BDD, A SMART INNOVATION CLUSTER FOR THE DIGITAL CREATIVE COMMUNITY
Beirut Digital District is the Largest Community we have Built
BDD is a community of 1,500+ members hosted across 17,500 m²

**Community**

- ~135 Companies
- ~1,500 Members

**Age**

- 40
- 22

**Gender**

- Male: 60%
- Female: 40%

**Distribution of Members**

- 38% Startups & Scaleups
- 12% Large Companies
- 50% Services Providers & Support Org

**Industries**

- Tech, digital media, consultancy, gaming, etc. with the majority in Fintech, Edtech & Healthtech

**Space**

- 17,500 m²
- 10 Buildings
- 4 Meeting Rooms
- 4 Training Rooms
- 2 Event Spaces

**5 startup accelerators**

- Graduating 75 startups per year

**3 VCs**

- 1 Incubator

**Hosts 45% of Lebanon’s startup events**
MEMBERS ARE COMPOSED OF INCUBATORS, ACCELERATORS, VCs, STARTUPS, SCALEUPS, SERVICE PROVIDERS AND CORPORATIONS

SUPPORT ORGANISATIONS

SERVICE PROVIDERS

STARTUPS & SCALEUPS

CORPORATIONS
BDD is built on five solid foundations:

**01 COMMUNITY**
An environment catering to creative minds, providing the framework for ambitious and sustainable communities. BDD creates a community for collaboration, facilitates the sharing of ideas and connects decision makers with entrepreneurs.

**02 BUSINESS CLUSTER**
A business district providing value added services and cutting edge facilities for developing, producing and exchanging innovative tools and applications.

**03 DESIGN**
A new urban topography that reflects the creative community with innovative and ground breaking architecture seamlessly integrating the latest technological solutions.

**04 SUSTAINABILITY**
An urban environment focused on minimizing primary energy consumption and reducing the impact of the built environment on human health and nature, with the aim of achieving LEED silver rating.

**05 WORK / LIFE BALANCE**
A high tech and high quality environment that allows new ways of working and promotes change for more flexible work practices and lifestyles.
VARIOUS OPPORTUNITIES TO GUIDE TALENTS FROM SCHOOLS ALL THROUGHOUT THEIR STARTUP JOURNEYS
BDD Yesterday, Today and Tomorrow
IT TRANSFORMED BACHOURA FROM A WAR TORN AREA...
... ONTO A VIBRANT DISTRICT FILLED WITH IDEAS AND ENERGY
BDD WILL DEVELOP TO ATTRACT 10,000 CREATIVE TALENTS BY 2030

**PHASE A**
- **TOTAL** 17,500m²
- Companies: 100
- Members: 1,500

**PHASE C**
- **TOTAL** 40,000m²
- TBUA: 75,000 m²
- Companies: 350
- Members: 6,000
- Res. Units: 100

**PHASE B**
- **TOTAL** 17,500m²
- TBUA: 35,000 m²
- Companies: 150
- Members: 2,500

**PHASE D**
- **TOTAL** 45,000m²
- TBUA: 120,000 m²
- Companies: 500
- Members: 10,000
- Res. Units: 250
Ecosystem Support
Partnerships and collaborations are at the core of what we do
  • Partnerships with ecosystem players
  • Partnerships with leading tech innovators
  • Partnerships with private land owners
  • Collaboration with government entities

Inclusiveness and openness
  • Open space for universities, schools and innovators
  • Inclusiveness of all social classes

Integration within the local community

Introducing a human centered approach to a traditional industry

Enabling the user journey with advanced Tech

Our mantra: Give before you take
WE SUPPORT THE ECOSYSTEM ACROSS SEVERAL DIMENSIONS

1. Startup Acceleration
   - BDD hosts 4 startup accelerators that graduate 75 startups per year
   - Organizations: speed, FLAT 6, UNILEV, HULT PRIZE

2. Mentorship Programs
   - BDD co-organizes several mentorship programs for entrepreneurs
   - Programs: Mix N’ Mentor, ignite

3. Access to Financing
   - BDD hosts funding orgs. that target startups in different levels of maturity
   - Categories: Angel, SEEDERS, Early Stage, Later Stage

4. Cultural Support
   - BDD sponsors & hosts conferences and media to promote a culture of innovation
   - Organizations: arabnet, PAN-ARAB REGION, +wamda

5. Education Programs
   - BDD supports employment and STEAM education programs
   - Programs: Kids & Teens, Internship Program, SE Factory

6. Underprivileged Communities Support
   - BDD supports underprivileged communities with several initiatives
   - Initiatives: Bachoura School, AltCity Programs, Jusoor
Our Current Priorities
OUR FIRST PRIORITY IS CONTINUOUS INNOVATION IN REAL ESTATE TO ENHANCE THE CUSTOMER EXPERIENCE
WE CONTINUOUSLY INNOVATE BY IMPLEMENTING A USER-CENTERED APPROACH LEVERAGING TECHNOLOGY WHERE POSSIBLE
Digitizing community management processes and integrating them with other platforms is essential...

**BDD Net** i.e. the BDD intranet/infrastructure connecting all systems required to manage the community

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**BDD Community**

Platforms and Systems:
- Network
- BDD App
- Access Control
- CCTV
- BMS
- Elevators & Turnstiles

**Foundation**
... to accommodate for our upcoming growth and ensure a smooth transition into the next phases of BDD

<table>
<thead>
<tr>
<th>Network</th>
<th>CCTV</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Allows <strong>connectivity across all BDD campus</strong> through a unified network infrastructure</td>
<td>• Allows the implementation of <strong>advanced tech through intelligent sensors</strong> e.g., car plates recognition, etc.</td>
</tr>
<tr>
<td><strong>BDD App</strong></td>
<td><strong>BMS</strong></td>
</tr>
<tr>
<td>• Digitizes day-to-day activities of tenants</td>
<td>• Optimizes facility management and enhances monitoring of HVAC systems</td>
</tr>
<tr>
<td>• Optimize back-office community processes</td>
<td><strong>Access Control</strong></td>
</tr>
<tr>
<td><strong>Elevators &amp; Turn-Stiles</strong></td>
<td><strong>Access Control</strong></td>
</tr>
<tr>
<td>• Ensures security across all campus and allows for a more <strong>structured onboarding</strong></td>
<td>• Ensures higher security and the implementation of digital secretaries/receptions</td>
</tr>
</tbody>
</table>
Case in point: the BDD App features

- Door Opening
- Booking Meeting Rooms
- Checking Events, Registering and Creating Chat Groups
- Chatting with Community
- Accessing Community Discounts
- Requesting Event Spaces
Case in point: the BDD App features

- Ordering Food and Tracking Customer Satisfaction
- Reporting Issues and Live Chatting with BDD Team
- Checking BDD and Ecosystem News
- Tracking and Paying Dues
- In-App Payment & In-Store Payment through App
- Digital Secretary with Automatic Wifi Access
OUR SECOND PRIORITY IS ADDRESSING THE TALENT GAP THROUGH THE BDD ACADEMY
Today, the Beirut Digital District community and wider ecosystem are struggling to acquire relevant talent to fuel its growth...

Sample Unfulfilled Positions in BDD

Sales & Operations Team Leader
Digital Marketing Manager
Business Developer
Community Manager
Customer Success Leader
Full stack Developer
Frontend Developer
Backend Developer

Community Manager
IOS Engineer
Full-Stack Engineer
Business Developer
Sales Manager

Android Developer
Business Development Coordinator
Junior Art Director

BDD Community CEO’s Feedback

Finding a marketing team leader is one of our biggest pain points

There is a huge talent gap. Initiatives like SE Factory need to be multiplied

The main issue in the ecosystem is lack of tech talent

Tech talent and HR services are our biggest pain points

We are facing difficulties recruiting 2 program managers and one marketing manager
...which is counter intuitive in the current context of unemployment

Estimated Unemployment Rate in Lebanon

- 6% in 2009
- 9% in 2011-2012
- 15%-25% in 2017E

- Refugee crisis leading to inflow of migrants
- Period of low economic growth

Benchmarks 2017-2018

- Estonia: 6%
- Egypt: 10%
- Georgia: 14%
- Tunisia: 16%

Note: No reliable data exists on Lebanon’s labour force and employment levels
This is due to several pain points along the talent development journey.

### Issues along the Talent Journey

<table>
<thead>
<tr>
<th>Kids</th>
<th>Teenagers</th>
<th>University Students</th>
<th>Working Age Population</th>
</tr>
</thead>
</table>

BDD Academy
Most importantly, the Lebanese education system is outdated and lacks focus on experiential learning, interdisciplinary approaches, Tech skills and EQ...

<table>
<thead>
<tr>
<th>Traditional Education System</th>
<th>Required Education System</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Theoretical</strong></td>
<td><strong>Experiential</strong></td>
</tr>
<tr>
<td>Directive <em>instructional</em></td>
<td>Trial &amp; discovery</td>
</tr>
<tr>
<td>learning</td>
<td>Problem solving &amp; critical thinking</td>
</tr>
<tr>
<td>Memorization rather than <em>problem-based</em> learning</td>
<td>Self-driven learning process</td>
</tr>
<tr>
<td><strong>Rigid</strong></td>
<td><strong>Interdisciplinary</strong></td>
</tr>
<tr>
<td><em>Paper/book based</em> approach</td>
<td><em>Integrated learning</em> across topics</td>
</tr>
<tr>
<td><em>Standard</em> learning style and process</td>
<td></td>
</tr>
<tr>
<td><strong>Segregated &amp; Outdated</strong></td>
<td><strong>Integrative of Tech Skills</strong></td>
</tr>
<tr>
<td><em>Basic</em> standard topics: science, math, etc.</td>
<td>Deep Tech Skills: Robotics, AI, Blockchain, etc.</td>
</tr>
<tr>
<td><em>Separation</em> of different topics</td>
<td>Digital and technological Tools</td>
</tr>
<tr>
<td><strong>Individualist</strong></td>
<td><strong>Collaborative</strong></td>
</tr>
<tr>
<td><em>Teacher</em>-based approach</td>
<td>Oral and written communication skills</td>
</tr>
<tr>
<td><strong>Focused on IQ</strong></td>
<td><strong>Focused on EQ</strong></td>
</tr>
<tr>
<td><em>Technical</em> and <em>scientific</em> subjects</td>
<td>Develops self-awareness, self-regulation, social skill, empathy &amp; motivation</td>
</tr>
</tbody>
</table>

Latest curriculum update was done 22 years ago!
... which results in skillsets that are not adapted to the needs of the job market

**Resulting Skillset From Current Education System**

- Not adaptive to changes
- Single Discipline centered
- Dependent on supervisor and instructions
- Lack of career vision
- Lack of leadership

**Needed Skillset by the Industry**

- Deep Tech Skills (Robotics, AI, etc.)
- Emotional Intelligence
- Business Sense
- Critical Thinking
- Adaptability
- Critical Thinking
- Adaptability
If not addressed, the talent issue will only exacerbate, as the knowledge economy is expected to be the main driver of growth with 48K new Jobs by 2025

<table>
<thead>
<tr>
<th>Sector</th>
<th>Macro Aspirations</th>
<th>2025 Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Potential additional GDP</td>
<td>Potential job creation K Jobs</td>
</tr>
<tr>
<td>High comparative advantage, macro potential and impact</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism</td>
<td>1.6</td>
<td>40</td>
</tr>
<tr>
<td>Knowledge Economy</td>
<td>2.2</td>
<td>40</td>
</tr>
<tr>
<td>Financial Services</td>
<td>1.8</td>
<td>12</td>
</tr>
<tr>
<td>Industry</td>
<td>0.7</td>
<td>23</td>
</tr>
<tr>
<td>Agriculture</td>
<td>0.5</td>
<td>1</td>
</tr>
<tr>
<td>Diaspora</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>High potential and regional balance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>0.7</td>
<td>19</td>
</tr>
<tr>
<td>Healthcare</td>
<td>0.8</td>
<td>18</td>
</tr>
<tr>
<td>Oil &amp; Gas</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Real Estate &amp; Construction</td>
<td>1.6</td>
<td>10</td>
</tr>
<tr>
<td>Retail &amp; Commerce</td>
<td>1.5</td>
<td>1.2</td>
</tr>
<tr>
<td>Transport &amp; Logistics</td>
<td>0.4</td>
<td>3</td>
</tr>
<tr>
<td>Power &amp; Water</td>
<td>0.2</td>
<td>1</td>
</tr>
</tbody>
</table>

1) Direct impact Medium & High-skill jobs
Source: Lebanon Economic Vision, McKinsey
In 2018, BDD has launched the BDD Academy to address the talent gap

**BDD Academy** aims to **develop the skillset of people from all backgrounds** to fulfill the **digital jobs** of today and tomorrow. It supports the **new generation of educational programs** in testing and developing their curriculum, sourcing participants, fundraising and scaling.

**BDD Academy is an incubator of educational programs.**
The BDD Academy offers multiple services to support existing educational programs in scaling-up

**BDD Academy Offering for Program Providers**

1. **Education Sandbox**
   - Support in development & test of new curriculums

2. **Commercialization**
   - Support in program marketing and sales

3. **Fundraising**
   - Support in raising funds from investors, sponsors and DFIs

4. **Mentorship & Networking**
   - Support in connecting to int'l mentors in Education

5. **Hosting**
   - Support with space for trainings and offices

6. **Scaling**
   - Support in geographic and online scaling

7. **Career Management**
   - Support in placing trainees in jobs, internships or projects

8. **Impact Measurement**
   - Support in measurement and reporting of impact

A la carte
The BDD Academy targets three types of next generation curriculum providers at the intersection of design, leadership and technology.

**Target Program Providers**

<table>
<thead>
<tr>
<th>International Education Programs</th>
<th>Professionals Planning to Develop Curriculum</th>
<th>Local Education Providers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Localize</td>
<td>Develop Curriculum</td>
<td>Augment</td>
</tr>
<tr>
<td>Deploy</td>
<td>Deploy</td>
<td>Deploy</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Examples**

- Consensys Academy
- Wehnepo
- Coder Maker
- ASTROLABS
- ie Business School
- Teens Who Code
- BIRDHAUS
- codi
- The Little Engineer
The programs are across three tracks targeting kids, university students and continuous learners.

**Tracks**

**KIDS**
Build your kid’s technical, creative and leadership skills and prepare them for the jobs of tomorrow!

**UNIVERSITY**
Prepare for your future career and experience the digital business ecosystem.

**CONTINUOUS LEARNING**
Enroll in our L&D training to upskill your career.
The BDD Academy has kick-started different programs

1. **KIDS**
   - STEAM Summer camp Programs
     - STEAM Camps to teach kids Making, Coding and Design Thinking methodologies while having fun. 115+ kids subscribed

2. **UNIVERSITY**
   - Internship Program
     - Includes Workshops & Trainings on career guidance and startup ecosystem 101
     - 65 interns participated across 23 companies in 2018

3. **LEARNING & DEVELOPMENT**
   - Change Maker Festival Workshops
     - Organized 32 workshops on Tech, Design, Entrepreneurship & Personal Development

4. **CORPORATE INNOVATION**
   - The Future of Retail in the Digital Age

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**Offer Packaging**
- Corporate Venture Capital
- Innovation Challenges
- Corporate Accelerators
- Mentorship Programs
THANK YOU