सत्यमेव जयते
NITI Aayog

ATAL INNOVATION MISSION

ASSESSMENT FRAMEWORK FOR STARTUP INCUBATION CENTRES

PERIOD OF EVALUATION - 2021

ATAL INNOVATION MISSION, NITI AAYOG, GOVERNMENT OF INDIA

ASSESSMENT FRAMEWORK FOR STARTUP INCUBATION CENTRES

PERIOD OF EVALUATION – 2021

Published By:
Atal Innovation Mission, NITI Aayog
Government of India

Indian Institute of Technology, Delhi

July 2023

AUTHORS

Dr Chintan Vaishnav
Mission Director,
Atal Innovation Mission (AIM), NITI Aayog

Dr Ambuj Sagar
Head,
School of Public Policy, IIT Delhi

Rohit Gupta
Program Director,
AIM, NITI Aayog

Dr. Malini Nagulapalli
Project Coordinator, IIT Delhi

Ashish Pandey
Young Professional,
AIM, NITI Aayog

CONTRIBUTORS | RESEARCH TEAM FROM AIM, NITI AAYOG

Prithvi Sai
Innovation Lead, AIM,
NITI Aayog

Rajeev Kumar
Young Professional,
AIM, NITI Aayog

Tanisha Gupta
Intern,
AIM, NITI Aayog

Vinay Garg
Innovation Lead, AIM,
NITI Aayog

Garima Ujjainia
Young Professional,
AIM, NITI Aayog

MESSAGE FROM HEMANG JANI

It gives me great pleasure to introduce the "Assessment Framework for Startup Incubation Centres," created by Atal Innovation Mission. In today's fast-paced world, where innovation and entrepreneurship are key drivers of economic growth, incubation centres serve as the engines that propel startup growth forward.

India, with its vibrant innovation ecosystem, has witnessed a remarkable surge in the number of startups in recent years. However, to truly harness the potential of this entrepreneurial wave, we need to foster a conducive environment that supports their growth. This report highlights the critical need for incubation centres and sheds light on the key role they play in India's innovation landscape.

One striking fact that stands out is the need for more incubators in India. When compared to countries like the United States and China, India requires approximately four times as many incubators. This statistic alone emphasizes the urgent need to ramp up our efforts in establishing and expanding these vital institutions. However, it is equally important to ensure that the quality of these incubators is top-notch. This is where the assessment framework outlined in this report becomes invaluable.

By developing and implementing a robust assessment framework for startup incubation centres, we can significantly enhance the quality of our innovation ecosystem. The framework, carefully crafted by Atal Innovation Mission, takes into account the specific needs and challenges of startups in India. It aims to create an ecosystem that nurtures and supports budding entrepreneurs, providing them with the necessary resources, mentorship, and infrastructure to thrive.

What sets this framework apart is its scalability and adaptability. While initially designed for Atal Incubation Centres, it can also be adopted by other incubators across the country. This means that the impact of this assessment framework extends far beyond its immediate implementation, with the potential to transform the entire startup incubation landscape in India.

I extend my heartfelt congratulations to Atal Innovation Mission for their commendable efforts in developing this comprehensive framework. Their dedication and commitment to fostering innovation and entrepreneurship in India is truly commendable. By creating a standardized assessment process, they have laid the foundation for an inclusive and supportive startup ecosystem, empowering countless aspiring entrepreneurs to turn their ideas into reality.

I am sure the Framework will serve as a guidepost for the future of startup incubation centres in India. I am confident that by embracing this assessment framework, we will witness a significant boost in the quality and quantity of incubators and thereby startups emerging from our country. I encourage all stakeholders in the innovation ecosystem to utilize this report as a catalyst for positive change and to collectively work towards building a thriving startup ecosystem that propels India towards new heights of growth and prosperity.

Hemang Jani
Secretary,
Capacity Building Commission

MESSAGE FROM AMBUJ SAGAR

Innovation is at the heart of the transformations required for achieving the sustainable development goals (SDGs) as well as other developmental aspirations. And in many ways, entrepreneurship and startups are at the heart of innovation. Therefore, supporting startups, especially at an early stage, is essential to the achievement of these goals and aspirations. This is particularly true in a context where the innovation ecosystem is not fully developed so that many of the support functions that fledgling enterprises require are not easily available. Enter incubators, which, as the name suggests, help nurture startups early in their journey.

But the incubation process is not trivial. Successful incubators are far less common than one would imagine or hope. This leads to the obvious question as to how to strengthen incubators, which, in turn, requires understanding how incubators are performing and what factors are critical to good performance.

It was with this objective that we at the Indian Institute of Technology (IIT) Delhi worked with colleagues at the World Bank and the Atal Innovation Mission to design and test an incubator assessment framework that we hope will be useful not just in India but hopefully also other emerging and developing economies. We hope that the users of this framework finding it as interesting and useful as we did.

Dr Ambuj Sagar
Head,
School of Public Policy,
IIT Delhi

CONTENTS

FOREWORD BY DR CHINTAN VAISHNAV

The incubation centres are the lifeline of an innovation ecosystem. They not only help in basic services like mentoring and prototyping facilities, but also help them in getting funds from government and private players. Understanding the importance of the business incubators for the startups, India under its various ministries has designed and executed various schemes and initiatives under which incubators are established and scaled up. These incubators are often housed in academic institutions, thus becoming a pipeline for encouraging graduate and post-graduate students towards innovation and entrepreneurship. Apart from Academic Institutions, NGOs, Corporate and Research Institutions are also seen as appropriate settings for establishing business incubators.

Atal Innovation Mission (AIM), NITI Aayog, Government of India, has successfully established 68 Atal Incubation Centres (AICs) across the country (till December, 2022). These AICs serve as essential hubs for fostering innovation and supporting startups by providing a wide range of valuable resources. They offer state-of-the-art technological facilities, expert advice, initial growth funds, networking opportunities, coworking spaces, laboratory facilities, as well as mentoring and advisory support. These incubators play a vital role in nurturing startups in various sectors, including Healthcare, Artificial Intelligence (AI), Deep-Tech, Education Technology (EdTech), Agriculture and allied industries, Renewable Energy, Electric Vehicles, and Cleantech, among others. By focusing on these diverse sectors, the AICs are actively driving innovation and entrepreneurship across the nation. The significance of the incubators extends beyond providing tangible resources; they are actively shaping the next generation of innovators and entrepreneurs who possess the potential to become influential leaders of tomorrow.

The challenge comes in monitoring and evaluation of the large number of incubators currently operating in the country, whether by self-regulation or by their grantee organisation. It is imperative for the government or the grantee organisation to understand the nuances of different types of incubators based in their location, sector-focus, and type of host institution.

To address this challenge, AIM has collaborated with the IIT Delhi and World Bank to develop an assessment framework. The primary objective of this framework is to offer a comprehensive approach for evaluating and benchmarking incubators, providing guidance to ministries and grantee organizations in India and around the world. By utilizing this framework, stakeholders can assess the effectiveness and performance of their incubators.

FOREWORD BY DR CHINTAN VAISHNAV

The assessment framework comprises 23 Key Performance Indicators (KPIs) that serve as essential metrics for evaluating incubators. These KPIs cover various aspects of incubator functioning and impact, providing a holistic view of their operations. The framework was piloted across the Atal Incubation Centres (AICs) in India, and the outcomes of this pilot project have been compiled in this dedicated publication.

The successful implementation of this assessment framework marks a significant milestone for AIM and sets a valuable precedent for evaluating incubators both nationally and internationally. By establishing a standardized approach, the framework enables consistent evaluation practices and promotes transparency and accountability in the incubator ecosystem.

It is my sincere hope that this framework becomes widely adopted as the industry standard for evaluating and benchmarking incubators. By utilizing this standardized approach, ministries, grantee organizations, and other stakeholders can make informed decisions, identify areas of improvement, and foster the growth of high-performing and impactful incubators. As I say this, I am fully aware that one-size-never-fits-all, hence we expect that such a framework will sharpen and mature with its use by others. The collaborative efforts of AIM, IIT Delhi, and the World Bank in developing this framework demonstrate their commitment to driving excellence and innovation in the incubation ecosystem, ultimately benefiting startups, entrepreneurs, and economies as a whole.

Dr Chintan Vaishnav
Mission Director, AIM,
NITI Aayog

SECTION 1: **BACKGROUND**

1.1 What is the need for assessment?

India has more than 700 active incubators across the country. Out of these, approximately 450 have received or are currently receiving support from various ministries and departments under central or state government schemes.

To facilitate the growth of these incubators, a substantial amount of funding totalling more than INR 2,100 crores has been disbursed. Of this, around INR 1,500 crores is from public sources, while private funding accounts for approximately INR 400 crores. The remaining funds have been sourced through corporate social responsibility (CSR) initiatives in collaboration with these incubators (detailed break-up in the figure).

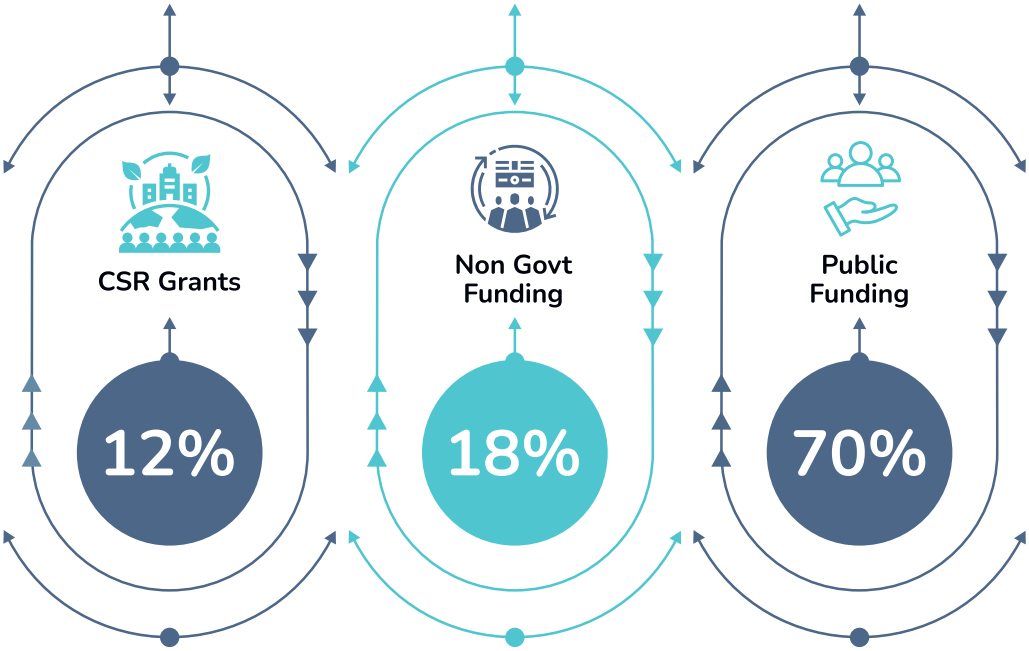


Fig.- FUNDING BREAK-UP OF INCUBATORS IN INDIA

To ensure consistency and enable effective evaluation and comparison of incubators, Atal Innovation Mission, in partnership with the World Bank and IIT Delhi, has developed the Assessment Framework for Startup Incubation Centres. This framework aims to establish a standardized approach for assessing and benchmarking the performance of these incubators.

1.2 Formulating incubator's performance indicators

The performance indicators of an incubator has been categorized into inputs, processes, and outputs/outcomes. The inputs category includes financial factors related to funding and resources, governance factors related to management and decision-making, and human factors involving the skills and capabilities of the incubator team. Additionally, physical factors such as infrastructure and facilities, and intangible factors such as the reputation and network of the incubator, are also considered.

The processes category encompasses the operational aspects of the incubator, including the provision of services and support to startups, the efficiency of operations, and the effectiveness of the incubator's programs and initiatives. It also includes technological factors related to the adoption and utilization of advanced tools and technologies within the incubator.

The outputs/outcomes category focuses on the economic impact generated by the startups supported by the incubator, including measures of economic output, job creation, and the overall livelihoods of the entrepreneurs. Social outcomes, such as the development of a supportive community and collaboration among startups, as well as cultural aspects related to the promotion of an entrepreneurial culture, among the local community has also been considered.

1.3 About AIM and AIC

Atal Innovation Mission (AIM), NITI Aayog is the Government of India's flagship initiative to promote a culture of innovation and entrepreneurship in the country and was set up in 2016. AIM has taken a holistic approach in creating a problem-solving and innovative mindset in schools and an ecosystem of entrepreneurship in universities, research institutions, and private and MSME sectors.

To achieve its mandate of promoting a culture of innovation and entrepreneurship in the country, AIM has been establishing world-class incubators called Atal Incubation Centres (AICs) at Higher Education Institutions, Research Institutions, and Corporate, among others. These Centres aim to foster and support world-class innovations driven by dynamic entrepreneurs who want to build scalable and sustainable enterprises. AIM has successfully operationalised 68 Atal Incubation Centres (till 31st December 2022) housed in universities / institutions / industry. Each AIC believes in nurturing about 50+ world-class startups every four years. The AICs supports the incubated startups by providing technical facilities, resource-based support, mentorships, funding support, partnerships and networking, co-working spaces, and lab facilities, among others. So far, 3200+ operational startups have been supported by these AICs, of which around 30% startups are women-led. The startups supported by AICs have created 30,000+ jobs in the ecosystem.

Each △ Signifies Atal Incubation Center (AIC)

Each ○ Signifies Established Incubation Center (EIC)

1.4 Categories of Incubator

Incubators can be categorized into several types based on their focus and objectives. Some common categories of incubators in the Atal Innovation Mission's and Indian context are:

ACADEMIC INCUBATORS

- These incubators are typically associated with universities or colleges.
- They aim to support entrepreneurial ventures emerging from academic research and intellectual property.

E.g.: AIC BIMTECH, Greater NOIDA; Amity Technology Incubator, Noida; AIC Banasthali Vidyapith Foundation, Tonk

RESEARCH FOCUSED INCUBATORS

- These incubators are designed to support startups that are based on advanced research or cutting-edge technologies.
- These incubators collaborate closely with research institutions, scientific organizations, and technology transfer offices to facilitate the commercialization of research outcomes

E.g.: AIC CCMB, Centre for Cellular and Molecular Biology, Hyderabad; Centre for Cellular and Molecular Platforms (C-CAMP), Bangalore;

SOCIAL INCUBATORS

- These incubators are centered around supporting startups that aim to address social or environmental challenges while pursuing financial sustainability.
- These incubators focus on ventures that have a clear social or environmental mission and seek to create positive impact alongside profitability.

E.g.: AIC NCORE, The Nudge Foundation, Bangalore; AIC RAISE Foundation, Coimbatore; AIC Rambhau Mhalgi Prabodhini Foundation, Mumbai

SECTORAL INCUBATORS

- Also known as industry-specific incubators, these incubators focus on supporting startups operating in a specific industry or sector.
- These incubators cater to the unique needs and challenges faced by startups in that particular sector.

E.g.: Codissia Defence Innovation and Atal Incubation Centre,Coimbatore; AIC CCRI CED, Coffee Board, Bangalore; AIC NIFT TEA Incubation Centre,Tiruppur

SECTION 2: INTRODUCTION TO ASSESSMENT FRAMEWORK

3.1 Objectives

This framework has been designed by Atal Innovation Mission, NITI Aayog in collaboration with World Bank. The framework is intended as a tool to:

- **Analyse the performance** of an individual incubator in absolute terms and in relation to other incubators and help identify key areas of focus for improving performance of the incubator.
- **Understand the patterns of performance** of incubator programs and in relation to other programs and help identify key areas of focus for improving performance of the program.
- **Identify and benchmark best practices** in the Indian incubator landscape.

3.2 Structure of the Framework

The overarching framework follows the Inputs-Processes-Outputs/Outcomes model of performance assessment. A total of 23 Key Performance Indicators (KPIs) divided into 6 Input Indicators, 11 Process Indicators, and 6 Output/Outcome Indicators comprise the analytical component of the framework.

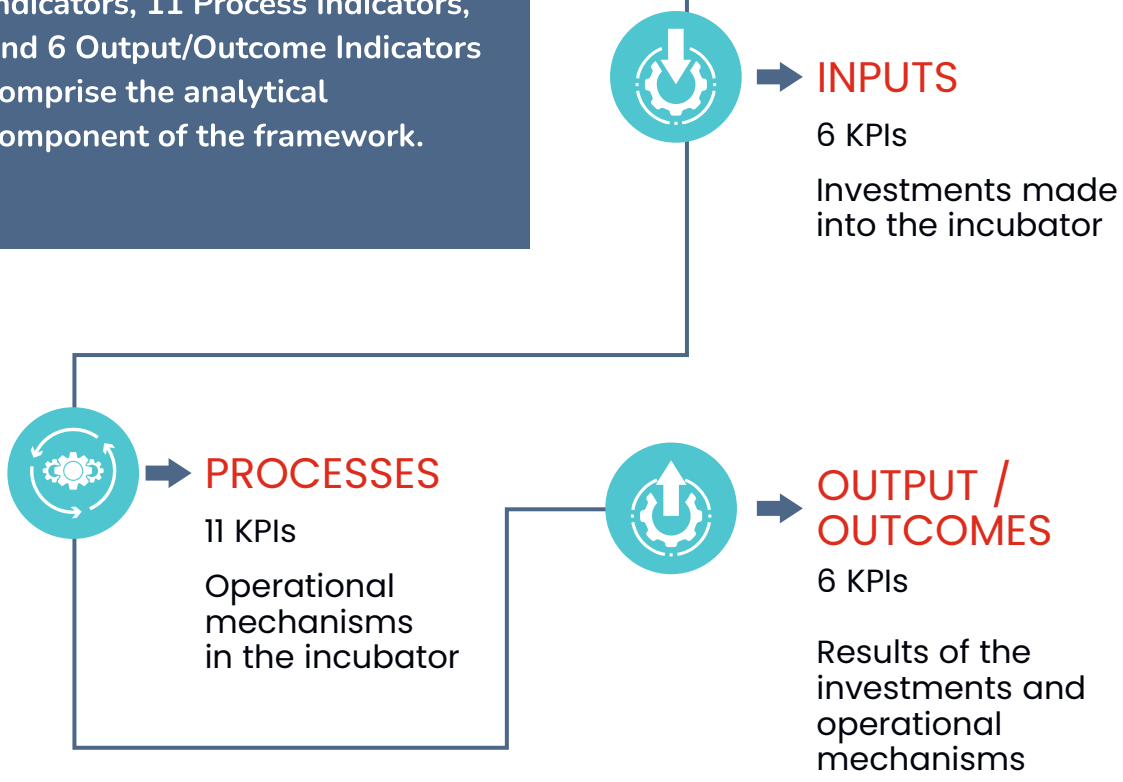


Fig.- Indicator Structure of the frame work

Indicator Category : Inputs

KPI	Data Inputs
KPI 1.1 Incubator Staff to Incubated Startups Ratio	➤ Details of Full-time members of the incubator ➤ Details of Start-ups incubated in the incubator
KPI 1.2 Total Number of Startups Incubated annually	➤ Details of Start-ups incubated in the incubator
KPI 1.3 Fraction of seats utilized in the incubator	➤ Number of seats available in the incubator ➤ Number of seats occupied by incubatees ➤ Number of startups utilizing space physically
KPI 1.4 Acceptance Rate of Incubatees	➤ Year wise number of startup applications received by the incubator under pre-incubation, incubation and acceleration programs ➤ Year wise number of startup applications accepted by the incubator under pre-incubation, incubation, and acceleration programs
KPI 1.5 Incubation services provided by the Incubator and its utilisation	➤ Type of support services provided by the incubator ➤ Number of incubatees using each of the support services provided by the incubator ➤ Names of at least 3 incubatees which avail each of the support services
KPI 1.6 Diversity of funding resources accessed by Incubator	➤ Names and type of sources of funds or Grant-Aid availed by incubator ➤ Details of support provided by the funding sources of the incubator

Indicator Category : Process

KPI	Data Inputs
KPI 2.1 Incubator's Chief Executive Officer (CEO) Credentials / Prior Experience	➤ CEO's Credentials – Educational Qualification; Work experience and other relevant achievements
KPI 2.2 Incubator's responsiveness – with respect to grantee organisation's operational compliances	➤ Regularity in Utilisation Certificate submission ➤ Regularity in PFMS/Government monitoring updation (if applicable) ➤ Regularity in Monitoring Dashboard updation
KPI 2.3 Incubator's active network partners	➤ Details of all the partnerships forged during the specified period of evaluation
KPI 2.4 Incubator's quality of workshops and events held	➤ Details of top 10 events / conferences / workshops / training sessions organised by incubator during the specified period of evaluation
KPI 2.5 Suite of services provided by the incubator	➤ Quality of support services provided by the incubator to its incubated startups
KPI 2.6 Existence of vision and 5-year strategic plan for long-term sustainability of the incubator	➤ Presence/Absence of vision and 5-year strategic plan.
KPI 2.7 Well-defined processes for incubatee selection	➤ Presence of documented incubatee selection procedure
KPI 2.8 Regular review /audit for compliance with vision statement	➤ Presence of a documented audit mechanism of the incubator ➤ Proof of last audit conducted by the incubator.

KPI	Data Inputs
KPI 2.9 Formally outlined monitoring & evaluation processes	➤ Presence of incubator's internal Key Performance Indicators (KPIs)
KPI 2.10 Incubator's external governance	➤ Composition and credentials of board members of the incubator ➤ Details of members of Incubatee Selection Committee ➤ Details of members of Seed Fund Selection Committee ➤ Details of any other committee formed by the incubator
KPI 2.11 Repository of data on current and graduated incubatees	➤ Any other tool used by AIC for managing the graduate incubatee alumni, present incubatee, partners, pre-incubatees, co-working space, HR etc. ➤ Repository of the AIC startup applications data

Indicator Category : Outcomes

KPI	Data Inputs
KPI 3.1 Dropouts/Incubated startups ratio	➤ Details of startups dropped out in the incubator during the specified period of evaluation ➤ Details of startups incubated in the incubator during the specified period of evaluation
KPI 3.2 Avg. number of employees per incubated startup	➤ Total number of employees for Incubated startups during the specified period of evaluation
KPI 3.3 External funds raised per incubated startup	➤ Public/Private funds received by the Incubatee firms during the specified period of evaluation ➤ Number of Incubated startups
KPI 3.4 Avg. annual Revenue generated by the incubated startups	➤ Revenue generated by the Incubated & Active startups during the specified period of evaluation ➤ Number of incubated startups for which data is maintained by the AIC
KPI 3.5 Fraction of incubated startups with commercialized products/apps launched	➤ Number of incubated startups at commercialization stage
KPI 3.6 Fraction of incubated startups with patents filed/granted	➤ Number of patents / trademarks / copyrights applied/received

3.3 About the Pilot Study

The pilot study was conducted in the AIM operationalised incubators across the country. A data input cum FAQ Document (Annexure I and II) was circulated among the AICs. The AICs responded by filling relevant data field for the year 2021. The data collected was then collated, cleaned, and interpreted based on scoring methodology (described in Section 4). The result of the evaluation is tabulated in Section 5.

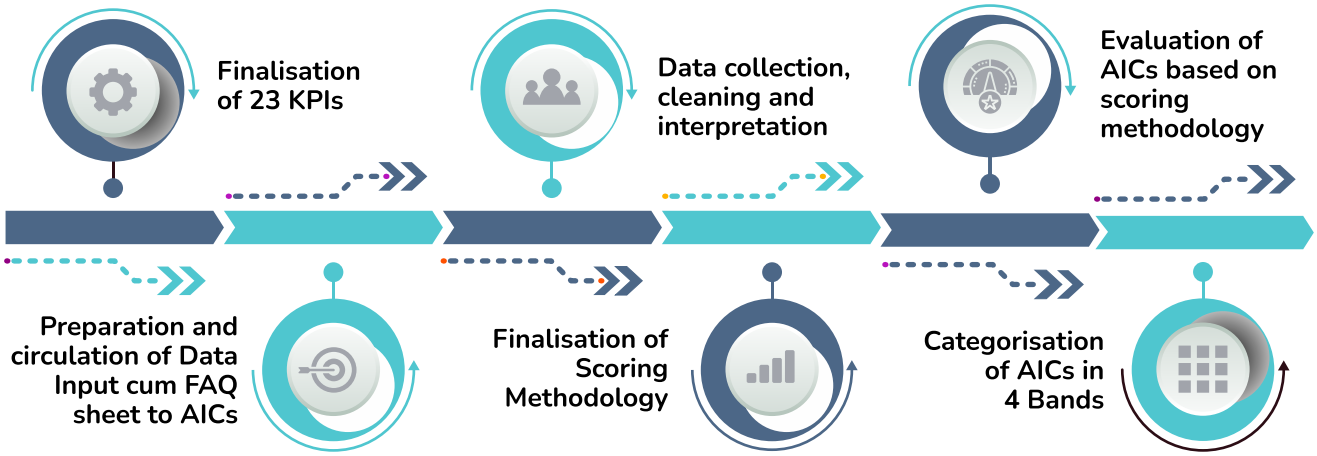


Fig.- Pilot Study Methodology

SECTION 3: **EVALUATION OF FRAMEWORK**

KPI 1.1 - Incubator Staff to Incubated Startups Ratio

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
Details of Full-time members of the incuba–tor	Effective full-time members of the incubation team are calculated by dividing the number of months these members were employed in 2021 by 12. This gives the duration of their employment in terms of years. E.g.: If an employee worked for whole 12 months in 2021, his/her effective experience is taken as 12/12=1 If an employee worked for only 6 months in 2021, his/her effective experience is taken as 6/12=0.5	Effective incubation staff experience per incubated startup	Years
Details of Start-ups incubated in the incubator in the year 2021	Effective number of startups incubated in the year 2021 is calculated by dividing the number of months the startups were incubated in the year 2021 by 12 (number of months). E.g., If two startups were incubated for 12 months and 6 months, respectively, in 2021, the effective number of startups incubated is [12/12] + [6/12] =1.5		

Formula:

Incubator Staff to Incubated Startups Ratio=

$$\frac{\text{Total effective experience of the employees of incubator in 2021}}{\text{Total effective incubated startups in 2021}}$$

Ideal Value of the KPI: 0.20
A model incubator is assumed to have at least 1 effective startup per 5 effective startups.

KPI 1.2 - Total number of startups incubated annually

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
Details of Start-ups incubated in the incubator	Effective number of startups incubated in the year 2021 is calculated by dividing the number of months the startups were incubated in 2021 by 12. E.g., If two startups were incubated for 12 months and 6 months, respectively, in 2021, the effective number of startups incubated is [12/12] + [6/12] =1.5	Effective number of startups incubated in 2021	NA

Formula:

Total effective incubated startups in 2021 =

$$? \frac{\text{Duration (in months)of incubation of each startup in 2021)}}{12}$$

Ideal Value of the KPI: 25
A model incubator is assumed to have incubated at least 25 startups for 12 months period in the year 2021.

KPI 1.3 - Fraction of seats utilized in the incubator

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
Number of seats available in the incubator	Number of physical seats available for a startup to be utilised in the incubator.	Effective % seats utilised by the incubated startups	Percentage
Number of seats occupied by incubatees	Number of physical seats utilised by the incubated startups out of the total number of available seats.		
Number of startups utilizing space physically	Number of startups utilising the physical seats in the incubator. This number can be different from number of utilised seats, as it may be possible that a single startup is utilising considerable number of seats in the incubator.		

Assumptions:

For calculation purposes, it is assumed that a startup should utilise at most 2 seats in the incubator.

Formula: Fraction of seats utilized in the incubator=

$$\frac{\text{Number of startups utilising space physically} \times \text{Total number of seats utilised by the startups}}{(\text{Total number of seats available in the incubator}) \times (\text{Total number of seats available in the incubator}/2)} \times 100$$

Ideal Value of the KPI: 100%
A model incubator is assumed to have utilised 100% of its physical seats such that a startup occupies at most 2 seats.

KPI 1.4 - Acceptance Rate of Incubatees

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
Number of startup applications received by the incubator	Number of startup applications received under incubator's a) pre-incubation program b) incubation program c) acceleration program	Effective acceptance rate (%) of the incubator	Percentage
Number of startup applications accepted by the incubator	Number of startup applications accepted under incubator's a) pre-incubation program b) incubation program c) acceleration program		

Assumptions:

Case 1:
If the incubator has all the three programs

Program Type	Weight (%)
Pre-Incubation	10
Incubation	80
Acceleration	10

Formula - Case 1:

(Acceptance Rate of the incubator (%)=

$$\frac{10 \times \text{Number of startups applications accepted under-pre-incubation program)}}{\text{(Number of startup applications received under pre-incubation program)}} + \frac{80 \times \text{Number of startups applications accepted under incubation program}}{\text{Number of startup applications received under incubation program}} + \frac{10 \times \text{Number of startups applications accepted under acceleration program}}{\text{Number of startup applications received under acceleration program}}$$

Case 2:

If the incubator has 2 programs (incubation and any one of pre-incubation/acceleration)

Program Type	Weight (%)
Pre-Incubation/ Acceleration	10
Incubation	90

Formula - Case 2:

Acceptance Rate of the incubator (%)=

$$\frac{10 \times \text{Number of startups applications accepted under pre-incubation or acceleration program}}{\text{Number of startup applications received under pre-incubation or acceleration program}} + \frac{90 \times \text{Number of startups applications accepted under incubation program}}{\text{Number of startup applications received under incubation program}}$$

KPI 1.5 - Incubation services provided by the Incubator and its utilisation

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
Type of support services provided by the incubator	Number of support services provided by the incubator from the given list of services: ☑ Mentoring by subject matter experts ☑ Ideation and Strategy with mentors/team ☑ Industries & experts connects ☑ Investor connects ☑ Networking and social support ☑ Events and trainings organized ☑ Legal and Compliance support ☑ Help in hiring and Team Building ☑ Access to lab facilities for prototype development ☑ Co-working space for daily operations	Number of incubatees to which each service has been provided	NA
Number of incubatees using each of the support services provided by the incubator	Number of incubated startups to which each of the services is being provided.		

Formula: Number of incubatees to which each service has been provided in 2021 =

$$\frac{\text{Total number of incubated startups to which all the services are provided}}{\text{Number of services provided by the incubator}}$$

Ideal Value of the KPI: 25
A model incubator is assumed to have incubated at least 25 startups and all these startups being provided with 10 services listed in the above table

KPI 1.6 - Diversity of funding resources accessed by Incubator

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
Names and type of sources of funds or Grant-Aid availed by incubator	Details of grant giving bodies like - Government, CSR Fund, Private Investment (VC/Angel), Other is tabulated.	Effective funding leveraged from external sources by each incubator	Amount in lakhs
Details of support provided by the funding sources of the incubator	Total amount of funds leveraged from grant giving bodies is calculated based on the weights assigned to them.		

Assumptions:

Grant Type	Weights
Govt Grant	0.2
CSR Fund	0.4
Private Investment / Others	0.4

Formula:

Effective funding leveraged from external sources at incubator level =
0.2 x Amount of Govt Grant (in lakhs)+
0.4 x Amount of CSR Fund (in lakhs) +
0.4 x Amount of Private Investment/others (in lakhs)

Ideal Value of the KPI: 100 Lakhs
A model incubator is assumed to have leveraged at least 100 lakhs effectively from various sources, preferably from CSR funding and private investments.

KPI 2.1 - CEO Credentials / Prior Experience

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
CEO's Credentials – Educational Qualification; Work experience and other relevant achievements	Total effective experience of CEO is calculated based on weights assigned to type of experience namely – ☑ Startup VC /Investment Firm Experience ☑ Corporate Work Experience ☑ Startup founder experience ☑ Incubation Centre Experience ☑ International work Experience ☑ Research Experience	Effective experience of CEO of each incubator	Years

Assumptions:

Experience Type	Weight (for Other Incubator) [Col 1]	Weight (for Research Incubator) [Col 2]	Requirement for a Model Incubator (yrs.) [Col 3]	Effective experience (For Other Incubator) = [Col. 1 x Col. 3]	Effective experience (For Research Incubator) = [Col. 2 x Col. 3]
Startup VC / Investment Firm Experience	2	1.5	1.5	3	2.25
Corporate Work Experience	1	1	1.5	1.5	1.5
Startup founder experience	2	1.5	2	4	3
Incubation Centre Experience	2.5	2	2.5	6.25	5
International work Experience (in Years)	1.5	1.5	1	1.5	1.5
Research Experience	1	2.5	1.5	1.5	3.75
Total	10	10	10	17.75	17

Formula: Effective experience of CEO of each incubator =

? (Weights assigned to 6 types of experiences X Experience of CEO in these 6 areas)

Ideal Value of the KPI: 25
A model incubator is assumed to have a CEO with total experience of 10 years distributed across six areas as given in the table above.

KPI 2.2 - Incubator responsiveness – w.r.t. Granting Source's operational compliances

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
Regularity in Utilisation Certificate submission Regularity in PFMS/Government monitoring updation (if applicable) Regularity in Monitoring Dashboard updation	The scores are assessed on a scale of 10, considering the subjective perception of grantee organisation's single point of contact (SPOC) for each incubator.	Incubator's Responsiveness to grantee's procedures and compliances.	NA

Ideal Value of the KPI: 10
A model incubator is expected to be fully compliant with its grantee organisation.

KPI 2.3 - Incubator's active network partners

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
Details of all the partnerships forged during the specified period of evaluation	Total number of effective partnerships is calculated based on weights assigned to Partnership Category – ☑ International ☑ Government ☑ Private And weights assigned to partnership type – ☑ Corporate ☑ Investor ☑ Academic ☑ Research Labs ☑ Others	Effective number of partnerships forged by the incubator during the evaluation period.	NA

Assumptions:

For All Incubators	
Partnership Category	Weight
International	1
Government	0.75
Private	0.75

For All Incubators	
Partnership Category	Weight
Corporate	1
Investor	1
Academic	0.75
Research Labs	0.75
Others	0.75

For All Incubators	
Partnership Category	Weight
Corporate	0.75
Investor	0.75
Academic	1
Research Labs	0.75
Others	0.75

Formula: Number of incubatees to which each service has been provided in 2021 =

$$\frac{\text{Effective number of partnerships forged by the incubator} = \sum(\text{Valid Partnership X Weighted Partnership Category X Weighted Partnership Type})}{}$$

Ideal Value of the KPI: 6
A model incubator is expected to have forged at least 6 effective partnerships in a year.

KPI 2.4 - Incubator's quality of workshops and events held

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
Details of top 10 events / conferences/ workshops / training sessions organised by incubator during the specified period of evaluation	The scores are assessed on a scale of 10, considering the subjective perception of grantee organisation's single point of contact (SPOC) for each incubator.	Quality of workshops and events held by the incubator during the evaluation period.	NA

Ideal Value of the KPI: 10
A model incubator is expected to hold good quality workshops and events which are beneficial for its incubated startups and act as potential revenue channels for the incubators.

KPI 2.5 - Suite of services provided by the incubator

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
Quality of support services (as listed under KPI 1.5) provided by the incubator to the incubatees	The scores are assessed on a scale of 10, considering the subjective perception of grantee organisation's single point of contact (SPOC) for each incubator.	Quality of support services provided by the incubator during the evaluation period.	NA

Ideal Value of the KPI: 10
A model incubator is expected to provide adequate support services for each of its incubated startup.

KPI 2.6 - Existence of vision and 5-year strategic plan for incubator

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
Presence/Absence of vision and 5-year strategic plan.	The scores are assessed on a scale of 10, considering the subjective perception of grantee organisation's single point of contact (SPOC) for each incubator.	Whether the incubator has a long-term plan for the next 5 years.	NA

Ideal Value of the KPI: 10
A model incubator is expected to have a holistic 5-year strategic plan for its longevity and sustainability.

KPI 2.7 –Well-defined process for incubatee selection

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
Presence of documented incubatee selection procedure	The scores are assessed on a scale of 10, considering the subjective perception of grantee organisation's single point of contact (SPOC) for each incubator.	Whether the incubator has a documented procedure for selection of its incubatees.	NA

Ideal Value of the KPI: 10
A model incubator is expected to have a well-defined procedure and parameters for selection of its incubatees.

KPI 2.8 – Regular review /audit for compliance with vision statement

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
Presence of a documented audit mechanism of the incubator Proof of last audit conducted by the incubator.	The scores are assessed on a scale of 10, considering the subjective perception of grantee organisation's single point of contact (SPOC) for each incubator.	Whether the incubator has a robust internal audit mechanism	NA

Ideal Value of the KPI: 10
A model incubator is expected to have a robust internal audit mechanism.

KPI 2.9 – Formally outlined monitoring & evaluation processes

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
Presence of incubator's internal Key Performance Indicators (KPIs)	The scores are assessed on a scale of 10, considering the subjective perception of grantee organisation's single point of contact (SPOC) for each incubator.	Whether the incubator has a formally outlined monitoring and evaluation process.	NA

Ideal Value of the KPI: 10
A model incubator is expected to have a formally outlined monitoring and evaluation process.

KPI 2.10 – Incubator's external governance

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
Composition and credentials of board members of the incubator Details of members of Incubatee Selection Committee Details of members of Seed Fund Selection Committee Details of any other committee formed by the incubator	The scores are assessed on a scale of 10, considering the subjective perception of grantee organisation's single point of contact (SPOC) for each incubator.	Whether the incubator has an external governance structure with diversified board members and incubatee selection/seed fund disbursal committees.	NA

Ideal Value of the KPI: 10
A model incubator is expected to have a well-defined external governance structure.

KPI 2.11 – Repository of data on current and graduated incubatees

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
Any other tool used by the incubator for managing the pre-incubatees, graduated incubatees, present incubatees, partners, co-working space, its human resources etc. Repository of the AIC startup applications data	The scores are assessed on a scale of 10, considering the subjective perception of grantee organisation's single point of contact (SPOC) for each incubator.	Whether the incubator has a repository of data on its current and graduated incubatees.	NA

Ideal Value of the KPI: 10
A model incubator is expected to have maintained a repository of data of its current and graduated incubatees.

KPI 3.1 – Dropouts/Incubated startups ratio

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
Number of startups dropped out of the incubator in the year 2021	Total number of startups dropped out in the year 2021	The ratio of startups dropped out of the incubation program to the total number of incubated startups in the year 2021.	NA
Number of start-ups incubated in the incubator in the year 2021	Total number of startups incubated in the year 2021		

Formula: Dropped out startups to Incubated Startups Ratio=

$$\frac{\text{Total number of startups dropped out in 2021}}{\text{Total number of incubated startups in 2021}}$$

Ideal Value of the KPI: 0.1
A model incubator is assumed to have only 2 startups dropped out per 20 incubated startups.

KPI 3.2 – Average number of employees per incubated startup

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
Total number of employees in incubated startups in the year 2021	The average number of employees per incubated startup is determined by calculating the average of the number of employees across all the startups that are part of the incubation program.	A higher average indicates that the startups in the program are successfully growing their teams, which can be seen as a positive outcome for the incubator.	NA
Number of start-ups incubated in the incubator in the year 2021	Total number of startups incubated in the year 2021		

Formula: Average number of employees per incubated startup=

$$\frac{\sum(\text{Number of employees in all the incubated startups})}{\text{Total number of incubated startpus in 2021}}$$

Ideal Value of the KPI: 5
A model incubator is expected to have nurtured its incubatees such that every incubatee has at least 5 employees, including its founders.

KPI 3.3 – External funds raised per incubated startup

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
Public/Private funds received by the incubates in the year 2021	Total external funding raised by the incubated startups in following three categories: ☑ Private Funds raised ☑ Private Grants raised ☑ Government Grants raised	The ability of incubated startups to attract external funding demonstrates the incubator's ability to identify and nurture promising ventures, which can enhance its reputation and attract future applicants.	Amount in Lakhs
Number of start-ups incubated in the incubator in the year 2021	Total number of startups incubated in the year 2021		

Formula: External funds raised per incubated startup (in lakhs)=

$$\frac{\sum (\text{Private grants raised} + \text{Private funds raised} + \text{Govt. grants raised}) \text{ for all the incubatees}}{\text{Total number of incubated startups in 2021}}$$

Ideal Value of the KPI: 20 lakhs
A model incubator is expected to have nurtured its incubatees such that every incubatee raises at least 20 lakhs of external funding annually.

KPI 3.4 – Average annual revenue generated by the incubated startups

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
Revenue generated by the incubated startups in the year 2021	Total revenue raised by the incubated startups in the year 2021	The annual revenue raised by incubated startups demonstrates the effectiveness of the incubator's support programs. A higher annual revenue indicates that the startups within the incubator are successfully commercializing their products or services and generating a positive cash flow.	Amount in Lakhs
Number of start-ups incubated in the incubator in the year 2021	Total number of startups incubated in the year 2021		

Formula: Average annual revenue generated per incubated startup (in lakhs)=

$$\frac{\sum (\text{Revenue raised by incubated startups in the year 2021})}{\text{Total number of incubated startups in 2021}}$$

Ideal Value of the KPI: 10 lakhs
A model incubator is expected to have nurtured its incubatees such that every incubatee generates at least 10 lakhs of revenue annually.

KPI 3.5 – Fraction of incubated startups with commercialized products/apps launched

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
Number of incubated startups at commercialization stage	Total number of incubated startups that commercialized their products in 2021	Successful commercialization of a startup's products validates the effectiveness of the incubator's support and resources. It demonstrates that the incubator provided the necessary guidance, mentorship, and infrastructure for the startup to navigate the complexities of bringing a product to market.	NA
Number of start-ups incubated in the incubator in the year 2021	Total number of startups incubated in the year 2021		

Formula: Fraction of incubated startups with commercialized products/apps launched=

$$\frac{\text{Total number of incubated startups with commercialized products in the year 2021}}{\text{Total number of incubated startups in 2021}}$$

Ideal Value of the KPI: 0.5
A model incubator is expected to have at least 1 out of every 2 incubatees with at least 1 commercialised product.

KPI 3.6 – Fraction of incubated startups with patents filed/granted

Data Inputs	Calculation Methodology	KPI Signifies	Unit of the KPI
Number of patents/ trademarks / copyrights received	Total number of incubated startups that filed for patents in the year 2021	The patent grant highlights the incubator's role in guiding startups through the complex process of intellectual property protection, positioning it as a trusted and respected resource within the entrepreneurial ecosystem.	NA

Formula: Fraction of incubated startups with patents filed/granted=

$$\frac{\text{Total number of incubated startups that have filed for/granted with patents in 2021}}{\text{Total number of incubated startups in 2021}}$$

Ideal Value of the KPI: 0.25
A model incubator is expected to have at least one out of every four incubatees file at least one patent application.

3.2 Results

Based on the self-reported data, the AICs[1] were scored and classified into 4 bands. These bands are:

Band	Band Name	Score (/10)	Number of Incubators	Areas of Improvement
1	Top Performers	Above 7.5	12	Sector focus, leveraging multiple Grant-in-Aid / seed fund grants
2	Front Runners	6.5 – 7.5	22	Inputs & processes almost there, need to engage with stakeholders
3	Emerging Incubators	5.5 – 6.5	24	Lacking in processes, Tier 2 city inc. struggling with nascent ecosystem
4	Aspirants	Below 5.5	9	Grant-in-Aid not being utilized, lack of key resources, operational issues

Fig.- Band distribution of AICs

[1] Pilot study was conducted across 67 AICs, based on self-reported and AIM's AIC dashboard retrieved data.

Top Performers *(in no particular order)*

- Amrita Technology Business Incubator, Amritapuri, Kerala
- FISE, Social Alpha, Delhi
- AIC BIMTECH, Greater NOIDA, Uttar Pradesh
- SID, IISc Campus, Bangalore, Karnataka
- NSRCEL, IIM Bangalore, Karnataka
- Cellular and Molecular Platforms (C-CAMP), Bangalore, Karnataka
- AIC T-Hub Foundation, Hyderabad, Telangana
- TREC STEP, Tiruchirappalli, Tamil Nadu
- AIC Banasthali Vidyapith Foundation, Tonk, Rajasthan
- AIC CCMB, Hyderabad, Telangana
- AIC AMTZ Medi Valley, Visakhapatnam, Andhra Pradesh
- Amity Technology Incubator, Noida, Uttar Pradesh

Front Runners *(in no particular order)*

- AIC ISB Association, Mohali, Punjab
- AIC NCORE Developmental Impact Foundation, Bangalore, Karnataka
- AIC Rambhau Mhalgi Prabodhini Foundation, Mumbai, Maharashtra
- CDIIC, Coimbatore, Tamil Nadu
- AIC IIITH Foundation, IIIT Hyderabad Campus, Telangana
- AIC SMU TBI Foundation, Rangpo, Sikkim
- AIC ALEAP We-Hub, Hyderabad, Telangana
- AIC RAISE Foundation, Coimbatore, Tamil Nadu
- AIC NITF, Bhubaneshwar, Odisha
- AIC JKLU Foundation, Jaipur, Rajasthan
- AIC PECF, Pondicherry Engineering College, Puducherry
- AIC CCRI CED, Coffee Board, Bangalore, Karnataka
- AIC Jyothy Institute of Technology, Bangalore, Karnataka
- AIC GUSEC Foundation, Ahmedabad, Gujarat
- AIC Catalyst, Jaipur, Rajasthan
- AIC Pinnacle Entrepreneurship Forum, Pimpri-Chinchwad, Maharashtra
- AIC Sangam Innovation Foundation, Gurugram, Haryana
- AIC DSU Innovation Foundation, Bangalore, Karnataka
- AIC NIFT TEA Incubation Centre, Tiruppur, Tamil Nadu
- AIC RNTU Foundation, Raisen, Madhya Pradesh
- AIC SKU Confederation, Anantapuramu, Andhra Pradesh
- AIC MIT ADT, Loni Kalbhor, Maharashtra

Emerging Incubators *(in no particular order)*

- AIC AU Incubation Foundation, Anna University, Tamil Nadu
- AIC NMIMS Incubation Centre, Mumbai, Maharashtra
- AIC-AAU Incubator, Jorhat, Assam
- AIC B V Foundation, Bihar Vidyapith, Patna, Bihar
- AIC GIM Foundation, Goa
- AIC LMCP Foundation, Ahmedabad, Gujarat
- AIC SELCO Foundation, Guwahati, Assam
- AIC Aartech Solonics Pvt Ltd, Industrial Area, Raisen, Madhya Pradesh
- AIC CVR College of Engg. Foundation, Bhubaneswar, Odisha
- AIC NITTE Incubation Centre, NMAMIT Campus, Udupi, Karnataka
- AIC Prestige Inspire Foundation, Indore, Madhya Pradesh
- AIC MUJ Incubation Foundation, Jaipur, Rajasthan
- Access Livelihoods, Hyderabad, Telangana
- AIC STPINEXT Initiatives, Bangalore, Karnataka
- Shiv Nadar AIC Research Foundation, GB Nagar, Uttar Pradesh
- Springboard Solutions Pvt Ltd, Delhi
- AIC GISC, Ahmedabad, Gujarat
- AIC IIT Delhi Sonipat Innovation Foundation, Sonipat, Haryana
- AIC BAMU Foundation, Aurangabad, Maharashtra
- AIC Great Lakes Balachandran Foundation, Chennai, Tamil Nadu
- AIC IISER Pune SEED Foundation, Maharashtra
- AIC EMPI Incubation Foundation, Delhi
- AIC ADT Baramati Foundation, Baramati, Maharashtra
- AIC IIIT Kottayam Foundation, Kerala

Aspirants *(in no particular order)*

- AIC ISE Foundation, Mehsana, Gujarat
- AIC Surati iLAB Foundation, Surat, Gujarat
- AIC Mahamana Foundation, IM BHU, Varanasi, Uttar Pradesh
- AIC SRS-ICAR-NDRI Foundation, Bangalore, Karnataka
- AIC Ambedkar University Delhi Foundation, Delhi
- AIC @36INC Society, Raipur, Chhattisgarh
- AIC JNU Foundation for Innovation, Delhi
- AIC JK EDI Foundation, Jammu & Kashmir
- AIC Shiksha Infotech Foundation, Bangalore, Karnataka

AIM संवाद

THE PUDUCHERRY CHAPTER

SECTION 4: LEARNINGS IN THE INCUBATOR ECOSYSTEM

4.1 Stages in an incubator

Since 2016, the Atal Innovation Mission (AIM) has made 68 Atal Incubation Centres (AICs) operational, and additional AICs are currently in the process of being established. Through its experience, AIM has identified four stages of growth that can summarize the success and failure of an incubator.

STAGE 1

Humble beginning

Incubation Centre is established with the goal of creating a regional hub for startups. This is a time of motivation and excitement for its host organisation.

STAGE 2

Navigating challenges to reach its potential

As the Incubator centre grows and completes around 2-3 years of operation, it faces administrative and systemic challenges within its host organisation. The future of the incubation centre hinges on its ability to create a mutually beneficial relationship with the host, or risk becoming a non-performing asset.

There are two possible paths the incubation centre can undertake after 2-3 years of its establishment:

PATH 1

Rising towards success:

The incubation centres reach a stage of maturity and establish their own space and autonomy within the host institution. These incubation centres are able to create synergistic relationship with their host organisation.

PATH 2

Becoming a non-performing asset

The incubation centres which are not able to create a synergistic relationship with their host organisation, become non-operational. Typically, these incubators are not able to utilise grantee's Grant-in-Aid. Only drastic changes in the functioning of the incubator driven by host organisation can nudge these incubators towards Path 1.

Stage 3

Flourishing into a successful entity:

Incubation Centres at this stage are aware of their strengths, thus they introduce tailored incubation programs, sector-specific cohorts and create fruitful linkages with industry, academia and investors.

Stage 4

Path towards Self-sustenance

The incubation centre strives to generate its own revenue streams through a combination of mechanisms such as rental fees from incubatees, equity stakes in successful startups, consulting services, partnerships with industry players, and sponsorships from private or public entities. The incubator attracts high-potential startups which further contribute to its sustainability and success.

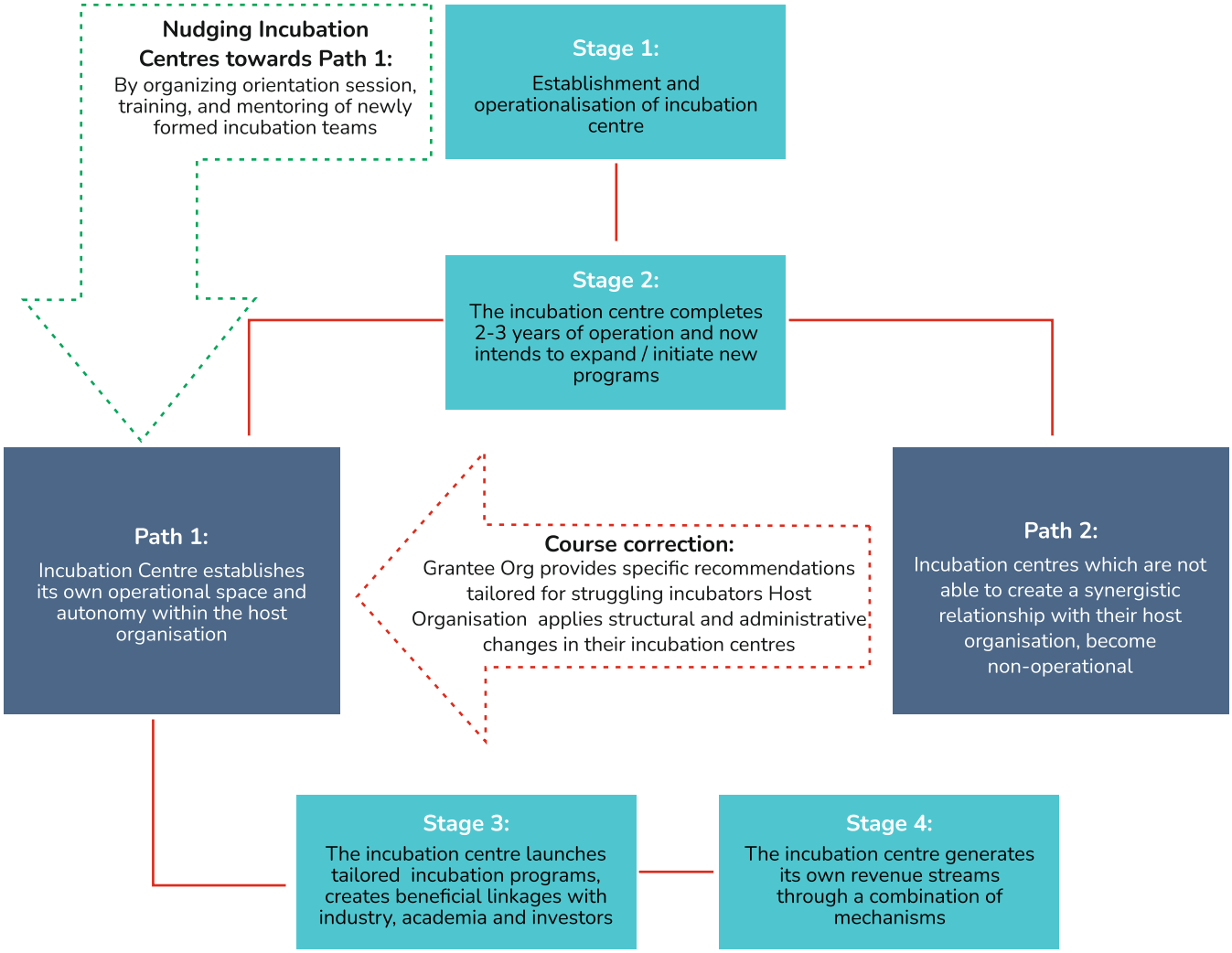


Fig.- Stages in an Incubator

Stages in a Greenfield Incubator

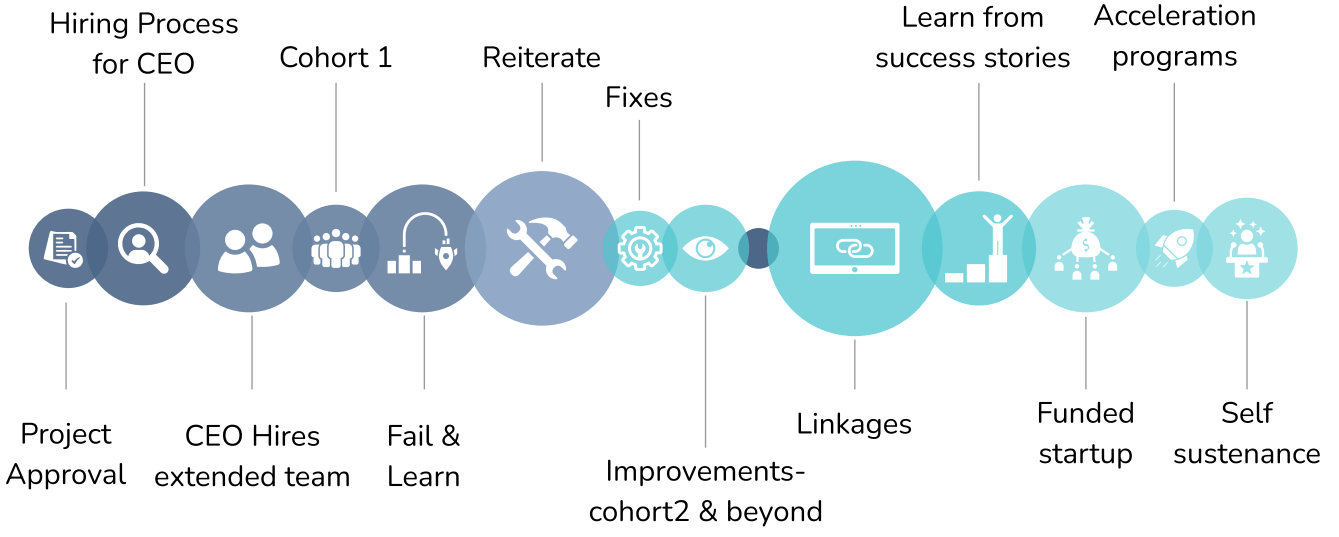


Fig.- Life Cycle of a typical Greenfield Incubator

4.2 Some reflections on the Assessment Framework

The framework highlights structural gaps and therefore points towards potential mechanisms to enhance incubators' success. The framework can be a potential tool to provide rewards and recognition to motivate the managers and enhance their efficiency in operating the incubators.

Additionally, it is identified that linkages between the incubator and its ecosystem are fragmented – technology platforms might help bring these stakeholders together. Some of the institutions hosting incubators are occasionally de-linked from the objectives and goals. To avoid conflicts, incubator management professionals can work with the host institutions starting from the proposal stage, where the assessment framework can help in producing more realistic project proposals.

It is felt that the incubator assessment framework is potentially useful for five types of beneficiaries.

Beneficiaries	Benefits		
	Monitor, Evaluate & Course Correct	Guidance / Decision	How it would be useful?
Incubator manager	✓	✓	To improve incubator performance or to understand where incubator stands relatively
Program manager	✓	✓	To understand the outcomes or impacts of incubator program and thus decide about funding
Aspiring incubatees		✓	To figure out which incubator would best suit the needs of their startup or venture
Aspiring incubator developer		✓	As a guidance to write a practical plan for the proposal and to understand the checkpoints, opportunities, and challenges to establish a new incubator
Policy makers		✓	An understanding of the outcomes and impact of incubator programs helps policymakers to chalk out


AIM
RAISE
CONNEC
Celebrating the
3rd
ANNIVERSARY OF
AIC RAISE
ENTRY POIN
Sep 23 2022


AIC-RNTU
3 DAYS
DISCOV
COHO


AIC-RNTU
WELCOMES YOU
FOR
2-DAY
BOOTCAMP
ON
FUNDAMENTALS OF
ENTREPRENEURSHIP
SPONSORED BY


AIC
RAISE
Partne
develo
Helping lo
scale high
Google Play


OUR PORTFOLIO

ANNEXURE

Annexure I – Data Tables (to be filled by Incubator)

Table 1: Incubator Details

Incubator Name			
Incubator Type			
Incubator Centre Address	Address	City Tier	
Incubator Sector Focus (if any)	Sector Focus 1	Sector Focus 2	
Incubator Functional Date			
Incubator 1st Tranche Sanction Date		<- should be a valid date, e.g.: 31-Dec-2021	
Incubator number of Tranches received (by AIM)			
Incubator Total amount (all tranches by AIM) received in (in INR)			

Table 2: Incubator Team Details

Total number of Team Members engaged (Between Jan 2021 -Dec2021	

Name	Designation	Total Experience (in Years)	Linkedin Profile	Start Date	End Date

-add more row if needed


STARTUP
FRIDAY
DBS


YOU PITCH
NOT JUST TO RAISE FUNDS
PREPARE YOUR PITCH ACCORDI
TO THE END CONSUMER


G20
STARTUP


StartupTN


STARTUP 20 SABHA
Innovation, Entrepreneurship, Collaboration
STARTUP 20 SABHA - SISE (SUSTAINABLE INDIAN STARTUP ECO SYSTEM)
HSBC


1st RUNNER-UP
WINNER
2nd RUNNER-UP

Table 3: Startup Details

Total number of startups engaged since AIC Inception						
S.No	Startup registered name	Program Type (Acceleration/Incubation/ PreIncubation)	Incubation Type (Physical/Virtual/ Hybrid)	Startup Stage (Ideation/POC/Prototype/ Minimum Viable Product/ Commercialized)	Startup Stage (Currently incubated/Dropout/ Exited/Graduated)	
		Select from above given options				
Startup CIN Number	DPIIT Registration Number	Startup Registration Number	Startup Incubation Start Date	Incubation End date/ Graduation Date/ Drop-out Date		

-add more row if needed

Table 4: Incubator Physical Infrastructure

Current Actual Seating Capacity	Total Seats Utilized	Number of startups Utilizing Space physically
Actual seats available with AIC	Seats utilized as of Current date	

Table 5.1: Year wise startups/application – Under Pre-Incubation Programme

Calendar Year	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	Total
Number of Application received							0

Please enter year wise **applications received** under Pre-Incubation Programme

Total Number of new Startup Pre-Incubated		
	Physical	0
	Virtual	0

Please enter year wise **applications accepted** under Pre-Incubation Programme

Table 5.2: Year wise startups/application – Under Incubation Programme

Calendar Year	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	Total
Number of Application received							

Please enter year wise **applications received** under Pre-Incubation Programme

Total Number of new Startup Pre-Incubated		
	Physical	0
	Virtual	0

Please enter year wise **applications accepted** under Pre-Incubation Programme

Table 5.3: Year wise startups/application – Under Acceleration Programme

Calendar Year	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	Total
Number of Application received							0

Please enter year wise **applications received** under Pre-Incubation Programme

Total Number of new Startup Accelerated	Physical		0
	Virtual		0

Please enter year wise **applications accepted** under Pre-Incubation Programme

Table 6: Support service provided by the AIC

Type of Services	Brief about Services Offered (50 Words)	Provided (Yes/No)	Estimated number of startups which utilized these services	Names of any 3 startup shaving availed these services
Mentoring by subject matter experts				
Ideation and Strategy with mentors/team				
Industries and experts				
Investor connects				
Networking and social support				
Events and trainings organized				
Legal and Compliance support				
Help in hiring and Team Building				
Access to Lab facilities for Prototype				
Co-working space for daily operations				
-add more row if needed				

Table 7: External Funding Received

Organization Name	Grant giving Org Type (Govt Grant/ CSR Fund/ Private Investment (VC/Angel)/ Other)	Support Type (Seed Fund Support/ Incubation Services Support/ Capital Expenditure Support/ Other Support)	Date of Disbursement of 1st Tranche / Funding	Total Funding Amount Received (in INR)	Grant Purpose (if specific)

Please enter year wise **applications accepted** under Pre-Incubation Programme

Table 8: CEO Details

Name and Qualification	Education (UG / PG / PhD)	Total Work Experience (in years)	Startup VC / Investment Firm Experience (in years)	Corporate Work Experience (in years)	Startup founder experience (in years)
UG specialisation and Name of the Institution –	Incubation Centre Experience (in years)	International work Experience (in Years)	Research Experience (in Years)	Number of patents received by CEO	Number of research Papers published
PG specialisation and Name of the Institution –					
PhD specialisation and Name of the Institution –					

Please enter year wise **applications accepted** under Pre-Incubation Programme

Table 9: Partnerships

S. No	Name of the Partner	Partner Category (International / Govt/Private)	Type of Partner (Investor/ Corporate / Academic/ Research Labs /Others)	Date of formal signing up of partnership	Website Address of the Partner	Description of the Support provided by the partner (Max 50 words)	Description of support utilization (Max 50 words)

Please enter year wise **applications accepted** under Pre-Incubation Programme

Table 10: Events Organised (Top 10)

S. No	Name of the Partner	Event Type (Guest Lecture/ Boot Camp/ Training/ Workshop/ Mentor clinics/ Conferences / Seminars/SIP Program/Others)	Location of the Event (City)	Total Attendees of the Event	Key Speaker Names	Start Date of Event	End Date of Event

Table 11: AIC Vision and Strategy

Has the AIC/EIC created a vision/mission and 5 year strategic plan?	If Yes, please upload the document online and provide link (with Public view access)

Table 12: Incubatee Selection process

Does AIC opens online application form for inviting Application?	Does AIC has a well-defined Incubatee selection process?	If Yes, please upload the document online and provide link (with Public view access)

Table 13: Incubator Vision Review Process

Does AIC/EIC hold reviews/audits meeting with auditors the compliances of vision statement?	If yes, what was the last date on which this audit was held?	If Yes, please upload the document online and provide link (with Public view access)

Table 14: Incubator Vision review Process

Apart from AIM allocated G&D targets, does AIC has its own internal KPIs to track its performance and progress?	If Yes, please upload the document online and provide link (with Public view access)

Table 15: Governance Body details

Does AIC/EIC has all positions of Board Directors filled?	**Name**	**Designation, Organization**	**Member type (External / Internal)**
Does AIC/EIC has a functional Incubation Selection Committee?	**Name**	**Designation, Organization**	**Member type (External / Internal)**
Does AIC/EIC has functional Seed funds selection Committee?	**Name**	**Designation, Organization**	**Member type (External / Internal)**

Please enter year wise **applications accepted** under Pre-Incubation Programme

Table 16: Data Repository

What tool/platform is used by the AIC to track its progress and manage operations?	If Yes, please upload the document online and provide link (with Public view access)
How frequent is the above dashboards being filled?	
Does the AIC has a well-structured repository for the startups/teams who apply for Incubation/Acceleration?	If Yes, please upload the document online and provide link (with Public view access)
If yes, what is the strength of this data? (Number of startups/ideas)	

Table 17: Incubated Startups details

S. No	Startup registered name	Total Current Employees, including founders	Total Private Funds raised (in Lakhs INR)	Total Private Grants received (in Lakhs INR)	Total Govt Grants received (in Lakhs INR)
	Total copyrights received	Total trademarks received	Total patents filed/granted	Total Revenue generated (in Lakhs INR)	Sources of Govt grants received

Please enter year wise **applications accepted** under Pre-Incubation Programme


ureau of Energy Efficiency
ional Innovation Conclave on
ow-Carbon Technologies
1 March 2022: New Delhi
Event organised under


ekatra
making everyday ordinary, extraordinary


Ride On Electrons
AIC-RNTU

ANNEXURE II – FAQs

KPI 1.1: INCUBATOR STAFF TO INCUBATED STARTUP RATIO

Data Points

Details of Full-time members of the incubator since January 2021 to Dec 2021 [Details to be filled in Table 2]

Details of Start-ups incubated in the incubator [Details to be filled in Table 3]

Documentary evidence FAQs

Self-Reported Data

Q Do we have to give details of all the employees of the incubator?

A No, details of only those Full-time employees who were on AIM payroll in the period Jan 2021 to Dec 2021 are to be given.

Q Which all startups should we report?

A All the startups/ideas the incubator has incubated since its launch.

Q What does dropped out startup mean?

A A startup which left the incubation program before completing the whole duration as per its Incubation agreement with the incubator.

Q Few employees worked for some duration in 2021. Should we mention them?

A Yes, mention their details, along with the date when they left the incubator.

Q A startup doesn't have CIN number, should we report that?

A Only those startups having legal registration will be accepted, non-registered startup will always be under Pre-incubation support.

Q What does graduated startup mean?

A A startup which completed the incubation program as per its Incubation agreement

Examples

1. An employee worked from July 2019 to Aug 2021. His/her details are to be given.
2. An employee worked from Jan 2019 to Dec 2020. His/her details are not to be given.

KPI 1.2 – TOTAL NUMBER OF STARTUPS INCUBATED PER YEAR

Data Points

Details of Start-ups incubated [Details to be filled in Table 3 above]

Documentary evidence FAQs

Self-Reported Data

Q Which all startups should we report?

A All the startups/ideas the incubator has incubated since its launch.

Q What does dropped out startup mean?

A A startup which left the incubation program before completing the whole duration as per its Incubation agreement with the incubator.

Q A startup doesn't have CIN number, should we report that?

A Only those startups having legal registration will be accepted, non-registered startup will always be under Pre-incubation support.

Q What does graduated startup mean?

A A startup which completed the incubation program as per its Incubation agreement

KPI 1.3 – FRACTION OF INCUBATEE SEATS UTILIZED (CURRENT / PROJECTED)

Data Points

Details of Start-ups incubated [Details to be filled in Table 3 above]

1.Number of seats available in the incubator

2.Number of seats occupied by incubatees

3.Number of startups utilizing space physically

[Details to be filled in Table 4]

Documentary evidence FAQs

Self-Reported Data

Q The seats available from Jan-Mar were 30, in April this increased to 50, and remained 50 till December. What number should we report?

A Take a weighted average, in this case: (30*3+50*9)/12

Q How to calculate seats occupied when the numbers keep changing every month?

A AIC can take an average estimate of monthly occupancy w.r.t. to current seating capacity.

Q If a startup has occupied 8 seats, do we count all 8 or just 1 for every startup?

A All the startups physically occupying the seats at the AIC needs to be counted. It could vary according to the number of people employed by a startup.

KPI 1.4 –ACCEPTANCE RATE OF INCUBATEES

Data Points

1. Year wise number of startup applications received by the incubator under pre-incubation, incubation and acceleration programs.[Details to be filled in Table 5]
2. Year wise number of startup applications accepted by the incubator under pre-incubation, incubation and acceleration programs. [Details to be filled in Table 5]

Documentary evidence FAQs

Self-Reported Data

Q What does 'year-wise' mean?

A Here, year-wise is the period for which evaluation is being done, i.e., Jan 2021 – Dec 2021

Q What if the AIC came into existence in 2019 and had no startups incubated before?

A Please leave the previous year field blank in this case.

Q What if the AIC does not have year wise distribution of data available?

A AICs should report all the applications received during the periods mentioned below vs all the applications accepted into the different programs (Pre-incubation, incubation & acceleration)

KPI 1.5 –INCUBATION SERVICES PROVIDED BY THE INCUBATOR AND ITS UTILISATION

Data Points

1. Type of support services provided by the incubator *[Details to be filled in Table 6]*
2. Number of incubatees using each of the support services provided by the incubator *[Details to be filled in Table 6]*
3. Names of at least 3 incubatees which avail each of the support services *[Details to be filled in Table 6]*

Documentary evidence FAQs

Self-Reported Data

Q What do support services mean?

A Here, support services can be – Mentoring by subject matter experts; Ideation and Strategy with mentors/team; connections with industry, experts and investors etc.

Q How do we provide names of incubatees availing support services?

A Provide names of top 3 incubatees to which the above support services were provided satisfactorily.

Q What if the AIC does not have year wise distribution of data available?

A AICs should report all the applications received during the periods mentioned below vs all the applications accepted into the different programs (Pre-incubation, incubation & acceleration)

Q How do we provide an estimate of the total number of startups having utilized the listed Services?

A This is an approximate estimate expected, in cases where it isdifficult to calculate. Documentary evidence may be asked at a later date to corroborate the data submitted.

Q Can we enter the name of an incubatee in more than one support services?

A Yes, if you think more than one support services were provided to an incubatee satisfactorily, you can enter its name wherever applicable.

Examples

1. A virtual incubatee 'XYZ Pvt. Ltd.' was provided support services like – mentoring, ideation/strategy, networking and social support, legal and compliance.
2. The name of this incubatee can be entered against all these support services.

KPI 1.6 – DIVERSITY OF FUNDING RESOURCES ACCESSED BY INCUBATEES AND INCUBATORS

Data Points

1. Names and type (Host Contribution/Govt. Grant/CSR Grant/Private VC or AI investment/Others) of sources of funds or Grant-Aid availed by incubator other than AIM Grant

2. Type of support (Seed Support/Incubation Services Support/CAPEX Support/Other support) provided by the above sources.

3. Quantum of support provided by the above sources.

4. Disbursement Date of support provided by the above sources.

5. Purpose for which the above support is provided.

6. The numbers should only be reported for AIM SPV (AIC). If the host has received grant support for other TBIs/incubators funded by different government schemes (BIRAC, MeITY etc.) - these numbers should not be included here.
[Details to be filled in Table 7]

Documentary evidence FAQs

Self-Reported Data

Q Do we have to mention the funds / grants availed directly by incubatees?

A No, only those details of those funds / grants which are directly availed by the incubator, have to be mentioned.

Q The organisation X has promised to provide grants over the next few years in instalments. Should we mention the total amount of such agreement or only the grant which is given till now?

A Mention the total amount of grants / funds committed even if a partial tranche amount has been disbursed till date. In cases like MSME where grants are disbursed as and when a qualified applicant is approved, only amount disbursed should be reported.

Q The Host institution of my incubator has provided funds which were not part of the proposed budget. Should we mention that amount too?

A – No, the funds contributed by the Host Institution should not be mentioned in the below Table.

KPI 2.1 – CEO CREDENTIALS / PRIOR EXPERIENCE

Data Points

1. CEO's Credentials – Educational Qualification (PhD/ Masters/Bachelors); Total work experience; Corporate experience; VC/Investment Firm experience; Incubation Centre experience.

2. Number of patents filed by the CEO (if any)

3. Number of Research papers published by the CEO (if any)

4. Number of years of international experience of the CEO (if any) *[Details to be filled in Table 8]*

Documentary evidence FAQs

Self-Reported (to be assessed by AIM SPOC)

Q What kind of documentary evidence is required?

A A latest CV of the CEO, stating all the necessary data points (as mentioned above) is to be uploaded on the drive.

Q We had two different CEOs who served during the period Jan 2021 to Dec 2021. Which CEO details should we mention?

A Details of all the CEOs who served during the period Jan 2021 top Dec 2021 is to be given.

Q What if the AIC doesn't have a CEO?

A Please provide details of the interim CEO. Leave the field blank in case there is no one in charge of the AIC affairs between the time period mentioned.

KPI 2.2 – INCUBATOR RESPONSIVENESS – W.R.T. AIM OPERATIONAL COMPLIANCES

Data Points

1. Regularity in UC submission
2. Regularity in PFMS updation
3. Regularity in Dashboard submission

Documentary evidence FAQs

Not Required (to be assessed by AIM SPOC)

Q What kind of documentary evidence is required?

A SPOC from AIM team will assess regularity in submission/ updation of UCs, PFMS, Dashboard and other compliance documents.

KPI 2.3 – INCUBATOR'S ACTIVE NETWORK PARTNERS

Data Points

Details of all the partnerships during the period Jan 2021 - Dec 2021 (Investor / Corporate / Academic / Research Labs / Others).
[Details to be filled in Table 9]

Documentary evidence FAQs

Self-reported (Based on the Details provided below and M&E dashboard of AIM)

Q Our incubator has many quality partnerships. Should we mention all of them?

A No, only the details of partnerships forged during the period Jan 2021 – Dec 2021 are to be mentioned.

Q – Can we mention those partnerships for which we don't have a formal agreement?

A No, a formal agreement is mandatorily required and is to be uploaded on the drive (with public link access)

KPI 2.4 – INCUBATOR'S QUALITY OF WORKSHOPS AND EVENTS HELD

Data Points

Details of top 10 events / conferences / workshops / training sessions organised by incubator during the period Jan 2021 – Dec 2021.*[Details to be filled in Table 10]*

Documentary evidence FAQs

Self-reported (Based on the Details provided below and M&E dashboard of AIM)

Q Our incubator has organised many quality events. Should we mention all of them?

A No, only the details of top 10 events during the period Jan 2021 – Dec 2021are to be mentioned, whether physical or virtual.

Q Our host institute had organised an event, can we incorporate that also?

A Only if the event was in alignment with AIC's intent and AIC was an active anchor of the event and funds were used from the AIC budget for conducting the event.

KPI 2.5 – SUITE OF SERVICES PROVIDED BY THE INCUBATOR

Data Points

Quality of support services (as listed under KPI 1.5)
provided by the incubator to the incubatees *[Details to be filled in Table 6]*

Documentary evidence FAQs

Self-Reported (to be assessed by AIM SPOC)

Q What kind of documentary evidence is required?

A Latest photographs of physical infrastructure, virtual tour videos posted on incubator's YouTube channel or submitted on an email to the respective AIM SPOC. In addition, any software licenses granted to the AIC free/nominal cost – approval mails/documents are to be provided.

KPI 2.6 - EXISTENCE OF VISION AND 5-YEAR STRATEGIC PLAN FOR INCUBATOR

Data Points

Presence/Absence of vision and 5 year strategic plan.

Documentary evidence FAQs

5-year Strategic Plan (to be assessed by AIM SPOC)

Q What are the contents of vision and 5-year strategic plan?

A Vision and 5-year strategic plan can be submitted as a combined document in pdf format.

The document should also contain the steps already taken and future steps planned to make the incubator sustainable.

KPI 2.7 - WELL-DEFINED PROCESSES FOR INCUBATEE SELECTION

Data Points

Presence of documented incubatee selection procedure

Documentary evidence FAQs

MoM of last Selection Committee Meeting held (to be assessed by AIM SPOC)

Q What does it mean by incubatee selection procedure?

A Incubatee selection procedure means a clear and comprehensive documented policy for the selection of incubatees in the incubator.

Q What are the contents of this document?

A The document (to be submitted in pdf format) should have but not limited to –

a. Parameters for selection/rejection of an incubatee
b. Stages of selection of an incubatee
c. Details of Incubatee Selection Board members

KPI 2.8 – REGULAR REVIEW /AUDIT FOR COMPLIANCE WITH VISION STATEMENT

Data Points

1. Presence of a documented audit mechanism of the incubator
2. Proof of last audit conducted by the incubator.

Documentary evidence FAQs

Audit Report (to be assessed by AIM SPOC)

Q What documentary evidence is to be provided?

A The Audit report of the last audit conducted is to be uploaded on the drive (with public link access)

KPI 2.9 – FORMALLY OUTLINED MONITORING & EVALUATION PROCESSES

Data Points

Presence of incubator's internal Key Performance Indicators (KPIs)

Documentary evidence FAQs

Required (to be assessed by AIM SPOC)

Q What does it mean by Incubator's KPIs?

A Apart from AIM monitored Goals and Deliverables, an incubator should mention their own internal M&E processes clearly defining KPIs and frequency of their measurement.

KPI 2.10 – INCUBATOR'S EXTERNAL GOVERNANCE

Data Points

1. Composition and credentials of board members
2. Details of members of Incubatee Selection Committee
3. Details of members of Seed Fund Selection Committee
4. Details of any other committee formed by the incubator *(Details to be provided in Table 15)*

Documentary evidence FAQs

Self-Reported Data (to be assessed by AIM SPOC)

Q What if a certain committee has not been formed?

A Please mark 'No' to that particular board's answer and leave the table blank

KPI 2.11 – REPOSITORY OF DATA ON CURRENT INCUBATEES AND GRADUATES

Data Points

1. Any other tool used by AIC for managing the graduate incubatee alumni, present incubatee,partners, pre-incubatees, co-working space, HR etc.
2. Repository of the AIC startup applications data

Documentary evidence FAQs

Self-Reported Data (to be assessed by AIM SPOC)

Q We use the AIM dashboard, shall we report that?

A AIM dashboard filing is mandatory part of the grant, we want to know whether AIC has any other mechanism of maintaining its operations internally as well as whether the AIC has maintained the data of graduated startups over time?

KPI 3.1 - DROPOUTS/INCUBATED RATIO

Data Points

Details of Start-ups incubated in the incubator during the period Jan 2021 – Dec 2021
[Details to be filled in Table 3]

Documentary evidence FAQs

Self-Reported Data

Q Which all startups should we report?

A All the startups/ideas the incubator has incubated since its launch.

Q What does dropped out startup mean?

A A startup which left the incubation program before completing the whole duration as per its Incubation agreement with the incubator.

Q A startup doesn't have CIN number, should we report that?

A Only those startups having legal registration will be accepted, non-registered startup will always be under Pre-incubation support.

Q What does graduated startup mean?

A A startup which completed the incubation program as per its Incubation agreement

KPI 3.2 - AVG. NUMBER OF EMPLOYEES PER INCUBATEE FIRM

Data Points

Total number of employees for Incubated startups during the period Jan 2021 – Dec 2021

Documentary evidence FAQs

Self-Reported Data

Q What to do in case we don't have historical data available?

A Please ensure that at least Total column contains the total direct jobs reported by incubate firms, if annual data is unavailable in the time period applicable

KPI 3.3 –EXTERNAL FUNDS RAISED PER INCUBATEE FIRM

Data Points

1. Public/Private funds received by the Incubatee firms during the period Jan 2021 – Dec 2021
2. Number of Incubated startups *[Details to be provided in Table 17]*

Documentary evidence FAQs

Self-Reported Data (in Table 17)

Q Do we have to report funding raised by all the incubatees?

A No, details of funding raised by the incubatees during the period Jan 2021 - Dec 2021 is to be provided.

KPI 3.4 - AVG. ANNUAL REVENUE GENERATED BY THE INCUBATED STARTUPS

Data Points

1. Revenue generated by the Incubated & Activestartups (Jan 2021- Dec 2021) *[Details to be provided in Table 17]*
2. Number of incubated startups for which data is maintained by the AIC *[Details to be filled in Table 5]*

Documentary evidence FAQs

Self-Reported Data (in Table 17)

Q What if AIC doesn't have the exact revenue of the startups?

A An approximate number may be reported, please get the number from startup in case it is not available

Q What to do in case we don't have historical data available?

A Please ensure that at least Total column contains the total revenues by the Incubated startup, if annual data is unavailable

KPI 3.5 - FRACTION OF INCUBATEES WITH COMMERCIALIZED PRODUCTS/APPS LAUNCHED

Data Points

Number of active startups which are already commercial *[Details to be filled in Table 3]*

Documentary evidence FAQs

Self-Reported data

Q What does Commercialised means?

A Any startup which is offering their product/services in market and has real users/customers.

KPI 3.6 - FRACTION OF INCUBATEES WITH PATENTS FILED/GRANTED

Data Points

Number of patents/trademarks/copyrights received*(Details to be provided in Table 17)*

Documentary evidence FAQs

Self-Reported Data

Q The startup has received the patent before or after our Incubation support, shall we count that also?

A A startup should be counted only if it has filed or received the grant after it has been incubated with incubator


inSPIRE
Supported By
PHOOL
LUXURY INCENSE CONES · NARGIS


G20
STARTUP 20


VEED.IO

Designed by

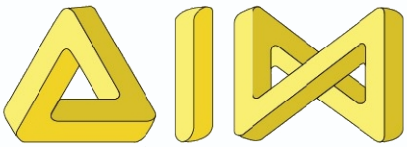
ATAL INCUBATION CENTRE
PONDICHERRY ENGINEERING COLLEGE FOUNDATION
Supported by Atal Innovation Mission (AIM), NITI Aayog, Government of India. PTU Campus, Puducherry - 605 014.

Follow us:

ceo@aicpecf.org www.aicpecf.org +91 89034 67223

KS Ads : +91 9600186656 | ksadscreative@gmail.com


सत्यमेव जयते
NITI Aayog


ATAL INNOVATION MISSION


भारतीय प्रौद्योगिकी संस्थान दिल्ली
INDIAN INSTITUTE OF TECHNOLOGY DELHI