who took part discovered that they were part of a broad, powerful and forward-thinking network in their own countries and across MENASA.

The CoE is above all a private sector story. The event was about what entrepreneurs can do for each other. It was a call to the private sector to get energized and to dedicate resources. We claim that there is an established tradition of entrepreneurs in our region and a bright future ahead for entrepreneurship. To us, it has been clear for a while now that what the region really needs is more private sector investment into SMEs and more private sector involvement in shaping enabling environments for budding entrepreneurs.

The private sector will take the lead in nurturing tomorrow's entrepreneurs if for no other reason than the business opportunity it represents: SMEs in the USA account for 50% of GDP vs. 30% in MENASA. While governments in the region pave the way for incubators and universities, the community of entrepreneurs can already work to stimulate and create more opportunity.

The CoE was stimulating to all those that took part – 99.9% of all surveyed participants confirmed that they would recommend the event to a friend. Perhaps it was because it served as a reminder of the incredible energy within the region. We all felt the potential of the entrepreneurial spirit to improve our lives and economies. Entrepreneurs do not just want to strike it rich; they also want to play their part in forging a new future for the region.

The CoE was also important because it signaled the possibility for a new direction for entrepreneurship in the region. We all wanted outcomes. This Report outlines the most significant ones: **Wamda.com** for web-based mentorship and community engagement, **Riyada Enterprise Development (RED)** for financial investment from the private sector and the **MENASA Entrepreneurship Think Tank (METT)** in search of new opportunity, innovation and dialogue with governments.

Perhaps the CoE was even more significant because of the global economic context in which it took place. We are all operating in a time when ‘traditional’ no longer works. There is new risk and there is new opportunity. Back in 1960 the composition of the Fortune 500 was so stable that it took 20 years for a third of the constituent companies to change. Now it takes only 4. Ultimately this all boils down to new opportunities for entrepreneurs and investors. We operate in new formats, new contents.

The global crisis also brought about a continuing shift in the balance of economic activity away from advanced economies and toward developing ones. In short, entrepreneurship in our region has never looked better. Thanks to the CoE, more people seem to have noticed.

Above all, the CoE represents the beginning of something new. A first step of many in the right direction that launched an unprecedented wave of optimism on the potential of entrepreneurship.

The key to a new direction lies in the hands of the entrepreneurs of MENASA and in our youth. They will be the dynamic drivers of economic growth and innovation that create employment and transform societies. This requires tools, namely mentorship, investment and a regional networking platform. By working together through Wamda.com, RED, the METT and through all of our networks and communities our region can begin to tap the immense skill and entrepreneurial talent that exists - talent that will benefit everyone in the years ahead.

The globalization of entrepreneurship is raising the competitive stakes for everyone. In concert, we can do more for this region than ever before. Entrepreneurship is a force for good that we must collectively harness and spread across our economies.

The CoE put the entrepreneurial spirit to work. It was a call to action to the community at large. We encourage others to do the same.

The next few pages tell the story of this memorable gathering and the outcomes that entrepreneurs proposed to get us started in the right direction.

### **Arif Naqvi**

Founder and Group CEO,  
Abraaj Capital Limited









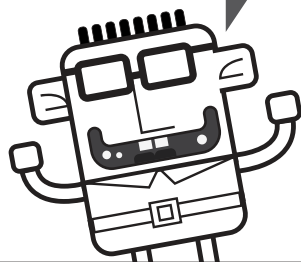


# The adventures of the Mini Entrepreneur

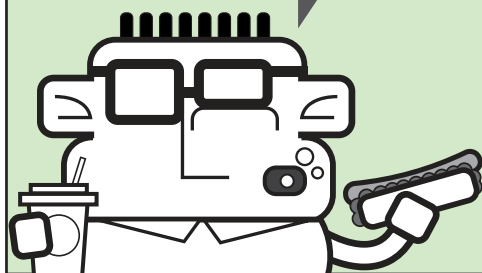
## AFTER THE CELEBRATION



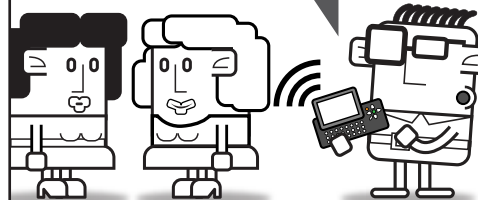
WOW! This event was  
OUTSTANDING...



Did you see how much free food & drinks there was! **GOSH!!** I gained no less than 7 kilos in just two days!!!



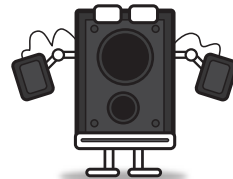
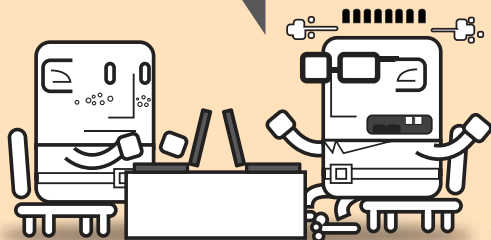
And this Spot Me device, such a cool idea...easy way to chase beautiful chicks!!



Back Home...



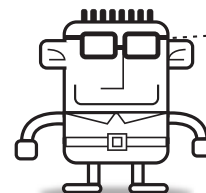
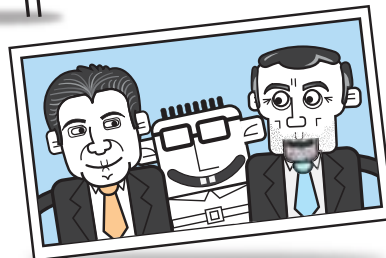
OH MY GOD...my head is gonna explode...that was one intense event.



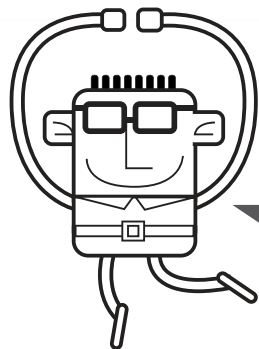
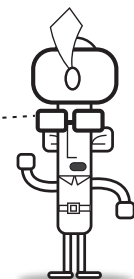
I've attended so many sessions...



...met lots of extraordinary people...



...and got the chance to have great one-to-one feedback and mentorship for my business!

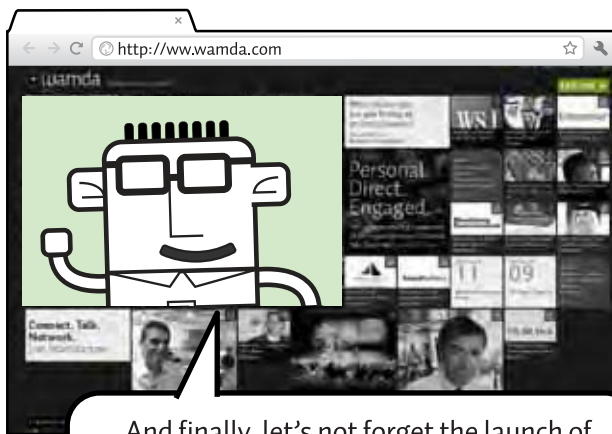
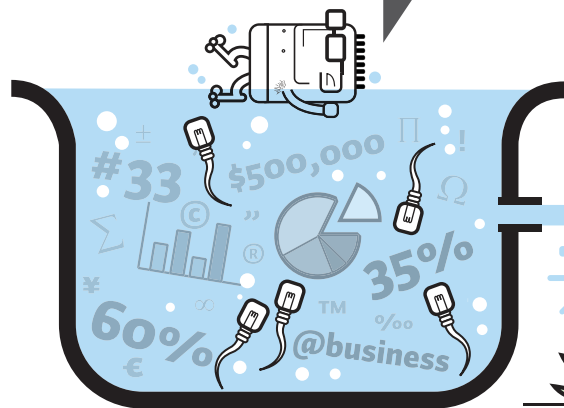


They kept saying...  
"Empower, Inspire,  
Connect"... guess it was true after all...

Well, some of the startups got a great dose of empowerment. A new venture, Riyadh Enterprise Development was announced and has already signed some good deals to invest in some companies at the event.

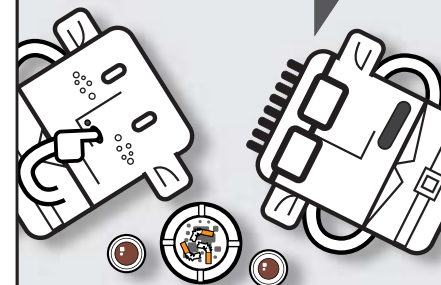


The Think Tank was one of the most significant outcomes of the event. It will work on igniting entrepreneurs from all over the region while helping them nourish and grow their ideas...

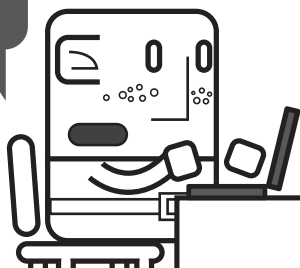


And finally, let's not forget the launch of Wamda.com, the ultimate platform to connect, network, and share experiences with entrepreneurs from all around the region.

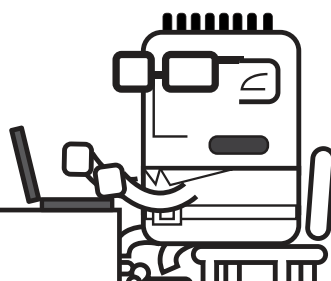
So my dear partner, we have a lot of work to do...we need to build up on what's been happening at the event...



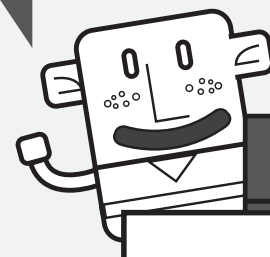
I'm registering now at **Wamda.com** & will post something about our company..



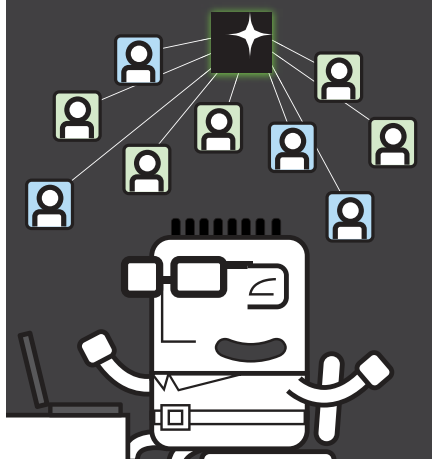
I just received my data & contacts from the Spot Me device. Let's connect with them...



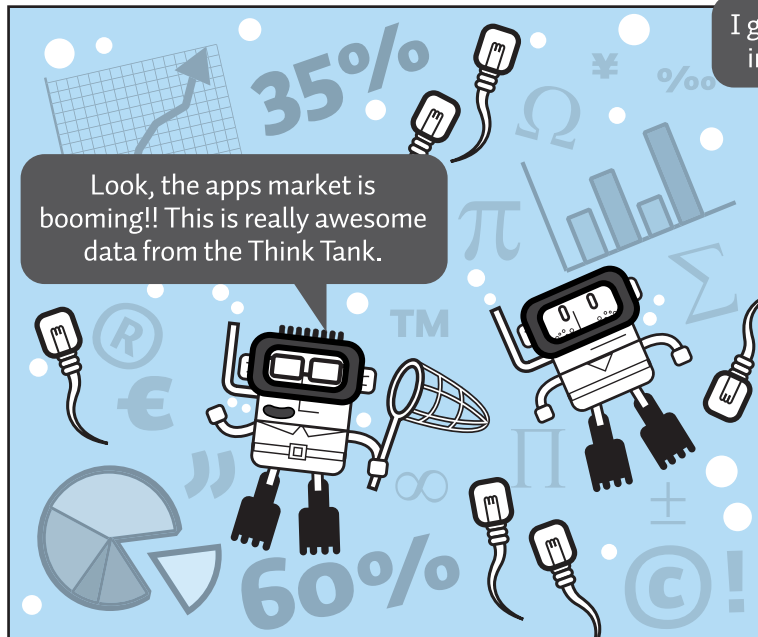
**Look at that!** There are so many great videos and articles at Wamda.com that I need to check out.



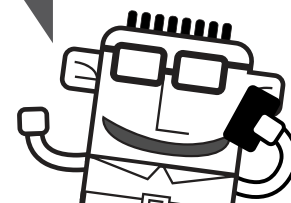
At **Wamda.com** I can find many entrepreneur who are sharing their thoughts and experiences...just a cool community!!



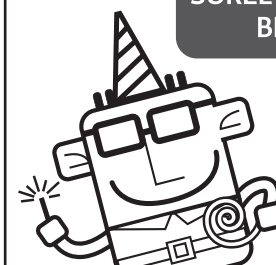
Look, the apps market is booming!! This is really awesome data from the Think Tank.



I got call from the RED people. They are interested to invest in our company!!



MAN...WE WERE SURELY LUCKY TO HAVE BEEN THERE!!



END

**CoE PROGRAMME**  
**3 TRACKS FOR 3 OUTCOMES**



INSPIRE

CONNECT

EMPOWER

# CELEBRATION OF ENTREPRENEURSHIP 2010



RIYADA  
ENTERPRISE  
DEVELOPMENT

WAMDA.COM

MENASA  
ENTREPRENEURSHIP  
THINK TANK

PRADDEEP RAMANURTHY  
FADI GHANDOUR  
FREDERIC SICRE  
THE SPY FROM CAIRO  
REZA DERAKISHANI  
HUSSEIN ZAHANI  
MEENA SHAFI  
GUJ MANOJAN  
RAJ M. MADAI  
TALUN SINGH  
SHAFAR  
SAPPHRA  
ARIF LUTFA  
FERD. SANJULCA  
KARIN DUBACH  
H.E. AMR DARBAH  
TONG FENGHUA  
ANNE Z. JAFER  
AHMED TOLEB  
AHMED TOLBA  
MICHAEL MANJOUR  
AHMED JOUNIS  
DR. IBRAHIM BABELLI  
PETER HEATH  
SHERIF KAMEL  
SURAYA SALTI  
SHERIF KAMEL  
ROBERT DUNN  
ROBERT DUNN  
RAZA JAFAR ALI  
PETER CLEAVES  
RAGHDA EL EBRASHI  
IMAN BIBARS  
KAMAL MOUCAWAK  
PAMELA HARTIGAN  
MOHAMMAD HAJI HASSAN  
NABIL TARAZI  
SAMAR DUDIN  
AMINA SLADOU  
IBRAHIM SLADOU  
SEAN PARK  
MATT HARRIS  
SAAD KHAN  
CAL SIMMONS  
MAURA MOORE  
SHARIF BANNA  
JEHANE NOUJAIM  
JULIA PEYTON-JONES  
JACK PERSEKIAN  
ASHRAF GORI  
DEAN OBEIDALLAH  
MOHAMED EL SAWY  
PEYMAN FARHAM AL AWADHI  
CHRISTINE COOSI  
ALI OZGUN  
JOICHI ITO  
RASHID BIN SHABIB  
AVI BHOJANI  
H. E. SHEIKH KHALED BIN ZAYED AL NEHAYAN  
GREGORY K. ERICKSEN  
TAREK ATOUI  
FADI BARGHOUTI  
WAEEL ATTILI  
DR. USAMA FAYYAD  
JIM HORNTHAL  
FAHAD AL-SHAREKH  
FERIT SAHENEK  
H. E. SHEIKHA LUBNA AL QASIMI  
H. E. SHEIKHA HANADI AL THANI  
NAIF AL MUTAWA  
AHMAD HUMED  
AMID ABDELNOUR  
KHURAM JAVED MIR  
MO AL ADHAM  
MO AL ADHAM  
H.E. REEM AL HASHIMI  
TAREK DAJANI  
STEPHEN GARROW  
JUDITH MCNALE  
KHATER ABI HABIB  
HABIB HADDAD  
DR. NASSER SAIDI  
IMRAN KHAN  
BOBBY SAGER  
MAHER KADDURAJE  
SOBHIL BATTERJEE  
ABDULRAHMAN AL ZAKKI  
OSMAN SULTAN  
RABEA ATAYA  
MOHAMMAD AL BALLAH  
WALID TAMEEL  
LINDA ROTTENBERG  
FAHMA ZUBI  
AHMED EL ALFI  
LOUIS WREER  
NILESH VED  
FAZAL KOTIKHOLON  
HELMY ABDELLESH  
BRENDA F. WALLACE  
IAN FARSAINEH  
WALEED AL BAKH  
B.R.SID AL BAKH  
AHMED BIN SHABIB  
NEVEN EL TAHER  
MIKE CASSIDY  
NAGUIB SAUTIS  
AHMED METWALLY  
OSSAMA MATTO  
MUWAFFA LAHAM  
THOMAS LUNDGREN  
SHAHIDA SIDDIQUE  
CHRISTOPHER SCHROEDER  
ADEL ALI  
MOHAMED FARHAM AL AWADHI

MASOUD ODEH GANIGAT  
STEVE SHORE  
MOHAMED MAFOUZ  
ZIND ALY  
HUSHA AL MIDEKHI  
HODA REISAD  
RAFI MEHARI  
MONA LOLE  
WAZIHA MALK  
FARIDA KARSHAN  
MOHAMMED EL KALLA  
NOOR EL FAHL  
KAMEL AL ASMAR  
GEORGE KHALAF  
REEM MARTO  
STEVE OROUNG  
SIMRAN SANTANI  
MOHAMMED EIDAH  
SAUTTA APTE  
FATMA CHALY  
AHMAD AL-MUTAWA  
ABBAS ALIDINE  
AMIN ANSUR  
RAVI BHUSARI  
HANS SCHWAB  
NOOR AFTAB  
PANKAJ JAIN  
NASIR ZUBAIRI  
KAMAL HASSAN  
AMEL MAKKAWI  
MALIHA TABARI  
ANAS BUKHASH  
HASSAN AZZAZY  
FOUAD QUEBLAMI  
HUSSAIN HALLAK  
ALI TUMBI  
AHMED BIN SHABIB  
NAZGOL ANSARITHA  
MOHAMMED EL-FATATRY  
YOUSUF AL HASHIMI  
RASHID AL TUNALI  
SHAREEFA FADHEL  
STUART HURST  
OMAR SAMRA  
MOHAMMED SABOUNCHI  
AMR ANZUR  
MARCO ANDRE DESCHOUX  
SHUHAB KHALIL  
MOHAMMED EIDAH  
FATIMA ABUKISKIK  
KERRY MCCLINTON-KING  
AMAD ALMSADDI  
OMAR CHRISTODIS  
TAMMUR HADI  
ALEXANDRA DE BLONAY  
NEIL HEGARTY  
MURHSED MOHAMED AHMED  
DERU RAO

MUSTAFA ABDEL-WADOOD  
DALE MURPHY  
ABDULLAH SHAHIN  
OMAR LOUHI  
PANKAJ PARIK  
SAGIB RASHID  
SULAF AL-ZUBI  
FARROKH K. CAPTAIN  
ELIE HABIB  
MOUSTAFA M. GHANEM  
FAYEZ HUSSEINI  
OMAR EL BACHA  
DINA SHERIF  
RASHID AL BALLAA  
RAJI HATTAR  
FEDA SHAHIEN  
FARHAN ZAIDI  
KHALDOON TABAZA  
TAUFIO RAHIM  
EDUARD RODERICK  
WALID BAKR  
TOM SPEECHLEY  
SAQIB RASHAD  
DAVID MOLESHEAD  
ABDELSALAM AKKAD  
PENNY COOPER  
MICHAEL HASSAN  
SAUD KARWASTASH  
TAM PROSSER  
KHADICA FAIMY  
NICK NADAL  
KITO DE BOER  
STEVEN KOLTAI  
TONY BURY  
MOHAMED AL NEAIMI



PRADEEP RAMAMURTHY FADI GHANDOUR THE SPY FROM CAIRO REZA DERAKHSHANI  
 HUSSEIN ZAHAWY GUY MANOUKIAN MEESHA SHAFI ARIF NAQUI TALVIN SINGH  
 SUPHALA ARIF LOHAR FERDZ SANAULLA KARIM DJERBOA H.E. AMR DABBAGH TONY  
 FEGHALI ANNE Z. JAFERY AHMED TOLBA DR. IBRAHIM BABELLI MICHAEL MANSOUR  
 AHMAD YOUNIS H.E. SHEIKH SULTAN AL QASSEMI SORAYA SALTI SHERIF KAMEL  
 DR. TAREK EL SADANY RAMI KHOURI ROBERT DUNN PETER CLEAVES RAZA JAFAR  
 ALI RAGHDA EL EBRASHI KAMAL MOUZAWAK PAMELA HARTIGAN MOHAMMAD HAJ  
 HASSAN NABIL TARAZI SAMAR DUDIN AMINA SLAQUI IBRAHIM SLAQUI SEAN PARK  
 MATT HARRIS CAL SIMMONS MAURA MOORE SHARIF BANNA JEHANE NOUJAIM JACK  
 PERSEKIAN ASHRAF GORI DEAN OBEIDALLAH MOHAMED EL SAWY PEYMAN PARHAM  
 AL AWADHI CHRISTINE CODSI ALI OZGUN JOICHI ITO RASHID BIN SHABIB AUI  
 BHOJANI H. E. SHEIKH KHALED BIN ZAYED AL NEHAYAN GREGORY K. ERICKSEN FADI  
 BARGHOUTI WAEI ATTILI DR. USAMA FAYYAD JIM HORNTHAL FAHAD AL-SHAREKH  
 FERIT SAHENC H. E. SHEIKHA LUBNA AL QASIMI H. E. SHEIKHA HANADI AL THANI  
 NAIF AL MUTAWA AHMAD HUMEID AMID ABDELNOUR KHURRAM JAVED MIR  
 JULIA PEYTON N-JONES SAAD KHAN PETER HEATH IMAN BIBARS FREDERIC  
 SICRE H.E. REEM AL HASHIMY TAREK DAJANI STEPHEN GARROW JUDITH  
 MCHALE KHATER ABI HABIB HABIB HADDAD DR. NASSER SAIDI IMRAN KHAN  
 BOBBY SAGER MAHER KADDOURA SOBHI BATTERJEE ABDULRAHMAN AL  
 ZANKI OSMAN SULTAN RABEA ATAYA MOHAMMAD AL BALLAA MUSTAFA SANI  
 SENER WA D TAWEL LINDA ROTTENBERG FAWAZ ZUBI SEAN CLEARLY AHMED  
 EL ALFI LOAY NAZER NILESH VED FAIZAL KOTTIKOLON HELMY ABOULEISH  
 BRENDAN F. WALLACE MAHMOUD ALI KHASAUNEH IAN FAIRSERVICE WALEED  
 AL BANAWI B.R.SHETTY SAHAB AHMED BIN SHABIB NEVEEN EL TAHRI MIKE  
 CASSIDY NAGUIB SAWIRIS AHMED METWALLY OSSAMA NATTO MUWAFFA LAHAM  
 THOMAS LUNDGREN SHAHIDA SIDDIQUE CHRISTOPHER SCHROEDER ADEL ALI  
 MOHAMED PARHAM AL AWADHI PRADEEP RAMAMURTHY FADI GHANDOUR THE  
 SPY FROM CAIRO REZA DERAKHSHANI HUSSEIN ZAHAWY GUY MANOUKIAN  
 MEESHA SHAFI ARIF NAQUI TALVIN SINGH SUPHALA ARIF LOHAR FERDZ  
 SANAULLA KARIM DJERBOA H.E. AMR DABBAGH TONY FEGHALI ANNE Z. JAFERY  
 AHMED TOLBA DR. IBRAHIM BABELLI MICHAEL MANSOUR AHMAD YOUNIS H.E.  
 SHEIKH SULTAN AL QASSEMI SORAYA SALTI SHERIF KAMEL DR. TAREK EL  
 SADANY RAMI KHOURI ROBERT DUNN PETER CLEAVES RAZA JAFAR ALI RAGHDA  
 EL EBRASHI KAMAL MOUZAWAK PAMELA HARTIGAN MOHAMMAD HAJ HASSAN  
 NABIL TARAZI SAMAR DUDIN AMINA SLAQUI IBRAHIM SLAQUI SEAN PARK  
 MATT HARRIS CAL SIMMONS MAURA MOORE SHARIF BANNA JEHANE NOUJAIM

PEOPLE



LEADERSHIP



PASSION



### WHY INSPIRE?

“The region needs more entrepreneurs” was a sentence repeated throughout the CoE. It’s a fact that we recognized while planning the CoE. Recent studies on the region’s economic profile also support the statement. According to the 2009 Global Entrepreneurship Monitor Middle East and North Africa Report (GEM MENA) the rates of involvement in entrepreneurial activity for the MENA countries are “generally lower than might be expected for countries at their level of development”.

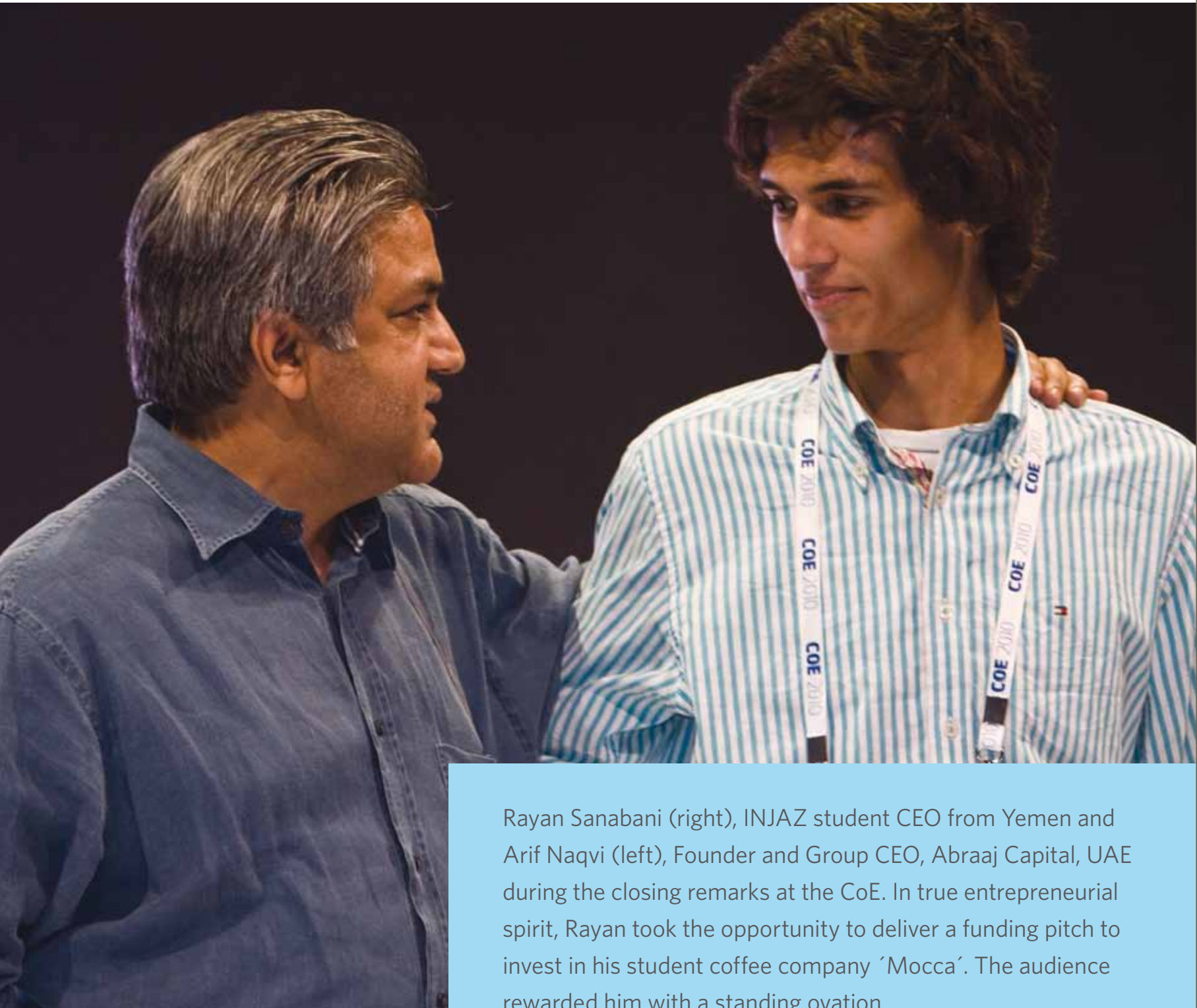
If the region needs more entrepreneurs it will have to foster a stronger entrepreneurial spirit. In short, it will have to inspire more people to become entrepreneurs. But how does anyone foster the entrepreneurial spirit? Where does their inspiration come from? Who holds the mandate for improving the entrepreneurial spirit?

The Inspire track of the CoE programme aimed to offer private sector answers to those questions. To find the answers we first asked entrepreneurs about the sources of inspiration they appreciate the most.

The overwhelming majority wanted to hear from fellow entrepreneurs as well as from successful regional business leaders. The Inspire track became just that; on the one hand The Corner - inspiring presentations by successful entrepreneurs and experts, and on the other the Passion Corners - very informal group discussions to share personal stories.

The result was unprecedented. The Inspire sessions received the highest rating from the participants at the CoE.





Rayan Sanabani (right), INJAZ student CEO from Yemen and Arif Naqvi (left), Founder and Group CEO, Abraaj Capital, UAE during the closing remarks at the CoE. In true entrepreneurial spirit, Rayan took the opportunity to deliver a funding pitch to invest in his student coffee company 'Mocca'. The audience rewarded him with a standing ovation.

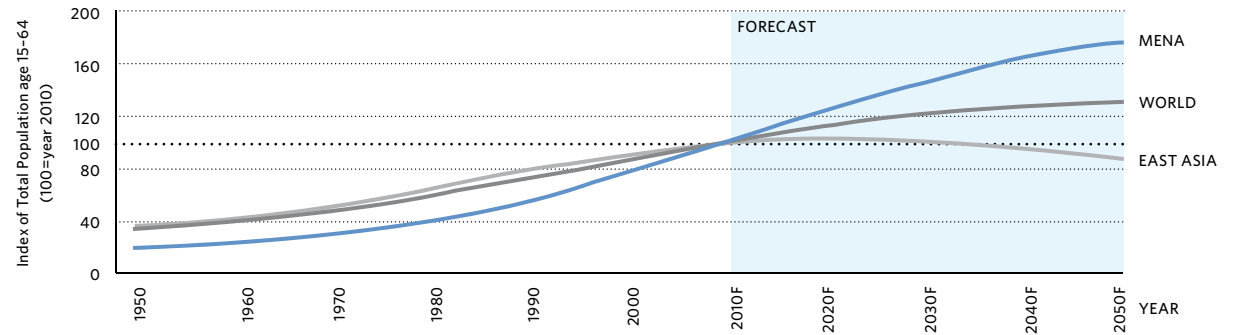
PEOPLE



LEADERSHIP



PASSION



### WORKFORCE GROWTH FORECAST

Source: United Nations Population Division (2008), prepared by PricewaterhouseCoopers for the World Economic Forum.

### WHO DO YOU INSPIRE?

According to the GEM MENA Report, most of the entrepreneurial activity in our region is generally in the hands of the 25-44 year-olds. These are the people driving the Small and Medium Enterprise (SME) industry and testing new ventures today. The younger tranche - 'the -25' - are the entrepreneurs of the future. Our region's demographic profile is truly unique in this respect: There are 720 million of '-25' in South Asia. In MENA, the '-25' represent 60% of the population or 195 million people. A recent study by Silatech in Qatar reveals that at least 15% of young Arabs plan to start their own business in the next twelve months. That adds up to over 14 million new potential entrepreneurs in one year, in MENA alone.

With millions of young people projected to enter the labour market over the coming years, SMEs are a major reservoir for growth and employment. Entrepreneurs are poised to become the essential force of employment and economic growth in MENASA. Whatever can be done to increase the percentage of young people that want to start a business will create more opportunity for our economies as a whole. In our minds, the more the private sector can do to inspire young entrepreneurs today, the better for our region as a whole tomorrow.

The CoE was original in that it asked entrepreneurs from all walks of life including artists, scientists, social entrepreneurs and CEOs to inspire each other. Awareness of successful entrepreneurial ventures, especially by young people and by women positively influences perceptions of entrepreneurship. In general, men are much more likely than women to become entrepreneurs involved in early-stage entrepreneurial activity. According to the GEM MENA, an average of about 19% men are likely to start a business. The percentage for women is only 9%. By offering a platform to successful women entrepreneurs and to young role models, the CoE had a positive effect on a new community that believes in the promotion and development of entrepreneurship in MENASA.



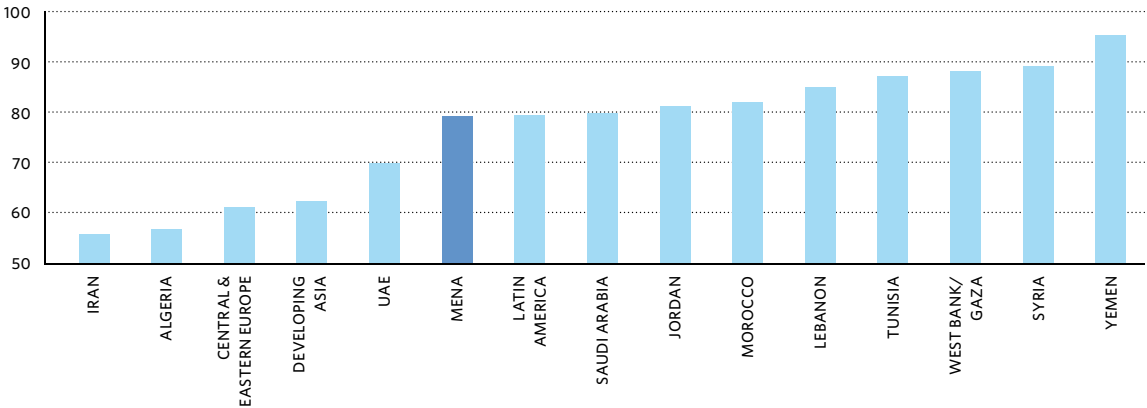
VALUES



FAILURE



OUTCOME: METT



PERCENTAGE OF RESPONDENTS WHO BELIEVE THAT STARTING A NEW BUSINESS IS A GOOD CAREER CHOICE IN THEIR COUNTRY/REGION

Source: Global Entrepreneurship Monitor 2009, prepared by PricewaterhouseCoopers for the World Economic Forum.

Cultural perceptions on entrepreneurship have been changing. The fear of failure is still a deterrent for some but entrepreneurship is increasingly perceived as a desirable career choice, especially for young people. With very few exceptions, a large proportion of the population considers entrepreneurship a good career choice and perceives that successful entrepreneurs have high status and respect.

The Inspire track delivered several interesting conclusions that we summarize in the following pages. The first section looks at the importance of people and of teams. Several presentations addressed leadership and passion as characteristics of an entrepreneur. Speakers also focused on the ethical values behind entrepreneurship. Perhaps most importantly, the CoE acknowledged the fear of failure that prevents many from pursuing their ideas. Failure is part of the learning curve of an entrepreneur; it is not the end of the line.

The energy of emerging entrepreneurs in MENASA is yet to be fully tapped. Abraaj Capital firmly believes in the opportunity that SMEs represent in our region. We will contribute to raising awareness on entrepreneurship in the region, to encourage more people to become involved in the business creation process. It was encouraging to see that the inspiration delivered concrete outcomes: **86% of participants at the CoE acknowledged that they had achieved a tangible outcome.**

Looking ahead, one of the most significant outcomes from the CoE is the creation of the **MENASA Entrepreneurship Think Tank (METT)** managed by the private sector. In a region where metrics and thinking on entrepreneurship still lack, the METT fills an important gap by raising awareness on the powerful economic impact of entrepreneurship and by improving the environment in which entrepreneurs start and grow their business.

There is no better inspiration than the example of the entrepreneur sitting next to you. The following pages are filled with the inspiration of entrepreneurs. For the full version of the Inspire session please log-on to Wamda.com.

PEOPLE



LEADERSHIP



PASSION



Arif Naqvi during the opening session of the CoE





# Entrepreneurial Arabs will make it better for the next generation

H.E. Sheikh Sultan Al Qassemi, November 14, 2010

The first few days of November have quickly become known as Entrepreneurship Week in Dubai. The Dubai School of Government kicked off the week with a panel on women's entrepreneurship in the Gulf, featuring leading businesswomen from Abu Dhabi, Dubai and the region. The next day at the Young Arab Leaders Entrepreneurship Summit, cross-generational leadership was represented, with Sheikh Mohammed bin Rashid, the Prime Minister and Ruler of Dubai, and his son Crown Prince Sheikh Hamdan attending.

The youth summit, which I was involved in organising, was a Who's Who of Arab business leaders, including Rabea Ataya, the founder of Bayt.com. Habib Hadad, the founder of Yamli.com, Ihsan Jawad, the founder of Zawya.com, Dr Naif al Mutawa, the creator of The 99 comics, and Sheikh Khaled bin Zayed, the founder of the Bin Zayed Group.

The list of Emirati and regional guiding lights in entrepreneurship goes on and on. But perhaps the most important element among the 500 or so attendees were the scores of students and aspiring entrepreneurs who were there to learn from those who had gone before.

The week was capped with what will be viewed as a day of historic transformation in the world of Arab entrepreneurship. Led by Arif Naqvi, the chief executive of Abraaj Capital, and Fadi Ghandour, the chief executive of Aramex, more than 2,000 budding and established entrepreneurs congregated for the Celebration of

Entrepreneurship 2010. At the event, Wamda.com, which means spark in Arabic, was launched as a meeting place for the region's entrepreneurs.

The truth is that Arabs are sick and tired of hearing of the trouble that regional governments' failed policies have got us into. Arabs are now ready to do something about it. According to UNDP estimates, 50 million jobs (some say 100 million) need to be created in the Middle East by 2020 just to prevent unemployment from growing even worse. Harbour no allusions that Arab governments will be able to create these tens of millions of jobs: only the private sector and entrepreneurship have the potential.

Everyone was there for one common goal: instilling the spirit of entrepreneurship in young Arabs. The same podiums were shared by the likes of Naguib Swairis, the founder of Orascom Telecoms, and a pair of brilliant teenage Yemeni students who have started a new coffee-producing business. Their plans are no less grand than ridding their country of the menace of khat and bringing back coffee as an agricultural earner of foreign exchange.

Indeed, we are desperate for grand ideas. We need ideas that will allow the Arab world to make a giant leap into the present, rather than linger in the era of bygone policies.

A consensus was reached at the conference: the fragmented approach that Arab governments have taken will not work. It is simply not good enough for one country to create jobs while others lag behind. When Europe

rose out of the ashes of the Second World War, it was not because Germany or France competed or worked in isolation; it was largely because of their joint effort to establish the European Coal and Steel Community, the precursor to the European Union.

Arab governments need to understand that without pan-Arab initiatives, true economic prosperity will not be achieved. We must capitalise on our demographic strengths as a region with a population larger than the United States and comparable to the European Union.

It is no coincidence that Maktoob.com, recently sold to Yahoo! for more than US\$100 million (Dh367 million), garnered so much global attention. After all, it was always a pan-Arab, not just a Jordanian firm.

The Celebration of Entrepreneurship 2010 featured ministers such as Sheikha Lubna Al Qasimi and Reem al Hashimi, entrepreneurial legends including Samih Touqan and Fadi Ghandour, and ambitious young people all voicing their concerns and sharing their aspirations.

One day we will look back on a few days in November, when thousands of young, aspiring leaders came together and believed in what seemed to be impossible: things will be better for the next generation of Arabs. Through entrepreneurship, one person's fledgling business of today will become the transnational corporation of tomorrow. Yes, these are lofty goals, but even Thomas Edison's ideas started with a spark.

PEOPLE



LEADERSHIP



PASSION



The first thing you have to think about in business is the people. Not the money, you can always find money. It is the people... I don't run the company. I just pick the right people I believe can run the company. If you do it yourself you limit the size of the company to your own capability... Nobody works for me. The people that I work with work with me. It is our company.

**Ferit Sahenk**

Chairman, Dogus Holding, Turkey

## VALUES



## FAILURE



## OUTCOME: METT

'A' people hire 'A' people and 'B' people hire 'C' people. Success as an entrepreneur means always striving to be the dumbest person in the room... In Silicon Valley ethic, every single employee owns stock in their company. That way it's not 'my company' it's 'our company', and that way everyone has an interest in success.

**Jim Hornthal**

Venture Partner, Information Technology,  
CMEA Capital, USA



Pradeep Ramamurthy, Senior Director for Global Engagement, National Security Staff, USA and  
Judith McHale, Under Secretary of State for Public Diplomacy and Public Affairs, US Department of State, USA



It is easy to think that investing is about numbers and - whilst it helps if you can count - investing in the SME segment is really about people. You end up investing in people.

**Tom Speechley**

Partner, Abraaj Capital and CEO, Riyada  
Enterprise Development, UAE

What I learned from sport is how to build a team. When I decided to set up a cancer hospital, I didn't know how to build one so the first thing I did was to build a team.

**Imran Khan**

Founder, Shaikat Khanum Memorial Trust,  
Pakistan



PEOPLE

LEADERSHIP

PASSION



SESSION SUMMARY DRAWING FROM:

"Decision making in times of crisis"

Ferit Sahenk, Chairman, Dogus Holding, Turkey



VALUES

FAILURE

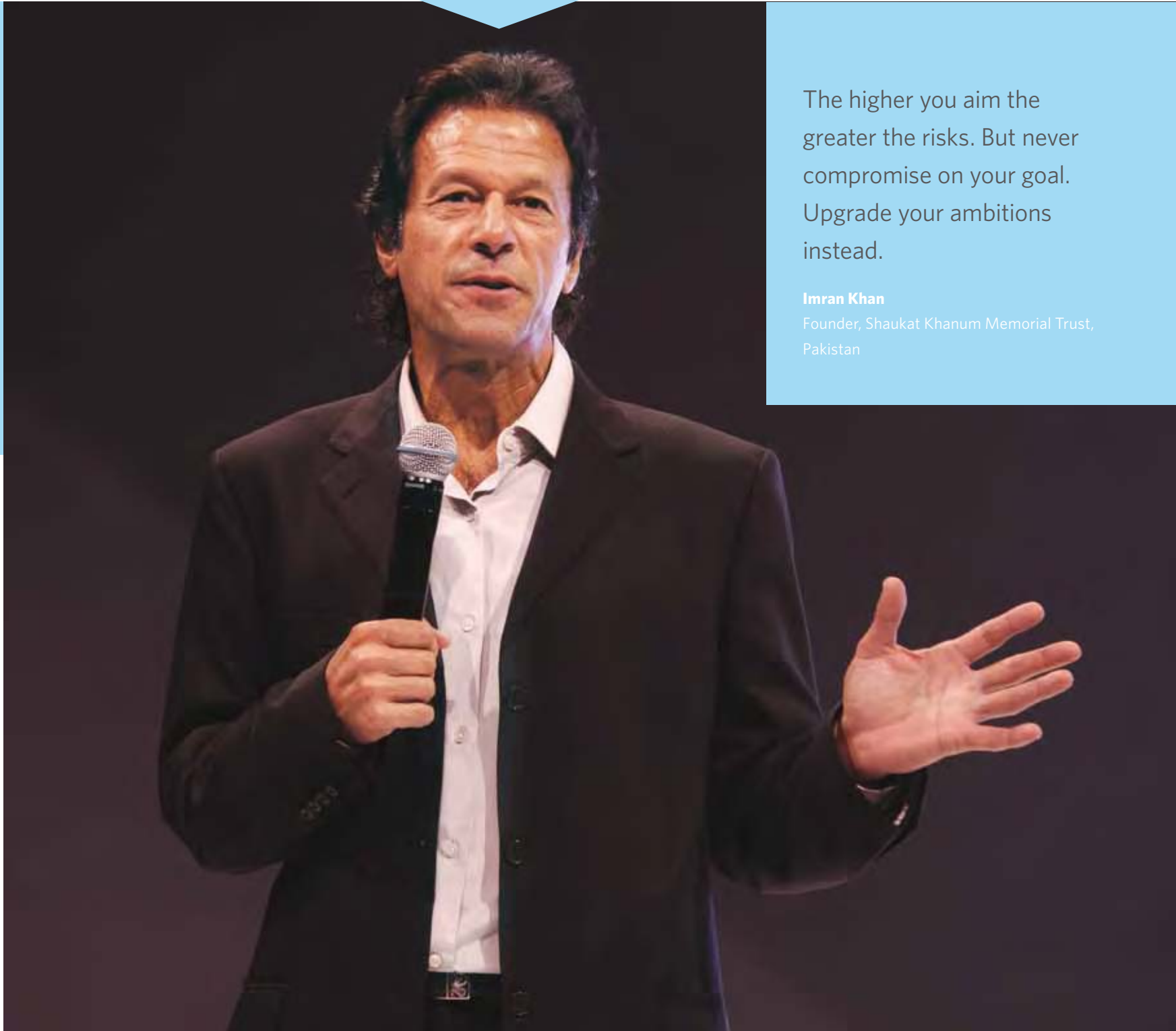
OUTCOME: METT



PEOPLE &gt;

LEADERSHIP &gt;

PASSION &gt;



The higher you aim the greater the risks. But never compromise on your goal. Upgrade your ambitions instead.

**Imran Khan**

Founder, Shaukat Khanum Memorial Trust,  
Pakistan



VALUES



FAILURE



OUTCOME: METT



If you want to succeed in business, it is better to take the risk and ask for forgiveness, rather than ask for permission.

**Adel Ali**

Group CEO, Air Arabia, UAE

What I have learned is the value of persistence. If someone tells me something is impossible, I say, "You wanna bet?"

**Naguib Sawiris**

CEO, Orascom Telecommunications, Egypt



Naguib Sawiris' during his interview at the CoE



To create businesses you can't expect governments to do that. For that you need entrepreneurs!

**Thomas Lundgren**

Creative Emotional Originator, The One, UAE

PEOPLE

LEADERSHIP

PASSION



SESSION SUMMARY DRAWING FROM:

"Supporting social entrepreneurs in the Middle East"

Imran Khan, Founder, Shaukat Khanum Memorial Trust, Pakistan





What is more important is execution. You can think big, you can have a great vision, you can have all kinds of guts and take all kinds of risks... If you don't ensure an efficient execution on the ground you will lose your shirt at the end of the day.

**H.E. Amr Dabbagh**

Governor and Chairman of the Board, Saudi Arabian General Investment Authority, Saudi Arabia

PEOPLE



LEADERSHIP



PASSION



What do I have to tell you: passion, passion, passion! It's the thing that wakes you up in the morning; it's the thing that keeps you afloat with all the noise that you're going to hear.

**H. E. Sheikha Hanadi Nasser Bin Khaled Al Thani**

Founder and Chairperson, Amwal, Qatar

VALUES



FAILURE



OUTCOME: METT



Ibrahim and Amina Slaoui sharing their insight on how to celebrate life

Connect yourself to your own potential and you will be empowered to make a sustainable change.

**Amina Slaoui**

Vice President, Amicale Marocaine des Handicapés, Morocco

One cannot fake authenticity and passion, two key ingredients of a successful entrepreneur.

**Christopher Schroeder**

Internet Investor and CEO, HealthCentral, USA

An entrepreneur is someone who pursues an opportunity without regard to the resources they have control over.

**John Kao**

Chairman, Institute for Large Scale Innovation, USA



John Kao speaking in the session:  
The new geography of entrepreneurship



Think big. If it works here, it will probably work there as well.

**Mohammad Al Ballaa**

Chairman, National Technology Group, Saudi Arabia

111

Total number of Inspire sessions



PEOPLE

LEADERSHIP

PASSION

BEWARE OF  
**PRAISE**HAVE **FUN** SHORT  
TERM IS SHORT  
TERMBE  
**CONFIDENT**  
WITH YOURSELF

— // +

UNDERSTAND YOUR  
**COMMITMENTS**ACCEPT  **CHANGE****LEGACY**

- LISTEN TO YOUR HEART →
- I NEED TO BE SHOWN AS I AM, YOU NEED TO USE THE MEDIA TO HELP OTHERS
  - IT IS A MATTER OF DREAMING

MY  IS  
IN  
**THE WORK**

FAMILY  
FIRST

I AM A

**WOMAN**THANK  
YOUI TELL GOVERNMENT WHAT  
IS ON MY **MIND****ENERGY**

- GIVE BACK TO SOCIETY  
- MENTOR

SESSION SUMMARY DRAWING FROM:

*"The entrepreneurial lessons of my journey"*

H. E. Sheikha Hanadi Nasser Bin Khaled Al Thani, Founder and Chairperson, Amwal, Qatar

**PASSION  
PASSION  
PASSION**

MY  
PASSION IS  
STUDING  
ECONOMICS

- MY DAUGHTER IGNITES MY PASSION
- LOOK TO TOMORROW

I STARTED  
WRITING  
- WOMEN'S SAVINGS



GIVE WOMEN  
FINANCIAL INDEPENDANCE

**START-UP**

AQUIRE  
**NEW**  
SKILLS

ASK  
+

**LISTEN  
LISTEN  
LISTEN**

★  
AQUIRE  
KNOWLEDGE

**HARD  
WORK**

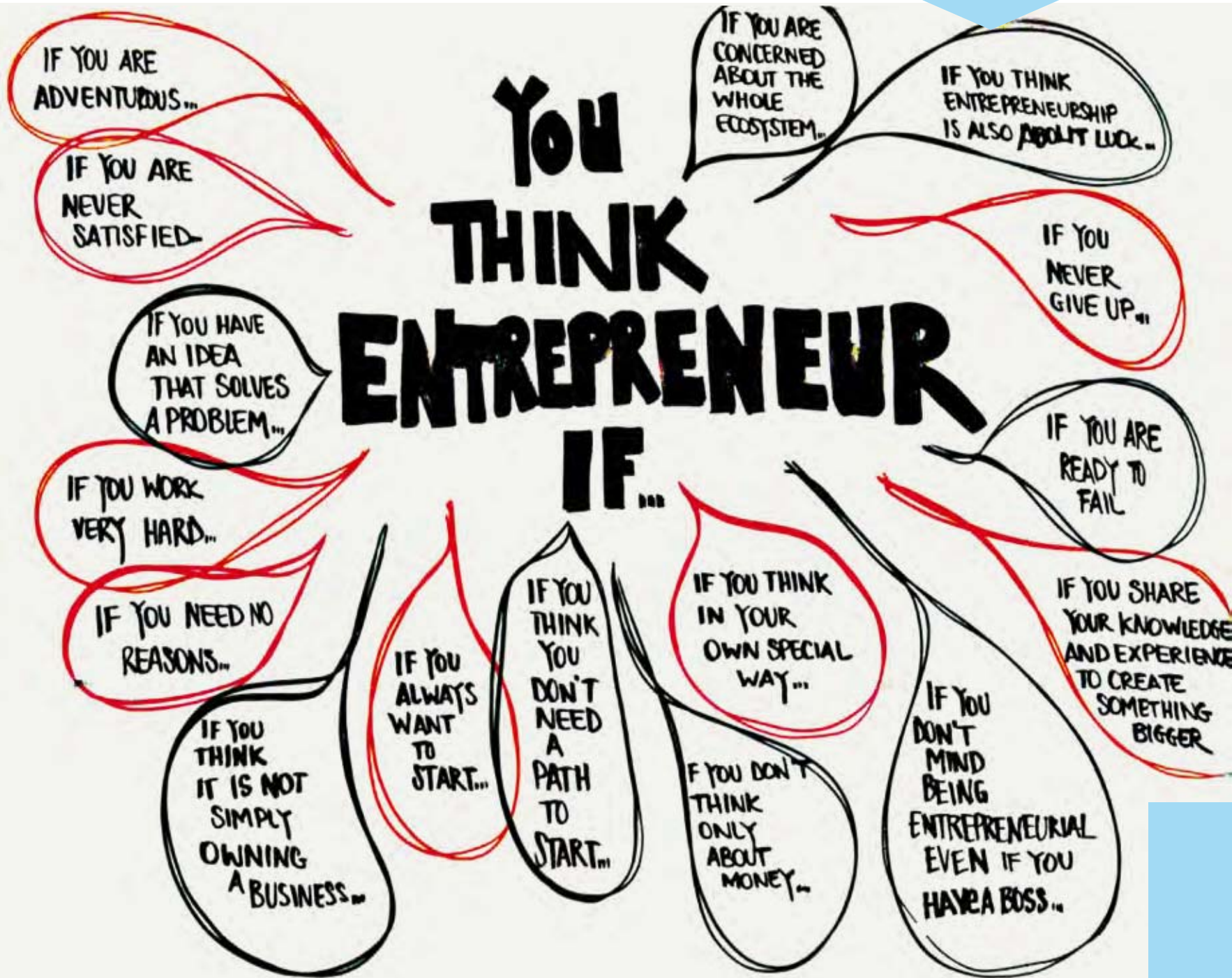
BELIEVE  
YOU  
WILL  
DELIVER



PEOPLE

LEADERSHIP

PASSION



SESSION SUMMARY DRAWING FROM:

*"Understanding the entrepreneurial mindset (CISCO)"*

Feda Shahien, Vice President, Business Development, Knowledge Horizon, UAE and

Omar El Bacha, Account Manager, Knowledge Horizon, UAE

# CELEBRATION OF ENTREPRENEURSHIP

Every morning when you wake up, what do you expect from your day? Your desire: you desire your own fate. Your energy: the energy of the individual, is the energy of the business.

**H. E. Sheikha Lubna Bint Khalid Al Qasimi**

Minister of Foreign Trade, UAE



H.E. Sheikha Lubna Bint Khalid Al Qasimi



Becoming an entrepreneur is not for the faint hearted or those who lack determination. There are a lot of obstacles in the way, but if you are strong on ideas, want to work for yourself and have a great deal of fortitude, then it is truly for you.

**Edward Roderick**

Co-Chairman, Investors MENA, UAE

Success relies on the individual. Entrepreneurship is about hard work and resilience; really believing in something.

**Rabea Ataya**

CEO, Bayt.com, UAE

It is really important to take pride in who you are. One of the most important messages is the sheer necessity of defining what it is you want out of life. Never assume that the outcome is predetermined, it's never over until it's over.

**H.E. Reem Al Hashimy**

Minister of State, UAE



H.E. Reem Al Hashimy speaking about perseverance and persistence



## PEOPLE



## LEADERSHIP



## PASSION



Don't focus on "I want to make the money" but on the vision years down the line. The money comes if you have the discipline and execution.

**Neveen El Tahri**

Chairperson and Managing Director,  
Delta Holding for Financial Investments, Egypt

There is one moral code for all circumstances: family, social and business. It makes you an effective leader.

**Loay Nazer**

Founder and Chairman, Nazer Group, Saudi Arabia



Don't focus on success as a goal;  
find happiness in the process.

**Joichi Ito**

CEO, Creative Commons, UAE



Abdul Baset Al Janahi, CEO, Mohammed bin Rashid  
Establishment for SME Development, UAE

You should protect your principles, and you should protect your people. I am a man of my word. If you lose your principles, you lose your soul. It's about ethics. It's not just about the money, it's how you made the money. If you can look in the mirror and say to yourself "I have never made a dishonest buck."

**Naguib Sawiris**

CEO, Orascom Telecommunications, Egypt





...it is hard to predict  You Can't Plan Everything

Be Successful linear thinking? Hard to make decision if you don't focus

HAPPINESS is a sustainable process  Get back to our IDEA

COMPANY INESS everybody wants to play in NBA

Venture Capital in Japan is... IS RARE  IS easy to INVEST in popular sectors ...

on the process Take high risk is about BEING CONFIDENT... internet

FOCUS out of the Most of INNOVATION is in small companies

CODE on what WORKS out of plan The Environment CHANGES

on sharing information Everytime How does community work ...

SESSION SUMMARY DRAWING FROM:

"Happiness"

Joichi Ito, CEO, Creative Commons, UAE

**Failure is a good lesson and inescapable. However, it is considered a stigma in the Arab world. The concept of failure needs to be adjusted to mean 'did not succeed' so that it is not such a stigma.**

**H. E. Sheikh Khaled Bin Zayed Al Nahyan**

Chairman, Bin Zayed Group, UAE



Entrepreneurs take risks all the time. It is unwise to bet the farm, but the only way to be successful is to make mistakes.

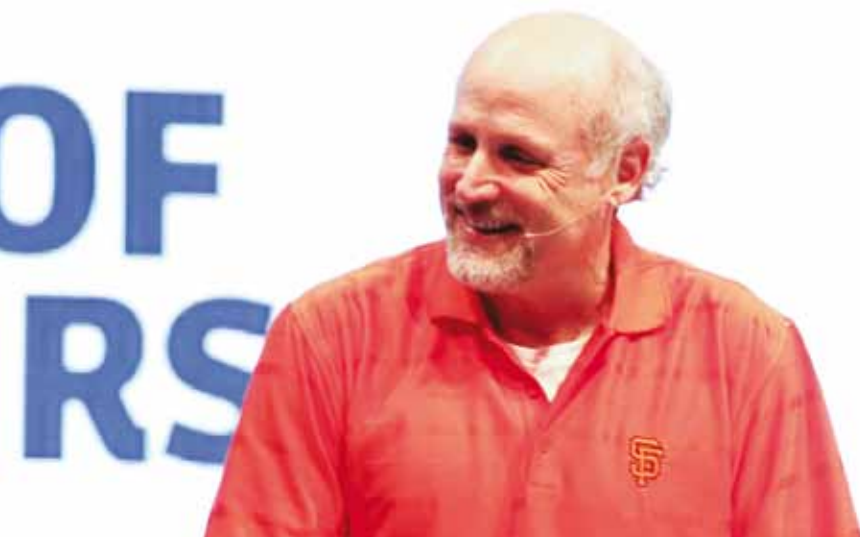
**Rabea Ataya**

CEO, Bayt.com, UAE

Entrepreneurs are going to have failure after failure; hard day after hard day. Failures are the best places to find the best entrepreneurs. I always try to invest in entrepreneurs who successfully navigated a failure. Failures are the best opportunity to impress your investors.

**Joichi Ito**

CEO, Creative Commons, UAE



Jim Horntal speaking in the session: Failing forward and pivoting with perseverance



Thomas Lundgren speaking in the session: Humanolog

Businesses rarely succeed with Plan A. Paypal was Plan F!

**Jim Horntal**

Venture Partner, Information Technology,  
CMEA Capital, USA

When I failed at the start of my business, I didn't know there wasn't a bankruptcy law. Had I known, I would have left the country. To be an entrepreneur in this part of the world, you need to be ignorant and stupid.

**Thomas Lundgren**

Creative Emotional Originator, The One, UAE



PEOPLE



LEADERSHIP



PASSION



SESSION SUMMARY DRAWING FROM:

*"Removing the stigma of failure"*

H.E. Sheikh Sultan Al Qassemi, Chairman, Young Arab Leaders UAE Country Office, UAE

# H.E. SHEIKH SULTAN AL QASSIMI REMOVING THE STIGMA of FAILURE

IN THE  
CONTEXT OF  
MEDIA



SOFTWARE  
FEAR



SOCIAL STIGMA  
FOR THE WHOLE  
CLAN

HARDWARE  
FEAR  
TAIL

ROLE OF  
MEDIA  
DEPENDS  
ON PEOPLE  
TELLING THEIR  
STORIES

HOW DO WE CHANGE?

DO WE CHANGE  
GOVERNMENT LAWS  
OR THE MENTALITY  
FIRST?





PEOPLE



LEADERSHIP



PASSION



### 3 MY THREE BIGGEST MISTAKES

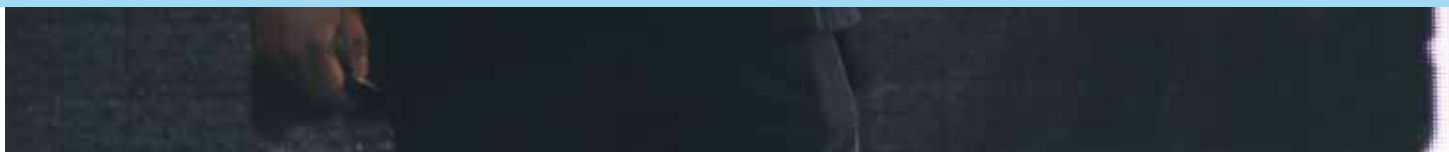
1. Raised too much capital in the first round of fundraising due to ego and pressure. The pressure to use the excess cash led me to take on translations of Marvel/DC comics into Arabic. This in turn led me to believe that I had a publishing business, which I didn't. As a result, I took my eye off the ball on The 99.

2. Raised too little capital in the second round of fundraising (needed US\$25 million and only raised US\$15 million).

3. Took focus, time and energy to open a psychotherapy center in Kuwait with my psychotherapy mentor and co-founder. He did not live to see the center open. This cost me time with my family.

#### **Naif Al Mutawa**

Founder and CEO, Teshkeel Media Group  
THE 99, Kuwait



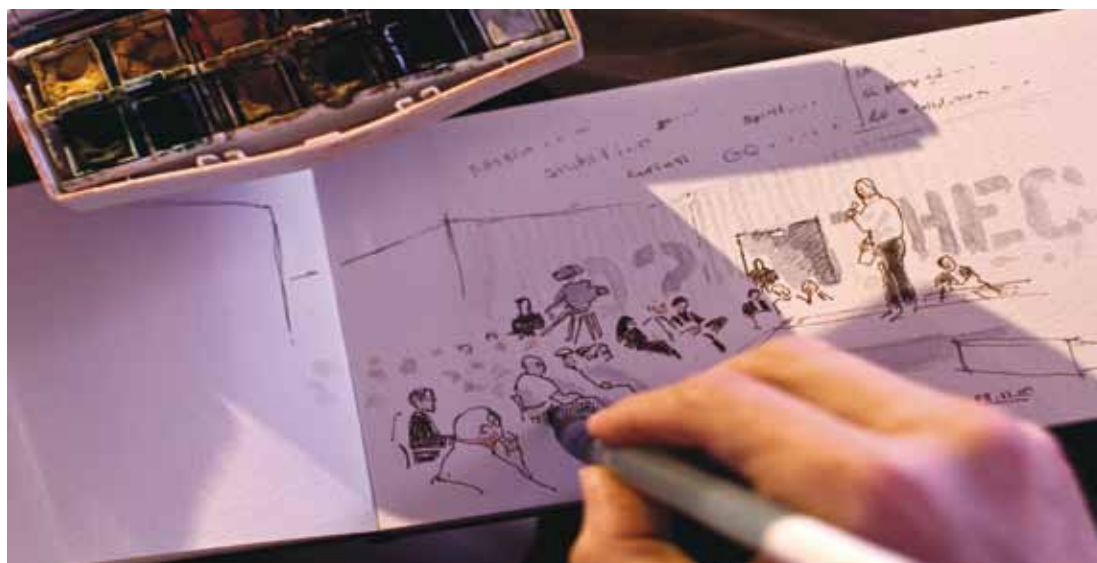




The real failure in our part of the world is the failure of the media to analyze failure. I do not think there is a tradition of looking at why things went wrong.

**Frank Kane**

Columnist, The National, UAE



A message to the media: do not send your social reporters to cover entrepreneurs. Send your business correspondents.

**H.E. Sheikh Sultan Al Qassemi**

Chairman, Young Arab Leaders,  
UAE Country Office, UAE

PEOPLE



LEADERSHIP



PASSION



## OUTCOME 1

### MENASA ENTREPRENEURSHIP THINK TANK (METT)

The CoE brought together entrepreneurs from all walks of life to unleash their collective imagination and capitalize on the opportunities ahead. It was the start of a movement in support of the entrepreneurial spirit in MENASA. A basic piece of this movement is a privately funded, entrepreneurship-focused organization that can take forward the ideas of the CoE. Created at the Celebration, the METT was received with enthusiasm by the entrepreneurship community. It has been launched to fill a crucial gap by generating thought leadership on entrepreneurship in MENASA.

The METT will act as an incubator for research and initiatives on entrepreneurship, sharing expertise and best practices on the conditions that support a well-developed ecosystem of entrepreneurship in our region. It will also act as a vehicle for ongoing dialogue with the entrepreneurship community and between the community and policy makers. The METT will remain an open forum to exchange ideas between entrepreneurs, experts and governments. Ultimately, it should reinforce the need for entrepreneurship-friendly policies and institutions that make it easier to set up and develop successful enterprises.

The METT is part of a new social context that acknowledges the online community and the new media. It will exist on Wamda.com exchanging data, information, trends and knowledge on entrepreneurship with the online entrepreneurial community. By understanding the environment in which entrepreneurs think and develop their ideas, the METT hopes to provide more insights into how to better support them and create the societal, political, and economic conditions that efficiently foster entrepreneurship.

The CoE celebrated the collective energy of entrepreneurs in MENASA. The METT will channel that collective energy in favour of the region by developing an agenda of initiatives, research and conversations that promote a more favorable ecosystem for entrepreneurs. In a time where information and networking are critical to the future success of every enterprise, we cannot think of a more timely initiative to support the entrepreneurial spirit in our region.



### SUPPORTERS OF THE METT

A passionate group of entrepreneurs pledged to dedicate funding and human resources to the METT during the closing session of the CoE. Their names are:

Mustafa Abdel-Wadood	Mohammed Al Ballaa	Tony Bury
Helmy Abouleish	Shady Banna	Rama Chakaki
Dr. Tahir Akbar	Sharif Banna	Imran Chaudry
Firas Al-Ali	Sobhi Batterjee	Omar Christidis
Kamel Al-Asmar	Abbas Bolurfrushan	Karim Djerboa
Rabea Ataya	Avi Bhojani	Khaled Al Fahim
		Tony Feghali





Claire Fenner	Georgie Hearson	Danish Mumtaz	Firas Al Otaibi	Nora Al Shehail
Tamara Al Gabbani	Ahmad Humeid	Joe Murphy	H.E. Sheikh Sultan	Waqqas Sheikh
Fadi Ghandour	Maher Kaddoura	David Munir Nabti	Sooud Al Qassemi	Khaled Sheta
Ashraf Ghorl	Sherif Kamel	Arif Naqvi	Taufiq Rahim	Ibrahim Slaoui
Omar Al Haleem	Tareq Khalil	H.E. Sheikh Khaled	Bobby Sager	Neveen El Tahri
Hussein Hallak	Thomas Lundgren	Al Nehayan	Muhammad	Sultan Al Turki
Sarah Hashwani	David Moleshead	Noor Al Noman	Shahmani	

Many others did not have the opportunity to pledge their support for the METT at the CoE, but have been in touch since.



## PEOPLE



## LEADERSHIP



## PASSION



## FEEDBACK FROM THE CoE COMMUNITY

The diversity was remarkable, from a 17 year-old Yemeni entrepreneur selling local coffee and benefiting the local community to tech savvy entrepreneurs pitching their latest innovations to social entrepreneurs creatively changing realities on the ground...

**Fadi Ghandour**

Founder and CEO, Aramex, Jordan



Musical performance by The Spy from Cairo

The CoE had teeth to bite at the dire issues confronting the entrepreneurship ecosystem. It walked the talk!

**Waleed Al Banawi**

Vice Chairman, Banawi Industrial Group, Saudi Arabia

CoE was a living example of how ideas and attitudes can move the MENA region and the world.

**Ibrahim Slaoui**

President, Mafoder, Morocco



Musical performance by Hussein Zahawy

This was the best event I have ever attended in my entire 20 years of professional life. A real game changer, set new standards in format, content and quality of execution.

**Zia Afzal**

Director, Mobility, UAE

I was surprised to discover so much entrepreneurship in the Arab world.

**Kamal Mouzawak**

Founder, Souk el Tayeb, Lebanon

Over the last two days we met some of the most important and interesting people in the region, learnt skills on how to improve ourselves as entrepreneurs and on top of all of it had a great time. But the most thing we left with is **inspiration** to do more and become better.

**Ahmed bin Shabib**

Co-Founder, Shelter, UAE





It felt like a land of unconditional abundance: humble souls, creative minds and Sufi music... expanding the boundaries of what it takes to liberate the fountains of entrepreneurship.

**Samar Dudin**

Regional Director, Head of Programmes, Ruwwad, Jordan

The best event I have attended in the last five years! Absolutely brilliant. Congratulations!

**Warren Luyt**

Managing Director, Trident Trust Company, UAE



The Celebration of Entrepreneurship is a strong answer to all the skeptics that entrepreneurs don't just exist in the Arab region but are rock stars!

**Habib Haddad**

Co-Founder, Yamli.com and Co-Founder, YallaStartup!, Lebanon

The fantastic lineup of artists and musicians brought colour and energy to this wonderful meeting of the minds!

**Noor El-Fadi**

Founder, TasmeemME, Jordan



SESSION SUMMARY DRAWING FROM:

"Storytelling evangelists and converts"

Wael Attili, Founder and Chief Creative Officer, Kharabeesh, Jordan

Entrepreneurship was reset on a new trajectory!

**Soraya Salti**

Senior Vice President, MENA, Junior Achievement Worldwide, INJAZ Al Arab, Jordan



Talvin Singh performing at the Opening of the CoE

We've received many messages of thanks from our members who came to the event. They were all blown-away with the value in the form of **inspiration** received, knowledge gained and connections made so thank you again on behalf of all of them.

**Claire Fenner**

Co-Founder, Heels and Deals, UAE

The enthusiasm to create, make and share a common vision of growth for the region was great.

**Hermann Behrens**

CEO, The Brand Union Middle East, UAE





MUSTAFA ABDEL-WADOOD PANKAJ PAUL ABDULLAH SHAHIN OMAR LODHI  
MOHAMMAD MUSTAFA SAQIB RASHID SULAF AL-ZUBI FARROKH K. CAPTAIN  
ELIE HABIB MOUSTAFA M. GHANEM FAYEZ HUSSEINI OMAR EL BACHA DINA  
SHERIF RASHID AL BALLAA RAJI HATTAR FEDA SHAHIEN KHALDOON  
TABAZA TAUFIQ RAHIM WALID BAKR TOM SPEECHLEY DAVID MOLESHEAD  
ABDELSALAM AKKAD SAUD KARMASTAJI MICHAEL HASBANI IAN PROSSER  
KHADIGA FAHMY NICK NADAL STEVEN KOLTAI TONY BURY MOHAMED AL  
NEAIMI MUSTAFA ABDEL-WADOOD PANKAJ PAUL ABDULLAH SHAHIN OMAR  
LODHI MOHAMMAD MUSTAFA SAQIB RASHID SULAF AL-ZUBI FARROKH K.  
CAPTAIN ELIE HABIB MOUSTAFA M. GHANEM FAYEZ HUSSEINI OMAR EL BACHA  
DINA SHERIF RASHID AL BALLAA RAJI HATTAR FEDA SHAHIEN KHALDOON  
TABAZA TAUFIQ RAHIM WALID BAKR TOM SPEECHLEY DAVID MOLESHEAD  
ABDELSALAM AKKAD SAUD KARMASTAJI MICHAEL HASBANI IAN PROSSER  
KHADIGA FAHMY NICK NADAL STEVEN KOLTAI TONY BURY MOHAMED AL NEAIMI  
MUSTAFA ABDEL-WADOOD PANKAJ PAUL ABDULLAH SHAHIN OMAR LODHI  
KITO DE BOER DALE MURPHY PENNY COOPER EDWARD RODERICK FARHAN ZAIDI  
MOHAMMAD MUSTAFA SAQIB RASHID SULAF AL-ZUBI FARROKH K. CAPTAIN  
ELIE HABIB MOUSTAFA M. GHANEM FAYEZ HUSSEINI OMAR EL BACHA DINA  
SHERIF RASHID AL BALLAA RAJI HATTAR FEDA SHAHIEN KHALDOON TABAZA  
TAUFIQ RAHIM WALID BAKR TOM SPEECHLEY DAVID MOLESHEAD ABDELSALAM  
AKKAD SAUD KARMASTAJI MICHAEL HASBANI IAN PROSSER KHADIGA  
FAHMY NICK NADAL STEVEN KOLTAI TONY BURY MOHAMED AL NEAIMI  
MUSTAFA ABDEL-WADOOD PANKAJ PAUL ABDULLAH SHAHIN OMAR LODHI  
MOHAMMAD MUSTAFA SAQIB RASHID SULAF AL-ZUBI FARROKH K. CAPTAIN  
ELIE HABIB MOUSTAFA M. GHANEM FAYEZ HUSSEINI OMAR EL BACHA DINA  
SHERIF RASHID AL BALLAA RAJI HATTAR FEDA SHAHIEN KHALDOON  
TABAZA TAUFIQ RAHIM WALID BAKR TOM SPEECHLEY DAVID MOLESHEAD  
ABDELSALAM AKKAD SAUD KARMASTAJI MICHAEL HASBANI IAN PROSSER  
KHADIGA FAHMY NICK NADAL STEVEN KOLTAI TONY BURY MOHAMED AL  
NEAIMI MUSTAFA ABDEL-WADOOD PANKAJ PAUL ABDULLAH SHAHIN OMAR  
LODHI MOHAMMAD MUSTAFA SAQIB RASHID SULAF AL-ZUBI FARROKH K.  
CAPTAIN ELIE HABIB MOUSTAFA M. GHANEM FAYEZ HUSSEINI OMAR EL BACHA  
DINA SHERIF RASHID AL BALLAA RAJI HATTAR FEDA SHAHIEN KHALDOON  
TABAZA TAUFIQ RAHIM WALID BAKR TOM SPEECHLEY DAVID MOLESHEAD

ENABLING ENVIRONMENT



FINANCE



YOUTH



EDUCATION



# \$3.3T

The global Muslim population of a billion-plus is about the same size as both India and China's populations. In 2008 the GDP of the economies of five of the largest countries in and around the Middle East - Egypt, Iran, Pakistan, Saudi Arabia, and Turkey, with a combined population of 420 million - was **US\$3.3 trillion**, the same size as that of India, which has three times the population.

**Vali Nasr***Forces of Fortune***EMPOWER: PROVIDING THE INGREDIENTS FOR AN ENABLING ENVIRONMENT**

Skills and capital are the main ingredients required to boost the growth of entrepreneurship. They are empowering because those that possess them are more likely to launch successful businesses. According to the GEM MENA Report, adults who believe they have the necessary skills to run a business are twice as likely to intend to start a business.

&gt; MENTORSHIP

&gt; SOCIAL ENTREPRENEURSHIP

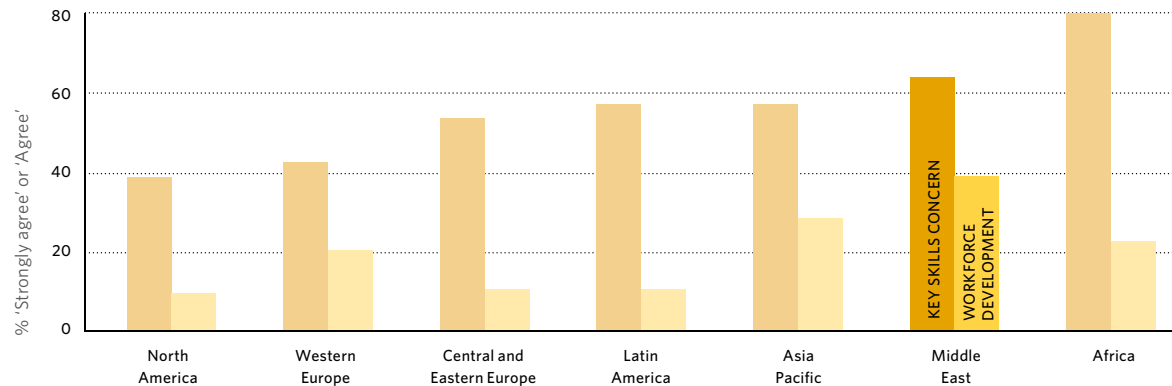
&gt; OUTCOME: RED

**LEVANT****2008 NOMINAL GDP**  
US\$98 BILLION**'08/'09 REAL GDP GROWTH**  
5.8% / 4.2%**'10-'13 REAL GDP GROWTH**  
4.5%**2008 POPULATION**  
31 MILLION**TURKEY****2008 NOMINAL GDP**  
US\$730 BILLION**'08/'09 REAL GDP GROWTH**  
0.9% / -5.9%**'10-'13 REAL GDP GROWTH**  
4.2%**2008 POPULATION**  
72 MILLION**PAKISTAN****2008 NOMINAL GDP**  
US\$165 BILLION**'08/'09 REAL GDP GROWTH**  
5.3% / 3.7%**'10-'13 REAL GDP GROWTH**  
4.4%**2008 POPULATION**  
177 MILLION**NORTH AFRICA****2008 NOMINAL GDP**  
US\$528 BILLION**'08/'09 REAL GDP GROWTH**  
5.3% / 3.7%**'10-'13 REAL GDP GROWTH**  
4.9%**2008 POPULATION**  
164 MILLION**GCC****2008 NOMINAL GDP**  
US\$1,049 BILLION**'08/'09 REAL GDP GROWTH**  
6.4% / 0.0%**'10-'13 REAL GDP GROWTH**  
4.8%**2008 POPULATION**  
40 MILLION**INDIA****2008 NOMINAL GDP**  
US\$1,226 BILLION**'08/'09 REAL GDP GROWTH**  
6.1% / 6.8%**'10-'13 REAL GDP GROWTH**  
8.0%**2008 POPULATION**  
1,148 MILLION

Source: EIU as of January 2010, IMF,  
Bloomberg, PCTAS, UN Comtrade,  
McKinsey & Company.



# ENABLING ENVIRONMENT > FINANCE > YOUTH > EDUCATION



Source: Global Entrepreneurship Monitor 2009. Prepared by PricewaterhouseCoopers (PwC) for the World Economic Forum.

## SKILLS: EDUCATING FOR ENTREPRENEURSHIP

The 2009 Global CEO Survey by PricewaterhouseCoopers (PwC) reveals a concern among entrepreneurs with the level of key skills in MENA. About 63% of Arab CEOs express concern with the capacity of their education systems to produce a workforce with adequate skills. The results are only marginally better in South Asia.

According to the Education Involvement Index (EII) by the Sheikh Mohammed bin Rashid Foundation and PwC, the large majority of entrepreneurs in MENA believe that the educational sector is unable to keep up with the pace of development and demand for skills.

While the onus is on governments to review education systems, the private sector can provide solutions through knowledge-sharing networks, as well as through mentoring programmes. There are already several public and private sector initiatives that assist entrepreneurs and provide skills in MENASA. According to the EII, two thirds of

entrepreneurs from MENA are willing to participate in making the necessary improvements to education.

The Empower section of the CoE programme was created to provide participants with the skills required to launch an idea, to grow a business and to become successful entrepreneurs. The power of the CoE was in the aggregate value of bringing together 64 Wamda.com Knowledge Partners, mostly from the private sector, to run their workshops under one single roof.

The Knowledge Partners delivered 34 workshops that offered solutions to transform the education systems and to raise the skill levels of entrepreneurs through private sector initiatives. 6 workshops focused on specific private sector initiatives that could empower entrepreneurs in Lebanon, Palestine, Egypt, UAE, Pakistan and Jordan.

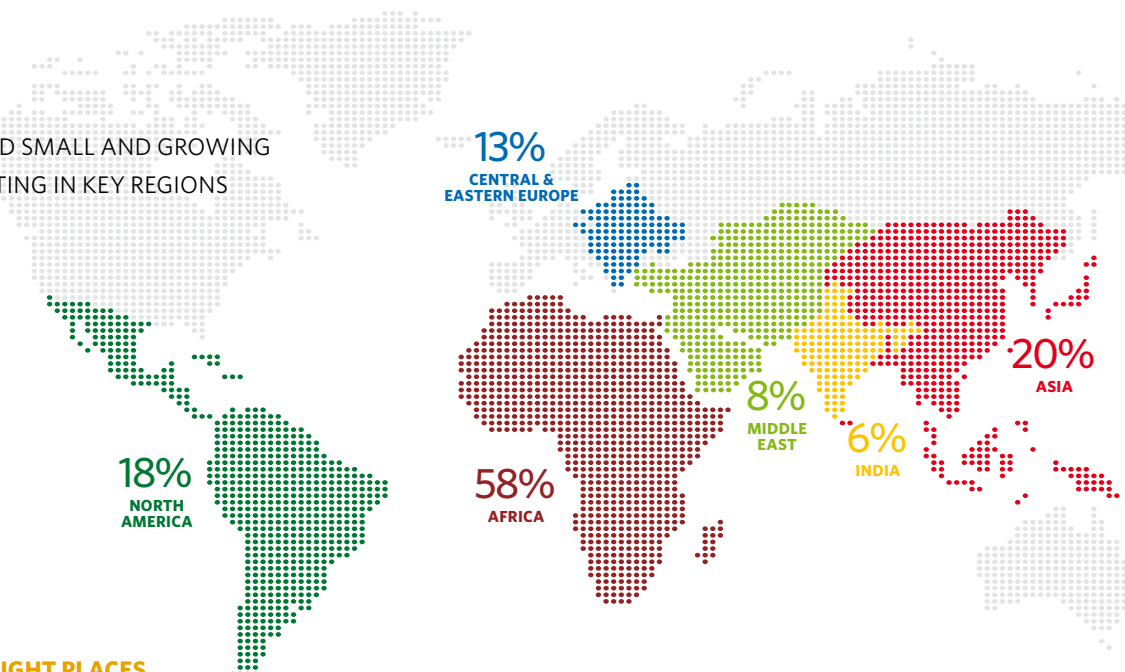
## MENTORSHIP: A PRIVATE SECTOR SOLUTION

Entrepreneurs at the CoE also benefited from a programme of direct mentorship. We asked established business leaders to dedicate one hour of their time to one-on-one open conversations with entrepreneurs. The outcome – **over 500 hours of mentoring** - exceeded expectations and was among the most popular parts of the event.

Students also took part in the mentorship programme. INJAZ Al Arab, created to harness the mentorship of Arab business leaders to help inspire a culture of entrepreneurship and business innovation among Arab youth, worked with a group of 40 students throughout the two days of the CoE.

A platform like the CoE, designed for the sharing of knowledge and skills among entrepreneurs is the type of private sector initiative that can yield higher levels of entrepreneurship. Through mentoring, it offered assistance to young and established entrepreneurs to improve the quality of their business with the right tools and solutions for growth.

PERCENTAGE OF IDENTIFIED SMALL AND GROWING BUSINESSES FUNDS INVESTING IN KEY REGIONS



Source: Dahlberg analysis.

FINANCE: FUNDS IN THE RIGHT PLACES

For many entrepreneurs in the MENASA region, access to funding remains a most critical concern and a key constraint to SME development.

According to the GEM MENA Report, 40% of entrepreneurs in the region estimate that they need less than the equivalent of US\$10,000 to start a new business. Family and friends remain the largest source of early financing whereas banks, angel funds, microfinance and government programmes play a small role as source of financing for nascent entrepreneurs.

The Empower section of the programme included a dedicated module on finance, and within that, a subset of sessions looking into angel financing. Access to financing is the lifeblood of a new business as it matures. External sources of financing become more important as companies expand and their availability determines the future trajectory of SMEs. Analysis by Dahlberg Global Development Advisors suggests that there are approximately 190 investment funds supporting small and growing businesses in emerging markets. Unfortunately,

MENA and India have the smallest percentage of funds available with 8% and 6% respectively.

The CoE was a launch pad for concrete outcomes. SMEs recognize the need for long-term capital and direct support from the private sector. As a response Abraaj Capital announced the launch of **Riyada Enterprise Development (RED)**, a US\$500 million fund for SMEs that will directly address the region’s entrepreneurs and innovators.

For Abraaj Capital, SMEs are the most vital segment of the corporate landscape. They need intelligent long-term capital, a nurturing and strategic partner, as well as tried and tested value-creation techniques. RED will unlock value and growth potential in businesses across all sectors, promoting sustainable job creation and economic growth. Ultimately, the economic liberation that the fund will foster will have a transformational impact in the region.

Percentage Receiving Any Start-up Financing From	Algeria	Jordan	Lebanon	Morocco	Palestine	Syria	Yemen
Immediate Family Members	58.8	25.0	50.1	52.0	65.8	50.1	93.7
Other Relatives	29.2	12.5	19.5	25.0	13.2	13.3	12.2
Work Colleague	25.6	21.0	35.3	27.0	13.2	41.7	93.2
Friend or Neighbour	21.9	14.8	18.7	30.8	21.1	21.6	36.2
Microfinance Provider	10.9	9.2	10.5	27.0	26.3	26.4	43.1
Bank	48.0	14.0	38.5	30.8	13.2	17.7	11.6
Government Programme	26.5	5.1	1.2	7.7	7.9	16.0	7.6
Venture Capital Company	7.0	23.5	6.0	5.8	2.6	23.3	4.4

Source: Sources of Start-Up Financing used by nascent MENA entrepreneurs. GEM MENA Report 2009.

ENABLING ENVIRONMENT › FINANCE › YOUTH › EDUCATION

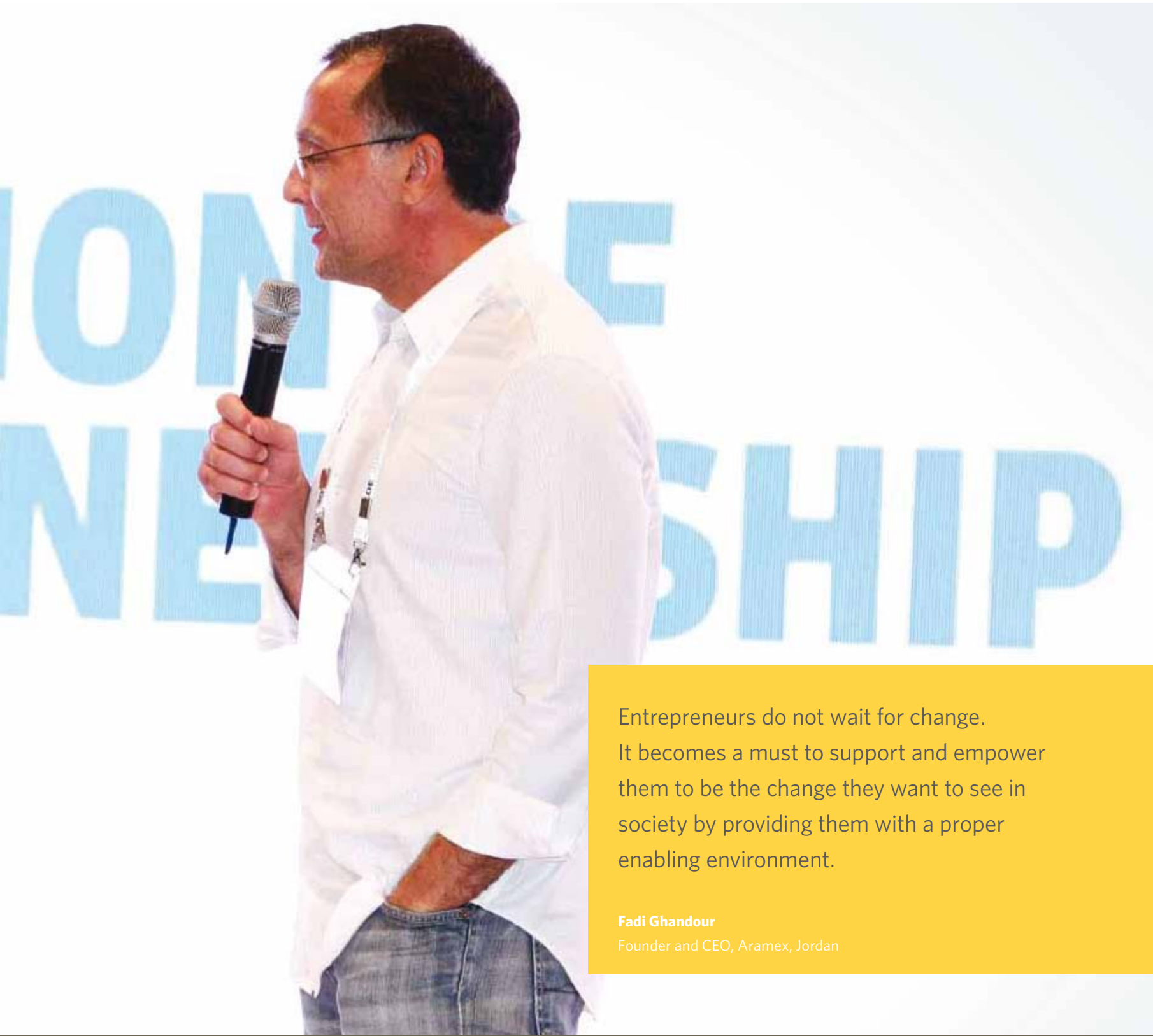


An enabling environment is the most important factor in supporting entrepreneurship in developed economies. We need an entire ecosystem at work: good regulation, accessible finance, mentors, an engaged academic sector, incubators and so on.

**Arif Naqvi**

Founder and Group CEO, Abraaj Capital, UAE





Entrepreneurs do not wait for change. It becomes a must to support and empower them to be the change they want to see in society by providing them with a proper enabling environment.

**Fadi Ghandour**

Founder and CEO, Aramex, Jordan

ENABLING ENVIRONMENT



FINANCE



YOUTH



EDUCATION



There is essentially no start-up capital fund in the MENA region. If you want to start a company, you may borrow some money from friends and family and then you enter what we call 'the desert' where no one is willing to give money.

**Dr. Usama Fayyad**

Executive Chairman, Oasis 500, Jordan

Without angel finance,  
VCs won't come to a region.

**Feroz Sanaulla**

Executive Director, Intel Capital, UAE

# 8%

A recent report by the  
Union of Arab Banks  
showed that SMEs in the  
region only receive 8%  
of bank lending.



What investors are looking for is competence in the management team to deliver on the business plan. Don't be too greedy in your pricing of the business. Just a few points to remember:

Go to family and friends first for finance. If they won't support you why should outside investors?

Only 2% of ideas reach the funding stage. Of these 40% will still go bust and only 25% will generate high returns.

Banks only help when you have an established track record.

When you get investors be realistic on valuations.

Deliver on your planned performance. Otherwise investors quickly lose faith in you.

Start to prepare your business for eventual sale 2 years in advance of the exit.

**Edward Roderick**

Co-Chairman, Envestors MENA, UAE



ENABLING ENVIRONMENT



FINANCE



YOUTH



EDUCATION



SESSION SUMMARY DRAWING FROM:

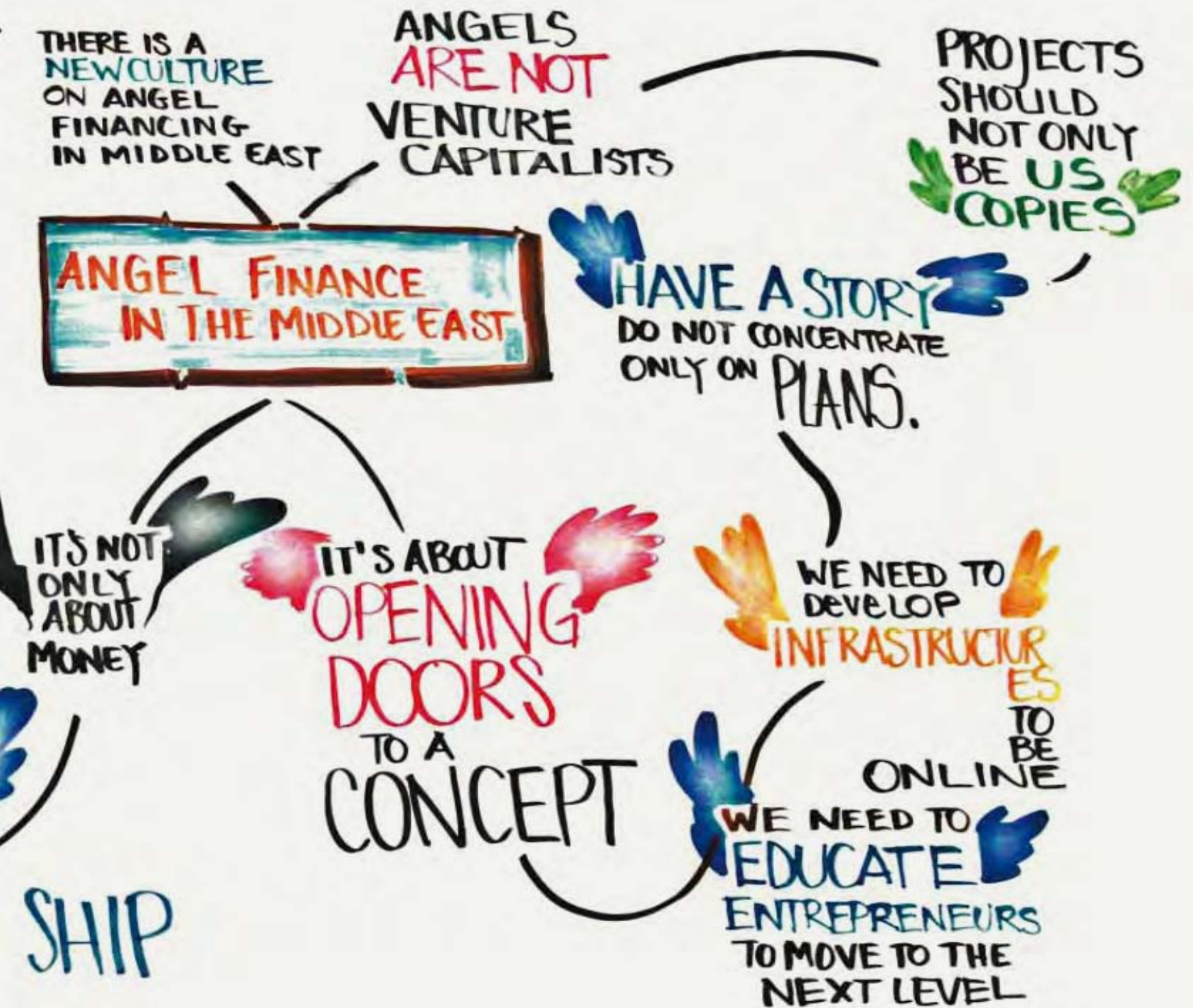
*"Angel finance in MENA : Taking it to the next level"*

Tom Speechley, Partner, Abraaj Capital and CEO, Riyadh Enterprise Development, UAE

&gt; MENTORSHIP

&gt; SOCIAL ENTREPRENEURSHIP

&gt; OUTCOME: RED





ENABLING ENVIRONMENT



FINANCE



YOUTH



EDUCATION





### Tips on Angel Financing

The professional community and other entrepreneurs are good sources for leads on angels.

Angel investors want to hear an elevator speech.

The business plan should have a good executive summary. Angel investors can't read an entire plan.

Cooperate with angel investors on due diligence.

Be flexible on valuation.

You will give up about 25% with every round of financing.

Angel investors bet on the entrepreneur not the business.

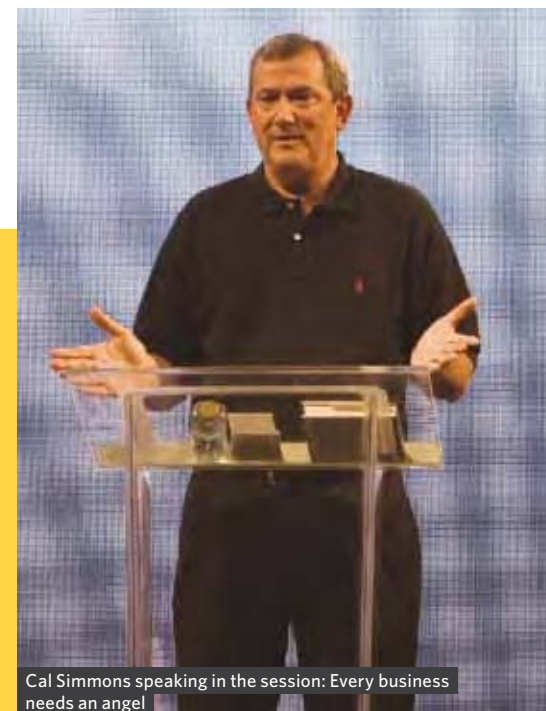
### Cal Simmons

Chairman and CEO, Travel Influentials, USA

Angel investing is about so much more than money; it's about opening doors, providing guidance... No angel investor wants to do a deal by himself. I always want to bring in one or more co-investors.

### Fadi Ghandour

Founder and CEO, Aramex, Jordan



Cal Simmons speaking in the session: Every business needs an angel

ENABLING ENVIRONMENT

FINANCE

YOUTH

EDUCATION



SESSION SUMMARY DRAWING FROM:

*"Every business needs an angel"*

Cal Simmons, Chairman and CEO, Travel Influentials, USA



REALIZE WHAT YOU DON'T KNOW ?

BEST ANGELS BRING  
MORE THAN MONEY ?

BAD ANGELS WANT TO DO YOUR JOB

EXIT

— WHAT IS YOUR  
STRATEGY ?



MANAGEMENT, TIMING, VALUATION, MARKET

**DUE DILIGENCE**

- BE PREPARED
  - MAKE THE FIRST STEP
- DUE YOUR OWN DUE DILIGENCE

KNOW YOUR **TERMS**  
**20-30%** INVESTMENT — RAISE IT IN  
THE FIRST ROUND!



ENABLING ENVIRONMENT



FINANCE



YOUTH



EDUCATION



We have to unleash the massive talent base of would-be entrepreneurs that exist in this region's youth. To do that we all need to say to them out loud: "Go for it! The private sector will support you."

**Frederic Sicre**

Partner, Abraaj Capital, UAE

## CoE OUTCOME

40 INJAZ students and staff from seven member nations joined a memorable, cutting-edge event that offered an experience in entrepreneurship finally at the brink of the tipping point, led not by governments but rather by the Arab world's top breed of entrepreneurs. Its message and powerful viral movement pushed the entrepreneurial frontiers

to new realms and INJAZ rode the wave, announcing the launch of its Reality Entrepreneurship TV programme and its mission to turn entrepreneurship into a youth pop culture.

**Soraya Salti**

Senior Vice President, MENA, Junior Achievement Worldwide, INJAZ



Arab youth are embracing the spirit of entrepreneurship and making it an important part of every aspect of their life, family, religion and politics to break historical constraints on behavior created by adult society.

**Rami Khouri**

Director, Issam Fares Institute of Public Policy and International Affairs, American University of Beirut, Lebanon

# 15%

Young Arabs have a positive view of entrepreneurship. 15% of 15-29 year-olds say they plan to start a business in the next 12 months.

These aspiring entrepreneurs are also twice as likely to voice their opinion to officials and three times as likely to disapprove of their city or local government.

Young Arabs are more optimistic about business outcomes than business entry in their countries. Most young Arabs say loan access and the difficulty of processing licenses and permits create significant barriers to entry.

*Source: The Silatech Index – Voices of Young Arabs.*

If anyone is going to move the Arab world into the future, it is the current generation of 25 to 35 year-olds.

**Adel Ali**

Group CEO, Air Arabia, UAE



The Washington Post

# Dubai, a new locus of entrepreneurial energy

Christopher M. Schroeder, November 26, 2010

The sold-out gathering had the earmarks of a typical Silicon Valley event: more than 2,400 hungry entrepreneurs and investors, most young adults, tethered to their mobile devices - sharing, debating and connecting. There was the requisite hip music. Speakers who had "been there" were mixing with kids new to the game, dashing out ideas on white boards and rallying each other to new ventures.

That's where "typical" ended.

This month's Celebration of Entrepreneurship 2010 was hosted not in San Francisco or New York but in Dubai. The participants weren't familiar U.S. Internet names but **a new generation of entrepreneurs representing every Islamic country in the Middle East**. The visionaries behind the gathering weren't famous Western tech journalists or futurists but Pakistan-born Arif Naqvi, founder of the Middle East private equity firm Abraaj Capital, and Lebanese Jordanian entrepreneur Fadi Ghandour, who built the region's largest logistics and transportation services company. Absent were debates on politics, religion and historic obstacles. The only question on everyone's mind was "Why not us?"

Why not, indeed. As Vali Nasr wrote in "Forces of Fortune," his recent, must-read book on the economic rise of the Middle East: "The global Muslim population of a billion-plus is about the same size as both India and China's populations. In 2008 the GDP of the economies of five of the largest countries in and around the Middle East - Egypt, Iran, Pakistan, Saudi Arabia, and Turkey, with a combined population of 420 million - was \$3.3 trillion, the same size as that of India, which has three times the population."

Is this troubled region ripe to unleash entrepreneurship and innovation of the sort that has driven growth and job creation around the world?

This nascent narrative about the Mideast has largely been missed by the West, and there are many tempting reasons to dismiss it. The gap between the mega-wealthy and desperate poor remains shocking; education and literacy remain profound challenges. Weighing heavily against the talent, transparency, speed and liquidity that have electrified entrepreneurship in the United States and elsewhere are corruption, high unemployment, heavy reliance on government largess, archaic and often indecipherable rules of law, and cultural resistance to investing beyond fixed assets. One need only spend a few days in Amman or Cairo, going through metal detectors in every restaurant, hotel and tourist destination, to feel the political realities.

**But tell that to the young Kuwaiti who created mobile game apps for his own amusement . . . and found that more than 1 million people discovered and downloaded his products. Try to discourage the 19-year-old coffee entrepreneur in Yemen who insists that every aspect of his operations (including packaging, which is often outsourced to China) be done in his community.**

The list goes on: Computer graphic animators in Damascus are doing things that could make 3-D look antiquated. An Egyptian entrepreneur has developed technology, using air, to blast less water through showers to dramatically reduce consumption in the arid region without sacrificing a quality bathing experience. Oasis500 is one of several tech incubators in Jordan that are planning

to back hundreds of start-ups, from companies focusing on new technologies and forms of distribution to those simply "Arabizing" interactive and mobile services that have proved successful in English.

Perhaps my favorite entrepreneur was an 18-year-old woman, one of dozens of women covered from head to toe in the Dubai audience. She had designed a beautiful, even luxurious, battery-powered holder for mobile devices and other items such as note pads to ensure our devices are comfortable, charged and elegant. She has spoken with four manufacturers in China and is wrestling with whether to raise money to buy machinery to sell her first batch, pre-ordered, of a thousand units.

How many of us would have bet two decades ago that China, India and Brazil would be driving engines of global innovation, technology and growth? Would we have guessed that our technology businesses would be developing and outsourcing technologies from the Baltics to South America?

It is not easy in our political environment to seek traces of hope in this troubled region, nor to contemplate a different, albeit concurrent, narrative in complex countries that are rapidly coming to terms with their futures. **But something is happening in the region, much like what happened in what was once called the developing world. It is worth watching and supporting. This shift has its own voice, attuned to cultural and religious values that we in the West may not fully understand. It embraces innovation, problem solving, job creation and prosperity - offering new generations a clear path to their future.**



## CoE OUTCOME

### Aramex announces key partnerships and initiatives to support entrepreneurship across the Middle East

Aramex announces three strategic initiatives with world-class institutions in the Middle East in line with its continuous commitment to nurture and support entrepreneurship:

A partnership between Aramex and the MIT Enterprise Forum of the Pan-Arab Region to support promising MIT Arab Business Plan applicants.

A partnership between Aramex and George Washington University to place American students of Arabic language studies with NGOs and social entrepreneurs in the region.

A partnership between El-Khazindar Business Research and Case Center (KCC) School of Business at the American University in Cairo (AUC) to produce mini-case studies.

## CoE OUTCOME

### INJAZ Al-Arab to Start Operations in Pakistan Empowering Youth for Workplace

INJAZ Al-Arab, a non-profit organization that works with private sector volunteers to teach entrepreneurship and workforce readiness to young people, is proud to announce it will start operations in Pakistan next year with generous support from private equity group Abraaj Capital.

The contribution from Abraaj Capital will fund the first three years of operation, giving INJAZ the support it needs to establish a presence in Pakistan and start impacting youth. Initially, INJAZ will target non-profit schools and then government institutions.

Operations will most likely begin in the city of Karachi involving a pilot scheme of 500 students in the first year, before growing and expanding to other cities, covering 2,000 students in the second year and as many as 4,000 in the third year. In all, more than 6,000 students are expected to benefit from the programme.

ENABLING ENVIRONMENT



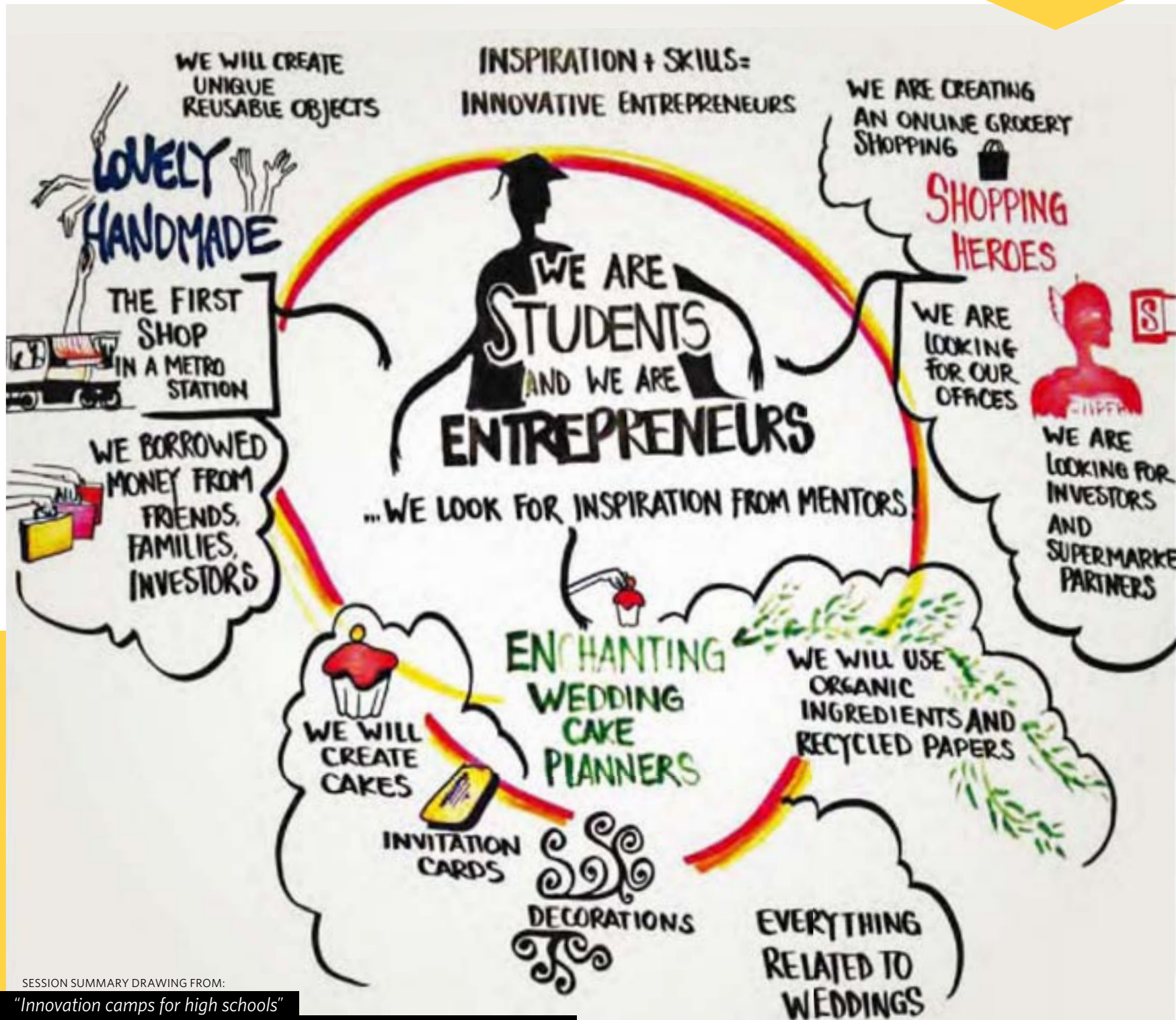
FINANCE



YOUTH



EDUCATION



SESSION SUMMARY DRAWING FROM:

*"Innovation camps for high schools"*

H. E. Sheikh Khaled Bin Zayed S. Al Nahayan, Chairman, Bin Zayed Group, UAE

&gt; MENTORSHIP

&gt; SOCIAL ENTREPRENEURSHIP

&gt; OUTCOME: RED



Sean Cleary sharing his views for the new century

Entrepreneurship is about continuous learning, innovation and calculated risk-taking. This is the only route to sustainable growth in the MENASA region.

**Sean Cleary**

Founder and Executive Vice-Chair, Future World Foundation, South Africa

Our education system has to provide the foundation for entrepreneurship: critical thinking, team dynamics, problem solving, etc... Then it's about attitude.

**Waleed Al Banawi**

Vice Chairman, Banawi Industrial Group, Saudi Arabia

# 86%

Answered YES to  
"Did you achieve a  
TANGIBLE outcome  
for YOU at the CoE?"

Source: Survey conducted at CoE.

(On Arab women): Never give up your education, and never think yourself a victim.

**Reem Al-Hashimy**

Minister of State, UAE

Education must train people for the workforce and that includes designing curricula for skills and job knowledge that the market actually demands.

**Raghda El Ebrashi**

Founder and Chairperson, Alashanek ya Balady  
Lecturer of Strategic Management, German  
University in Cairo, Egypt







CoE OUTCOME



## Swiss-based business school IMD offers unique scholarship to young Arab entrepreneurs for Executive Education

Egypt's Ahmed Kabeel will join 450 other executives from around the world in summer business course. Scholarship inspired by the 'Celebration of Entrepreneurship' event in Dubai and supported by Riyadh Enterprise Development.

Dubai, November 8, 2010:

Switzerland-based IMD, one of the world's top-ranked business schools, is proud to announce a unique scholarship for a young Arab entrepreneur to attend IMD's prestigious executive education programme, Orchestrating Winning Performance (OWP).

The scholarship, inspired by the 'Celebration of Entrepreneurship' event in Dubai and supported by Riyadh Enterprise Development (RED) - a small and medium enterprise investment platform, goes to 34-year-old Egyptian Ahmed Kabeel.

Kabeel is founder and CEO of OMS, a regional company and one of Egypt's top IT-service exporters with more than 170 employees and clients in 21 countries in the Middle East and Africa.

Kabeel, who started his career at the age of 18 as a salesman in a computer company, will take part in OWP at IMD's campus in Lausanne, Switzerland, in June, together with 450 other executives from companies around the world.

"The Celebration of Entrepreneurship has inspired us to offer this scholarship funded by both IMD and Riyadh Enterprise Development. We hope that this small contribution will support and stimulate entrepreneurship in the region, and will be the beginning of a trend to

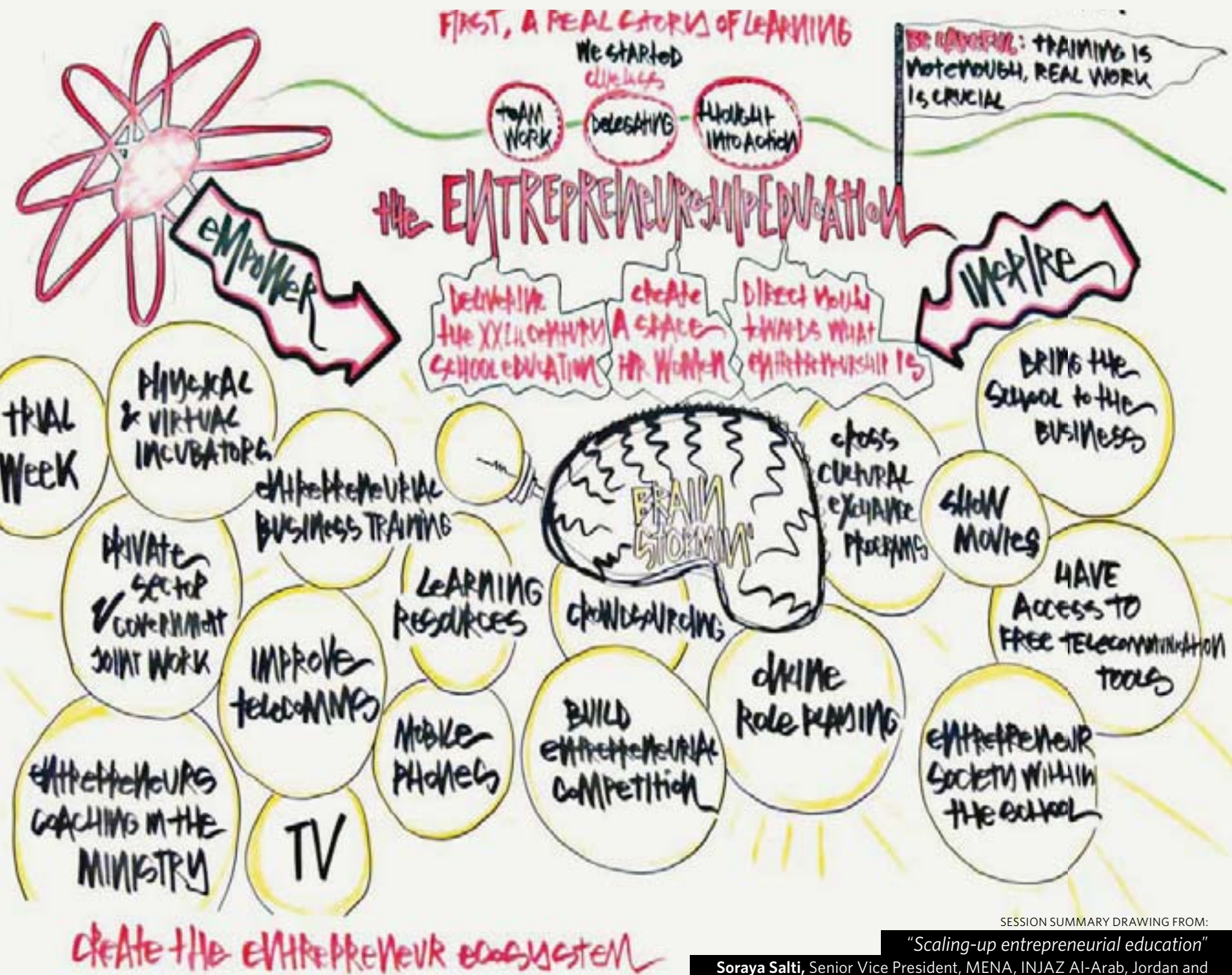
encourage training for entrepreneurs in this fast-growing region," said IMD Executive Director Dr. Hischam El-Agamy.

"OWP is our global business programme for individuals and teams from all types of organizations, from startups and multinationals to non-profit organizations, and from every industry," Dr El-Agamy continued. "It's aimed at executives who are seeking the latest management thinking, and practical, innovative solutions for their businesses. It allows them to anticipate global business trends, boost performance, broaden perspectives and expand their network. We trust that Ahmed Kabeel will be able to benefit from these unique aspects of OWP and apply these learnings immediately after the programme concludes."

IMD offers similar scholarships to young entrepreneurs from Africa and India and other parts of the world.

"We are really proud to be joining with IMD to offer this scholarship to a young Middle Eastern entrepreneur," said Fred Sicre, Executive Director at Abraaj Capital, of which RED is a subsidiary. "This is exactly what our region needs: young, talented entrepreneurs who are given the chance to expand their horizons and learn from the experience of others. This empowers potential and enhances the entrepreneurial spirit of our societies."

> MENTORSHIP > SOCIAL ENTREPRENEURSHIP > OUTCOME: RED



SESSION SUMMARY DRAWING FROM:

"Scaling-up entrepreneurial education"

Soraya Salti, Senior Vice President, MENA, INJAZ Al-Arab, Jordan and

Kito de Boer, Managing Director, McKinsey, UAE



ENABLING ENVIRONMENT



FINANCE



YOUTH



EDUCATION

Investors will give you a new viewpoint so it's great to get an investor to help you.

**Mike Cassidy**

Director of Product Management,  
Google, USA



On my second day at the conference I sat through three back-to-back mentoring sessions with young entrepreneurs. Upon leaving the meeting room, it occurred to me that those meetings could have happened in a coffee shop in San Francisco, or a tea house in London. The issues and challenges facing these business owners from MENASA were the same as those being faced by entrepreneurs in every country in the world. The meetings also served as a reminder that while capital is necessary to start most businesses, it is the seeking of good mentors, the surrounding oneself with wise advisors that often makes the difference between success and failure of a young company.

**Stephen D. Garrow**

CEO, Rushmore Associates LLC, USA

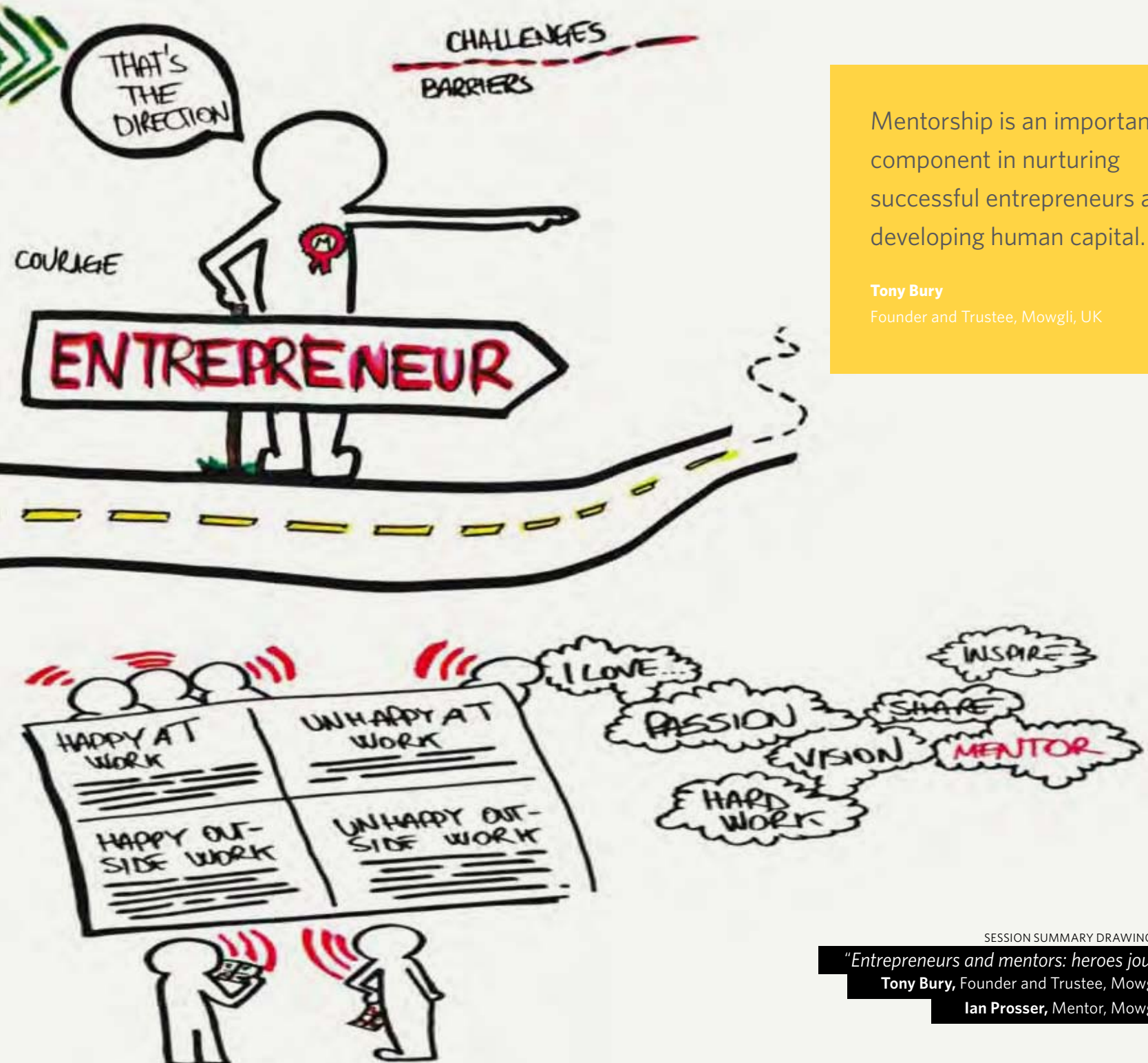
Entrepreneurs need mentoring more than they need capital.

**Matt Harris**

Co-Founder and Managing General Partner,  
Village Ventures, USA







Mentorship is an important component in nurturing successful entrepreneurs and developing human capital.

**Tony Bury**

Founder and Trustee, Mowgli, UK

SESSION SUMMARY DRAWING FROM:

*"Entrepreneurs and mentors: heroes journey"*

**Tony Bury**, Founder and Trustee, Mowgli, UK

**Ian Prosser**, Mentor, Mowgli, UK

# Riyada Enterprise Development and Mowgli Foundation launch pilot mentorship programme

**RED to support year-long Mowgli Foundation pilot mentorship programme for Arab entrepreneurs. Partnership to extend online through MentorMatch, a Wamda matchmaking initiative to connect mentors with mentees.**

Dubai, UAE; November 9, 2010:

Riyada Enterprise Development (RED), Abraaj Capital's new US\$500 million small and medium enterprise (SME) investment platform, and the Mowgli Foundation, a UK-based non-profit organisation established to make a difference to business startups and budding entrepreneurs through the power of mentoring, announced today the launch of a pilot mentorship programme to support Middle East-based entrepreneurs.

In addition to funding, the partnership between RED and Mowgli will ensure that regional early-stage businesses will receive the invaluable benefit of business leaders' experience and institutional support.

For this year-long mentorship pilot programme, RED will nominate entrepreneurs from its portfolio of investments to benefit from trained and experienced business mentors provided by Mowgli. To commence the programme, two CEOs have been selected: one in Jordan and one in Palestine. Both are businesses that RED is in the process of completing investments in. Over time,

more will be added to the programme.

"Mentorship is an important component in nurturing successful entrepreneurs and developing human capital, and Mowgli has a tried and tested system for implementing sustainable mentorship programs," said Tony Bury, Founder of Mowgli Foundation. "We are delighted to partner with Riyada Enterprise Development on this exciting journey of facilitating entrepreneurship in the region."

The Mowgli Foundation will provide the mentorship, drawing on its database of mentors with relevant experience, while RED will actively monitor and support the initiative.

This announcement comes on the second day of the 'Celebration of Entrepreneurship'; a unique two-day gathering of more than 1,500 entrepreneurs, innovators, business leaders, finance providers, policy makers and creative professionals from across the Middle East, North Africa and South Asia (MENASA). In setting up the RED fund, and hosting and organising the Celebration of Entrepreneurship, Abraaj Capital is demonstrating its commitment to developing human capital in across the MENASA region.

Tom Speechley, Abraaj Capital Partner and CEO of RED, said: "We are absolutely passionate about mentorship at Abraaj. Not just because it is a worthy cause but because it makes great

business sense. We want our entrepreneurs to develop through the experiences of others that have gone before them. This is especially important in the SME space, where entrepreneurs need all the help they can get to transform their businesses into market leaders. In Mowgli, we have found a partner that understands the science of mentoring. They mentor the mentors and have built up significant experience in cross-cultural mentorship programs that have helped support numerous regional entrepreneurs, including in Syria, Lebanon, Palestine and Jordan."

The partnership between Mowgli and RED will extend to Wamda, the MENASA region's most dynamic, comprehensive and connected entrepreneurial website, launched by Abraaj Capital.

Wamda's MentorMatch, a powerful new online platform that is being launched at the Celebration of Entrepreneurship, will match regional mentors with mentees online and thereby further support the development of an entrepreneurship ecosystem where entrepreneurs, innovators, mentors and other stakeholders come together to facilitate entrepreneurship in the MENASA region.

The Celebration of Entrepreneurship takes place from November 8-9, 2010, at the Madinat Jumeirah Conference Centre in Dubai, UAE.



The Zawya logo features a yellow chevron pointing right, followed by the word "zawya" in a bold, blue, sans-serif font with a registered trademark symbol.



ENABLING ENVIRONMENT } FINANCE } YOUTH } EDUCATION

DUL BASET AL JANAH ADEL ALI AHMED AL ALFI A  
 SHESHA BHOJANI AZHAR ZAFAR CAL SIMMO  
 WARD RODERICK FADI GHANDOUR FAHAD AL  
 NAULLAGREGORY K. ERICKSEN H. E. GOVERNOR AL  
 ZAYED S. AL NEHAYAN H. E. SHEIKHA HANADI NA  
 LMY ABOULEISH HENRY AZZAM, CHAIRMAN IAN  
 AN JAYANT GANWANI JIM HORNTHAL JOHN KA  
 ALDOUN TABARI KHALED M. SHETAKHATER ABIH  
 HER KADDOURA MATT HARRIS MIKE CASSIDY MC  
 STAF A MUSTAFA ABDEL-WADOOD MUSTAFA SA  
 IRI OSMAN SULTAN PAMELA HARTIGAN PATRICK  
 ATH PETER KELLNER PRADEEP RAMAMURTHY RA  
 NNRODBECKSTROM SAAD KHANSAMIBEYDOUN  
 IESSA AL-KHALIFA SHEIKH SULTAN BIN SAQR AL Q  
 RROW STEVEN R. KOLTAI TAREK YOUSSEF TAYEB  
 RY TONY FEGHALI USAMA FAYYAD WALEED AL BA  
 DIQI AHMED NASSEF ALI S. HABIB BASSEM AWA  
 E SHEIKHA LUBNA AL QASSIMI HUSSAIN AL-NO

365  
 1-800 Mentorship  
 sessions attendees



MENTORSHIP



SOCIAL ENTREPRENEURSHIP



OUTCOME: RED

MERQAVI ANNE Z. JAFERY ARIF NAQVI ASAD UM  
 NS CHRISTOPHER SCHROEDER EDWARD QUINI  
 SHAREKH FAWAZ H. ZU'BI FERIT SAHENK FER  
 DABBAGHH.E.REEMALHASHIMIH.E.SHEIKHKHA  
 ASSER BIN KHALED AL THANI HASHEM MONTASS  
 FAIRSERVICE IBRAHIM SLAOUI IHSAN JAWAD IMR  
 O JOICHI ITO JUDITH A. MCHALE KARIM DJERB  
 ABIBKITODEBOERLINDA ROTTENBERGLOAY NAZ  
 O ALADHAM MOHAMMAD AL BALLAA MOHAMM  
 NI SENER NAGUIB SAWIRIS NASSER SAIDI NEVEEN  
 CHALHOUB PERVEZ AKHTAR PETER CLEAVES PET  
 ABEA ATAYA RAMI KHOURI RIAD KAMAL ROBERT  
 SAMIHTOUKAN SEAN CLEARY SHEIKH MOHAMM  
 ASSIMI SOBHI BATTERJEE SORAYA SALTISTEPHEI  
 KAMALI THOMAS LUNDGREN TOM SPEECHLEY TO  
 ANAWI WALID R. TOUMA WAQAR H. SIDDIQUE ZAF  
 ADALLAH H.E. SHEIKH TARIQ BIN FAISAL AL QASS  
 DWAIS RAMI MALHAS SAEB NAHAS ZAH KHOI



The CoE was a courageous idea that brought together more than a thousand young entrepreneurs to learn and be inspired and motivated by some of the most influential CEOs in the region. The result was an amazing flow of energy and knowledge that is bound to transform and empower the lives of many people and their businesses and ambitions.

**Riad Kamal**

CEO, Arabtec Holding, UAE

**Social entrepreneurship as a concept is only eight years old in the Middle East, but as of today, 14,000 jobs have been created in Egypt due to social entrepreneurs.**

**Iman Bibars**

Vice President, Ashoka, Regional Director, Ashoka Arab World, Egypt





## › MENTORSHIP ›

## SOCIAL ENTREPRENEURSHIP

## › OUTCOME: RED



Hope is the lifeblood; hope is strategic. The slightest ray of hope can ignite the human spirit to overcome. Be selfish. Go help someone.

**Bobby Sager**

Founder, Sager Family Travel Foundation and Roadshow, USA

Congratulations on NOT separating 'commercial entrepreneurship' and 'social entrepreneurship'. All entrepreneurship should be BOTH. Not separating them provided a wonderful opportunity to learn from all. Social entrepreneurship was given as much profile as commercial entrepreneurship, and for the first time ever, I felt as if most people took for granted that such a separation was a false dichotomy.

**Pamela Hartigan**

Executive Director, Skoll Center, Saïd Business School, The University of Oxford, UK



Pamela Hartigan

When a company pursues community involvement and social responsibility, this can result in lower costs and greater efficiencies in the long run.

**Helmy Abouleish**

Vice-Chairman and Managing Director, Sekem Group, Egypt



ENABLING ENVIRONMENT



FINANCE



YOUTH



EDUCATION

What we are aiming to achieve through RED is transformational growth in more than 100 SMEs in the next three or four years... If we are successful and empower these businesses in the way their plans lay out we will address one of the most crucial issues facing the region today; employment.

**Tom Speechley**

Partner, Abraaj Capital and CEO, Riyadh Enterprise Development, UAE



## OUTCOME 2

### RIYADA ENTERPRISE DEVELOPMENT (RED)

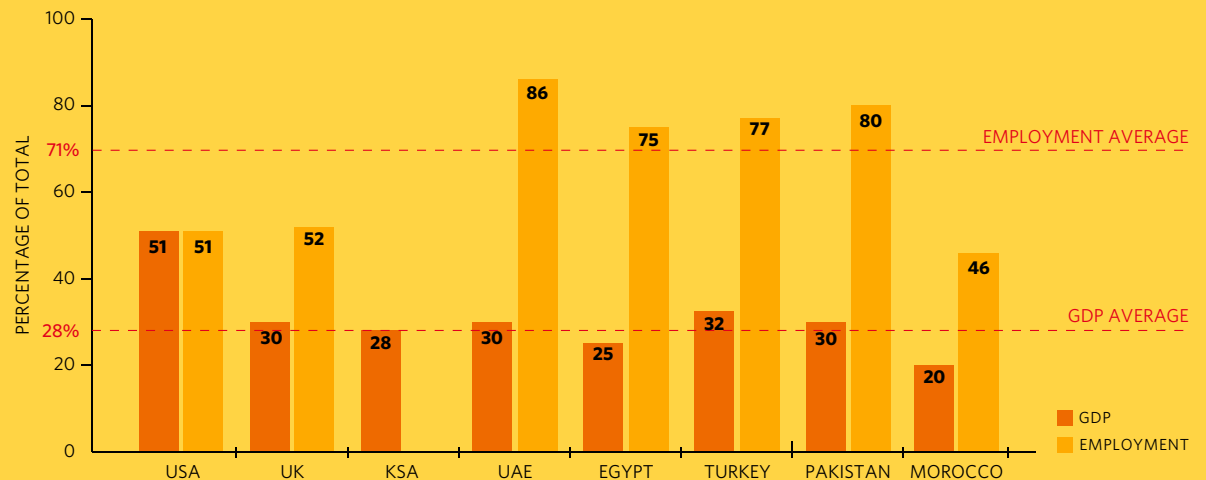
SMEs are the most vital segment of the corporate landscape of MENA. They are significant contributors to employment and GDP in the region, accounting for about 70% of employment and 28% of GDP.

These figures, however, highlight an important issue specific to the SME segment. Whereas in more developed markets such as the USA the contribution by SMEs to employment and GDP is relatively consistent, in the MENA region there is a pronounced 'productivity gap' in this respect. This gap is due in part to the fact that SMEs in this region operate in lower value-add, highly labor intensive industries. It is further accentuated by the lack of technology employed and the limited role of high-growth, technology-driven industries in the region.

This productivity gap underscores the need to increase investment in this segment of the corporate landscape. Unless SMEs prosper, there is little hope of addressing the coming economic and social challenges that the region faces, including the need to create jobs, support economic diversification efforts and generate sustainable long-term growth.

To address this gap and support transformational growth in regional SMEs, Abraaj Capital announced at the CoE the creation of **Riyada Enterprise Development (RED)** - a US\$500 million fund dedicated for SMEs. RED builds on Abraaj Capital's long history and successful track record of investing in the SME segment, across a wide range of countries and sectors in the MENA region.

CONTRIBUTION TO EMPLOYMENT AND GDP BY SMEs IN MENASA

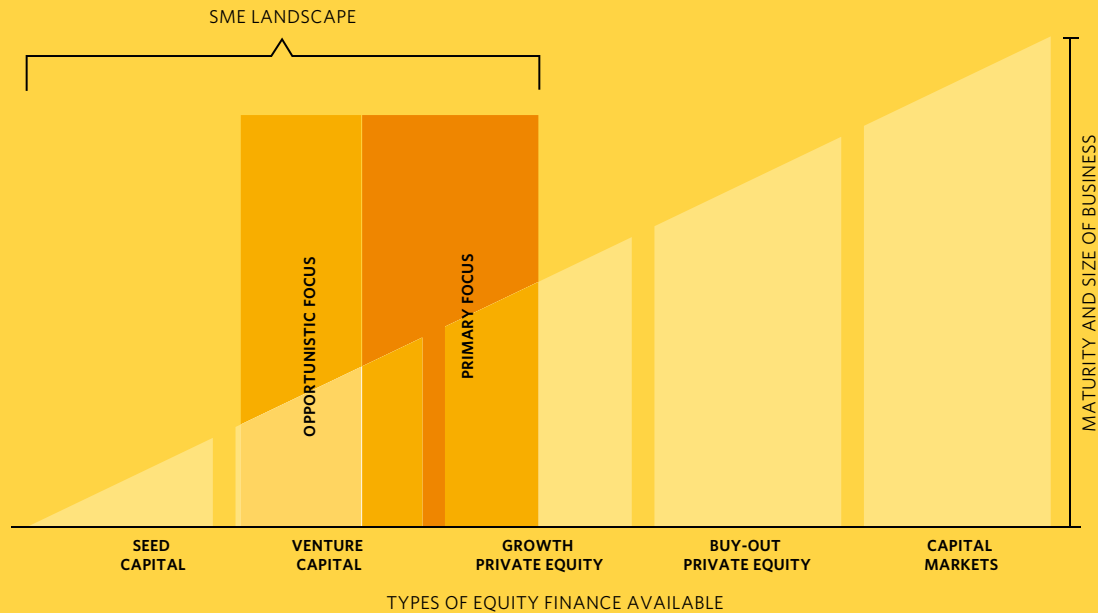


Source: EIU, Various government ministries. Average GDP contribution data based on KSA, UAE, Egypt, Turkey and Pakistan which collectively represent over 75% of the GDP of the broader MENA region. Employment contribution data based on UAE, Egypt, Turkey, Pakistan and Morocco, which collectively represent over 75% of the population of the broader MENA region.



# ENABLING ENVIRONMENT > FINANCE > YOUTH > EDUCATION

THE INVESTMENT STRATEGY WILL BE PRIMARILY TO TARGET EARLY STAGE GROWTH AND LATE STAGE VENTURE CAPITAL TRANSACTIONS.

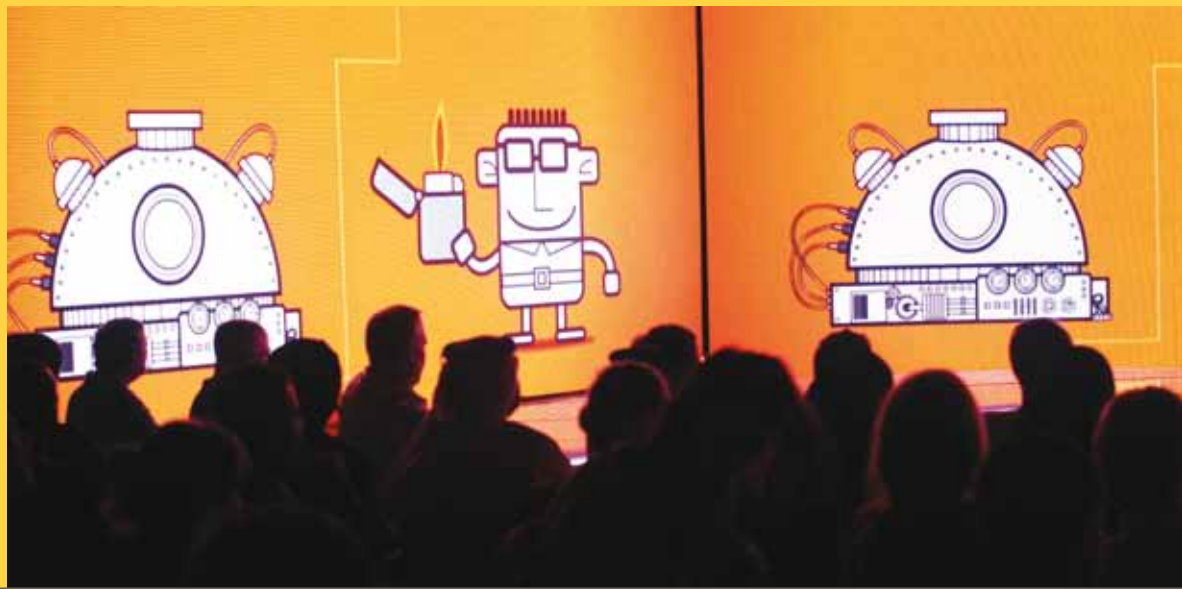


RED defines SMEs as those businesses with an enterprise value of less than US\$50 million and/or employing less than 250 people. The focus of RED is on companies that are past the start-up stage, that have proven traction in their respective markets and that are looking for growth capital to take their businesses to the next stage of development. RED will target such businesses in all sectors across the MENA region.

Abraaj Capital has committed US\$50 million to RED, which will consist of a regional vehicle and a series of country vehicles. At the CoE, the Egyptian Ministry of Communications and Information Technology (MCIT), through its newly established Technology Innovation and Entrepreneurship Center (TIEC) and other affiliates, agreed to partner with RED to establish the US\$80 million Egypt Growth Capital

Fund (EGCF). MCIT partners and affiliates will invest US\$12 million in the EGCF, which will have a specific allocation of US\$30 million for information and communications technology (ICT) and ICT-enabled

businesses, which are of increasing importance within the Egyptian economy. In addition to the EGCF, RED has also partnered with governments and other strategic sponsors to establish funds for





Mustafa Abdel-Wadood (left), Managing Partner, Abraaj Capital, UAE and Dr. Tarek El-Sadany (right), CEO, TIEC, Egypt

Palestine, Jordan and Lebanon.

Currently, RED's investment team comprises 18 professionals located in offices across the GCC, North Africa and the Levant, with additional support provided by the broader Abraaj Capital network and platform.

RED announced its first 5 investments at the CoE. These companies are all entrepreneurial success stories. The entrepreneurs behind these companies are acknowledged leaders in their fields and have created businesses that have transformative potential:

- **E3**, a regional information technology healthcare services and solutions provider headquartered in Dubai;
- **Agrocorp**, an Egypt-based integrated agriculture company;

- **OMS**, a leading Egypt-based regional IT consulting services firm;
- **Teshkeel Media Group**, a global media and entertainment company focused on creating and delivering multimedia content for children;
- **d1g.com**, a leading Jordan-based Internet services and software company specializing in supporting Arabic-based online communities and social networking platforms.

RED will invest to unlock value in high-potential SMEs in the MENA region. By investing in the vital SME segment RED aims to stimulate job creation and economically sustainable growth in the MENA markets.

# \$80M

The Egyptian Ministry of Communications and Information Technology (MCIT) partners and supports the US\$80 million Egypt Growth Capital Fund of RED:

This fund is an excellent vehicle for supporting the advancement of technology, innovation and entrepreneurship in Egypt, one of the most important growth areas of the Egyptian economy.

**Tarek El-Sadany**  
CEO, TIEC, Egypt

ENABLING ENVIRONMENT } FINANCE } YOUTH } EDUCATION





FINANCIAL TIMES / Blog

# Dubai: more entrepreneurs please

Robin Wigglesworth, November 8, 2010

Martin Lukes, the FT's fictional business-leader (now sadly deceased), would have loved the Celebration of Entrepreneurship conference being held this week in one of Dubai's plush convention centres.

Guests have been discouraged from wearing suits and ties to reflect the "unconventional and energy generating" atmosphere, and invited to attend "passion corners". Speakers will share inspiring stories in an "informal, highly interactive and unencumbered" setting. But the conference's faddish presentation belies its serious subject: how can the Arab Gulf help aspiring entrepreneurs?

Currently, the environment for start-ups is tough. Governments are all-powerful, long-established merchant families dominate the private sector, and – paradoxically for such a wealthy region – financing is almost impossible to drum up.

Small and medium-sized enterprises account for a negligible portion of GDP in Saudi Arabia and only 30 per cent in the United Arab Emirates, according to Standard Chartered research published in 2009. That compares to

45 per cent in the US, 80 per cent in Egypt and 99 per cent in Lebanon.

The Gulf's governments are keen to rectify this, in an effort to wean citizens off well-paid but sometimes unproductive jobs in the public sector.

Initiatives like the Celebration of Entrepreneurship, organised by Abraaj Capital, the Middle East's largest private equity firm, are therefore to be applauded. The event has gathered hundreds of budding business leaders, consultants, corporate executives, bankers, venture capitalists, journalists and government officials, most of which seemed to enjoy the casual "Silicon Valley" feel.

Scheduled speakers include: Adel Ali, chief executive of Air Arabia, the Gulf's leading low-cost carrier; the Emirati Al Awadhi brothers, who founded the Wild Peeta shawarma chain; and Samih Toukan, founder of Maktoob, an Arabic-language web portal that was acquired by Yahoo last year. However, the challenges for entrepreneurs – which extend to poor educational standards, little research and unhelpful laws and regulations – are easier to identify than solve. Several governments have set up funds to

nurture small businesses, and a smattering of venture capital funds have been set up. But there are relatively few success stories.

Some experts say that, rather than starting their own funds, the Gulf's governments should follow the examples of Singapore: backing local, private venture capital industries, and improving the regulatory framework for entrepreneurs.

Meanwhile, Arif Naqvi, founder and chief executive of Abraaj Capital, argued that governments have already done enough. He told the conference:

"The private sector in the region has to stop looking to the government for help; we have to help ourselves. The government initiatives only look to support their own citizens, but we think the real proposition is regional.

The culture of entrepreneurship has really come forwards recently. The governments are doing their bit, but we want to break free of the national agenda and onto the regional agenda."

Either way, Martin Lukes's "Green Sky Thinking" will probably not be enough.

ENABLING ENVIRONMENT > FINANCE > YOUTH > EDUCATION

WAMDA.COM KNOWLEDGE PARTNERS



# The Celebration of Entrepreneurship been possible without the support of Partners who were engaged to work and mobilize their networks behind

As a company that started as an entrepreneurial endeavor more than 28 years ago and continues to encourage and nurture its entrepreneurial spirit, Aramex remains committed to put its expertise, skills and resources at the service of entrepreneurs across the region. The CoE created a unique platform for likeminded corporations and organizations to work together on connecting and forging new partnerships to nurture an entrepreneurial ecosystem.

Aramex announced several key partnerships and

initiatives at the CoE to support entrepreneurship across the region and enable entrepreneurs to create their own opportunities. In an effort to further support youth in their endeavors, Aramex launched a dedicated entrepreneurial unit that will work on providing networking opportunities, focused assistance, support and guidance to individuals eager to gain a firm foothold from which they can launch their ideas.

Several companies are already benefiting from the

networking opportunities provided by Aramex, and there has been a significant influx of business plans received from entrepreneurs from around the region, including Morocco, Egypt, Palestine, Saudi Arabia, UAE and Jordan. There is no doubt that the CoE has brought about a paradigm shift in defining what is now possible concerning entrepreneurship in the region.

**Iyad Kamal**

Chief Operating Officer, Aramex, Jordan

Far from a one-time event, the CoE lives on as a movement, continuing to influence my work at Endeavor and my optimism for the next great global success story - a MENASA region brimming with entrepreneurial passion and promise.

**Linda Rottenberg**

CEO and Co-Founder, Endeavor, USA

As a result of the CoE, Ernst&Young will certainly step-up efforts to support the exceptional entrepreneurial enterprises that will emerge from the region. Entrepreneurship is Ernst&Young's history and also our future.

**Gregory K. Ericksen**

Global Vice Chair, Strategic Growth Markets, Ernst&Young, UK

If entrepreneurship has been proven to be a vital component in economies as demonstrated during the CoE, it will become indisputably a stronger reality in the future and Abraaj Capital has the means to play a role in this across the MENASA region.

**Karim Djerboa**

Senior Manager, Global Field Operations and Strategic Alliances, Cisco Entrepreneur Institute, UAE

# and Wamda.com would not have 64 global and regional Knowledge together to provide content entrepreneurship in the region.



Mowgli had the opportunity to empower an audience of 95 entrepreneurs, who committed to find in their own lives a "mentor". We left the event exhausted with a range of emotions, but fundamentally inspired to continue our Mowgli journey of mentoring entrepreneurs in the Middle East but with a significant change in strategy. In order that we could be truly successful in the Middle

East, Mowgli needs to be ultimately promoted by people from the region for the people of the region. Our journey in this direction culminated in our launching the Mowgli Chapter in Jordan/Palestine with the Young Entrepreneurs Association of Jordan.

**Tony Bury**

Founder and Trustee, Mowgli, UK



ENABLING ENVIRONMENT > FINANCE > YOUTH > EDUCATION

WAMDA.COM KNOWLEDGE PARTNERS



› MENTORSHIP

› SOCIAL ENTREPRENEURSHIP

› OUTCOME: RED

العربية للطيران  
airarabia.com

ALLEN & OVERY



THE AMERICAN  
UNIVERSITY IN CAIRO  
الجامعة الأمريكية بالقاهرة



«syntax







MAYSOUN ODEH GANGAT STEVE SHORE MOHAMED MAFOOZ ZIAD ALY  
AYSHA AL MUDEKHI NOOR EL FADL HUDA RASHAD RAMI MEHDAWI WAJIHA  
MALIK FARIDA KASHDAN MOHAMMED EL KALLA KAMEL AL ASMAR GEORGE  
KHALAF SIMRAN SAMTANI MOHAMMED EIDAH SAVITA APTE FATMA GHALY  
AHMAD AL-MUTAWA NOOR ALNAHHAS ABBAS ALIDINE AMIN ANSUR RAVI  
BHUSARI NOOR AFTAB PANKAJ JAIN NASIR ZUBAIRI KAMAL HASSAN  
AMEL MAKKAWI MALIHA TABARI ANAS BUKHASH HASSAN AZZAZY FOUAD  
QUEBLAWI HUSSAIN HALLAK ALI TUMBI AHMED BIN SHABIB MOHAMMED  
EL-FATATRY YOUSUF AL HASHIMI RASHID AL TUNAIJI SHAREEFA FADHEL  
STUART HURST OMAR SAMRA MOHAMMED SABUNCHI AMIR ANZUR MARC  
ANDRE DESCHOUX SHIHAB KHALIL MOHAMMED EIDAH FATIMA ABUKISHK  
KERRY MCCLINTON-KING AMAD ALMSAODI OMAR CHRISTIDIS TAIMUR  
HADI ALEXANDRA DE BLONAY NEIL HEGARTY MURHSED MOHAMED AHMED  
AYSHA AL MUDEKHI NOOR EL FADL HUDA RASHAD RAMI MEHDAWI FARIDA  
KASHDAN MOHAMMED EL KALLA KAMEL AL ASMAR GEORGE KHALAF  
HANS SCHWAB MONJA WOLF NAZGOL ANSARINIA REEM MARTO CROVING STEVE ALI  
TUMBI MAYSOUN ODEH GANGAT STEVE SHORE MOHAMED MAFOOZ ZIAD ALY  
SIMRAN SAMTANI MOHAMMED EIDAH SAVITA APTE FATMA GHALY AHMAD  
AL-MUTAWA NOOR ALNAHHAS ABBAS ALIDINE AMIN ANSUR RAVI BHUSARI  
NOOR AFTAB PANKAJ JAIN NASIR ZUBAIRI KAMAL HASSAN AMEL MAKKAWI  
MALIHA TABARI ANAS BUKHASH HASSAN AZZAZY FOUAD QUEBLAWI HUSSAIN  
HALLAK ALI TUMBI AHMED BIN SHABIB MOHAMMED EL-FATATRY YOUSUF  
AL HASHIMI RASHID AL TUNAIJI SHAREEFA FADHEL STUART HURST OMAR  
SAMRA MOHAMMED SABUNCHI AMIR ANZUR MARC ANDRE DESCHOUX SHIHAB  
KHALIL MOHAMMED EIDAH FATIMA ABUKISHK KERRY MCCLINTON-KING AMAD  
ALMSAODI OMAR CHRISTIDIS TAIMUR HADI ALEXANDRA DE BLONAY NEIL  
HEGARTY MURHSED MOHAMED AHMED DERU RAO MAYSOUN ODEH GANGAT  
STEVE SHORE MOHAMED MAFOOZ ZIAD ALY AYSHA AL MUDEKHI NOOR EL  
FADL HUDA RASHAD RAMI MEHDAWI WAJIHA MALIK FARIDA KASHDAN  
MOHAMMED EL KALLA KAMEL AL ASMAR GEORGE KHALAF SIMRAN SAMTANI  
MOHAMMED EIDAH SAVITA APTE FATMA GHALY AHMAD AL-MUTAWA NOOR  
ALNAHHAS ABBAS ALIDINE AMIN ANSUR RAVI BHUSARI NOOR AFTAB PANKAJ  
JAIN NASIR ZUBAIRI KAMAL HASSAN AMEL MAKKAWI MALIHA TABARI ANAS

## COMMUNITY



When Internet giant Yahoo! signed a multi-million dollar deal with the biggest Arab online community Maktoob, the story hit the sixth top spot on Twitter. What started as an email provider website expanded into a portal with social networking and knowledge-based services. Maktoob was created by two young Jordanian entrepreneurs who through their hard-work and creativity transformed their dream into an achievement. Today Yahoo! Maktoob accounts 32 millions users.

#### ARE MENASA ENTREPRENEURS CONNECTED ENOUGH?

The Yahoo! Maktoob deal gave entrepreneurs from all over the region a reason to hope that they too can succeed. It also confirmed that there is value in online communities and new technologies. Internet and social networking platforms are indispensable tools for entrepreneurs as they enable information, communication and collaboration. A 2010 survey conducted by Regus revealed that 46% of businesses in the UAE use social media to win new business. The survey also indicated that

organizations which had not yet ventured into the world of social networking may be missing out on sizeable business opportunities.

With a growing young population, the MENASA region presents unique opportunities for new forms of connectivity. Internet and social networking penetration levels are rising. 10% of the world's Facebook users are based in the Middle East.

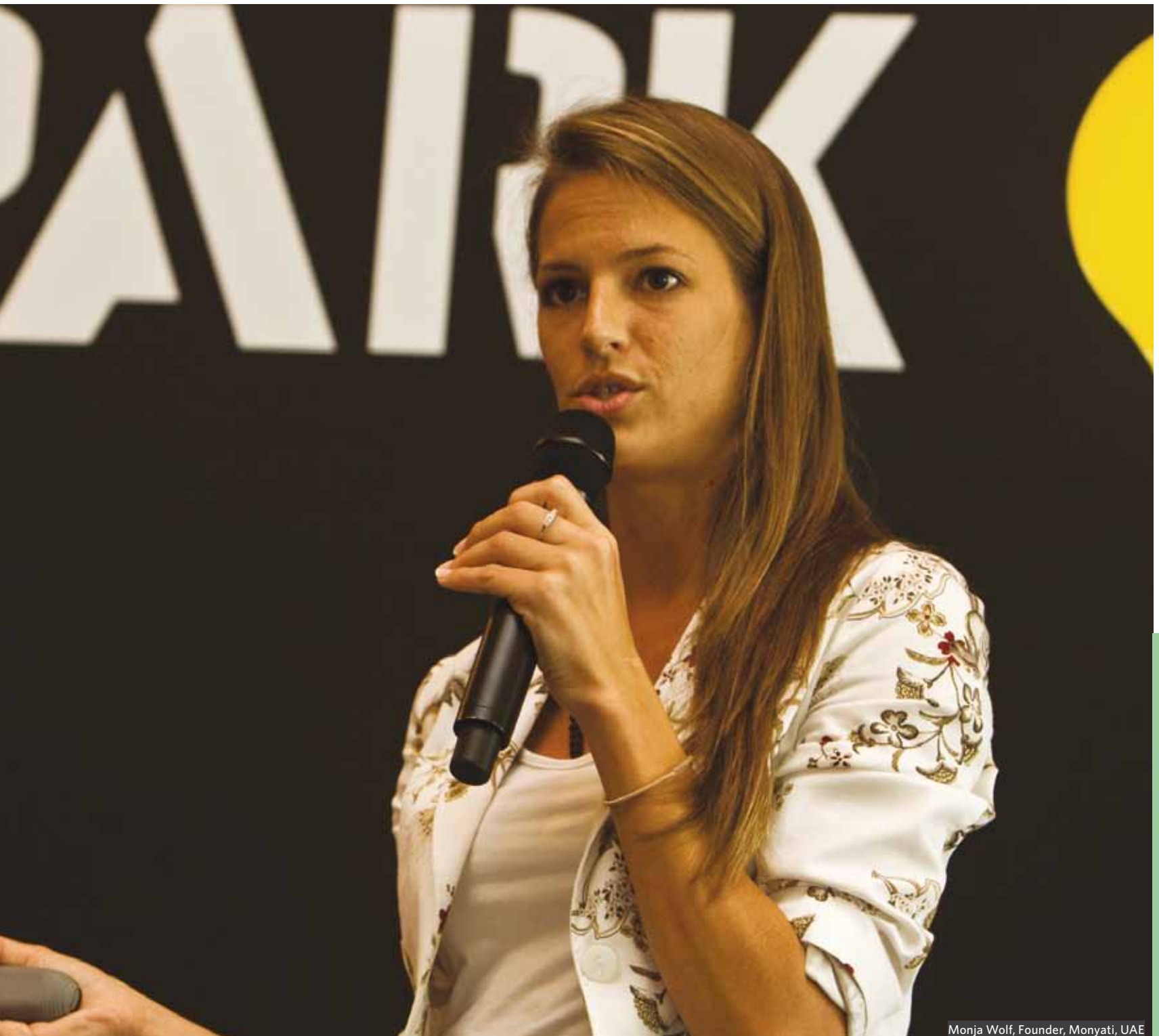
The CoE introduced the Spark area - a physical space in the venue for entrepreneurs to pitch fresh ideas and new business concepts. Over 60 Spark sessions took place. Everyone enjoyed the opportunity to connect and collaborate with entrepreneurs and investors.



COMMUNICATION NETWORKS



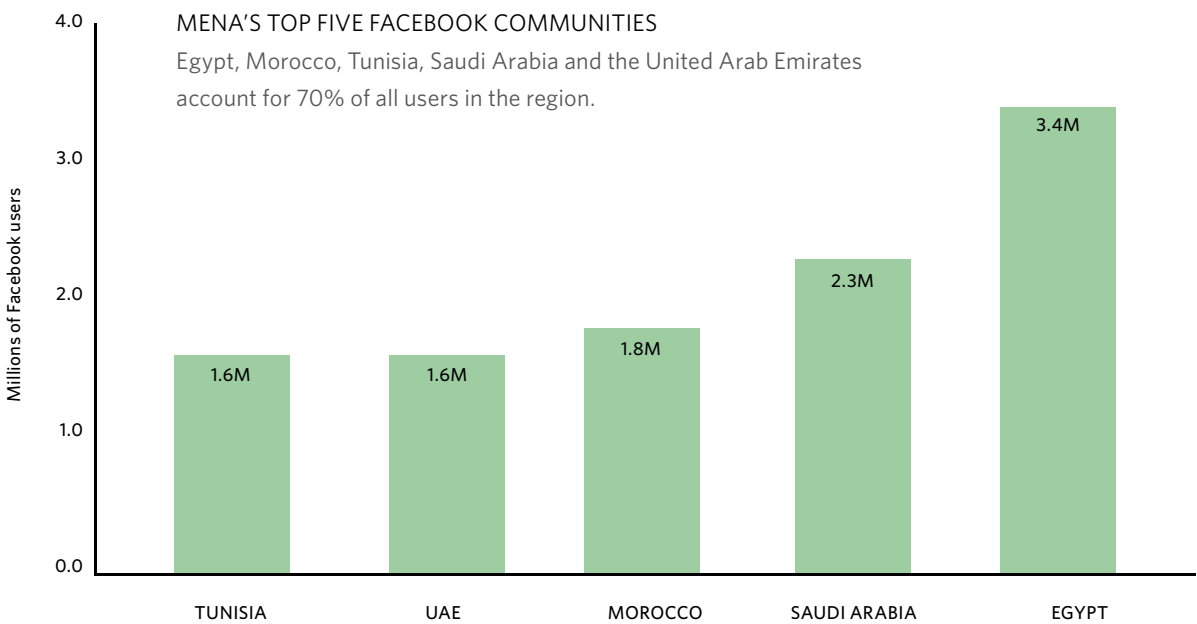
OUTCOME: WAMDA.COM



Monja Wolf, Founder, Monyati, UAE



COMMUNITY



Source: Spot On Public Relations, May 2010.

The region operates in new formats of connectivity and entrepreneurs are grasping this new opportunity. More and more entrepreneurs engage with their community using social media tools. Sharing information and collaborating can be as important as access to finance or training.

Through the Connect track, the CoE provided a platform for connectivity, networking and knowledge sharing: over 60 Spark sessions helped nascent entrepreneurs to create new opportunities. Over 3,000 tweets were exchanged on the first day and the CoE launched **Wamda.com**, the ultimate online knowledge sharing and connectivity hub for entrepreneurs in MENASA. The CoE connected entrepreneurs crossing national boundaries, industries and experiences. By putting new technologies and networking opportunities at the core of the Connect track, the CoE created a new engaged community of entrepreneurs.

INSPIRE AND EMPOWER ALONE ARE NOT ENOUGH

Maktoob is not the first and will not be the last global success story emerging from MENASA. The CoE confirmed that the region has sufficient talent and role models to motivate a growing generation of young entrepreneurs. Availability of capital is less of a problem than access to investors. 11 countries from the MENASA region are listed in the top-fifty ranking of the Global Competitiveness Report 2010-11 on venture capital availability. Arab investors have understood that true value lies in entrepreneurs but are there enough matchmaking and networking platforms to link them to each other?

Aspiring entrepreneurs hunger for connection to investors, leaders and peers. Entrepreneurs exposed to the insight of others become more inspired and empowered.

COMMUNICATION NETWORKS



OUTCOME: WAMDA.COM

VENTURE CAPITAL AVAILABILITY

In your country, how easy is it for entrepreneurs with innovative but risky projects to find venture capital?

1=very difficult    7= very easy  
2009-10    weighted average

Rank	Country/ Economy	Score
1	Hong Kong SAR	4.4
2	Norway	4.3
3	Singapore	4.2
4	Finland	4.2
5	Luxembourg	4.2
6	<b>Qatar</b>	<b>4.1</b>
14	<b>Saudi Arabia</b>	<b>3.8</b>
15	<b>Oman</b>	<b>3.8</b>
16	<b>United Arab Emirates</b>	<b>3.7</b>
18	<b>Bahrain</b>	<b>3.7</b>
21	<b>Tunisia</b>	<b>3.5</b>
22	<b>Kuwait</b>	<b>3.4</b>
31	<b>India</b>	<b>3.2</b>
33	<b>Sri Lanka</b>	<b>3.2</b>
40	<b>Morocco</b>	<b>3.0</b>
41	<b>Egypt</b>	<b>3.0</b>

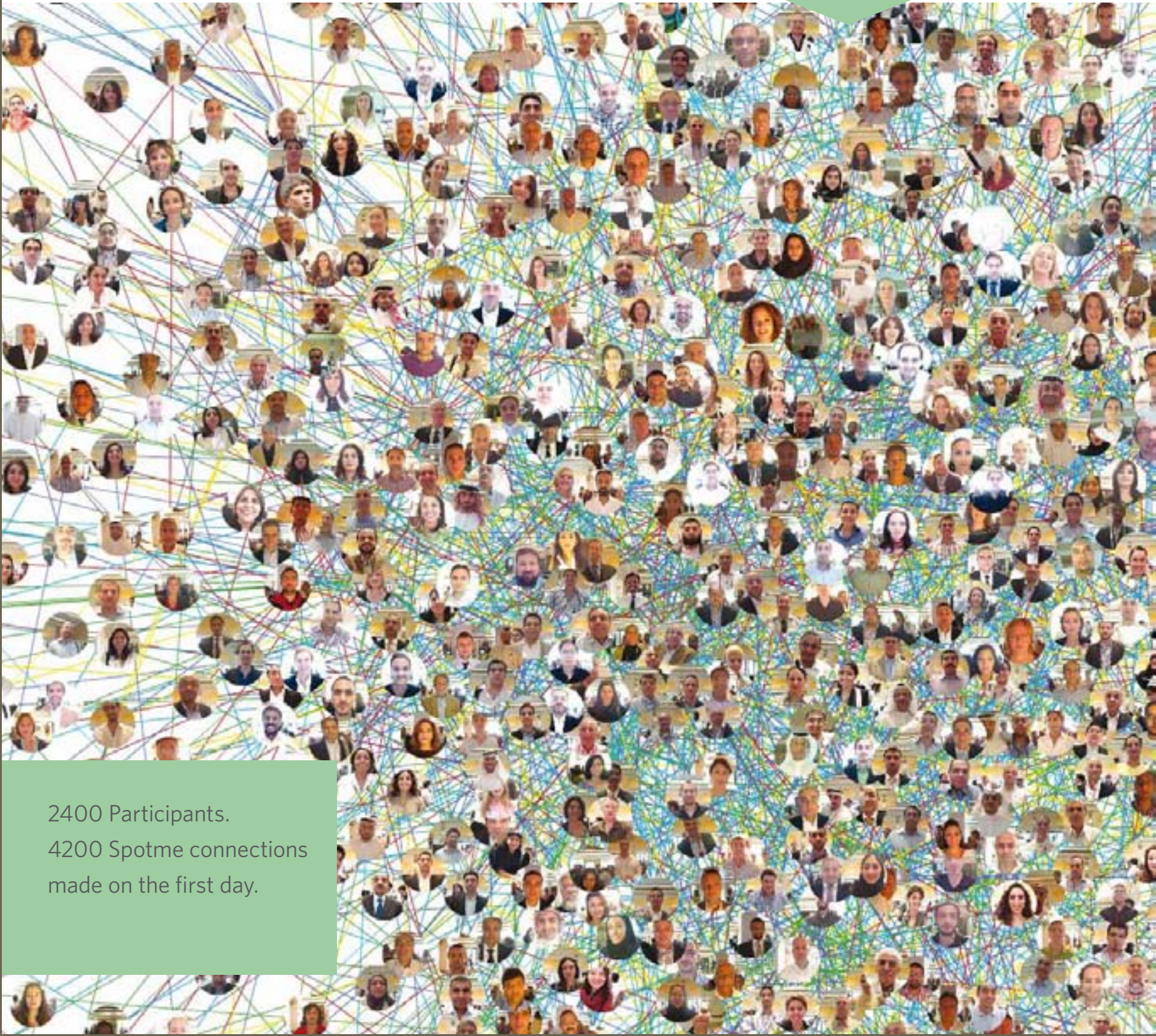
Young aspiring entrepreneurs in the region do not always have opportunities to learn from the success and failures of others. According to the GEM MENA Report, 95% of early-stage entrepreneurs do not receive advice from professional experts. The most significant obstacle to entrepreneurship in MENASA is the lack of platforms that connect entrepreneurs to the experience and knowledge of others. Where do aspiring entrepreneurs find angel investors, mentors or simply learn how to write a business plan? What tools connect them to peers, supporters and resources?

MENASA entrepreneurs need instruments that build capacity, share knowledge and encourage networking. The Internet and new technologies have created all sorts of new possibilities for entrepreneurs in the region. Wamda.com is the region’s definitive entrepreneurship content and community hub. Through its various online community tools and resources, it offers a platform that is at the disposal of all entrepreneurs in the region. Wamda.com offers the opportunity to be part of the entrepreneurial dialogue in MENASA by inspiring, empowering and connecting entrepreneurs at all times. It started with a spark and it is now a meeting place for the region’s entrepreneurs.

Source: World Economic Forum Global Competitiveness Report 2010 – 2011.



## COMMUNITY



2400 Participants.  
4200 Spotme connections  
made on the first day.



## COMMUNICATION NETWORKS



## OUTCOME: WAMDA.COM

3000

Over 3,000  
tweets on  
first day



The CoE presented an opportunity to bring together individuals from diverse backgrounds where everyone was sharing, learning and connecting. The vibe was young, energetic with a determined 'can-do' attitude which was the most inspiring. The CoE has created a global community of doers.

**Fadi Ghandour**

Founder and CEO, Aramex, Jordan



Building a support network based on authentic connections is the most important thing you can do as an entrepreneur.

**Anne Z. Jafery**

Managing Partner, Channels, UAE



Wamda.com will spawn a richer culture of mentorship as promising entrepreneurs will benefit from the wisdom of business leaders and peers. It will be reciprocal, as the successful will be invigorated by the passion and innovation of the new. It's going to be a priceless exchange.

**Samih Toukan**

Director, Jabbar Internet Group, Jordan



COMMUNICATION NETWORKS



OUTCOME: WAMDA.COM



It was refreshing to be part of an event where the theme was not a sector, industry or theories; but the value and impact of individuals.

**Fadi Ghandour**  
Founder and CEO, Aramex, Jordan

62  
Countries  
represented

Top 15 Most Active Participants on Spotme

NAME	COMPANY	COUNTRY
Saif Ahmed	Infinity Consultants	Kuwait
Ahmad Al-Mutawa	AlMutawa Consulting Group	Kuwait
Amy-Renee Farago	King Abdullah University of Science and Technology	Saudi Arabia
Dr. Tony Feghali	American University of Beirut	Lebanon
Masoud Haitham	n2v	Saudi Arabia
Sami Al-Taher	IBSPoint.com	Jordan
Tasawar Ulhaq	Basirah	United Arab Emirates
Peter Cleaves	Emirates Foundation for Philanthropy	United Arab Emirates
Ricky Husaini	Trading Portfolio	United Arab Emirates
Zaher Ibrahim	Emaar The Economic City	Saudi Arabia
Hussein Adam Ali	Swiss Arabian Perfums Group	United Arab Emirates
Imshan Jamal	EQ Group	United Kingdom
Waqar Siddique	Abraaj Capital	United Arab Emirates
Noor El-Fadl	TasmeemME.com	Jordan
Mohamed Moustafa Mahmoud	Madinah Institute for Leadership & Entrepreneurship	Saudi Arabia

2381  
Total number  
of Participants



## COMMUNITY



After visiting dozens and dozens of conferences in five continents, the Celebration of Entrepreneurship was by far the most effective gathering I have ever been to. Whether a person's objectives were to learn, be inspired, make business connections, meet a potential partner, connect with investors, find clients, analyze opportunities, explore the emerging ecosystem in the region, be entertained, or just eat good food and have a good time, you could find your place at CoE!

**David Munir Nabti**

Co-Founder, DevIn Media, Lebanon

No words can convey the emotions we felt during these two magic days. You have created an enthusiastic community with a strong sense of belonging and connectedness. The waves of the spirit of Wamda.com have reached the shores of Morocco!

**Ibrahim Slaoui**

President, Mafoder, Morocco



What had the most impact on me was that you have made all the attendees feel part of a big family and community no matter where they came from or what they did. That is such a great accomplishment.

**Shadi Banna**

Managing Partner, Potential, UAE

Wamda.com  
Knowledge Partners



Amel Makkawi presenting her gallery in a Spark session

## COMMUNICATION NETWORKS



## OUTCOME: WAMDA.COM

The Celebration of Entrepreneurship 2010 was probably the best event I have ever been to. The event was outstanding in my mind because it had all the cool factor stuff, but it ALSO had lots of room more than any I've ever been to before for real interaction.

**Steven Koltai**

Senior Advisor, Entrepreneurship,  
US Department of State, USA

# 49

Total number  
of Wamda.com  
interviews



The CoE opened up many venues for Ashoka, a relatively new organization in the region, that is looking to extend its footprints in both the private and public sector.

**Iman Bibars**

Vice President, Ashoka, Regional Director,  
Ashoka Arab World, Egypt







We work with local partners in every country and region. We focus on 'high impact' entrepreneurs who make between US\$1 million and US\$20 million in revenues, and who are ready to go from 10 franchises to 1,000. We work with entrepreneurs ready to scale.

**Linda Rottenberg**

CEO and Co-Founder, Endeavor, USA



Mustafa Abdel-Wadood and Linda Rottenberg announcing the partnership between Abraaj Capital and Endeavor



## COMMUNICATION NETWORKS



## OUTCOME: WAMDA.COM

It is very important that you always join hands with people that are stronger than you, that can lift you up rather than pull you down.

**Nick Nadal**

Director, Hawkamah Institute for Corporate Governance, UAE

The key for an investor is trust, which you can only develop by working together.

**Joichi Ito**

CEO, Creative Commons, UAE



**CoE OUTCOME**

## Abraaj Capital and Endeavor form strategic alliance to foster entrepreneurship in MENASA

The joint venture will include the founding of an Endeavor regional hub for the Middle East, North Africa and South Asia (MENASA) region, which will be hosted by Abraaj Capital and headquartered in Dubai. This will become a base for the organisation to grow its capabilities in the Gulf and beyond, offering the opportunity for early stage businesses to access the mentorship and networks required for them to flourish. The Dubai office will allow Endeavor to promote its expansion to new countries in the region and to provide expanded services to its existing country affiliates in Egypt, Jordan, Lebanon and Turkey, all of which will continue to operate independently.



**TheNational**

**CoE OUTCOME**

## Abraaj hopes Wamda site stirs interest in new ventures

David George-Cosh, November 9, 2010

Abraaj Capital spent a few hundred thousand dollars on a website it hopes will help entrepreneurs across the Gulf make millions.

Wamda, which means "spark", was unveiled by the private equity giant yesterday. It is aimed at mentoring new ventures and creating a platform for angel investment in the region.

"To date, there is no single pan-regional movement, online or offline, dedicated to regional entrepreneurship. Wamda is an essential component of filling that void," said Arif Naqvi, the chief executive of Abraaj Capital.

More than one third of the region's 370 million people are under the age of 30. Economists have pointed at entrepreneurship as a way to create jobs for 50 million people over the next 10 years.

"We can reach all the pillars in the Arab world, we can support all the entrepreneurs with the right information with best practices, mentorship and investing," said Samih Toukan, the director of Jabbar Internet Group and a founder of Maktoob.

"I know that there's a lot of initiatives happening in this region but it's a maze. Wamda is the only thing I have seen that is so comprehensive."

Abraaj Capital also announced a "strategic alliance" with Endeavor, a global non-profit organisation that provides networking and business training programs for start-up ventures in return for a 1 per cent equity stake in the company.

Although details between the two companies have yet to be formalised, it is understood that Abraaj Capital will assist Endeavor in setting up a regional office in Dubai by the first quarter of next year.

"The Middle East is joining this community of emerging markets that in some way is leap-frogging some of the developed world," said Linda Rottenberg, the co-founder and chief executive of Endeavor.

"The infrastructure's better, the talent's hungrier and in some ways I'm more excited about the region here than I am in the US."

Meanwhile, the Jordan-based Oasis-500 incubation fund announced its first investment in the first five companies that "graduated" from its entrepreneurship boot camp programme.

About USA15,000 (Dh55,087) was invested in a number of technology, digital media and mobile start-ups, said Dr. Usama Fayyad, the executive chairman of the fund and a former chief data officer at Yahoo.

The fund was established this past summer as a way to help kick-start more than 500 internet businesses over the next five years.

"No other venture capitalist in the region would do this kind of thing," Mr Fayyad said.

"Basically, the training started on September 25 and one month later, we had our five companies, did the due diligence and they have received their cash. What's noticeable and unique about this is the speed in which we're investing"

CoE OUTCOME

GovConExec  
magazine

## Cisco Partners with Web Platform to Build Middle East Entrepreneurship



The Cisco Entrepreneur Institute has partnered with Abraaj Capital to launch Wamda.com, a platform to promote entrepreneurship in the Middle East, North Africa and South Asia, the companies announced this week.

The website provides toolkits for small and medium enterprises, matches business leaders with potential mentors, among other resources. The platform was officially launched at a conference about entrepreneurship on 8-9 Nov. 2010 in Dubai.

Kevin Warner, senior director of the Cisco Entrepreneur Institute, commented: "Initiatives like Wamda exemplify the Cisco Entrepreneur Institute's mission of fostering and enabling entrepreneurship around the world. Successful entrepreneurs are the largest contributors to economic development and have the potential to be the greatest source of innovation and growth."

"A significant economic force in the UAE lies across small and medium-sized enterprises," added Claire Jones, regional manager of Cisco UAE. "Through Cisco's technology innovation, SMEs today are able to increase their productivity and virtual proximity to the world."

Cisco has entrepreneurship institutes in eight countries in the region: Egypt, India, Jordan, Lebanon, Morocco, Oman, Saudi Arabia, and the United Arab Emirates.



## COMMUNITY



Our duty is for ACTION. No longer should entrepreneurship in this region be the same. We have to put it into action.

**Maher Kaddoura**  
CEO, Meydan, Jordan

## COMMUNICATION NETWORKS



## OUTCOME: WAMDA.COM

The enthusiastic turnout at the CoE shows the passion in this movement in the region. It also reminds us how lonely the life of an entrepreneur can be and how very important support networks like Wamda.com can be to the mental health of the owner and his team.

**Stephen D. Garrow**

CEO, Rushmore Associates LLC, USA

What struck me most about the Celebration event was the energy and sheer size of the community it uncovered and connected. I think everyone left feeling as though they are part of a vibrant movement with the potential to impact in important ways the economic and social development of the region.

**Robert H. Dunn**

President and CEO, The Synergos Institute, USA



The CoE is not about creating something new. It's already inside all of us. This is about developing what already exists, about making connections, about what happens OFF the stage. Our job is to inspire and ignite this spirit.

**H. E. Sheikha Lubna Bint Khalid Al Qasimi**

Minister of Foreign Trade, UAE



Forcing me out of my comfort zone in front of hundreds of eager listeners, the CoE offered me my own platform to share my idea and connect with a large number of like-minded individuals, in a much shorter amount of time than it would have taken me on my own.

**Noor El-Fadl**

Founder, TasmeemME, Jordan







Currently, life is between three screens, the mobile screen, the computer screen and the TV screen. The digital space here needs to be borderless.

**Osman Sultan**  
CEO, du, UAE



## COMMUNICATION NETWORKS



## OUTCOME: WAMDA.COM



In this day and age of ubiquitous, instant, 24-hour, non-stop, ever-present, voice-text-image-video communications, more and more “work” happens at a distance.

**David Munir Nabti**

Co-Founder, DevIne Media, Lebanon

Building the Wamda.com community in parallel to the CoE as a continuing platform for community building and information sharing is a great idea. It will be interesting to see if the community that the CoE catalyzed can build on this foundation and create a vibrant market for start-ups, ideas and entrepreneurs in the region. That will be the true test of the success or not and indeed is in my view the most important thing achieved by the CoE: surfacing and connecting a community that was latent but disconnected.

**Sean M. Park**

Founder, Anthemis Group SA, UK



Human networks are more important than technology, although social networking through Facebook, Twitter etc... is an important facilitator.

**Karim Djerboa**

Senior Manager, Global Field Operations and Strategic Alliances, Cisco Entrepreneur Institute, UAE

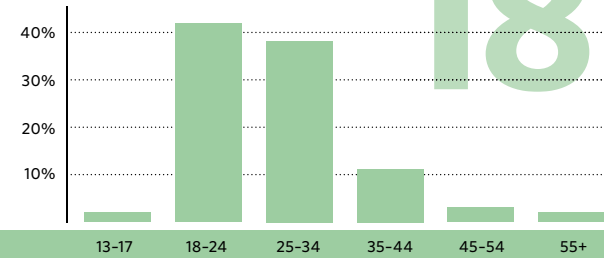
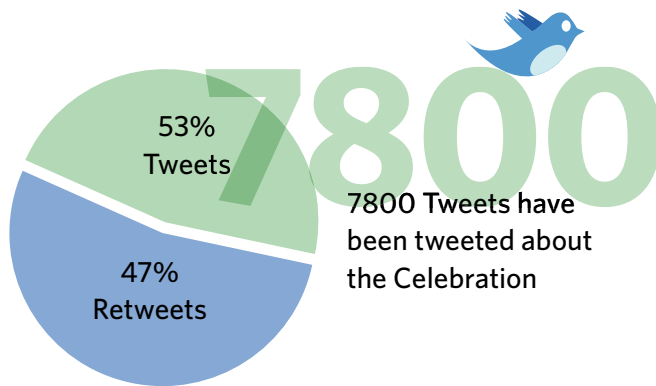


Who doesn't log on to the internet every day? Connectivity today is all about the internet. Inspire, empower and connect. Wamda.com is about that connection.

**H. E. Sheikha Lubna Bint Khalid Al Qasimi**

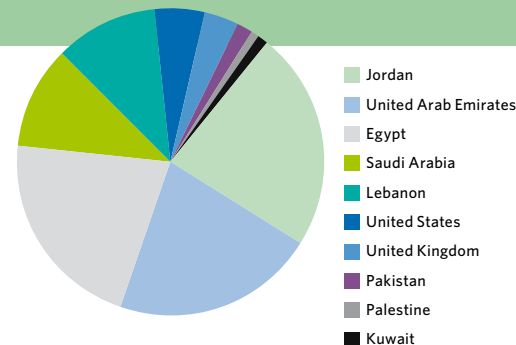
Minister of Foreign Trade, UAE

## COMMUNITY



# Social

The CoE fan page on Facebook achieved regional appeal by gathering entrepreneurs from throughout the region



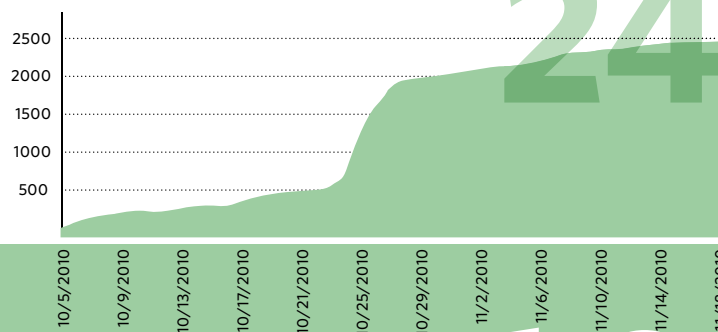
## COMMUNICATION NETWORKS



OUTCOME: WAMDA.COM

-24

The CoE fan page on Facebook attracted the attention of young entrepreneurs between the age of 18-24



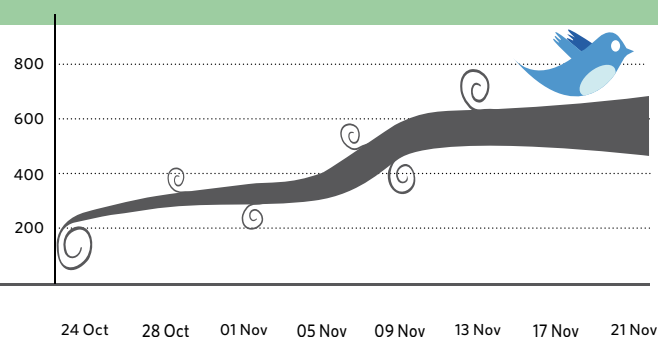
Total likes of the Facebook fan page

2400

## Media

667

Twitter Followers







✦ wa  
inspire. empow

A man with glasses and a dark jacket is speaking into a microphone on a stage. He is holding a small device in his left hand. Behind him is a large screen displaying the Wamda.com logo and tagline.

# wamda

ver. connect

A decade ago, a project like Wamda.com would have been probably conceived as the Arabic Fast Company or Inc. Magazine. But being born today, in the age of social networking and the real time web, Wamda.com is more than a magazine, and it is wider than a website.

**Ahmed Humeid**

CEO, Syntax, Jordan

## OUTCOME 3

WAMDA.COM

Entrepreneurs find innovative solutions that can be turned into a profitable business. In MENASA, most struggle to find the skills and resources for their venture. Until the CoE, our region lacked a regional online platform dedicated to the promotion of entrepreneurship. Wamda.com was launched at the CoE and focuses exclusively on entrepreneurship and on enabling connectivity amongst its members.

The vision for Wamda.com is to create and facilitate an open space for knowledge sharing and connection, primarily for entrepreneurs as they start, grow and sustain their businesses and for business leaders and mentors, whose insights and advice can help SMEs through all the key stages of growth and evolution.

Wamda.com features a constantly evolving library of video interviews with entrepreneurs as well as links with information on the various stages of the entrepreneurial journey - from the initial spark of an idea to leadership and sustainability. It also includes social media feeds making it easier for its members to become connected.

The declared objectives of Wamda.com are to “inspire, empower and connect” entrepreneurs. Mentorship achieves all three and is at the core

of the project. Wamda.com has partnered up with the Mowgli Foundation, a UK-based non-profit organization, to offer a unique and powerful functionality called ‘MentorMatch’ that matches up the region’s entrepreneurial mentors with mentees looking for advice.

The forthcoming launch of Wamda.com 2.0 will also offer an angel finance platform to which budding entrepreneurs in need of seed capital will apply online. It will include a webinar educational facility aimed at providing much needed education on a whole range of topics to entrepreneurs. With over 60 Knowledge Partners, Wamda.com will be able to draw up on experts across the full range of relevant disciplines.

Abraaj Capital and RED conceived and developed Wamda.com to create an open space for the entrepreneurial experience. Ultimately, the vision is for Wamda.com to be owned and moderated by the community. Our shared mission as entrepreneurs must be to transform the entrepreneurial landscape in this region by creating the most favorable online enabling environment.

Sign-up to [www.wamda.com](http://www.wamda.com) and keep watching this space!





Stories **inspire** you  
Information **empowers** you  
Networks **connect** you

 wamda

# Register Now

Stories, ideas, tools, people, companies. It all comes together here.  
Whether you're starting a company, looking for funding, growing your enterprise or looking for partners, Wamda should be your destination.

**wamda.com**  
سجل واحصل على  
عضويتك المجانية اليوم.  
Register and get your free  
membership today.



## مصادر Resources

تصفح شروحات عملية، أدلة، أدوات أعمال،  
وتقارير لإثراء معرفتك  
Browse how-to guides, directories, business  
tools, and reports to enhance your knowledge



## فعاليات Events

رزمة لفعاليات الأعمال في المنطقة  
A calendar of business events in the region



## مغامرات الانطربرونور الصغير The Adventures of the Mini Entrepreneur

ما هي العوامل السحرية التي تحول الإنسان العادي  
إلى ريادي؟ حلقات من الرسوم المتحركة عن الريادة  
What is the magic ingredient that transforms  
an ordinary being into an entrepreneur?  
An animated series on entrepreneurship



## مركز معلومات البلدان Country Info Center

قم بتنزيل معلومات شاملة عن بلدان المنطقة،  
تفيدك في كل مراحل بناء أعمالك  
Download comprehensive country-specific  
information that supports every aspect of  
building a business



## مجتمع Community

تواصل مع شبكة ومضة الاجتماعية، منتديات ومضة،  
واسأل ومضة لتجد فرص جديدة ولتشارك معرفتك.  
Connect to Wamda's social network,  
communities and Q&A functions to find new  
opportunities and share knowledge



## تصفح حسب البلد Browse by country

تصفح مدونات، مقالات، فيديوهات، تويتات  
من البلدان المختلفة  
Find blogs, articles, videos, and tweets  
specific to a given country



## The METT will live on Wamda



samerkaram

to all community leaders in social  
media in Lebanon, register for this  
policymaking focus group with the  
Lebanese gov:  
<http://ow.ly/3KvJs>

2:00 PM  
Jan 26th,  
2011

Replay

Retweet

WAMDA COUNTRY INFO CENTER

## Saudi Arabia

## COMMUNITY DISCUSSION MIT Enterprises forum...

Who make the best  
consultants for startups?  
Customers

Posted by **Walid Faza**



Take competitiveness to the  
next level.

## Person Direct Engage

The entrepreneur  
of the region speak  
with them on Wamda

## COMMUNITY DISCUSSION Entrepreneurs in the

Most frustrating things  
startup

Posted by **Faissal**

✦ wamda

# MentorMatch

Connecting mentors and mentees  
quickly easily and securely



REUTERS

Join the Movement: Learn  
what CoE 2010 was all about!

Management Tip of the Day

What challenges  
are you facing as  
an Entrepreneur?

Get answers in  
Wamda communities



How to start a business  
from your home

10 tips from CISCO

# Re-live

the **inspiring** speakers,  
**empowering** talks and the  
spirit that **connected**  
thousands of entrepreneurs at  
**COE 2010**

# سجل الآن

قصص، أفكار، أدوات، أشخاص، شركات ومنظمات. كل هذا وأكثر على "ومضة".  
سواء كنت تقوم بتأسيس شركتك، تبحث عن تمويل، تقوم بإدارة نمو شركتك أو تبحث  
عن شركاء، "ومضة" هي وجهتك.

اكتشف ✨ EXPLORE



## ومضة فيديو Wamda Videos

استمع لنصائح وقصص ملهمة من قادة الرأي  
والمبتكرين في المنطقة  
Listen to candid advice and inspiring stories  
from the region's leaders and innovators



## مختارات ومضة Wamda Features

اقرأ تحليلات عن آخر الاتجاهات في تأسيس الأعمال  
وعن رحلات ريادية من قبل رياديي المنطقة  
Read analysis of startup trends and  
entrepreneurial journeys from entrepreneurs  
throughout the region



## تصفح حسب نوع الوسائط Browse by media type

عرض المحتويات حسب نوع الوسائط؛ فيديو،  
مدونة، تويت، أو حسب المحتوى المختار، الأحدث،  
أو الأكثر شعبية  
Filter your browsing by videos, blogs, tweets,  
or by featured, recent, or popular content



## رحلة الريادة Entrepreneurial Journey

تحليلات وآراء من رياديي المنطقة تغطي  
كل مراحل تأسيس الأعمال  
Relevant analysis and opinions from  
entrepreneurs throughout the region for  
every stage of forming a business



## مباشر الآن Live Now

ما هي آخر أخبار الرياديين في هذه اللحظة  
Find out what the entrepreneurs of the  
region are up to, right now



## ويبينار Webinars

نجمع مع أعظم عقول الأعمال في  
المنطقة لتتعلم وتتفاعل  
We bring you in direct contact with  
the region's greatest minds in business  
to learn and interact



The CoE was a successful experiment to get the entrepreneurial ecosystem in one place, which allowed us to explore what can be done. A global village of activists was created, and remains connected through Wamda.com.

**Fadi Ghandour**

Founder and CEO, Aramex, Jordan

This event is the beginning of a journey. This community must evolve, grow and mature over time, with the objective of rekindling and supporting the entrepreneurial spirit around the Arab world. Through Wamda.com, we have tried to create a platform to enable all of us to nourish and support this ecosystem. But that is only possible through your active involvement and participation on Wamda.com. It was never conceived to be an Abraaj initiative. It's for the community and we want the community to own it by generating content. We plan to hand Wamda.com over to the community once it's been fully incubated and staffed for the future. The ultimate success of this undertaking lies squarely in your hands.

**Arif Naqvi**

Founder and Group CEO, Abraaj Capital, UAE

# *the* **99** *ninety-nine*

**RISE  
ABOVE A  
MISTAKE  
WITH**

**JAM**  
THE  
ASSEMBLER

**THE  
SECRET OF THE  
ENTREPRENEUR!**

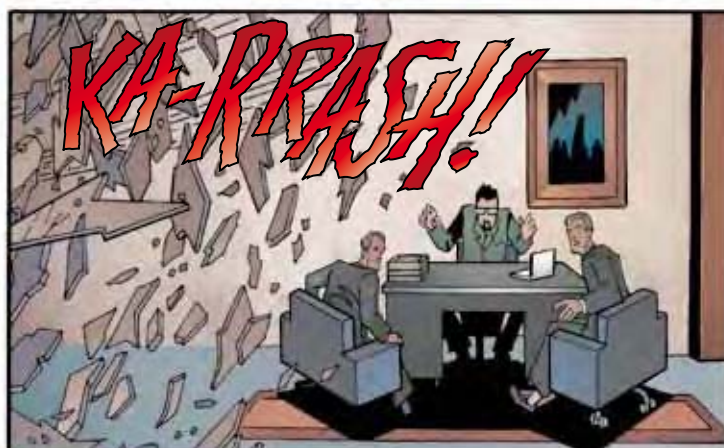
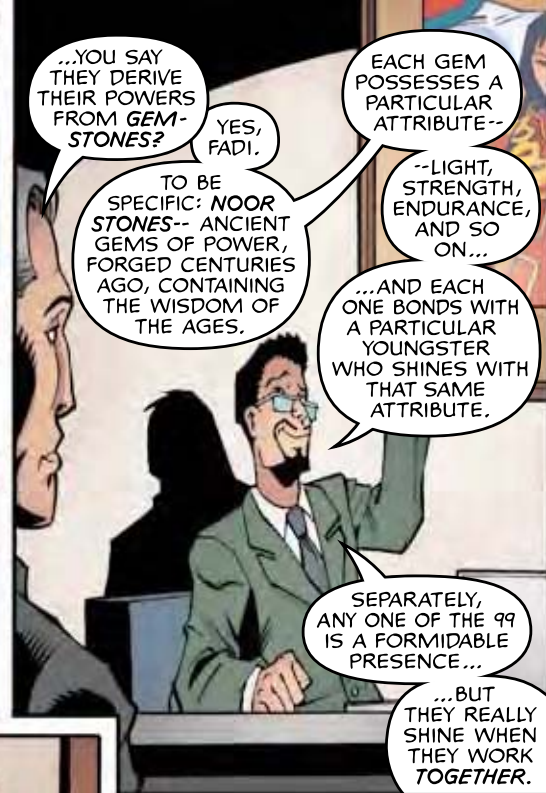




# the 99<sup>®</sup> ninety-nine

Presented by  
**Dr. Naif Al-Mutawa**

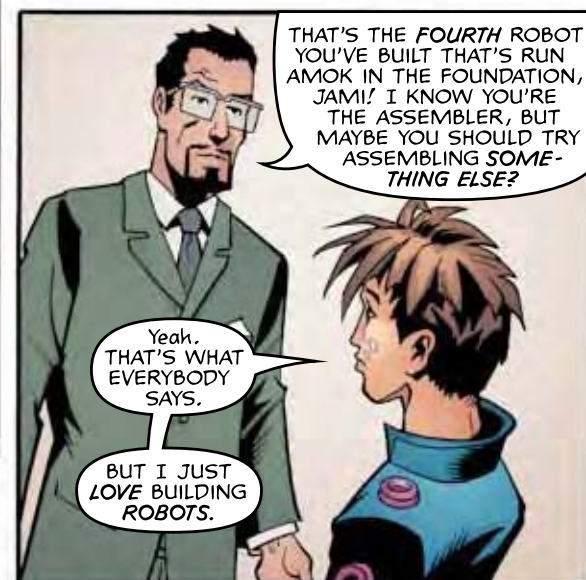
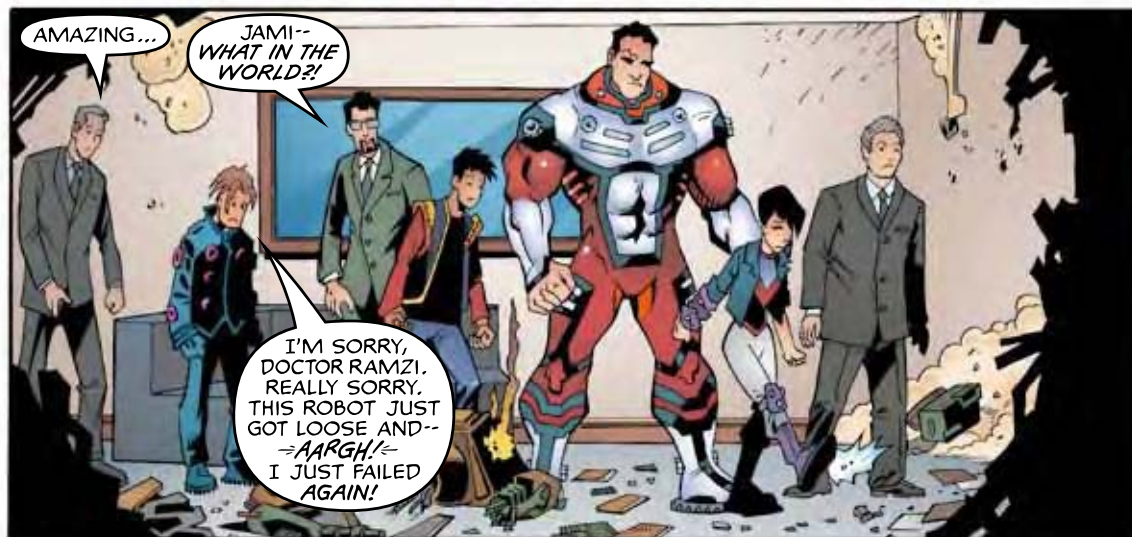
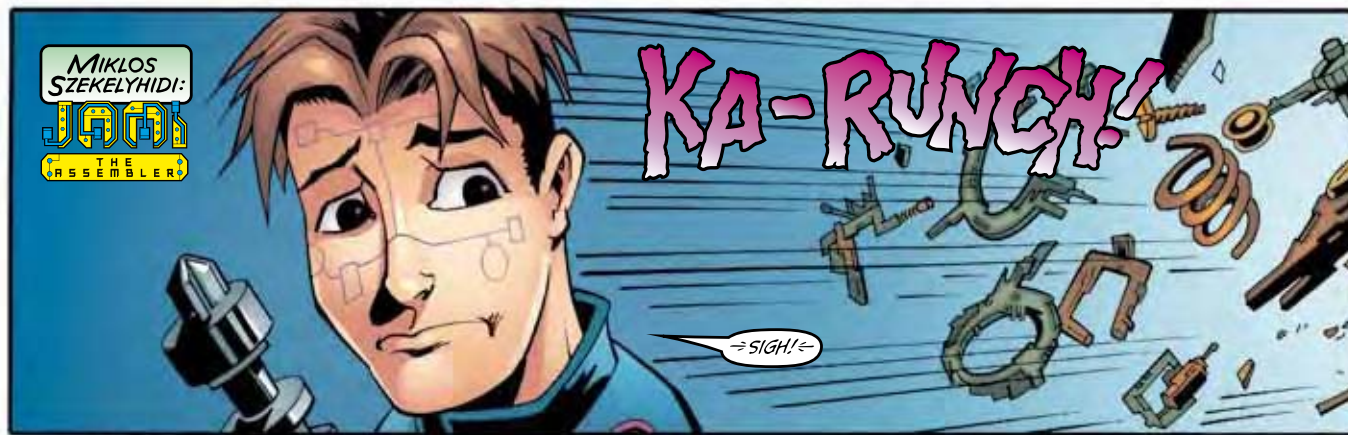
STUART MOORE STORY  
JOHN McCREA & SEAN PARSONS ART  
MONICA KUBINA COLOURS JONATHAN BABCOCK LETTERS







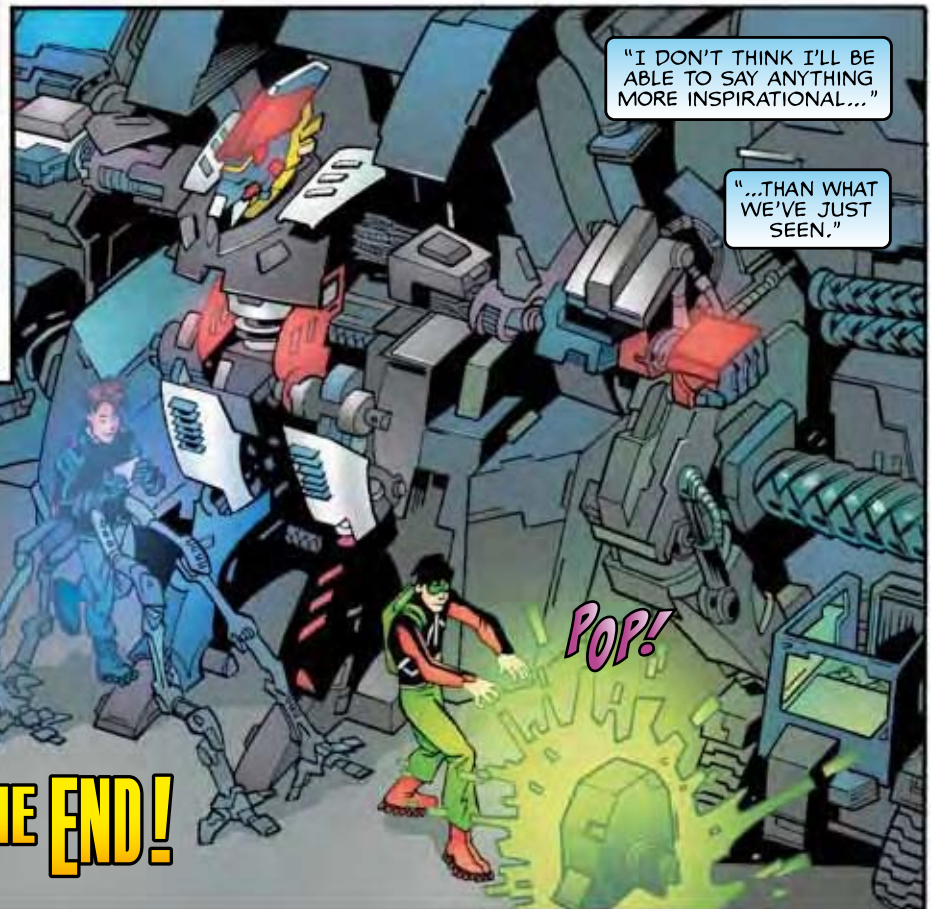












**The Celebration of Entrepreneurship was made possible by the partnership, enthusiasm, hard work and collaboration of a community of knowledge partners, speakers, mentors, service providers, consultants and most importantly, all of you who came to the Celebration.**

**Stay connected, let us know what you learned, what ideas inspired you and what your expectations are.**

**See you on [www.Wamda.com](http://www.Wamda.com)**



PRADEEP RAMAMURTHY FADI GHANDOUR FREDERIC SICRE REZA DERAKHSHANI  
 HUSSEIN ZAHAWY GUY MANOUKIAN MEESHA SHAFI ARIF NAQVI TALVIN SINGH  
 SUPHALA ARIF LOHAR FEROZ SANAULLA KARIM DJERBOA H.E. AMR DABBAGH  
 TONY FEGHALI ANNE Z. JAFERY AHMED TOLBA DR. IBRAHIM BABELLI MICHAEL  
 MANSOURAHMAD YOUNIS PETER HEATH H.E. SHEIKH SULTAN AL QASSEM ISORAYA  
 SALTI SHERIF KAMEL DR. TAREK EL SADANY RAMI KHOURI ROBERT DUNN PETER  
 CLEAVES RAZA JAFAR ALI RAGHDA EL EBRASHI IMAN BIBARS KAMAL MOUZAWAK  
 PAMELA HARTIGAN MOHAMMAD HAJ HASSAN NABIL TARAZI AMINA SLAQUI  
 IBRAHIM SLAQUI SEAN PARK MATT HARRIS SAAD KHAN CAL SIMMONS MAURA  
 MOORE SHARIF BANNA JEHANE NOUJAIM JACK PERSEKIAN ASHRAF GORI DEAN  
 OBEIDALLAH MOHAMED EL SAWY PEYMAN PARHAM AL AWADHI CHRISTINE CODSI  
 ALI OZGUN RASHID BIN SHABIB AVI BHOJANI H. E. SHEIKH KHALED BIN ZAYED AL  
 NEHAYAN GREGORY K. ERICKSEN TAREK ATOUI FADI BARGHOUTI WAEL ATTILI DR.  
 USAMA FAYYAD JIM HORNTHAL FAHAD AL-SHAREKH FERIT SAHENK H. E. SHEIKHA  
 LUBNA ALQASIMI H. E. SHEIKHA HANADIAL THANINA IFAL MUTAWA AHMAD HUMEID  
 AMID ABDELNOUR KHURRAM JAVED MIR MO AL ADHAM H.E. REEM AL HASHIMY  
 JOICHI ITO IMRAN KHAN SEAN CLEARY TONY BURY SAMAR DUDIN OSSAMA  
 NATTO TAREK DAJANI STEPHEN GARROW JUDITH MCHALE KHATER ABI HABIB  
 HABIB HADDAD DR. NASSER SAIDI BOBBY SAGER MAHER KADDOURA SOBHI  
 BATTERJEE ABDULRAHMAN AL ZANKI OSMAN SULTAN RABEA ATAYA MOHAMMAD  
 AL BALLAA MUSTAFA SANI SENER WA'D Taweel LINDA ROTTENBERG FAWAZ  
 ZUBI AHMED EL ALFI LOAY NAZER NILESH VED FAIZAL KOTTIKOLON HELMY  
 ABOULEISH BRENDAN F. WALLACE MAHMOUD ALI KHASAWNEH IAN FAIRSERVICE  
 WALEED AL BANAWI B.R.SHETTY SAHAB AHMED BIN SHABIB NEVEEN EL TAHRI  
 MIKE CASSIDY NAGUIB SAWIRIS AHMED METWALLY MUWAFFA LAHHAM  
 THOMAS LUNDGREN SHAHIDA SIDDIQUE CHRISTOPHER SCHROEDER ADEL  
 ALI MOHAMED PARHAM AL AWADHI MAYSOON ODEH GANGAT STEVE SHORE  
 MOHAMED MAFOOZ ZIAD ALY AYSHA AL MUDEKHI NOOR EL FADL HUDA RASHAD  
 RAMI MEHDAWI MONJA WOLF WAJIHA MALIK FARIDA KASHDAN MOHAMMED  
 EL KALLA KAMEL AL ASMAR GEORGE KHALAF REEM MARTO SIMRAN SAMTANI  
 MOHAMMED EIDAH SAVITA APTE AHMAD AL-MUTAWA NOOR ALNAHHAS ABBAS  
 ALIDINE AMIN ANSUR RAVI BHUSARI HANS SCHWAB NOOR AFTAB PANKAJ JAIN  
 NASIR ZUBAIRI KAMAL HASSAN AMEL MAKKAWI MALIHA TABARI ANAS BUKHASH  
 HASSAN AZZAZY FOUAD QUEBLAWI HUSSAIN HALLAK ALI TUMBI AHMED BIN  
 SHABIB NAZGOL ANSARINIA MOHAMMED EL-FATATRY YOUSUF AL HASHIMI  
 RASHID AL TUNAJI SHAREEFA FADHEL STUART HURST OMAR SAMRA MOHAMMED  
 SABUNCHI AMIR ANZUR MARC ANDRE DESCHOUX SHIHAB KHALIL MOHAMMED