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For members only

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Dear Member,

The two months since last SPICE Update again were full of business incubation activities – more than we can cover in this newsletter. Of course, we could publish news from the networks more frequently and cover more of the important and interesting initiatives and activities. However, this required more active provision of information and material. Therefore, if your projects and achievements are not reflected sufficiently in SPICE Update, please do not just protest – send information for publication. As an additional feature for spreading the news we place information on the SPICE website: see “actual information” (www.spice-group.net/actual)



One more New Triangle for the SPICE Art Ball

Again we can happily present a new “national triangle” that has been sent to the SPICE Group secretariat. This piece of art from Europe represents a country that enjoys a dynamic scene of business incubators and science parks and a business incubation association very active nationally as well as in the international arena. More about the Art Ball and the national triangles you can find on www.art-ball.net

Remember that you still can send an art triangle representing your country in innovation, entrepreneurship, technology, art, history and all other aspects important to know. There are many possibilities for creativity and artistic expressions.

Your country should not be missing on the globe of business incubation.



The Next Global Summit of Business Incubation Association, comes in a Double Pack

The “Global Summit” brings together leading representatives of business incubation associations for exchanging information, coordinating activities and agreeing on cooperation. Experience showed that one meeting per year was not enough and therefore it was agreed to hold two summits annually. For allowing as many associations as possible to attend Summits the meetings are organized on different continents. But still the flow of information needs (much) time. Therefore the coming Summit will come as a “double pack”:

- **September 13, 2007 Riga**, the Capital of Latvia, hosts the 16th Global Summit at the BALTIC DYNAMICS 2007 conference. The conference BALTIC DYNAMICS 2007 will follow the Summit on September 14 and 15, 2007. Riga also will organize an “Innovation Week” (September 9 to 13, 2007) full of events related with entrepreneurship, technology, and innovation. Summit participants are invited to attend these activities – especially the closing ceremony in the evening of September 13 (after the Summit). For more details see: www.innovation.lv/baltdyn07/ And only ten days later
- **September 23, 2007 in Shanghai**, China the 17th Global Summit will meet - the day of the Forum on Economic Globalization and Business Incubation’s registration and welcoming reception. The Forum begins Sept 24 and sessions continue on Sept. 25. Sept. 26 is devoted to a field trip and sightseeing. An International Training Workshop will be held Sept. 27 and 28. For additional information on these activities, see <http://www.sibiforum.org/>.

Please, mark your calendars now for these events and register as soon as possible for the Summit (for representatives of business incubation associations / networks) as well as for the conferences

4th MENA^{inc} Workshop in Tunis: Kicking off network activities

The 4th MENA^{inc} Workshop held in Elgazala Technopark in Tunis, Tunisia, May 22-24, 2007 continued the development of the infoDev business incubation network in Middle East and Northern Africa. After the first Regional infoDev Forum for the MENA region, held in Casablanca, Morocco January 2006, the Tunis Workshop already was the fourth meeting in a period of just a little more than 16 months time. The Tunis Workshop brought together ca. 120 participants from nine countries of the MENA region, four countries represented by infoDev grantees – Iran, Morocco, Palestine, and Tunisia - as well as five additional countries: Bahrain, Libya, Qatar, Syria, and Turkey. Experience in business incubation from other regions was contributed by experts from Germany (SPICE Group) and infoDev integrated the global perspective.



The Tunis Workshop helped raising awareness for entrepreneurship and innovation and kicked-off work a network project developed by MENA^{inc} members and funded by infoDev. The growing momentum this network is developing possibly is illustrated best by two new members that joined signing the MENA^{inc} Charter.

The workshop was opened by **Khadija Hamouda Ghariani**, Secretary of State to the Tunisian Ministry of Communication. **Ellen Ellen Olafsen**, infoDev, presenting experience from the infoDev Incubator Initiative, provided an overview about the “state of the art” in developing countries. The traditional versus the actual role of education was one of the focuses of Mr. **Ahmed Gdoura** / BID Consulting. He described the system and potential of education and research in Tunisia and the results of action taken for increasing the innovation capacities, promoting life-long learning, and taking advantage of the entrepreneurial potential of the country. The financial sector was represented by Alaya Bettaieb, President of Tunisia’s Venture Capital and Private Equity Association. He presented the functioning of financing start-up enterprises and SMEs in Tunisia (with actually 40 funds operation together managing about 0.5 billion Euro) and identified important challenges for business development.

The “Bahrain Model” of business incubation was presented by Hashim **Hussein**, UNIDI, IPO Investment and Technology Promotion Office and Arab Center for Entrepreneurship and Investment Training. The 4-step-model of business incubation consists of Step 1 – Collective Capacity Building, Step 2 - Counselling & Technology Tie-up, Step 3 - Financial Linkages, and Step 4 – Incubation & Growth. The core financial model is a low-interest “soft” loan provided by Kuwait Finance House to a country / bank for supporting SME development. The receiving institutions use these funds for providing loans to SMEs at a higher – but still favorable – interest rate and the difference allows for supporting infrastructure (like business incubators) for promoting entrepreneurship. This model has been implemented in a number of developing countries and funds are available for introducing this model to more countries.

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Nejiba Khalfallah, managing director of the business incubator in Elgazala Technopark and her team made this event not only efficient and successful but also truly enjoyable. Although the schedule did not allow for time for sightseeing transportation to the workshop dinners gave opportunities for exploring the neighborhood: the beach of Tunisian coast near the hotel, Sidi Bou Said, the famous tourist town on the hills near the Mediterranean Sea and the old Town of Tunis. With the high motivation and involvement of MENA^{inc} members and partners activities of the network project will continue with the aim present results at the next network event scheduled to be held in Bahrain in the first week of September 2007.

More detail about the workshop see iDISC website <http://idisc.infodev.org/en/index.html>



Views & Facts

Dominican Republic

Estonian Foreign Minister visits Incubator



Urmas Paet, Minister of Foreign Affairs, headed a delegation of the Government of Estonia to participate in the XIII Ministerial Meeting of the Rio Group and the European Union, which took place in Santo Domingo in April 2007. It is the first time that a high ranking official of the Government of Estonia visits the Dominican Republic, both nations established formal diplomatic relations in 2002.



Shortly before, Irene Mia, economist of the World Economic Forum, presented in Santo Domingo the latest WEF report on ITC Connectivity Readiness Index where the Dominican Republic had leaped 23 places to number 66 in the global study and Estonia was presented as the rising star of 2006 by having become a member of the top 20 most network ready countries in the world.

The Rio Group and EU ministerial meeting yielded a significant opportunity for bilateral meetings and agreements between the attending countries and a bright note was the commitment to help the troubled neighboring country of Haiti with economic aid to strengthen its institutional base.

The INNOV-E is the newest Enterprise Innovation Center created in the Dominican Republic. Functioning as business innovation center it already hosts an entrepreneur from Finland, a multinational company from the USA and the Honorary Consulate of Estonia. Within the business acceleration context the Innov-E is facilitating the interface between a Biodiesel start up project and the Alliance for Renewable Energy sponsored by the Government of Finland for the benefit of the member nations of the Central American Integration System (SICA). The project is headed by Markko Nurmi, Director of the Department of Environment of Finland who also visited the Innov-E last month accompanied by Veikko Soralahti from the Finnish Ministry of Foreign Affairs.

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Dominican Republic

To come: International Workshop on ICT for Entrepreneurship

The new business incubator Innov-E in Santo Domingo Dominican Republic will host an international workshop on start-up and business development based in Information and Communication technologies. This ICT Forum will focus on **Information and Communication Technologies (ICT)** as a basis for starting new and developing existing businesses. Main focus topics are

- Experience with starting businesses based on ICT
- Business Incubation as an instrument to start and develop ICT based companies
- Role of ICT based businesses for regional economic development

The FORUM will be held together with the **European Business Forum Expo** where European companies show their technologies in to the Dominican and regional business community. European companies have confirmed participation with strong emphasis in alternative energy. One of the companies is a fiber optic cable company that is laying a loop around the French Dominion Caribbean.

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Algeria

Sidi Abdallah : Algerian Silicon Valley

Algeria invests massively into ICT for moving towards the information society and making these technologies a basis for home grown business development. An example is the project of "Technopole Sidi Abdallah" that West of Algiers will offer more than 100 ha of land for the development of ICT based innovation and business activities – enough for creating a "critical mass" of talent for research and for business. This will attract the necessary venture capital as well as other competencies needed for a successful development. ICT is seen as a technology of critical importance for the economic development of Algeria, especially because these technologies can serve as a basis for starting new businesses in ICT and at the same time enables enterprises based on different technologies to perform better and develop faster. A special focus is put on businesses that export. "Technopole Sidi Abdallah" brings together education, research, and development institutions, business incubators, and facilities for small and medium as well as large enterprises (including the Algerian telecom) with the necessary facilities for building a "techno-bridge".

The activities for building "Technopole Sidi Abdallah" are supervised by the national Agency for the Promotion of Technology Parks that will ensure an harmonic integration with the socio-economic environment. The Cyber Park will build a platform for re-arranging cooperation between all organizations and institutions involved with ICT.

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Tunisia

Road Show to promote Entrepreneurship

The Business Incubator of El Gazala Technopark in Tunis has taken initiative for promoting entrepreneurship country-wide. A "road show" was organized visiting many Tunisian cities for raising awareness for innovation and entrepreneurship and for providing information about the offers of support programs, especially business incubators throughout the country. **Nejiba Khalfallah**, Managing Director of the El





Gazala Incubator does not only manage and develop her incubator; she also cooperates with partners in Tunisia and abroad for increasing the number of new businesses and helping them to develop successfully. "Tunisia does not only need 500 new enterprises annually, it needs 500 successful SMEs". Nejiba stated at the 4th MENA^{inc} workshop held in Tunis in May 2007 (see report in this newsletter). There is much potential in Tunisian research and higher education institutions but not yet enough graduates and scientists that understand starting a new business as an option for their own personal future.

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Syria

Entrepreneurship Support Basis widening

Syria already has two business incubators operation: ICTI was established in the beginning of 2006 as the first ICT incubator by the Syrian Computer Society (NGO) to provide business incubation services for SMEs, especially in the field of ICT. The second incubator is Mawred a "Women business incubator" powered by Mawred (a Syrian non-profit non governmental organization dedicated to enhancing and activating the contribution of women in the development process).

Further initiatives for assisting entrepreneurship in Syria are, for example, a government initiative conducted by ministry of work and social affairs through a program for eliminating unemployment, loans were given to establish SMEs based on a business plan and a feasibility study and the Syrian Young Entrepreneurs Association (SYEA) that organized an entrepreneurial bootcamp, in the form of seminars and success stories to stimulate entrepreneurs to start their own SMEs. Another initiative is the BIDAYA, a on-governmental program of Youth Business International, which is a worldwide network of locally-based, independent youth business initiatives. Their purpose is to enable the community to help young people work for themselves by providing business mentoring and access to seed funds. Seminars were held in ICTI and in Damascus University to stimulate entrepreneurs and to attract innovative projects for ICTI at the beginning of 2006.

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Morocco

The Roofs of Ifrane – the Swiss Morocco



Al Akhawayn University Campus



Incubator Round-Table



Presentation of a start-up firm

Arriving in Ifrane, a small city in the Northern Atlas mountains of Morocco the visitor finds himself in an unexpected environment. The architecture of the city is different to other Moroccan cities. Snow in winter and therefore the need to build roofs differently is the most important reason for this difference. Surrounded by the Atlas mountains the city of Ifrane hosts Al Akhawayn University (AUI). Opened in 1995 by initiative of King Hassan II and King Fhad of Saudi Arabia this is a private university with a rigorous selection regarding students. The comparatively small number of students (ca. 1,500 from 28 countries) with an average of one professors per 11 students enjoy intense education (students living on-site) oriented towards business and application – a basis for starting business incubation activities

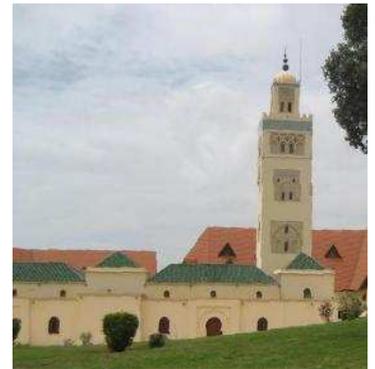
Less than one year since the start of the project, the incubator of Al Akhawayn University has established the physical facilities of an incubator with 300 m² of usable space for start-up companies and the facilities needed for providing the necessary support and infrastructure with six fully equipped offices of 20m² each for the client companies that can start working immediately. Further two offices for the management team of the incubator, a meeting room, and a library complete the offer to start-up entrepreneurs. Currently, the incubator serves 6 companies in the three main fields of information technology, biotechnology and environment. The start-ups are in different stages of development, and one of them is already successfully doing business in the market. This company sells ICT solutions to regional communities, for example an automated system for getting documents and certificates from public administration offices.

The incubator management team is led by the incubator manager, **Mohammed Derrabi**, professor in Al Akhawayn University and associate dean in the school of business in the university. The incubator is assisted by **Rhizlane Hammoud**, lecturer of economics at the School of Business and Administration of

AUI supporting the start-up enterprises as a business mentor as well as **Mimoune El asri** as the financial mentor. The student consulting unit intervenes in consulting issues and assistance for incubatees.

The Al Akhawayn University Business Incubator understands Incubation as a multipartite business model, requiring intensive use of partnerships and networking with key players. The latter especially important for funding, coaching and advising. The incubator is part of a network to exchange and emulate successful experiences of others. The lesson learnt already after just one year of operation is that incubation takes time. A part from the two years incubation period, time should be added for the selection and negotiation phases. The success of an incubation project depends on the alignments of efforts of the different stakeholders involved, from the funding organizations to the incubatees. Ideally, the different stakeholders should be working together with an agreed strategy.

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Romania**Regional Development through Business Incubation**

By Ioan Piturescu

Starting in June 2006, The Government of Romania is carrying out the IBRD for the implementation of the “Mining closure, Environment and socio-economic regeneration” project. According to this project, 10 Workspace Centers, acting as business incubators, are supported with funds for operation and assistance.

The aim of these centers is to act as an instrument of local/regional development by providing counseling services – logistics – premises to entrepreneurs or companies that wish to create new jobs addressed primarily to laid off people from the economic sectors that have been restructured in the area where the center is placed. These companies can be hosted in the WSCs for up to three years.

The project targets areas where the main economical and social problems are a direct effect of the closure of mining activities and the Workspace centers are located in the following counties: Caras-Severin, Covasna, Arges, Hunedoara, Gorj, Caras Severin, Maramures, Bistrita-Nasaud, Hunedoara, Bihor.

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Romania**Regional Development through Business Incubation**

By Ioan Piturescu

The Romanian National Authority for Scientific Research (NASR) is implementing the INFRATECH Program. This national program was launched in 2004 and its mission is to sustain the development of the Romanian innovation infrastructure. The program’s overall budget is 100.000.000 RON (30.000.000 EURO).

The eligible institutions for receiving grants from this program should be authorized Research and Development Units (such as universities, trading companies that perform RD activities) or members of the established infrastructure for technology transfer. Until now (from 2004 to 2006), with the support of the INFRATECH program, the Romanian RD sector built and developed 9 incubators, 10 centers for technological transfer, 4 centers for technology related information activities, as well as 7 scientific and technological parks all over the country: Arad, București, Craiova, Cluj-Napoca, Deva, Iași, Râmnicu-Vâlcea, Timișoara, Tulcea.

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Kyrgyz Republic **Let Capital ally with Ingenuity and Innovation**

End of May 2007 more than 600 participants from 45 countries attended the 1st WIEF Businesswomen Forum and Exhibition in Kuala Lumpur, Malaysia that was held together with the 3rd WIEF Forum. The **World Islamic Economic Forum (WIEF)** was aimed at strengthening business cooperation among Muslim and non-Muslim businesspeople by cross-border cooperation in Europe, Asia and the Americas. This event was organized by the WIEF Businesswomen Network (WBN) and supported by the Ministry of Women, Family and Community Development, Malaysia, the Ministry of the International Trade and Industry and the Islamic Development Bank as well as the various institutions and women’s organizations in Malaysia.

The **WIEF Businesswomen Network** was established at the WIEF 2005 in Kuala Lumpur to promote links between businesswomen in Muslim countries and other communities around the world.; to provide a platform for Muslim businesswomen and entrepreneurs for networking and as a source of information for business ventures. In an increasingly globalized and knowledge-based world, Muslim businesses are facing the same need for innovation as other enterprises and need to build foundations for creating an ecosystem for knowledge and enterprise. The Organization of the Islamic Conference (OIC) counts many oil-rich countries as members, but only 3.7% of the gross domestic product (GDP) was devoted to education between 2002 and 2004 compared to an average of 5% invested by the Organization for Economic Cooperation and Development (OECD) countries in 2004. The 57 OIC nations account for 21% of the global population in 2005, but they make up only 5% of the global GDP. In his opening keynote address, the Prime Minister Dato’ Seri Abdullah Ahmad Badawi as Chairman of the OIC and Patron of the expressing the potential of Islamic countries said, “When easy access to capital is allied with ingenuity and innovation, enterprise is able to bloom”.

Kyrgyz Republic **Let Capital ally with Ingenuity and Innovation**

At the 1st WIEF Businesswomen Forum under the conference topic “Internet marketing for growing business in business incubators” **Zamira Akbagysheva**, President of the Congress of Women and General Secretary of the Union of Business Incubators and Innovation Centers of the Kyrgyz Republic presented about the role and development of ICT in Kyrgyzstan and described the Internet as a powerful tool for businesses development. Also biotechnology has paved a new way and created great potential for the agriculture business. She also presented the Kyrgyz Republic (member of WTO) as a good environment for investment. The ICT sector is growing at 20% a year with turnover up from \$55 in 2003 to \$78 million in 2004. The mobile telecom sector, is the most dynamic sector, offering the best salaries and opportunities to attract highly qualified personnel. Internet access has increased substantially to twice as high as in neighboring Kazakhstan. Internet use has been growing by 20% a year in the last three years in Kyrgyz Republic, the highest growth rate in CIS. Internet cafes are on every street corner in Bishkek and throughout the country educational institutions and public access centers provide people with access. Accordingly the software development sector is growing and became a basis for enterprise development and job creating An *infoDev* supported project helped much with providing Internet access to business incubator managers. Especially outside the capital Bishkek are traditionally using the Internet to a lower extent. Beside low awareness of the opportunities, the Internet use is hampered by the lack of infrastructure and high access costs. The implementation of a government project providing 14 million soms for computer equipment for country regions was a turning point. The work of the Union of BI&IC and of the *infoDev*-team on spreading knowledge of ICT also in Government, Parliament, and other institutions helped much creating the basis for this project.

Russia***Innovation Centers in Northwest Russia****By Alma Karaberg*

SIVA – The Industrial Development Corporation of Norway is governmental corporation and national instrument founded in 1968 and owned by Norwegian Ministry of Trade and Industry. SIVA aims to develop strong regional and local industrial clusters through ownership in infrastructure, investment and knowledge networks as well as innovative concepts such as business incubators, industrial incubators, science and research parks, centres of expertise and innovation centres. (more information: www.siva.no)

SIVA has assignment to develop SIVA centre in Murmansk into a future oriented concept, Polar Star Innovation centre, in order to facilitate and utilize the full potential for Russian - Norwegian business cooperation.

SIVA centre in Murmansk, i.e. Polar Star Innovation centre on 3,000 m² today has 22 companies. The business activities are mainly within marine and maritime sector, energy, and oil and gas industry. The new Business Incubator will open in autumn 2007.

An important tool for SIVA's work in Northwest Russia is High North Portal www.barentsnova.com presenting business and innovation activities in Northwest Russia. It contains information about established companies in the region as well as business opportunities in municipalities in North Norway and Murmansk and Arkhangelsk region and networks on both the Russian and the Norwegian side.

Barentsnova aims to develop communication and cooperation between business parties and R&D institutions in order to contribute to innovation and create new jobs in the High North.. The web portal is an effective means of promoting knowledge, information and ideas to business projects.

SIVA plans a new Innovation centre in Arkhangelsk in 2008. Together with the innovation centre in Murmansk it will provide opportunities for cooperation and will help Norwegian companies to take advantage of the business potential in the High North.

SIVA has been professionally engaged in Northwest Russia since 1990s and it has established very good relations with Russian authorities in Murmansk and Arkhangelsk. Cooperation agreements have been signed with both cities and it will facilitate the establishments of Norwegian companies in these regions. Similar cooperation is formalised between universities in Arkhangelsk and Murmansk and institutions for higher education on Norwegian side.

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Germany***Incubator Audit – Quality Certificate***

The German Association of Business Incubators, ADT, has implemented a certification program for incubators already more than five years ago. This program was set up for securing and developing the quality of business incubation services. The quality label “ADT certified” – valid for five years – is given to incubators after a screening process along a set of defined criteria aimed not only at “controlling” performance, but also helping the incubator management identifying potential for further development. Meanwhile 28 business incubators in Germany have been certified. This year the first business incubator in Germany renewed the certification: the “Innocel Lörrach”. Further three incubators received their certificate at the ADT spring conference in Rendsburg: the “Technology Center Warnemünde”, the “Start-up and Technology Center Kamen”, and the “Innovation and Trend Center Bentwisch”.

More information: http://www.adt-online.de/adt_audit.html

Germany***Incubator Association Sailing***

The traditional Spring Meeting of ADT, the German Federal Association of business incubators was held in early May in Rendsburg, Northern Germany with a number of participants larger than ever. This conference provided the basis for intensive discussions between practitioners in business incubation, especially regarding the permanent workgroups of ADT. For example the work group “Sustainability of Business Incubators” that met shortly before the conference in the PHOENIX Business Incubator in Berlin. Hosted by the managing director of this this incubator, **Rolf Friedrichsdorf**, discussion focused on experience how and to what extend consulting (for clients), renting of technical equipment, and provision of supporting staff (to the clients) contributes to sustainability of the incubator. Another work group of ADT concentrates of all matters of incubator management. Agendas of meetings as well as the results are made available through the ADT website (for members).

The ADT website now offers a special information feature for start-up entrepreneurs. With this step services of the association are not only offered to incubators, but also to their clients (www.adt-online.de/tipps.html). Participants of the ADT conference in Rendsburg did not only benefit from the content of the sessions. A feature finding great interest and resonance was a sailing trip the day before the work began.

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Germany - USA***Heidelberg Going International***

Technology business incubation is an international affair – this is nothing new to professionals of this industry. However, services to client firms are not easy to provide. “International Business Incubators” or “Co-Incubation” are actual instruments showing good results and even more potential. “Technology Transfer” is another way. The Technology Park Heidelberg in cooperation with the Economic Development Agency of the city of Heidelberg recently has intensified its international activities. The Silicon Valley is known for computer technologies and also is an important cluster in bio and life sciences. Intensifying partnership with research



Pictures: thanks to ADT

institutions and industry in the Bay Area therefore is a logical step for the Heidelberg technopark for strengthening the basis for business development. A representative office in San Francisco has been established in October last year and actively promotes trans-atlantic cooperation. In March this year, for example, this office organized an event to present the latest technology in cancer therapy: the Heavy Ion Beam. The event was attended by more than 50 scientists for the universities Berkley, Stanford, and San Francisco) as well as representatives of large and small enterprises (e.g. Genentech, Siemens Medical Solutions) and resulted in concrete projects and cooperation. An interesting detail is the fact that basic development of the technology for the Heavy Ion Beam took place in Berkley, as Klaus Staab, head of the project management for the project in Heidelberg, described. Actual research results with this technology show that the Heavy Ion Beam offers new ways for cancer therapy and also has much business potential. Klaus Plate, CEO of the Technology Park Heidelberg, summarized experience from the event as “one more example for the excellent and fruitful cooperation between the scientific and business clusters San Francisco and Heidelberg”.

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Germany

European Venture Market in Berlin, July 27-29,2007

The European Venture Market is a meeting place for entrepreneurs and financiers. The event specializes on non-bank financing and offers a wide range of investors and businesses. The advantage of the market is providing opportunities for informal first contacts that can lead to partnerships between financiers and enterprises

For information and registration: <http://www.europeanventuremarket.com/>

United Kingdom

The Future of Science Parks – where Property and Process meet

By Roz Bird

Innovation locations supporting high-tech companies such as Science Parks and Incubators offer a specialist product to high-tech companies. From a property perspective the fact that the market is special has meant that property companies in the 1980s and 1990s had to make a positive choice to invest time and money to developing knowledge of the sector. Those companies, who, for what ever reasons, chose to invest, are key stakeholders and key players in the science park movement today.

However, the story did not start with property, it started with the process of “commercialization” the process whereby a discovery made through research can, given the right business advice, be developed into a start-up company able, over time, to generate income from the commercialization of the idea. 1986 was the year when universities in the UK were given ownership of the intellectual property generated within their institutions. As companies began to spin out of universities and the private sector, it became obvious that there was a need for physical space to support them.

The public sector (Local Authorities, Regional Development Agencies etc.) initially viewed science parks as property developments. Public sector funds have been invested in capital build in an effort to provide the facilities required to retain or grow commercial activity within a particular region. By the turn of the century the public sector recognized that this was not enough and so incubation policies were created which recognized the value of an incubation support process. The debate over the value of a “process” strategy over a “property” strategy ensued. Would a focus on process rather than property be the answer? Analysis has shown that a focus on process alone was not sufficient. A new strategy merging the two elements of property and process has already emerged and hopefully will be increasingly evident in innovation strategies in the coming years. Science parks continue to recognize the value of support mechanisms for their tenant companies, and also regard the presence of an incubator service as a way to attract new companies to the area. At the same time it has become clear that successful incubator tenants require grow-on space. So, what was once a clash of “property” versus “process” is now emerging as a new era of property-process-economic development-partnership.

In the 1990s partnerships between universities, the private sector and the public sector were rare. Today many science parks are made up of partners from all three key sectors (academic, private and public), all bringing their skills and agendas to the table. Analysis of the formative years of partnership working in the sector revealed that there was a need for improved communications between partners by recognizing the occurrence of miscommunication resulting from the differing cultures and expectations of the three sectors. Today many of UKSPA’s Business Affiliates involved in science park developments start with partnership development work, which in their view is critical. Given the right property, partnership and process how should the product be managed to

Supporting Commercialization – Science Parks and Incubators	
1. Commercialization of IP	1980s
2. Science Park properties	1980s
3. Economic development issues	1990s
4. Incubation	2000s
4. Partnership	2000s
5. Models of success	

best effect? It was during the first half of the “norties” that the results of many different and disparate analyses started to reveal some of the critical success factors (CSF).

The UKSPA Conference in February 2007 was a landmark event for the science park movement. Over 20 papers were presented reflecting lessons learnt, suggesting models of development and identifying critical success factors for the future. The conference proceedings are available on-line at www.ukspa.org.uk/conference click on “Conference Proceedings”.

This is the beginning of a new stage in the science park evolution and UKSPA’s role is to support its members who are operating in this arena and are beginning to benefit from these new insights and developments.

If you are interested in finding out more about this growing sector then please contact UKSPA, Roz Bird roz.bird@ukspa.org.uk

Asia

AABI has published a newsletter .The first issue includes information about

- the Design Incubation Open Day organized by the Hong Kong Science and Technology Park Corporation
- the International Forum on Economic Globalization and Business Incubation to be held in Shanghai, China
- Tax exemptions for Incubator and incubator clients in India

For receiving this newsletter, please contact: The AABI Secretariat, Mr. Wang Zhen, Ms. Teresa Jie, Email: aabi@incubator.sh.cn

International***The Bahrain Model goes to Abu Dhabi***

The Bahrain Model for Enterprise Development & Investment Promotion Program was launched in Abu Dhabi in March this year in cooperation with the Abu Dhabi Chamber of Commerce & Industry, the Abu Dhabi Businesswomen Council and the Arab Gulf Program for United Nations Development Organizations (AGFUND). The program in Abu Dhabi will be fully financed by the American Embassy through the Middle East Partnership Initiative (MEPI). A Women Business Incubator, planned with assistance of the Bahrain Business Incubator Center will be an instrument for placing a special emphasis on helping Women entrepreneurs to successfully develop their businesses.

The Bahrain Model was initiated by UNIDO's Investment & Technology Promotion Office (ITPO) in Bahrain through its Arab Regional Center for Entrepreneurship & Investment Training (ARCEIT). Head of UNIDO-ITPO, Hashim Hussein sees the capacity building program provided by ARCEIT to 240 potential women entrepreneurs in September 2005 as a main reason for the interest in the Bahrain Model. ARCEIT Bahrain has already institutionalized the Bahrain Model in Kuwait, Saudi Arabia, Yemen, Sudan, Jordan and Uruguay - Lebanon, Syria, China and Tunisia are other likely candidates.

Activities in Abu Dhabi will begin with a training of trainers program for 20-25 experts working in the field of SME development and the identification of resource persons in key disciplines (marketing, finance, accounting, etc.). This group will become the Bahrain Model core management unit in Abu Dhabi.

The four-step Bahrain Model is a full package approach aimed at assisting potential entrepreneurs from the concept stage to the operation of successful sustainable businesses.

Step 1 – Collective Capacity Building: on how to set-up a business; prepare bankable business plans; how to identify & screen business opportunities; how to assess the market potential & conduct field work for market assessment; behavioral science-based inputs to strengthen soft skills/ entrepreneurial competencies.

Step 2 - Business counseling and technology tie-up leading to joint venture collaborations: Trained entrepreneurs are helped in finalizing their business ideas and to obtain information necessary to prepare business plans. A very crucial part of this step is the possibility the entrepreneurs get to source technology tie-ups through UNIDO's ITPOs in seventeen countries.

Step 3 - Financial linkages: Upon completion of the business plan, an appropriate financial linkage is identified based on project requirements and entrepreneurs' investment capacity. Entrepreneurs are advised and guided in the completing of the required formalities for seeking loan support from the financial institution. At this stage, when needed, advice and support is also provided by financial counselors.

Step 4 - Incubation takes two forms either in-wall or out-wall (virtual): In-wall: Projects requiring basic infrastructural services offered by the business incubator are selected to operate from the incubator. The incubator has a team of experts to provide on the spot support in management, production and marketing. Out-wall (Virtual): the entrepreneur can set up the business in any location and the support is provided to the enterprise at that location on a needs basis.

More information: <http://www.unido.org/en/doc/50379>

More Networking***Creative Jobs & Creative Companies – Key Factors for Growth and Competitiveness***

The XXIV IASP World Conference on Science & Technology Parks will be held in **Barcelona, Spain, July 2 – 4, 2007**. The theme of the conference is “Creative Jobs and Creative Companies - Key Factors for Growth and Competitiveness”. The city of Barcelona and the conference's theme create a thrilling mix that will attract science park experts, entrepreneurs and institutions from all over the world. Innovation, creativity and the role of the new knowledge workers as essential factor for growth will be discussed.

Parc Tecnològic del Vallès (PTV), the first of its kind in Catalonia, has been given the responsibility of organising this IASP event. In 2007 this technology park will commemorate its 20th anniversary. PTV will count on the support of the whole network of Science and Technology Parks of Catalonia and of the public Institutions with competences in this field.

(Generalitat of Catalonia and the Spanish Government).

Barcelona enjoys a Mediterranean climate with 2,500 hours of sun each year. It has 5 km of beaches close to the city-centre and is rich with historical and cultural heritage. Catalonia has been the cradle of great cultural and intellectual creative personalities like Gaudi, Dalí, Picasso, Miró, etc. One of Catalonia's fortes is also its gastronomic culture: the Mediterranean diet, uniquely refined by Catalonia's world renowned chefs, is one of the healthiest and most widely appreciated.

More information: www.iaspbarcelona2007.com

Climate Change Working Party

At the Seattle Global Summit of Business Incubation Associations Julian Webb was appointed the chair of the new Climate Change Working Party of GBIN, Global Business Incubation Network. . He now is inviting partners interested joining on the working party and to elicit ideas as to how we proceed.

Earlier this year a draft concept paper was developed for a climate change incubation network that could serve as a basis for further working on this topic. The objective considered is: To build a global network of business incubators, to support the development of new technologies to address climate change and environmental problems. The network aims to become a model for technology focused networks which are dynamic, support client partnering, funding, and market growth, and create a great deal of value.

This concept paper will be mailed to those who are interested or who request a copy.

Contact: Julian Webb, CREEDA Projects, Email: Julian.Webb@creedaprojects.com.au

The 5th MENA^{inc} Workshop: Manamana, Bahrain, September 3 – 6, 2007

This workshop is part of the infoDev Incubator Initiative (<http://idisc.infodev.org/en/index.html>) and will continue the network building process that has begun with the Casablanca workshop (January 2005) and continued in Hyderabad (November 2006), Amman (January 2007), and Tunis (May 2007). The Bahrain event will officially start the MENAinc Business Incubator Network with its Focal Point at Bahrain Business Incubator Center. This network already has members from ten Middle East and North African countries and will present results of network project activities at the Bahrain Workshop. Additionally a training program for business incubator managers will be offered at the event.

More information: MENAinc Focal Point, Omer Oz, Email omeroz1@gmail.com

Global Summit - digital

After the 14th Summit held in Seattle one more step has been done for linking the representatives of business incubation associations and making continuous communication easier.

- All the Global Summit presentations are available to Summit attendees to view these online or download them: http://www.nbia.org/nbia_events/conf2007/Global_Summit_2007/
- A Summit listserv including “rules” or “netiquette” has been set up. This tool will not only all the GBIN members to communicate more easily in general matters but also will help organizing cooperation within the Summit Workgroups.

In case you are representing an association of business incubators and did not yet receive any email through the listserv, please contact Dinah Adkins, Email dadkins@nbia.org.

Monitoring Incubator Performance & Assessing their Impact

NBIA has prepared a publication on a new incubator evaluation toolkit that will be published in early July 2007. The toolkit will provide advice on collecting impact data, templates and other info. It will suggest some specific metrics incubators might want to collect that could feed into an industry database. Basic metrics that incubator managers (should) track are suggested by NBIA in the booklet, *Measuring Your Business Incubator's Economic Impact: A Toolkit*, which will be provided free to members. These are the core metrics, however, and they address jobs, wages, revenues, etc. NBIA will be asking its members to collect the following data and to follow up with graduates for at least five years. With this data available from more than NBIA members, the business incubation industry could make powerful statements about the impact on enterprise and economic development. The toolkit suggests, for example, to collect following information: Number of current clients, Total number of graduates since program inception, Number of graduate firms still in business or that have been merged or acquired, Number of people currently employed full-time (at least 32 hours) by client and graduate firms, Number of people currently employed part-time (fewer than 32 hours) by client and graduate firms, Current monthly salaries and wages paid by client and graduate firms, Gross revenues for the most recent full year for client and graduate firms, Dollar amount of debt capital raised in most recent full year by client and graduate firms (bank loans, loans from family and friends, revolving loan funds, or other loan sources), Dollar amount of equity capital raised in most recent full year by client and graduate firms (include investments from angel investors, venture capitalists, seed funds, or other equity capital sources), Dollar amount of grant funds raised in most recent full year by client and graduate firms (SBIR, state grants, etc.).

With this data available from more than NBIA members, the business incubation industry could make powerful statements about the impact on enterprise and economic development.

More information: Dinah Adkins, dadkins@nbia.org

Monitoring and Evaluation Business Incubator Performance

Are you curious about how your incubation program stacks up against others? QLBS.com has developed “QIncubate”, a software system that allows you to assess your incubator's performance against guidelines based on industry best practices. At the NBIA conference in Seattle QLBS as a conference sponsor presented the software in a special workshop and made an offer to members of NBIA: Discounts on QLBS.com software after a free trial period and services through the NBIA Partner Program. Learn more at www.nbia.org/partners.

This offer also will be extended to members of SPICE Group with the aim to broaden the basis of experience and for finding out ways for collaboration, for example related with developing SPICA Directory Online as well as the Survey of the Global network for Business incubation to strengthen the information basis about business incubators and developing a benchmarking offer.

And finally...

Innovation and entrepreneurship support with business incubation as a key component rapidly is attracting attention of policy makers and gaining more importance as basis for securing competitiveness and diversifying and strengthening economic development. The more business incubation programs are operating, the higher is the need for reliable information and data. At the same time individual incubators experience an increasing need for monitoring their activities as a basis for securing and developing the quality of their services. At the same time – as a consequence of increasing knowledge about the potential of business incubation – the demand for information and training offers is growing. All this is part of the challenges to meet – for individual incubators as well as national and international associations. Cooperation and networking are efficient tools for getting access to information, experiences, and know-how. We invite all readers to join these activities and look forward to hearing from you

Heinz Fiedler & Larisa Brovarska