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BUSINESS PLAN FOR THE DUBAI TECHNOPARK

Fraunhofer Institute for Production Systems and Design Technology IPK

Division Corporate Management

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Key Data

Period: 2008 - 2010
Client: Dubai Institute of Technology (DIT), Dubai TechnoPark

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Initial Situation

Since its establishment in 1971, the Emirate of Dubai has been developing as a strong economic hub for the MENA region. In order to keep momentum, Dubai has recognized the importance of investing in its knowledge capacities. Only sophisticated knowledge and high-level expertise can drive innovation and enable Dubai to join the global knowledge society. The creation of technology hubs and research infrastructures is one of the efforts taken by the Dubai government: in 2008, the Dubai Institute of Technology (DIT) was founded with the task to unfold a knowledge-based technology-centric business hub (Dubai TechnoPark). The DIT is a fully owned subsidiary of Economic Zones World (EZW). Fraunhofer CCIS escorted the development of Dubai TechnoPark from 2008 – 2011 in two phases: first a business plan and subsequently an implementation plan were developed in cooperation with the DIT core team on site.

Project Goal

DIT shall create Dubai's first research and development (R&D) hub: an R&D cluster, which concentrates academic and industry partners geographically to facilitate sharing of common needs for talent, technology, and infrastructure. A one-stop-shop for investors, business men, researchers, young talents, innovative start-ups as well as well-established global companies shall be designed and enabled by efficient processes and infrastructures.

The main objectives of the project were to:

- Develop the business plan and implementation plan concept for Dubai Institute of Technology (DIT) and Dubai TechnoPark.
- Assist in developing approaches to long-term planning of innovation initiatives and strategies in Dubai.
- Support the initial stages of the implementation of the business and action plans by developing relevant processes and procedures.
- Suggest a comprehensive management system for the DIT.



Project Approach

Fraunhofer IPK created the overall concept of the Dubai Technopark. Therefore, the strategic perspective was built by the creation of a vision and mission as a foundation for a common understanding between the stakeholders and DIT.

International, national and regional market and technology analyses were conducted to define the strategic research areas. Further in-depth competitor analysis, risk and contingencies analysis and financial planning supported the definition of the strategic ecosystem, unique selling proposition and marketing strategy.

To derive concrete actions, DIT's existing intellectual capital was analyzed concerning the strategic success factors:

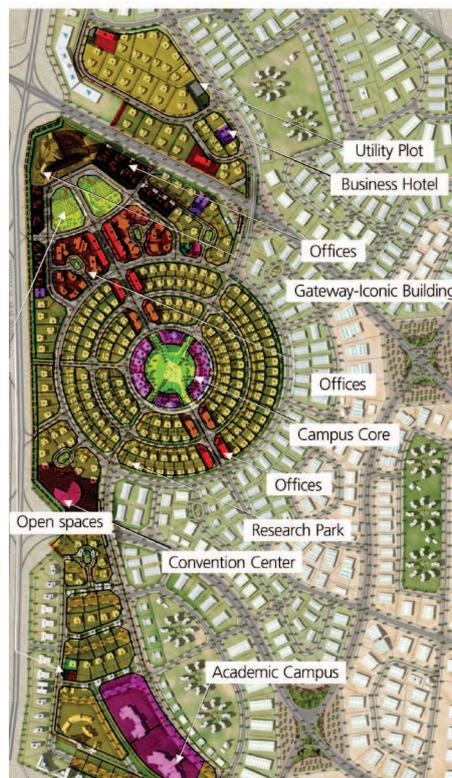
- Strategic orientation
- Professional competence
- Technology management
- Organization and management
- Scientific-technical equipment
- Industry relationship
- Finance structure

As result, current status, objectives and gaps were identified and actions to improve the strategic success factors were derived. The strategic action plan includes:

- Key projects
- Integration of cultural aspects
- Partners
- Definition of organizational structure, Management & supervisory boards

Results and Benefits

The project produced a comprehensive business plan for Dubai Institute of Technology outlining a clear vision, short- to long-term goals, future tasks and functions. Based on an in-depth market & stakeholder analysis, the value proposition and business model was formulated in the business plan. It outlines strategic research fields and enabled DIT to succeed in the partnering and attraction of business partners as well as regional and global innovation players. Moreover, the business plan embedded the organization and its tasks within the regional infrastructures and created a solid foundation for its implementation.



The subsequent implementation plan outlined in detail areas of activity of DIT and provided a sound organizational design for the institutional structures of DIT and Dubai Technopark. (fig 2) Furthermore, CCIS team suggested a DIT implementation roadmap that involved recommendations for the further development of:

- DIT University and Dubai Institute of Sustainability Center
- Network of excellences, joint ventures and direct investment
- Dubai framework program for research and technological development
- Venture capital fund, CSR policy and strategy
- Intellectual property rights system
- Entrepreneurship culture scheme and incubation program as well as an SME platform
- Convention centre and science museum

1 © Stakeholder workshop: 1st DIT-Forum in Dubai

2 Master Plan of the Techno Park © Fraunhofer IPK