



Union of Chambers and Commodity  
Exchanges of Turkey (TOBB)



العقبة الإسلامية للتجارة والصناعة والزراعة  
Islamic Chamber of Commerce, Industry & Agriculture  
La Chambre Islamique de Commerce, d'Industrie et d'Agriculture



The Perez-Guerrero Trust Fund  
for South-South Cooperation (PGTF)

# Report on the Training Program on “Technology Entrepreneurship Advocacy and Management of Business Incubation & Technology Parks”

23-25 April 2018  
Istanbul, Republic of Turkey

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**Training Program on “Technology Entrepreneurship Advocacy and**  
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**Preamble:**

Business incubation programs are designed to accelerate the successful development of entrepreneurial companies through an array of business support resources and services, developed or orchestrated by incubator management, and offered both in the incubator and through its network of contacts. A business incubation program’s main goal is to produce successful firms that will leave the program financially viable and freestanding.

Business incubation provides a nurturing, instructive, and supportive environment for entrepreneurs during the critical stages of starting up a new business. The goal of such programs is to decrease the chance that a startup will fail, and shorten the time and reduce the cost of establishing and growing its business.

Business incubation programs can be undertaken at different levels and in different formats. Science parks, business/enterprise centers, and innovation/incubator centers all seek to provide an environment in which businesses can be nurtured, improving their chances of survival. However, there can be important differences in the objectives of each model and in the type of businesses that become their clients.

Some, such as science parks and business/enterprise centers, offer little more than managed workspace, whereas incubators predominantly take an active, hands-on approach, becoming part of the startup team. Involvement can vary from day-to-day administrative assistance (secretarial support) through to marketing and business development. In general, incubators attract very early-stage knowledge-based firms, whereas science parks and business centers appeal to businesses graduating from incubators and university spinouts.

In line with the importance of SME in developing the emerging OIC economies while introducing innovation technology-based business ideas, the Islamic Chamber of Commerce, Industry & Agriculture (ICCIA) organized a Training Program on “Technology Entrepreneurship Advocacy and Management of Business Incubation & Technology Parks”, from 23<sup>rd</sup> to 25<sup>th</sup> April 2018 in Istanbul, Republic of Turkey. The program was conducted in collaboration with the Perez-Guerrero Trust Fund for South-South Cooperation (PGTF) and the Union of Chambers and Commodity Exchanges of Turkey (TOBB).

The Training Program was attended by 18 participants from 13 Countries, representing African Region, Middle East, Gulf, Europe, Central Asia and South Asia. The participating Countries were from Guinea, Iran, Jordan, Kazakhstan, Mali, Morocco, Pakistan, Palestine, Sudan, Tajikistan, Turkish Cyprus, Turkey and Uganda. In addition, representatives of United Nations Office for South-South Cooperation (UNOSSC), Islamic Conference Youth Forum for Dialogue and Cooperation (ICYF-DC) and Statistical, Economic and Social Research and Training Centre for Islamic Countries (SESRIC) also participated.

## **Objectives:**

The key objectives of the Training Program were to highlight the importance of developing entrepreneurial culture in OIC countries and to emphasize the policy advocacy for initiating technology-based startups and creating ecosystem for such startups. To understand the conceptualization, development process, management, and importance of business incubators and technology parks as key components of SMEs support systems and ecosystem with a special focus on OIC countries. To learn cross-country best practices for the management of business incubators and technology parks. To understand the process of converting the startups into commercial organizations. To combat poverty and move towards self-reliance and prosperity.

## **Opening Session:**

The Training Program was opened with a recitation from the Holy Quran.

In his welcome speech Mr. Bahri Can CALICIOGLU, Advisor to the President of Union of Chambers and Commodity Exchanges of Turkey (TOBB) welcomed all the participants on behalf of TOBB and conveyed the warmest regards of the President of TOBB and the Vice President of the Islamic Chamber, H.E. M. Rifat Hisarcıklıoğlu. He thanked the Perez-Guerrero Trust Fund for South-South Cooperation (PGTF) and Islamic Chamber of Commerce, Industry & Agriculture (ICCIA) for conducting this important Training Program in Turkey. He underlined the importance of the SMEs and said that SMEs are acknowledged worldwide as the drivers and engine of socio-economic development and economic growth, especially in developing countries and they are vital in an economy due to their important role in GDP growth, new job creation and entrepreneurship development. One of the key drivers of the development of the SME's in any economy is the promotion of entrepreneurship to achieve sustainable development. Entrepreneurship is a key to the national development and solution of many problems. He said that today's global economy calls for entrepreneurs and companies to focus on technology-based production and innovation. However, transformation of a technology-based entrepreneurship idea to an operational and successful SME is not an easy task. Most of the technology entrepreneurs lack the necessary basic skills in establishing and operating such SMEs. He further added that the provision of support system such as Incubation Centres, Technology Parks and Industrial Parks will prove to be of utmost beneficial to the young organizations through the stages of establishing a technology based SME's and their operationalization therewith.

He further said that Turkey has been transformed from an agriculture-based economy to an Industrial based economy in a very short period of time. Turkey achieved this by supporting the establishment of SMEs and enhancing entrepreneurship, which is the backbone of any modern economy. Today Turkey's aim is to transform from an industrial economy to a technology based industrial economy. Turkey has been undertaking various reforms and projects in this aspect. Turkey as a member of the OIC and the TOBB as the Vice President of ICCIA are always ready to share our experiences in all areas.

He wishes that this Training Program will Inshallah provide an opportunity to highlight the importance of entrepreneurship in OIC Countries, provide a road map for technology based start-

ups and stress upon the importance of support systems such as incubation centres in the economies of developing countries.

Mrs. Attiya Nawazish Ali, Assistant Secretary General of the Islamic Chamber of Commerce, Industry and Agriculture (ICCIA) while delivering her speech, welcomed the participants and thanked the Perez-Guerrero Trust Fund for South-South Cooperation (PGTF) for their generous support and Union of Chambers and Commodity Exchanges of Turkey (TOBB) for their kind hospitality towards the organization of not only this Training Program, but also the various activities held in the past in collaboration with the TOBB.

Further, she underlined the significance of the Technology Entrepreneurship Advocacy and Management of Business Incubation & Technology Parks and urged the trainees to benefit from this opportunity and gain maximum knowledge and know-how from the trainers, who are selected for their expertise, knowledge and rich experience in the subject domain. She underlined that the economies of most of the OIC Countries are based on SMEs and hence the significance of the Incubation Centers for start-ups. She highlighted that ICCIA always emphasizes on capacity building in various areas of economic development in the OIC Countries.

### **TECHNICAL SESSIONS:**

The Training Program was divided into ten different Technical Sessions spread on three days and the expert resource persons Mr. Waqar Ahmed, Lead Trainer and Mr. Manqoosh ur Rahman, Trainer, made presentations. The sessions covered following themes:

First session of the training program discussed the basics of business incubation. Participants were exposed to three challenges (better, faster, cheaper) of 21<sup>st</sup> century with a focus on capitalizing on opportunities created by these challenges. It was explained that the 21<sup>st</sup> century was the age of more; more fear, more fun, more uncertainty, and thus, more opportunity. The session also addressed the importance and reasoning of promoting technology entrepreneurship among youth. It was highlighted that the concepts of time and space have been redefined with the advancement of technology and business practices are moving from pipeline concept to platform concept. It was agreed that key words of 21<sup>st</sup> century's entrepreneurship were youth, technology, and startups. Primary difference between business incubation and business incubator was established. It was discussed how business incubators have evolved through different generations and had taken their current shape. Different types of business incubators were also discussed and compared based on their infrastructure, industry focus, and profit orientation. Further different services that might be offered by different incubation centers were elaborated. Eight broad categories of business incubation services were outlined including secretarial services, facility-based services, business services, financing services, connectivity and networking services, knowledge access services, brand building services, and program management services. It was established that business incubation center's service offering may vary for different business incubators based on innovation ecosystem, startup life cycle, level of management support, and technological level.

Second session of the training program highlighted the components and elements of business incubation. Components of the business incubation program were discussed from strategic policy perspective and elements of the business incubation program were discussed from operational and program execution perspective. Eight components of business incubation program were identified

including policy making body, goals and objectives of the incubation center, incubation manager, business services, resources, infrastructure, financing, and application and acceptance process. It was stressed that clear strategic policy guidelines on above components are mandatory for the success of incubation program. Role of dedicated incubation manager was identified as key to the success of incubation program. Need for stringent and robust policy on all the steps of application process including application, consideration, tenancy, review, and graduation was also stressed. Six operational elements of business incubation were discussed. These elements included process, linkages, outreach, financial access, business support, and mentoring. Operational significance of each of the business incubation elements was discussed along with the general tactics to manage these elements.

Third technical session of the training program discussed three major principles of business incubation. These included incubation sustainability, incubator's business models, and incubator networking. Multiple parameters of business incubation success were identified including number of enterprises created, survival rate of incubated enterprises, number of jobs created, research commercialization, incubator profitability, industry-academia linkages, and entrepreneurial skills refinement of incubatees. Common reasons of business incubator failure were also identified that included lack of planning, clear vision, entrepreneurial skills, and networking, poor tenant selection, gap between incubator and industry, and undercapitalization of in-house resources. Furthermore, four different revenue models of rent, equity, royalty, and deferred debt were discussed for business incubators. Modalities, advantages, and disadvantages of each revenue model were discussed in detail. Session ended with a discussion on designing and execution of incubator networking systems. Successful examples of network alliances from different countries including Taiwan and Pakistan were also discussed.

Fourth session elaborated the business incubation process and its different stages including entry or selection, pre-incubation, incubation, and exit or graduation stages. Operational and support contribution of incubators at each step of the process were discussed in detail. Entry criteria policies and criteria itself of different business incubators were studied and broad entry criteria parameters were also identified. Different phases of pre-incubation stage starting from first appointment and going through training, orientation, and innovation assessment till the business plan development were discussed in detail. Role and support of business incubator at each step of pre-incubation stage were outlined in detail. Requirements of incubatees at start-up creation step, early stage step, and expansion at the incubation stage were highlighted. Significance of incubator's role at each step of incubation stage was also highlighted. Graduation criteria for incubatees were discussed for the purpose of developing a clear cut roadmap for incubatees' graduation process. In the end the whole incubation process was summed up with implications and operational considerations at each stage.

Fifth session of the training program was conducted on the second day of the workshop that discussed the planning of the business incubators. The session started with the identification of 12 major considerations to be taken care of while planning the business incubators. Each of the considerations were thoroughly discussed and analyzed for the operational suitability of the incubation management process. Six different operational mechanisms of business incubation were then discussed with their key features and target incubatees. These six mechanisms included business development services, business advisory services, business incubation, technology and

science parks, industrial parks, and industry clusters. Furthermore, business incubators' operational differences with accelerators were delineated based on their profit orientation. Overall incubation ecosystem was explained to better understand role of each of the player and contributor in the incubation ecosystem. Eleven key success factors were then identified for business incubators. Session ended with a detailed comparative discussion on 16 theoretical business incubation models presented by different researchers in the last 30 years.

Sixth session discussed in detail the different elements of incubators' operational management. These elements included target incubatees, incubation policies, resource requirement and mobilization, operational alliances with allied industries, financial management of the incubator, and incubator's performance evaluation.

Seventh session discussed the issues and factors involved in technology parks ecosystem and management. Technology parks were defined as property-based initiative that provides businesses with high quality premises on a site in close proximity to a knowledge base like a university or research initiative. Afterwards a link between technology parks and technology business incubator was established and roles of both the entities were discussed. Services and facilities offered by technology parks were also highlighted. Later on four different technology models were discussed in detail. These models included university technology park, an independent organization, a corporate park, and a network park. Strategic and operational differences of each of the technology park models were also highlighted. Different stakeholders and knowledge partners of technology parks were also discussed. Three types of technology park infrastructures were discussed in detail including physical infrastructure, social infrastructure, and communication infrastructure. Governance, financial considerations, performance indicators, and monitoring systems for technology parks were explained in detail at the end of session.

Eighth session's topic was business and technology commercialization. Session discussed seven major challenges of technology commercialization identified by academic researchers. These included weakness in commercialization process, business environment, weak organizational structure, inefficient project management, ineffective cooperation with non-government sectors, failure to collaborate with stakeholders, and conflicting political behaviors. Session also discussed ten major challenges of technology commercialization as identified by the practitioners. These challenges included marketing, funding, novelty, functionality, product complexity, certifications, team, business model, operational plan, and continuous upgradation. A six stage technology commercialization model was also discussed with three tracks of technology commercialization i.e. technical, market, and business tracks. The model suggests that these six stages are introduced in three different phases of conceptualization, development, and commercialization. Conceptualization phase handles investigation of three tracks, development phase elaborates feasibility, development, and introduction stages, and commercialization phase deals with growth and maturity stages of three tracks of technology commercialization. Session concluded with the identification of sources of new technology and relationship between technology and business entrepreneurs for commercialization of projects.

Ninth session of the training program was delivered on the third day and discussed the mentoring program for business incubators and technology parks. Roles of mentors and mentees were discussed with special focus on incubatees and startup entrepreneurs. Four step mentoring process

was explained that included preparation, negotiation, enabling, and closure. Factors and benefits of successful mentoring were also discussed in detail. Processes of mentor and mentee readiness assessment were also discussed. Kolb's experiential learning model and GROW model of coaching were also explained in detail in the context of incubatees and technology entrepreneurs.

Tenth session highlighted the monitoring and evaluation process to measure the performance of business incubators and technology parks. A generic M&E cycle along with different monitoring and evaluation tools was discussed. Benchmarking and balance scorecards were identified as two major tools for tapping the performance of business incubators and technology parks.

### **Group Exercises:**

Multiple group exercises were included throughout the training program. These exercises included breaking the barriers to communicate and collaborate, business incubator definition, identification of incubation services, incubation success factors, development of tenant selection policy, role play on entry interview process, maintaining commitment and focus, development of governance policy, role of business chambers in establishing technology parks, commercialization process, getting connected for mentoring, learning style assessment, readiness assessment of mentor and mentee, assessment on GROW model of coaching, developing balance scorecards, and designing of benchmarks for performance assessments.

### **Presentations by SESRIC:**

On behalf of Statistical, Economic and Social Research and Training Center for Islamic Countries (SESRIC), Mr. Khalid Salih gave a brief presentation on SME development in post conflict and fragile states, focusing on the context of Libya. Mr. Salih emphasized on BINA Libya project, a project that is funded by the Islamic Development Bank (IsDB) and implemented by SESRIC. particularly, Mr. Salih indicated that there are some crucial factors that need to be considered when planning and implementing a project in fragile and conflict effected states. Among these factors, Mr. Khalid listed limited capacity, insecurity, limited geographical access to be the most important.

### **Presentation by ICYF:**

On behalf of Islamic Conference Youth Forum for Dialogue and Cooperation (ICYF-DC), Mr. Ahmet Halit Hatip, Director of International Projects made a presentation on the OIC Startup platform, a multiphase entrepreneurship platform of ICYF-DC. The platform offers young entrepreneurs from the OIC Member States, an opportunity of online & offline trainings in related fields and to be matched with the specifically chosen investors both in online platform and in a yearly Summit. The online platform is available at [www.oicstartups.org](http://www.oicstartups.org)

### **Field Visit to Incubation Center:**

The participants visited a Technology Incubation Center ITU CEKIRDEK....Early Stage Incubation Center in Istanbul. Senior Experts of the Center Mr. Tufan Aygüneş and Mr. Güvenç Sözen gave presentation on the function, facilities and services offered by the Center. The Center provides training and consultancy to the incubatees. They explained about the process of selection

of start-up, pre-Incubation and Incubation period. They informed that the Center receives 2500 application every year. However, they select only 500 start-ups, who meet the selection criteria.

ITU ÇEKİRDEK has been addressing young start-ups which have technological and innovative business ideas and transforming their ideas into innovative and commercial activities. ITU ÇEKİRDEK, has been supporting projects in various fields, such as financial technologies, health technologies to enhanced reality applications and hardware projects. The Center is a wide entrepreneurship platform that brings its more than 40 stakeholders together with entrepreneurs, companies, angel investors and professionals.

At end, a question answer session was held and the participants took interest and enquired about various details. The participants were also taken into the various sections of the Incubation Center and briefed about different startups.

### **Evaluation and Follow up:**

The participants of the Training Program showed great interest in the lectures and actively participated in the proceedings. During the discussions the representative of Uganda, Guinea, Morocco and Palestine highlighted the areas where they require assistance.

The participants from Guinea and Palestine are informed that their Chambers are in the process of establishing of Business Incubation Centers within their Chambers and knowledge gained from this Training Program will be very beneficial in establishing these Centers. Moreover, they will consult with the Resource Persons for further guidance.

Furthermore, the participant from Morocco, who is already running a Fashion Incubation Center in Bahrain, shown interest to conduct a similar training program in Bahrain.

### **Outcome of Training Program:**

The training program was intended to create broad awareness and understanding on the importance and execution of technology entrepreneurship, incubation process, and technology parks among OIC member countries. The program was successful in achieving its stated objectives of highlighting the importance of developing entrepreneurial culture, advocacy for strengthening the ecosystem for technology based startups, highlighting the significance of establishing and successfully managing business incubators and technology parks as key support systems for technology entrepreneurship advocacy, learning from experiences of different countries in the areas of planning, executing, and managing incubation centers and technology parks, and understanding the process of technology commercialization.

At the end of the training, participants of the training program were able to demonstrate the role of developing entrepreneurial culture in OIC member countries with specific reference to their respective countries, appreciate the process of practice-based entrepreneurship for economic development of their respective countries, conceive the incubation centers and technology park specific to the requirements of their own countries with focus on their relative and required domains, design and execute the appropriate monitoring and evaluation systems for smooth



functioning of respective incubation centers and technology parks, and developed multi-country, multi-sector networks to learn from the practices of each other.

**Closing Session:**

At the end of the Training Program a closing session was held, in which the resource persons gave a summary of the presentations. The participants gave their views on the proposed recommendations and various issues were discussed.

Mr. Edem Bakhshish, Chief, Division for Arab States, Europe and the CIS of the United Nations Office for South-South Cooperation (UNOSSC) in Istanbul participated in the closing session. During his speech he thanked the ICCIA, PGTF and TOBB for organizing the Training Program. He said that ICCIA is one of the most reliable partners and one of the key success of the ICCIA's Programs is that the ICCIA brings people who are not only students or learners, but they have expertise and have been sharing their experiences with other participants. The UNOSSC Office in Istanbul facilitates the work of Government focal points for South-South Cooperation. UNOSSC has been working to develop skills and expertise for the SMEs of developing countries through various partner organizations.

Mrs. Attiya Nawazlish Ali, Assistant Secretary General of the ICCIA in her closing remarks thanked all the participants and partner organizations, TOBB, PGTF and UNDP for their kind cooperation and support towards organizing this Training Program. She also thanked Mr. Edem Bakhshish for joining the closing session and she underlined that the PGTF/UNDP and UNOSSC are very supportive to ICCIA for implementing various programs of South-South Cooperation. She also thanked the resources persons for conducting the program and imparting training very diligently. While addressing the participants, she hoped that the knowledge gained through this program will be shared with other partners in their respective countries.

At the end of the session certificates and mementos were distributed among the guests, resource persons and participants.

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