

## Support Services to Tenant Institutions at Qadir Incubator; The Experience of a Governmental Support System

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The high costs of establishing private institutions, on the one hand, and the shortage of experience in managing these institutions, on the other, lead to augmentation of the high risks usually inherent in the establishment of new enterprises. Through their support services, incubators are there to help reduce these risks and smooth the hardships in running them. Very successful examples of these incubators now exist in both developed and developing countries. However, the risks for starting new businesses of any type are usually higher in developing countries where governmental support may be scanty or non-existent at all. As a result of this situation, most university graduates in these countries prefer to join the public service rather than start their own business.

This paper will explore the types of support services and the mechanisms of providing these services by Qadir Incubator at Isfahan Science & Technology Town. Qadir Incubator is the first experience in Iran, which has been established on the basis of the experience gained in other research and technology incubators across the world and especially tailored to the local culture and economic conditions. This incubator now caters for the needs of newly established companies and encourages young university graduates to develop their own businesses. One peculiarity of Qadir Incubator in comparison to other incubators in the world is that it is a state organization with all the characteristics of a governmental system in terms of economic and legal status. Therefore, many interactions and transactions must of necessity be accomplished differently from other incubators or in a way totally exotic to private economy. However, in a country like Iran, there is no other way the private sector can be given a start and we strongly believe we are moving ahead as it will become apparent in the body of the paper.

The paper will present the four types of pre-incubation and incubation services (including general services and accommodation, technical and specialized services, information and computational services, and consultancy and marketing services) along with the mechanisms applied in offering them to tenant institutions and will try to describe the financial aspects as well. The mechanisms are designed in such a way to encourage the tenants to apply for the services while, at the same time, the mentality and expectations of receiving subsidies for whatever government provides, a quite common culture in most developing or third world countries, are eliminated altogether.

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