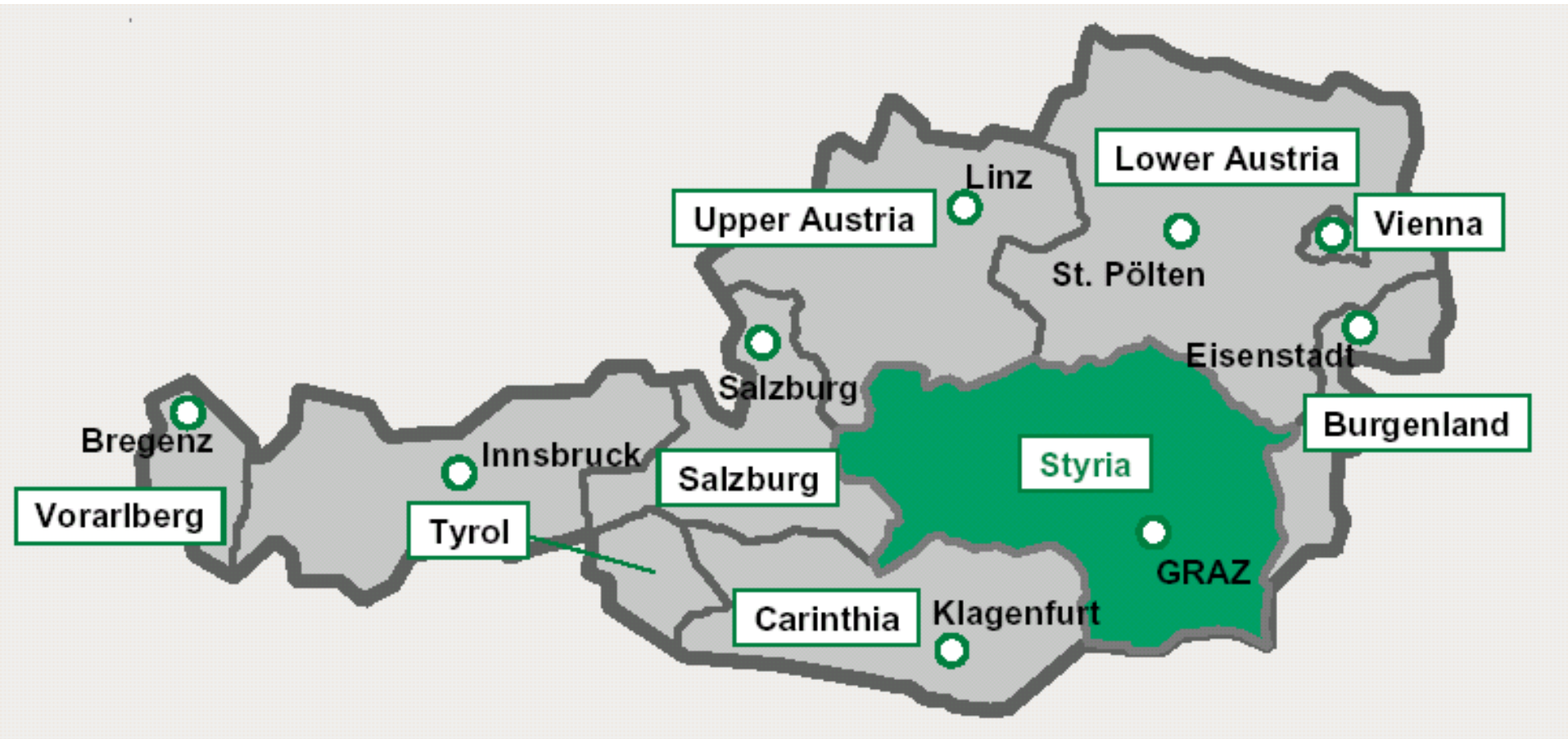


# iDEAlab

## Sofia, 31.01.2015

# Austria's federal provinces



## Looking back: Styria in the nineteen-eighties

- **Structurally weak**
- **Relying mainly on basic industry**
- **Unemployment**
- **Demotivation – Resignation**
- **Brain Drain**



## Establishing Businesses: Aims

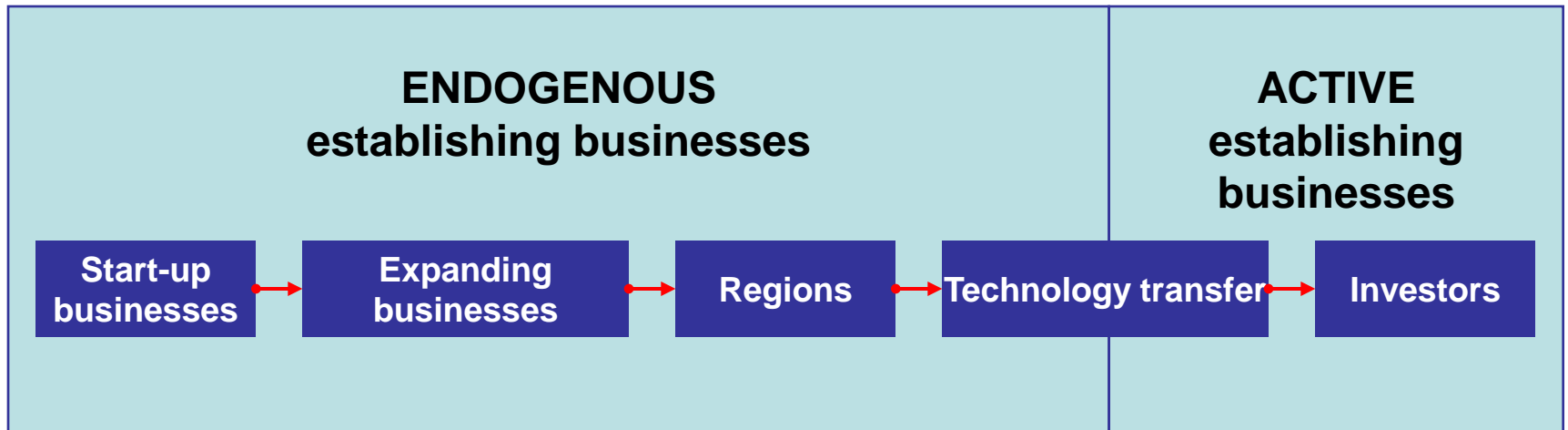
**Attracting innovative business with a high value-added potential  
from the**  
**- industrial and trade sector**  
**as well as from those**  
**- service sectors cooperating closely with the production sector**

**Promotion of  
economic  
development  
in Styria**

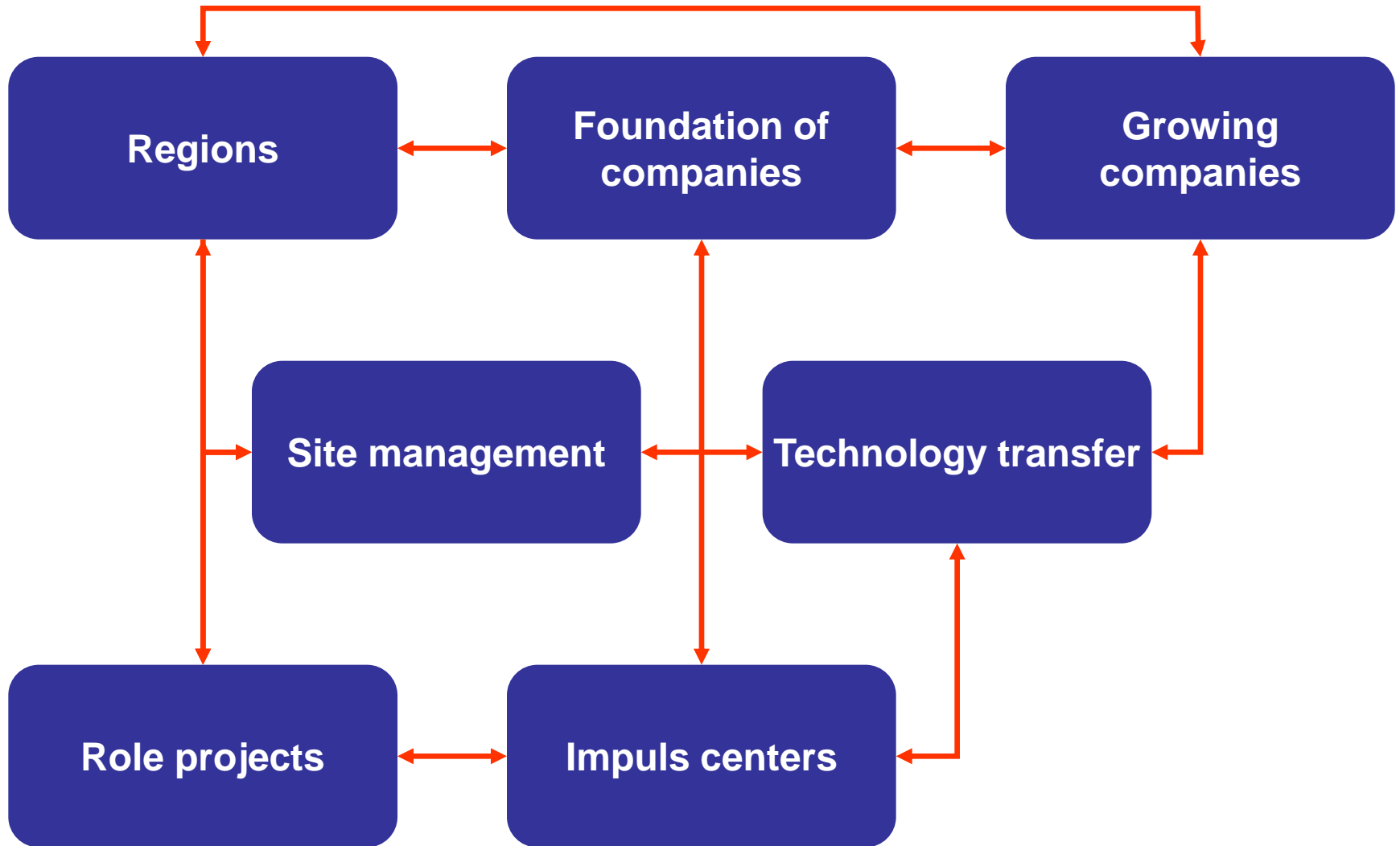
**Creation of  
qualified jobs**

**Promotion of  
structure-  
improving  
measures  
measures**

# Establishing Businesses: Strategy



# Areas of activity



# Areas of support

**Monetary services**

**Non monetary services**

**Pilot projects**

**Start-up businesses**

**Establishing businesses**

**ACS Automobile-  
Cluster-Styria**

**Small, medium and large  
sized enterprises**

**Technology transfer**

**WPO**

**Regions**

**Impulse centers**

**etc.**

**Competence centers**

# Philosophy

**5 companies with 200 employees  
are **safer** than  
1 company with 1000 employees  
and  
100 businesses with 10 employees  
are **more flexible** than  
10 businesses with 100 employees**



# Styrian Impulse centers

## START-UP AID

- information transfer
- initial aid for innovative start-up businesses
- best possible business environment
- providing infrastructure

## ARRANGING COOPERATION

- know-how transfer
- synergy
- product-location
- communication platform

## Impulse centers

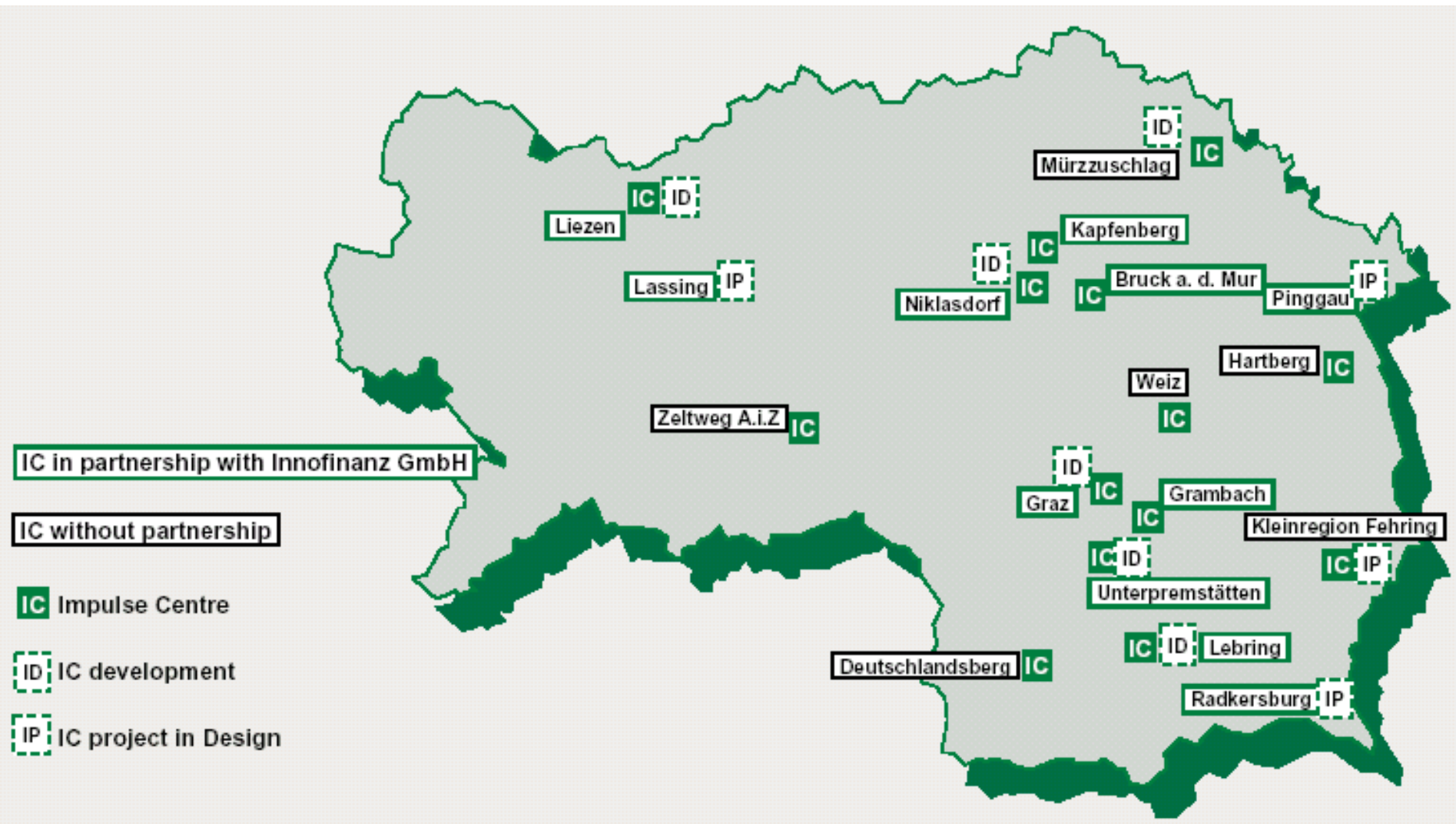
## REGIONAL INITIATIVES

- boosting role of regions as technology centers
- stimulating economic areas
- higher quality of jobs
- support of local initiatives

## TECHNOLOGY TRANSFER

- link between science and economy
- R & D potential
- innovation interface
- basis for creativity
- future-oriented

# Styrian Impulse centers



# Styrian Impulse centers

15 years



# Styrian Impulse centers

**Created business space:** **more than 80.000 m<sup>2</sup>**

**Number of companies:** **about 300**

**Number of jobs:** **more than 3.000 high-qualified employees**

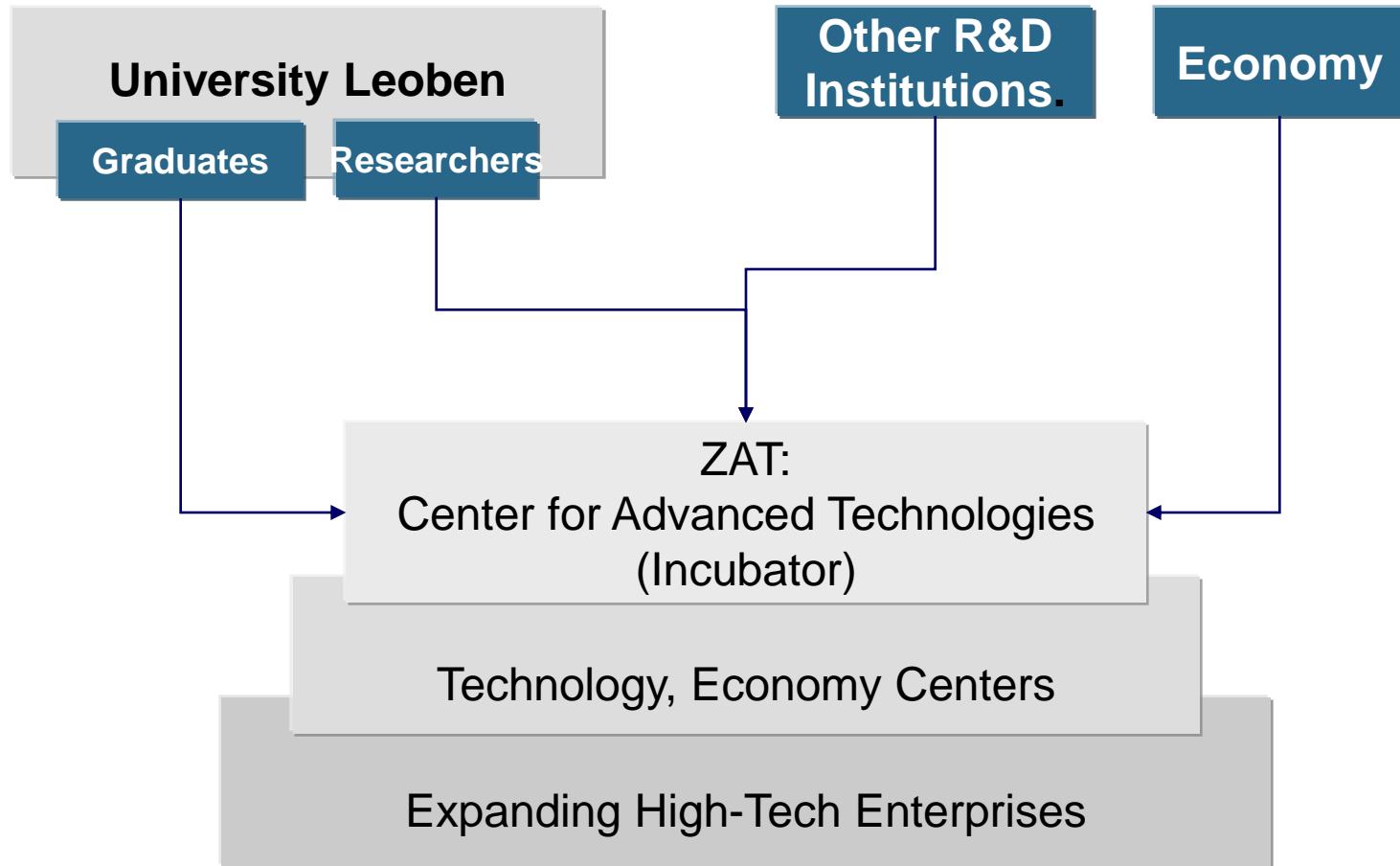
**Total investment:** **more than € 150M since 1986  
(incl. *private partnership*)**

# Basic types of Impulse centers

- **Start-up centers**
- **Technology and innovation centers**
- **Trade and business parks**

# Start-up centers at universities in Austria (Focus on ZAT)

# Conceptual structure of ZAT



# Facts and Motivation

- **Founded 1999 as Austrian pilot project for university spin-off centres**
- **Motivation: technology transfer**
- **Contribution of the university to regional development**



# Regional Objectives

- **Increase of the number of entrepreneurs in high-tech businesses – structural change**
- **Improvement of entrepreneurial conditions in the region**
- **Intensification of regional technology transfer**
- **Increase of regional economic growth**
- **Increase of location priority**
- **Creation of jobs**
- **Avoidance of regional brain drain**
- **Connex University – Region via Spin-Offs**
- **Increase of the number of high qualified employees in the region and thus change the structure of the region in a positive way**
- **Creation a high-tech environment as a mean for regional development**

# Objectives of the University of Leoben

- to make R&D results accessible and serviceable to the market
- to motivate researchers for self-employment
- to create a friendly climate towards start-ups at the University of Leoben
- to anchor the issue of self-employment at the University of Leoben
- to motivate high-qualified graduates to start a business
- to foster technology transfer between university and start-ups
- to supply infrastructure and funding
- to optimize the spin-off process in an expert network
- to keep graduates in the region

# Aims

- **Initiation of 5 to 6 actual business formations a year**
- **High quality standard for entrepreneurial projects**
- **Bridging of preseed-/seedphase and economic growth structures**
- **Establishment of the centre in the region**
- **Positioning und know-how development in the field of creating business**
- **Creation of a model for the synergies between all types of entrepreneurs in the centre**

# ZAT as a successful bridge between university and region

- **Leoben as business location guarantees best infrastructure for technology and R&D**
- **Leoben and the surrounding region is a region of excellence in materials**
- **Initiatives at universities and research institutions, networking of actors in regional development for the design development of a high-tech business location**
- **ZAT: Center for Applied Technologies - Austria's First University Spin-Off Center**

## Effects of ZAT – towards the University of Leoben

- **„Entrepreneurship“ is well established at the university**
- **Priorisation of activities to develop the area of „systematic product development“ within the university**
- **Alternatives for the commercialisation of R&D results for the university**
- **Spin-offs from the university**
- **Increase of technology transfer; including transfer also to star-ups and SMEs**
- **General increase in the esteem of technology oriented high-growth companies within the university**
- **Stronger connections between graduates and scientists and the university via the activities of ZAT**
- **Stronger liaison of technology oriented lead companies to the university via the activities of ZAT**

## Effects of the ZAT – towards the region

- **Improvement of the climate for start-ups in the region of Upper-Styria**
- **Increase of regional esteem for the topics of „Innovation and Product development“**
- **Establishment of a regional contact point for technology oriented founders and know-how base for innovation management**
- **Involvement and increased cooperation with regional bodies and initiatives such as the „Material Cluster Styria“, competence centers, technology centers**
- **Involvement and increased cooperation with regional lead companies**
- **Creation of regional, high-quality businesses and jobs**
- **Increase of the attractiveness of the area**
- **Contribution towards an implementation of new technology structures in the region**

## Effects of the ZAT – competence network

- **Involvement and increased cooperation with technological similar lead companies**
- **Early awareness for technology trends and the needs of a particular industry (bench mark)**
- **Establishment of groups of potential customers and cooperation partners for the start-ups of the ZAT**
- **Cooperation with high qualified coaches for the start-ups**
- **Positive effects for innovation activities within the industry**
- **Expert for the area of innovation management**

## Current strengths and achievements of ZAT

- **Quantitative increase of spin-offs from the University of Leoben**
- **Continuous qualitative increase of the projects undertaken**
- **Identification of the founders with the ZAT itself, support with marketing and development activities**
- **Synergies between the businesses at ZAT**
- **Coaches act as a strong support for the businesses**
- **Strong network of supporting experts**
- **High-quality training program**
- **Lean and effective internal structure of ZAT**
- **Well-established technology transfer**
- **Identification of the university with ZAT**

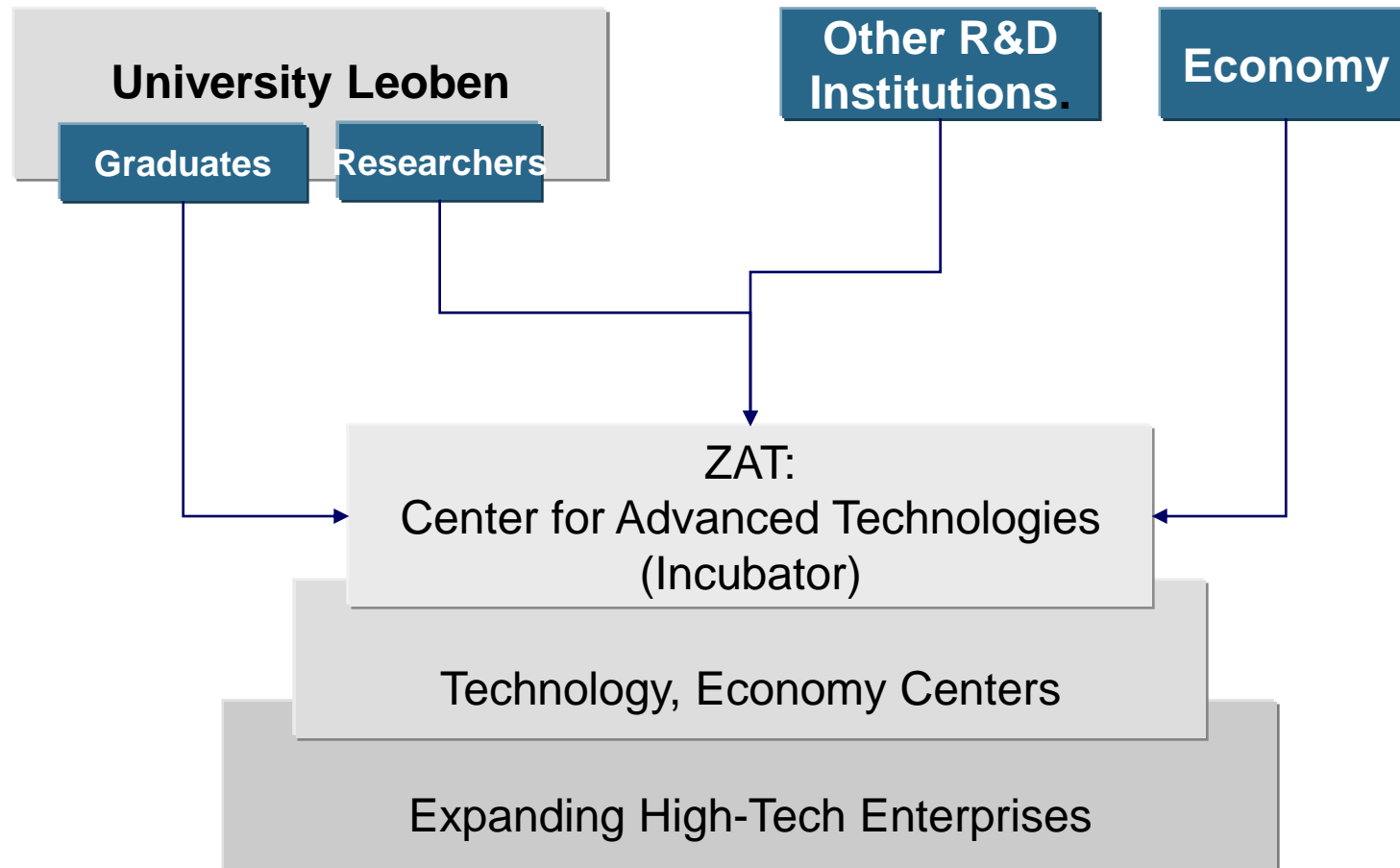


## Hard fact results achieved so far

- **About 20 companies have been active in ZAT so far**
  - **Out of those 20 businesses, 10 have already left ZAT, 10 still operate there**
  - **Those companies that left, now employ about 5 employees on average**
  - **All 20 companies still operate**
- 
- **The ZAT was the pilot for 5 other similar centers at Austrian universities**

# Incubator/ Start-up center at university of Leoben in Austria

# Conceptual structure of ZAT



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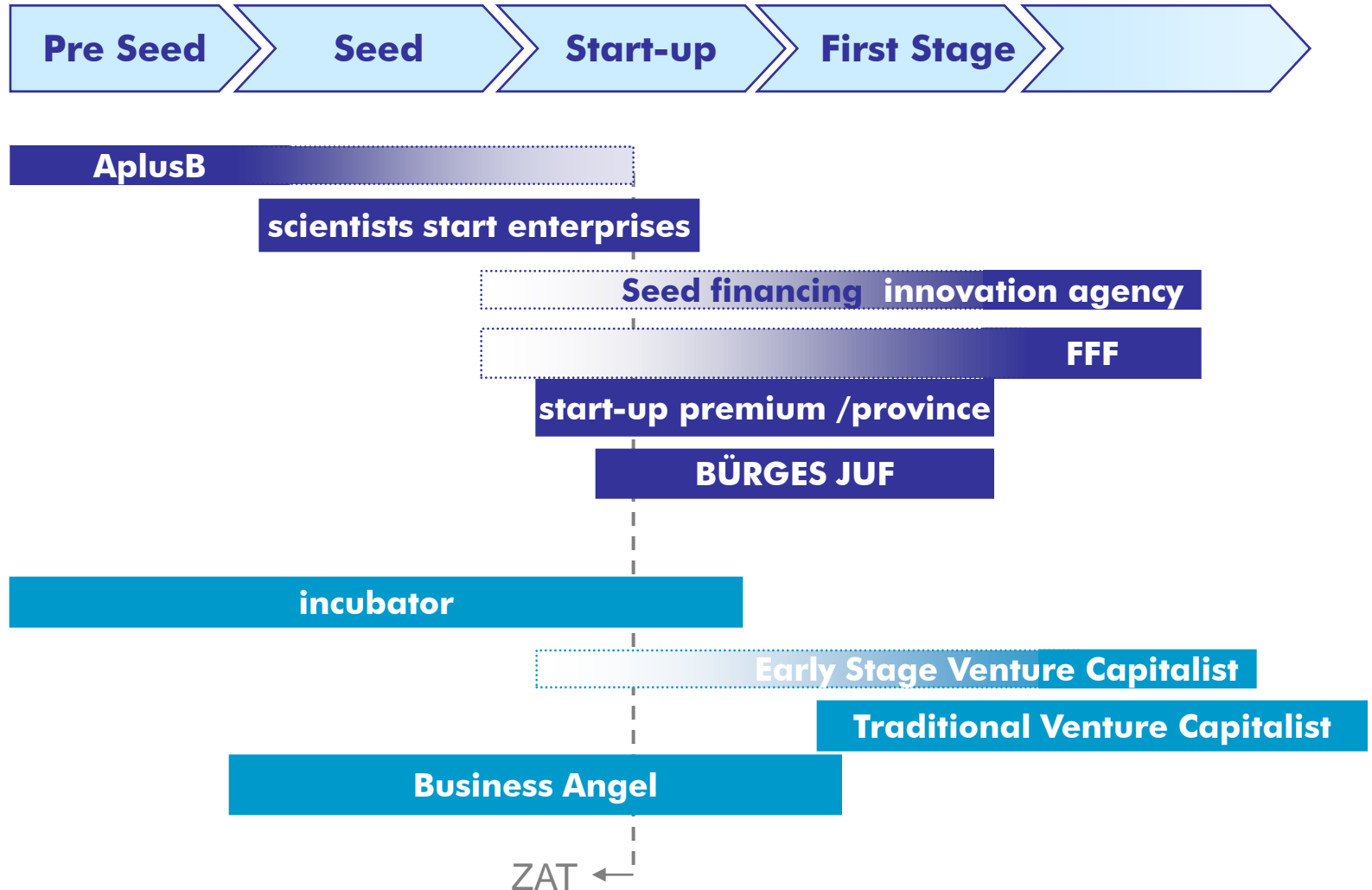


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# The path to business

# Phases of the development of businesses



# Target groups for founders

## Current members and graduates of the University of Leoben:

- Current scientists (main target group)
- Current students towards the end of their studies
- Graduates of the University of Leoben who already have business experiences (esp. Participants of post-graduate courses e.g. MBA)

## Graduates from the scientific areas of the University of Leoben:

- Graduates of other universities who work in the scientific areas of the University of Leoben

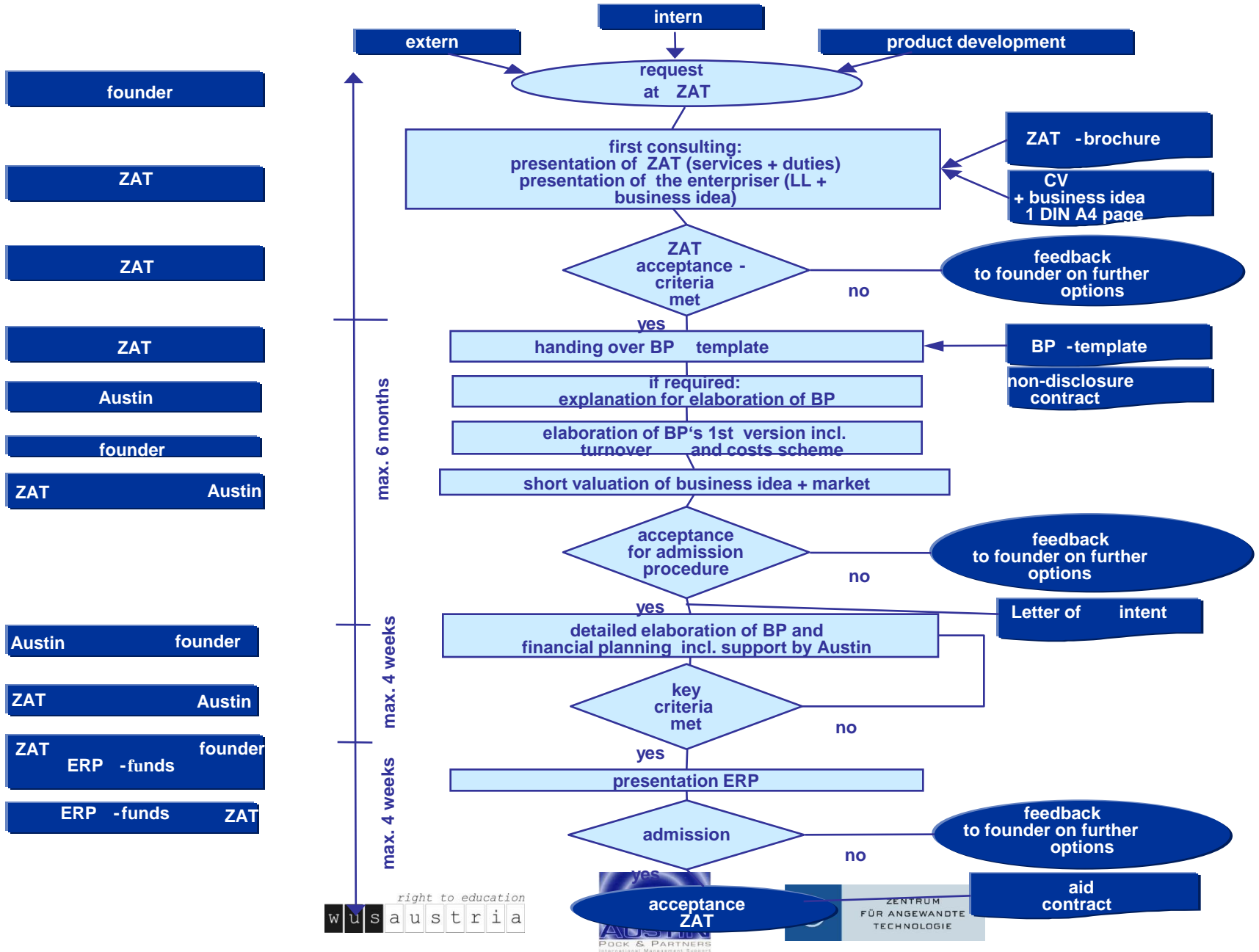
## Graduates who live in the region:

- Graduates from other universities who now live in the region or who have their origins in the region

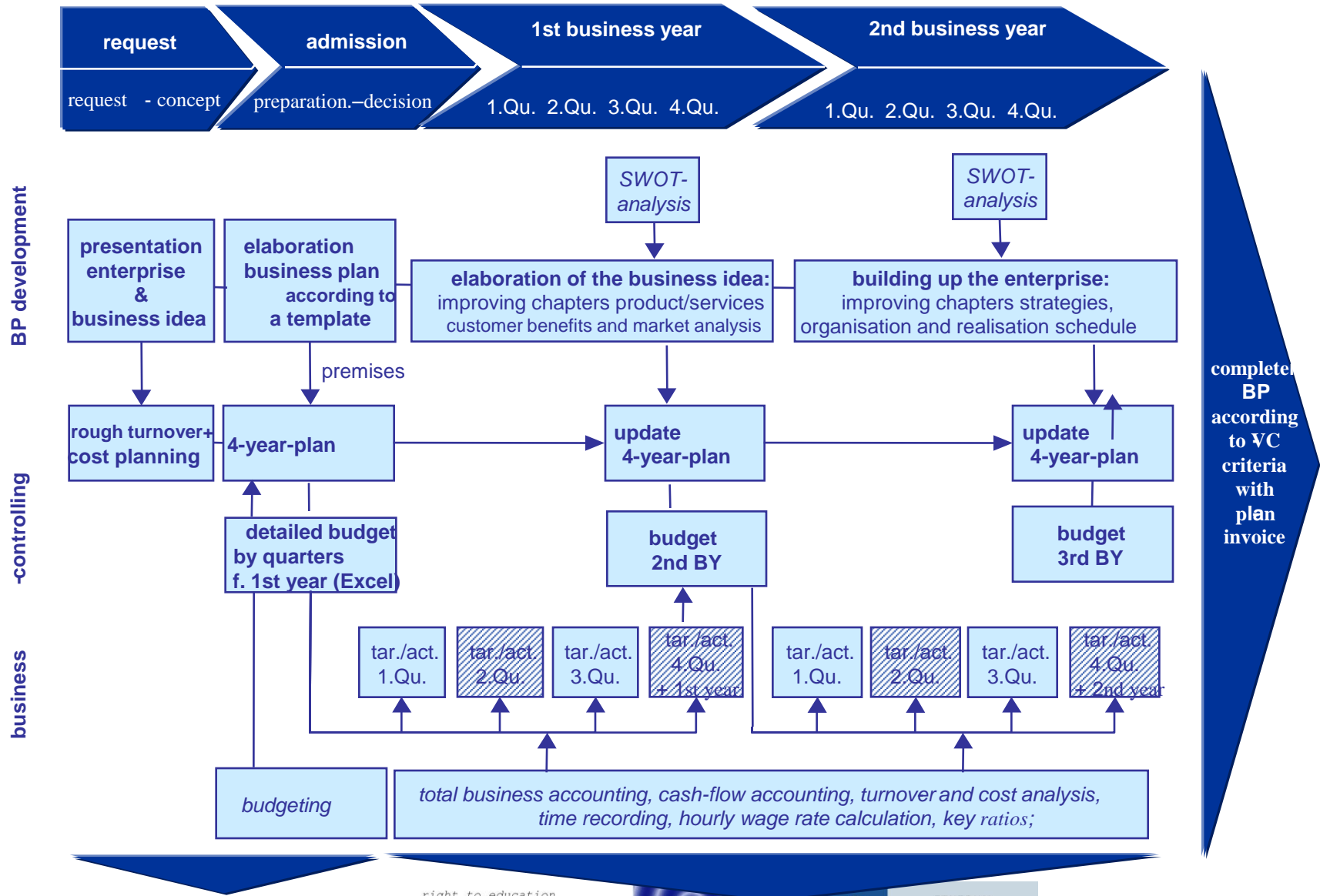
## Current members of colleges:

- Current students of colleges who are at the end of their courses
- Graduates from colleges who already have business experience
- Current Lectures from colleges

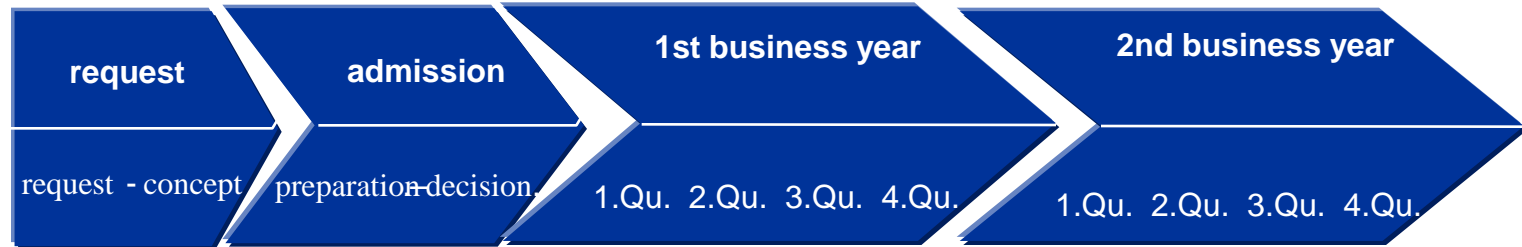
# Admission process - detail



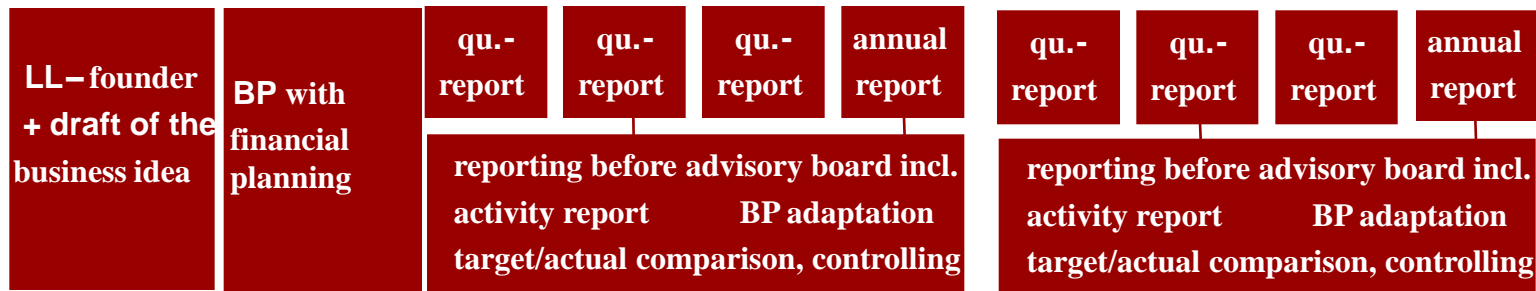
# Business Development at ZAT – Business plan and controlling



# Business Development at ZAT – Reporting and training



reporting



training



## Elaboration of business plans

During the time at the ZAT, each enterprise should completely elaborate all subchapters of the business plan according to the time schedule. The chapters should be submitted together with proper quarter reports.

chapter	to be completed by the end of
Description of the product or service	quarter 1
Benefits for customers	quarter 1
Market analysis	quarter 4
Description of the company	quarter 6
Strategic approach	quarter 3
Marketing and distribution approach	quarter 5
Recruiting strategies and employee management	quarter 6
Chances and risks	quarter 2
Realisation schedule and detailed 12-month- planning	quarter 8
Financial plan	quarter 7



# Requirements on the quarterly report

## Elements of the quarterly report:

Activity report of the last quarter

Presentation of the respective chapter of the business plan

Profit & loss/cash-flow accounting according to template

Forecast for the next quarter

Results in writing and as presentation

## Service for businesses within the centre

- **Support for the design of a business concept**
- **Application for and management of sponsoring**
- **Supply with an expert network**
- **Supply with infrastructure**
- **Support with technology transfer**
- **Consulting service in economic matters**
- **Qualification**
- **Continuous Controlling**

# Individual support for companies

Support in creation of quarterly reports

Training in business management

Individual consulting