



Southeast Asia+ Accelerator

Unlocking Southeast Asia Regional Market Opportunities,
Building Capital-Efficient, Scale-ready Scaleups

A regional early-growth accelerator for Seed-Series A startups with cross-border ambitions to access markets across Southeast Asia

+ indicates that this programme is open to startups or technology enterprises beyond SEA region that wants a softlanding in sizing on-ground opportunity and purchase intent in SEA. Applications can come from China, Hong Kong, Japan, South Korea and beyond.

Too much of **how should** Asia's tech ventures being built and scale are told through Western business lens by ignoring the unspoken complexity of the geographical and cultural nuances.

One of the key challenges in building a sizeable and valuable business in Asia is knowing when to start looking beyond your home market, as soon as you gain local market validation. It cannot be too late, when the business is already constrained by rigid structures, and it cannot be too early, when founders risk stretching themselves too thin. That is exactly what we want to work through with you in this programme, as you navigate new markets and build your thesis around a home market plus one additional market in Southeast Asia.



Neil Cheong

Chief Programme Officer / Founding
Managing Director



Functional Expertise:

Product & Service, Sales & Marketing

Stage of Business:

Early Growth Stage, Mid-Growth Stage, and
Distress Status Firms

We are a Pan-Asia venture programme and advisory platform

Officially established in 2022, GUIDE is a result of a collective action of turning venture operating experience into institutionalised knowledge and entrepreneur support system for emerging markets and new venture economy.

Spun-out from



and, merger with



23 Years

of Enabling Venture and
Technology Business

11,500+

accumulated Startups supported
and enabled by Our Platform with
Local Ecosystem Builders

US\$15 mil

new and fresh capital raised by Our
Advisory Network Unit for Venture
Growth since 2022



cradle



**SHANGHAI
COOPERATION
ORGANISATION**





Without GUIDE's contribution, this fundraising round would likely not have been as successful.

We highly recommend GUIDE to any startup looking for a trusted and effective advisory partner. We are incredibly grateful to GUIDE for their invaluable support during ERTH's strategic fundraising round with Gobi Partners and Khazanah Nasional Dana Impak. GUIDE's expertise was instrumental in ensuring the success of this pivotal moment in our company's journey.

Mohamed "Mo" Tarek El-Fatraty

Cofounder / CEO of ERTH



In 2021, I partnered with Neil to design an impact challenge aimed at catalyzing investments in a nascent industry. With no prior blueprint, the initiative required close collaboration between Neil's team and mine.

His strategic and thoughtful approach ensured the program was well-aligned with our mandate and structured to achieve meaningful outcomes.

Nik Marien Nik Ahmad Kamal

Former Senior Vice President of Khazanah Nasional Berhad



I get to learn the fundamentals of startup and connect to great people that are on similar journey in building and scaling startups.

Eng GM

Founder/CEO of Altomate



GUIDE helped me restructure my pre-seed concept before it went haywire.

Alex Goh

Founder/CEO of Happie Token



Typical symptoms in scaleups (companies that are in the scaling up process)

- **Neighbour country as default expansion strategy** (assuming there more cultural and regulatory similarities but not)
- **Under-prepared in accessing market** (over-optimistic in readiness to scale, picking markets with a few or little analytical foundations or clarity of market assumptions)
- **Recently raised capital** (assuming capital can solve all internal scaling problems, “throwing” money to a problem or expanding into market)
- **What makes sense in current market should be the same elsewhere** (Hiring a Country-manager or Country-based GM is a first move and solve-it-all solution for local presence and distribution model)
- **Founder-led & MVP Rockstar** (Validation gained in early- or previous years compounds into ego rather than humility)
- **Making mid-management hiring mistakes** (cultural, operational and business model incompatibility)
- **Stakeholder shock** (founder inadequate to balance internal and share/external stakeholders)
- etc.

Founder-led decision patterns need to shift when business is transitioning from MVP to growth-stage and from single-market to multi-market operating structure

Mental Mode

Intuitive

Speed: Immediate — near-instant

Experience-driven, tacit knowing. You cannot fully explain why, but you know. Built from thousands of prior decisions.

Heuristic

Speed: Fast — minutes to hours

A mental shortcut or rule of thumb drawn from experience. Good enough to act on, fast enough to matter.

Experimental

Speed: Medium — weeks to months

Hypothesis-driven, iterative. One does not know the answer, so one design the smallest test that reveals it.

Analytical

Speed: Slow — days to months

Systematic, data-driven reasoning. Every variable is weighted. The optimal answer is provable.

What Founders Need

Deep domain expertise. Years of pattern exposure. Honest self-awareness about where your intuition is actually calibrated.

Pattern recognition. Prior experience. Gut calibrated by real feedback.

A testable hypothesis. Minimum viable test design. Discipline to kill what fails and double down on what works.

Clean, sufficient data. Time. Budget for research or modelling.

Best Use When

One has genuine expertise in this domain. The signal is weak or ambiguous. Time pressure is extreme.

Speed matters. Data is sparse or expensive. The cost of being wrong is recoverable.

The market is new or unpredictable. Assumptions are unvalidated. One can afford a cycle of learning before committing capital.

The stakes are high. The decision is irreversible. One have the data and the time.

Limitations For Growth-stage and New Markets

- **Hard to transfer or defend to stakeholders**
- **Can confuse bias with insight**
- **Fails in genuinely new contexts**

- **Prone to blind spots**
- **Works until the market changes and the old pattern no longer holds**

- **Test results can be misread**
- **Teams fall in love with the experiment and ignore negative signals**
- **Pivot or Proceed conundrum**

- **Paralysis by analysis**
- **Optimising for a model, not for reality**
- **Data that is already stale**

Why does this matter?

INSIGHTS 1

Nailing the domestic market doesn't mean the formula can be applied the same across in SEA (searching for the domestic market + 1)

INSIGHTS 2

Many founders struggle in separating ambition (aspiration) with structured and disciplined executions and proper cascading across organization architecture (especially multi-market structure with different workforce performance management)

INSIGHTS 3

Founder-Board tension grows apparent when institutionalization and professional structure process are not laid out or "debt" is prolonged

etc. (e.g. SME-mindset and practice in running a professional growth firm)

Embedding Yourself Into The Southeast Asia Emerging Market Value Chain



**SEA
Market Intelligence**
Country prioritisation, market
structure, context adaptation



**Strategic Partnerships and
Access**
Partner targeting, co-creation, pilot
pathways, ecosystem navigation



Capital Strategy and Ownership
Fundraising, cap table, investor fit,
dilution awareness



**Revenue and
GTM Design**
Revenue streams, channel logic,
market-entry pathway



**Founder Execution and
Scale Readiness**
Action planning, follow-through, validation
discipline, deployment support

Scale Across Southeast Asia with Greater Clarity and Traction

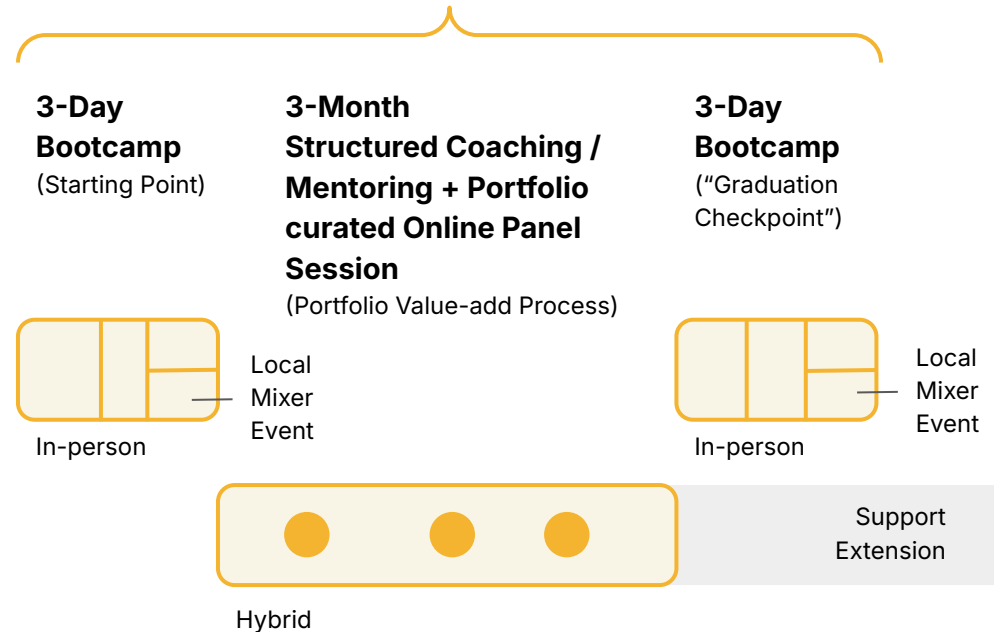
How the programme works?

SEA+ Accelerator combines several components into one structured journey:

- pre-programme diagnostics and readiness mapping
- a 3-day in-person bootcamp focused on revenue, capital, and collaboration structure of SEA
- hybrid coaching and mentoring
- customer, partner, and investor matchmaking
- deployment and follow-through support
- built-in local ecosystem mixer event

This structure allows founders to move from strategy formation into practical market conversations and execution planning.

100 Day Strategic Value-add Support



Regional/Local Market Operability Advisory

What are you fast-tracking?

Revenue

Clarify where growth will come from, how to prioritise opportunities, and how to shape a Southeast Asia-ready GTM model with country specific nuances and relationship vs. institutional complexities.



Capital

Strengthen fundraising readiness, cap table thinking, and strategic financing options for the next stage of growth.



Collaboration

Build meaningful connections with strategic partners, ecosystem players, and investors who can support market access and long-term expansion.



Preliminary Audit + Performance Coaching + Regional/Local Market Operability Advisory

1. We help founders build a deeper, **360° understanding** of market supply and demand dynamics in Southeast Asia in 3 key target markets for 2026 (Singapore, Malaysia and Vietnam)
2. We conduct structured “audits” to support your thinking as you develop a market expansion thesis, including:
 - a. **Inter-market operability** of your current company structure and where you should be positioned in your supply chain or value stream relative to your **target market(s)** (including identifying **Blue Ocean** and **Greenfield** opportunities).
 - b. **Revenue concentration risks**, and the development of a few innovative new revenue models or streams. Cashflow status and potential avenue to improve
 - c. Viable and feasible **partnership pathways**, contextualised to your speed-to-market in the target market(s).
 - d. **Brand presence-building efforts**, milestones, and roadmap.
 - e. **Cap table structure**, including how you can plan and envision exits for current and future investors.
3. We guide you toward opportunities and extend our business and institutional relationships to support your expansion.
4. We point you in the direction of opportunity and extend our business and institutional relationship with you;
5. Ultimately, reduce your operating and decision making risk as an entrepreneur with an **objective and “independent board of directors”** like structure

Programme Journey Breakdown

	<p>3-day REVENUE AND REGIONAL EXPANSION MODEL BOOTCAMP</p>	<p>1-month HYBRID COACHING & MENTORING, CORPORATE SOLUTION MATCHMAKING, FINANCING SOLUTION MATCHMAKING</p>	<p>1-month PRODUCT DEPLOYMENT AND MENTORING</p>	<p>3-day GRADUATION & MIXER, AND KICKOFF OF 2ND COHORT</p>
Mode	In-person	Hybrid	Hybrid	In-person
Strategic Focus	Revenue Opportunity Mapping & Capital Requirement Analysis	Warm-intro: Revenue, Product Solutions and Collaboration Opportunities Matchmaking	Market Needs Adaptation & Advisory Council	
Key Activities & Value Added Engagements	<ul style="list-style-type: none"> • Programme Kickoff, • 7 key masterclass, case study integrated workshop for revenue channel and capital table construction • 2 panel sessions by seasoned company builders and scalers • 1 panel session by capital providers • VC-mentor and Advisors Mixer at closing day 	<ul style="list-style-type: none"> • Office Hour with GUIDE team for need analysis and value creation • GUIDE assisted BD • Mentoring session with VC-mentor and Advisors 	<ul style="list-style-type: none"> • Office Hour with GUIDE team for need analysis and value creation • GUIDE assisted BD • Mentoring session with VC-mentor and Advisors 	<p>This becomes a reunion of the ending cohort with graduation and the kickstart of a new cohort with an invitation for a bigger community mixer with an addition of:</p> <ul style="list-style-type: none"> • 1-2 panel sessions by Cohort 1 Alumni

Content By Instructor Operators Who Have Built, Raised, Scaled, Failed, And Exited - Not Theory

	DAY 1 REVENUE DAY	DAY 2 CAPITAL DAY	DAY 3 COLLABORATION DAY
Morning 9:30 - 11:30AM	INTRO + GROUP ACTIVITY Programme Kickoff + Ice-breaking + Founder Challenge Sharing	LEARNING ACTIVITY First Backer Game + Debriefing	MASTERCLASS + CASE STUDY Value Co-creation
Afternoon I 1:00 - 3:00PM	MASTERCLASS + CASE STUDY Deciphering Macro Markets: Revenue Opportunity, Market and Relationship Structure in Southeast Asia	MASTERCLASS + CASE STUDY Private Capital Management: Fundraising, Equity Distribution, and Exit Strategy Management in Southeast Asia	PANEL SESSION 1
Afternoon II 3:30 - 5:30PM	EXECUTION STRATEGY BUILDING SESSION Plotting Revenue Lines, Streams and Model, and Remapping Opportunities	EXECUTION STRATEGY BUILDING SESSION Captable Modelling And Exit Scenario Mapping	PANEL SESSION 2
Evening 6:30 - 8:30PM	COMMUNITY BUILDING Welcoming Dinner with Partners & Local Ecosystem Players		BRIEFING SESSION Post Bootcamp Support System
			COMMUNITY BUILDING Mixer Session with Mentors, Advisors and VCs

Advisory Grade Strategy Formulation & Tactical Workshops

MASTERCLASS 1

Deciphering Macro Markets in Southeast Asia

*Theme: Making sense of where you actually are
before deciding where to go*

MASTERCLASS 2

Revenue Opportunity Mapping in Fragmented Markets

*Theme: Finding where the money actually flows
in a structurally uneven and emerging region*

MASTERCLASS 3

Revenue Lines, Streams, and Market-entry Design

*Theme: Structuring how money comes in, not just
where it comes from*

MASTERCLASS 4

Channel and Relationship Structure for SEA Expansion

*Theme: You cannot distribute your way into SEA
the same way you grew at home*

MASTERCLASS 5

Private Capital Management in Southeast Asia

*Theme: Capital in SEA behaves differently -- so
must your fundraising logic and sequences*

MASTERCLASS 6

Cap Table Construction and Exit Scenario Mapping

*Theme: Optionality is built in how you structure
ownership, not just how you grow*

MASTERCLASS 7

Value Co-creation and Strategic Collaboration

*Theme: Relationships in SEA are not networking
-- they are your actual go-to-market
infrastructure*

ROLE PLAYING ACTIVITY 1

Series B Founders building with Seed - Series A Founders' Company

ROLE PLAYING ACTIVITY 2

"If these were your numbers (Revenue / Cap Table) what would you do as the FOUNDER / INVESTOR?"

GUIDE Programme Director, Portfolio Manager and Value Creation Experts



Neil Cheong
GUIDE
Founding Managing Director

Neil is a seasoned startup operator who transitioned into entrepreneurial development programmes, venture education, and community building—accumulating nearly 10 years of experience supporting entrepreneurship growth and bridging operational knowledge and network gaps across Southeast Asia. As the Founding Managing Director of GUIDE, he oversees learning experience design and materials development across all venture programmes and ecosystem initiatives led by GUIDE and its partners.

Neil has served as a mentor and judge for several innovation programmes, including Malaysia's sovereign wealth fund initiative—the Khazanah Innovation Impact Challenge—for which he led the design of the inaugural programme in 2021. He is also the founder of a regionally based venture studio and one of the creators of the Chief of Staff School. Previously, Neil founded a boutique digital marketing agency and held turnaround leadership roles in two local startups before joining the global entrepreneurial network Endeavor, and subsequently establishing GUIDE.

Functional Expertise:

Sales & Marketing, Product & Service, and Data & Analytics

Stage of Business:

Early Growth Stage, Mid-Growth Stage, and Distress Status Firms



Alvin Chin
GUIDE
Co-Founder & CFO

A startup operator. Alvin led the finance and strategy function in his previous tenure in GoQuo - B2B travel-tech venture-backed startup GoQuo (backed by Gobi Partners and Monk's Hill Ventures) and engineered an exit for the shareholders.

He spent his early working career with KPMG and PwC in Assurance services involving in various business industries such as hospitality and casino gaming, manufacturing, FMCG and oil and gas clients. Experienced in consumer travel industry, Alvin spent 4 years with Tune Hotels, heading the finance operations before joining GoQuo.

Alvin co-founded SEA-based venture studio Ignition Chamber Academy with Neil in nurturing new startups. He also serves as director and advisor of several companies in Malaysia, Singapore, Hong Kong, and the UK. At GUIDE, Alvin leads the venture advisory unit where he bridges business needs with specialised services for venture growth continuity.

Functional Expertise:

Finance & Capital

Stage of Business:

Early Growth Stage, Mid-Growth Stage, Late-Growth Stage and Distress Status Firms

GUIDE MENTORS/OPERATING ADVISORS



Kengo Suzuki
Gobi Partners
Venture Partner

Kengo Suzuki is the founder of NEOLIZE, a **Japan- and Malaysia-based firm supporting Japanese companies' expansion into ASEAN and assisting overseas firms entering Japan.**

Formerly with Macnica, Inc, he led business development, cross-border projects, and corporate venture investments in digital technology startups. He has scaled startups from Silicon Valley, Israel, Taiwan, and Southeast Asia into Japan and Asia.

As a Venture Partner at Gobi Partners, Kengo facilitates cross-border opportunities between Japan and Southeast Asia.

Functional Expertise:

Business Development, Finance & Capital

Stage of Business:

Early Stage (Zero to One), Early Growth Stage, Mid-Growth Stage



Vincent Phang
FirstTrack Ventures
Managing Partner

Vincent Phang is a **seasoned CEO, board member and advisor with extensive cross-sector leadership experience spanning manufacturing, logistics, supply chain, aviation and defence.** Over the course of his career, he has served in multiple C-suite roles, leading large, complex organisations through periods of transformation, operational scaling and strategic repositioning. His expertise lies in driving execution at scale—optimising operations, strengthening governance frameworks and aligning commercial strategy with long-term value creation.

Beyond executive leadership, Vincent has contributed at board level, advising on corporate strategy, organisational design and risk oversight. Today, he is especially passionate about mentoring the next generation of leaders and founders, sharing hard-won insights from decades in high-stakes operational environments.

Functional Expertise:

Product & Service, Finance & Capital

Stage of Business:

Early Growth Stage, Mid-Growth Stage, Late-Growth Stage and Distress Status Firms

GUIDE MENTORS



Chin Hing Chang
Classy Narwhal
Principal

Chin Hing Chang is the Principal Consultant at Classy Narwhal.

He began his career in sales in 2011 and transitioned to working with startups, incubators, and accelerators in 2014. Since then, he has collaborated with over 500 social ventures from various industries globally.

Chin is an active Entrepreneur-in-Residence for SwissEP, a highly sought-after advisor, and continues to mentor startups through BCIT, The Forum, and Futurpreneur. Additionally, he served as a visiting professor at IE University. He is also the author of “Selling Ethically: The C.A.R.E. Methodology” and “UnReasonable Transformation: The actionable roadmap for leaders and entrepreneurs to create meaningful personal and professional change”, which is a Kindle International Best-seller.

Functional Expertise:

Sales & Marketing, Finance & Capital

Stage of Business:

Early Growth Stage



Joey Gan
JG Strategy & Communications
Lead Advisor

Joey Gan is a **strategy and communications advisor helping organisations clarify positioning, reputation, and influence at key moments of growth and change.**

With more than 20 years of experience across Malaysia and Southeast Asia, she works with leadership teams to examine communications challenges through a critical lens—connecting company strategy, market behaviour, and stakeholder expectations to uncover the real issues behind them.

Joey has helped companies at different stages of growth course-correct their market-entry positioning by clarifying their business proposition, shaping stakeholder narratives, and advising on messaging across the most effective channels. She also works with professional and service-based companies to structure communications that clearly reflect their values to the right audiences.

Functional Expertise:

Communication, Branding, Reputation Branding, Sales & Marketing

Stage of Business:

Ideation to Inception, Early-stage (Zero to One), Early-growth stage, Mid-growth stage

GUIDE MENTORS



Navvin Kumar Kirupanandan
Gobi Partners
Senior Director, Investments

Navvin has over 14 years of experience in structuring, mergers and acquisitions, investments, and venture. Before joining Gobi, he served as Head and Director of Structuring & Advisory at MIDF Amanah Investment Bank Berhad, where he led M&A, fundraising, and structured transactions across diverse sectors.

His past roles include Vice President of Investments at DMY Capital, Associate Vice President of Investments at Khazanah Nasional Berhad, Regional Project Manager (Commercial) at Lazada Group, and Senior Associate in EY Malaysia's M&A and Valuations & Business Modelling teams. Navvin holds a Bachelor of Science in Business from the Kelley School of Business at Indiana University Bloomington. He also completed an Executive Education Programme in Sustainability Transformation in Banking at the Frankfurt School of Finance & Management and is a CFA charterholder.

Functional Expertise:

Finance & Capital, Product & Service

Stage of Business:

Early Growth Stage, Mid-growth stage, Late-growth stage and Distress Status Firms



Vincent Yik
FirstTrack Ventures
Partner

Vincent is a seasoned executive, CFO and trusted board member, having led complex financial and business operations.

With deep insights across finance, real estate, banking, logistics, and healthcare, his mission now is simple: to help businesses scale and thrive, making sure the journey is engaging, enjoyable, and fun! Vincent is based in Singapore.

Functional Expertise:

Finance & Capital, Legal, Regulation, Governance and Compliance

Stage of Business:

Early-growth stage and Mid-growth stage

GUIDE PROGRAMME TEAM



Erra Fazira Kamaruddin
GUIDE
Strategic Marketing & Communications
Lead

Erra Fazira Kamaruddin is a seasoned communications strategist who has transitioned into building marketing and brand ecosystems for ventures, corporates, and cultural initiatives across Asia. She began her career in digital branding and development agencies, consulting for regional clients and managing multi-platform campaigns. With over a decade of experience, she has worked with organisations in Malaysia, Singapore, and Australia across sectors including automotive, healthcare, lifestyle and education, with clients such as Volkswagen, Gamuda, Nitto Denko, Kinokuniya, HiLogic and more. Previously, she also founded an artist agency, creating opportunities for artists to collaborate with brands through curated campaigns and partnerships.

As the Strategic Marketing & Communications Lead at GUIDE, Erra designs and executes integrated campaigns that strengthen brand positioning, expand regional visibility, and drive engagement across accelerators and venture programmes. She specialises in shaping clear brand narratives and multi-channel campaigns that align with long-term growth objectives. Her work reflects a commitment to building communication strategies that are purposeful, scalable, and resonant with diverse audiences across both business and creative landscapes.



Sachiko Khor
GUIDE
Programme and Community
Manager

Sachiko serves as the Programme and Community Manager at GUIDE, where she supports GUIDE's entrepreneurial programmes as well as initiatives that strengthen entrepreneurial ecosystems and foster collaboration across the ASEAN region. In this role, she designs and manages strategic programmes, engages with diverse stakeholders, and builds platforms that enable founders, investors, and ecosystem partners to connect and grow together.

Her professional journey reflects a strong commitment to innovation and community-building. Prior to GUIDE, Sachiko worked with the Global Institute For Tomorrow (GIFT), where she contributed to policy-driven projects and leadership programmes focused on sustainable development in Asia. She also gained hands-on experience in the startup space through her involvement with two health-tech ventures, equipping her with valuable insights into the challenges and opportunities faced by early-stage companies.

With a background bridging both corporate and entrepreneurial spheres, Sachiko brings a unique perspective to advancing GUIDE's mission of empowering regional ventures and communities.

We Convene The Experienced, Serious & Strategic Who Provides More Than Just Capital

Regional Investment Partners

SEA+ is back by five active regional growth stage VC investment partners with a combined USD 3.3 billion in AUM, 600 plus portfolio companies across Southeast Asia, and direct capital deployment from seed through Series B.



Founded 2002, USD 1.6B AUM,
pan-Asia early to growth stage



Founded 2018, Singapore,
B2B technology SEA exclusively



Founded 2014, Singapore,
pre-Series A to Series A SEA focus



Founded 2009, USD 1.7B AUM,
sector-agnostic SEA and Japan



Founded 2015, Singapore,
Series A to B SEA B2B technology

 Providing scholarship on a case to case basis

GUIDE and its affiliated partners involved in this programme may, where appropriate, submit a written recommendation to participating Investment Partners for companies that demonstrate strong growth capital potential, readiness, and alignment with the relevant investment mandate. GUIDE is not involved in the investment decision-making process. Any investment decision rests solely with the General Partner's Investment Committee, which retains full discretion over whether to proceed with an investment in any selected company.

For Those Committed for The Next Inflection Point In Reaching Beyond Domestic and Building Regional Status in SEA

APPLICANT PROFILES

Financial Status

- *Seed*-Series A (early-growth) or Annual turnover of min. USD500k Annual Recurring Revenue (ARR)
- Cash runway at least 12 months at the point of application
- Founders or key management team retain a combined >70% shareholding

**Seed* round here refers loosely to 1st institutional round, and Series A round refers to the 2nd or 3rd institutionally invested round. Institutional rounds are equity financing round provided by registered Venture Capital fund managers or recognised corporate and enterprises through CVC or balance sheet. Family Office are considered as institutional investors on a case-to-case basis.

Product Specifications

- Open to both hardware and software products, including AI related solutions
- Strong preference towards application-type technology (e.g. embedded middleware or full-suite technology solution)
- Strategic Control: If the applying company is not a brand principal, it must have already attained certain control over product modification, brand usage, and key distribution rights in parts of SEA or entirely

Growth Profile

- Performing at a minimum of 30% YoY topline revenue growth rate
- First time or re-attempt to access SEA market
- Serious aspiration to set up or branch into one or more countries in SEA
- Open to be invested, acquired (or merged), move HQ, enter a joint-venture relationship with local partners and/or any other mechanism to establish a sustainable business presence in SEA
- Hands-on and coachable founders and executive bench

Although financial criteria are explicit, they are not hard and fast rule and our only basis of judgement one should be admitted into the programme, we may allow exceptions where strong year-on-year and feasible potential growth supports the case and backed by strong recommendations.

Due Diligence

APPLICATION & SELECTION PROCESS

General Information

- **Open to non-SEA companies**
- **SEA-domiciled companies will be prioritised** (nationality-agnostic)
- **Cohort size: 5-12 companies** with up to 2 representing founders (or, 1 founder and 1 key senior executives)

General Instruction

All interested founders are required to submit **an application** with the support of **two (2) independent recommendations** to be considered in their application to be reviewed by the programme admission team and committee. All application and recommendations are done through GUIDE official website.

After the material screening, there will be 1-2 rounds of online interviews with the GUIDE programme admission team before the official announcement of admission decision through the issuing of an admission letter from GUIDE.

Key Dates

Cohort/ Batch	Programme Period	Bootcamp Location	Graduation Mixer Location
2026 H1	Mid May - Mid August	Kuala Lumpur, Malaysia	Singapore
2026 H2	End July - End October	Singapore	Ho Chin Minh City, Vietnam

Application Deadline: **11th of April (Recommendations MUST arrive before 11th of April)**

Decision announcement : By 18th of April (**New date: 25th of April**)

Interview period: 7th - 15th of April (**New period: 20 - 24th of April**)

H1 3-day Bootcamp: 28th - 30th April (**13 - 15 of May in KL, Malaysia**)

Minimum size of cohort to kickoff : 5 scaleups

Which technical aspects weigh more in your selection process?

SCENARIO 1

I **can pay**, I **meet** the financial criteria, but I **DO NOT have** two nomination/recommendations ← Sorry

SCENARIO 2

I **can pay**, I **DO NOT meet** the financial criteria, but I **have** two nomination/recommendations ← We are open to look into your case for indications of potential growth as long as you are not in a distress mode

SCENARIO 3

I **can't pay**, I **DO NOT meet** the financial criteria, but I **have** two nomination/recommendations ← We are open to look into your case for indications of potential growth as long as you are not in a distress mode. There are scholarships ready to relieve your burden but you will still have to pay a nominal amount

Although financial criteria are explicit, they are not hard and fast rule and our only basis of judgement one should be admitted into the programme, we may allow exceptions where strong year-on-year and feasible potential growth supports the case and backed by strong recommendations.

Structured Support System for Structured Growth

From high-touch approach working with 1:1 Operating Partners to growth opportunities orchestrated and new network nodes build with the GUIDE team, value creation journey commence at the point of entering the programme. You access not only GUIDE's network but the universe of the exclusive network of our partners too.

Programme Fee

~~US\$ 10,820*~~ **US\$ 7,560** per scaleup

Covers The Cost Of

- Participation for up to two representatives per company
- A practitioner-built curriculum, programme materials, and venture-building sessions designed using the GUIDE approach, with recognition from respected institutions such as UN ESCAP, ITFC, and Asia School of Business
- Honoraria for featured speakers, operators, and subject matter experts across relevant venture and industry domains
- In-person programme delivery costs, including venue and meals
- Three months of active business development and value-creation support, delivered through dedicated 1:1 portfolio account management

What Do You Get?

- Access to a 3-day in-person immersion bootcamp and founder mixer, followed by a graduation mixer in a second market at the end of the programme
- Direct support to shorten your sales, partnership, and market access cycle, with hands-on involvement from a dedicated GUIDE programme team and GUIDE's Managing Director as a key portfolio lead throughout the programme
- Exposure to vetted regional venture capital firms with genuine deployment capacity and investment mandates aligned with institutional LPs and major industry players from both the East and West
- Access to vetted growth partners and tool providers offering proven, world-class software and support solutions relevant for scaling companies
- A stronger B2B credibility and market positioning boost through association with the GUIDE platform and strategic partner network
- An additional three months of post-programme support to help facilitate commercial opportunities, revenue generation, and growth-capital outcomes

Does not cover

- Cost of travel and accommodation

**Showing programme fee for 2027.*

Get Support To Catalyse Your Growth Ambitions

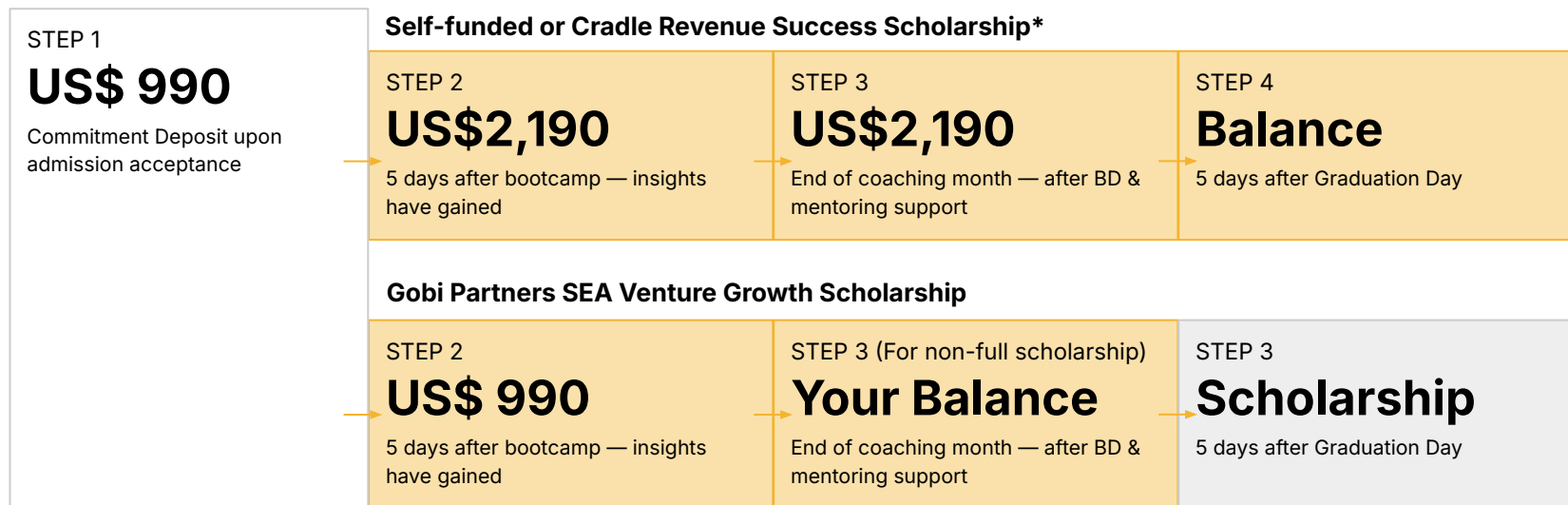
<p>2026 FULL PROGRAMME FEE</p> <p>US\$ 10,820</p> <p>US\$ 7,560</p> <p>per scaleup. Covers up to 2 founders, full curriculum, BD support & 3-month portfolio management.</p>	<p>MINIMUM YOU PAY</p> <p>US\$1,980</p> <p>Always required regardless of scholarship. Reflects your commitment to the learning journey.</p>	<p>MAXIMUM SCHOLARSHIP</p> <p>US\$5,580</p> <p>Up to 74% of the fee can be covered by one scholarship sponsor on your behalf.</p>
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Scholarship Tracks

<p>VC SCHOLARSHIP</p> <p>Funded by Venture Capital firms</p> <p>Funded by Gobi Partners and Tin Men Capital</p>		<p>COUNTRY-SPECIFIC SCHOLARSHIP</p> <p>Funded by Ecosystem Builders</p> <p>Funded by Cradle Fund Malaysia</p>	
<p>Scholarship available</p>	<p>Gobi Partners SEA Venture Growth Scholarship Tin Men Capital SEA Venture Growth Scholarship</p>	<p>Coverage</p>	<p>Cradle Revenue Success Scholarship</p>
<p>Key Condition</p>	<p>Up to US\$5,580 (74%)</p>	<p>Key Condition</p>	<p>Up to US\$5,580 (74%)</p>
<p>Key Condition</p>	<p>Nomination/ Reference from VCs (Senior Director and above position). Case by case basis. Scholarship bond applies.</p>	<p>Key Condition</p>	<p>Malaysia company only that captured new foreign market revenue in target market by calendar year end</p>

One Scholarship Per Scaleup. Each scaleup may only be supported by one scholarship track. Scholarships cannot be combined. You can choose more than one scholarship to increase your chances.

Friendly Payment Schedule — Pay As You Gain



**For scaleups who chosen Cradle Revenue Success Scholarship will need to pay the full Programme Fee similar to being self-funded. Once the conditions have met, GUIDE shall refund US\$ 5,580 through the Cradle Revenue Success Scholarship as a form of full scholarship when new foreign market revenue is made.*

Step-by-step guide to access generous co-payment by regional ecosystem builders



HIGH POTENTIAL (BUT SLIGHTLY EARLY) SCALEUPS

Acceleration and structured support needed

SELECTS SCHOLARSHIP TRACKS TO CO-FUND THEIR PROGRAMME FEE*

TRACK 1: VC-BACKED SCHOLARSHIP TRACK

OR

TRACK 2: LOCAL ECOSYSTEM BUILDER SCHOLARSHIP TRACK

Opted-in Ecosystem Builder for 2026

cradle

Malaysia-only companies | Conditional to revenue success. Up to US\$2,790 per company. Only two companies.

TRACK 1: VC-BACKED SCHOLARSHIP TRACK

Opted-in VC funds for 2026:



GOBI PARTNERS SEA VENTURE GROWTH SCHOLARSHIP

OR



TIN MEN CAPITAL SEA VENTURE GROWTH SCHOLARSHIP

INSTRUCTIONS

- After selecting the Scholarship in the application form, the applicant need to approach the chosen Scholarship provider and engaged them for an recommendation. Only senior investment staff/partner of the VC are authorised to provide GUIDE a verdict on scholarship amount.
- Scholarship amount is at the full discretion of the VC firm after making a recommendation

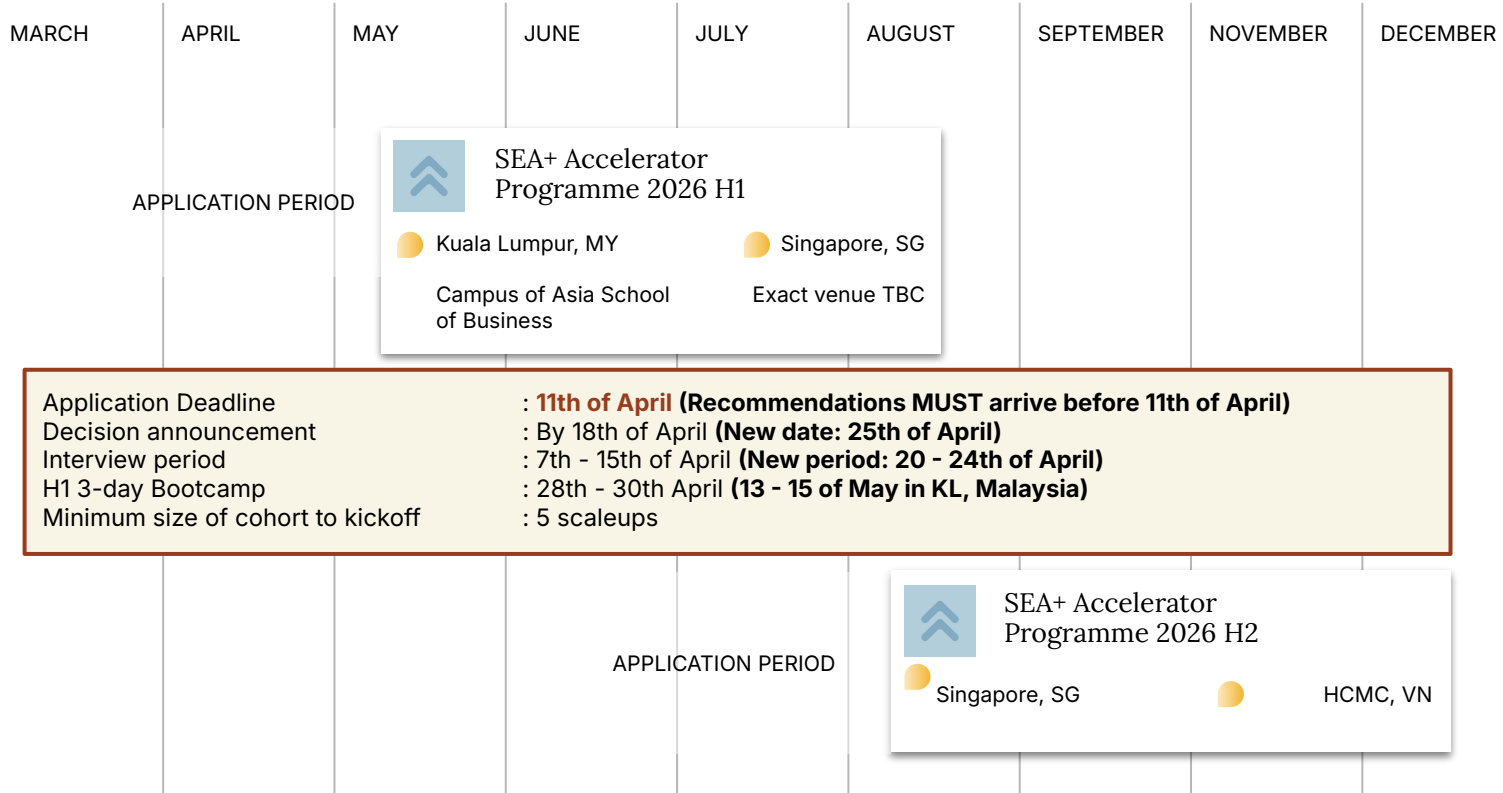
SCHOLARSHIP BONDS ARE CREATED IF A VC AGREES IN SPONSORING SCHOLARSHIP

- The applicant creates an exclusive bond with the VC, granting a first right of refusal. Applicants are not permitted to approach other VCs for fundraising unless the VC passes on the deal
- The VC is to inform GUIDE of the actual amount being paid on behalf of the applicant. This information will be relayed transparently to the applicant by GUIDE, indicating which VC is subsidising the programme cost
- The payment schedule will be reflected in the programme agreement

Note: GUIDE governs this process through a programme agreement with the applicant, covering key terms including repayment obligations or penalties if the bond is broken. Bond period: 12 months.

***Note: All scaleups are required to apply with TWO independent recommendations/nominations to be considered as a complete application for quality assurance. GUIDE do not entertain incomplete applications.**

Catch The Train: Send In Your Application First To Express Interest





SEA+ Accelerator Programme 2026 H1

-  Kuala Lumpur, MY
-  Singapore, SG
- Campus of Asia School of Business
- Exact venue TBC

Application Deadline : **11th of April (Recommendations MUST arrive before 11th of April)**
 Decision announcement : **By 18th of April (New date: 25th of April)**
 Interview period : **7th - 15th of April (New period: 20 - 24th of April)**
 H1 3-day Bootcamp : **28th - 30th April (13 - 15 of May in KL, Malaysia)**
 Minimum size of cohort to kickoff : **5 scaleups**

SEA+ Accelerator Programme 2026 H2

-  Singapore, SG
-  HCMC, VN

“Historically, scaleup founders rarely joins accelerator, that’s because none in SEA and the world actually add any tangible value in them or the supporting partners.

SEA+ Accelerator is different, fused with subject matter mentorship and advisory continuity for serious business builder to support the process of new revenue generation and attract growth capital. This is an entirely new breed of accelerator programme with multilateral support system and relationship rails. One that as a founder myself, I would want to join.”

Please write to program@guide.works for any application related inquiries or partnership opportunities

Neil Cheong
Founding Managing Director and
Chief Programme Officer of GUIDE



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