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Driving Innovation in MSMEs through Business Incubation

A Strategy Workshop for Incubation Services

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Driving Innovation in MSMEs through Business Incubation

A Strategy Workshop for Incubation Services

MANDEEP KAUR, IAS
Joint Development Commissioner

सत्यमेव जयते

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सूक्ष्म, लघु एवं मध्यम उद्यम मंत्रालय
विकास आयुक्त का कार्यालय (सू.ल.म.उ.)
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8th April, 2019

PREFACE

Business Incubators accelerate growth through innovation and application of technology, anchor economic development strategies for small businesses and encourage growth within local economies. They act as crucial agents to turn an invention into a business, facilitate knowledge and technology transfer, thereby promoting industrial growth and generating employment opportunities.

Innovation promotion and business incubation is a priority area for the Ministry of Micro, Small and Medium Enterprises (MSMEs). The ministry has been pioneering various schemes and programs for incubation support towards building a supportive innovation ecosystem for the MSMEs. Under the ambit of Indo-German Innovation promotion programme (MSME INNO), the Ministry aims to support business incubators and equip them with suitable tools and policies, so that they can create an enabling environment to promote entrepreneurship and innovation.

The Strategy Workshop for Incubation Services was a critical step in this direction. The workshop targeted business incubators that have started their journey towards working with start-ups across sectors nurturing innovative ideas. Through the interactive discussions and activities amongst the different members of the innovation chain, the participants came up with incubation strategy for their products and services. The workshop provided platform for the Ministry officials to get a deeper understanding of the challenges faced by incubators and the opportunities and success factors critical for developing a strong incubation support for the MSME sector.

This publication captures the entire process through which the incubators went through to develop business model for their respective incubators. I am hopeful this publication will also be useful for other incubators and stakeholders such as academic and research institutions and business membership organizations who are working in the space of incubation.

I convey my best wishes to incubators in MSME's innovation journey!

(Mandeep Kaur)

Foreword

Upgrading to modern techniques and adopting environmentally friendly and inclusive innovations is imperative to create new economic opportunities for the micro, small and medium enterprises in India today.

To strengthen their long-term competitiveness, business incubators will play an important role as they have first-hand knowledge of the challenges faced by startups and concerns regarding policy regulations, finance, labour, infrastructure etc. They can bridge the existing gaps in the innovation ecosystem and help create an enabling environment for innovation promotion and entrepreneurship.

The Programme for Modernisation and Innovation Promotion in Micro, Small and Medium-Sized Enterprises (MSME INNO) aims to improve the local innovation ecosystem by promoting active involvement of the government, academia and business member organisations. Multiple projects have been successfully run in the states of Maharashtra and Punjab that helped us reach more than 3000 MSMEs.

The Strategy Incubation Workshop organised in association with the Ministry of MSME, Government of India, brought together business incubators from across the country and from different sectors. The two-day workshop oriented the participants on best practices on business incubation in India and Germany, helped align the participants towards a common vision on incubation services, and develop appropriate value propositions and business models for their own offerings.

In this context, I would like to thank the officials from the Ministry of MSME for their support and active participation to make this event a success. We look forward to jointly work towards the common objective of building a strong and supportive innovation ecosystem for the MSMEs.

Mr Chaman Lal Dhanda
Head of Project (MSME INNO), GIZ India

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Innovate to Lead

1. Introduction

The value chains play a pivotal role in shaping business strategies and delivering better products and services. As the value chains are becoming more global and dynamic in nature, businesses and entrepreneurs face greater challenges today. To address these challenges, a dynamic and a collaborative ecosystem is required to respond to the evolving needs and standards.

Business incubators can benefit new ventures, particularly by adding credibility through association, access to shared and more affordable resources and by providing professional expertise and advice. They can create effective relationships in the innovation ecosystem by bringing stakeholders together and build an enabling environment for innovation promotion and entrepreneurship development.

1.1. Innovation promotion in MSMEs: Agenda of the Ministry of MSME

Innovation promotion and incubation is a priority for the Ministry of Micro, Small and Medium Enterprises (MSME), Government of India. The Ministry has been pioneering various schemes and programmes providing incubation support. For instance, the scheme 'Support for Entrepreneurial and Managerial Development of MSMEs' through incubators aims to aid the untapped creativity of an individual and promote the adoption of latest technologies in manufacturing as well as knowledge-based innovative ventures. The focus of the incubators under this scheme is on frugal innovation, and incremental value addition that would act as a driver for growth in the mid to low-end spectrum of the incubation ecosystem.

By equipping business incubators, the Ministry provides a platform for an invention to be coupled with entrepreneurship and realise the economic and social potential of the invention.

1.2. Programme for Modernisation and Innovation Promotion in Micro, Small and Medium-Sized Enterprises (MSME INNO)

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH supported by the Federal Ministry for Economic Cooperation and Development (BMZ), Germany is implementing the MSME-INNO project in partnership with the Ministry of Micro Small and Medium Enterprises, India.

The project aims to strengthen the innovation ecosystem for the MSMEs to make them more competitive and sustainable. The project facilitates industry trainings and joint industry projects by fostering cooperation between industry, academia and government for introduction and dissemination of new technologies, products, processes and/or business model innovation.

Implementation of the project will enable enterprises to have improved access to research and innovative solutions for industry-specific problems. The Business Membership Organisations (BMOs) will have enhanced capacities to offer better services that foster innovation and supporting policies and instruments will be introduced at the government level.

1.3. Strategy Workshop for Incubation Services

In order to discuss the current environment and growth of business incubation and its application in the MSME ecosystem, GIZ together with the Ministry of MSME invited representatives from several incubators, organisations aspiring to become incubators and academic institutions. The participants ideated on future business models and value propositions that could enhance the entrepreneurial set-up for the MSMEs in India. The workshop was moderated by Dr Moritz Gekeler, Founder and CEO of Dolaborate GmbH. He is a strategic consultant and coach who assists companies in creative collaboration through design thinking.

The workshop focused on the following objectives:

- Make the participants aware of existing incubation offerings and best practices in Germany and around the world.
- Reflect on the trends, challenges and opportunities in the Indian context.
- Enable the participants to develop or customise their value propositions and business models for their own offerings as business incubators.

To ensure a highly collaborative environment the workshop was facilitated in a participatory and creative style, inspired by the tools and approaches of design thinking and creating business models.

The participants were divided into five working groups based on the organisational background of the attendees. Two groups consisted of members from the academia, one group from different technology centres, one group from existing incubators and one with representatives from the government to provide the stakeholders with their valuable perspectives. On the first day of the workshop, the participants reflected upon the status quo of incubation in India. The following day, the participants devised concrete value propositions and business models. The results of the group work led to the development of a business plan that would support incubators to plan and carry on their activities more strategically and improve the innovation ecosystem of the cluster they work in.

The following chapters would provide an overview on the topics discussed and the major outcomes of the sessions.

2. Business Incubation

2.1. Introduction

According to the Organisation for Economic Co-operation and Development (OECD), business incubators aim to assist entrepreneurs with enterprise startups and development. Incubators typically seek to provide workspace, often on preferential and flexible terms, for a specific industry or type of firm. In addition to workspace, the services provided by incubators can include various forms of business planning and managerial advice, office facilities, finance and accounting, access to business networks, and legal services. (OECD: Business Incubation International Case Studies: International Case Studies, 1999, p. 7.)

Based on this definition business incubators can be differentiated from other forms of support systems, which entrepreneurs world-wide have access to.

	Incubator	Accelerator	Co-Working Space	FAB lab
Goal	Programme to develop start-ups	Programme to help startups grow	Flexible way to rent office space and infrastructure	Provide workshop infrastructure
Duration	Long-term (1-5 years)	Short-term (3-6 months)	Flexible	Flexible
Education	Adhoc, human resources, legal	One big seminar and networking events	Individual events and seminars	Individual events and seminars
Mentorship	Tactical mentorship	Intense coaching & mentorship	No (or through individual events)	Through seminars (e.g. 3D printing)

Figure 1: Comparison between different startup support models. Source: HBR.ORG + Dolaborate's visualisation

For an organisation which is willing to provide incubation services it is necessary to decide on the type support they would provide to the startup. This decision will heavily influence the strategic vision and the business model of the incubating organisation.

While Co-Working and Fabrication Laboratory's (FabLabs) are often for profit and can be quite successful as the example of BETAHAUS in Germany (http://betahaus.de/) or WE WORK (http://www.wework.com) from the USA, incubators and accelerators are not necessarily profit oriented. Many incubators are part of government or philanthropic schemes to further entrepreneurial activities in their respective region.

Historically the raison d'etre of providing new jobs in a time of high unemployment was even the trigger for inventing incubators in the first place, when Charles Mancuso founded the first incubator in Batavia in the state of New York in the USA. A high amount of unemployment inspired him to rent an old industrial building complex of 850.000 m^2 in order to provide space for companies which in return would create jobs.

Business incubators provide different kinds of support and help to their businesses based on the need of the individual company and based on the intent of the incubator itself. The needs of startups for support change over time.

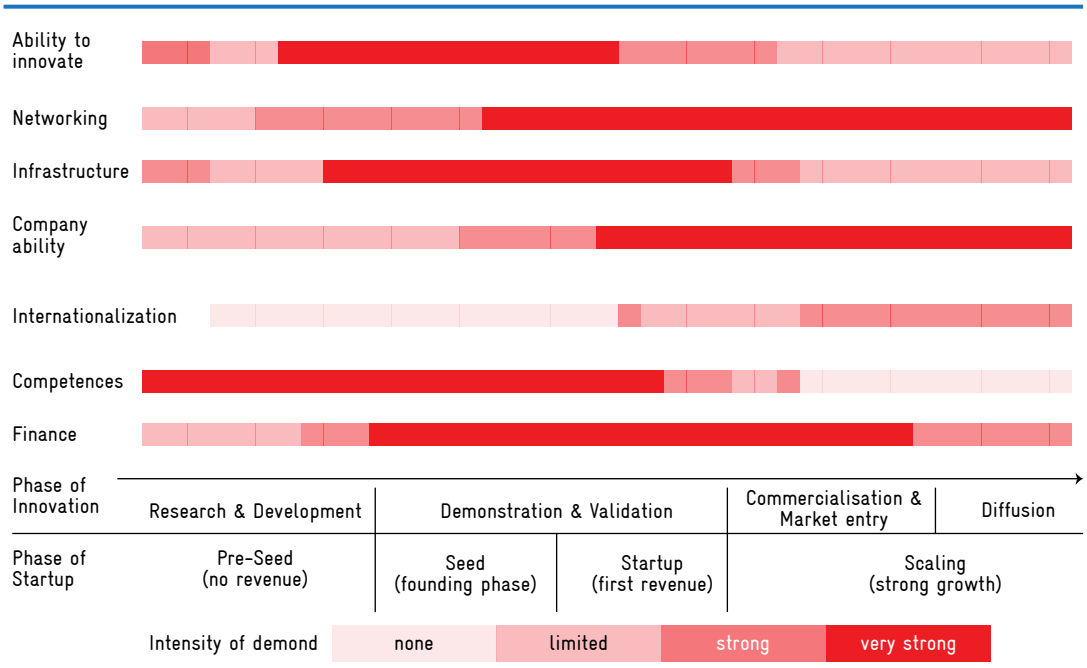


Figure 2: Demand intensity of startups at different stages of development. Source: Trends in the support landscape of start-ups - incubators, accelerators and others, page 32

In the course of the workshop, the participants discussed key areas for startup businesses and came up with the below priority steps. The activity was based on Bill Gross' TED Talk on 'The single biggest reason why startups succeed'.

- Who: Startups grow with high performing teams. Many incubators and investors put team as the number one factor for growth. Therefore, it is very important for an incubator to build and nurture the team.
- Why: It is very important for startups to know the problem they are solving. Why would anyone use the product or service? Approaches such as design thinking, or lean startup help the teams understand that.
- What: Based on a thorough understanding of the existing need, the startups require an idea on how to solve the given problem. Incubators must provide a platform to develop their idea further, iterate it or even pivot to another idea, if need be.
- How: With a great team, a thorough understanding of the problem and a great idea comes the need to have a business model that works. Incubators therefore have to help startups figure out what a successful business model might be and how to fund themselves.
- When: The startups need to know the right timing to execute their idea. (e.g. many services which are successful today, would not have been possible without the smart-phone.) The incubator therefore must provide a platform for testing ideas and find the right timing.

2.2. Learnings from the German Incubation landscape

Based on the study 'Trends in the support landscape of startups - incubators, accelerators and others'[1], page 16-19

The current support supply in Germany fits the demand of startups well. Although their actual needs change during their lifecycle, opportunities to join respective programmes seem to be usually given. This secures an extensive and effective support landscape, in which new ventures can grow and thrive.

As the entrepreneurial efforts of startup founders become increasingly professional, they begin to strategically choose the providers of support programmes. For the most promising startups, the choice of the right support partner also depends on negotiations on what the venture is willing to give – e. g. whether or not they transfer equity or shares to support providers.

Additionally, most startups also become very aware of what they can expect from support actions – if providers fail to contribute the right assets, their reputation may soon decrease. Also new programmes from mostly unknown actors may struggle to establish their particular offers within the support system.

Surveys show that startups rate support actions from private suppliers most positively while also joint efforts that stem from collaborations of different actors provide good.

For incubators in India the following learning can be drawn from the German example:

- **Focus on specific areas –** To focus the effort of an incubator on specific areas (e.g. health care or specific technologies) is a valid strategy. It enables the incubator to provide more dedicated support for their startups. Make use of dedicated networking (e.g. amongst incubators, startups, investors etc.) along with fostering a vivid and diversified innovation environment.
- **Provide transparency –** The more complex and elaborated the start-up support landscape becomes, the higher is the need for transparency for them to understand where they will get the best support for their specific needs. A dedicated resource (e.g. an online platform which contains the relevant and up-to-date information) could help startups find their way through the broad variety of offerings.
- **Involve the private sector –** As the example of Germany shows, the private sector can benefit from interacting with startups. Besides the wish for investment into growth opportunities, the private sector can benefit from innovations which more agile startup companies develop.
- **Science is a key source for innovation –** Academia is a vivid source of innovation and inspiration for start-up businesses. The challenge therefore is to encourage the entrepreneurial spirit in academia and provide support structures which encourage scientists to become entrepreneurs. Students should get acquainted with approaches such as design thinking as early as possible in order to encourage their 'creative confidence'[2].

1 Executive summary in english: https://www.iit-berlin.de/de/publikationen/trends-in-der-unterstuetzungslandschaft-von-start-ups-inkubatoren-akzeleratoren-und-andere, p. 16-19

2 David Kelley: Creative Confidence: Unleashing the Creative Potential Within Us All

3. Incubation Environment

3.1. Trends, challenges and opportunities in India and around the world

During the workshop the participants discussed the different trends, challenges and opportunities using the world-café methodology. The four groups started to deliberate on one topic each and then gradually moved to the rest of the topics for discussion. Four hosts were identified, who sticked to one topic and ensured a structured documentation and discussion for all the groups. The following results were produced by the participants.

Trends for incubation around the world?

a) Fraunhofer Gesellschaft models transforming research into technology
b) Protection of intellectual property rights
c) Integration of different technologies to develop products
d) Market guarantee and market development for new products
e) Technology forecasting, Internet of things (IOT), big data and Industry 4.0
f) Government support to incubation centres – ease of incubating through infrastructure support, tax rebate, subsidy etc.
g) Knowledge exchange and strong mentorship

Why do we need incubation in India?

a) Commercialise technology solutions to solve existing problems
b) Develop entrepreneurial culture and ideas
c) Become a job provider instead of job seeker and address the problem of unemployment
d) Fill the gap of business skills, processes and mentoring
e) Provide financial support (seed funding), moral support, motivation and build an ecosystem
f) Pivoting of ideas and identifying novel technologies
g) Building networks and business development opportunities
h) Tap the potential of the youth and enhance global competitiveness of MSMEs

What are opportunities for incubation in India?

a) Market to adopt innovative products
b) Facilitator to universities/ institutes/ businesses etc.
c) Improve the ease of doing business index
d) Transform the youth into entrepreneurs
e) Develop workforce that can be retrained to support ecosystem
f) Support from leading incubators of other countries

What are challenges for incubation in India?

a) Shortage of opportunities and information
b) Fear of failure and social insecurities
c) Delayed implementation of policies
d) Constraints related to commercialisation or marketing of idea/product
e) Lack of access to networks
f) Lack of awareness on startup process

g) Funding limitations
h) Insufficient workspace and infrastructure resources
i) Competency of incubation managers
j) Intellectual Property Rights (IPR) policies

3.2. Vision for Incubation in India

When thinking about a strategy for the future it is helpful to put oneself in the position to imagine a desirable future state and then plan the way towards that future. Based on this insight, the workshop made use of the 'Cover Story' exercise where the participants created the cover of a magazine to be released in January 2024. Each team acted as the editorial board of a magazine of their choice. The broader topic for all teams was 'Incubation Services in India' and the goal was to decide on the news and success stories the magazine would publish in the future.

The exercise produced five visionary magazine covers that served as a reference for the teams for the next sessions, where they developed their own value propositions and business models.

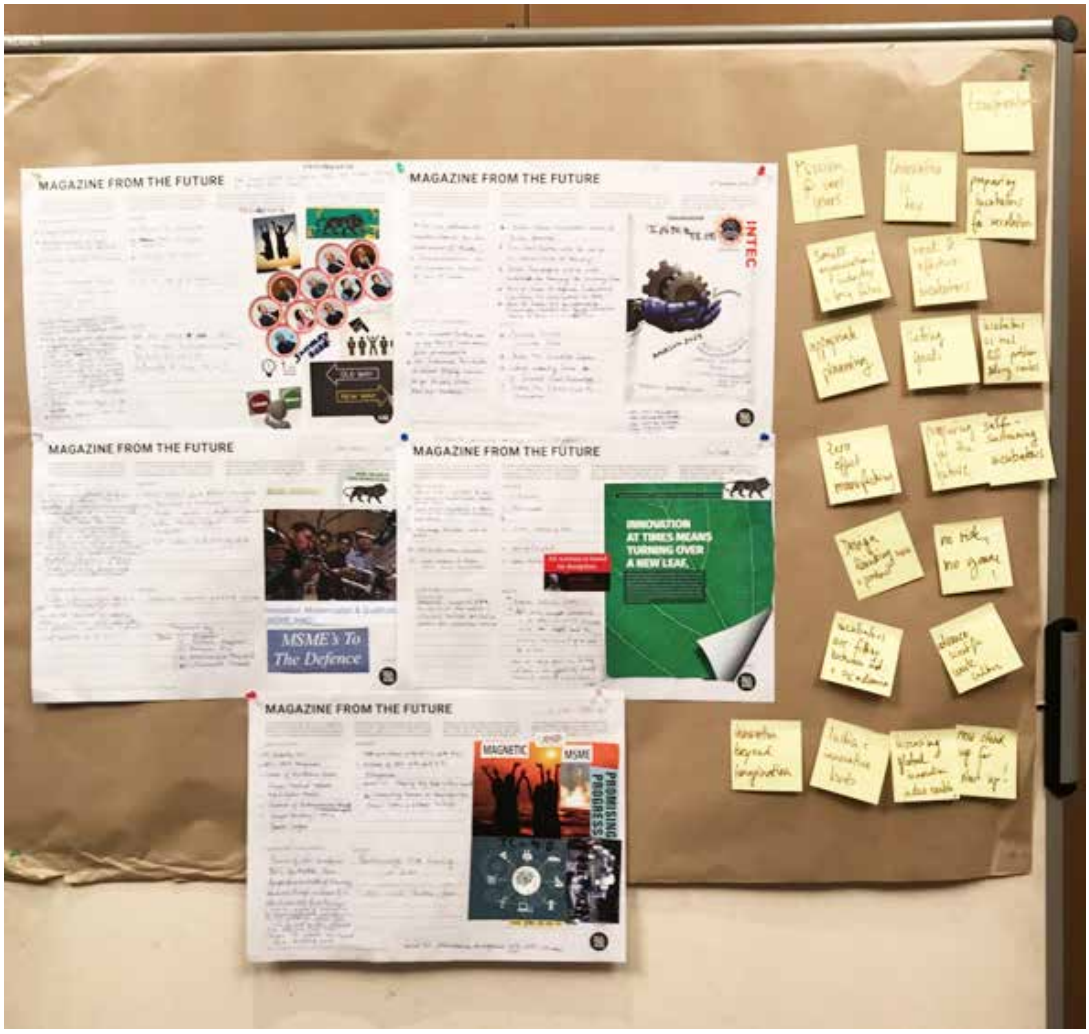


Figure 3: Magazine covers developed by the participants based on the 'Cover Story' exercise

4. Incubation Strategy

4.1. Stakeholders for Incubation

The first step to design a strategy is to identify the people who would be involved in the process of developing a product or service. Therefore, it is important to list the different stakeholders of business incubation in India, when designing new value propositions and business models. Applying a visual approach, the participants of the workshop mapped the stakeholders on a big canvas. The teams further used the stakeholder map as a basis to decide which ones are most important to them.

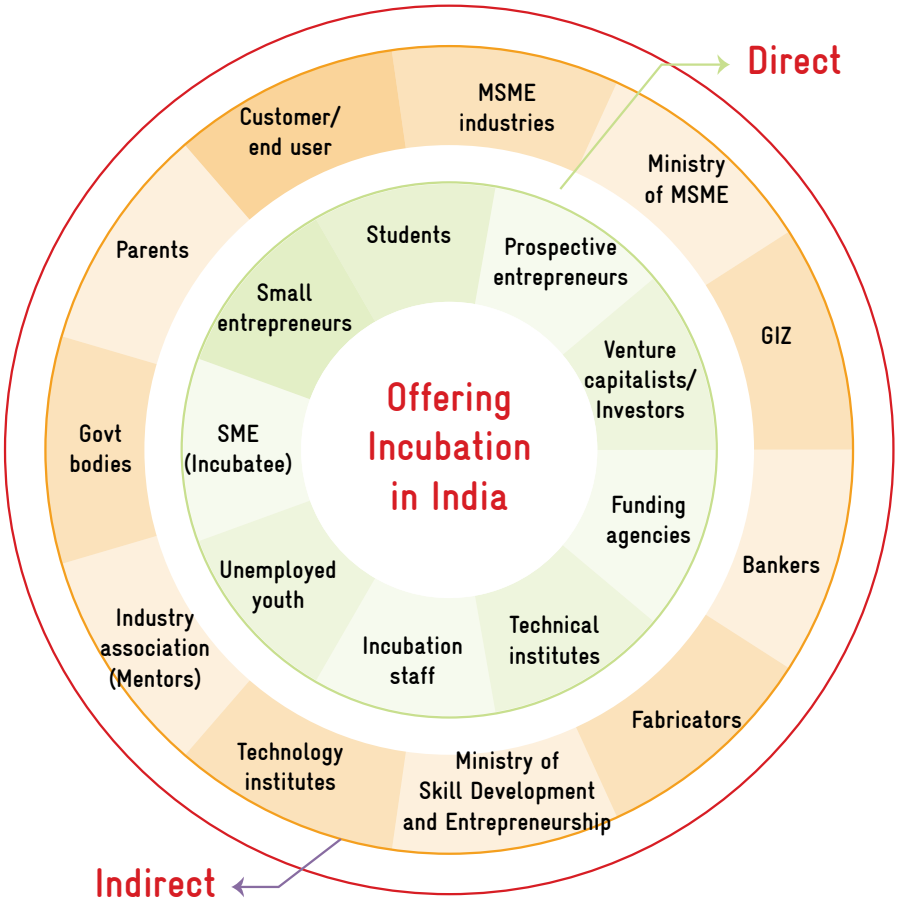


Figure 4: Stakeholder map for incubation offerings in India

4.2. Value propositions for Incubation

While designing a service or product it is necessary to know what exactly would be offered to the target audience. The value proposition canvas helps to not only visualise the value proposition, but also decide about the customer segment or target audience one would cater to.

The participants of the working group utilised the canvas in order to develop their own value proposition based on the stakeholders they decided upon during the stakeholder map activity. The key outcomes and common learnings from the value proprosotion activity have been listed below.

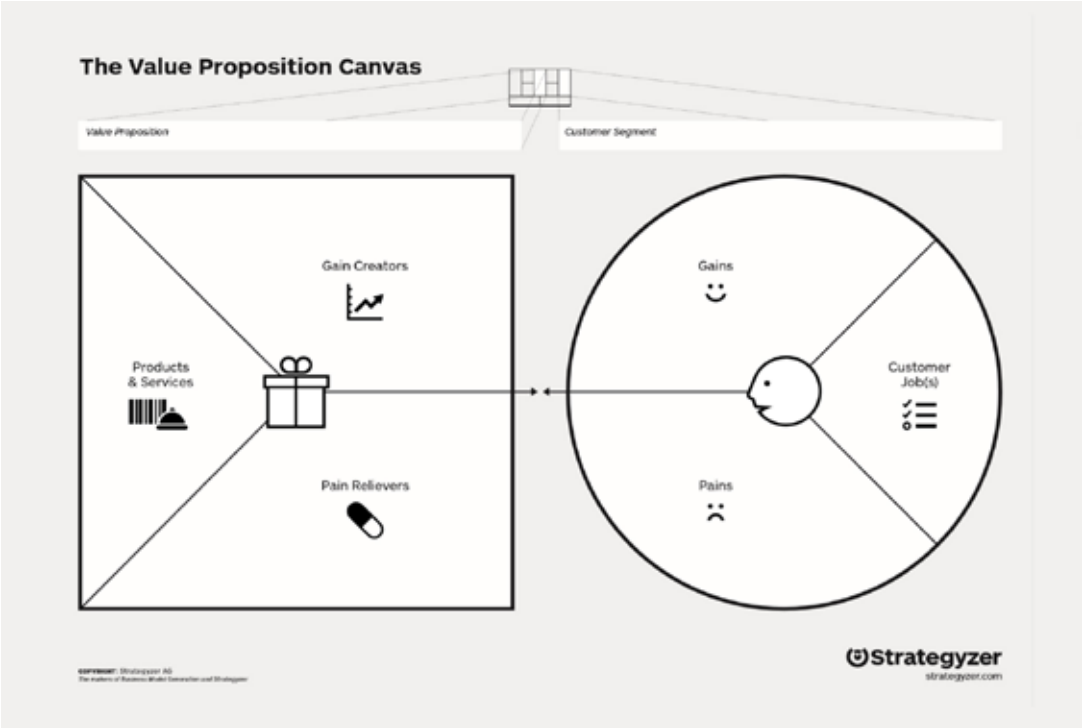


Figure 5: Value Proposition Design by Alexander Osterwalder, Yves Pigneur, Greg Bernarda, Alan Smith

Figure 6: Value Proposition for Incubators

The value proposition charts developed by few of the groups are provided in Annexure A.

4.3. Business Models for Incubation Centres

The clarity gained with respect to the target audience and value proposition enables the process of developing a business model. Alex Osterwalder and his co-authors created a very useful tool for designing business models: The Business Model Canvas. During the workshop the representatives from different organisations used the business model canvas individually for their organisation that fits to their specific context and requirements.

The business models developed by each participation incubator/ institution, along with a brief profile of the incubator/ institution, is provided in Annexure B.

5. Outlook And Way Forward

The workshop marked an important milestone towards orientation of incubators, such that they have enhanced capacities to offer better services that foster innovation. It not only helped create awareness among the participants on currents trends, challenges and global trends on incubation offerings, but also attempted to align incubators from different states of India operating in diverse sectors on a common agenda for innovation promotion and entrepreneurship development.

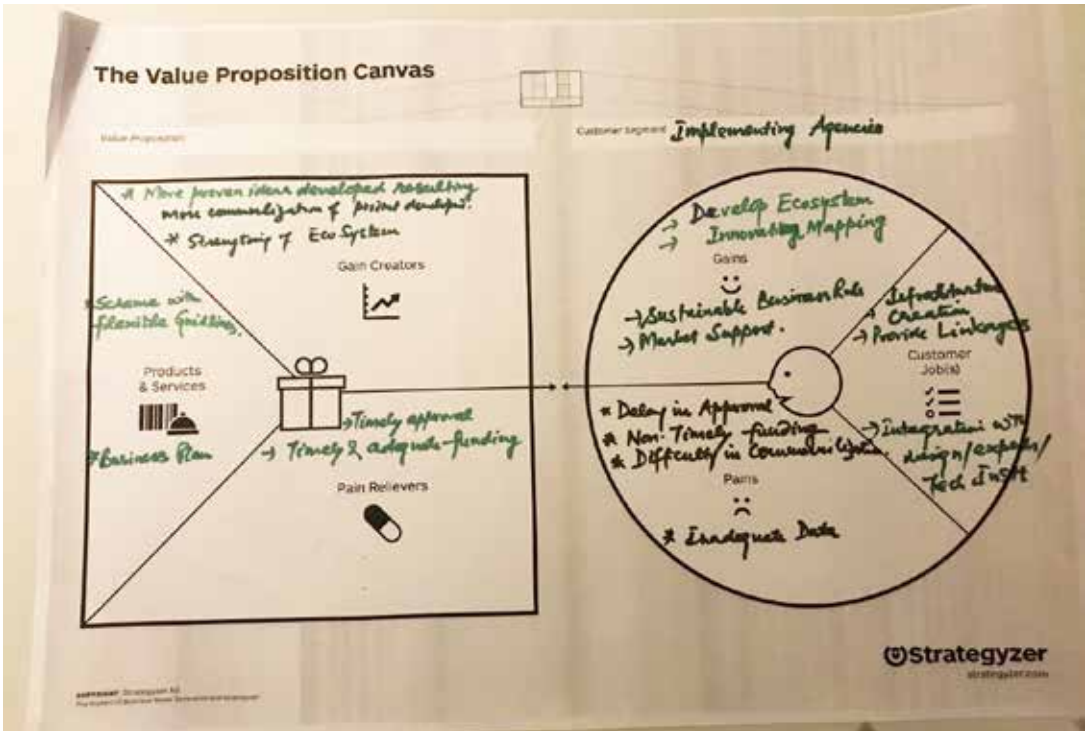
The interactions involved during the workshop allowed for knowledge exchange among participants representing business incubators from technology centres, universities, and research and development Institutes, that provided an exposure on the best practices from India and Germany allowing them to reflect on their applicability in the Indian context.

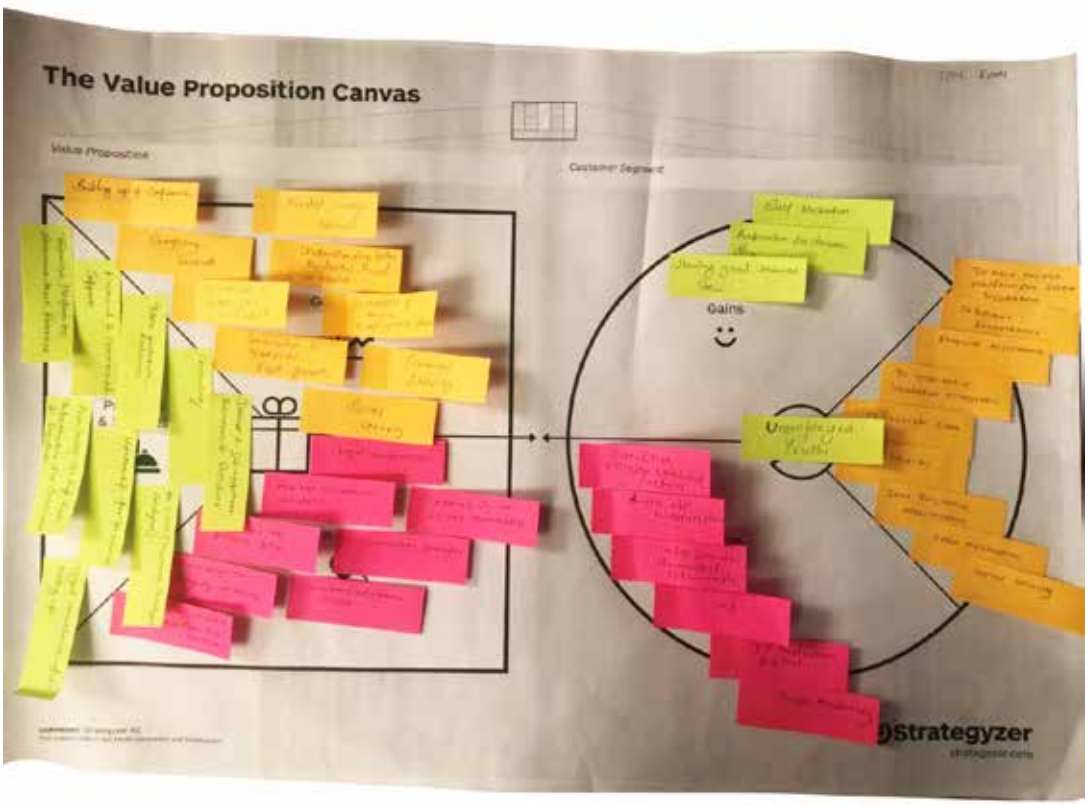
The participants were successfully able to categorise and document their unique value proposition, with respect to their target customer and translate it into an actionable business model for their own offerings. It is expected that the business plan developed during this workshop will enable incubators to plan and carry on their activities more strategically and sustainably, as well as customise and improve the quality of service offerings.

The Programme for Modernisation and Innovation Promotion in Micro, Small and Medium-Sized Enterprises will be supporting the field institutions of the Ministry (e.g. tool rooms and development institutes) to introduce new innovation-enabling services. It is expected that five of the newly established incubators in the field institutions of Ministry of MSME (Technology Centres) would offer enhanced services for startups such as startup bootcamps, consultancy services and coworking space.

Annexure A

Value Proposition Canvas developed by some working groups





Annexure B

Participants Profile and Business Models

Name of Organisation	INDO GERMAN TOOL ROOM, AURANGABAD
About the Organisation	

A project of Government on India, Government of Federal Republic of Germany & Government of Maharashtra, Indo German Tool Room (IGTR) an ISO 9001:2000, ISO 14001:2004 is a centre which nurtures excellence and provides tooling and training solutions. IGTR is concentrating on an integrated development of the related segments of the industry providing international quality tools, trained personnel, consultancy in tooling and related areas. It is constantly crossing new frontiers in quest for excellence and beyond.

The organisation implements its programme of technical training through its training centre located at Aurangabad and sub centres at Pune, Mumbai and Nagpur. State of-the-art tool room facilities under single roof has wide spectrums of sophisticated machines including latest and advanced CNC Lathe machine, milling, Electrical Discharge Machine (EDM) & wire cut machines, which can cater to various requirements of the customers. Modern tool toom facilities are indispensable for the industrial development of the country and properly trained manpower is an asset to the nation. It has achieved international recognition also by providing continuous training courses in tool design and die manufacturing technology to the trainees of South Africa, Sri Lanka, Saudi Arabia sponsored by respective state governments agencies and industrial associations.

The services offered include: Design and manufacturing using latest technology, skill development and consultancy. It has been approved as a host institute for carrying on the scheme 'Support for Entrepreneurial and Managerial Development of SMEs through Incubators' from the O/o DC MSME.

Thrust Areas	Auto Components, Engineering Industries
Services and Activities	➤ Direct business development assistance ➤ Professional network and relationship support ➤ Educational programmes / boot camps, facility-based services

BUSINESS MODEL

Key Partners
- Ministry
- Industry Associations
- Institutions
- Banks
- Universities
- IT Supp
- Mentorship Support
- Proposal Preparation
- Networking with investors
- Bank Seminars
- Marketing Support
- Meets with local industry & other service providers

Key Activities
- Website development
- Social media campaigns
- Design/product hackathon
- Publicity through media
- Conducting' Innovation Fest' to bring different stakeholders on one platform

Key Resources
- Incubation Manager
- Mentors
- CO-working space
- Recurring Expenditure
- Admin expenses
- Machines & equipment

Value Propositions
- Social Security
- Financial Security
- Company growth
- Confidence
- Generational employment options
- Availability of mentorship
- Connecting to Funding agencies
- Confidence to protect Idea
- Technology transfer
- Legal assistance
- Platform to showcase the potential
- Counselling
- Idea evaluation
- Availa bility of resources
- Publicity through media
- To become entrepreneur
- Financial assistance
- Proper platform for idea incubation
- Understand incubation ecosystem
- Idea security

Customer Relationships
- Subsidised rates for use of equipment resources

Channels
- Social media
- Advertisement
- Industry meets
- Boot camps
- Idea Hackathon

Customer Segments
- Incubatee
- Students
- MSMEs
- Startups

Cost Structure
- Machining facilities like 3D printing, 3D scanning
- CAPEX
- OPEX
- Innovation Fest

Revenue Streams
- Rentals from co-working space
- Fees from events/camps/training programs
- Fee for usage of equipment/technology

Name of Organisation	INSTITUTE FOR DESIGN OF ELECTRICAL MEASURING INSTRUMENTS (IDEMI), MUMBAI
About the Organisation	IDEMI (A Government of India Society)
IDEMI is an organisation established by Government of India in 1969 as a service to Instrument Industry Organisation. The main objective of setting up this institute was to gear up the growth potential of indigenous instrument industry and hence to meet the ever- growing instrumentation needs of the country by augmenting productivity quality control in industrial sector – be it in electrical, electronics or process control instruments. The institute is looked upon as a nodal centre in view of its multifarious activities offered to suit various needs of instrument industry. IDEMI offers following services to Instruments Industry. ➤ Technical consultancy in various aspects of instrumentation. ➤ Industry sponsored projects in the design and development of electrical, electronic and process control instruments and transducers. ➤ Calibration and testing of electrical, electronic and process control instruments, etc. ➤ Calibration of mechanical measuring instruments and inspection of mechanical products and components. ➤ Technical training for wide range of professionals in disciplines of instrumentation. ➤ Design and manufacturing of press tools for sheet metal components, plastic moulding tools, forging tools, pressure die casting tools, jigs and fixtures. ➤ Manufacturing of critical mechanical components and maintenance spare parts.	
Thrust Areas	➤ Tool design and manufacturing ➤ Robotics and mechatronics ➤ Mechanical/electrical/electronic engineering sector related products and services ➤ Multimedia/Information technology products and solutions
Services and Activities	➤ Promote students to come up with commercially viable curriculum projects, equip students to create the startups during the study period. ➤ Counselling for various possible investment avenues, online and offline; Campaigns to educate college students about available opportunities. ➤ Separate web campaigns and online promotions for creating awareness and attracting the potential candidates. ➤ Provide laboratories, testing and R&D facilities and human resources. ➤ Organise seminars/workshops for innovation and entrepreneurship, organise special training programmes for college and school teachers. ➤ Technology development / up-gradation, Prototype development.

BUSINESS MODEL

<table>
<tr>
<td>Key Partners
➤ Internal Department
➤ Local Industry
➤ Infrastructure (lab equip)
➤ Mentoring (Technical support)</td>
<td>Key Activities
➤ Awareness Campaign
➤ Local industry, incubator network
➤ Social media networking, local institute networking
➤ Ministry, services offered to incubate

Key Resources
➤ Dedicated Incubation staff and infra
➤ Exhibition, Seminar, Workshop
➤ Fund raising event
➤ Connecting to IPFC</td>
<td>Value Propositions
➤ Pre-incubation
➤ EDP
➤ Electro-mechanical Sector, Product design, & Manufacturing
➤ Mentoring support
➤ Financial agency linkage
➤ IPR support
➤ Marketing support</td>
<td>Customer Relationships
➤ Dedicated team
➤ 24-hr (Open leb)
➤ Help desk
➤ 1-hour technical counseling session
➤ Online platform

Channels
➤ Awareness Campaign, seminar meeting
➤ Printed media, social networking</td>
<td>Customer Segments
➤ Trained Incubatee
➤ Startup (Electro Mech field)</td>
</tr>
<tr>
<td colspan="3">Cost Structure
➤ Operational cost
➤ Tooling & Manufacturing
➤ EDM/ 3D Printing</td>
<td colspan="2">Revenue Streams
➤ Offering various packages of service and having tie-up for one year for availing the services</td>
</tr>
</table>

Name of Organisation	CENTRAL TOOL ROOM LUDHIANA
About the Organisation	CTR LUDHIANA केन्द्रीय टूल रूम

CTR Ludhiana is an Indo-German project setup under bilateral agreement on technical cooperation between Government of India and Government of Germany set up in 1980. It is working under administrative control of Ministry of Micro, Small & Medium Enterprises, Government of India. Their core service areas are tooling development, rapid prototyping, heat treatment and training. It is an ISO-9001:2008 certified organisation. The major objectives of the tool room are:

- To increase the efficiency of small-scale units in the northern region in light engineering and allied fields by providing support in the design and production of tools and jigs and fixtures as well as by rendering technical consultancy services.
- To manufacture small and medium-size tools such as press tools, jigs and fixtures, moulds, dies, and special purpose tools.
- To provide common service facilities to small-scale industries regarding the manufacturing of various types of tools, heat treatment, and related services
- To impart long-term technical training in the form of Diploma, Certificate course in heat treatment and condensed courses to students who want to become toolmakers, technicians in the plastic and metal processing industry or heat treatment specialists.
- To conduct short-term and part-time courses for technical staff of small-scale industries putting emphasis on advanced technologies such as Computer Numerical Control (CNC) programming and machining, Computer Aided Designing (CAD) and Computer Aided Machinery (CAM) and also offering training in conventional subjects.

Thrust Areas	General engineering
Services and Activities	➤ Product development ➤ Training ➤ Rapid prototyping ➤ Heat treatment ➤ Design services ➤ Metrological services

BUSINESS MODEL

<table>
<tr>
<td>Key Partners
➢ Technical Centers
➢ Production Unit
➢ Ministry of M5ME
➢ Other Tool Rooms
➢ Lawyers Associations</td>
<td>Key Activities
➢ To provide them facilities of 3D printing to create a prototype
➢ Technically help them in their product to develop
➢ Testing of product and inspection
➢ Market value of product and analysis

Key Resources
➢ Updated machinery for production
➢ 3D printing in plastic and metal
➢ Heat treatment facility
➢ Marketing & counseling s staff
➢ Expertise in tool production and automation</td>
<td>Value Propositions
➢ Design & development
➢ Counselling
➢ Mentors hip for execution
➢ Idea evaluation
➢ Financial support
➢ Technical platform to showcase their potential
➢ High tech infra
➢ Legal Assistance
➢ Building up confidence
➢ Company growth analysis
➢ Idea to product conversion
➢ Financial stability
➢ Better understanding of need of product
➢ Connectivity with funding agencies</td>
<td>Customer Relationships
➢ Idea Evaluation Centre
➢ Dedicated workshop & labs
➢ Technical Assistance
➢ Entrepreneurial communities

Channels
➢ Through websites or social media
➢ Visiting different colleges and interaction with students</td>
<td>Customer Segments
➢ Incubates
➢ Student with innovative idea who wants to market their idea
➢ Anyone who wants to start their own startup</td>
</tr>
<tr>
<td colspan="3">Cost Structure
➢ Operational cost
➢ Tool designing & manufacturing cost
➢ 3D printing cost
➢ Man-power cost</td>
<td colspan="2">Revenue Streams
➢ Co-working space renting charges
➢ Fees for event?/ comps/ training
➢ Furniture and infrastructure cost
➢ Machinery Cost
➢ Planning & Marketing Cost</td>
</tr>
</table>

Name of Organisation	MSME – TECHNOLOGY CENTRE, RAMNAGAR ELECTRONICS SERVICE & TRAINING CENTRE, KANIYA, RAMNAGAR DISTT. NAINITAL (UTTARAKHAND
About the Organisation	

Electronics Service & Training Centre (ESTC) was set up at Ramnagar, Nainital, UP in 1985. The mission of ESTC is to support development of electronics and Information Technology (IT) industries. The objectives of ESTC are as follows:

Development objectives:

- To support the development of an industrial base for contemporary production processes and technologies in the field of electronics & IT.
- To support the socio-economic development of the rural hilly areas.

Specific objectives:

- To train personnel in the areas of electronics, IT, including emerging technologies.
- To provide common facilities to the entrepreneurs in the region
- To render counselling and guidance to new entrepreneurs in setting up of small scale electronic and IT units.
- To develop products and processes involving advanced technologies in industry.
- To evolve a consultancy cell for the small-scale industries in the region.
- To establish library-cum-documentation centre.
- To identify and promote ancillary industrial units for the large / medium entrepreneurs in the region.
- To conduct market research and development of the products for domestic and export market.

Thrust Areas	Electronics and IT
Services and Activities	- ESTC facilities are available to entrepreneurs. research institutions & commercial organisations on nominal charges. - ESTC conducts regular training programmes, seminars/ workshops on various topics of related to electronics /IT / entrepreneurship development etc. Also conduct tailor made training programmes which can be conducted at their own premise or user's premise wherever possible. - ESTC has got a modern and standard laboratory for calibration in electro technical and mechanical areas. - The centre is also equipped with library-cum- documentation centre

BUSINESS MODEL

<table>
<tr>
<td>Key Partners
➤ Technical Tool Rooms
➤ Manufacturing sources - company or mechanical tool rooms
➤ For financial support - MSME
➤ Lawyer Association
➤ Testing & Accreditation Agencies</td>
<td>Key Activities
➤ Technical mentorship
➤ Market Linkage
➤ Developing project reports
➤ Integrating technical and financial support system

Key Resources
➤ Incubation staff
➤ Fund raising events
➤ Technical Fab-labs
➤ High tech machinery for production/ development</td>
<td>Value Propositions
➤ Business plan layout
➤ Idea to product conversion
➤ Company/startup setup and growth
➤ Employment creation
➤ Financial assistance
➤ Plan execution with proper mentoring</td>
<td>Customer Relationships
➤ Physical space (Institute/ office)
➤ Technical labs
➤ Webinars/online accounts on our website

Channels
➤ Conferences
➤ Workshops
➤ Webinars
➤ Online/ offline advertisements
➤ Social media accounts</td>
<td>Customer Segments
➤ Incubatee
➤ Unemployed trained/ skilled person
➤ Skilled person with a business idea
➤ Group of underprivileged technical students</td>
</tr>
<tr>
<td colspan="3">Cost Structure
➤ 3D printer cost (for product manufacturing)
➤ PCB manufacturing machinery cost
➤ CNC machinery
➤ Designing software licences
➤ Cutting Tools cost
➤ Arc welding machinery</td>
<td colspan="2">Revenue Streams
➤ Manufacturing costs (3D printing)
➤ Software development assistance charges
➤ Designing of product (PCB/ Auto CAD)
➤ PCB Manufacturing Costs
➤ Working space charges
➤ Training fees (for skill development)
➤ A percentage share after setup
➤ MSME claim process as per different policies</td>
</tr>
</table>

Name of Organisation	CENTRAL INSTITUTE OF TOOL DESIGN (CITD) HYDERABAD
About the Organisation	Central Institute of Tool Design

Central Institute of Tool Design (CITD) established in 1968 by the Govt. of India with the assistance of United Nations Development Programme (UNDP) and International Labour Organisation (ILO), is a pioneering Institution in the field of tool engineering in the country. Objectives of CITD are as follows:

- Training of technical personnel preferably of MSME in design and manufacture of tools, jigs & fixtures, dies & moulds etc.
- Provision of advisory, consultancy and common service facilities to micro, small & medium enterprises including assistance in the design and development of tools for various processes.
- Recommending measures to standardise tools and tooling elements, components of jigs and fixtures, dies & moulds etc.
- Production on limited basis of dies and moulds, jigs & fixtures, gauges including manufacturing of precision jobs etc., subject to the condition that job works undertaken by CITD would promote training requirements of the institute.
- Training on Low Cost Automation Techniques and take up projects in this area.
- Training in Computer Aided Designing (CAD), Computer Aided Machinery (CAM), Computer Aided Engineering (CAE) programming.
- Providing calibration Services in dimensional metrology.

Thrust Areas	Tool design and manufacture
Services and Activities	➤ Training of technical personnel from diploma level to post graduation in tool design, manufacture, CAD/CAM & mechatronics activities. ➤ Conducting training under bilateral programmes of Govt. of India for international participants. ➤ Training of participants from north-eastern state region. ➤ Providing assistance to MSMEs in design & manufacture of various tools/ components. Offering advisory and consultancy services in design, development and manufacturing of tools. ➤ Viability study of new mini tool rooms under PPP mode in various parts of the country. ➤ Conducting skill development programmes sponsored by Govt. of India and other state Govts. ➤ Offering common service facilities to MSMEs. ➤ Recommending measures to standardise tools and tooling elements, components of jigs and fixtures, dies and moulds etc.

BUSINESS MODEL

Key Partners
- MSME DC/DI for funding access
- IP FC centre for possibility of patent trademark
- Legal/ company registration assistance
- Local Industry

Key Activities
- Commence for Idea iteration & finalisation
- Brainstorming with multi - discipline, assign to corresponding dept
- Respective department resources with machinery & equipment
- Design and development - mechanical, electrical, automation
- Fabrication, testing with inspection report
- Documentation and assisting for marketing with MSME-DI

Key Resources
- Seat in Incubation Room with LAN connectivity
- System/ workstation for searching for mentor or idea clarification
- Allocate/ assign timely machinery/ design/ inspecting/ documentation
- Connection to IPFC Cell in surrounding
- 20% of resources - design manufacturing skilling
- Connectivity to MSME DC/ DI for financial support

Value Propositions
- Skill development Technical
- EDP Assistance
- Root cause a nalysis if failure occurs
- Connectivity to industries/ universities/ other tool rooms
- Connection to high end cutting technologies
- Mentoring & marketing support

Customer Relationships
- Direct contact in incubation room wth assistant person
- Dedicated personal assistance from the Incharge of Incubation
- To access the incubation room & proper utilisation and follow-up wth co-department
- In ward/ out material through security gate entry - if need

Channels
- Workshop/advertisement through paper/ print media/ SMS/ call/ mail
- Committee will filter the Best Idea with presentation & discussion
- It needs the raw material or special equipment
- Through product/ service with available resources
- Warranty support services with charges

Customer Segments
- Linking to Schemes in Government

Cost Structure
- Cost package is decided by Committee wth PD approval/yearly review then
  - Variable Cost
  - Space rent per week
- Documentation/project report
- Maintaining/ recurring cost (like power/ water/ testing)

Revenue Streams
- Fixed pricing for standard rates
- Plant & machinery cost

Name of Organisation	CENTRAL TOOL ROOM & TRAINING CENTRE, BHUBANESWAR
About the Organisation	

The Centre started functioning in the month of October 1991 with a established training department followed by production in the year 1994. The objectives are:

- To develop production facilities of moulds, jigs, fixtures, gauges & other sophisticated tools preferable for micro, small & medium enterprises.
- To train manpower in the field of tool making & other allied engineering trades both for the fresher & for personnel already engaged in the field.
- To provide common facilities in precision machining & heat treatment.
- To provide consultancy facilities primarily for micro, small & medium enterprises in the field of tool engineering aimed at improvement in quality and productivity.

Thrust Areas	Health care, renewable energy, aerospace engineering, clean technologies, and rural technologies
Services and Activities	Boot camp, innovation club membership, training and workshop for innovators, counselling, prior art work, patent & design registration, market competitive intelligence analysis, FTO analysis, design and development of technology, presentation before funding/approval agencies, prototype development, exhibiting in industrial exhibitions

BUSINESS MODEL

Key Partners
- Local school, colleges & universities
- CTTC team members
- Process owners
- Local Industry & associations
- State Govt
- Central Govt
- DC MSME
- GIZ
- Banks & financial agencies
- Corporates
- Consultant?/ mentors

Key Activities
- Awareness sensitisation
- Industry - institution Interaction Meet
- Contacting Industry Association, Govt & key partners
- Framing a Policy

Key Resources
- Workspace
- Mentorship
- IP Facilitation
- Design Lab
- Manufacturing facility
- Testing facility
- Dedicate team in Bl
- Connecting with other agencies

Value Propositions
- Confidence
- Idea to Product and Commecialisation
- Social security through self employment opportunities
- Creation of more employment opportunities
- Financial stability & Business growth
- Import substitute
- Export market
- GDP growth

Customer Relationships
- Direct contact counselling
- Information sharing
- Providing space and facilitators
- Online program
- Display info in website

Channels
- Display in public places
- Participating in different programs
- State Govt & Federal Govt agencies
- Industry Associations

Customer Segments
- Incubatee
- Students
- MSMEs
- Startup

Cost Structure
- Operational cost
- Manufacturing & testing
- Promotional cost
- Glass machinery
- 3D printing

Revenue Streams
- Membership fee
- Space hiring rent
- Fee for seminars
- Getting share
- Technology transfer
- Funds from Govt
- Fund from Corp orates
- Fund from International Agencies

Name of Organisation	ATAL INCUBATION CENTRE, BANASTHALI VIDYAPITH
About the Organisation	ATAL INCUBATION CENTRE BANASTHALI VIDYAPITH *Supported by Atal Innovation Mission, NITI Aayog*
Banasthali Vidyapith partnered with Atal Innovation Mission, NITI Aayog to establish Atal Incubation Centre (AIC) at Banasthali Vidyapith. This incubation centre has a strong focus on women-led startups. AIC provides state of the art infrastructure in terms of equipment and operating facilities, coupled with the availability of sectoral experts for mentoring, business planning support, industry partners, training and other relevant components to encourage innovative startups. The AIC brings academicians, researchers, budding entrepreneurs, startups, mentors, investors at one place with a wide variety of extensive world-class labs in areas starting from mechatronics, life sciences, bio-technology, physical sciences, computer science, pharmacy to design, management & social sciences. Programmes offered by AIC are supported by corporates, government and various institutions. The AIC at Banasthali Vidyapith has collaborated with Startup Oasis, CIIE – IIM Ahmedabad for promoting women entrepreneurship in the country.	
Thrust Areas	Foster women entrepreneurship with a focus on impact enterprises.
Services and Activities	➢ Intensive mentoring • Business model • Financial model ➢ Diagnostic panels ➢ Training workshops as per the startups' requirements ➢ Networking and business development opportunities ➢ Weekly follow-ups and evaluation of startups' progress ➢ Promotion of entrepreneurship within university via different programmes

BUSINESS MODEL

Key Partners
- Knowledge partners & collaborators
- Media Partners: Your Story
- SBI, C-Comp, GIZ, TiE, RAIN

Key Activities
- Identifying and understanding the needs of startups
- Organising learning sessions/ workshops/ diagnostic panels
- Providing mentoring, industry connects & BDO
- Social media marketing & digital outreach
- Organising regular meet-ups
- Helping in refining business plan
- Organising & facilitating events (entrepreneurial) for students

Key Resources
- Incubation building, labs, co-working space
- Incubation staff & facilitators
- Funds from NITI Aayog
- Startups

Value Propositions
- To provide a safe & conducive environment for the growth of WL startups
- To provide access to startups (investible) depending on VC mandate

Customer Relationships
- Regular emails
- Follow up calls with each startup
- Monthly newsletter
- Demo Days, Quarterly meets

Channels
- Social media, email, newsletter, in person meetings, phone calls
- Social Media (FB, Linked In, Twitter)
- Website/ emails/ phone calls/ newsletter

Customer Segments
- Women-led startups / student stratups (commercial) /Impact
- Venture Capitalists

Cost Structure
- Stationery
- Mentoring & Organisation of events
- Human resource (Incubation Staff)
- Fellowship & travel reimbursement
- Outreach activities & demo days

Revenue Streams
- % from funding/ capital receded on demo day
- Number of jobs created

Name of Organisation	JADAVPUR UNIVERSITY, WEST BENGAL
About the Organisation	

Jadavpur University is an internationally recognised premier university of the country. It is an urban university with a global perspective and the programmes are directed towards achieving excellence in education and extending the benefits of improved technology to the society as a whole.

The university has an entrepreneurship development cell, a startup cell and an industry-institute partnership cell that are mostly involved in managing consultancy projects. The university is now an institutional member of the CII and has also participated in the India Engineering Sourcing Show 2018. Recently an innovations council has also been set up.

Services and Activities	Prototype development for 4 institutes that were showcased in the International Engineering Sourcing Show(IESS) 2018. The Institute has hosted a number of innovation events e.g. the DAAD Falling Walls Lab 2018.

BUSINESS MODEL

Key Partners	Key Activities	Value Propositions	Customer Relationship	Customer Segments
➢ Pacemaker Manufacturer – who will be using the technology ➢ Funding Agencies ➢ Supporting R&D	➢ Getting a Cardiologist in the team ➢ Identifying 3faculty mentor ➢ Identification of lab resources ➢ Identification of s pacemaker manufacturer ready to partner ➢ Helping the lncubatee to develop a partnership ➢ Identifying funding channels for R&D **Key Resources** ➢ University faculty members ➢ Cardiologist ➢ Arythmia Database ➢ University infrastructure ➢ Funds	➢ Faculty mentoring for prototype development ➢ Connect with 3 specialist cardiologist in a hospital for specialised mentoringon cardiological aspects ➢ Connect with a leading pacemaker manufacturer for testing, clinical trials 3nd finally marketing ➢ Providing support for supporting R&D (lab, workshop etc) and providing seed funds from university and other resources for R&D	**Channels** ➢ The Incubatee has been screened in through 3 global selection eg DAAD FWLor TI Innovation Channel established	➢ Incubatee developing signal processing module for pacemaker industry (University students with 3faculty mentor)
Cost Structure ➢ Costs for prototype development • University charges • Documentation • Legal expert costs • Travel			**Revenue Streams** ➢ Royalty from sales by the pacemaker manufacturer as per University IPR Policy	

Deigned for: Student Planning to Market a Module for Advance Peacmakers

Name of Organisation	MAHATMA GANDHI INSTITUTE FOR RURAL INDUSTRIALISATION, WARDHA (MGIRI) MAHARASHTRA
About the Organisation	
The vision of the institute is to support, upgrade and accelerate the process of rural industrialisation in the country so that we may move towards the Gandhian vision of sustainable village economy self-sufficient in employment and amenities and to provide S&T inputs to make the rural products and services globally competitive.	
Thrust Areas	**Rural Industrialisation:** ➢ Khadi & textile industries ➢ Bio-processing and herbal-based industries ➢ Chemical industries ➢ Rural crafts and engineering ➢ Rural infrastructure and energy
Services and Activities	**MGIRI work/worked for the following short-term incubation programme as listed below:** ➢ Plant growth promoter based on waste human hair & cow urine (Amino acid) ➢ Panchgavya based poly-herbal products ➢ Aloe vera based herbal cosmetics ➢ Modernisation of rural pottery sector ➢ Design & development of craft products ➢ (Wood, Bell Metal, Bamboo, Terracotta/ Ceramics, Paper & Lacquareware) ➢ Solar charkha ➢ Solar fencing ➢ LED light assembling

BUSINESS MODEL

<table>
<tr>
<td>Key Partners
➢ Govt, MSME
➢ Incubatee
➢ Other R&D Institutions
➢ End users
➢ Trainers</td>
<td>Key Activities
➢ Machinery/ Equipment development
➢ Process protocols
➢ Technology
➢ Products
➢ Dissemination/ extension/ training activities

Key Resources
➢ R&D cost including hiring of manpower
➢ Training and demonstration</td>
<td>Value Propositions
➢ Technology/ product/ process
➢ Lack of knowledge/ skill enriching through hands on training/ EDP
➢ Bio/ herbal product/ khadi fabric design & quality testing
➢ Craft/ pottery segment
➢ Solar charkha and other solarisation based equipment/ machinery</td>
<td>Customer Relationships
➢ Feedback assessment
➢ Organising industry interface to know their problem and sort out their issue pertaining to technology refinement & new ventures

Channels
➢ Mass media
➢ Publication
➢ Training and demonstration</td>
<td>➢ Customer Segments
➢ Entrepreneurs
➢ Master trainers
➢ R&D as well as academic institutions</td>
</tr>
<tr>
<td colspan="3">Cost Structure
➢ Manpower cost
➢ Advanced machinery & equipments
➢ Demonstration of technology/ machinery in remote places</td>
<td colspan="2">Revenue Streams
➢ Funding from Govt
➢ Revenue through training, commercialisation of technology
➢ Technology/services
➢ Training/ skill development
➢ Quality testing& consulting</td>
</tr>
</table>

Name of Organisation	NATIONAL SMALL INDUSTRIES CORPORATION LIMITED (NSIC)
About the Organisation	एन. एस. आई. सी. NSIC ISO 9001 : 2008 National Small Industries Corporation राष्ट्रीय लघु उद्योग निगम लिमिटेड
National Small Industries Corporation (NSIC), is an ISO 9001-2015 certified Government of India Enterprise under Ministry of Micro, Small and Medium Enterprises (MSME). NSIC has been working to promote, aid and foster the growth of MSMEs in the country. In addition, NSIC has set up training-cum-incubation centre managed by professional manpower. NSIC facilitates MSMEs with a set of specially tailored scheme to enhance their competitiveness. NSIC provides integrated support services under marketing, technology, finance and other support services. Incubation of unemployed youth for setting up of new micro & small enterprises: Under this programme, it facilitates setting up of new enterprises all over the country by creating self-employment opportunities for the unemployed persons. The objective of this scheme is to facilitate establishment of new small enterprises by way of providing integrated services in the areas of training for entrepreneurial skill development, selection of small projects, preparation of project profiles/reports, identification and sourcing of plant, machinery and equipments, facilitating sanction of credit facility and providing other support services in order to boost the development of small enterprises in manufacturing and services sectors.	
Services and Activities	➤ NSIC has developed a model of Rapid Business Incubation for setting up new small enterprises, creating self-employment opportunities by imparting training in entrepreneurship building and skill development to unemployed persons, who intend to set up their small enterprises or seek employment opportunities. The incubators envisage transformation of unemployed youth into budding entrepreneurs in just 3 months' time. ➤ The incubators intend to provide training in several basic trades in manufacturing of products and service sectors. Incubators provide an opportunity for first generation entrepreneurs to acquire skill on basic technical trades and gain exposure in all areas of business operation such as business skill development, identification of appropriate technologies, hands on experience on working projects, project/product selection, opportunity guidelines including commercial aspects of business etc. ➤ NSIC business incubation centres are operational at New Delhi, Howrah and Guwahati. ➤ Under the ASPIRE scheme of MoMSME, NSIC has already established seven Livelihood Business Incubators under ASPIRE at Deoria (Uttar Pradesh), Rajkot (Gujarat), Kashipur (Uttaranchal), Naini (Uttar Pradesh), Chennai, Nawada (Bihar) and Neemka (Faridabad, Haryana).

BUSINESS MODEL

<table>
<tr>
<td>Key Partners
➤ Ministry of MSME
➤ Ministry of NSDC
➤ Banks
➤ Raw Material Producers</td>
<td>Key Activities
➤ Training
➤ Machinery Sourcing

Key Resources
➤ Trained Mentors
➤ Working Machines</td>
<td>Value Propositions
➤ Mentoring
➤ SME Services under one roof
➤ Technical support
➤ Market survey, DPR Word of mouth
➤ Loan approval</td>
<td>Customer Relationships
➤ Manufacturing facility
➤ Commercial Services

Channels
➤ Word of mouth
➤ Campaign website
➤ Advertisement</td>
<td>Customer Segments
➤ Unemployed Youths
➤ Aspiring SMEs</td>
</tr>
<tr>
<td colspan="3">Cost Structure
➤ Working capital
➤ Subject experts
➤ Advertising/ marketing
➤ Trainer</td>
<td colspan="2">Revenue Streams
➤ Fee from incubate
➤ Govt grant
➤ Machine rental
➤ Sale of product</td>
</tr>
</table>

Name of Organisation	PRIYADARSHINI INSTITUTE OF ENGINEERING & TECHNOLOGY, (PIET), NAGPUR
About the Organisation	
Priyadarshini Institute of Engineering & Technology, (PIET), Nagpur is an engineering college offering course sin Electronics & Communication Engineering, Chemical Engineering, Information Technology and Computer Science & Engineering.	
Services and Activities	➢ As the incubator is few months old, it has conducted presentations of student ideas for short listing purpose, and is motivating students, alumni and outside incubatees to participate and contribute. ➢ Student ideas have been uploaded on the portal provided by MSME, for possibility of funding.

BUSINESS MODEL

<table>
<tr>
<td>Key Partners
➢ Markets/ super markets
➢ Individual shops
➢ Advertising & media</td>
<td>Key Activities
➢ Provide networking for funding/ marketing
➢ Branding/more finance Provide customers
➢ Distribute free samples for customer feedback

Key Resources
➢ Angel investors
➢ Industrial exposure & technical expertise
➢ Patent the product
➢ Advertise
➢ Lab testing</td>
<td>Value Propositions
➢ Provide infrastructure
➢ Expertise, mentoring
➢ Testing facilities in R&D
➢ Provide market
➢ Equipment</td>
<td>Customer Relationships
➢ Mentored by me as my own student

Channels
➢ Spread awareness about the product by giving free testing samples
➢ Get feedback of the product
➢ Advertising/media</td>
<td>Customer Segments
➢ Incubatee manufacturing stain (instant) remover for textiles
➢ Customers:
• Laundries
• Housewives
• Dry cleaners
• Masses & individuals</td>
</tr>
<tr>
<td colspan="3">Cost Structure
➢ Advertising
➢ Market survey
➢ Costs for bulk production</td>
<td colspan="2">Revenue Streams
➢ Costs will change with size & form
➢ newness</td>
</tr>
</table>

Name of Organisation	GUNTUR ENGINEERING COLLEGE
About the Organisation	

Guntur Engineering College is one of the engineering colleges in Guntur, which was established in 2008. It is approved by All India Council for Technical Education (AICTE) and is affiliated to Jawaharlal Nehru Technological University (JNTU) Kakinada.

BUSINESS MODEL

<table>
<tr>
<td>Key Partners
➤ Government
➤ Investors
➤ Industry
➤ Mentors
➤ Professional Services (Legal, Financial)
➤ Incubates (Internal Collaboration)</td>
<td>Key Activities
➤ Facilitation Services
➤ Relationship Management
➤ Infra Maintenance (Real & Digital)

Key Resources
➤ Legal Permit
➤ Funding
➤ Tools
➤ Effective & Efficient - Process Industry</td>
<td>Value Propositions
➤ VC/AI
• Potential Revenue Sources
➤ Startups
• Idea - opportunity (Real value or a fad)
• Mentorship (Strategy & Technology)
• Resources (Material, Manpower, Money)
• Workspace
➤ Mentors
• Mentees
➤ Industry
• Innovation
• Visibility (Funding for Acquisition)</td>
<td>Customer Relationship
➤ Continuous Feedback
➤ Information Resource Access
➤ 24/7 Workspace Access

Channels
➤ Social Media Website/ App(GEC)
➤ Dire a Walk-in
➤ Academia
➤ Other Incubators
➤ MSME, DST, NIC (Govt websites)</td>
<td>Customer Segments
➤ Incubates (startups, students, entrepreneurs)
➤ Mentors (Tech & strategy, financial, legal, funded industry)
➤ Industry (collaborations, partners)
➤ VC/AI (Funding)</td>
</tr>
<tr>
<td colspan="3">Cost Structure
➤ Real Infra
➤ Digital Infra
➤ Mentors</td>
<td colspan="2">Revenue Streams
➤ Equity
➤ Incentives
➤ Mentorship</td>
</tr>
</table>

Name of Organisation	IIMT UNIVERSITY, MEERUT
About the Organisation	IIMT UNIVERSITY MEERUT Established by Govt. of U.P. vide U.P. Act No. 32 of 2016
IIMT University is an educational group providing professional education through various accredited courses. The IIMT Engineering College, Meerut was established in 2001 and offers B. Tech in information technology, computer science, electronics and communication, electrical, mechanical and civil branches and M. Tech in mechanical engineering, electronics and communication, computer science and information technology.	

BUSINESS MODEL

Key Partners
- Educational Institutions
- Implementing Agencies of different Schemes
- Incubatees
- Seed funds
- Support in terms of startup polices

Key Activities
- Awareness about IPR
- Awareness programs about Incubators
- Branding of Incubators
- Branding of Incubators

Key Resources
- Proper facilities of seed funds
- Govt support for IPR to make it fast

Value Propositions
- Provide complete hand-holding support
- Proper and fast-track IPR facilities
- Mentoring support
- Helping them to convert their idea t oa MVP
- Providing them launch pads to get feedbacks
- Survey & market research facilities
- Prototyping labs
- Proper arrangement for seed funds from concerned auth

Customer Relationships
- Mentoring
- Seminars
- Including Entrepreneurship as part of Academia

Channels
- One-to-one interaction is the best as in this we are a We to empathise
- EACs (Through Entrepreneurship Awareness
- Camps)
- Through Tech Seminars on specific topics
- One-to-one interaction to know their personalised problems

Customer Segments
- Students
- Unemployed youth
- Incubatee with unique and innovative idea
- IIA's (Indian Industry Associations)
- Different Govt and private sectors who share their problem statements

- Cost Structure
- Arranging proper field specific mentors
- Seed funds providing proper equipment/ tab
- Idea Testing Centres
- Incubation Spaces

Revenue Streams
- Equity/ shares
- Taking nominal charge for incubation space
- Mentoring charges

Name of Organisation	IIMT UNIVERSITY, MEERUT
About the Organisation	IIMT UNIVERSITY MEERUT Established by Govt. of U.P. vide U.P. Act No. 32 of 2016
IIMT University is an educational group providing professional education through various accredited courses. The IIMT Engineering College, Meerut was established in 2001 and offers B. Tech in information technology, computer science, electronics and communication, electrical, mechanical and civil branches and M. Tech in mechanical engineering, electronics and communication, computer science and information technology.	

BUSINESS MODEL

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
➤ Funding Agency/VC ➤ Raw material/ chipset suppliers ➤ Legal services agency for IPR and other ➤ Online seller platforms - Amazon, PayTM, Snapdeal, Flipkart ➤ Distributors/Dealership ➤ Trade for Agencies	➤ Production/Manufacturing setup ➤ Solving the problems particular to customers with new technology ➤ Marketing online & offline, TV hoardings **Key Resources** ➤ IPR-Patents ➤ Technology Development - R&D Lab ➤ Sales & Marketing Experts ➤ Funds	➤ Time attendance systems ➤ Various management systems like visitor/ canteen/ library management ➤ Secure lock and intruder alarming system ➤ Total automation with app and voice controlled devices such as Alexa ➤ Anti-theft systems	➤ Personal assistance over phone or direct meeting ➤ Dedicated teams for different areas **Chnnels** ➤ B2B meetings, tendering ➤ Physical visits after confirming their needs and requirements ➤ Online Amazon, Flipkart, PayTM ➤ Physical Offices	➤ Corporates, Organisations (Govt & private) ➤ Educational Institutes ➤ Banking Institutions ➤ Households for Smart homes ➤ Showrooms/ Shops
Cost Structure ➤ Office space ➤ R&D Cost ➤ Raw material ➤ Machinery Equipment ➤ Marketing ➤ After sales service ➤ Accounting costs (Taxes etc) ➤ Salary to employees			**Revenue Streams** ➤ Annual maintenance costing ➤ Payment for solution, product ➤ Consultation Fees	

Designed for: Star Technology Automation & Security Solution (startup)

Name of Organisation	I.T.S ENGINEERING COLLEGE, GREATER NOIDA
About the Organisation	
ITS Engineering College is an institution in the field of technical and management education, and was established in 2006.	
Thrust Areas	Agro machineries development and IT based incubation
Services and Activities	➢ Idea generation programmes, workshop on Intellectual Property Rights (IPR), Startup Weekend, mentoring ➢ Some of the incubation projects undertake include: • Pneumatic based rice threshing machine • Low cost table top laser cutting machine • Pedal powered washing machine • Easy wait • Solid agro fertiliser spreading machine

BUSINESS MODEL

<table>
<tr>
<td>Key Partners
➤ Manufacturer
➤ Raw Material Supplier
➤ Govt Agencies</td>
<td>Key Activities
➤ Vendor development
➤ Job scheduling
➤ R&D

Key Resources
➤ Skilled Manpower
➤ VC
➤ Technology transfer</td>
<td>Value Propositions
➤ Quality Products
➤ Cost effective products</td>
<td>Customer Relationships
➤ Servicing
➤ Feedback System
➤ Offers

Channels
➤ Social Media
➤ Leaflets
➤ Exhibitions
➤ Village head
➤ Logistics</td>
<td>Customers Segments
➤ Farmers</td>
</tr>
<tr>
<td colspan="3">Cost Structure
➤ Machines
➤ Salaries
➤ Furnitures
➤ Computers
➤ Internet
➤ Electricity
➤ Renting
➤ Insurance
➤ Consumables
➤ Raw materials</td>
<td colspan="2">Revenue Streams
➤ Selling
➤ Renting</td>
</tr>
</table>

Annexure C
List of Participants

S. No	Organisation	Designation	Location
1	Institute for Design of Electrical Measuring Instruments (IDEMI)	Managing Director	Mumbai, Maharashtra
2	Institute for Design of Electrical Measuring Instruments (IDEMI)	Deputy Director, Training	Mumbai, Maharashtra
3	Central Tool Room & Training Centre	Senior Manager	Bhubaneswar, Odisha
4	MSME-Tool Room (Indo German Tool Room)	General Manager	Ahmedabad, Gujarat
5	MSME Technology Centre, Indo German Tool Room, Aurangabad	Senior Engineer (Training)	Aurangabad, Maharashtra
6	Central Tool Room, Ludhiana	Engineer Training	Ludhiana, Punjab
7	Central Institute of Tool Design	Assistant Director	Hyderabad, Telangana
8	MSME-Technology Development Centre (Electronics Service & Training Centre)	Jr Scientific Officer	Ramnagar, Uttarakhand
9	Guntur Engineering College		Andhra Pradesh
10	UDGAM Acharya Narendra Dev College (ANDC) Business Incubator, University of Delhi	Manager	Delhi
11	Atal Incubation Centre, Banasthali Vidyapith	Portfolio Manager	Rajasthan
12	Priyadarshini Institute of Engineering & Technology (PIET) Business Incubator Centre	Associate Prof. & Coordinator, BI	Nagpur, Maharashtra
13	Mahatma Gandhi Institute for Rural Industrialisation	Director	Wardha, Maharshtra
14	IIMT Engineering College	Research Associate	Meerut, Uttar Pradesh
15	I.T.S Engineering College		Uttar Pradesh
16	Jadavpur University	Professor	West Bengal
17	Indira Gandhi Delhi Technical University for Women (IGDTUW) Anveshan Foundation	CEO	Delhi
18	National Small Industries Corporation	Chief Manager (TID)	Delhi
19	IET, IIMT Meerut	Research Associate	Meerut, Uttar Pradesh

Ministry of MSME

S. No	Name	Designation
1	Ms Mandeep Kaur	Joint Development Commissioner, O/O DC MSME
2	Mr P M Parlewar	Director, O/O DC MSME
3	Mr Jaipal Singh	Deputy Director, O/O DC MSME
4	Mr Subhash Chand	Assistant Director, O/O DC MSME
5	Mr Satish Kumar	Assistant Director, O/O DC MSME
6	Mr Satinder Singh	Assistant Director, O/O DC MSME
7	Mr Dhanendra Prasad	Assistant Director Gr., O/O DC MSME
8	Mr Ali Rehman	Deputy Director, O/O DC MSME
9	Mr Rakesh Kumar	Deputy Director, O/O DC MSME
10	Mr Saket Shukla	O/O DC MSME

GIZ India

S. No	Name	Designation
1	Mr Noor Naqschbandi	Head of Programme, Private Sector Development
2	Mr Chaman Lal Dhanda	Head of Project, MSME INNO
3	Mr Shankar Kumar	Technical Advisor, MSME INNO
4	Ms Vandana Sharma	Intern, MSME INNO

Our Partners

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