

« Innovative Business Incubators: A general overview in Europe »

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EBN Managing Director**

**IRE Workshop, Krakow
22nd March 2005**

- The **European Network of BI³Cs**, incubators, innovation and entrepreneurship Centres
- An organised Network of 200+ Business Support Centers covering most regions of **EU 25**
- An initiative taken **20 years ago** by the EC and european industry leaders
- A **dynamic cluster** of clusters with 20.000+ entrepreneurs inside the active portfolio

Key - words



- Entrepreneurship
- Innovation
- Incubation
- Networking
- Angels
- Technology
- Clusters
- Spin-off
- Public Private Partnership
- Competitiveness
- International Partnering

Everybody is speaking about:



- Benchmarking → Co-mparison
- B2B → Business co-operation
- Clustering → Coop-etition
- Upstream Collaboration → Co-incubation
- Web – portals → Sharing ressources, information
... maybe designing Co-mmon tools
- Internationalisation → Let's go to CEBIT & China !
Sychrome

EC Policy makers have recognized the value of « innopreneurship »



- Declaration of Lisbon
- Regional Policy (Yesterday, today & tomorrow)
- R&D / Innovation Policy (15% - 3%)
- IAP, CIP, FP6/7
- Social cohesion issues >>> red tape/Bolkenstein
- Rural economical development policy
- ETAP (Environment Technology)
- Entreprise Policy + Lisbon Competitiveness
- Other international organisations (ESA, WB, OECD, Unesco, CERN, ...)

Core competences & Market credibility: Focus or die

- One-stop shops / First-stops shops
- Segmentation
- Focus
- Core-competences
- Consistency in time
- Leadership
- Long-term vision
- Clever Networking
- Regional systems
- Know-how → Know-who !
- Local credibility → Transnational credibility!

SUPPORTING NEW ENTREPRENEURS is a serious business



Not an empty, generic, superficial support!
Just like being or acting as an Entrepreneur!

- Serious **people**
- Serious **processes**
- Serious **technologies**
- Serious **commitment**
- Serious **time-frame**
- Serious **input**
- Serious **output**
- Serious **partners**
- Serious **impact**

Let's get SERIOUS → it's a matter of functional reality, not virtual reality



The PROCESS is the key

- Modifying climate / creating atmosphere
- Detecting-it
- Creating traffic & critical mass
- Creating the confidence
- Playing selectivity
- Working on the content
- Simulating/Calculating/Planning/Modelizing
- Guiding & Coaching
- Providing physical incubator facilities
- Incubating, monitoring & following-up
- Helping to raise finance
- Connecting & Networking with other institutions

This PROCESS should:

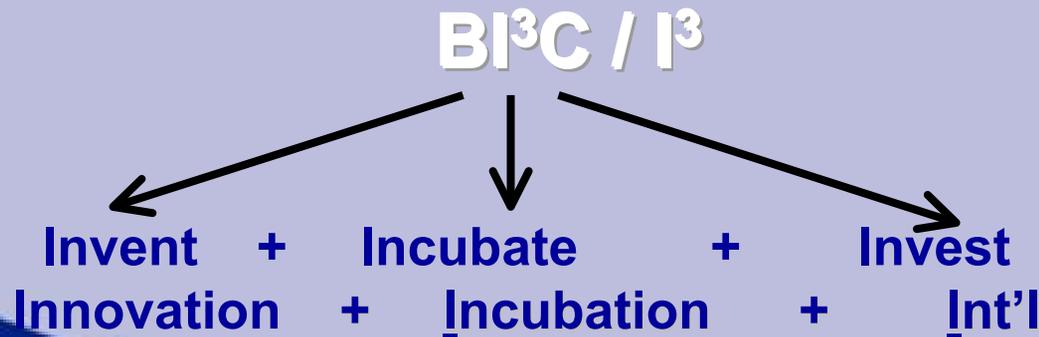


- Implemented by a **MINI-SYSTEM**:
 - cheap & flexible
 - plugable
 - Embedded micro-processor
 - « darwinian » peripherals
- Look at different **target group**:
 - start – ups
 - existing SMEs
 - public bodies
 - spin-off / spin-out
 - individuals
 - Large Entreprises

This is a BIC! ..a BI³C or an I³!



- A **tool** for the regional economical development
- A creator of **new innovative enterprises**
- A developer of **innovative projects** in existing SMEs
- An operating agent of public-policy related entrepreneurship and innovation **programmes** financed by EU, Region, State
- An EC-labeled specialized business support player (Ref. B2Europe)



Partnering

Competence development & market positioning



- Starts locally, regionally.
- Evolved naturally within obvious networks
 - Cross-boarder
 - ad-hoc networks
- Should be nurtured adequately from a solid core-competence
 - Genetically compatible
 - Market – feasible
 - Humility & hands – on driven
- Could become truly international —————> but what is the priority?

Incubators & BICs in Networking



- Open Systems
- Flexible patterns
- B2Europe spirit

IRC EIC
BIC NCP

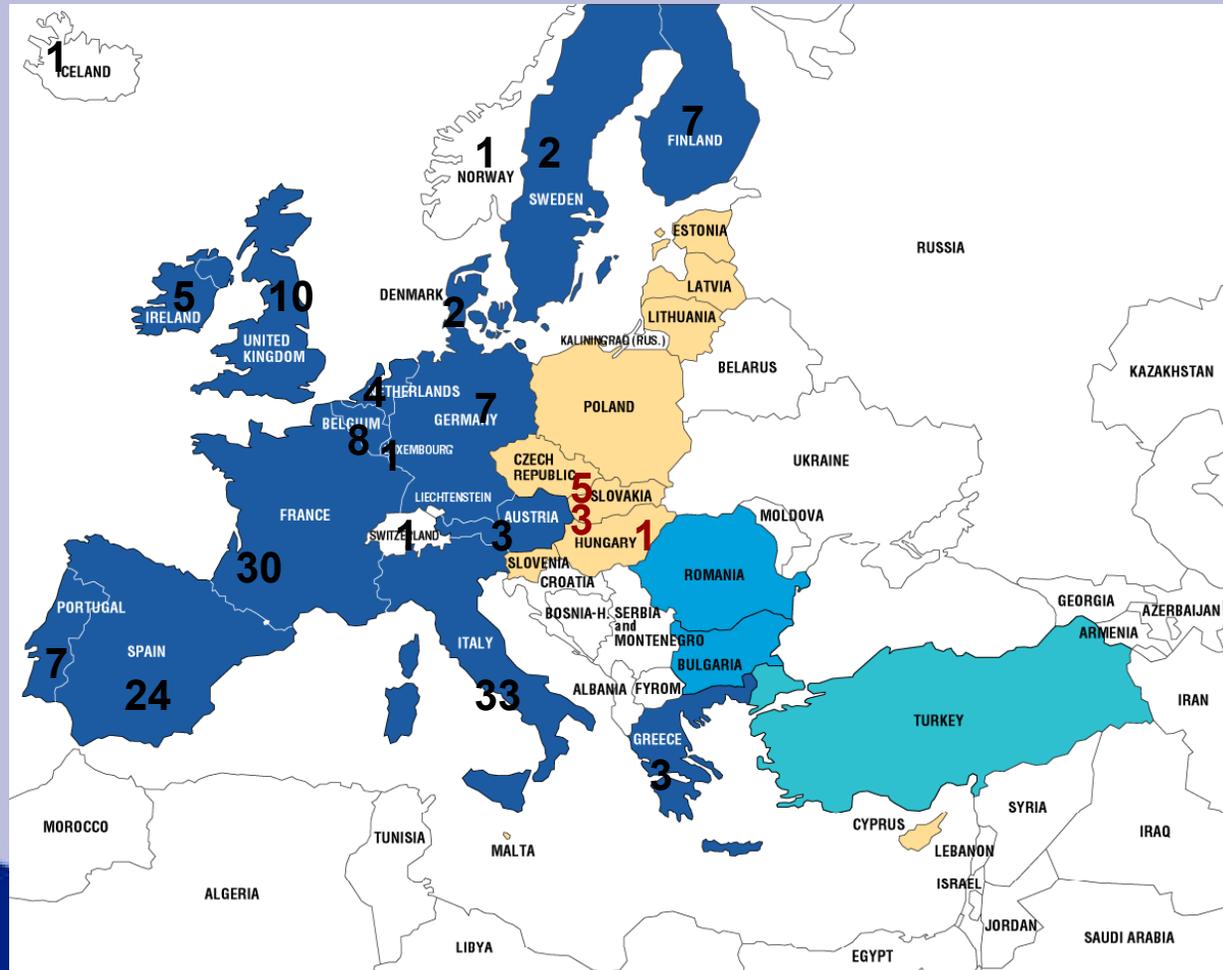
- Cooperative Networking

RDA STP
CCI

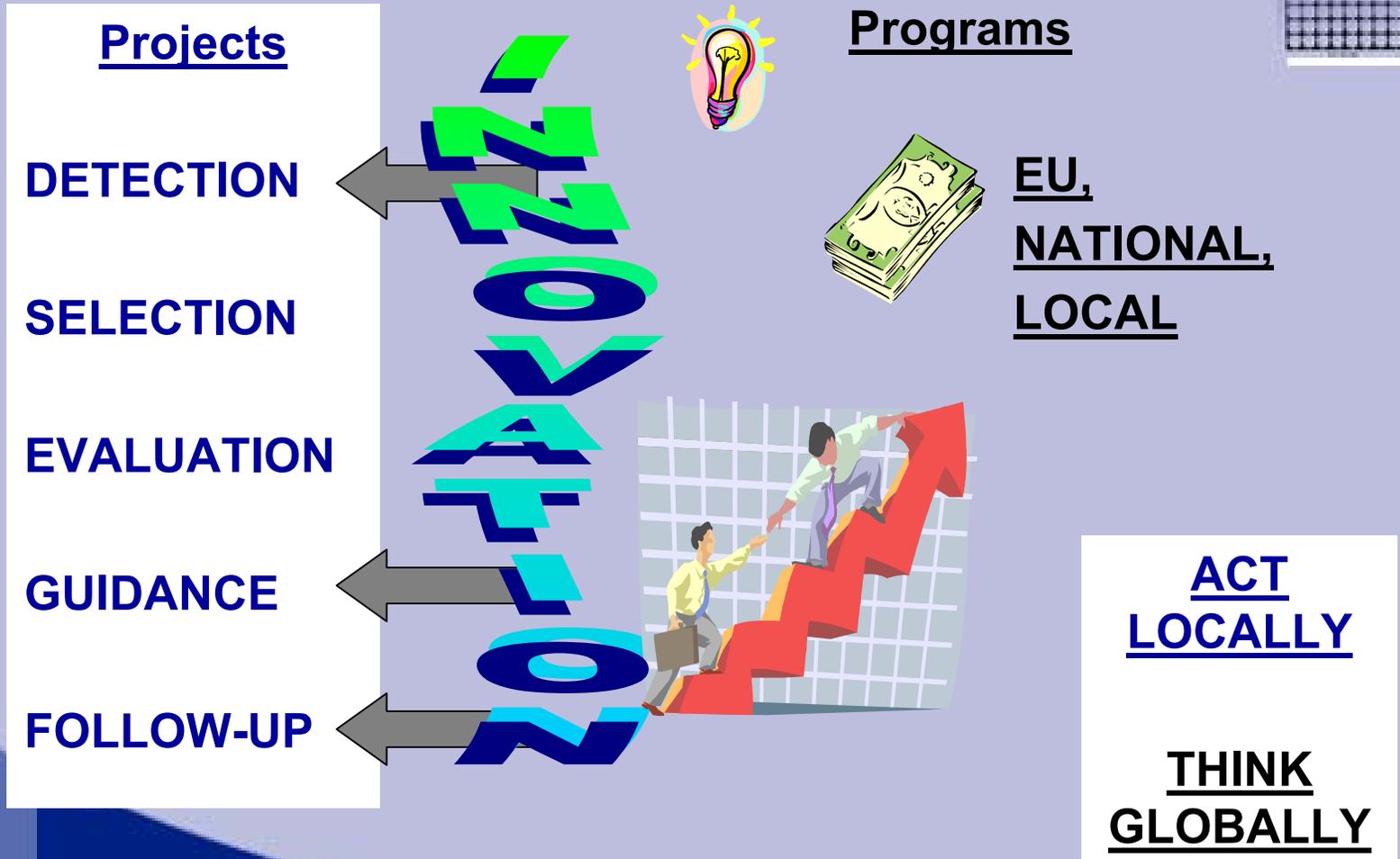
- Multiple Actors / Multi-measures programming



155 BICs
188M€
1902 Staff
9 in AC's
(230 Members)



BIC / Incub. Core Business



DETECTION

SELECTION

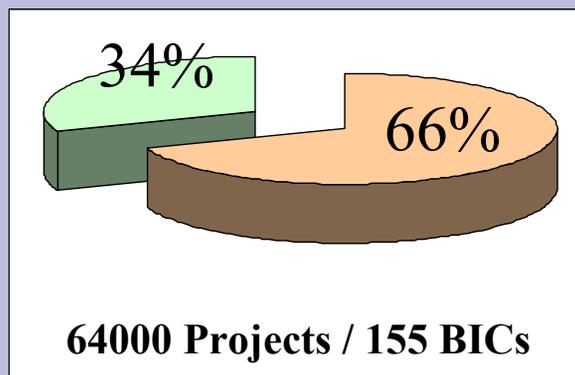
EVALUATION

GUIDANCE

FOLLOW-UP

Own Promotional Methods

- Direct Prospecting
- Events
- Trainings
- Awareness seminars
- Associations & Clubs
- Competitions & Grants
- Programs
- Media (Press, web, Radio, TV)



Intermediaries

- BIC Board
- BIC Talent Pool
- BIC Clients
- BIC Partners

Indicators:

34 / 100k€ Budget

34 / BIC Staff

Core Business



DETECTION

SELECTION

EVALUATION

GUIDANCE

FOLLOW-UP



For Creations

Added Value + Sustainable Jobs

- Technology Push
- Market Pull
- New Services
- Territorial Marketing

For existing SMEs

Maintain Jobs + Competitiveness

- New Product, Service, or Process
- Internationalisation
- Taking-over a Family-owned SME
- New Commercial Approach
- Organisational Change (HR, venture...)



38 % Technological Projects



Signposting

14.000 projects of creation pass risk analysis

METHODS

- Templates (check list, scores)
- Software (skills etc.)
- External expertise (entrepreneurial skills)
- Talent pool of experts (Market, IP, ...)
- Evaluation committee
- Formal presentation by the promoter(s)

OUTPUT of the EVALUATION PROCESS

**C
R
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- Formal Meeting
- Report (Risk Analysis)
- Label (levering effect)
- Action plan
- Contract

**S
M
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- Diagnostics
- Contract

+/- 16 hours / project



Core Business



DETECTION

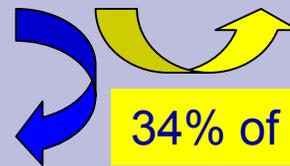
SELECTION

EVALUATION

GUIDANCE

FOLLOW-UP

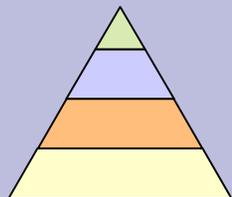
Signposting



34% of initial projects

FOR CREATIONS: a single process

- Strategic Planning: 6.000 Business plans established
- 3.800 new SMEs created
- 3.200 SMEs hosted
- 10.500 jobs created
- Access to a Talent pool of 9.400 experts



FOR EXISTING SMEs: 4 action lines

- 8.000 customised supports (specific projects)
- 6.000 SME included in programmes
- 2.300 SWOT analysis
- 10.000 SMEs in training programmes



+/- 40 hours / project

Core Business



DETECTION

SELECTION

EVALUATION

GUIDANCE

FOLLOW-UP



OBJECTIVE 1
The Client.



OBJECTIVE 2
BIC Improvement



100%

3
years

Signposting



Core Business : KSF



DETECTION

SELECTION

EVALUATION

GUIDANCE

FOLLOW-UP

Management

- Acknowledgment and Consensus (Financing, Signposting Process)
- Clear Positioning and Strategy (Programs : Specific Needs, Sectors)
- Financial Engineering (Benchmarking)

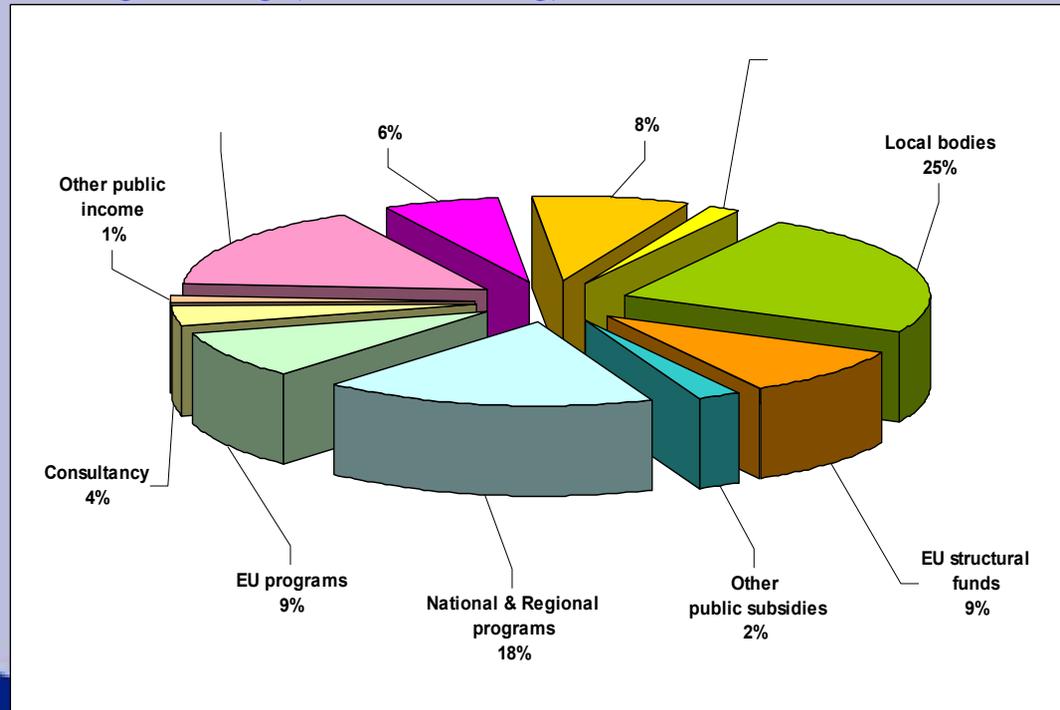
36% = Public subsidies

28% = Public €

36% = Private €



Quality



Core Business = Projects+Programs



DETECTION



- Diagnostics
- Prospecting Labs
- Women Entrepreneurship
- Spin-outs
- Entrepreneurship training
- Competitions / Grants

SELECTION



- Tools

EVALUATION

GUIDANCE



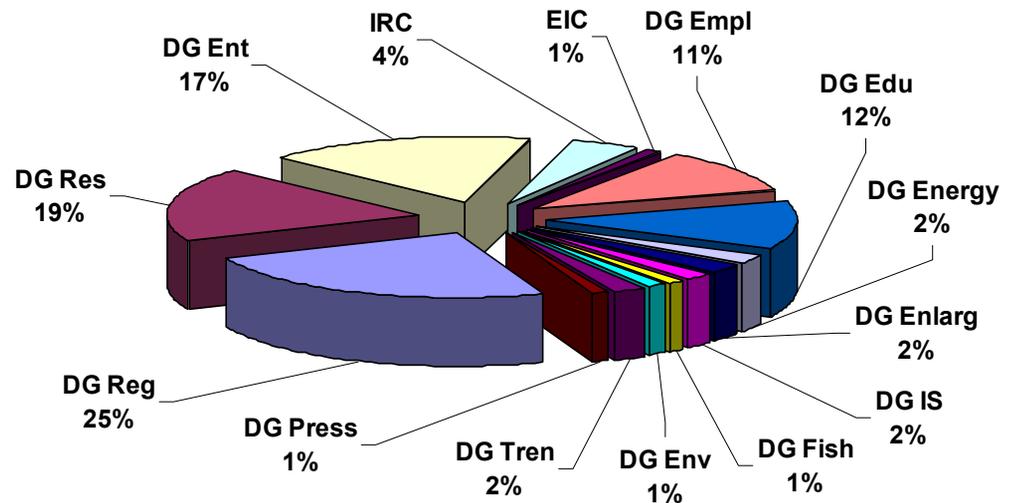
- Internationalisation
- Vocational Trainings
- Clustering
- Sector-Specific

FOLLOW-UP

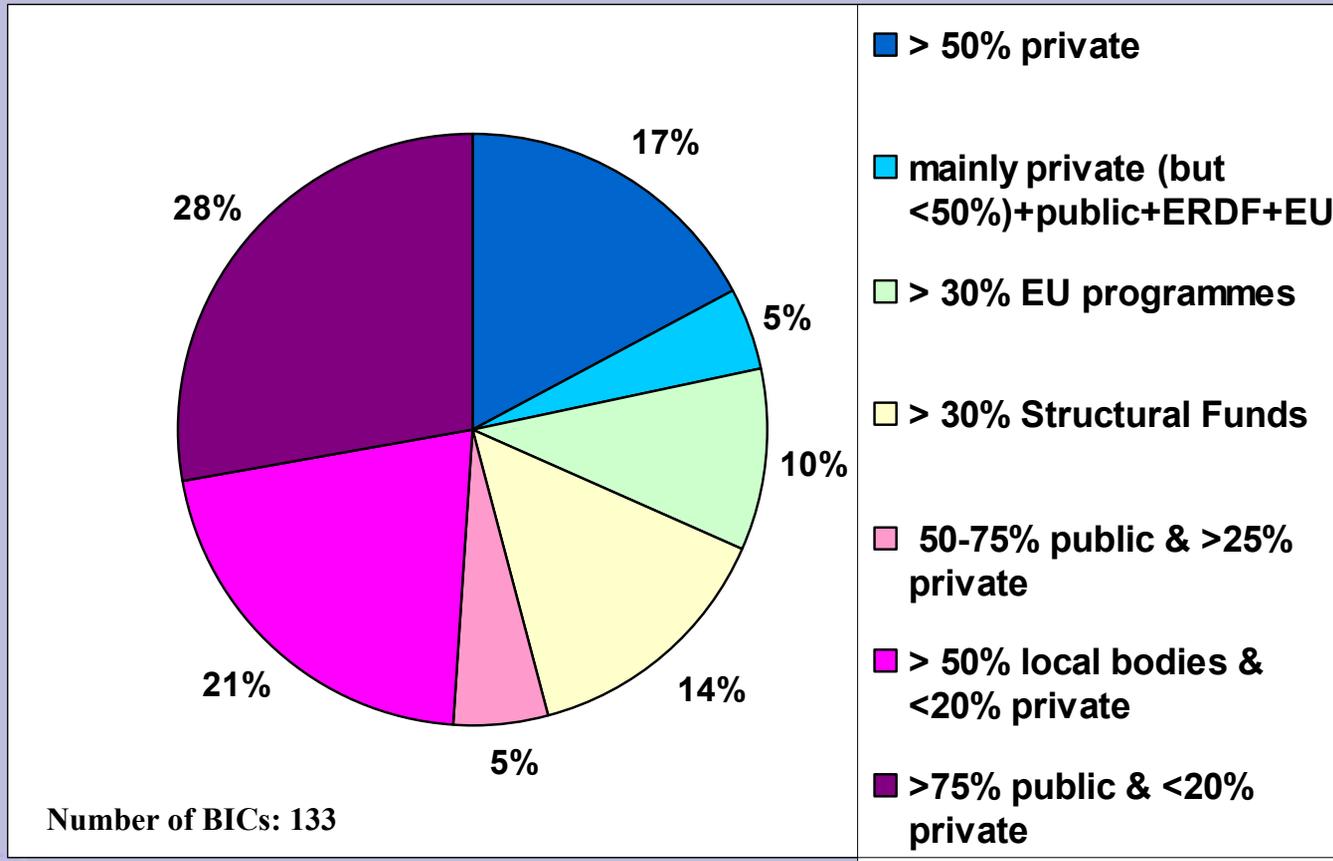


54% are
Regional
or National
Programs

2/3 of EU
financing
comes from
DG. Res, Ent.
or Reg.



BICs' Business Models



The Business model - 1



Exploitation of new business opportunities

Economic analysis
(for each cluster
or business area involved)

Local or business area plans

Business opportunity maps
(Competitiveness and business
opportunities)

Promotional campaigns

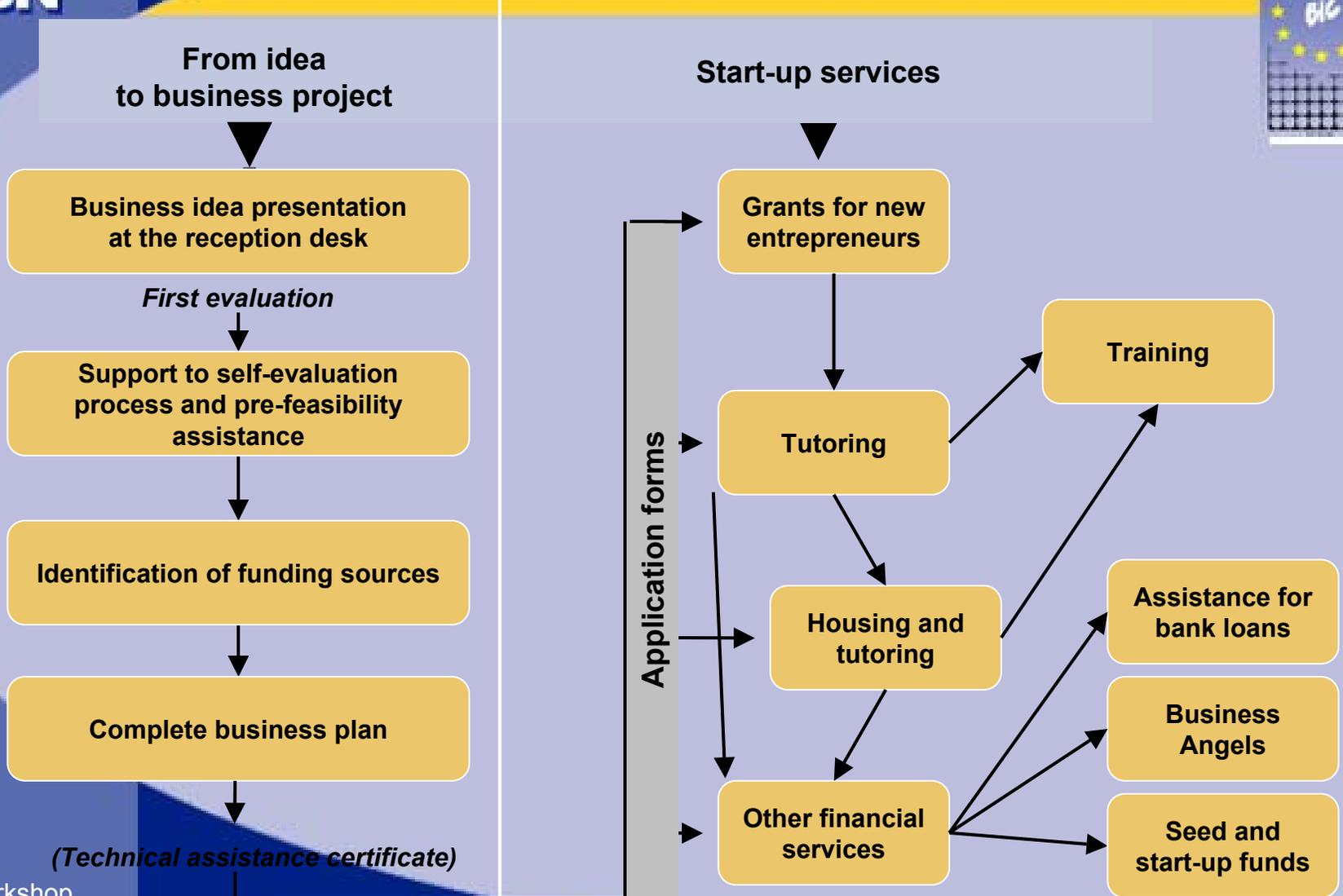
Help desks:
counselling and training

Assistance to enterprise creation

From idea to business project: "the Nursery"

Start-up services

The Business model - 2



Incubators – 80's



- Part of the re-launch productive plan, the first incubators were located in empty industrial buildings;
- The first start-ups were spin-offs operating in engineering and industrial-maintenance sectors;
- Incubators offered basically only housing and financial services for start-ups;
- Public/private organizations aimed at supporting the creation of SMEs and tools for regional and local development;
- Expansion mainly in less favored area;
- Role of promoting entrepreneurship thanks to a bottom-up approach (business planning, vocational training programs).

Incubators – 90's

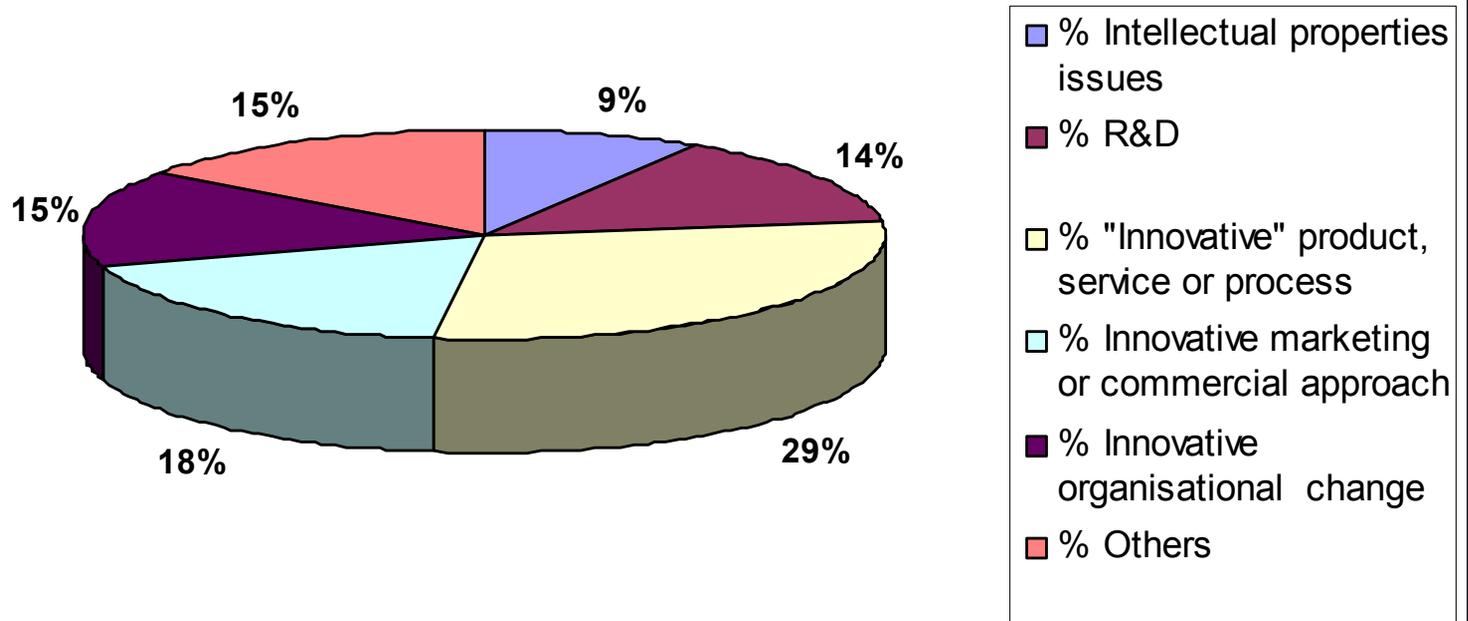


- Customized Business Model that focused both on the local context and on the requirements of its local network;
- Local development agencies financing new SMEs;
- Vocational training centers for new SMEs;
- Service providers for start-ups in Techno Parks;
- Service providers that offered services other than housing;
- Increase of the quality of services;
- Incubators were much more focused on ICT sector, as a result they modified their basic facilities;
- Consequently networks of specialized incubators sprung up;
- Link with other business support organizations, Chambers of Commerce, research Centres, Universities, etc.;
- High value services for innovative start-ups have been delivered; Universities incubators.

SME Projects' profiles



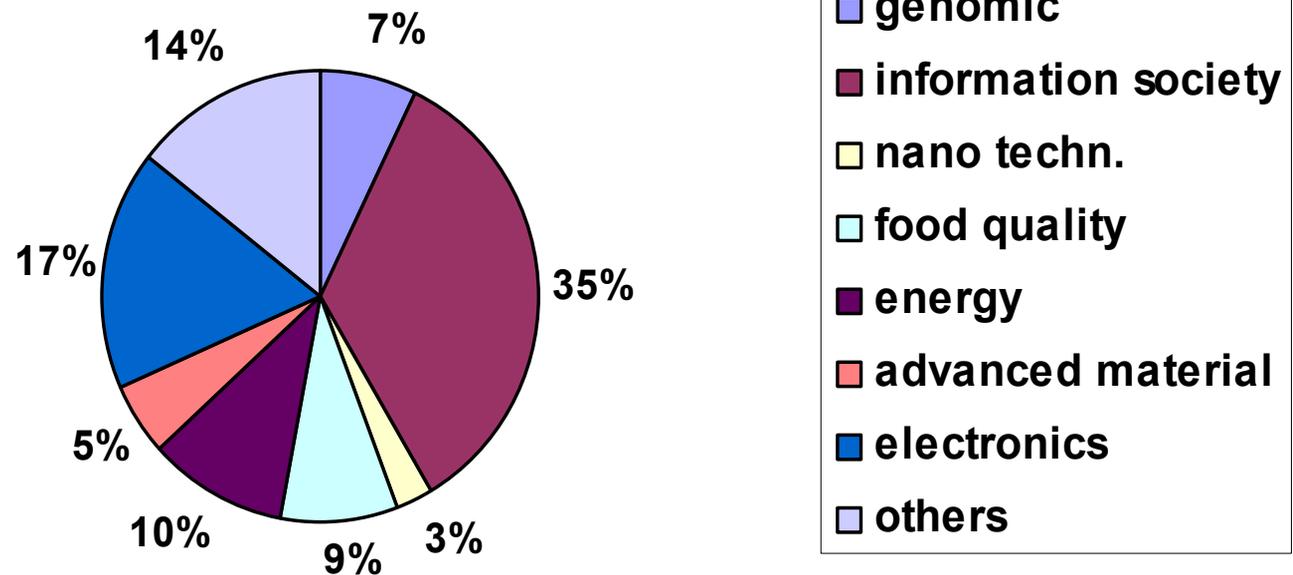
BIC Projects' Profiles - Existing SMEs



BICs' results - Types of Projects

	Number of projects selected in 2003	% of technological projects	Number of technological projects
Creation of enterprises	14.000	30% Incl. 10% spin off	4.200
Existing SMEs	8.000	52%	4.200
Total number of technological projects			8.400

Technological Innovation Projects



Results – Start-up creation



European BICs	
n. contacts with potential entrepreneurs	64,000
n. projects selected by BICs	14,000
n. business plans completed	6,000
n. start ups created	3,800
n. enterprises hosted in BICs incubator	3,200
n. jobs created by enterprises hosted	17,400

Cumulative results, year 2003

Results – support existing SMEs



European BICs	
n. SMEs having benefited from BIC support activities	16,000
n. SME diagnostically checked by BICs	9,000
n. SMEs involved in innovative programs managed by BICs	2,300
n. SMEs having benefited from training program by BICs	10,000

Cumulative results, year 2003

BICs structure



	Age of BIC*	Annual budget x BIC*	Population coverage x BIC*	Operating team x BIC*
BICs in Europe	8.9 years	1.18 M€	1,304,246	12

* average numbers

Incubators: 9 recommendations



- 1 Incubators are not hotels for enterprises, but are Centers for local development and enterprise creation;
- 2 Incubators operate on three levels and provide services to three different target/clients;
- 3 The type and size of the incubators depend on the context where they operate;
- 4 The organization of office facilities and the services mix depend on the kind of enterprise to which they are directed;
- 5 Housing is always a temporary condition in an incubator, and “innovative” enterprises are preferred; hosting is always paid by the enterprises;
- 6 The selection process must be formalized and transparent; moreover, the “chart of services” offered by the incubator must be clear;
- 7 The building up of incubators needs European/state/regional financing; nevertheless, the EU programs are of central importance;
- 8 Management costs must be financed by services;
- 9 At least one of the following location factors must exist:
 - to be near an industrial area
 - to be near an urban area
 - to be close to other knowledge based providers able to promote businesses and innovation development.

The future



From a physical incubator to the incubation process:

- Focus on pre-incubation phase to detect new innovative projects aimed to offer tailor made services along with other business support organizations;
- Deliver high level start-up services to support networking among SMEs;
- Promote trans-regional and trans-national networks to improve the positioning on the global market of new SMEs

EBN Home-page



The European BIC Network is the reference point on innovation, incubation and entrepreneurship in Europe

General Information

- Home
- About EBN
- About the BICs
- The network
- EBN Projects
- Events
- Publications
- Partners
- Useful Links
- Join the network
- Contact us
- EBN Database

Members Login

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EBN Business Connect Database

Welcome

EBN - the European BIC Network - is a non profit making association based in Brussels. EBN offers services aiming at co-ordinating the activities of the BICs, developing and promoting the BIC concept within and outside the European Union. Since its creation in 1984, EBN has grown substantially and there are now 160 BICs (full members) in 21 countries in addition to 70 associate members who share the same objective of SME support and development.

EBN fits within the B2Europe initiative launched by the EC aiming at connecting harmoniously the main Community SME support networks (Business & Innovation Centres, Euro Info Centres, Innovation Relay Centres, etc.)



What's New

- EBN Technical Seminar - Louvain-la-Neuve, 16 November 2004: PRESENTATIONS AVAILABLE
- DETECT-it - Second Partners Meeting, Louvain-la-Neuve, 17 November 2004
- Créawal: Enterprise Creation & Financing Forum. Louvain-la-Neuve (B), 16-17 November 2004

Strategic Projects



Strategic Partners



Zoom on Innostart



INNOSTART is one and only Hungarian full member European Business Innovation Centres Network, EBN, which comprises more than 160 successful centres today...

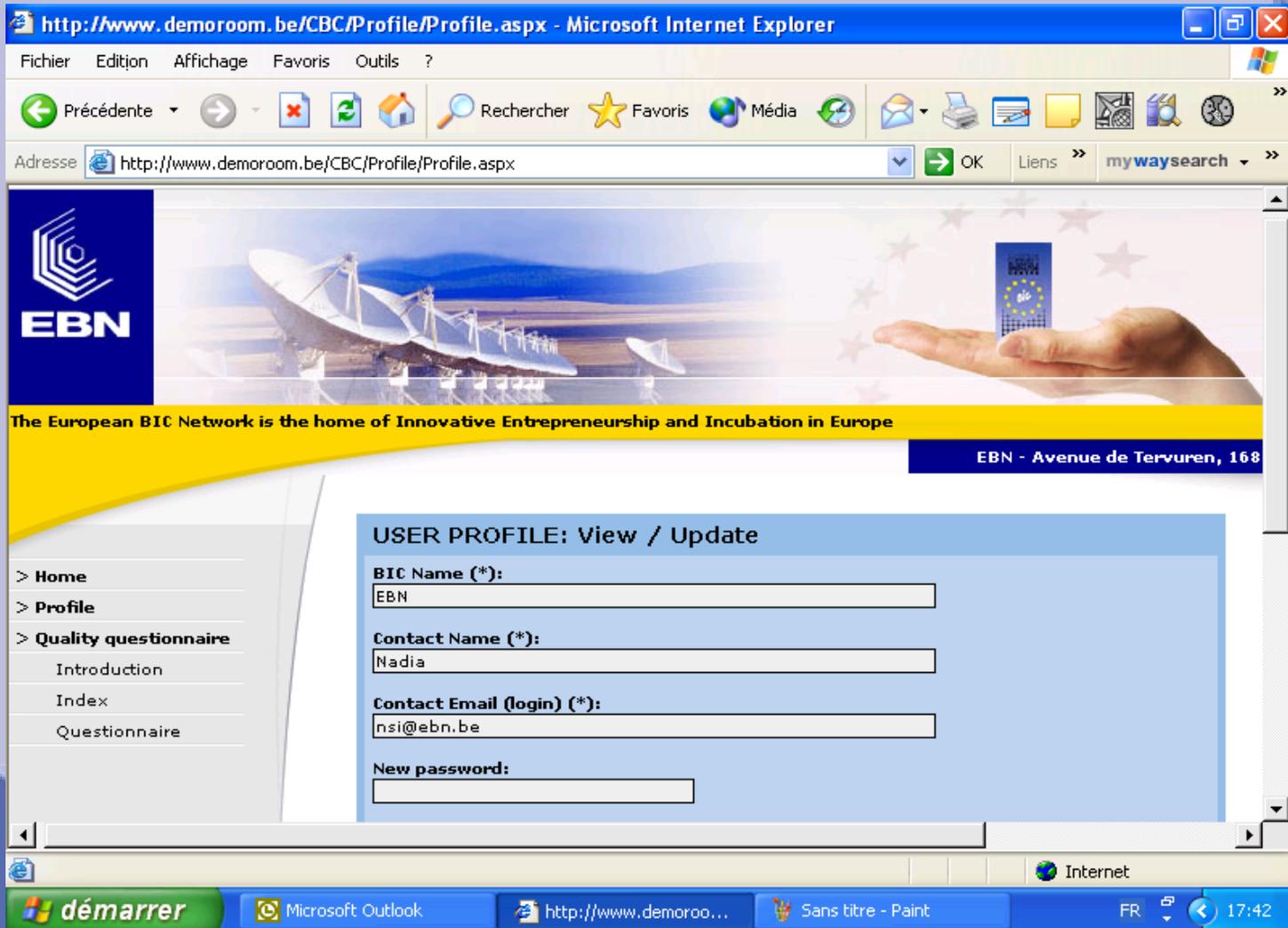
Events

EBN Technical Seminar - Incubation Strategies
According to the EC BIC Model: Quality - Driven Approaches, Louvain-la-Neuve (Belgium), 16 November 2004.
For more info [Click here](#)
PRESENTATIONS NOW AVAILABLE !!

CréaWal 2004
Enterprise Creation & Financing Forum. [Further info](#)



EBN Quality Questionnaire 2005



The screenshot shows a Microsoft Internet Explorer browser window. The address bar displays the URL: <http://www.demoroom.be/CBC/Profile/Profile.aspx>. The browser's menu bar includes 'Fichier', 'Edition', 'Affichage', 'Favoris', and 'Outils'. The toolbar contains navigation buttons (Précédente, Suivante), search, and other utility icons. The main content area features the EBN logo on the left and a banner image of satellite dishes and a hand holding a BIC logo. Below the banner, a yellow bar contains the text: 'The European BIC Network is the home of Innovative Entrepreneurship and Incubation in Europe'. A dark blue bar below that shows the address: 'EBN - Avenue de Tervuren, 168'. The main content area is titled 'USER PROFILE: View / Update' and contains a form with the following fields:

- BIC Name (*):**
- Contact Name (*):**
- Contact Email (login) (*):**
- New password:**

A left-hand navigation menu includes links for 'Home', 'Profile', and 'Quality questionnaire' (with sub-links for 'Introduction', 'Index', and 'Questionnaire'). The Windows taskbar at the bottom shows the 'démarrer' button, open applications (Microsoft Outlook, Paint), and the system tray with the date 'FR' and time '17:42'.

EBN Quality Questionnaire 2005



INDEX

SECTION 1: MISSION & MANAGEMENT

Section 1.1: Creation of the BIC

Section 1.2: Legal Status of the BIC and/or of the Hosting Organization

Section 1.3: Shareholders and Stakeholders

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Section 2.1 BIC Strategic Alliances (structural and formal agreements)

Section 2.2: BIC Human Resources (team)

Section 2.3 Catchment area

Section 2.4 EBN Talent Pool

SECTION 3: FINANCIAL ASSESSMENT (INCOME & EXPENDITURE)

Section 3.1: Income 2004

Section 3.2: Expenditure 2004 (BIC or BIC cost centre inside hosting organization)

Section 3.3: Assets / Property

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SECTION 9: PERFORMANCE AND EFFICIENCY

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Section 9.2: Enterprises supported (existing)

Section 9.3: Breakdown by nature and sector

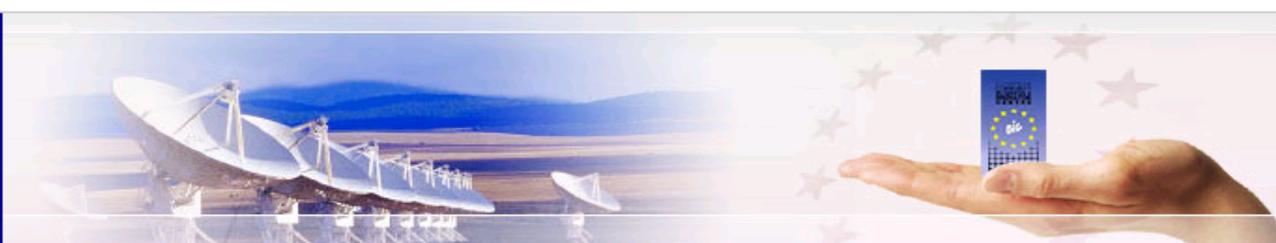


Microsoft Internet Explorer - <http://www.demoroom.be/CBC/Quality/Quality.aspx>

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EBN - Avenue de Tervuren, 16

- > Home
- > Profile
- > **Quality questionnaire**
 - Introduction
 - Index
 - Questionnaire

<input checked="" type="checkbox"/> Mission & legal status	<input checked="" type="checkbox"/> Organizational development	<input checked="" type="checkbox"/> Financial assessment
<input checked="" type="checkbox"/> General interest BIC missions	<input checked="" type="checkbox"/> Services to new entrepreneurs	<input checked="" type="checkbox"/> Services to existing SMEs
<input checked="" type="checkbox"/> Signposting to partner organizations	<input checked="" type="checkbox"/> Quality	<input checked="" type="checkbox"/> Performance and efficiency

SECTION 1: Mission and legal status

Section 1.1: Creation of the BIC

1.1.1 Was your BIC created as a complete new entity?

Yes No Question still to be answered

If YES - enter the date of creation and go directly to section 1.2

Internet

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The European « PROJECTS FACTORY »:

a tool for international partnering



- A source of innovative processes & methods;
- An idea-box;
- A vector to catch opportunity for you & your clients;
- A new partners meeting place;
- A pragmatic and serious way to build « operational reputation »
- Project management: « A real on-the-spot management school »
- Your R&D and Idea lab
- A contribution to the financing of your « R&D » dept.

Some PROJECTS



- DETECT-it (SMEs, R&D & FP6)
- CROSS-BORDER-CONNECT (B2B)
- ESINET (Space Technologies)
- CORE Business (Renewable Energy)
- ECIS (Research Spin Off)
- NAVOBS (SatCom startups)



***A DEDICATED NETWORK OF INCUBATORS
STIMULATING SME PARTICIPATION IN FP6***

**DETECT-IT PROJECT
CO-ORDINATOR:**



Krakow

22nd March 2005

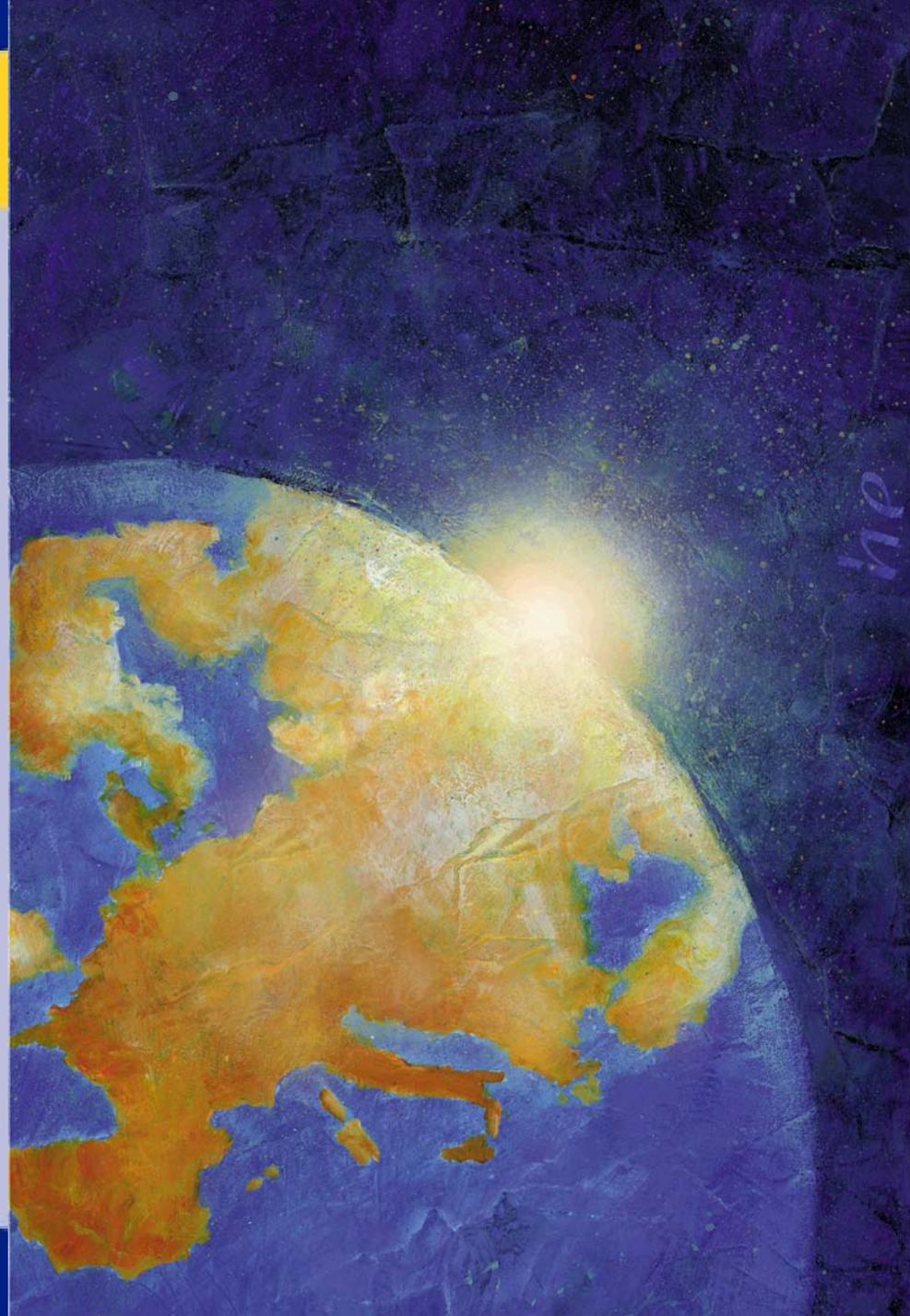


Philippe Vanrie

CBC

Cross Border Connect

From Frontiers to Shared Experiences



Ilhop,
Krakow

22nd March 2005

eSINET

A unique concrete platform for supporting entrepreneurs to establish start-up companies offering new services or applications emerging from the creative use of space technologies and/or systems in non-space sectors!

NAVOBS

Launching New Economic Activities from
Satellite Communications, Earth Observation, or Geo-localisation Services

Wed, 08 Dec 2004

[About FP6](#) | [About ESINET](#) | [More about Satellite Systems](#)



Welcome to NAVOBS

The NAVOBS project aims to improve the participation of small and medium-sized enterprises in Research and Technology Development (RTD) activities related to the development of innovative services based on Space infrastructures.



NAVOBS is focused in particular on supporting SME participation in RTD activities related to GALILEO, GMES and Space Telecom-based services which is one of the priority research areas of the sixth framework programme of the European Commission (EC).

If you are an SME planning to develop new service activities;

GEO-LOCALISATION, NAVIGATION,
EARTH OBSERVATION AND ENVIRONMENT, SECURITY,
TELECOMMUNICATION, TELE-EDUCATION OR TELE-MEDICINE

If you think that space infrastructures will enhance the added value of your services;

If you are ready to participate in EC funded projects in support of your business plans;

YOU NEED TO JOIN THE NAVOBS SMES PLATFORM

AND REGISTER ON LINE !

The NAVOBS programme is an initiative of the European Space Incubator Network (ESINET), which is supported by the European Space Agency and the EC.

On-line Registration

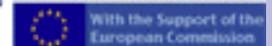
Please click below to complete the on-line registration form:

Latest News

ESA - Technology Transfer Programme: Annual Meeting (16/11/2004)

Galileo JU - MEDA Information Day, Cairo (27/09/2004)

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CORE Business

Raising Renewable Energy Awareness and Facilitating Regional RE Business Development

Home	Over the years and in different parts of Europe, a number of approaches have been tried to gain public support. These include education about environment gain and the benefits of lower CO2 emissions and scientific argument to counter some of the more spurious grounds for objection. Where economics is used as a tool for overcoming objections, it normally comes in the form of inducements, such as developers offering to invest in community projects or offering shareholdings in their Renewable Energy sources schemes.	about ALTENER programmes
About Core Business Objectives Work Programme Expected Results		latest news
Partners	CORE Business intends to show how communities can perceive renewable energy in a new more positive way following the development and dissemination of reasoned economic argument.	supported by
Events/News	CORE Business will focus on the creation, incubation and growth of new energy related enterprises as the basis for economic regeneration of the areas concerned.	
Public Reports		
Useful Links	CORE Business project is an initiative supported by the European Commission ALTENER programme.	with the support of the European Commission
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EBN Congress 2005

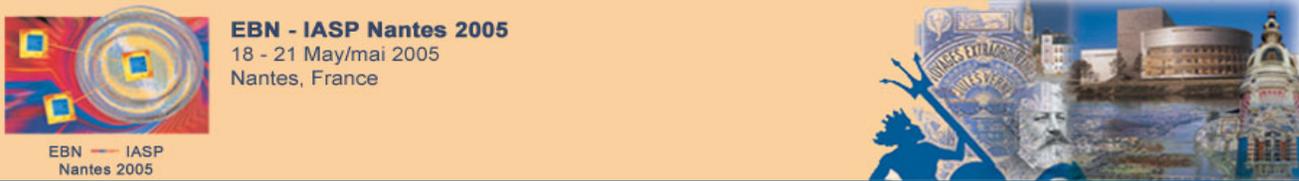


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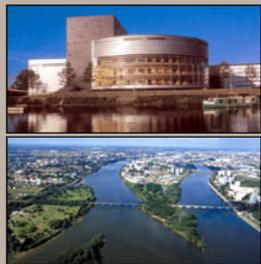
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Nantes, France

EBN — IASP
Nantes 2005



Networking & Clustering:

"A dynamic to accelerate innovation and entrepreneurship in Europe"
"Une dynamique pour accélérer l'innovation et l'entrepreneuriat en Europe"







XIV Congress/Congrès



IASP
European Conference
Conférence Européenne



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*A fully dedicated
Brussels based
team of 10
professionals*

in 30 countries

**Synergy, added value &
membership services**

For more information



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