

**Business Innovation & Incubation
National Forum 2016 : Adelaide**



16th May 2016

Ms Petra Andren

ATP Innovations

Success multiplied

National Leadership and Global Reach in
Technology Incubation

Petra Andren, CEO ATP Innovations

www.atp-innovations.com.au

ATP Innovations
National and Global Leadership
in Incubation of deep tech Start-ups





Agenda

- **Business incubators and accelerators there is a difference...**
- **Introduction to ATP Innovations**
- **What do we offer our clients?**
- **Recommendations for building a successful business incubation program - Lessons learned**
- **Past and future rock stars**



What a business incubator is not...



A business Incubator provides targeted services to selected companies over a longer period

“Business incubation is a business support process that accelerates the successful development of start-up and fledgling companies by providing entrepreneurs with an array of targeted resources and services”.

Source: Resource Library - National Business Incubation ...
www.nbia.org/resource_library/what_is/

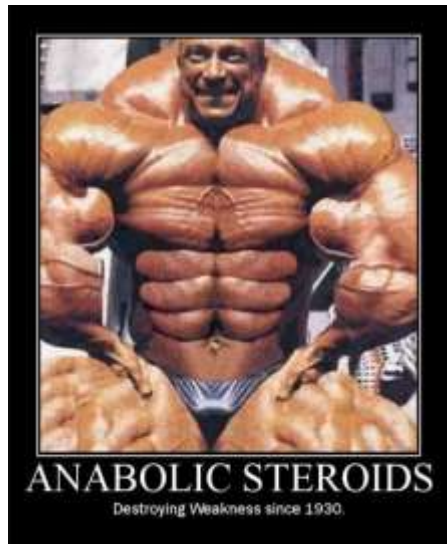




Business incubators
best benefit
**technology intensive
businesses**
That require **longer
time to
market, domain
expertise** and
significant
**capital and resources
to scale.**



Accelerator Programs...

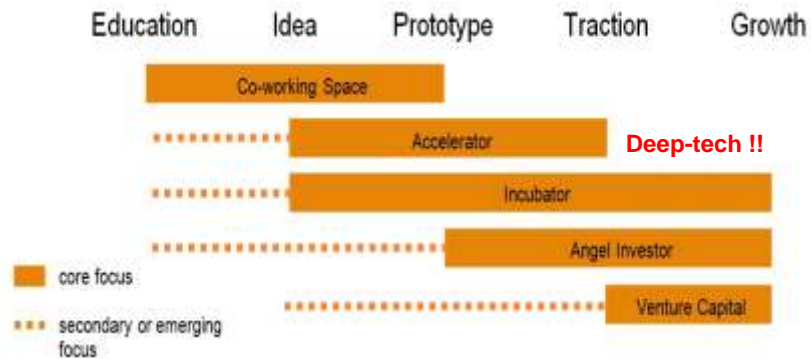


The Model

“Accelerator programs are designed to support new businesses through their fragile early stages and help them to develop into a self-sustaining, high-growth company.”



The Start-up Pipeline



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“ATP Innovations is a deep **Technology Business Incubator** actively generating quality deal flow through running **Accelerator Programs** and providing support to graduates of Accelerator Programs in our **Co-working space.**”



The Co-working space hosting Accelerator graduates, a deal-flow generator for the Incubator



NSW Medical Device Commercialisation Training Program



The MDCTP Program

- **Customer Validation & Structure**
- **Potential MDF funding post program**
- **Use links with our community, government and industry**
- **Incubation post acceleration**



In 18 months the program has achieved a lot...

- 33 participants
- 7 companies formed (3 now in the Incubator)
- 3M in grant funding to date
- 3.5million in Private investment
- 2 x 1776 Challenge Cup Finalists...



ATP Innovations - an Overview

- Deep technology incubator founded in 2000
- Private for profit business owned by four of Australia's leading universities
- Business model is subsidised rent/anchor tenants and equity stake in the companies we select



The University of Sydney



UNSW
THE UNIVERSITY OF NEW SOUTH WALES
SYDNEY • AUSTRALIA



UNIVERSITY OF
TECHNOLOGY SYDNEY



ATP Innovations - an Overview

- 4 executives, 6 support staff
- Working with public and private sector entrepreneurs to commercialise R&D
- Privileged asset - access to Universities to use their research as building blocks to fuel innovation



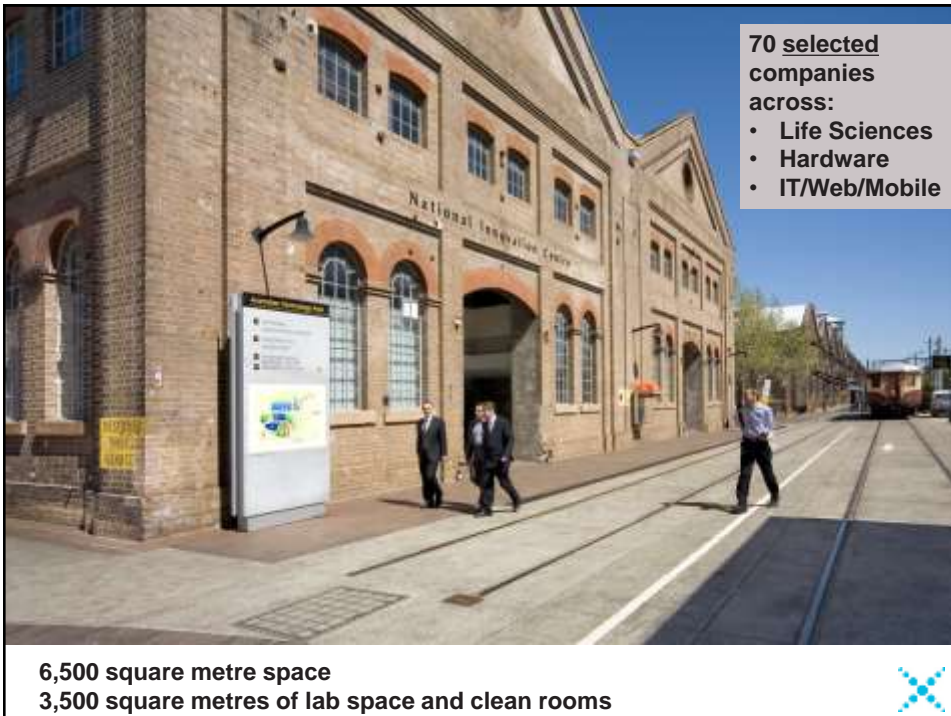
The University of Sydney



UNSW
THE UNIVERSITY OF NEW SOUTH WALES
SYDNEY • AUSTRALIA



UNIVERSITY OF
TECHNOLOGY SYDNEY



70 selected
companies
across:

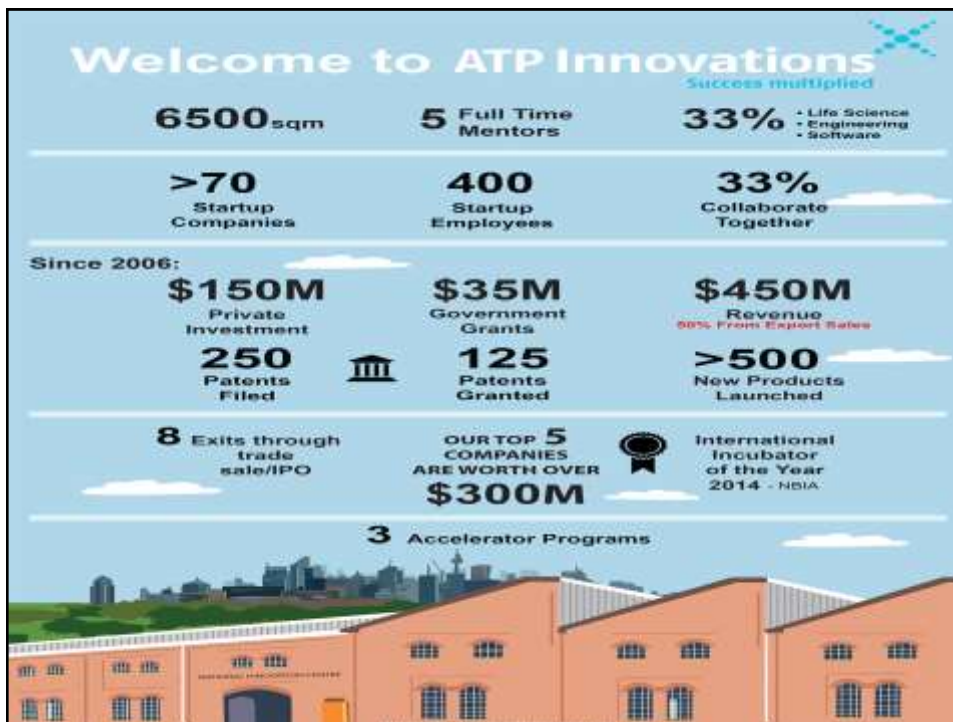
- Life Sciences
- Hardware
- IT/Web/Mobile

6,500 square metre space
3,500 square metres of lab space and clean rooms



ATP Innovations

- Companies vary from small - 1 to 2 founders, to large - 35+ staff
- Time within the incubator dependent on technology focus:
 - Life Sciences - 5 to 8 years
 - Hardware/Engineering - 3-5
 - Software - 3 to 6 years
- 7 to 10 new companies join the portfolio each year



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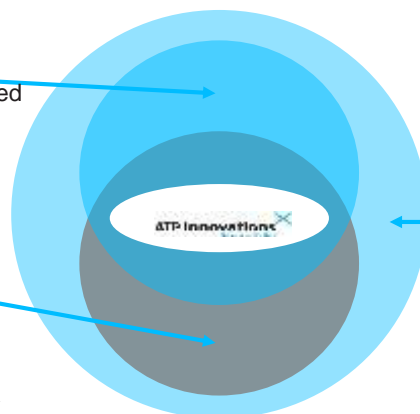
ATP Innovation's Value Proposition

Business Experience

- Full time experienced Business Mentors

Entrepreneurial Network

- 60+ companies
- Trusted service providers
- Investment network



Service Office & Laboratories

- Prime space
- Monthly leases
- Full service



Different companies need different things at different times

- **Focus areas for executive team:**
 - building teams
 - accessing capital - investment/grants
 - customer and business model validation
 - product launch and initial sales
 - exit strategies



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- **Examples of portfolio clients**



Lesson # 1

Alignment

Alignment between the incubator and the company is critical to creating value for both parties. Key is to move beyond just the property aspects of the business - we are not landlords!

Equity model at ATP Innovations has gone a long way to achieve this



Lesson # 2

Quality deal-flow through Ecosystem Engagement

Quality of the pipeline is everything!!! – you may need to create ventures through programs as well as attract the best companies to your incubator.

Ensure the value proposition of your incubator is well understood by your target clients.



Lesson # 3

Hire talented People

Executive team/mentors are your most important asset! Without these people, your clients will see you as a landlord.

ATP Innovations Operational Budget split - 60% on people, 30% facilities and 10% on marketing.



Lesson # 4

International Links

Many startups are all global from day one - incubators need to follow this principal.

Local markets are great for proof of concept and initial launch, but international connections will guide globally relevant strategy (products, value propositions)



Lesson # 5

Sustainable Business Model

Very difficult to build, refine, and perfect an incubation program with short funding cycles - results take time

Expect 3-5 years as a minimum to perfect your program. Need to achieve long term sustainability



Lesson # 6

Build, Measure Learn

Make sure you spend time on the right activities. Every city, market and ecosystem is different - so try things out and see what works in your environment. Use startup tools on ourselves!

Not everything will work, but many opportunities to learn and adjust



Final Wisdom learned - The rules apply to everyone!

- The process of building a great technology company has been refined over the past 7 years - it's becoming a repeatable process
- Researchers and Universities need to follow the same rules**
- Customers are everything - **go and speak to them!**

Getting out of the building



*There Are No
Facts Inside
Your Building,
So Get Outside*

Steve Blank

Customer Development Manifesto at <http://steveblank.com/category/customer-development-manifesto/>
Photograph of Steve Blank from steveblank.fi

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Past Rock star: “training soldiers for combat with moving rather than static targets”



Propeller Aero - “the drone data platform”



Clarity Pharmaceuticals “making sure things end up in the right place & finding cures for cancer!”



Sonder Design - “the smart keyboard that adjusts”



**Deep tech Startups across industry verticals
& we are right here in Australia!**



**Incubation is not for Chickens.....
Deep-tech needs incubation to scale**



The End.



