

行政院所屬各機關因公出國人員出國報告書

出席

NBIA's 17th International Conference on Business Incubation

歸國報告書

服務機關：國立中正大學

出國人 職 稱：校 長

姓 名：羅 仁 權

出國地點：裡奇蒙 (Richmond)

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出國人員:

羅仁權 國立中正大學 國立中正大學 校長

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關鍵詞: 創新育成, 技術

內容摘要: 在本屆的創新育成大會是在美國維吉尼亞首府·裡奇蒙(Richmond)城市舉行, 與會者絕大部份為該國創業育成協會或育成中心的主持人, 其中為數不少已經成為企業的經理人。每一屆的創新育成大會皆有一個主題, 今年的主題, 在強調理論與實務並重, 大會訂定出今年會議的主題為「孵育的根本法則: 成功的基石」〔Incubation Fundamentals: The Cornerstone of Success〕。會議進行的方式是採取兩階段式會議, 也就是大會將五天的行程劃分成會議前的講習會〔Preconference Institute, May 17,18〕與正式會議的進行〔Conference Sessions, May 19,20,21〕。值得一提的, 他們將透過非正式講課、討論、個人經驗和廣泛的內容題材, 以獲得財政分析技術來評估商業的模型和投資的需要。研討會將囊括四個關鍵主題: 財政表現分析、評估和管理公司的價值、撰寫財政提案報告和評估投資需求和選擇。並替平日提供公司客戶諮詢的育成業者經理人與顧問公司, 設計了這為期一連五天的會議流程。

本文電子檔已上傳至出國報告資訊網

NBIA's 17th International Conference on Business Incubation

第十七屆國際創新育成大會

羅仁權教授
中正大學校長

簡介 NBIA

於 80 年代初期，中小企業是帶動產業起飛；刺激經濟成長的推手，受到世界各國高度的重視。而創新育成中心則普遍被認定是協助中小企業發揮相關功能的補給站。美國聯邦中小企業廳 (Small Business Administration; SBA) 有鑑於此，因而於 1985 年成立美國企業育成協會 (National Business Incubation Association; NBIA)，而由 SBA 補助其營運費用並提供資訊支援。NBIA 乃是採取會員制的營運的方式，其成員包括美國及其他地區的育成中心、創投公司、經營顧問、政府官員、以及學界人士等。NBIA 不僅發行「NBIA REVIEW」之時事通訊，而且出版育成中心統計資料與經營方式之書籍共八十餘種，其業務尚包括提供育成中心設立經營之諮詢、遊說政府推動育成中心，舉辦全國性會議與訓練討論會、建立優質育成中心表彰制度等。NBIA 在推動美國的育成中心上可謂是不遺餘力，對美國創投事業發展的影響也頗為深遠。

而 NBIA 對育成中心的定義是：「育成中心是具發展潛力的企業創業與成長的觸媒，育成中心提供利用空間、融資、行銷與管理等方面的專業諮詢，以及共同的支援服務等，以協助業者渡過創業期可能面對的各種難題。」育成中心最終極之目標在於培育成功的企業，使其脫離育成中心的呵護後，仍能維持正常的營運。這些畢業的企業能夠創造就業機會，對振興地方與全國經濟景氣，以及實現獨創性技術的商業化有其指標性的意義。

美國育成中心提供的服務方式有「支援進駐企業進行事業活動」與「辦公室的一般性服務」等兩大面向，茲分述如下：

- 一、在支援進駐企業進行事業活動方面，96%的育成中心提供基本性的支援（如企業辦公場所等）；其次為市場行銷方面的協助，89%的育成中心提供相關的服務。提供會計、經營、融資等諮詢服務的育成中心也有 77%。除此之外，育成中心也提供事業活動相關的其他服務包括法律、專利、新產品評鑑、製造生產、財務管理、網路行銷、商業化、人材仲介、政府競標等。
- 二、在辦公室的一般性服務方面，92%的育成中心提供會議室，88%提供共享的行政資源，65%提供電話及留言服務，其他尚有部分育成中心提供視訊設備、網際網路、電腦設備等的服務。

由於育成中心提供的服務不盡相同，其服務的對象因之也不完全一致，據 NBIA 之調查，進駐美國育成中心的產業別，以不限定特定產業進駐居首，約占 43%；25% 的育成中心則以吸引高科技產業進駐為主，其中，10% 為製造業；9% 則以吸引特定目標產業為主，如吸引生化、食品、木製品、流行服飾等產業的創業者進駐。6% 以服務業、5% 以環保相關產業，另外 2% 則以其他產業之進駐為主。美國的育成中心顯然在產業育成上比較重視功能性目標，配合地方或地區的經濟特色，扶植不同的產業。此外，美國育成中心的運作，一般是由專業經理人統籌。專業經理人統籌育成中心的設備，經營與日常的營運；專業經理人也協助進駐企業解決創業初期面臨的困難，如資金，人材之取得等。專業經理人通常都具備企業管理經驗。

至於育成中心的類型，NBIA 將其劃分為五類：

- 一、公立或非營利性 (non-profit) 創業育成中心：由政府與非營利組織所支持，其目的在於追求經濟發展、增加就業機會、創造稅收以及營造出人力架構均衡的社福國度。
- 二、學術性 (academic-related) 創業育成中心：由大學或學院提供本身設施，希望經由研究機會增加教授、畢業生以及研究團隊商業化的契機。
- 三、混合性 (hybrid) 創業育成中心：由政府、非營利性組織以及私人共同組成，通常由政府提供經費補助與資源，私人則著重在專業知識的建構與資金取得的協調上。
- 四、私營性 (private) 創業育成中心：此類型通常由投資公司以及不動產經營者所組成，主要利益來自於房屋租金、技術應用、技術移轉、以及經由產業與商業的發展所創造的不動產利益。
- 五、其他類型創業育成中心：由非傳統性的資源所支持，例如藝術組織、印地安部落、教會等。

由上述成立的機制下，政府非營利機構與民間私人發起的混合型育成中心，約占全體的 16%；這類型育成中心通常會協助進駐企業取得政府資金與資源，同時也會提供民間專家顧問之諮詢和融資的管道等。民間營利的育成中心僅占全體的 8%，這類型育成中心的營運，通常委由投資集團或與不動產發展商共同管理，這些發起人通常比較重視的是進駐企業的利益回收狀況，新技術之實用性與技術之移轉可能性，以及工業區與商業區開發後所創造附加價值的多寡等。另外，還有 5% 的育成中心是由特殊團體發起的，譬如由原住民、教會、商會等團體提供資助而成立的。

根據 NBIA 發佈的美國育成中心產業年度報告 (State of the Business Incubation Industry)，北美地區目前育成中心總數將近 1000 家，其中營利性

質之育成中心以每週近四家成立的速率成長。育成中心之資金來源，以政府或民間非營利機構之投資為主，已經大約占了北美地區育成中心比重的 53 %。這類型育成中心成立的基本目標在振興經濟與促進發展，因此育成中心輔導的對象，以能創造就業機會、促進產業多角化發展、以及擴大課稅稅基為基本考量。由大學或學院成立的育成中心，約占全美育成中心比重的 27 %，其成立宗旨大體與政府及民間成立的育成中心相類似，以促進經濟發展與創造就業為目的，但由學術機構成立之育成中心通常也提供研發或創業機會的訊息及技術方面的支援。

第十七屆國際創新育成大會簡介

NBIA 的主旨是在服務其專屬會員，每年的年會可為其會員提供教育訓練、交流聯繫及觀摩學習的機會。對於全球的有志於育成發展業者而言，它已成為一個重要的專業活動，芬蘭政府甚至將它視為其國內育成工作者之年度訓練之一。對於有意從事育成工作的人，去 NBIA 可以在極短的時間內吸取別人數十年的發展經驗。然而在實際執行上，仍要考量各國民情與經濟環境加以考量與改進。

在本屆的創新育成大會是在美國維吉尼亞首府•裡奇蒙(Richmond)城市舉行，與會者絕大部份為該國創業育成協會或育成中心的主持人，其中為數不少已經成為企業的經理人，真可謂是盛況空前、眾星雲集。每一屆的創新育成大會皆有一個主題，今年也不例外，在強調理論與實務並重的當下，大會訂定出今年會議的主題為「孵育的根本法則：成功的基石」〔Incubation Fundamentals: The Cornerstone of Success〕。會議進行的方式是採取兩階段式會議，也就是大會將五天的行程劃分成會議前的講習會〔Preconference Institute, May 17,18〕與正式會議的進行〔Conference Sessions, May 19,20,21〕。

值得一提的，他們透過非正式講課、討論、個人經驗和廣泛的內容題材，以獲得財政分析技術來評估商業的模型和投資的需要。研討會將囊括四個關鍵主題：財政表現分析、評估和管理公司的價值、撰寫財政提案報告和評估投資需求和選擇。並替平日提供公司客戶諮詢的育成業者經理人與顧問公司，設計了這為期一連五天的會議流程。

國際創新育成大會研討內容摘要

大會整個會議內容，包括第一天的研討會、歡迎會，主要都由位於裡奇蒙金融行政區域的 Richmond Marriott 飯店所舉行。接著，研討的內容摘要將以日期先後的順序，逐一以簡明扼要的方式來陳述之：

Preconference Institute

Saturday, May 17, 2003

Best Practices for International Business Incubation

9 a.m. - 5 p.m.

出席這場研討會將得知世界中的一些最好的育成業者如何發展和規劃他們的重要的流程。推薦者將用他們的經驗與研究的結果來討論創新育成的主題，其中包括了任務的聲明和策略的規畫等部分。並舉出最好國際間的例子來說明怎麼實踐與事件原由。

Sunday, May 18, 2003

European Technology Leaders: The Gold Standard

9 a.m. - 5 p.m.

歐洲商業與創新中心網絡(EBN)與NBIA介紹在歐洲企業育成的經驗。有代表奧地利、德國、瑞典和芬蘭的專業經理人將提出企業外在環境的條件；並集中於企業創新育成中最弱的一點；瞭解他們成長以及加速商業成長和成功的革新方式。

Developers' Prep Course

8 a.m. - 5 p.m.

此創新育成發展課程將打破一般制式與複雜的企業育成步驟，將幫助與會者創造自身獨特的育成步驟。主要所探討的話題，將包括帶領可行性的研究和發展產生一個商業計畫、定位與吸引預期客戶，並且達成所屬意的目標與行銷育成的方法。無論各中心的企業育成步驟已發展到那一層級，此一研討主題絕不容許錯過。

Creating the Technology Incubator

9 a.m. - 5 p.m.

有相當比例的內容是來自於NBIA's 2002的訓練課程，描述如何創造一個成功的技術創新育成技巧，並考察這些技術能力的焦點，以冀望能夠帶出新的或補強現存的育成業者的能力。找出對建設一個成功和可承受的方式，針對任務、商業計畫、預算和投資的發展策略做出完善的訂定。

Technology Commercialization: Turning Innovations Into Enterprises

9 a.m. - 5 p.m.

試著學習將一種有前瞻性技術的原型商品化，能夠幫助育成業者詢問有關企業草創的相關問題。分析企業草創的優勢與劣勢的環節、評估可商業化的潛力、並預估涉及在執行和維持冒險與創新方面的費用。在獲得關鍵技術的方法後，幫助各中心的客戶把創新的技術或想法轉變成具體可行的企業策略與方法。

Conference Sessions

Monday, May 19, 2003

- Keynote ; 7:45-8:45a.m. (P.11)

Speaker : Ernesto Sirotli, President and Founder, Sirotli Institute, International Enterprise Facilitation Inc.

本著長達 20 多年，泛及四大洲的探索，Ernesto Sirotli 逐漸發展出一套獨特的社群(community)系統，以控制區域性企業家的創造及經濟力。自 1970 年代在非洲成立國際協會，生於義大利的 Sirotli 不再對主流的 Top down 經濟成長之解決方式抱持希望，而以他個人發展的企業進化模式來培養草根層級(grassroots level)的經濟發展與獨立。在這樣的模式運作下，Sirotli 成功地建立出澳洲、紐西蘭、加拿大、英國、以及美國農村的企業家精神，他主要是協助具有熱忱的人，將其理想與才智實踐於有意義且有益處的成果，如此便能啟發全世界的人們及社群。

- Session 1 : 9-10:15 a.m.(P.11)

Introduction to Enterprise Facilitation Part I

根據 Ernesto Sirotli 所致詞的主旨，他致力於個人的取向以培養經濟成長，在這兩場會議中(Part I & II)，將學習如何在(你們的)社群中發展並強化企業家成就，以及草根性的成效如何提供企業家一個穩定的環境。

Technology Business Incubation : Measures of Success

什麼是科技創新育成(Incubation)成功的因素？由兩位學者研究此正題，為了便於研究其變因，他們將大學與鄰近地方做連結，因此可從最近這兩個研究發現學得經驗。

- Session 2 : 10:15-10:45a.m.

Economic Growth : Angels and Entrepreneurs

剛開始的風險投資通常需要耐心、高風險的核心資本，而贊助投資者是主要的核心資金來源，不過卻難以認同和組成。可從這場次學得贊助者投資哲學的專業，並且取得組織策略，以及為投資者創造流動的交易。

Introduction to Enterprise Facilitation Part II

學習如何在(你們的)社群中發展並強化企業家成就，以及草根性的成效如何提供企業家一個穩定的環境。詳見 Part I 的介紹。

Business Incubation in Japan : Current Practice and Recommendations

研究發現，在日本的創新育成業者(incubator)與在歐美的是相當不同的，比較研究的學者指出，日本境內的創新育成業者有四項建議需要改進之處，透過日本經驗也可同時幫助許多地方有效率地創新(incubation)。

- Session 3 : Noon-2:00p.m.

Building International Linkages Between Technology Start-Up Firms

三位積極連結美國和日本新廠的美國人將討論他們在國家之間促進科技移轉的努力，此講者主要討論連結新廠的挑戰，並且分享他們關於培養成功企業夥伴關係的知識，以及將焦點放在啟動國際化商業創新育成的實現。

Tuesday, May 20, 2003

- Keynote ; 7:45-8:30a.m.

Speaker : Ren C. Luo, President of National Chung Cheng University

Title : Taiwan Technology Innovation : Challenges and Strategies

- Session 1 : 8:45-10a.m.

Key Issue in Developing and Managing Biotechnology Incubators

發展生物科技創新者從商業規畫、設計決策到管理自成一套學科。此場次主要討論生物科技、資訊科技及其他學科的匯流，將如何影響生物科技創新者的發展與生物科技群落的建立。

National Labs and Incubators : Partners in Technology Commercialization

加拿大國家研究協會(National Research Council of Canada)與台灣產業科技研究中心(Industrial Technology Research Institute)認為商業創新育成者必得商業化科技，以及刺激國家經濟競爭力。由此探討這些國家科學及科技研究中心何以支持創新育成業者的創作成品，以及他們如何達到投資者的報酬預期。

- Session 2 : 10-11:45a.m.

Higher Education : Fostering Entrepreneurship in Rural Communities

此主題討論兩個較高教育的研究機構如何以創新育成為核心，使得農村經濟發展策略更具效率。美國喬治亞州在 17 個最窮困的郡(county)建立生產力以及企業家訓練，而美國馬里蘭州的努力成果則是在 3 個郡內建立創新育成者的社區網絡。

The Entrepreneur and the Entrepreneur Enabler – Missing Links in Business Incubation ?

成功的企業家必須得把握品質才能成功；同樣地，創新育成的工作人員也必須有這樣的技術才能使企業家成功。由此探討六項企業家之特質如何更瞭解以及評估其顧客與員工。

- Sessions 3 : 2:30-3:45p.m.

Managing an Incubation Service Provider Network

如果當服務顧客所需要時，能夠影響所擁有的資源，而服務提供者的網絡是管理者最好的夥伴。此會議討論關於如何建立良好正常的服務提供者網絡。

Best Practices in Asian Business Incubation

亞洲企業創新育成協會(Association of Asian Business Incubation, AABI)的代表將論證此地區頂尖的創新育成者如何運作，以及他們如何強化對客戶的企業支持。由此學習這些創新育成者對是如何促使其計畫成功。

Wednesday, May 21, 2003

- Keynote : 8-8:45a.m.

Speaker : Kyle Williams, General Manager, Turnstone, a Steelcase Company

在參與 Turnstone 十年的過程中，Williams 熟稔增加市場佔有率(market share)的方法與策略。Turnstone 在生產上是個早期及快速成長的公司，並為股份有限(cost-conscious contract)的服飾企業，屬於 Steelcase 組織內最為快速成長的企業，其銷售成長率勝過同產業之水平。身為所有相關於 Turnstone 活動及其生產者的領袖，他是第一個知道在大企業組織保護傘下如何建立及運作小企業的挑戰。他能夠分享自 Turnstone 與 Steelcase 的新公司內部經驗，如銷售、行銷、生產發展及公司管理等經驗。

- Session 1 : 9-10:15a.m.

Innovative Partnerships for Technology Incubation

這兩位美國維吉尼亞州科技創新育成者利用開發社區資源，達到他們的任務，其與當地大學合作、有企業支持，並將科技商業化的計畫是很容易成功的，可由此吸取經驗以加強創新育成業者的效益，並且增長當地的經濟成長。

Technology Incubation, Economic Development Research Updates

科技政策基金會(Office of Technology Policy Funding)贊助三項關於加強創新育成者在其他科技發展策略上的研究。該場次發表聯邦以實驗為基礎的經濟發展經驗，作為科技創新育成業者基準範本，並將美國經驗推向中東、中亞及北非等 22 國家。

- Session 2 : 10:45-12:00a.m.

Incubators With Community Development Goals : Building Resources and Partnerships

社區內銷(community buy-in)是創新育成業者一開始成功的基石，該場次討論如何在地方政府、媒體與地方企業社群之間建立合作關係的實證方法，而這些合作關係也能瞭解如何發展個別夥伴關係的策略。

結語

在這五天的會議過程中，透過許多政府、研究單位、非營利組織、企業家等對創新育成相關議題的成員，經由研究發表、討論互動之後，對於台灣目前國內創新育成的發展趨向有相當程度的啟發。會議內容略可分為科技創新、國際化與商業化的創新育成為主要範疇。

另外，更可藉由社區發展、當地大學、地方政府等產官學密切合作，鼓舞創新育成的開拓，進而發展區域經濟。當然，經濟全球化的趨勢蔚為主流，若能藉由多國研究引以為借鏡，相信台灣經濟，甚至對於亞洲區域經濟發展都有相當的助益。

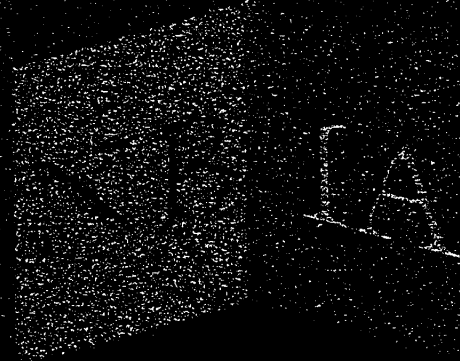
本次參訪，感謝經濟部中小企業處與本校創新育成中心育成廠商配合款補助往返機票，特此致謝。

CONFERENCE PROGRAM



National Business Incubation Association
17th International Conference
on Business Incubation

INCUBATION
FUNDAMENTALS



THE
CORNERSTONE
OF SUCCESS

May 18-21, 2003 • Richmond Marriott • Richmond, Va.
Hosted by AdvanTech, Richmond International Business Center, and
the Industrial Development Authority of the City of Richmond

Table of Contents

Incubation Fundamentals: The Cornerstone of Success	Page 2
Welcome From the Board Chair	Page 3
Conference at a Glance	Page 4
General Conference Information	Page 5
Conference Sponsors and Exhibitors	Pages 6-7
Conference Sessions Quickfinder	Page 8
Saturday & Sunday May 17 & 18	Page 9
Daily Schedule	
Monday, May 19	Pages 10-13
Tuesday, May 20	Pages 14-17
Wednesday, May 21	Pages 18-19
Conference Map and Planner	Page 24

INCUBATION FUNDAMENTALS: THE CORNERSTONE OF SUCCESS

Have you examined your incubator's foundation lately? Not the architectural one, but the basic principles on which it was founded and the goals you strive to achieve. This conference, the 17th International Conference on Business Incubation, will provide you the opportunity to reflect on your program's foundation and on the incubation industry's founding principles.

Richmond, the capital of Virginia and the ideological birthplace of the American Revolution, provides the ideal setting to examine the basic principles on which this industry was founded. *Incubation Fundamentals: The Cornerstone of Success* is this year's conference theme, and NBIA believes that through reflection on business incubation's founding principles the industry will gain momentum and continue to grow and thrive.

Over the next several days you'll meet countless people who have built thriving business incubation programs on these founding principles. Leading incubation professionals from around the world will share success stories that clearly illustrate why and how basic industry principles, such as maximizing the success of emerging companies and creating sustainable programs, hold true time and again.

But you won't just hear about long-held traditions and proven methods—you'll also hear about cutting-edge topics of the day. Sector-focused strategies, inner-city opportunities, regional networks and international funding trends are just a sampling of this year's session topics. The NBIA Awards, tours of local incubators, keynote speeches, the NBIA Forums Luncheon and the Venture Capital Forum also will provide glimpses of the programs, people and practices that are at the industry's leading edge.

As always, you'll have plenty of time to meet up with friends, new and old, to share interests, successes and challenges. Make the most of your time here by sharing as many tips and lessons learned as others share with you.

THANKS TO OUR HOSTS!

NBIA thanks this year's conference hosts, AdvanTech, Richmond International Business Center and the Industrial Development Authority (IDA) of the City of Richmond. In 1999, the IDA helped found AdvanTech, a nonprofit, technology business incubation program. In July 2002, the IDA opened the Richmond International Business Center, an incubator that helps foreign companies successfully establish operations in the United States. Staff at these three organizations have been working hard to make Conference 2003 the best NBIA conference yet!



WELCOME FROM THE BOARD CHAIR

Dear Colleagues:

I'm pleased to welcome you to Richmond, Virginia. Thanks to your commitment to the industry, we are gathered here for NBIA's 17th International Conference on Business Incubation.

As the recently released *2002 State of the Business Incubation Industry* report shows, the business incubation industry continues to grow. Just imagine: In 1980, there were only 12 incubators in North America and likely fewer than 20 incubators worldwide. Today there are approximately 950 business incubators in North America, and experts estimate that there are between 3,000 and 4,000 worldwide. In 2001 alone, North American incubators assisted more than 35,000 start-up companies that provided full-time employment for nearly 82,000 workers and generated annual earnings of more than \$7 billion.



To what do we owe all of this growth and success? The vibrancy of our industry is directly attributable to the work of dedicated incubation professionals like you. Also contributing to that success is adherence to the time-tested principles and practices that keynote speaker Mark Rice coauthored, and the NBIA board later adapted and advocated. Discerned through research and affirmed by countless success stories, these founding principles are the foundation of every successful business incubation program.

This year's conference theme, *Incubation Fundamentals: The Cornerstone of Success*, pays tribute to these very principles and practices. As the adage goes, "You are what you repeatedly do." In that light, we suggest that making a habit of adhering to these practices will engender success and excellence.

So, as we continue to strive for even more amazing advances, let's also make time to reflect on what has brought our industry this far and evaluate our activities and programs in light of tried-and-true principles. Of course, let's enjoy plenty of conference fun, too!

Again, welcome to Richmond and welcome to what I guarantee will be three of the most exciting and inspiring days you will experience in 2003.



Bonnie L. Herron
Chair, NBIA Board of Directors

To read more about the *Principles and Best Practices of Successful Incubation*, visit the Resource Center at www.nbia.org.

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Austin, TX

CONFERENCE AT A GLANCE

SATURDAY MAY 17	SUNDAY MAY 18	MONDAY MAY 19	TUESDAY MAY 20	WEDNESDAY MAY 21
Preconference Institute* 9 a.m. - 5 p.m.	Preconference Institute* 9 a.m. - 5 p.m.	Continental Breakfast 7:15 - 8:30 a.m.	Continental Breakfast 7:15 - 8:30 a.m.	Conference 2004 Atlanta Kickoff Breakfast 7:30 - 8:30 a.m.
Two-Day MBA: Critical Skills for Coaching Companies	Two-Day MBA: Critical Skills for Coaching Companies (continued)	Keynote Address Ernesto Sirolli 7:45 - 8:45 a.m.	Keynote Address Benjamin Yuan 7:45 - 8:30 a.m.	Keynote Address Kyle Williams 8 - 8:45 a.m.
Best Practices for International Business Incubation	Creating the Technology Incubator	Concurrent Sessions 9 - 10:15 a.m.	Concurrent Sessions 8:45 - 10 a.m.	Concurrent Sessions 9 - 10:15 a.m.
	Developers/ Prep Course (8 a.m. - 5 p.m.)	Break 10:15 - 10:45 a.m.	Break 10 - 10:30 a.m.	Break 10:15 - 10:45 a.m.
		Concurrent Sessions 10:45 a.m. - noon	Concurrent Sessions 10:30 - 11:45 a.m.	Concurrent Sessions 10:45 a.m. - noon
	European Technology Leaders: The Gold Standard	NBIA Incubation Awards Luncheon Noon - 2 p.m.	NBIA Forums Luncheon Noon - 1:30 p.m.	Venture Capital Forum & Luncheon 12:15 - 2 p.m.
		Technology Commercializations: Turning Innovations Into Enterprises	Keynote Address Mark Rice 1:30 p.m. - 2:15 p.m.	
	Concurrent Sessions 2:15 - 3:30 p.m.	Concurrent Sessions 2:30 - 3:45 p.m.	Concurrent Sessions 2:30 - 3:45 p.m.	Berkeley Plantation Tour* 3 - 8:30 p.m.
	Colonial Williamsburg Tour* (10:30 a.m. - 5 p.m.)	Break 3:30 - 4 p.m.	Walking Tour of Richmond Incubators 4 - 6 p.m.	
Networking Dinner* 6 - 8 p.m.	Concurrent Sessions 4 - 5:15 p.m.	Advantech Richmond International Business Center Virginia Biosciences Development Center		
Opening Reception 8 - 10 p.m.	Gala Reception at the Virginia Museum of Fine Arts Buses depart Marriott 5:45 - 6:15 p.m. Reception 6 - 9 p.m.			

* Activities not included in registration fee.

GENERAL CONFERENCE INFORMATION

SESSION CD-ROM AND AUDIOTAPES

You may find yourself having to choose among multiple sessions that are offered at the same time. We can't help you make your decision, but we can offer you some relief. In your registration materials, you'll find a CD-ROM containing session materials and information for all conference sessions. Even if you can't attend a particular session, you can review the handouts and consider purchasing an audiotape of the session to create a virtual experience.

NBIA BOOKSTORE

Come browse through more than 80 titles on business incubation, entrepreneurship, economic development and more. You'll find new titles, industry classics and some fun new products, too. As a special conference offer, members will receive a deeper discount than the everyday low member rate. Stock your bookshelves at some of the lowest prices of the year.

The NBIA Bookstore is sponsored by the Virginia Business Incubation Association.

EXHIBITS

Conference 2003 exhibitors will connect you with some of the latest products and services to assist your organization and your clients. Representatives will be on hand to share their services and expertise. Many exhibitors have special programs or offers for NBIA members, so remember to mention that you're a member. Be sure to include some time with the exhibitors as part of your conference schedule.

CONNECTING POINT

Wondering which sessions to attend? Looking for someone? Want to know more about member forums—NBIA's newest member service—or other member benefits? NBIA's membership department staffs the Connecting Point to help attendees connect with one another, the industry and the association. Here are the top 10 reasons why you'll want to stop by:

- Get personalized suggestions for sessions most likely to reflect your interests
- Color-code your name badge to show everyone the type(s) of incubation programs you want to talk about
- Post or retrieve messages on the bulletin board
- Buy or sell extra tickets to optional conference activities
- Pick up information about NBIA and the business incubation industry
- Read about the candidates vying for election to NBIA's board of directors
- Join a member forum or find out how to establish a new one
- Preview the seating charts for Tuesday's Forums Luncheon
- Get help finding another attendee
- Update your contact information

And, as a bonus...

- Say hello to the NBIA staff!

Connecting Point is sponsored by the City of Kitakyushu and the Foundation for the Advancement of Industry, Science and Technology.

NBIA Staff

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Brian Walker
Staff Writer

CONFERENCE SPONSORS



PLATINUM-PLUS SPONSORS

The **Richmond International Business Center** provides foreign companies with the resources they need to quickly and successfully establish a U.S. presence. The center's efforts are directed at making it easier to succeed by reducing the risks associated with entering a new market and by increasing the opportunities. www.incubator-usa.com



AdvanTech's mission is to encourage the development of new, high-growth technology and service businesses. AdvanTech, by furnishing an array of services, provides a supportive environment for existing technology and service companies to prosper and attain a solid position in their industry, enriching the Richmond region. www.advantechva.com



The **Richmond Industrial Development Authority** is a valuable coalition that supports the City of Richmond's economic development strategy. The IDA helps attract and expand small businesses in its two incubators, AdvanTech and the Richmond International Business Center. The IDA also assists the city in its commercial development projects.

EWING MARION
KAUFFMAN FOUNDATION

GOLD-LEVEL SPONSORS

The **Ewing Marion Kauffman Foundation** celebrates entrepreneurship in America through education, research, and promotion of an improved environment in which entrepreneurs start and grow businesses. Programs are designed to give elementary students, high-growth entrepreneurs information and tools that build their entrepreneurial skills and abilities. www.entreworld.org



Chinese Business Incubation Association

The **Chinese Business Incubation Association (CBIA)** is a nonprofit organization assisted by Taiwan's Small and Medium Enterprise Administration to facilitate the efficiency of incubator centers so that both the incubation centers and their clients can successfully reach their individual goals. www.cbia.org.tw

turnstone
A Steelcase Company

SILVER-LEVEL SPONSORS

Turnstone, a Steelcase company, creates furniture for people at work, no matter where or how they work. Steelcase builds furniture based on the principles of smart design and good value. Products include desks, seating, systems furniture, storage and accessories. Steelcase is proud to be an NBIA sponsor. www.turnstonefurniture.com



The **Advanced Technology Development Center (ATDC)** helps Georgia entrepreneurs launch and build technology companies by providing strategic business advice and by connecting its member companies to the people and resources they need to succeed. www.atdc.org



The **Georgia Department of Industry, Trade & Tourism** is the state's sales and marketing arm focused on mobilizing resources for economic development in order to recruit businesses, trade partners and tourists to the state. www.georgia.org

BRONZE-LEVEL SPONSORS



The **Appalachian Regional Commission (ARC)** supports business incubation through its Entrepreneurship Initiative promoting better access to capital, education and training, and sector-based strategies to assist entrepreneurs in starting and expanding local businesses. www.arc.gov



The **City of Kitakyushu**, a major city in Western Japan, has opened the Science and Research Park, which supports venture enterprises in cooperation with the **Foundation for the Advancement of Industry, Science and Technology (FAIS)**. www.fais.or.jp and www.city.kitakyushu.jp/index



The **Greater Richmond Partnership**, an economic development team representing the City of Richmond and the counties of Chesterfield, Hanover and Henrico, provides site location assistance to domestic and foreign companies planning new or expanded facilities. www.grpva.com



The **Virginia Business Incubation Association** promotes, encourages and supports the successful establishment and operation of small business incubation programs to stimulate economic development activity in the Commonwealth of Virginia. www.vbia.org



The **Canadian Association of Business Incubators (CABI)** is the Canadian voice of business incubation. CABI's member organizations are dedicated to creating jobs and economic activity through the development of enterprises supported by the business incubation industry in Canada. www.cabi.ca



The **Virginia Department of Business Assistance (DBA)** is the economic development agency devoted to the growth and success of the Commonwealth's existing business community. DBA promotes economic growth by helping Virginia businesses prosper and carries out this mission by providing access to capital, workforce training, small business incubator assistance, and pro-active business problem solving. www.dba.state.va.us



VCIntelligence provides a searchable database of more than 1,800 venture capital firms and their investment preferences. Proprietary methods are used to gather updated information and present the Web-based service at a low cost to subscribers.



The **Venture Forum** encourages entrepreneurship in central Virginia through bimonthly programs. **EntreNet** helps entrepreneurs network in the Richmond area. **Cherry, Bekaert & Holland** is a regional accounting firm that supports The Venture Forum and EntreNet. www.ventureclub.com, www.entrepreneurnet.org and www.cbh.com

EXHIBITORS

ANPROTEC/iDISC

Through a contract with infoDev, a global World Bank program, the Brazilian Association of Science Parks and Business Incubators (ANPROTEC) and the International Business Incubator (IBI) have developed iDISC, an incubator support service center to assist developing country incubators to incorporate best practices and share experiences. Learn how this project could serve your needs.

Cybergroup Inc.

incuTrack™ provides a comprehensive and feature-rich tracking and reporting system for business incubators. Streamline the administrative tasks of licenses/leases, insurance, investments, business reviews and more. Visit us at www.cybergroup.com.

Rose-Hulman Ventures

Rose-Hulman Ventures fosters the creation of technology-based businesses by providing technical expertise, business planning, venture capital, and infrastructure, along with unique educational experiences and economic vitality in Indiana.

ICFS FELLOWSHIPS



InfoDev is a global grant program, managed by the World Bank, that promotes innovative applications of information and communication technologies (ICTs) for economic and social development, with a special emphasis on the needs of the poor in developing countries. The infoDev Conference Scholarship Fund provided support for selected incubation professionals from developing countries to attend NBIA's 17th International Conference on Business Incubation.

CONFERENCE SESSIONS QUICKFINDER

NBIA believes that all attendees will find valuable information in every session. Some sessions, as noted below, will be particularly attractive to attendees interested in specific industry topics.

FOR-PROFIT

Monday
The Corporate Connection

INTERNATIONAL

Monday
Building International Linkages
Between Technology Start-Up Firms
Business Incubation in Japan: Current
Practice and Recommendations
Enterprise Support for Young People
Incubator Support for Developing
Countries
International Agencies: Incubation and
Funding Trends
Regional and Global Networks:
Connect for Success
The Corporate Connection

Tuesday
Best Practices in Asian Business
Incubation
Dynamic Incubator Networks Magnify
Regional Impacts
National Labs and Incubators: Partners
in Technology Commercialization
New Eras in Entrepreneurship Support
— The United Kingdom and
New Zealand
Raising the Standard for Business
Incubation Programs
Setting Up and Operating Women's
Incubators Internationally

Wednesday
Roundtable: Innovative Approaches
to Public Funding
Worldwide Models for Food Business
Incubation

REVITALIZATION

Monday
Enterprise Support for Young People
Introduction to Enterprise Facilitation
Rural Entrepreneurship Support:
Elements of Success

Tuesday
Creating an Inner-City Entrepreneurial
Campus
Setting Up and Operating Women's
Incubators Internationally
Tips and Tools for Encouraging Young
Entrepreneurs

Wednesday
Incubators with Community
Development Goals: Building
Resources and Partnerships
New Markets Tax Credits

RURAL*

Monday
Introduction to Enterprise Facilitation
Regional and Global Networks: Connect
for Success
Rural Entrepreneurship Support:
Elements of Success

Tuesday
Arts Incubators in Small Towns and
Rural Areas
Higher Education: Fostering
Entrepreneurship in Rural
Communities

Wednesday
New Markets Tax Credits
Worldwide Models for Food Business
Incubation

SPECIAL FOCUS

Monday
Enterprise Support for Young People
Sector-Focused Incubation Strategies

Tuesday
Arts Incubators in Small Towns and
Rural Areas
Key Issues in Developing and
Managing Biotechnology
Incubators
Setting Up and Operating Women's
Incubators Internationally
Tips and Tools for Encouraging
Young Entrepreneurs

Wednesday
Innovative Partnerships for Technology
Incubation
Forums Redux
Worldwide Models for Food Business
Incubation

TECHNOLOGY

Monday
Building International Linkages
Between Technology Start-Up Firms
Sector-Focused Incubation Strategies
Technology Business Incubation:
Measures of Success
Trends and New Developments in Tech-
Based Economic Development

Tuesday
Accountability: Measuring Economic
Impacts of Incubation Programs
Higher Education: Fostering
Entrepreneurship in Rural
Communities

Key Issues in Developing and
Managing Biotechnology
Incubators
National Labs and Incubators: Partners
in Technology Commercialization
New Approach to Creating a Successful
Technology-Based Incubator
Roundtable: Balancing Needs at
a University Incubator

Wednesday
Innovative Partnerships for Technology
Incubation
Technology Incubation, Economic
Development Research Updates

UNIVERSITY

Tuesday
Higher Education: Fostering
Entrepreneurship in Rural
Communities
Key Issues in Developing and
Managing Biotechnology
Incubators
New Approach to Creating a Successful
Technology-Based Incubator
Roundtable: Balancing Needs at
a University Incubator

GENERAL INTEREST

Monday
Building a New Facility: A Little
Guesswork and a Lot of Planning
Business Incubation in Japan: Current
Practice and Recommendations
Designing Effective Surveys to Assess
Client Satisfaction
Economic Growth: Angels and
Entrepreneurs
Funding Sources for Emerging Growth
Companies in a Challenging
Economy
Human Resources: Help Is Here!
Incubator Entrance Policies
Incubator Exit Policies
Incubator Support for Developing
Countries
International Agencies: Incubation and
Funding Trends
Key Documents and Policies for
Business Incubation Programs
Meet the Incubator of the Year
Old Buildings Create New Opportunities
Regional and Global Networks:
Connect for Success

Roundtable: New Managers Forum
Roundtable: State Incubation
Associations
Securing Public and Private Sector
Funding
Tax Issues for Nonprofits
Why Market Your Start-Up Company?

Tuesday
Best Practices in Asian Business
Incubation
Breaking Through the Noise: Effective
Public Relations for Incubators
Dynamic Incubator Networks Magnify
Regional Impacts
Lobbying: What Works and What's
Legal
Managing an Incubator Service
Provider Network
Marketing Your Incubator
New Eras in Entrepreneurship
Support — The United Kingdom
and New Zealand
Raising the Standard for Business
Incubation Programs
Roundtable: Post-Incubation
Staying on Track: The Client
Review Process
The Entrepreneur and the
Entrepreneur Enabler — Missing
Links in Business Incubation

Wednesday
Competition's Winning Ways
Getting Credit Where Credit Is Due
Go Ahead ... Ask!
Incubators with Community
Development Goals: Building
Resources and Partnerships
Multiple Roles of the Incubator
Manager
Roundtable: Innovative Approaches
to Public Funding

*The rural sessions are sponsored by the
Appalachian Regional Commission.

SATURDAY, MAY 17

Preconference Institute

9 a.m. – 5 p.m. (see right)

These optional workshops required preregistration. Check the registration table for last-minute availability.

SUNDAY, MAY 18

Preconference Institute

9 a.m. – 5 p.m. (see right)

These optional workshops required preregistration. Check the registration table for last-minute availability.

Colonial Williamsburg Tour

10:30 a.m. – 5:30 p.m.

MEET GUIDE IN THE MARRIOTT HOTEL LOBBY

Step back in time when you visit Colonial Williamsburg, meticulously restored to its 18th century charm. Learn about the life of colonists and leading citizens such as George Washington, Thomas Jefferson and Patrick Henry. Enjoy a real taste of history at the King's Arms Tavern, with lunch served by waiters in colonial attire and serenades by balladeers. Following lunch, continue your guided tour and purchase souvenirs reminiscent of Pre-Revolutionary days – three-cornered hats, candles, soaps and pewter.

This optional activity required preregistration. Check the registration table for available tickets.

Networking Dinner

6 – 8 p.m.

Capital Ballroom Salon 4

Network with colleagues from around

the globe! Welcome old friends and meet new ones before attending the opening reception. We'll make it easy for you to find a table with people who share your business incubation interests. Mix business with pleasure at this event—bring business cards along with your appetite.

This optional activity required preregistration. Check the registration table for available tickets.

Opening Reception

8 – 10 p.m.

Grand Ballroom

The opening reception will mark the official start of Conference 2003. Pick up your registration packet, then enjoy light refreshments while you check out the offerings in the NBIA Bookstore and exhibit area. And what would an NBIA reception be without the opportunity for information sharing? NBIA's Connecting Point will make it easy to network, network, network with peers who share your interests.

This event is sponsored by the Richmond Industrial Development Authority, AdvanTech and the Richmond International Business Center.

Saturday & Sunday May 17 & 18

Preconference Institute

Saturday, May 17

9 a.m. – 5 p.m.

Best Practices for International
Business Incubation
Marriott Capital Salon 1-3

Two-Day MBA: Critical Skills for
Coaching Companies
Marriott Capital Salon 6-8

Sunday, May 18

8 a.m. – 5 p.m.

Developers' Prep Course
Convention Center B15A

9 a.m. – 5 p.m.

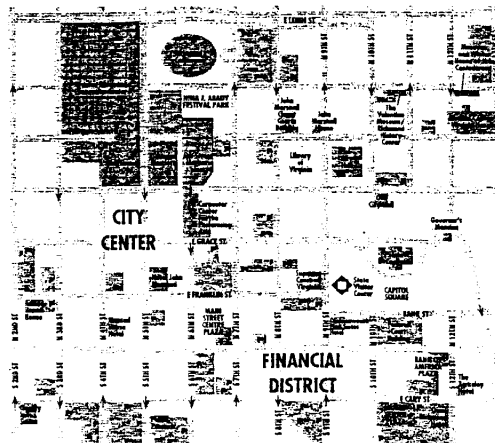
Creating the Technology Incubator
Marriott Grand Ballroom GH

European Technology Leaders:
The Gold Standard
Marriott Grand Ballroom IJ

Technology Commercialization:
Turning Innovations Into Enterprises
Convention Center B15B

Two-Day MBA: Critical Skills for
Coaching Companies
Marriott Capital Salon 6-8

MAP OF RICHMOND



Monday, May 19

Please Note: The Richmond Convention Center is across Fifth Street from the Richmond Marriott Lobby.

	Convention Center B15A	Convention Center B15B	Convention Center B15C	Marriott Capital Salon 5	Marriott Capital Salon 4	Marriott Capital Salon 3	Marriott Madison
	Continental Breakfast <i>Grand Ballroom</i>						
7:45 – 8:45 a.m.	Keynote Address: Ernesto Sirolli <i>Grand Ballroom</i>						
	Tax Issues for Nonprofits	Incubator Entrance Policies	Sector-Focused Incubation Strategies	International Agencies: Incubation and Funding Trends	Introduction to Enterprise Facilitation Part I	Technology Business Incubation: Measures of Success	Why Market Your Start-Up Company?
10:15 – 10:45 a.m.	Break <i>Grand Ballroom</i>						
	Economic Growth: Angels and Entrepreneurs	Incubator Exit Policies	Old Buildings Create New Opportunities	Regional and Global Networks: Connect for Success	Introduction to Enterprise Facilitation Part II	Human Resources: Help Is Here!	Business Incubation in Japan: Current Practice and Recommendations
Noon – 2 p.m.	NBIA Incubation Awards Luncheon <i>Grand Ballroom</i>						
	Funding Sources for Emerging Growth Companies in a Challenging Economy	Building International Linkages Between Technology Start-Up Firms	Securing Public and Private Sector Funding	Key Documents and Policies for Business Incubation Programs	Enterprise Support for Young People	Designing Effective Surveys to Assess Client Satisfaction	Roundtable: New Managers Forum
3:30 – 4 p.m.	Break <i>Grand Ballroom</i>						
	Trends and New Developments in Tech-Based Economic Development	Rural Entrepreneurship Support: Elements of Success	Building a New Facility: A Little Guesswork and a Lot of Planning	Incubator Support for Developing Countries	The Corporate Connection	Meet the Incubator of the Year	Roundtable: State Incubation Associations
5:45 – 6:15 p.m.	Buses depart for Virginia Museum of Fine Arts <i>Marriott Hotel Lobby</i>						
	Gala Reception at the Virginia Museum of Fine Arts						

Continental Breakfast
7:15 – 8:30 a.m.

Keynote Address
7:45 – 8:45 a.m.
Ernesto Sirolli
(see far right)

Concurrent Sessions
9 – 10:15 a.m.

Tax Issues for Nonprofits
Convention Center B15A

Two veteran tax professionals (a private-sector lawyer and an IRS official) will discuss tax-related issues of importance to tax-exempt business incubators. Gain perspective on topics including exemption compliance, executive compensation and fringe benefits, unrelated business income tax, IRS audits, and more.
Bill Brockner, Senior Conference-Reviewer, IRS Exempt Organizations Division, Washington, DC
Janet Buehler, Esq., Cullen and Dykman Bleakley Platt LLP, New York, NY
Moderator: Sam Brooks, President and Chairman of the Board, Oregon Association of Minority Entrepreneurs, Portland, OR

Incubator Entrance Policies
Convention Center B15B

Incubator success is directly related to an incubator's admission policies, and there are several "must-have" criteria to use when evaluating prospective clients for any incubator. Learn how to adapt a successful entrance program to your incubator and gain tips to guide the process.
Ed Hobbs, General Manager, Toronto Business Development Centre, Toronto, ON, Canada
Jean-Jacques Ledoux, Manager, Industrial Partnership Facility, National Research Council of Canada, Ottawa, ON, Canada

Sector-Focused Incubation Strategies
Convention Center B15C

Think outside the box! Focusing on industry clusters or sectors can enhance incubator performance. Learn how to attract new clients and generate new revenue by creating new incubators or repositioning existing ones. Developers of 16 incubator projects will show you how it's done.
Special Focus/Technology
Carol Kraus Lauffer, Principal, Business Cluster Development, Menlo Park, CA
Jim Robbins, Principal, Business Cluster Development, Menlo Park, CA

International Agencies: Incubation and Funding Trends
Capital Salon 5

A panel of experts will discuss the international economic development community's growing interest in business incubation and business assistance activities. Find out about the international donor agencies' priorities and activities.

International

Vivek Chaudhry, Program Administrator, World Bank, Washington, DC

Sirkka Korpela, Director, Division of Business Partnerships, United Nations Development Program, New York, NY

Facilitator: James Sanders, Director of New Ventures, Honeywell Technology Solutions Inc.; Adjunct Professor of Entrepreneurship, R.H. Smith School of Business, University of Maryland, College Park, MD

Introduction to Enterprise Facilitation Part I
Capital Salon 4

Following his keynote address, Ernesto Sirilli will elaborate on his approach to nurturing economic growth. In this double session, learn how to develop and strengthen entrepreneurial efforts in your community and how grassroots efforts can provide a sustainable environment for entrepreneurs.

Revitalization/Rural

Ernesto Sirilli, Founder and Director, Sirilli Institute, Sacramento, CA

Yvonne Fizer, Sales and Marketing, Sirilli Institute, Edmonton, AB, Canada



Technology Business Incubation: Measures of Success
Capital Salon 3

What factors drive success at technology business incubation programs? Two researchers explored this very topic and found that the factors range from university linkages to proximity of research facilities to location to management team background to services offered. Come learn about these and other findings from two recent research projects.

Technology

David Lewis, Senior Research Fellow, National Center for Neighborhood and Brownfield Redevelopment, Rutgers University, New Brunswick, NJ

Hugh Sherman, Associate Director, Voinovich Center for Leadership and Public Affairs, Ohio University, Athens, OH

Moderator: Susan Prado, Prado & Associates, Sierra Madre, CA

Why Market Your Start-Up Company?
Madison

Overcome company resistance to marketing and understand the value of marketing,

branding and positioning. Learn the integral role marketing plays in the evolution and success of every start-up company from an advertising expert and incubator manager who have had success marketing start-ups.

Sandra Holtzman, President, Holtzman Communications LLC, New York, NY

Steve Clark, Director, Information Technology, Business Technology Center, Columbus, OH

Break 10:15 - 10:45 a.m.
Grand Ballroom

Concurrent Sessions
10:45 a.m. - noon

Economic Growth: Angels and Entrepreneurs
Convention Center B15A

Start-up ventures often need patient, high-risk seed capital. Angel investors, a primary source of seed funding, can be difficult to identify and organize. Learn from experts about the philosophy of angel investing and gain strategies for organizing and creating deal flow for investors.

Randall Goldsmith, Executive Director, San Antonio

Technology Accelerator Initiative, San Antonio, TX

William Grissom, Chief Financial Officer, Oklahoma Technology

Commercialization Center, Oklahoma City, OK

Tom Walker, Executive Vice President and COO, Oklahoma

Technology Commercialization Center, Tulsa, OK

Moderator: Jim Finkle, Manager and Associate Director, Long Island High Technology Incubator, Stony Brook, NY

Incubator Exit Policies
Convention Center B15B

Graduation policies are an important part of incubation success. Break down the exit process into length of stay, milestone requirements for graduates, and more. Learn how to adopt an effective graduation process to your incubator and gain tips to guide the process.

Ed Hobbs, General Manager, Toronto Business Development Centre, Toronto, ON, Canada

Jean-Jacques Ledoux, Manager, Industrial Partnership Facility, National Research Council, Ottawa, ON, Canada

Old Buildings Create New Opportunities
Convention Center B15C

Renovating existing buildings for business incubation projects can be effective. Speakers will present the pros and cons of re-using older structures, describe how buildings can match incubator missions and demonstrate how to avoid costly, even fatal flaws in building choice.

Ellen Gerf, Author, Bricks and Mortar: Renovating or Building a Business Incubation Facility, Athens, OH

Tom Mancuso, President, Mancuso Business Development Group, Batavia, NY

Moderator: Hope Player, Senior Consultant, Business Incubation Support Services International, Rochelle Park, NJ

Monday, May 19

Keynote

7:45 - 8:45 a.m.

**Ernesto Sirilli,
President and Founder,
Sirilli Institute, International
Enterprise Facilitation Inc.**

Based on more than 20 years of extensive inquiry across four continents, Ernesto Sirilli has developed a unique system for communities to harness the creative and economic forces of local entrepreneurs. While working with international aid agencies in Africa in the 1970s, the Italian-born Sirilli grew disenchanted with prevalent "top down" economic development solutions. His enterprise facilitation model grew out of his personal desire to identify viable methods of fostering economic development and independence at the grassroots level. Using this model, Sirilli has successfully implemented entrepreneurship support projects in Australia, New Zealand, Canada, England and the rural United States. His mission to help passionate people transform their dreams and talents into meaningful and rewarding work has inspired and motivated people and communities worldwide.



Meet the Author!

Sirilli is the author of *Ripples from the Zambezi*. After his talk, he will sign copies of the book at the NBIA Bookstore.

Monday, May 19

Concurrent Sessions 10:45 a.m. - noon (continued)

Regional and Global Networks: Connect for Success Capital Salon 5

Scottish Enterprise Network has successfully implemented region-wide networks to support the growth of technology-based companies. This session will look at the value of self-contained networks and will examine the benefits and practicalities of the next step, geographically diverse networks.

Rural/International

Roddy MacAskill, Senior Executive, Scottish Enterprise Network, Glasgow, Scotland, UK

John Meiklejohn, Managing Director, Strategem Ltd., Glasgow, Scotland, UK

Moderator: JoAnn Fraser, Incubator Manager, Technology Innovation Centre, Kingston, Jamaica

Introduction to Enterprise Facilitation Part II

Capital Salon 4

See Part I on page 11 for description.

Human Resources: Help Is Here! Capital Salon 3

Human resources (HR) activities take time and resources. This workshop will teach you to communicate effectively with employees and understand the challenges employment laws present. Take away an HR toolkit filled with Web sites, checklists and resources to help meet your HR needs.

Robin Ramey, Program Manager, Human Resource Programs, Voinovich Center for Leadership and Public Affairs, Ohio University, Athens, OH

Moderator: Adele Lyons, Executive Director, Gulf Coast Business Technology Center, Biloxi, MS

Business Incubation in Japan: Current Practice and Recommendations Madison

Research reveals that Japanese incubators vary greatly from their U.S. and European counterparts. The authors of a distinguished study describe the state of Japanese incubation, set forth findings and make recommendations for improvements. Although based on the Japanese experience, these findings would be useful to incubator developers everywhere. **International**

Ichiro Sakata, Deputy Director, Corporate Affairs Division, Ministry of Economy, Trade and Industry/Visiting Assistant Professor, Graduate School of Economics, Kyushu University/Consulting Fellow, Research Institute of Economy, Trade and Industry, Tokyo, Japan

Kenzo Fujisue, Associate Professor, Engineering Research Department, University of Tokyo Graduate School, Tokyo, Japan

Moderator: Carmen Vergara, General Manager, Panama Technology Business Accelerator, Panama City, Panama

NBIA Incubation Awards Luncheon Noon - 2 p.m.

Join us at this luncheon for the annual NBIA Incubation Awards ceremony. NBIA will announce the winners of this year's hard-won honors: Incubator of the Year, Outstanding Incubator Client, Outstanding Incubator Graduate, the Incubator Innovation Award and the Randall M. Whaley Incubator of the Year. Sponsors of this year's NBIA Incubation Awards are Turnstone, a Steelcase company; Ewing Marion Kauffman Foundation; The Richmond International Development Authority; and The Friends of University City Science Center.

Following the NBIA Incubation Awards ceremony, the Virginia Business Incubation Association (VBIA) will announce the winner of the Donna Noble Award. VBIA annually presents this award to an outstanding client company of one of 27 Virginia incubation programs.

Concurrent Sessions 2:15 - 3:30 p.m.

Funding Sources for Emerging Growth Companies in a Challenging Economy Convention Center B15A

Start-up companies have many different financing options. Get an overview of the pros and cons of different financing sources for start-ups including venture capitalists, banks and SBIR grants, and learn how to develop a bank loan application.

Scott Townsend, Esq., Junior Partner, Hale and Dorr LLP, Reston, VA

Devron Veasley, Director, Bessemer Business Incubation System, Bessemer, AL

Moderator: Bob Calcaterra, CEO and President, Midus Center for Scientific Enterprise, St. Louis, MO

Building International Linkages Between Technology Start-Up Firms Convention Center B15B

Three Americans actively linking U.S. and Japanese start-ups will discuss their efforts to accelerate technology transfer between nations. The speakers will discuss the challenges of linking start-ups, share their knowledge about growing successful entrepreneurial partnerships, and focus on realities driving the globalization of business incubation. **International/Technology**

Blaine Carman, Managing Director, U.S.-Japan Business Incubation Center, San Jose, CA

Tim Lavengood, Managing Director, Technology Innovation Center, Evanston, IL

Allen Miner, President and CEO, SunBridge Corp., Tokyo, Japan

Moderator: Dick Reeves, President, Business Technology Development Center Inc., Huntsville, AL

Securing Public and Private Sector Funding

Convention Center B15C

There are always multiple candidates competing for finite resources. Learn how to make your program stand out and how to implement marketing strategies that public and private-sector leaders will buy into. Discover the five fundamental elements of garnering resources.

Charles Stein, President, Strategic Development Services, Powell, OH

Moderator: Karl LaPan, President and CEO, Northeast Indiana Innovation Center Inc., Fort Wayne, IN

Key Documents and Policies for Business Incubation Programs Capital Salon 5

Successful incubation programs make effective use of documents such as leases, graduation policies, client handbooks and nondisclosure agreements. Such documents limit an incubator's liability and provide a record of significant relationships. Come learn about the importance of documentation and gain tips for crafting documents for your program.

Newt Fowler, Partner, Venable LLP, Baltimore, MD

Jim Greenwood, President, Greenwood Consulting Group, Sanibel, FL

Enterprise Support for Young People Capital Salon 4

Wandsworth Youth Enterprise Centre has successfully tackled major challenges including unemployment, social exclusion and lack of opportunities for young people. Come learn how a business assistance approach tailored to young people ages 17-30 has successfully promoted self-employment in the United Kingdom and five other countries.

International/Special Focus/Revitalization

Michael Manning-Prior, Director, Wandsworth Youth Enterprise Centre, London, England, UK

Miklos Mlynarik, Manager, Budapest Youth Enterprise Center, Budapest, Hungary

Moderator: Jim Graham, Director, Information Technology Resource Center, University of Louisville, Louisville, KY

Designing Effective Surveys to Assess Client Satisfaction

Capital Salon 3

Your incubation program offers clients many services and amenities. But how do you know which features clients value most? And how do you assess clients' satisfaction? Find out how two very different incubators - one biotech and one mixed use - have created surveys that effectively assess client satisfaction.

Vicki Jennings, Director of Research Park Operations, Fitzsimons Redevelopment Authority, Aurora, CO

Jeff Lake, President and COO, Evansville Small Business

Incubator Program, Evansville, IN

Moderator: Chuck Wolfe, Principal, Claggett Wolfe Associates, Auburn, CA

**Roundtable: New Managers Forum
Madison**

Learn how new incubator managers face the challenge of running an incubator program with little or no industry experience. Whether your incubator is new or you are new to it, speed up the learning curve by sharing experiences with colleagues.

Marie Longserre, President and CEO, Santa Fe Business Incubator, Santa Fe, NM

**Break 3:30 - 4 p.m.
Grand Ballroom**

**Concurrent Sessions
4 - 5:15 p.m.**

**Trends and New Developments in
Tech-Based Economic Development
Convention Center B15A**

States and regions are facing one of the worst fiscal crises in decades. It is critical that tech-based economic development's role in strengthening state and local economies is not lost in policy debates. Explore developments in the field, and the subsequent implications for incubator managers and policy makers. **Technology**

Deborah Cummings, Technology Partnership Practice, Battelle Memorial Institute, Columbus, OH

Moderator: Francisco Soares, Executive Director, APH Capital, Lisbon, Portugal

**Rural Entrepreneurship Support:
Elements of Success
Convention Center B15B**

What are the elements of successful entrepreneurship support in rural areas? What can we learn from rural communities actively engaged in supporting entrepreneurs? This session will draw on the fieldwork, practices and tools collected in diverse rural communities by the Center for Rural Entrepreneurship. **Revitalization/Rural**

Deborah Markley, Co-Director, Center for Rural Entrepreneurship, Chapel Hill, NC

Moderator: David McNamara, Director of Incubation, BioSCIENCE Enterprise Centre, Halifax, NS, Canada

**Building a New Facility: A Little
Guesswork and a Lot of Planning
Convention Center B15C**

Need more space—or a space at all? Follow the case study of the Ohio University Innovation Center and learn how to secure funding, choose an architect, design the right space for an unknown mix of clients and more. Take home ideas for planning your next construction project.

Linda Clark, Director, Ohio University Innovation Center, Athens, OH

Ellen Gerl, Author, Bricks and Mortar: Renovating or Building a Business Incubation Facility, Athens, OH

Moderator: Lorne Ross, Executive Director, Northern Alberta Business Incubator, St. Albert, AB, Canada

**Incubator Support for Developing
Countries**

Capital Salon 5

InfoDev, a major incubator initiative of the World Bank, recently awarded the Brazilian Business Incubation Association (ANPROTEC) and the International Business Incubator a contract to assist developing country incubators to incorporate best practices and share experiences. Learn how this project could serve your special needs. **International**

Luis Bermudez, President, ANPROTEC, Brasilia, Brazil
Vivek Chaudhry, Program Administrator, World Bank, Washington, DC
Barbara Harley, Executive Director, International Business Incubator, San Jose, CA
Rafael Hernandez Rios, Information Management Specialist, World Bank, Washington, DC
Jose Eduardo Fates, Vice President, ANPROTEC, Brasilia, Brazil
Paulo de Miranda, Director, IDISC, Brasilia, Brazil

The Corporate Connection

Capital Salon 4

Venture capital, intellectual property, product assessment and validation, marketing channels, e-commerce, corporate resources can be critical for new enterprises success. How can incubator managers help clients make these connections? Learn effective matchmaking methods from these experienced managers. **For Profit/International**

Harlan Jacobs, President, Business Business Centers Ltd., Columbus Heights, MN
Chris Conway, Chief Commercial Officer, Corilla Park, Gent, Belgium
Moderator: Andrew Maxwell, Managing Director, Exceler@tor, Toronto, ON, Canada

**Meet the Incubator of the Year
Capital Salon 3**

Get an inside look at the workings of one of the industry's most successful incubation programs. The manager of this year's Randall M. Whaley Incubator of the Year will present a case study of his or her incubation program. And don't miss the unveiling of this winner at Monday's awards luncheon.

Speaker to be announced

Moderator: Normand de Montigny, Executive Director, Quebec Biotechnology Innovation Centre, Laval, PQ, Canada

**Roundtable: State Incubation
Associations**

Madison

Interested in starting a state incubation association or growing your current association? Join this roundtable discussion to learn from others who have successfully formed strong state or regional associations. Topics will include formation and benefits of associations, how to recruit and retain members, and networking and training opportunities.

Lisa Isan, President, The New Century Venture Center; Secretary/Treasurer, Virginia Business Incubation Association, Roanoke, VA

Thalia Mendez, Director, Business Incubation and Education Initiatives, Wisconsin Women's Business Initiative Corporation; President, Wisconsin Business Incubation Association, Milwaukee, WI

**Buses depart for Gala Reception at
the Virginia Museum of Fine Arts
5:45 - 6:15 p.m.**

**Gala Reception at the Virginia
Museum of Fine Arts
6 - 9 p.m.**

After a busy day at the conference, relax with friends at one of the country's great art museums. Renowned for a stellar collection of art nouveau and art deco, the Virginia Museum of Fine Arts is the perfect place to unwind. With an inviting sculpture garden you'll have plenty to see along with an array of tasty treats to enjoy.

This event is sponsored by the Canadian Association of Business Incubators and the Chinese Business Incubation Association.

Tuesday, May 20

Please Note: The Richmond Convention Center is across Fifth Street from the Richmond Marriott Lobby.

	Convention Center B15A	Convention Center B15B	Convention Center B15C	Marriott Capital Salon 5	Marriott Capital Salon 4	Marriott Capital Salon 3	Marriott Madison
	Continental Breakfast <i>Grand Ballroom</i>						
7:45 – 8:30 a.m.	Keynote Address: Benjamin Yuan <i>Grand Ballroom</i>						
	Key Issues in Developing and Managing Biotechnology Incubators	Accountability: Measuring Economic Impacts of Incubation Programs	National Labs and Incubators: Partners in Technology Commercialization	Breaking Through the Noise: Effective Public Relations for Incubators	Raising the Standard for Business Incubation Programs	Arts Incubators in Small Towns and Rural Areas	Roundtable: Post-Incubation
10 – 11:30 a.m.	Break <i>Grand Ballroom</i>						
	New Approach to Creating a Successful Technology-Based Incubator	Higher Education: Fostering Entrepreneurship in Rural Communities	Dynamic Incubator Networks Magnify Regional Impacts	Marketing Your Incubator	Tips and Tools for Encouraging Young Entrepreneurs	Setting Up and Operating Women's Incubators Internationally	The Entrepreneur and the Entrepreneur Enabler—Missing Links in Business Incubation
Noon – 1:30 p.m.	NBIA Forums Luncheon <i>Grand Ballroom</i>						
1:30 – 2:15 p.m.	Keynote Speakers: Mark Nitz <i>Grand Ballroom</i>						
	Managing an Incubator Service Provider Network	Staying on Track: The Client Review Process	Best Practices in Asian Business Incubation	Creating an Inner-City Entrepreneurial Campus	Lobbying: What Works and What's Legal	New Eras in Entrepreneurship Support—the United Kingdom and New Zealand	Roundtable: Balancing Needs at a University Incubator
	Walking Tour of Richmond Incubators						

**NBIA Forums Luncheon
Noon – 1:30 p.m.**

NBIA's newest member benefit, forums facilitate exchanges of knowledge, experience and information among members with a common interest in a particular aspect of business incubation. We've designated this time as a working lunch during which attendees can help create new forums reflecting their shared concerns. (Though only members may join forums, everyone can participate in this introductory event.) Forums can extend the conference experience year-round by helping you keep up with the latest developments and professional activities in your field. Forums also can help you keep up with the people you meet at NBIA events. We'll have tables marked indicating possible forum topics, so sit at a table that reflects your interests.

**Continental Breakfast
7:15 – 8:30 a.m.**

**Keynote Address
7:45 – 8:30 a.m.**
Benjamin Yuan
(see far right)

**Concurrent Sessions
8:45 – 10 a.m.**

**Key Issues in Developing and Managing Biotechnology Incubators
Convention Center B15A**

Developing a biotech incubator is a science of its own, from business planning and funding to design and management. Hear how the convergence of biotechnology, information technology and other sciences can impact the development of biotech incubators and the building of a biotech cluster. **Special Focus/Technology/University**
Jim Robbins, Principal, Business Cluster Development, Menlo Park, CA
Ru Weerakoon, Director of Development, San Jose Redevelopment Agency, San Jose, CA
Normand de Montigny, Executive Director, Quebec Biotechnology Innovation Centre, Laval, PQ, Canada

**Accountability: Measuring Economic Impacts of Incubation Programs
Convention Center B15B**

Can you show stakeholders the return on their investment in your incubator? Come discuss principles and issues, and help identify appropriate benchmarks and best practice approaches for measuring economic impacts of incubators. Share insights into implementing, managing and/or improving these systems. **Technology**
Gary Evans, CEO, ANGLE Technology Group, Charlottesville, VA
Richard Seline, Principal and Founder, New Economy Strategies, Washington, DC
Moderator: Phil Helgerson, Director, Applied Technology Development, Augusta, ME

**National Labs and Incubators:
Partners in Technology
Commercialization**

Convention Center B15C

The National Research Council of Canada and the Industrial Technology Research Institute of Taiwan maintain thriving business incubators to commercialize technologies and spur national economic competitiveness. Learn why these premier national science and technology institutions support incubator creation and how they've achieved sound returns on investment.

International/Technology

Jean-Jacques Ledoux, Manager, Industry Partnership Facility, National Research Council of Canada, Ottawa, ON, Canada
Walter Wu, Senior Manager, Incubator Center, Industrial Technology Research Institute, Hsinchu City, Taiwan
Moderator: Chuck Erickson, Managing Director, Software Business Cluster, San Jose, CA

**Breaking Through the Noise: Effective
Public Relations for Incubators**
Capital Salon 5

The challenging economic climate means it's more critical than ever to effectively communicate your incubator's and client companies' visions. Discover how to build an effective public relations strategy and create a comprehensive plan that will utilize traditional and emerging media platforms to frame that strategy.

Jeanette De Diemar, Business Marketing Manager, Wales Digital Media Initiative, Welsh Development Agency, Cardiff Bay, Wales, UK
Sheri Baer, Broadcast Director, The Hoffman Agency, San Jose, CA
Moderator: Michelle Savage, Vice President, PR Newswire, New York, NY

**Raising the Standard for Business
Incubation Programs**
Capital Salon 4

Incubator benchmarking and quality assurance are topics of the day. Incubator managers, stakeholders and national and state program officials will appreciate this discussion of vastly different quality assurance and certification programs being pursued in the United Kingdom and Germany.

International

Ralf Friedrichsdorf, Deputy Chairman, Association of German Business Incubation and Innovation Centers; General Manager, PHONIX, Gründerzentrum am Borsigturm, Berlin, Germany
Peter Harman, Deputy Chief Executive, United Kingdom Business Incubation, England, UK
Moderator: Marie Lussier, Manager, CRC Innovation Centre, Ottawa, ON, Canada

**Arts Incubators in Small Towns and
Rural Areas**

Capital Salon 3

Arts incubation programs have proven their mettle as viable economic development tools, but adapting the concept to rural settings can be problematic. This session's presenters acknowledge challenges but demonstrate that creative thinking can open up opportunities for success.

Rural/Special Focus

Patricia Cabe, Director of Community Development, HandMade in America, Asheville, NC
Jim Greenwood, President, Greenwood Consulting Group, Sanibel, FL
Moderator: Mary Kahn Davis, President, Arts Incubator Development Inc., Metairie, LA

**Roundtable: Post-Incubation
Madison**

Although graduates no longer need full incubation services, they're not always fully prepared to be on their own. Discuss how a second stage or post-incubation program can help graduates ease into the next phase of business growth and determine if this type of program is right for your incubator.

Wayne Barz, Manager, Entrepreneurial Services, Ben Franklin Technology Partners, Bethlehem, PA
Edward Sybert, Director, Technology Advancement Program, University of Maryland, College Park, MD

**Break 10 - 10:30 a.m.
Grand Ballroom**

**Concurrent Sessions
10:30 - 11:45 a.m.**

**New Approach to Creating a
Successful Technology-Based
Incubator**

Convention Center B15A

A nontraditional incubator concept has been successfully implemented at Rose-Hulman Ventures. This technology-based incubator provides technical assistance through its product development center, business and entrepreneurial assistance, seed funding up to \$1.5 million per client, and world-class facilities. Hear perspectives of incubator management as well as incubator clients.

University/Technology

Brij Khorana, Chief Operating Officer and Executive Vice President, Rose-Hulman Ventures, Terre Haute, IN
John Davidson, Chief Operating Officer, Elastic Image Inc., Indianapolis, IN
J.P. Mellor, Assistant Professor of Computer Science and Software Engineering/Innovation Fellow, Rose-Hulman Institute of Technology/Rose-Hulman Ventures, Terre Haute, IN
Moderator: Robert DeWitty, Product Development Counsel, Outsource Product Manufacture LLC, Baltimore, MD

Tuesday, May 20

Keynote

7:45 - 8:30 a.m.

**Benjamin Yuan,
Honorary President,
Chinese Business
Incubation Association**

Drawing on personal experience as an entrepreneur, professor, advisor to governments and technology expert, Benjamin Yuan has helped propel business incubation throughout Taiwan, where more than 65 incubators now thrive. With 20 years of business incubation experience that includes serving as managing director of an incubator attached to one of Taiwan's leading universities, Yuan continues to help the industry grow. He gained entrepreneurial know-how running his own computer design company and developed his research expertise through work in Taiwan, North Pacific Asia, the United States and the United Kingdom. Today Yuan, a professor in the Technology Management Institute at National Chiao-Tung University, focuses on technology policy and innovation strategies as he trains and assists the next generation of entrepreneurs.



Tuesday, May 20

Keynote

1:30 – 2:15 p.m.

**Mark Rice,
Murata Dean of the F.W. Olin
Graduate School of Business,
Babson College**

Mark Rice's unique insights into the evolution of industry best practices come from years of experience and research. He has co-founded an incubator client company; has managed one of the United States' most prestigious incubation programs (Rensselaer Polytechnic Institute's Incubator Program in Troy, N.Y.), has received an NBIA Founder's Award, has served as NBIA board chairman, and is a respected business incubation researcher and author. *Growing New Ventures, Creating New Jobs: Principles & Practices of Successful Business Incubation*, which Rice co-authored with Jana Matthews, set forth the three primary principles and 10 best practices of business incubation. *Radical Innovation: How Mature Companies Can Outsmart Upstarts*, which Rice co-authored with other members of the Radical Innovation Research Project team, focuses on groundbreaking incubation programs at 10 major corporations. As dean of the business school that *Entrepreneur* magazine ranked #1 for entrepreneurship programming, Rice continues to influence the understanding and practice of business incubation.



**Higher Education: Fostering
Entrepreneurship in Rural
Communities**

Convention Center B15B

Learn how two institutions of higher education have spearheaded effective rural economic development strategies—with incubation at the core. A Georgia effort offers capacity-building and entrepreneurial training in 17 of the state's poorest counties; in Maryland, a three-county incubator network has galvanized local communities.

Rural/Technology/University

Phyllis Isley, Director of Georgia Southern University's

*Bureau of Business Research and Economic Development,
Statesboro, GA*

*Allan Kutz, Director, College of Southern Maryland's Economic
Development Institute, La Plata, MD*

*Facilitator: Chuck Wolfe, Principal, Claggett Wolfe Associates,
Auburn, CA*

**Dynamic Incubator Networks Magnify
Regional Impacts**

Convention Center B15C

Both the East Sweden Growlink Network and Southeast England Economic Development Agency's (SEEDA) Enterprise Hubs maximize regional and national benefits through networks. Growlink combines the resources of traditional business development, university commercialization, financial institutions and private firms, while SEEDA manages a network of 15 hubs for innovation and entrepreneurial activity. Learn how to create your own network to develop businesses.

*Mikael Hult, CEO/President, Mjärdevi Business Incubator,
Linköping, Sweden*

*Greg Ward, Head of Business Incubation Services, SEEDA,
Guildford, England, UK*

*Moderator: Mary Spaeth, President, Transmeta AB,
Linköping, Sweden*

Marketing Your Incubator

Capital Salon 5

Need to update your incubator's marketing plan? Learn how to develop a successful marketing plan based on materials customized for the incubation industry. Experts in both rural and urban incubators will share their best marketing strategies.

*Cameron Wold, Community Development Specialist,
Panhandle Area Council, Hayden, ID*

*Jim Deffenbaugh, Executive Director, Panhandle Area Council,
Hayden, ID*

*Thalia Mendez, Director, Business Incubation and Education
Initiatives, Wisconsin Women's Business Initiative Corp.,
Milwaukee, WI*

*Moderator: Jeff Lake, President and COO, Evansville Small
Business Incubator Program, Evansville, IN*

**Tips and Tools for Encouraging Young
Entrepreneurs**

Capital Salon 4

Many incubation programs are learning that young people play a vital role in the entrepreneurial pipeline. But every strategy you use to connect with "grown up" entrepreneurs won't necessarily work with a younger audience. Come to this session to gain strategies for helping youth in your community explore entrepreneurship.

Special Focus/Revitalization

*Lee Huang, Director, YES Program, The Enterprise Center,
Philadelphia, PA*

*Raegan LaRochelle, Youth Entrepreneurship Coach, The Enterprise
Center, Philadelphia, PA*

Russ Combs, Technology Ventures Director, ACEnet, Athens, OH

**Setting Up and Operating Women's
Incubators Internationally**

Capital Salon 3

The award-winning Australian CREEDA incubator network has developed a mixed-use incubator and multiple training programs to spark re-employment and venture creation among laid-off women workers in Tianjin, China. Learn about this and another similar project, then compare and contrast lessons learned in developing country contexts.

International/Revitalization/Special Focus

*Fengling Ma, Director, Tianjin Business Incubation Center,
Tianjin, People's Republic of China*

*Julian Webb, Chief Executive, CREEDA Business Centers,
Canberra, Australia*

*Wendy Werkmeister, President, Wisconsin Women's
Business Initiative Corp., Milwaukee, WI*

**The Entrepreneur and the
Entrepreneur Enabler – Missing Links
in Business Incubation?**

Madison

Successful entrepreneurs must have certain qualities to succeed. Likewise, incubator staff must have the skills to enable entrepreneurial success. Explore six key entrepreneurial characteristics that will help you to better understand and evaluate clients and staff.

*John Thompson, Professor of Entrepreneurship, Huddersfield
University Business School, Huddersfield, England, UK*

*Moderator: Angela Cain, Incubator Director, Renaissance
Entrepreneurship Center, San Francisco, CA*

NBIA Forums Luncheon

Noon - 1:30 p.m.

This is a working lunch: don't sit down until you find a table that's marked with a topic that reflects your interests in business incubation. NBIA members have already formed forums focusing on arts incubation, biotech incubation, technology incubation programs and incubation issues in developing countries. Choose to sit at a table and discuss issues related to one of these existing forums or help create a new forum based on a different topic. Forums can extend the conference experience year-round by helping you keep up with the latest developments and professional activities in your field. Forums also can help you keep up with the people you meet at NBIA events. We'll set up posters outside the ballroom to help you find a table/topic that suits your interests.

Want to continue the networking experience? Attend Wednesday morning's "Forums Redux" session in Capital Salon 5 at 10:45 a.m. and keep up this good work.

Keynote Address

1:30 - 2:15 p.m.

Mark Rice
(see for left)

Concurrent Sessions

2:30 - 3:45 p.m.

Managing an Incubator Service

**Provider Network
Convention Center B15A**

A network of service providers can be a manager's best friend—if it's leveraging your resources while serving clients' needs. Come join this discussion about establishing or fine tuning an existing service provider network.
Simon Balint, Acting Director, Rensselaer Incubator Program, Troy, NY

Jerome Mahone, Executive Director, National Environmental Technology Incubator, Wilberforce, OH
Facilitator: Jeff Milanette, President, Innovative Partners Inc., Westfield, NJ

Staying on Track: The Client Review Process

Convention Center B15B

Meeting regularly with clients to assess progress creates a dialog that allows both incubator and client to discover their strengths and weaknesses. Find out how instituting a client review process can help you keep clients on track, the incubator's services relevant, your records up to date and communication lines open.

Sharon Sallot, Director, Northeast Indiana Innovation Center, Fort Wayne, IN
Bill Simon, Vice President and COO, Center for Emerging Technologies, St. Louis, MO
Moderator: Sherrie Gilchrist, President and CEO, Chattanooga African American Chamber of Commerce, Chattanooga, TN

Best Practices in Asian Business Incubation

Convention Center B15C

Representatives of the Association of Asian Business Incubation (AABI) will demonstrate how the region's top incubators operate and, specifically, how they are enhancing business support services for clients. Learn how these incubators are fast-forwarding success for their programs and their clients. **International Hong Kim, President, Korea Business Incubation Association; Vice President, Association of Asian Business Incubation, Choongnam, South Korea**
Benjamin Yuan, Honorary President, Chinese Business Incubation Association, Taipei, Taiwan
Toshihiro Kasa, Chief Executive, Industry and Science Promotion Bureau, Kitakyushu, Japan
Dinyar Laikaka, Partner, Business & Technology Development Strategies LLC, New York, NY
Moderator: Hirokazu Okumura, Executive Advisor, Japan Association of New Business Incubation Organizations, Tokyo, Japan

Creating an Inner-City Entrepreneurial Campus

Capital Salon
The Enterprise Center CEO, owner of the famed award-winning Philadelphia incubator, is poised to maximize benefits to his inner-city neighborhood. This program's visionary leader is spearheading creation of a \$500-million, 200,000-square-foot entrepreneurial campus (official office, technology and retail businesses) with the aim of maximizing job creation and attracting capital investment. **Revitalization**
Della Clark, President, The Enterprise Center, Philadelphia, PA
Moderator: Richard Mullins, Managing Director, Institute of Technology & Business Development, Central Connecticut State University, New Britain, CT

Lobbying: What Works and What's Legal

Capital Salon 4

How can you best promote your incubator and its programs to public officials? What messages and techniques are effective? More importantly, what's legal? Gain tips, tools and ideas for informing public officials about your program and the business incubation industry.
Erik Pages, President, EntreWorks Consulting, Arlington, VA
Moderator: Lawrence Albertson, President, LPA Associates, Gainesville, FL

New Eras in Entrepreneurship Support - The United Kingdom and New Zealand

Capital Salon 3

Learn about the rapid development of business incubation and entrepreneur support programs in these nations at opposite ends of the globe. These speakers will provide overviews on incubation in their countries and how their national governments have promoted business incubation strategies. **International**
Peter Barrowclough, Incubator Development Manager, Industry New Zealand, Christchurch, New Zealand
Malcolm Buckler, Chief Executive, United Kingdom Business Incubation, Aston Science Park, Birmingham, England, UK
Moderator: Chris Kirk, Director, Research Initiatives and Innovation, Massey University, Palmerston North, New Zealand

Roundtable: Balancing Needs at a University Incubator

Madison

Providing and sustaining an entrepreneurial environment in the university system can be challenging. Learn how the Stevens Institute of Technology has devised strategies to create an entrepreneurial community within the academia and discuss issues such as student and faculty attraction and retention, patenting and licensing policies, building endowments, administrative accountability and community involvement. **University/Technology**
Gina Boesch, Chair, New Jersey Business Incubation Network, Newark, NJ

Walking Tour of Richmond Incubators

4 - 6 p.m.

This evening the spotlight will shine on AdvanTech, Richmond International Business Center and the Virginia Biosciences Development Center, all located in the heart of downtown Richmond. At each incubator facility, incubator staff will introduce you to clients and brief you on their latest innovations. Light refreshments featuring Virginian products will punctuate each stop. Choose either to walk or take a bus and see for yourself what's happening at Richmond's top incubation programs.

Handwritten notes: "VC", "BI", "Business", "Value", "myself", "Grand", "Grand".

**Wednesday,
May 21**

Please Note: The Richmond Convention Center is across Fifth Street from the Richmond Marriott Lobby.

	Convention Center B15A	Convention Center B15B	Convention Center B15C	Marriott Capital Salon 5	Marriott Capital Salon 4	Marriott Madison
	Conference 2004 Atlanta Kickoff Breakfast <i>Grand Ballroom</i>					
8 - 8:45 a.m.	Keynote Address: Kyle Williams <i>Grand Ballroom</i>					
	Multiple Roles of the Incubator Manager	Innovative Partnerships for Technology Incubation	New Markets Tax Credits	Getting Credit Where Credit Is Due	Worldwide Models for Food Business Incubation	Go Ahead ... Ask
10:15 - 10:45	Break <i>Grand Ballroom</i>					
	Competition's Winning Ways		Technology Incubation, Economic Development Research Updates	Forums Redux	Incubators With Community Development Goals: Building Resources and Partnerships	Roundtable: Innovative Approaches to Public Funding
12:15 - 2 p.m.	Venture Capital Forum and Luncheon <i>Grand Ballroom</i>					
	Berkeley Plantation Tour (Optional Activity)					

**Kyle Williams,
General Manager,
Turnstone, a Steelcase
Company**

As a participant in Turnstone's 10-year journey toward excellence and increased market share, Kyle Williams understands the tools and strategies needed to survive and thrive in today's marketplace. Turnstone, which aims its products at early-stage and fast-growing companies, and at cost-conscious contract furnishings businesses, is one of the fastest-growing areas of Steelcase Inc., boasting sales growth that far outpaces the industry average. As the leader of all activities relating to Turnstone and Turnstone products, Williams knows first-hand the challenges of building and running a small business under the umbrella of a large corporation. He can share lessons learned from the in-house start-up company, along with his own experiences in sales, marketing, product development and company management with Turnstone and Steelcase.



**Conference 2004
Atlanta Kickoff Breakfast
7:30 - 8:30 a.m.**

Find out what's in store next year in Atlanta, the site for NBIA Conference 2004. Learn about host incubator Advanced Technology Development Center, headquartered at Georgia Institute of Technology. Don't miss the Atlanta kickoff breakfast—it'll whet your appetite for next year's conference! **This event is sponsored by the Advanced Technology Development Center and the Georgia Department of Industry, Trade & Tourism.**

Keynote Address
8 - 8:45 a.m.
Kyle Williams
(see left)

Concurrent Sessions
9 - 10:15 a.m.

**Multiple Roles of the Incubator
Manager**

Convention Center B15A
Do you often feel overwhelmed by multiple tasks that all seem important? Learn how to prioritize tasks and responsibilities while keeping your board, clients and stakeholders happy.
Lisa Ison, President, The New Century Venture Center, Roanoke, VA
Michael Carter, Executive Director, Richlands Business Incubator, Richlands, VA
Moderator: Jasper Welch, Director, San Juan College Enterprise Center, Farmington, NM

**Innovative Partnerships for
Technology Incubation**

Convention Center B15B
Two Virginia technology incubators achieve their missions by tapping community resources. Partnering with local universities as well as entrepreneur support and technology commercialization programs helps everyone win. Gain ideas to enhance your incubator efforts and your community's economic health. **Special Focus: Technology David Lake, Executive Director, Virginia Business Development Center, Roanoke, VA**
Marty Kaszuba, Director, Hampton-Kent Technology Incubator, Norfolk, VA
Moderator: Lisa Smith, Senior Executive, ANITA Technology LLC, Hanover, VA

New Markets Tax Credits

Convention Center B15C
The New Markets tax credit program, authorized for \$15 billion over seven years, can help fund economic development in distressed rural and urban areas. Learn how the program works and how establishing a Community Development Entity (CDE) can help you access this and other sources of funding for entrepreneurs. **Rural/Revitalization James Carras, Principal, Carras Community Investment Inc., Ft. Lauderdale, FL**
Moderator: Ed Harrell, Executive Director, Murata Business Center, Carlisle, PA

Getting Credit Where Credit Is Due Capital Salon 5

Entrepreneurs need to establish and monitor personal and commercial credit. Do you check a prospective client's credit report? You should – and clients seeking business loans can be sure the creditors will. Learn how to help clients grow their companies to the next level by ensuring their credit readiness.

Joyce Walden, *President, Integrity Financial Solutions Inc., Atlanta, GA*

Moderator: Giles McDaniel, *Executive Director, Northeast Alabama Entrepreneurial System, Anniston, AL*

Worldwide Models for Food Business Incubation

Capital Salon 4

Food business venture centers and kitchen incubators worldwide have contributed to their regions' economic health. However, there are varying organizational structures and different needs for funding, facilities, services and fees, depending on regional resources. Use these models and lessons learned to assemble a successful program for your rural or urban community.

International/Rural/Special Focus

Lou Cooperhouse, *Director, Rutgers Food Innovation Research & Extension Center, New Brunswick, NJ*

John Borchert, *Chairman of the Board, Hudson Valley FOODWORKS, Poughkeepsie, NY*

Jim Smith, *Director, Strategic Research & Technical Services, Prince Edward Island Food Technology Centre, Charlottetown, PE, Canada*

Margaret Brennan, *Associate Director, New Jersey Agricultural Experiment Station, New Brunswick, NJ*

Go Ahead ... Ask!

Madison

Pick the brains of a venture capital investor, a corporate technology investor and a successful company founder-turned-private investor. This panel has decades of experience guiding entrepreneurs and young venture-backed company management teams. Ask the company-building questions keeping you up at night.

Peter Bianca, *Senior Partner, Milestone Equity Partners Northern Virginia LLC, Falls Church, VA*

Nelson Cooney, *Managing Partner, Milestone Equity Partners LLC, Montgomery Village, MD*

Ned Lilly, *President and CEO, Open MFG LLC, Norfolk, VA*

Facilitator: Mark Fedeli, *Senior Associate, Milestone Equity Partners Northern Virginia LLC, Falls Church, VA*

Break 10:15 – 10:45 a.m.

Grand Ballroom

Concurrent Sessions

10:45 a.m. – noon

Competition's Winning Ways

Convention Center B15A

Are you looking for ways to encourage clients to focus on the elements necessary for early-stage funding and rapid market penetration? Are you seeking clients with solid growth

potential? Come learn how these managers use competitions to encourage entrepreneurial success and simultaneously enhance awareness of their incubation programs.

Kay Wade, *Director, Meridian Technology Center for Business Development, Stillwater, OK*

Joel Wiggins, *Director, Austin Technology Incubator, Austin, TX*
Joel Stevenson, *Director, University of South Carolina Columbia Technology Incubator, Columbia, SC*

Moderator: Fred Andrews, *CEO, Fred Andrews Consulting Services, Springfield, MA*

Technology Incubation, Economic Development Research Updates Convention Center B15C

Office of Technology Policy funding has supported three new studies highlighting incubators among other tech development strategies. This session's speakers will report on exemplary federal laboratory-based economic development practices; a technology incubator benchmarking project; and emerging U.S. business development trends in 22 nations in the Middle East, Central Asia and North Africa.

Technology

Dinah Adkins, *President & CEO, National Business*

Incubation Association, Athens, OH

Chris Israel, *Deputy Assistant Secretary for Technology*

Policy, Office of Technology Policy, U.S. Department

of Commerce, Washington, D.C.

Cris Johnsrud, *President, Pathfinder Research Inc.,*

High Springs, FL

Diane L. Palminteri, *President, Innovation*

Associates Inc., Reston, VA

Forums Redux

Capital Salon 5

Conference sessions have offered a wealth of ideas and successful programs to emulate. Come meet with colleagues to compare notes, exchange business cards and bounce around new ideas. The networks you create through forums will continue conference conversations and other information exchanges throughout the year. Tuesday's Forums Luncheon inaugurated discussions on creating new topics for NBIA's Forums Program. This session permits an opportunity to further those developments.

Special Focus

Incubators With Community

Development Goals: Building

Resources and Partnerships

Capital Salon 4

Community buy-in is essential to the successful launch of incubator initiatives. Panelists will discuss creative and proven methods for establishing and leveraging partnerships with local government, the media and the local business community. Participants also will receive tools to develop individual partnership-building plans.

Revitalization

Steve Cohen, *Senior Program Associate, Seedco,*

New York, NY

Lee Huang, *Director, YES Program, The Enterprise Center,*

Philadelphia, PA

Thalia Mendez, *Director, Business Incubation and Education Initiatives, Wisconsin Women's Business Initiative Corp., Milwaukee, WI*

Roundtable: Innovative Approaches to Public Funding Madison

Most incubators receive public funding, and governments worldwide are increasingly focused on the returns on their investments. Explore innovative ways to compensate incubators for the social services they provide. Think out of the box as the presenters spark ideas on best practices for incubator funding in light of the public goods they provide.

International

Dinyar Lalkaka, *Partner, Business & Technology Development Strategies LLC, New York, NY*

Barbara Harley, *Executive Director, International Business Incubator, San Jose, CA*

Julian Webb, *Chief Executive, CREEDA Business Centers, Canberra, Australia*

Fengling Ma, *Director, Tianjin Business Incubation Center, Tianjin, People's Republic of China*

Venture Capital Forum and Luncheon 12:15 – 2 p.m.

Are your clients ready for equity investments? Find out what your clients must demonstrate to investors to secure the funds that will take their businesses to the next level. This event will feature real-life incubator clients pitching their companies to a panel of venture capital professionals. Find out what VCs look for and learn how to prepare your clients to get the funding they need. The Venture Capital Forum of Richmond, Va., and EntreNet, an entrepreneurial resource center in downtown Richmond, have combined resources and expertise to organize this high-profile event.

VC Panelists:

Palmer Garson, *Jefferson Capital, Richmond, VA*

Stephen Frederick, *Novak Biddle Venture Partners,*

Bethesda, MD

Bruce Robertson, *GIV Venture Partners, Vienna, VA*

Company Presenters:

Kae Zulager, *The Bill Police LLC, Richmond, VA*

Ned Lilly, *Open MFG LLC, Norfolk, VA*

Michael Grisham, *Living Microsystems Inc., Richmond, VA*

Facilitator: Marianne Vermeer, *Vermeer Consulting Group,*

Richmond, VA

This event is sponsored by VCIntelligence.

Berkeley Plantation Tour

3 – 8:30 p.m.

Enjoy a scenic drive to Berkeley Plantation, Virginia's most historic plantation. William Henry Harrison, ninth president of the United States, was born at Berkeley Plantation. His father, Benjamin Harrison, was a signer of the Declaration of Independence and three-time governor of Virginia. Following a guided tour of the house, you will enjoy a delicious meal at the acclaimed Coach House Tavern in an elegant and relaxing atmosphere.

This optional activity required preregistration. Check the registration table for available tickets.

Welcome to Richmond, Virginia!

We are pleased to host the 17th
International Conference on Business Incubation.

We hope that all of you gain insight from the sessions,
important connections from the networking, and enjoyment
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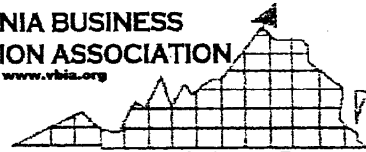


Kitakyushu, Japan

is pleased to announce that it will host
NBIA's first-ever international Training
Institute for Incubation Professionals,
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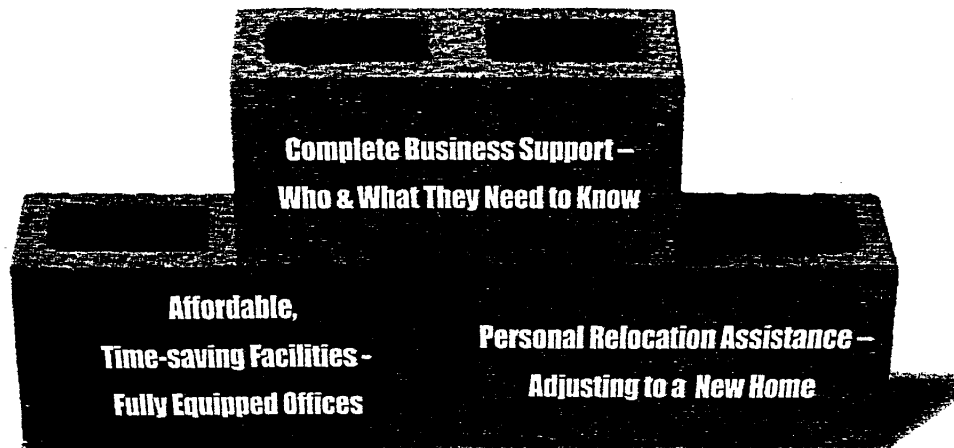
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1998
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2002
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over 1,000 jobs created


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(ATDC) is a nationally recognized technology incubator that helps Georgia entrepreneurs launch and build successful companies.

We look forward to hosting you at the 2004 NBIA Conference in Atlanta.

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The Appalachian Regional Commission (ARC) is a federal-state partnership that works with the people of Appalachia to create opportunities for self-sustaining economic development and improved quality of life. The Business Development section of ARC's Online Resource Center offers tools, resources, research, and more, all geared toward helping community leaders and entrepreneurs create a climate for starting, nurturing, and expanding Appalachia's businesses.

www.arc.gov/orc

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