

Case-study: Manziales

1) Description of initiative(s)

- A four year initiative to dramatically increase the concentration of high growth entrepreneurship in the city, in partnership with the Babson Entrepreneurial Ecosystem Project.
- Initially a collaboration of 11 stakeholder groups from the municipal government to private business leaders, from NGOs to universities, that are working to improve the societal factors that impact entrepreneurship. These groups set policy for the intervention and fund it. Interventions include government policy, the labor force, the marketplace, financing, infrastructure, networking, education, and the city's culture.
- A Scalerator programme for growth firms focused heavily on boosting sales, along with networking between entrepreneurs and mentoring opportunities, access to markets, export, access to appropriate finance etc.

2) What need does this solve for scale-ups?

(1) Coordination, connectivity and promotion

(2) Access to Skills

(3) Leadership Capacity Building

(4) Customers (Domestic & Export)

(5) Financing

(6) Infrastructure

3) Which stakeholders in the ecosystem are involved with running this?

Entrepreneurs

Caldas Entrepreneurs Network, local industrial corporations

Ecosystem umbrella organisations

MANIZALES-MAS and Babson Entrepreneurship Ecosystem Project

Government (national/ local)

City of Manziales and public recognition from the President of Columbia

Private sector

Manziales Chamber of Commerce, Parquesoft, Incubar, Luker Foundation

Investors/financers

11 private, municipal and education organisations growing into almost two dozen at present

Education providers

Babson College and five SUMA universities representing 25,000 students: University of Caldas, the Autonomous University of Manizales, the Catholic University, the National University of Columbia and the University of Manizales. 25,000 students.

4) What does success look like? What impact/outcomes are expected?

- 22 of the 24 Scalerator companies had new hires, and the average headcount was up 10 percent.
- Half of the companies had obtained additional financing or were close to scoring some.
- All but one of the company reported sales growth, with median 24 percent sales growth over the same period the previous year.
- All of the companies with business-to-business products had signed new marketing partnerships.
- The region saw the largest year on year increase achieved in the 15 year history of the Global Entrepreneurship Monitor study, based on the total entrepreneurial activity measure.
- 24 ventures are part of the Scalerator programme: all are experiencing growth; many are exporting for the first time, including to the USA; they have 230 new corporate clients and/or channel partners; and the fastest growing venture has tripled its revenue.
- 24 ventures have hired over 200 new employees over the past one and a half years.
- Banks are continually increasing their debt financing and venture capital funds fro Medellin and Bogota are conducting due diligence.