



USAID
FROM THE AMERICAN PEOPLE

JFBPW Operations and Procedures Manual

January, 2008

This publication was produced for review by the United States Agency for International Development. It was prepared by Omar Hamarneh through To Excel.

JFBPW Operations and Procedures Manual

SUSTAINABLE ACHIEVEMENT OF
BUSINESS EXPANSION AND QUALITY (SABEQ)

CONTRACT NUMBER: 278-C-00-06-00332-00

BEARINGPOINT, INC.

USAID/JORDAN

OFFICE OF ECONOMIC GROWTH

JANUARY, 2008

AUTHOR: OMAR HAMARNEH/ THROUGH TO EXCEL

DELIVERABLE NO: 8.16.5C.10.35.1 PROVIDE
TECHNICAL ASSISTANCE TO DEVELOP A BUSINESS
PLAN FOR THE BUSINESS INCUBATORS THAT
INCLUDES CONSULTATION SERVICES

DISCLAIMER:

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

CONTENTS

- EXECUTIVE SUMMARY 1**
- SELECTION PROCESS..... 2**
 - Deal Sourcing:2
 - Screening:.....2
 - Evaluation3
 - Admission3
- DEAL SOURCING..... 3**
 - Objective4
 - Approach4
- SCREENING..... 4**
 - Objective4
- PRELIMINARY APPLICATION QUESTIONNAIRE..... 5**
- PRELIMINARY APPLICATION 6**
- QUESTIONNAIRE SCORING PROCESS..... 9**
- INTERVIEW 10**
- EVALUATION..... 10**
- SAMPLE INCUBATION TERM SHEET OUTLINE 11**
- OVERVIEW OF THE POST-SELECTION PROCESS 11**
 - Reporting and Evaluation11

EXECUTIVE SUMMARY

This document is designed to help establish a formalized process for selection, evaluation and acceptance of applicants into the JFBPW Business Incubator and the development of term sheets to clearly define their needs during incubation.

Applying this process will help ensure successful selection of Incubates in accordance with the objectives and strategies of the Business Incubator.

Furthermore, this document will provide reporting guidelines and procedures to carry on post-selection on-going progress reporting of incubated companies, as well as the overall progress of the Business Incubator.

SELECTION PROCESS

The selection process can be summarized as follows:

DEAL SOURCING:

The process of deal sourcing is that which identifies sources of female entrepreneurs and introduces the Business Incubator and its services to them, and encourages those who are serious about applying to the Business Incubator. Attracting the right type of applicant is essential if the Business Incubator is to succeed in fulfilling its mission and objective.

A key part of this process is spreading awareness about the value and role of the Business Incubator and the services it provides to its tenants. This can be achieved through the dissemination of awareness material such as the Business Incubator's brochure, face to face presentations and meetings in a reach out process to women, as well as guest female entrepreneurs presenting their success stories.

SCREENING:

As a result of the deal sourcing activities, entrepreneurs and start-ups will approach the Business Incubator and fill an initial questionnaire that will be available on the Business Incubator's website as well as distributed through the deal sourcing activities and upon request.

Upon receiving and reviewing the questionnaire, the Business Incubator management will either invite the entrepreneur for a meeting or convey an apology if the candidate does not meet the minimum incubation criteria.

This meeting allows the Business Incubator manager to interview the candidate and verify initial impressions based on the information provided in the questionnaire. As a result of this meeting, candidates may be "qualified" to proceed to the evaluation stage, or an apology will be issued for them in case the interview was not successful.

After successfully completing the interview, the applicant is asked for a written document (mini business plan) which is a more comprehensive description of the idea including a description of the following:

1. A description of the product / service
2. A brief financial analysis
3. Market assessment
4. Challenges & competition
5. A brief about the applicant / team

In the case of candidates who need further advice and guidance in developing the business plan, the Business Incubator will assign to them an Advisor (Mentor) from within the

membership of the forum who will work with them, through limited “pre-incubation” guidance meetings towards developing a partial or completed business plan.

The role of the Advisor will not be to develop the business plan on behalf of the entrepreneur, but rather to engage in a limited number of sessions to guide the entrepreneur and provide feedback and support.

EVALUATION

To enter this stage, the Incubation candidate will need to have a partially or fully completed business plan.

The business plan will subsequently go through an evaluation process and due diligence by the Business Incubator’s Management, the result of which will either be initial approval of the candidate or an apology.

Once the Business Incubator management provides initial approval, a term sheet is developed outlining the needs of the Business incubator (based on the business plan) such as:

- Office space required
- Support needed from the Business Incubator i.e.
 - Marketing support
 - Business development
 - Legal
 - Financial
 - Etc...

ADMISSION

If the candidate and the Business Incubator management agree on the Incubation Term Sheet, the management will submit the incubation report (both the evaluation report and the term sheet) to the Business Incubator’s board for approval of admission and provision of logistical and support services to the Incubate as well as approval of the level of support.

Upon the Business Incubator board’s approval of the Incubation report, the required contracts will be signed between the Business Incubator’s management, the Incubate, and the provider of support services. At this point, the candidate is admitted to the Business Incubator.

DEAL SOURCING

OBJECTIVE

Deal sourcing is a process by which the Business Incubator works towards proactively spreading awareness and information about the role of Incubation, and its service provision in supporting female entrepreneurs and start-ups in Jordan which will hopefully result in attracting the right type of applicant and engaging them in the selection process and procedures.

APPROACH

Deal sourcing channels for the Business Incubator will include the following:

- Jordanian Universities
- Jordanian “angel” investors, and venture capital firms
- SME Support Programs
- NGOs and Industry Associations
- Business Incubator's own employees and clients
- Public Relation Activities
- Participation in business plan competitions
- Industry conferences/seminars
- Advertising

SCREENING

OBJECTIVE

The objective of the Preliminary Application Questionnaire is to engage the entrepreneur and act as an initial candidate screening device.

The completed questionnaire will highlight the key elements of the entrepreneur's product or service offering. Consequently, the completed questionnaire will facilitate a determination about whether or not the candidate meets the Business Incubator's minimum requirements.

The Preliminary Application Questionnaire will formalize a new relationship with the Business Incubator. As a high-level document to be completed by all candidates, the completed questionnaire will also serve as a valuable document for categorizing, contacting, and comparing different incubation candidates and providing statistical data such as:

- Percentage of accepted to declined applications
- Percentage of service / product
- Averages of services requested
- Etc...

PRELIMINARY APPLICATION QUESTIONNAIRE

The Application Questionnaire will ideally be issued to all prospective entrepreneurs or companies interested in being part of the Business Incubator.

Once completed, it will be submitted to the Business Incubator for review. The Business Incubators Manager will log and review the questionnaire as soon as possible and decide whether or not the candidate deserves to move on to the next stage of the selection process.

The review process will be based on scoring the various elements of the questionnaire, and assigning marks for each filled part as detailed below.

Once the review is complete, the Business Incubator's manager, will follow up with the entrepreneur to inform her of the Business Incubator's decision. If the decision is to proceed, the candidate will be invited for an initial interview.

The objective of the interview is to ascertain the conclusions of the review and serve as an opportunity to introduce the candidate to the Business Incubator and its business model in more details and ensure that her expectations are inline with the Business Incubator's offering



ملتقى سيدات الأعمال والمهين الأردني
Jordan Forum for Business & Professional Women

PRELIMINARY APPLICATION

Basic Information

Date:

Name:

Address:

Telephone:

Fax:

Mobile Phone (if different):

Email:

Project/Company Name

Project/Company Information

Describe product or service?

How will your product or service generate revenue?

☐ Yes

☐ No

Do you already have team in place?

If yes, please provide names and positions:

Do you have a business plan?

☐ Yes
☐ NO

☐ Yes

☐ No

Did you establish a company?

Date of
Incorporation:

☐ Idea

☐ Development

☐ Ready to Launch

☐ Being Sold

Did you start generating any revenue?

☐ Yes

☐ No

Logistical Needs

After locating your Business In the Business Incubator

How many team members do you expect to have?

Now:

After 6 months:

After 12 months:

Support Needs

Are you interested in benefiting from the support services at the Business Incubator?

If yes, which of the following services are of interest to you?

Strategy Planning

Financial Planning

Contacts and Introductions

☐ Yes

☐ No

☐ Yes

☐ No

☐ Yes

☐ No

☐ Yes

☐ No

☐ Yes

☐ No

☐ Yes

☐ No

☐ Yes

☐ No

☐ Yes

☐ No

Partnerships Development

Fund Raising

Recruitment

Marketing Services

Legal Services

Accounting Services

Funding Needs

Have you risen any funding for your company?

☐ Yes

☐ No

Do you plan to raise any funding for your company?

☐ Yes

☐ No

Other

QUESTIONNAIRE SCORING PROCESS

The questionnaire will be scored as follows:

Product or Service Description: A score of 1-25 will be given to this item based on the candidate's ability to define her product or service in an accurate, comprehensive, and attractive manner.

Revenue Generation: A score of 1-25 will be given to this item based on the candidate's ability to define the revenue generation model of her product or service in an accurate, comprehensive, and attractive manner.

Team: A score of 1-10 will be given to this item based on the candidate's efforts in assembling or identifying an appropriate team for her project.

Business Plan: 5 points will be given to candidates with a business plan, while 0 points will be given to candidates with no business plan.

Company: 5 points will be given to candidates who registered a company, while 0 points will be given to candidates with no company yet.

Revenue: 10 points will be given to candidates who have started generating revenue, while 0 points will be given to candidates who have not generated any revenue yet.

Support Needs: 15 points will be given to candidates who indicate a wish to leverage the Business Incubator's support services, while 0 points will be given to candidates who express no wish in that.

Other: 5 points will be given to candidates who expand on their application by adding more information.

Total score

Out of a total score of 100, candidates who pass the mark of 50 will be invited for an interview.

INTERVIEW

The objective of the interview will be to ascertain the conclusions of the review and inquire, if needed, about any detailed aspects of the candidate's proposal that are beyond the scope of the questionnaire. It will also serve as an opportunity to introduce the candidate to the Business Incubator and its business model in more details and ensure that his or her expectations are inline with the Business Incubator's offering.

Once the interview is conducted, the Business Incubator's manager will follow up with the entrepreneur to inform her of the Business Incubator's decision.

If the decision is not to proceed, the reason will be communicated to the candidate and advice or references, if any, will be provided.

If the decision is to proceed, the candidate will be asked for a business plan.

EVALUATION

Upon receiving the business plan, the Business Incubator's manager will assign a team that will typically include, in addition to the manager, 2 board members, who have particular experience or background that is relevant to the candidate under evaluation. The team should consist of at least three members.

For a given business plan, each team member will evaluate the business plan based on 4 main areas:

- Product or service offering i.e.
 - Quality
 - Cost
 - Pricing
 - Distribution
 - Etc...
- Market
 - Local, regional, international
 - Perceived market size
 - Number and size of competitors
 - Marketing channels
 - Etc...
- People
 - Have experience
 - Understand what is required well

- Etc...
- Financial
 - Revenue model is clear
 - The cost model clear
 - Level of financing required is realistic
 - Etc...

SAMPLE INCUBATION TERM SHEET OUTLINE

- Candidate's Information
- Scope of logistical support services
 - Office Space
 - Furniture (If extra)
 - Equipment (If other than typical)
 - Communications
- Cost of logistical support services
 - Total budget with budget breakdown
 - Business Incubator's contribution to the budget
- Scope of strategic support services
 - Product development
 - Contacts and introductions
 - Partnerships development
 - Fund raising
 - Recruitment support
 - Marketing services support and guidance
 - Legal services support and guidance
 - Accounting services support and guidance
- Cost of strategic support services
 - Total strategic support services budget
 - Business Incubator's contribution to the budget
 - Candidate's contribution to the cost of strategic support services

OVERVIEW OF THE POST-SELECTION PROCESS

REPORTING AND EVALUATION

Post-selection, the start-up will be required to fill a quarterly evaluation report that shows the performance of the company as well as capturing Key Performance Indicators (KPIs) that accurately reflect the performance of the incubated firm and therefore reflect on the performance of the Business Incubator and its management.

Incubated Company Progress report	
Report no	Date:
A. General Information	
Company name:	
CEO name:	
Contact person:	Title:
Email address:	Telephone:
URL:	
Date of entering the incubation program:	
Date of graduation from the Business Incubator (If applicable):	
How many partners at entry:	At present:
Residency: <input type="checkbox"/> Offsite <input type="checkbox"/> Tenant	
Type of company: <input type="checkbox"/> Product (what is it.....) <input type="checkbox"/> Service (What is it.....)	
B. Primary Outcome	
Employment	
Number of staff at entry:	Number of woman:
Number of fulltime staff at present:	Number of woman:
Number of part-time staff at present:	Number of woman:
Expected Number at end of Incubation (if still incubated):	Number of woman:
Revenues	
Revenue from local contracts to date:	
Revenue from regional/international contracts to date:	

C. Performance

Clients

Number of local clients to date:

Number of regional/international clients to date:

Financing

Did Your company receive any dept financing?

If yes when?	How much?

Did your company receive equity based financing?

If yes when?	How much?
--------------	-----------

Did your company receive grants?

If yes how many times?	From whom?	How much?
------------------------	------------	-----------

Alliances

Has your company developed alliances with other incubated firms?

If yes on how many separate alliances'?

Has your company developed alliances with other firms outside of the Business Incubator?
--

If yes on how many separate alliances?

Grant Support

Have you received grant support? If yes for what?

☐ Finance source :

☐ Research source : _____

☐ Marketing source : _____

<input type="checkbox"/> Training	source :
<input type="checkbox"/> Advertising	source :

☐ Advertising source :

☐ Consultancy source :

<input type="checkbox"/> Consultants,	source :
<input type="checkbox"/> Capacity Building	source :

☐ Other source :

Patents

Number of patents that the company holds:	
---	--

Copyrights

Number of copyrights the company holds:

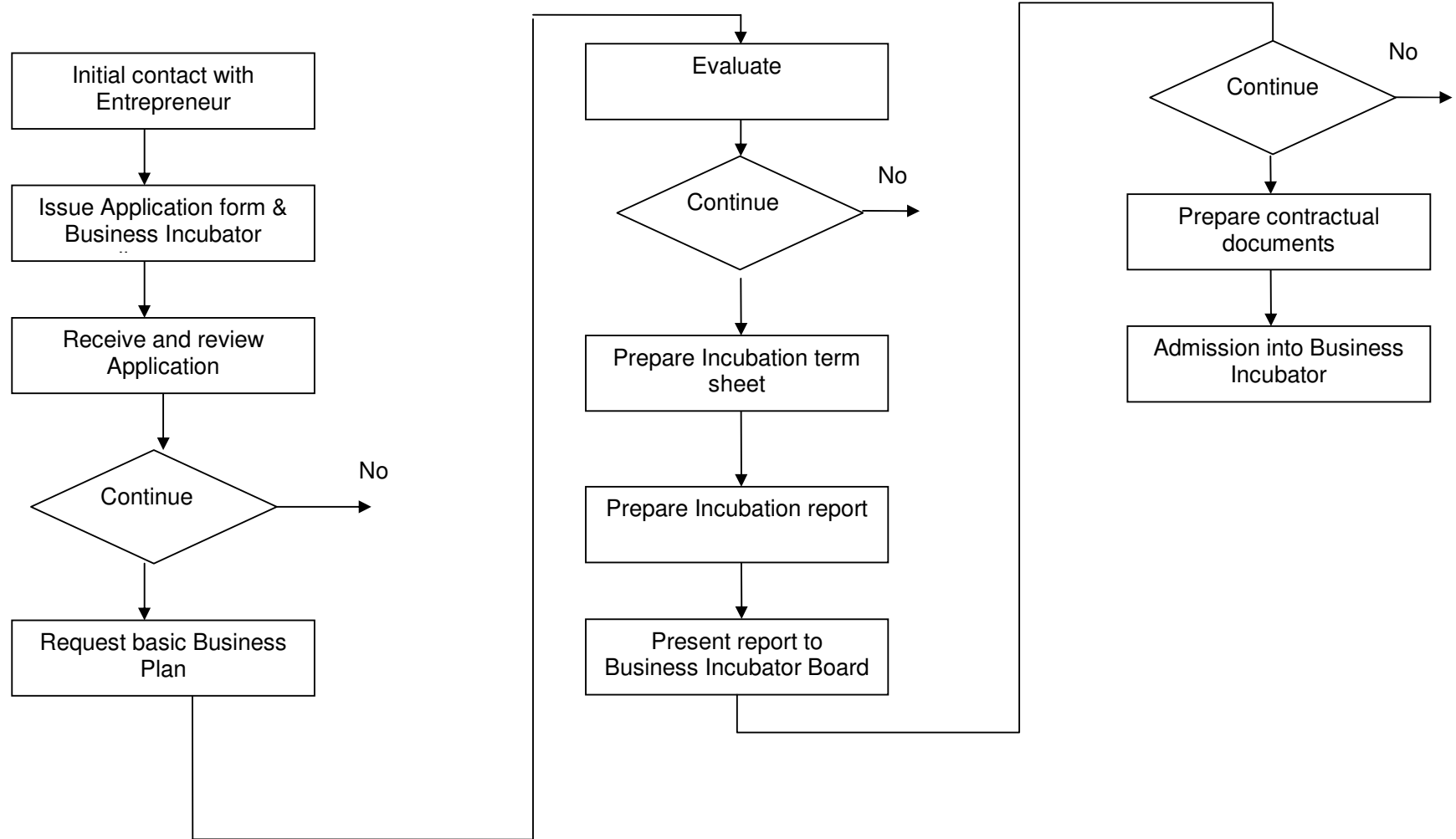
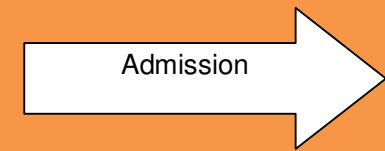
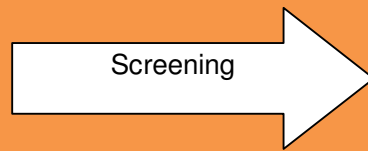
Licensed Intellectual Property

Number of patents, copyrights, or trade secrets the company has from another company,

Sustainable Achievement of Business Expansion and Quality (SABEQ) 13

university, federal lab, or research institution:				
Training:				
How many Training courses did you or others in your firm attend and it what?				
marketing/Sales/PR		How many:		
Project management		How many:		
Other management		How many:		
Finance		How many:		
Accounting		How many:		
Business development		How many:		
Communications skills		How many:		
Technical training		How many:		
Other		How many:		
Other		How many:		
How many seminars, conferences, exhibitions,...etc during have you attended?				
D. Business Incubator Assistance Services				
		Not received	did receive	don't know
1	Assistance in developing a business plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Regularly delivered advice/monitoring from one or more community business persons	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Marketing assistance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Help in financial management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Assistance in securing student employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Assistance in developing a management team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Assistance in obtaining investments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Intellectual property assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Assistance in product/technology development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Assistance in linking to strategic partners (e.g. Marketing collaboration, distribution arrangements ,etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Received help with regulatory compliance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Assistance networking with other firms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	Obtained access to internet and other IT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	Assistance in human resource management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	General legal services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	International trade assistance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	Capacity building assistance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

28	Assistance in deal sourcing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	Assistance with company promotion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Quality / Timeliness of Service Provision				
		excellent	good	average
1	The services provided by the Business Incubator and/or service providers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Timeliness of delivery of services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	The physical space and amenities provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Internet quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Meeting rooms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Notes				
Do you feel there is more we should provide?				
kindly add your notes				



Sustainable Achievement of Business Expansion and Quality
Salem Center, Sequleyah Street
Al Rabieh, Amman
Phone: +962 6 550 3050
Fax: +962 6 550 3069
Web address: <http://www.sabeq-jordan.org>