



**IIM Jammu Foundation for Entrepreneurship
Innovation & Skill Development**

Indian Institute of Management Jammu

Policy on Entrepreneurship, Innovation & Business Incubation

2023



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Glossary

B-School Business School

CA Chartered Accountant

CEISD Centre for Entrepreneurship Innovation & Skill Development

CS Company Secretary

CSBD Centre for Small Business Development

DICCI Dalit Indian Chamber of Commerce & Industry

EDC Entrepreneurship Development Cell

FEISD Foundation for Entrepreneurship Innovation & Skill Development

FY Financial Year

GC Governing Council

GoI Government of India

HR Human Resources

ID Identification

IPR Intellectual Property Rights

IIMJ IIM Jammu

J&K Jammu & Kashmir

MoU Memorandum of Understanding

UT Union Territory



1. BACKGROUND

IIM Jammu aims to foster spirit of innovation & entrepreneurship in the region of J&K and to disseminate knowledge and skills for social and economic growth of the nation. The IIMJ policy on Entrepreneurship, Innovation & Business Incubation is being drafted to lay foundations for encouraging Innovations, Entrepreneurship and Skill Development through awareness, broad outreach, inclusion, education, training, research, seminars, conferences and other programs. The institute aims to work closely with Central, State and UT governments to develop and promote entrepreneurship and skill development ecosystem in the country.

The policy has been prepared after consulting the guiding document of the Ministry of Education viz. INNOVATION & STARTUP Policy (2019) for students and faculty of Higher Education Institutions.

It has also considered the following documents

- Understanding of incubation practices followed by leading business incubators hosted by academic institutes.
- Memorandum and Articles of Association of IIM Jammu Foundation for Entrepreneurship Innovation & Skill Development
- J&K industry policy 2021-30.
- The J&K Start-up Policy 2018.

Modifications/Additions to these Policy statements can be undertaken with the recommendations and the approval of the Governing Council



2. INTRODUCTION & DEFINITIONS

The IIM Jammu Policy on Entrepreneurship, Innovation & Business Incubation is a set of guidelines that shall govern, generally, the functioning of ecosystem pertaining to Entrepreneurship & Innovation at IIM Jammu and specifically the IIM Jammu Foundation for Entrepreneurship Innovation & Skill Development, the Section 8 company registered to incubate business ventures at IIM Jammu.

For any other matter not covered in this statement, the FEISD shall be guided by the rules, norms and procedures as prescribed by the IIMJ HR Policy. If that too has no guidance, the mandate from Gol shall be the norm.

Definitions

- a. "Advisory Committee" means the committee constituted and headed by the Director IIM Jammu to draft the IIMJ Policy on Entrepreneurship, Innovation & Business Incubation
- b. 'Governing Council' means a council with following composition:
 - (i) Director IIMJ – Chairperson (Ex-officio)
 - (ii) Faculty In-charge(s) - Chairpersons CEISD Jammu & CEISD Srinagar (Exofficio)
 - (iii) Dean, IIMJ (Ex-officio)
 - (iv) External expert with Incubation experience
 - (v) External expert with IPR experience
 - (vi) External expert with VC experience
 - (vii) CIO Jammu/Srinagar, IIMJ (Secretary) (Ex-officio)

Except the ex-officio members, the remaining members will serve for a period of up to three years, and can be re-appointed for further periods by the GC. The Director, IIMJ will nominate the initial GC, which will make subsequent appointments.

- c. "Activity Calendar" means the yearly activities undertaken by IIMJ FEISD towards promotion of Business Incubation and Entrepreneurship.
- d. "Annual Business Report" means the end-of-the-year presentation of the activities undertaken at FEISD along with the presentation of year accounts and projections.



- e. "Area" means the key functional areas of IIMJ FEISD viz. Business Incubation, Innovation, Skill Development and Outreach.
- f. 'CEISD Committee' means the Committees created by IIM Jammu for overlooking the functioning of incubators at Jammu & Srinagar.
- g. "CIO" means the Chief Innovation Officer, the person appointed by IIM Jammu to carry out the day-to-day functioning of the business incubator of IIMJ.
- h. "Employee" means anybody who has been employed by the FEISD. This shall include Interns, the contract staff on Probation, beyond Probation and Interns on consolidated salary.
- i. "FEISD" means the Section 8 company viz. IIM Jammu Foundation for Entrepreneurship Innovation and Skill Development, registered by IIMJ, to work towards the areas of Business Incubation, Enterprise creation, Innovation & Skill Development.
- j. "Government" means the Central Government unless the text/context otherwise mentions/requires.
- k. "Headquarters" means the FEISD office at IIM Jammu campus.
- l. "FEISD Srinagar campus" means IIM Jammu FEISD incubator at its Srinagar offcampus.
- m. "Incubation Cell" means the part of IIMJ-FEISD working towards the business incubation/acceleration at IIMJ-FEISD
- n. "Institution" means IIM Jammu or IIMJ in short.
- o. "IPR Cell" means the part of IIMJ-FEISD working towards registration of patents for innovative ideas of students, faculty members & staff of IIM Jammu and potential incubatees/entrepreneurs.
- p. "Outreach Cell" means the part of IIMJ-FEISD working towards the promotion of entrepreneurship/innovation/incubation.
- q. "Quarterly report" means the presentation by FEISD made to the GC, at the end of the calendar quarter, to report the various activities undertaken by FEISD in the past quarter and plans for the next quarter along with formal requests to the Advisory Committee, if any.



3. VISION, MISSION & CORE-VALUES

The vision, mission and core-values of IIMJ-FEISD build upon those of its parent institute viz. IIM Jammu (See table below). Backed by the global outlook of the parent institute, IIMJ-FEISD aims to undertake regional focus through grassroots level interventions.

To develop leaders and entrepreneurs who can perform globally to make a valuable difference to the Society and the Corporate world.



**IIM JAMMU
VISION**



**IIMJ FEISD
VISION**

To foster spirit of innovation & entrepreneurship in the region and to disseminate skills for social and economic development of the nation.



**IIM JAMMU
MISSION**

To position IIM Jammu as one of the top business schools in India embedded with a global outlook with a regional and national focus.

To grow as a key centre of entrepreneurship in the country with a pool of resources catering to the need of entrepreneurship, innovation and skill development.



**IIMJ FEISD
MISSION**

To be known as a business school par excellence for outstanding value-based quality education, high-quality research, executive education, consultancy, and strong corporate as well as international linkages.

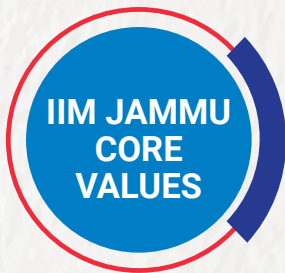
To create a B-School, which will serve humanity, the society, the state, and the nation, for economic growth and prosperity.

To encourage Innovations, Entrepreneurship and Skill Development through awareness, broad outreach, inclusion, education, training, research, seminars, conferences and other programs.

To promote Entrepreneurship and skill development among marginalized communities with affirmative action to push for inclusive growth of the country.

To promote Small Business Development Units (SBDUs), SMEs and startup culture in the country through capacity building programs, resource offering, consultancy etc.

To work closely with Central, State and UT governments to develop and promote entrepreneurship and skill development ecosystem in the country.



Indian Ethos and
Business Ethics

Excellence

Innovation &
Entrepreneurship

Integrity

Collaboration

Indian Ethos and
Business Ethics

Excellence

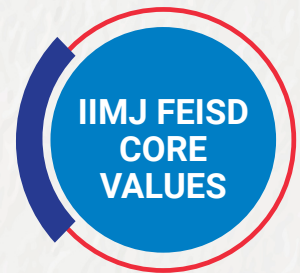
Innovation &
Entrepreneurship

Integrity

Collaboration

Skill Development

Diversity & Inclusiveness



ADVISORY COMMITTEE

An Advisory Committee is/will be constituted by the Director IIM Jammu for advising on any time-to-time changes, amendments etc. in the IIM Jammu Policy on Entrepreneurship, Innovation & Business Incubation. The Advisory Committee will be headed by the Director IIM Jammu and the membership will be notified as described in Table 1.

Table 1: Members of the Advisory Committee

S. No	NAME	POSITION
1	Director IIM Jammu	Managing Director, IIMJ FEISD
2	Chairperson, Center for Entrepreneurship, Innovation & Skill Development (CEISD) Jammu	Director, IIMJ-FEISD
3	Chairperson, Center for Entrepreneurship, Innovation & Skill Development (CEISD)	Director, IIMJ-FEISD
4	<i>Other members to be added as per advice of the committee</i>	

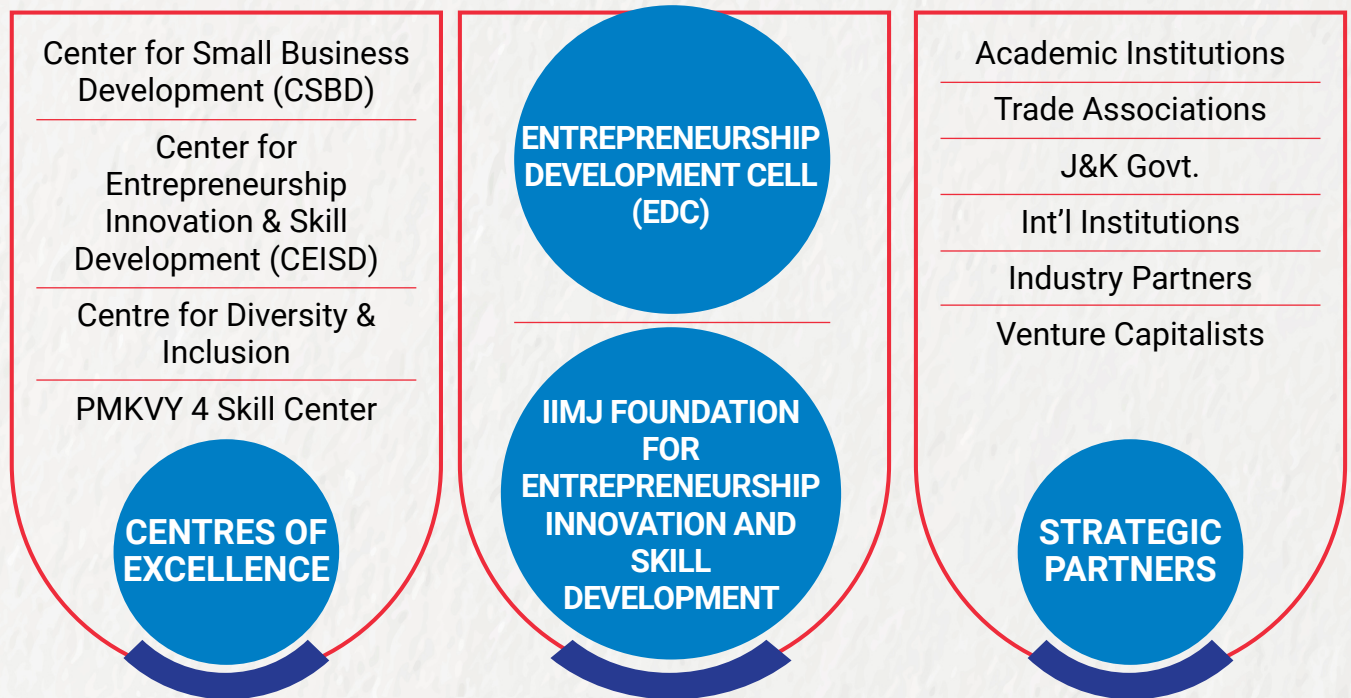


4. IIMJ POLICY ON ENTREPRENEURSHIP, INNOVATION & BUSINESS INCUBATION

Start-up Ecosystem at IIM Jammu

IIM Jammu Policy on Entrepreneurship, Innovation & Business Incubation aims to work holistically towards its goals of promoting Entrepreneurship, Innovation and Business Incubation. The institute aims to adopt a four-dimensional approach to achieve its goals.

Exhibit 1: Entrepreneurship Ecosystem at IIM Jammu



5.1 CENTRES OF EXCELLENCE

From time to time, the institute shall be setting up Centres of Excellence in various areas, providing translational research initiatives, product development, research infrastructure and funding resources, for students to take up innovative activities. Such projects may be sponsored from government as well as private entities in the domain of Entrepreneurship,



Culture, Small business development etc. Currently, IIM Jammu has two centres of excellence under this category promoting entrepreneurship and skill development viz. Centre for Small Business Development (CSBD) & Centre for Entrepreneurship Innovation & Skill Development (CEISD).

While CEISD is focussed towards innovative and entrepreneurial activities at IIMJ, both at Jammu as well as at Srinagar off-campus, the CSBD came into existence with a project from Ministry of Skill Development & Entrepreneurship (MSDE) and aims to bring together a host of small business development units across the nation.

The institute aims to set-up a Skill Hub under Pradhan Mantri Kaushal Vikas Yojana 4.0. The hub shall be aiming to undertake skilling initiatives in J&K. The institute also aims to set-up 5G use case lab to support innovation in the domain of IoT & IoE with the help of respective government agencies, to promote incubation in these domains.

5.2 ENTREPRENEURSHIP DEVELOPMENT CELL

As its second dimension, IIMJ has conceptualised a student-driven Entrepreneurship Development Cell (EDC) to support the host institute in promotion of innovation and entrepreneurship. By supporting and promoting student-driven initiative, the institute displays its commitment towards fostering a culture of innovation and entrepreneurship among students.

The EDC has following functions:

- To arrange Entrepreneurship Awareness Camps, Entrepreneurship Development Programmes in the region, for the benefit of budding entrepreneurs.
- The Entrepreneurship Development Cell shall strive to partner with government and nongovernment agencies supporting student innovation and entrepreneurship initiatives.
- To carry out research work and surveys for identifying entrepreneurial opportunities.
- To organize guest lectures, Seminars, etc. for the promotion and growth of entrepreneurship.
- To make plans for visits to industries for gaining entrepreneurial perspectives.
- To provide necessary guidance and escort services to the participants/guests/



officials involved in entrepreneurship events being held at IIM Jammu.

- To organize Business Plan Competitions.
- To fix up student interaction with entrepreneurs from time to time and to shortlist mentors for the programs.
- To liaison with institute's alumni network with aim of nurturing the next generation of entrepreneurs.
- The EDC shall also provide a platform to promote social entrepreneurship leading to development of solutions that address pressing social and environmental challenges, while also providing students with opportunities to apply their skills and knowledge in a meaningful way.

5.3 IIM JAMMU FOUNDATION FOR ENTREPRENEURSHIP INNOVATION & SKILL DEVELOPMENT

The third dimension of entrepreneurship ecosystem at IIMJ is the business incubator. IIMJFEISD. It aims to support the growth of early-stage companies by providing them with resources, support, and physical space to work. IIMJ-FEISD has set-up incubators both in Jammu as well as in Srinagar, with an aim to support the local businesses at both locations. The two locations are not only geographically distant but also host different industries owing to climatic and cultural differences. The thrust areas of the two incubators, shall therefore be guided by the local business forces.

Mission and Goals: The incubator's mission is to support early-stage as well as growth-stage companies in industries or sectors of specific interest to J&K, as per the J&K industry policy (2021-30) like Emerging Technology, Green Energy, Biotechnology, Agriculture, Tourism, Waste to wealth, Food processing, handicrafts & small businesses etc. FEISD shall strive to adhere to the following goals and objectives to further its aims.

1. **Fostering Entrepreneurship:** One of the primary goals of FEISD is to foster entrepreneurship by providing mentorship, guidance, and support to aspiring entrepreneurs thereby helping them create a culture of innovation and entrepreneurship in the community and contribute to the overall economic growth of the region.



2. **Support Local Business:** Another goal is to support local businesses by providing them with the resources and guidance they need to grow and expand.
3. **Develop a Skilled Workforce:** Being a business school business incubator, FEISD also aims to develop a skilled workforce by providing training, education, and hands-on experience to students and aspiring entrepreneurs of the region. This can help create a pipeline of talented individuals who can contribute to the growth and development of the local economy.
4. **Foster Innovation:** FEISD also aims to foster innovation by providing a platform for entrepreneurs to develop new and innovative ideas and running an IPR support centre to protect the intellectual property of stakeholders FEISD shall also provide mentorship, networking opportunities, and access to cutting-edge technology and resources.
5. **Encourage Social Entrepreneurship:** Another goal of FEISD is to encourage social entrepreneurship, which can help address local social issues and promote social development. This can involve supporting startups that focus on solving social problems, such as poverty, education, or healthcare.
6. **Contribute to Economic Growth:** Being an incubator housed in a business school, the business incubator can aim to contribute to the overall economic growth of the region by supporting the development of new businesses, creating jobs, and generating new revenue streams.
7. **Create Partnerships:** Finally, the incubator aims to create partnerships with businesses, government organizations, and other stakeholders to build a strong ecosystem for entrepreneurship and economic development. These partnerships can help ensure the success of the incubator and create a sustainable platform for future growth.

FEISD shall provide a supportive environment for entrepreneurs to develop and grow their businesses. The incubator aims to provide tangible and intangible resources to incubatees, in order to help early-stage startups as well as the growth stage business entities, overcome their respective challenges of starting-up/ scaling-up their respective businesses.

The incubator shall aim to promote innovation and entrepreneurship in J&K, in general and within the institution, in particular, by nurturing a culture of creativity, risk-taking, and experimentation. Hosting outreach activities shall be a significant



dimension of IIMJ entrepreneurship ecosystem. Activities like consultancies and projects shall help the centre in achieving its goal of supporting and nurturing startups and small businesses.

Entrepreneurship training is another critical activity that helps budding entrepreneurs develop the skills and knowledge required to succeed in their ventures. IIMJ-FEISD shall host workshops, webinars, and seminars on various topics such as market research, business model canvas and marketing strategies. These activities shall help the potential entrepreneurs, acquire the necessary skills.

Consulting services shall also be offered by IIMJ-FEISD as part of outreach in order to impart expert guidance on various aspects of business operations. These shall include consultations with government and private entities to help them with specific challenges they may be facing. Activities may encompass developing of marketing strategies, improving of supply chain management, and financial planning etc.

IIMJ_FEISD shall also host IPR workshops and facilitate IPR filing, in order to help entrepreneurs, protect their intellectual property. The workshops shall also provide guidance on licensing and technology transfer to all stakeholders.

5.4 STRATEGIC PARTNERSHIPS

Strategic partnerships form the fourth foundation of IIMJ for achieving its goals and objectives. By forming partnerships with other organizations like DICCI and institutions from J&K and beyond (IIT Jammu, AIIMS Jammu, CSIR-IIIM, NIT Srinagar, NIFT, EDII, Ahd, IHM, SKUAST Jammu as well as Srinagar), various departments of Govt. of J&K & that of Ladakh, Universities of Jammu, Kashmir and Ladakh and by leveraging IIMJ's international academic partnerships like Deakin University, Australia, DHBW Germany, ESCCBS France, University of Bradford UK etc.), the institute aims to leverage technical resources, expertise and network to enhance its entrepreneurship development programs, enhance its global reach, and provide better opportunities for its students and faculty. This, in turn, shall create more opportunities through collaboration, knowledge transfer, and resource-sharing. Such engagements shall be governed by the terms laid down in the MoU.



By partnering with industry players and startups, the institute aims to stay up-to-date with the latest trends and technologies and ensure that its incubation & training programs are relevant and practical. By partnering with leading academic institutions, government and industry players, the institute aims to offer better opportunities for business incubation, exchange programs, and joint innovations, thereby making it more attractive to students, incubatees and researchers.

6. PROCESSES & SYSTEMS

6.1 Who are we?

IIMJ-FEISD is committed to supporting the growth and development of innovative startups and entrepreneurs. Its goal is to provide a supportive environment for startups to develop and commercialize their products or services.

6.1.1. What do we do?

The centre aims to:

- Select and support ideas/plans that have the potential to become successful businesses.
- Provide mentorship, necessary resources, and networks to entrepreneurs to accelerate.
- Foster a culture of innovation and collaboration that benefits both the startup and the local community.

6.1.2. Who can incubate at IIMJ-FEISD?

The registration of incubatees will be based on following criteria.

- (i) Educational Qualification: Graduate (or pursuing graduation) from a recognized university. In special cases, a candidate having passed, as low as, 10th standard may also be allowed.
- (ii) Start-up Registration: A start-up registered in India as a Private Limited Company or a partnership firm registered through a partnership deed or a Limited Liability Partnership, with major holding by resident Indians in each case, is eligible to apply.
- (iii) Acumen for Entrepreneurship: The applicants will be asked to submit a brief along with the incubation application defining their interests and reasons for seeking incubation support.
- (iv) Business Feasibility and Potential of the Idea: An expert team



(Selection Committee) will assess and evaluate the feasibility and commercial potential of the business idea and shortlisted candidates will give a final presentation before the expert committee.

- (v) Funding: The incubatees being offered seed grants, from government or otherwise, shall have to follow the conditions of the respective grants.

6.2 PROCESS OF APPLICATION AND SELECTION

Understand your eligibility: You may like to read the section 6.1.2. Individual applicants supported through government funds are also eligible.

Filling Application: The online application form is to be downloaded from the website, filled up, and submitted along with the required annexures. You may seek help from the incubation team in case of queries.

Application Review: The incubation team shall review the application and reach out in case of a clarification.

Idea Pitching: The applicant shall be called for a presentation in front of the selection committee comprising of experts from subject and business domains. The presentation may highlight future plans and the need for incubation support. The incubation team shall review the application and reach out in case of a clarification.

Communicating Decision: The selected applicant shall be informed about the decision along with term-sheet. The incubation agreement shall be signed and space shall be allocated to the incubatee.

APPLICATION
PROCESS

6.2.1. Our Selection Criteria

The criteria used to evaluate prospective incubatees have to be holistic. Incubation ideas should gel with the strengths of the institute and its partnering institutions. The five basic evaluation criteria shall include:

- **Novelty:** The startup must have a unique and innovative idea that has the potential to disrupt or create new markets.
- **Market Potential:** The startup must have identified a target market that has a significant need for their product or service.



- **Product-market Fit:** Technology readiness or idea relevance to existing markets.
- **Business Plan or Innovation Plan of Incubatee:** The startup must have a well-defined & seemingly viable business model, that demonstrates the potential for growth and sustainability. In case of innovation idea, the innovator must have surveyed the need and planned tests/experiments.
- **Team:** The startup must have a capable and motivated team with the skills necessary to execute on their business plan.

Additionally, the startup must have a positive impact for the local community, either through job creation, community engagement, or environmental sustainability. The startup applying for acceleration must have demonstrated significant traction, such as customer acquisition or revenue growth. The applicant must possess an ability to pay incubator rents while they develop positive cash flow. The applicant must not be in direct competition with existing incubator businesses.

The business should be in early stages of development. Early stage usually means within the first two years of business operations, but companies involved in a significant change in direction or launching a new business product, or interested in scaling-up their businesses in new territories, may also apply.

6.2.2. Process of Selection of Incubatees

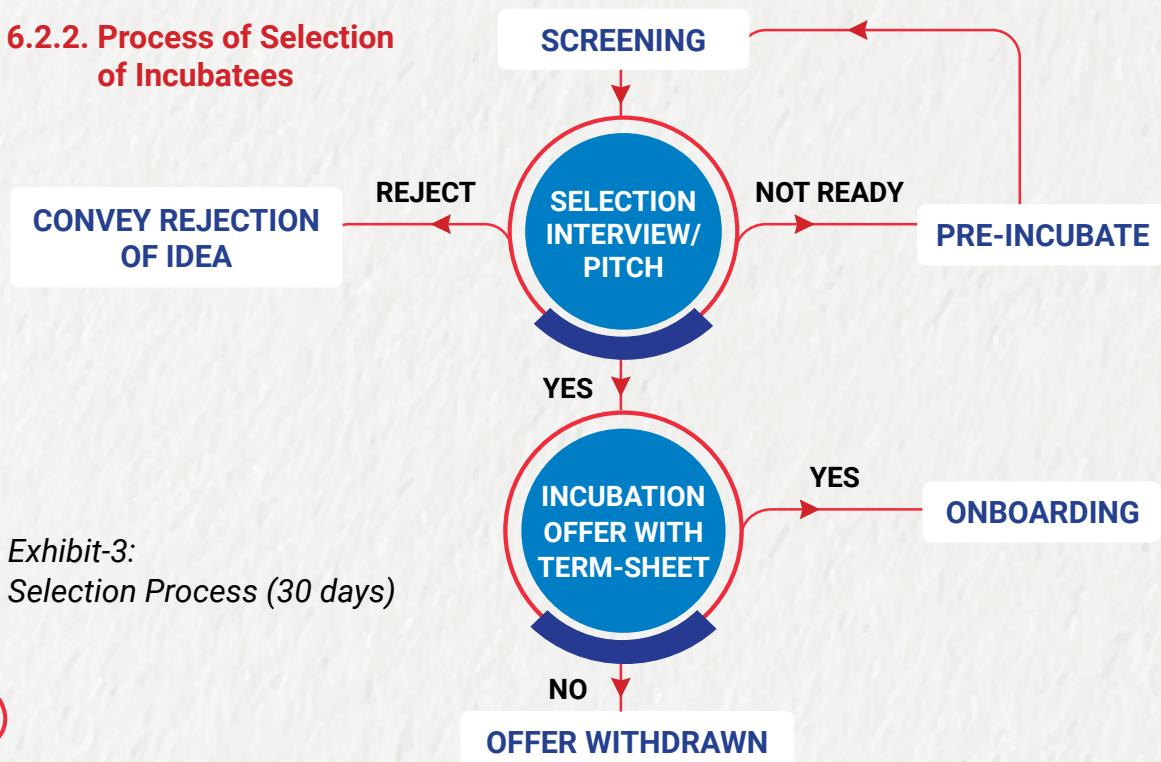


Exhibit-3:
Selection Process (30 days)



The selection process will last a maximum of 30 days from screening to incubation offer and shall consist of the following stages:

1. Initial Screening: All applications will be screened by the incubator team for eligibility.
2. Selection Interview/Pitch: Shortlisted startups will be invited to present their business idea to a selection committee. A selection committee comprising, the respective Chairperson CEISD (or his/her nominated representative) & two professional members or specialists (from Mentor list or otherwise) based on incubation application areas, shall sit for the selection. The CIO(s) shall be part of the selection committee as an observer.
3. Due Diligence of start-up idea: The selection committee will conduct a thorough review of the business plan on the basis of criteria described in 6.2.1 above. In case of application to Acceleration program, due diligence on the applicant's claims of financials may be carried out additionally, before offering space. An agency of CS/CAs may also be contracted to do so.

The selection process shall be organised as frequently as the CIO decides, based on the number of applications.

6.2.3. Onboarding of selected incubatee

- a) Candidates selected by the expert committee will be issued offer-letters to incubate alongwith the term-sheets, with copies to the administration department.
- b) Upon receiving a signed agreement to the terms, a letter conveying recommendations of the selection committee, shall be taken out by the CIO. The selection letters for incubatees will be signed by appropriate authority, thereby allowing them use of institute resources, The Library, administration & IT shall be approached for library access, ID card and internet access. IIMJ students when selected as incubatees, will be allowed to pursue their startup idea, besides doing their course at IIMJ.
- c) After recording cognisance of the same, the incubatee onboarding shall be initiated by incubator office, after signing of Space occupation MoU & submission of Equity certificates.



6.2.4. Monitoring & Performance Evaluation of Incubatees

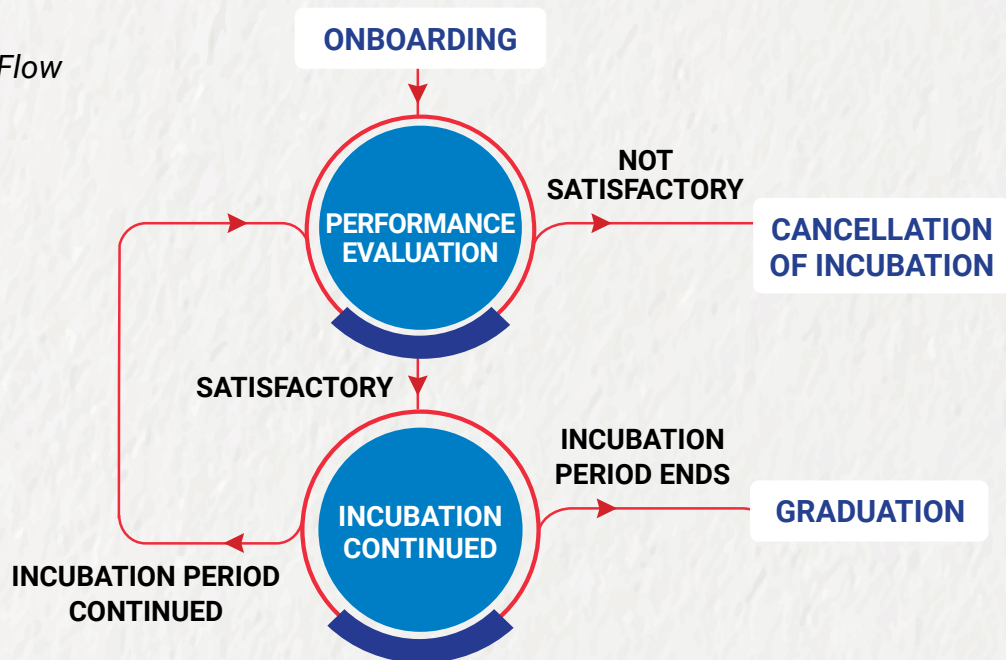
Monitoring

The incubator shall be monitoring the incubatee participation in knowledge sessions as well as the mentoring process.

Performance Evaluation

The incubator shall, on half-yearly basis, evaluate performance of incubatee as well as of its own offerings, and make changes as necessary, to ensure effectiveness of incubation process. The incubatee performance evaluation shall include both quantitative and qualitative measures, such as tracking the rate of growth of incubated companies wherever possible or and gathering feedback from program participants and their mentors. Participants may be suggested pivoting by the

Exhibit-3:
Incubation Flow



mentors.

6.2.5. Revenue Models

Generally, incubation would entail 2 per cent of ownership equity, co-working space rental and/or a percentage of future profits. Stake-free funding, if any facilitated by FEISD, shall be done in exchange for an



additional percentage stake. This percentage is to be in lots of up to 5 lacs with 1 per cent for each lot of such funding. Besides, there shall 3 major incubation cost models available for providing incubation services and generating revenue. Details of the Rent and Equity are mentioned under section 11.1.1 with the heading 'Space rentals & sale of equity' under the heading 'Sources of Income' under Financial Policy.

6.2.5.1 Revenue Models

Rent Model: As per this model, startups may be charged rent on a monthly/yearly basis for the infrastructure (co-working spaces, lab facilities, etc.) provided in the Incubation centre. The rental model may not be applied on a stand-alone basis.

6.2.5.2 Equity Model: As per this model, IIMJ-FEISD may ask for equity shares of the entity applying for space at the incubator/accelerator. The rental model may not be applied on a stand-alone basis.

6.2.5.3 Royalty Model: This model shall apply to accelerator entities only. They may pay royalty on the revenue earned by them on a monthly or quarterly or yearly basis till a pre-fixed time of operations or upto the financial year of accelerator exit. In general, the royalty will be linked to sales and shall be capped at 2 percent of sales or Rs 2.5 lac p.a., whichever is lower. The exact percentage will be decided through mutual agreement between the startup & IIMJ-FEISD. The rental model may not be applied on a stand-alone basis.

IIMJ-FEISD will follow the Rent plus Equity model as default. In special cases, the selection committee may recommend other combinations/models for consideration & the managing director may take a decision on the recommended model. For the funded programs where the scheme guidelines would be followed. Onboarding decision would be taken upon signing of the contract, which shall be executed at the start of the incubation. In case of a disagreement in the suggested terms of agreement, FEISD reserves the right to terminate the incubation offer. In view of financial liquidity, sustainability, and long-term growth perspectives, the GC may issue guidelines to IIMJ-FEISD from time to time.

6.2.6. Business Incubation/Acceleration Program Details

- **Incubation Program:** A 6 -18 month program that provides startups with office space, mentorship, funding facilitation services and networking opportunities.



extendable by 6 months upon permission from authority. The period of incubation shall be fixed by CIO based on the incubation plan and shall form a part of term sheet at time of initial incubation offer.

- **Co-working Space:** A shared workspace shall be provided to entrepreneurs and startups to work, collaborate, and network while they are registered as incubatees. The maximum period of such space allocation shall be 60 months.
- **Mentorship:** Experienced mentors will provide guidance, support, and advice to startups and entrepreneurs.
- **Business Development Support:** Assistance with business planning, financial management, and marketing strategies.
- **Resources:** Participants will have access to institute facilities, equipment, and network of industry experts, investors, and service providers.
- **Networking:** Participants will have opportunities to connect with other entrepreneurs, potential customers, partners, and investors.
- **Graduation:** During the program, IIMJ-FEISD shall try to provide participants with the opportunity to present their business to potential investors and partners.

Expectations: Participants are expected to:

- Participate in mentorship sessions and workshops.
- Use the resources and facilities provided by the centre.
- Attend networking events and engage with other entrepreneurs, potential customers, partners, and investors.
- Make significant progress towards their business goals and milestones.
- Contribute to the positive culture of the acceleration centre and local community.

6.2.7. FEISD Offerings in Incubator/Accelerator

FEISD is committed to providing a comprehensive range of resources and services that will enable startups to overcome challenges and barriers to growth, accelerate their growth, and scale their businesses.

- **Physical Infrastructure:** Furnished office space, Shared resources like meeting rooms, Conference rooms, pantry etc. Office equipment, Computational equipment with software tools.
- **Utilities:** Electricity, Internet
- **Advisory and training:** FEISD shall be offering workshops and training



sessions on diverse industries and on general topics such as business planning, financial management, marketing and sales, to help startups develop their skills and knowledge.

- **Funding opportunities:** FEISD incubation centre shall continuously strive to provide startups with facilitation services to access funds e.g. seed funding, angel investors, venture capital, and government grants.
- **Network:** Facilitation for business, professional and expert network, Facilitation for investor network, facilitation for industry connection, showcasing opportunities.
- **Legal and accounting services:** FEISD shall provide startups with opportunities to access legal and accounting services to help them navigate the complexities of starting and running a business.
- **Ecosystem Advantage:** Experiential learnings in incubator, IIMJ Ecosystem: Students, library, IP facilitation, IIM Jammu brand, Media Visibility, Address for incorporation
- **Industry-specific resources:** In the long term, FEISD incubation centre shall offer consultancy or industry-specific resources, such as market research, regulatory guidance, and technical support. We also aim to provide testing and packaging support in focus sectors, for assisting innovations.
- **Start-up Kit:** FEISD shall be tying up with entities in the field of Softwares, Cloud computing, FIs, etc. to bring a host of services to the incubates on pro bono basis.

6.2.8. Graduation of Ventures

The exits of the startups incubated under the government schemes/programs will be guided according to the respective programs (as mentioned in the relevant contractual agreement).

For other startups, Incubation Agreement gets terminated automatically as per the termination-period mutually agreed upon at the beginning of the incubation and recorded in the term-sheet. Further extensions may be granted, depending on the performance, requirement and acceptability of the startup and at the discretion of IIMJ FEISD. The exit can also be effected in case:

- If startups raise investments from angel investors/venture capitalists, they may leave the incubation unit based on mutual consent. However, if such



startup wishes to continue, they shall be allowed to complete their term, provided the scheme under which they are incubated allows so.

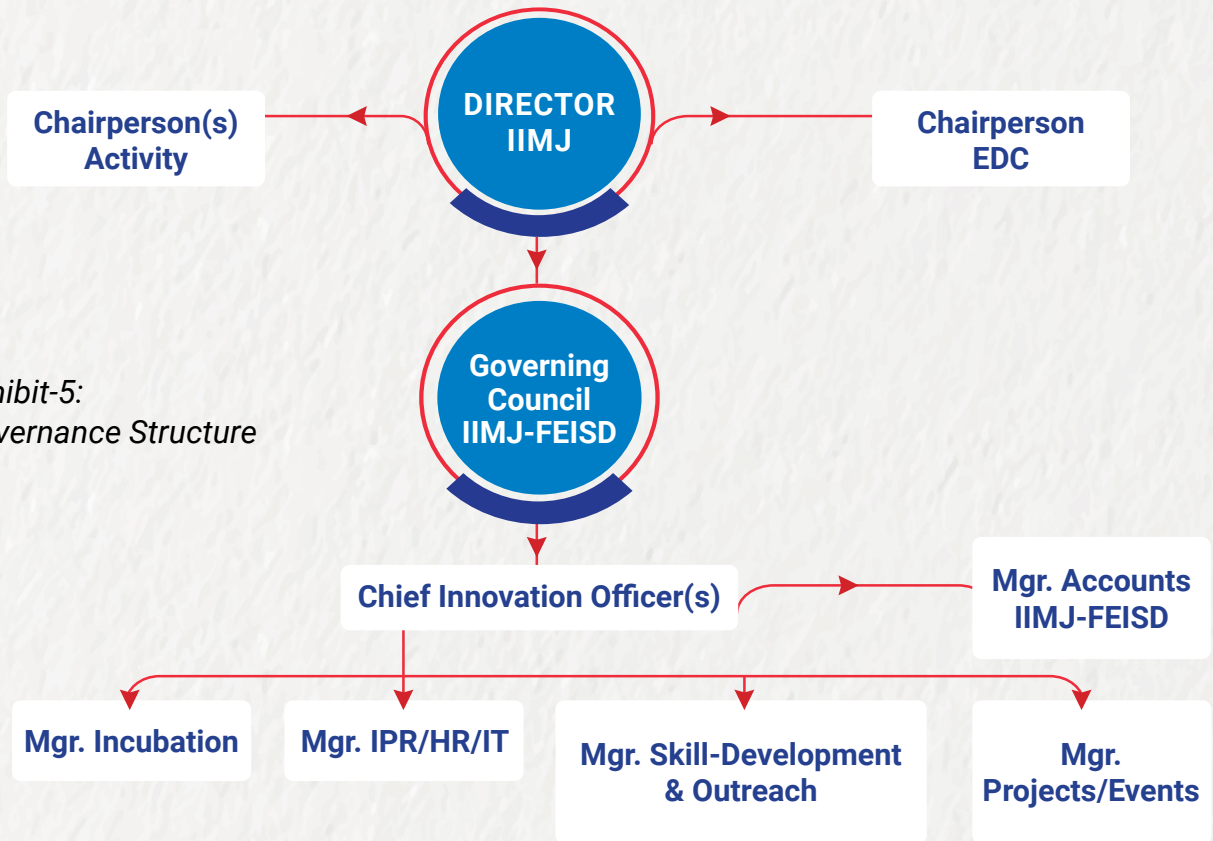
- If a startup is acquired or merged with other startups or organizations, which results in major change in the business model of the company, team of founders or directors, they will get terminated from incubation unit.
- Startups will be terminated from the program if they fail to meet the performance expectations of IIMJ-FEISD.
- Any other criteria as may be outlined by the GC, may necessitate graduation or exit of the start-up, voluntary or involuntary.

6.2.9. General Terms & Conditions

Agreements (Incubation Agreement, Non-Disclosure agreement (NDA), Equity agreement, etc.) may be signed between the startup and IIMJ-FEISD on a case-to-case basis.

7. IIMJ GOVERNANCE STRUCTURE FOR INNOVATION / ENTREPRENEURSHIP

*Exhibit-5:
Governance Structure*





7.1 IIMJ-FEISD Governing Council

IIMJ-FEISD will have a Governing Council (hereinafter referred to as the 'GC') or a Board of Directors. The GC shall have the following composition:

Table 2: Governing Council Members

S. No	NAME/DESIGNATION	POSITION	CAPACITY
1	Director, IIMJ	Chairman	Ex-officio
2	Chairperson CEISD-Jammu	Member	Ex-officio
3	Chairperson CEISD-Srinagar	Member	Ex-officio
4	External Expert from Startup ecosystem	Member	Nominated
5	External expert in IPR/Licensing	Member	Nominated
6	External expert in Financial Institution/ Angel Investing etc.	Member	Nominated
7	Chief Innovation Officer	Secretary	Ex-officio

Except the ex-officio members, the remaining members will serve for a period of up to three years, and can be re-appointed for further periods. The Director, IIMJ will nominate the initial GC, which will make subsequent appointments. In addition to its above members, the GC may invite experts in finance, audit, IPR, and other such areas, to its meetings as needed. It may also constitute sub-committees including such outside experts for specific tasks when needed.

8. THRUST SECTORS FOR BUSINESS INCUBATION/ACCELERATION

The thrust sectors for business incubation at IIMJ will largely be based on the idea of regional growth and sustainability, and therefore inspired by the J&K industry policy and global sustainable measures. The J&K Industry Policy (2021-30)* has listed 15 focus sectors which will be taken into consideration for selecting the IIMJ-FEISD thrust areas. The new areas will be added to the thrust sector list as & when necessitated by these guiding beacons and suggestions of the advisory



board. Although the focus will be on promoting the selected thrust areas through incubation, ideas from sectors/areas other than thrust areas will also be given due consideration based on the merit and market potential. The broad areas selected as thrust areas will include:

8.1 Emerging Technology Based Businesses

Emerging technologies such as IT, ITeS, AR, VR, AI, etc. are revolutionizing the way we live, work, and interact with the world around us. These technologies are constantly evolving and transforming the business landscape, creating new opportunities for innovation and growth.

The aim of developing applications based on these emerging technologies is to provide innovative solutions that can help businesses and individuals improve efficiency, productivity, and overall quality of life. These technologies are being used to create new products and services, enhance existing ones, and streamline operations across a range of industries.

The objectives of developing applications based on emerging technologies include:

- Improving efficiency and productivity: By automating repetitive tasks and streamlining workflows, emerging technologies can help businesses improve their efficiency and productivity.
- Enhancing customer experience: AR and VR technologies can be used to create immersive experiences for customers, enhancing their engagement with products and services.
- Enabling data-driven decision-making: AI and machine learning algorithms can analyse large amounts of data to provide insights that can inform business decisions and strategies.
- Reducing costs: Emerging technologies can help businesses reduce costs by automating tasks, optimizing processes, and improving resource allocation.
- Encouraging innovation: By providing new tools and capabilities, emerging technologies can foster innovation and creativity, allowing businesses to develop new products and services that meet the changing needs of customers and markets.

Overall, the development of applications based on emerging technologies is aimed at driving growth, innovation, and competitiveness in the digital



economy. IIMJ-FEISD aims to play a vital role in supporting the development and commercialization of these applications, by providing resources, mentorship, and networking opportunities for startups and entrepreneurs in emerging technologies.

8.2 Sustainable Energy

The sustainable energy sector aims to promote the use of renewable sources of energy and reduce the negative impact of human activities on the environment. This sector has become increasingly important due to the need to mitigate the effects of climate change and protect the planet for future generations.

The objectives of this sector include:

- Promoting the use of renewable energy sources such as solar, wind, hydro, and geothermal energy to reduce greenhouse gas emissions.
- Encouraging the adoption of sustainable practices in industries, buildings, transportation, and agriculture to reduce the negative impact on the environment.
- Developing and implementing technologies that enable the efficient use of energy and reduce waste.
- Creating awareness and educating the public on the importance of sustainability and green energy practices.
- Supporting research and innovation in green energy and sustainability to find new solutions to environmental challenges.

IIMJ-FEISD will support and accelerate the growth of startups and entrepreneurs working on innovative solutions in this sector. It aims to provide resources, mentorship, networking opportunities, and access to funding to help these startups achieve their goals and make a positive impact on the environment.

8.3. Healthcare/Biotechnology/Pharmaceuticals

IIM Jammu has an MoU with AIIMS Jammu and therefore a Healthcare/ /Biotechnology/Pharmaceuticals Cell shall be established at FEISD to support and promote the growth of innovations in Medical and Biotechnology research. FEISD shall aim to support innovations and new businesses in these domains. Some seats of incubation shall be reserved for this cell which shall aim to:

- Encourage the creation and growth of healthcare entrepreneurs & industry
- Provide mentorship, resources, and networks to support the growth of these startups and entrepreneurs.
- Foster innovation and creativity in these domains.
- Work towards partnerships at the institute level, leading to an advancement of incubation in this domain.



8.4. Agriculture & Food Processing

Introduction: A large part of the working population of J&K is engaged in agriculture (inclusive of livestock and fisheries etc.). The government has decided to give a push to sustainable agriculture in J&K with a 463 Cr. Project in 2023. FEISD shall support the agriculture and food sector by promoting incubation ideas from these sectors. An Agriculture and Processed Foods Cell shall be established within FEISD to promote the growth of agriculture-based businesses and startups, as well as to support the development of processed food products. Our goal is to provide a supportive environment for entrepreneurs and startups to develop and commercialize innovative agricultural products and processed foods. Some seats of incubation shall be reserved for this cell which shall aim to:

- Promote the development of innovative agricultural products and processed foods.
- Support the growth and commercialization of agriculture-based businesses and startups.
- Provide mentorship, resources, and networks to entrepreneurs and startups.
- Foster sustainable agriculture and food practices that benefit both the environment and the community.
- Work towards partnerships at the institute level, leading to advancement of incubation in this domain.

The Agriculture and Processed Foods Incubation Cell shall be committed to promoting the growth of agriculture and supporting the development of processed foods. Through our programs and services, we will provide the necessary resources for startups to succeed and contribute to the growth of the agriculture industry. We are dedicated to fostering a culture of innovation and sustainability that benefits both the local community and the environment.

8.5. Handicrafts & Small Businesses

FEISD aims to host a special Handicrafts & Small business Incubation Cell, in order to promote the growth and development of handicraft businesses and artisans. Our goal is to provide a supportive environment for entrepreneurs and artisans to develop and commercialize innovative handicraft products. Some seats of incubation shall be reserved for this cell which shall aim to:

- Promote the development of innovative handicraft products.
- Support the growth and commercialization of handicraft businesses and artisans.



- Provide mentorship, resources, and networks to entrepreneurs and artisans.
- Foster sustainable handicraft practices that benefit both the environment and the community.
- Work towards partnerships at the institute level, leading to advancement of incubation in this domain.

The Handicrafts Incubation Cell shall be committed to promoting the growth of the handicraft industry and supporting the development of innovative handicraft products. Through our programs and services, we will provide the necessary resources for startups to succeed and contribute to the growth of the handicraft industry. We are dedicated to fostering a culture of innovation and sustainability that benefits both the local community and the environment.

8.6. Tourism/Hospitality

The Tourism/Hospitality incubation cell shall be established at FEISD to support and promote the growth of tourism industry startups and entrepreneurs. Our goal is to provide a conducive environment for new businesses to develop and flourish by providing them with mentorship, resources, and networks necessary for their success. Some seats of incubation shall be reserved for this cell which shall aim to:

- Encourage the creation and growth of tourism industry startups and entrepreneurs.
- Provide mentorship, resources, and networks to support the growth of these startups and entrepreneurs.
- Foster innovation and creativity in the tourism industry.
- Promote sustainable tourism practices that benefit local communities and the environment.
- Work towards partnerships at the institute level, leading to an advancement of incubation in this domain.

The cell is committed to promoting the growth of the tourism industry by supporting startups and entrepreneurs. We are dedicated to fostering a culture of innovation and creativity that benefits both the local community and the environment. Through our programs and services, we will provide the necessary resources for startups to succeed and contribute to the growth of the tourism industry.

8.7. Addition of a new area as & when needed

The FEISD management is empowered to add any area to its focus sector list, in the interest of the incubatee and/or the organization, as and when necessitated.



9. POLICY GUIDELINES FOR ENGAGING WITH VCS/INVESTORS/ BANKS AT IIMJ-FEISD

The following policy statement outlines the process and criteria for onboarding VCs/investors/Banks and other Financial Institutions (FIs) at IIM Jammu FEISD. Our incubation centre recognizes the important role that VCs/investors play in providing funding and support to startups, and we are committed to establishing a fair and transparent process for onboarding VCs/investors. Selected agencies shall be prominently displayed as partnering agencies on the website.

9.1. Shortlisting of entities

1. **Application:** Prospective VCs/investors/FIs may indicate interest in associating, online, at IIMJ FEISD website, sharing information about their investment strategy, portfolio, and track record. The incubator may also invite potential VC/ Investors/Networks for giving out their services to incubatees.
2. **Review:** FEISD team will review the application and assess whether the VCs/ investors/FIs align with IIMJ-FEISD mission and values.
3. **Interview:** If the VCs/investors qualify the initial scrutiny, we will schedule an interview to learn more about their investment philosophy and approach.
4. **Due diligence:** FEISD will conduct due diligence on the VCs/investors/FIs, including their legal and financial history, to ensure that they are a suitable fit for our incubation centre and our incubatees.
5. **Decision:** After completing the due diligence process, we will make a decision on whether to onboard the VCs/investors.

9.2. Engagement Criteria

1. Alignment with our mission and values: We will only onboard VCs/investors who align with our mission and values, and who share our commitment to supporting startups that have a positive social and environmental impact.
2. Track record: FEISD will continually assess the VCs/investors/FIs based on their track record of successful investments and the value they have added to their portfolio companies.

IIMJ-FEISD is committed to establishing strong partnerships with VCs/investors/ FIs that will benefit our incubatees and contribute to the growth and success of our ecosystem & society.



10. MENTOR ENGAGEMENT POLICY AT IIMJ-FEISD

IIMJ-FEISD recognizes the important role that mentors play in guiding and supporting our incubatees and IIMJ-FEISD is committed to establishing a fair and transparent process for onboarding mentors. The policy on honorarium for mentoring undertaken by IIMJ-FEISD shall be decided over time, on a case-to-case basis. The following policy statement outlines the process and criteria for onboarding mentors at our incubation centre.

10.1. Shortlisting

1. **Application:** Prospective mentors should submit an interest online, at IIMJ-FEISD website, stating information about their professional background, areas of expertise, and their availability for mentoring. IIMJ-FEISD may also invite mentors and seek willingness from various professionals to work as mentors.
2. **Review:** FEISD team will review the application and assess whether the mentor's expertise and experience align with the needs of our incubatees.
3. **Interview:** If the mentor meets the criteria, the CIO shall schedule an interview to learn more about applicant's mentoring philosophy and approach.
4. **Matching:** After the interview, FEISD will match the mentor with incubatees based on the mentor's areas of expertise and the needs of the incubatees.

10.2. Engagement Criteria

1. Criteria for mentor selection at FEISD:
 - i. Industry expertise or Years of experience. Generally, greater than 10. Start-up experience preferred.
 - ii. Qualifications: Specific to the industry. Industry experience in lieu of qualification, shall suffice.
 - iii. Previous mentoring experience preferred.
 - iv. Ability & intention to offer unequivocal guidance and support to start-ups as per planned structure of IIMJ-FEISD.
 - v. Concern for development of J&K

10.3. Process note for the selection of mentors for IIMJ-FEISD

1. Identify potential mentors: Besides inviting online applications, FEISD shall also scout for potential mentors through various channels, such as personal



networks, industry associations, and online forums.

2. Screen potential mentors: Screening shall be done by FEISD through interviews, reference checks, and reviewing of their professional backgrounds.
3. Match mentors with start-ups: Once the screening process is complete, the mentor's list shall be put up to FEISD Governing Council for approval. Onboarding shall be for a period of two years initially (unless withdrawn by the CIO, based on incubatee complaint and upon ratification by the Governing Council) and can be extended automatically, thereafter, based on the application by mentor and response of incubatees. After onboarding, the mentor shall be matched with start-ups based on factors such as industry expertise, stage of development, and specific needs of the start-up.
4. Define expectations: Once mentors have been matched with start-ups, FEISD shall define expectations for the mentorship relations. This includes the frequency and mode of communication, the scope of mentorship, and the goals and objectives of the mentorship. Generally a one hour meeting every week would be the norm, with .
5. Monitor progress: Throughout the mentor-incubatee relationship, it's important to monitor progress to ensure that the mentorship is effective and meeting the needs of the start-up. FEISD team will monitor this after a month of introducing and in every calendar quarter thereafter. If a mentor-incubatee team is not making headway due to some reasons, the replacement shall be processed by the o/o CIO, based on recommendation of incubation manager or request by either of the mentor or incubatee, after consulting with all stakeholders.
6. Review and update: FEISD is empowered to define the mentorship expectations and establish tangible goals.

Note: The list of approved mentors shall be prominently displayed at the website of IIMJ-FEISD, at all times.

11. FINANCIAL POLICY OF IIMJ-FEISD

11.1 Sources of Income

11.1.1. Space Rentals & Sale of Equity

IIMJ-FEISD shall be entitled to make its income from a host of activities. The most common of these is space rentals.



- a) Rent: The incubation centre shall be allowed to charge rent to its incubatees for the use of its facilities and resources, such as office space, equipment, and utilities. The rental of a co-working space is to be charged @ Rs 3500 p.m. for FY 2023-24.

Additionally, a Security Deposit equivalent to a three-month rental shall be charged as Security Deposit. Rental shall be revised on annual basis, at the start of every Financial Year, by the FEISD management, with requisite approvals. Rental invoice shall be raised quarterly, on calendar quarter basis. The student incubatees, however, shall be allowed a moratorium of 6 months for space rentals and invited into Preincubation, initially After 3 months of Pre-incubation, they shall be again asked about their decision to incubate. If positive, the rental of three months which have passed, shall be waived off, but next three months' rental shall be booked into their account. If he/she decides to exit hereafter, the space rental shall be payable by the incubatee. However, if incubation continues for regular term, the rent for these three months shall be discounted from next invoice.

- b) The onboarded incubatee shall have to give 45 days notice about vacating the premises.
- c) Equity in case of incubator: FEISD shall be empowered to sell the equity in the companies they have supported through incubation/acceleration.
- d) Equity in case of accelerator: FEISD shall also be empowered to sell the equity taken in the companies being accelerated.
- e) In some cases, the incubator may be approached by the start-up for the repurchase of the stock before the launch of a public offer. In this case, FEISD may accept the valuation report submitted by the applicant or decide to secure a valuation report of the start-up, from a reputed valuation agency of its own choice. For this purpose, FEISD shall be considering the empanelment of valuation firms, which shall be put up on the website after due approvals.

11.1.2. Proceeds from IPR

The second approved source of income for IIMJ-FEISD shall be the proceeds from Commercialization/Sale/Transfer of IPR generated by IIMJ-FEISD.

Intellectual Property Rights (IPR) support is essential for any innovator or a potential incubatee applying for residency in the business incubator



IIMJ-FEISD, so as to help startups protect their inventions, ideas, and brand identity. The following policy outlines the IPR support that will be offered by the incubator.

- a) **Education and Training:** IIMJ-FEISD has the mandate to provide education and training to startups, potential entrepreneurs and corporates, on the importance of protecting their intellectual property, the different types of IPRs, and the processes involved in securing and enforcing them. This paid/pro bono training will be offered through workshops, seminars, and one-on-one consultations.
- b) **Assistance with Patent and Trademark Applications:** The incubator will provide startups with assistance in filing patent and trademark applications. This will include helping startups identify patentable inventions, drafting patent applications, and conducting trademark searches.
- c) **Legal Assistance:** The incubator will provide startups with access to legal assistance from experienced attorneys/agencies specializing in IPR through partnerships. This will include advice on filing patent and trademark applications, drafting licensing agreements, and enforcing IPRs.
- d) **Monitoring and Enforcement:** FEISD will assist startups in monitoring and enforcing their IPRs. This will include conducting periodic patent and trademark searches, monitoring the market for infringing products, and taking legal action against infringers when necessary.
- e) **Collaboration with Industry Partners:** FEISD will collaborate with partners to provide startups with access to industry-specific knowledge and expertise in IPR. This will include networking events, guest lectures, and mentorship opportunities.
- f) **Confidentiality and Non-Disclosure:** FEISD will maintain confidentiality and nondisclosure agreements with startups to ensure the protection of their confidential information and trade secrets.
- g) **Record-Keeping:** FEISD will maintain records of all IPR-related activities for each startup, including patent and trademark applications, legal correspondence, and licensing agreements.
- h) **Information of Funding Support:** FEISD will provide startups with information on funding support for IPR-related activities, such as filing fees, legal fees, and market research. Such support will be made available on a case-by-case and feasibility basis.



- i) **Evaluation of IPR Strategy:** FEISD will evaluate the IPR strategies of startups to ensure they align with their business objectives. This will include assessing the strength and value of their IPR portfolio, identifying potential gaps, and recommending improvements.
- j) **Sale of IPR:** FEISD is allowed to be a joint owner of copyright/Patent along with the incubatee. If in such a scenario, the incubatee is looking to sell the technology/patent, he/she shall have to keep FEISD informed and the actual sale shall be executed in full knowledge of FEISD. In such a case, the proceeds shall accrue to FEISD as well.
FEISD is mandated to earn such incomes from the sale of Patents.

In a rare case scenario, FEISD may be the sole owner of an IPR or may co-own an IPR along with faculty member(s) and the owner(s) may decide to go for the sale of the copyrights. In such a scenario, the partial/total proceeds accruing to FEISD shall be deposited in the bank account of FEISD.

In summary, the IIMJ-FEISD will provide startups with comprehensive IPR support, including education and training, patent and trademark assistance, legal assistance, monitoring and enforcement, collaboration with industry partners, confidentiality and non-disclosure, recordkeeping, funding support, and evaluation of IPR strategy. FEISD shall also assist startups/ innovators with sale of copyrights so earned. This policy will help startups protect their intellectual property and enhance their competitiveness in the market.

11.1.3. Execution of Skill Development Programs

The third approved source of income for IIMJ-FEISD shall be the design and implementation of Skill Development Programs.

The primary goal of any business incubation centre is to facilitate the growth and development of start-ups by providing them with resources, mentoring, and networking opportunities. One of the most effective ways to achieve this is by promoting skill development programs that help entrepreneurs acquire the knowledge and skills they need to succeed in the marketplace. IIMJFEISD is mandated to organise and host skill development programs. This policy note outlines the process of organising of skill development programs by IIMJ-FEISD.

In today's rapidly changing business landscape, entrepreneurs/intrapreneurs need to have a wide range of skills to succeed. In addition to technical skills related to their industry, they also need to have expertise in areas such as



marketing, sales, finance, and management. Skill development programs can help entrepreneurs/intrapreneurs acquire these skills and stay up to date with the latest trends and best practices. Then there are self-employed village-level workers seeking support on operations and marketing.

Skill development programs can help entrepreneurs identify gaps in their knowledge and provide them with the tools they need to fill those gaps. For example, an entrepreneur who lacks marketing expertise can benefit from a program that teaches them how to develop a marketing strategy, identify their target audience, and create compelling marketing materials.

In addition to benefiting individual entrepreneurs, skill development programs can also have a positive impact on the wider business ecosystem. By helping the self-employed become more skilled and knowledgeable, these programs can contribute to the growth and development of the local economy.

11.1.4. Autonomous Skill Development Programs for Private Sector

To promote certificate programs on skill development effectively, FEISD shall take the following steps:

- a) **Conduct the Need Assessment:** Before developing any skill development programs, the incubation centre shall conduct a need assessment to determine what skills entrepreneurs need most. This can be done through surveys, focus groups, or interviews with entrepreneurs/government officials. The results of the needs assessment should inform the development of future programs. The needs assessment may be initiated by a government query/request or initiated from side of the incubator as a prelude to a project proposal.
- b) **Develop Relevant Programs:** Based on the results of the needs assessment, the incubation centre shall develop skill development programs that are relevant to the needs of the entrepreneurs. Programs shall be designed to help entrepreneurs acquire the skills they need to succeed in their industry, as well as in areas such as marketing, sales, finance, and management.
- c) **Partner with Experts:** The incubation centre shall partner with experts in various fields to provide high-quality skill development programs. This can include partnering with universities, industry associations, or subject matter experts in the local business community.



- d) **Offer a Variety of Formats:** Skill development programs shall be offered in a variety of formats to accommodate different learning styles and schedules. This can include online courses, in-person workshops, and one-on-one mentoring sessions.
- e) **Provide Ongoing Support:** Skill development programs should not be a one-time event. The incubation centre should provide ongoing support to entrepreneurs to help them apply the skills they have learned and continue to develop new skills as their business grows.

Skill development programs are essential for the success of start-ups and the growth of the local economy. By promoting these programs, FEISD shall be able to provide entrepreneurs with the knowledge and skills they need to succeed, while also contributing to the development of a vibrant and thriving business ecosystem. The recommendations outlined in this policy note shall help the incubation centre develop effective skill development programs that meet the needs of entrepreneurs and contribute to the overall success of the incubation centre.

11.1.5 Skill Development Programs sought by Government

In order to serve the skill development needs of the government, FEISD is mandated to approach them and forward their requirements to the IIM Jammu Department of Executive Education & Consultancy (EE&C) for designing skill development programs for various needs. In case, the department is not able to find interested faculty members (for financial or nonfinancial reasons), in the requisite amount of time (as indicated by the desiring government agency), IIMJ-FEISD may be allowed to take-up the task.

To sum up, the consultancy programs by FEISD shall span collaboration with the local industry as well as the government, for needs assessment, curriculum development, recruitment of trainers, training delivery, job placement, monitoring and evaluation, and sustainable funding. By adopting a strategic and holistic approach, FEISD shall help improve the effectiveness of the contracting organisation and contribute to the economic development of the region while generating own funds for day-to-day functioning.

11.1.6 Execution of Projects

Introduction:

IIMJ-FEISD is mandated to generate its own income by applying to and/or receiving government projects related to Heritage, Surveys, Research, and



Program execution within one or more geographical area(s). The following policy statement outlines the procedures for handling such government projects.

Policy Statement:

- a) **Project acceptance:** The incubation centre will assess the feasibility of government/private projects, in line with its mission and vision. The centre will prioritize projects that have the potential to create socio-economic benefits for the nation at large and the local community in particular.
- b) **Project team:** The incubation centre will be responsible to assemble a team with the necessary expertise to manage the project. The team will include project managers, technical experts, and support staff.
- c) **Project plan:** The project team will create a comprehensive project plan that outlines the project scope, deliverables, timelines, budget, and risks. The plan will be reviewed and approved by the incubation centre's management team and put -up to the government agency responsible for the project.
- d) **Project execution:** The project team will execute the project according to the project plan. The team will provide regular progress reports to the government agency and the incubation centre's management team.
- e) **Budget and resources:** The incubation centre will provide the necessary budget and resources to execute the project. The budget and resources will be allocated based on the project plan and reviewed regularly by the management team.
- f) **Geographical area:** The incubation centre will collaborate with stakeholders and government/private agencies to ensure that the project has the maximum impact.
- g) **Intellectual Property (IP) ownership:** Any intellectual property developed as part of the project will be jointly owned by the incubation centre and the government/private agency, responsible for the project, according to the terms of the agreement. The incubation centre will ensure that the IP ownership and rights are clearly defined in the project agreement.
- h) **Project closure:** Upon project completion, the incubation centre will provide a final report to the government/private agency and will follow the necessary procedures to close the project. The incubation centre will ensure that all project-related documentation and data are securely stored and can be accessed for future reference.



11.1.7 Organising of Events

IIMJ-FEISD shall be mandated to make its income from the organisation of EVENTS, as long as these do not conflict with the aims and objectives of the parent body viz. IIMJ. The purpose of this policy statement is to establish guidelines for fund generation through event organizing at the business incubation centre. The policy is designed to ensure that the funds generated through event organizing are used effectively to support the organization's mission, and also to provide guidance to the employees responsible for organizing events.

POLICY GUIDING EVENTS

- a) **Purpose of Fund Generation:** The fund generated through event organizing will be used to support the mission of IIMJ-FEISD. This includes providing resources to support the development and growth of the incubation centre and its incubatees, such as funding for workshops, mentorship programs, and business development opportunities.
- b) **Approval Process:** All event organizing proposals must be submitted to the FEISD management team for recommendations. The proposal should ensure that the event's purpose, target audience, expected outcomes, and budget are in consonance with the functioning of the business incubator objectives. The FEISD team will review the proposal and determine whether the event aligns with the organization's mission and values and seek approval from relevant authority for soliciting institute resource usage.
- c) **Sponsorship:** The event organizers are encouraged to seek sponsorships to cover the event's costs. The sponsorship proposal shall be submitted to IIMJ-FEISD for approval. The management team will review the proposal and determine if the sponsorship aligns with the organization's mission and values.
- d) **Transparency:** All fund-generation activities related to event organizing must be transparent, and records must be maintained. The audited records should include details of the revenue generated, expenses incurred, and the revenue sharing agreement.
- e) **Conflict of Interest:** The event organizers must avoid any conflict of interest when seeking sponsorships or revenue sharing agreements. If a potential conflict of interest exists, the organizers must declare it and seek approval from the FEISD.



It shall be ensured that the funds generated through event organizing are used effectively to support the development and growth of incubation, skill development & innovation at IIMJ-FEISD. The policy also provides guidance to the employees responsible for organizing events and ensures transparency and accountability in all fund generation activities.

11.1.8 Other sources of income generation by IIMJ-FEISD

Besides above, IIMJ-FEISD shall raise income from many other sources as well, viz.

- a) **Consultancy & Mentorship fees:** Incubation centre is mandated to charge consultancy, introduction or mentorship fees for the services/connections they provide to the incubatees (in-house as well as outside) and government/business entities or individuals.
- b) **Sponsorship:** FEISD is permitted to seek sponsorship from corporations or private sector organizations to fund its operations or specific initiatives.
- c) **Grants and awards:** FEISD is mandated to apply for grants and awards from government agencies or private foundations to support their operations and programs.
- d) **Events and conferences:** FEISD is mandated to organize conferences of its own and on behalf of the faculty. FEISD can charge management fees or sponsorship fees to generate income from such conferences.
- e) **Project fees:** FEISD may charge fees for the project management services they provide to clients. These fees can be based on the scope and complexity of the project, the amount of time and resources required, and the desired profit margin.
- f) **Consulting fees:** FEISD may offer consulting services to clients, providing expert advice and guidance on a range of business-related topics. These services can be offered on an hourly or project basis, and the fees shall be based on the needs and work involved.
- g) **Royalties:** If the paid project involves the development of intellectual property, IIMJFEISD shall be governed by IPR related rules mentioned earlier.



- h) **Referral fees:** FEISD may also earn referral fees by connecting clients with other service providers, such as legal or accounting firms, and receiving a commission or percentage of the fees paid to those providers.
- i) **Equity:** If FEISD is involved in the creation of a new company, the incubation centre may take an equity stake in the company in exchange for their services.

Overall, IIMJ-FEISD is mandated to generate income from a variety of sources. However, it shall have to follow the principles of financial prudence while receiving, utilising, apportioning and even returning such funds.

11.1.9 Accounting

FEISD is mandated to manage its own accounting operations while following all government laws pertaining to the Section 8 corporates. It shall do the hiring of requisite staff and establish lean practices for quicker execution of the finance functions. Being an entity created at & by IIM Jammu, the accounts of FEISD shall remain open for internal audit from the side of IIMJ at any point of time.

ANNEXURES

Annex1: Pre-incubation/Incubation Application Form

Annex2: Draft of Agreement with Incubatee