



Japan-ASEAN Cooperation



Ministry of Cooperatives and SME  
Republic of Indonesia

ASEAN COOPERATION PROJECT NO. IND/SME/11/002/REG

# Strengthening of Business SMEs and Technology Business Incubators

## FINAL REPORT

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Ministry of Cooperatives and SME Republic of Indonesia  
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# FOREWORD



One of the four pillars for ASEAN Economic Community (AEC) is equal economic development. In order to reduce the gap between ASEAN Member States (AMS), it has been long recognized that the promotion of SMEs should be strengthened. The purpose of strengthening SMEs is to get equal benefit from free flow of goods and services in the dawn of AEC implementation in 2015.

In order to strengthen the competitiveness of SMEs entering AEC-2015, the ASEAN leaders have agreed to promote innovative SMEs. The leaders have also directed related ministries to empower the roles of business and technology business incubator to promote start-up business, especially innovative SMEs.

In line with the leaders' direction, under the work plans of the ASEAN – SMEWG, it has been agreed to conduct the study of ASEAN SME Business and Technology Business Incubators. This study lead by Indonesia's SMEWG focal point was aimed to carry out based-line study of technology and business incubators in all AMS as well as a model study on incubation program in Japan. The study has been held since October 2012, and the results of this study have been presented, and discussed at a workshop in Bogor on 14-15 June 2013.

I would like to express my gratitude to all parties who have contributed a lot to this study, among of them are the ASEAN Secretariat, the ASEAN SME WG Focal Points, the TBI, the TBI SME client, and the TBI stakeholder institution respondents all over AMS. As the project manager, my sincere thanks go to JAIF who has funded this project, without its support the project could not be successful. I am grateful to the invaluable contribution made by Prof Takeru Ohe and Prof Shigeo Kagami, both resource persons from Japan, and also all resource persons from AMS and other networks. In addition, I also would like to thank ERIA for bringing out Prof. Shigeo Kagami from Japan to Indonesia to carry out his mission as a resource person. My deep appreciation is for the hard work and commitment of Prof. Hadi K. Purwadaria and his project team members to make this study become real.

In conclusion, I hope that this study including the Implementation Guidelines for ASEAN Technology Incubator Models would be utilized to strengthen the development of TBI in the ASEAN Member States for better development.

Thank you,  
Jakarta, 20 September 2013

A handwritten signature in blue ink, appearing to read 'I Wayan Dipta'.

I Wayan Dipta  
Project Manager





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## STRENGTHENING SME BUSINESS AND TECHNOLOGY BUSINESS INCUBATORS

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# SUMMARY

The objectives of this study were 1) to design an ASEAN Integrated model of business and technology incubator that would provide an effective and efficient support for entrepreneurship development, 2) to enable networking amongst SME business and technology incubators in ASEAN Member States (AMS), and 3) to establish the ASEAN Incubator Networking through workshops, hyperlink websites and mailing lists. The outputs had been as the following 1) all 10 AMSs endorse the model, and 2) at least 10 incubators in AMS adopting the model.

The study has been conducted from October 2012 to July 2013. The first step was to do a model study for benchmarking the incubation best practices from 7 TBIs in Japan, followed up by baseline study to 37 TBIs and TBI stakeholder institutions from all over AMS. The closing of the project was done at a workshop confirming the forming and the launching of ASEAN Business Incubator Network agreed to be named as ABINet.

With the support of many TBIs and TBI stakeholder institutions all over AMS, this study has been successfully carried out at the given time. The objectives and the outputs of this study have been achieved :

1. Three ASEAN TBI Models have been designed to provide effective and efficient supports for TBI and SME clients development. They are 1) ICT TBI Model, 2) Process and Manufacturing TBI Model, and 3) Virtual TBI Model.
2. Enable networking amongst ASEAN TBIs and their SME clients by setting up ASEAN TBI Network called ABINet, developed the website at [aseanabinet.com](http://aseanabinet.com) and the mailing list at [aseanabinet@googlegroups.com](mailto:aseanabinet@googlegroups.com). The founding members of the ABINet are 30 consists of 26 TBIs all over AMS, all 3 TBI associations exist in ASEAN, and one would be TBI registered by Myanmar which so far does not have any incubator yet.
3. All 10 ASEAN Member States has endorsed the models and the ASEAN TBI Network.
4. The number of ASEAN TBIs ready to implement the ASEAN TBI Models are 24 incubators coming from all over AMS, far over than 10 TBIs targeted as the output at the beginning of this study. It should be noted that the 3 TBI associations and 1 would be TBI could not be asked to adopt the models due to their nature of the organizations. However, the associations are willing to promote the models to their TBI members.



The success comes from transforming the research design that initially only planned to have the Research Project Team conducting the model study to Japan, and baseline study to AMS into allowing the TBI respondents to join the Team in doing the survey. Besides the Research Project Team, 2 TBI senior officers from Thailand and Malaysia participated in model study to Japan, 21 TBI managers from all over AMS participated in baseline study to other neighboring AMS. While these 23 persons were supported by ASEAN-JAIF funding as part of the study, there was additional 10 TBI managers from AMS who supported their trips by their own funding to join the survey.

The eagerness of ASEAN TBIs upon the course of this study indicates that this study has been on the right tracked since the beginning, and that the results of this study are expected to benefit all of TBIs in the ASEAN. All participants have supported the ideas to develop a following program to implement the ASEAN TBI Models in their incubators by submitting a proposal to ASEAN-JAIF, and to strengthen the ASEAN ABINet for the period of 2013-2016.

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# 1 INTRODUCTION

## 1.1. Research Background

A Business Incubator is an organization that systemizes the process of assisting the growth of successful new enterprises by providing them with a comprehensive and integrated range of services, which can include: incubator space, common space, common services, business counseling and access to specialized assistance, assistance in seeking and acquiring business financing, and also networking activities. While a Technology Business Incubator is a form of business incubator that focuses on promoting the technology-based business start-ups.<sup>1</sup> In this context, 'technology based' means the whole range of technological activities, and is not just referring to high-technologies.

Based on technological readiness, business sophistication, and innovation, the ranks of ASEAN Member States (AMS) vary widely. This is no surprise considering that AMS are currently in different development stages: Singapore stage 3; Malaysia and Thailand stage 2; Indonesia and Brunei Darussalam transition from stage I to stage 2; Cambodia, Philippines and Vietnam stage 1; while Lao, PDR and Myanmar do not have yet the business and technology incubator.

The implementation of the ASEAN Economic Cooperation (AEC) will soon be realized and SMEs should benefit from it. In order for SMEs to fully participate in the AEC which will begin in 2015, SMEs must have adequate capabilities to compete in an open and free market mechanism. The problem is how to accelerate the empowerment of SMEs so that they can easily adapt to new environments. Meanwhile from the observation of the AEC indicated that the 3rd pillar which are SMEs development and narrowing development gap among ASEAN countries still show unsatisfactory progress compared with the other pillars.

Incubator development in different countries has been showing tremendous progress to accelerate the development of SMEs toward the necessary level of competitiveness to enable them to face globalization. Japan, Korea, Taiwan are examples of countries where the incubators are growing rapidly and has proven their ability to accelerate the development of SMEs. While in the ASEAN member countries incubator development is still not as advanced as the incubator presence in other developed countries. Existing incubators in ASEAN countries also showed mixed growth in their advances.

Therefore, to accelerate the development of SMEs in order to enable them to participate in the AEC and to reduce the development gap in the development of SMEs through incubator programs, it is necessary to develop an appropriate incubator model that could be adopted from other countries that have successfully implemented the program. In this study, Japan is selected as the successful model for the business and technology incubator.

## **1.2. Research Objectives**

The objectives of this project are as follows

1. To design an ASEAN Integrated model of business and technology incubator that would:
  - provide an effective and efficient support for entrepreneurship development; and
  - enable networking amongst SME business and technology incubators in ASEAN Member States.
2. To establish the ASEAN Incubator Networking through workshops, hyperlink websites and mailing lists.

## **1.3. Indicators And Measures**

1. Establishment of an ASEAN integrated model of business and technology Incubator, and the successful convening of the Workshop.
2. Acceptance of the model by the ASEAN Member States (AMSS).

## **1.4. Outputs**

1. All 10 AMSS endorse the model.
2. At least 10 incubators in AMSS adopting the model.

# 2 | RESEARCH DESIGN

## 2.1. Consultative Meeting and Model Study

Consultative meeting with Japanese resource person was planned as the first activity, followed up by auditing the successful incubators and SMEs clients in Japan as the model study by project coordinator, project manager, one project staff, and two selected AMS incubator managers who had strong motivation in joining the project, and Japanese resource persons. List of visited TBIs in Japan were provided by the Japanese resource persons : Prof Takeru Ohe from Waseda University, and Prof Shigeo Kagami from Tokyo University.

Consultative meeting with the Japanese resource person was carried out in Jakarta with the full staff of the research project attended the meeting, and other local key persons in business and technology incubation.

The research questionnaires for the technology business incubators (from now on will be abbreviated as TBIs) and the incubator client SMEs were listed in details at Appendix 1.

## 2.2. Base Line Study

The next step was survey of TBI and SMEs clients at each AMS. Information about TBIs in AMS was accessed from ASEAN SME WG website, the Focal Points of the ASEAN SME WG, international network of incubators such as APIN (Asia Pacific Incubator Network, national network of incubators (Association of Indonesian Business Incubators, Thai Business Incubator and Science Park Association, and National Incubator Network Association of Malaysia). Minimum 5 TBIs from each AMS was sent the Research Design along with the questionnaires through the Focal Points, except Cambodia, Lao PDR, and Myanmar. Based on the feedback from the Focal Points and direct networking with TBIs, minimum 3 TBIs were selected as respondents for this project. The selected three TBI respondents in each AMS were visited, and interviewed by the Project Team, except Myanmar, Lao PDR, and Cambodia which were assigned to have only two respondents each : incubator and or institutions that had strong motivation to establish a TBI. Minimum two SMEs clients from each incubator respondent, one on-going and one graduate, were also sampled as respondents. Prior to the survey visit, the TBI respondents were informed and requested of their approval to join the project as the respondents, to participate in developing the integrated model, and to state their willingness as candidates in adopting the models. SMEs clients were selected by their TBI managers.

The TBI respondents were invited to act also as part of the Survey Team together with the Project Team visiting the other TBI respondents at AMS other than their own country. By this method, the seed of ASEAN TBI Network started to form to give foundation of the network development. Survey was conducted by two methods, with filling up the research questionnaires, and with in-depth interview carried out by the Survey Team comprises of Project Team, and other TBI respondent managers.



Further criteria for the selected TBI respondents in each AMS were as follows

1. Have strong motivation in TBI development and collaboration networking in ASEAN, and fully committed in
  - a. Providing data and information about the TBI potency, competitiveness, and problems.
  - b. Contribute in ideas and concept of an integrated TBI model for ASEAN.
  - c. Commit in adopting the would be developed integrated TBI model for ASEAN.
2. Have been operating for minimum 2 years (except for Cambodia, Lao PDR, and Myanmar), and have the following facility and services.
  - a. Incubator office.
  - b. Space for resident clients.
  - c. Business consultancy.
  - d. Nurturing enterprises.
  - e. Access to financial institution, and business network.
  - f. Technology development and transfer for SMEs clients.
3. Have minimum 20 clients, both residents, and non-residents.

### **2.3. Formulation of TBI Model**

The characteristics of TBI respondents were clustered into three groups : IT incubator, process and manufacturing incubator, and virtual incubator. Key successful elements, and key constrains analyzed and evaluated from the results of interviewed on TBI respondents and their SME clients were filtered to shape the three integrated ASEAN TBI models representing each the three groups of TBI. Key future platform for building the cooperation among TBI in ASEAN was also developed from the interview. The developed model was circulated to all the TBI respondents, and AMS focal points to obtain feedback, and became the key materials to be discussed in the workshop.

### **2.4. Workshop**

Workshop was held at Novotel Hotel in Bogor, Indonesia for 2 (two) days, after the formulated integrated TBI models and ASEAN Networking platform had been circulated. Speakers were comprised of 2 Japanese, and 5 ASEAN resource persons. ASEAN funded participants were all focal points from ASEAN SME WG, 9 TBI respondents from AMS other than Indonesia, and 10 Indonesian TBIs comprised of TBI respondents and TBIs who were motivated to support the ASEAN TBI network. Workshop opened to government officers, all other TBIs, and SMEs in AMS who were willing to come by their own funding.

Criteria for ASEAN funded participants are the ones who pledge commitment to support the ASEAN TBI network and ready to implement the developed ASEAN TBI models.

### **2.5. Development of ASEAN TBI Model and ASEAN TBI Network**

During the workshop, ASEAN TBI Network was launched comprised of 30 founding members spread out in all AMS. Participants pledged their commitment in adopting the finalized integrated TBI model . The secretariat of the ASEAN TBI Network was proposed to be located in the ASEAN Secretariat Office in Jakarta, Indonesia.

## **2.6. Development and Dissemination of Implementation Guidelines**

Guidelines for the implementation of the integrated TBI Model has been developed as the end results, and will be disseminated to all AMS through the ASEAN SME WG Focal Points, the TBI respondents involved in this project, and particularly to the TBI who announced their commitment in adopting the ASEAN TBI model.

## **2.7. Mail List, Website, and Final Report**

Website of the ASEAN TBI Network has been developed, and will be uploaded through the ASEAN website so it could be accessed by all TBI in the AMS once they make registration on-line. Mail list will be put in the web site.

## **2.8. Monitoring and Evaluation**

Monitoring and evaluation of the progress of adopting the integrated TBI model will be done by the ASEAN TBI Network in the future program proposed to ASEAN – JAIF as the continuation of this project.



# 3 JAPANESE MODEL OF TECHNOLOGY BUSINESS INCUBATOR

The model study had been carried out by observing six TBIs in Japan in October 2012 (Table 3.1). Detail address of the six TBI respondents appeared in Appendix 2, and the results of model study were elaborated in Appendix 3, along with the pictures of the activities.

Table 3.1. TBI Respondents in Japan

No	Name of TBI	Type of TBI		
		Institution	Focus	Aims
1	TBI University of Tokyo	University based TBI	High Technology Based Enterprises	Not for profit
2	TBI University of Waseda	University based TBI	Teaching Incubation	Not for profit
3	Samurai Incubate	Private	ICT	For profit
4	TBI SME Support	Government	Biotechnology, machinery & electronics, information & communication, recycled products, services	Not for profit
5	TBI Cyberagent Ventures	Private	ICT	For Profit
6	Chiyoda Platform Square	Private	General Business	Not For Profit

The characters of TBI model in Japan could be summarized as described in the following Table 3.2. TBI in Japan had the privilege in obtaining funding support from the government, the private sector, and the community. Government did not only provide direct funding to the TBI, and the incubatees, but also gave stimulation to the Venture Capital and angel investor by providing tax exempt for their investment in the start-up companies as TBI incubatees. Funding for incubatees included seed and growth money for hi-risk start-up companies, support for technology transfer, and technology commercialization cost.

Japanese community was highly motivated in contributing to the development of TBI. Some community participations were providing donation voluntarily in the construction cost of TBI building, the right to use a large area building in the business district centre with zero cost for a long time, and venture capital that could be managed by the institution having a TBI for a given period of years, i.e., 5 – 10 years.

Table 3.2. Characteristics of TBI model in Japan

Characteristics of TBI Model and TBI Ecosystem	Description
<b>A. General</b>	
1. Population, millions 2. GDP : x 1000 USD/cap. 3. Total TBI's 4. Year TBI Started 5. National TBI Association	128.05 36.3 190 1986 Japan Business Incubation Association (JBIA)
<b>B. Government Support</b>	1. TBI Building and Operation 2. Seed and Growth Fund for incubatees 3. Research and Technology Innovation Fund for incubatees 4. Tax Incentive for VC and Angel Investors 5. Technology Transfer and Commercialization Cost
<b>C. Non-Government Support</b>	1. Venture Capital and Angel Investors 2. Community Donation
<b>D. Funding Resource for TBI Operation</b>	1. Space Rental 2. Membership Fee 3. Institution Owner 4. Incubation Services 5. Government 6. Private Sector 7. Community
<b>E. Other Supporting Institutions</b>	1. National Expert Network 2. Technology Licensing Office 3. IPR Office 4. Stock Market : big, and small
<b>F. Ministries involved in TBI (Leading Ministry is underlined)</b>	1. METI 2. MEXT



# ASEAN TECHNOLOGY 4 BUSINESS INCUBATOR MODELS

## 4.1. Outcomes of Baseline Study

The participating 29 TBI respondents, and 10 stakeholder institutions were listed in Appendix 4. Incubator managers involved in the Survey Team visiting the neighboring AMS were described in Appendix 5. The detail results of the visits to each TBI, and institution respondents in all AMS were described in Appendix 6 along with the pictures of the activity. The time for survey was spread out from December 2012 starting with Thailand to May 2013 ended in the Philippines.

The condition and situation of TBI development in the AMS was significantly diverse, much depending on the government political will and support. Other influencing factors were the level of TBI development stages, the level of awareness for entrepreneurship among the university graduates, the level of entrepreneurial education in the university, the level of availability of the TBI supporting infrastructure, the level of Science and Techno Park (STP) development, and the availability of Venture Capitals and angel investors.

TBI development seemed have strong connection with the development of Science and Techno Park (STP) where TBI commonly located in the STP compound. This was true for AMS who put priority in accelerating their economic progress through building the STP such as Singapore, Malaysia, Thailand, Vietnam, Philippines, and currently was being followed up with Brunei Darussalam, and Indonesia.

The study classified the level of development of the TBI at AMS into to three groups: 1) the developed level at Malaysia, Singapore, and Thailand; 2) the developing level at Brunei Darussalam, Indonesia, Philippines, and Vietnam; and 3) the initiation level at Cambodia, Myanmar, Laos PDR. The criteria of the classification was based on the number of TBI founded and in operation, the government support to TBI management and operation, the government support to SMEs who are TBI clients, and the STP development (Table 4.1).

## 4.2. Benchmarking ASEAN TBIs with Japanese Model

The benchmarking ASEAN TBIs with Japanese Model was done taking purposively the developed and developing level TBIs since the initiation would be too far behind to be compared with the Japanese model. The comparison was tabulated in Table 4.2 and 4.3.

Table 4.1. Different levels of TBI development in AMS

Level of TBI Development	AMS	Total incubators, Unit	Existing STP, Unit	Availability of Government Funding for TBI & SME Clients
Developed	Malaysia, Singapore, Thailand	Over than 80	1-3	Available
Developing	Brunei Darussalam, Indonesia, Philip-pines, Vietnam	3-80	Seedling-2	Limited and not specific
Initiation	Cambodia, Myanmar, Laos PDR	0-2	None	None

Data in Table 4.2 and 4.3 indicated that the success of TBI development required full support from the government. Government roles in supporting the development of TBI were documented as a holistic approach covering both the TBI and the start-ups as the SME clients of the TBI. The approach treated TBI development as the fundamental for construction of technology based enterprises that would bring an improvement of a knowledge based economic of the state. Key supports were summarized as follows

1. Provision of TBI building and continuous annual operation for performed TBI including routine activities like start-up recruitment, booth camp, business matching, and mentoring.
2. Funding seed capital for TBI start-ups, and additional investment for growing TBI clients based on competitive business plan selection.
3. Funding technology innovation cost for prospective innovator founders.
4. Encourage VC and other financial institutions to assist the TBI clients by providing specific fund for them in care of the TBI clients.
5. Formulate regulation to stimulate the business ecosystem such as tax incentive for VC and investor who make investment in high risk technology based TBI clients.
6. Help establish supporting institutions for TBI likes technology licensing office, IPR office, small scale stock market, and expert & mentor network.

Table 4.2. Benchmarking of Developed ASEAN TBIs with Japanese Model

No	TBI				
	Characteristics	Japan	Malaysia	Singapore	Thailand
1	<u>General Situation</u>				
	Year Started	1986	1995	1996	2005
	Total TBIs	190	110	120	89
	Total SME Clients	2375	2000	1800	412
	Total Population, millions	128.05	27.56	5.08	68.9
	GDP, x 1000 USD/capita*	36.2	16.9	60.9	10.0



3	<u>VC and Investors Support</u>	+	Limited	Only private	Only private	Limited
4	<u>Community of Individual Support</u>	+	None	None	None	None
5	<u>Institutions Supporting TBI</u> Technology Licensing IPR  Expert Network  Stock Market	++   Big and Small scale	None + None None	None No direct connection None Only big scale	None + No direct connection None Only big scale	None + No direct connection None Only big scale
6	<u>Leading Ministry in TBI Program</u>	1.METI (Min. Economy, Trade & Industry) 2.MEXT (Min. Education, Culture, Sport, Science and Technology)	Brunei Economic Development Board	1.Ministry of Cooperatives and SMEs 2.Ministry of Education 3. Telcom Public Company	DOST (Department of Science and Technology)	1.Ho Chi Minh City Municipal Government

For AMS having developing TBIs like Brunei Darussalam, Indonesia, Philippines, and Vietnam, the role of government to support the TBI development is still have to be exponentially increased so the TBI development could catch up with their developed partners such as Malaysia, Singapore, and Thailand. For AMS who just initiated the TBI development, a strong political will to put aside the government budget allocation in prioritizing the development of TBI is required.

#### 4.3. Success and Constraints in TBI Operation

Several factors viewed by TBI managers and TBI SME clients contributed to the success of a TBI were listed in the following ranked by the most to the less frequently named by the respondents .

1. Continuous government budget support for the operation of TBI.
2. TBI management staff is to be highly professional, committed to the program, and experienced in handling business and technology issues.
3. Recruitment of SME clients who have passions in growing their business, and who listen and cooperate with the TBI management staff.
4. Funding for SME clients covering the availability of TBI facility, equipment, and infrastructure ; seed capital, technology innovation, and growing investment.
5. Support of appropriate business ecosystem and STP.
6. Broad network for technology resources, experienced mentors, and decision makers.
7. Robust incubation process.
8. Reputation of TBI host institution.

Constraints mentioned that could hindered the TBI development were the negation of the previous listed factors that were contributing to the success of a TBI, and additional matters as follows.

1. Limited interest of university graduates to open their own enterprises.
2. Limited capability of young start-ups to pay the rental fee inside the TBI properties.
3. Limited access to oversea market for export products.

#### 4.4. ASEAN TBI Models

Taking into considerations all aspects outlined in this chapter as the outcomes of the Baseline Study, and the previous Model Study, three ASEAN TBI Models were developed, i.e., ICT Incubation Model, Processing and Manufacturing Incubation Model, and Virtual Incubation Model. The characters of all the models were described in Table 4.4. – 4.6.

##### ICT Incubation Model

Table 4.4. Characteristics of ICT Incubation Model

No	Criteria	Description
1	Type of Incubator	For Profit or Not-for-Profit
2	Funding Support	Private or government supported
3	Incubator Clients Type of Clients	University graduates Resident
4	Pre-incubation Program	A required part of the incubation model
5	Incubation Period	6 months to 5 years
6	Delivery Program	Inside incubator building
7	Space for Clients	Private room, open space, or hot desking
8	Other Facilities	Hi-speed internet network, office, meeting rooms, and get together spaces.
9	Funding for Clients	Venture Capitals, angel investors, or government
10	Location	On university campus, Techno or Science Park (TSP), or private building

##### Processing and Manufacturing Incubation Model (Agribusiness and Agroindustry, Biotechnology, Manufacturing, Handicraft)

Table 4.5. Characteristics of Processing and Manufacturing Incubation Model

No	Criteria	Description
1	Type of Incubator	For Profit or Not-for-Profit
2	Funding Support	Private or government supported
3	Incubator Clients Type of Clients	University graduates or general public Resident, and non-resident (or also called outreach clients)
4	Pre-incubation Program	Optional
5	Incubation Period	3-5 years
6	Delivery Program	Inside incubator building
7	Space for Clients	Mostly private room, but some open space
8	Other Facilities	Internet network, office, meeting rooms, and get together spaces. Access to pilot plant, workshop, and laboratory
9	Funding for Clients	Mostly government, some are angel investors.
10	Location	On university campus, Techno or Science Park (TSP), or private building

## Virtual Incubation Model

Table 4.6. Characteristics of Virtual Incubation Model

No	Criteria	Description
1	Type of Incubator	For Profit
2	Funding Support	Private
3	Incubator Clients Type of Clients	General public Non resident reached by on-line services
4	Pre-incubation Program	On-line, is more considered as basic module services such as getting motivation, introduction of entrepreneurship and business
5	Incubation Period	By learning or incubation modules that may be set up per 2-3 months each, or a series of modules that end up for 1- 2 years
6	Delivery Program	Via internet network
7	Space for Clients	None
8	Other Facilities	Internet network, office, and meeting rooms
9	Funding for Clients	Venture Capitals, and angel investors
10	Location	Private building

### **4.5.Expectations for ASEAN TBI Network**

All TBI respondents and TBI stakeholder respondents most welcomed the initiative to develop the ASEAN Business Incubation Models, and the foundation of the ASEAN TBI Network that would link the TBI inside the AMS as well as outside the AMS. The respondents also stated willingness to adopt the developed ASEAN TBI Models. All the TBI respondents wished to develop a platform of ASEAN TBI, and under the platform the following expectations were mentioned :

1. ASEAN common programs in annual TBI forum, and capacity building of both TBI management staff and the start-up companies such as training, exchange manager program, business matching, benchmarking and business competition.
2. ASEAN co-incubation program among TBI in AMS. SOP for co-incubation was expected to be developed.
3. ASEAN forum for mentors, experts in specific fields, and VC.
4. ASEAN share experiences in best practices, successful SME clients, technology transfer, and laboratory services.
5. ASEAN data base for TBI and SME clients profiles.
6. ASEAN common fund.

# 5 ASEAN BUSINESS INCUBATOR NETWORK

## 5.1. The ABI Network and ASEAN Project Workshop

The ASEAN Business Incubator Network had been starting to form when the research design provided opportunity for TBI respondents to participate in the survey to the neighboring AMS together with the research Project Team. The inter link among TBI managers from all AMS occurred when a total of 33 visiting managers (2 in model study to Japan, and 31 in baseline study to all AMS) conducted survey to 44 TBI and stakeholder institution respondents (7 TBIs in Japan for the model study, and 37 TBIs and stakeholder institutions in all AMS for the baseline study). Thus, the interlink among the TBI managers had created the ASEAN Business Incubator Network (ABI Network) itself.

The ABI Network was later confirmed by the submission of Letter of Statement from 26 TBI around AMS, and 3 TBI Association from Indonesia, Malaysia, and Thailand as listed in the Appendix 7. Other AMS has not had the TBI association yet. The action was followed up by the endorsement for the establishment of ABI Network from all ASEAN SME WG as presented in the Appendix 8. The ASEAN Workshop on Strengthening SME Business And Technology Business Incubators was held at Novotel Hotel Bogor, Indonesia on 14-15 June 2013. The workshop (Fig. 5.1) was attended by 10 ASEAN SME WG Focal Points or their representatives, 9 invited TBI from AMS outside Indonesia, 10 invited TBI from Indonesia, other interested TBI from AMS, 2 Japanese resource persons, 5 ASEAN resource persons, representatives from Government of Indonesia, ASEAN Secretariat and JAIF, representatives from AMS Associations of TBI, and APIN (Asia Pacific Incubator Network), interested TBI SME clients from AMS who exhibited their products, the Project Team and the supporting secretariat.

The ABI Network was launched during the Workshop. The discussion focused on 1) the future platform and program for the ABI Network, 2) the implementation guidelines for the ASEAN TBI models, and 3) the ASEAN Common Fund. The outcome of the Workshop was presented in the Appendix 9.

## 5.2. Founding Members, Adoption of ASEAN TBI Models, and Mailing List

Founding members of the ABI Network are the 29 TBIs and TBI Associations who have been stating their willingness to join the ABI Network by submitting the Letter of Statement as in the Appendix 7. The 29 members was added by one TBI candidate proposed by the Myanmar Focal Point so the number of founding members became 30. The list of the founding members appeared in the Appendix 10 along with their willingness to adopt the ASEAN TBI models which numbering to 24 TBIs all over AMS.





Fig. 5.1. ASEAN Workshop on Strengthening SME Business And Technology Business Incubators.

The mailing list among the 30 TBI founding members has been developed with the name of [aseanabinet@googlegroup.com](mailto:aseanabinet@googlegroup.com). More TBIs from AMS will be welcome to join the mailing list, thus, the mail list is expected to grow.


### 5.3. The ABINet Website

The website for ABI Network has been designed, and developed, namely, [aseanabinet.com](http://aseanabinet.com) as agreed by the Workshop participants. The initial website screenshots were presented in the following pages. The ABINet web site will be uploaded to the ASEAN website.






**ABInet**  
ASEAN Business Incubator Network








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### Launching ABInet


ABInet has been launched on 14 June 2013 at Bogor, Indonesia as part of The ASEAN Workshop on Strengthening of SME Business and Technology Business Incubators on 14-15 June 2013. The ceremony was attended by Focal Points of ASEAN SME Working Groups, business incubators - some of them were the founding members of ABInet - resource persons from ASEAN and Japan, SME incubatees from ASEAN, APIN (Asia Pacific Incubator Network) representative, and government officers. Thirty buseness incubatees and business incubator associations in ASEAN (AIBI, NINA, and Thai BISPA) support the Network.







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### About ABInet

ASEAN Business Incubator Network (ABInet) was launched in Bogor, Indonesia on 14 June 2013. It has 30 founding members that are listed in this web site covering technology and business incubators (TBI) and the business incubator associations in the ten ASEAN Member States : Brunei Darussalam, Cambodia, Indonesia, Laos PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Vietnam.

ABInet vision is to create one platform for many diversifous and colorful ASEAN TBI in nurturing ASEAN SMEs. ABInet mission are 1) to strengthen and to accelerate the TBI development in the ASEAN, and 2) to promote and to enhance collaboration among the TBI in the ASEAN, and ASEAN TBI with other TBI in the world.

Temporarily, the ABInet secretariat is located at the ASEAN Secretariat, and all correspondences could be directed to [hadi\\_purwadaria@yahoo.com](mailto:hadi_purwadaria@yahoo.com)



### ASEAN Co-Incubation

Bandung Digital Valley, an IT Business Incubator in Bandung, Indonesia visited Soft Ware Park (SWP), and Business Incubation Center (BIC), NSTDA, Bangkok, Thailand on 01-02 July 2013. They discussed the collaboration under the ASEAN Co Incubation Alliance (ASCI), and BDV signed the MOU that has been previously founded by MAD- Malaysia, BIC-Thailand, and Incubie, IPB-Indonesia, and joined by Topica-Viet-nam, and Ayala Foundation Technology Business Incubator-Philippines.



- [Members' logo \(1\)](#)
- [Members' Inno \(2\)](#)





- [Member List](#)
- [Members' logo \(1\)](#)
- [Members' logo \(2\)](#)
- [Members' logo \(3\)](#)

## LIST OF ASEAN BUSINESS INCUBATOR NETWORK

### FOUNDING MEMBERS AND INTERESTS TO ADOPT ASEAN TBI MODELS

No	Name of Business Incubator/Business Incubator Association		Interest to Adopt ASEAN TBI Models	ASEAN Member State
	Abbreviation Contact Person, email	Full Name		
1	AIBI Asril Fitri Syamas, Chair <a href="mailto:asrilsyamas@yahoo.com">asrilsyamas@yahoo.com</a>	Association of Indonesian Business Incubators	NA	Indonesia
2	Ayala TBI Mercedes M. Barcelon, Director <a href="mailto:barcelon.mm@ayalafoundation.org">barcelon.mm@ayalafoundation.org</a>	Ayala (Ayala Foundation, Inc.) Technology Business Incubation	√	Philippines
3	BDV Indra Purnama, Director <a href="mailto:indra@mikti.org">indra@mikti.org</a>	Bandung Digital Valley	√	Indonesia
4	BIC Sansanee Huabsomboon, Director <a href="mailto:sansanee@nstda.or.th">sansanee@nstda.or.th</a>	Business Incubation Center – Software Park Thailand, NSTDA (National Science and Technology Development Agency)		Thailand
5	BINUS Entrepreneurship Center Karyana Hutomo, Director <a href="mailto:khutomo@binus.edu">khutomo@binus.edu</a>	BINUS Entrepreneurship Center	√	Indonesia
6	BIT-BPPT Dr. Iwan Sudrajat, Director <a href="mailto:iwansud@gmail.com">iwansud@gmail.com</a>	Balai Inkubator Teknologi- BPPT (Agency of Technology Assessment and Development)	√	Indonesia
7	BTP Jangkung Rahardjo, Director <a href="mailto:jkr@btp.or.id">jkr@btp.or.id</a>	Bandung Techno Park		Indonesia
8	Center for Business Incubation of Agro Hi-Tech Dr. Nguyen Hai An, Director <a href="mailto:nguyenhaian1403@gmail.com">nguyenhaian1403@gmail.com</a>	Center for Business Incubation of Agricultural High Technology	√	Vietnam
9	CTBI-NLU Dr. Nguyen Tien Thanh, Director <a href="mailto:ntthanh@hcmuaf.edu.vn">ntthanh@hcmuaf.edu.vn</a>	Center for Technology Business Incubator-Nong Lam University	√	Vietnam
10	CTTE Technology Business Incubator Prof. Enrico Supangco, Director <a href="mailto:enricosupangco@yahoo.com.ph">enricosupangco@yahoo.com.ph</a>	Center for Technology Transfer and Entrepreneurship, University of Philippines Los Banos	√	Philippines
11	DOST-MIMAROPA BPKI MJP Abilay, Director <a href="mailto:mjpabilay@yahoo.com">mjpabilay@yahoo.com</a>	DOST (Department of Science and Technology)- MIMAROPA Brooke's Point Kitchen Incubator	√	Philippines
12	DOST- PEZA Open TB Lauren Teena Velasquez, Group Manager <a href="mailto:laurentena@yahoo.com">laurentena@yahoo.com</a>	DOST (Department of Science and Technology)-PEZA Open Technology Business Incubator	√	Philippines
13	IBUPI Leli Yulifar, Director <a href="mailto:leli_yulifar@yahoo.com">leli_yulifar@yahoo.com</a>	Inkubator Bisnis UPI (Indonesian University of Education)	√	Indonesia
14	i-Centre Jeremy Chua, Director <a href="mailto:jeremy.chua@icentre.biz">jeremy.chua@icentre.biz</a>	Innovation Centre		Brunei Darussalam
15	IIC-TPM Azra'i Shu'ib, Director <a href="mailto:azrai@tpm.com.my">azrai@tpm.com.my</a>	Innovation Incubation Centre- Technology Park Malaysia	√	Malaysia
16	Incubie IPB Deva Primadia Almada, Assistant Director <a href="mailto:deva_inkubator@yahoo.com">deva_inkubator@yahoo.com</a>	Incubator Business IPB (Bogor Agricultural University)	√	Indonesia



**TOPICA**  
TO HỢP GIAO DỤC TOPICA



**UMN**  
UNIVERSITAS  
MULTIMEDIA  
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### Hot News

BIC (Business Incubation Center) Software Park Thailand, NSTDA and Thai BISPA is planning to have international business matching in the second week of December 2013. All ICT and ICT application founders and start-ups who intent to expand their market to Thailand are invited to attend. Pitching will be with Thai prominent investors.






**incuBie**



**LIBIC**  
Lao IT Business Incubation Center



**MAD INC**



**Multimedia Super Corridor**  
Multimedia Development Corporation



**NATIONAL INCUBATOR NETWORK ASSOCIATION**



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**ASEAN BUSINESS INCUBATOR NETWORK – ABINet**  
**REGISTRATION FORM FOR NEW MEMBERS**  
Please, return to [hadi\\_purwadaria@yahoo.com](mailto:hadi_purwadaria@yahoo.com)

1. Name of Technology Business Incubator (TBI) /TBI Association : \_\_\_\_\_
2. Full Address : \_\_\_\_\_
3. ASEAN Member State/Other Nation : \_\_\_\_\_
4. Phone/Fax/e-mail : \_\_\_\_\_
5. Name of Manager/Director/Chair : \_\_\_\_\_
6. Phone/Fax/e-mail : \_\_\_\_\_
7. Brief Profile for TBI : \_\_\_\_\_




**BPPT**



**BANDUNG Techno Park**



**Agri-Business Incubator**



**CTBI-NLU**



**ATE**  
CENTER FOR TECHNOLOGY STARTUP AND ENTREPRENEURSHIP

# 6

# IMPLEMENTATION GUIDELINES FOR ASEAN TECHNOLOGY BUSINESS INCUBATOR MODELS

## 6.1. Feasibility Study and Business Plan for TBI

Prior to setting up a TBI, it is important to undertake a feasibility study to justify its establishment. If the decision after finishing the feasibility study is GO, the business plan of the TBI becomes the next step to be carried out. Since feasibility study and business plan are required for any TBI Model, they are outlined in this first sub-chapter. However, one should make necessary adjustment to accommodate the characteristics of the selected TBI Model. For instant, the Process and Manufacturing TBI Model may need pilot plant, and workshop for completing the TBI facilities while the Virtual TBI Model may not use them. One TBI may plan to have private rooms for its SME clients, while the others plan to have only cubicles and open space.

The outline of feasibility study and business plan are modification from *EXPERPLAN GmbH Regional Development* provided by inWent program to several ASEAN Member States in a training program to improve the capacity building of TBI in 2007 – 2010.

### 6.1.1. Feasibility Study

In this study, some critical factors that will determine the sustainability of the TBI are proposed to be analyzed. Feasibility study of TBI is aimed at assessing whether establishment of a TBI is feasible or not. To prepare the feasibility study the following steps may be considered:

#### (a) Introduction and Executive Summary

This part provides brief information on why the feasibility is carried out and key summary of the content of feasibility study.

#### (b) Methods

- i. Background analysis. Describe how the information is gathered, source of data and information, key informants and respondents, etc.
- ii. Supply analysis. Conduct assessment of such factors as supporting institutions, level of support to TBI from potential stakeholders, availability of prospective technology, etc.
- iii. Demand analysis. Conduct assessment to determine current and potential market of the selected TBI model.
- iv. Work plan of the feasibility study

Describe the work plan of the feasibility study. Example of work plan format as in the following table can be considered

No.	Activity	Month, Year				
		M1	M2			Mn
1	Secondary data collection					
2	Survey and supply analysis					
3	Survey and demand analysis					
4	Writing up background analysis					
5	Writing up supply analysis					
6	Writing up demand analysis					
7	Preparation of interim report					
8.	Preparation and presentation of final report					

(c) Analysis

- i. SWOT Analysis
- ii. Beneficiary analysis (Demand side)

a. Market Analysis includes:

Demand	<ul style="list-style-type: none"> <li>Availability of targeted startups, talents or products having the potential to be incubated within the area.</li> </ul>
Risk & Competition	<ul style="list-style-type: none"> <li>Number of other similar TBI models within the same area.</li> <li>Unique value proposition being offered by the TBI.</li> <li>Previous success story made by startups within the same area.</li> </ul>
Market Segmentation/ Focus	<ul style="list-style-type: none"> <li>Market segmentation may be based on geographical location of the potential incubatees, industrial sector, major center populations, potential source of innovators, or new entrepreneurs.</li> <li>Some options to be considered by IT and Virtual TBI models are the focus into               <ol style="list-style-type: none"> <li>i. Hardware: Servers, Personal Computer, Peripherals, Data Communications</li> <li>ii. Software: Application Solution, Application Tools, System Infrastructure Software</li> <li>iii. Services: Consulting, Implementation, Support &amp; Services, Operation Management, Training</li> </ol> </li> </ul>
Opportunity	<ul style="list-style-type: none"> <li>Market opportunity of each segments targeted by the TBI (geographical, industry, demography, etc).</li> </ul>

b. Needs and requirements

Environment	<ul style="list-style-type: none"> <li>Regulation related to incubation services</li> <li>Regulation related to pre-seed &amp; seed investment.</li> </ul>
-------------	--

iii. Supply side analysis

a. Supporting institutions, measures, and instruments. These include:

Financial	<ul style="list-style-type: none"> <li>Startups funding resource.</li> <li>Operational expenses &amp; income.</li> <li>Exit strategy &amp; regulations.</li> </ul>
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b. Stakeholders identified. These include:

Government	<ul style="list-style-type: none"> <li>Regulatory bodies</li> <li>Financial institutions</li> </ul>
Business Associations	<ul style="list-style-type: none"> <li>TBIs associations, industry association,</li> </ul>
Financial institutions/sources	<ul style="list-style-type: none"> <li>Venture capital firms, angel investors, etc</li> </ul>

- iv. Miss matches/gaps of demand and supply
- v. Proposed TBI building and infrastructure
- vi. Financial plan for the TBI
  - a. Building related investment
  - b. Infrastructure
  - c. Operating

(d) CONCLUSION: GO/NO GO Decision.

### 6.1.2. Business Plan

#### 1. Vision, Mission, Strategic objectives

*Vision:*

Describes the specific ideas for the development and sustainability of the TBI Model

*Mission:*

Describes the specific purpose/ specific objective of the TBI Model, the steps of activities that will be done to achieve the vision and goals that have been made.

*Strategic Objective:*

Describes strategic objectives in terms of qualitative, quantitative and financial objectives. This is also relevant for the implementation and evaluation. Remember that your indicators should be S.M.A.R.T. (Specific, measurable, available at acceptable costs, relevant to the objective, and time-bound). Provide long-term, medium-term and short term objectives. Provide long-term, medium-term and short term objectives, include space for resident incubatees, SMEs development programs, financing for TBI and incubatees, capacity building for TBI managers, technology innovation, product diversification, co-incubation program, softlanding.

Objectives	Indicators
Short Term Strategic Objectives (year 1-year 3)	
-	-
-	-
Middle Term Strategic Objectives (year 4-year 6)	
-	-
-	-
-	-
Long Term Strategic Objectives (year 6-year 10)	
-	-
-	-
-	-

## 2. Markets

*Potential of target market and technology focused on:*

Describe the potential of the market area/ service area, technology focus and how to tap it.

*Target groups and customer segmentation:*

Describe the target groups, customer segmentation, their special needs and how to meet them

*Competitors and Implication:*

Overview over the TBI's competitors and the implication of this for TBI.

## 3. TBI Design / Model

*Type, location and ownership of the building:*

No	Land/Building	Unit Area, m2	No of Units	Total Area, m2
1	Office			
2	Meeting Room			
3	Incubatee Space			
4	Training room			
5	Shared Pilot Plant (optional to the TBI Model)			
6				
Total Building Area				

## 4. Infrastructures

*Site, premises and space:*

Describes the site, premises, space in terms of design, size according to usage, units and costs, include a map of the TBI

*Physical infrastructures:*

Availability of physical infrastructures. Definition of the furnishing, equipment, IT, processing and manufacturing machineries.

## 5. Services

Describes all services offered by TBI, the capacities and costs. Describes common services, start-up consulting and services, access to finance and specialist advice, after-care services. internal and external networking arrangements.

The minimum service of this preparation step that is crucial to be realized is 7 S which are (1) **Space** is office space, (2) the provision of **shared** office facilities office facilities that can be used together. Means for example fax, telephone, photo copy, meeting rooms, computer and secretary, (3) **Service** the guidance and management consulting: marketing, finance, production, technology and soon, (4) **Support** which help support research and development efforts and the use of access technology, (5) **Skill Development** is training, business plan development, management training and so on, (6) providing **seed capital** funds and (7) **Synergy**, the creation of business networks both among local and international businesses.



The main services that must be provided by the TBI to incubatees include:

1. Office space and utilities for resident incubatees, with affordable rents.
2. Other office facilities, such as meeting and training free of charge.
3. Consulting for technology development, improved management, and marketing plan for free.
4. Training, business meetings, and workshops for free.
5. Access to processing plants and laboratories, with a low cost.
6. Consultation to write a business plan is needed in the credit application.
7. Facilitation in the credit application. In particular, the TBI assists incubatees in finding a special credit scheme with low interest rates from government programs.

6. Legal Structure: legal status and ownership

The legal structure should facilitate the work of the TBI promoters, the TBI's activities and the development of incubatees, and other customers of the TBI

7. Organization Structure

*TBI board and the advisory committee:*

Provide names, roles and competencies of the TBI board and the advisory committee.

*TBI staffing*

Provide information on the TBI staff (if they are not selected yet, please provide alternatively job descriptions with information on their responsibilities and relations to board and advisory committee.

*Personnel costs*

Remuneration system / motivation system

*Future need for personnel*

*Organisation chart*

8. Operational and Procedural Framework

*Promotion strategies:*

Active in most forum (seminars, workshops, assessments, exhibitions) related to incubation program in SMEs development, both national and international level; Updating the TBI web site

*Entry and exit policies*

Entry criteria will be explained in the next chapter (incubatee recruitment)

*Monitoring and evaluation*

The monitoring and evaluation are conducted in various subjects

- a. The progress of the incubatees as outlined in the exit strategy.
- b. The business model : the rate of success in output/input.
- c. The realization of support from stakeholders.
- d. The institutional capability improvement of the TBI to maintain sustainability.
- e. The operation of the management.

## 9. Risk Analysis (SWOT)

SWOT analysis is conducted mainly to identify both internal (SW) and external (OT) factors which have strong influences to the establishment of TBI.

## 10. Financial Framework (cash flow)

*How funds will be used:*

Overview on how funds for business TBI set up and operating costs as well as investments will be used. Examples:

<b>TBIs' operating costs</b>	<b>Amount (currency units)</b>
1. Personnel costs	
2. Building costs, e.g. utilities, maintenance, repair etc.	
3. Service for tenants, e.g. legal and consulting fees etc.	
4. Other costs, e.g. vehicles, equipment, advertising, travelling, telecoms, insurance etc.	

<b>Investment</b>	<b>Amount (currency units)</b>
1. Building investments:	
1.1 Building costs	
1.2 Other	
2. Infrastructure investments:	
2.1 Management infrastructure	
2.2 Special equipment	
2.3 Other	

*Capital requirements*

Overview on how TBI set up and operating costs as well as investment costs will be funded:

<b>Funding of operating costs and investments</b>	<b>Amount (currency units)</b>
Subsidies – local, regional and national authorities and public agencies	
Subsidies – World bank, EU, APEC, ASEAN and other international agencies	
Payments of banks and other private sector organisations:	
Payments from universities and other R&D organisations	
Rental income and other TBI charges	
Other revenue, e.g. from service contracts	
Incubatees room rental	
Incubation Grant programs from the Government, NGOs, TBI national and international organization	
Training programs of private companies, state-owned or Financial Institution	
Investment to prospective Incubatees	
Cooperation with various parties	
Research activities and Community Service	

## 11. Workplan

Work plan is illustrated for three year; since after that - in general- the timetable will be repeatable. Example:

No	Activity	Yr 0	Year 1				Year 2				Year 3			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1														
2														
3														
4														
5														
6														

## 12. Building & Infrastructure

### Building

Due to very intensive nature in incubation program, it is suggested that TBIs should prepare a dedicated building or spaces that can be owned or rent from third party. It is advisable that the building or space meets these certain criteria:

<b>Location</b>	<ul style="list-style-type: none"> <li>• Can be easily accessed using public transportation</li> <li>• Near the activity center of the targeted talents / startups</li> <li>• Good working atmosphere</li> </ul>
<b>Spaces Organization</b>	<ul style="list-style-type: none"> <li>• Dedicated working space for incubatee (open or closed space)</li> <li>• Common working area</li> <li>• Meeting room</li> <li>• Class room or any other area that can be used for training activity</li> <li>• Optional section: Cafeteria &amp; Lounge</li> </ul>
<b>Interior Design</b>	It is advised to implement casual and attractive themes for interior design to create the creative business incubation atmosphere, which is suitable for creative and innovative works.
<b>Space Area</b>	The number of incubatees enrolled during the same period determines total area of the building or space. Ideally one incubatee should be granted a dedicated working space for 3 - 4 co-founders.

### Infrastructure

Select accordingly for a specific TBI Model

#### ICT and Virtual TBI Models

<b>Internet Connection</b>	Broadband
<b>Hardware</b>	<ul style="list-style-type: none"> <li>• Development Server</li> <li>• Render Farm :for ICT TBI working with animation</li> <li>• Testing device : for ICT TBI Model</li> </ul>
<b>Software</b>	<ul style="list-style-type: none"> <li>• Platform</li> <li>• Software Development Kit (SDK)</li> </ul>

## Processing and Manufacturing TBI Models

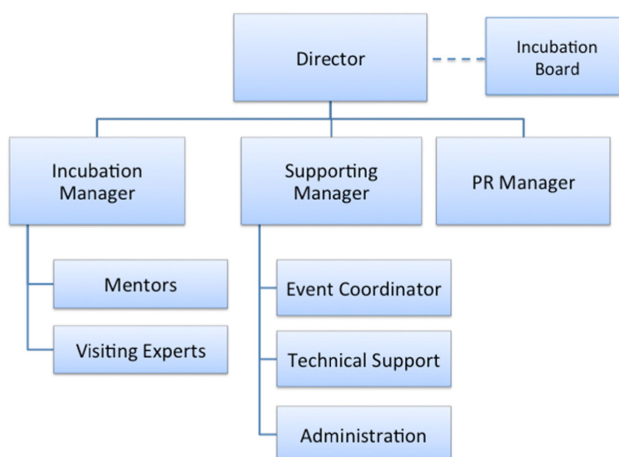
<b>Internet Connection</b>	Broadband (optional)
<b>Processing Pilot Plant</b>	<ul style="list-style-type: none"> <li>Individual processing machineries or</li> <li>Line processing machineries</li> </ul>
<b>Workshop Analytical Laboratory</b>	<ul style="list-style-type: none"> <li>Machineries to manufacture equipment or component of equipment</li> <li>Access to accredited analytical laboratory</li> </ul>

## 6.2. Implementation Guidelines for IT TBI Model

### 6.2.1. Initiation

#### *Organization and Recruitment of Management Staff*

##### Organizational Structure



\*Note : position title can be customized by each TBI.

##### Job Description

<b>Director</b>	<ul style="list-style-type: none"> <li>Activity planning and controlling</li> <li>Resource allocation</li> <li>Report the whole performance to incubation board</li> </ul>
<b>Incubation Manager</b>	<ul style="list-style-type: none"> <li>Design &amp; execute incubation program</li> <li>Set the schedule for each mentors' periodic visit</li> <li>Report to director for overall incubation process within the TBI</li> </ul>
<b>Mentor</b>	<ul style="list-style-type: none"> <li>Guides and monitors the assigned incubatee during incubation process</li> <li>Report to incubation manager on weekly basis</li> <li>Committed Periodic visit to TBI</li> <li>Give consultation to other incubatees during visit</li> </ul>
<b>Supporting Manager</b>	<ul style="list-style-type: none"> <li>Report for activity and performance of the department</li> <li>Partnership with strategic partners</li> </ul>
<b>Event Coordinator</b>	<ul style="list-style-type: none"> <li>Event planning and execution (business matching, training session, etc)</li> </ul>

<b>Technical Operation</b>	<ul style="list-style-type: none"> <li>• Technical asset management (server &amp; gadget)</li> <li>• Internet access control</li> <li>• Event execution</li> </ul>
<b>Administration Staff</b>	<ul style="list-style-type: none"> <li>• Financial Accounting &amp; Reporting</li> <li>• Schedule arrangement</li> <li>• Logistic management</li> <li>• Entrance Control</li> <li>• Space arrangement</li> <li>• Event execution</li> </ul>
<b>PR Manager</b>	<ul style="list-style-type: none"> <li>• Execute PR using mass media</li> <li>• Assisting incubatee to build effective communication with media and users</li> <li>• Coordinate documentation for all incubation program&amp;events</li> <li>• Producing publication materials</li> </ul>

## Personnel Requirement

<b>Director</b>	<ul style="list-style-type: none"> <li>• Have a good knowledge in product development, customer development and innovation accounting.</li> <li>• Have a good leadership and team management.</li> <li>• More than 5 years of working experience (experience in running a startup business is preferable).</li> <li>• Have a good knowledge in startup business, industry landscape, financial / funding environment and trends.</li> <li>• Have a good networking to local &amp; global key businessperson, TBIs, experts and other related entities.</li> <li>• Have a good personality and ability to initiate business partnership / cooperation with related entities.</li> <li>• Have a good oral &amp; written communication skill.</li> <li>• Have a good knowledge in legal issue.</li> </ul>
<b>Incubation Manager</b>	<ul style="list-style-type: none"> <li>• Have a good knowledge in product development, customer development and innovation accounting.</li> <li>• More than 3 years of working experience (experience in running a startup business is preferable).</li> <li>• More than 2 years of working experience in TBI.</li> <li>• More than 2 years of experience as a startup mentor.</li> <li>• Ability to lead all resident mentors and manages overall incubation activities.</li> <li>• Have a good networking to local experts and preferably also to global experts.</li> </ul>
<b>Mentor</b>	<ul style="list-style-type: none"> <li>• More than 3 years of experience in running a business or teaching</li> <li>• Fast learner.</li> <li>• Have a good knowledge in product development, customer development and innovation accounting.</li> <li>• Have a good knowledge in business strategy.</li> <li>• Ability to guide and give suggestion to startup during experiment process.</li> </ul>
<b>Supporting Manager</b>	<ul style="list-style-type: none"> <li>• Have a good networking with key business person and community (local, regional and international)</li> <li>• Have a working experience of more than 5 years (experience in running a startup business is preferable)</li> <li>• Have a strong organizational experience in same industry, minimum 5 years</li> <li>• Have an experience in managing some national ICT events</li> <li>• Ability to lead and manage a team</li> <li>• Have an ability to plan and execute event with his/her staff and related vendors</li> </ul>
<b>Event Coordinator</b>	<ul style="list-style-type: none"> <li>• Minimum educational background of Diploma</li> <li>• Young &amp; energetic male or female</li> <li>• Working full time at TBI's location</li> <li>• Ability to execute event with team members and vendors</li> <li>• Have a commitment to work beyond office hours during event preparation and execution</li> <li>• Have a basic skill in operating design software</li> </ul>

<b>Technical Operation</b>	<ul style="list-style-type: none"> <li>• Minimum education background of Diploma in Computer, IT or Electrical Engineering</li> <li>• Have a technical skill to manage server</li> <li>• Have a technical skill to manage computer network</li> <li>• Have a good knowledge on operating system, i.e. Windows, Linux, Mac OS, Android and iOS</li> <li>• Have a basic skill in operating design software</li> <li>• Working full time at TBI's location with shift</li> <li>• Have a commitment to work beyond office hours during event preparation and execution</li> </ul>
<b>Administration Staff</b>	<ul style="list-style-type: none"> <li>• Minimum education background of Diploma in Secretary, Management or Business</li> <li>• Have a good skill on operating an office application (document, spreadsheet and presentation)</li> <li>• Have a good oral and written communication skill</li> <li>• Working full time at TBI's location</li> <li>• Have a commitment to work beyond office hours during event preparation and execution</li> <li>• Have a basic knowledge of financial accounting and reporting</li> </ul>
<b>PR Manager</b>	<ul style="list-style-type: none"> <li>• Have a good oral and written communication skill</li> <li>• Minimum educational background of Bachelor in Communication Study, Business or Management</li> <li>• Working full time at TBI's location</li> <li>• Have a basic knowledge in software and startup trends</li> <li>• Active user of some mainstream social media</li> <li>• Have a good skill on operating an office application (document, spreadsheet and presentation)</li> </ul>

## 6.2.2. Start Operation

### *Recruitment of TBI Managers*

TBI manager recruitment process can consider the following steps:

- Prepare job description of the ICT TBI manager
- Identify and prepare minimum qualifications. This includes education, experience, basic knowledge on ICT business, personal character, etc.
- Prepare and announce vacancy on related media
- Preparing application screening criteria and process by preparing questionnaire for interviews.
- Conduct interview by team selection
- Make decision and conduct reference check on the selected candidate
- Conduct orientation program (and training program)
- Probation period

### *Training for Management*

Even though some of management's key persons have been recruited based on their expertise and experience, it is important to conduct a dedicated training session for TBI management. The type of training can be categorized into three main categories:

<b>Introduction to ICT Startup Industry</b>	Covers latest trends and landscape of ICT Business and Startup, including the complete environment and the role & objective of TBI within the environment. Participants: <ul style="list-style-type: none"> <li>• All Management Personnel</li> </ul>
<b>Incubation Methodology</b>	Discuss in detail all methodologies implemented during incubation program. Even mentors have knowledge, experience, skill and wisdom needed to guide startup, it will not guarantee that they have experienced in the methodology applied. Participants: <ul style="list-style-type: none"> <li>• Mentors</li> <li>• Incubation Manager</li> <li>• Director</li> </ul>
<b>Advance Topics</b>	Any other specific topics based on management requirements, such as funding, strategy, etc.

#### TBI Manager Training Process:

- i. Identify specific competence gap of the manager on TBI management, especially in the area of ICT
- ii. Determine part of the training program that can be delivered in house and/or by external providers
- iii. Select appropriate training course providers
- iv. Conduct in house training program (may invites external resource persons/mentors/experts)
- v. Send the manager for training to external providers
- vi. Evaluate the impact of the training program

#### **Legal Aspect**

- a. Fulfilling of legal requirement of TBI establishment (Internal and external requirements)
  - Permits from related authorities
  - Environmental impact
- b. Policy endorsement from institution
  - Selection guidelines abide to related policy and regulations
  - Mentoring during incubation process
  - Tenant incubation services agreements
  - Tenant Lease agreements. This agreement generally covers the following:
    - The space and facilities to be provided and procedures for modification
    - The pricing policies for space and services such as IT, common services, etc.
    - Payment modalities/types
    - Duration of the contract including options for early exit/extension subject to the terms of the overall graduation policy
    - Procedures for setting development objectives and monitoring progress towards these objectives
    - Exit policy (if progress milestones aren't met or non-compliance with other contractual obligations)

## Incubatee Recruitment

### Selection Process

Recruitment process is a very critical for TBI's performance. Due to the nature of ICT industry with the high level of uncertainty, it is not recommended to use business plan as a mechanism to select the eligible startup. Instead it is recommended to use Business Model Canvas and the Co-Founders profile.

<b>Business Model Canvas</b>	Completely illustrate the high-level aspect of the proposed business, including solution for the problem, customer segments and financial (cost & revenue).
<b>Co-Founders Profile</b>	Ideal co-founders will be persons with high quality of skill & knowledge, high initiatives & determination while at the same time flexible and coachable. Ideal team will be consisted of some ideal co-founders with a good mixture of skill set among them that complement each other.

Screening and selection process could be conducted in several steps. The minimum selection process would be as follow:

<b>Desk Evaluation</b>	Startup submits the application form that consists of Business Model Canvas' Elements and Description as well as its co-founders profile.
<b>Presentation &amp; Interview</b>	Selected applicant will be invited to present the proposed business in more detail and discuss it with the TBI management. At the same time TBI management could analyze the personality of each team members / co-founders.

Incubatee selection is a very crucial factor to the success of achievement of I CT TBI. The right selection of incubatee is a must to ensure the success of incubation program. TBI management, therefore, needs to consider the following incubatee selection processes:

1. Establishment of selection committee and/or board. This committee / board should consist of a cross-selection of individuals who can assess all aspects of the potential business from the entrepreneur candidate
2. Setting up criteria for entry selection. As this is a very essential element of TBI policy, the approval of the selection and entry policies of TBI should be approved at board or top management level. Some basic considerations of selection process may include the following:

a.	TBIs should accept a diverse range of incubatee candidate to increase synergy and diminish direct market competition;
b.	Incubatee (applicant) should be for-profit ventures (except for some exceptions such as arts TBIs...).
c.	Applicant should be identified within the technologies or other cluster supported by the TBI.
d.	Applicants should be early-stage – generally within the first two years of business operations – not yet profitable and still growing. Exceptions may be made for small firms with specific and justifiable considerations
e.	Applicant should have the ability to pay rents and fees charged by the TBI while developing positive cash flow.
f.	Incubatee should have a management team that is capable of handling technical and operational aspects of the business or understand the need for and be willing to obtain needed technical assistance.
g.	Applicants should be able to benefit from the added value provided by the TBI and its resource network.
h.	Applicants should be able to benefit from the added value provided by the TBI and its resource network.
i.	They should provide economic benefits in the form of job and wealth creation or otherwise develop a product or service that will benefit the region and/or sponsor. They should not be in direct competition with an existing client or, if they do, management should take care to ensure that any intellectual property risks or other conflicts are mitigated.



j.	Innovative potential: Some TBIs for example focus strongly on the innovation potential of companies.
k.	Local/international focus: assess the international focus of companies.
l.	Level of commitment: it is important to understand why a company wants to locate in the TBI Model. What are their motivations: Price? Reputation? Access to other companies? Companies entering the TBI must be committed first and foremost to following the TBI program and growing their business.

### ***Pre-Incubation Program***

Even though it is not mandatory, pre-incubation program will provide TBIs with a higher quality of startup to become their incubatee. The objective of pre-incubation program is to prepare skillful talents to become coachable entrepreneurs ready for incubation program. Pre-incubation program is not as intensive as incubation program and may be delivered as a bootcamp event. One-on-one coaching is not necessary during this phase. Not all participants of pre-incubation program will be accepted in the incubation program. Pre-incubation program may include these several topics:

1. Entrepreneurship & Starting an ICT Business
2. Qualification of a High Quality Startup Co-Founders
3. Introduction to Customer Development
4. Introduction to Product Development
5. Formulating High Level Strategy using Business Model Canvas

### ***Incubation***

#### *Incubation Mechanism*

Incubation program is carried out by TBI management, mentor and visiting expert who are experience and knowledgeable personnel.

<b>Mentors</b>	<ul style="list-style-type: none"> <li>• Regular visit to TBI.</li> <li>• Guides and monitors some incubatee within the TBI, but can also gives advice to any other incubatee.</li> </ul>
<b>Visiting Experts</b>	Visit TBI upon request to deliver certain topics that he/she mastering.

Mentors and TBI Managements should analyze the progress of each incubatee periodically or based on pre-defined phase.

#### *Incubation Program*

Ideally incubation program covers these 3 main areas:

Customer Development	Knowing the real problem faced by customer, and the solution they are expecting. Involving and interacting with customers since day-1 of startup operation (not after product launching).
Product Development	Building product with agility and flexibility to meet ever-changing customer needs.
Business Development	Building highly profitable business from products that has met customer expectation. It is about knowledge, best practice and wisdom in building a sustainable business.

### ***Mentoring***

1. Mentoring which is different from the coaching provided by the TBI management staff needs networking with experienced businessmen or technical experts who are volunteered to help young entrepreneurs. Thus, first step for a TBI is find a list of ready mentors.

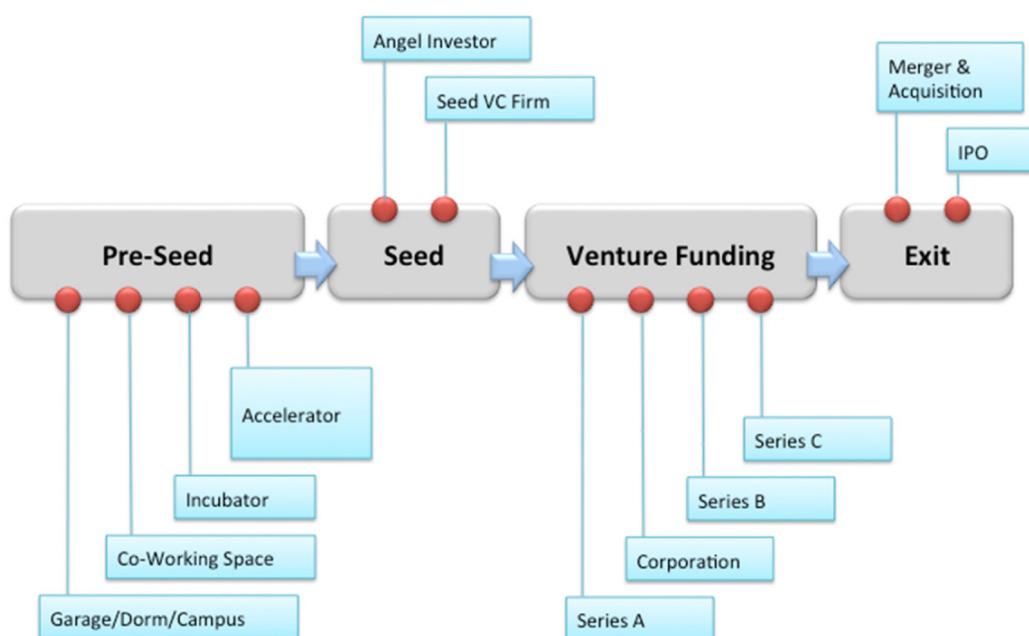
2. Make profile of the mentors, and the SME clients who need mentor (called mentees).
3. Act as match making between mentors and mentees : this could be through several meetings.
4. Start the mentoring sessions, monitor and gather information from both the mentors and the mentees.
5. The fields for mentoring are all necessary issues out of the entrepreneur ventures of the mentees.
6. Review the process, make decision to continue the mentoring or to stop the process, or to change the mentors.

Notes : Deeper understanding in implementation program could be gained from infoDev, World Bank Training Modules that should be obtained through certificate trainers accredited by infoDev.

### 6.2.3. Incubator Development

#### *Ecosystem Development*

In order to achieve long-term sustainable success, TBI should consider the whole ecosystem that ideally will grow ICT startup to its maximum performance. TBI should have partnership with other elements within the ecosystem to seamlessly bring its incubatee to later stage of growth. Here is the complete ecosystem for ICT startup:



#### Networking

Understanding the complete ecosystem above, TBIs at least should build its network to these parties:

<b>Talents Pool</b>	University, Startup Community, Developer Group, Research Group, etc.
<b>Co-Working Spaces</b>	A place where talented free-lancer and early stage company work and gather.
<b>Startup Accelerator</b>	TBI that is not providing acceleration services should build partnership with startup accelerator to scale up the business of its alumni.
<b>Angel Investor</b>	Personal or corporate-based angel investor to provide seed funding of its alumni.
<b>Seed VC Firm</b>	VC Firm who provides seed investment for TBI's alumni
<b>Government</b>	Central & regional government
<b>Other TBI &amp; TBI Association</b>	Co-incubation program
<b>Technology Resources</b>	University, R & D Center
<b>Industry, Industrial Association &amp; STP</b>	Industrial Clusters, Companies
<b>Market</b>	Buyer Candidate

### *Managing the stakeholders effectively*

TBI manager needs to develop networking with various stakeholders within the ecosystem. For that purpose the following advice may be considered:

No.	Approaches to ponder
1.	Give stakeholders what they want. Praise, value for their efforts, new business, public image, improved competitive position. Be respectful of the importance of their time.
2	Get to know the institutions very well: who makes decisions, who will champion the TBI.
3	Evaluate types of support they might give (money, equipment, expert advice, client coaching, and introductions). Learn the best "sales" approach
4.	Schedule regular and frequent contacts through meetings, e-newsletters, invitations to speak to clients, brief reports. "Out of sight is out of mind."
5.	Ask their advice. Ask them to be creative about the problems you are having or about your plans to expand.
6.	Offer to brief one of their staff frequently. However, never ignore the leader.
7.	Ask for referrals of potential clients, additional contacts in the media, and among service providers.
8.	Celebrate their support: quarterly, semi-annually, and annually through e-newsletters, press coverage, events.
9	Encourage stakeholders to remember the TBI in their meetings, contracts, travels.

### Post Incubation Program

Upon completion of incubation program, alumni may be provided several services from TBI:

<b>Business Matching&amp; Pitching</b>	A program / event aimed to bridge and explore partnership opportunity between alumni and investor or strategic partner.
<b>Market Access</b>	A program / event aimed to support alumni in accessing certain segment of market.
<b>Acceleration Program</b>	A program for accelerating or up-scaling the business performance of a product that has fitted to market needs
<b>Mentoring Program</b>	Successful graduate tenants to be role models for tenant TBIs such as through mentoring, establishing business partnership, etc.

## 6.3. Implementation Guidelines for Processing & Manufacturing TBI Model

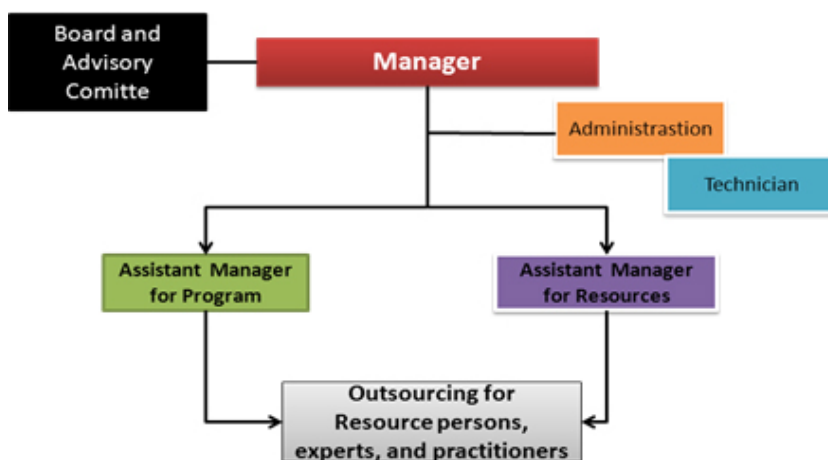
### 6.3.1. Initiation

#### *Organization and Recruitment of Management Staff*

TBI management team is key to the success and sustainability of the TBI. Therefore, TBI founders need to choose TBI management team carefully. The management team needs to meet the following requirements:

1. Understand the concept of a business TBI and development.
2. Combines people from multidisciplinary such as processing, manufacturing, and economics.
3. Consists of people who are skilled and competent in their respective fields.
4. Teamwork that can work together.
5. Dedicated to the development of business TBIs and SME incubatees.

TBI organizational structure for new TBI is best to be flexible, in which each person has a clear job duties, but allows collaboration and co-management if the other staff is absent or getting overloaded with task.



Notes: Assistant managers could be as many as a TBI need, but it is recommended that a new TBI starts with a lean management.

#### Examples of Personnel Qualification and Job Description

No	Position	Educational Qualifications	Job description
1	Manager	Minimum Master degree in related Technology	1. Manage and responsible for the whole operation of the TBI. 2. Networking with the resources institutions and the other TBIs nationally and internationally. 3. Set up strategy policies with the assistant managers internally, and with the Board & Advisory Committee, etc

No	Position	Educational Qualifications	Job description
2	Assistant Manager Program	Minimum Bachelor degree in Related industrial Technology	1. Formulation and Implementation Program, 2. Conduct recruitment for new incubatees. 3. Design and run the consultancy pattern for each incubatee based on their own needs. 4. Assistance in Production Technology, IPRetc. 5. Develop SOPs
3	Assistant Manager Business	Minimum Bachelor degree in Business Management	1. Develop proposal for funding sponsor 2. Preparation of Business Plan 3. Mentoring business management and Financial Consulting 4. Finance Accessibility, marketing, networking etc. 5. Develop SOPs
4	Administration staff	Minimum diploma degree in economic management	Manage administration and Finance TBI
5	Technician	Minimum Diploma degree in engineering	Maintaining for TBI building and facilities including machinery and production equipment

### *TBI Manager and Management Staffs*

TBI manager and management staffs should have a high commitment in running the TBI operations and work full time at the TBI as full staff.

### *Mentors*

Mentors could be chosen by outsourcing based on expertise needed, practitioners, graduated and successful incubatees. Mentors must have technical expertise in the field of production, as well as practical business management so that will be very helpful in incubation activities.

## **6.3.2. Start Operation**

### ***Recruitment of TBI Managers***

TBI manager recruitment process can consider the following process:

- Prepare job description of the processing and manufacturing TBI manager
- Identify and prepare minimum qualifications. This includes education, experience, basic knowledge on processing and manufacturing business, personal character, etc.
- Prepare and announce vacancy on related media
- Preparing application screening criteria and process.
- Prepare questions for interviews
- Conduct interview by team selection
- Make decision and conduct reference check on the selected candidate
- Conduct orientation program (and training program)
- Probation period

### ***Training for TBI Managers***

As a Management Team that serves to provide the incubation/coaching for incubatees, promoting the TBI, forming networks with stakeholders, government, industry, banking and markets, every team member needs to gain skills as a speaker and persuasive ideas presenter.

The training materials for capacity building of TBI managers could be adopted from the infoDev-World Bank Training Program, among others are Business TBI Basics and Principles, Incubatee Recruitment and Evaluation, Managing Business TBI, Mentoring Program, and Financing for TBI.

### ***Preparation of Regulations and SOPs for Incubation Program***

Regulations and SOPs inside a TBI should be made to keep the harmony and continuity between TBI, incubatees, as well as other stakeholders in the incubation programs and activities. Regulations must fulfill the rights and obligations of each party as listed in the Incubatee Agreement. Some SOPs should be developed including like the SOP for Incubatees Selection, SOP for Incubation activities, and SOP for Finance Facilitation.

### ***Legal Aspect***

TBI must have a clear legal framework, by a decree issued by the host institution be it a university, government unit, or other institution where the TBI is founded.

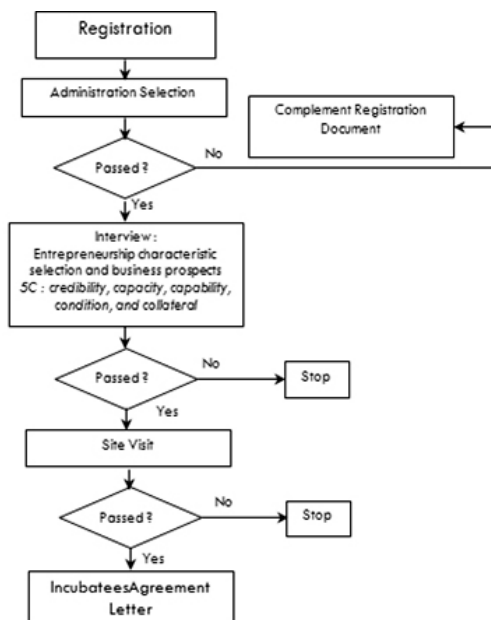
- i. Fulfilling of legal requirement of TBI establishment (Internal and external requirements)
  - Permits from related authorities
  - Environmental impact
- ii. Policy endorsement from institution
  - Selection guidelines abide to related policy and regulations
  - Mentoring during incubation process
  - Tenant incubation services agreements/Tenant Lease agreements. This agreement generally covers the following:
    - The space and facilities to be provided and procedures for modification
    - The pricing policies for space and services such as IT, equipment, common services, etc.
    - Payment modalities/types
    - Duration of the contract including options for early exit/extension subject to the terms of the overall graduation policy
    - Procedures for setting development objectives and monitoring progress towards these objectives
    - Exit policy (if progress milestones aren't met or non-compliance with other contractual obligations)

### ***Incubatees Recruitment***

Selection and Recruitment of incubatees are the most important stages in incubation activities in order to create successful incubatees forward. Some of the requirements of prospective incubatees TBI include:

1. College graduates (S1, S2, S3),
2. Have great ideas to create innovative products
3. The business has been running at least 1 year
4. Possessing both strong motivation and characters as entrepreneurs
5. Owning business plans with excellent prospect of product.

The following chart presents an example of Incubatees Selection process.



### ***Start Incubation***

Incubation may consist of 3 stages: 1) Pre-incubation, 2) Incubation, and 3) Post-Incubation.

#### ***Pre-Incubation***

Pre-incubation stage begins with empowerment theory, the activities in the classroom, simulations and business testimonials. In this stage, incubatees will be trained with several materials/topics as follows:

- Production and processing technology
- Method of making a business plan
- Organizing business,
- Business management, including marketing and finance, control techniques, monitoring and evaluation.
- Development of innovative and entrepreneurial spirit

#### ***Incubation***

Incubation/Mentoring activities include consultation for production technology, business management, marketing, business plan preparation, legal aspects, financing facilitation, exhibition, business meeting etc.

- For technology, the TBI helps in transferring the technology transfer from universities to the incubatee.
- For incubatees who need additional loan, TBIs facilitate the financing of the program either from the government or other financial sources such as banks, to support the development of incubatee business.
- Since the businesses in the field of processing and manufacturing have high risks, the incubation period could be done for 3 years.
- Development of co-incubation program and soft landing.

### Incubatees Exit Strategy

Exits can be seen from the two (2) aspects, namely “Pass” and “Exit”. Pass means Incubatees who graduated during the incubation period means that the incubatee’s business has been able to evolve independently so that they could get out of the TBI and continue the business activities outside the TBI. While “Exit” means that the incubatee failed and removed from the TBI before the incubation period is complete.

Some of the criteria or indicators of “pass” SME incubatees are the increase in terms of :

- a. Improving the quality and competitiveness of products
- b. Increase production capacity
- c. Improved work ethic, including the addition of labor
- d. Marketing area expansion

Exit policy for incubatees in various milestones is written in the contract between TBI and incubates.

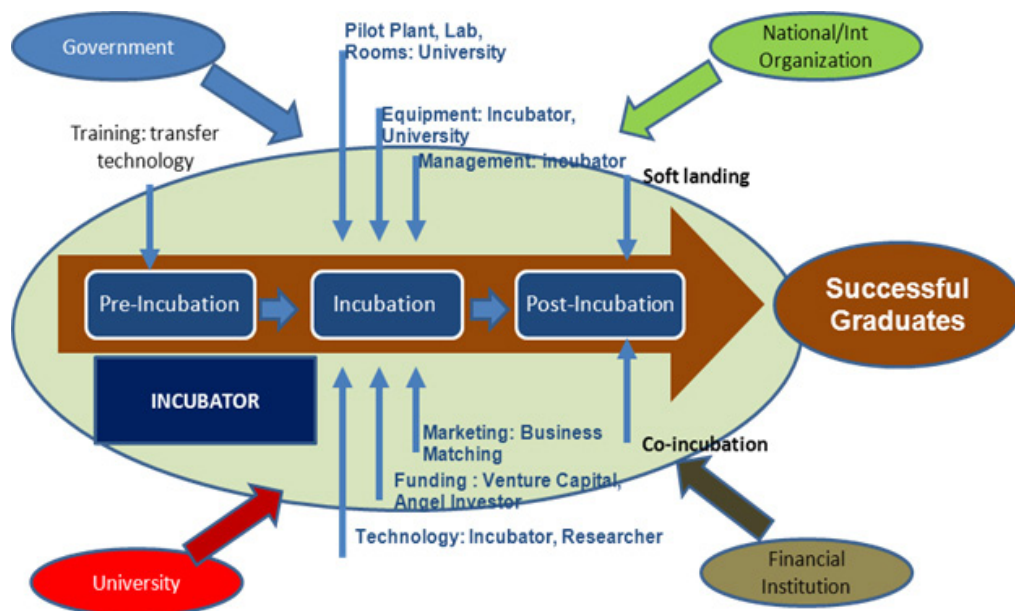
### Post incubation

Post incubation program include: 1) Marketing outreach: national and international, 2) Access to market, 3) Access to finance, and 4) Consultation

## 6.3.3. Incubator Development

### *Ecosystem Development*

In order to achieve long-term sustainable success, TBI should consider the whole ecosystem that ideally will grow processing and manufacturing incubateesto its maximum performance. TBI should has strong network with within the ecosystem to bring the incubatees to later stage of growth.





## **Networking**

Establishment of networks is one of the key success of an TBI. Example of the important networks:

<b>Networks</b>	<b>Roles</b>
Government	Policy, Grant Programs
Financial Institution	Soft loan with low interest
University, R n D Center	<ul style="list-style-type: none"><li>- Access to pilot plant, equipment, and labs</li><li>- Access to technology</li><li>- Access to experts and researchers</li></ul>
National and international organization National : AIBI International : APIN, infoDev, AABI, SPICA, Inwent etc	<ul style="list-style-type: none"><li>- Capacity building training for the TBI managers</li><li>- Business Matching</li><li>- Annual Meeting</li><li>- Grant Programs,</li><li>- Networking</li></ul>
Other TBI	Co incubation program
Industry, Industrial Association, STP	Provide candidates of buyers and customers

## **6.4. Implementation Guidelines for Virtual TBI Model**

Virtual incubation is an incubator with limited office space that offers incubation services on-line to SME clients outside its vicinity. One of the advantage of virtual incubation is it can reach SME clients far away. The services it offers does not have any geographical border, it may go out of the city, the province, and even the country. However, it could only reach for clients who have access of computer network, and capable in working with computer.

Virtual incubation process is usually a for profit incubator. It may do services by providing modules as learning processes for SME clients for examples business planning, accounting, and IT applications.

### **6.4.1. Initiation**

#### **Business Model**

The Virtual Incubation Program should be a hub and spoke model. The hub is where the main incubator manager and staff are headquartered. The spokes are all other incubator partners in cooperation with the main incubator. It may work with all the incubators inside the ASEAN Co-incubation Network and run regional activities relating to the Virtual Incubation Program. The spokes run event, meetups (business matching, coaching, and mentoring) and business fairs for SME clients in their surrounding. A finale grand business fair to be organized by the hub. By a hub and spoke model, it creates a broad hub incubation with many incubators and SME clients all over the region as the hub members.

Virtual incubation activities can be divided into 2 areas : 1) Online which will involve the social network aspect as well as the marketplace, and 2) Offline which will be more engaging and involves the virtual incubation “spokes”.

#### **Infrastructure**

The infrastructure is very important. There are two type of infrastructure : hard infrastructure and soft infrastructure.

- a. Hard infra involves work spaces. Since this is a hub and spoke model, the virtual incubation program will leverage on existing incubators/co-working spaces that are within the ASEAN Co-incubation network.
- b. Soft infrastructure involves the virtual aspect of the incubation program. This includes the need to develop a portal to meet the virtual incubation needs, hosting facilities and internet bandwidth. It also involves leveraging on partners to carry out the incubation program. Partners such as coaches, mentors, funders, marketing agents, experts etc are connected virtually with the incubatees via the portal.

### ***Organization and Recruitment of Management Staff***

Organization structure in a virtual incubation is lean. It may comprise of a manager, an assistant manager, and IT application staff. When the virtual incubator grows, however, it may add staff who help in filing applications, replying to inquiries both in administration and in the incubation materials provided as services by the virtual incubator, and evaluating the module assignment such as the business plan of the SME clients.

#### **6.4.2. Start Operation**

##### ***Marketing of the Virtual Incubation Program***

###### Target Market

- a) Incubatees within the ASEAN Co-Incubation Alliance
- b) Entrepreneurs who signed up with the Portal.

###### Value Proposition

- a) Complete ASEAN entrepreneur eco-system
- b) Gateway to South East Asia expansion
- c) Complementary incubation tool for SEA Incubators with SEA network.
- d) Provides for SEA incubators to leverage on experts, partners, industries and funders within the SEA business eco-system

##### ***Recruitment of TBI Managers***

TBI manager recruitment can consider the following process:

- Prepare job description of the TBI manager
- Identify and prepare minimum qualifications. This includes education, experience, basic knowledge on business, personal character, etc.
- Prepare and announce vacancy on related media
- Preparing application screening criteria and process.
- Prepare questions for interviews
- Conduct interview by team selection
- Make decision and conduct reference check on the selected candidate
- Conduct orientation program (and training program)
- Probation period

### Training for Management

Even though some of management's key persons have been recruited based on their expertise and experience, it is important to conduct a dedicated training session for TBI management. The type of training can be categorized into three main categories:

<b>Introduction to ICT Startup Industry</b>	Covers latest trends and landscape of Business and Startup, including the complete environment and the role & objective of TBI within the environment.
<b>Incubation Methodology</b>	Discuss in detail all methodologies implemented during incubation program.
<b>Advance Topics</b>	Any other specific topics based on management requirements, such as funding, strategy, etc.

### Legal Aspect

Fulfilling of legal requirement of TBI establishment (Internal and external requirements)

- Permits from related authorities
- Environmental impact

### ***Incubatee Recruitment***

There will be no entry policy or exit policy. Membership is by subscription. SME clients are accepted through on-line by filling up the template provided by the incubator. Since the filter will be only this template, the questionnaires should be clear and structured to avoid miscommunication. Even though, in general the applicants will be accepted, the incubator may re-direct the applicants to different modules that the incubator think will be most useful for the SME clients. In a virtual incubation process, the clients have more decision in selecting the modules since they pay their membership and the module fee.

The virtual incubation model has a subscription membership model. A monthly fee is to be charged via credit card payment to receive basic service. Value-added services will be additional charges. The SME clients may pay the services by modules, and have to meet a certain passing criteria to be awarded as graduates at a given time schedule. The virtual incubator may give further opportunities for the SME clients who do not pass in the first trial.

### ***Start Virtual Incubation***

The virtual incubation program allows the access of virtual tools, expertises and market for incubators and incubatees in South East Asia. The Virtual Incubation program helps to complement some components of the incubation process of the other incubators who become the spokes. The entrepreneurs that will most likely subscribe to the virtual incubation program will be those who are in pre-business, start-up and growth stages. The graduates in post-incubation will most likely involve in the Virtual Business Eco-system.

### ***Virtual Incubation Modules***

As an example, a business planning module offered by the virtual incubator has a criteria of writing a good business plan that could be submitted to financial institutions. The second criteria may be obtaining a credit scheme from a financial institution in three months.

When the SME clients do not succeed in getting any credit scheme in the first three months, the virtual incubator may allow them to attend the second batch of business plan module together with the new clients. However, the virtual incubator limits the repeated attending to three times. A series of complete on-line modules offered by a virtual business incubator may consist of 1) basic modules : entrepreneurship, starting a business, business management, 2) progressive modules : pricing a product, business plan development, accounting, business financing, marketing, and 3) advanced modules : international marketing, co-incubation.

By setting different level of on-line modules, a virtual incubation process naturally sets up a pre-incubation process when delivering the basic modules, an incubation process when delivering the progressive modules, a post incubation process when delivering advanced modules, and keeps networking with all SME graduates. The following is examples of modules that may be used for a virtual incubator.

#### *Business Plan Development*

The tools are a framework to help entrepreneurs structure their business plan and prompt them to ensure all sections are fully covered.

- To work through and analyze the feasibility of business projects
- To write the company's own business plan taking into account issues such as the marketing plan, production and quality, organization and management, regulatory environment, financial management and analysis

#### *Financing*

Finance is a major stumbling block for most start-up companies. Virtual tools help entrepreneurs who might not always have a financial background overcome the difficulties in understanding finance. It also provides training on financial terms and requirements and templates for business valuation and financial planning.

#### *Business Operation*

Cover all major business operations from marketing to accountancy and bookkeeping, through on-line training, and on-line software tools. The use depends on the complexity of the business operation being established.

#### *Post-Incubation Support and Monitoring*

Virtual tools can be an effective way of keeping in touch with TBI graduates, possibly through: annual follow up questionnaires, online mentoring programs , and networking forums. It is recommended that all TBIs have a minimum track graduate progress using tools such as e-questionnaires. It is also highly cost-effective for most TBIs to involve graduates in online mentoring or coaching.

#### *Business Growth Support*

Online tools could be devoted to specific growth strategies for companies enabling them to continue growing sustainably, such as access to finance, reinforce networking, and Internationalization.

#### *Sector Specific*

It is advisable to structure on line tools in such away that they can be useful for a wide range of sectors. If a demand emerges for sector-linked tools or tools with specific features, it is important

to partner with a relevant institution that has specific sector-focused know-how and expertise. Online tools to support collaborative working are also widely available and can be useful in facilitating collaboration and peer learning between virtual incubatees.

### Events by spoke or satellite incubators

A growing virtual incubator that has already spokes or satellite incubators may conduct following activities in the spokes location.

Business Matching & Pitching	A program / event aimed to bridge and explore partnership opportunity between alumni and investor or strategic partner.
Market Access	A program / event aimed to support alumni in accessing certain segment of market.
Acceleration Program	A program for accelerating or up-scaling the business performance of a product that has fitted to market needs
Mentoring Program	Successful graduate tenants to be role models for tenant TBIs such as through mentoring, establishing business partnership, etc.

### **6.4.3. Development**

The Virtual Incubation Program is recommended to start in AMS that are fully supported by computer network infrastructure. It will be extended later on to all AMS. The scope of the virtual incubation program will be increased based on the needs and wants of the ASEAN Incubator community. Some of the areas that are foreseen for the implementation are 1) The ASEAN Virtual Business Eco-system, 2) Incubatee Tracking and Monitoring system, and 3) E-learning.

### ***Post Incubation Program***

Post incubation or graduates membership are open for those who do not need incubation assistance anymore but basically keen to tap onto the business ecosystem of the virtual incubation program. Business ecosystem such as venture funding, market access to corporates and enterprise companies as well as experts in technology would be a benefit for the graduate members.

### ***Managing the stakeholders effectively***

TBI manager needs to develop networking with various stakeholders within the ecosystem. For that purpose the following advice may be considered:

No.	Approaches to ponder
1.	Give stakeholders what they want. Praise, value for their efforts, new business, public image, improved competitive position. Be respectful of the importance of their time.
2.	Get to know the institutions very well: who makes decisions, who will champion the TBI.
3.	Evaluate types of support they might give (money, equipment, expert advice, client coaching, and introductions). Learn the best "sales" approach
4.	Schedule regular and frequent contacts through meetings, e-newsletters, invitations to speak to clients, brief reports. "Out of sight is out of mind."
5.	Ask their advice. Ask them to be creative about the problems you are having or about your plans to expand.
6.	Offer to brief one of their staff frequently. However, never ignore the leader.
7.	Ask for referrals of potential clients, additional contacts in the media, and among service providers.
8.	Celebrate their support: quarterly, semi-annually, and annually through e-newsletters, press coverage, events.
9.	Encourage stakeholders to remember the TBI in their meetings, contracts, travels.



## 7 CLOSING

With the support of many TBIs and TBI stakeholder institutions all over AMS, this study has been successfully carried out from October 2012 to July 2013. The objectives and the outputs of this study have been achieved :

1. Three ASEAN TBI Models have been designed to provide effective and efficient supports for TBI and SME clients development. They are 1) ICT TBI Model, 2) Process and Manufacturing TBI Model, and 3) Virtual TBI Model.
2. Enable networking amongst ASEAN TBIs and their SME clients by setting up ASEAN TBI Network called ABINet, developed the website at [aseanabinet.com](http://aseanabinet.com) and the mailing list at [aseanabinet@googlegroups.com](mailto:aseanabinet@googlegroups.com). The founding members of the ABINet are 30 consists of 26 TBIs all over AMS, all 3 TBI associations exist in ASEAN, and one would be TBI registered by Myanmar which so far does not have any incubator yet.
3. All 10 ASEAN Member States has endorsed the models and the ASEAN TBI Network.
4. The number of ASEAN TBIs ready to implement the ASEAN TBI Models are 24 incubators coming from all over AMS, far over than 10 TBIs targeted as the output at the beginning of this study. It should be noted that the 3 TBI associations and 1 would be TBI could not be asked to adopt the models due to their nature of the organizations. However, the associations are willing to promote the models to their TBI members.

The success comes from transforming the research design that initially only planned to have the Research Project Team conducting the model study to Japan, and baseline study to AMS into allowing the TBI respondents to join the Team in doing the survey. Besides the Research Project Team, 2 TBI senior officers from Thailand and Malaysia participated in model study to Japan, 21 TBI managers from all over AMS participated in baseline study to other neighboring AMS. While these 23 persons were supported by ASEAN-JAIF funding as part of the study, there was additional 10 TBI managers from AMS who supported their trips by their own funding to join the survey.

The eagerness of ASEAN TBIs upon the course of this study indicates that this study has been on the right tracked since the beginning, and that the results of this study are expected to benefit all of TBIs in the ASEAN. All participants have supported the ideas to develop a following program to implement the ASEAN TBI Models in their incubators by submitting a proposal to ASEAN-JAIF, and to strengthen the ASEAN ABINet for the period of 2013-2016.





# APPENDICES

## APPENDIX 1. RESEARCH QUESTIONNAIRES

### ASEAN COOPERATION PROJECT NO. IND/SME/11/002/REG STRENGTHENING SME BUSINESS AND TECHNOLOGY BUSINESS INCUBATORS

#### A. QUESTIONNAIRE FOR TBI RESPONDENTS

(This Questionnaire is designed to detect highly motivated TBI which will be selected for visit to the incubator location site by the ASEAN Project Team)

##### Introduction :

Implementation of ASEAN Economic Cooperation (AEC) will soon to be realized in 2015. Where the SMEs in ASEAN Member States (AMS) should be benefit from it. The development of SMEs is believed to be accelerated through technology business incubators (TBI). TBI has been growing in AMS, however, their progress is still varied and not as advanced as in other countries in Asia such as in Japan, China, Korea, Taiwan, and India.

This project aims to develop an integrated TBI model for ASEAN that will be adopted by the TBI in all AMS. The model will accommodate the cooperation among ASEAN TBI. The project scope covers base line study of TBI in Japan and ASEAN, and workshop to finalize the developed integrated TBI model for ASEAN.

We trust that your TBI is leading among other TBIs in AMS. We hope that you are motivated to participate in this ASEAN project. Thank you for your commitment to participate in this project by filling up this questionnaire and return it to the following contact person :

Hadi K Purwadaria , email : hadi\_purwadaria@yahoo.com

#### 1. Respondent

TBI Name :

Name of Person who fills up this Questionnaire :

Position in the incubator:

Contact details:

Email:

Phone

#### 2. TBI Profile

Institution who owns the incubator : ( ) government ( ) private ( ) university

Type of TBI : ( ) for profit ( ) not for profit

TBI Focus : ☐ IT ☐ agriculture ☐ manufacturing  
☐ biotechnology ☐ creative industry  
☐ others : \_\_\_\_\_

Level of Technology Used by Incubator Clients : ☐ Hi-tech, ☐ medium,  
☐ appropriate technology

Length of Operation : \_\_\_\_\_ years

Land area: \_\_\_\_\_ m2

Building area : \_\_\_\_\_ m2, comprises of office area : \_\_\_\_\_ m2

client space : \_\_\_\_\_ m2,

Number of incubator management staff : \_\_\_\_\_, comprises of  
 \_\_\_\_\_ part time staff  
 \_\_\_\_\_ full time staff

### 3. Supporting Services

☐ Rental space at ☐ market price or ☐ below market price.

☐ Access to financial institution (government, bank, venture capital, angel investor)

☐ Mentoring

☐ Access to technology (technology transfer institution, university research results, licensing office)

☐ Marketing and sales support, please describe \_\_\_\_\_

☐ Specific training programs, please describe \_\_\_\_\_

☐ Access to ☐ laboratories, ☐ pilot plant, ☐ workshop

### 4. Performances of TBI Clients in 2011

No	TBI Clients	Total Number of enterprise	Total Number Of Employees	Total sale volume (USD per year)
1	Graduates			
2	On-going Clients			

### 5. Organization (draw the structure of the TBI organization) :

**6. Business Model for Incubation (please explain)**

**7. Please, write three key success factors for your incubator**

**8. Please, write three most challenging issues for your incubator**

**B. QUESTIONNAIRE FOR INCUBATOR CLIENTS AND GRADUATES**

Introduction :

Implementation of ASEAN Economic Cooperation (AEC) will soon to be realized in 2015. Where the SMEs in ASEAN Member States (AMS) should be benefit from it. The development of SMEs is believed to be accelerated through technology business incubators (TBI). TBI has been growing in AMS, however, their progress is still varied and not as advanced as in other countries in Asia such as in Japan, China, Korea, Taiwan, and India.

This project aims to develop an integrated TBI model for ASEAN that will be adopted by the TBI in all AMS. The model will accommodate the cooperation among ASEAN TBI. The project scope covers base line study of TBI in Japan and ASEAN, and workshop to finalize the developed integrated TBI model for ASEAN.

We trust that your TBI is leading among other TBIs in AMS. We hope that you are motivated to participate in this ASEAN project. Thank you for your commitment to participate in this project by filling up this questionnaire and return it to the following contact person :

Hadi K Purwadaria , email : hadi\_purwadaria@yahoo.com

**1. Respondent**

SME Name :

Name of Person who fills up this Questionnaire :

Position in the SME:

Contact details:

Email:

Phone

## 2.SME Profile

Legal Status : ☐ private company    ☐ state company    ☐ cooperatives

Focus of Production :    ☐ IT                      ☐ agriculture    ☐ manufacturing  
                                 ☐ biotechnology        ☐ creative industry  
                                 ☐ others : \_\_\_\_\_

Level of Technology Used by SME : ☐ Hi-tech, ☐ medium,  
☐ appropriate technology

Length of Operation :                \_\_\_\_ years

Land area:    \_\_\_\_ m<sup>2</sup>

Building area : \_\_\_\_\_ m<sup>2</sup>, comprises of office area : \_\_\_\_\_ m<sup>2</sup>, and  
production area : \_\_\_\_\_ m<sup>2</sup>

Year joining the Incubator : \_\_\_\_\_

### 3. Please, mention three reasons for joining Incubator Center.

### 4. Please, indicate three highest achievements your company has made after you joined the incubator.

☐ Increase in the number of employee, \_\_\_\_\_ %.

☐ Increase of income, \_\_\_\_\_ %

☐ Expansion or market distribution or region, \_\_\_\_\_ %

☐ IPO, go public, number of shares sold into the market \_\_\_\_\_

### 5. Describe three incubator services you like most.

### 6. Describe three recommendations to improve incubator services.

**7. What are your three key success factors?**

**8. What are your three primary challenging issues?**

**C. QUESTIONNAIRE FOR INCUBATOR STAKEHOLDER INSTITUTIONS :  
PLANNING TO ESTABLISH INCUBATION CENTER**

Introduction :

Implementation of ASEAN Economic Cooperation (AEC) will soon to be realized in 2015. Where the SMEs in ASEAN Member States (AMS) should be benefit from it. The development of SMEs is believed to be accelerated through technology business incubators (TBI). TBI has been growing in AMS, however, their progress is still varied and not as advanced as in other countries in Asia such as in Japan, China, Korea, Taiwan, and India.

This project aims to develop an integrated TBI model for ASEAN that will be adopted by the TBI in all AMS. The model will accommodate the cooperation among ASEAN TBI. The project scope covers base line study of TBI in Japan and ASEAN, and workshop to finalize the developed integrated TBI model for ASEAN.

We trust that your institution is planning to establish an incubation center in the near future. We hope that you are motivated to participate in this ASEAN project. Thank you for your commitment to participate in this project by filling up this questionnaire and return it to the Project Team Members who come to visit you, or to send it to this following contact person:

Hadi K Purwadaria , email : hadi\_purwadaria@yahoo.com

**1. Respondent**

Institution Name :

Name of Person who fills up this Questionnaire :

Position in the Institution:

Contact details:

Email:

Phone

**2. Institution Profile**

Type of Institution : ( ) government, ( ) university, ( ) research institution, ( ) private company ( ) others, please mention \_\_\_\_\_

Length of Operation : \_\_\_\_\_ years

Supporting Services to SMEs so far :

- ( ) Capacity building, please give examples : \_for SMEs \_ Technology Consultancy
- ( ) Financial support, please give examples : not yet
- ( ) Access to financial institutions, please give examples : \_\_\_\_\_
- ( ) Technology transfer, please give examples : access for technology transfer
- ( ) Marketing and distribution : \_\_\_\_\_

### **3. Plan to Establish Incubator Centre**

Year to be established : \_\_\_\_\_ Type of planned TBI : ( ) for profit ( ) not for profit

TBI Focus : ( ) IT ( ) agriculture ( ) manufacturing  
( ) biotechnology ( ) creative industry  
( ) others : \_\_\_\_\_

Level of Technology Used by Incubator Clients : ( ) Hi-tech, ( ) medium,  
( ) appropriate technology

Land area: \_\_\_\_\_ m<sup>2</sup>

Building area : \_\_\_\_\_ m<sup>2</sup>, comprises of office area : \_\_\_\_\_ m<sup>2</sup>  
client space : \_\_\_\_\_ m<sup>2</sup>

#### ***Supporting Services of planned TBI***

- ( ) Rental space for incubator clients, at ( ) market price or ( ) below market price.
- ( ) Access to financial institution (government, bank, venture capital, angel investor)
- ( ) Mentoring
- ( ) Access to technology (technology transfer institution, university research results)
- ( ) Marketing and sales support.
- ( ) Specific training programs.
- ( ) Access to ( ) laboratories, ( ) pilot plant, ( ) workshop

***Business Model of planned TBI, please describe :***

***Investment for the planned TBI :***

- (    ) 100 % from the institution
- (    ) 100 % from government
- (    ) 100 % from private sector
- (    ) consolidation from various parties, please describe \_\_\_\_\_

Targeted clients : \_\_\_\_\_

**4. Please, write three reasons for establishing incubation center :**

**5. Please, give three outcomes expected from the would be incubation center:**

**6. Three major challenges faced by your institution in establishing the incubation center :**

**7. Your expectations for ASEAN Incubator Network Forum :**

## APPENDIX 2. LIST OF TBI RESPONDENTS IN JAPAN



No	Name of TBI	Address
1	TBI University of Tokyo	Science Entrepreneurship and Enterprise Development (SEED) Division of University Corporate Relations The University of Tokyo UCR Plaza, 7-3-1 Hongo Bunkyo-ku, Tokyo 113-0033
2	Waseda University Incubation Center	Waseda University 1-22-3 Nishiwaseda, Shinjuku-ku Tokyo 169-0051
3	Samurai Incubate Inc.	2-2-28, Higashi Shinagawa Shinagawa Tokyo 140-0002
4	TBI SME Support	37th Mori Bldg. 3-5-1 Toranomon, Minato-ku Tokyo 105-8453
5	TBI CyberAgent Ventures	Akasaka DS bldg. 3F, 8-5-26 Akasaka, Minato-ku, Tokyo 107-0052
6	Chiyoda Platform Square	Chiyoda Platform Square, Kanda-Nishikicho, Chiyoda-ku Tokyo 101-0054



## APPENDIX 3. RESULTS OF MODEL STUDY IN JAPAN

### A. RESEARCH MATRIX – INCUBATOR RESPONDENTS



#### 1. Incubator University of Tokyo

No	Profile	
1	Type of Incubator	University, not for profit
2	Focus in Incubation	High technology
3	Year Operation Start	2004
4	Owner	University of Tokyo, at the same year the university management changed to corporate
	Bird's Eye View	 
5	Management	3 personnels (2 university professors and 1 full time) of SEED (Science Entrepreneurship and Enterprise Development) as the Division of University Corporate Relations (DUCR).
6	Targeted Clients	Entrepreneurs at various business stages of maturity (0 to 2-3 year operation) who want to develop technology based enterprises
7	Number of clients	20 residents, not limited for non-residents
8	Business Model	<ol style="list-style-type: none"> <li>1. Client candidates have accessed to TTO the UT Technology Transfer Office to initiate innovation.</li> <li>2. Client candidates have to submit full qualified business plan that will be reviewed by UT Team comprises of SEED and business practitioners .</li> <li>3. The selected clients provided rental space at the UT Entrepreneur Plaza) at commercial market price.</li> <li>4. Two year incubation period.</li> <li>5. Connect with UTEC (UT Edge Capital) a venture capital specific for UT clients residing on UT campus.</li> <li>6. Goals of clients are market share and build go public enterprises.</li> </ol>
	Supporting Facilities and Services	<ol style="list-style-type: none"> <li>1. UT Entrepreneur Plaza 7th floor building donated and managed by construction company housing 20 UT EIR (Entrepreneurs in Residence) selected by SEED based on commercial market price rent.</li> <li>2. UTEC the university venture capital who has been successful to collect two times 100 million USD for funding the start-up companies, part of it the UT EIR, from 2005 – 2015.</li> <li>3. TTO, UT Technology Transfer Office who offers and helps the UTEIR with hi-tech as the university research results.</li> <li>4. TLO, UT Technical License Office helping the licensing process administration.</li> <li>5. There is regular entrepreneurship education program for engineering undergraduate students, and annual business plan competition for students and open public. Some graduates later may apply to the incubation program..</li> </ol>

10	Income Generation	UT has started to gain income from 2-3 EIR who has graduated and gone IPO. The amount is 2 Million USD
11	Key Success Factors	<ol style="list-style-type: none"> <li>1. Dedicated SEED management staff.</li> <li>2. Supporting housing at UT Entrepreneur Plaza and funding for hi-risk start up companies from UTEC venture capital.</li> <li>3. Research results commercialized by TTO, and government research funding at the rate of 23.2 Billion Yen from Ministry of Education, and 29.2 Billion Yen from contract research per year, or a total about 658 Million USD per year.</li> </ol>
12	Expectation to ASEAN Incubator Network	Potential to explore
13	<b>Your own (resource person) analysis</b> a. Could the incubator model adopted as ASEAN model? Please, give reason b. If not, is there any part of the model that could be adopted? Please indicate.	<ol style="list-style-type: none"> <li>1. UT Incubator goal is to commercialize technologies from researchers and professors of the University. It has strong links to TTO, UTEC and Private Co managing the incubator facility. Each of the four players provides an essential role in incubating technology for commercialization. SEED provides potential entrepreneurs, networking, coaching and mentoring to incubatees; TTO conducts the technical and market feasibility of the research results, and patenting it; UTEC provides the funding and business development advisory; while the working space is provided by the Private Company. For technology incubator, each of these four components are essential and should be available, either in-house or through providing access. This model can be adopted and adapted by ASEAN as the Model for technology incubator, where technology commercialization is the major goal.</li> <li>2. The interactions of the four players are not exclusive to each other; they can separately promote and develop their aspect of the activity. This gives flexibility to the players to achieve their own objectives, as well as fulfilling the incubator role. For ASEAN model, where goal of commercializing technologies is a recent trend, a more structured programme may be needed to forge the intended collaborations</li> <li>3. In developing technology start-ups, there is need to nurture entrepreneurial culture and continuing coaching and mentoring, and networking for business and funding. In UT, this is provided by SEED and UTEC, which has strong linkages and networks, and professional expertise. This combination provides the synergy for business and market development for incubates, and a modified form should be part of the ASEAN Model</li> <li>4. Capability to evaluate research results for commercial and technical viability before decision on patenting is important function and needs to be part and parcel of technology commercialization. This capability and that of IP valuation has to be developed within the eco-system of innovation</li> <li>5. UT has a venture capital company that can fund marketable research results for commercialization. Access to venture funds, especially for early stage projects, is very critical and the funding mechanism needs to be established within the innovation eco-system.</li> <li>6. UT incubator, through UTEC has capability to source for technologies not only from UT, but also other organizations. This is an important aspect to consider for technology incubator, as IP 'clustering' is important in product development.</li> </ol>

14	<b>Lessons Learned</b>	<ol style="list-style-type: none"> <li>1. A technology incubator has to have professionals who are able to evaluate commercial and technical viability of research results; provide business coaching and mentoring; and provide facilities</li> <li>2. Funding support is critical element in the viability of the incubator.</li> <li>3. Professors and researchers are not allowed to take managing role in the start-up unless they resigned from the University. However, they can play a role in technology transfer</li> <li>4. Inventors are provided incentives in the form of 40% payment from royalty earned from their inventions (after all costs)</li> <li>5. The TTO and UTEC are wholly subsidiaries of UT, where the mode of operation is commercial basis, and they need to generate revenue for their sustainability. UT provided a time frame of 15 years for the whole program, that will be evaluated afterwards .</li> <li>6. The realization of the success of the university research result commercialization is about 2-3%, but this already generates good returns through IPOs.</li> <li>7. An eco-innovation system has to be developed for technology incubator to be successful.</li> </ol>
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## 2. Incubator University of Waseda

No	Profile	
1	Type of Incubator	University based incubator; not- for - profit
2	Focus in Incubation	Teaching Incubation
3	Year Operation Start	2001
4	Owner	Waseda University
	Bird's Eye View	
5	Management	
6	Targeted Clients	Students, professors, small and medium enterprises with linkages to WASEDA University
7	Number of clients	As at 2010, Waseda University has produced a total of 107 ventures
8	Business Model	<p>Incubation eco-system, which comprises Incubation, Research and Education and through these three components, pertinent services for incubation are provided. Ventures are expected to generate regional and international contribution</p> 

The Education develops the entrepreneurial spirit through courses, networking sessions and business plans presentations, and facilitation services

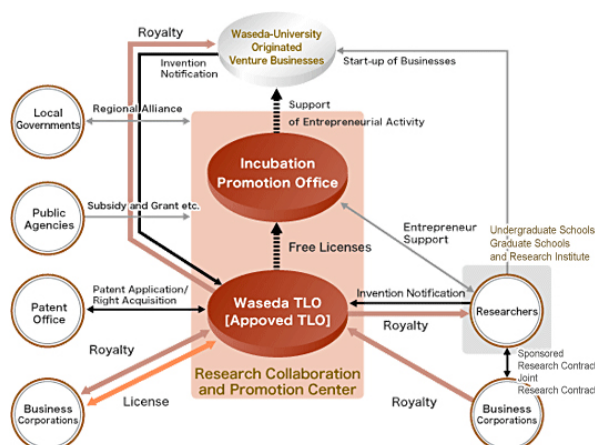
The Research provides IPs for licensing and conducts research on management and joint studies

The Incubation provides the consulting and guidance services

Venture funding is also provided on a selected basis to incubatees through the WERU, a venture capital company set up by Waseda University. Funding will only be provided to companies related or linked to Waseda University or alumni of the University

Though the incubation eco-system, five types of incubation are established: University spin-offs, student ventures, corporate ventures, alliance ventures and international ventures.

For University spin-offs, there is close collaboration between the Incubation Promotion Office and the Waseda TLO. Please see the diagram below:



Source: Extracted from website of Waseda University

For corporate ventures, the corporate venture NBD team (with tech seed from corporation) will work with MBS students and University researchers to create new business opportunities and additional technologies to the corporate ventures

Alliance ventures are created with other universities , while international ventures are created by foreign international students

Waseda Incubation Center has also established strategies for international markets or soft landing, where through its global niche strategy development, where it collaborated with Northeastern University, US where it experimented on identifying opportunities and entry strategy for Japanese market on the "REFAB" technology of Northeastern University

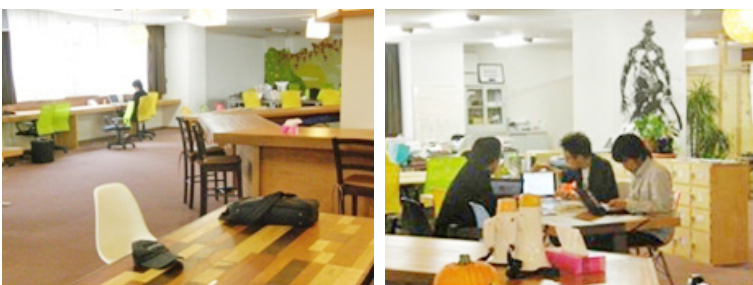
Of interest to ASEAN will be the Consulting Based Learning Program for ASEAN SMEs (COBLAS), where it provides common entrepreneurship education to Thailand, Cambodia, Laos, Indonesia and Malaysia through universities, and establishing the ASEAN University Incubation Center Network.

9	Supporting Facilities and Services	<ul style="list-style-type: none"> <li>• Use of the university's infrastructure, such as academic resources and campus facilities</li> <li>• Management guidance and consulting, including Legal &amp; IP advice; recruiting advice; business plan development; brainstorming; facilitation by MBA students</li> <li>• Support for capital/fundraising</li> <li>• Support for promoting cooperation with external companies, affiliated and/or relevant companies, governmental departments and local governments</li> </ul>
10	Income Generation	<ul style="list-style-type: none"> <li>• Space rental</li> <li>• Subsidies and grants from public agencies</li> </ul>
11	Key Success Factors	<ul style="list-style-type: none"> <li>• Inculcation of entrepreneurial spirit and inculcation of corporate ethics from entrepreneurial training</li> <li>• Incubation managers with business experience and minimal bureaucracy</li> <li>• Large numbers of start-ups and pre startups with numerous networking events</li> <li>• Provision of flexible facilities, established address for incubates; linkages to research and TLO; funding and recruitment advice</li> <li>• Access to funding through research funding in collaboration with professors; public grants and funds from SME Support, METI</li> </ul>
12	Expectation to ASEAN Incubator Network	<ul style="list-style-type: none"> <li>• Soft landing between Japan and ASEAN, as exemplified by ASEAN COBLAS project</li> <li>• Education and mentoring for young entrepreneurs from each country, linking to the COBLAS Program on ASEAN-Japan Entrepreneur Education Association</li> <li>• Extending the Global Niche Strategy to ASEAN Network</li> </ul>
13	<b>Your own (resource person) analysis</b> a. Could the incubator model adopted as ASEAN model? Please, give reason b. If not, is there any part of the model that could be adopted? Please indicate.	<p>The Teaching Incubation Center Model by Waseda University can be one model that can be adopted and adapted for ASEAN countries, especially for incubation centers in Universities and research centres providing incubation services.</p> <p>Among the core elements that should be considered are:</p> <ul style="list-style-type: none"> <li>• Incubation eco-system: While the incubation eco-system focuses on incubation, research and education, the ASEAN model will need to include Funding as an essential component of the eco-system. Venture and seed funding, with the exception of perhaps Singapore are not widely available. Public funds will be needed to create the much needed component of funding for start-ups and pre start-ups, especially those which are technologically-based</li> <li>• For university spin-offs or spin-offs from research institutes, technology-based start-ups can also focus on appropriate technologies (not necessarily high-tech but needed by the country) or technological capabilities/services. Some countries need to create growth opportunities, and advanced technologies may not be an option. However, where there are opportunities for creation of ventures based on high-tech, it should be encouraged. In this aspect, the business ideas can be services, technological services or technologies, where its relevant</li> </ul>

		<ul style="list-style-type: none"> <li>• Support facilities and services such as flexible space, common services and facilities, management consulting and advisory by incubation managers experienced in business, networking and funding advisory are essential activities for the incubator. Incubators should look to retired businessman or professionals as additional resources which management and professional resources can be tapped</li> <li>• Incubation should extend to existing small and medium enterprises where incubation focuses on business development and technology upgrading activities, as exemplified by corporate venturing of Waseda University</li> <li>• The Global Niche strategy is another area which can be adapted for ASEAN country</li> <li>• The COBLAS programme can be adapted for implementation across ASEAN, where local SMEs are provided management and technical/technology consulting by MBA/MOT students, with the intent that SMEs following the ASEAN COBLAS program will have soft landing facility in respective ASEAN countries</li> </ul>
14	<b>Lessons Learned</b>	<ul style="list-style-type: none"> <li>• The development of an incubation eco-system, taking into consideration the pertinent conditions and state of development of the country will enable a more integrated and cohesive development of ventures.</li> <li>• Access to funding is critical and Governments will need to provide or catalyse a more active venture funding environment. Even in Waseda, its venture capital company, WERU does not provide early stage or seed funding, which is usually from families and angel investors. Angel investing is not common in ASEAN countries</li> <li>• Networking activities are crucial to business development and growth of incubatees</li> <li>• Facilitation on business development and additional technologies will help generate opportunities for growth by incubatees</li> <li>• Incubation managers must have business experience and networks to guide and provide advice on growth and marketing strategies</li> <li>• Facilitation on management and technical/technology by MBA/MOT students provide the extra edge to incubation activities</li> <li>• Regular follow – ups are essential to monitor the growth of incubatees, and this necessitates a good database and collection of relevant information</li> </ul>

### 3. Samurai Incubate

No	Profile	
1	Type of Incubator	Open Space Incubator
2	Focus in Incubation	IT
3	Year Operation Start	2011
4	Owner	Private investor

	Bird's Eye View	
5	Management	2 persons: 1 mentor and 1 operations
6	Targeted Clients	IT start-ups
7	Number of clients	50
8	Business Model	<ul style="list-style-type: none"> <li>• Venture capital company with incubation services</li> <li>• Clients have to pay for space and services</li> </ul>
9	Supporting Facilities and Services	<ul style="list-style-type: none"> <li>• Provides each client with USD50K funding; provides access to second round financing to clients;</li> <li>• Provides flexible open space facilities;</li> <li>• Provides consulting in management, marketing &amp; sales strategies, and human resource strategies;</li> <li>• Provides access to professional services like accounting and human resource recruitment</li> <li>• Regular mentoring – once a week – on products and financing strategies</li> <li>• Introduction to investors and clients</li> </ul>
10	Income Generation	<ul style="list-style-type: none"> <li>• Space rental</li> <li>• Services provided</li> <li>• Exit from companies either through IPO, mergers and acquisitions, or buy-outs</li> </ul>
11	Key Success Factors	<p>As the incubator is established in 2011, it has limited success; and among key success factors gleaned are:</p> <ul style="list-style-type: none"> <li>• Commitment from incubator to incubatees</li> <li>• Seed funding provided to clients</li> <li>• Selection criteria for incubatees, where it focuses on IT related start-ups, which are recommended by trustable networks</li> <li>• Active networking activities; including international networking</li> </ul>
12	Expectation to ASEAN Incubator Network	<ul style="list-style-type: none"> <li>• Open to proposals from ASEAN Incubator network; as the incubator faces challenges in expanding to South East Asian markets</li> </ul>
13	<p><b>Your own (resource person) analysis</b></p> <p>a. Could the incubator model adopted as ASEAN model? Please, give reason</p> <p>b. If not, is there any part of the model that could be adopted? Please indicate.</p>	<ul style="list-style-type: none"> <li>• The model can be adopted and adapted for privately owned incubators in ASEAN countries, especially for IT related incubation activities. Certain countries e.g. Malaysia already has similar concept, with Plug &amp; Play, Malaysia</li> <li>• Strict selection criteria and services provided by professionals are important in driving incubation activities</li> <li>• Provision of web services to support incubates</li> <li>• Using events and networking activities to expand its services</li> </ul>



14	<b>Lessons Learned</b>	<ul style="list-style-type: none"> <li>• Depth of competency and networks due to specific focus of incubator enables the incubator to provide value add services on business development, marketing strategies and funding access</li> <li>• Selection criteria matching Samurai Incubator values provide for incubates with the same entrepreneurial spirit and passion for success. Though a new incubator, 3 of its incubates have exited through acquisition by bigger companies; and 15% have raised second round financing</li> <li>• Provision and access to funding( venture capitalist and angel investors) provides seed capital to start-ups</li> </ul>
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#### 4. SME Support

No	Profile	
1	Type of Incubator	Business incubation
2	Focus in Incubation	Specific focus e.g. Biotechnology; machinery & electronics; information/communication; environment/recycling; Sales/service
3	Year Operation Start	1977
4	Owner	SME Support, Japan
5	Management	<ul style="list-style-type: none"> <li>• Two types: i. direct operation of facilities by SME Support and, ii. Creation of special purpose company to run the incubation facility</li> <li>• 80 incubation managers nationwide to support entrepreneurs</li> </ul>
6	Targeted Clients	Start-ups by researchers/students; existing SMEs; and start-ups from major companies/individuals
7	Number of clients	600 entrepreneurs from 32 incubation centers
8	Business Model	<p>Incubators are provided 100% funding for building and facilities, usually about yen 500m; and lump sum of yen 250m for operating expenditure over 15 years. The incubator is expected to earn additional revenue from space rental and provision of services. The incubator will exist for 15 years, after which it will be evaluated. The expectation from the incubators are tax revenue from incubate companies and job creation.</p> <p>Business Incubators work with:</p> <ul style="list-style-type: none"> <li>• Government for revitalizing the economy, develop human resource and expansion of investment</li> <li>• Researchers to commercialize their technologies through joint R &amp; D, ventures with universities</li> <li>• SMEs and local industries to develop new businesses, joint ventures, start-ups, etc.)</li> <li>• Regions to revitalize economy of the regions, create jobs and indirectly increase tax revenue</li> </ul> <p>Examples are:</p> <ul style="list-style-type: none"> <li>• Hokudai Business Spring – Collaboration with University ( foodstuff and biotechnology)</li> <li>• Hamamatsu Innovation Cube (Hi-Cube) – Integration with regional economies (foodstuff and optical technologies)</li> <li>• Creation Core Kyoto Mikuruma – Collaboration with University (Life Sciences)</li> <li>• Fukuoka Institute of system LSI Design Industry – Integration with regional industries ( semiconductors and IT technologies)</li> </ul>



		<p>There are three types of incubation:</p> <ul style="list-style-type: none"> <li>• Pre-incubator –Provision of space for developing a business concept, human resources and business plan</li> <li>• Main incubator – Provision of laboratory or office space for start-up business development</li> <li>• Post Incubator – Exit and continue business operations, business expansion or IPOs</li> </ul>
9	Supporting Facilities and Services	<p>SME support work with incubation managers to provide business support services for start-ups:</p> <ul style="list-style-type: none"> <li>• Providing advice on start-ups and expansion into new businesses</li> <li>• Support projects utilizing regional resources, agribusiness collaboration and cross-industry collaboration</li> <li>• Lease offices/laboratories and offer comprehensive business support in early stages of start-ups</li> <li>• Deploy experts in various fields to provide appropriate advice</li> <li>• Provide business matching opportunities such as trade fairs and similar events</li> <li>• Provide funds to start-ups in early stage of development</li> </ul> <p>The first level of support provided by incubation management is specialist support in business matters, and they have access to universities, experts, retired specialists, financial institutions, VC, business matching, subsidies and exhibitions.</p> <p>There are specific roles for Section Head, Chief, Assistant Manager and Manager of Incubation Management supported by SME support in the fields of Manufacturing, Research, Commerce/Services, Finance and Public Services such as Accounting, tax budget, labor policy.</p>
10	Income Generation	The incubator provides cheaper rent for space, and income generated is not enough to operate incubator, and the SME support provides developmental costs and fixed amount of operating costs over five years
11	Key Success Factors	<ul style="list-style-type: none"> <li>• Government funding for construction of incubation facility and lump sum operating budget provided over 15 years, and evaluation of effectiveness of incubation facility after 15 years</li> <li>• Funding support in the form of start-up support fund, research grants through researchers, and subsidized space rental</li> <li>• Professional business support and specialized services from experts</li> </ul>
12	Expectation to ASEAN Incubator Network	Expressed interest
13	<p><b>Your own (resource person) analysis</b></p> <p>a. Could the incubator model adopted as ASEAN model? Please, give reason</p> <p>b. If not, is there any part of the model that could be adopted? Please indicate.</p>	<ul style="list-style-type: none"> <li>• Specific roles for business incubation - The business incubator has specific roles such as revitalization of economy, integration with regional industries or converting R &amp; D technologies into practical use. This provides focus to the incubator which makes the provision of specialist services more efficient</li> <li>• Inclusive decision making - The steering committee for incubation management comprises members from the Government through SME support, local government and universities. This inclusion enables more effective decision making</li> <li>• Funding support by Government for construction and operational costs of incubation facility – Expectation of incubators is to create successful incubates which pay taxes and create jobs</li> <li>• Start-up support fund for start-ups and other financing initiatives, and start-ups working with researchers can also access research funds.</li> <li>• Provision of specialist services, business support and networking activities</li> </ul>

14	<b>Lessons Learned</b>	<ul style="list-style-type: none"> <li>• Government needs to play an active role in supporting incubation facility, especially in providing funding for both developmental and operational costs to provide discounted rental rates for tenants</li> <li>• Support funds for start-ups are essential in early stages of development</li> <li>• Obtaining support of local governments in setting up incubation facility and the facility focus on integration of regional industries with objective to create jobs and increase tax payments</li> </ul>
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## 5. CyberAgent Ventures Incubator Center

No	Profile	
1	Type of Incubator	Venture capital business
2	Focus in Incubation	Internet mobile business
3	Year Operation Start	2006
4	Owner	Public listed Cyber Agent Corporation
	Bird's Eye View	  
5	Management	Start with 4 people
6	Targeted Clients	Start-up companies specializing in internet businesses
7	Number of clients	150 companies; 15 IPOs and 1 acquisition
8	Business Model	<p>Concept of Cooperative Creation, which is based on three principles of improving the value of business, providing funds and expanding business globally under the investment policy</p> <ul style="list-style-type: none"> <li>• Offers risk money for start-ups</li> <li>• Hands on approach with portfolio companies, with business support from</li> <li>• Global team and network of 9 offices in 6 countries</li> </ul>
9	Supporting Facilities and Services	<ul style="list-style-type: none"> <li>• Tenants are supported by Cyber Agents in terms of funding</li> <li>• Provides open space, conduct workshops and networking events</li> <li>• Provides one-stop platform known as "Startups Base Camp" which includes <ul style="list-style-type: none"> <li>○ Hands-on know-how on the planning, development and organization of Network Service</li> <li>○ Support for professional management of accountants, advice on the management of start-up company properties, as well as providing facilities to offices and such.</li> </ul> </li> </ul>
10	Income Generation	Investment of funds, and space rental
11	Key Success Factors	<ul style="list-style-type: none"> <li>• Screening of incubates, accepts contents that can penetrate global markets</li> <li>• Provision of enough funding</li> <li>• Creating products that can go to market quickly</li> </ul>
12	Expectation to ASEAN Incubator Network	Expressed interest. Already has offices in Malaysia, Vietnam, and Indonesia.

13	<b>Your own (resource person) analysis</b> a. Could the incubator model adopted as ASEAN model? Please, give reason b. If not, is there any part of the model that could be adopted? Please indicate.	<p>This incubator is owned by a public listed company and focused on internet mobile business with global market, through the provision of early stage financing and hands-on business and management support, with a network of offices globally.</p> <p>Aspects of the incubator model that can be adopted include the following:</p> <ul style="list-style-type: none"> <li>• Screening criteria which is aligned to the mission of the incubator</li> <li>• Provision of one-stop platform for funding, business support and global networking</li> </ul>
14	<b>Lessons Learned</b>	<ul style="list-style-type: none"> <li>• Provision of enough funding and forced exit of tenants after two rounds of failure</li> <li>• First mover advantage for internet mobile based businesses, hence must have ability to get products to market quickly</li> </ul>

## 6. Chiyoda Platform Square

No	Profile	
1	Type of Incubator	Not for profit, Social business
2	Focus in Incubation	General
3	Year Operation Start	2004
4	Owner	<p>Building : Chiyoda prefecture.</p> <p>Operation : Private, a group of 12 investors who want to contribute and help younger generation.</p>
5	Management	6 part time staff, 4 full time staff
6	Targeted Clients	No specific type or industry. Any business mostly IT, business consultant and some architect.
7	Number of clients	<p>346 (250 open nest and 96 closed nest)</p> <p>346 enterprises with 523 employees and total sale volume 101 Million USD per year.</p>
8	Business Model	<p>Private-public-partnership: municipal provide the building, public (12 stakeholders) provide grant as capital for operation cost.</p> <p>Platform Square is considered itself as a Social Entrepreneur where it raised fund from the investors who want to contribute to the new generation and at the same time to the society as a whole. The fund raised is used as a seed funding while the source of day-to-day operation is from the rent.</p> <p>Their missions are</p> <ol style="list-style-type: none"> <li>1) To provide consulting and practice that makes efficient and effective use of facilities.</li> <li>2) Research into method for a new public space and practice.</li> <li>3) Entrepreneurial support as incubators research into new work styles (promoting telework and work/lifestyle balance.</li> <li>4) Regional revitalization and cultivation of new leaders (cooperation between rural and urban area)</li> </ol> <p>One of the target customers are those who need business address in the district. These will be the ones that does not need space but willing to pay for the address on their name card.</p>

		<p>Provide 2 staff on side during 8:00-22:00 while the premise is open 24 hours for tenants.</p> <p>It operates as a nonprofit organization corporation with the philosophy that the corporation shall expand as a business with a social nature, acting as a public institution that contributes to the development of neighborhood that provide platform functions.</p> <p>The surplus fund shall be maintained as an internal reserve, except for preference dividends, to be reinvested in order to achieve the corporate philosophy. While surplus assists arising in the event of the dissolution of the corporation shall be distributed to shareholders for the capital stock and contributed to organizations according to corporate philosophy for the amount that exceed the value of the capital stock.</p>
9	Supporting Facilities and Services	<p>Land area: <u>1303</u> m2  Building area : <u>5808</u> m2, comprises of office area : <u>2192</u> m2  client space : <u>3010</u> m2,</p> <p>They have 2 kinds of spaces, Open nest and Closed nest. The ratio of the actual available open space is around 40% of the total sign up. They need to operate as leanest as possible. Accessing the open space is monitored by access card to not only for security but also for statistic as well. Minimum contract for Open nest is 3 months, and 6 months for the Closed nest. Providing guidance to the public subsidy programs and financial institution.</p> <p>Access to financial institution (SME Support), and (manufacturing) workshop.</p>
10	Income Generation	<p>Chiyoda prefecture rent the building to the incubator at low price. While the incubator rents the space for Closed Nest at 130 USD per m2 per month, and to Open Nest at 200 USD per month. The margin is high. As long as the performance is good, prefecture allow the incubator to keep the building.</p>
11	Key Success Factors	<ol style="list-style-type: none"> <li>1. Space management rent is the key. Located in high profile business center in CDB. The lower the ratio of the actual concurrent usage over the total sign up will increase the margin.</li> <li>2. Lean operation. With the operation cost is covered by fund provided from the 12 stakeholders. Profit is maintained by the incubator. The stakeholders do not expect any profit.</li> <li>3. Public-private-partnership.</li> </ol>
12	Expectation to ASEAN Incubator Network	<p>Because for Japan, AMS are getting more and more important not only in trade and investment, but also in almost every aspects of industries. Nowadays in Japan, not only for big business establishments, but also for SME, business in and with AMS is quite important. The same goes for incubators. From this point of view, tie-up program can be quite effective in this business. In fact, we have tossed up a plan to have an incubation center in one of a AMS country.</p>

13	<b>Your own (resource person) analysis</b> a. Could the incubator model adopted as ASEAN model? Please, give reason b. If not, is there any part of the model that could be adopted? Please indicate.	<p>Government (municipality of Tokyo) subsidized building rental for a long contract will encourage private incubator center to startup their operations.</p> <p>Business center base incubation can be adopted in ASEAN to provide space for those incubatee who would like to setup an operation in ASEAN economy and need a reputable location for their business cards, office and meetings. There are many professional business center operations in ASEAN countries but they are not have open space environment but rather fixed space/office.</p> <p>Encouraging social interaction among tenants on sports or study for them to get to know each other.</p>
14	<b>Lessons Learned</b>	<ul style="list-style-type: none"> <li>- Rate setting for open nest is lower than market price and using probability of the incubatee to use the space with the 1.0:2.5 ratio for the number of seats to the number of incubatee signup for the open nest. And this is where the margin is.</li> <li>- Running stripped down incubation center by providing space and direction for public subsidy programs can make enough margin to sustain operation.</li> <li>- Targeting customers who only needs business address in the district will increase the seats per incubatee ratio which will help the short term sustainability of the operation. Without other benefits the benefit may not last too long.</li> <li>- incubator center with sizable number of incubatee can vitalize environment and traffic around the incubator center, hence, indirectly creating economic impact to the nearby social group.</li> </ul>

## 7. Sakai Business Innovation Center (S-Cube)

The Center rents office or laboratory space to the entrepreneurs that plan to start new businesses or develop new products and it provides free and comprehensive management support from incorporation to commercialization in accordance with each tenant.



### Eligibility



- Companies in growing stage just after starting business
- Smaller companies or university teaching staff involved in industry-university collaboration
- Smaller companies trying to start new businesses
- Persons preparing to start a new business
- Persons who recently started a business (within around 2 years)

### Available Support

- Business space rental (office, laboratory and desks)
- Management support (free of charge)
- Rental fee assistance (office and laboratory)  
Ratio: 50% of rental fee (if headquarters is located outside Sakai, 25%)  
Period: 3 years after beginning tenancy

## RESEARCH MATRIX – INCUBATEE RESPONDENTS

### 1. INCUBATEE NAME: Euglena from Incubator University of Tokyo


No	SME Profile	
1	Status	Research arm of Euglena
2	Focus of Production	Research into Euglena production
3	Year Operation Start	2005
4	Level of Technology	Advanced
5	Year Joining the Incubator	2007
	Bird's Eye View	 
6	Reasons joining incubator	To set up R & D center and proximity to university researchers
7	Highest achievement made after joining the incubator. Indicate the % (employee, income, market expansion, IPO)	Makes first sale in 2008; Presently, employees have increased from 10 to 50; and the company has made expansion to Taiwan market
8	Incubator services most beneficial to SME clients	Collaborative research Work with university researchers to obtain research funding from Government Exposure of incubatees to media (University is used as the place for media events) and exposure of products in UT shop
9	Improvement of incubator services suggested by SME clients	More space
10	Key Success Factors	<ul style="list-style-type: none"> <li>• Has mass production technology</li> <li>• Possess the process for collecting and culture of euglena</li> <li>• Reducing costs</li> <li>• Conglomerate partners like Okinawa Electric</li> <li>• Branding through change of euglena name to midori in 2009</li> </ul>
11	Most Challenging Issues	<ul style="list-style-type: none"> <li>• Reduce cost of producing oil from euglena from 100:1 by 2020</li> </ul>
12	Expectation to ASEAN Incubator Network	Potential to expand market abroad
13	<b>Your own (resource person) analysis</b> What incubator services to SME clients that can be adopted for ASEAN model?	Research services Provision of lab space
14	<b>Lessons Learned</b>	Technology spin-offs need to introduce new generation of products

## 2. INCUBATEE NAME : Fantam stick from Incubator Startup Base Camp

No	SME Profile	
1	Status	Profit organization
2	Focus of Production	IT Education for kids
3	Year Operation Start	2011
4	Level of Technology	Pre Production In the presale stage and launching preparation.
5	Year Joining the Incubator	2011
6	Reasons joining incubator	1) Investment 2) Mentoring
7	Highest achievement made after joining the incubator. Indicate the % (employee, income, market expansion, IPO)	Not yet applied. The product is in launching preparation and presale stage.
8	Incubator services most beneficial to SME clients	- Mentoring - Networking
9	Improvement of incubator services suggested by SME clients	n/a
10	Key Success Factors	n/a
11	Most Challenging Issues	Launching product and market entering
12	Expectation to ASEAN Incubator Network	Marketing and selling opportunity
13	<b>Your own (resource person) analysis</b> What incubator services to SME clients that can be adopted for ASEAN model?	Too early to be determined.
14	<b>Lessons Learned</b>	Too early to be determined.



### 3. INCUBATEE NAME REI Frontier from Incubator Samurai Incubate

No	SME Profile	
1	Status	
2	Focus of Production	Augmented reality (AR) technology for smart phone development
3	Year Operation Start	
4	Level of Technology	Advanced
5	Year Joining the Incubator	2010
		
6	Reasons joining incubator	Financing provided and mentoring
7	Highest achievement made after joining the incubator. Indicate the % (employee, income, market expansion, IPO)	Income from licensing fee and development fee. Zero income before joining incubator
8	Incubator services most beneficial to SME clients	Financing Business promotion and networking Mentoring
9	Improvement of incubator services suggested by SME client	More financing and mentoring
10	Key Success Factors	Business with big companies; migration from B to C to B to B Alliance with developers Alliance with smart phone carrier
11	Most Challenging Issues	Marketing and selling; penetration to business clients
12	Expectation to ASEAN Incubator Network	Potential
13	<b>Your own (resource person) analysis</b> What incubator services to SME clients that can be adopted for ASEAN model?	Financing and networking activities; mentoring; provision of marketing and selling strategies
14	<b>Lessons Learned</b>	Business support services and funding are critical .



#### 4. INCUBATEE NAME Global Eco-business Platform from Incubator Waseda Incubation Center

No	SME Profile	
1	Status	Making profit
2	Focus of Production	Consulting company on environment
3	Year Operation Start	
4	Level of Technology	
5	Year Joining the Incubator	
6	Reasons joining incubator	<ul style="list-style-type: none"> <li>• Waseda University is strong in environmental technology – able to match professors to clients for technology and funding applications</li> <li>• Financing access</li> <li>• Advice on intellectual property</li> </ul>
7	Highest achievement made after joining the incubator. Indicate the % (employee, income, market expansion, IPO)	Income generation of yen 40million in 2011
8	Incubator services most beneficial to SME clients	Use university resources on environment technology and laboratories
9	Improvement of incubator services suggested by SME clients	
10	Key Success Factors	Access to university's research findings and professors
11	Most Challenging Issues	Developing the network of subscribers
12	Expectation to ASEAN Incubator Network	Potential
13	<b>Your own (resource person) analysis</b> What incubator services to SME clients that can be adopted for ASEAN model?	Access to research expertise from professors, access to funding and advice on intellectual property
14	<b>Lessons Learned</b>	Access to research expertise is a crucial element for technology spin-off

## 5. INCUBATEE NAME Mobile Study Kingdom from Incubator Waseda Incubation Center

No	SME Profile	
1	Status	Making revenue
2	Focus of Production	Education portal and applications development
3	Year Operation Start	2009
4	Level of Technology	Applying technology on iPhone and Android
5	Year Joining the Incubator	2009
6	Reasons joining incubator	Mentoring Space Networking activities
7	Highest achievement made after joining the incubator. Indicate the % (employee, income, market expansion, IPO)	Sales of Yen 20 million in 2012
8	Incubator services most beneficial to SME clients	Earn people's trust being an incubate of Waseda Incubation Center
9	Improvement of incubator services suggested by SME clients	
10	Key Success Factors	Conditional : If able to attract subscribers to the education portal, and able to get teachers to provide free resource Risky for getting success. Despite there are large number of download or hits but on free services. The company needs to increase the market penetration and creating revenue from its TOEFL and TOEIC or other paid services soon.
11	Most Challenging Issues	1. Moving from B to C to B to B, and attracting customers such as NTT Communication. Docomo, Mixi, Gakkon, etc 2. Generating revenue from the product developed. Currently, the revenue to support the operation is coming from software programming outsourcing. Hence, with limited team there is no focus on the product that the company set out to do but developing software for client.
12	Expectation to ASEAN Incubator Network	potential
13	<b>Your own (resource person) analysis</b> What incubator services to SME clients that can be adopted for ASEAN model?	Trusted address for incubatee. There could be a potential to co-developing and marketing to localize TOEFL and TOEIC or other kind of online testing using the current system and environment in ASEAN countries without having to reinvent the wheel and also to save time. Communication gap could become an issue due to language barrier.
14	<b>Lessons Learned</b>	A good business model to attract subscribers, where the company is able to attract teachers as free resource for education portal. TOEIC and TOEFL online testing are available online. This could reduce cost of taking the test for those who are not in the cities where there are testing centers.

## 6. INCUBATEE NAME: Riken Cell Technology Ltd from Incubator Chiyoda Platform Square

No	SME Profile	
1	Status	Start-up
2	Focus of Production	Technology brokering in healthcare and medical devices
3	Year Operation Start	2008
4	Level of Technology	
5	Year Joining the Incubator	2008
6	Reasons joining incubator	Good address Open space
7	Highest achievement made after joining the incubator. Indicate the % (employee, income, market expansion, IPO)	Still in incubation
8	Incubator services most beneficial to SME client	Space rental
9	Improvement of incubator services suggested by SME clients	-
10	Key Success Factors	There is market that does not know how to access supply.
11	Most Challenging Issues	Business brokering between technology suppliers and industry
12	Expectation to ASEAN Incubator Network	-
13	<b>Your own (resource person) analysis</b> What incubator services to SME clients that can be adopted for ASEAN model?	Essentially real estate type incubator
14	<b>Lessons Learned</b>	-

## B. JAPAN BUSINESS INCUBATOR MODEL

No	Characteristics	Description
1	Type of Incubator	Not for profit for government supported incubators. For profit for private incubators. The number of incubators in Japan are evenly distributed among government, university, and private sectors.
2	Focus	Government incubators : general. University incubators : technology based. Private incubators : ICT.
3	Targeted Clients	Government and university : students, graduates, more mature professionals, university professors. Private incubators : students, and graduates.
4	Recruitment Criteria	Recruited incubatees must have distinctive market prospective product: ICT is expected to gain market in one year, and technology based enterprise is expected to gain financial support in the first two years.
5	Incubation Period	Government supported and university incubators are targeting technology based enterprises and allows incubation period from 3- 5 years. The period time to go for IP after receiving grant is 5 years. Private business incubators mostly targeting at ICT enterprises with a very short incubation period of one year. The period time to go for IP after receiving venture capital is 1-3 years.
6	Incubation Program	Business mentoring, facilitation to financial institutions, business events (meetings, exhibition, business matching – may be abroad etc)
7	Incubator Facility	All business incubators have their own building with ample spaces for offices and incubatees private desk for open space incubators, and private rooms for technology based incubators.
8	Incubator Management	Business minded and background professionals, be it company leaders or university professors.
9	Targeted Graduates	Go IP
10	University Support	Most universities have the office of technology transfer and commercialization that help the inventors, and the incubatees to sell their IPR (Intellectual Property Rights).
11	Government And Community Support	1. Central government (METI, Ministry of Economic, Trade and Industry), and regional government (prefecture, municipality), university and the community (rich donators, venture capitalists-VC) support the development of the incubators. Government, and VC provide seed capital and building for the incubator, while university and the rich donators provide building for the incubator and operation cost. Thus, in many cases public-private-partnership pattern take places. 2. Government provides the small stock market that allows SME to be listed as part of the business conducive environment.

### **C. RECOMMENDATIONS FOR ASEAN BUSINESS INCUBATOR MODELS**

1. Government at each AMS should fully support the business incubator development by developing suitable business environment and providing sufficient seed capital for incubatees who have good market prospect.
2. Promotion of public – private – partnership in developing the business incubators.
3. Two business incubator models are proposed : 1) open space incubator for ICT, handicraft, and design SMEs, and 2) technology based incubator for agricultural and manufacturing SMEs.

### **D. RECOMMENDATIONS FOR FUTURE PROGRAMS OF ASEAN BUSINESS INCUBATOR NETWORK**

1. Election of the network leader for three year period time, taking turn in time among the AMS.
2. Development of the Secretariat Office of ABIN that is recommended to take place at the ASEAN Secretariat.
3. Annual meeting held at AMS accordingly to alphabetical order.
4. Development of database of the profile of SME incubators and SME incubatees in the ASEAN, their strengths, and their unique products.
5. Event of regional business matching among AMS, and between AMS and Japan for SME incubatees that could be initiated by more than one AMS annually. One example is taking one group of SMEs to other country, doing the business matching, end up with the formulation of business plan developed by both parties for the matched business enterprises.
6. Setting up SOP for co-incubation program, and Training for Trainers for co-incubation program.
7. ASEAN business plan competition to be carried out annually.

#### APPENDIX 4. LIST OF TBI RESPONDENTS IN ASEAN

No	Name of TBI	Address
<b>I</b>	<b>Brunei Darussalam – February 27-March 02, 2013</b>	
1	Entrepreneurial Development Centre - EDC	Km 33, Jln Tutong, Kg Sinaut, Tutong TBI 741 Bandar Seri Begawan
2	iCentre – Theme	Block 28 Spg 32-37 Kg Anggerek Desa Jl Berakas BB3713 Bandar Seri Begawan
3	Incubator Universiti Brunei Darussalam - UBD	Jalan Tungku Link Gadong BE1410 Bandar Seri Begawan
<b>II</b>	<b>Cambodia – January 9-12, 2013</b>	
4	Business Incubator Emerging Markets Consulting	Level 9, Phnom Penh Tower, No. 445, Monivong Blvd (St 93/232), Sangkat Boeung Pralit, Khan 7 Makara, Phnom Penh
5	VNBK Institution of Training Center	#28, Street 80 (corner 75) Sangkat Sraas Chak Khan Daun Penh Phnom Penh
6	Technology Incubator Center (TIC) - ILCC (Industrial Laboratory Center of Cambodia)	National Road No. 5 Phum Boeung Chhouk Sang Kat KM No. 6 Russey Keo District Phnom Penh
7	Royale University of Law and Economics (RULE)	Monivong Blvd, Sangkat Tonle Bassoc, Khan Chamkamon Phnom Penh
<b>III</b>	<b>Indonesia – February 20-23, 2013</b>	
8	Incubie IPB, Bogor	Gedung Incubie Leuwikopo, Jl Raya Darmaga, Kampus IPB Dramaga, Bogor
9	BIT-BPPT, Serpong	Kawasan PUSPIPTEK Serpong, Tangerang
10	Bandung Digital Valley, Bandung	Jl Geger Kalong Hilir No 47 Gedung Menara RDC Lantai 4, Bandung
11	Merah Putih Inkubator, Jakarta	Jl Aipda KS. Tubun 2 C/8 Jakarta 11410
<b>IV</b>	<b>Laos PDR – April 24-27, 2013</b>	
12	Lao IT Business Incubation Center (LIBIC)	National University of Laos Lao-Thai Friendship Road Sisattanak District, Vientiane
13	SME Promotion and Development Office (SMEPDO), Ministry of Industry and Commerce	Nong Bone Rd, Xaysettha District, Ban Fai Area, Vientiane

No	Name of TBI	Address
14	Laos National Chamber of Commerce and Industry	Khaysone Phomvihane Avenue, Phone Phanao Village, Sangsettha District Vientiane
<b>V</b>	<b>Malaysia – December 25-28, 2012</b>	
15	MTDC (Malaysia Technology Development Corporation Sdn Bhd) Technology Centre	Block L UPM-MTDC Technology Centre UPM 43400 Serdang, Selangor
16	Innovation Incubation Centre (IIC) – TPM (Technology Park Malaysia Corporation Sdn Bhd)	Lebuhraya Puchong – Sungai Besi, Bukit Jalil 5500 Kuala Lumpur
17	SIRIM Technology Incubator Centre	Persiaran Dato' Menteri, Section 2, P.O.Box 7035, 40700 Shah Alam, Selangor
<b>VI</b>	<b>Myanmar – April 03-06, 2013</b>	
18	The Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI)	UMFCCI Office Tower No. 29, Min-Ye-Kyaw-Swar Road Lanmadaw Township Yangon
19	Yangon Technological University	YTU Campus, Gyogone, Insein, P.O. Yangon
20	Department of SME Development, Ministry of Industry	Ministry of Industry No. 35 B/15 New University Avenue Road Bahan Township Yangon
<b>VII</b>	<b>Philippines – May 01-04, 2013</b>	
21	Economic Zone Authority Open TBI – DOST PEZA Open TBI	DOST-PEZA Open TBI ASTI Compound, C.P. Garcia Ave., Diliman, Quezon City 1101
22	Brooke's Point Kitchen Incubator - BPKI	DOST MIMAROPA Gen. Santos Ave., Bicutan Taguig City 1631
23	Ayala Technology Business Incubation	Commonwealth Avenue, Barangay, UP Diliman Campus Quezon City 1101
24	Center for Technology Transfer and Entrepreneurship Business Incubator, UPLB	University of the Philippines Los Baños College, Laguna
<b>VIII</b>	<b>Singapore – February 04 - 07, 2013</b>	
25	SWG (Small World Group)	71 Ayer Rajah Crescent, #07-05 Singapore 139951
26	BIG (Business Innovation Generator), Institute of Innovation and Entrepreneurship, Singapore Management University	Singapore Management University 81 Victoria Street Singapore 188065

No	Name of TBI	Address
27	NEI (NUS Enterprise Incubator)	National University Singapore 21 Heng Mui Keng Terrace, Level 5 Singapore 119613
28	iAxil Venture Accelerator Centre	21 Science Park Road, #02-02 The Aquarius Singapore Science Park II Singapore 117628
<b>IX</b>	<b>Thailand – December 18-21 , 2012</b>	
29	Sripatum University- Business Incubator private	Sripatum University 61 Phaholyothin Road, Jatujak Bangkok 10900
30	Business Incubator Center (BIC)	5th FloorSoftware Park Building. 99/31Moo4, Chaengwattana Rd. Nonthaburi11120
31	NSTDA Business Incubator	131 Thailand Science Park Phahonyothin Road Klong 1, Klong Luang Pathumthani 12120
32	Mae Jo University Business Incubator, MJUBI- Chiang Mai	Maejo University, Chiang Mai – Phrao Road Sansai, Chiang Mai 50290
33	Far Eastern University Business Incubator	Far Eastern University 120 Mahidol Road, Muang 50100 Chiang Mai
<b>X</b>	<b>Vietnam – March 13-16, 2013</b>	
34	Center for Technology Business Incubation, Nong Lam University	Nong Lam University Linh Truong Ward, Thu Duc District HCM City
35	Business Incubator, Saigon Hi-Tech Park	Saigon Hi-Tech Park Lot K1-G3, D1 Road, Tan Phu Ward, District 9 HCM City
36	Center for Business Incubation of Agricultural Hi-Technology Park	Agricultural Hi-Tech Park of HCM City 499 Cach Mang Trang 8 St Ward 13, District 10 HCM City
37	Business Incubator Topica	270A, Ly Thuong Kiet Street, Ward 14, District 10 HCM City



**APPENDIX 5A. LIST OF ASEAN TBI MANAGERS PARTICIPATED IN THE ASEAN  
MODEL STUDY, BASELINE STUDY, AND WORKSHOP**

No	Name	Position, Institution	Visiting TBI at for Model and Baseline Study	ASEAN Workshop, Indonesia
<b>I</b>	<b>Brunei Darussalam</b>			
1	Mr Ahaus Bin Umak Team Member	Business Incubation Program, Entrepreneurial Development Centre Bandar Seri Begawan	Indonesia	
2	Mr Adna Shatriremie Rahman	Business Incubator, Universiti Bandar Sri Begawan	Philippines	
3	Mr Jeremy Chua	Director, iCenter Bandar Seri Begawan	Indonesia	
<b>II</b>	<b>Cambodia</b>			
4	Mr In Sambo	Director, Technology Incubator Center ILCC, Phnom Penh	Indonesia	√
<b>III</b>	<b>Indonesia</b>			
5	Mr Ahmad Rifai	UNRI Business Incubator, Riau		√
6	Prof Anik Ghufon	Director R&D, State University of Yogyakarta-UNY	Philippines (self funding)	
7	Dr Harjum	UNDIP Business Incubator, Semarang, Central Java		√
8	Mr Indra Purnama	Director, Business Incubator, Bandung Digital Valley	Singapore	√
9	Dr Iwan Sudrajat	Director, Hi-Technology and Business Incubator, BIT- BPPT, Serpong, Ministry of Research and Technology	Malaysia	√
10	Mr Jangkung Raharjo	Director, Business Incubator, Bandung Techno Park	Philippines	√
11	Dr Karyana Hutomo	Director, BINUS Entrepreneurship Center, Jakarta		√
12	Mr Kho I Eng	Director, Swiss German University Technology Business Incubator, Tangerang		√
13	Ms Margaretha Lies Endarwati	Manager, Business Incubator, UNY	Vietnam, Philippines (self funding)	
14	Prof Memen Surahman	Director, Business Incubator, Incubie IPB	Thailand	√
15	Dr Nahiyah Jaidi Faraz	Director, Business Incubator, UNY	Vietnam, Philippines (self funding)	√

No	Name	Position, Institution	Visiting TBI at for Model and Baseline Study	ASEAN Workshop, Indonesia
16	Prof Ritha S Dalimunthe	Director, Business Incubator, USU, Medan, North Sumatra		√ (self funding)
17	Mr Sutrisna Wibawa	Adviser, Business Incubator, UNY	Vietnam (self funding)	
18	Ms Yovita Surianto	Director, Business Incubator, UMN, Tangerang		√
<b>IV</b>	<b>Laos PDR</b>			
19	Ms Thavisone Mounlasane	Manager, Lao IT Business Incubation Centre, Vientiane	Indonesia	√
<b>V</b>	<b>Malaysia</b>			
20	Mr Andrew Wong	Director NAD Business Incubator, and President of NINA, KL		√
21	Mr 'Azra'i bin Shu'ib	General Manager, Incubation and Technopreneurs Development, Technology Park Malaysia, KL	Vietnam	√
22	Dr Goay Peck Sim	Senior General Manager, SIRIM Malaysia, KL	Japan	
23	Mr Mohd Ghazali Bin Mohd Yunos	Director, SIRIM Business Incubator, KL	Cambodia	
24	Mr Syed Suffian Syed Jamaludin	Vice President –Infrastructure & Project, Malaysian Technology Development Corporation, KL	Myanmar	
25	Mr. Zaidi bin Che Man	Senior VP – Technology Transfer & Commercialisation, Malaysian Technology Development Corporation, KL	Myanmar (self funding)	
<b>VI</b>	<b>Myanmar</b>			
26	Mr Phyo Wai Myint	Lecturer, Yangon Technological University	Indonesia	
<b>VII</b>	<b>Philippines</b>			
27	Prof Enrico Supangco	Director, Center for Technology Transfer and Entrepreneurship Business Incubator, UPLB, College, Laguna		√
28	Ms Laureen Teena Velasquez	Group Manager, Philippine Economic Zone Authority Open TBI, DOST	Brunei Darussalam	
29	Dr Ma. Josefina P. Abilay	Director, Business Incubation Program DOST MIMAROPA, Manila	Indonesia	√
30	Dr and Mrs Narciso Leoncio	Mayor, Brooke's Point, Palawan	Indonesia (self funding)	

No	Name	Position, Institution	Visiting TBI at for Model and Baseline Study	ASEAN Workshop, Indonesia
<b>VIII</b>	<b>Singapore</b>			
31	Mr Brian Koh	NUS Enterprise Incubator		√
<b>IX</b>	<b>Thailand</b>			
32	Mr Chalernpol Tuchinda	Director, Technopreneur Development Services, Thailand Science Park, Bangkok	Japan	
33	Ms Chalitda Madhyamapurush	Deputy Director, Maejo University Business Incubator, Maejo University, Chiang Mai	Laos PDR	
34	Dr Ranchana Rajatanavin	Director, Business Incubator, Sripatum University, Bangkok	Vietnam	√ (self funding)
35	Ms Sansanee Huabsomboon	Director, Business Incubator Centre, Thailand Software Park, Bangkok	Singapore	√
<b>X</b>	<b>Vietnam</b>			
36	Ms Dang My Chau	Director, Topica Business Incubator, Ho Chi Minh City	Philippines (self funding)	
37	Ms Dang Thi Thuy Thuy	Topica Business Incubator, Ho Chi Minh City	Philippines (self funding)	
38	Mr Nguyen Duy Long	Manager, Center for Business Incubation of Agricultural Hi-Tech Park, Ho Chi Minh City	Malaysia	
39	Dr Nguyen Hai An	Director, Center for Business Incubation of Agricultural Hi-Tech Park, Agri Hi-Tech Park, Ho Chi Minh City		√
40	Mr Nguyen Hoang Tu	Deputy Director, Business Incubator Topica, Hanoi	Singapore	
41	Dr Nguyen Tien Thanh	Director, Center for Technology Business Incubation, Nong Lam University, HCM City,	Philippines	
	Total	ASEAN-JAIF Funding	2 Model Study to Japan 21 Baseline Study to AMS	9 AMS outside Indonesia 10 Indonesia
		Self Funding	10 Baseline Study to AMS	2
	<b>Grand Total</b>		<b>33 person visits</b>	<b>21 persons</b>




**APPENDIX 5B. LIST OF RESOURCE PERSONS AND INCUBATOR SME CLIENTS ATTENDING  
ASEAN WORKSHOP AT BOGOR, INDONESIA**

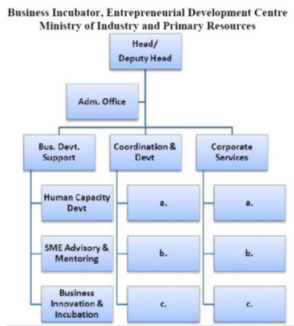
No	Name	INSTITUTIONS
<b>I</b>	<b>Resource Persons (ASEAN JAIF funding)</b>	
1	Prof Takeru Ohe	Waseda University, Tokyo, Japan
2	Prof Shigeo Kagami	University of Tokyo, Tokyo, Japan
3	Mr Goutama Bachtiar	GITP Investment, Singapore
4	Ms Pia Angeli Bernal	Kickstart.com, Manila, Philippines
5	Ms Mercedes M. Barcelon	Ayala Techno Hub, Quezon City, Philippines
6	Mr Chalernpol Tuchinda	NSTDA Thai Science Park, Bangkok, Thailand
7	Mr Diyanto Imam	INOTEK, Jakarta, Indonesia
<b>II</b>	<b>SME from Business Incubator Clients (self funding)</b>	
1	Mr Pham Xuan Hung	PhuongNam Agricultural Development Co., Hanoi, Vietnam
2	Mr Phung Duc Toan	BioVina, Hanoi, Vietnam
3	Ms Ani Porwoworawati	Rafyllas's Art n Florist, Bogor, Indonesia
4	Mr Moch. Anwar	Batik Handicraft, Bogor, Indonesia
5	Ms Rahayu Trihapsari	Qnie Gallery, Bogor, Indonesia
6	Mr Sri Hidayat	Madu Mutiara – Natural Honey, Bogor, Indonesia
7	Mr Widya	Bogor Garment – Bogor, Indonesia
8	Mr Zainullah	Bamboo Handicraft – Bogor, Indonesia
	<b>TOTAL</b>	<b>7 Resource Persons and 8 SME Clients</b>

## APPENDIX 6. RESULTS OF BASELINE STUDY IN ASEAN

### 6.1. BRUNEI DARUSSALAM

#### Name of incubator : Entrepreneurial Development Centre - EDC

No	Profile	
1	Type of Incubator	Not for profit
2	Focus in Incubation	Agriculture, fishery, manufacturing (garment), and services (workshop/ automotive maintenance)
3	Year Operation Start	2004
4	Owner	Ministry of Industry and Primary Resources (MIPR)
5	Management	7 staff   
6	Targeted Clients	Alumni, retired civil servant, public (mostly already established SMEs)
7	Number of clients	Total 42. 7 already graduates already succeeded, 15 companies are 15 still in the incubator
8	Business Model	<p>Business Incubator-Entrepreneurial Development Centre (BI-EDC) is on activities of Entrepreneurial Development Centre (EDC). It provides services to its clients/tenants by providing spaces (for office, display, and production), training, and mentoring. To support its program, BI-EDC get financial support from the government (MIPR) and also from minimum space rental fee from the tenants. To be eligible as BI-EDC incubatees, the candidates have to participate in Entrepreneurship Orientation and Awareness Program at the EDC or other institutions recognized by MIPR.</p> <p>Entrepreneurship training program is mandatory for incubatee candidate. This is part of the screening process. During this training, the participants are provided practical subjects such as Start Up, what is entrepreneurs, how to prepare business plan, book keeping, go and do marketing survey, etc. Some of the participants will show their interest to become entrepreneur and during the course they will register their companies. The Committee will evaluate the interested participants whether its business proposal is viable or not. For those pass the selection process, BI-EDC and the incubatees sign a contract and then the incubatees will be eligible to get incubation services from BI-EDB such as spaces for office, display, and production with minimum rental fees, internal mentoring for free for 2 to 5 years, mentoring, etc. Mentoring is done by internal mentors.</p> <p>After graduation, the graduates will be relocated to commercial sites (part of exit policy). When a tenant graduated it needs to review or reconstruct its business plan as the costs of doing business at the commercial site would be different. Informally, BI-EDC undertakes post incubation stage. This is done by inviting the graduate for visit to overseas, workshops, motivate incubatees through sharing their experience, etc.</p>


		<p>As part of EDC, incubation services also provides access its incubatees to various source of financing schemes available such as Financing to SME with maximum loan up to BD 5 million; microcredit financing up to BD 50.000 with annual interest rate of 4% (3-12 months grace period with 5 years tenure), and export financing from BD 50.000 up to BD 500.000. These funds are managed by banks. For microcredit financing, collateral is required. This collateral can be in the form of personal guarantee from parents, sibling, or family.</p> <p>EDC also provide courses for secondary school (high school) on entrepreneurship twice a year. This is intended to develop Basis of entrepreneurship for young people. The course is done by lecturing, group discussion, study visit to places of enterprises, self esteem and exercise, enterprise project group, presentation group, successful incubatee talk to them. This program has been conducted since 1999. Some of the participants already started their enterprises. During the course, the students stay at the dormitory, so they socialize with their classmates from different backgrounds for some times.</p> 
9	Supporting Facilities and Services	<p><b>Supporting Facilities:</b></p> <ul style="list-style-type: none"> <li>• Space (office and display room): 18 rooms (@ 6 x 7 m) for services and manufacturing sectors (mostly garment and fashion)</li> <li>• 1 semi protected house for automotive workshop</li> <li>• Land for nursery (2 sites)</li> </ul> <p><b>Services:</b></p> <ul style="list-style-type: none"> <li>• Training on entrepreneurship</li> <li>• Access to Financing Scheme for SMEs</li> <li>• Business incubation</li> </ul>
10	Income Generation	Support from the government, minimum rental fee from the tenant (directly to government account), and other sources such as support from Brunei Economic Development Board (BEDB)
11	Key Success Factors	Government support, full time staff
12	Expectation to ASEAN Incubator Network	Access to market, transfer of technology, ASEAN business forum/gathering.

13	<b>Your own (enumerator) analysis</b> a. Could the incubator model adopted as ASEAN model? Please, give reason b. If not, is there any part of the model that could be adopted? Please indicate.	a. No. Incubation services is directed to support existing micro enterprises which is slightly different with business incubation, i.e., to promote the growth of start up or newly innovation-based start up or SMEs.. b. Yes! Entrepreneurship training program as mandatory (as pre incubation stage) seems to be a good model to select incubatees candidate. Through and during this training the incubator management team will have a good observation of potential candidates to be incubatees.
14	<b>Lessons Learned</b>	<ul style="list-style-type: none"> <li>Although the entrepreneurship program for secondary school is done by EDC, it seems the role of incubators to participate in this capacity building at early age needs to be considered. It seems that there is a need for business incubator to also participate in motivating young people to become entrepreneurs by allocation part of their services to this activities</li> </ul>

### Name of Incubator : iCentre

Theme : building tomorrow's entrepreneur

No	Profile	
1	Type of Incubator	Not for profit
2	Focus in Incubation	ICT and creative industry (animation, digital)
3	Year Operation Start	2008
		 
4	Owner	Brunei Economic Development Board
5	Management	KR Consulting (from National University of Singapore)
6	Targeted Clients	Students, Alumni, Public
7	Number of clients	4 Virtual (out wall); 14 physical (in wall tenants); and 16 graduates
8	Business Model	iCenter-Brunei Economic Development Board (BEDB) provides its services to students, alumni, and young technopreneurs in the areas of ICT and creative industries. iCentre soft services to its incubatees are free while the space is charged with moderately subsidized rate. iCentre makes revenue from the government based on performance of outcome of its activities such as number of young Bruneian attracted to become entrepreneurs, number of business ideas it produces, improve capacity of incubatees such as linking the incubatees with various potential business partner in Brunei and overseas, increased awareness of Bruneian on the significant role entrepreneurs can make to Brunei and increasing pride of the young people to become entrepreneurs. These achievement indicators go beyond the number of

	<p>incubates iCentre can nurture every year. These series of indicators have a long term impact to a wider community in Brunei's attempts to push its citizen to face the rewarding yet risky venture as technology-based entrepreneur.</p> <p>iCentre is managed initiative of BEDB and it is fully managed by KR Consulting a business unit of National University of Singapore (NUS). iCentre adopt a lean organizational structure consist of 1 CEO, 1 Deputy CEO, 1 Manager, and supported by 5 staffs.</p> <p>iCentre take a series of approaches in fulfilling its objective, i.e.</p> <div style="text-align: center;">  </div> <p><b>Identity:</b></p> <p>iCentre identify potential business ideas and talents by conducting <b>IGNITE BUSINESS PLAN COMPETITION</b> since 2008. Ignite is the most prestigious Award on its type in Brunei with BD 150.000 (approx. USD127.000 or Rp. 1,4billion) prize attached to the Award for the first winner. iCentre has runned Ignite Business Plan Competition since 2008. The participant of the competition consists of three categories, i.e., (a) Open Category, (b) Student, and (c) International.</p> <table border="1"> <thead> <tr> <th>Participant Category</th> <th>2008</th> <th>2009</th> <th>2010</th> <th>2011</th> <th>2012</th> </tr> </thead> <tbody> <tr> <td>Open (public)</td> <td>39</td> <td>33</td> <td>25</td> <td>35</td> <td>45</td> </tr> <tr> <td>Student</td> <td>39</td> <td>50</td> <td>55</td> <td>71</td> <td>129</td> </tr> <tr> <td>International</td> <td>-</td> <td>-</td> <td>-</td> <td>8</td> <td>32</td> </tr> </tbody> </table> <p>Judges of the Ignite Business Plan Competition comprise high rank officers from businesses, investors, and government.</p> <p>In 2003, iCentre just introduce a new initiative, i.e., iMmerse. This program is aimed at identifying business potential ant talents in the area of Digital Technology.</p> <p>iCentre also undertake partnership with University of Brunei Darussalam (UBD) and Entrepreneurial Centre Development of the Ministry of Industry and Primary Resources (EDC-MIPR). iCentre can make use of entrepreneurship education program managed by UBD. Selected students from UBD can take part in IGNITE Business Plan Competition and iMmerse program run by iCentre. Selected UBD students that has undergone entrepreneurship training at UBDF and/or UBD students won IGNITE Business Plan Competition can be omcetenatns of iCentre.</p> <p><b>Nurture:</b></p> <p>iCentre nurture newly technology-based firm through <b>incubation</b> program. Some of iCentre current incubatees are the winner of Ignite Business Plan Competition. The business areas of tenants of iCentre are SCT and Digital The incubatees can use the money they got from the Ignite Business Competition to cover some of operational costs of those news companies. The incubatees can stay at the iCentre for up to 5 years. During this incubation period incubatees get mentoring on specific areas that the incubatees are lacking.</p> <p>iCentre also conduct the so-called iCentre Breakfast Club (BC). The BC started in 2008, initially just an idea from the incubatees and now being the platform for some significant achievements. The BC is a bi-monthly event, hosted by each of the incubatee respectively on a Friday morning at Coffee zone, iCentre. Aims of the BC are: (a) To encourage closer linkages between business partners and incubatees, (b) Expand business opportunities through networking, (c) A sharing session on upcoming events, such as workshops, and (d) To talk on significant incubatees achievements, products and services.</p>	Participant Category	2008	2009	2010	2011	2012	Open (public)	39	33	25	35	45	Student	39	50	55	71	129	International	-	-	-	8	32
Participant Category	2008	2009	2010	2011	2012																				
Open (public)	39	33	25	35	45																				
Student	39	50	55	71	129																				
International	-	-	-	8	32																				




		<p>In general, iCentre conduct the following incubation process:</p> <ul style="list-style-type: none"> <li>• Regular quarterly review by review committee</li> <li>• Business Fitness Assessment</li> <li>• Enterprise Development Assistance</li> <li>• Business Skills Training Workshop</li> <li>• Mentorship</li> </ul> <p>And graduation policy is as follows:</p> <ul style="list-style-type: none"> <li>• Final review by review committee</li> <li>• Assist incubatee to look for a new office</li> <li>• NUS Overseas Business Centre can provide help for company to expand overseas</li> <li>• Annual Business Fitness Assessment</li> </ul> <p>Evaluation of incubatees' progress is made regularly (monthly and quarterly). Every incubatee will have a session with mentors and iCenter dedicated officers to review and evaluate respective milestone made by the incubatees themselves.</p> <p>Since 2008 up to 2013, there are 36 tenants of iCentre consist of 4 out wall tenants, 14 in wall tenants, and 16 graduates. Current industry areas of incubation is ICT with the following application: agriculture (automation/robotics), business, education engineering, F&amp;B, logistics, mobile apps, multimedia, RFID, social media</p> <p>Some of incubation program success of iCentre are: Crescent, PHMD (mobile), BRugPS (tracking system), inFindo (fill mobile experience), MeSixty, CUBOS (start from e-commerce), MODASY (ringtone), Silver Wings (marketing platform—using social media), Expansys technologies, InnovEdu (online learning), Social Deal (up to 90% discount in Brunei-social media platform), Mars Enterprises (ERP), JLH (RFID)</p> <p><b><u>Accelerate:</u></b></p> <p>iCentre promotes its tenants to potential business partner by conducting forums, events, and visit. This done fox example through THiNK BIG INNOVATE. This Forum brings together thought leaders and leading enterprises and ICT practitioners from the region and overseas to share on the latest ICT trends and developments with relevance to Brunei.</p> <p><b>Forum Highlights</b></p> <ul style="list-style-type: none"> <li>• An exciting mix of topics around digital media, start-ups, e-Government, creativity and going global</li> <li>• A format that aims to inspire and ignite entrepreneurship and innovation in Brunei</li> <li>• Explore how ICT can become a big part of the creative industry</li> </ul> <p>In 5 years this forum was attended by over 1,100 attendees and notable speakers from Brunei and overseas. Award Achievements</p> <ul style="list-style-type: none"> <li>• John Harits Computer: APICTA 2012</li> <li>• Mesixty : Top 100-Red Herring 2012</li> <li>• FArtnr with Side effects Software, autodesw-top in animation industry</li> </ul> <p><b>Technology Collaborators</b></p> <p>Ignite competition managed by iCentre. International speaker to conduct the workshop. During the judging process use high rank officer from business, govern, investors.</p>
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		<p><b>Inspire and Invest</b> is another iCentre initiative in accelerating the development and growth of ICT tech-based industry in Brunei. Through Inspire program Bruneian start ups is brought overseas trip for exploring business expansion of potential business partners; while through Invest program, iCentre bring together high successfully entrepreneurs and CEOs who are interesting in investing in Start-Up.</p> <pre> graph TD     NUS[NUS] --- iCENTRE[iCENTRE]     BEDB[BEDB] --- iCENTRE     iCENTRE --- CD[CENTRE DIRECTOR]     MA[MANAGEMENT ADVISOR] -.- CD     CD --- DCM[DEPUTY CENTRE MANAGER]     DCM --- INCUBATION[INCUBATION]     DCM --- FACILITY[FACILITY]     DCM --- IT_SUPPORT[IT SUPPORT]     DCM --- EVENT_PUBLICITY[EVENT/PUBLICITY]     DCM --- ADMIN[ADMIN]   </pre>
9	Supporting Facilities and Services	<p><b><u>Infrastructure mainly provided by BEDB:</u></b></p> <ul style="list-style-type: none"> <li>• Conference room</li> <li>• Auditorium</li> <li>• Internet access, wifi and fixed line</li> <li>• Conference room</li> <li>• IPR office/IP consult</li> </ul> <p><b><u>Services:</u></b></p> <ul style="list-style-type: none"> <li>• Mentoring</li> <li>• Consultancy</li> <li>• Facilitate access to financing</li> <li>• Facilitate networking with potential partners</li> <li>• Access to high quality K-Hub facilities</li> </ul>
10	Income Generation	Fully supported by the government, rental fee
11	Key Success Factors	<ul style="list-style-type: none"> <li>• Professional management staff with business culture. iCentre is managed by consulting firm from Singapore consist of small professional team with lean organization structure.</li> <li>• Strong government support and progressive government high officers. Providing financial support and high quality infrastructure.</li> <li>• Appropriate strategy to extend to its coverage to access pool of talents, business ideas, and technology innovation though strategic partnership with universities and managing programs (Ignite Business Plan Competition and iMMerse)</li> </ul>

12	Expectation to ASEAN Incubator Network	Getting international network; open ignite participants, catalyst for Brunei—crate excitement among the local; cross incubation; market; business network Start up Brunei (new initiative)à motivate Bruneian to start their own businesses. Small portion 2 or three set to come to Brunei. Exchange of mentors and manager.
13	<b>Your own (enumerator) analysis</b> a. Could the incubator model adopted as ASEAN model? Please, give reason b. If not, is there any part of the model that could be adopted? Please indicate.	a. Yes. The incubation model adopted by iCentre seems to be a new concept. In fact a business incubation can successfully be developed without necessarily attached to a university and/or R&D institutes or centres. On the other hand, a university or a research institutes or centers may not be necessarily be appropriate to have its own business incubators considering for example respective limitation but they can develop strategic partnership with existing professionally managed business incubators in the vicinity. In this case, universities can undertake part of the incubation stages, i.e., pre incubation stage. b. International business ideas and tenant candidates, pipelining, strategic partnership with the University of Brunei Darussalam. c. The role of iCentre to develop program (Ignite Business Plan Competition and iMMerse).
14	<b>Lessons Learned</b>	iCentre provides a good example of how an business incubator can be developed without necessarily being part of source of talents (like universities) and/or technologies (R&D institutes/Universities doing research activities) Instead, iCentre demonstrate that an incubator can access those source of talents and technologies by launching attractive programs that will benefits potential clients/candidates from those source of talents and technologies. Ignite Business Plan Competition and iMMerse Awards are two programs that become a good scouting mechanism for iCentre.  Through this programs, iCentre can attract potential clients/incubatees not only from Brunei Darussalam but also from overseas. The result is that iCentre can get the best business ideas and/or incubatees/tenants from national and international sources.  It is worth noting that iCentre can run this program due to strong support from Brunei Economic Development Board (BEDB).  Another good lesson or practice from iCentre is that BEDB chose to assigned a team of professionals (consultants from overseas) to manage the iCentre. This is a rare case in other government institution in other ASEAN Countries. Thailand


## Name of Incubator : Incubator Universiti Brunei Darussalam – UBD

No	Profile	
1	Type of Incubator	Not for profit
2	Focus in Incubation	General. Training and mentoring students to become entrepreneurs (pre incubation stage)
3	Year Operation Start	2013 
4	Owner	Faculty of Business, Economics, and Politics
5	Management	1 person + 2 assistance (all on part time basis)
6	Targeted Clients	Students of University of Brunei Darussalam
7	Number of clients	4students
8	Business Model	<p>Business Incubator University of Brunei Darussalam (BI-UBD) provides its services on entrepreneurship mainly to the students and also for others outside of the UBD. Many of its entrepreneurship syllabus content refers to the ones at Boston Entrepreneurship education. It is expected that the incubatees can graduate in third year and would be ready to move to shopping complex or other location. In providing its services, BI-UBD has collaboration with iCentre-Brunei Economic Development Board (BEDB). Through this collaboration alumni of BI-UBD would be prepared to be ready to compete to get iCentre incubation services either as iCentre tenants or various awards managed by iCentre-BEDB such as Ignite Business Plan Competition, iMMers (award in digital-based business areas), etc. BI-UBD prepares its incubatees training and mentoring such as in development of business plan, practical sales pitch where the students practiced to present their business ideas in front of selected audience in 2 to 5 minutes. Normally the business ideas comes from students themselves.. Sometimes, BI-UBD also invites potential investors from local and overseas to listen to students sales pitch of their business cases.</p> <p>Currently, there are four incubatees with such business areas as creative web site, event organizer, eco tourism, and performing arts.</p> <p>BI-UBD provides its services such as mentoring and access to facilities such as spaces to its clients/incubatees for free. The costs of this services is borne by UDB and also with financial support from BEDB.</p> <p>The objective of incubation is to prepare some selected students to become entrepreneurs. When this survey was conducted, the screening process of students to become “incubatees” was in process. UDB has approximately a total of 2000 students with annual intake/enrolment of around 400 to 500 students. UDB has 6 faculties and 1 centre. Two of the faculties are in science and engineering.</p>

9	Supporting Facilities and Services	<p><b>Supporting Facilities:</b></p> <ul style="list-style-type: none"> <li>• Space for sales pitch (practice)</li> <li>• Open space for student incubatees (pre incubation period)</li> <li>• Space for relaxing,</li> <li>• Audio visual</li> </ul> <p><b>Services:</b></p> <ul style="list-style-type: none"> <li>• Training on entrepreneurship</li> <li>• Mentoring</li> <li>• Facilitate access to investors</li> <li>• Facilitate networking</li> </ul>
10	Income Generation	University of Brunei Darussalam, Support from Brunei Economic Development Board (BEDB)
11	Key Success Factors	Business incubation in University of Brunei Darussalam is still in preparation stage. It is still too early to determine its key success factors.
12	Expectation to ASEAN Incubator Network	<ul style="list-style-type: none"> <li>• Networking</li> <li>• Exchange of lecturers and students</li> <li>• Seminar and conferences</li> </ul>
13	<p><b>Your own (enumerator) analysis</b></p> <p>a. Could the incubator model adopted as ASEAN model? Please, give reason</p> <p>b. If not, is there any part of the model that could be adopted? Please indicate.</p>	<p>a. No. BI-UBD is still in the formation stage. Given its current number of students and limited research results in the fields of science and engineering. The governance of this TBI has yet to be seen in the near future</p> <p>b. Incubation activities at the BI-UBD provides a new insight that pre incubation stage can be done separately from incubation stage by different institutions or organizations. BI-UBD undertake incubation process for selected students/alumni that already went through pre incubation process at BI-UBD. This seems to be an interesting model given BI-UBD current condition. Certain university with limited capacity (students, research activities and results) can undertake incubation process by partnering with other institution. It could be, for example, a certain regional government established a business incubation while the potential clients or incubatees can be supplied by local universities through certain collaboration.</p>
14	<b>Lessons Learned</b>	<p>UBD collaboration with Brunei Economic Development Board (BEDB) provides a new incubation business model into the literature. The fact that iCentre under BUDB has provided business incubation services to students, alumni, and other new start-up companies in Brunei including from UBD. Currently, iCentre capacity is still enough to accommodate incubatees from various higher education institution in Brunei. Given this situation, it seems that UDB can position itself as part of the incubation process in Brunei especially in the pre incubation stage by preparing students skill and character on entrepreneurship while the incubation period conducted by iCentre. This position can be maintained until EDB has sufficient research results from its own lecturer and students that exceed the capacity of existing business incubation (iCentre). Hence, UDB can focus its attention to technical and managerial skill through training and education on entrepreneurship.</p> <p>This type of incubation model can be considered by other regions having similar characteristics. With this model certain university with limited research results or limited number of students can focus their program on training and education, while other institution can support to incubate their students or alumni through strategic partnership with various universities and other actors.</p>

## 6.2. CAMBODIA


### Name of incubator : Business Incubator Emerging Markets Consulting

No	Profile	
1	Type of Incubator	For Profit, sustainability
2	Focus in Incubation	Women entrepreneurs, general services : cleaning construction, travel agent, solar cell. In the future : more in agricultural technol., and ICT application
3	Year Operation Start	2011 – 18 months, operational 12 months
4	Owner	EMC (is a successful expatriate consulting office working in several ASEAN countries) Business Incubator, as the entity of EMC, is founded by 3 expatriate founding partners – 2 from USA + 1 from Laos
5	Management	 <p><u>Business Incubator</u></p> <p>8 staff : 3 engaging managers – 5 for event, marketing, and program. At present, one incubatee is taken care by 2 staff</p> <p>In the board member of Business Incubator, there is one member comes from the collaborating unit of RULE (Royal University of Law and Economics) and Franks. The staff of the collaboration unit also helps the business incubator for promotion</p>
6	Targeted Clients	University Graduates
7	Number of Clients	On-going 3 : cleaning construction service, travel agent, solar panel. Second batch under recruitment : ICT application, bio digester, peanut and cashewnut processor.
8	Business Model	<p>Phase 1 : 1-3 months working to get acquainted in informal working sessions (Batch 1 : 5-10 companies are selected for Phase 1)</p> <p>Phase 2 : 3 companies moved into Phase 2, approved by Board of Director. Signed contract for one year structure plan, mentor was allocated. Incubation time in one year, than will be evaluated based on milestones. Incubatees could select to be resident or non-resident. In batch 1 : all selected to be non-resident.</p> <p><u>Requirement</u> : Incubatees need 5 K USD in minimum of investment excluding asset. This is also related to requirement to be able to pitch with external investor. Track record : past job, revenue, past revenue, template, matrix, as justified and decided by the board.</p>

9	Supporting Facilities and Services	<p><u>I. EMI (Emerging Market Investment)</u></p> <p>A unit investment fund under EMC. So far, EMI has provided 1 mil to 1.5 mill USD for 8 year funding already in operation for 2 yrs. It has already made 6-8 investments. EMI works for general SMEs in Cambodia, not specifically for incubatees.</p> <p><u>II. Services rendered by business incubator</u></p> <ol style="list-style-type: none"> <li>1. Strategy services : understanding market, customer, sale, projection, business plan, reading financial statement, HR contract hiring etc.</li> <li>2. Access to corporate services, need understand process, services provider. Understand establish contract, lawyers, outsource to technical laws with cheaper fees.</li> <li>3. Access to financing: documentation preparation to investor, access program to financing institutions such as microfinance investment (MFI) with interest of 30 %, and external investors for 25 K USD with 10-20 % equity (2-3 incubatees are expected to get funding with this external investors in less than 6 month).</li> </ol>
10	Income Generation	<p>Supported for 2 years by infoDev, World Bank starting 2011.</p> <p>Incubation fee : 2000 USD in one year per incubatee, could be paid in several allocations (or additional 1 % equity) + 6 % from the equity of the business at the time the incubate ended the incubation period.</p>
11	Key Success Factor	Too early to be defined
12	Expectation to ASEAN Incubator Network	<ol style="list-style-type: none"> <li>1. Share business models : finance, support team, tested different models. What it works, what it does not work.</li> <li>2. Share information about successful business. Legal operation : Right templates to help the entrepreneurs. Applicable template. Contract between incubator and incubatees.</li> <li>3. Share expertise in knowledge and technology, and technology and knowledge transfer.</li> <li>4. Funding across the ASEAN based on the competition i.e. 25 K winning price.</li> <li>5. Specific Training Need: fashion designer for incubates</li> </ol>
13	Your own (enumerator) analysis	<p>This is more or less founded after getting support from infoDev World Bank for 2 years, and expecting to get more in 3 years to come.</p> <p>This model requires initial grant from the third party to be able to replicate.</p>
14	Lessons Learned	<ul style="list-style-type: none"> <li>• Expatriate business incubator might have broader network that will invite high interests of SME startup company in developing countries.</li> <li>• Impact of changed environment : how to prepare</li> <li>• Track record : past job, revenue, past revenue, template, matrix, as justification and decided by the board.</li> <li>• Cleaning formula – in SIRIM , Malaysia. 5 franchising business in Malaysia.</li> <li>• Franchising not yet in Cambodia.</li> <li>• Vietnam maybe in F&amp;B</li> <li>• Sustainability, now 2 years grant from info/dev. Expect more 3 years. Target 10 per years. Now 1-2 yr operation.</li> <li>• How to share contract. For ASEAN Network.</li> <li>• Team : EME : 70-80 % Khmer most S2.</li> <li>• EMC is more operational in practice day by day.</li> </ul>



## VBNK Institution of Training Center


No	Profile	
1	Type of Institution	NGO, not for profit
2	Focus in Activity	Training
3	Year Operation Start	1997
4	Owner	NGO operating as business
5	Management	Board of Director – Executive Director, 33 staff : 12 admin, 21 program (14 MS) 
6	Targeted Clients	NGO staff and government staff, also regional participants if customized by international organization. Training is conducted by 0-10 % international speakers. Total 10-15 % training has been done outside Cambodia.
7	Number of clients	Over 25 institution client per year
8	Business Model	<u>Open access</u> : 3 days 100 USD/person, 5 days 250 USD/person for 5 days for people work with NGO and government. <u>Customize</u> :examples : <ol style="list-style-type: none"> <li>1. Every year training supported by World Bank for an average of 300 thousand USD for 2008-2013.</li> <li>2. Women leadership requested by UNDP 200 thousand USD for 60 participants for inception workshop, assessment of the training needs, develop the modules, 10 day training, impact assessment for six month. Not including food and accommodation.</li> <li>3. Training on clean water :private rural water small co. for housing in the villages. Already trained 9 out of 300 existing companies. (Note : Rural water small co grows because government water supply only cover big cities. Capital of investment is1 million USD, commonly obtained from bank loan with 13-15 % interest rate per year. The customer pays .25 USD per m3 including piping system).</li> <li>4. Training on strengthening business, billing system.</li> <li>5. Produce software for water supply company: enterprise resource management system (accounting, business management) cooperation with IT co. (templates).</li> </ol>
9	Supporting Facilities and Services	Training facility MIME (Ministry of Industry, Mining, and Energy) helps in technology aspect for the training
10	Income Generation	Dutch Government 30 %, others : UNDP, other NGO and clients sending trainees




11	Key Success Factors No 1 NGO for training rated by US univ survey	1. Ensure quality 2. Having regular quality working group 3. Design, monitoring, and evaluation system built in the organization. 4. Obtained Certificate of Compliance for 3 years (2011-2014) provided by Standard of governance NGO and certified by a consortium of NGO (GPP : Governance Professional Practices ). Compliance committee members 3. 5. In-direct link of Chamber of Commerce
12	Motivation to Establish Incubator	Ready to build business incubator. Scale-up support to SMEs (water and rice mill SMEs) Increase efficiency among NGO accounting system
13	Expectation to ASEAN Incubator Network	Technology transfer among AMS Share information
14	Your own (enumerator) analysis	Big funding and successful of training centre claiming the best in nation. Should be encouraged to establish a business incubator.
15	Lessons Learned	Challenge : funding for software investment

**Name of Incubator: Technology Incubator Center  
ILCC (Industrial Laboratory Center of Cambodia)**

No	Profile	
1	Type of Institution	Not for Profit
2	Focus in Activity	Food SMEs
3	Year Operation Start	2010, but not yet in full operation
4	Owner	ILCC, General Department of Industry (GDI), MIME <u>Note:</u> GDI task covers industry, techniques, standard, potable water supply, and metrology. ILCC is established in June 2005 for product analysis, supporting regulatory, product safety and QC, and quality management of industrial products. It has Food Chemical, Food Micro, Water Chemical, and non-food chemical laboratories. It had been leveled up to departmental status in 2009.
5	Management	Under Director of ILCC. Not yet clear of the business incubator management. ILCC has 30 staff and 20 technical.
6	Targeted Clients	Industry in Cambodia : 10 big industries : Coca cola, 3 beer, Pepsi, 2 drinking water, 2 instant noodles. Home industry about 1000 companies: chili sauce, fish sauce, soy sauce, meat ball, fresh noodle.
7	Number of clients	No Data
8	Business Model	So far only training. Training on GMP (Good Manufacturing Practices), GPP (Good Packaging Practices).  <u>Other activities :</u> Food Product R&D at Technology Incubation Room, sampling for food inspection. TA to SME in food (Technical Assistance.)

		 
9	Supporting Facilities and Services	Business Incubator has Meeting Room 100m2 and Working room 150 m2. ILCC is supported by government, Danida, Unido (I, II and III): non-food, ADB (phase I and II): food safety, MOST-China: food industry joint lab cooperation especially for incubation. Food Micro Lab accredited by NATA-Australia, also evaluated in 2012, Food Chem Lab accredited by Singapore until 2012.
10	Income Generation	Not yet for business incubator, while ILCC only charged small fee to food samples analysis according to government regulation
11	Key Success Factors	Not Applicable
14	Your own (enumerator) analysis	With the government fully support, ILCC could develop the business incubator. Building and rooms are already provided. However, there is at present limited resources provided by the government.
15	Lessons Learned	Business incubator should find other resources next to government in supporting the operation.



### Economic Project – A Collaboration Unit of Royale University of Law and Economics, Cambodia with French University

No	Profile	
1	Type of Institution	Not for profit
2	Focus in Activity	Education and training. Double degree program for 70 MS students. Double degree programs are run for in economic & management.
3	Year Operation Start	1998 (15 years ago). Cooperation partners : University of Lyon. France–Lyon 1, Lyon 2, Lyon 3; currently University of Lille
4	Owner	RULE
5	Management	<p>Head, expert (from France), and 3 hired staff (with MS degree in project management and entrepreneurship, insurance bank and finance, and public management)</p> 

6	Targeted Clients	Graduates, 5-10 %built start-up company.
7	Number of clients	Not applicable
8	Business Model	Not applicable
9	Supporting Facilities and Services	Function as member of Board in the Business Incubator of EMC Other Services : training, business plan development(however, no follow up after the training)consultancy in business and law, networking with alumni. RULE has URC (University Research Centre)financed by research activities from World Bankfor18 months. One URC in eco & management, and other URC in Law.
10	Income Generation	Not applicable
11	Key Success Factors	Not applicable
12	Motivation to Establish Incubator	Rector Office already agreed in business incubator establishment, since students show interest to build up start-up company. Spaces for business incubator are already available.
13	Challenges	Government ability to support university is limited. Under current situation only 10 % university staff at state universities is hired by government as civil servants.
13	Expectation to ASEAN Incubator Network	Funding and capacity building for business incubator.
14	Your own (enumerator) analysis	The requirement for business incubator in RULE is the support of funding from international organization. Market for business incubator is exist, but availability of funding is still limited.
15	Lessons Learned	Holistic approach by government to escalate the SME development is in highest priority.



### 6.3. INDONESIA

#### Name of incubator : Incubie IPB, Bogor

No	Profile	
1	Type of Incubator	Not for profit
2	Focus in Incubation	Agriculture, Creative Business, Others: agribusiness, agroindustry and green product
3	Year Operation Start	(20 years –Length of Operations)
4	Owner	University
5	Management	Prof. Dr. Memen Surahman (Head of Centre)  
6	Targeted Clients	1. Graduates 2. On-going Clients
7	Number of clients	60 (10 graduates; 50 on-going clients)
8	Business Model	Space Rental, Sponsorship from CSR and Government, Competitive Proposal
9	Supporting Facilities and Services	<ol style="list-style-type: none"> <li>1. Rental space at below market price;</li> <li>2. Access to financial institution government, bank, venture capital, angel investor;</li> <li>3. Mentoring;</li> <li>4. Access to technology technology transfer institution, university research results, licensing office</li> <li>5. Marketing and sales support. <i>Marketing is generally performed by each SME.</i> <i>The incubator facilitates marketing of products produced by SMEs through business meeting with retail companies.</i> <i>The incubator also facilitates the formation of cooperatives to help market the products of SME-tenants.</i> <i>(Q: how does a cooperative facilitate marketing of those products?)</i></li> <li>6. Specific training programs. <i>training of management and technical aspects.</i> <i>Management aspects are primarily business bookkeeping and human resource management. The technical aspects tailored to the type of business SME tenants, especially technical production and processing techniques, training is usually given at the beginning of the incubation program after tenants recruited.</i></li> </ol>

		<p>7. Pilot Plant.</p> <p><i>INCUBIE have the equipment and machinery that can be used by SMEs tenant for production and product development.</i></p> <p><i>The equipment of machines such as carpentry and food processing equipment production of bread, soy milk, ice cream, extruder, and others.</i></p>
10	Income Generation	<p>(1) The overall number of turnover from 10 SMEs reached 10 billion per year;</p> <p>(2) The overall number of 50 tenant turnover reached USD 1.5 billion per year.</p>
11	Key Success Factors	<p>1. The commitment and hard work of the incubator managers</p> <p>2. Networking with government agencies and private</p> <p>3. Support from university</p>
12	Expectation to ASEAN Incubator Network	<p>1. ASEAN Incubator Network has grants for coaching and mentoring tenants</p> <p>2. ASEAN Incubator Network has a venture capital fund for tenants</p> <p>3. INCUBIE Tenants have access to market their product in ASEAN Countries</p>

### Name of Incubator : BIT-BPPT, Serpong

No	Profile	
1	Type of Institution	Not for profit
2	Focus in Activity	IT, biotech, nanotech, manufacturing, creative (software) industry
3	Year Operation Start	1995
4	Owner	BPPT, Ministry of Research and Technology
5	Management	<p>Right under Chair of BPPT</p> <p>Head, internal affair, HRD, incubation division, functional group, external division</p> <div style="display: flex; justify-content: space-around;">   </div>
6	Targeted Clients	Creating new entr, and improving existing entr
7	Number of clients	
8	Business Model	<p>Pre-incubation 9 months, incubation 24 months, post incubation 12 months</p> <p>i-tech intermediary : incubation</p> <p>ABG in pre incubation : inventor technopreneur, and investor</p> <p>Creating innovation centre in region</p> <p>Technopreneur development : incubator and BDS</p> <p>300 bootcamp, select 5-10</p>
9	Supporting Facilities and Services	Fac, trial prod, mentoring, consumer test, market test, alpha test
10	Income Generation	Fully support by government



## Name of Incubator : Bandung Digital Valley, Bandung

No	Profile	
1	Type of Institution	Private (external innovation of telco operator)
2	Focus in Activity	IT
3	Year Operation Start	2012
4	Owner	PT Telkom, operated by MIKTI (Indonesian Community for Digital Creative Industry) 
5	Management	<ul style="list-style-type: none"> <li>• Director: Indra Purnama</li> <li>• Management: 3 managerial, 1 technical, 1 admin, 4 business assist : tutor and coach – 9 staff + outsourcing mentor (paid by Telkom)</li> <li>• Visiting mentor, attached mentor one on one (1 could be attached to several tenants) agreement with attached mentors</li> <li>• PT Telkom Indonesia (holding company of PT. Telkomsel, Metra, Telkom Education Foundation)</li> </ul>
6	Targeted Clients	<ul style="list-style-type: none"> <li>• Graduates</li> <li>• Digital creative area : Games, animation, edu, digit music, software</li> <li>• 3 years : 600 developers, 60 local co (1st year is 18 companies), 45 univ, 15 globals partners, 600 SAAS Apps, 5000 mobile apps, 500 enterprise apps.</li> <li>• Market: align with Telkom group, national, global</li> <li>• BDV services : showcase (incl PR event), business development, talent development, QA, working space, channeling, financing</li> <li>• Community (events) - Member &amp; Partner (registr, facility, matchmaking partner), tenant (incubation, contract – revenue share/stock, 6 months, 10-20/batch), post incubation tenant (matchmaking, 18 months)</li> <li>• Criteria : commercialization 7 out of 17 graduates</li> </ul>
7	Number of clients	17 Companies
8	Business Model	<ul style="list-style-type: none"> <li>• Support application &amp; content IME and competitiveness of ICT Industry</li> <li>• Advocacy technology and business</li> <li>• Facilitation of VC to support commercialization of incubator result</li> <li>• Excellent innovation ecosystem for IT industry</li> <li>• Open the network, open to customer, open innovation, open to developers</li> <li>• Channeling : Telkom app store</li> <li>• Incubation program : management, finance, strategy, entrepr, bus modul, prod management, business plan</li> </ul>



9	Supporting Facilities and Services	Office, ICT, telkomstore, cloud computing, e-library, server farm 
10	Income Generation	<ul style="list-style-type: none"> <li>• Common share from pre-seed investment to Startup</li> <li>• Convertible Note</li> <li>• Succession fee at business matching</li> </ul>
11	Key Success Factors	Incubation methodology which consist of customer development, product development and business development
12	Motivation to Establish Incubator	<ul style="list-style-type: none"> <li>• To support local SMEs</li> <li>• Business Development supporting existing business of parent company</li> </ul>
13	Expectation to ASEAN Incubator Network	Global Mentor, Co-Incubation, Access to regional VCs

**Name of Incubator: Merah Putih Inkubator, Jakarta**



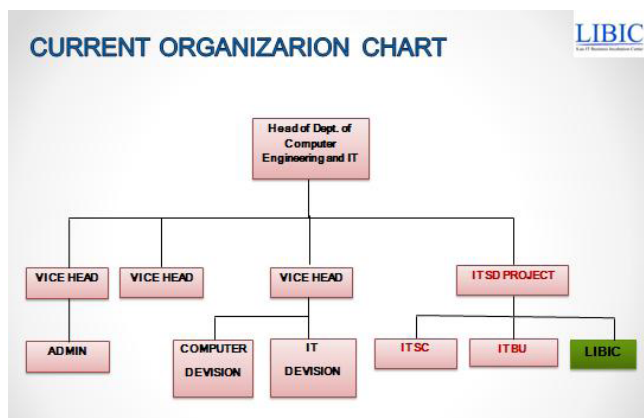
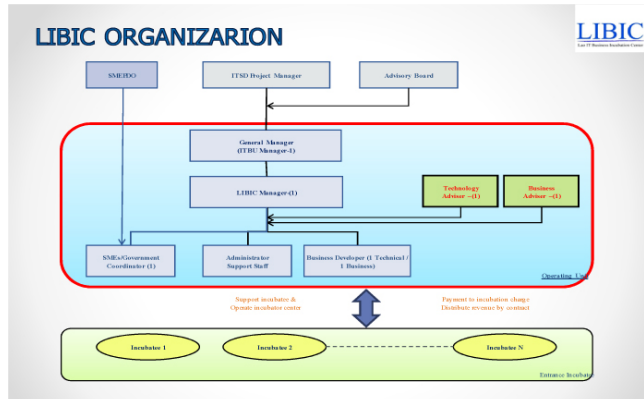
No	Profile	
1	Type of Institution	For profit/VC , self sustainable
2	Focus in Activity	ICT technology : on-line internet start up Social media, e-commerce, mobile applic, games
3	Year Operation Start	2010
4	Owner	PT Djarum
5	Management	Merah Cipta Media (Holding Company with advertising background)  
6	Targeted Clients	Has 7 tenants
7	Number of clients	





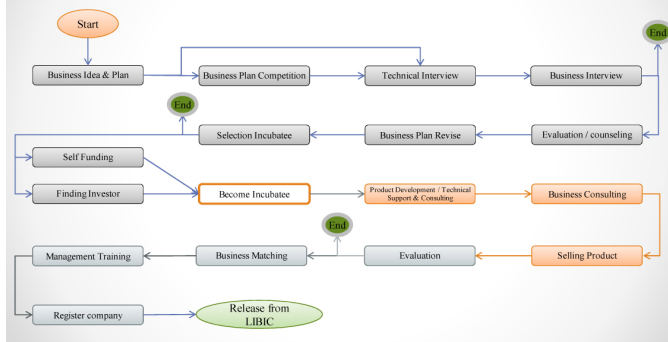








8	Business Model	NUS, Stamford, Beijing, Malaysia-Cradle RT in Indonesia MIT send students : 4 students to MPI No fix time models
9	Supporting Facilities and Services	Incubation fac, café, offices and meeting per floor PT Djarum finance as VC, chief finance officer
10	Income Generation	Common share & convertible note
11	Key Success Factors	PT Djarum as investor MPI made decision Global GDP ventures – MPI managed Internal fund raisers – 5 year forecast Provide capital Exit : 1. Services : branding and marketing 2. when exit give back some shares Room paid lower than market 2nd round funding out of 7 Not yet exit Ideas Recruit Groups from Japan Third party cooperation as investor as validation
12	Motivation to Establish Incubator	Business Purpose (Investment)



## 6.4. LAOS

**Name of incubator : Lao IT Business Incubation Center (LBIC), IT Business Unit, ITSD Project, Department of Computer Engineering and Information Technology, Faculty of Engineering, National University of Laos.**

No	Profile	
1	Type of Incubator	Non-profit
2	Focus in Incubation	IT
3	Year Operation Start	Incubation operation started in 2012 (the ITSD project started in 2009)
4	Owner	IT Business Unit, ITSD Project, Department of Computer Engineering and Information Technology, Faculty of Engineering, National University of Laos.
5	Management	  <p><b>CURRENT ORGANIZATION CHART</b></p>  <p><b>LIBIC ORGANIZATION</b></p> 

6	Targeted Clients	New businesses in IT (it can be –Students IT Related, Business man or company,Teacher/Researchers, Alumni, Private Businesses, Others)																										
7	Number of clients	<div>4 companies</div> <div><div>Current incubatee</div><table><thead><tr><th>Company Logo</th><th>Company Name</th><th>Product/Service</th><th>Remark</th></tr></thead><tbody><tr><td></td><td>Laosangfah Co., Ltd</td><td>Resource information of restaurant and hotel throughout internet in Lao PDR</td><td>In-wall</td></tr><tr><td></td><td>LaoDigi Co., Ltd</td><td>1. Online Content Magazine 2. Scanning and Digitizing</td><td>In-wall</td></tr><tr><td></td><td>AMZ Crescere Co., Ltd</td><td>Server hosting, System development and Portal Site operation.</td><td>In-wall</td></tr><tr><td></td><td>Changpapa International Trade E-Commerce, Ltd</td><td>E-Commerce</td><td>Out-wall</td></tr></tbody></table></div> <div><div>LIBIC</div><div>Lao IT Business Incubation Center</div><div>LBIC Incubation Process</div><pre>graph TD     Start([Start]) --&gt; BIP[Business Idea &amp; Plan]     BIP --&gt; BPC[Business Plan Competition]     BPC --&gt; TI[Technical Interview]     TI --&gt; BI[Business Interview]     BI --&gt; EOC[Evaluation / counseling]     EOC --&gt; BPR[Business Plan Revise]     BPR --&gt; SI[Selection Incubatee]     SI --&gt; BIF[Find Investor]     BIF --&gt; SF[Self Funding]     SF --&gt; BIF     BIF --&gt; BI2[Become Incubatee]     BI2 --&gt; PDC[Product Development / Technical Support &amp; Consulting]     PDC --&gt; BC[Business Consulting]     BC --&gt; SP[Selling Product]     SP --&gt; Eval[Evaluation]     Eval --&gt; BM[Business Matching]     BM --&gt; MT[Management Training]     MT --&gt; RC[Register company]     RC --&gt; RLIBIC([Release from LIBIC])     RLIBIC --&gt; End([End])     End --&gt; Start</pre></div> <tr><td>8</td><td>Business Model</td><td><div>The Steps of IT Business LIBIC Incubation</div><div>Maximum incubation period : 3 years</div></td></tr> <tr><td>9</td><td>Supporting Facilities and Services</td><td><div><b><u>Facilities:</u></b></div><div><ul style="list-style-type: none"><li>• low cost facilities: Office Space 10 rooms (~18sqm/room). Utilities Service, Laptop Computer, Printer (Excluding ink) and office facilities.</li><li>• Central Tel., Copy machine &amp; Fax.</li><li>• Meeting room : 3 rooms+1 Conference room.</li><li>• Library</li><li>• Internet</li></ul></div><div><b><u>Services:</u></b></div><div><ul style="list-style-type: none"><li>• <u>Technical Support and One-On-One Consulting</u> (incubatees will be assisted through LIBIC to consultant and specialist experts for having technical consult and technology transfer on ICT field and ICT Business model).</li><li>• <u>Access to Funding</u> (Incubatees will be supported with access to bank loan, grant, venture capital, SME fund, and angel fund by using LIBIC's stakeholder supporting.</li><li>• <u>Business Networking</u> (Incubatees will be able to be linked to LIBIC's networks such as: LIBIC incubate member network, Lao ICT Commerce Association, Young Entrepreneur Association of Laos, Lao National Chamber of Commerce Industry)</li></ul></div></td></tr>	Company Logo	Company Name	Product/Service	Remark		Laosangfah Co., Ltd	Resource information of restaurant and hotel throughout internet in Lao PDR	In-wall		LaoDigi Co., Ltd	1. Online Content Magazine 2. Scanning and Digitizing	In-wall		AMZ Crescere Co., Ltd	Server hosting, System development and Portal Site operation.	In-wall		Changpapa International Trade E-Commerce, Ltd	E-Commerce	Out-wall	8	Business Model	<div>The Steps of IT Business LIBIC Incubation</div> <div>Maximum incubation period : 3 years</div>	9	Supporting Facilities and Services	<div><b><u>Facilities:</u></b></div> <div><ul style="list-style-type: none"><li>• low cost facilities: Office Space 10 rooms (~18sqm/room). Utilities Service, Laptop Computer, Printer (Excluding ink) and office facilities.</li><li>• Central Tel., Copy machine &amp; Fax.</li><li>• Meeting room : 3 rooms+1 Conference room.</li><li>• Library</li><li>• Internet</li></ul></div> <div><b><u>Services:</u></b></div> <div><ul style="list-style-type: none"><li>• <u>Technical Support and One-On-One Consulting</u> (incubatees will be assisted through LIBIC to consultant and specialist experts for having technical consult and technology transfer on ICT field and ICT Business model).</li><li>• <u>Access to Funding</u> (Incubatees will be supported with access to bank loan, grant, venture capital, SME fund, and angel fund by using LIBIC's stakeholder supporting.</li><li>• <u>Business Networking</u> (Incubatees will be able to be linked to LIBIC's networks such as: LIBIC incubate member network, Lao ICT Commerce Association, Young Entrepreneur Association of Laos, Lao National Chamber of Commerce Industry)</li></ul></div>
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10	Income Generation	Rental office/space, JICA project funding
11	Key Success Factors	<ul style="list-style-type: none"> <li>• Existence of support of expert and network of JICA</li> <li>• Continuing support of JICA Project Funding</li> <li>• Institutional support and commitment of the University (President/Rector, Dean)</li> <li>• Entrepreneurial capacity of the LIBIC management</li> </ul>
12	Expectation to ASEAN Incubator Network	a. Best practices of doing business incubator b. Guideline of business incubator development
13	<b>Your own (enumerator) analysis</b> a. Could the incubator model adopted as ASEAN model? Please, give reason b. If not, is there any part of the model that could be adopted? Please indicate.	<p>As a whole, it cannot be adopted as ASEAN Model, since it lack of support from within, from the university. This condition is not good for the sustainability of the incubator.</p> <p>However, the steps they do incubation process could be adopted as ASEAN incubator Model, that be characterized as follows :</p> <ol style="list-style-type: none"> <li>1. Before becoming incubate               <ol style="list-style-type: none"> <li>a. Preparation period : business idea and plan, business plan competition, technical interview, business interview, decision to go or not to go further.</li> <li>b. Pre-incubation period : Evaluation counseling, business plan revision, selection for incubatee</li> </ol> </li> <li>2. Becoming Incubatees (incubation period): self funding and/or investor funding, product development, technical support and counseling, business counseling, selling product, evaluation to go or not to go further, if go, business matching, management training, register company, release from LBIC</li> <li>3. Graduate Incubatees (post incubation period)</li> </ol>
14	<b>Lessons Learned</b>	<ul style="list-style-type: none"> <li>• Among 4 current incubates, only one is from the initial process through business contest (before 4 entrepreneur from business contest, but not continue)</li> <li>• LBIC is a JICA project on human resource development in IT service industry, that will end in 2013, and there is no certainty for its continuation</li> <li>• As a project, the structure position of LBIC is under department head, far below the Rector/president university.</li> <li>• At the university level, there is a plan to establish university business incubator, under the director of Academic and Research.</li> <li>• At the faculty of economy there is also a JICA project that is also potential to develop a business incubator.</li> <li>• National University of Laos is the only national university in Laos. It looks enjoy the 'monopoly' to get privilege of project from government and non-government.</li> </ul>

**Name of Prospective Incubator initiator institution : SME Promotion and Development Office (SMEPDO), Ministry of Industry and Commerce**

No	Profile	
1	Type of Incubator	Not holding incubator
2	Focus in Activity	Supporting SMEs policy making
3	Year Operation Start	-
4	Owner	Ministry of Industry and Commerce
5	Management	<p>37 staffs (for SMEs promotion and development)</p> 
6	Targeted Clients	-
7	Number of clients	-
8	Business Model	-
9	Supporting Facilities and Services	<p>The institution does not do SMEs promotion and development directly, but in policy matters. Focus area of SMEs Development Plan 2011 – 2013 as follows :</p> <ol style="list-style-type: none"> <li>1. Improving the regulatory environment and public administration of economic activities</li> <li>2. Improving access to finance</li> <li>3. Formation of new entrepreneurs <ul style="list-style-type: none"> <li>• Continue the inclusion of the subject of entrepreneurship into the general, vocational and higher education systems</li> <li>• Stimulate young people and student to consider business career through different projects and activities</li> <li>• Creation of business incubators in order to educate start entrepreneurs in business management and application of technologies before being exposed to the market</li> <li>• Training for people interested to start a new businesses</li> <li>• Increase the promotion for women to become entrepreneurs</li> <li>• Promoting franchise businesses</li> </ul> </li> <li>4. Increase the provision of support and Business Development Services</li> <li>5. Enhance business linkages between large enterprises and SMEs</li> <li>6. Promote the increase of productivity for upgrading the quality and standard of products and services of SMEs</li> <li>7. Enhancing access to market and enlarge markets for EMEs</li> </ol>

10	Income Generation	-
11	Key Success Factors	<p>Key success factor to develop business incubator :</p> <ul style="list-style-type: none"> <li>• The existence of mandate that the institution not only do the policy making in SMEs development, but also in operational matters.</li> <li>• The good result of LIBIC in incubating a new business as a pilot project</li> <li>• The political will of government and other parties concerned to develop a new businesses</li> </ul>
12	Expectation to ASEAN Incubator Network	<ul style="list-style-type: none"> <li>• Information on Best practices and guidelines of technology and business incubator</li> <li>• Support on technical aspects, production, product development, training, incubator development</li> <li>• Support the creation of more incubators in Laos, also in other sectors than ICT</li> <li>• Best Practices of Incubation model promotion</li> </ul>
13	<b>Your own (enumerator) analysis</b>	<p>The institution plan to have incubator in each region ( at least south and middle region), but it will take 2 years to realize.</p> <p>The institution will not establish incubator in the near future, but it may allocate its fund to support LBIC incubatees</p>
14	<b>Lessons Learned</b>	<ul style="list-style-type: none"> <li>• SMECDO is running SME development fund and put the fund in Laos Development Bank, started in 2012. Up to now the disbursement is 3 billion KIP in 11 companies. Source of Fund of SME fund is from ADB. Rate of SME loan is 9 %/year, while market rate is 14% to 16 %.</li> <li>• Maximum loan is 250 million for 3 years for small enterprises, while medium Enterprises is 500 million Kip.</li> <li>• The number of SMEs is 126 000 unit and targeted to grow 30 b% yearly</li> </ul>

#### **Name of Prospective Incubator initiator institution : Laos Chamber of Commerce**

No	Profile	
1	Type of Incubator	Private, controlled by MIC. Not holding or doing business incubator. No Fund
2	Focus in Activity	-
3	Year Operation Start	1989
4	Owner	Business Community, Legal Entity under PM Decree
5	Management	-
6	Targeted Clients	1000 over members, 80 % SMEs on construction, mining, hydropower
7	Number of clients	-
8	Business Model	-
9	Supporting Facilities and Services	<ul style="list-style-type: none"> <li>• Office Room, meeting room and training room</li> <li>• Management training, finance training, marketing</li> <li>• Business matching from foreign company with big company, SMEs only participate</li> </ul>
10	Income Generation	Membership fee
11	Key Success Factors	Key determinant of establishing incubator : assignment from the government

12	Expectation to ASEAN Incubator Network	<ul style="list-style-type: none"> <li>• Best practices and guideline of establishing a business incubator</li> <li>• Expert support</li> <li>• Co-incubation and networking</li> </ul>
13	<b>Your own (enumerator) analysis</b>	No It could not, there is lack of resources to establish a business incubator.
14	<b>Lessons Learned</b>	<ul style="list-style-type: none"> <li>• The chamber of commerce is under supervision of government, but there is no government budget allocation for the chamber,</li> <li>• SME criteria in Laos are as follows : <ul style="list-style-type: none"> <li>– Small : 19 worker and/or 250 million KIP in asset</li> <li>– Medium 99 worker and or 250 million to 1 billion KIP uin asset</li> </ul> </li> <li>• Business establishment in Laos is 60 % Small, 38.8% medium and 1.2% large</li> <li>• Business activities of SMEs are 60 % in trade, 20 % in manufacturing</li> <li>• Business activities of large E are in mining and hydro power</li> </ul>

## 6.5. MALAYSIA

### Research Matrix – Incubator Respondents

#### Introduction

The criteria for SME in Malaysia is as follows :

- 1) For manufacturing and agrobased industries : sale volume of 250 thousand to 10 Million RM per year, with 5 to 50 full time employees.
- 2) For ICT, services, and primary agricultural enterprises : sale volume of 200 thousand to 1 Million RM per year, with 5 to 19 full time employees.

Business incubators in Malaysia are mostly established and supported heavily by government ministries or programs, for examples, 1) MOSTI (Ministry of Science, Technology, and Innovation) who founded TPM business incubator, SIRIM business incubator, and MTDC Technology Center; 2) MARDI (Malaysian Agricultural R&D Institute) business incubator; 3) SME Bank business incubators under MITI (Ministry of International Trade and Industry); and 4) business incubators of Inkubator Kraf at various states under Ministry of Culture, Arts, and Heritage. Out of the total 103 business incubators in Malaysia, 90 % is government operated, and 10 % is private. From the few private business incubators, the famous one is Plug and Play, and example from the few university business incubators is Institut Pertanian Serdang. SME Corp, a unit under MITI, is presently appointed as the coordinator of SME development including the business incubator development and is finishing the report to analyze the impact and performances of all business incubators in Malaysia.

All three incubator respondents are units under MOSTI with some relation to the history of MSC (Malaysian Super Corridor, formerly Multimedia Super Corridor) established by Prime Minister Dr Mahathir Mohammad built and finished in 1995, and launched for operation in 1996 as a national ICT initiative. MSC is established to accelerate the Malaysian vision of 2020 to transform Malaysia into a modern state with the adoption of a knowledge based society framework.

Three units have been established as GLCs (Government Link Corporations – in Indonesia may be public company), that are: TPM (Technology Park Malaysia) in 1995, SIRIM (Standard and Industrial Research Institute of Malaysia) in 1996, and MDEC (Multimedia Development Center) in 1995. MTDC was established in 1992 as subsidiary of Khazanah International Bhd, listed also as GLC of MOSTI. Khazanah International is the investment holding arm of the Government of Malaysia and is empowered as the government strategic investor in new industry and markets. So far, Khazanah International has made investment to 50 major strategic industries. And the MTDC business incubator was launched in 1997 called MTDC Technology Center.

Two more business incubators are worthwhile to be noted : 1) MSC TeCC (MSC Technology Commercial Center, formerly MSC Malaysia Central Incubator) on the campus of MMU (Multi Media University) at Cyberjaya Software Park which is presently a government company even though on its establishment (open in 1997 as the key part of MSC) was intended to be private multinational company between Setia Haruman Sdn Bhd and Nippon Telephone and Telegraph; and 2) plan of Putrajaya business incubator in the central administration region. By December 27, 2012, the management of MSC TeCC is transferred to Andrew Wong, the Director and owner of MAD Incubator Sdn Bhd. The plan of Putrajaya business incubator is also informed to be designed by Andrew Wong.



Current incubatees in MSCTeCC are 16 resident incubatees which are under capacity, and the new management has the plan to increase them to 90 incubatees in the next 6 months, and changed the private room policy to the open space incubator for about 200 incubatees. Putrajaya would be business incubator will be directed toward ICT and green technology based enterprises.

Government supported 100 Million RM to TEAM (Technopreneurs Association in Malaysia) who set up Cradle Fund to provide seed capital to SME. Cradle Fund or CIP (Cradle Investment Programme) was established in June 2003 as seed money for budding innovators, and managed by Malaysian Venture Capital Management Bhd (MAVCAP). The programmes consist of : 1) 2003 : CIP50 provided 50 thousand RM for ideas to commercialized viable ventures, 2) 2004 : additional UCIP (University CIP) grant for 50 thousand RM for ideas developed in the university, 3) 2007 : operated directly by Cradle – increased the CIP and UCIP to 250 thousand RM, 4) 2009 : additional credit scheme for seed funding of maximum 500 thousand RM.




Other government support funding to SME :

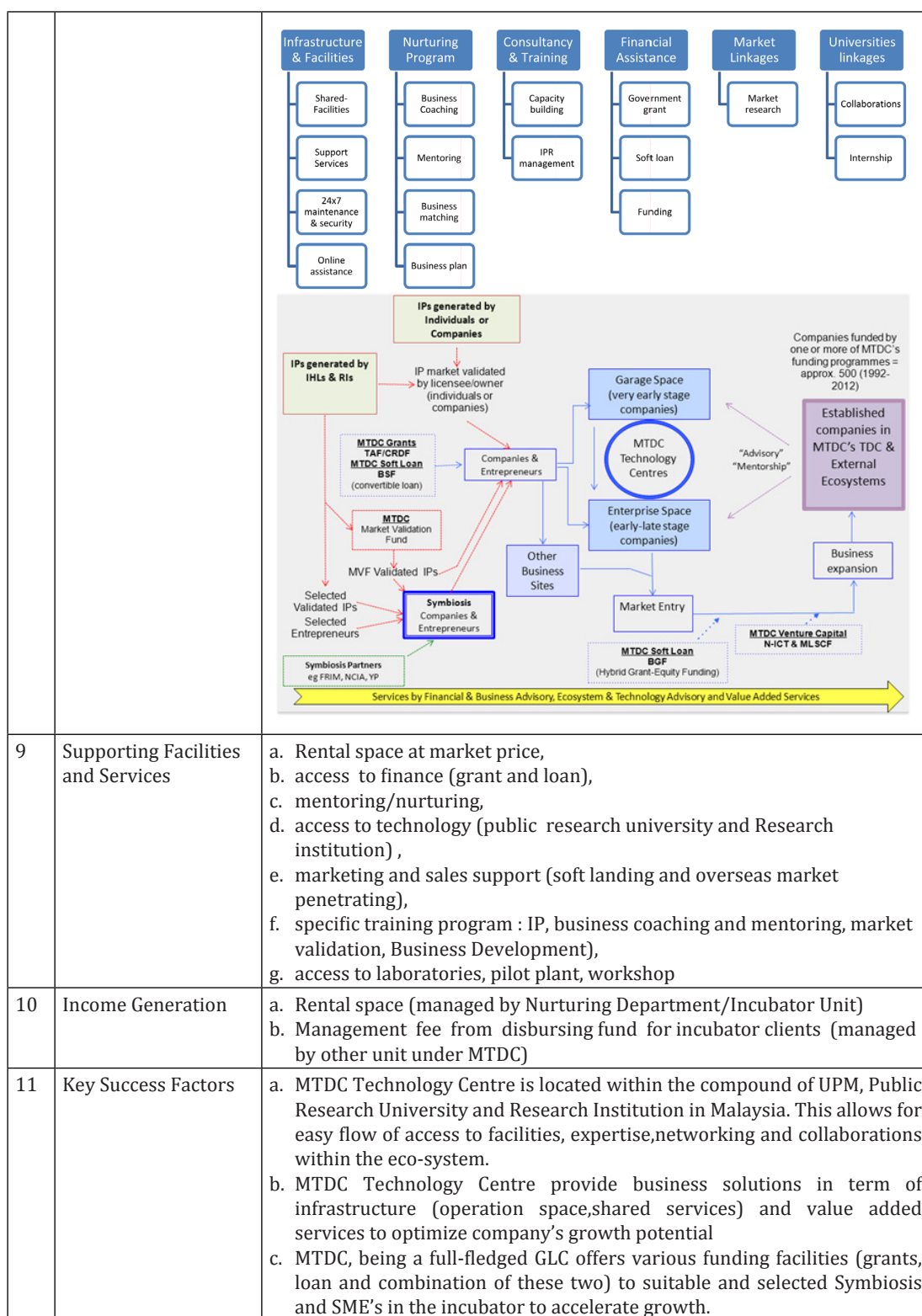
- 1) Soft loan scheme by SME Corp of minimum 50 thousand RM, and for working capital of maximum 3 Million RM, and for fixed asset (land, and equipment) of maximum 5 Million RM at the interest rate of 4 % per annum. Grace period is 6 months. Pay back period for ICT equipment is 4 years, manufacturing equipments is 7 years, and land is 25 years.
- 2) Shariah compliance financing scheme with maximum 5 Million RM to get 2 % government rebate, and above 5 Million RM without the 2 % rebate for the rest of the first 5 Millions.
- 3) SME Banks located at every state of Malaysia who established also their own business incubators in new building owned by the banks.

#### **Name of incubator : MTDC (Malaysia Technology Development Corporation) Technology Centre**

No	Profile	
1	Type of Incubator	Not for profit
2	Focus in Incubation	ICT (48%), Biotechnology (29%), Life Science (5%), Food Science (2%), Electronic & Electrical (5%), Automotive (1%), Others (7%)
3	Year Operation Start	1997 (15 years)
		<div style="display: flex; justify-content: space-around; margin-top: 5px;"> <span>UPM-MTDC TECHNOLOGY CENTRE</span> <span>UKM-MTDC TECHNOLOGY CENTRE</span> <span>UTM-MTDC TECHNOLOGY CENTRE</span> <span>FRIM-MTDC TECHNOLOGY CENTRE</span> </div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <span>1997</span> <span>1998</span> <span>2001</span> <span>2010</span> </div>
4	Owner	Malaysian Technology Development Center subsidiary of Khazanah International Bhd, a government holding arm to invest in strategic industries, also listed as GLC of MOSTI

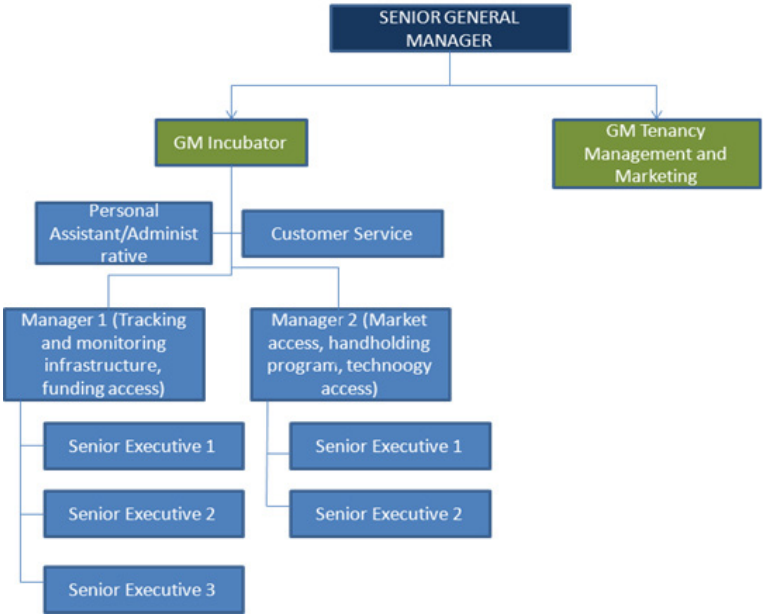



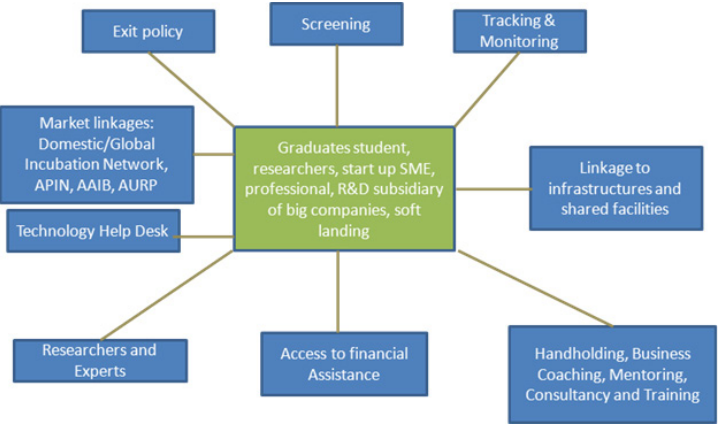
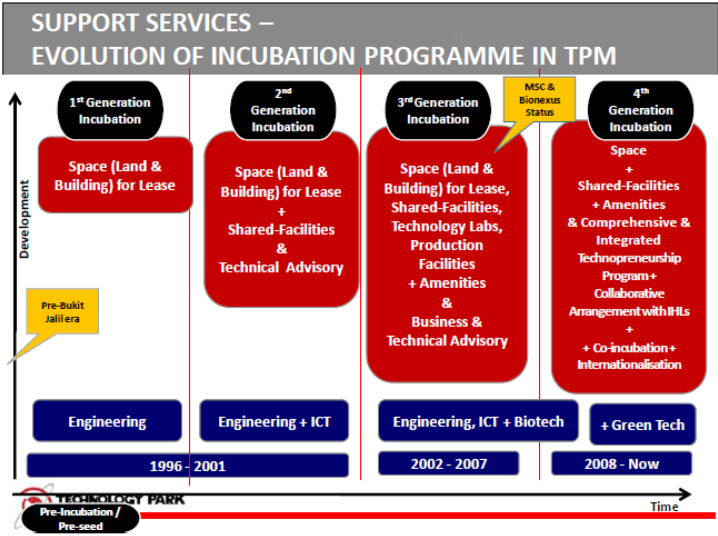
		  								
5	Management	<div><div><div><div>NURTURING DEPT Tengku Nila Putri TI (HOD/SVP)</div><div><div>VALUE ADDED SERVICES UNIT (HOD/VP)</div><div>Vacant - NB (AVP)</div><div>Vacant - NB (Associate)</div></div><div><div>TECH CENTRE MANAGEMENT UNIT (Vacant (HOD/VP) Azian Azizcan (Acting HOD, AVP)</div><div><div>COLLECTION &amp; CLIENTS SERVICES SUBUNIT</div><div>Jasind Loong Gan Tai (AVP)</div><div>Abdul Latif Akop (Associate)</div><div>Najib Ahmad (Associate)</div></div><div><div>TECHNOLOGY CENTRES ADMINISTRATION SUBUNIT</div><div>UPM AND UKM MTDC TECH. DEV. CENTRES</div><div>Nor zihana Abu Othman (Associate)</div><div>Mohd Lowan Yusof (Associate)</div><div>Yuhaimi Othman (EA)</div><div>Norhazidah Zahuddin (EA)</div><div>Normah Khabib * General Worker</div><div>UTM-MTDC TECH. DEV. CENTRE</div><div>Vacant (Associate)</div><div>FRIM-MTDC TECH. DEV. CENTRE</div><div>Nor Aiza Sohail (EA)</div><div>UiTM-MTDC TECH. DEV. CENTRE</div></div></div><div><div>TECH CENTRE INFRASTRUCTURE &amp; PROJECTS UNIT Syed Cuthan Syed Jamaludin (HOD/VP)</div><div>Azizul Shahzali Ibrahim (AVP)</div><div>Vacant (Associate)</div><div>Nourkma Aziz Ismail (Associate)</div><div>Northisham A Rahman (EA)</div></div></div><div><div><div><b>Services</b><ul style="list-style-type: none"><li>• Business Plan development</li><li>• Market Development</li><li>• Government Regulatory services</li><li>• IPR Management (for companies)</li><li>• Contracts &amp; Procurement Facilitation</li><li>• Training (entrepreneurship, commercialization &amp; innovation) for companies in MTDC's ecosystem; universities and research orgs.</li><li>• Tech. &amp; business exposure programs</li></ul></div><div><b>Services</b><ul style="list-style-type: none"><li>• Administration of MTDCs TDCs</li><li>• Tenancy processing and management</li><li>• Provide various client services</li><li>• Foster &amp; maintain collaboration with host organizations</li></ul></div><div><b>Services</b><ul style="list-style-type: none"><li>• Maintenance &amp; upgrading of MTDC's TDCs</li><li>• ICT support &amp; maintenance</li><li>• Project management of new centres</li><li>• ISO certification &amp; compliance</li><li>• MSC compliance &amp; perform</li></ul></div></div></div></div></div>								
6	Targeted Clients	<table><tr><td>1. Technology Garages (400-800sq ft)</td><td>For start up and brand new companies</td></tr><tr><td>2. Enterprise units (800sq ft and above)</td><td>For mid size to big companies looking for accelerated growth</td></tr><tr><td>3. Shared office concept (cubicle/partitions)</td><td>Companies seeking <b>optimisation</b> and <b>efficiency</b> without the luxury of space</td></tr><tr><td>4. Wet lab/dry lab and cold room facilities</td><td>Companies with <b>lab set-up</b></td></tr></table>	1. Technology Garages (400-800sq ft)	For start up and brand new companies	2. Enterprise units (800sq ft and above)	For mid size to big companies looking for accelerated growth	3. Shared office concept (cubicle/partitions)	Companies seeking <b>optimisation</b> and <b>efficiency</b> without the luxury of space	4. Wet lab/dry lab and cold room facilities	Companies with <b>lab set-up</b>
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4. Wet lab/dry lab and cold room facilities	Companies with <b>lab set-up</b>									
7	Number of clients	Graduate 9 companies, on going clients 93 companies (350 employees)								
8	Business Model	<div>a. Technology garages<ul style="list-style-type: none"><li>• Start-up companies</li><li>• Space size range 400 to 800 sq ft</li><li>• Embedded with basic furniture and fitting</li></ul></div> <div>b. Enterprise<ul style="list-style-type: none"><li>• Medium and mature companies</li><li>• Space size starts from 800 sq ft</li><li>• Bare space</li></ul></div> <div>a. Symbioses program - symbiosis entrepreneur and a company</div> <div>b. incubation program as follows</div>								



12	Expectation to ASEAN Incubator Network	<ul style="list-style-type: none"> <li>a. Smart partnership with ASEAN incubators to provide platform for tenants in MTDC to access the shared facilities and services in other incubators centre</li> <li>b. Business matching program with the ASEAN TBI and ASEAN technology SME's</li> <li>c. Study trip to member of ASEAN incubator countries for short term placement, training, etc for best practices and knowledge exchange opportunities</li> </ul>
13	<b>Your own (enumerator) analysis</b> a. Could the incubator model adopted as ASEAN model? Please, give reason b. If not, is there any part of the model that could be adopted? Please indicate.	<ul style="list-style-type: none"> <li>1. ASEAN incubator model should not be one size that fits all.</li> <li>2. MTDC model can be adopted for an incubator with similar ecosystem. The setting/ecosystem in MTDC is Incubator with Government Fund Management.</li> <li>3. It is a very good incubator model in terms of providing various types of space that have easy access to facilities, expertise, networking and collaborations within the eco-system. It provides various funding facilities include grant and loan, TLF and CRDF. Based on their evaluation, they are satisfied with its achievements in terms of outcomes and impact in the technology based new business development, exports and employment creation. The Incubator is not for profit, but its income could cover operational cost without any subsidy from MTDC.</li> <li>4. However, it may not be easy for AMS (especially for a new incubator) to adopt the model since it requires the availability of large amounts of funds on the condition that is easy to support the development of incubatees</li> </ul> <p>Part of the model that could be adopted as ASEAN model are:</p> <ul style="list-style-type: none"> <li>a. type of funding scheme to support the incubation of technology base company such as technological licensing Fund (TLF) and CRDF.</li> <li>b. type of program to generate a new technology base company such as symbioses program that generate a new company of new entrepreneur(s) and a company</li> <li>c. establish strong linkages among academicians (A), business entities (B), and government (G).</li> </ul>
14	<b>Lessons Learned</b>	<ul style="list-style-type: none"> <li>a. MTDC is an excellent example of strong government support (especially the Ministry of Finance) to develop innovative SMEs. Large amount of grant is accessible to private SMEs. Capital investment from government is also great asset for MTDC. The Symbiosis program is a good program to systematically increase the number of technopreneur talents.</li> <li>b. The MTDC incubator is located on UPM campus, a model of government operated incubator in cooperation with university.</li> <li>c. Incubatees are able to pay space rental at market price since they are supported by grant and soft loan by the government.</li> <li>d. Rental space at market price is sufficient to cover the operating costs including providing financial contributions to the university.</li> <li>e. The MTDC incubator does not pay dividend to MTDC, but it pays space rental to the university for the use of land for incubator building.</li> </ul>

**Name of Incubator : Innovation Incubation Center TPM (Technology Park Malaysia Corporation SDN BHD)**


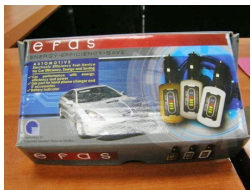
No	Profile	
1	Type of Incubator	For Profit
2	Focus in Incubation	IT, Biotechnology
3	Year Operation Start	1996
4	Owner	Government, MOSTI
5	Management	<p>14 staffs consists of 1 part time staff, 13 full time staff</p>  <pre> graph TD     SGM[SENIOR GENERAL MANAGER] --&gt; GI[GM Incubator]     SGM --&gt; GTM[GM Tenancy Management and Marketing]     GI --&gt; PA[Personal Assistant/Administrative]     GI --&gt; CS[Customer Service]     CS --&gt; M1[Manager 1 (Tracking and monitoring infrastructure, funding access)]     CS --&gt; M2[Manager 2 (Market access, handholding program, technology access)]     M1 --&gt; SE1_1[Senior Executive 1]     M1 --&gt; SE1_2[Senior Executive 2]     M1 --&gt; SE1_3[Senior Executive 3]     M2 --&gt; SE2_1[Senior Executive 1]     M2 --&gt; SE2_2[Senior Executive 2] </pre>
6	Targeted Clients	Graduates student, researchers, start up SME, professional, R&D subsidiary of big companies, soft landing
7	Number of clients	<p>Graduates 400 On Going 95</p> 

8	Business Model	 <p><b>SUPPORT SERVICES – EVOLUTION OF INCUBATION PROGRAMME IN TPM</b></p> 
9	Supporting Facilities and Services	<ol style="list-style-type: none"> <li>Rental space, for mature client (tenant) at market price, for start up (incubatee) below market price</li> <li>Access to financial institution (government, bank, venture capital, angel investor)</li> <li>Mentoring (coaching, mentoring, training, consultancy integrated all four)</li> <li>Access to technology (technology transfer institution, university research results, licensing office)</li> <li>Marketing and sales support: <ol style="list-style-type: none"> <li>Various networking programs organized with identified market partners (open in no mart, breakfast networking, one-to-one business matching, etc)</li> <li>Forward and backward linkages with government procurement, Government-linked company and Government-owned company</li> <li>Conventional market access programs-exhibitions, specific trade missions, seminar, etc</li> <li>Internationalization and co-incubation initiatives by collaborating with international incubators (eg PSG STEP-India, Shanghai Technology Innovation Center, Hongkong Science Park)</li> </ol> </li> </ol>

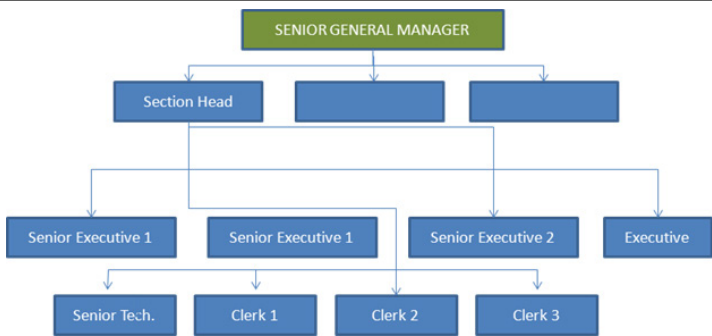
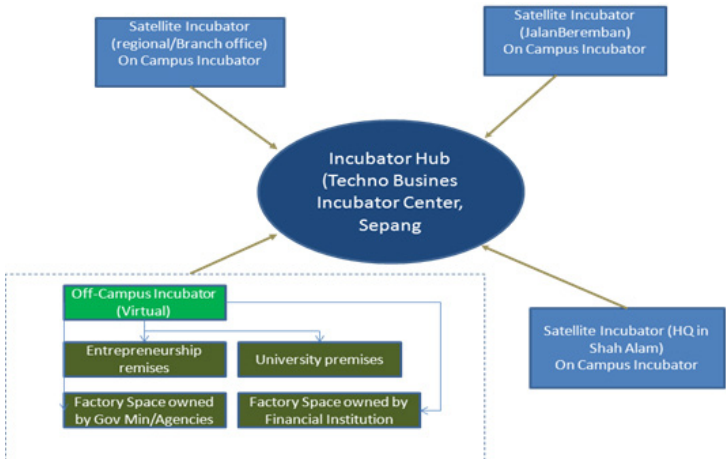
		<p>f. Specific Training Programs:</p> <ol style="list-style-type: none"> <li>1) Business and technical skills enhancement via coaching, mentoring, training, and consultancy programs</li> <li>2) Technical skills mentioned above are offered via hands-on training through labs, workshops and production plants available in TPM</li> </ol> <p>g. Access to laboratories and workshop</p>
10	Income Generation	<p>a. Office Space Rental</p> <ol style="list-style-type: none"> <li>1) Innovation House (Bare Space) at USD 0.70 psf</li> <li>2) Innovation Incubation Centre (fully furnished) <ul style="list-style-type: none"> <li>• Cubicle – USD 157/month</li> <li>• 1-2 pax room – USD 392/month</li> <li>• 3-4 pax room – USD 719/month</li> <li>• 5-6 pax room – USD 947/month</li> </ul> </li> <li>3) Biotech Incubation Center <ul style="list-style-type: none"> <li>• Office and Biotech Lab: USD 457-USD 516</li> <li>• Lab only: USD 337 – USD 379</li> </ul> </li> </ol> <p>b. Coaching, training, mentoring and consultancy fees (includes the rental fees for in-house incubates)</p> <ol style="list-style-type: none"> <li>1) Coaching and mentoring fees starts at USD 114/hour</li> <li>2) Training on business and technical skill starts at USD 90/trainee (in-house incubate only) and USD 196/trainee (public)</li> <li>3) Consultancy fees varies depending on nature of consultancy: <ul style="list-style-type: none"> <li>• Specific market studies costs USD 9,000/market</li> <li>• Industry focus group starts at USD 1,600 onwards</li> </ul> </li> <li>4) Retail business: Food court, gym, petrol station etc.</li> </ol>
11	Key Success Factors	
12	Expectation to ASEAN Incubator Network	<p>a. Benchmarking of best practices among participating incubators</p> <p>b. Co-incubation initiatives-sharing resources, information, soft-landing zones, etc</p> <p>c. Co-creation of capacity building program – eg attachment program, training program</p>
13	<p>Your own (enumerator) analysis</p> <p>a. Could the incubator model adopted as ASEAN model? Please, give reason</p> <p>b. If not, is there any part of the model that could be adopted? Please indicate.</p>	<p>1. TPM functions in generating new technology/knowledge based companies, and technology/knowledge based job creation. TPM can serve all the needs of business development since the development of technology-based business idea through to production, and handle all aspects of business development including technology, Intellectual Property, finance, marketing and production. An entrepreneur who has a sharp technology-based business ideas will have a great opportunity to realize his company with TPM. TPM claims i n paying dividends to MOSTI about 2 Million RM last year. The facilities has been built for high capacity production such as manufacturing workshop for metal and plastic materials with precision machineries, that resulted in under capacity production. One may even argue upon the needs of a science and technology park to produce their own products since the main purpose is to attract domestic and international industries to operate in its region. It is also surprising that so far TPM could only attract 6 foreign industries operating in the park.</p>

		<p>2. Supported by TPM environment, the TPM business incubator as a for-profit incubator is a good model for a business incubator in Science and Technology Park type, since it provides ecosystem comprising of infrastructure, infostructure and services to nurture technology based company, thus, comprehensive and integrated services for technopreneur and strong linkages with private and public sector. There have been successful cases of incubatees as well.</p> <p>3. TPM model is a good model for developing an incubator in the Science and Technology Park setting. However, the incubator can not stand alone to be successful. It needs other elements in the ecosystem such as facilities in TPM Engineering and MSC (multimedia super corridor).</p> <p>4. The TPM incubator model may be suitable for the 3rd or 4th generation of incubator (see the model above) in the Park setting.</p> <p>5. However, to adopt the model for ASEAN business incubator may need time to be implemented, since it involved a big investment, both in the amount of fund and in the development of knowledgeable/competent human resources. On the other hand, over capacity of spaces for incubatees may cost high operation that has been tried to cover up by expensive space rental that may not work for many AMS. This may result in low occupation of the incubator space availability.</p>
14	Lessons Learned	<p>a. Business incubator in a science and technology park enjoys the privilege of business ecosystem created by the science and technology park, and attract a variety of stakeholders who excel in their field to support the operation of the business incubation. TPM business incubator does not have everything, but it can provide to develop technology based company with the support of excel stakeholders, public and private sectors.</p>

**Name of Incubator: SIRIM (Standard Industrial Research Institute of Malaysia) Technology Incubator Centre**

No	Profile	
1	Type of Incubator	Not for Profit
2	Focus in Incubation	General. First metal, then ceramics, chemicals, biotechnology : detergent, cosmetic, ICT. Starting 2000 more hi-tech ventures with research based.
3	Year Operation Start	1996   
4	Owner	SIRIM-Government of Malaysia



5	Management	 <pre> graph TD     SGM[SENIOR GENERAL MANAGER] --&gt; SH[Section Head]     SGM --&gt; E1[ ]     SGM --&gt; E2[ ]     SH --&gt; SE1[Senior Executive 1]     SH --&gt; SE2[Senior Executive 1]     SH --&gt; SE3[Senior Executive 2]     SH --&gt; EX[Executive]     SE1 --&gt; ST[Senior Tech.]     SE1 --&gt; C1[Clerk 1]     SE2 --&gt; C2[Clerk 2]     SE3 --&gt; C3[Clerk 3] </pre>
6	Targeted Clients	
7	Number of clients	On-going clients: 4 companies (20 employees), Graduates 8 companies (12 employees),
8	Business Model	<p>The Business Model of Incubation consist of :</p> <ol style="list-style-type: none"> <li>Selection: Application, Briefing on technology offering from RIM Berhad, selection of participants through psychometric assessment &amp; interview</li> <li>Pre-incubation : entrepreneurship training (3 months) theory (13 modules) and real life practical, attachment training in selected industry, business plan preparation, Evaluation of Business plan,(technology and business)</li> <li>Incubation : inception in incubator-doing business (2 years)</li> <li>Post Incubation</li> </ol> <p>SIRIM Incubator Set Up</p>  <pre> graph TD     SH[Satellite Incubator (regional/Branch office) On Campus Incubator] --&gt; IH((Incubator Hub (Techno Business Incubator Center, Sepang)))     SJ[Satellite Incubator (Jalan Beremban) On Campus Incubator] --&gt; IH     IH --&gt; SV[Satellite Incubator (HQ in Shah Alam) On Campus Incubator]     IH --&gt; OVI[Off-Campus Incubator (Virtual)]     OVI --&gt; ER[Entrepreneurship premises]     OVI --&gt; UP[University premises]     ER --&gt; FSG[Factory Space owned by Gov Min/Agencies]     UP --&gt; FSI[Factory Space owned by Financial Institution] </pre>
9	Supporting Facilities and Services	<ol style="list-style-type: none"> <li>Rental space at market price</li> <li>Access to financial institution</li> <li>Mentoring</li> <li>Access to technology</li> <li>Marketing and sales support (anchor &amp; vendor program)</li> <li>Specific training: Business simulation training, technology training</li> <li>Access to laboratory, testing equipment, pilot plant and workshop</li> </ol>



10	Income Generation	<ul style="list-style-type: none"> <li>a. Rental space</li> <li>b. Training fee</li> </ul>
11	Key Success Factors	<ul style="list-style-type: none"> <li>a. SIRIM branding,</li> <li>b. Funded by Ministry (e.g Economic Planning Unit-EPU),</li> <li>c. Good facilities for new product development for entrepreneurs,</li> <li>d. Good infrastructure/equipment,</li> <li>e. Standard of Green tech Eco Label,</li> <li>f. GMP Manufacturing Compliance,</li> <li>g. technology knowhow,</li> <li>h. Renewable energy task Force Position,</li> <li>i. COE in 6 areas, knowledge worker, technology wide, good networking, testing and certification experience/market leader.</li> </ul> <p>Notes: Starting 2013, SIRIM has decided to transform the business incubation into developing three spin off enterprises based on their research results, called TBU (Technology Business Unit). The three spin off in the pipe line are medical, energy and environment, and plant &amp; machinery such as sizing machinery. The business incubator will be function as supporting of the TBU.</p>
12	Expectation to ASEAN Incubator Network	<ul style="list-style-type: none"> <li>a. Annual Meeting Forum</li> <li>b. Training to strengthen the Incubator Capacity building</li> <li>c. Cooperation among AMS incubator e.g. Co-incubation and soft landing</li> </ul>
13	<b>Your own (enumerator) analysis</b> <ul style="list-style-type: none"> <li>a. Could the incubator model adopted as ASEAN model? Please, give reason</li> <li>b. If not, is there any part of the model that could be adopted? Please indicate.</li> </ul>	<ul style="list-style-type: none"> <li>a. SIRIM business incubator is operated by a government research institution.</li> <li>b. After 16 years, SIRIM changed into incubating of spin-off enterprises that will commercialize technology based on their research results.</li> </ul>
14	<b>Lessons Learned</b>	<ul style="list-style-type: none"> <li>a. Incubator business model and targeted clients can be changed over the years after evaluation and to suit the new prospect condition.</li> <li>b. The incubator provides access to the research center facilities, and it facilitates the incubatees during their first stage of operation.</li> <li>c. The incubator is operated under a Standardization institution so that the incubator has a high capability to enable and or support incubatees to compliance standard procedures.</li> <li>d. Classical problem this incubator faced are funding and marketing.</li> </ul>

#### A. RECOMMENDATIONS FOR ASEAN BUSINESS INCUBATOR MODELS

1. Malaysia is another example of the Government at AMS who fully support the business incubator establishment and development by creating suitable business environment and providing sufficient seed capital for incubatees who have good market prospect.
2. The business incubator models are mostly in private separate room of technology based incubator, with a few of cubicles which is an open space incubator.
3. Specific loan for SME incubatees is required to be separated from other SMEs in general.


## **B. RECOMMENDATIONS FOR FUTURE PROGRAMS OF ASEAN BUSINESS INCUBATOR NETWORK**

Malaysian respondents support the following future programs :

1. Election of the network leader for three year period time, taking turn in time among the AMS.
2. Development of the Secretariat Office of ABIN that is recommended to take place at the ASEAN Secretariat.
3. Annual meeting held at AMS accordingly to alphabetical order.
4. Development of database of the profile of SME incubators and SME incubatees in the ASEAN, their strengths, and their unique products.
5. Event of regional business matching among AMS, and between AMS and Japan for SME incubatees that could be initiated by more than one AMS annually. One example is taking one group of SMEs to other country, doing the business matching, end up with the formulation of business plan developed by both parties for the matched business enterprises.
6. Setting up SOP for co-incubation program, and Training for Trainers for co-incubation program.

## 6.6. MYANMAR

**Name of Institution : The Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI)**



No	Profile	
1	Type of Institution	NGO (Non-governmental organization)
2	Focus in Activity	<p>Representing and safeguarding the interests of private sector by:-</p> <ul style="list-style-type: none"> <li>• Acting as a bridge and voice between the government and the private sector</li> <li>• Accelerating the pace of economic development</li> <li>• Safeguarding the economy for the State and National people.</li> </ul> <p>From the discussion with UMFCCI, the focus of business activities are as follows:</p> <ul style="list-style-type: none"> <li>• Agro based industry</li> <li>• Technology outsourcing for value added industry</li> <li>• Downstream petroleum products (blend refine products), automotive, detergent</li> </ul>
3	Year Operation Start	<p>Founded in 1919 (upgraded as a federation in 1999)</p> 
4	Owner	Republic of the Union of Myanmar
5	Management	Lead by Central Executive Committee (50 members)
6	Program to Support SMEs, if any	To held SME Development Program with support from Young Entrepreneur Association (9 May 2013)
7	Ideas to Support SMEs through Business Incubator, Including Opportunities, and Barriers	<p><u>Ideas</u></p> <ul style="list-style-type: none"> <li>• Working together with related ministries in promoting SMEs through organizing SME Conference</li> <li>• Promoting the SMEs development by organizing consultation and dialogue with the businessmen in private sector.</li> <li>• The idea or plan in pursuing SME and TBI development are as follows: <ul style="list-style-type: none"> <li>➢ Phase 1. Networking in the ASEAN : share and cooperate ( before June 2013 : gov policy and SME law ) <ul style="list-style-type: none"> <li>✓ SME technical survey on technical based (SMI) data based on SMI</li> <li>✓ Conference stakeholders in Myanmar : develop domestic policy and how to contact with ASEAN</li> <li>✓ Which inst will be responsible on the program, and on certification</li> <li>✓ Capacity development for SMI : send the staff training</li> </ul> </li> <li>➢ Phase 2. After government policy made, then Exchange experts, SMIs</li> </ul> </li> </ul>

		<p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>• UMFCCI has a good platform in representing business interests and views of private sector to the government</li> <li>• UMFCCI actively participate and organizing local and foreign trade affairs and exhibitions which can be part of promotional activities for potential Myanmar's local products</li> </ul> <p><u>Barriers</u></p> <ul style="list-style-type: none"> <li>• They have limitation in pursuing their ambitious vision due to government policy and law towards SMEs development</li> <li>• They need to improve on their capacity development especially on the human resource development, technical knowledge, vocational skill and communication skill.</li> </ul>
8	Supporting Facilities and Services	<p>UMFCCI plays an important role in leading and cooperating with the business associations. They act as a bridge for the private sector to access to the government in terms of business and financial opportunities. Current UMCCCI facilities and services that can support the operation of business incubator :</p> <ul style="list-style-type: none"> <li>• Office space for incubatees</li> <li>• Training course in office management, sales and marketing, computerized accounting, systematic distribution and management , young entrepreneurship training</li> <li>• The UMCCI network and members which may play a role as source of mentor, consultant and apprenticeship places</li> <li>• Trade information and business facilitating services</li> </ul>
9	Motivation to Establish Incubator, your own perception	<p>Yes, the UMFCCI is very interested to start the business incubator upon finalization of their government policy. I think they have a clear vision on what to achieve as per their objective in accelerating the economic development for the country.</p>
10	Expectation to ASEAN Incubator Network	<p>Their expectations from ASEAN Incubator Network are as follows:-</p> <ul style="list-style-type: none"> <li>• Networking assistance from other ASEAN countries</li> <li>• Benchmarking study to other ASEAN business incubators</li> <li>• Assistance on the value added services &amp; supply chain demand</li> <li>• Market database and access to market information</li> <li>• Potential joint-venture (JV) with other ASEAN countries (companies) to jointly develop their local products.</li> <li>• A 'win-win' situation approach where both parties would be beneficial upon any agreement / business arrangement</li> </ul>
11	Key Success Factor	<ul style="list-style-type: none"> <li>• The assignment of the law that the role and function of the UMFCCI is incubation programme</li> <li>• Stakeholders commitment and support</li> <li>• The presence of dedicated personnel/person to do incubation programme</li> </ul>

12	<b>Your own (enumerator) analysis</b> a. Could the institution establish incubator in the near future? Please, give reason b. If not, is there any reason to include the institution in the ASEAN network of incubator? Please indicate.	<ul style="list-style-type: none"> <li>From the discussion with UMFCCI, they are not ready for the establishment of their own business incubator due to following reasons:- <ul style="list-style-type: none"> <li>➤ The technology evolution in Myanmar just begin where they need time in stabilizing their current government, establishing a logical framework for their technology development and convincing the Parliament of the importance of the SMEs development in Myanmar</li> <li>➤ They need first to establish their law and policy on the SME development</li> <li>➤ They need to improve on the capacity development of their SME in terms of human resources, communications, vocational and skill trainings</li> </ul> </li> <li>For the time being, Myanmar does not have any business incubator in their country. However, it would be beneficial both to ASEAN and Myanmar to have them in the ASEAN network in order for us to support their needs and as a platform for them to establish potential collaborations between any ASEAN technology companies in the future. In the spirit of ASEAN also, we need to motivate, support and guide them for the SMEs development. If we do not include them now, it will be more difficult for them to start without proper guidance and guidelines to benchmark, thus will left Myanmar very far behind.</li> <li>The UMFCCI is in the process of waiting for the results of stakeholder meetings and annexing the law that will define its role and duties in the development of industry.</li> <li>As in other AMS, Chamber and commerces is good to be included in the ASEAN incubator network to support networking of the business incubator.</li> </ul>
13	<b>Lessons Learned</b>	<ul style="list-style-type: none"> <li>Political stability is crucial for ensuring continuous effort in establishing good business incubator, where government should play a very important role in supporting the economic development process in terms of policy, enforcement laws, funding scheme etc.</li> <li>Communication skill is very important (locally &amp; internationally) to ensure effective flow of interaction, exchange of data and decisions to be made.</li> <li>Myanmar, which is in the process of democratization and opening the economy, now in the process of annexing the law concerning industry and small and medium enterprises.</li> <li>Membership of the UMFCCI include companies(including foreign companies), individuals, cooperatives,</li> <li>From the discussion with UMFCCI, there is an indication that manufacturing is dying and move to trading</li> </ul>

### Name of Institution : Yangon Technological University


No	Profile	
1	Type of Institution	University / Institutional
2	Focus in Activity	A technical university with focus on Mechanical Engineering
3	Year Operation Start	Established 1961 (ceased operation in 1998 and only start back on 2012)

4	Owner	<p>Under the purview of Ministry of Science &amp; Technology</p>  
5	Management	Board of Management by Ministry of Science & Technology
6	Program to Support SMEs, if any	Actively work together with Myanmar Engineering Society (MES) in conducting / participating in seminar and workshop on development of research data & technology transfer (locally and mainly through seminar)).
7	Ideas to Support SMEs through Business Incubator, Including Opportunities, and Barriers	<p><u>Ideas</u></p> <ul style="list-style-type: none"> <li>• To improve coordination and cooperation with relevant ministries i.e. Ministry of Agriculture &amp; Ministry of Economics in working together for the development of machineries &amp; equipment for the agricultural &amp; business sectors in the country.</li> <li>• To support the SMEs development by participating in consultation and dialogue with the businessmen in public &amp; private sector organized by Department of SME Development.</li> <li>• On going program is to define SMEs and re-evaluate the SME development policy, including policy for TBI (which government unit responsible to set up TBI, land, building, etc)</li> </ul> <p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>• YTU as the only technological university in Myanmar has the advantage to play an important role and to get full support from the government in promoting technology development for the country.</li> <li>• YTU has to be actively participate and organizing local and foreign trade affairs and exhibitions which can be part of promotional activities for potential Myanmar's local products</li> </ul> <p><u>Barriers</u></p> <ul style="list-style-type: none"> <li>• Since their university was only restarted in 2012, they need some time to plan &amp; restructure their action plan in pursuing their vision towards SMEs development</li> <li>• They need to improve on their capacity development especially on the human resource development, technical knowledge, vocational skill and communication skill.</li> </ul>
8	Supporting Facilities and Services	<p>YTU has laboratory &amp; testing facilities. However, the testing equipments and machinery are too old to support recent technology needs in producing prototype models for each R&amp;D product, where there are machineries made in the year of 1947 at the labs.</p> <p>Current YTU facilities and services that can support the operation of business and technology incubator :</p> <ul style="list-style-type: none"> <li>• Office and working space for incubatees</li> <li>• Laboratories in mechanical, electrical, and other engineering fields</li> <li>• Research programme under Ministry of Research and Technology that can be optimized as source of new technology</li> <li>• Researchers and professors that can serve as technology consultant</li> </ul>

9	Motivation to Establish Incubator, your own perception	To promote the technology commercialization of the R&D product especially on the mechanical engineering i.e. heat transfer technology, robotics, solar, materials strength, fluid mechanics hydropower etc.
10	Expectation to ASEAN Incubator Network	<p>Their expectations from ASEAN Incubator Network are as follows:-</p> <ul style="list-style-type: none"> <li>• Some funding on the infrastructure i.e. physical building for the technology business incubator, upgrading of existing laboratories &amp; equipments for testing</li> <li>• Networking assistance from other ASEAN countries</li> <li>• Benchmarking study to other ASEAN business incubators</li> <li>• Assistance on the value added services &amp; supply chain demand</li> <li>• Market database and access to market information</li> <li>• Capacity building for incubator management</li> <li>• Supply chain demand of the industry</li> </ul>
11	<p><b>Your own (enumerator) analysis</b></p> <p>a. Could the institution establish incubator in the near future? Please, give reason</p> <p>b. If not, is there any reason to include the institution in the ASEAN network of incubator? Please indicate.</p>	<ul style="list-style-type: none"> <li>• From the discussion with Yangon Technology University (YTU), they are not ready for the establishment of their own business incubator due to following reasons:- <ul style="list-style-type: none"> <li>➢ The YTU just continue back their academic year in 2012, where they need time to plan their technology development program in tandem with government move to promote SMEs development in the country.</li> <li>➢ They are waiting for the Myanmar's government to establish their law and policy on the SME development</li> <li>➢ They need to improve on the capacity development of their SME in terms of human resources, trainings, vocational and skill trainings</li> </ul> </li> <li>• For the time being, YTU does not have any proper technology development program at the university. The current role of YTU is basically on education, training and basic research. While the functions of business incubators should handle technology transfer, the development of entrepreneurship, access to finance and markets and other productive resources</li> <li>• However, the government has assigned YTU to do so, It would be a must for the Myanmar's government to support them especially on the R&amp;D of mechanical engineering related products. Thus, it will be beneficial both to ASEAN and Myanmar to have YTU in the ASEAN network in order for us to support their needs and as a platform for them to establish a comprehensive technology development program that suits their requirements locally and this will create potential collaborations between any ASEAN technology companies in the future. From the discussion with YTU Team, it will take 1 year to establish a TBI, if has everything.</li> </ul>
12	<b>Lessons Learned</b>	<ul style="list-style-type: none"> <li>• Political stability is crucial for ensuring continuous effort in establishing good business incubator, where government should play a very important role in supporting the economic development process in terms of policy, enforcement laws, funding scheme etc.</li> <li>• Communication skill is very important (locally &amp; internationally) to ensure effective flow of interaction, exchange of data and decisions to be made.</li> <li>• Universities in Myanmar are not all under direction of Ministry Education, but under technical ministry concerned, i.e. technological university under ministry of science and technology, agricultural universities under ministry of agriculture</li> <li>• YTU is a top rank technology university in Myanmar generate/graduate many important person in Myanmar, but they experienced close most of the degree programme for 1998-2008 period</li> </ul>



## Myanmar Focal Point Office, Department of SME Development, Ministry of Industry

No	Profile	
1	Type of Institution	Government department under the purview of Ministry of Industry
2	Focus in Activity	SME development for the country-identifying challenges and next steps.
3	Year Operation Start	April 2012 (Department of SME Development start)
		
4	Owner	Ministry of Industry
5	Management	To report to Ministry of Industry
6	Program to Support SMEs, if any	<p>The Department of SME has the following programs and roles :-</p> <ul style="list-style-type: none"> <li>• Sharing knowledges and experiences</li> <li>• Holding workshops and meeting</li> <li>• Business Matching</li> <li>• Cooperating with regional and international organizations</li> <li>• Inspection to business workplace for financial assistance</li> <li>• SMEs database and survey reports of relevant sectors</li> </ul>
7	Ideas to Support SMEs through Business Incubator, Including Opportunities, and Barriers	<p><u>Ideas</u></p> <ul style="list-style-type: none"> <li>• To initiate close relationship and to improve coordination and cooperation with relevant ministries i.e. Ministry of Agriculture &amp; Ministry of Economics in working together for the development of agricultural &amp; manufacturing sectors in the country.</li> <li>• To introduce and encourage universities' lecturers to teach at related training centers under the technical / capacity development program managed by the Department of SME.</li> <li>• To support the SMEs development by participating in consultation and dialogue with the businessmen in public &amp; private sector organized by UMFCFI and other business association.</li> </ul> <p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>• Department of SME Development's role is crucial in pioneering the technology development policy for the country. They are preparing the draft policy for the SME Law which to be ready by June 2013.</li> <li>• As the lead ministry in the economic development for the country, they have the advantage in recommending the best policy / approach to be adopted for the technology development program in the country.</li> <li>• The SMIDB play a significant role in funding the potential companies in the development of R&amp;D for the country and should be the possible financial institutions to work together in developing business incubator for the country.</li> </ul>



		<p><b>Barriers</b></p> <ul style="list-style-type: none"> <li>• The bureaucracy issues between relevant ministries need to be simplified where closer relationship &amp; coordination need to be improved significantly.</li> <li>• They need to improve on their capacity development especially on the human resource development, technical knowledge, vocational skill and communication skill.</li> </ul>
8	Supporting Facilities and Services	<p>Ministry of Industry has some laboratory &amp; testing facilities centre. However, the testing and validation centre has been wrongly interpreted as “incubator” as they are not business incubator which supposed to provide a comprehensive incubation process for their incubates.</p> <p>Current institution’s facilities and services that can support the operation of business and technology incubator :</p> <ul style="list-style-type: none"> <li>• The institution is supervising 6 training centres for small and medium industry that can be assigned to do business incubation</li> <li>• Industrial Training Centres : German Technol Transfer, Chinese Technol, Korea (2), India (2), 200 trainee/year at each centre more manufacturing machinery</li> <li>• The institution is supervising and or fostering SMEs in 18 industrial zones that spread in various region in Myanmar</li> <li>• The Ministry of Industry, which is parent organization of the institution, is regulating and or nurturing the industrial zones in the country</li> </ul> <p>The institution is running programme of SMEs promotion which include SME data collection and survey, financing, technology transfer and market access</p>
9	Motivation to Establish Incubator, your own perception	<p>Department of SME Development is leading and promoting the technology development program for the country. They need the support from other relevant ministries in convincing the government on the importance of setting up business incubator in the country for the the SME development.</p>
10	Expectation to ASEAN Incubator Network	<p>Their expectations from ASEAN Incubator Network are as follows:-</p> <ul style="list-style-type: none"> <li>• Guidelines / information on business incubator model</li> <li>• Success story</li> <li>• Benchmarking exercises to other ASEAN countries</li> <li>• Capacity development for ministries staffs + universities</li> <li>• Exchange of information on technology and entrepreneurship</li> <li>• Exchange information on successful TBI in AMS and Japan</li> <li>• Guideline on TBI development and TBI management</li> </ul>
11	<p><b>Your own (enumerator) analysis</b></p> <p>a. Could the institution establish incubator in the near future? Please, give reason</p> <p>b. If not, is there any reason to include the institution in the ASEAN network of incubator? Please indicate.</p>	<p>They are not ready. To finalise on government policy. One year (1) target milestone to start implement. Bureaucracy issue.</p> <ul style="list-style-type: none"> <li>• From the discussion with the Department of SME Development, they are not in the position to establishment of their own business incubator in the near future due to following reasons:- <ul style="list-style-type: none"> <li>➢ The technology evolution in Myanmar just begin where the current government is quite stable and positive towards economic development in Myanmar</li> <li>➢ They need first to establish their law and policy on the SME development</li> <li>➢ They need to improve on the capacity development of their SME in terms of human resources, trainings, vocational and skill trainings</li> <li>➢ Under current government policy and the draft of industrial law, the institution is not assign to develop business incubator.</li> </ul> </li> </ul>



		<ul style="list-style-type: none"> <li>• For the time being, Myanmar does not have any solid business incubator (only lab testing centre) in their country. However, It would be beneficial both to ASEAN and Myanmar to have them in the ASEAN network in order for us to support their needs and as a platform for them to establish potential collaborations between any ASEAN technology companies in the future.</li> <li>• The institution has a better position to establish a business incubator if the government assign to do so, since the institution has already some experiences in SMEs promotions and has facilities and supports such as building and office space on the training centers that can be used as office and working spaces, training centres and networking with related institution as source of productive resources (finance, mahet, technology).</li> </ul>
12	<b>Lessons Learned</b>	<ul style="list-style-type: none"> <li>• Myanmar has 20 incubation centers which are all lab testing</li> <li>• A closed relationship / coordination between related ministries is crucial in ensuring integrated approach towards technology development in a country. This is to avoid overlapping of developmental role and also to work on the gap left due to complexity of the government policy.</li> <li>• SME development in Myanmar are duties of all related government agencies</li> <li>• SMEs development supporting center just been established 4 th April 2012</li> <li>• 63 % of private enterprise in Myanmar are in food and baverages, 8 % in construction, 4 % in Clothing and apparel</li> <li>• Total number of enterprises in industrial zones is 8984 unit, where 47 % is small enterprise, 28 % medium E and 28 % large E</li> <li>• Total Enterprise in Myanmar is 126 958 unit where 99,4 % is SMEs. Of the total SMEs, 9565 unit is in the industrial zone, 41409 unit out of industrial zones, registration 13 263 unit and without registration 62000 unit. While total population is about 60 million people.</li> <li>• Definition of SMEs under 1990 private law : <ul style="list-style-type: none"> <li>➢ Small Enterprises : Power 3 – 25 HP, 10-50 employee , capital &lt; 1 milllion kyat, capital, turnover &lt; 2.5 mil kyat</li> <li>➢ Medium enterprises : Power 25 -50HP , 50-100 employees, Capital 1-5 kyat, turn over 2.5-10 million kyat</li> <li>➢ Large ente prises :power &gt;50 HP, &gt;100 employees, &gt;5 million Kyat capital , &gt;10 million turn over</li> </ul> </li> <li>• New propose definition : <ul style="list-style-type: none"> <li>➢ Small Enterprises : <ul style="list-style-type: none"> <li>✓ Manufacturing : employees &lt;50, capital &lt; 500 Kyatt</li> <li>✓ Services : employees &lt;30, capital &lt; 200 Kyatt</li> </ul> </li> <li>➢ Medium Enterprises : <ul style="list-style-type: none"> <li>✓ Manufacturing : employees 50-300, , capital 501 – 1000 million Kyatt</li> <li>✓ Services : employees 301- 200, capital 201- 500 million Kyatt</li> </ul> </li> </ul> </li> <li>• Myanmar potential industry is on agrobased industry, Livestock and fishery, Forestry, Mining Energy sector, power, gas – LPG, natural gas</li> <li>• Major export: natural gas, jade, rice, pulses &amp; bean, fish, garment, timber, rubber, corn, sesame seed.</li> </ul>

		<ul style="list-style-type: none"> <li>• Supporting ministry for TBI : Industry, Cooperatives, Trade, National Planning &amp; Economic Deve, Education. MST, Cooperatives, Labor</li> <li>• Supporting TBI from non government : UMFCCL, Mind Assoc, SME Committee (Myanmar Engineering society) : with government, M Fish Federations, MWomen Entr Assoc,</li> <li>• SMI Bank under Min of Industry – Myanmar Industrial Development Bank</li> <li>• Application form and evaluate : certification – collateral, start 2012 December 5 billion kyat to the bank. Additional 30 billion kyat in the futute (?). So far only 27 approved max 500 mill kyat, minimum 10 million kyat. (total 5 billion Kyatt)Collateral land, interest rate 8.5 %. Pay back period 3 years.</li> </ul>
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## 6.7. PHILIPPINES


**Name of incubator : DOST Palawan – Brooke’s Point Kitchen Incubator**

**Cooperation of stakeholders Honey Gourmet Foods , DOT, Brooke’s Point, Western Philippines University**

No	Profile	
1	Type of Incubator	State-private TBI: opened and supported by the Department of Science and Technology (DOST) and cooperated with the stakeholders
2	Focus in Incubation	Technology and entrepreneurial development in various kinds of food such as banana chips, coco pie, coconut based, candy, peanut, shrimp, jam, moringa, squash, glutinous rice, bread, anchovies, cassava
3	Year Operation Start	02 Dec, 2011  
4	Owner	Government-private owned TBI
5	Management	Mr. Hilario Q. Publico
6	Targeted Clients	Local small food producers
7	Number of clients	11 clients, 8900USD revenue per month
8	Business Model	Small food enterprises, entrepreneurs with food products and passion in doing business can write a proposal à goes through the screening process à accepted à signing the agreement with the TBI à get support à becomes a start-up enterprise à periodical evaluation and support à graduation after 3 years being incubated à further support or move out of the TBI as a mature enterprise
9	Supporting Facilities and Services	Office, facilities, electricity, manpower, network and linkages with financial loan, experts, consultancy, technology, equipment, legal documents, technical and marketing training services
10	Income Generation	Funding support from DOST, from stakeholders, fee from incubatees
11	Key Success Factors	5-6 successful members, support from local government, stakeholders, frequent information share with the TBI. TBI manager capability and enthusiasm. Existence a group of food producers in the area and existence successful producer who serves as a model for other small food producers entrepreneur
12	Most Challenging Issues	Changes of local chief executives in charge, lack of financial support for incubatees
13	Expectation to ASEAN Incubator Network	<ul style="list-style-type: none"> <li>• To be a member of a network and to share experience,</li> <li>• Cooperate or work together to develop small and medium-sized enterprises.</li> <li>• Facilitate capacity building for TBA in AMS</li> <li>• Networking or co-incubation for incubatees in technology aspect</li> <li>• Documentation of successful TBI</li> <li>• Give focus on R and D aspects</li> </ul>

14	<b>Your own (reviewer) analysis</b> a. Could the incubator model adopted as ASEAN model? Please, give reason b. Provide input for ASEAN study	<p>The incubator could be an adopted model as ASEAN TBI model in a specific rural region of a country in order to develop local enterprises to develop local economy and create jobs for local people in a specific region of a country. The food enterprises utilize local agricultural raw materials to develop products to supply the food demand and to find the efficient output for the local agriculture, this helps farmers to raise their income from selling farm products.</p> <p>Small producer groups in the fields of food is one of a small group of producers whose population is generally quite large in each AMS. In addition, the food industry by small businesses also have a great potential to develop due to use of local raw materials, the market is available both locally and nationally and internationally and involves many actors, both as employers and employees. By the model can be expected to get a lot of support from local government for overcoming the problem of technology, market and community development.</p>
15	<b>Lessons Learned</b>	<p>The incubator well utilize the cooperation and support from some stakeholders in enhancing marketing part of the incubatees and also utilize the support from international organizations such as inWent from Germany.</p> <p>Kitchen incubator is a good idea and or good practice incubator. They use local raw material, support many entrepreneurs, and many improve technology can be introduce for the SMEs.</p>




### Name of Incubator: DOST PEZA Open TBI

No	Profile	
1	Type of Institution	Non-profit, Research center-based TBI for open technologies
2	Focus in Activity	ICT, Hardware, software, online business platform
3	Year Operation Start	11/09/2008 proposal, got 500.000 USD financial support from the government for 2 years operation, officially started in 2009
4	Owner	DOST-Advanced technology research center and PEZA (Philippines Economic Zone Authority)
5	Management	<p>Ms. Malou Maestro Project Implementator :</p> <div style="text-align: center;">  <p>ASTI      DOST      PEZA      TRC</p> </div> <p>ASTI : Advance Science and Technology Institute – unit under DOST  TRC : Technology Resource Center – unit under DOST</p>

		<pre> graph TD     SC[STEERING COMMITTEE] --&gt; EC[Executive Committee]     EC --&gt; PMO[Project Management Office (TRC)]     PMO -.-&gt; S[Secretariat (ASTI &amp; TRC)]     PMO -.-&gt; TSG[Technical Services Group (ASTI)]     PMO --&gt; M[Marketing]     PMO --&gt; AF[Admin/Finance]     PMO --&gt; SS[Support Services] </pre>
6	Targeted Clients	Developing online platform, hardware and software enterprises
7	Number of clients	18 incubatees (occupied 90% of physical space utilization)
8	Business Model	<ul style="list-style-type: none"> <li>– resident incubatees of leasable space</li> <li>– tangible and non-tangible services (technical, marketing, and management consultancy, legal and financial assistance, counseling/coaching, etc.)</li> <li>– virtual services to non-resident incubatees.</li> </ul>
9	Supporting Facilities and Services	<p>The TBI provides all needed things for starting up a business such as conference room, office, internet connection, business management training, legal documents, financial, network and linkages, connect to the right people, cooperations, technical support specific for each incubatee, renting facilities, mentoring and coaching, invite consultants, training about accounting and management and organizing seminars. Incubatees can apply for financial grant (worth 1.8 million), getting free-interest loan from the government, venture capitalist, stakeholders. joint venture with private sector. Can participate in some other activities: business matching, breakfast forum.</p> <p>Facilities :</p> <ul style="list-style-type: none"> <li>• <b>Twenty (20) Leasable Office Spaces</b> Inclusive of: basic Internet access; basic business and professional coaching; security and janitorial.</li> <li>• <b>Technical Services</b> <ul style="list-style-type: none"> <li>– Hi-speed Internet connectivity</li> <li>– Data center services such as backups, application and data hosting</li> </ul> </li> <li>• <b>Common Service Facilities</b> <ul style="list-style-type: none"> <li>– Meeting and Conference Room</li> <li>– Training Room</li> <li>– Cafeteria</li> </ul> </li> </ul> <p>Service Offering :</p> <ul style="list-style-type: none"> <li>• <b>Support Services</b> <ul style="list-style-type: none"> <li>– Legal and IP assistance</li> <li>– Financial (Accounting) Services</li> <li>– Marketing Support</li> <li>– Technology Forecasting and Matching</li> <li>– R&amp;D Funding Assistance</li> </ul> </li> </ul>

10	Income Generation	Strong financial support from DOST, fee from the incubatees, Spaces Rental
11	Key Success Factors	Having a right research product, entrepreneurship mindset, capability and enthusiasm of incubatees founders, and TBI managers.
12	Most Challenging Issues	Choosing the right products and the right people to develop them, the competition in the market.
13	Expectation to ASEAN Incubator Network	To be a member of the ASEAN network and share experience and cooperate for mutual development
14	<b>Your own (reviewer) analysis</b> a. Could the incubator model adopted as ASEAN model? Please, give reason b. Provide input for ASEAN study	It is another model of TBIs, which is research center-based. These TBIs can well utilize the technologies from the research results of the center to develop and commercialize, it is also located near a big university in order to use the research results, information, the academic people, network of experts, and cheap students part time laborers or as young entrepreneurs to open start-up enterprises. This kind of TBI will be successful if we can find people with high entrepreneurship mindset and to develop a right product for the right market.
15	<b>Lessons Learned</b>	<ul style="list-style-type: none"> <li>• Good utilization of recycled containers to build the offices for the incubatees. It is a good way to use low-cost resources to do the big things for the society as to create jobs and contribute to the economic development.</li> <li>• The TBI also seem to have very good support from the Department of Science and Technology.</li> <li>• TRC (Technological Resource Center) publishing published guidelines for appropriate technology as a result of R&amp;D put for thin the form of enterprise development guides that help in the development of new business, not just manufacturing a product.</li> </ul>

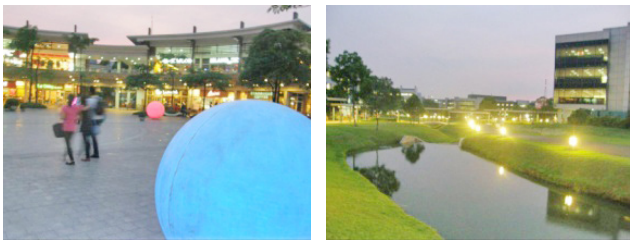
### Name of Incubator : Ayala Foundation Techno Hub and Technology Business Incubation

No	Profile	
1	Type of Institution	Privately-owned TBI since 1997
2	Focus in Activity	Information and communication technologies and electronics
3	Year Operation Start	2000   
4	Owner	Established by Ayala Land Group in 1997, but cooperated with DOST and UP Diliman in 2000
5	Management	Mrs. Mercedes Barcelon
6	Targeted Clients	ICT entrepreneurs, active young graduates in ICT, business management and economics
7	Number of clients	8 companies



8	Business Model	Entrepreneur with a technology/product prepare application documents for entering into the TBI → evaluation process → accepted → signing the agreement → getting support to develop the business → periodical evaluation and support → successfully graduate or fail.
9	Supporting Facilities and Services	The TBI provides all needed things for starting up a business such as conference room, office, internet connection, business management training, legal documents, financial, network and linkages, connect to the right people, cooperation, technical support, renting facilities, mentoring and coaching, invite consultants, training about accounting and management and organizing seminars. Marketing products. Ayala Techno Park.
10	Income Generation	Renting and leasing fee from incubatees
11	Key Success Factors	High entrepreneurship mindset and good business atmosphere and environment. Good support from the government and private company
12	Most Challenging Issues	Choosing the right products to successfully develop in a right market.
13	Expectation to ASEAN Incubator Network	To be a member of the ASEAN network of TBIs to share experience for mutual interest. Networking and forum for ASEAN TBI
14	<b>Your own (reviewer) analysis</b> a. Could the incubator model adopted as ASEAN model? Please, give reason b. Provide input for ASEAN study	<p>It could be adopted as ASEAN TBI Model for Economic Zone and or Science Park type. At least it could be one of good practice of ASEAN TBI.</p> <p>Ayala Techno hub is a TBI in the UP campus area that are approved as IT Park listed as special economic zone status by PEZA. This status make export oriented companies located therein eligible for some incentive such as temporally tax holiday, and reduced rate of income tax.</p> <p>It is another model of TBI, private group-based with strong entrepreneurship mindset and support and good business environment for the entrepreneurs to start up a business. But it is difficult to find some groups having mindset to help other young entrepreneur to start up business as most of the big companies and groups focus on making money for themselves but not to involve in incubating business.</p> <p>The big companies and groups may participate in incubating business if they are encouraged to do so and have some benefits from that such as publicity, tax reduction or incubating the businesses that support their current business.</p>
15	<b>Lessons Learned</b>	<ul style="list-style-type: none"> <li>• Ayala Techno hub is built in a very good design, equipped with some good restaurants and open to public, This make Ayala techno hub an interesting visiting area, visited many young people and as IT park it successful in attracted young people and generating a good income.</li> <li>• It is a good practice of synergy joint effort of DOST, property company, and non-profit company to promote R &amp; D, innovation, and new entrepreneur and tourism.</li> <li>• Ayala Technology Business Incubator (AyalaTBI Network) pioneered strong private sector engagement in technology business incubation in the Philippines. From its inception in 2000, AyalaTBI is currently overseeing four incubating facilities in partnership with the University of the Philippines and the Asian Institute of Management, two premier learning institutions in the Philippines.</li> </ul>



		<ul style="list-style-type: none"> <li>• <b>Ayala Foundation Inc.</b> is a non-stock, nonprofit organization that serves as the socio-cultural development arm of the Ayala Group of Companies. Over its 48 years of existence, it has important advocacies in education, arts, history and culture, and technology.</li> </ul>
		

### Kickstart Venture Inc.

No	Profile	
1	Type of Institution	For profit, Incubator investment Firm
2	Focus in Activity	Digital technology businesses and digital technology builds on traditional sectors such as education, the legal profession and retail.
3	Year Operation Start	2012
4	Owner	Globe Telkom (Globe Telkom is owned jointly by Ayala Company and Singapore Telkom)
5	Management	Minette Navareete (Kickstart President)
6	Targeted Clients	Digital tech related business. The incubatees teams should also operate in the Philippines although they can be incorporated elsewhere and can consist of non-Filipinos.
7	Number of clients	<p>10 investees</p> <p>The investees include AVA (<a href="http://www.AVA.ph">www.AVA.ph</a>), a premiere online shopping site for well-loved brands and experiences; Kalibrr (<a href="http://www.kalibrr.com">www.kalibrr.com</a>) which offers online learning that gets one a job; ZAP (<a href="http://www.ZAP.com.ph">www.ZAP.com.ph</a>), a web and mobile retail promotions and loyalty program for brick-and-mortar merchants; Lifebit (<a href="http://www.lifebit.com">www.lifebit.com</a>), a web and mobile journal for urbanites; Tripid (<a href="http://www.tripid.ph">www.tripid.ph</a>); a carpooling platform and community; Bagosphere (<a href="http://www.bagosphere.com">www.bagosphere.com</a>) which runs a training program for rural youth aspiring to get hired by BPOs that often locate in provincial cities to take advantage of real estate availability and affordability; Apptivate (<a href="http://www.apptivate.co">www.apptivate.co</a>), an apps purchase service for non-credit card owners; Work Inspire (<a href="http://www.workinspire.com">www.workinspire.com</a>), an email and document organization system for better project management; Tripsiders (<a href="http://www.tripsiders.com">www.tripsiders.com</a>), a Cebu-based local itinerary creation and booking engine with insider community content; and My Legal Whiz (<a href="http://www.mylegalwhiz.com">www.mylegalwhiz.com</a>), a web and mobile resource for legal research.</p>
8	Business Model	<ul style="list-style-type: none"> <li>• The investees and “Garageheads” which refers to participants in the Launchgarage accelerator program -- a partnership between Kickstart and web engineering firm Proudcloud.</li> </ul>

		<ul style="list-style-type: none"> <li>Kickstars and Garageheads receive funding, mentoring, training, access to the resources of Kickstart and its mother company, GlobeTelecom, as well as business introductions as support from Kickstart. But because they are at different stages of development, slightly different programs are offered for them.</li> </ul>
9	Supporting Facilities and Services	<ul style="list-style-type: none"> <li>Investment funding</li> <li>Mentoring</li> <li>Training</li> <li>Business network access</li> </ul>
10	Income Generation	Return on Investment in the investees and or sale of shares in the investees
11	Key Success Factors	<ul style="list-style-type: none"> <li>Good governance of the company</li> <li>Competence of the mentor and facilitator of Kickstart</li> <li>Good campaign to get the most potential incubatees or clients</li> </ul>
12	Expectation to ASEAN Incubator Network	Networking of ASEAN TBI and related institutions
13	<b>Your own (reviewer) analysis</b> a. Could the incubator model adopted as ASEAN model? Please, give reason b. Provide input for ASEAN study	It is good to put Kickstart as one of ASEAN TBI related institution good practice. In other AMS there is a venture fund provide to ICT incubatees, such as Telkom Indonesia, but that is not in the form of special institution.
15	<b>Lessons Learned</b>	<ul style="list-style-type: none"> <li>As in other AMS, available start up fund is primarily for ICT start up companies and sponsored by Telecom related company.</li> <li>From the presentation of the incubatees, Kickstart successfully recruited good entrepreneur persons. The personality is one important aspect to be successful entrepreneur.</li> </ul>

**Name of Incubator : CTTE (Center for Technology Transfer and Entrepreneurship) Business Incubator UPLB**

No	Profile	
1	Type of Institution	Government - University owned TBI
2	Focus in Activity	Agricultural products, biotechnological products for agriculture
3	Year Operation Start	1995 but stopped and relaunched in 2007   
4	Owner	DOST- UPLB Center for technology transfer and entrepreneurship

5	Management	Prof.Dr. Enrico Supangco and 6 staff (3 technical staffs, 1 IT, 2 admin)
6	Targeted Clients	Retired lecturers and stakeholders-university lecturer cooperation, government companies, students
7	Number of clients	6 incubatees: Sinta Papaya, Trichoderma, Virgin coconut oil- O mark enterprise, Mycovam-Mycorrhizal based inoculant, Bio N-biofertilizer, probiotics
8	Business Model	University research results → evaluation for commercialization potential → finding entrepreneurs through participation in Techmart Exhibition/fair or other channel → writing business proposal → screening → accepted → getting support for further development.
9	Supporting Facilities and Services	Facilities : 70 ha land applied as special economic zone, conference room, office and lab space, internet connection,  Services : business management training, legal documents, financial, network and linkages, connect to the right people, cooperation, technical support, renting facilities, mentoring and coaching, invite consultants, training about accounting and management and organizing seminars. Marketing products. IP registration, patenting
10	Income Generation	Rental space for TBI incubatees at high subsidized rate and tecno park tenant at high rate (PhP 2,2 million/year), Financial support from DOST, research projects
11	Key Success Factors	Entrepreneurship mindset, right technology, TBI managers and incubatees entrepreneurship mindset and business capability.
12	Most Challenging Issues	Low entrepreneurship mindset, most graduates don't want to start up a business
13	Expectation to ASEAN Incubator Network	Annual or every 2 years conference to share successful stories, joint-training program, jointly attract international projects
14	<b>Your own (reviewer) analysis</b> a. Could the incubator model adopted as ASEAN model? Please, give reason b. Provide input for ASEAN study	This can be a model for University-based TBI to utilize the Know-how store of the universities. The technologies from research results are plenty and cheap in the universities but they are not well commercialized, that is why this kind of TBI can help the incubatees to develop enterprises to contribute to the national economic development and job creation.
15	<b>Lessons Learned</b>	<ul style="list-style-type: none"> <li>It is good to put the TBI inside the Center for Technology Transfer and Entrepreneurship (CTTE) of the University to use the technologies and research results from the university and as part of the effort to promote the entrepreneurship of both from the university community and the public.</li> <li>IPR royalty distribution policies in UPLB are as follows : <ul style="list-style-type: none"> <li>First PhP 200 000 for the inventor(s), author(s), creator(s) as incentive</li> <li>Excess of PhP 200 000 L</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>✓ 40% for the inventors, creators, authors as incentive</li> <li>✓ 15% for UP System TTBOO for IP management cost</li> <li>✓ 5-10 % for UP central administration for the improvement/operation of laboratories and other common facilities</li> <li>✓ 10 % for college of the authors, inventors, creators for R &amp; D fund and support services</li> <li>✓ 10-15 % for unit of the authors, inventors or creator for R &amp; D Fund and support services</li> <li>✓ 15 % for CTTE IP management cost and expenses, science and technology capability, technology transfer activities, operation of tech licensing offices</li> </ul>
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## 6.8. SINGAPORE

TBI in Singapore, including the university TBI, are around 25. Estimate number of multinational VC is 15.

Government is very supportive since it has a goal to make social change. The following are the Singapore government programs mentioned as the funding support by all the TBI respondents: NRF (National Research Foundation) Programs, SPRING Programs, and NRF TIS. In general the government programs could support series A (50 K SGD) and also series B (250 K SGD) investment for the SMEs.

Other than government, private VC are also in operation and actively contact TBI.

Start up statistics in Singapore estimate the focus composition as follows 50 social media, 10 clean technology, 10 biomed industry, 10 ICT related to hardware.

### Current TBI Business Models:

1. Partnership with companies
2. Partnership with university - NUS
3. Partnership with real estate
4. Partnership with government
5. Partnership with VC

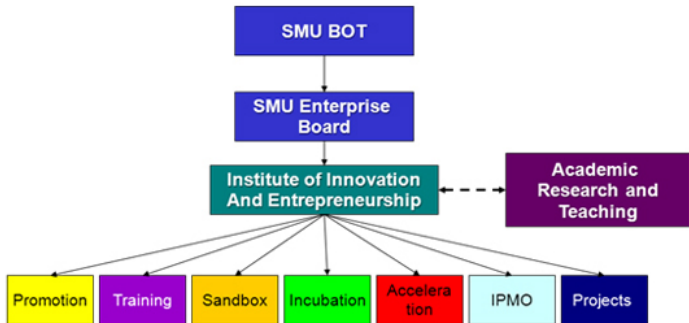
### **Name of incubator : SWG (Small World Group)**

No	Profile	
1	Type of Incubator	Private, for profit
2	Focus in Incubation	New materials (majority), clean technology, optics, ICT application (GPS mapping)
3	Year Operation Start	2009
4	Owner	A group of multinational (CEO is USA citizen with a background in optics)
5	Management	Managing Director comprised of 5 Partners: CEO, Analyst, General Affairs, plus 6-7 staff. Goals of TBI : to build a sustainable TBI with plan of success in 15 years.
6	Targeted Clients	Company with founders in the late 30s and 40s who have business experiences such as with CEO working experiences,. Only one company is operated by graduate students. SWG claimed to be top TBI in the last 3 years.
7	Number of clients	In three years 12 tenants , 4 are categorized as fails (even though still selling). 6 out of 8 successful obtained series-A investment. Number of employees is 2-12 persons per each incubatee.
		  

8	Business Model	<p>1. Partnership w VC. Successful indicator is investment money come back.</p> <p>2. Incubation Process - teaching business to technology people :</p> <ul style="list-style-type: none"> <li>i. Phase 0 (60 to 180 days) : Writing the business plan, filling out paper work of commitment to the Singapore NRF (National Research Fund), testing business plan.</li> <li>ii. Phase 1 (12 to 18 months) : Open model and a set of system apply for each company whereby accounting system, planning system and other elements are on line. Phase 1 results in funding of up to \$ 588.235 and the funding will last the company around 12 to 18 months. The incubatee companies are developed up to achieving a minimum viable product (MVP) and then sale to investors or IPO.</li> </ul> <p>3. Financing the incubatees:</p> <ul style="list-style-type: none"> <li>i. Collaboration with government funding (NSF-National Science Foundation) : company could obtain a total of 588.235 K SGD with a composition of 15 % (around 89 K SGD) from SWG VC or other resources, and 85 % ( around 500 k SGD) from government.</li> <li>ii. The NRF Fund is supposed to be paid back in 3 years (with the option to be extended up to 6 years) with an interest of 5 % per year.</li> </ul> <p>SWG has the option to buy from the government. One out of 8 SWG incubatees getting investment from government had been bought by SWG from government. Time limit to buy from government is 3-5 years after companies become tenant and obtained government funding. SWG will decide to buy from government on day 1 at predetermined price.</p> <ul style="list-style-type: none"> <li>iii. Contribution of founder(s) : idea, IP and people, contribution of incubator : Team coaching and seed capital.</li> </ul> <p>4. SWG believes that mentoring is not effective.</p>
9	Supporting Facilities and Services	Rental space which is in the form of open space for all incubatees. Venture Capital.
10	Income Generation	15 % share from 40 % value when sold to other company or IPO 40 % kept by founders, 20 % for future development of the company
11	Key Success Factors	<p>Business experiences from the team (TBI).</p> <p>Select products that have very little sale marketing risk, even though they may have a lot of technology risk.</p> <p>Aims to diversified products.</p> <p>Collaboration with the government financial scheme, and networking with other financial resources.</p> <p>Analysis of founders' experiences in technology.</p>
12	Most challenging issues	Not specifically mentioned.
13	Expectation to ASEAN Incubator Network	<p>Combine ASEAN market and create for the start up to serve.</p> <p>As a region to run business incubator model of partnership with VC with a headquarter for all the ASEAN region.</p> <p>Create one ASEAN common fund.</p> <p>Soft landing for world competitive companies.</p>

14	<b>Your own (enumerator) analysis</b> a. Could the incubator model adopted as ASEAN model? Please, give reason.	This model is only applicable if the TBI has their own initial investment for the incubatees as the seed funding in the beginning of their incubation program (not pre-seed funding), and could connect with government financing scheme.
14	<b>Lessons Learned</b>	1.SWG has a clear objective and KPI for the startups they are incubating (i.e. MVP & First Sales at a reasonable gross margin). Focus during the incubation program is given to the two objectives (MVP and first sale at a reasonable gross margin). SWG believes that any other success criteria can be left after the startup achieve the two objectives and get the next round investment. 2.SWG has a team with experienced knowledge in technology, and business.

**Name of Incubator : BIG (Business Innovation Generator), Institute of Innovation and Entrepreneurship, Singapore Management University**

No	Profile	
1	Type of Institution	Not for profit
2	Focus in Activity	IT, social media, creative industry
3	Year Operation Start	2005
4	Owner	SMU Private university which has been built initially by the government.
5	Management	<p>10 people, 8 full time, 2 part time 12 management staff who are capable to raise the money 10 million SGD</p>  <pre> graph TD     SMUBOT[SMU BOT] --&gt; SMUEB[SMU Enterprise Board]     SMUEB --&gt; IIE[Institute of Innovation And Entrepreneurship]     IIE -.-&gt; ART[Academic Research and Teaching]     IIE --&gt; Promotion     IIE --&gt; Training     IIE --&gt; Sandbox     IIE --&gt; Incubation     IIE --&gt; Acceleration     IIE --&gt; IPMO     IIE --&gt; Projects </pre> <p>Board of IIE : prominent people such as BOEING officer Investment has amounted to 40 million SGD. Promotion : enrolling innovators and entrepreneurs. Education/training : supplementary training for first time innovators and entrepreneurs. Sandbox unit raises funding sources for incubatees from building prototype to Minimal Value Product (the process of incubation phase which is most important). Incubation creating start-up companies. Acceleration :create ecosystem and network for incubatees. International networking.</p>



6	Targeted Clients	Undergraduate students (not yet graduate) only one professor, 10 % is non SMU alumni.																		
7	Number of clients	In average 15 companies per year, already 56 graduates in 7 years 11 out of 20. At present : 16 on going (18 in 2011, 13 in 2010, 8 in 2009)																		
8	Business Model	<div data-bbox="408 300 1200 491" data-label="Image"> </div> <ol style="list-style-type: none"> <li>1. Incubate start up since there are students, connect to grant and support to access market and sales.</li> <li>2. Financing start-up companies from government programs (NRF POC, SMU competition award) and other angel investors (Yes Grant, Ace Start-up) varied from 25 – 250 K SGD. In the last two years 14 incubatees obtained this fund in 2011, and 11 in 2012.</li> <li>3. ASPIIRE a program for 100 Indonesian students who like to open start-up company together with the SMU students in Singapore. The program is also expected to attract investors from Indonesia.</li> </ol> <div data-bbox="445 847 1108 929" data-label="Diagram"> </div> <table border="1"> <thead> <tr> <th>Activity</th><th>Objective</th><th>Outcome</th></tr> </thead> <tbody> <tr> <td>IT and Business Innovation</td><td>Identify innovation opportunity</td><td>Business Innovation opportunity identified</td></tr> <tr> <td>Technopreneurship study mission</td><td>1. Understand entrepreneurship landscape 2. Explore internship possibilities</td><td>Internship host identified</td></tr> <tr> <td>Technopreneurship</td><td>Learn how to build a company</td><td>Initial blueprint for a start up designed; Technology sourced / developed.</td></tr> <tr> <td>Entrepreneurial Internship</td><td>Apprenticeship for building a business</td><td>Steps and challenges in building a start up learnt from practice. Start up blueprint refined</td></tr> <tr> <td>FYP / POC</td><td>Build a proof of concept prototype</td><td>Core functions of the prototype developed</td></tr> </tbody> </table>	Activity	Objective	Outcome	IT and Business Innovation	Identify innovation opportunity	Business Innovation opportunity identified	Technopreneurship study mission	1. Understand entrepreneurship landscape 2. Explore internship possibilities	Internship host identified	Technopreneurship	Learn how to build a company	Initial blueprint for a start up designed; Technology sourced / developed.	Entrepreneurial Internship	Apprenticeship for building a business	Steps and challenges in building a start up learnt from practice. Start up blueprint refined	FYP / POC	Build a proof of concept prototype	Core functions of the prototype developed
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9	Supporting Facilities and Services	<ol style="list-style-type: none"> <li>1. 1.270 m2 for clients, rental space at lower market price. Commonly One year incubation time for space, but some tenants admitted already stayed for 3 years.</li> <li>2. Financial access, mentoring (73 paid mentors), access to technology, marketing support provide business development strategy and support</li> <li>3. Specific training : refining business innovation, innovation development, building new businesses, power selling</li> <li>4. Access to workshop in partner institution (maklon).</li> <li>5. Provide training to large companies : Singtel : Sia 80, Abbott Labs, OCBC, Proctor &amp; Gamble, for innovation insights, and expand networking.</li> </ol>																		



10	Income Generation	<ol style="list-style-type: none"> <li>1.NRF funding support for 5 years from 2011-2015 (included in TBI universities getting government support with Nanyang Technology University, and National University of Singapore).</li> <li>2. Funding includes for promotion and training.</li> <li>3. 2.Obtain funding from NRF TIS.</li> <li>4. 3.No charge for SMU alumni companies : expect gift when successful.</li> <li>5. 4.For non SMU alumni companies 2- 5 % equity based on maturity.</li> </ol>
11	Key Success Factors	<p>Experienced mentors from entrepreneurs in residence.</p> <p>Robust processes.</p> <p>Government grant and supports.</p>
12	Most challenging	<p>Numbers of young first timer entrepreneurs</p> <p>Some entrepreneurs are not coachable</p> <p>Access to oversea markets</p>
13	Expectation to ASEAN Incubator Network	<p>Ability to form cross national teams to develop companies addressing ASEAN market from day 1</p> <p>Partnership of market access in other ASEAN countries</p> <p>Access to other investors in ASEAN countries</p>
14	<b>Your own (enumerator) analysis</b> a. Could the incubator model adopted as ASEAN model? Please, give reason	<p>This is a typical strong government supported TBI : university campus, financial support for TBI operation, and financing of TBI incubatees.</p>
15	<b>Lessons Learned</b>	<ol style="list-style-type: none"> <li>1.1.Dedicated CEO with long time experiences may ensure the success of TBI, but the cost may be high.</li> <li>2. Note : CEO is a professor with PhD degree from USA, and working experiences in IBM Japan, IBM Australia, and companies in India.</li> <li>3. Creative effort to expand the networking to angel investors based on their competitive advantage.</li> </ol>

#### **Name of Incubator : NEI (NUS Enterprise Incubator) – National University Singapore**

No	Profile	
1	Type of Institution	Not for profit
2	Focus in Activity	IT, biomedical,
3	Year Operation Start	2002, 2-5 years
4	Owner	NUS
5	Management	<p>Director, Manager.</p> <p>Entrepreneurship Committee is the part of The Board of Trustee of NUS.</p> <p>NUS Enterprise is 1 of 4 clustersin NUS. The others are academic, research, and administration.</p>
6	Targeted Clients	Undergraduate and graduate students.
7	Number of clients	So far 1300 pre-incubation who have become over than 100 start-up companies.


8	Business Model	<div data-bbox="417 167 669 363" data-label="Image"> </div> <div data-bbox="683 167 935 363" data-label="Image"> </div> <div data-bbox="949 167 1201 363" data-label="Image"> </div> <p><u>1. Incubation:</u></p> <p>Pre-incubation training such as booth camp for 1-3 months (every semester around 90 students). The selected participants will go to the TBI.</p> <p>Incubation in private spaces.</p> <p>Entrepreneurship support for incubatees.</p> <p>Mentoring support in cash flow, legal, (very focus in certain area), marketing.</p> <p>Access to funding : NRF (including research commercialization), and SPRING programs (50 K SGD per company) – NBA, IBA.</p> <p>Active Industry Partnership: Industry Liaison Office : industry relation, IP management.</p> <p>Internationalization : 13 companies explored US market in the last 18 months, and 4 companies attended SXSW 2012</p> <p><u>2. Other Programs:</u></p> <p>Experiential Entrepreneurship Education : Nurturing 7 NUS overseas colleges at Silicon Valley, Philadelphia, Shanghai, Stockholm, India, Beijing, Israel (semester sandwich).</p> <p>Overseas program : 10 university in Suzhou Technology Park</p> <p>Annual InnovFest.</p> <p>Injecting an enterprise dimension to NUS in the areas of Education, Research &amp; Services.</p> <p>Management consultant of i-Centre TBI at Brunei Darussalam.</p>
9	Supporting Facilities and Services	<p>a. Office space : spaces in cottages form at two locations on NUS campus : FE (Faculty of Economics) , PGP (Prince George's Park), and one in Plug-in Block 71 at Aer Rajah. Infrastructure : IP advisory, legal NS R&amp;D</p> <p>a. SPRING office.</p> <p>b. Laboratory for processing such as cepati machine in FE.</p> <p>c. Business and marketing consultancy.</p> <p>d. General advise on fund raising and the availability of government grants.</p> <p>e. Mentoring</p> <p>f. Seed funding</p> <p>g. Networking session</p> <p>h. Business matching to investor</p> <p>i. Overseas connections</p> <p>j. Workshops, seminars and business clinics</p>
10	Income Generation	<p>a. Space rent (very limited), since for student is viewed as part of services from the university</p> <p>b. Government : SPRING, NRF, MDA</p> <p>c. University</p> <p>d. Equity from graduates.</p>

11	Key Success Factors	<ol style="list-style-type: none"> <li>1. Right environment with many ecosystem supports.</li> <li>2. Right entrepreneurs : passion, perseverance to take the ideas through.</li> <li>3. Experienced and dedicated mentors.</li> <li>4. Network with government agency and with global institutions.</li> </ol>
12	Most challenging factors	Not specifically mentioned
13	Expectation to ASEAN Incubator Network	<ol style="list-style-type: none"> <li>a. ASEAN Student-preneur Network</li> <li>b. Directory of ASEAN Incubator Network</li> <li>c. Collaboration among AMS in TBI management such as i-Centre at Brunei Darussalam</li> <li>d. Need to find one similar platform for ASEAN TBI, and an agenda for ASEAN community</li> </ol>
14	<b>Your own (enumerator) analysis</b> a. Could the incubator model adopted as ASEAN model? Please, give reason	The incubator model could be adopted with the availability of university knowledge and technology, long time experiences, and strong government support.
15	<b>Lessons Learned</b>	Integrated program started by promoting entrepreneurship, pre-incubation, incubation and acceleration.

### Name of Incubator: iAxil Venture Accelerator Centre

Vision: innovative ventures for global success.

No	Profile	
1	Type of Institution	For Profit Combination of real estate TBI with Venture Capital
2	Focus in Activity	ICT :consumer internet, e-learning and social media), Clean Technology, Electronics, Digital Media
3	Year Operation Start	1996 in the Singapore Science Park Singapore Science Park has been established by Singapore government and in the later years its management was hand over to Ascendas
4	Owner	Ascendas ( an Asia provider for business space including industrial and science park)
5	Management	Founder CEO, with staff experienced in Silicon Valley and in China Report to Ascendas Board Partner of Silicon Valley
6	Targeted Clients	Companies from all over the worlds at the stages of: start-up, growing stage, advance stage.
7	Number of clients	More than 400 companies, 2 IPO including foreign companies. On-going about 50 companies.

8	Business Model	<p>Renting Space, Venture Investment, Consulting Services Partner in South America</p> <p>Help also other science parks and incubators</p> 
9	Supporting Facilities and Services	<p><u>1. Office Space at Market Price</u></p> <ul style="list-style-type: none"> <li>• Quick Startup Unit (20 - 100 m2)</li> <li>• Business Suite (10 - 23 m2)</li> <li>• Workstation (2.7 m2)</li> <li>• Virtual Office</li> <li>• Common Area</li> </ul> <p><u>2. Incubation Program (Adopted from Silicon Valley):</u></p> <ul style="list-style-type: none"> <li>• Venture Acceleration Program</li> <li>• Global Market Access Program <ul style="list-style-type: none"> <li>– Mentoring by Successful Entrepreneurs in Resident Program : Mentors give 1 – 2 free mentorship session</li> <li>– EIR is a fee-based program, most of them converts fee to common share</li> </ul> </li> <li>• Seed Fund &amp; Investor Program : mostly with NRF.</li> <li>• Entrepreneurship Training Program</li> <li>• Co-Founders Program</li> </ul> <p><u>3. Other Programs</u></p> <p>Consulting Services to TBI and Science Parks (6 Projects) : co-incubation with TBI in 12 region and countries.</p> <p>Business Network Services (Silicon Valley, South America and other US area) for market and funding.</p> <p>Co-founder global market access venture acceleration</p> <p>Cooperation with Founder Institute, however already stopped at present.</p> <p>iAxil already did co-incubation with consultant and business incubators in 12 region and countries.</p>
10	Income Generation	<p>Success Fee (example : ALSC, Sinomem Technology membrane 41. 5 millions in 2003 has increased value to 610 mill in 2007)</p>
11	Key Success Factors	<ol style="list-style-type: none"> <li>1. Adopting Silicon Valley's proven program (with some customization to match with local environment)</li> <li>2. Government support for TBI operation and start-up company : NRF and SPRING programs.</li> <li>3. Entire ecosystem</li> <li>4. Partnership with many partners in various regions to penetrate the market</li> </ol>
12	Most challenging factors	<p>Not specifically mentioned</p>

13	Expectation to ASEAN Incubator Network	ASEAN mentor data based The network should work for real, not just at the concept level just like happened in 1990s Connect incubators from developing countries to developed countries
14	<b>Your own (enumerator) analysis</b> a. Could the incubator model adopted as ASEAN model? Please, give reason	The incubator model could only be developed with the existence of science park or real estate facilities, and with strong government support.
15	<b>Lessons Learned</b>	TBI should have a clear and good business model to support its main objective of nurturing startups. That's due to the fact that revenue generation that come from nurturing startup (from common share) will be gained in a long time after the startups successfully transform into big companies.

## 6.9. THAILAND

### *Introduction*

Business incubator in Thailand was developed starting with the “mother” business incubator at Thailand Science Park that was established after the Thailand Software Park. The government, Ministry of Science and Technology (MST) built the research centers in 1991 : BIOTEC, MTEC, NECTEC, and NANOTEC before they built the TSP Business Incubator in 2005. After the establishment of business incubator at TSP, MST together with Ministry of Education established business incubators in the university all over Thailand, and presently is developing three other science parks in the university. Thai BISPA (Business Incubator and Science Park Association) is presently boasting of more than 150 business incubators as its members. Most business incubators are located in the state universities with a few in private universities. One private university that is proud for the establishment of its first entrepreneurship program, and one of the first of business incubators is Far Eastern University (FEU) in Chiang Mai. In the current program NSTDA is planning to establish 6 more science and technology parks around Thailand, some of them are agricultural science parks.


On 12 December 2012, the Ministry of Education announced the start-up fund to be launched as a loan program for four years from 2013 to 2016. The program is created by the former president of Bank of Siam. The loan, without interest and collateral, is provided for students and maximum 5 year alumni who are making start-up company under business incubator in the university, both states and privates. The loan will be granted based on the recommendation of the business incubator and the amount could reach to 32 thousand USD per person with the size of 5000 start-ups in 2013 (160 million USD), 10 thousand start-ups in 2014 ( 320 million USD), 20 thousand start-ups in 2015 (640 million USD), and 40 thousand start-ups in 2016 (1280 million USD). To manage the program, the business incubator will get separate operation cost.

The loan is expected to be paid back in a period of time (that will be decided soon) to the university. Implicitly, if the start-up companies are not successful, the loan payment will be waived and considered as the grant. On top of the loan from the government, the start up company has the right to apply for additional soft loan from the specific banks to a maximum 30 thousand USD with 1 % interest rate per annum paid back in 7-10 years, and an additional 60 thousand USD with 7-8 % commercial interest rate per annum. Government selected 63 university business incubators (56 state universities, and 7 private) in 9 regions all over Thailand for the program.


Personal analysis indicates that Thailand is preparing the ASEAN free trade in 2015, and their vision is if only 5 % of the 75 thousand start-up companies are successful (3750 companies), then Thailand could lead the ASEAN trading market. So, the 2400 Million USD is worth to spend.

### **Name of incubator : Sripatum University- Business Incubator**

No	Profile	
1	Type of Incubator	For profit, but have some difficulty in charging the incubatees Sponsored by
2	Focus in Incubation	General : handicraft, agriculture, digital media
3	Year Operation Start	2006
4	Owner	Sripatum University. Establishment was supported by the Min. SME - 10 SME for about 2 years. In 2008 until now is supported by the Min Education, Dir Hi-Education for the operation cost of the incubator management.


	Bird's Eye View	
5	Management	Dr Ranchana is the director, who is also a lecturer in finance and entrepreneurship, plus 3 full time staff. There is a Committee under the university comprises of 8 members, 3 persons from outside the university.
6	Targeted Clients	Students and professional based on commercial research, ex : 1. modified activated carbon made from coconut shell. The company has registered for patent for wrap up for death body (end user : temple, crematorium house). 2. Bronze handicraft. The company has also joined OTOP program.
7	Number of clients	2006 – 10, 2008 – 3, 2010 – 2, now only 2 are on-going. Five companies are in the post incubation program . Some resident incubatees have moved outside. At present, no resident incubatee.
8	Business Model	Long run : not certain
9	Supporting Facilities and Services	1. Seed capital for start-up company, and spin off company from the Min Education Dir Hi-Education . For one start up company, government provides 150 thousand Baht seed capital grant. 2. In the 2013, the Min. Education has fund about 5000 Mil Baht for all business incubators in Thailand, refer to Far Eastern University Business Incubator. 3. Common investment done by the incubatees : 30 % bank loan with a commercial interest rate 6-7 % per annum, 50 % own capital, 20 % government fund. Note : Gov fund is not always continuous, the program may change at the following years.
10	Income Generation	Training fee, and membership fee
11	Key Success Factors	Good PR program to recruit participants through facebook, and radio, and TV prog (cost 100 thousand Bt, sponsored by Min of Industry) Ability of management staff
12	Expectation to ASEAN Incubator Network	Co-incubation : cross border program among incubators with Laos, Cambodia  Marketing products to other country including Europe, and Asia  Data based on incubator and incubatees, and their competency; and also referral system  Annual meeting of incubators and SMEs ASEAN incubator network



13	<p>Your own (enumerator) analysis</p> <p>a. Could the incubator model adopted as ASEAN model? Please, give reason</p> <p>b. If not, is there any part of the model that could be adopted? Please indicate.</p>	<p>Sripatum is an early university business incubator that does also explore the possibility of commercializing research results (charcoal powder, and crispy fish products). The business model is not yet clearly defined. However, it is selected as one of the 63 business incubators in the Min. Education program to hand on the loan for the start-up companies.</p> 
14	Lessons Learned	As an early business incubator, it has work seriously to develop its incubation program.

## BIC (Business Incubator Center) – Thai Software Park

### NSTDA Business Incubator Thailand Science Park

No	Profile	
1	Type of Incubator	Not for profit (rent highly subsidized); aim indirect impact (employment, tax)
2	Focus in Incubation	ICT (Software) and Technology based enterprises (supported by BIOTEC, MTEC, NECTEC, and NANOTEC)
3	Year Operation Start	2005
4	Owner	National Science and Technology Development Agency (NSTDA), MST
	Bird's Eye View	
5	Management	<p>1 Manager and 8 key staff (see organizational chart below)</p> <p style="text-align: center;">Organizational Structure of Thailand Science Park—Business Incubation Center</p> <pre> graph TD     BICManager[BIC Manager] --&gt; PMO[Project Management Office (4)]     BICManager --&gt; BDO[Business Development Office and PR (1)]     BICManager --&gt; EKO[Experts and Knowledge (1)]     BICManager --&gt; SA[Support/Administration (2)]           </pre>





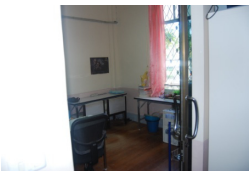
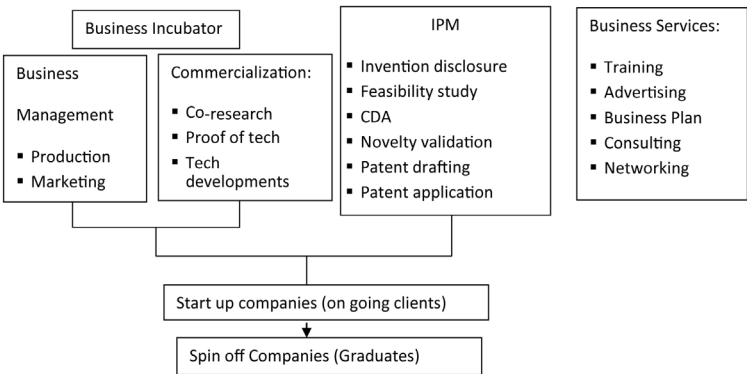
6	Targeted Clients	Newly Technology Based Firms/Companies (technology can be from one of the Center in NSTDA and somewhere else)—Domestic and from overseas
7	Number of clients	IT/Services: 2005:35; 2006:37; 2007:39; 2008:39; 2009:40; 2010:42; 2011:52 Technology: 2006:0; 2007:23; 2008:26; 2009:25; 2010:13; 2011:17
8	Business Model	<p>TSP-BIC provides comprehensive and systematic method of incubation services to Technology-Based Firms (this is the only focus of its target clients). It creates value by providing a conducive environment to new technology-based start-ups by providing a comprehensive support. This TBI earns its income mainly from government sources (NSTDA) and a small proportion from its incubatees in the form of rental fee at a highly subsidized rate (Subsidy: 75% first year, 50% second year, 0% third year from commercial rental rate). It provides its knowledge services (expertise) for its incubatees for free.</p> <p>TSP-BIC provides a comprehensive business incubation services from incubatee creation, Pre Incubation, Incubation, and Post Incubation stages. Almost all this knowledge services and facilitation services are free. Duration of incubation is 12 months for ICT (software) and 36 months for technology based incubatees. TSP-BIC also develop International Collaboration (with Korea) to strengthen its incubation services. Through this international collaboration it develops building for hosting incubatees both from Korea (co-incubation) and Thailand.</p> <p>TSP-BIC creates value not from the revenue it gets from incubatees; but from the impact those newly technology-based firm deliver to the country, i.e., new employment and tax.</p> <p style="text-align: center;"><b>Commercialization Process: Incubation</b></p> <p>The diagram illustrates the commercialization process for incubation. It starts with 'INCUBATION' and follows a timeline through five stages: Screening BIC, Business Model/Plan, B.A &amp; Training BIC, Sales/ Pitching/ Production, gaps closing Coaching &amp; Mentoring BIC, and Market Exposure BIC. Below the timeline, there are two main activity boxes: 'Marketing Business and Finance' (orange) and 'Production and Operations' (green). The process concludes with a blue circle containing a dollar sign (\$) and a green circle containing three dollar signs (\$\$\$).</p>
9	Supporting Facilities and Services	<ol style="list-style-type: none"> <li>1. Business incubator building has been established in cooperation with Korea.</li> <li>2. Infrastructure: Work space and facilities--office space for incubatees (cubicle: 6 m2, Wifi and server for ICT companies for free); office space for Technology-based firms; pilot plant and lab owned by some centers (access); business center (fax, photo copy), display area at the lobby;</li> <li>3. Business networking &amp; alliances</li> <li>4. Access to professional consultant and experts</li> <li>5. Access to market &amp; exhibition</li> <li>6. Business and technical training</li> <li>7. Coaching, mentoring, and consultation</li> <li>8. Access to venture capital financial institutes</li> <li>9. Business matching</li> </ol>

10	Income Generation	Two main sources of income: (1) the government (NSTDA) and (2) Incubatees. The majority of the income comes from the government.
11	Key Success Factors	Highly professional management and staff; Availability of comprehensive infrastructure; Wide networks (domestic and international), Continuous funding. Business ecosystem of successful technology and software park support the development of business incubator and the incubatees.
12	Expectation to ASEAN Incubator Network	1. Sharing experience with other TBIs (to learn and to assist/advice) 2. Business matching and promotional forums 3. Explore Co-incubation amongst ASEAN TBIs 4. Hiring and recruiting professional staffs from external sources including from private sectors
13	<b>Your own (enumerator) analysis</b> a. Could the incubator model adopted as ASEAN model? Please, give reason b. If not, is there any part of the model that could be adopted? Please indicate.	<p>Yes, TSP-BIC can be considered to be adopted as ASEAN model with some adaptation. TSP-BIC provides a comprehensive incubation services focusing only to newly technology-based firms. This focus of incubation is in line with one of the main mission of incubation process, i.e., as a technology transfer mechanism for Research Centers (and higher education/universities and also from other sources). This is so, because commonly technology resulted from research activities are still very risky. This makes its adoption by established companies becomes very low. Incubation process therefore reduces the risk significantly by providing various types of supports that new entrepreneurs are lacking of.</p> <p>It is worth noting that TSP-BIC positions itself as not for profit incubator by providing almost all its soft services (knowledge, expertise, mentoring, consultation, facilitation) for free. TSP-BIC can chose this approach as it has continuous funding support from the government.</p> <p>This approach seems to be able to attract potential entrepreneurs to participate in its incubation program.</p> <p>The success of TSP-BIC so far is also due to its professional management and key staff, who are recruited from middle manager of established commercial companies. This recruitment strategy creates a business culture in managing TSP-BIC especially in terms of achieving Key Performance Indicators (KPI). This can be seen from the consistent pattern of number of incubatee candidates during the pre-incubation stage and the number of incubatees during the incubation stage it served, and the existence of firms graduates with international competitiveness through which the government investment might have been returned. For examples there are two companies that have commercialized their products and technology graduates in the area of materials and environment to international market. This shows that long term support (commitment) from the government does pay off in the long run.</p>
	<b>Lessons Learned</b>	<ul style="list-style-type: none"> <li>TSP-BIC as extended arm of research center for commercialization of research results in a government owned Research Agency (NSTDA) can provide a comprehensive support for its technology based firms/clients due to continuous funding support from the government. With this strong support, TSP-BIC can provide its services optimally to potential and new technopreneurs.</li> </ul>

		<ul style="list-style-type: none"> <li>Recruitment of professional managers and key staff managers from external sources creates a business like environment in managing the incubator. This pattern versus the cases of TBI management appointed from internal sources has many advantages in best business practices.</li> <li>Cooperation of AMS with other international sponsors to build physical infrastructures is possible.</li> <li>Business ecosystem of successful technology and software park support the development of business incubator and the incubatees.</li> </ul>
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**Name of Incubator: Mae Jo University Business Incubator, MJUBI- Chiang Mai**

No	Profile	MJUBI
1	Type of Incubator	Start with agric but goes to IT, not for profit
2	Focus in Incubation	Agric, and Food
3	Year Operation Start	2005
4	Owner	Under Office of Higher Education Commission,OHEC Now under MJ University from May 2011 to April 2013 (2 yr)
5	Management	<p>Total staff 5: 2 part time, 3 full time who are fresh graduates : business developer, IP, accounting</p> <p style="text-align: center;"><b>Organizational Structure of Maejo University Business Incubator</b></p> <pre> graph TD     A[President of Maejo Univ] --&gt; B[Board of Incubator]     B --&gt; C[Director of MJUBI]     C --&gt; D[Deputy Director of MJUBI]     D --&gt; E[TLO]     D --&gt; F[UBI]     E --&gt; G[IP Management]     F --&gt; H[Business Incubation]     G --&gt; I[IP&amp;Business Training]     G --&gt; J[Administrative &amp; project coordination]     H --&gt; I     H --&gt; J </pre>
6	Targeted Clients	Students and alumni
7	Number of clients	Total so far 3 start-up companies, 3 spin-off companies. Only one resident incubatee at present

	Bird's Eye View	  
8	Business Model	
9	Supporting Facilities and Services	<p>TLO (Technology Licensing Office)</p> <p>Production space : free</p> <p>Access financial institution, technology, laboratories</p> <p>Mentoring : one-two per incubatee</p> <p>Specific training program : free</p> <p>New building for more resident incubatees and office in 2013.</p> <p>MJUBI will be supported by agricultural science park established by NSTDA in the near future.</p>
10	Income Generation	Government program : Ministry of Industry, and Ministry of Education for training fee.
11	Key Success Factors	<ul style="list-style-type: none"> <li>• Appropriateness of the technology innovation</li> <li>• The availability of good entrepreneurship among the incubatees</li> <li>• The incubator management capacity</li> </ul>
12	Expectation to ASEAN Incubator Network	<ul style="list-style-type: none"> <li>• Co-incubation (send the incubatees across the AMS)</li> <li>• Venture capital for ASEAN incubates</li> <li>• Inviting investors from all AMS</li> <li>• Joint research and product development among AMS business incubators</li> </ul>
13	<p><b>Your own (enumerator) analysis</b></p> <p>a. Could the incubator model adopted as ASEAN model? Please, give reason</p>	<ul style="list-style-type: none"> <li>• Services that the incubator provides in line with the university competencies and incubatees need.</li> <li>• Some of MJUBI business practices can be considered as model with some adaptation. These include: (i) Incubation services for technology commercialization as one of the main mission of the university, (ii) Integration of intellectual property management into technology incubator can help a university to have an integrated approach in managing its technology development and technology commercialization.</li> </ul>

14	<b>Lessons Learned</b>	<ol style="list-style-type: none"> <li>1. As a relatively new business incubator, serious concern for technology based start-up companies have been demonstrated well.</li> <li>2. Dependency on single source of funding (support) in this case from the federal government can have big impact on the operational and performance of the incubator. It is therefore necessary for incubator to explore various sources of funding support or to design a strategy on how an incubator can get continuous support from federal government and also from state or local government.</li> <li>3. University commitment to support the incubator such as building new infrastructure ( a four story building to replace the current old building and limited space) shows that Maejo University has put technology incubation as integrated part of its corporate or institution strategy.</li> </ol>
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### **Name of Incubator: FAR EASTERN UNIVERSITY BUSINESS INCUBATOR**


#### **Background**

Founded in 2000, after 45 years as vocational school, as private university of 2500 students on 2 campuses.

First university in entrepreneurship for undergraduate and graduate program

Slogan : Gateway to Entrepreneurship

No	Profile	FEU UBI
1	Type of Incubator	Not for profit
2	Focus in Incubation	Handicraft : northern of Thai handicraft for export and Innovation, tourism, IT
3	Year Operation Start	2005
4	Owner	FEU
5	Management	<ol style="list-style-type: none"> <li>1. Managed by Director, Innovation Research and Development Center, and 2 other full time staff. Director is also full time staff.</li> <li>2. Supported by University Administration Committee comprises of advisory board, and director. Advisory board : Federation of Industry, Chamber of Commerce, Board of Investment, Exim bank, Office of Export Promotion, Credit Guarantee, Promotion Center Office for SME, Business Development, SIPA, NSTDA, Software Park, Community Affairs, Lamphun municipal, SIPA-ICT industry.</li> <li>3. The incubator organization comprises of PR, mentors, administration department, expert pool, HR, accounting, IT.</li> </ol> <p style="text-align: center;"><b>Organizational Structure of FEU-Business Incubation Center</b></p> <pre> graph TD     AC[Advisory Committee] --&gt; D[Director]     AC --&gt; AB[Advisory Board]     D --&gt; AD[Administration Department]     D --&gt; PR[Public Relation]     D --&gt; M[Mentor]     AD --&gt; AD_Sub[Human Resource, Accounting, and IT]     M --&gt; MT[Mentor Team 20 Internal + external] </pre>

6	Targeted Clients	New and old companies, criteria is the motivation to grow as enterprises
7	Number of clients	87 in 6 years. In 2013 will accept 10 from students, and 7 from outside (walk in)
	Bird's Eye View	
8	Business Model	<p>One year incubation in the form of government training program.</p> <p>Preliminary activity covers registration, training, planning, feasibility of finance.</p> <p>One year contract in incubation : contact financial institution, training of business planning development, mentoring, new venture creation, exhibition.</p> <p>About 70 % of 110 incubates asked for loan, all will get the loan for maximum 30 thousand USD.</p> <p>6 Training Modules: Accounting, Export, IT, Management, Business Plan</p> <p>Family business background is one criteria to be selected as incubate.</p> <p>Other program is SME Roadmap Seminar that included 500 SME per year called Smart Trader from the Ministry of Commerce. The program covered: training and seminar, marketing, 5 days of training + 2 days mentoring + exhibition in Bangkok.</p>
9	Supporting Facilities and Services	<p>Academic services : Export and Import R&amp;D Center</p> <p>Network with promotion center, Chamber of Commerce.</p> <p>IP (Industrial Partner Center with JICA, and Ministry of Industry),</p> <p>2006: technical support for people outside university.</p> <p>2011 : space for 10 incubator residence, secretary room, meeting room.</p>
10	Income Generation	<p>Incubation is free since the university got fully government support.</p> <p>Operational management is funded by government at 2-3 Mil Baht per year.</p>
11	Key Success Factors	Ability to obtain government programs every year and carried them out successfully.
12	Expectation to ASEAN Incubator Network	Incubatee have expressed the possibility to market their products across the border.
13	<b>Your own (enumerator) analysis</b> a. Could the incubator model adopted as ASEAN model? Please, give reason	<ul style="list-style-type: none"> <li>• Business Incubator in a university of higher education with no engineering and/or science faculties or schools can incubate newly technology-based firms by providing only one year of incubation in business practices. The technology is commonly owned or found by the incubates themselves.</li> <li>• FEU-BIC is under the management of a private university. Yet, it positions its incubation program as not for profit one, and regarded the incubation program as part of academic services. It seems this positioning has enabled FEU-BIC to focus on its activities to help newly technology based firms and established SMEs.</li> <li>• FEU-BIC is also the incubator who depends heavily on government program.</li> </ul>

14	<b>Incubatees Total 87 in 6 years</b>	Spa product getting income 20 Million Baht per year. Spa products export to Japan and Europe. Fiber glass, handmade knife (Rambo), metal scrap packing machine Vending machine for food meals, obtained Lamphun getting award Ramayana handicraft mask, local ceramic, mulberry paper Arabica coffee, chilli sauce. Pet animal housing northern style – 10-13 thousand Baht Deer horn medicine, pineapple vinegar, dietetic longan sugar Women belt, Thai silk, ghost stamped shirts
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#### **A. RECOMMENDATIONS FOR ASEAN BUSINESS INCUBATOR MODELS**

1. Thailand is another example of the Government at AMS who fully support the business incubator establishment and development by creating suitable business environment and providing sufficient seed capital for incubates who have good market prospect.
2. The business incubator models are mostly in private separate room of technology based incubator, with a few of cubicles which is an open space incubator.
3. Specific loan for SME incubates is required to be separable from other SMEs in general.
4. Business ecosystem of successful technology and software park could support the development of business Incubator and the incubates.
5. Business incubator with one year training as the incubation program could be successful, provided the incubatees feel the necessity to obtain knowledge in business even though they have already their own technology.

#### **B. RECOMMENDATIONS FOR FUTURE PROGRAMS OF ASEAN BUSINESS INCUBATOR NETWORK (ABIN)**

Thailand respondents also support the following future programs :

Election of the network leader for three year period time, taking turn in time among the AMS.

Development of the Secretariat Office of ABIN that is recommended to take place at the ASEAN Secretariat.

Annual meeting held at AMS accordingly to alphabetical order.

Development of database of the profile of SME incubators and SME incubates in the ASEAN, their strengths, and their unique products.

Event of regional business matching among AMS, and between AMS and Japan for SME incubates that could be initiated by more than one AMS annually. One example is taking one group of SMEs to other country, doing the business matching, end up with the formulation of business plan developed by both parties for the matched business enterprises.

Setting up SOP for co-incubation program, and Training for Trainers for co-incubation program.

Collaboration with international (non ASEAN) sponsors who are concern for the development of incubators and incubatees in ASEAN, and the science and technology park.


Develop venture capital and investor for AMS business incubator network

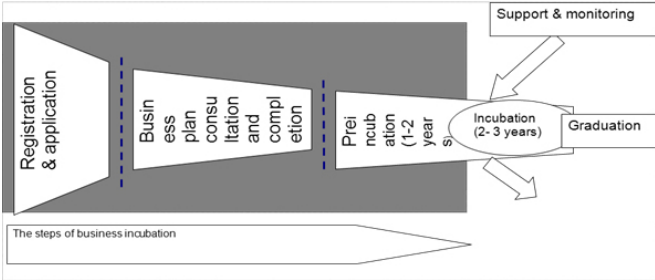

Joint research and product development among AMS business incubators.



## 6.10. VIETNAM

**Name of incubator : Center for Technology Business Incubation Nong Lam University, HCM City**

No	Profile	
1	Type of Incubator	Not for profit:
2	Focus in Incubation	Agriculture engineering, food science, biotechnology, animal and veterinary science, aquaculture, agronomy, horticulture, IT, agribusiness.
3	Year Operation Start	Start 2007, 2008 constructed, starting incubation process in 2009
4	Owner	University
5	Management	<p>Nguyen Tien Thanh, formerly prof Bui Van Mien            5 fixed staff (lectures), 2 full time : accountant, secretary, assistant, cashier, administration staffs</p> 
6	Targeted Clients	Lectures, Alumni and researcher
7	Number of clients	<p>7 company (3 agronomy, 2 plants and breeding, 1 bio fertilizer, 1 medical mushrooms), but only 5 active            Only one graduate : agronomy : organic vegetables</p>



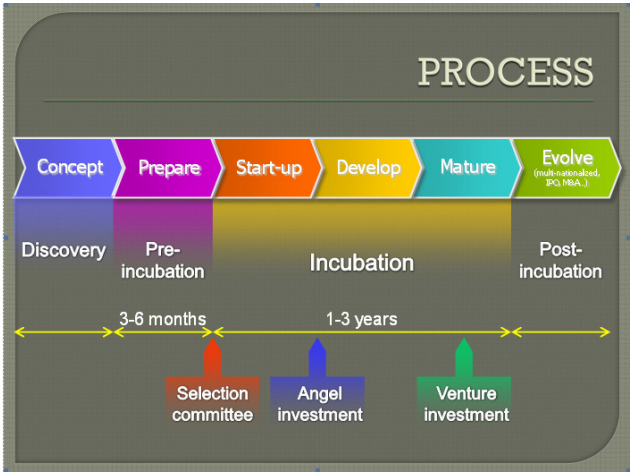
8	Business Model	 <p>The Steps of Business Incubation :</p> <ol style="list-style-type: none"> <li>Registration and application</li> <li>Pre-incubation (1 to 2 years)             <ul style="list-style-type: none"> <li>Business plan consultation and completion</li> </ul> </li> <li>Incubation (2 to 3 years)             <ul style="list-style-type: none"> <li>Support and monitoring</li> </ul> </li> <li>Graduation</li> </ol> <p>Maximum incubation period : 5 to 6 years</p> 
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9	Supporting Facilities and Services	<ol style="list-style-type: none"> <li>Office area 170 m2 including 5 offices equipped with printers and computers connected with high-speed internet network</li> <li>Training room with 50 seats with visual aid equipment and other necessary office equipment</li> <li>Product development</li> <li>Marketing advertisement</li> <li>Networking and cooperation</li> <li>Financial approach</li> <li>Technical support</li> </ol>
10	Income Generation	Grant from government by submitting proposal : Support from the Ministry of Science and Tech US \$ 20 000/year
11	Key Success Factors	<ol style="list-style-type: none"> <li>Focus in field of business</li> <li>The entrepreneurship of the incubates (since the incubates are univ community)</li> </ol>
12	Expectation to ASEAN Incubator Network	<ol style="list-style-type: none"> <li>Networking</li> <li>Exchange technology information</li> <li>Program in cooperation to establish product and market export</li> <li>Business matching to ASEAN or another countries and extent networking program</li> </ol>
13	<b>Your own (enumerator) analysis</b> a. Could the incubator model adopted as ASEAN model? Please, give reason b. If not, is there any part of the model that could be adopted? Please indicate.	<p>Yes, it could be adopted as ASEAN Model. Agricultural sector plays an important role in most of the AMS, either as a source of income of most of the population, food producers, and other important aspects. The business model also</p> <p>Business incubation models were implemented with pre-Incubation stage, incubasi and post-incubation, the incubatoris just like the others, but all operational management cost is full sponsored by the government, if there is no funding, the activities of the incubator will stop</p>
14	<b>Lessons Learned</b>	<ol style="list-style-type: none"> <li>The incubation facilities are quite complete, but less well maintained, now there is only one tenant is being incubated</li> <li>University of Nong Lam incubator pursue research and commercialization of research results in accordance with their fields, namely in agriculture and forestry, although it requires a relatively long time compared to other fields.</li> </ol>




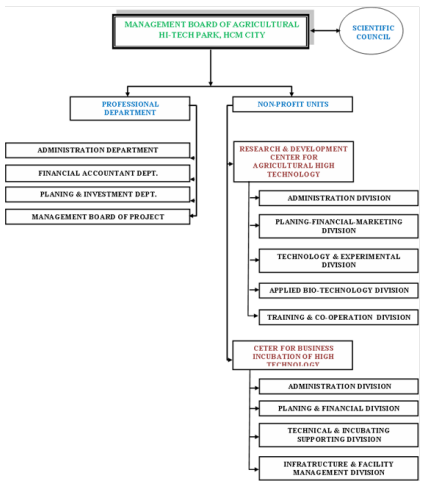
### Name of Incubator : Business Incubator, Saigon Hi-Tech Park

No	Profile	
1	Type of Incubator	Non profit
2	Focus in Activity	<ul style="list-style-type: none"> <li>Information and communication technology</li> <li>Biotechnology</li> <li>Automation technology</li> <li>New material technology</li> <li>ICT, biotech in agric, automation tech, new material techno : nanotech</li> </ul>
3	Year Operation Start	Established in 2006, starting incubation process in 2009

4	Owner	Belongs to the Board of Management of Saigon Hi-Tech Park, under the Decision of the People's Committee of Ho Chi Minh City
5	Management	<p>9 people full time + collaborators, lead by Director and deputy directors</p>  
6	Targeted Clients	<ol style="list-style-type: none"> <li>1. New tech with high commercial potential or have a feasible business plan and secure enough funding for at least one year of operation</li> <li>2. Researcher and scientific from university</li> <li>3. Industry people</li> </ol>
7	Number of clients	<p>On going 5 companies, graduate 2 companies</p> <p>2 graduated (tan lien gia, Help corp), on-going 5 : automated storage retrieval system, green age (biotech : test kit for pesticide n herbicide residue n mycotoxin,- ELISA poisonous chemical for kettle feed clambutrol each different test kit,) , Acis smart home solution (air cond, security, surveillance) , VN Robotic, Mobile applic incubating n testing (MLab infoDev : 3 projects)</p>
8	Business Model	 <p>Applications :</p> <ul style="list-style-type: none"> <li>✓ Application form</li> <li>✓ Technology description</li> <li>✓ Company's business plan and incubating roadmap</li> <li>✓ CV of each person in project team</li> <li>✓ Copy of business registration (if applicable)</li> <li>✓ Copy of patents (if applicable)</li> </ul> <p>Concept – prepare (pre) – start up – develop - mature – evolve (post)</p> <p>Application form, technology description company business plan, incubator roadmap</p> <p>Selection based on the technology and the end product</p>



9	Supporting Facilities and Services	Supporting facilities : <ul style="list-style-type: none"> <li>• Office space and operation spaces</li> <li>• R &amp; D Center (belong to The Science Park)</li> <li>• Labs</li> </ul> Supporting Services : <ul style="list-style-type: none"> <li>• Facilities</li> <li>• Marketing-PR</li> <li>• Financing access</li> <li>• Business Development services</li> <li>• Intellectual property and technology transfer</li> </ul>
10	Income Generation	Pre incubation not charged, only for the incubation process (grace period 6 months 1-3 USD/month/m2) 1. Budget from the Saigon High Tech Park about US \$ 60 000/year 2. Pre-incubation : No charge 3. Incubation : US 1 – 3 /month/M2 4. R & D services charged directly by The Park (not by incubator)
11	Key Success Factors	1. Support of the mentors 2. Passion, dedicated and competent of the management team 3. Services and product
12	Expectation to ASEAN Incubator Network	Soft landing program Co incubation program Access to Investment Market access for incubatees' product – co-incubation bear by the incubatees grace period for some month of period Exchange of mentors and coaches, and share services Providing on-line resources Exchange lab services ASEAN investor networks : VC network. VC Vietnam not interested w incubatees in automation, only ICT.
13	<b>Your own (enumerator) analysis</b>	the institution could continue to establish and operate incubator in the near future since the establishment and the operation of the incubator is the decision and support of Ho Chi Minh City Government (Ho Chi Minh People Committee )  It could be ASEAN Model for Incubator in The Hi Tech Parks Type
14	<b>Lessons Learned</b>	1. There are 3 parks in Vietnam, North in Hanoi by central government, Middle in Da Nang by Danang Government, South in Ho Chi Minh City by Ho Chi Minh City Government 2. They will have Investment company to facilities the incubates 3. They will give free of land for 50 years if any of institution, including foreigners, willing to establish incubator in the park 4. They will build innovation center under the incubator , in the middle area of the parks 5. There are 30 companies operated in the parks, half of them are foreigners (including Intel)

**Name of Incubator : Center for Business Incubation of Agricultural Hi-Technology, Agricultural Hi-Tech Park of HCM City**

No	Profile	
1	Type of Incubator	not for profit, First incubator in agriculture
2	Focus in Activity	Agriculture, biotechnology
3	Year Operation Start	Established in 2009, start operating in 2010
4	Owner	Agro Hi-tech Park , Ho Chi Minh City Government
5	Management	    <p>50 staff – 20 researchers</p>
6	Targeted Clients	Organization or individuals having ideas of establishing Agricultural High tech business and or existing business can also relocation to the incubator to accomplish or develop new products
7	Number of clients	9 ( 2 was successful) : viethmushrom
8	Business Model	<p>Condition to Joint ABI :</p> <ul style="list-style-type: none"> <li>• Feseable tech or RD results, ideas tech related to Agric High tech</li> <li>• Legal possession of the RD result which will be implemented in ABI</li> <li>• Priority major that matching tech criteria</li> <li>• Feasible business plan</li> <li>• No confliction with other business in AB</li> <li>• Adaptation to facilities incubation program and well prepared employees</li> <li>• Commitment to attend ABI's activities (advertising, meeting among businesses, training and practicing</li> </ul>

		<p>The diagram illustrates the 'Incubation fields' as a central hub. It is connected to several areas: 'Plant varieties' at the top, 'Plant biotechnology' (in red) to the upper left, 'Flowers, ornamental plant' to the upper right, 'Processing and preservation' to the left, 'Fungal and medicinal plants' (in orange) to the right, 'Micro-biotechnology' (in orange) to the lower left, 'Soiless culture' to the lower right, and 'Bio-fertilizer' (in purple) at the bottom. Arrows indicate a flow from the central 'Incubation fields' to these various areas.</p>
9	Supporting Facilities and Services	<ol style="list-style-type: none"> <li>1. Rental space at below market place (total area 88 ha, land area 27 000 m2, building area 1500 M2 including clients spce 1000 m2 and office area 500 M2)</li> <li>2. Meeting room</li> <li>3. Access to financial institution</li> <li>4. Mentoring</li> <li>5. Access to technology</li> <li>6. Marketing and sales support (exhibition supporting service, workshop)</li> <li>7. Specific training programs, please describe: Training courses such as: Starting a business, Business management, Intellectual properties, PR, marketing, Technology transfer, Finance, accounting, capital accession</li> <li>8. Access to laboratories, pilot plant, workshop</li> <li>9. Researching, technology, networking</li> </ol>
10	Income Generation	Government budget, rental space, utility charges
11	Key Success Factors	<ul style="list-style-type: none"> <li>– Strongly supported from government</li> <li>– Enhanced promoting the activities and supporting services</li> <li>– Alignment and support client incubators in advantage with rich experience experts</li> </ul>
12	Expectation to ASEAN Incubator Network	<ul style="list-style-type: none"> <li>• Annual meeting forum</li> <li>• Training to strengthen the incubator capacity building</li> <li>• Cooperation among incubators in AMS</li> <li>• Learn knowledge and experience cross country</li> <li>• ASEAN investor group : develop investment outside</li> <li>• Joint networking study incubators</li> <li>• Enhance operation staffs and ASEAN investor group</li> </ul>
13	<b>Your own (enumerator) analysis</b>	Yes it is good to be ASEAN Incubator model, especially for incubator in High Tech agriculture or Agriculture High Tech Park. It provides a good complete facilities and supports for the incubation of Agric hi tech companies.
14	<b>Lessons Learned</b>	<ul style="list-style-type: none"> <li>• Local government in Vietnam has a high power and resources. ABI is owned by Ho Chi Minh City government, and fully under the description of Ho Chi Minh City People Committee, without any support by central government.</li> <li>• ABI has a good facilities and necessary supports (land, building, laboratory, equipments, researcher and strong local government support) to be model of High Tech Incubator in agriculture, especially in Agric High Tech Park</li> <li>• As Agric High Tech park, in Agric High Tech Park Ho Chi Minh City, there are 88 ha land for the companies in Agric field, and now already occupied by 15 companies in breeding, fertilizer and other areas.</li> </ul>

## Name of Incubator : Topica Business Incubator

No	Profile	
1	Type of Incubator	For Profit
2	Focus in Activity	Training Center (e-learning)à Virtual incubator
3	Year Operation Start	2004
4	Owner	Topica Education Group (Private)
5	Management	<p>80 staffs (72 women, 8 Men) in Ho Chi Minh City and 200 staffs in Hanoi</p> <div>   </div>
6	Targeted Clients	Students, individuals in ICT
7	Number of clients	<p>14, Some already got funding from investors, VC about 25 rb-2 jt USD  Help 11 incubator to get seed funding : investor but small in government  6 VC funding : one get 1 million USD VC one company in Hanoi  100 + private equity funds  4 – on going, 2 graduates, 2 fails, 2 graduates  3 get VC 25 thousand to 1 million  Founder : on line, virtual in 14 weeks, some mentors Silicon, Japan, Singapore  15 start up to founder inst : 5 graduates – Hanoi – 1 start up invest &gt; 50 K foreign VC  35 start up grad 12 – HCM city  Incubatee pay to 500 USD to Founder Insititute per person – Topica does not charge</p>
8	Business Model	<p>✓ Main Business of Topica Education Group is running a bachelor degree program through e-learning in cooperation with 6 universities in Vietnam . Currently there are about 10 000 students enrolled the program with tuition fee about US \$ 750/student. To run the program, Topica education group establish 64 learning center in 64 provinces</p> <p>✓ Incubation activities are conducted :</p> <ul style="list-style-type: none"> <li>– Through virtual learning (including mentoring) combined with mobile Monday meeting (Meeting with resource persons every Monday of the month)</li> <li>– with the support of sponsors including infoDev</li> <li>– In cooperation with international cooperation , i.e. Founder Institute and CRC</li> <li>– No charge for the clients</li> <li>– As part of Topica Education Group to promote the use of the learning center that in turn promote the bachelor degree program.</li> </ul> <p>Incubation period 6 months to 1 year</p>

9	Supporting Facilities and Services	Consultation room, selection room, office, Mentoring, consultation, e-learning, learning centers
10	Income Generation	<ul style="list-style-type: none"> <li>• Grants from international organization including infoDev</li> <li>• Management the enroll online e-learning ex. 10,000 students from many university enroll the e-learning program \$750/students</li> </ul>
11	Key Success Factors	<ul style="list-style-type: none"> <li>• High motivation to build ICT ecosystem in Vietnam</li> <li>• Strong network with local and international organization, VC, investors etc,</li> <li>• Success of the e-learning degree program that resulted in wide use of e-learning for the young generation</li> <li>• The availability of learning centers in 64 provinces</li> <li>• High motivation of the managements,</li> </ul>
12	Expectation to ASEAN Incubator Network	<ul style="list-style-type: none"> <li>• Cooperation to establish a network of virtual incubator</li> <li>• Joint the space event network</li> <li>• Sharing knowledge and experience</li> <li>• Create awareness of incubator in Vietnam</li> <li>• Joint venture online degree program in India, Thailand, Philippines, Indonesia</li> </ul>
13	Your own (enumerator) analysis	Yes, as training center and as virtual incubator, not as the real business incubator who really doing the incubation process to the clients
14	Lessons Learned	<ol style="list-style-type: none"> <li>1. Mobile Monday (come from Finland): event that held every Monday in the month, invite people to discussion about the industry, invite very successful of the region to share the experience</li> <li>2. Every event 200 people coming</li> <li>3. TOPICA contributes several areas of ICT entrepreneurship ecosystem in Vietnam: 11 incubators public and private get funding from private, VC etc through the facilitation of TOPICA</li> <li>4. TOPICA get many grants from several organization like infoDev etc</li> <li>5. Participants pay 500 USD for the institute for using the facilities and materials</li> <li>6. Criteria of clients graduation: finish building their company</li> </ol>



**Appendix 7. Letter of Statement from TBI in Adopting ASEAN TBI Models and Joining ASEAN Business Incubator Network**



## **Asosiasi Inkubator Bisnis Indonesia**

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### **LETTER OF STATEMENT**

On behalf of the Association of Indonesian Business Incubators (AIBI), Indonesia, I  
herewith stated that the AIBI :

- is willing to adopt the ASEAN Business Incubator Model
- ✓ is willing to become the member of the ASEAN Business  
Incubator Network

Jakarta, 9 June 2103

Asril Fitri Syamas  
Chairman of AIBI

---

**Gedung I BPPT, Lantai 14, Jl MH. Thamrin 8 – Jakarta Pusat**  
**Telpon/Fax : 021-31922232**



June 3, 2013

#

#

**LETTER OF STATEMENT**

On behalf of the Ayala Technology Business Incubator, Philippines, I herewith state that the Technology Business Incubator (please tick ✓) :

- ✓ is willing to adopt the **ASEAN Business Incubator Model**
- ✓ is willing to become a member of the ASEAN Business Incubator Network

Makati City, Philippines, June 3, 2013



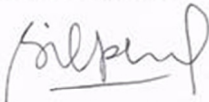
MERCEDES M. BARCELON  
SENIOR MANAGER  
AYALA FOUNDATION. INC.

## LETTER OF STATEMENT

On behalf of the Bandung Digital Valley, Indonesia, I herewith stated that the Technology Business Incubator (please tick ✓) :

- ✓ is willing to adopt the ASEAN Business Incubator Model
- ✓ is willing to become the member of the ASEAN Business Incubator Network

Acknowledged by:



Bilpen Nainggolan  
SM Research of Business  
R & D Center PT. Telkom

Bandung, June 10<sup>th</sup> 2013



Indra Purnama  
Executive Director

**Bandung Digital Valley**

Gedung Menara RDC Telkom Lt. 4

Komplek Telkom Gegerkalong – Jl. Gegerkalong Hilir No. 47 Bandung

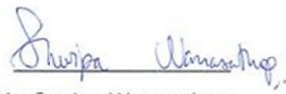
T:+62-22-4572380 F:+62-22-4572381

## LETTER OF STATEMENT

On behalf of the National Science and Technology Development Agency, Thailand (NSTDA), herewith stated that the Business Incubation Center, Software Park Thailand, NSTDA is interested in becoming the member of the ASEAN Business Incubator Network on condition that membership terms and conditions will be acceptable by NSTDA.

Thailand, June 11, 2013

On Behalf of NSTDA



Ms. Suwipa Wanasathop

Vice President

National Science and Technology Development Agency

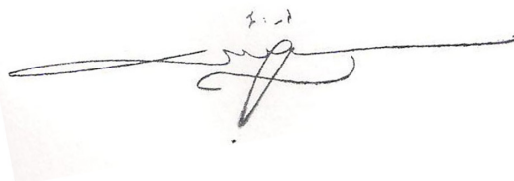
## LETTER OF STATEMENT

On behalf of the Binus University represent by Binus Entrepreneurship Centre, Indonesia, I herewith stated that the Technology Business

Incubator (please tick ☒ ) :

- is willing to adopt the ASEAN Business Incubator Model
- is willing to become the member of the ASEAN Business Incubator Network

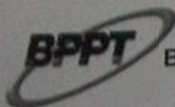
Jakarta, 4 June 2013



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Karyana Hutomo

Binus Entrepreneurship Centre



## LETTER OF STATEMENT

On behalf of the Balai Inkubator Teknologi (*i-tech*), Indonesia, I herewith stated that the Technology Business Incubator (please tick ☒ ) :

☒ is willing to adopt the ASEAN Business Incubator Model

☒ is willing to become the member of the ASEAN Business Incubator Network

Jakarta, June 3<sup>rd</sup>, 2013

Iwan Sudrajat, Ph.D.  
Director



APPLICATION LETTER TO REGISTER

AS A MEMBER OF ASEAN BUSINESS INCUBATOR

Company : Bandung Techno Park  
Address : Bandung Techno Park, Kawasan Pendidikan Telkom  
Telekomunikasi Street, Terusan Buah Batu, Dayeuhkolot,  
Bandung, Jawa Barat - Indonesia 40257  
Telf/Fax : +62-88884200 / +62-88884199  
Director : Mr. Ir. Jangkung Raharjo, ST., MT  
Contact Person : General Manager Business Innovation  
Mr. Iwan Iwut Tritasmoro, ST., MT  
Email : iww@btp.or.id / iwan.tritoasmoro@gmail.com

Intends to register as a member of ASEAN Business Incubator. We would like to thank you for your time and consideration.

Director of  
Bandung Techno Park

  
Ir. Jangkung Raharjo, ST., MT.

Bandung Techno Park, Kawasan Pendidikan Telkom, Jl. Telekomunikasi Terusan Buah Batu, Dayeuhkolot Bandung, Jawa Barat - Indonesia 40257  
Telp/Fax : +6221-88884200 / website : www.bandungtechnopark.com / email : admin@bandungtechnopark.com

MANAGEMENT BOARD OF  
AGRICULTURAL HI-TECH PARK OF  
HO CHI MINH CITY  
CENTER FOR BUSINESS INCUBATION  
OF AGRICULTURAL HIGH TECHNOLOGY

SOCIALIST REPUBLIC OF VIET NAM  
Independence – Freedom – Happiness

*Vietnam, May 20<sup>th</sup> 2013*

## LETTER OF STATEMENT

On behalf of the Center for Business Incubation of Agricultural High Technology, Ho Chi Minh City, Vietnam, I herewith stated that the Technology Business Incubator is willing to become the member of the ASEAN Business Incubator Network



**Dr Nguyen Hai An**

## LETTER OF STATEMENT

On behalf of the Nonglam TBI (name of the Technology Business Incubator),

Việt Nam (name of country), I herewith stated that the Technology Business

Incubator (please tick √) :

- **is willing to adopt the ASEAN Business Incubator Model** √
- **is willing to become the member of the ASEAN Business Incubator Network** √

Ho Chi Minh City (place), June 5<sup>th</sup> 2013 (date)

 (signature)

Nguyễn Tiến Thành (name)

Manager (position)




## LETTER OF STATEMENT

On behalf of the **UPLB Technology Business Incubator, Philippines** I herewith stated that the Technology Business Incubator (please tick ✓) :

- ✓ is willing to adopt the ASEAN Business Incubator Model
- ✓ is willing to become the member of the ASEAN Business Incubator Network

Los Banos, Laguna, Philippines/ June 04, 2013

  
**ENRICO P. SUPANGCO, PhD**  
Director

On the official incubator paper

## LETTER OF STATEMENT

On behalf of the **Brooke's Point Kitchen Incubator , Philippines**, I herewith stated that the Technology Business

Incubator (please tick ✓) :

- ☒ **is willing to adopt the ASEAN Business Incubator Model**
- ☒ **is willing to become the member of the ASEAN Business Incubator Network**

DOST-MIMAROPA (place), 03 June 2013 (date)

Magnolia Lay (signature)

DR. MA. JOSEFINA P. ABILAY (name)

Regional Director (position)



## LETTER OF STATEMENT

On behalf of the DOST-PEZA OPEN TECHNOLOGY BUSINESS INCUBATOR (OPEN TBI), Philippines, I herewith state that the OPEN TBI:

- ✓ is willing to adopt the ASEAN Business Incubator Model
- ✓ is willing to become the member of the ASEAN Business Incubator Network

Issued in Makati City on the 4<sup>th</sup> day of June, 2013.

 6/4/2013

**LAUREN TEENA D. VELASQUEZ**

Project Manager, TRC-Project Management  
Office (PMO) for the Open TBI and  
Group Manager, Technology Utilization and  
Commercialization Services Group (TUCSG)  
Technology Resource Center (TRC)  
Department of Science and Technology (DOST)



**INKUBATOR BISNIS LPPM UPI (IBUPI)  
UNIVERSITAS PENDIDIKAN INDONESIA**



Jl. Dr. Setiabudi No. 229 Bandung 40154 Telp. (022) 2001908 fax. (022) 2001908, e-mail: ibupilppmupi@yahoo.co.id

**LETTER OF STATEMENT**

On behalf of the IBUPI (Inkubator Bisnis UPI),

Indonesia, I herewith stated that the Technology Business

Incubator :

**V is willing to adopt the ASEAN Business Incubator Model**

**V is willing to become the member of the ASEAN Business  
Incubator Network**

Bandung, 2013-06-04

**Leli Yulifar  
Manager**

## LETTER OF STATEMENT

On behalf of the iCentre, Brunei Darussalam, I herewith stated that the Technology Business Incubator (please tick ✓) :

- ☒ is willing to adopt the ASEAN Business Incubator Model
- ☒ is willing to become the member of the ASEAN Business Incubator Network

iCentre (Brunei), 10<sup>th</sup> June 2013



Mr. Jeremy Chua

Manager, Incubation

## LETTER OF STATEMENT

On behalf of the Technology Park Malaysia Corporation Sdn Bhd, (Country :Malaysia)

I, herewith stated that the Technology Business Incubator:

- ✓ is willing to adopt the ASEAN Business Incubator Model
- ✓ is willing to become the member of the ASEAN Business Incubator Network



Name : Azra'i Bin Shu'ib  
Designation : General Manager, Incubation & Technopreneurs Development  
Company : Technology Park Malaysia Corporation Sdn Bhd  
Date : 7 June 2013



KEMENTERIAN PENDIDIKAN DAN KEBUDAYAAN  
**PUSAT INKUBATOR BISNIS DAN PENGEMBANGAN KEWIRAUSAHAAN**  
(Center for Business Incubator and Entrepreneurship Development – **incuBie**)  
LEMBAGA PENELITIAN DAN PENGABDIAN KEPADA MASYARAKAT  
INSTITUT PERTANIAN BOGOR

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## LETTER OF STATEMENT

On behalf of the Centre for Business Incubator and Entrepreneurship Development,  
Indonesia, I herewith stated that the Technology Business

Incubator:

- ✓ **is willing to adopt the ASEAN Business Incubator Model**
- ✓ **is willing to become the member of the ASEAN Business Incubator Network**

Indonesia, June 3<sup>rd</sup>, 2013

Prof. Dr. Memen Surahman

Director

## LETTER OF STATEMENT

On behalf of the Lao IT Business Incubation Center (name of the Technology Business Incubator),

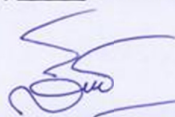
Lao PDR (name of country), I herewith stated that the Technology Business

Incubator (please tick ☒ ) :

☒ is willing to adopt the ASEAN Business Incubator Model

☐ is willing to become the member of the ASEAN Business Incubator Network

Vientiane, Lao PDR (place), 6/6/2013 (date)



(Signature)

Thavisone MOUNLASANE (name)

Acting Incubation Manager (position)





MAD INCUBATOR SDN. BHD. (888393-0)

Lot 2 - 1A & 2 - 2, Support Services,  
Technology Park Malaysia,  
Lebuhraya Puchong - Sg. Besi, Bukit Jalil,  
57000 Kuala Lumpur, Malaysia.  
Tel: 03-8994 1751  
Fax: 03-2297 5390  
URL: www.incubator.com.my  
Email: enquiry@incubator.com.my

## LETTER OF STATEMENT

On behalf of the MAD INCUBATOR, MALAYSIA, I herewith stated that the Technology Business Incubator (please tick ✓) :

- ✓ is willing to adopt the ASEAN Business Incubator Model
- ✓ is willing to become the member of the ASEAN Business Incubator Network

Kuala Lumpur, 10/6/2013

Andrew TF Wong  
Chief Executive Officer



MAD INCUBATOR SDN. BHD. (88393-D)

Lot 2 - 1A & 2 - 2, Support Services,  
Technology Park Malaysia,  
Lebuhraya Puchong - Sg. Besi, Bukit Jalil,  
57000 Kuala Lumpur, Malaysia.  
Tel: 03-8994 1751  
Fax: 03-2297 5390  
URL: [www.incubator.com.my](http://www.incubator.com.my)  
Email: [enquiry@incubator.com.my](mailto:enquiry@incubator.com.my)

## LETTER OF STATEMENT

On behalf of the MSC MALAYSIA TECHNOLOGY COMMERCIALIZATION CENTRE,  
MALAYSIA, I herewith stated that the Technology Business

Incubator (please tick ✓) :

- ✓ is willing to adopt the ASEAN Business Incubator Model
- ✓ is willing to become the member of the ASEAN Business Incubator Network

Kuala Lumpur, 10/6/2013

Andrew TF Wong  
Chief Executive Officer

## LETTER OF STATEMENT

On behalf of the **NATIONAL INCUBATOR NETWORK ASSOCIATION (NINA), MALAYSIA**, I herewith stated that the Technology Business Incubator (please tick ✓) :

- ✓ is willing to adopt the ASEAN Business Incubator Model
- ✓ is willing to become the member of the ASEAN Business Incubator Network

Kuala Lumpur, 10/6/2013



Andrew TF Wong  
National President

On the official incubator paper

## LETTER OF STATEMENT

On behalf of the NUS Enterprise Incubator (NEI) (name of the Technology Business Incubator),  
Singapore (name of country), I herewith stated that the Technology Business

Incubator (please tick ✓) :

- ☒ is willing to adopt the ASEAN Business Incubator Model
- ☒ is willing to become the member of the ASEAN Business Incubator Network

\_\_\_\_\_ (place), 14/6/13 (date)

[Signature] (signature)

Brian Koh (name)

Director (position)

## LETTER OF STATEMENT

On behalf of the SGU Technology Business Incubator, Indonesia, I herewith stated that the Technology Business Incubator:

- ✓ **is willing to adopt the ASEAN Business Incubator Model**
- ✓ **is willing to become the member of the ASEAN Business Incubator Network**

Serpong, 4 June 2013

  
\_\_\_\_\_

Kho I Eng

Incubator Center Manager

To

Professor Hadi Purwadaria

### LETTER OF STATEMENT

On behalf of the Singapore Management University's Business Innovations Generator (incubator), I herewith state that we are willing to consider becoming a member of the ASEAN Business Incubator Network once there is clarity with regard our rights and obligations provided we are able to fulfil the obligations. Further, we are also willing to consider the possibility of adopting the ASEAN Business Incubator Model either in part or as a whole once we get clarity on the model and understand the benefits such a model offers us.

With best regards





มหาวิทยาลัยศรีปทุม  
Sripatum University

## LETTER OF STATEMENT

On behalf of the Sripatum University of Business Incubator (SPUBI) (name of the Technology Business Incubator), THAILAND (name of country), I herewith stated that the Technology Business

Incubator (please tick ✓) :

- ☒ is willing to adopt the ASEAN Business Incubator Model
- ☒ is willing to become the member of the ASEAN Business Incubator Network

Thailand (place), May 27, 2013 (date)

(signature)

Ranchana Rajatanavin, Ph.D. (name)

Director (position)

กรุงเทพฯ	: 61 ถนนพหลโยธิน แขวงพญาไท เขตพญาไท กรุงเทพฯ 10900	โทร. 0-2579-1111, 0-2561-2222 โทรสาร 0-2561-1721	www.spu.ac.th
วิทยาเขตภูเก็ต	: 79 ถนนพหลโยธิน อำเภอเมือง จังหวัดภูเก็ต 80000	โทร. 0-3874-3690-703 โทรสาร 0-3827-6590	www.aast.spu.ac.th
วิทยาเขตสงขลา	: 979/32-36 S.M. Tower ชั้น 17 ถนนพหลโยธิน แขวงพญาไท เขตพญาไท กรุงเทพฯ 10400	โทร. 0-2298-0181-3 โทรสาร 0-2298-0185	www.spu.ac.th
BANGKHEN	: 61 Phaholyothin Rd. Jitujak, Bangkok Thailand 10900	Tel: 0-2579-1111, 0-2561-2222 Fax: 0-2561-1721	
CHONBURI CAMPUS	: 79 Bangru - Thad Rd. Klongtanna, Muang, Chonburi Thailand 20000	Tel: 0-3874-3690-703 Fax: 0-3827-6590	
PHAYATHAI CAMPUS	: 979/32-36 S.M. Tower, Floor 17, Phaholyothin Rd. Payathus, Bangkok Thailand 10400	Tel: 0-2298-0181-3 Fax: 0-2298-0185	



สมาคมหน่วยบ่มเพาะธุรกิจและอุทยานวิทยาศาสตร์ไทย  
Thai Business Incubators and Science Parks Association

### LETTER OF STATEMENT

On behalf of Thai Business Incubators and Science Parks Association (Thai-BISPA), Thailand, I  
herewith stated that Thai-BISPA (please tick ☒ ) :

☐ is willing to adopt the ASEAN Business Incubator Model

☒ is willing to become the member of the ASEAN Business Incubator Network\*

\* on condition that membership terms and conditions are appropriate\*

Prof. Dr. Chachanat Thebtaranonth

President

Thai Business Incubators and Science Parks Association

25 June 2013

สมาคมหน่วยบ่มเพาะธุรกิจและอุทยานวิทยาศาสตร์ไทย 131 อุทยานวิทยาศาสตร์ประเทศไทย ถนนพหลโยธิน ตำบลคลองหนึ่ง อำเภอคลองหลวง จังหวัดปทุมธานี 12120 โทรศัพท์/โทรสาร 0 2564 7701  
The Business Incubators and Science Parks Association 131 Thailand Science Park, Phahonyothin Road, Klong 1, Klong Luang, Pathumthani 12120, Thailand Tel./Fax: +66 2564 7701





មជ្ឈមណ្ឌលមន្ទីរពិសោធន៍ឧស្សាហកម្មកម្ពុជា  
ផ្ទះចាត់ # ៥ ភូមិបឹងឈូក ស/ក គ.ម ៦ ខណ្ឌស្ទឹងត្រែង ភ្នំពេញ  
**Industrial Laboratory Center of Cambodia**  
National Road N° 5, Boeung Chhouk, Km 6,  
Russey Keo, Phnom Penh, Cambodia.  
ទូរស័ព្ទ (Tel) : (855) 12 820 475 / 12 249 141  
អ៊ីមែល (E-mail): hcs\_cambodia@yahoo.com

## LETTER OF STATEMENT

On behalf of the Technology Incubation Center (TIC) of Industrial Laboratory Center of Cambodia (ILCC) (name of the Technology Business Incubator), Kingdom of Cambodia (name of country), I herewith stated that the Technology Business Incubator (please tick ✓) :

- ☒ is willing to adopt the ASEAN Business Incubator Model
- ☒ is willing to become the member of the ASEAN Business Incubator Network

Phnom Penh, Cambodia (place), 07 June 2013 (date)

In. Sambo (signature)

IN SAMBO (name)

Director of ILCC (position)

## LETTER OF STATEMENT

On behalf of the \_\_TOPICA Education Group\_\_ (name of the Technology Business Incubator),

\_\_Viet Nam\_\_ (name of country), I herewith stated that the Technology Business

Incubator (please tick ✓) :

- ✓ **is willing to adopt the ASEAN Business Incubator Model**
- ✓ **is willing to become the member of the ASEAN Business Incubator Network**

\_\_Ho Chi Minh city (place), \_\_3<sup>rd</sup> June 2013\_\_ (date)

\_\_\_\_Dang My Chau\_\_(signature)

Dang My Chau\_ (name)

Co-Founder\_\_ (position)

## LETTER OF STATEMENT

On behalf of the UMN BUSINESS INCUBATOR (name of the Technology Business Incubator),  
INDONESIA (name of country), I herewith stated that the Technology Business

Incubator (please tick ☒):

- ☒ is willing to adopt the ASEAN Business Incubator Model
- ☒ is willing to become the member of the ASEAN Business Incubator Network

JAKARTA (place), 04/06 2013 (date)

Y. S. (signature)

YOVITA SURJANTO (name)

BUSINESS INCUBATOR DEVELOPMENT TEAM (position)



**INKUBATOR BISNIS PSW/G LPPM  
UNIVERSITAS NEGERI YOGYAKARTA**

Alamat: Karangmalang, Yogyakarta 55281  
Telp.0274 550839, Fax 0274 518617; email: pswg.lppmuny@gmail.com

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**LETTER OF STATEMENT**

On behalf of the Women Study Center/ Gender LPPM - UNY (name of the Technology Business Incubator),

Indonesia (name of country), I herewith stated that the Technology Business

Incubator (please tick ✓) :

- V     is willing to adopt the ASEAN Business Incubator Model**
- V     is willing to become the member of the ASEAN Business Incubator Network**

Yogyakarta, Juni 03, 2013  
Director of incubator

Ketua Inkubator Bisnis PSW/G  
  
Dr. Nahiyah Jaide Faraz, M.Pd  
NIP.19520108 197803 2 001

APPENDIX 8. LETTER OF ENDORSEMENT FROM ASEAN SME WG FOCAL POINTS TO  
SUPPORT ASEAN BUSINESS INCUBATOR NETWORK



LETTER OF ENDORSEMENT

On behalf of the Brunei Darussalam (name of the ASEAN Member State),

I herewith stated the full endorsement of the foundation of

ASEAN Business Incubator Network

\_\_\_\_\_ (place), \_\_\_\_\_ (date)

Adaus B. Umar (signature)

Adaus B. Umar (name)

Focal Point of ASEAN SME Working Group

Brunei Darussalam (name of ASEAN Member State)



## LETTER OF ENDORSEMENT

On behalf of the CAMBODIA (name of the ASEAN Member State),

I herewith stated the full endorsement of the foundation of

### ASEAN Business Incubator Network

Phnom Penh (place), 29 May 2013 (date)

[Signature] (signature)

SOEM NARA (name)

Focal Point of ASEAN SME Working Group

CAMBODIA (name of ASEAN Member State)

**REPUBLIC OF INDONESIA**  
**MINISTRY OF COOPERATIVES AND SMEs**



**LETTER OF ENDORSEMENT**

On behalf of the Deputy Minister of SME Research and Development, Ministry of Cooperatives and SMEs,

I herewith stated the full endorsement of the foundation of

**ASEAN Business Incubator Network**

Jakarta, 05 June 2013

A handwritten signature in blue ink, appearing to read 'I Wayan Dipta'.

I Wayan Dipta  
Focal Point of ASEAN SME Working Group  
Deputy Minister of SME Research and Development  
Ministry of Cooperatives and  
SMEs



## LETTER OF ENDORSEMENT

On behalf of the LAO PDR (name of the ASEAN Member State),

I herewith stated the full endorsement of the foundation of

### ASEAN Business Incubator Network

VIENTIANE (place), 29 MAY 2013 (date)

[Signature] (signature)

ALOUNNI (name)

Focal Point of ASEAN SME Working Group

LAO PDR (name of ASEAN Member State)





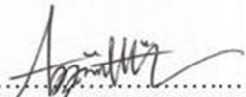
## LETTER OF ENDORSEMENT

On behalf of MALAYSIA,

I herewith stated the full endorsement of the foundation of

### **ASEAN Business Incubator Network**

Bogor, Indonesia, June 14-15, 2013

  
.....  
Azyani Binti Abdul Hamid

Focal Point of ASEAN SME Working Group

Malaysia

**GOVERNMENT OF THE REPUBLIC OF THE UNION OF MYANMAR**

**MINISTRY OF INDUSTRY**



**LETTER OF ENDORSEMENT**

On behalf of the Central Department of SME Development under Ministry of Industry,  
I herewith stated the full endorsement of the foundation of

**ASEAN Business Incubator Network**

Yangon , (7.6.2013) Friday

A handwritten signature in blue ink, appearing to read "Myo Thaw", is written over a horizontal blue line.

**Mr. Myo Thaw**

**Director**

**Focal Point of ASEAN SME Working Group**

**Central Department of SME Development,**

**Ministry of Industry**



## LETTER OF ENDORSEMENT

On behalf of the Philippines, I herewith stated the full endorsement of the foundation of

### ASEAN Business Incubator Network

Philippines, 14 June 2013

*Jerry T. Clavesillas*

Deputy Director Jerry T. Clavesillas

Focal Point of ASEAN SME Working Group

Philippines




## LETTER OF ENDORSEMENT

On behalf of the Republic of Singapore (name of the ASEAN Member State),

I herewith stated the full endorsement of the foundation of

**ASEAN Business Incubator Network**

Singapore (place), 4th July 2013 (date)

 (signature)

Ted Tan Teck Koon (name)

Focal Point of ASEAN SME Working Group

Republic of Singapore (name of ASEAN Member State)



## LETTER OF ENDORSEMENT

On behalf of the Thailand (name of the ASEAN Member State),

I herewith stated the full endorsement of the foundation of

### ASEAN Business Incubator Network

Bangkok (place), 12 June 2013 (date)

C. Att (signature)

Attanisa Changchaim (name)

Focal Point of ASEAN SME Working Group

Thailand (name of ASEAN Member State)



## LETTER OF ENDORSEMENT

On behalf of the Agency for Enterprise Development - Vietnam,

I herewith stated the full endorsement of the foundation of

**ASEAN Business Incubator Network**

Ha Noi, June 7<sup>th</sup>, 2013

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Nguyen Hoa Cuong  
Deputy Director-General  
Agency for Enterprise Development

Focal Point of ASEAN SME Working Group

VIETNAM

**APPENDIX 9. OUTCOMES OF ASEAN WORKSHOP ON STRENGTHENING SME BUSINESS AND TECHNOLOGY BUSINESS INCUBATORS NOVOTEL HOTEL, BOGOR, INDONESIA, 14-15 JUNE 2013**

**PROGRAM**

<b>Time</b>	<b>Program</b>	<b>Moderator</b>
<b>13 June</b>	<b>Arrival</b>	
<b>Day One : 14 June 2013</b>		
08.30-09.00	Registration	
09.00-10.00	<b>Opening</b>  Welcome Address <i>ASEAN Secretariat</i>  Welcome Remark <i>Japan Mission to ASEAN</i>  Opening Remark <i>Project Manager, I Wayan Dipta</i>	
10.00-10.30	Coffee Break	
10.30-12.00	Brief Overview of The Baseline Study, and ASEAN Business Incubation Models <i>Project Coordinator, Hadi K Purwadaria</i>	
12.00-13.30	Lunch	
13.30-14.30	Statement of Endorsement of ASEAN Incubator Network – Launching the ASEAN Incubator Network  Statement of Adoption of ASEAN Business Incubation Models	
14.30-15.30	Ventures' View on ASEAN Common Fund for Start-Up Company <i>Inotek, Indonesia, Kickstart.com, Philippines</i>	Andrew Wong
15.30-16.00	Coffee Break	
16.00-17.00	Ventures' View on ASEAN Common Fund for Start-Up Company <i>GITP Investment Singapore, Chalermopol Tuchinda Thailand</i>	Totok Hari Wibowo
18.00-20.00	Welcome Dinner	
<b>Day Two : 15 June 2013</b>		
09.00-10.30	Discussion of Future Programs for ASEAN Business Incubator Network	
	Future Programs for ASEAN Business Incubator Network : ASEAN Perspective <i>Ms Mercedes M. Barcelon – ASEAN</i>	Azra'i Shu'ib
10.30-11.00	Coffee Break	

11.00-12.30	Future Programs for ASEAN Business Incubator Network : ASEAN – Japan Collaboration <i>Prof Takeru Ohe – Japan</i>	Manaek Simamora
12.30-13.30	Lunch	
13.30-15.00	Implementation Guidelines for Best Practices Business Model in ASEAN Technology and Business Incubators <i>Prof Shigeo Kagami – Japan</i>	Asril Syamas
15.00-16.00	Linkage of ASEAN Incubator Network with APIN (Asia Pacific Incubator Network) <i>Ms Mercedes M. Barcelon – APIN Representatives</i>	Chalermopol Tuchinda
16.00-16.30	Coffee Break	
16.30-17.00	Finalizing Future Programs for ASEAN Business Incubator Network	Hadi K Purwadaria
17.00-17.15	<b>Closing</b>	
<b>16 June</b>	<b>Departure</b>	

## PARTICIPANTS

Participants of the ASEAN Workshop consist of 10 TBIs from AMS outside Indonesia ( 9 supported from ASEAN-JAIF, 1 self funding), 11 TBIs from Indonesia (10 supported from ASEAN-JAIF, 1 self funding), 2 resource persons from Japan, 5 resource persons from ASEAN ( 1 Indonesia, 2 Philippines, 1 Singapore, and 1 Thailand), 8 SMEs from TBI clients all self funding (6 Indonesian, 2 Vietnamese). The Workshop was also attended by 10 ASEAN SME Working Group Focal Points, JAIF Representative, and ASEAN Secretariat.

## OUTCOMES

1. **ASEAN Business Incubator Network** was launched at the ASEAN and named as ABINet by the workshop participants. The ABINet was endorsed by 10 ASEAN SME WG Focal Points. The number of TBIs supported the ABINet was 26 plus all 3 of the Association of Business Incubators in the AMS, namely, Indonesia, Malaysia, and Thailand. They all became the founding members of the ABINet added by one proposed TBI candidate from Myanmar who would be the first Myanmar TBI.
2. **ABINet Common Platform**
  - i. ASEAN common programs : annual TBI forum; capacity building of both TBI management staff and the start-up companies such as training, exchange manager program, business matching, benchmarking, and business competition; and co-incubation program among TBI in AMS.
  - ii. ASEAN sharing information, experiences, and resources : forum for mentors, experts in specific fields, and VC; experiences in best practices, successful SME clients, technology transfer, laboratory services, market access, and IPR management.
  - iii. ASEAN data base for TBI and SME clients profiles.
  - iv. ASEAN common fund, and or ASEAN financial institutions (VC, investors) accessible for source of investment funding for incubator SME clients.



3. **The Organization of ABINet** was recommended to have
- i. Secretariat : secretariat office is suggested to be in The ASEAN Secretariat Office Building in Jakarta, Indonesia.
  - ii. President : president office will be offered to a person with sufficient experiences in TBI from AMS. The President will be seconded by a Secretary General, and the first election will nominate President and Secretary General. The Secretary General will assume the President office automatically for the next period of the governing body. Thereby, the following election will always nominate a new Secretary General.
  - iii. Office Period : office period for the elected President is three years.
  - iv. Membership : based on active application. The initial membership is the 30 founding members. Applications come later will be granted membership. Membership includes association of TBI. Interest from TBI, and TBI association from outside AMS will be granted as associate members.
  - v. Membership Fee : membership fee is agreed to be 150 USD per year, and not automatically considered as APIN membership.
4. **Interest to Adopt ASEAN TBI Models** has been stated by 23 TBIs all over AMS out of the ABINet founding members.
5. **ABINet Proposal to be Submitted to JAIF for the Next 3 Year Program** is recommended to be written containing all the activities to promote ABINet common platform.

**APPENDIX 10. LIST OF ASEAN BUSINESS INCUBATOR NETWORK FOUNDING MEMBERS  
AND INTEREST TO ADOPT ASEAN TBI MODELS**

No	Name of Business Incubator/Business Incubator Association		Interest to Adopt ASEAN TBI Models	ASEAN Member State
	Abbreviation Contact Person, email	Full Name		
1	AIBI Asril Fitri Syamas, Chair asrilsyamas@yahoo.com	Association of Indonesian Business Incubators	NA	Indonesia
2	Ayala TBI Mercedes M. Barcelon, Director barcelon.mm@ayalafoundation.org	Ayala (Ayala Foundation, Inc.) Technology Business Incubation	√	Philippines
3	BDV Indra Purnama, Director indra@mikti.org	Bandung Digital Valley	√	Indonesia
4	BIC Sansanee Huabsomboon, Director sansanee@nstda.or.th	Business Incubation Center – Software Park Thailand, NSTDA (National Science and Technology Development Agency)		Thailand
5	BINUS Entrepreneurship Center Karyana Hutomo, Director khutomo@binus.edu	BINUS Entrepreneurship Center	√	Indonesia
6	BIT-BPPT Dr. Iwan Sudrajat, Director iwansud@gmail.com	Balai Inkubator Teknologi-BPPT (Agency of Technology Assessment and Development)	√	Indonesia
7	BTP Jangkung Rahardjo, Director jkr@btp.or.id	Bandung Techno Park		Indonesia
8	Center for Business Incubation of Agro Hi-Tech Dr. Nguyen Hai An, Director nguyenhaian1403@gmail.com	Center for Business Incubation of Agricultural High Technology	√	Vietnam
9	CTBI-NLU Dr. Nguyen Tien Thanh, Director ntthanh@hcmuaf.edu.vn	Center for Technology Business Incubator-Nong Lam University	√	Vietnam
10	CTTE Technology Business Incubator Prof. Enrico Supangco, Director enricosupangco@yahoo.com.ph	Center for Technology Transfer and Entrepreneurship, University of Philippines Los Banos	√	Philippines

11	DOST-MIMAROPA BPKI MJP Abilay, Director mjpabilay@yahoo.com	DOST (Department of Science and Technology)- MIMAROPA Brooke's Point Kitchen Incubator	√	Philippines
12	DOST- PEZA Open TB Lauren Teena Velasquez, Group Manager laurenteena@yahoo.com	DOST (Department of Science and Technology)-PEZA Open Technology Business Incubator	√	Philippines
13	IBUPI Leli Yulifar, Director leli_yulifar@yahoo.com	Inkubator Bisnis UPI (Indonesian University of Education)	√	Indonesia
14	i-Centre Jeremy Chua, Director jeremy.chua@icentre.biz	Innovation Centre	√	Brunei Darussalam
15	IIC-TPM Azra'i Shu'ib, Director azrai@tpm.com.my	Innovation Incubation Centre- Technology Park Malaysia	√	Malaysia
16	Incubie IPB Deva Primadia Almada, Assistant Director deva_incubator@yahoo.com	Incubator Business IPB (Bogor Agricultural University)	√	Indonesia
17	LIBIC Thavisonne Mounlasane, Director thavisone@fe-nuol.edu.la	Lao IT Business Incubator Center	√	Laos PDR
18	MAD Inc Andrew Wong, Director andwtf@incubator.com.my	MAD Incubator Sdn Bhd	√	Malaysia
19	MSC-Malaysia Technology Commercialization Centre Andrew Wong, Director andwtf@incubator.com.my	MSC (Multimedia Super Corridor)-Malaysia Technology Commercialization Centre	√	Malaysia
20	NINA Andrew Wong, President andwtf@incubator.com.my	National Incubator Network Association	NA	Malaysia
21	NEI Brian Koh, Director briankoh@nus.edu.sg	NUS (National University Singapore) Enterprise Incubator	√	Singapore
22	SGU TBI Kho I Eng, Director iekho@sgu.ac.id	Swiss German University Technology Business Incubator	√	Indonesia
23	SMU BIG Prof Desai Arcot Narasimhalu, Director desai@smu.edu.sg	Singapore Management University's Business Innovations Generator	√	Singapore

24	SPUBI Dr Ranchana Rajatanavin, Director ranchana.ra@spu.ac.th	Sri Patum University Business Incubator	√	Thailand
25	Thai BISPA Chalermpol Tuchinda, Secretary General chalermopol@nstda.or.th	Thailand Business Incubators and Science Parks Association	NA	Thailand
26	TIC-ILCC In Sambo, Director insambo@yahoo.com	Technology Incubator Center-Industrial Laboratory Center of Cambodia	√	Cambodia
27	TOPICA Dang My-Chau, Director chaudm@topica.edu.vn	TOPICA Education Group	√	Vietnam
28	UMN Business Incubator Yovita Surianto, Manager ysurianto@gmail.com	UMN (Nusantara Multimedia University) Business Incubator	√	Indonesia
29	UNY Business Incubator Dr Nahiya Jafar Faraz, Director nahiya_jf@yahoo.com	UNY (State University of Yogyakarta) Business Incubator	√	Indonesia
30	Yangon Institute of Economics Business Incubator pending	Yangon Institute of Economics Business Incubator	NA	Myanmar
	<b>TOTAL</b>		<b>24 TBIS ready to adopt the ASEAN TBI Models</b>	