African Incubation Network

Tools which make incubation and networking easier.
African Incubation Network

- **Presentation to the African Incubation Network workshop** – Maputo, Mozambique – 10th July, 2007

- **Solvebrand Ltd**
  - Directors
    - David Cromar
    - Sheila Robinson
  - Associates
    - Charlie Watts

- **AIN Incubation tools**
  - WWW
  - Portal
  - Alice Street Online Conferencing Centre
  - Incubator Manager s/w

- **Open resources**
  - Skype 1 to 1
  - Skype 1 to many
  - MS Virtual Earth mapping
African Incubation Network
sub regional co-ordinators
African Incubation Network

East – West – South Hubs
African Sub Regional Networking
hubs and key players

- **Southern Hub** - SoftstartBTI
  - Leon Lourens - Pretoria
    - Lalane Janse van Rensburg – AIN Project Manager
- **Western Hub** – Busy Internet
  - Estelle Akofio-Sowah - Accra
- **Eastern Hub** – Ugandan Industrial Research Inst.
  - Charles Ksegwi - Kampala
- **infoDEV Global Incubation Support**
  - Steve Giddings – Regional Facilitator Africa
# African Incubation Network

working together & communication

<table>
<thead>
<tr>
<th></th>
<th>1-2-1</th>
<th>Groups</th>
<th>Conferences &amp; Events</th>
<th>Unlimited Community Networking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phone</td>
<td></td>
<td></td>
<td>Conference Call</td>
<td>On-line VOIP</td>
</tr>
<tr>
<td>Email</td>
<td></td>
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<td>Chat Room</td>
<td>Web Conference</td>
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<tr>
<td>IM / Chat</td>
<td></td>
<td></td>
<td>File Sharing &amp; Project Management</td>
<td>Conference Papers and Presentations</td>
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<tr>
<td>Webcam</td>
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<td>Video Conference Suite</td>
<td>Plenary Sessions and dissemination</td>
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<tr>
<td>Portal</td>
<td></td>
<td>Mentored Collaboration portal</td>
<td>Structured portal support for events</td>
<td>IP Banks &amp; Technology Transfer</td>
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<tr>
<td>Meetings</td>
<td>Group Conferences</td>
<td>Networking &amp; Event Management</td>
<td>Collaboration Portal</td>
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</tr>
</tbody>
</table>

We've got the new Skype

10/07/2007

Solvebrand Ltd
PC Operating Systems

- Microsoft
- Open Source

- Browser
  - IE
  - Firefox

- Instant Messaging
  - MSN
  - Skype
Global Incubation networking

www.infoDEV.org/idisc

iDisc access by:
- WWW browser
- Regional Facilitator
- Email
- Forum

AIN registration
www.africanincubation.org

Network reports & News

Network reports & News

Network reports & News

Network reports and News
www access

- Dial up
- Broadband
- Satellite
- Mobile

- Home
- Incubator
- Library, University
- Internet cafe
- WiFi
African Incubation Network
Face to Face + On-line Meetings

Face to Face Events

Networking

Alice Street Suite

Web Conferencing and real time collaboration

AIN Portal

Anytime and from anywhere portal collaboration

10/07/2007

Solvebrand Ltd
African Incubation Network
making AIN greater than the sum of the parts
Sharing of best practice, content and resource

- Conferences ~ face to face networking.
- Published materials ~ Books, Reports, Toolkits, Templates.
- CD / DVD ~ software and solution driven material.
- Floppy, USB, external drives ~ portable solutions.
- Email + attachments ~ 1 to 1 and 1 to many.
- WWW content ~ one stop shop for info and case studies.
- Intranet ~ Private, secure place for members discussion forums, projects and networking from anytime & anywhere.
- Extranet ~ Public and private ~ sharing with sponsors, incubators, mentors and suppliers.
- Webinars, webconferencing, web meetings ~ in real time & recorded.
African Incubation Network
www + Extranet + Intranet platforms
African Incubation Network

The Forum is an online discussion forum, which allows users to share ideas, post questions and have general discussions.

Search

Latest Posts Added:

<table>
<thead>
<tr>
<th>Title</th>
<th>Replies</th>
<th>Views</th>
<th>Post Date</th>
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<tbody>
<tr>
<td>Re: Virtual Earth Incubation Mapping</td>
<td>1</td>
<td>5</td>
<td>04/02/2007 13:18:17</td>
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<tr>
<td>Re: Key presentations - African Incubation Network development</td>
<td>3</td>
<td>9</td>
<td>09/11/2006 20:33:29</td>
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<tr>
<td>RE: South African Incubators</td>
<td>1</td>
<td>7</td>
<td>24/10/2006 16:56:59</td>
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</tbody>
</table>

View All Topics

Document Manager

Search:

- Revised submission to infoDEV Nov 2006 (AIN infoDev Funding Proposal Updated at 15 Nov 06.doc)
- Outline of portal delivery for AIN (Business incub and collab1.doc)
- AIN submission to infoDEV Dec 2005 (Proposal for infoDev funding - AINetwork4.doc)

Company Calendar

February 2007
3 Sat
4 Sun
5 Mon
6 Tue
7 Wed

Full Calendar
African Incubation Network
Modular portal tools and community support

- Solvebrand portal provides a world-class secure place to communicate with incubatees, incubation management, supporters, funders, mentors and collaborators.

- Access to the AIN extranet [www.ainportal.org](http://www.ainportal.org) and content is managed through permissioning.

- Subsites target the needs of different audiences and geographically dispersed groups.

- Members can visit the Help and Support website and access online user friendly tutorials.

- Solvebrand integrates and runs alongside existing websites and we migrate agreed toolkits e.g. iDisc, *Incubation Manager*, qlbs.com, SME Toolkit.
African Incubation Network
Creating viral membership growth

- Grow Network
- Registration
- Engagement
- Form groups
- Agree actions & Activities
- Dissemination & Feedback
- Search tools
- Contact database
- Discussion Forums
- Documents
- Resource Libraries
- Project Teams
- Agreement
- Engagement
- Anytime
- Anywhere
- e-newsletters
- Multi-lingual
- Polls, benchmarking
- Reporting
- Discussion Forums
- Resource Libraries
- Project Teams
- Agreement
- Engagement
- Anytime
- Anywhere
- e-newsletters
- Multi-lingual
- Polls, benchmarking
- Reporting
African Incubation Network
Modular portal tools and community support

- AIN Members can submit content on portal tools such as News, Acronym Manager, Image Library, Digital media Library, Event Calendar, Project Space, FAQ’s and discussion Forums.

- Documents and templates are available via a flexible, easy to use library system.

- AIN members can self-create Project Spaces for unique teams to collaborate on reports, documents and solve issues.

- Role-based user groups use hierarchical structures that reflect either incubator business objectives, processes or both.
  - Multilingual support for sub regional websites.

- **PC & MAC compatible – IE & Firefox browser friendly**
African Incubation Network
Incubators & Sub Regions & Pan Africa

Incubator based & focused Operations Management
Sponsors, Angels, Mentors, Entrepreneurs, Incubatees

Sub Regional Networking
Co-ordinators, Collaborators, Members & Project teams

Pan Sub Sahara Networking
Is de-cluttering entrepreneurial minds key to coaching success?

05-Feb-2007

Business and technology incubator, SoftstartBTI, maintains that entrepreneurs often make the mistake of putting off professional coaching and mentoring at precisely the time they would benefit from it most. The Midrand-based incubator, which has been supporting and growing entrepreneurs for five years, suggests that coaching is one of the most important ways entrepreneurs can foster the expertise and skills required to grow a successful business.

Successful entrepreneurs ‘fighting fires’ often put off the very thing that would help put out the fires they are fighting, argues flagship South African business and technology incubator

Business and technology incubator, SoftstartBTI, maintains that entrepreneurs often make the mistake of putting off professional coaching and mentoring at precisely the time they would benefit from it most.
African Incubation Network
Modular portal tools and community support

- The Solvebrand platform includes a tailored choice of applications to meet the needs of the AIN community.

- Shares information, grows networks and works alongside existing applications and user data.

- User friendly tools make communicating easier and accessible from your desktop.

- Designed and facilitated to:
  - require no technical knowledge. [MS Word]
  - encourage usage and return visits.
  - reduce training costs.
African Incubation Network
Adding value and avoiding duplication
Incubatee Support Strategy

- Pre-incubation assessment ~ formal or informal ~ entrepreneur or lifestyle?
- Incubation Support as a resident incubatee or via virtual support, facilitation & mentoring?
- Idea to opportunity ~ Finance, IP & technology assessment?
- Single entrepreneur to business team ~ people assessment ~ team skills balance?
- Concept to market ~ market assessment and time to market?
- Business Planning ~ commercial viability, profitability and growth?
- Investor Ready ~ capital investment requirement?
- Domestic market v International market ~ global readiness and vision?
- Survival ~ growth ~ export ~ acquisition ~ sale?
- Exit Strategy ~ graduation from incubator & acquisition or sale of the company?
## Business Building Model: Ascot Systems

<table>
<thead>
<tr>
<th>Conceptual Phase</th>
<th>Technical</th>
<th>Market</th>
<th>Business</th>
<th>Operational</th>
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</thead>
<tbody>
<tr>
<td>Stage 1: Investigation</td>
<td>Technical Analysis</td>
<td>Needs Assessment</td>
<td>Venture Assessment</td>
<td>Business Structuring</td>
</tr>
<tr>
<td>Development Phase</td>
<td>Technical Feasibility</td>
<td>Market Study</td>
<td>Economic Feasibility</td>
<td>Systems &amp; Policies</td>
</tr>
<tr>
<td>Stage 2: Feasibility</td>
<td>Engineering Prototype</td>
<td>Strategic Market Plan</td>
<td>Strat Business Plan</td>
<td>HR Capacity Building</td>
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<tr>
<td>Stage 3: Development</td>
<td>Pre-Production</td>
<td>Market Valuation</td>
<td>Funding &amp; Leverage</td>
<td>Commercial Capacity</td>
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<tr>
<td>Stage 4: Go-to-Market</td>
<td>Production</td>
<td>Sales &amp; Distribution</td>
<td>Growth Strategies</td>
<td>Management Systems</td>
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<tr>
<td>Commercial Phase</td>
<td>Production Support</td>
<td>Diversification</td>
<td>Maturity</td>
<td>Management Systems</td>
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<tr>
<td>Stage 5: Growth</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Stage 6: Maturity</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
African Incubation Network
incubating incubation in Africa

SUMMARY

The use of the AIN portal will be mentored throughout the project by us, including delivery of an agreed programme of formal on-line meetings to address key agreed incubation issues.

African Incubation Management
- Integration of the Incubation Manager Suite with best practice models, resources, and business growth tools
- Facilitating rollout and adoption of benchmarking incubator performance and delivery

Regional and sub regional support
- Catalysing & facilitating AIN collaboration
- Pre- & Post- AIN event management & publicity
- On-line News, Alerts & social networking

Virtual Incubation, Benchmarking, mapping

Solvebrand has enjoyed meeting with everyone here in Maputo.

Thank you one and all. [especially Lalane and Abby for getting me here safely]

Q&A
African Incubation Networking
- a model for discussion

Figure 1: Incubating the Incubator

- Opportunity & Market
  - Resources for incubator and tenants
  - Governance + Management Services
  - Technology & social trends
  - Cost-effective performance
  - Reputations & Impact
  - Sustainability

- Business Plan
  - Shared Vision Mission
  - Implement Operate
  - Consolidate Internationalize
  - Community support
  - Entrepreneur development
  - Monitor operations
  - Technical infrastructure
  - University/professional linkages
  - Evaluate results

Re-engineer the organization
African Incubation Network
Future Integration targets

With QLBS.com on-line incubator management can:

- **Establish best practice models** and map them into a criterion for AIN performance excellence
- **Benchmark AIN incubators’ performance** against Global + Regional + sub-regional leaders and perform gap analysis
- Help specific incubator’s **identify organisational strengths** and areas for improvement
- **Analyse** and **monitor** incubatee performance + 360° incubator service delivery and feedback
- **Develop an action plan** to achieve continuous improvement
- **Maintain incubation support standards** through improved business support delivery and management performance
African Incubation Networking
Incubator benchmarking model
The Advantages of Networked Incubators

Networked incubators combine the benefits of two diverse worlds — the scale and scope of large established corporations and the entrepreneurial drive of small venture-capitalists firms. To this mix, networked incubators add enhanced network access to key business partners, making such organizations especially effective for growing start-ups in the new economy.

<table>
<thead>
<tr>
<th>Scale and Scope</th>
<th>Established Companies</th>
<th>Venture Capitalists</th>
<th>Networked Incubators</th>
</tr>
</thead>
<tbody>
<tr>
<td>historically the key advantage of large global companies.</td>
<td>historically the key advantage of large global companies.</td>
<td>historically the key advantage of large global companies.</td>
<td>historically the key advantage of large global companies.</td>
</tr>
<tr>
<td>entrepreneurship drive stimulating individuals to pursue risky and disruptive innovations</td>
<td>entrepreneurship drive stimulating individuals to pursue risky and disruptive innovations</td>
<td>entrepreneurship drive stimulating individuals to pursue risky and disruptive innovations</td>
<td>entrepreneurship drive stimulating individuals to pursue risky and disruptive innovations</td>
</tr>
<tr>
<td>network access forging partnerships, obtaining advice, and recruiting people</td>
<td>network access forging partnerships, obtaining advice, and recruiting people</td>
<td>network access forging partnerships, obtaining advice, and recruiting people</td>
<td>network access forging partnerships, obtaining advice, and recruiting people</td>
</tr>
</tbody>
</table>

Medium
Common services and pooling of resources ensure some benefits, especially time savings.

Low
VC-backed start-ups are left alone to obtain services and buy supplies.

High
Entrepreneurs are free to pursue ventures and own large equity stakes.

High
Entrepreneurs are free of red tape and own equity in ventures.

Low
A VC partner may have an excellent personal network, but it doesn’t go beyond the individual partner.

High
Organized and active networking among portfolio companies and strategic partners.
African Incubation Networking
Incubator Management
A world class Business Incubatee administration, monitoring and evaluation solution

Copyright © Avnon Consulting 2006
System Overview

This software was developed to provide an easy-to-use web based platform from which to administer and report on the activities taking place in an Incubator.

Companies can be monitored and reported on from a variety of angles, including:
- Coaching / Mentoring sessions
- Training and Events
- Business Building Model progression, including activities completed
- Progress and Performance relating to their finances and projects
- Client Feedback
- Knowledge Areas Gained:, including problems, best practices, after action reviews, participation in forums and case studies

Coaches have a versatile, user-friendly tool from which to:
- Schedule and manage their coaching sessions
- Interact with their companies
- Capture learning's from each session for future use by other mentors and companies
- Structure a project timeline through the BBM for each company
- Update timesheets
- Input progress reports for each of their companies

The Incubator Manager will have the facility to:
- Generate a broad range of analysis reports relating to the progress and performance of each company, mentor and incubator as a whole
- Create custom surveys and monitor results for Quality Assurance
- Interact with mentors and companies through the Messaging System
- Post notifications and tenders
- Track training and seminar events
System Stages

**Inception**
- Approve and Register Company with relevant Incubator Branch
- Appoint Lead Mentor / Coach
- Link Company to relevant Business Building Model

**Incubation Preparation**
- Detailed Company Needs and Options Analysis
- Defining of Company Contracts
- Customising of Business Building Model objectives and activities to match Company’s needs
- Defining of Benchmark Start and End Dates for each BBM Outcome

**Incubation Term**
- Measure and Report on the Company’s:
  - Turnover, clients, feedback, equity and new projects
  - Coaching / Mentoring
  - Progress through Business Building Model
  - Training and Event Attendance
  - Feedback on quality relating to Coaching and Training
- Catalogue knowledge gained through the company’s interaction with their coach and with other companies on the portal for use in the future
Company Life Cycle

- **Company Applies for assistance through the Incubator website**
- **Company is approved \ rejected by Incubator Manager**
- **Company works with Coach to formulate a project plan around each BBM Outcome**
- **Company receives coaching, mentoring, training and structured activities to guide them through the BBM**
- **Automated Progress and Performance Reports, Executive Dashboards updated**
- **Company’s profit, client base, employees and general productivity is tracked throughout.**
### Incubator BBM Templates

<table>
<thead>
<tr>
<th>BBM Category</th>
<th>Market</th>
<th>EBM Stage</th>
<th>Stage 3 (Developer)</th>
</tr>
</thead>
<tbody>
<tr>
<td>BBM Outcome</td>
<td>Strategic Market Plan</td>
<td>Stage 1 (Investigation)</td>
<td>Stage 4 (Go-to-Market)</td>
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<tr>
<td></td>
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<td>Stage 2 (Feasibility)</td>
<td>Stage 5 (Growth)</td>
</tr>
<tr>
<td></td>
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<td>Stage 3 (Development)</td>
<td>Stage 6 (Maturity)</td>
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</table>

#### Outcome Objective Description

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<th>Objective Name</th>
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<th>Delete</th>
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<tr>
<td>Define Target Market</td>
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<td>Develop Pricing Plan</td>
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<td>Develop Versioning Plan</td>
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<td>Select Market Channels</td>
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<td>Identify Marketing Team</td>
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<td>Field Test</td>
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Select: Add, Delete
## Company Progress Report - Ascot Systems

**Select Year**: 2006  
**Select Month**: June

### Balance Sheet Items
- **Long Term Liabilities**: R 5,000.00  
- **Short Term Liabilities**: R 10,000.00  
- **Fixed Assets**: R 1,500.00  
- **Current Assets**: R 5,000.00

### Financial Reporting
- **Income**: R 25,000.00  
- **Expenses**: R 5,000.00

### Other
- **New Clients this Month**: 10  
- **New Clients from Incubator**: 5  
- **Total Value of Projects**: R 15,000.00  
- **Total Value of Projects from Incubator**: R 7,500.00
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Select Year</td>
<td>2006</td>
</tr>
<tr>
<td>Select Month</td>
<td>January</td>
</tr>
<tr>
<td>Ability to Meet Deadlines</td>
<td>Average</td>
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<tr>
<td>Initiative &amp; Drive Capacity</td>
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<tr>
<td>Punctuality &amp; Professionalism</td>
<td>Very Poor</td>
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<tr>
<td>Marketing Ability</td>
<td>Good</td>
</tr>
<tr>
<td>Technical Ability</td>
<td>Good</td>
</tr>
<tr>
<td>Feedback from Clients</td>
<td>Very Good</td>
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<td>Problem Areas Identified</td>
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<td>Strengths</td>
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<td>Marketing</td>
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<td>Avnon Consulting</td>
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<tr>
<td>Facilitator</td>
<td>Jon Brown</td>
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<td>BBM Category</td>
<td>Market</td>
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<td>BBM Stages</td>
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<td>Stage 3 (Development) : Strategic Market Plan</td>
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<tr>
<td>Stage 4 (Go-to-Market) : Market Validation</td>
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<tr>
<td>Stage 5 (Growth) : Sales and Distribution</td>
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<td>Stage 6 (Maturity) : Market Diversification</td>
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<tr>
<td>Structure</td>
<td>Full Day</td>
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<td>End Date</td>
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**INCUBATOR MANAGEMENT PORTAL**

**Version 1.5**

### Incubator Progress

<table>
<thead>
<tr>
<th>Selected Incubator</th>
<th>SoftStart ETI</th>
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<tr>
<td><strong>Branch</strong></td>
<td>All Branches</td>
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<tr>
<td><strong>Start Date</strong></td>
<td>03 January 2006</td>
</tr>
<tr>
<td><strong>End Date</strong></td>
<td>05 October 2006</td>
</tr>
</tbody>
</table>

**Incubator Progress Summary**

- **February 2006**: R 20,000.00
- **June 2006**: R 15,000.00
- **July 2006**: R 5,000.00
- **August 2006**: R 5,000.00

- **Projects**
- **Incubator Projects**

**Coaching Progress Summary**

<table>
<thead>
<tr>
<th>Month</th>
<th>4</th>
<th>6</th>
<th>8</th>
<th>10</th>
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<tr>
<td>Feb.</td>
<td>10</td>
<td>8</td>
<td>6</td>
<td>8</td>
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<tr>
<td>June</td>
<td>10</td>
<td>8</td>
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<tr>
<td>July</td>
<td>10</td>
<td>8</td>
<td>6</td>
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<tr>
<td>Aug.</td>
<td>10</td>
<td>8</td>
<td>6</td>
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</table>
### Incubator Management Portal

**Version 1.5**

#### File Management

<table>
<thead>
<tr>
<th>Description</th>
<th>Category</th>
<th>Current</th>
<th>Action</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
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<td>Technology</td>
<td>1</td>
<td>Add File</td>
<td>File History</td>
</tr>
<tr>
<td>Private equity</td>
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<td>1</td>
<td>Add File</td>
<td>Keywords</td>
</tr>
</tbody>
</table>

#### System Access

- Welcome, Administrator
- Incubator: Not Found
- Message Inbox
- Change Password
- Change Incubator
- Logout

#### Incubator Management

#### Company Management

#### Management Links

#### Knowledge Base

- File Management
- File Category Management
- File Type Management
- File Keyword Management

#### Site Links

- Knowledge Base
### Business Building Model: Ascot Systems

#### Conceptual Phase
- **Stage 1: Investigation**
  - Technical: Technical Analysis
  - Market: Needs Assessment
  - Business: Venture Assessment
  - Operational: Business Structuring

#### Development Phase
- **Stage 2: Feasibility**
  - Technical: Technical Feasibility
  - Market: Market Study
  - Business: Economic Feasibility
  - Operational: Systems & Policies
- **Stage 3: Development**
  - Technical: Engineering Prototype
  - Market: Strategic Market Plan
  - Business: Strat Business Plan
  - Operational: HR Capacity Building
- **Stage 4: Go-To-Market**
  - Technical: Pre-Production
  - Market: Market Validation
  - Business: Funding & Leverage
  - Operational: Commercial Capacity

#### Commercial Phase
- **Stage 5: Growth**
  - Technical: Production
  - Market: Sales & Distribution
  - Business: Growth Strategies
  - Operational: Management Systems
- **Stage 6: Maturity**
  - Technical: Production Support
  - Market: Diversification
  - Business: Maturity
  - Operational: Management Systems
### Business Building Model: Ascot Systems

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Market Study Stage 2 (Feasibility): Market</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planned Start Date</td>
<td>04 September 2006</td>
</tr>
<tr>
<td>Planned End Date</td>
<td>31 October 2006</td>
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<td>Actual Start Date</td>
<td>22 September 2006</td>
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<td>Actual End Date</td>
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<td>Competent</td>
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#### Objective Description

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<td>Edit</td>
<td>Delete</td>
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<tr>
<td>Overall Size of Market</td>
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<td>Prevailing Pricing</td>
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<tr>
<td>Volume</td>
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</table>
Thank you for your interest in Avnon Consulting’s web-enabled Incubator administration, monitoring and evaluation solution.

This presentation was only a small snapshot of the system’s features and functionality, so should you require a full live presentation or extra information please don’t hesitate contact us on info@avnonconsulting.com or +27 31 207 6987.