Move fast and break things.
Creating Opportunities via Innovation

OPPMAKR Institute Was Founded in 2012

Our mission is to shape innovative ventures in Iran, enabling innovation culture. In the absence of hope to a better economic future for Iranians, we believe we must create opportunities for everyone to grow. Therefore we always seek for responsible optimists to join, and monitor best practices to decode and learn the best-in-class business trends and strategies.
Where We Work
About the Industry

From less than a thousand in 2012 to more than 12,000 active tech startup founders and executives, startup culture is booming in Iran. Following growth of this community, there are early technology adopters and an early majority to use innovative products and services.
Growing % of Iran’s GDP

Market Value of the Innovation Related Industries Is Growing Rapidly

The new generation of startup-like companies has been shaped in and around 2008. It is estimated that in 2013 this generation of companies had only 0.005% of Iran’s GDP, yet they have created more value since. Last year they had more than 1% of Iran’s GDP of 420 Million Dollars.
The Big Picture

Resistance Economy and Iran’s Development Plan

Since 1991, Iranian authorities have adopted a comprehensive strategy to reach to the country’s vision by 2025. The middle term program to reach Iran’s vision is called the development plan and is issued every 5 years. Everything about Iran’s Development Plan falls into the category of Resistance Economy.
Iran’s 2025 Vision

“By 2025 Iran is a developed country, on first place in the region in the realms of economy, knowledge, and technology; with an Islamic and revolutionary identity, an inspiration for the world and with productive and influential interactions in International relations.”

Iran’s Development Plan

Ayatollah Seyed Ali Khamenei, the Supreme Leader of Iran, outlined the general policies of the country’s 6th sequential development plan: A comprehensive five-year plan for Iran’s economic development from 2016 to 2021 is to pioneering in science, technology, and culture in the region.
Supporting Trends

Entrepreneurial Opportunities

With the GDP of over USD 400 Billion, Iran is endowed with roughly 1% of world’s total population and land mass, and 8% of world’s natural resources that presents tremendous potential in human capital. We believe the innovative industries will boom in Iran, new companies will be born and existing companies will have no choice but to adapt to digitalization because of the 4 megatrends we sense.
Demographics

Young: 67% of the population is under 35 years old. | Educated: 4th number of engineers in the world | Balanced: 5 million university students almost equally divided between both genders in 2017.

Development Plan

2025 Vision: Iranian authorities adopted a comprehensive strategy to reach to Iran’s vision. | Resistance Economy: Iran’s development plan focuses on science, technology and culture, thus emphasizing “knowledge-based” companies.

FDI Vs. GDP

Because of the sanctions Iran’s Foreign Direct Investment is relatively low giving the country’s GDP. In specific, 1/5 of the nearest economy in the region. This makes Iran a promising investment market.

GEI

Iran had the highest growth in Global Entrepreneurship Index (12%) in 2014. The entrepreneurial ecosystem is developing in terms of knowledge and capital.
How We Work

1. Beliefs
2. How we work
3. Stories - examples of our work
The Future We See

Opportunities for Everyone

At the OPPMAKR Institute, we start from a fundamental belief: “We can make a future where everyone has the opportunity to grow.” The only thing that keeps individuals from activating these opportunities is their lack of empowerment. If we invest certain resources like time and energy in people, they will discover their full potential and create a positive impact for themselves and the world around them. We also believe that businesses and organizations are structures of people and can make the world a better place via digital transformation. In our platform, we provide strategic partnerships and access to a network of trusted minds to convert passion projects into profitable and impactful ventures.
To create opportunities for everyone to grow to their fullest potential, we need to enable the culture of innovation in Iran. As our mission, our strategy is to create communities around creativity and innovation, absorb funds and invest in select startups, as well as providing world-class knowledge for entrepreneurs to thrive.

**Mission: Enabling Innovation Culture**

**Strategy 1 - Spread Knowledge**
OPPMAKR Institute management consulting addresses managerial challenges of SMEs and startups.

**Strategy 2 - Create Communities**
VIRA Institute of Creativity and Innovation supports and organizes some of the largest events in Iran.

**Strategy 3 - Invest in People**
Ghaledak Ventures partners with visionary entrepreneurs to provide them with funds and strategic partnerships with select organizations.
Our Units

Since it's birthday, the OPPMAKR Institute (Forsatafarin Noavar Inc.) has been evolved to the needs of its stakeholders and controls four organizations. While the institute works as a think tank to coordinate and direct operations, other entities focus on necessary areas of action.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>REZA GHIA'S</td>
<td>OPPMAKR INSTITUTE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>STRATEGIC PARTNERSHIPS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>STRATEGY ADVISORY</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GHASEDAK VENTURES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>VENTURE CAPITAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>ANGEL INVESTMENT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VIRA</td>
<td>INSTITUTE OF CREATIVITY &amp; INNOVATION</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>COMMUNITY BUILDING</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>EVENT MANAGEMENT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Service Positioning

High Rate of Value for Money

Depending on nature of the project and the problem we want to solve, we assign the project to our network with different positions in the market. We generally believe in practical solutions, that is why we provide even consulting and research using practical methodologies. We carefully control value for money KPI to make sure our clients are satisfied.
Work Ethics

Valuing Your Social Capital
In 100% of the projects we acquire, we carefully document involvement track record of individuals who helped the acquisition process—whether they helped us find the lead, or they create trust between two parties, and we always make it worth.

Not Only for the Money
We believe that the real sense of fulfillment comes from finding a "meaning" in what we do. Thus, we semiotically analyze the projects we face, not only to be profitable but to see whether doing that job, moves us toward our vision.
Our Approach

Effectual Reasoning in Iran

Iran has a population of about 80 million and is the 18th largest economy in the world with a GDP of USD 400 billion; located at the heart of the Middle East, Iran is poised to become the center of manufacturing, export, and logistics within the region. Despite the challenges still facing Iran, for those that are willing to play the medium to the long-term game, the country presents an attractive investment destination for global industry players.

But the challenge still remains, Iran’s economic trends are not transparent, well defined and absolutely fast changing. After years of implementing innovative solutions, co-creating startups, organizing events and optimizing processes, we believe that the best approach to address challenges in Iran is with the help of Effectual Reasoning. Effectual Reasoning provides a way to control a future that is inherently unpredictable.

On the other hand, to implement our solutions, we leverage the “Change Formula” and start with finding the root of pain in our client’s organization. Then we work closely with the client to find out a crystal clear image of what future should look like. Only then, we can inspire and accompany our client to take the first steps.

We have learned the hard way that the most interesting ventures are built in a space in which the future is not only unknown but unknowable. Still, yet, Iranian entrepreneurs do shape this unpredictable future. We use techniques which minimize the use of prediction and allows our client to shape the future. These five principles, listed below, make up our logic:
We invite and welcome the surprise factor. Instead of making “what-if” scenarios to deal with worst-case scenarios, we interpret “bad” news and surprises as potential clues to create new markets.

**Leverage Contingencies**

We limit risk by understanding what our client can afford to lose at each step, instead of seeking large all-or-nothing opportunities. We choose goals and actions where there is upside even if the downside ends up happening.

**Focusing on the Downside Risk**

When we are set out to help a new initiative shape, we start with our client’s means: who they are, what they know, and whom they know. Then, we imagine possibilities that originate from their means.

**Starting From the Means**

We encourage partnerships with self-selecting stakeholders. By obtaining pre-commitments from these key partners early on in the venture, we reduce uncertainty and co-create the new market with its interested participants.

**Form Partnerships**

We invite and welcome the surprise factor. Instead of making “what-if” scenarios to deal with worst-case scenarios, we interpret “bad” news and surprises as potential clues to create new markets.
Challenging the Status Quo

1. The Iranian Work Culture
The way most of the Iranian companies work is broken. They are slow, inefficient and unprofessional.

2. Shortcuts to Happiness
Most people (and companies) in Iran believe there are business shortcuts to make tremendous amounts of money without creating an actual “value” and working hard.

3. Following the Crowd
Like sheeps following their first in the row, in high stress working environments (like Iranian organizations), the majority of individuals and companies do not actively think and strategize to choose their own path, instead, they do what others do.
Effectiveness

To challenge the Iranian work culture, our strategy is to benchmark the most professional organizations in our industry. Being a member of the HUS Institute of Lichtenstein, we constantly learn from forward-thinkers to apply local solutions with international standards. In the past 12 months, 83% of our proposals converted to projects.

Acquisition Percentage: 83%
Repeat Business Rate: 68%
As our great friend agency, Be&Do states, “most money businesses lose is money they simply don’t make”. We help our clients to make money and only charge them for the services that create real actual value for them. Vise-versa, we only take part of the projects that add value to our company.

Percentage of New Target Clients Contracted

| Percentage of New Target Clients Contracted |
| 55% | 45% |

Percentage of Private Sector vs. Government Sector Accounts

| Percentage of Private Sector vs. Government Sector Accounts |
| 83% | 17% |
Differentiation

Whether it’s a business model, agreement proposal or a consulting service, we do not copy and paste offers or solutions. Instead, we carefully analyze the business environment we are in and make a tailor-made suggestion for every business transaction.

OPPMAKR Brain Trust
We consult our offers with our network of visionaries to make sure they’re doable.

OPPMAKR Semiology
We have ongoing semiological analysis on the latest trends of innovation in Iran.
Service Categories

Community Building

While the elites of Iran are highly connected, yet they lack trustful relationships. VIRA Institute of Creativity and Innovation builds communities of trust as a service to encourage and spread ideas that we believe in.

Strategy Consulting

Leveraging years of management consulting experience of our partner, Oppmakr Institute provides general management and crisis management consulting as well as company setup service for tech startups and SMEs in who want to thrive in Iran.

Investment and Partnerships

Ghasedak Ventures provides seed-stage investment as well as high value strategic partnerships for select startups and other startup role players i.e. accelerators, and other VCs.
REZA GHIABI'S
OPPMAKR INSTITUTE

Consulting & Advisory Services

Strategy Consulting
- Corporate Strategy
- Business Model Transformation
- Digital Transformation Strategy
- Functional Strategy
- Fundraising Strategy

Special Services
- C-Level Head Hunting
- Board Advisory
- Founder Coaching
- Public Speech Training
- B2B High Level Negotiations and Agreements

Marketing and Communications
- Communication Strategy and Planning
- Marketing Plan
Featured Clients
Not Only Clients, but Partners

Our portfolio of projects impacted over a hundred of organizations from smart startups to huge multinationals, here are a few examples of the organisations we have worked with.

<table>
<thead>
<tr>
<th>Strategy Consulting</th>
<th>SAMSUNG</th>
<th>FALCON</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Services</td>
<td>FRANCHISE MIDDLE EAST</td>
<td>QATAR</td>
</tr>
<tr>
<td>Marketing and Communications</td>
<td>RRP GROUP</td>
<td>SABB</td>
</tr>
</tbody>
</table>
Community Building Services

Event Management
- Event Management
- Stage Curations and Speaker Training
- Event Side Activity Design
- Event Mobile Application Development

Social Media Marketing
- Social Media Strategy and Planning
- Social Media Management
- Social Media Promotion
- Social Media Influencer Management
Featured Clients
Not Only Clients, but Partners

Our portfolio of projects impacted over a hundred of organizations from smart startups to huge multinationals, here are a few examples of the organisations we have worked with.
Investment Partnership Services

**Investment Services**
- Startup Seed Stage Investment

**Strategic Partnerships**
- B2B Marketing and Agreement Negotiations
- Government Certificate and Solutions
- Sponsorship Deals and Fundraising
Featured Investments and Partnerships

Our portfolio of projects impacted over a hundred of organizations from smart startups to huge multinationals, here are a few examples of the organisations we have worked with.
OPPMAKR
Responsibility Program

Public Speaking
While we carefully consider every single public speaking invitation, yet, we do not charge for sharing what we believe in and look into it as our obligation. We have been invited to talk about leadership, management, and why we work.

Event Curation Support
Having a network of community builders in our Brain Trust program, we work with select event organizers of TEDx, Creative Mornings, Startup Weekend, and Startup Grind, etc. to help them curate their events.

Supporting TEDxTehran
With our founder, Reza Ghiabi being the Curator of TEDxTehran, we took this opportunity to dedicate almost 40% of VIIRA Institute’s capacity to organize TEDxTehran. TEDxTehran is the largest TEDx event in the Middle East and the first TEDx event in Iran.
Contact

Reza Ghiabi’s OPPMAKR Institute
114 Kajabadi Street, Vali Asr; 1966913187 Tehran, Iran
Tel: +98 21 7598 1040
Fax: +98 21 7598 1770
Email: inquiries@oppmakr.com
Website: www.oppmakr.com
“Living only one life in this world is not enough for those of us who see a brighter future for the world around us, the only way we can make that future happen, is to truly understand that together is better.”

Reza Ghiabi - Founder of the OPPMAKR Institute