

## BEST BUSINESS INCUBATOR IN Slovenia

### The Littoral Technology Park – Incubator Sežana

#### 1. Name of the business incubator and name of its head:

Name of the Business Incubator: **Inkubator Sezana, Ltd**

Name of the Head: Stojan GORUP

Address: Partizanska 82, 6210 Sežana

Tel: +386 67/344-600,

Fax: +386 67/344-602

E-mail: inkubator@siol.net

#### 2. The year when the Business Incubator was established: 1992

#### 3. The size of the Business Incubator in m<sup>2</sup>:

Gross area 11.500 sq.m., incubator premises 7.000 sq.m., rented space 5.050 sq.m.; another 3.000 sq.m. under construction for technology oriented businesses

#### 4. The purpose and type of the Business Incubator: Classical business incubator with different tenants;

Comment: established as a classical business incubator, with new premises under construction changing into Business Innovation Centre (BIC) geared towards technology oriented businesses

#### 5. What are the concept and the Vision of the Business Incubator?

The concept of the Incubator Sezana: on the premises of former manufacturing company Iskra Elektroakustika Sezana to develop a business incubator providing:

- the business premises to start-up entrepreneurs and other small (and micro) businesses
- to offer general counselling services to entrepreneurs
- to re-activate the existing business premises of the failed company
- to create new jobs for the unemployed persons in the region.

Vision: To be the key development institution for small business in the region and one of the best incubators in Slovenia. With the extension to BIC to become the mayor player in innovation support in the region and to boost technology-oriented firms.

#### 6. On which initiative was the Business Incubator created (Government, local authorities, business communities, others – please specify)?

Business incubator Sezana was created as a joint project of the **Municipality of Sezana** that owned the premises of the bankrupt company and the private consulting company **Sloveneta d.o.o.**, Sezana, created as a partnership of an Italian consulting company and the staff from Sezana. The ownership structure started with 80 % ownership of the Municipality and 20 % ownership of Sloveneta d.o.o.

The initiative (the concept of incubator) was provided by Sloveneta d.o.o., where the parent Italian company had experience with this kind of projects. Sloveneta d.o.o. engaged in the management of the incubator along following tasks:

- to ensure the viability of the incubator by attracting new tenants,
- to provide financial resources for operations and
- to organize some support services to tenant companies, primarily the management of premises.

## **7. Do you have a Business Plan?**

Inkubator Sezana started with a business plan. It is creating annual business plans that are discussed and approved by the Assembly of Inkubator Sezana, consisting of two members: the mayor of the Municipality Sezana and the head of the Inkubator Sezana.

## **8. How is/are the owner(s)/stakeholders of the Business Incubator?**

Ownership is divided: Municipality of Sezana as the major owner (80 %) providing the premises and Sloveneta d.o.o. as minority owner (20 %)

## **9. What is the legal status of the Business Incubator?**

Inkubator Sezana is a **limited liability company**. This legal status enables the simplest kind of contractual relationship with tenant companies and other service providers.

However, Inkubator Sezana has been the key entrepreneurship development institution in the local area of the Municipality of Sezana, providing business services to other start-up entrepreneurs as well. It initiated the creation of the local development alliance.

These development activities / services have been spun-off into a subsidiary company, **Business Support Centre** which developed into an autonomous institution to provide business support services in 2005.

## **10. What kind of services is provided by the Business Incubator management?**

- Provides premises leased on fixed terms;
- Consulting services;
- Training of entrepreneurs;
- Shared office administration;
- Provides accounting for tenant;
- Provide access to financing;
- Provides marketing services;
- Provides technological services;
- Provides services in consumer protection;
- Provides services in quality management;
- Provides services in environment services;
- Provides coaching;
- Provides mentoring activities;

Comment: Inkubator Sezana is offering a limited scale of services, reacting to the needs / demands of tenant companies:

a) **leasing of premises:** municipality Sezana is a rather small municipality (12.000 of population) therefore the first task of the Inkubator was to attract tenant companies to fill the space – in the first phase they included new businesses and some existing small businesses searching for premises. Policy of rents: months 1-6 rents are only 20 % of the market rate for production space and 25 % for office space; months 7-12 only 40 % for production, months 13-18 at 60 % and 19-24 at 80 %, after 2 years tenant companies pay the full market price for production space, for office space the full price starts after 1 year of tenancy. There were additional discounts for new jobs created by companies for renting production space. Tenant companies cover the costs of utilities (electricity, heating, water etc.).

b) **business services:** Inkubator is not providing administrative services since they were not demanded by tenants. Business services offered are related to the operational needs of companies: telephone service (before the era of mobile phones), parking, common premises (conference room) and maintenance of premises. There was the possibility to rent a forklift for deloading and uploading.

c) **counselling services:** Inkubator Sezana established a unit Business Support Centre to provide these services (got independent in 2005 as the Local Development Agency): services were provided as part of the “voucher” system in Slovenia, with co-financing from the government. The Agency will continue to operate on the principle of one-stop-shop for the local area. Inkubator Sezana with its staff is offering some counselling services to tenant companies:

- support in preparing business plans and investment proposals
- search for financing in the early stage (commercial banks, funds)
- development of SMEs into networks and clusters
- innovation process
- proposals for participation on public tenders-

Traditional accounting services, tax and legal counselling to tenant companies are provided by some other institutions (local Chamber of Crafts) or on the commercial basis by service companies.

## **11. In average how many tenants do you have?**

Inkubator Sežana has premises for a maximum of 40 business units. In the year 1996 Inkubator already hosted 22 businesses with 77 employees (9 production firms, 10 service and 4 in trade), 2 businesses already graduated from the incubator. The largest number of businesses were operating in 2000, 35 businesses, while in 2001 there were 31 businesses. It currently hosts 22 companies and sole proprietors. At the end of the year 2004 in tenant companies, there were 154 employees with 35 more persons providing services to the incubator or tenant companies. The number of firms is not increasing but they employ more employees over time.

## **12. What is the incubation period – maximum year to be stay at the Business Incubator?**

Tenant companies have the contract to stay in incubator up to four years. However, there is an option to get additional four years since incubator has sometimes free space in the absence of qualified new firms to enter. Majority of companies in the incubator are manufacturing companies, currently there are almost no pure service companies. Some companies combine production and trade activities.

The management of Inkubator Sezana considers 3-5 years as too short a period for most manufacturing companies to get ready to leave the incubator and continue successful

operations elsewhere, according to strong competition and small local market in the region.. Also, some companies that were ready to leave the incubator faced problems to find appropriate location in Sezana, although Inkubator Sezana supported the development of an industrial zone close to the incubator. The average incubation period was therefore close to 8 years (as assessed in 2005).

**13. How many businesses left the Business Incubator from the year of establishment?**

Businesses that left Inkubator Sezana (approx. 10) are efficiently doing business on the international markets, they currently employ 400 employees

**14. How many businesses survived for those who left the Business Incubator?**

From some 45 companies entering 10 have already left the incubator (usually after the double period of 8 years). These firms were grown-up businesses, mostly located close to the incubator where they already occupy more space than incubator itself (approx. 8.000 sq.m.). 5-6 companies failed, mostly during the incubation period or closed with the exit since there were not able to survive in the market place. Later on no business that left incubator failed.

**15. How is the Business Incubator financed?**

- Renting (major source of revenues);
- Providing general consultation services (government resources through the “voucher” system);
- Providing special services;
- Government/local government contribution;
- Donor contribution;
- Additional financing sources.

**16. How many people manage the Business Incubator?**

Incubator staff includes currently three people.

**17. How many support staff has the Business Incubator? Please specify these people.**

3 members are: the manager of incubator, one technical support member (maintenance, repairs) and the secretary of the incubator. Other professional support staff when needed is contracted from the professional community in the region.

**18. What is the education background of the Head of the Business Incubator?**

The manager of incubator, Stojan Gorup, has university education (bachelor degree) in economics from the University of Ljubljana. He had previously no extensive entrepreneurial background but acted as an independent SME counsellor.

**19. SWOT analysis of the Business Incubator**

<p><b>Strengths</b> - Available premises of rather good quality for production premises (particularly the</p>	<p><b>Weaknesses</b> - Rather limited services offered to tenant companies,</p>
---	---

<p>newest ones constructed in 1998) and of lower quality for offices,</p> <ul style="list-style-type: none"> <li>- experienced manager,</li> <li>- involvement in a number of cross-border programmes enabling some co-operation of tenant companies with companies abroad (in Italy),</li> <li>- good relationship with the local administration and commercial banks,</li> <li>- restaurant enabling staff from tenant companies to meet and exchange information.</li> </ul>	<ul style="list-style-type: none"> <li>- no focusing on specific sectors that leaves less room for more co-operation of companies within incubator,</li> <li>- incubator has limited capabilities to offer additional space to growing companies (they have to leave the incubator),</li> <li>- lack of higher education institution in technical and natural sciences in the region (no support in R&amp;D facilities nearby),</li> <li>- limited entrepreneurial base in Sezana and the region,</li> <li>- the premises of Sloveneta, the management company of incubator, are located elsewhere what makes the communication between tenant companies and management more difficult in the case of business problems of tenants.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>- The development of the new facility for the Business Innovation Centre,</li> <li>- the proximity of the strong research centre Area Science Park (Trieste, Italy),</li> <li>- the development of the third university in Koper and the co-operation with faculty and students,</li> <li>- the development of technologically more focused programmes like InPrime (the programme of the technology development in Primorska region).</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>- The development of other incubator facilities and technology parks in neighbouring region that could attract the best entrepreneurs,</li> <li>- the lack of the space for the future growth of the incubator and for graduating companies to settle in an appropriate location (the location of the incubator does not offer more space for new premises after the construction of the BIC),</li> <li>- the lack of entrepreneurs with good business ideas in the local area,</li> <li>- difficulties in marshalling the local financial resources to match EU funds for new projects (e.g. the BIC project provided 1 Million Euro from EU funds, 0,5 Million Euro from the Ministry of Economy and 0,41 Million Euro from the municipal budget which is quite a large sum for a small municipality).</li> </ul>

Incubator hosts businesses with very diverse activities that do not offer much space for their close co-operation. The best case of good co-operation is a group of three companies working on the project of the electronically guided roulettes for casinos: one company is developing software for roulettes, the other is producing mechanical components and the third is doing

assembly and marketing (already in 2003 producing 665 gambling machines, sold for 3.56 Billion SIT (15 Million Euro) with the profit of 540 Million SIT (2,25 Million Euros)

## **20. Did your Business Incubator reach the status of sustainability?**

Inkubator Sežana has reached the status of sustainability on the basis of the contract with the municipality that provides the premises for free to the incubator and the rents from tenant companies are the major source of the incubator. Since 1994 incubator is operating successfully, with the exception of 1995 (negative results from operations, covered by revenues from financing). In 2003 and 2004 the profit reached 40-45.000 Euros.

## **21. What are the critical success factors in a business incubator operation?**

The most critical success factors for the success of Inkubator Sežana were:

- having from the very beginning available premises for tenant companies (under very beneficial terms)
- the good cooperation between incubator (and Sloveneta as its management body) and the local administration (municipality and the mayor who is an entrepreneur himself)
- the highly entrepreneurial head of the incubator, through the whole time developing the activities, bringing new projects, assisting tenant companies
- the proximity of Italy providing opportunities for business for tenant companies

## **22. How do you measure the performance of the tenant and the Business Incubator as a whole?**

The performance of the tenant is from the point of the incubator measured by the number of jobs created and the growth of sales (revenues). Its market strength is also assessed considering its survivability potential to decide on the exit from the incubator.

The performance of the incubator is measured by:

- the number of tenant companies (and the space occupied by tenants)
- the number of jobs created by these companies
- the future development of companies leaving the incubator (jobs, revenues)

## **23. What kind of assistance do you need to improve the operation and services of your Business Incubator?**

According to the tenant companies (interviews with four of them conducted by graduate students from the Faculty of Economics, University of Ljubljana, Spring 2006):

- good assistance in providing information about new regulation / legislation
- good service in the area of general counselling and support in getting access to financial sources, providing support in the search of business partners
- good relationship with the local administration and commercial banks

Tenant companies would like to have better assistance:

- on the access to beneficial financial resources (from different development funds)
- more specialized business training seminars in the area of their business activities
- joint presentation on foreign markets (also outside of the EU countries)

- connection to research facilities and higher education institutions (no such institution in the area)

Inkubator Sežana plans large improvements in the assistance with the construction of the new Business Innovation Centre. There are plans to provide:

- new business premises of a high quality
- large conference room (to rent)
- laboratory facilities
- additional 69 parking spaces
- new telecommunication equipment: price-effective system and broadband access to Internet
- free communication among companies within the BIC, low-cost connection to other centres in Slovenia

The offer of services in the BIC will really include the portfolio of services as within the best centres in Europe:

- general counselling and information services
- support in the development of business ideas
- assistance in the preparation of feasibility studies and business plans
- assistance in daily business operations
- counselling on marketing and internationalization of business
- involvement in the technology chains
- assistance in the transfer of know-how and in innovation
- support in the planning and implementation of more demanding projects (project management)
- cooperation and support in the access to beneficial financial sources
- training
- accounting, financial and tax advice
- legal counselling and
- administrative services and joint promotion

Inkubator Sežana will continue to develop the co-operation with enterprise / business centres in the neighbouring regions in Slovenia and Italy:

- network EURONET.EXE, framework programme of cooperation between entrepreneurship support institutions in the EU
- long-term co-operation with the Area Science Park in Trieste
- long-term co-operation with some incubators on the territory of former Yugoslavia (Novi Sad, Zrenjanin)
- they are striving to get the trademark of "EU BIC"
- cooperation with the Faculty of Mechanical Engineering, University of Ljubljana, the R&D centre for tool-making TECOS Celje, Centre for experimental mechanics Ljubljana
- they attracted the Faculty of Computing and Information Science from University of Ljubljana to open a study group in Inkubator Sežana to support the development of businesses in the IT sector

**24. Is your incubator stand-alone or part of a national incubator network?**

Inkubator Sezana could be considered as a stand-alone institution since the national incubator network is not a strong association (only some incubators and technology parks are consistently cooperating)

**25. Any further issues, which you consider as important why designing and establishing business incubators.**

Experience of the Inkubator Sezana confirms the importance of some issues:

- the strong collaboration of the incubator with the local government and other development institutions
- the development of the incubator into the centre of entrepreneurship support in the area in the absence of a strong development institutions
- the development of the incubator through new, higher level activities and services
- the development of strong partnerships on the regional, national and international level
- starting from own basic premises for tenant companies and the administration of the incubator (there was no chance to succeed only as a “virtual” incubator in the local situation), gradually improving the premises
- supporting the further development of tenant companies after leaving the incubator: most of them are located in the enterprise zone constructed in the nearby area, close to the highway Ljubljana-Trieste (also as an initiative supported by Inkubator Sezana)

Date of providing information: 30.4.2006

**1.1 CASE STUDY ON BEST BUSINESS INCUBATOR IN YOUR COUNTRY: The Technology Park Ljubljana**

**1. Name of the business incubator and name of its head:**

Name of the Business Incubator: **Ljubljana Technology Park**

Name of the Head: Iztok Lesjak

Address: Teslova 30, SI- 1000 Ljubljana

Tel: +386 1 477 66 13,

Fax: +386 1 426 1879

E-mail: info@tp-lj.si

**2. The year when the Business Incubator was established: 1995**

1996: the beginning of operations with 9 companies (park members); 1997 – 3 employees in the park: the CEO, secretary and account manger; 2002 – buying the building

**3. The size of the Business Incubator in m<sup>2</sup>:**

The gross area of the park building is at 7.000 sq m. of land with some 5000 sq. m. of gross office space and some 700 sq m. of service space.

The Technology Park will expand its premises in the near future. In the beginning of 2006 construction works started to build Technology Zone Brdo which is eventually expected to

provide 23 new buildings on 100.000 sq. m of gross space. The first phase of the projects includes built up of 7 new buildings up to the end of the year 2007.

**4. The purpose and type of the Business Incubator:** The technology Park was established with the purpose of providing support for technology transfer. Originally, its basic duties were defined as to motivate individuals and groups, to evaluate ideas, and to provide support in setting up, founding, running and developing a technology company. It was conceptualized as an environment which allows rapid solution of the problems faced by hi- tech businesses in Slovenia, and an intermediary environment in which researchers can feel the pulse of industry and the market up close. However, for the most of its operating years, the technology park provides mainly business incubation services.

#### **5. What are the concept and the Vision of the Business Incubator?**

*Vision:* To become an active and internationally recognized supporting environment for innovative technology and knowledge based entrepreneurship.

*Mission:* Monitoring, identifying, valorizing and motivating regional potential as integrated service for incubating and growing technology and knowledge-intensive high potential companies.

#### **6. On which initiative was the Business Incubator created (Government, local authorities, business communities, others – please specify)?**

The initiative for organizing technology park Ljubljana stretches to the year 1992 when the largest public research institute in Slovenia, Jozef Stefan, focused on technology and natural sciences recognized the need to organize the centre for transfer of useful research findings into practice.

The limited liability company was actually funded in 1995 by the following partners: Institute Jozef Stefan, Chemical Institute, National Institute for Biology, Slovenian Development Company, IskraTel, Lek Pharmaceutical Company and SKB bank. In 2003 there were some major changes in the TPL's ownership structure: the shares of Slovenian Development Company and SKB bank were overtaken by the Municipality of Ljubljana.

#### **7. Do you have a Business Plan?**

The Technology Park Ljubljana does not have a formal business plan but it yearly reports its financial results to its advisory board and prepares an annual report. However, it provides annual plan of activities and financing, discussed at the Programme Committee to the Executive Council and the Assembly of Shareholders.

#### **8. How is/are the owner(s)/stakeholders of the Business Incubator?**

Ownership is mixed between: Research Institute Jozef Stefan, National Institute of Biology, Chemical Institute, Iskra Systems PT, Lek, PT, IskraTel Ltd, Municipality of Ljubljana.

## 9. What is the legal status of the Business Incubator?

Technology Park Ljubljana is a **limited liability company**. This legal status enables the simplest kind of contractual relationship with tenant companies and other service providers.

## 10. What kind of services is provided by the Business Incubator management?

The services provided by the technology park can be classified into 3 groups, according to the incubation phase:

1. The phase of conceptualizing business idea – help is provided with:
  - motivation, promotion and finding potential entrepreneurs
  - verification of the business idea
  - business plan preparation
  - finding partners
  - legal incorporation
  - finding capital / investors
2. The phase of business operations – help is provided with:
  - Training of entrepreneurs
  - Incorporation, company registration processes
  - Acquiring permits, legal documents
  - Access to location
  - Preparation of promotion materials
  - Acquisition of certificates ISO
  - Protection of intellectual property
  - Internationalization
  - Business administration
  - 2<sup>nd</sup> stage financing; finding investors
  - Facilitation in cooperation with research institutes
3. The stage of company growth – maturing
  - Finding skilled personnel
  - Market positioning of the company
  - Internationalization of operations
  - Entering into new markets
  - Training of personnel and entrepreneurs
  - Managing the company and
  - Organizing business administration

Overall, the most important activities (as seen by the management of the park) which are delivered to the tenant companies include:

- Enabling the space and location
- Enabling the entrance and flow through the park (by providing financial services, such as access to the venture capital)
- Enabling advanced services to the companies (access to intra and across region networks)

## 11. In average how many tenants do you have?

In the beginning of 2003, Ljubljana Technology Park comprised 51 companies (three companies on the basis of projects only), of which 20 companies outgrew their incubation periods and four companies left TP LJ. At the end of 2002, TP Ljubljana had 50 active companies employing a total of 264 employees (66% of whom had a minimum two-year higher education). In addition, the company co-operates with approximately the same number of regular external associates. There are approximately 5 – 10 new companies included annually.

**12. What is the incubation period – maximum year to be stay at the Business Incubator?**

Tenant companies have the contract to stay in incubator. The assumption is that the initial development takes 2 – 3 years and then additionally one year for growth. It means that tenants can stay in the park under subsidized conditions up to 5 years.

**13. How many businesses left the Business Incubator from the year of establishment?**

Up to the year 2003 some 5 companies left the park and some 25 companies outgrew the process of incubation.

**14. How many businesses survived for those who left the Business Incubator?**

Based on the statistical sources there is a record that only one company that left, survived up to 2006.

**15. How is the Business Incubator financed?**

The finance for the business incubator is provided through renting as the major source of revenues and general consultation services.

**16. How many people manage the Business Incubator?**

The park is managed by 1 person.

**17. How many support staff has the Business Incubator? Please specify these people.**

Incubator staff includes currently people in administration services. However, Ljubljana Technology Park has a broad network of outside experts to call on in order to provide expert professional support to tenant companies (from the research institute, university and the local support network for SMEs).

**18. What is the education background of the Head of the Business Incubator?**

The CEO of the Ljubljana Technology Park has master of science in business. He has engineering background otherwise. Before becoming CEO of the Technology Park he got his industry experience in mainly working with industrial companies. He does not have any experience as private entrepreneur.

## 19. SWOT analysis of the Business Incubator

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>- Good location – surrounded with research institutions and in the midst of natural science and engineering university departments,</li> <li>- good physical access to researchers and students,</li> <li>- the range of services offered to the tenant companies,</li> <li>- the possibilities of licensing equipments</li> <li>- support in preparation of EU and other projects,</li> <li>- location in the Ljubljana city centre,</li> <li>- focus within specific industry sectors.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>- High rent for the office space</li> <li>- limited possibilities for expansion of premises (limited office space for companies)</li> <li>- difficulties in reaching consensus among key stakeholders - partners</li> <li>- lack of vertical and horizontal co-operation among companies in the incubator</li> <li>- lack of established organized co-operation with university</li> <li>- lack of mentoring (from the CEO)</li> <li>- the prospects for getting additional office space in Technology Area Brdo have been for long time very unclear</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>- The development of new facilities in Technology Park Brdo,</li> <li>- the central position in the Slovenian region.</li> <li>- co-operation with research institutes in applying for international projects.</li> <li>- Specialized tenants – development of specialized networks.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>- The development of other incubator facilities and technology in neighbouring regions that could attract the best entrepreneurs</li> <li>- The lack of in-country potential for development of specialized business ideas.</li> </ul>

## 20. Does your Business Incubator reached the status of sustainability?

Technology Park Ljubljana has reached the status of sustainability on the basis of the contract with the municipality that provides the premises for free to the incubator and the rents from tenant companies are the major source of the incubator.

## 21. What are the critical success factors in a business incubator operation?

The most critical success factors for the success were:

- The central region scientific potential
- Supply of scientific – academic ideas
- Access to services for tenant companies
- The skills of the CEO to build a coalition in otherwise very un co-operative environment

## **22. How do you measure the performance of the tenant and the Business Incubator as a whole?**

The performance of the tenant is from the point of the incubator measured by the number of jobs created and the growth of sales (revenues).

The performance of the incubator is measured by:

- the number of tenant companies (and the space occupied by tenants)
- the number of jobs created by these companies
- the future development of companies leaving the incubator (jobs, revenues)
- additional criteria also involve: the number of meetings and conferences organized by the incubator; the number of initiatives for new projects & opportunities; the number of business plans evaluated, the number of applications for the membership in the park.

## **23. What kind of assistance do you need to improve the operation and services of your Business Incubator?**

According to the tenant companies (interviews with four of them conducted by graduate students from the Faculty of Economics, University of Ljubljana, Spring 2006):

- good assistance in providing information about new regulation / legislation
- a more intensive involvement of CEO in facilitation of tenants companies social capital
- good service in the area of general counselling and support in getting access to financial sources, providing support in the search of business partners

Tenant companies would like to have better assistance:

- on the access to beneficial financial resources (from different development funds)
- more specialized business training seminars in the area of their business activities
- joint presentation on foreign markets (also outside of the EU countries)

Technology Parc Ljubljana believes that large improvements will be gained by built-up of technology park Brdo. The conceptualization of technology park Brdo incorporates along with office spaces and business area all the complimentary service facilities, such as: daily care (for children), medical care, shopping centre, pharmacy stores, banks, restaurants etc.

The office and laboratory infrastructure will follow the development phase of the company (for the companies in the early stage of operations, companies in growth and companies in the phase of internationalization and industrialization).

The Technology Park Brdo will be built in 2 phases; the first phase will include 5 – 7 buildings with some 5.000 sq. m. of office space. For the second stage of building up the park a coalition of the companies will be initiated. Multinational corporations will be invited to invest into building up of the park infrastructure. The idea originates from the experiences of such bigger organizations abroad where it has been demonstrated that bigger companies outsource services to their smaller partners.

## **24. Is your incubator stand-alone or part of a national incubator network?**

Technology Park Ljubljana could be considered as a stand-alone institution since the national incubator network is not a strong association (only some incubators and technology parks are

consistently cooperating). However, TP LJ acts as an initiator for a broader network of support institutions in the central Slovenian region in order to provide a better environment for businesses and the open further opportunities to locate in the region in some of the business zones.

Date of providing information: 30.4.2006