

StartupTN

TAMIL NADU INCUBATORS MATURITY MODEL (TNIMM)

GUIDELINES FOR INCUBATORS



**Guidelines for Incubators in Tamil Nadu Incubator
Maturity Model (TNIMM)**

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A. Management Strategy

Objectives:

- The objective of Management and Strategy is to ensure the availability of a good organisation that is duly supported by the management that is backed by a concrete strategy and vision. In this framework Management and Strategy refers to the method of establishing goals, procedures and objectives to increase the competitiveness of an organisation.
- A strategic management considers how to best employ their manpower and utilise the assets to accomplish these objectives. Such a management frequently comprises strategic appraisal, internal organisation analysis and strategy execution across the organisation

Phases:

- An Incubation Centre must first define its objectives clearly and specifically. Its objectives should explain what the Incubation Center hopes to accomplish and why. Once the objectives are defined, it can determine the goals to be achieved. In this phase the Incubation Centre can express its vision, short-term and long-term goals.
- Incubation Centres must be able to investigate, analyse and define how internal and external influences affect their organisation and its goals. They also come out with what is required to stay competitive. In this phase

analytical methods such as SWOT (strengths, weaknesses, opportunities and threats) analysis will be used.

- The evaluation results can be used by the Incubation Centers to create a plan that specifies how it will execute its objectives. In this phase the business will determine the necessary personnel, equipment and other resources, define the distribution of various activities and the performance criteria that will be used to gauge success.
- Once the strategies are defined it is time for execution. In this phase, the allocated resources are in place for execution of the strategy based on their roles and responsibilities.

Questions:

1. Vision and Mission Statement of the Incubation Centre

The Vision and Mission Statement of the Incubation Centre (IC) should clearly envision the purpose of the Incubator and how the Incubator is intended to achieve its purpose. Each IC should mention this Statement in their Website / Brochure so that the Startup Aspirant / Startups will have confidence in approaching the IC.

Evidence: Screenshot and URL from IC Website or Brochure mentioning the Vision and Mission Statement

2. Standard Operating Procedure for the Incubation Centre

The SOP is an important document to understand the process flow. This will help the organisation and its staff to follow necessary instructions step-by-step. SOP should be created and made available for Startups to know the process and duration of each such process starting from applying for the Incubation support to Graduation of the Startups. This SOP should be provided to applicants of the IC.

Evidence: Documentary (SOP Document)

3. Short-term / Mid-term / Long-term goals established in connection with Sustainability

With reference to the Mission Statement, the Short-term / Mid-term / Long term goals of the IC should be in place to understand its milestone targets so as the IC can self-measure its activities. For example, the IC can envisage to support 25 Startups year on year, can generate Seed funding for the Startups in three years from their year of establishment, create additional co-working space and so on.

Evidence: Documentary (Self Declaration document)

4. Availability of an Advisory Board / Governance Body and Project Management Committee (PMC)

A Think Tank or an advisory board who can help in brainstorming the ideas and share their expertise for guiding the IC. A Governance Body or Project Management Committee

for the IC will function as a reviewing body and will measure the progress of the IC. This committee should be a heterogeneous group composed of a nominated person from the funding agency, progressive entrepreneur, an investor, mentor, HI representative, Regional Industry / Startup associations if any.

Evidence: Screenshot and URL from IC Website

5. Board meetings conducted (Minimum two)

Board Meetings are the vital components for taking vital decisions. The recommendations of the PMC / Advisory Board are usually approved by the Board for implementation.

Evidence: Documentary (Self Declaration by Board Chairman containing the date of conduct of two Board Meeting)

6. Quarterly review meetings with the Board / PMC

Review mechanisms ensure the effective implementation of the programs.

Evidence: Documentary (Self Declaration by Board / PMC Chairman containing the date of conduct of review meetings)

7. Enterprise Resource Planning / Project Management

Tools utilised

Digitization of the process through an online tool will help track the progress.

Evidence: Screenshot of the ERP / Tools

8. Roles of the Management Team

Roles and Responsibilities of each Staff member to be defined clearly.

Evidence: Documentary

B. Knowledge and Expertise

Objectives:

- The objective of this focus area is making available the expertise to provide knowledge support to Startups in the technical, managerial, financial and legal aspects.
- Incubation Centres should provide support to develop knowledge among the stakeholders and entrepreneurial community by conducting knowledge development initiatives such as training, workshops, expert sessions, having a library, newsletters, blogs and by creating a digital content repository and hosting it. The incubator must also support IP protection such as filing of patents and copyrights wherever required.

Questions:

1. Mentor Network

Mentors an advisory team is always the backup support system in the Startup Community. Mentors guide Startups in their early stages, where the latter are more prone to stumble and fail.

Evidence: Documentary (LoI / Registration Forms / Mentor-Mentee Interaction register / MentorTN report)

2. Mentor & Investor sensitization programs

Evidence: Program report covering the no. of mentors participated with Participants list and date of the session conducted.

3. Expertise & Assistance provided for Startups under Technical, Financial, Managerial, Legal areas, HR and Market access

Evidence: Documentary (List of Mentors with the domain specific expertise and Startups who benefitted from them)

4. IP cell for IP guidance and registration for Startups

Evidence: URL & Screenshot

5. IP filed / granted to Startups facilitated by Incubation Centre

Evidence: Documentary (Upload the details of Patent granted with Startup details)

6. DPIIT registration awareness program for Startups

Evidence: Program report with Participants list and date of the session conducted.

7. DPIIT Registered Startups

Evidence: List of DPIIT Startups with Certificate

8. Pre-Incubation / Cohort based programs

Evidence: Documentary (Upload the Cohort details)

9. Total physical and virtual Incubatees

Evidence: Documentary (Incubatee list with startup name, sector and contact details)

10. Trainings / Workshops Conducted

Evidence: Program report with Participants list and date of the session conducted (trainings or workshops should be of minimum one day duration)

C. Financial

Objectives:

Finance is the key metric for an Incubator. It is important to have adequate financial resources for sustaining business operations and to fund the client Startups.

Questions:

1. External funding received by the Incubation Centre

Funding support raised by Incubation Centre (it can be Government or Private funding)

Evidence: Documentary - Details of Funding agency and the quantum of fund. Please upload the sanction letter by the funding agency.

2. Access to funding for Startups

Availability of Seed funds and other Investment funding for Startups and whether the Startups have the access to the same.

Evidence: Documentary

3. Any seed fund availed by Startups in Incubators from Government or Private Organizations

Seed fund schemes available with the Incubator

Evidence: Documentary (Details of Startups who availed the funds). Startup name and contact details with seed fund scheme / other investments details to be mentioned.

4. Programs / Schemes for Startups (Incentives, Seed Grants, Market Access, etc.)

Evidence: URL & Screenshot. Documentary Schemes details to be provided. Scheme details should be provided in public domain (Website).

5. Creation of Private Investments channels for Startups

Evidence: URL & Screenshot. Details should be available in the public domain.

6. Formal MoU with Angel Investors and Venture Capital Funding / With Banks for providing loans and Credit lines to eligible startups

MoUs / List of collaborations to be mentioned.

Evidence: Documentary

7. Provision of Equity funding / Angel Investments / Venture Capital funding through Incubation Centre

List of Startups with their contact details and funding availed to be mentioned.

Evidence: URL and Screenshot

8. Incentives for Students / Women Entrepreneurs / Other Social Category

Evidence: URL & Screenshot and Brochure. Details to be mentioned in the Public domain / Brochure.

9. Revenue Model / Fund generation for Sustainability (Training fee; Rental/Co-working space; Technology Transfer Fee, Funds from CSR / NGOs etc)

Provide the details of how the Incubation Centre is generating revenue or attract funds from CSR / NGOs.

Evidence: Documentary

10. Additional Projects for the Incubation Centre

List the details of all the projects availed through State / Central Government / Private entities.

Evidence: Brochure

D. Human Resources

Objectives:

One of the important aspects of an Incubation Centre is having an experienced leadership team and operations staff across ranks to support the various initiatives of the Incubator. In addition to support to the Startups hosted by them, the Incubation personnel must be willing to learn constantly to evolve and serve the Incubatees better. Also the initiative undertaken by the incubator to continuously train and develop Human Resources by training them and help participate in skill / knowledge development in operating / managing the incubator.

Phases:

Acquisition, development and termination are three key phases in human resources management. These phases are also termed as pre-hiring, training and post-hiring phases.

Questions:

1. Availability of a dedicated full time Incubation Team (Director, Chief Executive Officer and other Incubation staff)

A dedicated full time Incubation team is necessary to support the day to day operations of the IC and to guide the Incubatees

on need basis. The details of the Incubation staff along with the contact details should be made available on the IC website.

Evidence: Screenshot and URL from IC Website

2. Overall experience of Incubation Staff (Cumulative work experience) in Startup Ecosystem

List the no. of Years of Experience for each of the Incubation Staff in Startup Ecosystem

Evidence: Documentary (Self-Declaration)

3. Capacity development program for Incubation staff (programs attended by individual staff on different topics). Number of Training programs attended by the Management team members to acquire management skills and best practices

Unique programs should be attended by the Incubation Staff. Details of the programs along with participation certificates to be uploaded. Repetition of the same program should be avoided.

Evidence: Participation Certificate

4. Human Resources policy for Incubation Centre

Please upload the details of the HR Policy for the Incubation Centre

Evidence: Documentary

5. SOP for Workspace / Labs / Infrastructure

Please upload the SOP(s)

Evidence: Documentary

6. Trained or skilled manpower for the laboratory or to operate machineries

List the details of the Skilled Manpower (Name, designation and expertise of the manpower)

Evidence: Self Declaration

7. Consultants or Interns to offer support on specific domains

List the details of the Interns / Consultants and their expertise or area of work to be provided.

Evidence: Documentary

8. Grievances redressal mechanism

Evidence: Documentary or URL & Screenshot. Detail of the same should be mentioned in the SOP and Public domain

9. Exit interview policy

Evidence: Documentary

E. Physical Infrastructure

Objectives:

Availability of adequate space, facilities, infrastructure and common shared facilities that are essential for running Startups

from the Incubation Centre premises. This includes availability of specialised machineries, computational facilities, laboratories, etc., specific to the thrust areas of the Incubator.

Questions:

1. Dedicated area for Incubation Centre

Evidence: Self Declaration by Institution Head or Incubation Head

2. Office space and Co-working space with Computer, Air Conditioner and other mandatory equipments

Evidence: Self Declaration by Institution Head or Incubation Head

3. Maker space / Prototype development centre / Analytical labs / Machineries / Fields / Other Infrastructure established as per the thrust areas supported

Details of the Infrastructure developed with photos of the facility. The details should also be available in the public domain.

Evidence: Screenshot and URL from IC Website

4. Specialised software, tools and inventories for designing and IoT based projects

Details of the software and tools which are accessible by incubated Startups may be provided.

Evidence: Self Declaration

5. MVPs and Projects developed within the Incubation facility

Details of the Incubated Startups who developed the MVPs / Prototypes using the facilities

Evidence: Screenshot and URL from IC Website

6. Separate meeting / conference / training halls

Details of the Infrastructure developed with photos of the facility. The details should also be available in the public domain.

Evidence: Screenshot and URL from IC Website

7. Facility (Incubation Centre) timings

Details on Timing of the IC should be available in the public domain.

Evidence: Screenshot and URL from IC Website

8. Trainings conducted using the Incubation Facility

Details of the Programs conducted with no. of participants and Infrastructure utilised within the Incubation facility

Evidence: Program Reports

9. Startups utilising office space and other facilities

Details of total no. of Startups incubated and total no. of Startups utilising the facilities. The facilities should be utilised on a day to day basis.

Evidence: Self Declaration

10. Policy for Co-creation or Co-incubation facility within the IC and with external entities

Co-Creation or Co-Incubation policy or MoU / LoIs exchanged to utilise facilities within the Incubation or external entities

Evidence: Documentary

11. Provision for other stakeholders who utilise the facility (other than incubatees & HI students) with footfall

Visitor / Facility entry report

Evidence: Documentary

12. Hackathons conducted in the Incubation Centre facility

List of Hackathons conducted utilising the Incubation centre facility

Evidence: Program reports

13. Revenue generated utilising this facility

A minimum of 50% of the revenue share should come from using the facilities created

Evidence: Self Declaration by Institution Head

F. Networking Ecosystem

Objectives:

Establishing a strong network of people, organisations, institutions, similar incubators, Government and industry bodies, local administration and stakeholders in the ecosystem to provide knowledge, assistance, support and linkages to the Startups and vice versa by extending support to the ecosystem stakeholders.

Questions:

1. Member of the local Startup ecosystem (Academic Institutions, NGOs, Community, Associations, Government Departments)

Details of the memberships and mode of engagements to be provided

Evidence: Documentary

2. Networking platform for Startups, Students and Alumni

Formal networking platforms with Alumni groups / regional or international ecosystem enablers (Wadhvani Foundation / Startup Grind / Techstar and other similar bodies)

Evidence: Screenshot and URL from IC Website

3. Programs conducted for Market Access / Investments / Knowledge Sharing

Details of the programs with participant list

Evidence: Program Reports

4. Hosting local entrepreneurs through open house programs (facility walk through / tours)

Details of the programs with participant list

Evidence: Program Reports

5. Database of people, organisations, institutions, similar incubators, local administration, educational institutions and ecosystem stakeholders

Evidence: Screenshot and URL from IC Website. Database to be provided in Public domain for Startups to utilise.

6. Conducting local community development activities, including hosting local entrepreneurial meets, technical meets to foster the culture of entrepreneurship in the community

Details of the programs with participant list

Evidence: Program Reports

7. Meet and greet sessions for Higher Education and School Students

Details of the programs with participant list

Evidence: Program Reports

8. Platform for Startups to network with International connections

Details of the International collaborations and the purpose of collaboration may be provided.

Evidence: Documentary

9. Strategic Alliances and Partnerships established with other Ecosystem Enablers

Startups at their early stages require 360 degree support and focus. Right service at the right time helps the Startups to build their venture. Strategic alliances with the ecosystem partners not only strengthens Incubator but also allows its Startups to utilise the services of the partnering organisation.

Evidence: Documentary (Copy of MoUs / LoIs)

10. Number of Student Entrepreneurs from Higher Education Institutions developed

Details of the Student entrepreneurs supported from HEIs and their area of work.

Evidence: Self Declaration with list of Startups

11. Academic / Financial Institutions / Startup Facilitators registered with the Incubation Centre

List of the facilitators with their mode of engagement should be provided

Evidence: Documentary

12. Facilitation of Incubated Startups to participate in Expos

List of Startups facilitated with details of National & International Expos

Evidence: Documentary

G. Social Impact

Objective:

- This area highlights the ability of the Incubation Centre to demonstrate with real cases and examples the Social Impact created in the local community, work to attain inclusivity, diversity of stakeholders and beneficiaries of the support and program offered.
- Social Impact can be defined as the net effect of an activity on a community and the well-being of individuals and families and to create positive, meaningful and sustainable systems change for the benefit of our community. This is particularly for those at disadvantage as a result of complex and long-term systemic issues.

Questions:

1. Women led Startups with minimum 51% Stake with a woman founder or co-founder

List of Women-led Startup (Name and contact details)

Evidence: Self Declaration with Startup List

2. SC / ST Founders with minimum 51% Stake with SC/ST founder or co-founder

List of Startups with founders from SC/ST Community (Name and contact details)

Evidence: Self Declaration with Startup List

3. Programs on Circular Economy / Rural Impact Startups / Alternate Livelihood

Details of the programs with participant list

Evidence: Program Reports

4. Startups working on Environmental Sustainability / Electric Vehicles / Climate Resilience / SDG Goals / Renewable Energy

List of Startups (Name, Sector and contact details)

Evidence: Self Declaration with Startup list

5. Funding facilitated for Startups by Women / SC ST / Transperson Incubatees

Details of Startups who availed the funds. Startup name and contact details with funding facilitated

Evidence: Documentary

6. Is incubated SC/ST led Startups applied for Tamil Nadu SC/ST Startup Fund

List of Startups (Name, Sector and contact details)

Evidence: Self Declaration with Startup List

7. Initiative to support rural development through technology & rural entrepreneurship through collaborations / hands-on-training

Details of the initiatives / programs with target beneficiaries

Evidence: Documentary

8. Employment generation by incubated Startups

Evidence: Self Declaration with incubated Startup list with employed numbers

9. Innovative Startups among Incubatees solving community centric problems

List of Startups along problem statement

Evidence: Self Declaration with Startup list

H. **Results and Outcomes**

Objectives:

Demonstration of results and outcomes of an incubator deals in terms of both tangible measures and intangible measures as follows: How many Startup ventures are being incubated; How many have graduated; How many have secured next level funding; Tangible performance metrics of the ventures in terms of financial metrics; Intangible metrics like local indirect employment generation, innovation and social impact.

Questions:

1. Number of Graduated Startups annually in the last three years of operations

Self declaration with details of Startup list who got graduated with their contact details

Evidence: Documentary

2. Capacity Utilisation such as Office Space, Machinery established and other infrastructure

Self-declaration with details of capacity being utilised.

Evidence: Screenshot and URL from IC Website

3. Impact achieved against targeted impact through Incubated startups / incubator

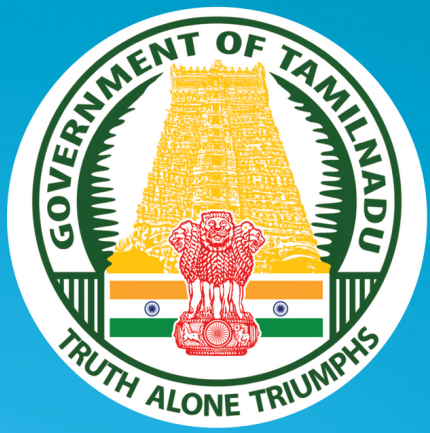
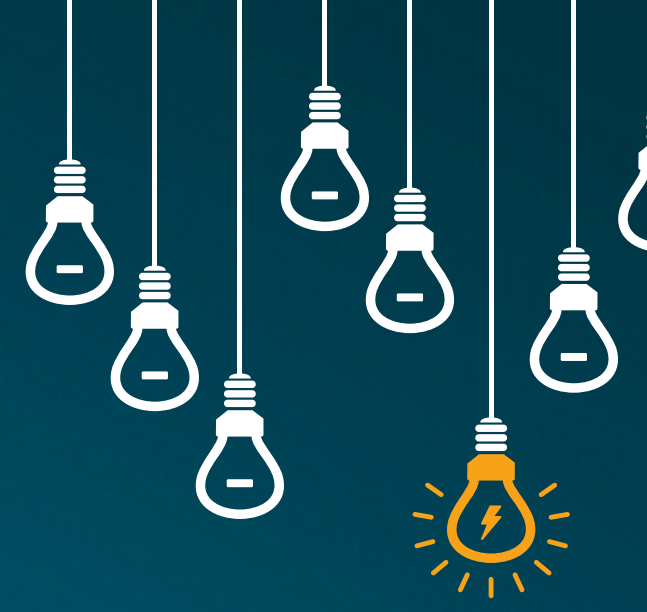
Define your target impact with an example. Key parameters such as employment generation, support to local entrepreneurs, socio economic development and so on. Impact beneficiaries list to be provided.

Evidence: Self Declaration

4. Technology Commercialised / Transferred for the technology developed through Host Institute in the last one year

Details of technology developed by Host Institution and the list of technology commercialised / transferred along with the startups / business ventures.

Evidence: Documentary



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For Incubator support,
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