



UPDATE No. 87

For members *first*

June 2009

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Dear Member and Reader,

Continuity and ongoing innovation are main characteristics of successful business incubation: The row of anniversaries continues: The 20th annual conference of the Polish incubator association held in Gdynia, Poland found much interest. More than 200 delegates attended and participated in an active exchange of information and views. Much has been achieved during recent twenty years – and much needs to be done. This is valid not only for Poland.

The SPICE Art Ball keeps rolling around the World

The SPICE Art Ball, symbol of global cooperation in supporting innovation & entrepreneurship in the SPICE Group network develops towards completion. Now with art triangles from **40 countries from all continents** the ball offers only very limited space for more triangle art – and only at the price of taking off information about the artists and countries represented. But this information also is available on the art ball website. In April 2009 the ball rolled to three very different places: Bishkek and Issy-Kul in Kyrgyzstan, Kansas City, Missouri, USA (see report in SPICE Update No86) and



Central Europe where the SPICE Art Ball rolled to the **Gdynia, Poland** and was exhibited at the 20th conference of the Polish Business Incubation and Innovation Center Association (SOOIPP). We give a short report on this event on page 2 of this Update (also check <http://www.sooipp.org.pl/>)

The Triangles of the SPICE Art Ball

http://www.art-ball.net/spice_art_ball.php

The SPICE Art Ball now has 40 countries represented by art triangles that symbolize the nation by illustrations, for example from history, technology, science, business, art, or music. Below we continue the series of art triangle presentations.

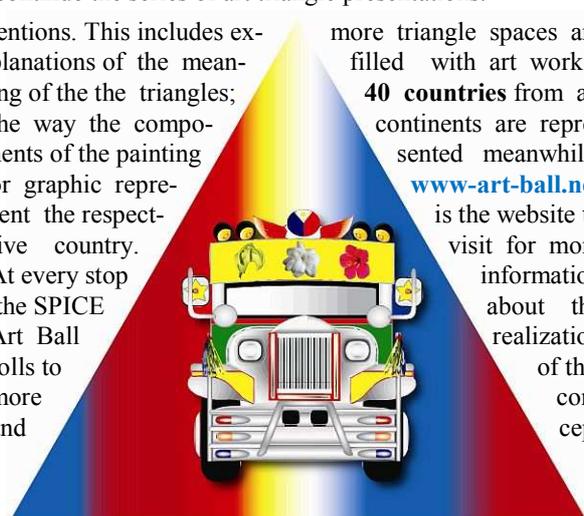
Here we present triangle art that has been on the SPICE Art Ball for some time already and therefore was shown in many countries. Of course, new triangles also have been sent to us in the mean time. We



Triangle Russia: www.art-ball.net/spice_art_ball_russia.php

will continue to present the art ball triangles in coming issues of this newsletter. On the art ball website more details and background is made available: All about the ideas, the artists and their in-

tentions. This includes explanations of the meaning of the the triangles; the way the components of the painting or graphic represent the respective country. At every stop the SPICE Art Ball rolls to more and



Triangle Philippines: www.art-ball.net/spice_art_ball_philippines.php

more triangle spaces are filled with art work – **40 countries** from all continents are represented meanwhile. www.art-ball.net is the website to visit for more information about the realization of this concept

20th PBICA Conference in Gdynia, Poland

Mid May 2009 the 20th Annual Conference of the Polish Business and Innovation Center Association with more than 200 participants was held in Gdynia at the Baltic Sea coast in Northern Poland. Hosted by the Pomeranian Science and Technology Park and the City of Gdynia the conference focused on: (1) Creativity (2) Creating of markets for new technologies, innovative services within Business Innovation Centre, (3) New trends in supporting innovative entrepreneurship - International panel, (4) Good practices in innovation and entrepreneurship support.

For the opening of the conference **Krzysztof Matusiak**, President of PBICA provided a summary of the association's development - that during the past twenty years resulted in more than 230 association members today. From "Rydzyzna to Gdynia"

was the headline of his opening presentation – the places of the first and the actual conference. From a beautiful small castle in the countryside (but no entrepreneurship and innovation around) to a thriving technology park could be another description. More than 4,300 participants attended the PBICA conferences meanwhile and made use of "inspiration, ideas, and friendship" and Krzysztof Matusiak described what such events have to offer. And "discussion, sharing, and communication of knowledge and experience that results in popularization of the concept and achievements".

At the conference opening reception **Krzysztof Zasiadly**, Board Member of PBICA, welcomed **Krystyna Gurbiel**, former Minister for Industry, as Honorary Member of PBICA (see photo below) joining other national and international



Honorary Members: Prof. Bohdan Gruchmann, Prof. Jan Koch, Prof. Bogdan Marciniak, Tomasz Niesiolowski, and Jerzy Sekiewicz from Poland, as well as Rustam Lalkaka and June Lavelle, USA, and Heinz Fiedler, Germany.

After the third annual conference was held 1993 in Blazejewko the Polish Business and Innovation Center Association (PBICA) was founded with headquarters in Poznan where the first business incubator in Poland was working. Further milestones in the development were 1995 creation of Poznan Science and Technology Park; 1998 „Student with idea“-first pre incubation project, 2000 start of operation of SPICE secre-

tariat in the Poznan Science and Technology Park, 2004 first independent international project, 2005 creation of section of Academy Business Incubators, 2006 First Summer School of Innovation, and 2008 start of operation of the PBICA secretariat in Lodz Technology Park.

While 1990 only 27 business innovation centers were working in Poland this number increased to 710 in 2008, including 47 business incubators, 19 technology incubators, 20 technology parks, 55 pre incubators (academy business incubators), and 87 technology transfer centers

Contact: PBICA, email kbrmat@uni.lodz.pl

The SPICE Art Ball in Gdynia, Poland at the 20th PBICA Conference



The raw SPICE Art Ball was first time assembled in Poznan, Poland. Then, in October 2006 the Art Ball with the first painted triangles was exhibited in Poznan first time (see SPICE Update No 70). Meanwhile three years have passed and triangle by triangle the white spaces gained color. At its third visit to Poland the ball now only has space for two more triangles

Women Business Incubation Workshop at the PBICA conference in Gdynia

Part of the PBICA conference in Gdynia was an international workshop on **Women Entrepreneurship and Business Incubation**. Speakers of this workshop were **Krzysztof Zasiadly**, **Marzena Mazewska**, and **Larisa Brovarska**.

18 participants from different countries (Belarus, Poland, Germany, and Ukraine) attended to discuss the situation of women entrepreneurship. **Krzysztof Zasiadly** discussed the topic "Women and man entrepreneurship – what is the difference?" For example women often keep their business part-time because of family duties and prefer business with low level of



risk and consequently lower profit and aim at achieving additional income while men build larger companies with many employees. (continued on page 5)

11 Global Innovators – Winners of the infoDev contest for the Third Global Forum announced

Preparation for the Global Forum of infoDev is progressing. infoDev has announced the winners of the **Global Innovators Contest 2009**: Eleven entrepreneurs from all around the world that at the Global Forum will showcase innovative businesses that are emerging in developing countries. They also will draw attention to the challenges that entrepreneurs are facing in growing their businesses and how business incubators are helping them overcome these challenges. Further information: <http://www.idisc.net/en/Article.38885.html>

The Global Forum of infoDev will be held in **Florianopolis, Brazil, October 26 – 30, 2009** and is the meeting place for business incubation practitioners – not only from developing countries. Also stakeholders of business incubation programs, politicians, and financiers of innovative start-up and growth

businesses attend the Global Forum for exchanging information and experiences about good practices in business incubation and perspectives for further development.

After the first two Global Forum events were held in India, this year infoDev moves to a different continent. Brazil has been chosen because it is a country with a long track record and rich experience in business incubation and technology parks. Much can be learned from the experience of ANPROTEC, the national association of business incubator and technology parks of Brazil. Holding the forum in Latin America together with the annual ANPROTEC conference will offer an opportunity for many incubator managers and supporters from this region to attend.

Information: <http://www.idisc.net/en/article.38795.aspx>

Youth Innovation and Entrepreneurship

EU Launches 'Erasmus for Young Entrepreneurs'

Young European entrepreneurs will be able to spend up to six months working with an experienced entrepreneur in another EU country and learn how to better manage and grow their own business. This is the concept of 'Erasmus for Young Entrepreneurs', a new exchange program financed by the EU and launched today in all the 27 Member States.

The program aims at stimulating entrepreneurship, competitiveness, internationalization and the growth of start-ups and established small and medium enterprises (SMEs) through the transfer of know-how between experienced entrepreneurs and new entrepreneurs.

Erasmus for Young Entrepreneurs is intended for New Entrepreneurs and Host Entrepreneurs. A New Entrepreneur (NE) is someone who is firmly planning to set up his or her own business or has already started a business within the last three years. Host Entrepreneurs (HE) should be experienced businesspeople who own or manage an SME in the EU. The NE's and HE's business can be in any sector of activity.

The matching of the new and the experienced entrepreneurs is carried out with the help of over 100 intermediary organizations competent in business support (e.g. Chambers of Commerce, incubators, start-up centers, etc.) throughout the EU. The activities are coordinated by the Association of European Chambers of Commerce and Industry, EUROCHAMBRES, which acts as Support Office for the program.

New and experienced entrepreneurs should apply for the program via the web page www.erasmus-entrepreneurs.eu and establish contact with the intermediary organization of their choice. New Entrepreneurs are entitled to receive a financial contribution from the EU towards their travel and accommodation costs. In total, 870 stays abroad shall be organized in 2009-2010.

Information: Erasmus for Young Entrepreneurs Support Office support@erasmus-entrepreneurs.eu
www.erasmus-entrepreneurs.eu

SPARK Youth Conference held in Amsterdam, Netherlands

The Youth SEEN Event was held May 25, 2009 in the Vondelkerk in Amsterdam. This event was facilitated by the UpToYouToo Foundation and Spark and attended by various partners from the Netherlands and abroad all specialised in the field of youth entrepreneurship and self employment. These organisations include: UpToYouToo Foundation (NL/Kenya), Spark (NL/Balkans), Business Start-up Centre (Kosovo), Child at Venture (NL), Making Cents International (USA), Youth Social Enterprise (UK), YIKE (Kenya), YES Rwanda, Synapse Centre (Senegal), Masar Centre (Jordan), Branson School of Entrepreneurship (South Africa), Peace Child International (UK) and Change Fusion (Thailand).

Youth SEEN has been initiated in response to a need for research stimulating youth entrepreneurship in developing countries. The Youth SEEN Conference made it possible for

the partner NGOs to come into contact, share ideas on how to best approach this problem and create a stronger coalition between organisations looking to become further involved in youth entrepreneurship and self employment. Additionally, the goal of the conference was to assess how the partner NGOs could assist in providing relevant possibilities for Masters Students in the Netherlands to conduct research abroad or even within the Netherlands. Discussions with various organizations such as AISEC and Integrand are under way. Students were, of course, also free to attend this Conference, take an active part in breakaway sessions and panel discussions, whilst also being given the chance to talk to the organisations directly during our Research Master Market, which took place at the end of the day.

Further information Megan Price. m.price@spark-online.org

Website to introduce Young Entrepreneurs to Small Business Concept

SBA, the Small Business Administration, USA, states "Young people of today are the entrepreneurs of the future". Therefore SBA has developed a teen Website designed to introduce young entrepreneurs to the concept of small business ownership as a viable career choice. The innovative Website helps young people shape and implement their dreams of entrepreneurship. This site features the fundamentals of starting a small business from brainstorming to evaluating the feasibility of your idea,

developing the business plan, learning from successful young entrepreneurs, making sound financial decisions and utilizing various entrepreneurial development services – SCORE, Junior Achievement, DECA (Distributive Education Clubs of America) and the National Academy Foundation. These valuable resources provide face-to-face counseling and training as well as online counseling and training.

See: <http://www.sba.gov/aboutsba/sbaprograms/oc/youth/index.html>

Liechtenstein: Youth Entrepreneurship

"Entrepreneurial thinking should be encouraged and strengthened in Liechtenstein, Switzerland and Austria" states the Institute for Entrepreneurship (IfE) of the „Hochschule Liechtenstein" and refers to the Global Entrepreneurship Monitor (GEM) that sees analyzed that entrepreneurial thinking is not taken care of enough in education in German speaking countries. The entrepreneurial spirit is based on education and experience made already in very early years of a human's life. The project "Youth Entrepreneurship" of the IfE therefore

aims at integrating "entrepreneurship" into the early school levels. The Young Generation will be offered opportunities, to get insight into the day-to-day life of businesses and thereby gather experiences from an "entrepreneurial perspective". The project will support teachers with developing concepts for teaching entrepreneurial thinking and with implementing such concepts.

Contact: info@youth-entrepreneurship.li
<http://www.youth-entrepreneurship.li/>

Women Entrepreneurship and Incubation

Jordan: Women's Entrepreneurship Development Conference

The Business Development Centre and the International Training Centre of the International Labor Organization (ITC-ILO) was conducting the Women's Entrepreneurship Conference (WED) in Amman, Jordan end of April 2009 to foster collaboration, create linkages and knowledge sharing among WED promoters in the region, as well as networking between female entrepreneurs, investors and support organization.

The WED Conference represented a unique opportunity for female entrepreneurs, government agencies, business support organizations and investors to come together and share knowledge experience and successful approaches towards women's entrepreneurship development in the Arab region.

Speakers were representing different international and national

institutions such as business development centers, entrepreneurs associations, banks, universities, labor agencies and government from different countries like USA, UK, Italy, Netherlands, Lebanon, Morocco, Sudan, Tunisia and Egypt.

The conference addressed issues and case studies such as

1. Women entrepreneurship and sustainable growth based on civil society/ private sector partnership initiative
2. Women entrepreneurship development in Egypt
3. Tunisian entrepreneur's experience using development programs to finance her entrepreneurial business.
3. Developing female entrepreneurial businesses in Sudan.

Information: I's Of Innovation yousef.abuhmeidan@ioi-jo.com

Change Initiatives: Women Entrepreneurship Support in India

Change Initiatives promotes women's enterprises as part of its Nabanna program. It is into ICT-based enterprises and is set to embark into two new areas — sanitary napkins and handcraft. In ICT-based enterprises, it has localized an English-language handbook, holds awareness sessions, provides advanced computer training, conducts enterprise development workshops, and offers legal and other administrative support. Digital Graphics is Change Initiatives' model ICT-based enterprise.

For success of enterprises, we believe participants must be motivated and there must be trust among them if they are in a group enterprise. For women, we feel, work circumstances must be such that they are able to balance work and family life. For example, there must be flexible work hours.

Contact changeinitiatives@gmail.com

See also the success story article in the "Asia" section of this Update: page 8

Women Business Incubation Workshop at the PBICA conference in Gdynia

(Continued from page 3)

Most women businesses are in agriculture, food, handcraft, or trade that need less investments than other business areas while men prefer high technology businesses that in general have a higher growth potential.

Marzena Mazewska presented "Business Women in Poland". Despite all the difficulties and lack of programs supporting



women entrepreneurship, Poland within the EU has the highest portion of women among the self-employed. However, very often women see the establishment of a company as a way to manage their social roll (family occupancy) especially to have more flexible time commitment. Therefore women often have less interest in / focus on making their businesses grow.

Larisa Brovarska reported on the results of the international work group on Women Business Incubation that has been established with support of infoDev and recently has its first workshop in Kyrgyzstan (see report in Update No 86 and website <http://www.idisc.net/WorkGroups/index.aspx>). The aim of this activity is finding out about commonalities and differences in women entrepreneurship support (mainly) in developing countries around the world. On that basis concepts and proposals for using "business incubation" as a tool for better supporting women entrepreneurship should be generated.

The general conclusion from discussion at the Gdynia Workshop is the agreement on the need to develop the mechanisms

and environments offering support to women who want to start and develop their own business; especially to offer information and training for women to manage their start-up businesses and organization of mentoring/coaching for women entrepreneurs. Other women specific matters, for example, are regulations (law) that support / secure the rights of mother business women.

More detailed information as well as copies of the presentations are available on request.

Contact: Marzena Mazewska, marzenamazewska@wp.pl ; Krzysztof Zasiadly: zasiadly@hotmail.com ; and Larisa Brovarska: larisa@spice-group.pl.

Views & Facts

Norway – Russia

Anniversary of the first Norwegian-Russian Incubator



The first Norwegian-Russian business incubator Polar Star (established by SIVA Norway) invited the guests from Norway and Russia to celebrate its anniversary. The business incubator is only one

year old and it is incubating 7 companies on-site. Four of them are Russian and three are Norwegian. The celebration gathered the incubated companies, the consul general of Norway representatives of SIVA, officials from the city and regional administration, Norwegian Barents Secretariat, Nordic Council of Ministers, and Murmansk economic society. More information on website <http://polartar.barents-nova.com/> and the incubator manager at email ana.filina@barentsnova.com

Germany

350 – 1,3000 – 90,000

In April 2009 the Annual Report 2008 of the German Federal Association of Technology and Business Incubation Centres was published showing impressive data: 350 business incubators are working in Germany with 13,000 client companies that employ 90,000 people. This level has been reached 25 years after

the first German business incubator opened doors in Berlin in the year 1983. **Guido Baranowski**, former Chairman of ADT and member of SPICE Group provides an overview about the 25 years of business incubation in Germany and discusses the reasons for continuing success of this concept – although the world has changed much during this period of time.

In his report he also discusses the development of the association, the changes reflecting the developing needs of clients businesses, the influence of different political tendencies and economic environments, as well as the technological background of innovation based enterprises

Also important is evidence for the successful work of business incubators, for example the “survival rate” of 90 per cent of the

incubator clients businesses – while outside 50 per cent fail. Another example is the fact that incubator client businesses on average generate 14.4 jobs during the first four

years – while enterprises outside reach 8.9 employees. Last not least examples for the regional impact of business incubators that has successfully developed toward a technology park are provided: The Technology Park Dortmund now generates paid salaries of annually 451 million EURO and the tax income for the city and surrounding communities generated by companies in the technology park is 20, 1 million per year .

The report also highlights the importance of continuous quality assurance and development regarding the services offered by incubators and the role of international cooperation for successful development. The Annual ADT Report 2008 (in German) is available at adt@adt-online.de



Belarus

Innovative Ways for Entrepreneurship Support



The joint stock company “MAP JSC” was established in 1989 as a center of youth scientific and technical activity. From the very beginning the company was applying the innovative instruments to support entre

preneurial ideas even at absence of a legislative framework for business incubation system in Belarus. Since “The Regulations on Business Incubators” (1998) was approved the “MAP JSC” has been functioning as a business incubator of innovation type

aiming to support business initiatives of young scientists and entrepreneurs. The “MAP JSC” is situated in the suburbs of Minsk (2 km) - Kolodischi. The total square of rented out incubator’s premises is 3400 m².

MAP JSC» supports entrepreneurs by providing them with space for lease, conducting seminars and providing advice on current business activities. Currently, “MAP JSC” provides services to more than 60 small and medium sized businesses , which employ a total of over 1200 people. The company is a past winner of the Best Entrepreneur award and in 2007 it became a member of the UN Global Compact Initiative.

Contact: email: mapzao@mail.ru, website www.mapzao.by

Armenia

A Start-Up in Armenia

She is not an incubator client, but in a way working for a business incubation event as tourist guide helped **Susanna Grigorian** to strengthen the idea of starting her own business. It took a while, but now her company “Silk Road Tours” offers special



tour programs Susanna designed herself based on extensive knowledge of her country – and of the languages and needs of tourists from abroad. Modern life or history; art, folklore, or business and economy;

the Capital city Yerevan or the countryside and nature; summer or winter; whatever a visitor to Armenia is interested in; if he/she wants to stay 2 or 12 days; alone or in a group - Susanna has



a targeted offer meeting the interests and needs. Pre-designed tours are serving as guidelines that can be adapted to concrete interests of the visitor(s).

Contact: suzanguide@yahoo.com



Argentina *Technology Business Incubation in Central Argentina*

INCUBATEC is focused on helping develop the basis for technology entrepreneurship in the city of General Pico, La Pampa province in central Argentina. The incubator started activities in 2007, founded by the Ministry of Production in the Province of La Pampa, the-Faculty of Engineering, University of La Pampa, CERET-Center (Technology Education), FDR (Foundation for Regional Development), and INTI-Agency La Pampa.

INCUBATEC provides assistance to emerging technology companies survive and grow during their growth stage and off. The offer includes physical space, equipment, legal, accounting, industrial design, technology, networking, advice for college, and more. Since 2007 the incubator has received 26 projects, helped completing 10 business plans, approved 4 applications and currently has 3 projects in incubation. These are 3 software companies that develop and market their products in the incubator: Ing ECRT www.tecro.com.ar/ 815Tech www.815tech.com/ and Educational Progress www.progresoeducativo.com/

These young business are very professional and their products and services are diverse and distinct with some degree of innovation, for example a Traceability System for Refrigerators, and Animal Identification System (electronic identification for Hatcheries), a Geographic Information System applied to precision agriculture (Agricultural GIS), or Systems management solutions for information networks (solutions for Internet service providers or organizations that use the communications and information technology as part of its business model, company, includes access servers, Proxy, Backup, mail)- Being asked if there is any special support for women who want to start their own businesses **Fernando Stachiotti**, Incubator Manager, states "In our case there is only one female participant in the business incubator, and our policy simply supports technology entrepreneurs regardless of gender."

Contact: Fernando Stachiotti fstachiotti@incubatec.com.ar
<http://www.incubatec.com.ar/servicios/index.php>

International *Online Forum on Technology Transfer*

IFC and *infoDev* have jointly launched an online discussion on technology transfer. The purpose of this online discussion is to explore how developing countries can best facilitate the transfer and commercialization of technology from research institutions - whether from within their domestic institutions; between developing countries; or between developing and industrialized nations.

Through a series of dialogues surrounding an IFC report "IFC Emerging Markets Technology Transfer Facility", IFC and *infoDev* invites to participate in this discussion by sharing experience. In addition, a panel of international experts will provide answers to questions that arise from this report, as well as insight into the process of technology transfer.

International experts : **Louis P. Berneman**, Former MD of Penn CTT, Currently CEO of Texelerate, **Richard Cahoon**, COO, Cornell Research Foundation, **Patricia Weeks**, Former Director of Technology Transfer, Fox Chase Cancer Center, and former president, AUTM; **Jane Muir**, Technology Transfer Manager, University of Florida; **K. Vijay Vijayaraghavan**, President, STEM (India) ; **Nava Swersky Sofer**, CEO, Yissum (Hebrew University); **Michelle Mulder**, Technology Transfer Manager, South Africa Medical Research Counsel; **Dirk Radzinski**, CEO, Humboldt University Technology Commercialization; **Marcelo Menossi**, Professor and

Director, UNICAMP Technology Transfer Office, Sao Paulo; **David E. Martin**, Executive Chairman – M-CAM & Fellow, Batten Institute, University of Virginia

To begin the online discussion following questions have been raised:

- How would you define or characterize technology transfer?
- Who are the stakeholders in tech transfer generally? Which of these stakeholders play an active role in commercialization? Which currently do not but should?
- What are the special technology transfer considerations by industry, e.g., health, agriculture and food, information technology, alternative energy?
- What are the unique considerations that come into play when looking at issues of South-South technology transfer?
- What approaches might improve technology flows between developed countries and emerging markets?
- Has the US model been successfully replicated elsewhere? Can it be? More importantly, should it be? What other models exist and what are their strengths, weaknesses, adaptability and implementability?
- What are the strengths and weaknesses of the US technology commercialization model in the US context? What are the implications for emerging markets?

Discussion: <http://www.infodev.org/en/Article.370.html>

Innovation & Entrepreneurship Through Business Incubation GBIN - GS adopts Basic Document

The **Global Summit of Business Incubation Associations** held at the International NBIA Conference in Kansas City, USA (April 2009) adopted a paper that has been under development and discussion within the GBIN network (Global Business Incubation Network) for quite a while already: A brief introduction to **Innovation and Entrepreneurship through Business Incubation** for the use with practitioners, policy-makers and stakeholders in Business Incubation.

Drafted by **Peter Harman** and complemented with additions and support from a number of members of the GBIN network this document aims at providing a short and comprehensive introduction to the basics of business incubation – globally.

document states "Business Incubation is a globally well-tested 50-year-old systematic approach primarily aimed at growth-oriented start-up enterprises to help them grow with the efficient use of business resources, to become sustainable and competitive companies" and continues by summarizing the most important components of successful business incubation initiatives and programs, and includes an overview on the "soft" and "hard" success factors for incubation programs

This basic document on **Innovation and Entrepreneurship through Business Incubation** is supported by the national associations and is available for download from the website <http://www.spice-group.net/summit/last/>

Business Incubation in ASIA

This page provides information about incubation activities and programs from the ASIA region. **APIN, the Asia Pacific Incubation Network** is the regional network of business incubators and technology parks that has been set up with support from the infoDev program. For more information, please visit the website <http://idisc.infodev.org/en/Region.2.html> or contact Mr

APIN

Asia Pacific Incubation Network (APIN) Steering Committee met in Kuala Lumpur

See AABI newsletter



SPICE Group members Annuar Safar, Mercedes Barcelon, and Julian Webb and the other Steering Committee members at the Kuala Lumpur meeting

A dynamic and productive meeting with a range of exciting outcomes was held in Kuala Lumpur last week. Issues discussed included the upcoming APIN General Assembly (scheduled for August 5-7, 2009) were ways to develop the network and raise awareness among potential members, a new capacity building initia-

tive that will be launched by APIN, as well as preparations for infoDev's 3rd Global Forum on Business Incubation. The meeting focused on planning for the AABI Regional Workshop and General Assembly, scheduled for August 5-7, 2009, in Coimbatore, India. The theme of the workshop will be "The Global Downturn – An Opportunity for Incubation". The **14th AABI General Assembly** will be hosted by **Asia Pacific Incubation Network (APIN)** at Coimbatore, Tamilnadu, India. It is planned to be held jointly with the 4th Regional Workshop of APIN - supported by World Bank's infoDev Program & DST, Govt. of India.

Contact and Information: AABI Secretariat (Shanghai)

Email: aabi@incubator.sh.cn

12th International AABI Training Workshop on Business Incubation

See AABI newsletter

Sponsored by Shanghai International Business Incubator, the 12th International Training Workshop on Business Incubation "Business Incubator Models & Effective Entrepreneur Support System" will be held Oct.12-17, 2009, in Shanghai China.

This international training workshop is also one of the major training programs of AABI and will target business incubation managers, entrepreneurs and government officials. It will fea-

ture lectures, roundtable discussions and business incubator tours, to support participants exploring how to improve their abilities in managing a business incubators and provide effective entrepreneur support. The training curriculum will consist of business incubation basics, operations model, and incubation service system, advanced incubator management and more.

More information: stic@stn.sh.cn or sibi@co-way.com.cn

China hosts Workshp for African Countries

By Nejiba Bouzaïane Khalfallah

The International Workshop on Planning, Building & Management of Science Parks & Incubators was held May 10 –24, 2009 in Beijing, China with participants from 15 African countries, Botswana, Cameroun, Egypt, Ethiopia, Ghana, Kenya, Lesotho, Mauritius, Nigeria, Rwanda, Senegal, South Africa, Tunisia, Uganda and Zimbabwe.

Sponsored by the Ministry of Science and Technology of the People's Republic of China this event was organized by Torch High Technology Industry Development Center, MOST and co-sponsored by the Beijing International Business Incubator

With the aim of sharing successful experiences and exploring future cooperation with colleagues from African countries, the workshop provided opportunities for government officials, experts and managers in the field of S&T parks and business in-



cubators from African countries to develop beneficial relationships and to exchange knowledge and ideas. The workshop included lectures by Chinese experts on science parks & incubators management, field visits to local science parks and incuba-



tors, case studies and seminars on how to build, plan and manage science parks and incubators to promote international cooperation between African countries and China in the field of science & technology. This event did not only contribute to transfer knowledge, but also helped building a network of incubation professionals in Africa.

Contact: Nejiba Bouzaïane Khalfallah, EL Gazala Business Incubator. Tunisia, n.khalfallah@elgazala.tn

Call for Papers for the Asia Pacific Journal of Innovation and Entrepreneurship

APJIE (Asia Pacific Journal of Innovation and Entrepreneurship) officially announced a Call for Papers for Volume 3, No.2 scheduled to be published in August, 2009. Manuscripts for Vol.3, No.2 must be on the desk of APJIE by **July 15, 2009**

Volume 3, No.3 will be published in December, 2009. The deadline for manuscripts is October 15, 2009.

All manuscripts have to be sent to APJIE through electronic mailing system: apjie@kobia.or.kr

The following article is an abstract of Jhumpa Ghosh's success story she provided for the International Women Incubation Work Group (<http://www.idisc.net/WorkGroups/index.aspx>)

It is days away from the Indian festival of Holi --- and Madhushree, Mamoni, Sarani, Kakoli and Manasi have reasons to be happy. The five women are partners in Digital Graphics --- a DTP enterprise at Rashapunjia, a semi-urban region, which is 90 minutes by road from Calcutta --- and their business has been so successful that each have drawn Rs 3,000 (\$63; \$1=48 Indian Rupee) from the common revenue pool to spend on clothing and sweets for their near and dear ones.

For the quintet, it's been an eventful journey. It started in May 2007 and since then many an obstacle had to be overcome, not the least being to carve out a niche in a male-dominated society. Today Digital Graphics has an over-full order book. They not only do DTP work such as typing question papers, printing letters and bio-data but are also engaged in digital photography and silk-screen painting work. They have been emboldened enough to take a Rs 100,000 loan (\$2000) for the purchase of equipment, while they have repaid an existing one.

The prelude to Digital Graphics, was a Change Initiatives' workshop held in early 2007 on ICT-based enterprises among the women who were associated with another NGO --- Jeevika Development Society. The workshop was part of a series which Change Initiatives was organizing in and around Calcutta in collaboration with the University of Manchester. Around 50 women attended the workshop. The fifty had done a basic course in computer training which was done by another NGO, Anudip. There was a need to take their learning forward. Besides, traditional women's enterprises were getting saturated, and there was a need to promote alternative income generating avenues --- ICT-based enterprises being one.

From the 50, twenty raised their hands to continue with the journey. Change Initiatives held three motivational sessions with them. Ten then agreed to a 10-day training camp on enterprise development. Finally, Madhushree, Mamoni, Sarani, Kakoli and Manasi ventured for Digital Graphics. The five were from lower middle-class families and they were empowered enough to embark on the venture. Still there were hurdles, the community sneered at their "audacity", while they

need to overcome their self-doubts. They persisted, and were helped by the intensive counseling by Change Initiatives, and thus was born Digital Graphics.

It was agreed that of the overhead capital, Change Initiatives will provide a desktop computer, an inkjet printer and a scanner. The money came from the DFID program. Anudip gave them a laser printer and a camera. However, none of these were for free. Change Initiatives reserved the right to take away all the equipment if the venture failed, while the laser printer and the camera were given as in-kind loan, payable in cash. (The loan has been repaid).

There still remained the issue of working capital. Firstly, the premise -- a 14ft by 10ft room --- had to be taken at a monthly rent of Rs 600 (\$13). The five engaged themselves in private tuitions, and from which, they contributed Rs 500 (\$11) each to a common fund, generating a monthly sum of Rs 2,500 (\$52). Of this, Rs 600 (\$13) went as the rent and, the rest went for working capital expenses.

This was in May, 2007. Today, Digital Graphics is earning Rs 7,000-8,000 (\$165) a month, and it is generating surpluses of Rs 3,000-4,000 (\$80) a month, which is a margin of nearly 50 per cent.

Their order book makes an interesting reading. In DTP work their clients include the local school, the police station, the local government and small businesses.

In digital photography, they produce passport-size photographs. Now they even go to weddings, to take professional pictures. In silk-screen printing they prepare visiting cards, leaflets and posters. The latest diversification is into computer training. An internet facility has also been set up.

"There are challenges ahead," says Mamoni, "but the initial days are over... the time when people looked at us with a condescending attitude when they discussed business with us."

Future plans? In terms of diversification, it is to purchase a Xerox machine, while stepping up efforts to get more DTP orders and strengthening the education-cum-internet initiatives.

The full report can be obtained from Jhumpa Ghosh: Contact changeinitiatives@gmail.com

More about Change Initiatives: see also report in the "Women Business Incubation section of this Update: page XXX

Published: Asia Pacific Journal of Innovation and Entrepreneurship Vol. 3 No 1

The Editorial Board of the Asia Pacific Journal for Innovation and Entrepreneurship has been expanded by three experienced practitioners: Prof. Lynn Kahle (University of Oregon, USA), Richard White, a SME policymaker from New Zealand, and Rolf Friedrichsdorf from Germany. Their experiences in the field and networks throughout the Pacific and European countries will be of great asset to APJIE.

The latest issued of ABJIE includes following papers

Innovation and Entrepreneurship through Business Incubation by Peter Harman, **A Pilot Study for a Growth Process of High-Tech Start-Ups: A Case Study of Access Corp. from the Aspect of Resource Accumulation** by Shingo Igarashi, **The Critical Success Factors of New Ventures**

in Taiwan's IC Design Industry by Benjamin J. C. Yuan, C. W. Lin, K. M. Kao, and Henrik Tai Ping Chiu; **Policy Supporting System and Stage Characteristics of China's Technology-Based SMEs** by Wei-ming Zhang, Jian-dong Lao, and Zhan Li; **Techno-Innovation to Techno Entrepreneurship through Technology Business Incubation in India: An Exploratory Study** by Hemantkumar P. Bulsara, Shailesh Gandh, and P.D. Porey; **Research on the Management of High-Tech Start-Up Firms by Chaos Theory** by Min Zhao, Zhan Li, Rong Wang, and RunZhong Peng; **Mansoura University Technology Incubator as a Proposed Model for the MENA Countries** by Tawfik T. EL-Midany and Nabil M. Shalaby

APJIE download from www.kobia.or.kr / www.aabi.info.

Business Incubation in MENA

This page provides information about incubation activities and programs from the MENA region (Middle East and North Africa). MENA^{inc} is the regional network of business incubators and technology parks that has been set up with support from the infoDev program. For more information, please visit the website <http://idisc.infodev.org/en/Region.5.html> or contact Mr. Omer Oz at omeroz1@gmail.com



Arab Countries 5th Arab Technology Business Plan Competition

ASTF, the Arab Science and Technology Foundation has announced the 5th Arab Technology Business Plan Competition (TBPC) "**Take Your Innovation to the Market**". The deadline for applications is: July 10, 2009 (see www.tbpc-astf.net)
The Arab Technology Business Plan Competition is a regional Technology investment competition for the entire Arab world organized by Arab Science and Technology Foundation (ASTF) in cooperation with Intel Corporation. The competition provides the Arabian Entrepreneurs with tools to turn their Technological

innovation into business opportunities. The completion offers
1. A chance to prepare a professional business plan and take innovations to the market.
2. To show business plans to Angel Funds, Venture Capitals and Investors in the annual ASTF Investment Forum.
3. Attend a unique Technology business planning training.
4. Represent the Arab World at the world finals of the Technology Entrepreneurship Challenge, November 2009.
Contact: Yasser Tawfik, Yasser.tawfik@astf.net

Jordan Company from iPARK one of the Global Innovators

The company **Focus Solutions in Jordan** (incubated at iPARK in Amman, Jordan) is one of the 11 winners of the infoDev Global Innovators Contest (see also page 3 of this Update). Focus Solutions provides technical solutions to banks and law firms throughout the Middle East and North Africa. Although it

started with less than USD 100, revenue has grown to surpass a quarter of a million USD in 2007. The infrastructure provided by the JIC-iPark was essential to the business, but, as a true success story, Focus Solutions has since graduated, establishing itself as a leading service provider in the region.

MENA Euro-Mediterranean industrial and technology partnerships

By: Dr Gudrun Rumpf

The EU wishes to fully exploit the potential of the European neighborhood policy. This could ultimately lead to the creation of a large single market, which would create a lasting win-win situation for all partners involved. Over the last three years the MEDA countries (Algeria, Egypt, Israel, Jordan, Morocco, Lebanon, Occupied Palestinian Territory, Syria, Tunisia, and Turkey) have experienced strong economic growth. They have embarked on programs of structural economic reform aimed at improving the business environment and facilitating development. Mediterranean partners are developing a strong entrepreneurial culture, which is a valuable asset for them and a precondition for successful growth and job creation. Peace, stability and prosperity are objectives which the EU and its Mediterranean partners share. Vibrant enterprises, led by down-to-earth but ambitious entrepreneurs are a vital element in achieving these common goals. Faced by today's challenges of - competitiveness in a world of global competitions and by environmental threats, entire MEDA sectors and especially SMEs need to innovate by process improvements, new product development and access to new markets.

The Euromed Innovation and Technology Program "Medibitkar" aims at building technology and industrial partnerships between the MEDA countries and the EU. It aims to establish technology transfer services in all countries. In the ministerial meeting in Nice on 5./6.11.2008 the Ministers for Industry of the 27 EU Member states and of the MEDA countries and beyond decided to increase cooperation in innovation and technology transfer. European Commission Vice President Günther Verheugen, responsible for enterprise and industry policy, recommended the MEDA countries to use Medibitkar for joining Enterprise Europe Network (EEN).

Assisted by Medibitkar some MEDA organizations undertake major efforts to structure their business support infrastructure,

to set up one-stop-shop business support centers and to submit proposals to adhere to the EEN. In parallel Medibitkar helps to accelerate the learning process by training designated network members on how to run state of the art EEN type services (see photo). Egypt, Israel, Syria and Turkey are EEN members, and Jordan, Lebanon, Morocco, and Tunisia are expected to follow shortly.

Work is done in the MEDA countries to develop sustainable working facilities. To date 20 trainings and 7 regional workshops, seminars, study visits and del-



gations to brokerage events (see photo) were carried out in 10 countries Technology and business. cooperation requests were formulated and Technology promoted. Expressions of interest to partnership requests

were yielded and are being dealt with. The first partnership agreements were signed. MEDA business support organizations and their European counterparts have gotten into the spirit and foresee a steep increase of technology and industrial partnership projects. Spice Group members are invited to make Euro-Mediterranean innovation happen:

Contact G. Rumpf gudrun.rumpf@intrasoft-intl.com

Jordan

The story started with an interest of Mahmud Jaber in preparing a lecture about the honey bees in the Holy Qur'an. He wanted the lecture to be with pictures and therefore started taking pictures of honey bees with his own camera. It took him 14 months to complete taking the pictures which show the sites and homes of the honey bees in rocks of the mountains, on trees and in modern hives. With these photos he documented also 170 plants visited by honey bees in Jordan. Mahmud was fascinated from "what I had seen and of what I had read about the honey bees."

The second amazing part of the story began when he started to study the products of the honey bees and their curative properties as described by the Holy Qur'an. In addition to honey, the honey bees produce royal jelly, wax, and venom which come from inside them as liquids of different colors and types. The bees also collect pollen and propolis from the plants which are essential for their survival and possess healing powers. The use of bee hive products in the treatment of diseases is called apitherapy.

Mahmud Jaber bought six bee hives from his own money to support his studies and research and then decided to start his first own company: **BeeWay**. After the first six months at the Agro-industries business Incubator, he was supported to buy bee hives and the equipment necessary to produce royal jelly and use bee venom from live bees in the treatment of autoimmune diseases. After one year, he was able to achieve profit from the production of royal jelly and treating patients with bee venom. Bee venom and royal jelly are unique in that they are used for medical purposes on scientific basis under medical supervision. In addition they are very effective in the treatment of chronic diseases which have no cure or very little relief from the traditional medicine.

Clients are patients who look for natural products to cure or relieve their suffering from diseases or patients who failed to re-

spond to traditional drugs and have serious side effects on their conditions. In the last two years about 500 people have benefited from BeeWay products.

It is possible to expand the user community by convincing both medical doctors and people of the huge benefits that these products possess through the published scientific research and the results achieved for people who used them worldwide.

The biggest challenge in starting this innovative business was swimming against the stream of medical doctors and legal issues related to the use of bee venom in the treatment of patients. Since Mahmud Jaber is an agriculture engineer the challenge was overcome by cooperation with a medical doctor and under his supervision. He sees business incubation as a great help: "... financial support to buy the bee hives and all the necessary equipment to produce my products, workshops in business planning, communication, marketing, IP rights and innovation in addition to training courses in apitherapy in Germany. The incubator also helped designing a logo, brochures and packages for my company and products and provided support in procuring a bee venom collector. This product does not have local demand at the present time in Jordan but has an international market. I am seeking to enter this market in the near future."

Mahmud Jaber became member of the American Apitherapy Society and the German Apitherapy Society and studied an apitherapy course with its president Dr. Stefan Stangaciu who was of great help in providing scientific and practical information. During his stay in the incubator, he had the full support and encouragement from its director Prof. M. Ayed Amr.

Contact: Mahmud Jaber, mahmudjaber@yahoo.com



Jordan

"Systematic Innovation in Business and Technology"

The Queen Rania Center for Entrepreneurship (QRCE) has recently commenced the 5th Annual Conference on Technology Commercialization which was held under the patronage of HRH Princess Sumaya Bint El-Hassan during the 14th Jordan Scientific Week in early May 2009. Mr. Robert Ayan, the strategic expert at El-Hassan Science City, opened and attended the conference on her Royal Highness' behalf.

The conference "Systematic Innovation in Business and Technology" came as part of QRCE ongoing efforts to emphasize the importance of creativity and innovation in generating intellectual property (IP) and developing patent commercialization.

The event focused on how to generate patents through systematic innovation in the technology and business domain, it also highlighted the TRIZ approach (Theory of Solving Inventive Problem); which has been recognized as means of generating innovations worldwide for over 50 years. TRIZ is considered to be a methodology which helps accelerate the innovation process by offering a set of tools and techniques required for systematic situation analysis, problem solving and developing new ideas in the course of combining the process of systems thinking with creativity.

During the opening session, Mohammad Khawaja, vice President of QRCE, stressed the importance of systematic innovation and its positive impact on the innovation process, which enhances the competitive qualities of companies in the private sector by developing products and unique innovative services that meet the ever growing market demand.

About **Queen Rania Center for Entrepreneurship (QRCE)**: The Queen Rania Center for Entrepreneurship (QRCE) is a not-for-profit & non-governmental organization. Established in October 2004 and located at the El Hassan Science City, Jubaiha. Its mission is to support economic growth by providing an array of services in entrepreneurship development and technology commercialization through the several programs conducted by QRCE such as: Queen Rania National Entrepreneurship Competition (QRNEC), Technology Commercialization Program (TCP), CONNECT JORDAN, and the student Entrepreneurship society (DART). The QRCE is sponsored by Jordan Dubai Capital, Jordan Commercial Bank, Optimiza, Orange, Royal Jordanian Airlines, Jordan Business Magazine, and Google.

Contact: ezoubi@qrce.org website <http://www.qrce.org>

Important upcoming Events

<http://www.spice-group.de/events/>

Put your event on the agenda yourself:

As the full list of events is taking too much space in the newsletter only a brief overview can be provided. We strongly recommend visiting the "Events" section on the SPICE Group website. This also page offers the feature to put your own event on the list – directly and online. Just click on "[Add new information](#)" and you will be guided through the simple process.

July 8-11, 2009 in Karelia, Russia: : 2nd International Business Extreme Forum: Innovation. Personality, Growth



Business Extreme
Innovations. Personality. Growth

Organized by the Russian National Business Incubation Asso-

ciation this forum is aimed at sharing experience in economic development promotion. Specialized conferences will complete the program: e.g. "Small Business and Innovation", "Branding of the Territories as the Way of Positioning in the Global Markets", and "Microfinance and Regional Development"

ciation this forum is aimed at sharing experience in economic development promotion. Specialized conferences will complete the program: e.g. "Small Business and Innovation", "Branding of the Territories as the Way of Positioning in the Global Markets", and "Microfinance and Regional Development"

Contact: inna.gudovich@gmail.com

August 5-7, 2009 in Coimbatore, India: 14th AABI General Assembly

The 14th AABI Assembly will be hosted by the Indian STEP and Business Incubator Association (ISBA) August 5-7, 2009 at Coimbatore, Tamilnadu, India. It is planned to be held jointly with the Regional Workshop of Incubation Asia Pacific Network (APIN). the infoDev Regional business incubators

work Themes and agenda for the three planned streams(with special focus on incubator manager, policy makers and association presidents) will be discussed and members will be inform as soon as it's finalized.

Information and suggestions please contact: nsgsten@vsnl.com

September 2, 2009 in Wellington, New Zealand: 22nd Annual Conference of the Small Enterprise Association

The Small Enterprise Association of Australia and New Zealand (SEAANZ) will hold it's 22nd Annual Conference in Wellington, New Zealand on September 2nd, 2009. Opening festivities begin on the evening of September 1. Attendees represent a broad range of sectors, including educational institutions and government agencies but will also include individuals from

research organizations, economic development agencies, and corporations with an interest in the small business sector. Website for details:

<http://seanzconference.massey.ac.nz/contact> seanz@ten3.biz



September 30 – Oct. 3 2009: BALTIC DYNAMICS 2009 "The Dynamics of Innovation Spaces"

The annual Baltic Dynamics Conference is organized since 1995 in turn by Estonia, Latvia and Lithuania and this year will be held in the Capital of Lithuania, Vilnius. "The Dynamics of Innovation Spaces: Bringing Innovation to Society" will bring together experts and policy makers in innovation and SME development from around the world. **Conference Topics** are Triple Helix – Implications for Policy and Practice; Regional Innovation Environments; International Co-operation in



Knowledge Transfer; Innovation Processes and Management.

Contact: Pranas Milius, info@balticdynamics.com

Conference homepage: www.balticdynamics.com

October 16-30 2009: Florianopolis, Brazil: Third Global Forum on Business Incubation

infoDev will hold its Third Global Forum on Business Incubation in Brasilia in partnership with the Ministry of Science and Technology of Brazil

(MCT), the Brazilian Micro and Small Business Support Service (SEBRAE), and the Brazilian Association of Science Parks & Business Incubators (ANPROTEC). The Forum will

bring together incubation professionals, Professionals, SMEs, entrepreneurs, policymakers, financiers, and development practitioners. It will be an opportunity for Brazil to share its rich track record of over twenty years of business incubation with the global community.

Contact: Ms. Ana Carrasco, email: acarrasco@worldbank.org website <http://infodev.org/en/Article.268.html>

October 23-26 2009: Vancouver, Canada: AURP Annual Conference 2009



Creating Communities of Innovation

AURP, the Association of University Research Parks will hold its Annual Conference 2009 "Advancing Global Research Park Networks" in Vancouver, Canada. Topics are: Are your university, research park, government, and industry partners linked to global networks in the right ways to maximize exposure and transfer of knowledge? Are you maximizing results?

Proposals for suggested concurrent sessions should be no more than one page in length. A proposed session should address one

or more of the conference tracks, which are: 1) sustainability 2) government funding, and 3) industry.

Call for Proposals: Each proposal should include:

- full description of the proposed session, including how the information to be shared will benefit the attendees;
- 50-75 word description for possible future marketing;
- contact information, biography in narrative format, and high resolution photo of each proposed presenter.

The proposals are due no later than Tuesday, **June 30, 2009** at 5:00 p.m. PDT to Victoria Palmer, vickiepalmer@aurp.net

October 29-30, 2009 in Leipzig, Germany: 13th Interdisciplinary Start-Up Forum

The "13th Annual Interdisciplinary Conference on Start-Up Research" (G-Forum) will be held October 29 – 30, 2009 in Leipzig, Germany.

As in earlier years also this G-Forum will be organized in thematic Workshops to present and discuss actual research results and projects from the fields of entrepreneurship and SME de-

velopment. A focus of this year's conference will be "Ethics and Entrepreneurship". The organizers have issued a **Call for Papers with a deadline of June 30, 2009** For more information about the topics, please visit <http://www.gforum2009.de>



November 15-17, 2009 in Munich, Germany: Annual ADT Conference



The German Federal Association of Technology and Business Incubation Centers, ADT, will hold its Annual Conference 2009 in Munich, hosted by the MTZ, Munich Technology Center.

Munich is one of the "Technology Hubs" of Germany and the MTZ is offering 200 sqm of space for technology based start-ups. Expansion to 10.000 sqm is planned
Contact: Christina Mann, mann@mtz.de

November 19-20, 2009 in Stockholm, Sweden: 8th Best Science Based Incubator Conference and Award

Mark your calendar for the 8th Best Science Based Incubator Award and Conference "Incubators as Stimulators and Creators of Regional and International Clusters" and look out for the documents allowing you to apply for the awards.

The conference will be organized in cooperation with the Swedish organization Innovationsbron. First time the Most Entrepreneurial Scientist Award will be announced.
Contact: Tanja Pijpaert, email: t.pijpaert@technopolicy.net

December 1-3, 2009 in Belfast: 11th International UKBI conference



UKBI announced the 11th International conference to take place in Belfast.. Building on the success of BI:10 in Bristol the conference will offer something for everyone regardless of your level of experience. With interactive work-

shops, incubator tours, plenary sessions roundtable discussions and a prestigious international gala dinner there are lots of opportunities to learn and to exchange experience and with friends
Information: <http://www.ukbi.co.uk/index.asp?SID=208>



The SPICE Group website provides information about many topics interesting and important for business incubation practitioners. For example, the "Events" page is the point of reference for conferences, workshops or seminars all around the

globe and the "News" section offers access to information about development of business incubators or technoparks. And. The "Hot news" page alarms you on important deadlines that should not be missed:
http://www.spice-group.net/hot_news/



New members – Welcome to the network



Sergey Naidovich

since 1989 is General Director of the business incubator joint stock company "MAP JSC". Before he was Director of the Center of Youth Scientific and Technical Activity as well as teacher at the Belarus National Technical University
His links with business incubation reach back to Sergey's activity as a consultant of the UNDP Project "Assistance to creation of business-incubators in Belarus" (1998-2000) and participation at a Community Connection Program of the US Small Business Development (USA, 1998)

He also attended study tours and other international information exchange programs like three years ago to Germany where he visited business incubators in Berlin
Sergey by education is an electrical engineer (Belarus National Technical University) and also has an degree in accounting and auditing (Riga Institute of Engineers of Civil Aircraft), The published scientific articles, for example, in human against electromagnetic fields. He attended High patent course (Moscow, 1987) and holds a Certificate "Anticrisis management" (Ministry of economic of Belarus, 2002)
Contact E-mail: mapzao@mail.ru website www.mapzao.by

And finally...

What is the entrepreneurship model business incubators are standing for? Luckily this is not a question with a simple answer. Business incubators are a tool that can help for reaching a wide variety of aims – from self-employment and social entrepreneurship to technology or high growth businesses. The underlying model of entrepreneurship depends not only on the environment of a specific incubator, but also on the set of aims the stakeholders define. Possibly a matter to be discussed at the G-Forum in Leipzig under the headline "Ethics & Entrepreneurship".

Whatever event you attend, we wish fruitful discussions and pleasure

Heinz Fiedler & Larisa Brovarska

SPICE Update is the newsletter of SPICE Group. In general this newsletter is published 6 - 8 times per year and regularly delivered free of charge to members of the network as well as selected partners. Articles for publication are invited and will be published under the name of the author. Although we do our best for making sure that published information is correct we cannot accept responsibility for errors that may occur nor for the content of website links provided. Editor: Heinz Fiedler, SPICE Group, Niedstr. 40, 12159 Berlin, Germany, Email update@spice-group.net