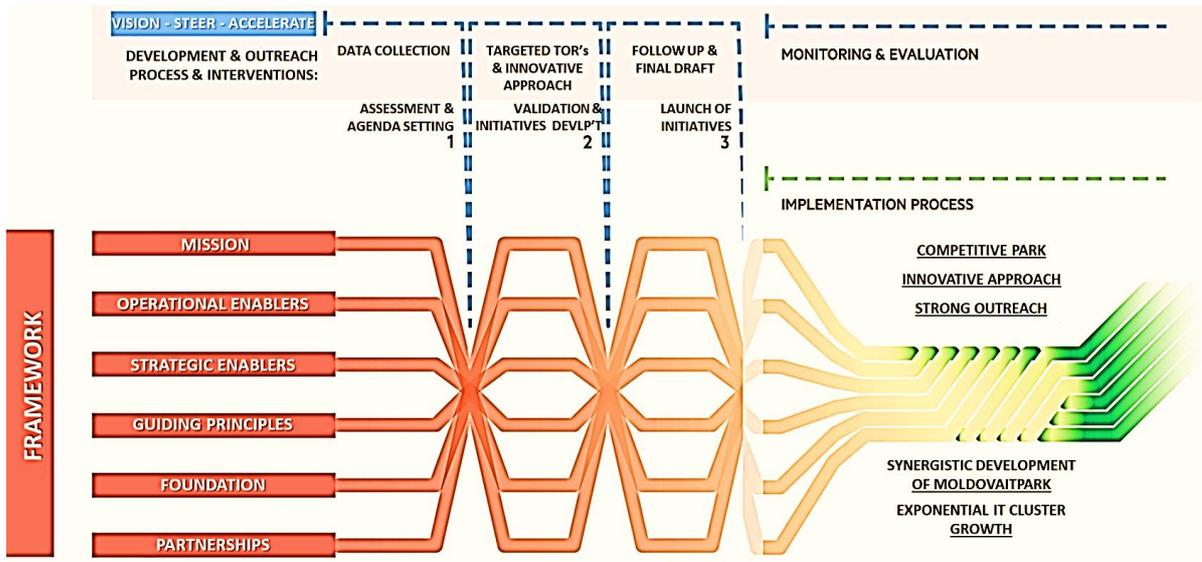


“MOLDOVA IT PARK” DEVELOPMENT FRAMEWORK



Vision

Moldova IT Park is to be the Government and the IT industry's reliable partner and main focal point of access to best services and incentives

Mission:

Our mission is to act as a catalyst for investment in IT sector through promoting a flexible government IT industry policy, nurturing an environment conducive to ICT innovation and digitally transformed economy through a strong IT sector that can unlock opportunities.

Moldova IT Park promotes collaboration models and serves as a facilitator to achieve Government development goals in partnership with the industry. Acting as a cluster facilitator, the Park provides organizational platform with a set of innovative tools and new approaches to accelerate, in a coordinated manner, the transformation of economy, streamlining corporate innovation practices, boosting the growth of the IT industry, supporting partnerships, creating new jobs and attracting local and foreign investment.

Objectives:

Moldova IT Park (MITP) shall offer a competitive environment to entrepreneurs to grow therefore reduce the brain drain of the talented skills.

In the current world-wide entrepreneurial renaissance, MITP is set to pioneer the country economic development by leveraging the disruptive nature of technologies in uncertain times.

Thus, by 2020, Moldova IT Park shall:

- Reach a number of 500 residents
- Ensure the satisfaction rate from incentives offered by MITP of min 75% of the residents
- Become a focal point of access to the Government and act as an implementing unit on the following aspects: better IT fiscal environment, increased attractiveness of the ICT sector, platform to create better infrastructure environment and other aspects targeting industry competitiveness enhancement
- Raise the image of Moldova's attractiveness in min 10 countries
- Develop opportunities for physical and virtual presence of existing and new companies
- Attract min 3 “big brand names” on the global IT market to MITP
- Pivot min 3 new initiatives and services directed towards MITP and its residents' competitiveness growth

Corporate Strategies:

There is a great potential to grow a regionally and internationally competitive park through building on existing strength and transforming it into the core of the Moldova IT cluster.

It is even more important to pursue a culture which embraces external thinking and invites cutting-edge practices. Here, pivoting new initiatives and services need to gain additional value among the development priorities of MITP.

This shall be continuously pursued through operational excellence, but it shall be further driven by strategic foresight. It is eventually all about constant reinvention where we shall iterate, innovate and improve.

Therefore, Moldova IT Park shall:

1. always deliver excellence in services and maintain a highly professional attitude to its residents.
2. perform the role of gateway between Government and the IT industry, thus taking into consideration and promotion of both party's interest in relation to fine-tuning the ecosystem.
3. create a symbiosis between market needs and market attractiveness by promoting the country and the MITP incentives/services
4. deliver excellent communication to reach out the market and its potential.
5. develop international positioning and promotion campaigns to reach its targets
6. continue pursuing good relations with the donor community.

Business Strategies

We are at the stage where the first successes of this Government initiative become evident, however bringing sustainability by acceleration of the cluster creation around the MITP has become vital as global competition for talents, resources and opportunities is growing.

We need to secure Moldova leading position by transforming MITP into cluster facilitator that shall help stakeholders operate in a coordinated manner.

Moreover, this shall fine tune acceleration of the overall sector growth, G2B and B2B interactions in the sector, attraction of foreign investments and lead to branding Moldova as a digital pioneer in the region.

This movement led by Moldova IT Park will be continuously supported by delivering high quality services within its main business streams:

- a) Government support
- b) Donor collaborations
- c) Membership growth and support
- d) Partnership agreements
- e) Consultancy and business facilitation

Communication & Marketing strategies

MITP will be very much focusing on building a positive image of the organization, Government policy providers, its members, and industry as a whole. "Moldova IT Park" name and branding shall only be associated with positive, G2B partnership to explore Moldova's IT sector potential growth. The strategic actions for reaching this goal will be developed in relation to local image creation, international image recognition and both government and IT companies' promotion.

MITP will promote itself, its activities and the IT cluster, based on a wide set of tools and methods (online, offline, international), while focusing on attracting brand promoters/key influencers to strengthen its visibility (bloggers, community leaders, international partners).

It will use traditional communication methods such as:

- a) Conferences', international expositions, economic missions, and other events organized by Government, industry and the MITP itself.
- b) Interviews, marketing materials, publications;
- c) Social Media;
- d) Branded materials (brochures, flyers, etc).

The individualistic branding applied in terms of "Moldova IT Park" will define the geographical location (Moldova) as well as the Tech Sector.

Financial strategy

Moldova IT Park is currently fully funded by its residents, which cover a minimum of staff and no development activity as such. In order to increase satisfaction, visibility and reach the targets set, additional budget for internal capacity building, branding, marketing, operations optimization and digitization, consultancy services and lobbying support are required. Being seen a very important organization, currently Moldova IT park does not have resources to reach maximum impact for its residents, as well as to improve international presence.

In order to be financially sustainable and capable of delivering the expected outcomes there is a clear need of budget growth. Moreover, an implementation of the yearly adjustment mechanism of the membership fees paid by the residents during the year shall be put in place and performed by replacing the forecasted turnover by the registered one.

These actions shall be performed in order to ensure the proper functioning and the improvement potential of the Moldova IT Park as well as the equality and fairness of the fee calculations.

Accountability

The control of this Strategy implementation will be done by the executive team and supervised by the Government and residents/industry representatives.

In order to ensure the communication flow and the access to information, the Administration will continue presenting quarterly to the residents the cash flow reports.

Moreover, a separate report about MITP achievements on the Strategy implementation shall be presented by the executive team to the stakeholders every 6 months.

Collaboration strategies:

The success of MITP is marked not only by innovative government approach and attractive value proposition, but also by unprecedented multistakeholder engagement that can and must be tapped.

The collaboration and partnerships with counterparts nationally and from around the world include associations representing the private sector, investment promotion organizations, support network, private sector, chambers of commerce, academia as well as the donor organizations and foreign Governments, etc.

MITP is committed to further work on maintaining and advancing its stewardship and cultivating thought leadership in ways in which it can serve the mission.

Guiding Principle to “vision-steer-accelerate”

The guiding principles in actions formulation are a resident centric approach, private sector led transformation, efficient resource usage, common understanding between stakeholders, engagement and sustainability.

MITP has a great potential, with right ingredients, to become the most efficient and effective IT driven innovation ecosystem in the region and it is now time to take it to the next level. As an impartial institution uniting the power of public and private sectors, MITP is ready to transform itself into the cluster facilitator and an economic powerhouse with effective solutions for the sector growth.

Enablers for sustainable competitiveness

As a result, new approaches are needed for building stakeholders’ engagement and transformation of the environment. Here, an open innovation model, as a reinforcing power for advancing on the principle of “virtuality”, finds its place. In this way, taking account of the sector nature, the organizational relationship that exists today may be highly efficiency, but not adaptive enough to the fast-paced ICT environment. Building a competitive ICT cluster will require new organization relationship to drive the transformation of the IT sector that is both highly efficient and adaptive.

For this purpose, there is a need for nurturing linkages and networks across the ecosystem, enhancing cross-stakeholder and regional collaboration to deliver evidence-based practices, sharing resources and know-how. New partnership and engagement model is key to deliver objectives and build trust.

Thus, MITP must learn to juggle multiple kinds of work at the same time, pursuing operational excellence and disruptive innovation. This requires a new kind of portfolio thinking that would imply managing existing lines of operations and exploring new models-all the same time.

Development of a roadmap

The logic of “vision-steer-accelerate” and clear core objectives in line with it are set as part of the development roadmap. Based on the expectations stated above, the first step would be breaking down the grand vision into component parts and structure the proposed developments objectives in two distinctive groups.

First ones shall focus the efforts on continuous persevering and are driven by operational excellence. On the other hand, pivoting through new initiatives and services shall generate additional value and sustainability by acceleration of MITP transformation into cluster facilitator.

To deliver the stated goals through a range of **operational and strategic actions**, no financial investments are required from the Government. However, continuous support and openness towards the dialogue of the central administration authorities with MITP administration and its residents is vital for the smooth processes evolution, IT industry growth, and MITP residents’ products and services promotion.

Certain Operation Actions needed in the MITP are:

1. Developing the Park branding, promotion initiatives, and outreach programs to increase the MITP visibility; (incl. positioning the park as a best practice, branding it as a cluster core and facilitator, community building, developing promotion campaigns and outreach programs, etc);
2. Fine tuning the existing and setting up new channels for information flow within and with the park (Building and implementing the online voting platform, digitizing most of interactions);
3. Improving the existing digital/information resources of the Park (rebuilding moldovaitpark.md, improving and reshaping the LinkedIn and Facebook profiles);
4. Maintaining strong visibility of MITP successes via all available media tools;

5. Defining a clear set of the services offered by park Administration;
6. Expand the “virtuality” principle through digitization of provided services;
7. Guiding new residents through the journey that brings them to Moldova IT park family.

Certain Strategic Actions needed in the Park are:

1. Setting up new services for current and potential residents of the Park (disseminating information and evidence-based practices to stakeholders in order to adapt and transform their environment the right way);
2. Create linkages and build partnerships with international partners to support the Park development vision implementation, including with public and private or international organizations, and enhance exchanges with other ecosystems;
3. Performing case studies on cluster developing around the MITP as well as on its physical infrastructure creation;
4. Build a tight-knit web of support and engagement to bridge the gaps and inject the IT ecosystem with a collaborative and proven model to accelerate startups’ growth and provide access to a global community of innovators, founders, and mentors;
5. Policy advocacy by managing MITP relations with the public sector institutions and provide tech and business community expertise opinion on existing and new laws and strategies that impact the park activity;
6. Set up the build-measure-learn feedback loop;
7. Enhance collaboration and knowledge sharing opportunities with Park members through knowledge dissemination, key events, participating in educational projects;
8. Sign MoU’s with various partners for growing the membership;
9. Establish and lead the promotion of “#DigitalMoldova” brand via cross-sectorial spreading of digitization and of the brand by setting partnerships with various Moldovan companies;
10. Develop and lead the diaspora engagement program “Digital Ambassador”;
11. Promote the companies and their products’ by generating a “Best IT Products developed in Moldova”;
12. Promote the local IT Cluster by launching a B2B platform;
13. Leading various promotion campaigns abroad.

The success of the aforementioned actions will depend on the right guidance to produce impact, availability of the right environment to navigate technological changes, and the right network to help create synergistic impact and unlock opportunities for the country.

Certainly, this document and the defined actions are to provide the framework which is to guide the further design of detailed activities to be implemented in a structured manner.