

# Training Title: **Incubator Design and Implementaion**



**Module Endorsed by ALLPI Curriculum Review Committee**



**Africa Leather and Leather Products  
Institute (ALLPI)**

**Training Coordinator**  
**Mr. Nasir Mahmoud Talab**  
Email : [nasirmt@allpi.int](mailto:nasirmt@allpi.int)

[www.allpi.int](http://www.allpi.int)

**February 2018**

|                           |  |
|---------------------------|--|
| Module title              | <b>Incubator Design and Implementation</b>   |
| Module code               |  |
| Credit and ECTS           |  |
| Module type               |  |
| Pre-requisite module code |  |
| Module calendar           | 3 days   |
| Description of module     | This module is aimed at providing thorough understanding of how to design and implement an incubation business model. It is meant to equip incubator managers and policy makers with the knowledge skills and understanding of the fundamentals of business incubation in order to effectively foster and encourage business. It covers the critical areas that determine the success of the business incubation model.  |
| Learning outcomes         | By the end of the course, participants should be able to have a good understanding and be able to apply the steps in the designing and implementation of incubators  |
| Content                   | <ol style="list-style-type: none"> <li>1. Business Incubation Definition and Principles <ol style="list-style-type: none"> <li>1.1. Describe where incubation fits in the broader ecosystem;</li> <li>1.2. Distinguish different types of entrepreneurs;</li> <li>1.3. Describe how their learning styles differ from other entrepreneurs and large businesses;</li> <li>1.4. Draft the services that need to be provided by incubators to help businesses;</li> <li>1.5. Differentiate the main components of business incubation;</li> <li>1.6. Describe the key principles of business incubation;</li> </ol> </li> <li>2. Business Incubator Models and Success Factors <ol style="list-style-type: none"> <li>2.1. Understand and describe the difference and importance of the business incubation process and a business incubator;</li> <li>2.2. Differentiate various business incubator models based on practical examples of incubators from all over the world;</li> <li>2.3. Name the most important success factors and critical mistakes to avoid when planning and operating a business incubator;</li> <li>2.4. Describe the principles of different business incubator models; and</li> <li>2.5. Adapt the knowledge gained from the training to their own business incubators.</li> </ol> </li> <li>3. Planning an Incubator <ol style="list-style-type: none"> <li>3.1. Understand the importance of putting together the right team to plan an incubator, who should be involved in such a team and what their initial tasks should be;</li> <li>3.2. Know what is involved in a feasibility study, how long it takes to complete, who should complete it, and how this should be undertaken;</li> <li>3.3. Be able to interpret the results of the feasibility study, to arrive at a “Go” or “No Go” decision about whether or not to proceed with the establishment of an incubator; and</li> </ol> </li> </ol> |

3.4. Understand how to develop a strategic and business plan to guide implementation of the incubator.

#### 4. Business Incubation Marketing and Stakeholder Management

4.1. Identify key customers that will provide the financial resources necessary to sustain the incubator as a viable enterprise;

4.2. Identify additional stakeholders that must be engaged if the incubator is to fulfill its mission;

4.3. Assess the customer and stakeholder needs that must be met to attract and ensure a long-term and successful relationship between them and the incubator;

4.4. Recognize and assess other organizations serving the same customers;

4.5. Determine how the incubator can complement rather than compete with other organizations serving the same customers;

4.6. Define the incubator's "value proposition", with appropriate modifications for different audiences, and ensure that the tactical marketing components support this value proposition; and

4.7. Identify the channels through which the incubator can convey its marketing messages and understand how to use them.

#### 5. Financing a Business Incubator

5.1. Analyze and budget for the incubator's costs and revenues;

5.2. Identify the funding needs of the incubator and the corresponding available funding and revenue sources;

5.3. Develop an adequate fundraising strategy; and

5.4. Monitor the financial performance of the incubator towards financial sustainability.

#### 6. Managing the Business Incubator

6.1. Formulate key incubation policies, such as entry and exit criteria;

6.2. Formulate, implement and maintain an incubator structure;

6.3. Manage a Private Public Partnership effectively;

6.4. Understand roles and responsibilities of various key players; and

6.5. Manage and motivate the incubator's staff.

#### 7. Monitoring, Evaluation and Benchmarking

7.1. Understand the added value of monitoring and evaluating the performances of their incubator;

7.2. Define relevant and adequate performance indicators of their business indicators;

|                                  |   |
|----------------------------------|---|
|                                  | <p>7.3. Explore how to monitor and evaluate, notably by studying existing tools and methodologies;</p> <p>7.4. Understand how to collect data (i.e. which methodology and tools to use); and</p> <p>7.5. Understand how to use the data collected through monitoring and evaluation (M&amp;E) activities and to compare one business incubator's performances with the results of similar organizations.</p> <p>8. Implementing a Mentoring Program</p> <p>8.1. Understand the mentoring process from three perspectives – the business incubator, the mentor, and the mentee;</p> <p>8.2. Assess gaps in the knowledge, skills and attitudes of incubator clients that cannot be adequately addressed by the incubator's staff;</p> <p>8.3. Assess potential mentors and mentees for readiness to engage the mentoring program;</p> <p>8.4. Provide orientation and instruction to both mentors and mentees to maximize the probability of successful outcomes, and to coordinate the mentoring engagement process; and</p> <p>8.5. Develop and implement a mentoring program.</p> |
| Teaching strategy                | Presentations, interactive sessions, in class exercises, group work and practical session   |
| Assessment criteria              | Group work, class interaction   |
| Assessment strategy              | <ul style="list-style-type: none"> <li>• Class attendance</li> <li>Group assignments</li> </ul>   |
| Role of instructors and students | <p><b>Role of Instructors</b></p> <ul style="list-style-type: none"> <li>• Power point presentation and demonstrating</li> <li>• Feedback performance report</li> </ul> <p><b>Role of Participants</b></p> <ul style="list-style-type: none"> <li>• Reporting and attending for the training program</li> <li>• Responds to assignments and homework</li> <li>• Requirements/Training materials</li> </ul>  |
| Teaching support and inputs      | <ul style="list-style-type: none"> <li>• Lecture materials</li> <li>• Overhead projector,</li> <li>• Flip charts.</li> </ul>  |
| Module requirements              | The participants Should attend all classes:   |
| References                       | <ul style="list-style-type: none"> <li>• infoDev Training Modules, Washington <a href="http://www.idisc.net">http://www.idisc.net</a></li> <li>• infoDev (2006), Promoting Innovation and Entrepreneurship in Middle East &amp; North Africa: Strategies and Partnerships <a href="http://www.infoDev.org/en/Publication.90.html">http://www.infoDev.org/en/Publication.90.html</a></li> <li>• infoDev - Promoting Private Sector Investment and Innovation, Washington <a href="http://www.infoDev.org/en/Publication.11.html">http://www.infoDev.org/en/Publication.11.html</a></li> <li>• infoDev - Studies, Toolkits, Handbooks and knowledge Maps</li> </ul>   |

|  |  |
|--|--|
|  | <p><a href="http://www.infoDev.org/en/Publications.4.html">http://www.infoDev.org/en/Publications.4.html</a></p> <ul style="list-style-type: none"><li>• infoDev-Videos <a href="http://www.infoDev.org/en/Publications.11.html">http://www.infoDev.org/en/Publications.11.html</a></li><li>• infoDev - Working Papers</li><li>• <a href="http://www.infoDev.org/en/Publications.102.html">http://www.infoDev.org/en/Publications.102.html</a></li><li>• Information for Development Program (infoDev) <a href="http://www.infoDev.org/en/index.html">http://www.infoDev.org/en/index.html</a></li><li>• Knopp, Linda (2006), State of the Business Incubation Industry, Athens: NBIA Publications</li><li>• Meeder, robert A. (1993), Forging the Incubator How to Design and Implement a Feasibility Study for Business Incubation Programs, Athens: National Business Incubation Association</li><li>• National Business Incubation Association <a href="https://www.nbia.org/">https://www.nbia.org/</a></li><li>• rice, Mark P. (1995) - Growing New Ventures, Creating New Jobs: Principles &amp; Practices of Successful Business Incubation, Westport, Conn: Quorum</li><li>• uKBI: united Kingdom Business Incubation <a href="http://www.ukbi.co.uk">http://www.ukbi.co.uk</a></li></ul> |
|--|--|