WP2: A cross-analysis of entrepreneurship & incubator models

REPORT OF NOTABLE REGIONAL INCUBATOR MODELS

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INTRODUCTION

General description of WP2

A cross-analysis of entrepreneurship & incubator models is performed. Selective models from country & regions are described such as the UK-Wales region, the Öresund Science Region, the Miskolc Hungary & Timisoara region, the ELAt region of Netherlands, Belgium, and Germany, the Austria Graz region, the Spanish IRE region Madrid, the Estonian IRE region of Tallinn, das Bergisches Dreieck (Remscheid-Solingen-Wuppertal), the Lublin regional area, and the Rome innovation area.

Literature, survey questionnaires, expert interviews, and local consultation seminars, are the predominant ways of working in charting the different initiatives for comparison. Based on the different country reports and the profiles of the different universities participating within the partnership, recommendations are formulated on improving the practice of incubatorship for that university. Differences will emerge where different educational systems are compared: educational-based universities focus on personal entrepreneurship and regional economic development, whereas research-based universities focus on transferring research-based knowledge to innovation, and onto the market.

Privately organised for-profit seed capital incubators tend to assist tenants with financing issues with the aim to capitalise on investment opportunities (collaboration & networking as essential asset), whereas science incubators aim to transform research findings into new products, interested in the area of development as an end in itself, as opposed to nurturing & developing personal entrepreneurial talent. Confronting these education and research-based approaches will be a new experience in itself, and along with the possibilities of flexible technology infusion, leading to the formulation of new and/or blended solutions.

A SWOT of different approaches is intended, acknowledging the multi-facetted nature of entrepreneurship, which is often variously rooted in family, education, student hobbies, research, et cetera.

Methodology of research

The works in this WP were conducted in three steps:

1. Firstly, the documents with descriptions of good practices in incubating and any other information about entrepreneurship & incubator situation in partners' countries were collected. These information were prepared by partners and allowed to known

differences practices of each country in the field of level of incubators development. The special emphasis was laid on entrepreneurship education as basic of further actions.

2. Based on analysis of these general documents the broad interview form was prepared. Each country had to interview three incubators. The questions were linked with short description of the institution and more sophisticated part concerning ICT using.

3. After collecting these data and analysis of the cases sent by partners new questionnaire was elaborated. The aim of this online questionnaire (both close and open, wider questions) was to evaluate the efficiency of different ICT tools in incubators (the tittle of the questionnaire was "IT tools in Your Incubators daily practice"). Following fields were represented in this form:
   - Internal communication (document sharing, calendar sharing, meetings support and management, daily communication) and management (accounting, payroll, facility management, general administration)
   - Services for start-up`s (communication, training and consulting, using an e-learning platform, match-making with investors)
   - External relations managements (communication, meetings support and management, promotion)
   - The most intensively used tools (summary; to choose: proper web page, e-mail, newsletter, Skype or other Instant communicator, Intranet, document sharing and management tools, calendar sharing tools, facility management tools, videoconferencing, e-learning platform and content, blog, discussion forum, Facebook, Linked-in, Twitter, Customer Relationship Management system)

According to three working steps in taken actions, there are three groups of results. First, concerning the global view of incubator practice in each partner's country. Second, containing the special data from few incubators (three cases per each country an average). Finally, the main data concerning ICT using in range of incubators in 10 countries. The crucial results for the report are theses from third group. However, these additional information were helpful during the process of preparing the final recommendations and identifying the best practices of using ICT in different areas of entrepreneurship incubators activities.

THE BUSINESS INCUBATION IDEA

The business incubators are one of the most popular organisms in the industrial world. They aim to maximize the chances of success of start-up companies by creating a supportive environment. According to 2007 data there were over 3000 incubators over the world, out of witch 1000 in Europe. It is obvious that due to an increasing accent put on entrepreneurship in the last years a lot of new initiatives were developed, so the number of business incubators at present is definitely higher. In Europe, the objectives of the incubator activities differ widely from one country to another. This makes it rather difficult to construct a complete overview of the European business incubator scene therefore the aim is highlight a few illustrative examples or general view (Aernoudt, 2004).

What is concern a definition, according to National Business Incubation Association, **business incubation** *is a business support process that accelerates the successful development of start-up and fledgling companies by providing entrepreneurs with an array of targeted resources and services. These services are usually developed or orchestrated by incubator management and offered both in the business incubator and through its network of contacts. A business incubator's main goal is to produce successful firms that will leave the programme financially viable and freestanding. These incubator graduates have the potential to create jobs, revitalize neighborhoods, commercialize new technologies, and strengthen local and national economies.* After R. Lalkaka, the **traditional business incubator** *is a micro-environment with a small management team that provides physical work-space, shared office facilities, counseling, information, training and access to finance and professional services in one affordable package* (Lalkaka, 2001). In the site of International Association of Sciences Parks are available another three definitions. 1) **Business incubation** *is a dynamic process of business enterprise development. Incubators nurture young firms, helping them to survive and grow during the startup period when they are most vulnerable. Incubators provide hands-on management assistance, access to financing and orchestrated exposure to critical business or technical support services. They also offer entrepreneurial firms shared office services, access to equipment, flexible leases and expandable space — all under one roof (NBIA).* 2) **Business incubator** *is a specialized instrument in regional economic development and regeneration through the provision of multi-disciplinary professional support to innovative entrepreneurship and SMEs in an international context (EBN).* 3) **Business incubator** *is an organization designed to accelerate the growth and success of entrepreneurial companies through an array of business support resources and services that could include physical space, capital, coaching, common services, and networking connections*. In turn, according A. V. Anttiroiko, **incubator** *is a microenvironment that usually operates in a science and technology park or beside a university (in many cases incubators inhabit just one building in a campus area or in a science park in which their activities are concentrated). It is designed to encourage start-ups and spin-offs to bring ideas and technological expertise to commercial realisation. What characterises incubators is that they usually offer extensive management support services and favourable conditions for the creation and early-stage growth of newly established small IT firms* (Anttiroiko, 2004)**.**

Definitions presented above examples are connected with formal, mostly traditional incubators. In turn, virtual incubators could be understood by different ways. In general, virtual incubator is an instrument which supports virtual business, giving them online space, access to marketing tools, information, needed content, legal consultancy and service, credits, discounts for cooperative business service (there is no office space in virtual incubator). But also, in wider significance, virtual incubator could be understood as traditional incubator widely using ICT as supporting business tools as well as support for management and leading incubator.

In CBVE project the formal (traditional with ICT supporting or virtual) incubator were analyzed. However, it is important to realize existing nowadays whole group of special instruments, so-called “informal”, focusing on social environment and bringing entrepreneurship develop as add value for its participants or self-organizing towards entrepreneurship support. Forms as co-working spaces, start-ups schools and hackerspaces might be the subject of another research. These kind of incubation also could be regarded as virtual incubators (in a sense entrepreneurship is a virtual idea).

The history of incubators development could be divided into two periods. First, 80` and 90` (however, the first European incubator was set up on 1975 in Great Britain) with started period for local development tools and also the instruments for revitalization declining manufacturing areas. And second period, from 2000 up to present, characterized by huge growth and diversification of forms, with visible increase of technology-based firms. This specific development was a reason of seeking closer contacts with HE and public research institutions (Bøllingtoft & Ulhøi, 2005; Aernoudt, 2004). As mentions the National Business Incubation Association, focusing on support microenterprise creation, the needs of women and minorities, environmental endeavors and telecommunications is also typical for this second phase of incubators development.

Contemporary incubators vary according to great number of factors: sponsors, objectives, location, sectorial focus, business model, participants and functions. Below, the crucial classifications were distinguished (Lalkaka, 2001, http://www.bii.ge/?action=page&p_id=158&lang=eng; Stefanovic, Devedžic & Eric, 2008).

By the way they deliver their services, by their organizational structure, and the types of clients they serve:

- "first generation" incubators - oriented toward infrastructure component, so usually located near research institutes or technical university environment
- university incubators - orientation toward innovative, research/based firms; usually provide links with technology and research with additional support for commercialization; their success depends on capacity of linking research with industry
- virtual incubators alias "second generations" incubators – many kinds, among them incubators-based models, ICT-enhanced networks or fully virtual system (as mentioned above)
- international enterprise centres – International Business Incubators alias "third generations" Incubators – provide support services for the development of knowledge-based business and create link between different entities (universities, research institutes, venture capital and international joint ventures)
- incubator networks – focused on the same country/region or on the same objective
- dot.com incubators – occupying incubations of virtual companies, having usually close relations with virtual incubators

By the strategic focus and impact:

- incubators fighting poverty by supporting small businesses
- incubators promoting innovation and technology
- hybrid incubators (supporting both small businesses in general and innovation and technology transfer in special cases)

By the specialization:

- specialized incubators (virtual incubators in narrow significance is also specialized incubators)
- non-specialized incubators

By the shareholder and business model:

- private (with highest return on investment - not necessarily the highest benefit for economic development and the civil society)
- public (with fluent financial depending on individual on governmental level, therefore less sustainable)
- public-private partnership
  or
- sponsored by state
- sponsored by economic development group
- sponsored by university
- sponsored by business
- sponsored by venture capital

By the infrastructure:

- physical (incubator with facility: infrastructure, knowledge, and contacts to their permanent clients)
- virtual incubator (without physical facility)

By location:

- urban
- suburban
- rural
- regional
- international

By sectorial focus:

- technology
- mixed

By participants mixing:

- students
- researchers
- inventors
- business or others like risk capital association, business angels etc.

By general possible functions:

- diversifying rural economies
- providing employment and job security for and increasing wealth of depressed inner cities, especially in technology oriented industries

- transferring and intensifying technology-transfer from universities and major corporations (NBIA)
- commercializing academic research
- supporting future industries by hands-on management assistance, access to financing, business and technical support services, shared office space, access to equipment
- building environments and conditions to foster entrepreneurial action and business foundations in technology oriented industries
- realizing structural, economical and scientific goals
- reinforcing equality of opportunities, strengthening disadvantaged groups and minorities
- mixed (mostly)

This table presents one of the interesting classification of business incubators:

	Main philosophy dealing with	**Main objective**	**Secondary**	**Sectors involved**
Mixed incubators	Business gap	Create start-ups	Employment creation	All-sectors
Economic development incubators	Regional or local disparity gap	Regional development	Business creation	All-sectors
Technology incubators	Entrepreneurial gap	Create entrepreneurship	Stimulate innovation, technology starts-ups and graduates	Focusing on technology, recently targeted, e.g. IT, speech-, biotechnology
Social incubators	Social gap	Integration of social categories	Employment creation	Non-profit sector
Basic research incubators	Discovery gap	Bleu-sky research	Spin-offs	High tech

Table 1 Business classification incubators. Source: R. Aernoudt 2004, p.131.

In the wider significance, incubators are connected or even substituted by other commonly using labels, meaning business and innovation concentrations, as business accelerators, research parks, sciences parks, knowledge parks, industrial parks, seedbeds, innovation centres, centres of excellence, business park and business centers, office parks, technopoles and networked incubators. Thus, this “wonder child” could have many names. What is important in incubators research, the numbers of these institutions rose dynamically, theirs size and character also various and sometimes the word “incubator” is using to describe institutions with completely different objectives. Taking this into consideration, as well as the regional/functional differences in defining incubators as so voluminous “umbrella word”, the figures describing them may be misleading (Anttiroiko, 2004; Aranha 2003).

The table below presents juxtaposition of different forms of high-tech centres and networks and a place of incubators among them.

Types	Names	Major actors	Functions/ Goals
High-tech microenvironments	Incubator Accelerator	Growth-oriented firms, start-ups and spin-offs	Quick take off and growth of IT firms
Research centre	Centre of excellence Research centre Innovation centre	Research institutes R&D units New businesses	High-level of expertise
High-tech industrial park	Industrial park High-tech industrial park High-tech park	Government and industries	Promote industrial activities
Science park	Science park Research park Technology park Technopark Software park Technology precinct High-tech park Knowledge park (Park-like technopoles)	IT firms, Government, university	Industrial growth
Technopolis	Technopolis Plan and similar development programmes (Polis-type technopoles)	Local government, private firms, research institutes	Regional development and industrial decentralisation
Science city	Science city Science town	Government, research institutes	Higher level of scientific excellence in urban form
Intelligent city	Intelligent city Smart community Learning city Learning village Knowledge city (Digital city)	City government and actors in local community	Advantages through knowledge systems and virtual innovation milieu
High-tech city	High-tech metropolitan area High-tech city Technocity	Private firms and urban innovation milieu	High value adding activities
Large high-tech complex	High-tech centre High-tech region Learning region	High-tech firms and regional production and innovation	Production, innovation and learning for global

	Innovative region	networks	success
Global or macroregional networks	Associations and networks of high-tech centres Innovation networks	Science and technology parks, high-tech cities and high-tech firms	Sharing information and creating partnerships and alliances
Virtual high-tech centre	Virtual technology park Virtual innovation milieu E-Science park E-Technopark	Science and technology parks	Supporting the functions of the 'real' high-tech centre

Table 2 Different forms of high-tech centres and networks. A. V. Anttiroiko 2004, p. 303.

The very important aspect of incubators research is incubators sustainability, or success factors characterizing mature incubation environment. Besides the factors such as effective management of strategy and policy, skills and experience, client support, effective management of processes and systems, maintaining a spirit of entrepreneurship, the very important is cultural context (Anttiroiko, 2004; http://www.bii.ge/?action=page&p_id=158&lang=eng; Small Firms Enterprise Development Initiative Ltd., 2003; Bøllingtoft & Ulhøi, 2005).

In spite of dynamic growing of different forms of business incubation, in Europe, entrepreneurship is still trying to find its home. One of the factors having large impact to this idea popularization is entrepreneurship education. According to this education approach, European countries divide into two groups: thus having special faculty or departments of entrepreneurship on within they producing entrepreneurship diplomas and countries having only additional courses, outside main or compulsory program. What is more, in parts of European countries an entrepreneurship issues are teaching only in dedicated business schools, while in another countries this problems are also an element of educational activities of social or arts faculties on HE institutions. The professors of special entrepreneurship departments or particular courses are mostly traditional academics, reflecting long-standing policies and practices. This is linking with fact European universities have small business experience in general (OECD 2008; Endeavour 2006).

THE GLOBAL VIEW ON INCUBATOR PRACTICE IN EACH PARTNER'S COUNTRY

In our research we obtained general information of incubators and entrepreneurship in partners' country and institutions from: Austria, Spain, Estonia, Denmark, Poland, Sweden, Hungary, Italy, Netherlands, Great Britain and Turkey). The data came from different sources and present wide view on entrepreneurship phenomenon. It could be the first conclusion of researcher's phase one – as many countries and practices according to specific needs, as many entrepreneurship models and approaches to present this riches. What is more, these models varies also within each country and depends on many factors as mentioned above (regional character of business environment, finance possibilities, socio-demographic variables, cultural approaches and others).

Austria

In Austria, according to the Austrian association (VTO), there are now well over 90 centers. (Association of Austrian Technology Centres, http://www.vto.at/index.php?tabid=1&language=2, 2011) The Styrian region is special submitted. In Styria, the three fields of entrepreneurship activities are distinguished: business incubators support programme and activities as well as additional services in the internet for start-ups. Two examples of business incubators are strongly linked with academic institution. This is the common feature for many entrepreneurship initiatives in Styria in general. In the elaboration "Overview of Styrian Incubator Models" five of the most interesting regional incubators are listed. They are dedicated for different target groups – students (especially graduated), woman and handicaps but also for the persons having already own new enterprises but need support. One of these incubators (Innolab) is described as place where "a person with an idea can present his concept and start together with Innolab the innovation process". Working methods most often used are: consulting, coaching (also after foundation), qualification methods, premises, networking and network meeting, mentoring, crash-coaching, workshops, information events with experts, platform for presentation of the business (web, newspaper,..). Some of them use social media in the activity, one of them providing the research on introducing an electronic platform.

The supporting institutions are also differential. They support innovative, technology-oriented spin-offs from the academic sector (focusing to ensuring a sustainable increase in the number of academic spin-offs). They provide an information platforms (workshops and informative meetings, helping in forge links to Styrian technology and centers of excellence as well as to networks and clusters but also the online tools as: calculation of the minimum turnover, financing questionnaire, business plan assistant). One of them combine all start-up activities and act as a contact point and information source for potential founders. These supporting instruments use ICT in a wide range as a toll of contacting and developing of potential target groups.

Beside those initiatives, the different educational courses are conducted in entrepreneurship field.

They are conducted by university units, center for further education and advanced training, also in e-learning formula and chamber of commerce. The courses are provided in bachelor or master degree but also as additional skills. Courses examples:

- Programmes in Innovation Management (Campus2)

- Product Innovation Project, Company's Management of Innovation (University of Technology Graz – Institute of Industrial Management and Innovation research)
- Foundation of an enterprise and Business plans Course: Corporate Strategic plan (University of Graz)
- Managing finances, Introduction into Laws, How to Earn money, How to make a deal, How to influence the market, Self-employment (WIFI Styria)
- Entrepreneur's Skills Certificate (Bit – Best in training)

In whole Austria, the last decade is characterized by steady rise in entrepreneurial support for students and alumni. Now the 25% of entrepreneurship courses are on offer and 8% of them offer student's extra-curricula activities. However, the question of whether entrepreneurship should be a compulsory course within curricula is still open.

Estonia

The incubators were started in 1992 and now there are dozen of them in Estonia. Most of them are based on public finance but operated under private law, some elements of Public Private Partnership are also involved. Among them working 2 technology incubators (Tallinn and Tartu) and others have no specialization. Entrepreneurship education in Estonia is still growing today, offering many courses on different levels, mainly diploma, undergraduate and master's programmes. Courses targeting entrepreneurship and business (start-up, business plan, etc.) are present in almost all Universities and all curricula.

We obtained from Estonian partner list of ten actual incubators:

TEHNOPOL – set up in 2002 to act as science and business incubator for knowledge-based companies, the largest business incubator in Estonia. Today there are 150 companies, Tallinn University of Technology and IT College in Tehnopol. Tehnopol provides a unique set of value adding business development services, convenient infrastructure and international cooperation opportunities for companies. Tehnopol provides soft landing services for innovative businesses and ideas to land in Estonia. This organization will host the 2012 World Conference of International Association of Science Parks.

Tartu Science Park (TSP) and Tartu Science Park Technology Incubator – TSP support 60 companies by networking with universities, public and private sector. The incubator supports 15 companies, working in the national key fields of material technology, biotechnology and ICT.

Business Support and Credit Management Foundation (ESA) – operates three business incubators in Tallinn: Kopli Business Incubator – for developing small-scale and experimental manufacturing, Ülemiste Business Incubator – for knowledge-based and innovative start-ups and Creative Incubator – merging business with creativity.

Estonian Development Fund (EDF) – the aim of its fund is to initiating and supporting changes in the Estonian economy and society that would accelerate modernization of economic structure, lead to growth in exports and contribute to creating new jobs requiring high qualifications.

SeedBooster – it is also financial mechanism, the objective of its work is to unleash the international potential of ambitious business projects and develop them further until they are mature for venture capital financing. SeedBooster has been initiated with the purpose of

encouraging business ideas that are innovative and have a global perspective while realizing the business potential of many Estonian start-up companies.

Enterprise Estonia (EAS) is one of the largest institutions within the national support system for entrepreneurship, providing financial assistance, advisory, cooperation opportunities and training for entrepreneurs, research establishments, public and third sector. EAS offers start-up grants of approximately EUR 6 400 to those wishing to start a business in specific sectors, with a requirement of 20 % entrepreneur`s contribution.

Kapitalist.ee – Estonian Business School Incubator is a service center which provides students with special knowledge, cooperation network and necessary capital for starting and developing business successfully. EBS Business Incubator considers the international relations with incubators from different countries to be very important and supports the joint projects with incubators of different universities.

Tark investor – offers consultancy and work environment to start-up firms.

Eagle Nest – offers a variety of services to start-up firms in the region of East Viru County and Narva.

Ambient Sound Investments – they help projects get on their feet and develop into independent startups.

Germany

In Germany, the largest number of business incubators in EU exists. Also, has Europe's largest business incubator association. What is interesting, German incubators have close links with universities and R&D institutes, however in comparison with another major European high-tech countries the connection with higher education institutions is not so strong. Business incubators in Germany can be in general separated in two types: Business Foundation Centers (Gründerzentrum) and Innovation Centers (Technologiezentrum). The classification of the incubators has flowing boundaries and it is only a rough classification. In practice there is no clear difference between them - many Technology Centers support all kinds of startups, both technology-oriented firms and “normal” startups. And vice versa.

ADT - the Federal German association of innovation, technology and business incubation centres as well as science and technology parks was founded in 1988 at the initiative of the first innovation and start-up centres in Germany. To date, the ADT is the only German institution which has specialised in initiating, supporting and overseeing enterprise start-ups in the form of organised Innovation Centres. The goal of the ADT is to promote technology transfer and innovation as well as business start-ups and enterprise development. It also seeks to further develop the importance and competence of the Innovation Centres in order to support innovative entrepreneurs and to present them appropriately in the public domain. The ADT represents the interests of the Innovation Centres, and thus also fledgling companies, in public areas such as politics, industry, science and the media. As an association, it is thus actively involved in creating favourable framework conditions for innovative start-ups in Germany.

Currently round 150 innovation and business incubator centres are associated to the ADT, with more than 5.800 companies and over 46.000 employees in these centers. The centres successfully outsourced more than 17.400 companies.

The leading high-tech region in Germany is Munich area, but there are technology parks, innovation centers and business incubators around the country (concentrating especially on North Rhine-Westphalia and Baden-Württemberg and around Berlin).

United Kingdom

A key strength of the UK is its world-class network of science parks and business incubators that specialise in supporting businesses to develop and commercialise cutting-edge technologies. Many businesses choose to locate on science parks or in business incubators in order to take advantage of the enhanced business support services that are available, including: privileged links to universities and research centres, access to bespoke facilities and cutting-edge equipment, and dedicated support from specialised on-site business advisers.

Across the UK, there are more than 100 science parks with over 3,100 tenant companies (including approximately 300 overseas-owned companies) occupying over 1.6 million square metres of property. Employment in companies located on UK science parks has risen from 31,000 to 70,100 over the last ten years. Science parks are owned by various organisations in the UK including universities, local government or private management companies. As many are significant sources of high-value employment in local areas, science parks often receive support from local economic development agencies, the UK Government and the European Union. The UK Science Park Association (UKSPA) is the key organisation involved in the planning and development of science parks across the UK. What is concern the incubators directly, in the UK works a well-established network of approximately 300 business incubators that supports over 12,000 high-growth technology businesses in sectors such as biomedical, IT and the creative industries. Many incubators also offer a “virtual” incubation service where advice and support is provided to start-up businesses located outside of the incubator. UK Business Incubation (UKBI) is the lead organisation for business incubators in the UK.

Over the past five years, the UK has seen a huge transformation in the use of entrepreneurship and Government funding has contributed significantly to this increase. Entrepreneurship education has also increased currently, with 69% of all UK Universities and Higher Education Institutions offering a course in entrepreneurship ranging from undergraduate level through to a PhD programme. 90% now offer a wide variety of entrepreneurship extra-curricula initiatives.

One of the educational initiative is especially worth to present. It is Virtual Innovation Zone (VIZ), pilot initiative (in testing stage) of Swanesea University. The aim of this instrument is to provide an authentic but risk free environment where students can simulate real-life business challenges with the freedom to make mistakes. The VIZ will form part of a second year module where students have already had exposure to a number of areas of business practices. In order to join the VIZ students first form a group and submit a business plan to the tutor, who acts as a venture capitalist. The Business Plan can go through several iterations until it is successful. Once the Business plan has been accepted the students are given a loan in Squids (Swansea Quids), the currency of the VIZ, and are given access to the VIZ. The VIZ is based in the University Virtual Learning Environment (VLE) and includes a number of add-ons in order to simulate authentic

business. The main elements of the VIZ are the transactions in the VIZ Office and the VIZ Bank. As well as the VIZ business environment, the VIZ also contains support material and business guides, including exclusive video interviews with successful local entrepreneurs.

Hungary

Incubator houses and enterprise supporting institutions can be found in several cities, towns of the 7 statistical regions of Hungary.

Business Incubators in Hungary
Source: http://www.visz.hu/htmls/inkubator.html (7 April 2010)

Region of the Southern Great Plain

(Békéscsaba, Hódmezővásárhely, Kecskemét, Mórahalom, Szeged, Szentes, Szabadkígyós, Szeghalom, Makó)

The Entrepreneurial Centre of Békéscsaba Ltd. was founded in 1992. It's most important task is supporting small and medium enterprises of the city, settling the necessary conditions for their development and operation. Since 1994 it operates the Entrepreneurial Centre and Incubator House providing infrastructural conditions and complex services for the enterprises on discount prices. The Incubator House itself has a useful area of 5800 m2; it offers rental home for an average of 40 enterprises; renovated buildings and newly built halls are available for the renters.

Southern Transdanubian Region

(Kaposvár, Tamási, Pécsvárad, Mohács)

The Somogy-Flandrian Incubator House Ltd. was founded in 1996 in Kaposvár, which is a company of 50-50% Hungarian and Flemish property. The Entrepreneurial Centre of Somogy County and the Flemish GOM WVL participated in its foundation, to establish an 10 Business and Conference Centre with Hungarian and Flemish Governmental support. It offers advisory services besides the renting of offices, workrooms and conference halls.

Region of the Northern Great Plain

(Debrecen, Nyíregyháza, Szolnok, Újfehértó, Mátészalka)

In this region, altogether 9 incubator houses operate. Among them PRIMOM Foundation is the most important, it was the first enterprise-supporter institution in Hungary. The Foundation's aim

is the economic development of Szabolcs-Szatmár- Bereg county –being in a unique geographical position, neighbouring with three countries: Slovakia, Ukraina and Romania - , through establishing and promoting an enterprise-friendly system in the region with the help of national and international resources. It won the former soviet barracks through tender to convert it and use it as an incubator-house, in 1991. The PRIMOM Incubator House and Innovation Centre's primary aim is to promote new, expanding SMEs with very favourable discounted rents. Also provides infrastructure and technical help. The Incubator House increases the rents and in 5 years it charges the market prices giving enough time to strengthen the business to be able to operate under real market conditions. The tenants can rent offices, workshops, meeting rooms, furniture, they can obtain telephone and extensions, Internet availability, and they can also rent technical equipment (overhead projector, amplifying system, TV, etc.) The Incubator House helps the enterprises with several services: business, legal and marketing advising, training of entrepreneurs, accounting, business plan making, applying for credits, printing applications, mechanical and innovation advising, managing inventions, organizing exhibitions or any other events.

Northern Hungarian Region

(Sátoraljaújhely, Salgótarján, Ózd, Eger)

The Zemplen Local Enterprise Development Foundation was established in 1991 to create enterprises, development plans and programmes for the mitigation of the severe economic employment situation. Its aim is to promote the establishment and development of the SME-s, to speed up the restructuring of the economy and to decrease unemployment. In the October of 1991 the Business Centre was also founded; it offers the following services: 11 establishment of an information system and a network; area and region development programme; consulting activity; entrepreneurial education, training; loaning; operating the European Information Office of Zemplén; entrepreneurial incubator house programme; interregional programme.

Central Transdanubian Region

(Székesfehérvár, Dunaújváros, Sümeg, Tatabánya, Veszprém, Pápa)

The third incubator house of Hungary was established in Székesfehérvár by the Public Foundation of Enterprising Centre in 1993 as a utilization of the freed Russian real estates. An English partner city, Chorley assisted the Hungarian city, thus relocating English experiences to Székesfehérvár. An average of 40 enterprises can be found in the incubator house, but there are also so-called external tenants (approx. 30) that do not rent offices but they use most of the services available. It supports micro- and small businesses that do not have enough experience and technical background. They offer consulting, information, office technology services and technical equipment for the tenants. Its further aim is training, skills development, training and helping disadvantaged groups on the labour market.

Central Hungarian Region

(Budapest, Budaörs, Vecsés)

The most significant is the Youth Entrepreneurial Centre of Budapest (YECB, Hungarian abbreviation: BIVÁK) that was established in the spring of 1997. It is the first centre of Hungary and Central Europe of which the aim is the training and support of entrepreneurs aged 18-30. It was formed with the financial help of the Phare Partnership of the European Union and it still gets

support from English organizations. It offers such services that help the successful starting of young entrepreneurs and help to form their optimal living, working and business conditions.

Western Transdanubian Region

(Lenti, Szombathely, Zalaegerszeg, Zalaszentgrót, Győr, Csorna, Sopron)

In Zala County an incubator house was founded in 1995 for the support of the SME-s offering discount services and rentals. It is operated by the Zala County Foundation for Enterprise Promotion. 16 enterprises operate in Lenti. A technically equipped educational or distance educational conference room is available for the renters and there is also an opportunity for video conferencing. In the incubator basically service providers and 12 artisan/craftsman enterprises operate. It was necessary to found this incubator house not only for keeping SME-s alive and support their competitiveness and growth but also because rental fares are so high due to the vivid Southern Slavic tourism that means an unbearable burden for the enterprises.

Italy

Italy is an example of country with relatively late development in the incubation network. Nowadays, actively work 13 business incubators operated by Sviluppo Italia, the Italian national agency for economic development and entrepreneurship promotion. However, next 17 incubators are under construction. Some of these entrepreneurship centres are connected in important network called “Association of University Incubators”. In is worth to underline that the Incubator of the Polytechnic of Turin won the “Best Science Based Incubator Award” in 2004

Almost 50% of Italian universities has the entrepreneurship modules in theirs offer and this kind of education is offer across all faculties, not just business ones. An extra-curricula training activities are also in develop. However, the presence of specific courses dedicated to entrepreneurship ranging from undergraduate level through to a PhD programme is still insufficient.

Netherlands

Netherlands has quite a lot of business & innovation centre and technologies centres.

In The Netherlands today 30% of all Universities and Higher Education Institutions offer an entrepreneurship degree and 50% of them offer a wide variety of extra-curricula initiatives ranging from the traditional business plan competition to entrepreneurship events, lectures, seminars, guest speakers, entrepreneurship society and much more.

Poland

In Poland, the incubators started to emerge in `90, on the wave of economy and politic transformation. According to latest research of Polish Business and Innovation Centers Association (SOOIPP) and Polish Agency for Enterprise Development (PARP) in 2010, in Poland existed 735 innovation and entrepreneurial centres (starting from 27 in 1990; first incubator started up in Poznan however the first institution with an incubator character was created in 1982). In the field of entrepreneurship operate:

- 24 technology parks i 21 parks initiatives
- 20 technological incubators

- 62 preincubators (academic entrepreneurship incubators)
- 45 entrepreneurship incubators
- 90 technology transfer centres
- 12 seed capital founds
- 8 business angels networks
- 82 local and regional credit founds
- 54 loan guarantee funds
- 317 training and consulaltive centres and information centres (Matusiak, 2010).

The Polish private incubators have both private and public character. Many of them work as foundations and associations. What is concern supporting organization, besides SOOIPP exist Network of Business Incubators, Science and Technology Parks, Technology Transfer Centers.

In general, there are two types of incubators in Poland: "traditional" and technological, academic entrepreneurship oriented. "Traditional" incubators are in fact the work market instruments (ex. aides for unemployed). The popularity of traditional incubators recently decrease for technological incubators and this trend is connected especially with the possibility of using European founds on innovation. What is more, the demand for innovation entrepreneurship is rising so more technological centres are cerate nowadays. This types of incubators mostly works in huge agglomerations during traditional incubators function in smaller cities.

Poland is placed in the group of countries where entrepreneurship education is still non-existent in non-business departments, however the attempts to change this situation are taking. What is more, the activity of academic entrepreneurship incubators still is weakly related with university didactical process. A typical phenomena in Poland is presence of huge numbers of private higher school having in name "school of entrepreneurship and management" or "school of entrepreneurship and marketing" etc. and dedicated strice for study this issues. Private school also offer better conditions and are more open to entrepreneurship initiatives.

Special types of incubators in Poland are universities incubators. Started in 1998 (Warsaw University), today have growing popularity. Three kinds of university incubators could be distinct:

- Academic entrepreneurship incubators of Academic Entrepreneurship Incubators Foundation (FAIP), working on 31 higher education institutions
- Academic entrepreneurship incubators working towards public high schools, linked with universities centres of technology transfer and careers office (in the number of 20).
- Preincubators, working towards technological parks and incubators or students organizations (in the number of 11). Starting from preincubators, thorough the possibilities of developing an start-up in technological incubation to technological park investment perspective.

Romania

In Romania, business incubators appeared after 1991 and most of them not survived out of financial time. What is more, there is no general framework or any other official kind of guidance in the Ministry of Education for entrepreneurial education at technical universities. However nowadays, according with the level of complexity, we can distinguish the following types, supported with found of the Romanian Government, the European Union through PHARE

Programme – CRIMM Foundation, the local, regional or national Romanian organizations, the partnerships with organizations or governments from the European Union countries such as: UK, Italy, Netherlands, Germany, France, USA and World Bank:

- scientific parks – embedded near or inside the universities, professors guided, often with research commercialization; the main aim of start-ups activities are R&D but other activities also happens (examples: Technological Incubator for Students leading by Academy of Economic Studies ASE-Bucharest, IBM and Oracle; business incubator on The University „Babes-Bolyai" from Cluj-Napoca, cooperating with Michigan University);
- industrial parks – oriented to enterprises operating in production sector and having the possibilities to build their own space for production (the industrial parks are under construction in the most important towns: Cluj-Napoca, Iasi, Baia Mare, Bucharest, Constanta, Craiova, Timisoara and more);
- innovation and incubation centers – the most important instrument for the regional development (they works in Sibiu, Timisoara, Braila, Baia Mare, Bucharest, Miercurea Ciuc and Zalau);
- incubators "without walls" – this type of incubator is often linked with the new add value of IT activities; there are three examples of these incubators: Virtual Incubator – NEST – functioning from 2001, offering financial and service support (specialized assistance in strategy, human resources, IT, bookkeeping, financial and legal consultancy) for projects having value add; each incubated company is financed with 250.000 US dollars and NEST has 51% of shares in each incubated company; the recipients of this support could be both Romanian and foreign companies; Reverse Internet Incubator – leading by Internet Genesis, which seeking entrepreneurs that are interested to lead or get involved with Internet ventures that have already been conceived, have a functioning website and have already a preliminary business plan; MDLB Incubator – with principal shareholder of the French MDLB Group, offers financial and know-how support; to be support the incubated companies should present a business plan including the staff's CVs, the experience in ICT activities and the innovative ideas;
- school incubators and lyceum business centers – granted by other institutions like Transilvania Business Centre or World Bank; examples: LBC-Lyceum Business Centre in Cluj-Napoca, Business Incubator at Grupul Scolar "D. Motoc" from Galati;
- cross-border incubators – only one example is available: the Micro Business Incubator created by two NGO's: DISTRIKT 0230 from Kikinda (Serbia) and Centrul de Afaceri MASTER from Deva (Romania); granted by USAID-FAD and Centrul Euroregional pentru Democratie (CED) Timisoara; the project purpose is to support the SMEs cross-border co-operation with consulting services, business trips and meetings.

Spain

In Spain incubators cannot be classified into private and public, because most of the financial aids that permit these incubators survive come from both public and private institutions. The right methodology to follow to summarize all the information is to classify start-up initiatives into technological based start-ups and the rest. Technological start-up are located in technological and scientific parks (ex. Parque Científico de Madrid). The non-technological start-ups are located outside technological parks in different incubator programmes.

What is concern entrepreneurial education, the first known start-up course was introduced years ago, in 1974 by the IESE (Instituto de Estudios Superiores de la Empresa). In the year 2000 less than half of the Spanish universities offered a course in entrepreneurship. There is no official statistic data in this field but according EU project research (Endeavour) Spain is a one of two (apart Finland) European Union countries having higest university participation in entrepreneurship courses (90%).

Sweden

In Sweden, all business incubators are attached to science parks.

In Sweden there has been a general trend over the last decades to try to combine and integrate industrial development policies with regional development policies. Some of the main actors in the implementation of this policy for Sweden are:

Actor	Website	Comments
KK Foundation	http://www.kks.se	Contributions to clusters and incubators for experience based industries
Swedish Agency for Economic and Regional Growth	http://www.tillvaxtverket.se	Earlier NUTEK
Swedish Agency for Growth Policy Analysis	http://www.tillvaxtanalys.se	Earlier ITPS
Swedish Board of Agriculture	http://www.sjv.se/	Host of the Swedish LEADER programme

A Swedish association of incubators and science parks has been formed as SISP: Swedish Incubators and Science Parks (http://www.sisp.se) . The set of members is listed below together with a map that shows the geographical distribution of them.

Entrepreneurship education is leading on the different levels and degrees in the frames of all Business Schools and Technology Universities who are geared towards Management Studies. However, in other academic fields – for example Social Sciences and Arts – does not exist.

In the CBVI project, the selected Swedish cases of incubators are described below and only one of them is in the list above as Ideon Science Park:

1) Ideon innovation (also called Ideon Science Park) in Lund is one of the big players in Sweden, perhaps the earliest and biggest of our business research and science parks. It is now focusing on technically oriented innovations for the world market. Over time this is an incubator that has become more specialized into high-tech innovations in new emerging industries, such as nanotechnology. This might hinder cross-fertilization with other innovation areas, such as societal innovations.

2) Media Evolution is a very new player in the South Swedish innovation landscape. It is a membership organization where the members can be in all different phases of company growth in the combined new media- and lifelong learning market: from early start-ups to old big industries that might have "High Tech Sclerosis" in need for clinical and structural changes: from taking care of only sick people at the old hospitals, to new ICT-based services and distance learning for ordinary citizens of how to live healthy and be happy - without the need to visit a hospital. Obviously this is an incubator that live and die on the common values generated by their members, moving towards a kind of Community-of-Practice for the growing experience-based

economy where scalable services (such as a “Virtual Doctor Online”) are perhaps more interesting than patentable product innovations.

3) Lundaland is a Local Action Group for a well-defined LEADER area, where grass root people are motivated to start creating local welfare and new jobs themselves with financial and other support from the EU LEADER program. All industries and markets are open for development projects, but the commercialization phase is very poorly developed for the grass root projects. Obviously this is an incubator that must be considered to be oriented to societal entrepreneurship with social inclusion and civic engagement in the creative work. New types of Private-Public-Partnerships are needed to get sustainable business solutions with the right mix of revenue channels for generated solutions and services.

This selection was made to make it easy to relate the development work in the CBVI project to different kinds of stakeholders within reach in the Scania region in Southern Sweden and to have a spectrum of different incubator environments to investigate further.

Turkey

Turkey started in incubator program in the 1990s whit the particular interest in technology business incubators (TBIs). Incubators in Turkey are established by KOSBEG which is no- profit, semi-autonomous organization (under the Ministry of Industry and Trade) with the objective of improving the condition of SMEs. Within the body of KOSGEB there are different schemes that can be identified as an incubator: Enterprise Development Centres that function as traditional incubators, Incubators Without Walls and Technology Development Centres (TEKMERs) that function as university incubators. KOSGEB is active in 22 of the 81 Turkish cities.

On the whole incubators in Turkey are located near urban centers: Ankara, Istanbul, Izmir, Eskisehir, Trabzon. These incubators are characterized by small staff led by retired engineers. Incubators provide a new initiative in the support of economic growth in Turkey. Incubators offer modest comprehensive business development service. Most offer the full range of facility-related services (reception, mailing). Incubator tenants in Turkey tend to focus on high-technology product and processes largely because of the university link.

In 2008 was established association for business incubators and innovation centers in Turkey. There are different forms of business incubators and innovation centres:

- 12 Business Incubators established within World Bank Privatisation Programme (ISGEM),
- Women Business Incubators (KISGEM) which started in 2008 within EU programme "Technical Assistance for Establishment of Business Incubation Centres for Supporting Women Entrepreneurship",
- Technology Incubators (TEKMERS) financed by the government and/or private institutions.

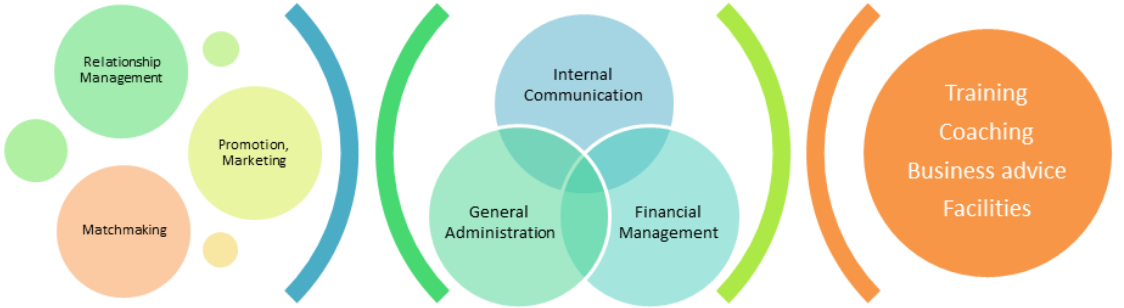
PHASE 1: GATHER GENERAL INFORMATION ON ICT USAGE IN INCUBATORS

Based on analysis of documents with descriptions of good practices and any other information about incubators in partners countries were prepared interview form (in Excel) to gather general information on ICT application in different incubators.

Method of research

Functional areas covered by interviews:

1. Incubator
2. Incubated companies
3. Investors, exntrenal institutions



1 Incubator

Service/activity	ICT Tool	Application: the way the tool is used
Financial Management	eg. some financial software	Eg. Accounting, Business Intelligence, reporting, etc
General Administration	eg. Some CMS (Content Management System)	Eg. document workflow
Internal Communication	eg. Some intranet tools, skype, google apps, etc	Eg. Teleconferencing, home-office, etc
Promotion/marketing	eg. Website, Facebook, LinkedIn, etc	Eg. Social marketing

Auxilliary questions – for a given service/tool:

1. would you recommend this tool to Your Friend? Why?
2. Is there any other tool you would like to try, but you didn't?
3. Do you know some other tools used by other incubators?

2 Incubated company

Service/activity	ICT Tool	Application: the way the tool is used
Training	Eg. E-learning system, website	Eg. Course management, enrollment, e-learning, webinar systems
Coaching, business advisory	Eg. E-learning system, website, skype, discussion forum, e-mail	Eg. Discussion, knowledge database, webinars, etc
Facilities management	eg. Facility booking systems	Eg. Resources bookings, etc
Promotion, matchmaking	Eg. Facebook, LinkedIn, Google AdWords, website forms, etc	Eg. Social marketing, internet campaigns
Communication	Eg. E-mail, skype, other videoconferencing tools, newsletters, etc	Notifications on new trainings, business opportunities/meetings, etc.
Other?		

Auxilliary questions – for a given service/tool:

1. would you recommend this tool to Your Friend? Why?
2. Is there any other tool you would like to try, but you didn't?
3. Do you know some other tools used by other incubators?

3 Investors, External Institutions

Service/activity	ICT Tool	Application: the way the tool is used
Relationship Management	eg. LinkedIn, Facebook, CRM system, e-mail	
Matchmaking: investor<>incubating company	eg. Website forms/database	
Marketing/promotion	eg. Google AdWords, Website, Facebook, LinkedIn, etc	
Other services?		

Auxilliary questions – for a given service/tool:

1. Would you recommend this tool to Your Friend? Why?
2. Is there any other tool you would like to try, but you didn't?
3. Do you know some other tools used by other incubators?

Results

In total, 20 interviews from 8 countries were conducted. We failed to aggregate 3 supposing cases from each countries however average 2,5 interviews per partners in first phase of research allow to draw to conclusions and prepare credible final online questionnaire.

In interview took part:

- Austria – 3 interviews
- Estonia – 2 interviews
- Germany – 3 interviews
- Hungary – 3 interviews
- Italy – 3 interviews
- Poland – 1 interview
- Spain – 2 interviews
- Sweden – 3 interviews

Summary of interviews

Austria

Year started : 2000 – 2006

Main objectives: capacity building, commercialize research, develop international linkages and relationships, raise the awareness of business incubators, share knowledge, support business incubation, support development of profitable enterprises, support of investors during the invention and innovation process, support of business foundation, integration of practical examples into the teaching of the university

Services provided: business advice, coaching and mentoring, training, ICT services, infrastructure and facilities, pre-incubation

Organization type: NGO, government, academic , non-profit

Target group: students and graduates, inventors, science workers from R&D institutes and young entrepreneurs, working in high-technology business, women, disabled people, everyone with an idea

ICT usage in incubators:

Financial Management > tool for accounting

General Administration > intranet, database system, Dropbox, Open Time, Office

Internal Communication > email, Doodle, MS Exchange, Skype

Promotion/marketing > webpage, newsletter, SPG-Website (CMS), Facebook, Xing, Newsletter system (MailHub), Issuu, Flickr, YouTube

Thought about: Skype, Google Mail (Internal Communication), Social Media Tools, Twitter (Promotion/marketing), CRM Software, MS SharePoint, Basecamp, KundenMeister (General Administration)

ICT usage at work with incubated companies:

Training > -

Coaching, business advisory > email, database system based on Filmmaker

Facilities management > homepage, newsletter

Promotion/marketing/matchmaking > email, Doodle, SPG-Website (CMS), Facebook, newsletter system (MailHub), Issuu, Flickr as Marketing-Webtools, Homepage, YouTube

Communication > email, Skype, newsletter, Doodle

Thought about: Social Media Tools (Promotion/marketing), Skype for conferences (Communication)

ICT usage at work with investors, external institutions:

Relationship Management > Facebook

Matchmaking: investor <> incubated company> -

Promotion/marketing> homepage, Facebook, YouTube

Estonia

Year started: -

Main objectives: commercialize research , capacity building, develop international linkages and relationships, peer learning, raise the awareness of business incubators, share knowledge, support business incubation, support creation of export revenues, support development of profitable enterprises, internationalisation of the company

Services provided: coaching and mentoring, financing, business advice, infrastructure and facilities, pre-incubation, soft-landing

Organization type: NGO, government, non-profit

Target group: working in high-technology business, inventors, science workers from R&D institutes and young entrepreneurs, parliament, ministry, politicians, entrepreneurs, universities. Target is all the people with agile thinking is Estonia

ICT usage in incubators:

Financial Management > -

General Administration > Microsoft SharePoint, Outlook, Amphora, e-mail, Skype

Internal Communication > Skype, Outlook, Notice board

Promotion/marketing > Facebook, Linkedln, Twitter, Press, newsletter on homepage, Web, Press release engine

Other: different web-based software (Readwriteweb.com, Growvc.com, Mashable.com, Kickstarter.com Kickstarter.com, Angelsoft.net), Swarm Works Platform

Thought about: Google docs(General Administration), Posterbee (Internal Communication), Adobe CS5 (Promotion).

ICT usage at work with incubated companies:

Training > Skype, screens, projectors, touch-sensitive interactive board, videocast archival on our webpage

Coaching, business advisory > Skype, I-planner, e-mail, Skype, videoconference

Facilities management >

Promotion/marketing/matchmaking > Microsoft Sharepoint, Web-based softwares, PowerPoint, Keynote, I-movie, Finalcutpro

Communication > email, Skype, Cellphone, Polycom, videoconference, Dropbox

Thought about: Toggle (*Coaching*), Videoskype (Communication)

ICT usage at work with investors, external institutions:

Relationship Management > e-mail, Web, Skype, videoconference, conference call

Matchmaking: investor <> incubated company> e-mail

Promotion/marketing> -

Germany

Year started: 1992 – 2010

Main objectives: commercialize research, develop international linkages and relationships, share knowledge, peer learning, raise the awareness of business incubators, share knowledge, support business incubation, support creation of export revenues, support development of profitable enterprises

Other: promoting innovation; development of entrepreneurial skills, support of business startups, technology transfer, regionally locating enterprises.

Services provided: business advice, coaching and mentoring, training, financing, ICT services, infrastructure & facilities, pre-incubation

Other: matching technology and business ideas with entrepreneurs, support of bringing technology on the market, patent consulting, building of and access to networks

Organization type: private sector , private-public partnership, profit /non-profit, Profit

Target group: students and graduates, inventors, science workers from R&D institutes and young entrepreneurs, working in high-technology business

Other: awarding scholarships in social entrepreneurship, startup activity of unemployed people

ICT usage in incubators:

Financial Management > Excel-Tools

General Administration > Microsoft Office, Cobra CRM (database), Intranet, Mind Manager, Open Workbench

Internal Communication > MS Outlook , Skype, Intranet, Mozilla Thunderbird

Promotion/marketing > Excel-Tool, Cobra CRM, internet presence, address lists (Excel tables and Word serial letters)

Thought about: Open Office, Free Mind, Microsoft Visio (General Administration), web-based applications, Mozilla Thunderbird (Internal Communication), Facebook (Promotion)

ICT usage at work with incubated companies:

Training >Auto Desk, Adobe CS4, Excel-Tools, TED.com , eCorner, PowerPoint, Business Plan Software by German Federal Ministry of Economics and Technology

Coaching, business advisory > Microsoft Outlook, Skype, Intranet, Mozilla Thunderbird

Facilities management > Intranet, specialized software for key management, Excel, specialized software with an export feature to Excel, Access tool, itemised billing software (by Versatel, a German telephone and internet provider)

Promotion/marketing/matchmaking > social networks (Xing, LinkIn), Cobra CRM (database)

Communication > MS Outlook, Skype, social networks (Xing, LinkIn), Intranet, internet

Thought about: Adobe PDF (*Training*), web-based applications, Mozilla Thunderbird (Coaching).

ICT usage at work with investors, external institutions:

Relationship Management > social networks (Xing, LinkIn), Microsoft Outlook, address lists (Excel-tables & Word serial letters)

Matchmaking: investor <> incubated company> social networks (Xing, LinkIn)

Promotion/marketing> -

Hungary

Year started: 1991 - 1999

Main objectives: support business incubation, support development of profitable enterprises, develop international linkages and relationships, capacity building, peer learning, share knowledge, non-profit incubation of beginning-, micro-, small and medium enterprises

Services provided: business advice, infrastructure & facilities, coaching and mentoring, training, ICT services, official-, secretariat- and receptional services

Organization type: private sector, NGO, non-profit, profit

Target group: local enterprises (mcro- and small enterprises), disabled people, beginner and young enterprises

ICT usage in incubators:

Financial Management > internet, e-mail, PC,

General Administration > internet, e-mail, instant messaging, PC,

Internal Communication > internet, e-mail, remote desktop service, PC

Promotion/marketing > internet, e-mail, WEB page

ICT usage at work with incubated companies:

Training > PC/ projector

Coaching, business advisory > e-mail, PC/internet

Facilities management >

Promotion/marketing/matchmaking > e-mail, PC/internet

Communication > internet, e-mail, instant messaging

ICT usage at work with investors, external institutions:

Relationship Management > internet, e-mail

Matchmaking: investor <> incubated company> internet, e-mail

Promotion/marketing> internet, e-mail

Italy

Year started: 1989-2004

Main objectives: capacity building, commercialize research, develop international linkages and relationships, peer learning, raise the awareness of business incubators, share knowledge, support business incubation, support creation of export revenues, support development of profitable enterprises, help international organisation to establish new hit-tech incubator, business development.

Services provided: business advice, coaching and mentoring, training, financing (not direct investment, seeking investors), ICT services, infrastructure & facilities, pre-incubation, business consultancy

Organization type: private sector (no profit joint stock company), Non-profit, academic

Target group: students and graduates, inventors, science workers from R&D institutes and young entrepreneurs, working in high-technology business, women, disabled people, anybody with an entrepreneurial initiative, university spin-off

ICT usage in incubators:

Financial Management >MS Excel, SIME - financial software

General Administration >web site, MS Excel, various accounting PC programmes

Internal Communication > MS Office / Mozilla, storage data server and backup, Skype, e-mail, intranet

Promotion/marketing > web site, social network (LinkedIn), Facebook

Thought about: other socials like Facebook, Ning, Flickr (promotion)

ICT usage at work with incubated companies:

Training > MS PowerPoint

Coaching, business advisory > Email client, Skype, MS Excel, Proincor Portal,

Facilities management > website, MS Excel, Badge scannering systems

Promotion/marketing/matchmaking > website, mailing list, Facebook, newsletter, LinkedIn, Connect and innovate Portal

Communication > website, mailing list, e-mail, Skype

ICT usage at work with investors, external institutions:

Relationship Management > email client,

Matchmaking: investor <> incubated company> MS Excel, BAN VENETO's website, connect and innovate Portal

Promotion/marketing> website, mailing list

Poland

Year started: 1991

Main objectives: capacity building, commercialize research, develop international linkages and relationships, raise the awareness of business incubators, share knowledge, support business incubation, support creation of export revenues, support development of profitable enterprises support development of SME

Services provided: business advice, coaching and mentoring, training, financing.

Organization type: NGO, non-profit

Target group: inventors, science workers from R&D institutes and young entrepreneurs, SME

ICT usage in incubators:

Financial Management > own financial software

General Administration > ELDOK (electronic document circulation)

Internal Communication > ELDOK, e-mail, Skype

Promotion/marketing > website, database: Enterprise Europe Network

ICT usage at work with incubated companies:

Training > educational materials on the website, discussion *forum*

Coaching, business advisory > website, discussion *forum*

Facilities management > -

Promotion/marketing/matchmaking > website

Communication > -

ICT usage at work with investors, external institutions:

Relationship Management > website, e-mail

Matchmaking: investor <> incubated company> website

Promotion/marketing> website

Thought about: social network

Spain

Year started: 1986 – 2001

Main objectives: capacity building, develop international linkages and relationships, peer learning, raise the awareness of business incubators, share knowledge, support business incubation, support creation of export revenues, support development of profitable enterprises

Services provided: business advice, coaching and mentoring, training, financing, ICT services, infrastructure & facilities, pre-incubation, technology transfer, legal advice, tax advice, intellectual property advice

Organization type: government, non-profit, non-profit foundation, mixed organization type (board of founders includes academic, government and private sector)

Target group: students and graduates, inventors, science workers from R&D institutes and young entrepreneurs, working in high-technology business, women, disabled people, highly innovative companies (start-ups and bigger companies)

ICT usage in incubators:

Financial Management > software, business plan online, online banking, accounting and billing management software, e-commerce software

General Administration > software applications, Internet, Web 2.0, PAIT (telematic service to creation of companies in 48 hours), e-Government, e-Administration, e-mail, calendar software, intranet

Internal Communication > newsletter, online press summary, social networks (biznetBarcelona), intranet, e-mail, management program

Promotion/marketing > press department, Web 2.0, social networks, blogs, conferences, website, intranet

Other: e-commerce, online platform, energy efficiency management software

ICT usage at work with incubated companies:

Training > online courses, Web 2.0,

Coaching, business advisory > PC, software, Internet

Facilities management > -

Promotion/marketing/matchmaking > website, Intranet

Communication > Web 2.0, social networks, blogs, website, intranet, e-mail, calendar software.

ICT usage at work with investors, external institutions:

Relationship Management > -

Matchmaking: investor <> incubated company> audio presentations, web

Promotion/marketing> newsletter, social networks

Sweden

Year started: 1986 - 2009

Main objectives: capacity building, commercialize research, develop international linkages and relationships, peer learning, raise the awareness of business incubators, share knowledge, support business incubation, support creation of export revenues, support development of profitable enterprises

Services provided: business advice, coaching and mentoring, training, ICT services, infrastructure & facilities, pre-incubation

Organization type: academic, government, NGO, private sector, profit, non-profit

Target group: students and graduates, inventors, science workers from R&D institutes and young entrepreneurs, working in high-technology business, all people with bright new business ideas, immigrants and newly settled inhabitants in the area have taken own initiatives to start new Lundaland-projects

ICT usage in incubators:

Financial Management > general project administration tools,

General Administration > Standard Office tools, Excel, homemade project management tools

Internal Communication > mail, Skype, website, Facebook

Promotion/marketing > website, newsletter, mail

Other: Website software(Sitevision), virtual meeting places

Thought about: Project Place, SharePoint (General Administration), video conference systems, open source platforms for communities, FlashMeeting, Lync (Internal Communication), community of practice platforms (Promotion)

ICT usage at work with incubated companies:

Training > Office tools, Word

Coaching, business advisory > CRM

Facilities management > internet, ICT tools for media production

Promotion/marketing/matchmaking > entrepreneur database, website, office software

Communication > project management tools, workshop production, conference recordings

Other: CRM tools

Thought about: Moodle, Elluminate (Training), LinkedIn, Facebook and other social media networks (Promotion)

ICT usage at work with investors, external institutions:

Relationship Management > CRM, website, video cameras

Matchmaking: investor <> incubated company> website, mailing lists

Promotion/marketing> Apsis (for newsletter), Match Making Tool

Other: CRM tools

General summary

Usage of ICT tools in key areas of business incubators:

1. **Internal activities**

   Internal communication ICT tools used: e-mail, Skype, instant messenger, Doodle, MS Exchange , MS Outlook, Mozilla Thunderbird , intranet , internet , website, Web 2.0, social networks (Facebook), remote desktop service, notice board , storage data server and backup, ELDOK, newsletter, online press summary

   Management and general administration ICT tools used:general project administration tools, tool for accounting, financial software (SIME), business plan online, online banking, accounting and billing management software , database system, Dropbox, Open Time, standard Office tools, Excel, SharePoint, Amphora, Outlook, Skype, instant messaging, calendar software , Cobra CRM, intranet, intranet , Mind Manager, Open Workbench, web site, e-commerce software, Web 2.0, service to creation of companies in 48 hours (PAIT), e-Government, e-Administration, homemade project management tools, electronic document circulation (ELDOK)

2. **Relationships and communication with the environment**

   ICT tools used:website , newsletter , email, mailing list, Skype, instant messaging, Doodle, Cellphone, voice and video conference (Polycom), Web 2.0 (Xing, Linkedin, Facebook), blogs, electronic document circulation, calendar software, project management tools, workshop production, conference recordings, CRM tools

3. **Training and knowledge management**

   ICT tools used:LMS (outsourced, open source e.g. Moodle, commercial e.g. Elluminate), online courses, online resources (www.ted.com , eCorner) , MS PowerPoint , web conferencing (live, webcasts) , web 2.0 (Facebook, Linkedin), on-line tools (business plans, strategic plans, company in 48 hours

4. **Promotion**

   ICT tools used:
   website, internet, newsletter, blogs, YouTube, Facebook, Linkedln, Xing, Twitter, Flickr, MS SharePoint, Excel , PowerPoint, Keynote, I-movie, database, e- mail, mailing list, Doodle

Plans usage ICT tools for the future of the business incubators

- Google Docs, CRM Software, MS SharePoint (general administration)
- Skype, Video Skype , Google mail, PosterBee, video conference systems, open source platforms, FlashMeeting, Lync (internal communication)
- social media tools, Facebook , Twitter, Adobe CS5, community of practice platforms (promotion/marketing)

PHASE 2: THE MAIN DATA CONCERNING ICT USING IN VARIOUS INCUBATORS

Based on analysis of these data were designed new questionnaire (available online) to evaluate the efficiency of different ICT tools in incubators (Annex). This questionnaire was based on Phase 1 results and included mostly closed questions, and was more structured than Phase 1.

The main objective of this survey was to identify the best practices of IT tools application to different areas of activity of incubators.

The results below concern direct findings of online questionnaire as well as correlation between two basic features of incubators` group (country and sector of activity) and the most intensively used IT solutions in daily activities of incubators.

Results

The questionnaire was filled in by 26 institutions (incubators) from 10 countries:

Austria (A): 4
Germany (D): 3
Hungary (H): 4
Italy (I): 3
Nederland (NL): 1
Poland (PL): 3
Romania (RO): 3
Slovakia (SK): 1
Spain (E): 1
Sweden (S): 3

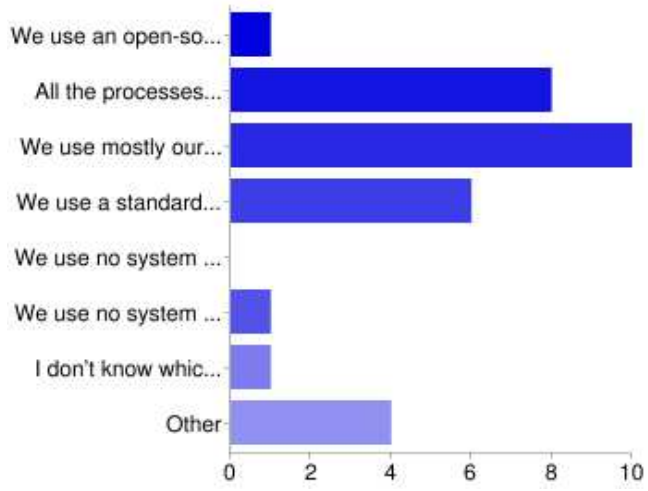
Summary of survey

Internal communication and management

In this section we cover areas like general administration, internal communication, facilities and project management.

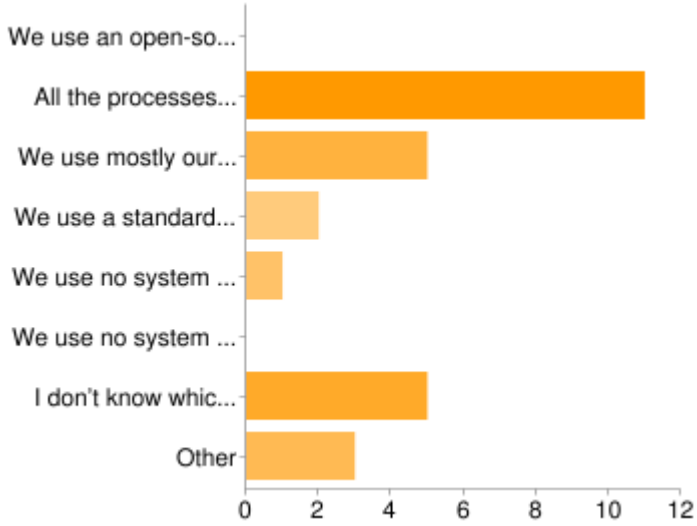
Management

Management: accounting



We use mostly our own, custom solutions (eg. MS Excel)	38%
All the processes are outsourced - we use no dedicated systems	31%
We use a standard, licensed out-of-the-box solution, tailored to our needs	23%
Other: *web platform for handling payments*	15%
We use an open-source, online system	4%
We use no system for this area, but we plan to use it in the future	4%
I don't know which system we use (no information)	4%
We use no system for this area, and don't plan to use it in the future	0%

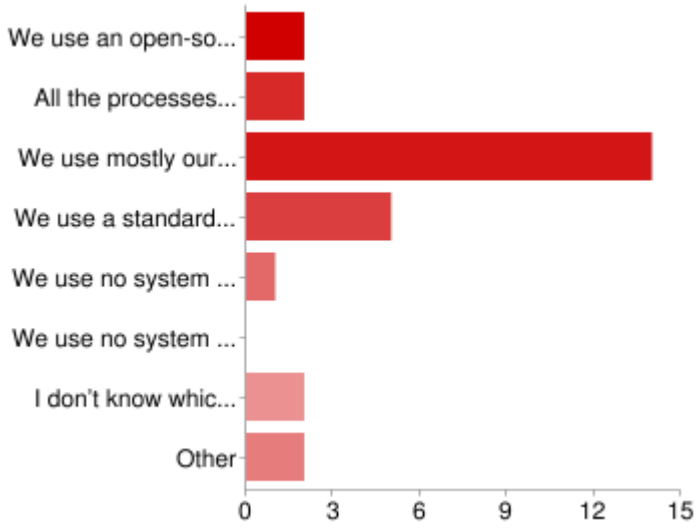
Management: **payroll**



All the processes are outsourced - we use no dedicated systems	42%
We use mostly our own, custom solutions (eg. MS Excel)	19%
I don't know which system we use (no information)	19%
Other: *web platform for handling payments*	12%
We use a standard, licensed out-of-the-box solution, tailored to our needs	8%

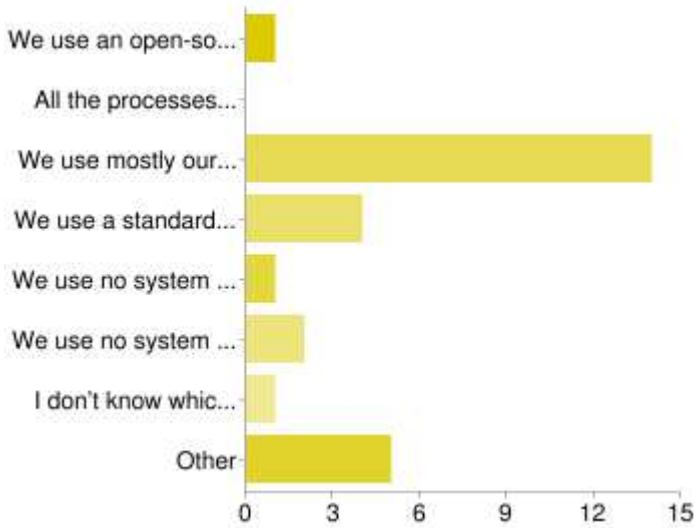
We use no system for this area, and don't plan to use it in the future	4%
We use an open-source, online system	0%
We use no system for this area, but we plan to use it in the future	0%

Management: Facility management (booking resources, access management etc.)



We use mostly our own, custom solutions (eg. MS Excel)	54%
We use a standard, licensed out-of-the-box solution, tailored to our needs	19%
We use an open-source, online system	8%
All the processes are outsourced - we use no dedicated systems	8%
I don't know which system we use (no information)	8%
Other: *our university facilities*	8%
We use no system for this area, and don't plan to use it in the future	4%
We use no system for this area, but we plan to use it in the future	0%

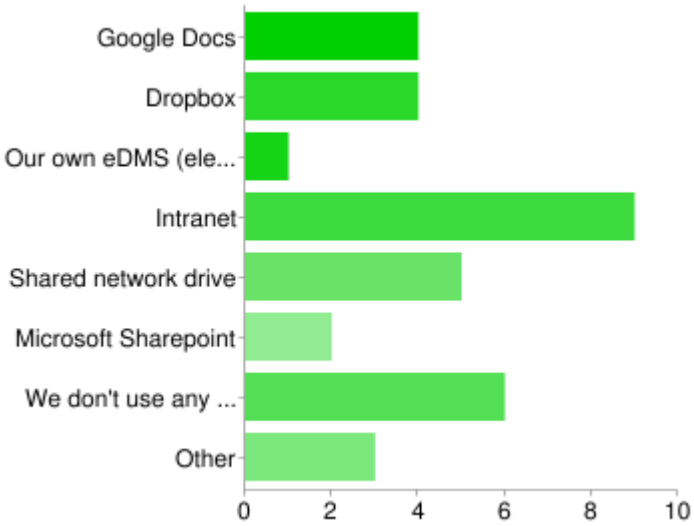
Management: general administration



We use mostly our own, custom solutions (eg. MS Excel)	54%
Other: *Subscription web based applications*	19%
We use a standard, licensed out-of-the-box solution, tailored to our needs	15%
We use no system for this area, but we plan to use it in the future	8%
We use an open-source, online system	4%
We use no system for this area, and don't plan to use it in the future	4%
I don't know which system we use (no information)	4%
All the processes are outsourced - we use no dedicated systems	0%

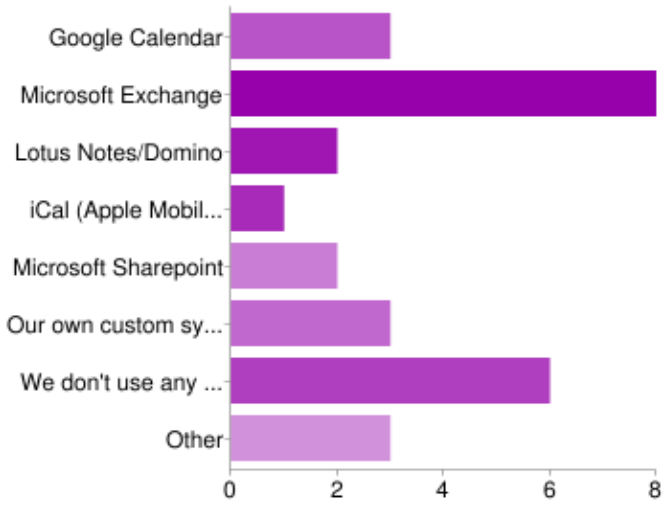
Internal communication

Internal communication: document sharing



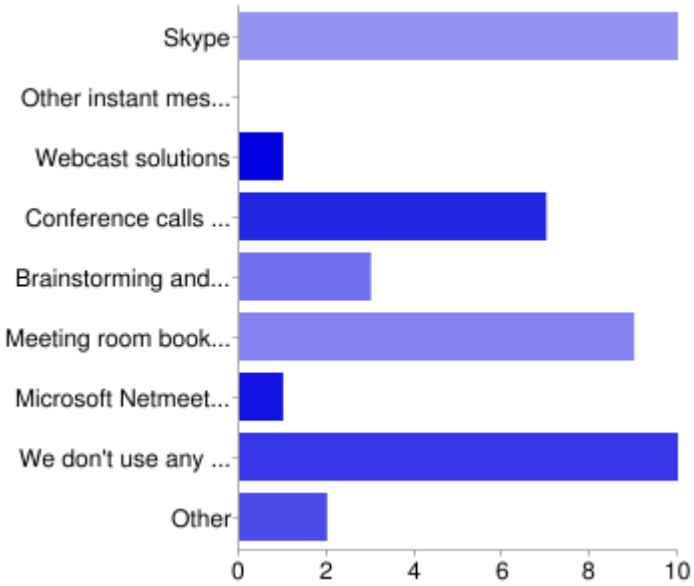
Intranet	35%
We don't use any system supporting document sharing	23%
Shared network drive	19%
Google Docs	15%
Dropbox	15%
Other*: MOSS, Documentum eRoom, www.projectplace.com*	12%
Microsoft Sharepoint	8%
Our own eDMS (electronic Document Management System)	4%

Internal communication: calendar sharing



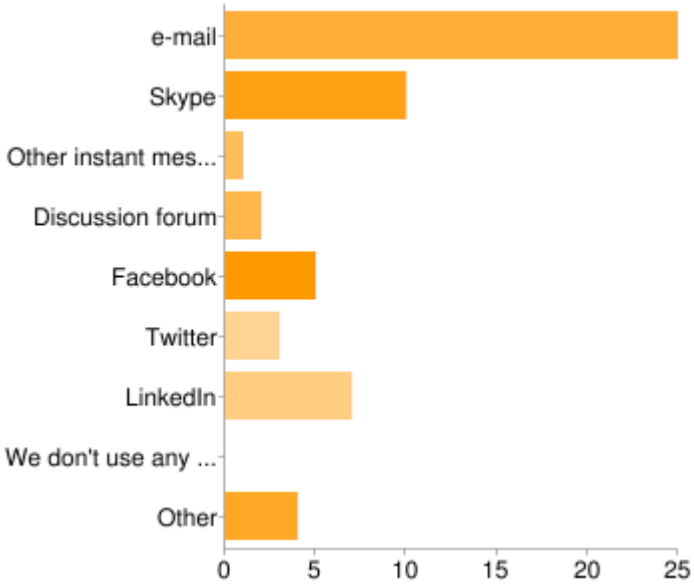
Microsoft Exchange	31%
We don't use any system supporting calendar sharing	23%
Google Calendar	12%
Our own custom system	12%
Other: *Documentum eRoom, Doodle*	12%
Lotus Notes/Domino	8%
Microsoft Sharepoint	8%
iCal (Apple MobileMe)	4%

Internal communication: meetings support and management



Skype	38%
We don't use any system/tool to support meetings organization and management	38%
Meeting room booking systems	35%
Conference calls (by phone)	27%
Brainstorming and mindmapping tools (to take notes during the meeting)	12%
Other: *Documentum eRoom, www.projectplace.com*	8%
Webcast solutions	4%
Microsoft Netmeeting/Lync	4%
Other instant messenger / videoconferencing system	0%

Internal communication: daily communication



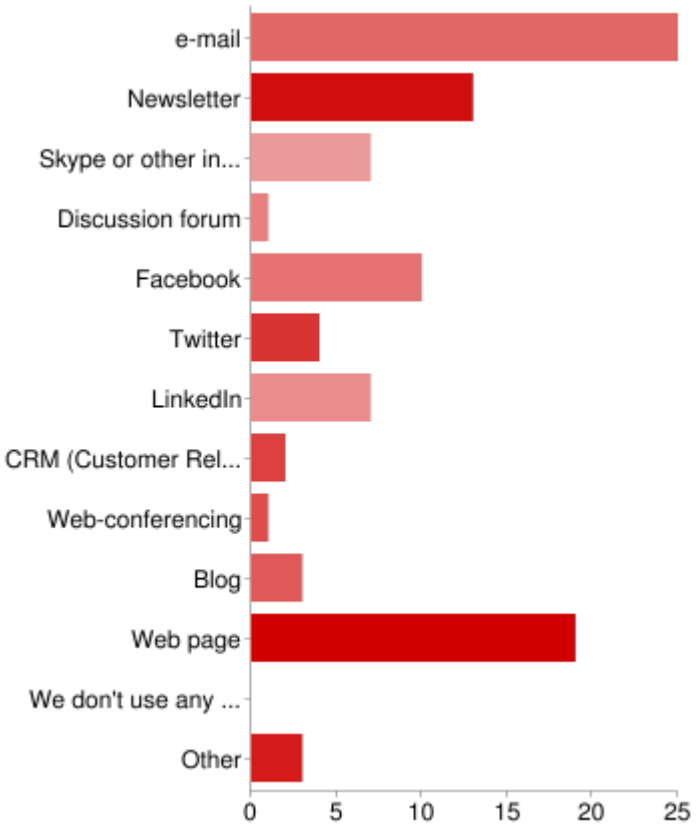
e-mail	96%
Skype	38%
LinkedIn	27%
Facebook	19%
Other: *Lotus Notes/Domino, Documentum eRoom, Xing.com*	15%
Twitter	12%
Discussion forum	8%
Other instant messenger	4%
We don't use any electronic tools supporting daily communication	0%

Open question: *Please shortly describe your future plans concerning implementation of IT solutions to support general administration in your organization*

- We plan to implement IT system for management all our company in years 2012/2013. The implementation process will start 2011 with identification of all needed processes going on in the company. Both processes will be managed by one of the following partners: Deloitte, Ernst&Young or PriceWaterhouse.
- First we would like to check the effectiveness of working management information systems.
- We are looking for an appropriate CRM-system to handle customer data, to document the communication process.
- Internal project system = Documentum eRoom (licensed per member), but always looking for open source solutions with same functionalities to add or to replace eRoom functionalities.
- In the future we plan to develop internal system improving the internal communication and the service of our Incubator tenant.
- Microsoft CRM will be used for the entire group, which our incubator/techcenter is a part of.
- Intranet tools for document sharing
- Thanks to obtained by us grant of Ministry of Science and Higher Education "Kreator Innowacyjności" this year we plan to establish system of gathering informations from faculties concerning possible offers to outside world (schooling, trainings, expertise, researches, analisys, etc) for implementation in firms. It will be launched an Internet portal available not only for University employees but also for people outside by the way of Media Boxes staying in chosen faculties.
- Aiming at implementing a tool for handling minutes/notes around the business coaching. A common tool used by all business coaches. Evaluation is ongoing. Basically a CRM software.
- We are planning to implement a Google Apps for Enterprise-centered solution.
- No plans at the moment
- We are happy using web based applications and we plan to continue using them.
- We do not plan to implement new IT solutions in the Business Incubator we administrate
- No detailed plans

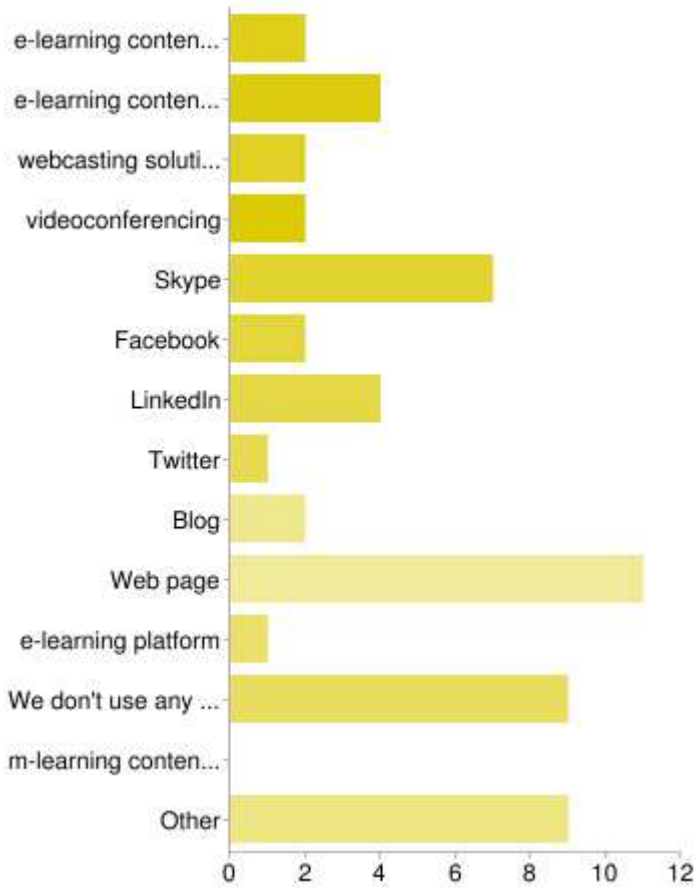
Services for start-ups

Services for start-ups: communication



e-mail	96%
Web page	73%
Newsletter	50%
Facebook	38%
Skype or other instant messenger	27%
LinkedIn	27%
Twitter	15%
Blog	12%
Other: *Documentum eRoom, www.projectplace.com, beratungsgespräche*	12%
CRM (Customer Relationship Management) system	8%
Discussion forum	4%
Web-conferencing	4%
We don't use any electronic tools supporting communication with start-up's	0%

Services for start-ups: training and consulting

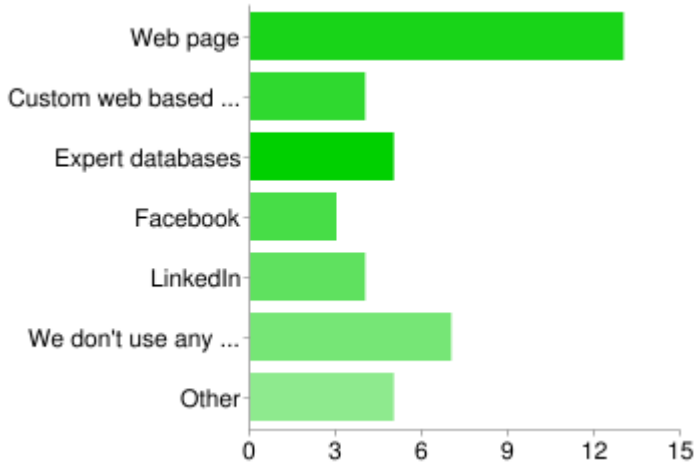


Web page	42%
We don't use any electronic tools supporting training or consulting services provided to our start-ups	35%
Other: *Documentum eRoom, coaching, support for stage-gate process, PowerPoint*	35%
Skype	27%
LinkedIn	15%
e-learning content - external library	8%
webcasting solutions (live and library of recorded events)	8%
videoconferencing	8%
Facebook	8%
Blog	8%
Twitter	4%
e-learning platform	4%
e-learning content – developed internally	1%
m-learning content (learning content available on mobile devices)	0%

Open question: *If you use an e-learning platform, please specify its name below:*

- Blackboard 9.1 (from 1/7/11, now BB7.2)

Services for start-ups: match-making with investors



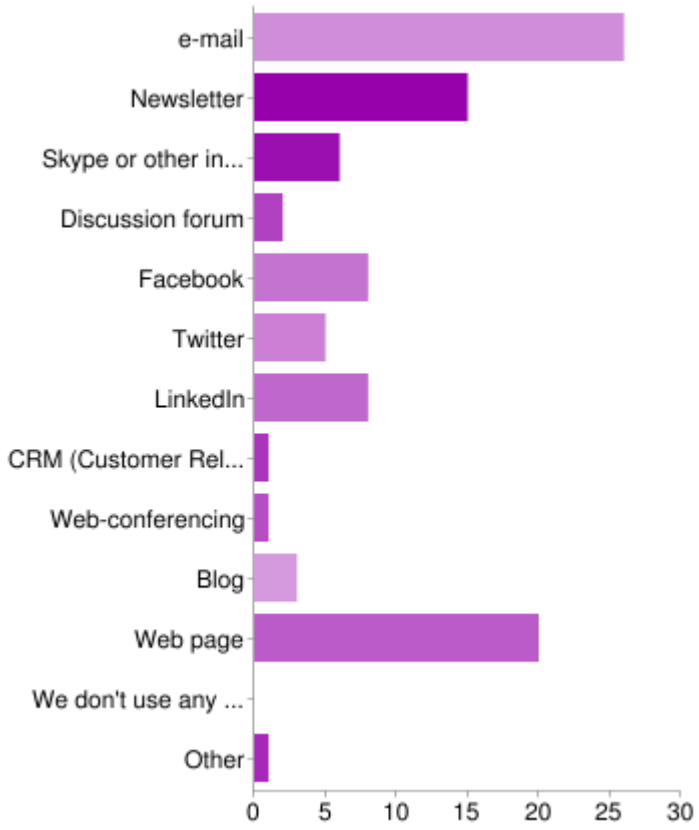
Web page	50%
We don't use any electronic tools supporting match-making start-ups with investors	27%
Expert databases	19%
Other: *expert databases, e-mail, personal networking, BAN VENETO's website*	19%
Custom web based match-making solution	15%
LinkedIn	15%
Facebook	12%

Open question: *Please shortly describe your future plans concerning implementation of IT solutions to support services provided to your start-ups*

- Services for start-ups will be part of our all-company IT system plan
- We plan to establish higher capacity connection to the internet.
- Facebook should be expanded as service for our customers
- Learning trajectory: no payment, only costs are paid
- No changes planned to what I know of
- We have in view to develop a solution to support startup-investor match-making opened to incubated companies and companies from the regional entrepreneurial ecosystem.
- We focus mainly on face-to-face discussions thus we do not plan to implement IT solutions in the near future.

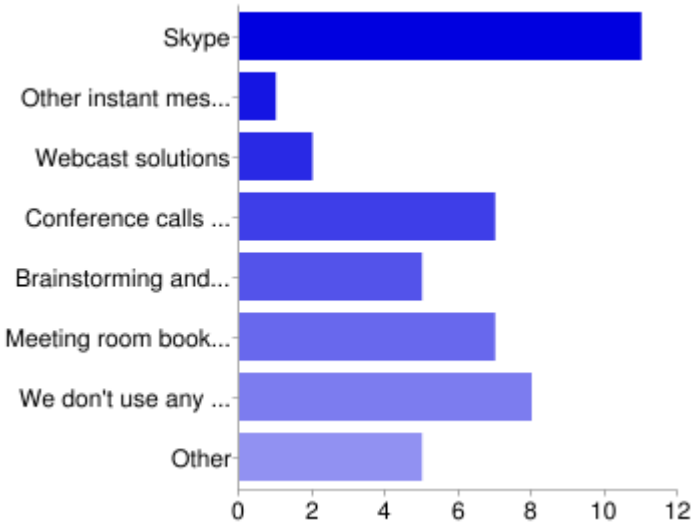
External relations management

External relations management: communication



e-mail	100%
Web page	77%
Newsletter	58%
Facebook	31%
LinkedIn	31%
Skype or other instant messenger	23%
Twitter	19%
Blog	12%
Discussion forum	8%
CRM (Customer Relationship Management) system	4%
Web-conferencing	4%
Other: *Xing.com*	4%
We don't use any electronic tools supporting communication with investors and external organizations	0%

External relations: meetings support and management



Skype	42%
We don't use any system/tool to support meetings with investors and external organizations	31%
Conference calls (by phone)	27%
Meeting room booking systems	27%
Brainstorming and mindmapping tools (to take notes during the meeting)	19%
Other: *PowerPoint presentations, Doodle*	19%
Webcast solutions	8%
Other instant messenger / videoconferencing system	4%

External relations: promotion

Web page	92%
Facebook	38%
Newsletter	31%
Internet marketing: banner campaigns	27%
LinkedIn	27%
Twitter	23%
Internet marketing: Search EngineMarketing (eg. Google Adwords)	12%
CRM (Customer Relationship Management) tools	12%
Other: *external e-catalogue, Xing.com*	8%
We don't use any electronic tools to support promotion	4%
Mobile marketing: SMS, MMS	0%

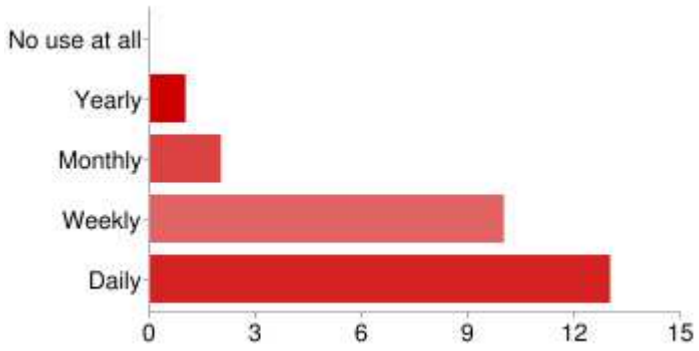
Open question: *Please shortly describe your future plans concerning implementation of IT solutions promotion of your activities*

- Promotion strategy will be part of the management and IT system to be implemented in the company in 2011-2013.
- Web page development is our focus.
- We are thinking about using twitter.
- There are no special plans to implement new IT solutions for this field of activity.
- We do not plan to change the existing system in the near future.

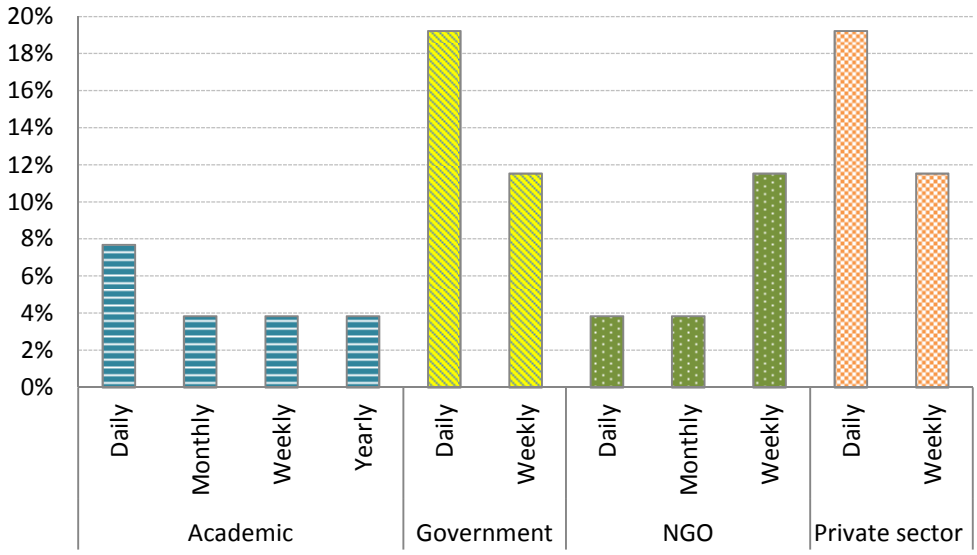
Summary : the most intensively used IT solutions in daily activities incubators

(only one possible answer)

Your web-page



Daily	50%
Weekly	38%
Monthly	8%
Yearly	4%
No use at all	0%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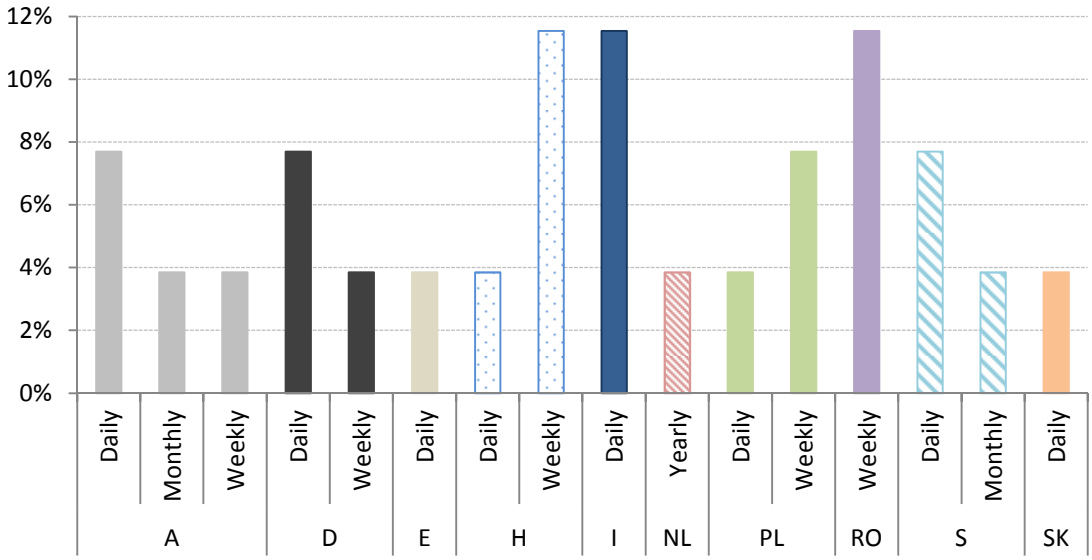
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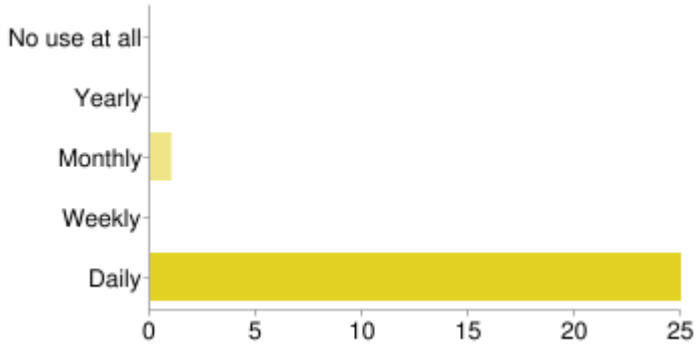
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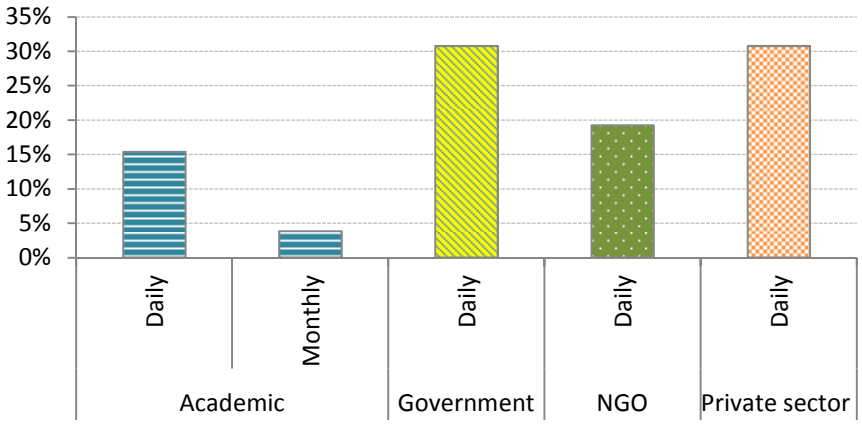
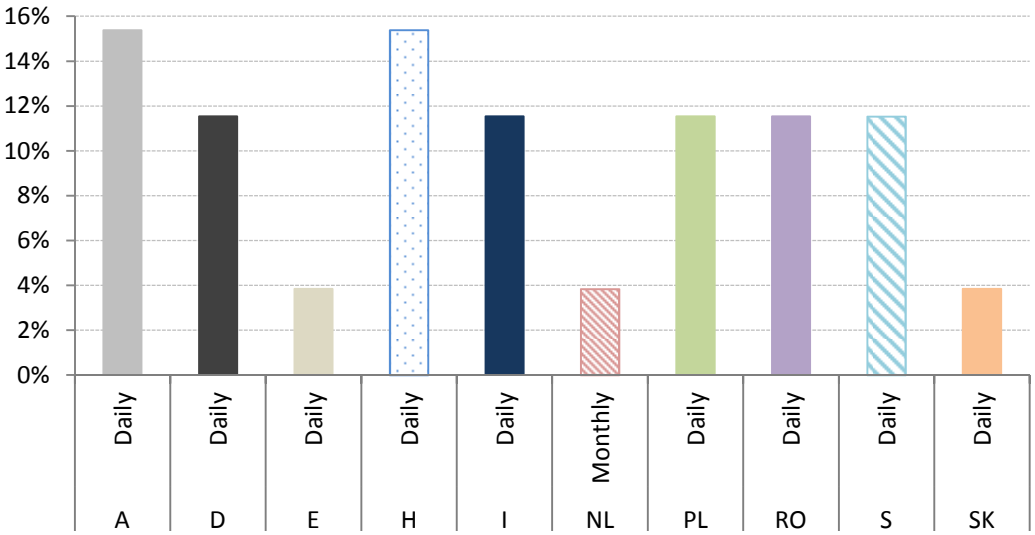
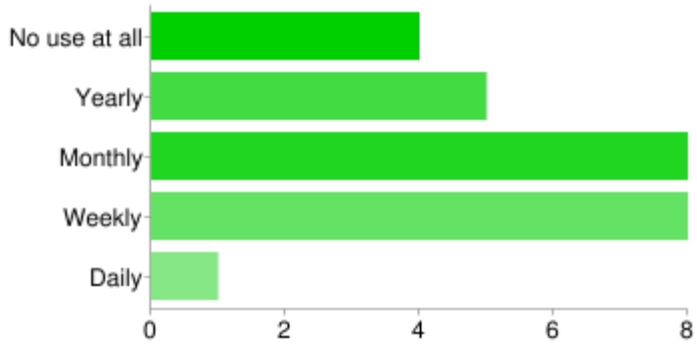
Daily	96%
Monthly	4%
No use at all	0%
Yearly	0%
Weekly	0%

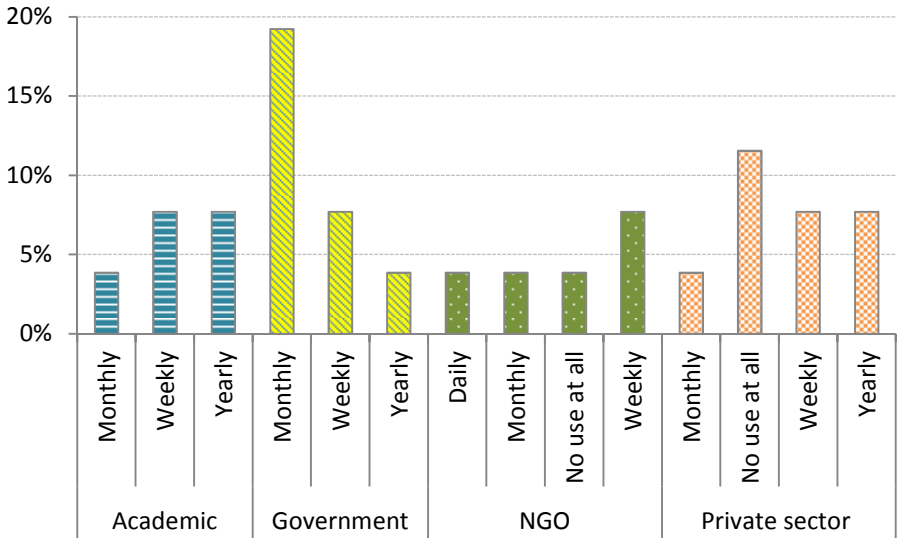


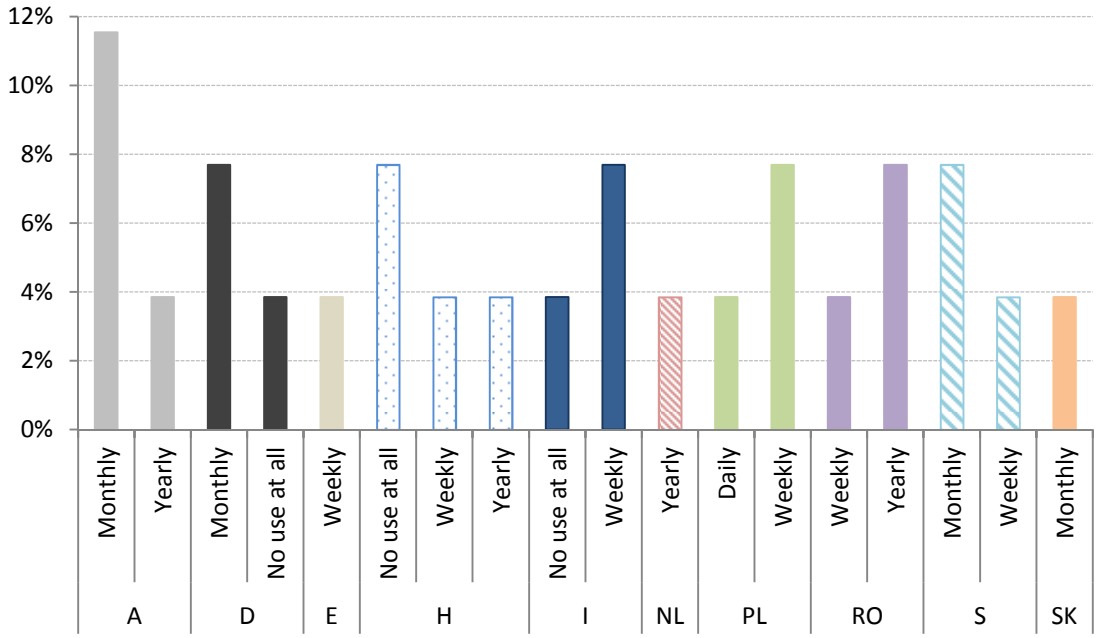


Newsletter

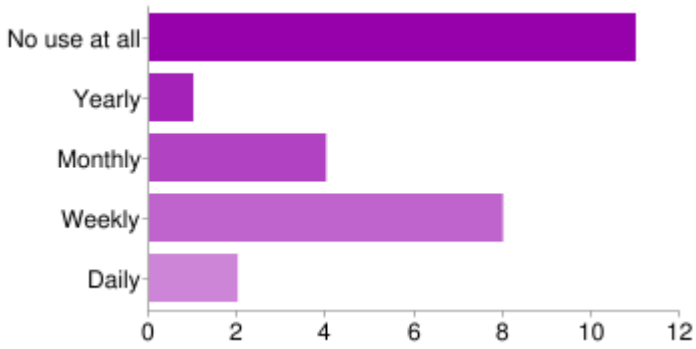


Monthly	31%
Weekly	31%
Yearly	19%
No use at all	15%
Daily	4%

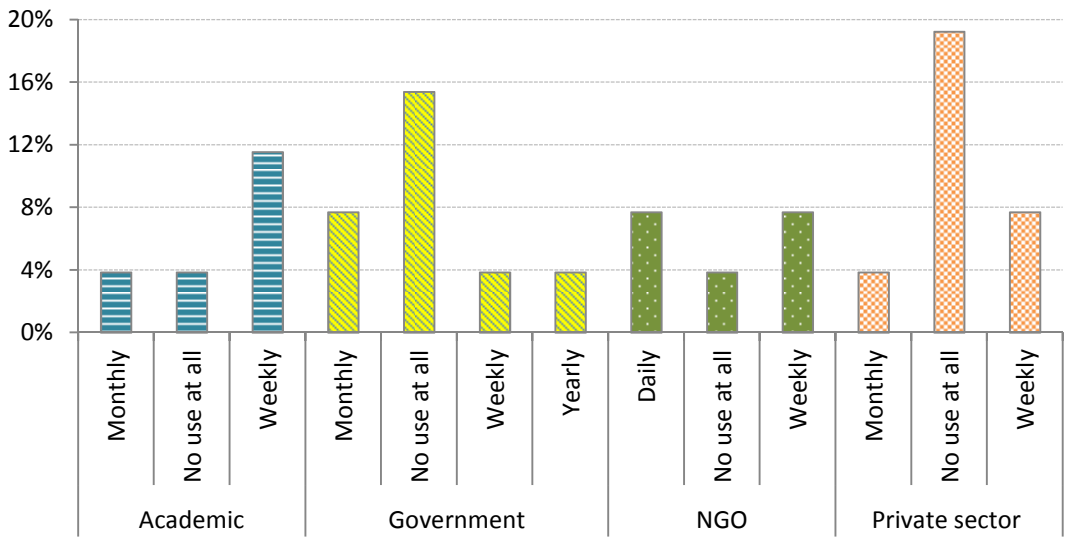




Skype or other instant communicator



No use at all	42%
Weekly	31%
Monthly	15%
Daily	8%
Yearly	4%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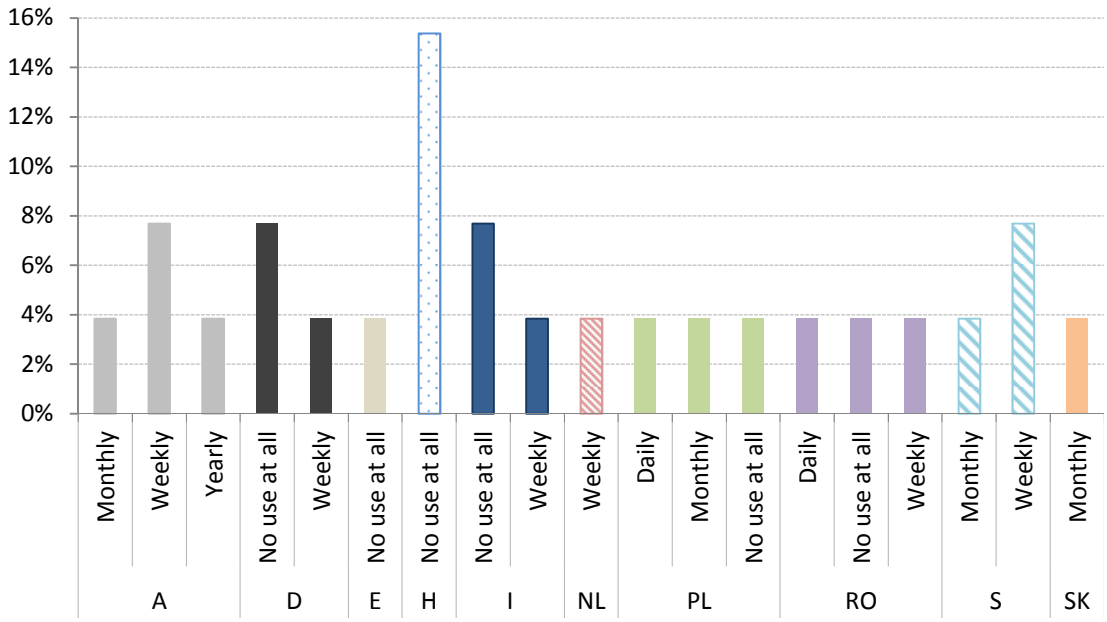
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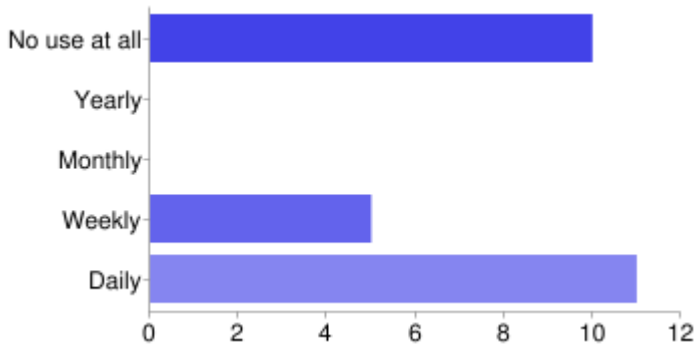
Intranet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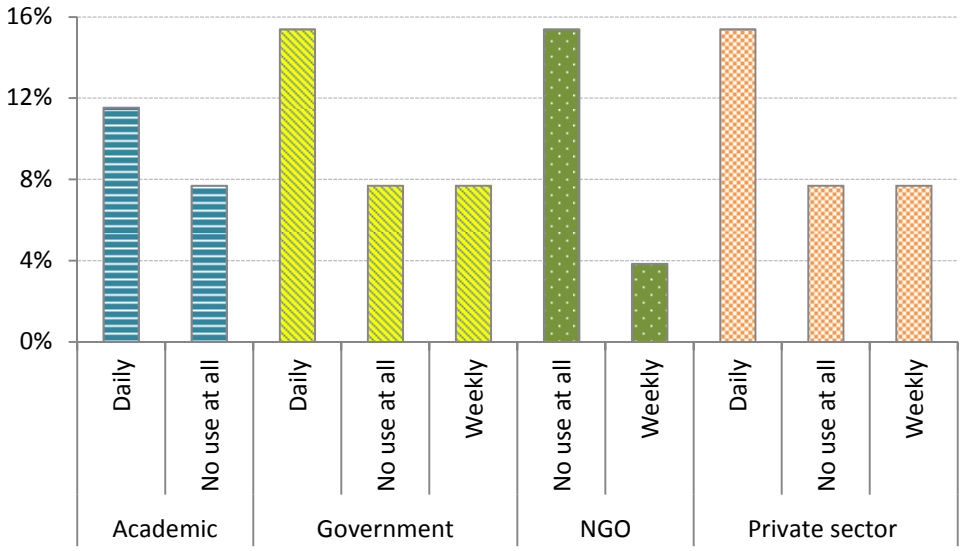
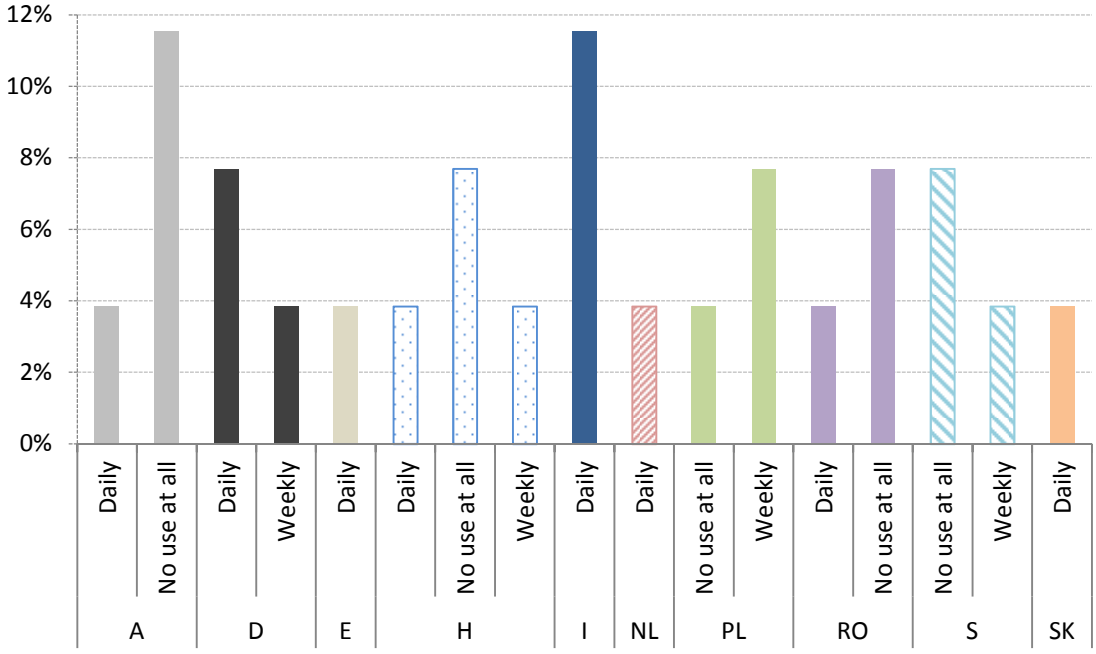
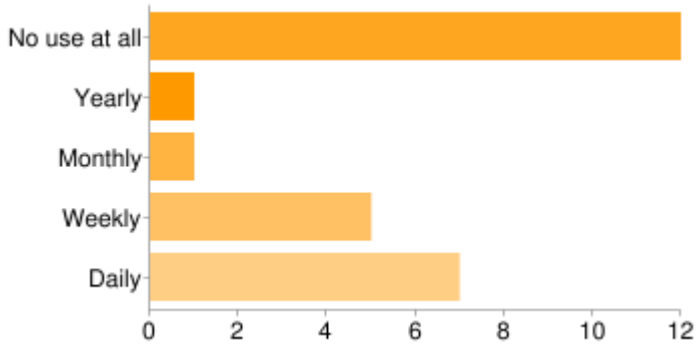
Daily	42%
No use at all	38%
Weekly	19%
Yearly	0%
Monthly	0%

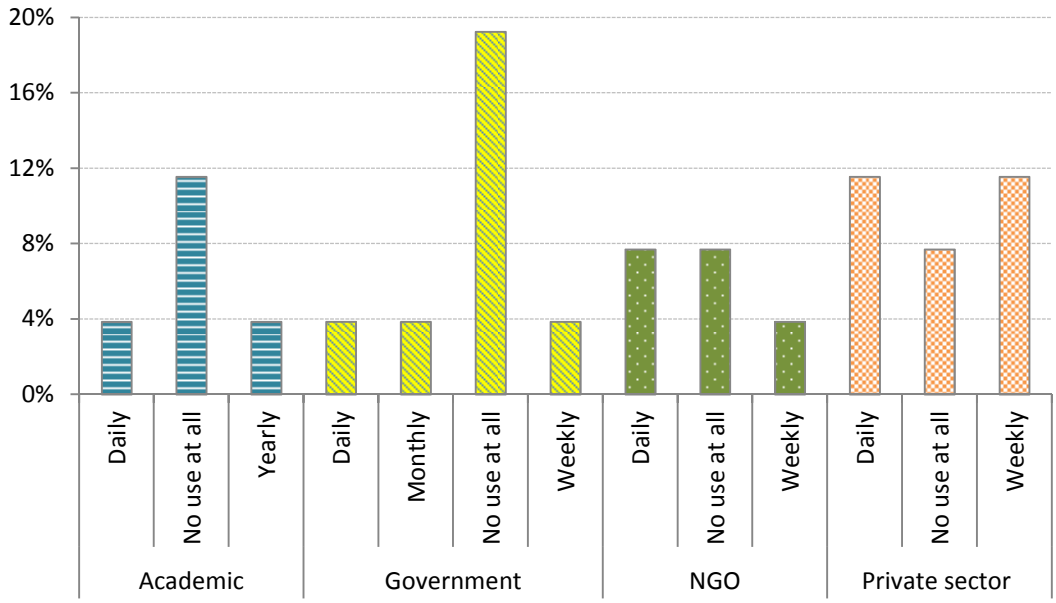


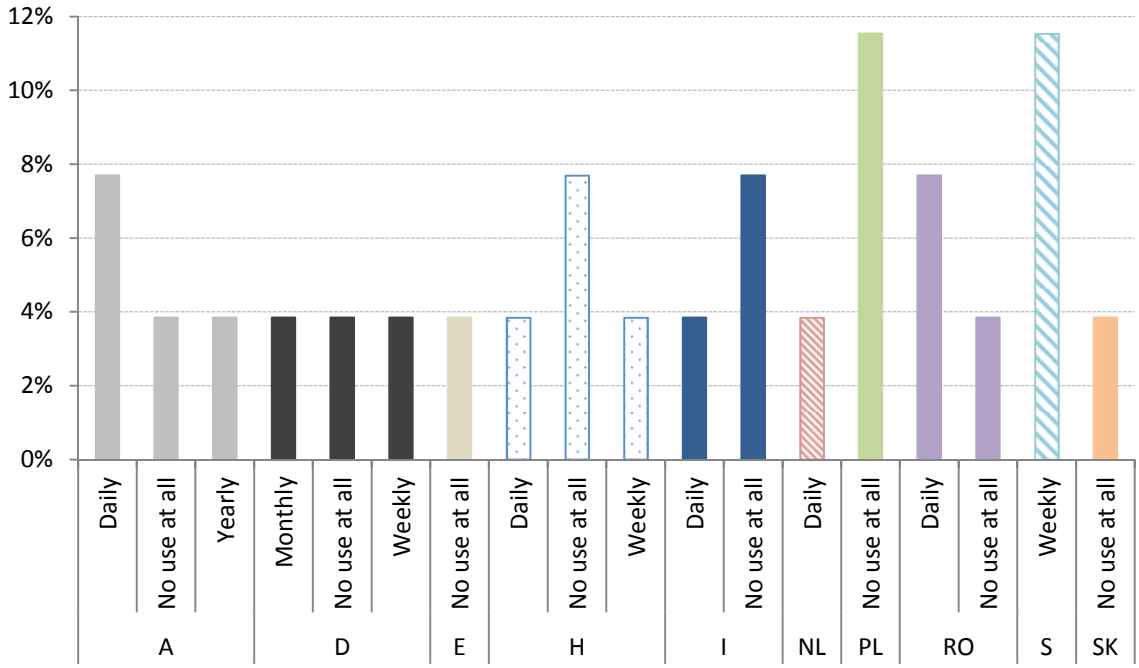


Document sharing and management tools

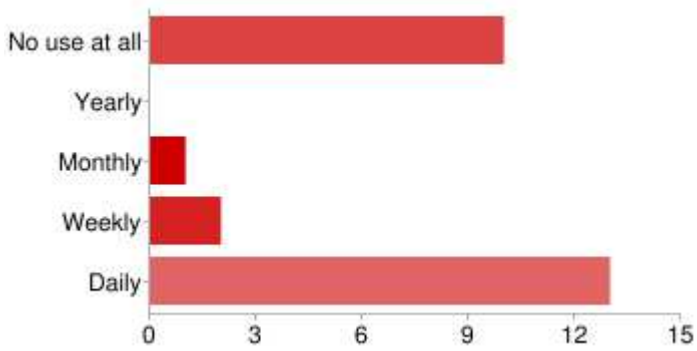


No use at all	46%
Daily	27%
Weekly	19%
Yearly	4%
Monthly	4%

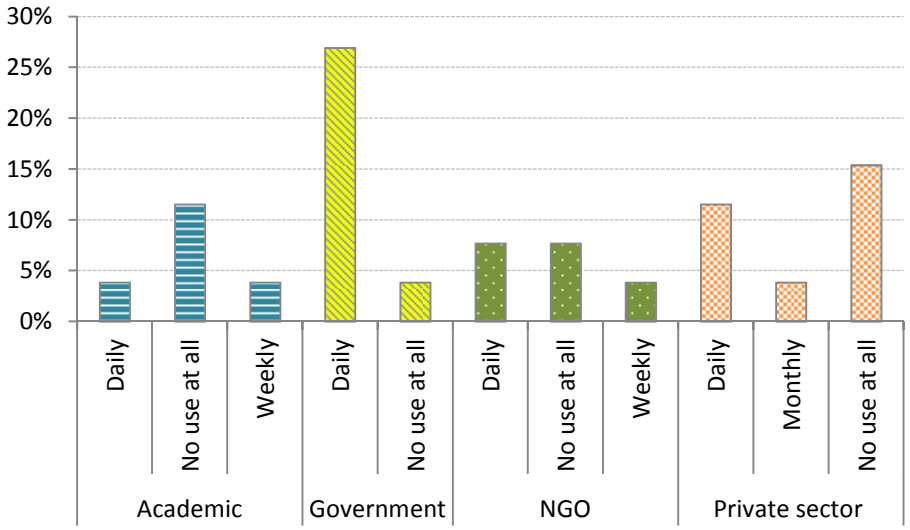


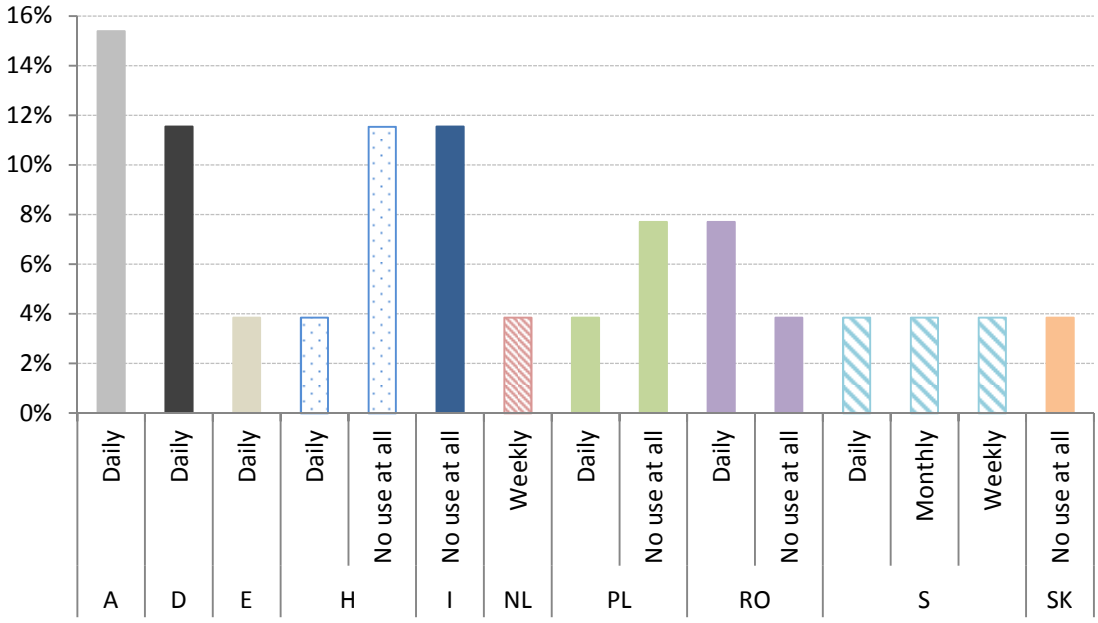


Calendar sharing tools

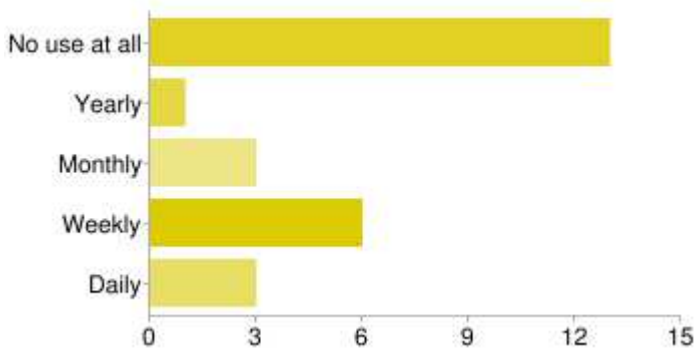


Daily	50%
No use at all	38%
Weekly	8%
Monthly	4%
Yearly	0%

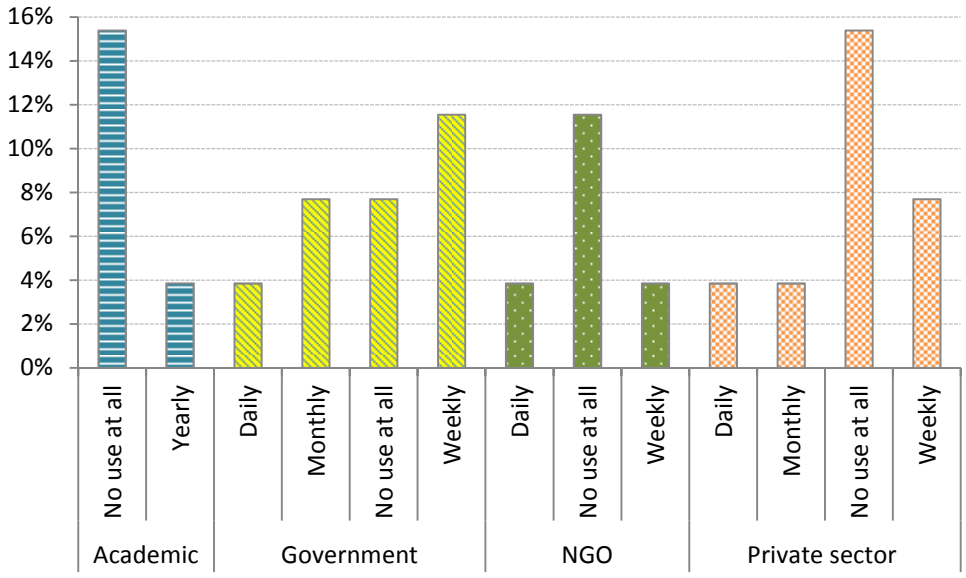


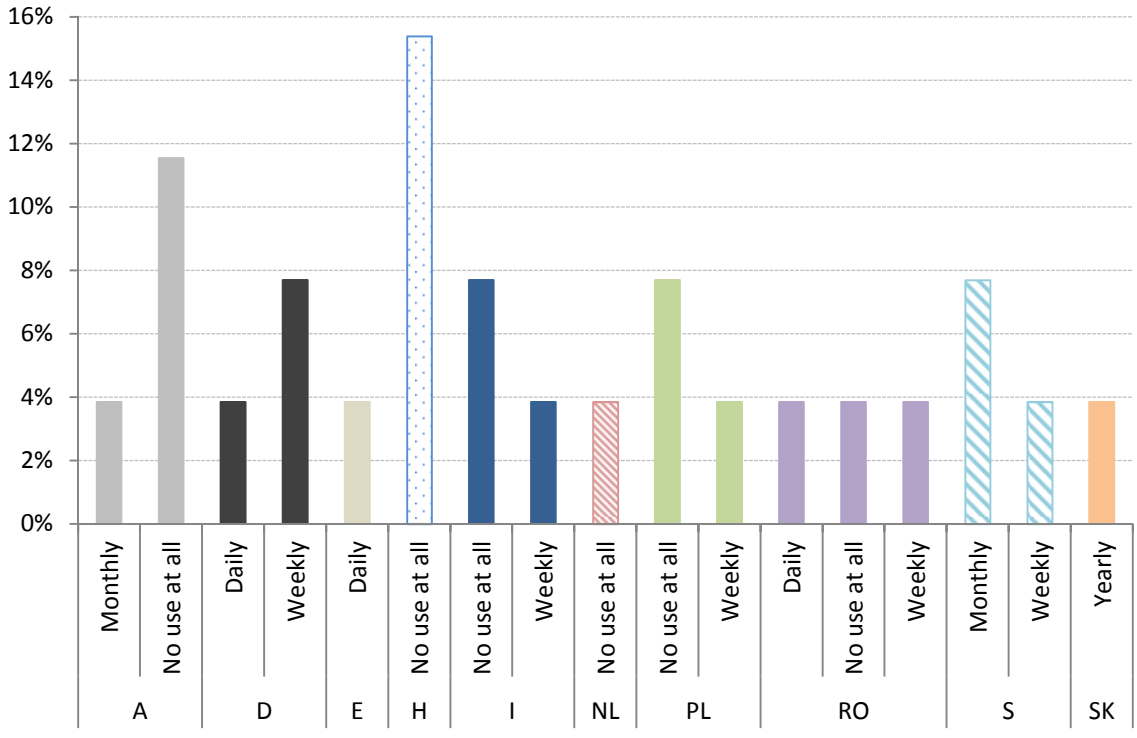


Facility management tools (like booking rooms etc.)

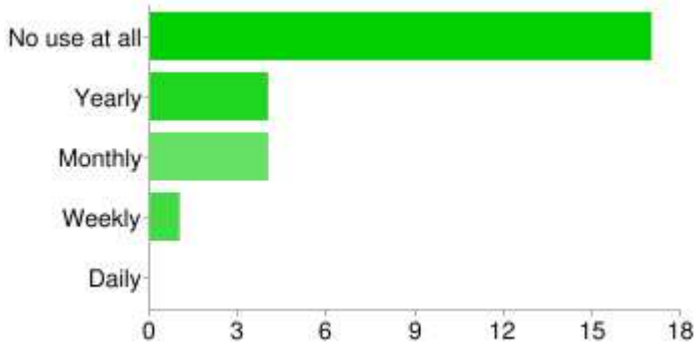


No use at all	50%
Weekly	23%
Monthly	12%
Daily	12%
Yearly	4%

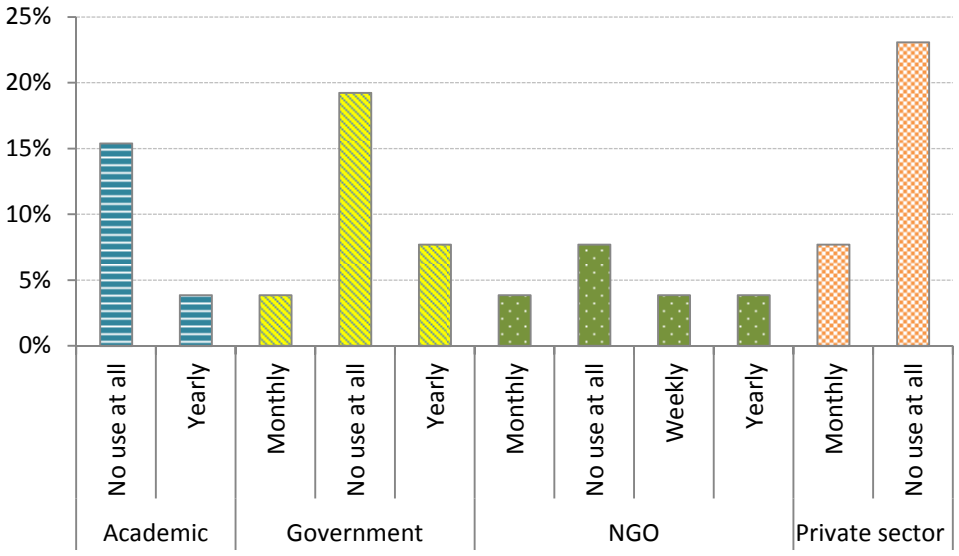


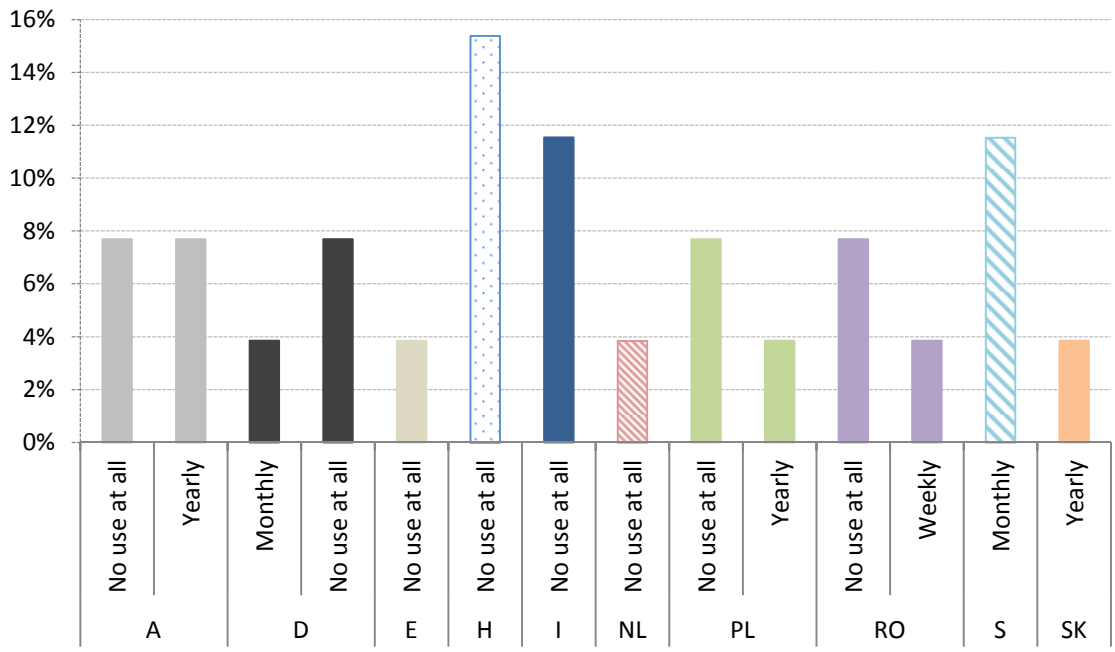


Videoconferencing

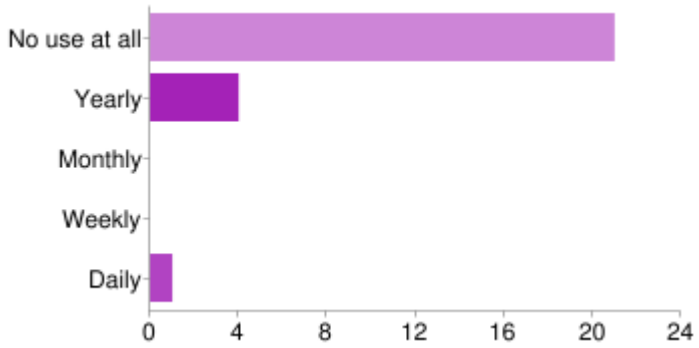


No use at all	65%
Yearly	15%
Monthly	15%
Weekly	4%
Daily	0%

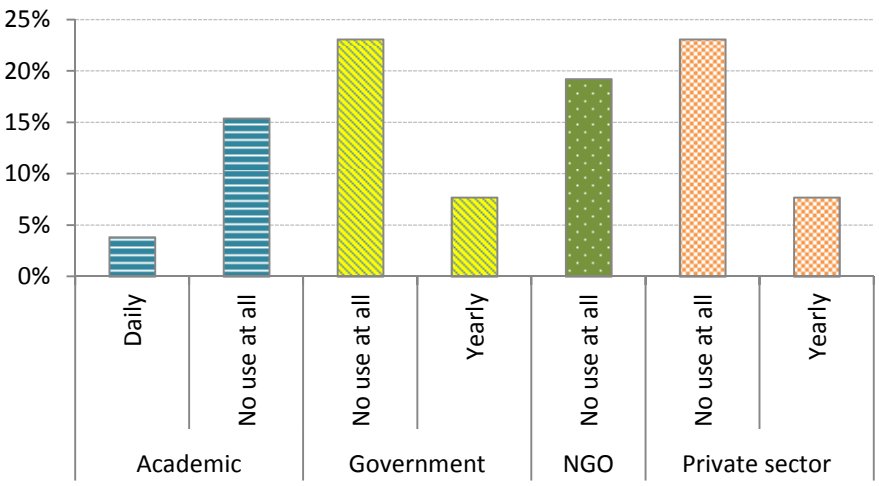




E-learning platform and content



No use at all	81%
Yearly	15%
Daily	4%
Monthly	0%
Weekly	0%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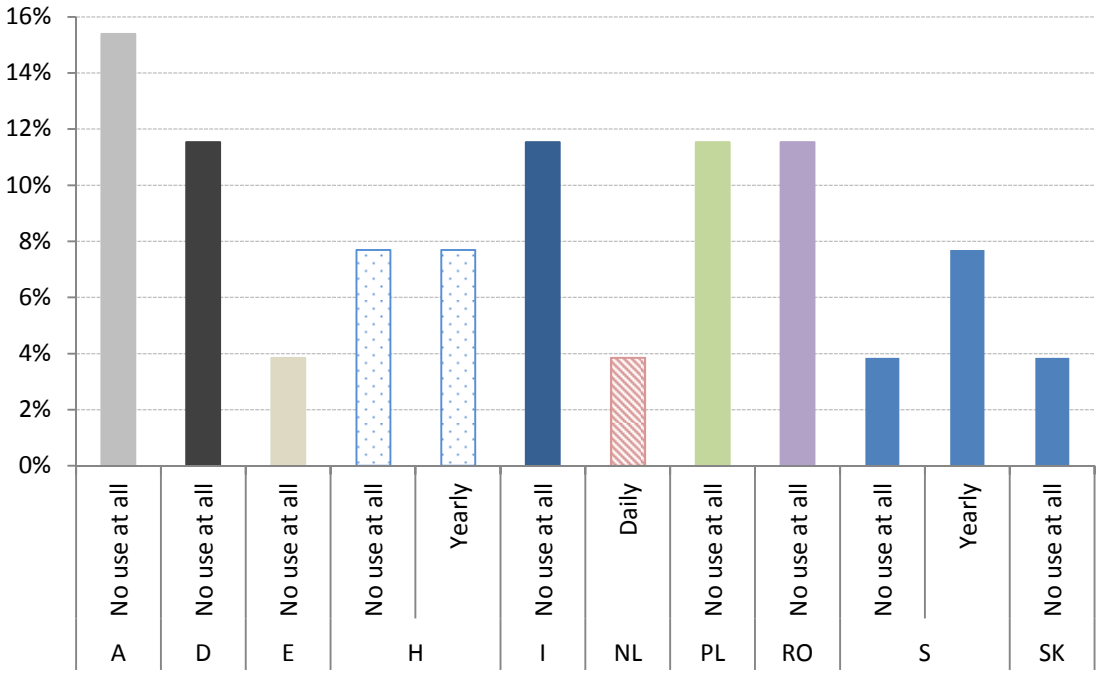
Private sector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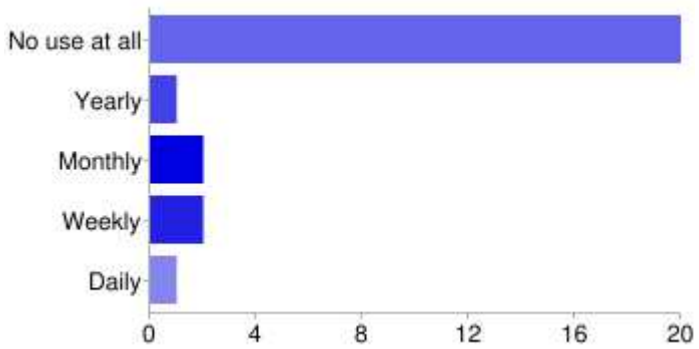
Blog


No use at all
Yearly
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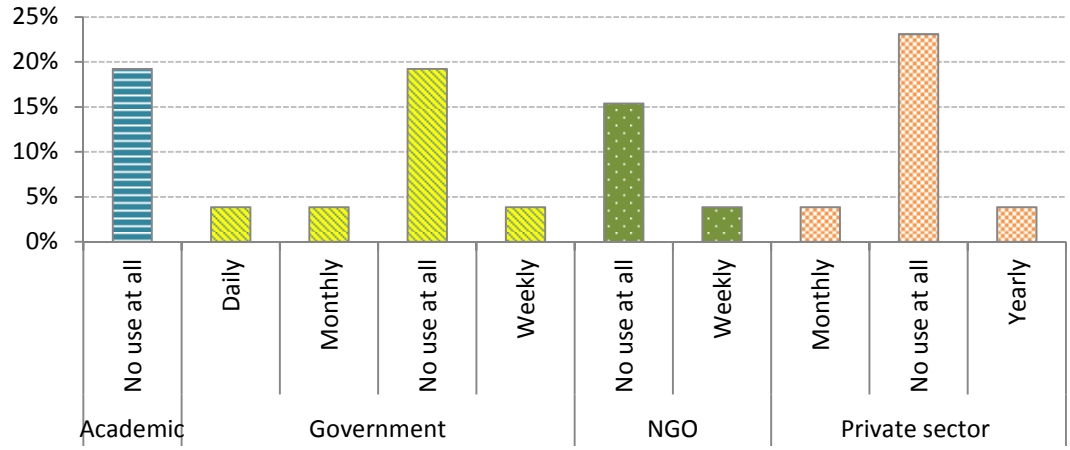
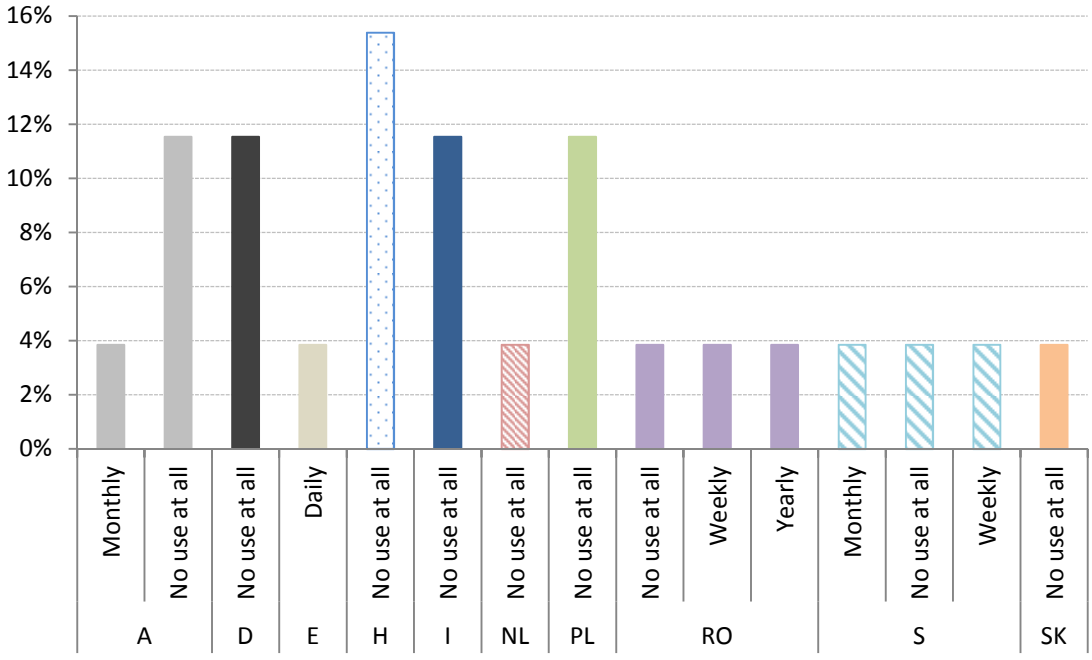
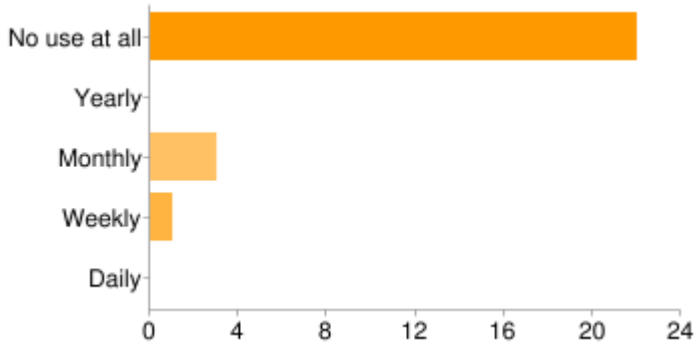
20

No use at all	77%
Monthly	8%
Weekly	8%
Yearly	4%
Daily	4%

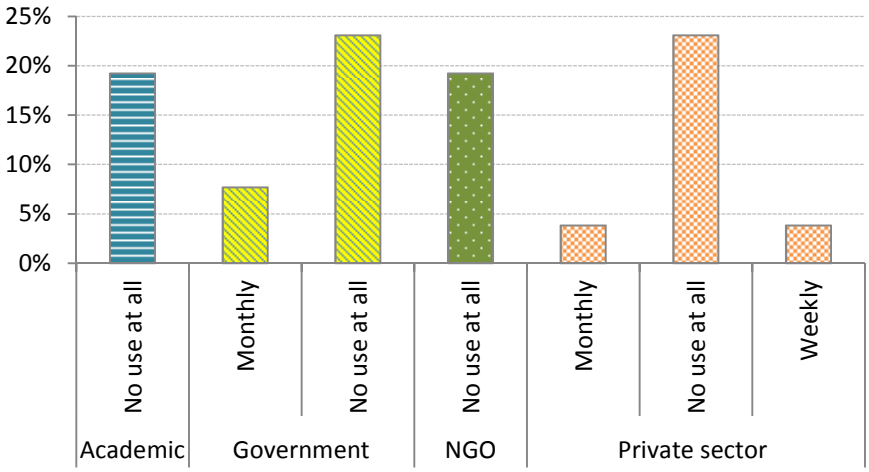


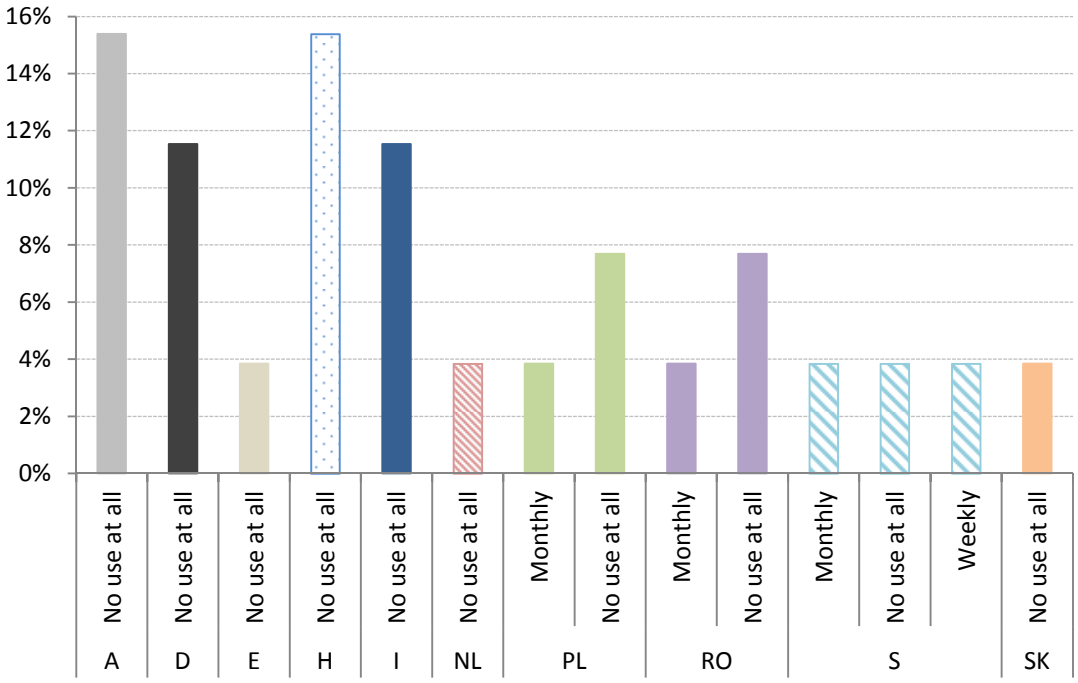


Discussion forums

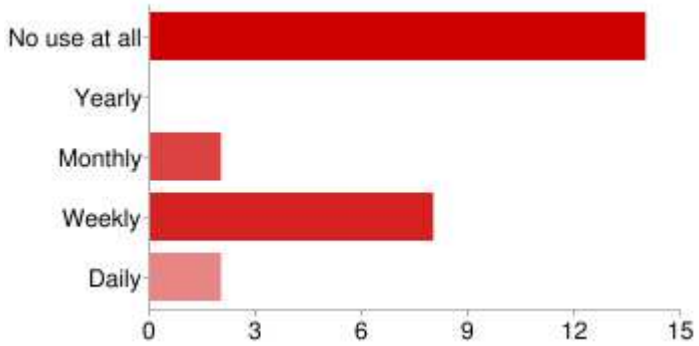


No use at all	85%
Monthly	12%
Weekly	4%
Yearly	0%
Daily	0%

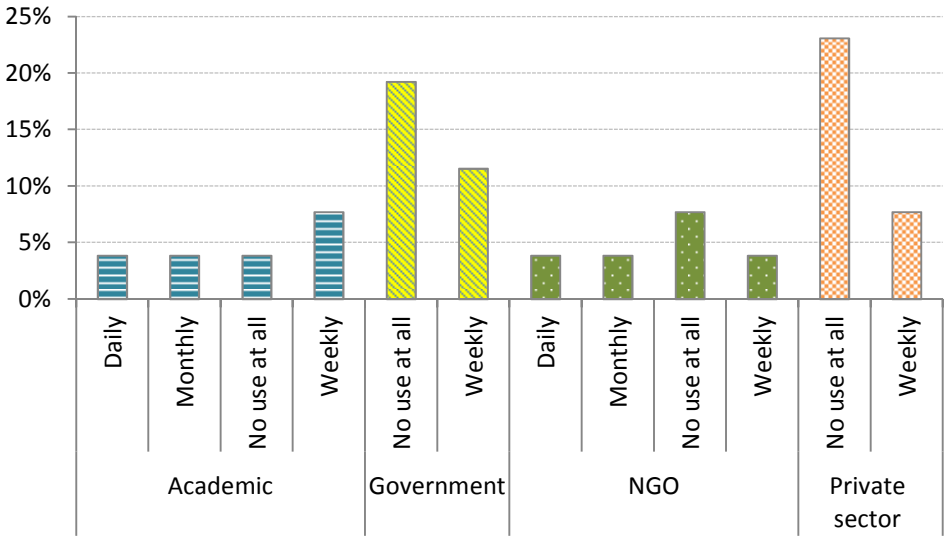




Facebook



No use at all	54%
Weekly	31%
Monthly	8%
Daily	8%
Yearly	0%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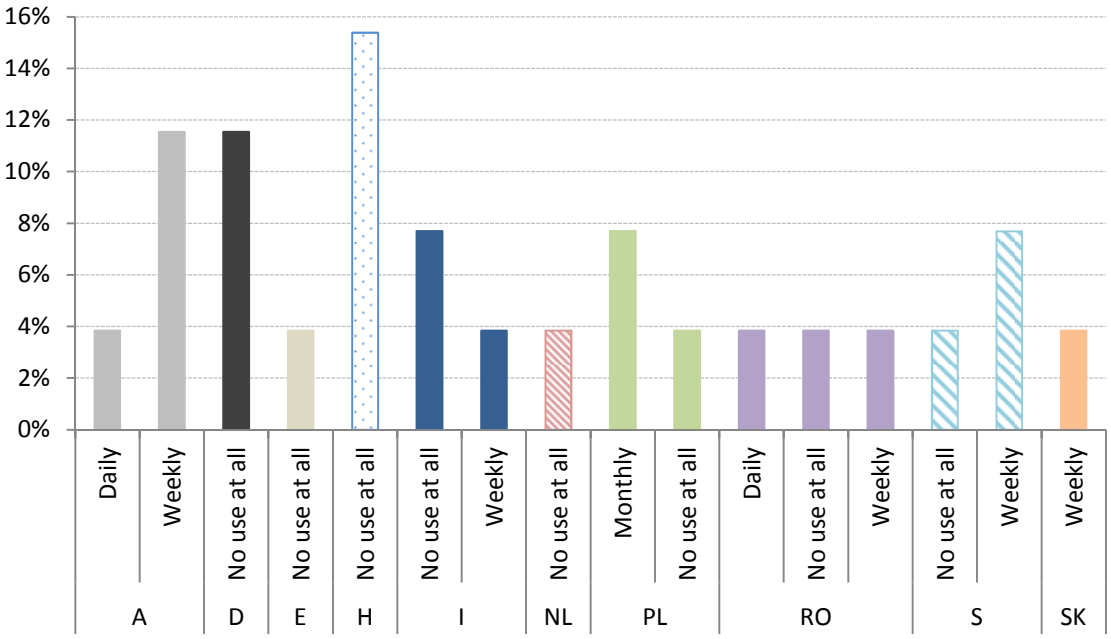
Academic
Government
NGO
Private sector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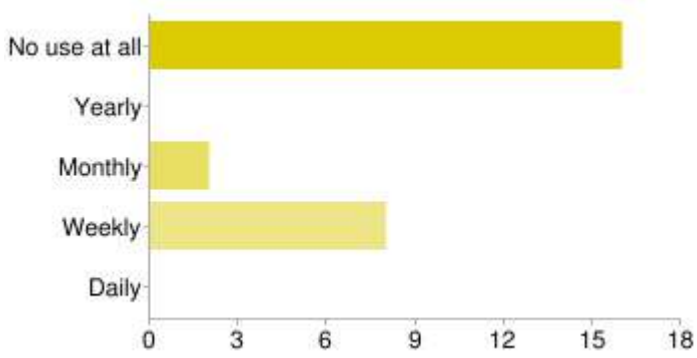
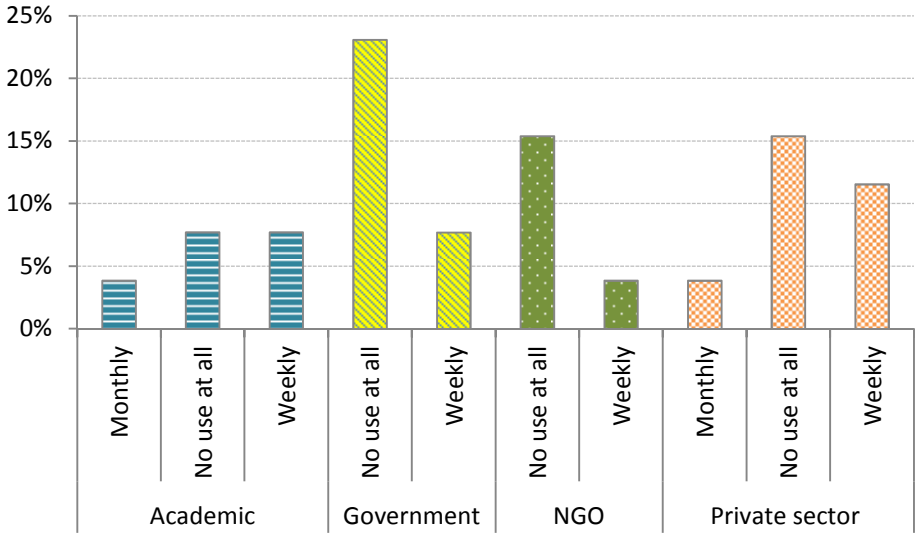
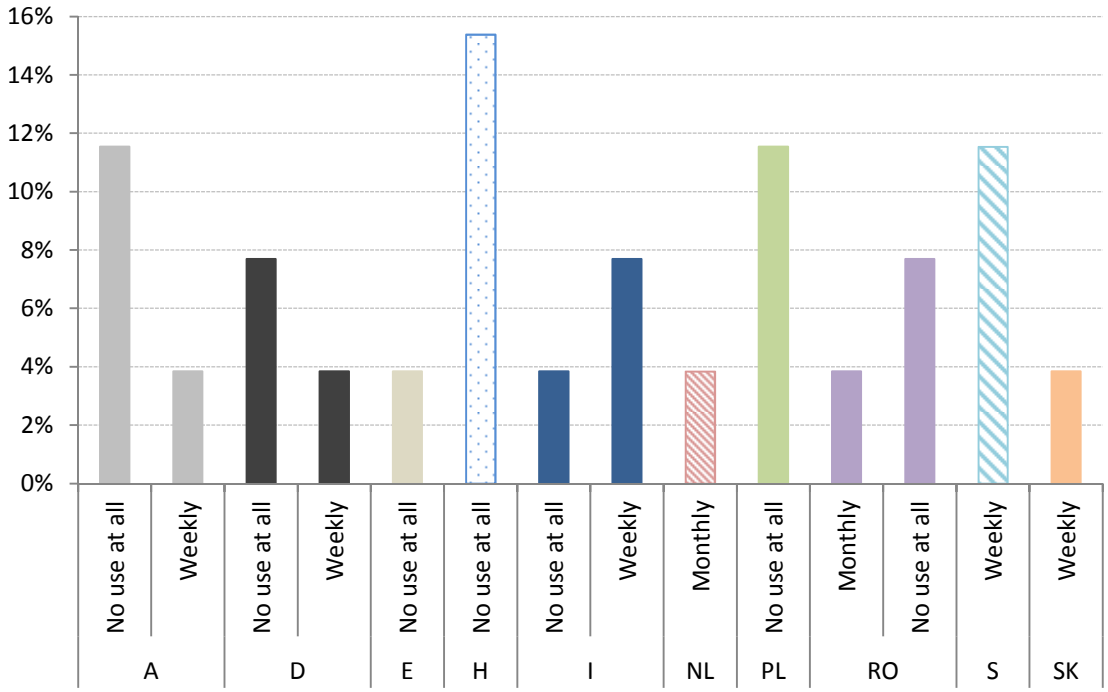
Linked-in

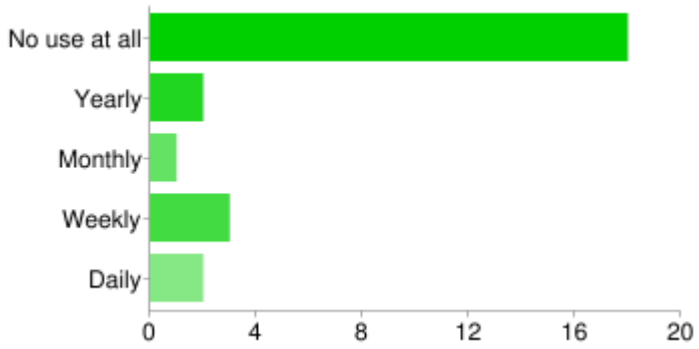


No use at all	62%
Weekly	31%
Monthly	8%
Yearly	0%
Daily	0%

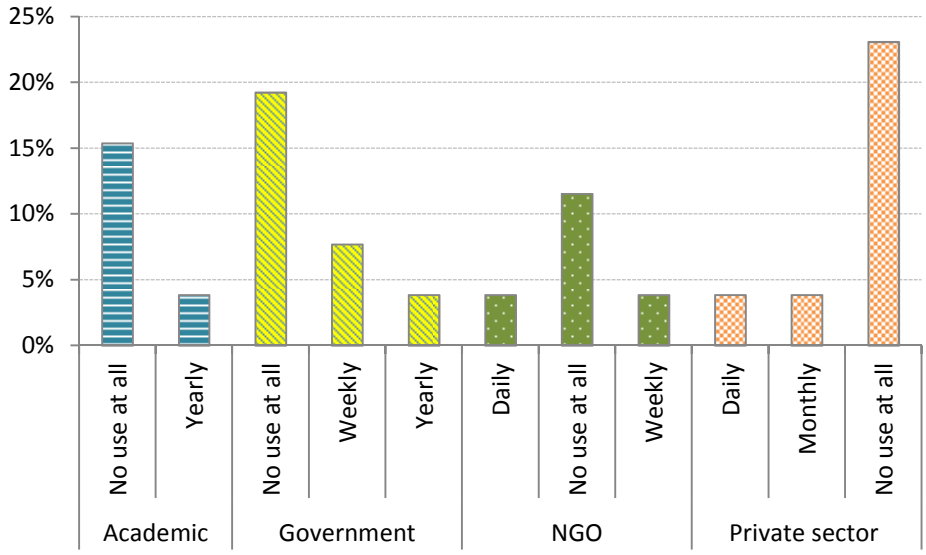


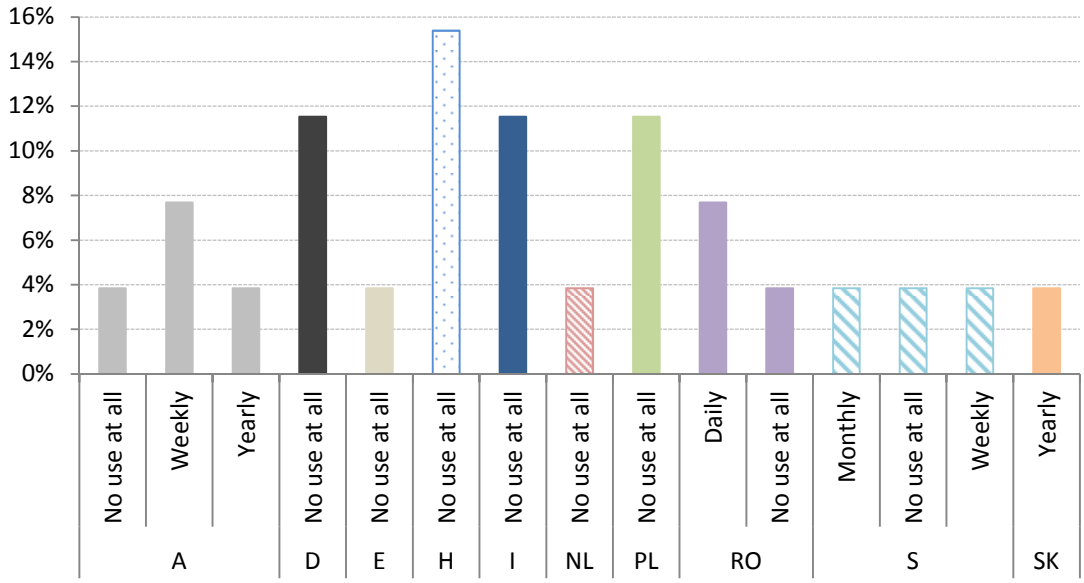


Twitter

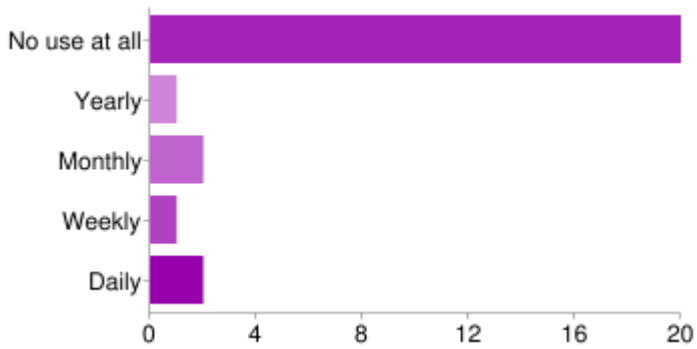


No use at al	69%
Weekly	12%
Yearly	8%
Daily	8%
Monthly	4%

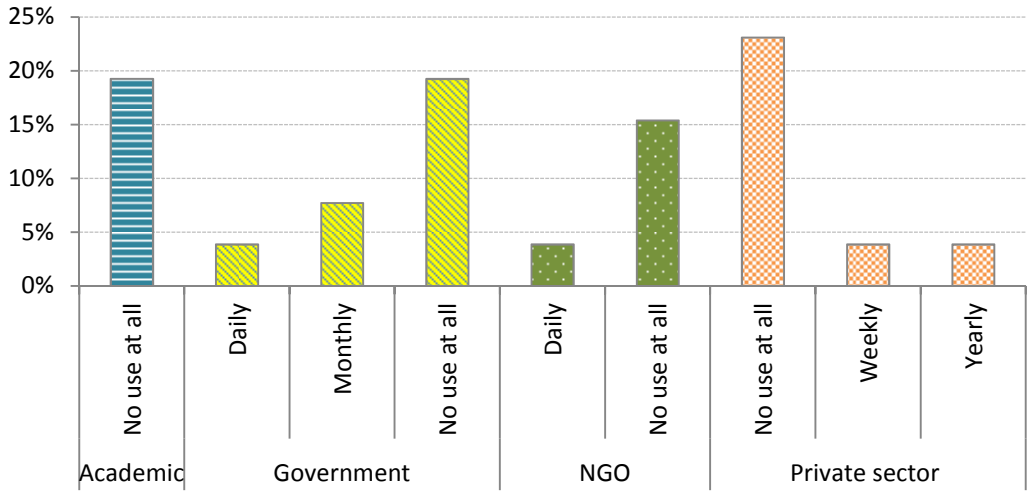


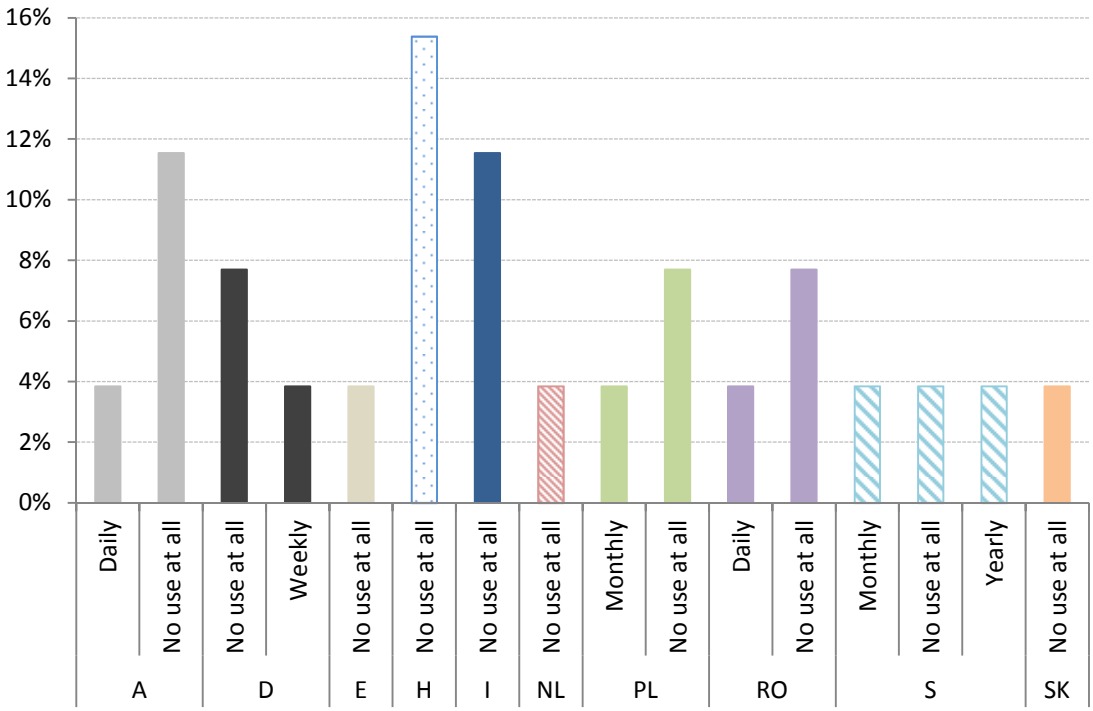


CRM (Customer Relationship Management) system



No use at all	77%
Monthly	8 %
Daily	8%
Yearly	4%
Weekly	4%





Open question: *Please shortly describe what IT tools would you LIKE to implement to support your organization*

- Sharing documents, Facebook, intranet (more intense), videoconferences, on-line reporting.
- CRM
- Twitter, CRM system
- Facebook, e-learning, Newsletter, Document and calendar sharing
- Facebook above "not at all", because it is not me running that tool for us
- On short term there is nothing additionally to what we are presently using
- Probably we will focus on free tools like: blogs, Facebook, Linked-in, Twitter

Conclusions

Organizations that took part in this survey were of various types: government (31%), private sector (31%), academic (19%) and NGO (19%) and declared theirs establishment in years: 1986 – 2011. The main areas of activity: business advice (88%), infrastructure & facilities (76%), coaching and mentoring (68%), training (64%), financing and pre-incubation (48%), ICT services (36%). The most important objectives of activities: support business incubation (76%), support development of profitable enterprises (60%), develop international linkages and relationships and share knowledge (56%), raise the awareness of business incubators (44%), capacity building (40%), commercialize research (36%), support creation of export revenues (32%), peer learning (28%).

In a part below mostly choosing solutions were presented for each category of question. A special remarks having importance for results` shape were also added.

Usage of ICT tools in key areas of business incubators:

1. Internal communication

ICT tools used: (document sharing)

- Intranet, shared network drive, Google Docs, Dropbox, Microsoft Sharepoint, own eDMS
  remark: no system supporting document sharing (23%), Intranet (mostly)

ICT tools used: (calendar sharing)

- Microsoft Exchange, Google Calendar, own custom system, Lotus Notes/Domino, Microsoft Sharepoint, iCal
  remark: no system supporting document sharing (23%); Google Calendar, own custom system, other: Documentum eRoom, Doodle (each per 12%)

ICT tools used: (meetings support and management)

- Skype, Meeting room booking systems, Conference calls, *Documentum eRoom,* Webcast solutions, Microsoft Netmeeting/Lync
  remark: no system/tools supporting meetings organization and management (38%), Skype – 38%

ICT tools used: (daily communication)

- e-mail, Skype, LinkedIn, Facebook, Lotus Notes/Domino, Documentum eRoom, Xing.com, Twitter, discussion forum
  remark: everybody use ICT tools supporting daily communication, mostly e-mail (96%)

2. Management and general administration

ICT tools used: (management accounting)

- own, custom solutions (eg. MS Excel); a standard, licensed out-of-the-box solution; an open-source, online system
  remark: no systems for this area but plans of usage (4%)

ICT tools used: (payroll)

- own, custom solutions (eg. MS Excel); web platform; a standard, licensed out-of-the-box solution
  remark: outsourcing of processes for this area (42%), no systems for this area and no plans of usage (4%)

ICT tools used: (facility management)

- own, custom solutions (eg. MS Excel); a standard, licensed out-of-the-box solution; an open-source, online system; our university facilities
  remark: no systems for this area and no plans of usage (4%); own, custom solutions (more than half users)

ICT tools used: (general administration)

- own, custom solutions (eg. MS Excel); subscription web based applications; a standard, licensed out-of-the-box solution;
  remark: no systems for this area but plans of usage (8%); no systems for this area and no plans of usage (4%), own, custom solutions (more than half users)

3. Services for start-ups

ICT tools used: (communication)

- e-mail, Web page, Newsletter, Facebook, Skype (other instant messenger), LinkedIn, Twitter, Blog, Documentum eRoom, CRM system, Discussion forum, Web-conferencing
  remark: everyone use ICT tools supporting communication with start-ups, mostly e-mails and Web Page

ICT tools used: (training and consulting)

- web page, Documentum eRoom, PowerPoint, Skype, LinkedIn, e-learning content (external library), webcasting solutions, videoconferencing, Facebook, Blog, Twitter, e-learning platform (Blackboard), e-learning content (developed internally)
  remark: no electronic tools supporting training or consulting services provided to start-ups (35%), m-learning content is not used

ICT tools used: (match-making with investors)

- Web page, expert databases, e-mail, BAN VENETO's website, custom web based match-making solution, LinkedIn, Facebook
  remark: no electronic tools supporting match-making start-ups with investors (27%), Web page (mostly, but only 50%)

4. External relations management

ICT tools used: (communication)

- e-mail, web page, Newsletter, Facebook, LinkedIn, Skype (other instant messenger), Twitter, Blog, discussion forum, CRM system, Web-conferencing, Xing.com
  remark: everyone use ICT tools supporting communication in external relations; 100% of using e-mail, 77% of using web page; high position of Newsletter (58%)

ICT tools used: (meetings support and management)

- Skype (other instant messenger), Conference calls, meeting room booking systems, brainstorming and mindmapping, PowerPoint presentations, Doodle, Webcast solutions, videoconferencing system
  remark: no system/tools to support meetings with investors and external organizations (31%) just after using Skype

ICT tools used: (promotion)

- web page, Facebook, Newsletter, Internet marketing: banner campaigns, LinkedIn, Twitter, Internet marketing, CRM tools, external e-catalogue, Xing.com
  remark: mobile marketing is not used, no electronic tools to support promotion (4%); Facebook in second place as promotion tool

5. Summary: used ITC tools in daily activities in all examined incubators

Own web-page	everyone use: daily (50%), weekly (38%), monthly (8%),

	yearly (4%)
e-mail	everyone use: daily (96%), monthly (4%)
Newsletter	it is used: monthly and weekly (31%), yearly (19%), daily (4%), not used at all (15%)
Skype (other instant communicator)	it is used: weekly (31%), monthly (15%), daily (8%), yearly (4%), not used at all (42%)
Intranet	it is used: daily (42%), weekly (19%), not used at all (38%)
Document sharing and management tools	it is used: daily (27%), weekly (19%), monthly and yearly (4%), not used at all (46%)
Calendar sharing tools	it is used: daily (50%), weekly (8%), monthly (4%), not used at all (38%)
Facility management tools (like booking rooms etc.)	it is used: weekly (23%), daily and monthly (12%), not used at all (50%)
Videoconferencing	it is used: monthly and yearly (15%), weekly (4%), not used at all (50%)
E-learning platform and content	it is used: yearly (15%), daily (4%), not used at all (81%)
Blog	it is used: monthly and weekly (8%), yearly and daily (4%), not used at all (77%)
Discussion forums	it is used: monthly (12%), weekly (4%), not used at all (85%)
Facebook	it is used: weekly (31%), monthly and daily (8%), not used at all (54%)
Linked-in	it is used: weekly (31%), monthly (8%), not used at all (61%)
Twitter	it is used: weekly (12%), yearly and daily (8%), monthly (4%), not used at all (69%)
CRM system	it is used: monthly and daily (8%), yearly and weekly (4%), not used at all (77%)

6. **Summary:** used ITC tools in daily activities in all examined incubators in correlation with country and sectors of incubators activities.

The number of incubator cases from each countries and sectors:

	Austria	Germany	Spain	Hungary	Italy	Netherlands	Poland	Romania	Sweden	Slovakia	TOTAL
Academic	1	0	0	0	1	1	1	0	0	1	5
Governemt	2	2	1	1	0	0	1	0	1	0	8
NGO	1	0	0	1	0	0	1	1	1	0	5
Private	0	1	0	2	2	0	0	2	1	0	8

Results for each toll:

- Web-page

All sectors were choosing primarily daily using of web-page, however in NGO sector the most frequently answer was “weekly using”. In the academic sector appeared also answer “yearly”. The most intensive daily using of this ICT tool presents government and private sector.

Web page is also one othe mostly using tools in all examined countries.

- e-mail

There is a characteristic intensive daily using in all examined sectors. Only incubators from academic area choose also monthly category of e-mail using.

E-mail is also one mostly using tools in all examined countries, with high intenstive of using (daily).

- Newsletter

All sectors use newsletter weekly or monthly, however monthly using of this tool is particularly intensive in government sector. In turn, little part of NGO incubators and major part of private sectors` incubators admitted no newsletter using at all. The only one sector using newsletter daily is NGO`s one.

Newsletter is quite often using tool in all countries, however only one for ten cuntries incubators chosen answer “daily”.

- Skype or other instant communicator

Skype is not so popular tool as the three above. In each sector appears answer “no use at all”, and what is quite surprisingly – in private sector it is the most often choosing answer. Similar situation could be observed in government sector. Only in NGO sector answer “daily” occurs.

Only in two countries incubators Skype or other instant communicator is not use at all.

- Intranet

Data concerning Intranet using are divergent. In all sectors there are high results both for “no use at all” and “daily”/”weekly” using, however in NGO sector the incubators without Intranet using are in visible majority.
Most of analyzed country cases (eight of ten) use Intranet daily.

- Document sharing and management

The findings in this category prove rather poor using document sharing and management tools in all sectors of incubators. Only private sector differs, but very subtly.
Three country for ten not use this tool at all, but two of ten use document sharing daily or weekly.

- Calendar sharing

Definitely, the most often using of calendar sharing characterize government sector, which use this tools daily or… no use at all. For other groups using of calendar sharing is not so specific – the use it daily, weekly, monthly or at all in different configurations.

Only two for ten countries no use this tool at all.

- Facility management tools

Academic, private and NGO sectors were mostly choosing „no use at all” in this category. Only government sector has higher result of using (weekly) than no using at all. Academic sector is only one who indicated yearly using of facility management tools.

It is rather popular tool in most of examined countries – only in two countries for ten facility management tools are not used.

- Videoconference using

Videoconferencing is rarely or not using tools for all examined sectors, however mostly diversified using style of this tool presents NGO sector. Some part of NGO incubators use videoconference monthly, weekly and yearly.
Four of examined countries not use this tool at all.

- E-learning platform and content

In this case very similar situation emerge. E-learning platform is not popular tool among the examined incubators, no matter of sector adhesion. However, government and private sectors using this tools occasionally (yearly). In turn, all incubators operating in NGO sector chosen answer “no use at all”. A little part of academic sector using e-learning platform daily, which could be linked with higher schools technical possibilities.

Only one country use this tool daily, during seven of ten not use e-learning platform and content at all.

- Blog

This tool also is not using very often. Definitely, in all incubator sectors dominate answer “no use at all”. In academic sector it is the only answer.

Very similar case to e-learning platform: only one country use this tool daily, during six of ten not use e-learning platform and content at all.

- Discussion forums

Similar case with a blog one. There are two sectors totally without forums using – NGO and academic.

Seven countries not use this tool at all and no one declare using discussion forum with daily frequency.

- Facebook

There is quite big group of incubators without Facebook using, however academic and NGO sectors use this tool more often than government and private sectors.

Half of examined countries not use this tool at all and two for ten countires declare using Facebook with daily frequency.

- Linked-in

No one of examined sectors use Linked-in daily. In government and NGO sectors this tool is used weekly or never (mostly). High result of not Linked-in using emerges also in private sector.

Thereis no country using Linked-in in daily practice. Three of ten countries not use this tool at all.

- Twitter

Majority of incubators in each sectors not use this tool. Curious is answer in two sectors: academic and government, which pointed also yearly using of Twitter.

Majority of countries not use this tool, only one for ten use this daily.

- CRM system

The answers in this category are different for each of examined sectors, beside one common idea – high result for answer “no use at all”. Academic sector at large not use this tool at all. Government sector in majority also no use CRM system, but also use it daily or monthly. NGO sector use this tool daily or, mostly, no use at all. And private sector use CRM system weekly or yearly but in most cases – no use at all.

Half of examined countries not use this tool, only two for ten declare daily activity with CRM system.

To sum up, general finings of this work package research are:

- Quite wide disproportion between using of ICT tools in daily communication and most detailed function of incubators.
- Mostly 100% using of simple tools as e-mails and web pages (more formal communication), and differentiation of using other, more sophisticated, custom or even open solution.
- Higher position of Intranet in internal communication, especially taking into account other popular internal communication tools using by incubators.
- High level of no ICT support in match-making with investors (one of the main incubators function).
- High level of no ICT support in training or consulting services provide to start-ups.
- Six of the ICT tools are using rarely or not use at all: e-learning platform, blog, discussion forum, Facebook, Linked-in, Twitter and CRM system. Most of them are social communication tools. This phenomen emerge both in country and sector analize.
- Taking into consideration geographical localization (country) of incubators the divergence in using of particular ICT tools could be observed.
- However, most of examined incubators declared intention to implement missing ICT tools: Facebook, Intranet, videoconferences, Twitter, CRM system, e-learning, newsletter, document and calendar sharing, blogs, Linked-in and on-line reporting (additional).

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ANNEX

Online Questionnaire: *IT tools in Your Incubator daily practice*

IT tools in Your Incubator daily practice

The main objective of this survey is to identify the best practices of IT tools application to different areas of activity of incubators.

Filling in this survey should take no longer than 10 minutes and will significantly raise our knowledge of the best practices of organizations like Yours.

For more information about CBVI project, please, visit our website: http://www.eadtu.eu/cbvi Thank you very much for Your effort in advance.

CBVI Tea

***Required**

Internal communication and management

In this section we cover areas like general administration, internal communication, facilities and project management.

Accounting, payroll and general administration *

	We use an open-source, online system	All the processes are outsourced - we use no dedicated systems	We use mostly our own, custom solutions (eg. MS Excel)	We use a standard, licensed out-of-the-box solution, tailored to our needs	We use no system for this area, and don't plan to use it in the future	We use no system for this area, but we plan to use it in the future	I don't know which system we use (no information)
Accounting							
Payroll							
Facility management (booking resources, access management etc)							
General administration							

Internal communication: document sharing*

Select tools used for document sharing in Your organization

- Google Docs
- Dropbox
- Our own electronic document management system
- Intranet
- Shared network drive
- Microsoft Sharepoint
- We don't use any system supporting document sharing
- Other:

Internal communication: calendar sharing *

Select tools used for calendar sharing in Your organization

- Google Calendar
- Microsoft Exchange
- Lotus Notes/Domino
- iCal (Apple MobileMe)
- Our own custom system
- Microsoft Sharepoint
- We don't use any system supporting calendar sharing
- Other:

Internal communication: meetings support and management *

Select tools used for meetings support and management in Your organization

- Skype
- Other instant messenger / videoconferencing system
- Webcast solutions
- Conference calls (by phone)
- Brainstorming and mindmapping tools (to take notes during the meeting)
- Meeting room booking systems
- Microsoft Netmeeting/Lync
- We don't use any system/tool to support meetings organization and management
- Other:

Internal communication: daily communication *

Select tools used for daily communication in Your organization

- e-mail
- Skype
- Other instant messenger
- Discussion forum
- Facebook
- Twitter
- Linked-in
- We don't use any electronic tools supporting daily communication
- Other:

Please shortly describe Your future plans concerning implementation of IT solutions to support general administration in Your organization

.....

Services for start-up's

*Required

Services for start-up's: communication *

Select tools used for communication with start-up's supported by Your organization

- e-mail
- Newsletter
- Skype or other instant messenger
- Discussion forum
- Facebook
- Twitter
- LinkedIn
- CRM (Customer Relationship Management) system
- Web-conferencing
- Blog
- Web page
- We don't use any electronic tools supporting communication with start-up's
- Other:

Services for start-up's: training and consulting *

Select tools used for training and consulting service provided to start-up's supported by Your organization

- e-learning content - external library
- e-learning content - developed internally
- webcasting solutions (live and library of recorded events)
- videoconferencing
- Skype
- Facebook
- LinkedIn
- Twitter
- Blog
- Web page
- e-learning platform
- We don't use any electronic tools supporting training or consulting services provided to our start-up's
- m-learning content (learning content available on mobile devices)
- Other:

If you use an e-learning platform, please specify it's name below

.....

Services for start-up's: match-making with investors*

Select tools used for match-making investors with start-ups

- Web page
- Custom web based match-making solution
- Expert databases
- Facebook
- LinkedIn
- We don't use any electronic tools supporting match-making start-up's with investors
- Other:

Please shortly describe Your future plans concerning implementation of IT solutions to support services provided to your start-up's

.....

External relations management

*Required

External relations: communication *

Select tools used for communication with investors and external organizations

- e-mail
- Newsletter
- Skype or other instant messenger
- Discussion forum
- Facebook
- Twitter
- LinkedIn
- CRM (Customer Relationship Management) system
- Web-conferencing
- Blog
- Web page
- We don't use any electronic tools supporting communication with investors and external organizations
- Other:

External relations: meetings support and management *

Select tools supporting meetings with investors and external organizations

- Skype
- Other instant messenger / videoconferencing system
- Webcast solutions
- Conference calls (by phone)

- Brainstorming and mindmapping tools (to take notes during the meeting)
- Meeting room booking systems
- We don't use any system/tool to support meetings with investors and external organizations
- Other:

External relations: promotion *

Select tools supporting promotion of Your activities

- Web page
- Internet marketing: banner campaigns
- Internet marketing: Search Engine Marketing (eg. Google Adwords)
- Facebook
- LinkedIn
- Twitter
- Newsletter
- CRM (Customer Relationship Management) tools
- Mobile marketing: SMS, MMS
- We don't use any electronic tools to support promotion
- Other:

Please shortly describe Your future plans concerning implementation of IT solutions promotion of Your activities

.....

*Required

Summary: the most intensively used tools

Let us know how often do you use the following tool in Your daily activities *

	No use at all	Sometimes	Often
Your web-page			
e-mail			
Newsletter			
Skype or other instant communicator			
Intranet			

Document sharing and management tools			
Calendar sharing tools			
Facility management tools (like booking rooms etc)			
Videoconferencing			
E-learning platform and content			
Blog			
Discussion forums			
Facebook			
LinkedIn			
Twitter			
CRM (Customer Relationship Management) system			

And finally: tell us a few words about Your organization

Your organizations name ……

Your organizations web page ……

Country ……

Contact person

Name: ……

e-mail: ……

Year started .....

Organization type

- Academic
- Government
- NGO
- Private sector
- Other, please specify

The most important objectives

- Capacity building
- Commercialize research
- Develop international linkages and relationships
- Peer learning
- Raise the awareness of business incubators
- Share knowledge
- Support business incubation
- Support creation of export revenues
- Support development of profitable enterprises
- Other:

Services provided

- Business Advice
- Coaching and Mentoring
- Training
- Financing
- ICT services
- Infrastructure & Facilities
- Pre-incubation
- Other: