1. Basic Information

1.1. CRIS Number: 2003/004-938-16
1.2. Title: Science and Technology University Spin-off Incubators
1.3. Sector: Economic and Social Cohesion
1.4. Location: Republic of Slovenia

2. Objectives

2.1. Overall Objective:

The overall objective of the project is to support the process of creation of spin-offs companies in order to transfer knowledge from academic sphere into the economy and so to assure higher long-term success rates of new technology-based start-ups.

2.2. Project purpose

Project purpose is to encourage the creation of spin-off incubators at Slovenian universities as an instrument to increase the transfer of knowledge from universities to the economy and to foster the creation of new technology based start-ups.

2.3. Accession Partnership and NPAA priority

The objectives of the projects are in line with the objectives of the Accession Partnership, chapter on Economic criteria, promote competitiveness trough marked based enterprise restructuring; stimulate domestic and inward investment by improving the business environment and the fulfilment of the Copenhagen criteria, development of a capacity to cope with competitive pressure. At the NPAA the project supports the main economic policy priorities, especially “strengthening development factors” in a long-term perspective: restructure public expenditure with a view to increasing accumulation of capital, both physical and human, support research and development, innovation and information technologies.

2.4. Contribution to the National Development Plan

The proposed Grant scheme is in line with the National Development Plan (December 2001), especially with the Development Priority I: Promotion of the corporate sector and competitiveness and the Programme 2: Increasing company competitiveness trough the measure Technological development and innovations. This programme comprises measures of promoting investment into technological development and strengthening of development capacities of companies, which represent a key precondition for higher competitiveness of Slovene companies. The measure R&D support environment will promote the formation of common R&D centres for companies. Infrastructure will be enhanced – technology parks as incubators for high-tech companies and for the establishment of spin-off companies from universities and other research and development institutions. The proposed project will contribute to achieve the following goal of the programme: Increase the level of technological intensiveness and innovativeness of economy; reduce the lag in productivity of Slovene companies; increase the level of integration of Slovene companies in the international flows.

2.5. Cross Border Impact

N/A
3. **Description**

3.1 **Background and justification**

Virtually all EU countries today have launched programmes to promote research spin-offs, develop new technology based firms and generally exploit better basic and applied scientific and technical research. Licensing, patents, joint ventures and academic spin-offs are the main instruments, which contribute to fill the traditional gap between achieving good research results and the development of new products, services and firms with these results.

Recent experiences in industrialised countries have shown that governmental intervention is highly relevant for the development of research spin-off in the following areas:

- Promoting entrepreneurship among highly skilled science and technical students, researchers and professors, as all of them can play a key role in launching new start-ups and technology companies. Investments in raising the awareness, and training on entrepreneurship, management, legal and industrial property issues, besides fostering contacts with industry, are some of the tools that governments are actively promoting.

- Establishing clear rules and guidelines regarding the use of the intellectual property rights resulting from universities and publicly funded research institutes. These rules should either grant all rights to the individuals or professors carrying out research, or establish shared schemes, which grant a proportion of the rights to the university or department and the rest to the research team or spin-off staff.

- Develop practical approaches to entice established entrepreneurs, venture capitalists and R&D departments of large firms and multinationals to collaborate with the academic environment in the creation of new spin-off companies.

- Establish virtual and/or physical premises and services to support spin-offs before and for a period after incorporation.

The goal of the Spin-off Incubator project is to develop the process of pre-incubation of technology or scientific projects at the Universities (public institutions) and other institutes of higher education of Slovenia, helping students and researchers to transform business ideas and projects into start-up companies. Spin-off Incubators will accelerate the creation of new technology-based firms and the marketing of business ideas emerging from the academic world. It provides advice, working premises and grants to teams of entrepreneurs and researchers.

Besides giving a concrete starting point for business ideas, Spin-off incubators will also offer consultation and expertise in developing business and serve as a one-stop point for locating further assistance in financing, market testing, intellectual property rights or other areas. Through successful operation, Spin-off Incubators from university could foster the promotion of entrepreneurship in a positive way and support regional and cluster development policy objectives. Spin-offs Incubators from Universities are becoming an important entrepreneurial route to commercialised knowledge by public research is attracting a great deal of attention in many EU countries. Slovenia shows a very low rate of spin-offs creation compared to EU average, as is the creation of new technology based firms.

The project is expected to contribute strongly to the improvement of the chances of scientific and technological projects, which aim to be incorporated as new enterprises and support students, researches and their staff to launch new technology-based companies.

3.2 **Linked activities and support programmes**

The project is in line with the Programme of Measures to promote Entrepreneurship and Competitiveness 2002-2006, programme Knowledge for Development – Measure: The development of business incubators at universities.
Below, we summarise a number of ongoing support programmes that complement the Spin-off Incubator programme:

- Promoting entrepreneurship and the development of a supportive environment
  - Incentives for SMEs via incubators and technological parks
  - Promoting the creation and development of SMEs and promoting investments

- Promoting enterprise investment in technological development and innovation
  - Industrial research and pre-competitive development activities in Enterprises
  - Introducing improvements to technological processes via demonstration projects
  - Investments in new technologies

- Strategies to increase Productivity
  - Promoting the transfer of knowledge, methods and measures to increase productivity in the Slovenian economy

- Phare PPF SL9914 – Škofic 23 “Strategic possibilities for development of science/technology oriented and university based spin-off incubators in Slovenia”

- Phare CBC SLO/A Technology parks SI-9702.02.01 - “Innovation, Promotion and Transfer of SME Technology”

3.3. Results

The results of the project will be:

- Up to three spin-off incubators renovated and equipped (office furniture, ICT equipment, rental, etc)
- Management structure ensuring cost-effective and sustainable functioning of the spin-off incubators in place
- Potential entrepreneurs /Technology start-ups assisted to start and develop their companies (see outputs, above).

The following quantifiable results will be achieved:

- The provision of at least 3 spin-off incubators premises and equipment for entrepreneurs, creating spin-offs companies
- A Number (see last point) of potential entrepreneurs assisted to go into business (management, marketing, IT / technological for the incubator tenants; each tenant counselled on a regular basis)
- Established link between academic research and businesses, including an effective technology transfer mechanism
- At least 20 promotion seminars and workshops (innovative IT and other high tech services and products with students applications)
- Courses for training of the managers and staff of the spin-off incubators.
- Study trips for incubator managers to EU countries to experience the development of spin-off incubators and high tech incubators there
- Allocation of approximately 120 grants for entrepreneurs in project duration time

3.4. Activities

Grant Scheme will be established on the principle of the future financing mechanisms of Single Programming Document, introducing the principles of programming, implementation, monitoring, evaluation and financial control and taking fully into account the principle of additionality. Phare shall contribute to the objectives of the programme by co-financing the above-mentioned Grant Scheme.
Non-refundable grants provided by the Grant Scheme shall be co-financed also by national contribution and local resources of the beneficiary.

The universities in Slovenia are public institutions. The university based spin-off incubators, which will be supported through this project, will be established under umbrella of universities (faculties, which are public non-profit institutions) and supported by public funds.

3.4.1 Eligible activities will be:

Having recognised these development needs of the academic sector, within the frame of the Project Preparation Facility SL 99.14. “Strategic possibilities for the development of science/technology oriented and university based spin-off incubators in Slovenia”, the Ministry of the Economy intends to support the growth of university based spin-off incubators providing direct support (grants) in the following areas for the eligible activities:

- **Activities, that support establishment of spin-offs incubators**
  1. Secure initial starting funds and increase institutional, state, and national support
  2. Recruit coordinator for the spin-off incubator
  3. Establish offices for coordination of the spin-off incubator, functioning also as a contact and information point
  4. Set up furniture, IT equipment and data connections that will be needed in the spin-off incubator
  5. Identify corporate sponsors
  6. Start marketing the spin-off incubator: www pages, brochure, posters
  7. Link spin-off incubator with current incubator services, technology parks and technology centres
  8. Establish links with entrepreneurship education at Universities, Polytechnic, etc

- **Activities for scientific / technology spin-offs projects or business plans**
  Support for pre-incubation and incubation research projects – at each spin off incubator at university – grant

3.4.2. **Eligibility and selection criteria**

The eligibility and selection criteria will be in detail specified in the Guidelines for Applicants to Call for proposals according to the standard templates given in the practical Guide to Phare, Ispa and Sapard contract procedures. The specific Criteria for this grant scheme are incorporated in the standard template in order to have a more comprehensive picture and enhance the understanding.

This project includes a training element. It is pointed out that though this is eligible within the framework of a Phare project, that inside the future Single Programming Document (SPD) whereas the main element of the project will be financed by the ERDF, the training element would be included in a separate measure, financed by the ESF.

**Eligibility criteria:**

<table>
<thead>
<tr>
<th>ELIGIBILITY OF AREA, APPLICANTS AND PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The grant scheme is applicable national wide.</td>
</tr>
<tr>
<td>1. Who can apply:</td>
</tr>
<tr>
<td>- Non-profit making organisations, non-governmental organisations, SMEs which do not make profits from the grant scheme, local and regional level organisations based in Republic of Slovenia.</td>
</tr>
<tr>
<td>2. The project partners can be profit or non-profit making governmental, non-governmental or public institutions eligible for Phare support.</td>
</tr>
</tbody>
</table>
1. Size of the project: co-financing from the grant scheme in the amount of EUR 50,000 to EUR 300,000 out of Phare funds.

2. Duration of the project: The expiry date of the project should be at least three months before the expiry date of the programme as indicated in the Financing Memorandum.

3. The max. duration of the project will be 24 months.

4. The same project proposal must not receive more than one EC-funded grant.

5. Eligible activities: The project must relate to the following themes:
   - Activities that support establishment of spin-offs incubators
   - Activities for scientific / technology spin-offs projects or business plans

6. Eligible costs: the costs of supply of equipment necessary to reach the project purpose (justification must be available in the application); the costs of supplies/works for modernisation of the closely related infrastructure such as example offices and the related public utilities; the costs of preparation of strategy, organisation, management and marketing; the costs of training and performance of the spin-off incubator staff. The supply/works component cannot exceed 75% of total eligible costs.

7. In case of SMEs, no hard investments are eligible in the projects.

3.5. Lessons Learned

Incubators have been not foreseeing as less risky solution for starting new business or introducing new technologies. Also the students are not aware of the possibilities of the incubation process and the researchers are not stimulated to start their own companies at university or research centres. There was a lack of entrepreneurship awareness it resulted in a very diverse Technology Centres. The PFF study leads increased support for spin-offs companies and provides guidelines for spin-offs incubators.

4. Institutional Framework

Implementing Authority with the overall responsibility for the program implementation will be the National Agency for Regional Development.

NARD as a co-coordinator for Social and Economic Cohesion program is obliged to monitor physical and financial implementation of this project including Phare and co-financing payments and report to the EC in regularly reports.

Implementing Agency will be MF, Central Finance and Contract Unit (CFCU)

Contracting Authority will be Ministry of Economy, Department for Promotion of Entrepreneurship and Competitiveness. ME will be responsible for the appropriate administrative, technical and financial implementation of the grant scheme. ME, Department for Promotion of Entrepreneurship and Competitiveness will report to the Implementing Authority on the project physical and financial implementation (Phare, public co-financing) on the monthly basis for the whole project duration.

The ME will ensure the necessary human resources for the technical secretariat (TS) of the Grant Scheme.

Steering Committee (JSC) of the Grant Schemes (GS)

ME will nominate SC in order to monitor and evaluate the progress of the proposed projects. SC will approve the Grants TD and will after the selection process will be concluded (grants signed) monitor and evaluate the progress of the projects implementation. It will meet quarterly.

SC will be composed of:
Slovenian representatives: voting: ME (3), Ministry of Education, Science and Sport (1), Ministry of Labour, Family and Social affairs (1), observers: NARD, GOEA, ECD Slovenia and MF, CFCU.

The CA will nominate evaluation Committee.
Assessors: CA-s may nominate the assessors in order to assure the independent appraisal of the project proposals.

The project applicants will become the final beneficiaries of the results achieved.

5. Detailed Budget

Strictly follow the following format. *(M€ = in € million)*

<table>
<thead>
<tr>
<th>Phare Support</th>
<th>Investment Support</th>
<th>Institution Building</th>
<th>Total Phare (=I+IB)</th>
<th>National Co-financing*</th>
<th>IFI *</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Contract</td>
<td>2.0 M€</td>
<td></td>
<td></td>
<td>0.67 M€</td>
<td>0</td>
<td>2.67 M€</td>
</tr>
<tr>
<td>Technical support - Service contract</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>2.0 M€</td>
<td>2.0 M€</td>
<td></td>
<td>0.67 M€</td>
<td>0</td>
<td>2.67 M€</td>
</tr>
</tbody>
</table>

Note: expenditure on equipment should be put under Investment

ME will co-finance the Grant Scheme in the amount of 0.67 M€.

6. Implementation Arrangements

6.1 Implementing Agency
Ministry of Finance - CFCU
Mr. Peter Škofic, PAO
Address: Beethovnova 11, 1502 Ljubljana, Slovenia
Tel: +386.1.478.63.05
Fax: +386.1.478.62.04

Contracting Authority
Ministry of Economy
Ms Mateja Mešl, State Secretary
Address: Kotnikova 5, 1000 Ljubljana
Tel.: +386 1 478 3200
Fax: +386 1 478 3262

Implementing Authority NARD
National Agency for Regional Development
Mr Bojan Suvorov, Deputy Director
Address: Kotnikova 28, 1000 Ljubljana, Slovenia
Tel.: +38614783670
Fax. +38614313360

6.2 Twinning
Not applicable.

6.3 Non-standard Aspects
Not applicable.

6.4 Contracts
1. Grant Scheme:
The number of contracts foreseen is up to 15. The minimum Phare contribution is 50,000€ and the maximum is 300,000€.
7. Implementation Schedule

<table>
<thead>
<tr>
<th>Component</th>
<th>Start of tendering</th>
<th>Start of project implementation</th>
<th>Completion of project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant scheme</td>
<td>2003 July</td>
<td>2003 September</td>
<td>2006 February</td>
</tr>
</tbody>
</table>

7.1. Start of tendering:  
2 months after signature of the FM

7.2. Start of project activities:  
4 months after the signature of the FM

7.3. Project Completion:  
Not later then 3 months before the expiry date of the programme as stated in FM

8. Equal Opportunity

Enterprises formed and run by both men and women will be encouraged to become tenants of the incubator on an equal footing and all contracting will encourage tenders from all qualified contractors irrespective of gender, race or creed.

9. Environment

The manager of the spin-off incubator will seek to attract as tenants enterprises, which do not pose any problems for the environment, and to ensure that all the activities performed in the incubator are environmentally friendly.

10. Rates of return

Not applicable.

11. Investment criteria

Not applicable.

11.1. Catalytic effect

The project will have a catalytic effect on development of new business entities – start-ups from universities.

11.2. Co-financing

The Ministry of Economy will provide national Co-financing in the amount of 670,000 EUR for the Grant Scheme.

The beneficiaries must participate with a 10% minimum own-financing. Phare and Slovene public authorities shall finance the public grant, which accordingly may not exceed 90% of the project costs. The Phare contribution will not exceed 75% of the eligible public grant.

No part of the eligible public grant, be it financed by Phare or by the Slovene public authorities, may cover payments towards or be offset against customs duties, import duties, taxes or fiscal charges having equivalent effect.

11.3. Additionality

It will have an additional effect on existing Technology Parks and Business Incubators.
11.4. Project readiness and size

The TDs will be prepared 2 months after the signature of the FM.

11.5. Sustainability

Spin off incubators will not be sustainable per se, but should be co-financed in the future also by Universities, research centres and regional/local bodies. Long-term sustainability will be one of the selection criteria for projects.

11.6. Compliance with state aids provisions

Each state grant allocated by Slovenia, as stipulated in Article 65(4) of the European Treaty, is to be taken into account in the first four years of the treaty validity that Slovenia is to be considered as an area which is equal to Community areas, described in item 92(3) a of the Treaty on the European Union. All actions financed by Phare will be carried out in line with the Practical guide for Ispa, Sapard and Phare and will respect the state aid and competition provisions of the Europe Agreement.

11.7. Contribution to the National Development Plan

The proposed project, its objectives and activities foreseen are in line with the general streamlines of the National Development Plan (December 2001). See point 2.4. for detailed explanation.

12. Conditionality and sequencing

Main milestones in the implementation of the project are:

- Steering committee nomination
- Approval of TD for SC
- Short listing
- Nomination of Evaluation committee
- Evaluation
- Approval of evaluation report
- Contracting
- Implementation
- Call for Proposals for GS
- Selection of projects
- Contracting
- Implementation of projects by beneficiaries
- Monitoring of the implementation
- Reporting
ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format (compulsory)
2. Detailed implementation chart (compulsory)
3. Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period) (compulsory)
4. Reference to feasibility/pre-feasibility studies. For all investment projects, the executive summary of the economic and financial appraisals, and the environmental impact assessment should be attached (compulsory)
5. List of relevant Laws and Regulations (optional)
6. Reference to relevant Government Strategic plans and studies (may include Institution Development Plan, Business plans, Sector studies etc) (optional)
LOGICAL FRAMEWORK MATRIX IN STANDARD FORMAT

**LOGFRAME PLANNING MATRIX FOR**

**Project:** Science and Technology University Spin-off Incubators

<table>
<thead>
<tr>
<th>Programme name and number</th>
<th>Economic and social cohesion</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2003/004-938-16</td>
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</table>

<table>
<thead>
<tr>
<th>Contracting period expires</th>
<th>Disbursement period expires</th>
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</thead>
<tbody>
<tr>
<td>30 November 2005</td>
<td>30 November 2006</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total budget: 2.67M€</th>
<th>Phare budget: 2.0M€</th>
</tr>
</thead>
</table>

## Overall Objective

The overall objective of the project is to support the process of creation of spin-offs companies in order to transfer knowledge from academic sphere into the economy and so to assure higher long-term success rates of new technology-based start-ups.

<table>
<thead>
<tr>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
</tr>
</thead>
</table>
| Increased (%) allocation of funds for technology investments in new companies | - Reports on Slovene competitiveness  
- Commission evaluation reports  
- Commission regular reports |

## Project Purpose

Project purpose is to encourage the creation of spin-off incubators at Slovenian universities as an instrument to increase the transfer of knowledge from universities to the economy and to foster the creation of new technology based start-ups.

<table>
<thead>
<tr>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| No. of established spin-off incubators from university  
No. of new technology based spin-offs companies from university | - Performance reports  
- Governments report on progress of reducing the administrative obstacles  
- Statistical Office | - The sustainability of the project must be encouraged by the involved and partnership institutions |
### Results

The results of the project will be:

- Up to three spin-off incubators renovated and equipped (office furniture, ICT equipment, rental, etc)
- Management structure ensuring cost-effective and sustainable functioning of the spin-off incubators in place
- Entrepreneurs /Technology start-ups assisted to start and develop their companies (see outputs, above).

Specific outputs of the project will include:

- The provision of 3 premises for entrepreneurs, creating spin offs
- A Number (see last point) of entrepreneurs assisted to go into business (management, marketing, IT / technological for the incubator tenants; each tenant counselled on a regular basis)
- Established link between academic research and businesses, including an effective technology transfer mechanism
- At least 20 promotion seminars and workshops (innovative IT and other high tech services and products with students applications)
- Courses for training of the managers and staff of the spin-off incubators.
- Study trips for incubator managers to EU countries to experience the development of spin-off incubators and high tech incubators there
- Allocation of approximately 120 grants for entrepreneurs

### Objectively verifiable Indicators

- No. of young start-ups from the university
- No. of applicants and tenants having received training
- No. of business ideas supported
- No. of promotion seminars

### Sources of Verification

- Regular progress and completion reports

### Assumptions

Cooperation between involved institutions and business advisory network
<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Activities, that support establishment of spin-offs incubators</td>
<td>2,0M€ of Phare support to be matched by co-finance contribution of 0,67M€ from the national budget. 0,14M€ of Phare support for Service contract.</td>
<td>High quality project management</td>
</tr>
<tr>
<td>- Secure initial starting funds and increase institutional, state, and national support</td>
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<tr>
<td>- Recruit coordinator for the spin-off incubator</td>
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<td>- Link spin-off incubator with current incubator services, technology parks and technology centres</td>
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</tr>
<tr>
<td>• Activities for scientific / technology spin-offs projects or business plans</td>
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<td></td>
</tr>
<tr>
<td>- Support for pre-incubation and incubation research projects – at each spin off incubator – grant</td>
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</tbody>
</table>

**Preconditions**

The documentation for the implementation of the grant scheme prepared. National, local co-financing available
## DETAILED IMPLEMENTATION CHART
### PROJECT: SCIENCE AND TECHNOLOGY UNIVERSITY SPIN-OFF INCUBATORS

<table>
<thead>
<tr>
<th>All components</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>D</td>
<td></td>
<td></td>
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<tr>
<td>Q2</td>
<td>D</td>
<td>T</td>
<td></td>
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<tr>
<td>Q3</td>
<td></td>
<td>I</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>Q4</td>
<td></td>
<td></td>
<td>I</td>
<td>I</td>
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</tbody>
</table>

D: DESIGN
T: TENDERING AND CONTRACTING
I: IMPLEMENTATION
C: CLOSURE
CUMULATIVE CONTRACTING AND DISBURSEMENTS
SCHEDULE OF EU FUNDING

PROJECT: SCIENCE AND TECHNOLOGY UNIVERSITY SPIN-OFF INCUBATORS

In MEUR

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th></th>
<th>2004</th>
<th></th>
<th>2005</th>
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<th>2006</th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>CONTRACTING</td>
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<td>DISBURSEMENT</td>
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</tbody>
</table>
REFERENCE TO FEASIBILITY / PRE-FEASIBILITY STUDIES

<table>
<thead>
<tr>
<th>STUDIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>PPF 9914 Strategic possibilities for the development of Science and Technology University Spin-off Incubators</td>
</tr>
</tbody>
</table>

Background and results of the study:

There is a range of instruments in Slovenia to develop academic and private sector relationships, but these relationships develop only slowly. A new strategy is needed to foster and accelerate them. Within the scope of promoting the development of spin-offs at universities and research institutes, measures taken by the government, universities and the private sector must create a “win-win” situation, so that all parties benefit.

Best practices developed by international institutions (OECD, EU, UNIDO, etc.) for spin-off development defines the scope and actions for government, universities and the private sector, which can facilitate and link the flow of research, skills and people among these sectors.

The key roles which government can take to promote spin-offs are:

- Promoting entrepreneurship: take steps to highlight the benefits of entrepreneurship targeted to the academic and research worlds. Improve the general business climate towards entrepreneurship and subsidize tailor-made entrepreneurship training packages for the scientific and technical staff or universities and research centres.
- Promoting Public-Private partnerships: foster initiatives to foster network and create partnerships with the innovative and technology sectors.
- Facilitating venture and seed capital (including first and second stage financing for rapid expansion of NTFBs): take positive actions to encourage investments for commercialising research, including giving tax incentives for new firms.
- Updating laws and regulations governing universities; allowing a degree of flexibility to professors and researchers to forge partnerships with the private sector, and profit, at least partially, from the intellectual property rights
- Emphasising benchmarking exercises: actively exchanging and diffusing best practices and experiences of spin-off creation to potential entrepreneurs, researchers, universities etc.

The role and challenge of universities and other higher centres of technical learning and research is to balance their traditional mission of stimulating knowledge and basic research, with the generation of other benefits for society resulting from the commercialisation of research. The following are some of the actions recommended for the universities and other centres of learning and research:

- Stimulating a cultural change; there are clear benefits from developing closer academic and research ties with the private sector, and new sources of finance, triggering opportunities for graduates and researches or new directions for research in a wider range of fields.
- Establishing a general framework for providing space and services, labs. etc. to spin-offs. This must be developed jointly with other actors, such as regional or local bodies, foundations, business support centres, etc, so that universities can obtain reputation and income from practical achievements in the form of licensing technologies, patents and developing academic spin-offs.
- Promoting entrepreneurship; implement more programmes, training, seminars and workshops to be conducted at university premises.

Established local companies from the private sector also have a key role to play in developing research spin-offs. Effective mechanisms must be set up, so as to facilitate the access to new ideas generated at universities, and research centres. The training of new graduates, the access to databases, professors and laboratories, all have to be arranged, so that later these graduates have a better chance of survival if they create spin-offs.

The most relevant results of the Feasibility study are:

- Surveys to students, companies and institutions,
- Strategy for Development of Science, Technology and University Spin-off Incubators in Slovenia for 2002-2005,
- Guidelines for Spin-off incubators from Universities.
### ANNEX V

**LIST OF RELEVANT LAWS AND REGULATIONS**

<table>
<thead>
<tr>
<th>LAWS</th>
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<tr>
<td>Act on small business development (Official Gazette of the Republic of Slovenia, 18/91)</td>
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<td>Research Activity Act (Zakon o raziskovalni dejavnosti, Official Gazette of RS No. 8-355/91)</td>
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<td>STRATEGIC PLANS AND STUDIES</td>
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<td>Programme of Measures to Promote Entrepreneurship and Competitiveness 2002-2006</td>
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