Strategic plan of the MWCB 2016-2019
Executive summary

July 2016
Driving the mobile and digital transformation of society to help improve people’s lives

The broad integration of new technologies and mobile solutions into people’s lives is transforming whole societies and economies, and the change has just started.

Disruption brought by mobile is evident in developing and developed economies, in healthcare, education, services and enterprises. The digital economy is booming, mobile commerce and connected life is emerging.
Only a few years after its birth, Mobile World Capital Barcelona has consolidated its position internationally and proved its worth in exploiting the opportunity offered by the Mobile World Congress to build a legacy - under a global scope - for Barcelona and its area of influence.

The successful results achieved since our creation call for an ambitious attitude in our future vision, in order to keep contributing to the projection of the city of Barcelona as a global hub of the mobile & digital industry. Our aim is no less than to continue to drive the digital transformation of society and improve people’s lives.

This vision is summarized in the present document, which includes the development strategy of the MWCB over the coming years.
During the development of the strategic value proposition, MWCB has launched many initiatives aimed at transforming society through mobile & digital technologies to date

<table>
<thead>
<tr>
<th>Programs</th>
<th>Digital Innovation</th>
<th>Digital transformation</th>
<th>Digital empowerment</th>
</tr>
</thead>
<tbody>
<tr>
<td>mVentures</td>
<td><strong>Acceleration programs:</strong> Startup acceleration initiatives aiming to convert BCN into an Innovation Hub</td>
<td><strong>Mobile Thinking Days:</strong> Intensive sessions with executives generating new approaches on digital transformation</td>
<td><strong>mSchools:</strong> Initiative aiming to transform education through the use of accessible digital and mobile technology</td>
</tr>
<tr>
<td></td>
<td><strong>Tech Transfer:</strong> Initiative to found and mentor startups out from university research programs</td>
<td><strong>Mobile Ready:</strong> Events presenting cutting-edge solutions in a real environment to citizens, companies &amp; press</td>
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<tr>
<td></td>
<td><strong>4YFN</strong></td>
<td><strong>mLiving Initiatives:</strong> PPPs setting pilots based on new technologies and delivering new or better services to citizens</td>
<td></td>
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<tr>
<td></td>
<td><strong>4YFN:</strong> BCN entrepreneurship event to connecting startups, investors and corporations</td>
<td><strong>mLiving Reports:</strong> Technology-based reports aiming to generate knowledge for decision-makers</td>
<td></td>
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<tr>
<td></td>
<td><strong>4YFN &amp; Investors Club:</strong> Business network initiative ensuring startups, investors and corporations stay in touch</td>
<td><strong>mHealth Initiatives:</strong> Collaborative platform providing training and diffuse the application of digital technologies in healthcare</td>
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<td></td>
<td><strong>Third Party Events:</strong> Initiatives organizing entrepreneurship areas in other consolidated events</td>
<td><strong>Reports:</strong> Elaboration and diffusion of reports/papers about the use of mobile technologies for medical applications</td>
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<tr>
<td></td>
<td><strong>Challenge &amp; Discovery Programs:</strong> Initiatives establishing collaborations between startups and corporations</td>
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</tbody>
</table>

MWCentre is a B2C space aiming to spread and demonstrate the last technologies and solutions to citizens. It pretends to locate the citizens at the core of the MWCentre, as they will be offered a space dedicated to present the mobile sector as a great opportunity to improve the quality of life. This place is temporally inactive.
Although significant results have been achieved, the current value proposition indicates lack of balance and focus...
...with a dispersed portfolio, mostly strategic value-oriented but without a tested sustainability model
Despite the limited budget, partnership strategies have leveraged additional resources, enabling us to generate greater impact.
The new strategy will consider current capabilities in order to take advantage of the opportunities envisioned. It must also anticipate potential threats, as well as tackle current weaknesses...

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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</thead>
<tbody>
<tr>
<td>• MWCentre as a global claim for many of the Foundation’s initiatives</td>
<td>• Lack of resources to scale the activity</td>
</tr>
<tr>
<td>• Visibility and capability to spread and communicate initiatives</td>
<td>• Limited visibility within areas of MWCB</td>
</tr>
<tr>
<td>• Agile structure, with wide experience in collaboration with complex stakeholders allowing greater potential impact on society and corporations</td>
<td>• Revenue model not consolidated for all initiatives</td>
</tr>
<tr>
<td>• Valuable networking database</td>
<td>• Long-term payback of initiatives</td>
</tr>
<tr>
<td>• Top-notch international acceleration programs attracted</td>
<td>• Synergies between initiatives not exploited</td>
</tr>
<tr>
<td>• Capacity to generate knowledge for stakeholders through different initiatives</td>
<td>• Sustainability model and scalability not yet defined</td>
</tr>
<tr>
<td>• Consolidated 4YFN event with a clear differentiation from other similar events</td>
<td>• Lack of an integrated communication and client approach model</td>
</tr>
<tr>
<td>• Capacity to lead multi-tenant projects based on the application of cutting-edge technologies and to scale them globally</td>
<td>• Unbalanced ROI on the different programs and initiatives</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Barcelona as a strategic location in terms of companies, sectors, events and services</td>
<td>• Risk of not being able to attract private sponsors</td>
</tr>
<tr>
<td>• Orientation of the organization towards corporations in order to be more sustainable</td>
<td>• Risk of not being able to deduct the entire VAT costs (near to 1.2M€ per year could turn into costs)</td>
</tr>
<tr>
<td>• Scalability towards new sectors, territories or citizen population</td>
<td>• European funds have not proved accessible</td>
</tr>
<tr>
<td>• Event management know how can be used to provide new services</td>
<td>• The Public Interest Events tax regime has not proved to be useful to attract sponsors</td>
</tr>
<tr>
<td>• Orientation of knowledge initiatives towards experiences in order to gain differentiation on the market</td>
<td>• Risk of competing with private sector on some initiatives</td>
</tr>
<tr>
<td>• Opportunity to anticipate the market’s tendencies in terms of technological skill gaps developing a Talent Hub program</td>
<td>• Other European cities may enjoy an innovative positioning advantage</td>
</tr>
<tr>
<td>• Micro-acceleration as a new product</td>
<td>• MWCentre’s revenue model in risk after 2017 due to the expiration of the Public Interest Event tax regime</td>
</tr>
</tbody>
</table>

Executive Summary
... and be aligned with the main trends foreseen in the fields where each of the initiatives play

**Tech transfer**

Even though Barcelona has a scientific model of excellence, the imbalance in economic return of valorization against contract research tasks is abnormally high. Spain has a very low rate of average income licenses by University compared to other developed countries. This represents an opportunity for MWCB to boost tech transfer from research centers in order to help create sustainable technology-based startups.

**Startup acceleration**

During the last years, the startup acceleration market in Spain has increased significantly in terms of number of investments and amount invested. Nevertheless, success stories are still few. Moreover, there is still a gap in the segment of accelerators operating in Spain despite working with a global scope and being capable of attracting international startups, talent and investments. Difficulty has also been detected in finding quality deal-flow. This is the approach where MWCB can stand out, helping to create an ecosystem to grow and scale mobile & digital based startups.

**Open innovation**

Companies are increasingly seeking innovation outside their own boundaries, finding in startups an agile and powerful way to mitigate threats. MWCB, in its role as a business platform (through initiatives such as 4YFN or mVentures) can strengthen the relationship between startups, corporations and investors, contributing to drive startup growth and boost new open innovation initiatives.

**Digital transformation**

New technological concepts such as IoT, Smart Cities or Mobile Connect Digital technologies have transformed the way to provide services to customers and citizens, arising and outcropping the need of new technological infrastructures. Nevertheless, there is still a long way to go when it comes to guiding these technologies towards helping improve people’s lives. MWCB can contribute to speed up this process, driving multi-tenant and globally scalable engagements to respond to social needs and mega-trends.

**Educational technologies**

According to the European Parliament vision, educational technology (including enabling technologies, cloud technologies, devices, technical support as well as educational contents, tools and services) can contribute to students and teachers achieving their goals. Such a complex task requires comprehensive on-going policies, covering technology and methodology, and ensuring strong stakeholder engagement. This approach has been adopted by the mSchools program, which has experienced annual growth working on a local basis but scaling the initiative to new territories.
The strategic reflection of the current situation suggests reorienting MWCB’s strategy towards a more sustainability-driven approach, a more balanced portfolio and stronger corporate identity…

Drivers for change…

The MWCB has consolidated its position and international projection as a platform to build a legacy via the Mobile World Congress by developing the following:

- A Capabilities system, that has allowed MWCB to succeed in several fields, such as startup acceleration programs, business events and platforms, transforming education through technologies, etc.
- The initiatives included in MWCB’s portfolio, most of them being highly strategic
- A strong legacy, which has been generated by working under PPPs, allowing to lever additional resources and to become a necessary player in order to bring complex projects to reality
- A valuable networking data base has been developed with a high potential to capitalize

…but some improvement opportunities need to be faced, such as:

- Unclear and unfocused offering
- Unclear sustainability of certain initiatives (mHealth, MWC, etc.)
- Not taking advantage of delivering value from a more cross-oriented organization perspective
- Improvement opportunities on corporate identity

... To-be

Current situation reveals the need to re-orient MWCB’s strategy towards:

- A more sustainable-oriented approach and less dependent from trustee’s economic participation
- A more focused and balanced portfolio:
  - Enhancing current core capabilities
  - Meeting new opportunities where MWCB can leverage its capability system to create further value
  - Expanding its core offering and capabilities into new territories
  - Disinvesting on sustainably unclear initiatives
- A stronger corporate identity with its own relationship and communication platform with key stakeholders
- A more cross-initiative oriented organization
EXECUTIVE SUMMARY

... resulting in a portfolio where strategic value and sustainability have been the drivers when defining the new offering, described below

**Innovation**

*mVenturesBCN*
Bring the entrepreneurship ecosystem into the next level…
…maintaining acceleration programs while fostering tech transfer and micro-acceleration initiatives

**Transformation**

**Going digital**
Evangelize on how mobile technologies can transform society and the economic system…
…leading differential knowledge-based experiences for corporations and institutions to seed bases for the industry’s Digital Transformation

**Empowerment**

*mSchools*
Transform education through technology, aiming to form a new generation of technology-skilled students…
…expanding the initiative to new territories

**Flagship projects**
Foster technology as an enabler to improve citizen’s quality of life and to respond to social megatrends…
…with multi-tenant technological based projects seeking scalable social transformation

**Doers Lab**
Permanent place of reflection for understanding the expected process of change in society due to technology adoption…
…creating experiences for society and professionals (ideation, prototyping designs and sharing solutions, news on latest trends,…)
**EXECUTIVE SUMMARY**

**mVenturesBCN: an acceleration platform that fosters innovation providing traditional acceleration programs, matching start-ups and corporations and transferring knowledge from research centers**

- mVenturesBCN has defined an **operative workflow** to guide its activities, which is applied regardless of the program: acceleration-driven, corporate-driven or tech-transfer.
- The workflow will be **adjusted according to the specifications** of each initiative, to the collaboration established with partners and the features of the program.

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**Acceleration operations**

1. **Business development**
   - Searching for sponsors and partners for financing and developing the program (investors, corporations...)

2. **Scouting**
   - Startups Scouting (Events, Database, Marketing) and Technology (Call, 1-on-1...) and selection of projects

3. **Acceleration**
   - In exchange for shares, and a limited period of time, startups are offered:
     - Financing
     - Mentoring
     - Networking
     - Innovative working environment at Palau de Mar

4. **Diffusion**
   - Spreading accelerated projects across different platforms such as 4YFN or digital channels

5. **Portfolio management**
   - Management and evaluation of the startups’ portfolio while participation on the equity continues: follow-up, search for investors...

6. **Outputs**
   - Boosting of top notch startups and invigoration of the entrepreneur ecosystem:
     - Scalable startup’s value proposition
     - Access to new markets
     - Access to financing
     - Return on investment for mVentures, universities and research centers
**EXECUTIVE SUMMARY**

### 4YFN: strengthens the connection among the ecosystem of startups, investors and corporations through networking activities, organization and management of events and innovation challenge

**Events:**
- Corporations acquire innovation from startups identified in events
- Startups sell innovation to corporations, get a 1st/2nd/3rd contact with investors in order to present their project or establish partnerships and networking with other startups with a mid-long term vision
- Investors discover new startups in where to invest

**Programs:**
- Corporations can organize a program/challenge to find a startup which will cover a specific need and buy its innovation or integrate the startup in their own structure
- Startups can be integrated and boosted inside a corporation when a project is identified to respond to a contest or specific needs

**Business Platform:**
- Investors can discover new startups where to invest, sell startups to other investors as well as establish a solid networking with other investors
EXECUTIVE SUMMARY

**Going Digital:** promotes awareness in companies and institutions of how digital technologies can transform the economy and society through experience-oriented trainings

1. **Tech-driven:**
The product focus on emerging technologies that apply to many industries and fields, therefore, the three main targets from different industries are potential participants. In addition, the product has the aim to build connections and synergies between the different targets (cross-industry) that may lead to joint initiatives and projects to benefit the industry and citizens/users.

2. **Ecosystem-driven:**
This product will focus on the impact and application of technology in concrete fields or industry ecosystems (connected car, industry 4.0, open government, connected tourism, etc.). Thus, it attracts the three types of targets, but this time around a concrete ecosystem or industry (cross-technology). The program also has the potential to generate synergies amongst participants.

3. **In-company & family**
The main target of this program are large corporations. Nevertheless, SMEs and the public sector will also participate, as they are an essential part of the corporation value chain, or part of the corporation ecosystem.

4. **Community Meeting**
It is addressed to all the targets that have participated in one/some of the products with the aim to generate synergies and networking among them. The community has Digital Transformation and emerging technologies as a common driving force for action.
Flagship Projects: leads multi-tenant, scalable and innovative technology-based projects to improve citizen’s quality of life

- The Flagship Projects area has defined an operative model to guide its activities, which is applied regardless of the project.
- The operative model will be adjusted according to the specifications of each initiative, to the collaboration established with partners and the characteristics of the project.

**Selection of projects**

1. A selection of projects is performed, identifying those aligned with the vision and objectives of the MWCB and its stakeholders, and finally reducing the number of selected initiatives to 2 or 3 a year.

**Establishment of multi-tenant partnerships**

2. Multi-tenant partnerships are coordinated to include and maximize the participation of all the necessary actors, in order to ensure the maximum scope and success of the project.

**Seek for financing**

3. Financing is sought through all necessary means, whether it is asset activation by collaborators, public funds or private sponsorships.

**Assignment of a PMO and follow-up**

4. MWCB performs the role of a PMO in charge of leading the project and guaranteeing its governance and execution.

**Dissemination and scalability**

5. MWCB takes on the commitment to promote the scalability of the project and to disseminate the results in order to increase impact and notoriety.

**Outputs**

6. Invigoration of strategic sectors, implying and benefiting all the key actors, and development of new and innovative services under a social scope increasing citizenship’s quality of life.

- Knowledge and Content generation
- Development of Best practices
EXECUTIVE SUMMARY

**mShools: aims to transform the education process through technology encouraging learning with mobile and improving students’ digital skills and entrepreneurial spirit**

1. **Encourage learning with mobile:**
   - Students learn to create collaborative projects and itineraries around their schools using a geolocation app.
   - Schools and teachers learn how to allow the partial use of mobile technology devices in the classroom.

2. **Improve digital skills & entrepreneurial spirit**
   - Students learn how to design mobile apps and develop prototypes, as well as developing entrepreneurship spirit by receiving support from professionals working in leader firms.

3. **Build an open environment for mEducation:**
   - Schools and teachers receive access to a repository of educative apps, as well as access to a co-creative space to test future mEducation solutions in a scholar environment.
   - Students, families and experts receive access to a repository of educative apps and easier access to mobile devices in disfavored individuals.
EXECUTIVE SUMMARY

Doers Lab: the MWCentre evolution is a cutting-edge space where visitors can learn and experiment, conceived as a talent and experience incubator

1: The World is Smart
- **Window to the latest:** an interactive expedition to the new barriers of human development and innovation
- **Hall of fame:** explore the reasons behind the engagements, the how of success, and the impact. Discover that people that “invented” our world are far more diverse and unknown than you may think
- **Science is business:** science now being developed at labs will be products very soon. Investing in science equals developing the economy. We’ll show examples of science that make our world go round.

2: Smart it Up
- **Solve it:** get real challenges from real life, brought by real companies. Engage people in the what-if magic, providing visions that normal companies skip. Combine online and offline platforms to play with reality and open new spaces
- **Bettering it:** Transform something normal into a radical new concept. Through a participative process, using extreme creativity tools with some examples of people that have done it before.
- **It should exist:** Imagine things we still don’t have although we have the right technology. And discover that there are some proposals out there that go in this same direction…

3: Do It!
- **Proto everything:** Transform concepts into products. Using 3D printers, bring matter to live. Learn the process, live the result.
- **Weird patents:** Inventing is not innovating: not all ideas are OK. The only way to get good ideas is to generate many many ideas.
- **Business models:** Having one idea is not enough. If it does not bring value to customers or users, it won’t work. And the way it generates value depends on 9 factors condensed in what is known as the “business model”.
- **Kick box:** A handy tool to start developing an idea. A box containing all the necessary tools to evaluate, prototype and communicate your business idea.

4: Your turn
- **Re-Learn:** The visitor actively participates contributing with ideas, proposals, comments, etc. The authors of the best proposals get an “idea certificate” by Doerslab, that rewards them for their originality.
EXECUTIVE SUMMARY

A new functional structure has been defined, based on a shared-responsibility approach and aligned with the objectives of the new strategy.
At the end of the strategic plan’s implementation, each initiative will have achieved ambitious outputs with sustainability and high impact as a common denominator...

<table>
<thead>
<tr>
<th>Area</th>
<th>Output of key results (OKR)</th>
<th>Tentative KPIs</th>
</tr>
</thead>
</table>
| mVentures     | • Developing a platform to accelerate start-ups to be a best practice at international level in:  
• Accompanying start-ups to grow, access new markets, find financing and increase its valuation  
• Accompanying corporations in their innovation process  
• The transfer of technology through company building  
• Increasing the density and penetration of digital startups  
• Achieving an economic sustainable model                                                                                                                                                                                                                                                                                                                                                     | • Fund-raising  
• Increase in value of the equity portfolio  
• Attraction of international talent  
• Acceleration of number of projects  
• Number of corporate partners  
• Number of mentors and experts involved in projects  
• Compliance with the budget                                                                                                                                                                                                                                                                                                                                                                                     |
| 4YFN          | • Being a leading global business platform for interaction among agents of the entrepreneurial ecosystem (start-ups, corporations, investors…)  
• Securing continual growth of events  
• Achieving an economic sustainable model                                                                                                                                                                                                                                                                                                                                                      | • Members of the 4YFN community  
• Participation in 4YFN events  
• Media impact  
• Number of corporate partners  
• Compliance with the budget                                                                                                                                                                                                                                                                                                                                                                                  |
| Going Digital | • Positioning the MWCB as a reference player in the dissemination of how digital technologies can transform society and economy  
• Achieving an economic sustainable model                                                                                                                                                                                                                                                                                                                                                                                                                           | • Nº of participants  
• Nº of companies that have participated in any program  
• Nº of appearances in international publications  
• Media impact  
• Nº of corporate partners  
• Network of experts involved  
• Compliance with the budget                                                                                                                                                                                                                                                                                                                                                                                  |
| Flagship Projects | • Implementing several initiatives with demonstrated capacity for social transformation at an International level under an economic and sustainable model                                                                                                                                                                                                                                                                                                            | • Number of pilots  
• Escalation of initiatives at an international level with an own business model  
• Number of companies that have joined the projects  
• Media impact                                                                                                                                                                                                                                                                                                                                                                                          |
EXECUTIVE SUMMARY

... allowing the MWCB to go to the next level as a reference player in the process of digital transformation

<table>
<thead>
<tr>
<th>Area</th>
<th>Output of key results (OKR)</th>
<th>Tentative KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>mSchools</td>
<td>• Becoming instrumental in the transformation of the educational process through digital technology by:</td>
<td>• Number of stakeholders involved in the initiatives (Schools, teachers, schools, industry experts and families) at a:</td>
</tr>
<tr>
<td></td>
<td>- Boosting organic growth within the current scope of the project</td>
<td>- Regional level</td>
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<td></td>
<td>- Escalate the initiative to other geographies</td>
<td>- National level</td>
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<tr>
<td></td>
<td>- Develop the first initiatives internationally</td>
<td>- International level</td>
</tr>
<tr>
<td>Doers Lab</td>
<td>• Defining the project and validating it with the complicity of potential partners and stakeholders</td>
<td>• Partners involved</td>
</tr>
<tr>
<td></td>
<td>• Finding the resources to deploy the program</td>
<td>• Funding achieved</td>
</tr>
<tr>
<td></td>
<td>• Open doors in 2018</td>
<td>• Partners involved</td>
</tr>
<tr>
<td>MWCB</td>
<td>• Positioning the MWCB as a reference player in the process of digital transformation</td>
<td>• Media impact</td>
</tr>
<tr>
<td></td>
<td>• Being relevant in Europe (have developed a European plan)</td>
<td>• Compliance with the budget</td>
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<tr>
<td></td>
<td>• Consolidating own identity and positioning</td>
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<tr>
<td></td>
<td>• Achieving a more balanced and focused portfolio</td>
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</tr>
<tr>
<td></td>
<td>• Achieving an economic sustainable model</td>
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</tbody>
</table>
**EXECUTIVE SUMMARY**

*The strategic plan is due to be completed in three full years but achieving quick-wins in a short-term horizon*

<table>
<thead>
<tr>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
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<tbody>
<tr>
<td>8</td>
<td>9</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td>Creation &amp; investment in the first startup from the TT</td>
<td>Launch of the 3rd accelerator</td>
<td>Complete the transition plan to GSMA</td>
<td>End StartupBootcamp &amp; NUMA programs</td>
</tr>
<tr>
<td>Development and “fine tuning” of new products</td>
<td>Full operation of the portfolio</td>
<td>Break-even point</td>
<td></td>
</tr>
<tr>
<td>Development of Going Digital’s offering</td>
<td>Full deployment of GD’s portfolio</td>
<td>Full running, scalability and sustainability</td>
<td></td>
</tr>
<tr>
<td>Setup &amp; selection of a first batch of projects</td>
<td>Implementation (testing &amp; fine tuning)</td>
<td>Scalability and dissemination (1)*</td>
<td></td>
</tr>
<tr>
<td>Organic growth in current locations</td>
<td>Deployment in other geographies</td>
<td>Scalability and sustainability</td>
<td></td>
</tr>
<tr>
<td>Roadshows to target competent authorities around Spain</td>
<td>Budget commitment</td>
<td>Development of first international initiatives</td>
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</tr>
<tr>
<td>Define and conceptualize the project</td>
<td>Involvement of partners and attraction of financing</td>
<td>Preparation of the physical space</td>
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<tr>
<td>Open Doors</td>
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</tbody>
</table>
To make it possible, the MWCB will need the commitment of its stakeholders and will have to be proactive in order to attract more funding from external sources

EXECUTIVE SUMMARY

<table>
<thead>
<tr>
<th>INITIATIVES</th>
<th>MS</th>
<th>4YF</th>
<th>GD</th>
<th>FP</th>
<th>DL</th>
<th>MV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Own funds</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>Competitive funds</td>
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<tr>
<td>Private funds</td>
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<tr>
<td>Sales</td>
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</tbody>
</table>

The funds available for each of the initiatives, once discounted the contribution to the host city and the cost of corporate services and added the profits from the Mobile World Congress

The funds from public sources that can be obtained through competitive calls for competition or direct contributions from the government

The revenues generated by corporate partners sponsoring the projects

The revenues generated by the initiatives with its own activity
**Over the next 3 years, it is estimated that the MWCB will require external funds of €20 M in order to execute the strategic plan**

- **Corporate**:
  - 45M (15M*3 years)
- **Host City**:
  - 30M (10M*3 years)
- **Congress**:
  - 900k (300k*3 years)
- **General Services**:
  - 15.9M (5.3M*3 years)
- **Total**: 19.5M

**Own funds**
- mSchools: 1.5M (1)
- 4YFN: 2.5M
- Going Digital: 2.5M
- Flagship Projects: 2.5M
- Doers Lab: 8M
- mVentures: 4M
- MWCentre: 4M
- **Total**: 19.5M

**Competitive funds**
- Own funds: 1.5M (2)
- Competitive funds: 4.5M

**Private funds**
- Own funds: 1.5M (3)
- **Total**: 15.5M

**Sales**
- Own funds: 1M
- **Total**: 5M

**External funds needs**
- Own funds / total: 50% / 100%

**Note:**
1. The funds are provided by the GSMA
2. Budgeted according to applicable grants identified from public organisms such as the Ministerio de Industria, Energía y Turismo
3. If the 4M are not secured, the MWCB will have to bear the cost and discount it from the total amount allocated to the initiatives, risking the implementation of the plan.
We are committed to successfully completing the strategic plan and therefore contributing to the MWCB’s mission to drive the mobile and digital transformation of society and help improve people’s lives