Business models for running sustainable STPs

Case of Technology park Ljubljana and regional collaborative innovation ecosystem

Iztok Lesjak and Domen Bole

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STP – science and technology park

• **Regional development tool** increasing the wealth and **competitiveness** by supporting the **knowledge commercialization and entrepreneurship**.

• **Gaining mechanism**, monetizing public investments in knowledge & R&D:
  - ↑ knowledge based commercialization & entrepreneurship ➔
  - ↑ high added value jobs, ↓ brain drain ➔ ↑ tax & contributions ➔
  - ↑ knowledge & R&D investments ➔ ↑ knowledge excellence...

• **Evolution** of support:
  - **Level 1:** Infrastructure
    - Provides **high quality space** and facilities together with **value-added services**.
  - **Level 2:** Start-up support
    - Facilitates the creation and growth of innovation-based companies through incubation and spin-off processes.
  - **Level 3:** B2B linking
    - Links **innovative companies and research institutions** throughout the world, facilitating the internationalization of **their tenants**.
  - **New** **Level 4:** Collaboration
    - Stimulates and manages the **flow of knowledge and technology amongst research institutions, companies and global markets**.
The role of Technology Parks

STP and innovation ecosystem stakeholders

Technology park

Enterprises

Consultants

Policy maker

Academia/research institutions

Intermediaries

Financial actors

STP stimulates and manages the flow of knowledge and technology between stakeholders
Largest innovation ecosystem for commercialization of knowledge and technology in SE Europe
Infrastructure: smart city for +300 companies

- **75.000 m2** of high-quality infrastructure in 2 locations
- **Smart city & living** services and programs
- Hosting **300+ member companies** with **+1.500 employees**

**Office space**
We manage 2 prime locations where +300 startups and SMEs use 75.000 m2 of office space of different sizes.

**Coworking space**
Coworking space with 30+ equipped working spaces with lounge with free wi-fi, tea & coffee.

**Conference venue**
Fully equipped conference venue for events with up to 150 participants, with catering on site.

**Meeting rooms**
Fully equipped meeting rooms in different setups from 12 up to 20 participants.

**Garage & parking**
900 parking spots in underground garages, mini ware houses and car wash.

**Telco and data center**
Direct access to all main telco providers, flexible LAN setup and data center services

**Smart services**
Car sharing, bank, post office, attorney-at-law, accountants, notary public, translators.

**Life & Leisure**
Kindergarten, restaurant, stationery shop, hairdressers, wellness, general practice, dentist, specialists & gym.

Partially financed by EU
Startup support: role model national ecosystem

• **Start:up Slovenia initiative** developing startup legislation and conditions
• 2 national and 5 regional startup support programs
• 3,5+ mio EUR investments in +60 startups managed annually for SEF
• 150+ experts, business mentors and start-up coaches
• Largest startup conference PODIM in the region
• Start:up AlpeAdria Iniciative lead partner
• European Startup Network funding member
B2B linking: networks & partners

- **P2P global network** of 400+ world’s top STPs
- **2 vertical sectoral networks** for regional linking
- **100+ partners** in 30+ national and international projects
Services for self-sustainability

- Services developed using bottom-up lean methodology

**Collaborative innovation ecosystems**
We co-create regional development innovation ecosystems of customized business incubators and technology parks.

**Lean idea and early-stage startup acceleration**
Co-development and execution of tailor made programs for accelerated development of innovative ideas and startups.

**Structured innovation programs at public research organizations**
Co-creation and implementation of programs that foster commercialization of knowledge and technologies at public research organizations.

**Smart specialization initiatives**
Managing and executing regional development projects that enable and empower Research & innovation Smart specialization strategies (RIS3).

**Innovation infrastructure**
Innovation driven investment projects and leasing of fully serviced premises within contemporary smart city.

**Technology transfer hub**
Mediation in technology transfer between regional technology providers and global technology buyers.
The impact of TPLJ

• **Initial investment**
  • EU funding: 8 mio EUR
  • Ljubljana municipality contributed land in exchange for TPLJ equity, 3 mio EUR
  • Additional 32 mio EUR financed trough commercial bank loans

• **Impact**
  • ↑ Economy dynamics
    • 300+ member SME and startup companies, 30+ established annually
    • 350+ mio EUR revenue, 80+ mio EUR in added value (2015)
  • ↑ High added value jobs, ↓ brain drain
    • 500+ new high added value jobs
  • ↑ Tax & contributions
    • 15+ mio EUR in VAT annually (estim.)
    • 6+ mio EUR in labor related contributions annually
  • ↑ Knowledge & R&D investments
    • 3,5 mio EUR in 14 EU projects (till 2016)
    • 0,4 mio EUR in own investments
  • ↑ Sustainability of TPLJ
    • TPLJ is self-sustainable limited liability company
    • 20 mio EUR in assets, less than 5 mio EUR to repay the loan
Awards and acknowledgements

2016, Best practice of regional cooperation presented within EU week of regions & cities.

2016, Shortlisted in TOP 3 among 343 projects within European enterprise promotion award.

2014, „John Shields Award“ for contribution in development of innovation ecosystem in SEE.


2013, Global STP management best practice by International Association of Science Parks (IASP).

2011, Best practice in innovation policy by Organization for Economic Co-operation and Development.
Challenges and solutions for the future
Regional vision: Creating knowledge society

Knowledge society:
- Type of society **needed to be competitive** in dynamics of today’s world.
- Society where **knowledge is the dominant production factor** of growth.
- Society relying on the knowledge to **drive innovation**, entrepreneurship and dynamism of economy.

Innovation capability of the region (GII - Global Innovation Index):

<table>
<thead>
<tr>
<th>Country (128 incl.)</th>
<th>GII 2016 ranking</th>
<th>GII 2015 ranking</th>
<th>2015 - 16 progress</th>
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</tr>
<tr>
<td>Albania</td>
<td>92</td>
<td>87</td>
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</tr>
</tbody>
</table>
Regional challenge: Declining innovation capability

Common weaknesses:
1. Creativity and knowledge produced, BUT poor commercialization.
2. Comparative lagging behind due to the lack of collaboration between large, SMEs and start-up companies, and public and private sectors.
3. A major shortcoming are small and non-developed domestic markets.

„Europe is good at transforming euros into knowledge, it is not good at transforming knowledge into euros...“

Carlos Moedas, Commissioner, Research, Science and Innovation, European Commission
Regional innovation environment must improve

"When a flower doesn’t bloom you fix the environment in which it grows, not the flower."

- Alexander den Heijer
Strategic objective
Fostering the commercialization of knowledge and technologies to advance the global competitiveness in the areas of smart specialization.

Mission
Support the competitiveness by addressing challenges that all innovation ecosystem levels (knowledge & research organizations, startups, SMEs and corporations) face when they innovate and seek to collaborate with each other to commercialize innovative products, services and business models.

Support stakeholders
- Policy makers
- Academia/research
- Financial actors
- Intermediaries
- Enterprises
- Consultants

STP role:
- Stimulates and manages the multiple-helix flow
- Develops concepts and verifies with pilots
Collaboration evolution:
1. Building trust with small projects, events and networking
2. Cooperation for receiving funding
3. Joint development of local services
4. Joint development of regional services (and mutual business model – distribution of benefits and obligations, QA standard)
5. Sharing of regional services

Current cases:
1. NTP Belgrade, Serbia
2. Tehnopolis Nikšiç, Montenegro
3. Lakeside Park Klagenfurt, Austria
4. Initiative Start:up Alpe Adria, Austria
5. Pending activities in Sarajevo, Skopje
**Project: ACCELERATOR**

**Title:** developing accelerators to provide better access to innovation finance for SMEs

**Goal:** TPLJ is responsible for development of Joint guide for the development and testing of accelerator programmes. Core of the project are pilots for implementation of developed services / accelerators.

**Partners from:** Bosnia and Herzegovina, Serbia, Romania, Bulgaria, Austria, Czech republic and Slovenia

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**Project: Startup AA**

**Title:** Development of the cross-border Start:up Alpe-Adria-Ecosystem

**Goal:** The main overall objective of the project is to increase in quality and range of services and resources for talents and start-ups in cross border region by developing a unique cross border globally recognizable start-up destination „Start:up Alpe-Adria“ which will be made of connected local Start-up Hubs and stakeholders of ecosystem

**Partners from:** Austria and Slovenia

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**Project: OIS-AIR**

**Title:** Establishment of the Open Innovation System of the Adriatic-Ionian Region

**Goal:** Support the development of a regional innovation system for the Adriatic-Ionian area

**Partners from:** Italy, Croatia, Serbia, Greece, Albania and Slovenia
Let’s collaborate!

Technology Park Ljubljana
Tehnoloski park 19, SI-1000
Ljubljana, Slovenia, Europe

Phone: + 386 1 6203 400
E-mail: info@tp-lj.si
URL: www.tp-lj.si