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**DR. SUDHIR CHANDRA SUR INSTITUTE OF  
TECHNOLOGY AND SPORTS COMPLEX**

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540, Dum Dum Road, Suremath, Kolkata- 700074, West Bengal



**Policy for  
Innovation & Start-up  
(W.e.f 2021-22)**

Revised and Approved by BOG  
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## INNOVATION AND STARTUP POLICY

### 1. PREAMBLE:

The Innovation and Start-up Incubation policy is expected to foster an atmosphere that allows all potential innovators/start-ups to pursue the development and commercialization of their creative ideas without difficulty.

The link between effective entrepreneurship environments and institutes has been discussed many times.

A world-class institution is great for more than simply bragging rights. A good institution draws ambitious and educated people from many backgrounds and fosters a creative environment.

An institution is the best place to see diversity - not just in ethnicity or languages, but also in background, value systems, and priorities. Ideas and innovation come from “frictional” interactions between people with opposing values striving to work together.

The institute's cutting-edge research and creativity rubs off on the pupils. Seeing the “Next Big Thing” early in an institutional lab is the ultimate thrill for an ambitious student or group of students.

The college also provides a strong alumni network. A good alumni network allows a new entrepreneur to easily reach out to industry leaders for advice, connections, or even finance. Former students have a special spot for their own alumni and will go out of their way to aid them. Alumni networks have a strong “paying it forward” mindset that can be a great source of disruptive jumps for an entrepreneur.

In recent years, entrepreneurship and start-up activities in India have grown in quantity and geographical distribution, resulting to increased levels of innovation and job creation. The start-ups have also excelled in new technology and service delivery approaches. The tendency in India is for educational institutions to integrate entrepreneurship as a core component in technical and business education. Students' ability to transform ideas into reality has been emphasised more recently at the institute.

In the late 1990s and early 2000s, the National Science and Technology Entrepreneurship Development Board (NSTEDB) established the Science and Technology Entrepreneurs Park and the Technology Business Incubators. Many colleges and independent organisations are now establishing incubators on or off campus. Most of the institutes have established incubation centres that are open to other institutes as well as businesses.

The Government of India has contributed significant risk funding to promote an entrepreneurial spirit among faculty members and students, as well as designing an effective policy framework, through the Department of Science and Technology (DST), Department of Biotechnology (DBT), Technology Information and Forecasting Assessment Council (TIFAC), and Development Financial Institutions such as Small Industries Development Bank of India (SIDBI). By establishing the India Aspiration Fund, the Ministry of Finance has also committed major sums to Venture Capital.

The growing start-up ecosystem has brought together academics and students from throughout India to collaborate and develop businesses. Research is increasingly becoming commercialised.

The use of alumni-student mentorship programmes is now being promoted as a significant tool for promoting entrepreneurship, and students working with start-ups are a vital part of this



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initiative Deferred placement is also gaining popularity among colleges, with several now permitting it to encourage students to start their own business.

Despite these efforts, the establishment of a start-up ecosystem in educational institutions is threatened by social and family pressures, peer pressure, and the relative difficulties of starting business in India. Everyone agrees that India has the potential and know-how to create a more innovation-driven economy, and that the entrepreneurial spirit at colleges is perhaps stronger than ever.

However, in line with worldwide trends in higher technological education, the time has come to formalise this process, which stimulates entrepreneurship among faculty members, research students, and undergraduate students, particularly considering the following recent government initiatives:

In January 2016, India's Hon'ble Prime Minister introduced the Start-Up Action Plan with the goal of creating a strong eco-system for nurturing innovation and entrepreneurs across the country, particularly in important areas such as technology, biotechnology, healthcare, heavy industry, and defence. The Niti Aayog-led Atal Innovation Mission (AIM) is an innovation promotion platform that brings together academics, entrepreneurs, and researchers.

The Ministry of Human Resources Development (MHRD), Government of India, established the MHRD's Innovation Cell (MIC) in early 2018 to foster an innovation culture among all Higher Education Institutions (HEIs), with the primary mission of encouraging, inspiring, and nurturing young students to work with new ideas while they are still in their formative years. The MIC envisioned the establishment of 'Institution's Innovation Councils (IICs) throughout a number of higher education institutions, including Dr. Sudhir Chandra Sur Institute of Technology and Sports Complex.

In September of last year, the Ministry of Human Resource Development (MHRD) of India issued the National Innovation and Start-up Policy 2019 for Students and Faculty — A Framework for Higher Education Institutions to Follow.

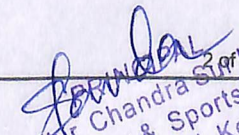
It is proposed to formulate a Start-up Policy for Dr. Sudhir Chandra Sur Institute of Technology and Sports Complex, considering the recommendations made by AIM, MHRD's Innovation Cell, and the Start-Up Policy Report of the committee constituted by the Government of West Bengal, as well as MHRD's National Innovation and Start-up Policy 2019 for Students and Faculty (DSCSITSC).

According to the guidelines of the MHRD's Innovation Cell, Dr. Sudhir Chandra Sur Institute of Technology & Sports Complex established Institution's Innovation Councils (IICs) to promote innovation and technology-based start-up ventures and thus contribute to the nation's developmental needs of creating knowledge, wealth, skills, and employment.

The incubates' innovation-led ventures will address social concerns through science and technical interventions to improve quality of life and ease of living, among other things...

The Incubation Centre is working to improve its ability to nurture and mentor young start-up enterprises in their early stages.

Over the years Incubation Centre has built working relations with Govt. of West Bengal, Govt. of India, Universities, Alumni start-ups, Corporates, NGO, Industries, International bodies etc for a common goal of developing the innovation and start-up ecosystem and engages other institutes like 'The Indus Entrepreneurs (TiE)', 'Start-ups-Club', 'Confederation of Indian Industries (CII)', 'Bengal Chamber of Commerce (BCCI)', 'Federation of Indian Chamber of Commerce and Industry (FICCI)', 'MSME' and several firms within and outside India as well.

  
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INCUBATION CENTRE believes that its presence inside 'DSCSITSC' has a catalytic role in encouraging a significant number of students, faculty members, professionals, and other innovators to explore entrepreneurship. INCUBATION CENTRE is mandated to operate as a hub of innovation and start-up resource centre to cater to the needs of innovators and start-ups from around the country, while also providing services to SurTech's academic members and students.

This policy paper lays out rules for encouraging academics and students to participate in Innovation and Entrepreneurship (I&E) initiatives. This policy document will change over time as best practises for facilitating innovation and entrepreneurship are adopted.

## 2. SURTECH INNOVATION COUNCIL (IIC)

### 2.1. Objective:

Dr. Sudhir Chandra Sur Institute of Technology and Sports Complex initiated an incubation centre to encourage students in innovation, commercialization, and entrepreneurship. The aim of the incubation centre would be to assist technology business start-up in their early stage. Through incubation centre SurTech can provide the following service entrepreneur:

- To create a vibrant innovation ecosystem
- Scrutinize the feasibility of the idea.
- Provide workspace and facilities.
- Provide technical support to implement the idea.
- Provide information regarding financial assistance from industry/ government agency.
- Provide support to commercialize the product.
- Provide business networking and alliance.
- Provide access to professional consultant and expert.
- Provide access to JIS group exhibition pavilion to display their innovation/product.
- SurTech may provide support in patent filing and patent searching through professional.
- Start-up / Entrepreneurship supporting initiatives
- Prepare institute for Atal Ranking of Institutions on Innovation Achievements Framework (ARIIA)
- Establish an ecosystem for scouting ideas and pre-incubator for ideas
- Develop better cognitive abilities amongst students

### 2.2. Constitution of SurTech Innovation Council (IIC)

SurTech Innovation Council's composition, in line with AICTE-MHRD recommendations, is proposed to be as follows:

1	Dr. Omprakash Sharma, Principal	President
2	Mr. Arindam Mukherjee, HOD, Dept. of AUE	Convener/ ARIIA Coordinator
3	Mr. Sourav Kumar Singha, Asst. Professor, Dept. of CE	Member
4	Ms. Manali Dhar Asst. Prof., Dept of ECE	Social Media Coordinator
5	Ms. Arpita Chatterjee, Asst. Prof., Dept. of ME	Innovation Activity Coordinator
6	Ms. Debina Dey, Manager Industry Alliance, TNP Cell	Internship Activity Coordinator
7	Ms. Rumrum Banerjee, Asst. Prof., Dept. of EE	IPR Activity Coordinator
8	Ms. Madhusmita Mishra, Asst. Prof., Dept. of CSE	Start-up Activity Coordinator
9	Mr. Nirupam Sarkar, Office Asst. Dept. of Admission	NIRF Coordinator
10	Dr. Supriya Srimani, Asst. Prof., Dept. of ECE	Member

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11	Ms. Manjari Bharati, Asst. Prof., Dept. of ECE	Member
12	Ms. Amrita Chadha, Admin Executive, Dept. of Admin	Member
13	Mr. Baibaswata Das, HOD, Dept. of CE	Member
14	Ms. Debasmata Roy Chowdhury, Asst. Prof. Dept. of BSH	Member
15	Mr. Anirban Chowdhury, HOD, Dept. of EE	Member

### 2.3.Charter of SurTech’s Innovation Council

- To conduct various innovation and entrepreneurship-related activities prescribed by MIC in a time-bound fashion.
- Identify and reward innovations and share success stories.
- Organize periodic workshops, seminars and interactions with entrepreneurs, investors and professionals and create a mentor pool for student innovators.
- Network with peers and national entrepreneurship development organizations.
- Create SurTech’s innovation portal to highlight innovative projects carried out by the Institution’s faculty members and students.
- Organize Hackathons, Idea Competitions, Mini challenges, etc. with the involvement of industrial partners

Provide techno-commercial guidance to new entrepreneurs so that they can start their own firm.

Provide expert advice and coaching to entrepreneurs to help them diversify their businesses so that they can compete with global giants.



To meet the problems, assist established entrepreneurs in improving their products, processes, and systems.

Provide training to develop competencies in the areas of innovative goods, applications, and cost-effective methods.

### Entrepreneurship Policy

### 3. GENERAL POLICIES OF INNOVATION & STARUP:

#### 3.1.Strategies and Governance:

- The development strategies of Dr. Sudhir Chandra Sur Institute of Technology and Sports Complex emphasise innovation and entrepreneurship promotion on a regular basis, with specific goals to support innovation, pre-incubation, and incubation infrastructure facilities for students, faculty members, and others. Students, staff, faculty members, and other existing incubates receive the necessary support from the Institute.
- The Institute will devote at least 1.5 percent of its annual budget to I&E activities. The incubation centre is (will be) registered as a Society/ Trust/ Section 8 Company and operates as a self-contained business. Individual autonomy and ownership of initiatives (as per Society/Trust/ Section 8 company) enable the incubation centre and its workforce to hasten decision-making. To support the incubates, the incubation centre will take steps to raise funds from a variety of external funding sources, including



government (state and central) agencies such as DST, DBT, MHRD, AICTE, TDB, TIFAC, DSIR, CSIR, BIRAC, NSTEDB, NRDC, Start-up India, Invest India, MeitY, MSDE, MSME, and nongovernment industry sources.

- C. Institute will also raise cash for innovation and entrepreneurship through sponsorships, contributions, and its alumni network.
- D. At the Institute Academic Calendar, the Institute will promote and emphasise the importance of innovation and entrepreneurship.
- E. The Institute's management will set long-term objectives for the entire organisation. Based on the broad long-term strategy, the IIC will establish operational plans. Each department will have its own operating goals.
- F. Institute will serve as a catalyst for the development of entrepreneurship culture in its community at the regional, social, and communal levels, providing possibilities for area start-ups and extending its facilities to those in need.
- G. Institute promotes strategic international partnerships with international innovation clusters and other relevant organisations through bilateral and multilateral channels, as well as international exchange programmes, internships, and international faculty members and other experts in innovation and entrepreneurship through MoUs with national and international universities and industries.
- H. Successful SurTech alumni entrepreneurs will be asked to share their start-up success stories and experiences with students, professors, and incubators.
- I. The development of an entrepreneurial culture should not be restricted to the confines of a university:
  - i. Institute will be a driving force in the development of an entrepreneurial culture in the area (regional, social and community level). This will entail providing opportunities for regional start-ups, extending facilities to outsiders, and the Institute's active participation in establishing the strategic direction for local growth.
  - ii. Strategic international partnerships with international innovation clusters and other relevant organisations should be formed through bilateral and multilateral channels. In addition, international exchange programmes, internships, and involving international faculties in innovation and entrepreneurship will be encouraged.

### **3.2. Start-ups Enabling the Institutional Infrastructure:**

- A. Institute will build/enhance pre-incubation facilities at the school level and incubation facilities at the institute level to support student and faculty innovation. It also gives students, staff, and others with 24-hour access to the Pre-Incubation/Incubation facility.
- B. Institute encourages its Business Incubators to host programmes connected to innovation, intellectual property, and start-ups, assuring the highest level of satisfaction for the incubation facility's many stakeholders.
- C. Students and faculty members interested in founding a start-up will receive pre-incubation/incubation support. The royalty and rental modalities of its operation will be determined on a case-by-case basis, based on the nature of services and support provided by the incubation centre.

### 3.3.Nurturing Innovations and Start-ups

A. The Incubation Centre works with UG/PG students and faculty members to develop methods for developing ideas and start-up plans. IIC establishes the required stage within the institution to effectively observe these mechanisms.

B. i) Students and faculty members will sign an agreement with incubation centres granting them access to the incubation centre for the purpose of receiving incubation support.

ii) Will allow licencing of IPR from institute to start-up: Ideally, students and faculty members who want to start a business based on technology that they developed or co-developed or that the institute owns should be able to take a licence on the technology on a simple basis, either in terms of equity in the venture and/or licence fees and/ or royalties, to alleviate the early-stage financial burden.

iii) Will allow students/staff to work on innovative projects and start-ups (including social start-ups) or work as interns/part-time in start-ups incubated in any recognised HEIs/Incubators) while studying/working: Institute will allow their students/staff to work on innovative projects and start-ups (including social start-ups) or work as interns/part-time in start-ups incubated in any recognised HEIs/ Working on creative prototypes/Business Models might earn credits for student entrepreneurs. After a thorough review of the planned work, student innovators will be able to substitute start-up for their mini/major project, seminars, and summer trainings. The interdisciplinary or multidisciplinary area in which the student wishes to launch a business could be interdisciplinary or multidisciplinary. The student must, however, explain how they will differentiate their ongoing research activities as a student from the work being done at the start-up.

C. The institute allows students, staff, and instructors to register their businesses using the institution's address.

D. Institute allows students to build businesses while pursuing their education.

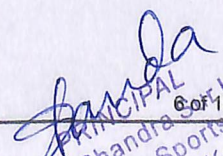
E. Incubate students shall be given due consideration. If a student has an absence, the incubation centre will make a recommendation to the appropriate authorities after evaluating the claims based on the work put in by the student during his or her absence from the incubation centre.

F. The Institute will examine students' requests for a vacation from their studies to work on their start-up firm that has been launched in the incubation centre. There will be a procedure in place.

G. Students who have skipped placements to create companies will have their placement opportunities deferred if their start-up does not take off for good reasons after being launched in the incubator.

H. Incubate students will be supplied with housing based on their request and will be considered according to Institute rules and availability.

I. Based on the judgement of the Institution's Review Committee, faculty members/staff are granted permission to take a sabbatical/ leave without pay/ casual leave/ earned leave to create a start-up.

  
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J. Before asking for incubation funding at the university, students and faculty members should complete a 30-hour Entrepreneurship Development Program (EDP).

K. The following facilities are available to incubated firms who wish to use the Institute's infrastructure and facilities:

i. They can take the entrepreneurship training for free or for a minimal price.

ii. Incubate members can use the institute's technological development, ideation, creativity, design thinking lab, and other infrastructure facilities for a low or free fee, depending on consumables and other materials used.

L. Incubates will receive regular in-house and external expert mentorship based on availability. Individual mentorship by external specialists requires incubates to pay consulting fees.

M. The incubation centre will connect you to other banks, seed-fund providers, angel investors, venture capitalists, government agencies, and so on. Incubates are responsible for providing the necessary support in accordance with the sponsoring agencies' rules and regulations.

N. Faculty members' participation in start-up incubation, advisory roles, or mentorship should not interfere with or jeopardise their regular academic and administrative responsibilities. This start-up facility is available to the institute's alumni as well as other external teams/individuals.

O. Start-up-related activities will be given due weightage in a faculty's annual performance when they are promoted and evaluated.

P. All Institute faculty members are expected to encourage and urge students to participate in I&E activities.

Q. The incubator should not, at any time, harm the reputation of the Institute or the incubation centre because of any start-up activity after the contract has been completed. At no point during the start-up process should the institution be held liable.

R. In exchange for the services and facilities, the institute may take a 2% to 10% equity stake in the start-up/company, depending on the brand used, faculty contribution, support provided, and use of the institute's intellectual property (a limit of 10% is suggested so that the institute is not legally liable for the start-up). Unless its full-time faculty/staff have considerable stock shares, the institute would generally take a considerably lower equity share). Space, infrastructure, mentorship support, seed funding support for accounts, legal, patents, and so on are all things to think about. External incubators will sign a contract to become an incubate and agree to pay a royalty charge of 2% to 5% and a monthly rental to the incubation centre in exchange for the use of their services. Students, staff, and faculty members who aim to develop a new firm through the incubator on a part-time basis can receive a minimum of 10% to a maximum of 15% royalty from the incubator, or a mix of equity and royalty as described above.

S. For staff and teachers, the institute would contemplate taking no more than 20% of the shares that they hold while receiving full salary from the institution; however, this share would be limited to the 10% cap on firm shares mentioned above. Faculty and staff can take as many shares as they want as long as they don't spend more than 25% of their office time on the start-up in an advisory or consulting role and don't jeopardise their current academic and administrative responsibilities. If a faculty member maintains an executive or managerial job in a start-up for more than three months, they will be placed on sabbatical/paid leave/earned leave. In the case of a mandatory equity model, a start-up would be granted a three-month cooling time to use incubation services on a rental basis before making a final decision based on satisfaction with the institute's/services. Incubators in such instance, the institute would not





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need the start-up to issue stock on the first day of receiving incubation support and would instead collect a fee for the services supplied (at current rates) during the cooling period.

T. The institution would consider offering its services on a case-by-case basis using a combination of equity, fee-based, and/or no-fee models. As a result, a start-up may choose to simply rent the institute's help rather than the institute's seed money.

U. In addition to teaching, R&D projects, industrial consultancy, and management duties, participation in start-up-related activities should be viewed as a valid activity of faculty and should be considered when evaluating the faculty's annual performance. At least one unique concept that leads to developing a product or a start-up would be encouraged to be mentored by a faculty member.

V. Product development and commercialization, as well as participating in and nurturing start-ups, would now be added to a bucket of faculty responsibilities, with each faculty member choosing a mix and match of these activities (in addition to the minimum required teaching and guidance) and then being evaluated for their performance and promotion.

W. Appropriate updates, adjustments, and amendments to faculty and staff performance evaluation policies would be undertaken (as stated above).

X. Institute would assure that it would never be held liable because of any start-up activity.

### **3.4. Product Ownership Rights for Technologies Developed at Dr. Sudhir Chandra Sur Institute of Technology and Sports Complex**

A. When Institute facilities/funds are used extensively, or when IPR is generated as part of a curriculum/academic activity, IPR is co-owned by inventors and Institute.

i. Inventors and Institute could collaborate to licence the product / intellectual property rights to any commercial entity, with inventors having the final word.

1. Upfront payments or one-time technology transfer fees could be part of the licence fee structure.

2. Royalty calculated as a percentage of the sale price

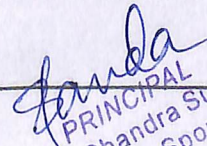
3. Stock in the company that is supplying the product

ii. As per the present statute, Institute will not own stock, hence Institute Incubation Foundation will retain equity on their behalf.

iii. If one or more of the inventors choose to form a corporation and licence the product to it, royalties would be no more than 4% of the sale price, preferably 1 to 2%, unless the product is purely software. If it's stock in the corporation, the price will be between 1 and 4 percent. There may be a revenue sharing agreement between the Institute Incubation Foundation and the incubated company for pure software product licencing.

B. On the other hand, if a product/IPR is developed by innovators outside of Institute facilities, outside of office hours (for staff and faculty), or as part of a student's curriculum, the product/IPR will be entirely owned by the inventors in proportion to their contributions. In this instance, innovators have the option of licencing the invention to third parties or using it as they see proper.

C. If there is a dispute over ownership, a committee of at least five members, consisting of two faculty members (who have developed sufficient IPR and translated it to commercialisation),

  
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two Institute industry experts / alumni (who have experience in technology commercialisation), and one legal advisor with experience in IPR, will examine the issue after meeting with the inventors and help them resolve it, hopefully to everyone's satisfaction. If Institute cannot locate enough experienced alumni/faculty from their own institutes, they can use alumni/faculty from other institutes as members.

D. The Institute Centre of Innovation or Technology Business Incubator will solely serve as a coordinator and facilitator for faculty, staff, and students seeking services. They will have no say in how the idea is carried out, how it is patented, or how it is licenced, but clarifications can be requested in special cases. When Institute pays for a patent, the university will appoint a committee to determine whether the IPR is patentable. The committee should be made up of professors who have worked in technology translation before and excelled at it. If innovators are using their own money or money from outside the university, they should have sole authority over patenting.

E. The incubation/IPR/technology-licensing decision-making body at Institute will be made up of faculty and experts who have excelled in technology translation.

The Institute will support interdisciplinary research and publication on start-ups and entrepreneurship.

### **3.5.Organizational Capacity, Human Resources, and Incentives**

A. Institute will deputise faculty members with critical creativity, entrepreneurial/industrial experience, and aptitude for training to boost I & E.

B. Faculty and staff will be encouraged to enrol in I & E. C.-related courses and EDPs, as well as innovation and management courses. To make the most of internal resources and knowledge, interdisciplinary teaching and research will be fostered.

D. Industry experts, subject matter experts, and entrepreneurs will be consulted for strategic guidance on how to bring in capabilities that aren't currently available.

E. Institute will create academic and non-academic incentives and rewards for all employees and stakeholders who actively contribute to and support innovation and start-up activities.

F. Faculty and staff may be rewarded with awards, sabbaticals, office and lab space for entrepreneurial endeavours, reduced teaching loads, training, and other benefits.

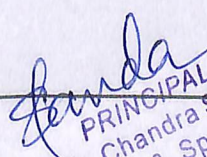
### **3.6.Creating Innovation Pipeline and Pathways for Entrepreneurs at Institute Level**

A. Institute will develop a method to provide students with the earliest exposure to innovation and pre-incubation activities, as well as to support the path from ideation to creation to market.

B. Students may be allowed to convert their start-up idea into a capstone project for their last year of study, with monthly evaluations for academic grading.

C. Institute will host concept and innovation competitions, hackathons, workshops, boot camps, seminars, conferences, exhibitions, and mentoring mechanisms led by academic and industry experts, who will provide real-world challenges, awards, and recognition.

D. Institute 's curriculum will include design thinking, critical thinking, problem-solving, and decision-making abilities.

  
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E. Institute will connect its fostered start-up enterprises to other entrepreneurial ecosystems so that they can compete in competitions both in India and abroad.

F. Institute has created Institutional Innovation Councils (IICs) in accordance with the recommendations of the MHRD's Innovation Cell, and adequate funding has been given for their work.

G. Institute's IIC will direct the institute's efforts in the areas of innovation, start-up, and entrepreneurship development.

H. Institute will work together to identify, scout, acknowledge, support, and reward proven student ideas and inventions, as well as to help them continue their entrepreneurial path.

### **3.7. Rules for Start-ups by Faculty of Dr. Sudhir Chandra Sur Institute of Technology and Sports Complex**

A. For faculty start-ups, only innovation and technologies arising from faculty research should be considered.

B. Faculty members' roles in the start-up can range from proprietor/founder/direct promoter/mentor/consultant/advisor.

C. Faculty start-up will include faculty members alone, as well as students, faculty from other institutes, alumni, and other entrepreneurs.

D. Faculty members are not permitted to receive gifts from the start-up.

E. Faculty must not involve DSCSITSC research workers or other DSCSITSC employees in start-up operations, and vice versa.

F. Scalable R&D initiatives carried out by institute faculty will be recognised, and support for technology transfer or commercialization will be provided.

G. Faculty must follow the rules and regulations outlined in the institute's HR policy, and any human subject-related research conducted during the start-up phase must be approved by the Institutional Ethics Committee.

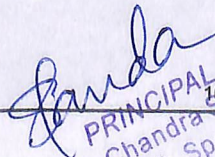
### **3.8. Pedagogy and Learning Interventions for Entrepreneurship Development**

A. To achieve the desired learning objectives, a wide range of approaches, such as cross-disciplinary learning with mentors, labs, case studies, games, and so on, should be used instead of traditional lecture-based delivery.

B. Various student clubs/bodies/departments must be established for the purpose of arranging competitions, boot camps, seminars, awards, and other activities that will improve students' thinking and responding abilities by incorporating them in institutional strategy planning.

C. An annual "Innovation and Entrepreneurship award" will be established to recognise individuals/teams/schools who contribute outstanding ideas, successful enterprises, and so on, to promote the culture of innovation and the enterprise ecosystem.

D. To sensitise students, case studies based on business failures and real-life experiences by start-ups will be included as part of the teaching technique.

  
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E. Every month, students, faculty, and staff from each department will be recognised as Champions of Innovations.

F. Students will get entrepreneurship education as a curricular, co-curricular, and extra-curricular activity through a variety of elective, short-term, and long-term courses on innovation, entrepreneurship, and venture development. Students will have access to accurate course outcomes.

G. External stakeholders' experience in providing entrepreneurship education will be used to foster a collaborative culture and increase engagement with the external environment.

H. At the start of each academic session, Institute will hold an induction programme for newly admitted students, highlighting the value of I & E, its entrepreneurial mission, and available support services.

I. Industry connections will be used to undertake research and surveys on technology trends, research, inventions, and market intelligence.

J. Students should be informed about their intended learning outcomes in I and E.

K. To make the approach need-based, student innovators, start-ups, and professionals will be invited to participate in a conversation process.

L. Customized teaching and training materials will be offered to start-ups.

### **3.9.Strategies for a long-term exchange of ideas/knowledge**

Potential partners, resource organisations, micro, small and medium sized firms, social enterprises, schools, alumni, and professional bodies are all encouraged to cooperate with incubates.

A. IT would involve stakeholders by facilitating bidirectional information exchange between Indian and international institutes/organizations such as incubators and software technology parks.

B. Institute makes it a priority in its policies to establish and maintain partnerships with external stakeholders.

C. IT assists stakeholders by providing appropriate mechanisms for establishing, managing, and coordinating relationships.

D. Through internships, teaching and research exchange programmes, and events such as clubs and social gatherings, Institute will provide a proper supportive environment for stakeholders.

E. Institute will incorporate external information and experience into the knowledge that has previously been shared among the institution's stakeholders.

F. The institution's incubation centre requires a "Single Point of Contact (SPOC)" for students, teachers, collaborators, partners, and other stakeholders to share information pertaining to I & E.

G. Institute will work with businesses, universities, the government, non-governmental organisations, and other organisations to promote innovation and entrepreneurship.

H. The Institution Innovation Council (IIC) and incubation centres will provide mutual assistance and expertise for all I & E operations.

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I. The institution shall promote active involvement in the MHRD's Innovation Cell, EDC, IEDC, New-Gen IEDC, Innovation Cell, external Start-up Cell, Student Clubs, and other MHRD initiatives.

### 3.10. Entrepreneurial Impact Assessment

The following evaluation metrics will be used to measure DSCSITSC entrepreneurial endeavours such as invention, pre-incubation, incubation, and patent registration on a regular basis:

- A. A Series of Activities for Developing an Innovative and Entrepreneurial Mindset
- B. I&E, IPR-related teaching, learning, and other academic programmes
- C. Availability of specific infrastructure and facilities to promote innovation and entrepreneurship, as well as intellectual property rights
- D. Developing innovative ideas with the HEI's support and recognition
- E. Creating ventures with the HEI's support and recognition Received
- F. Collaborating with industries/alumni, start-ups, non-profits, and other organisations involved in I & E, IPR, etc.
- G. The quantity of intellectual property (IP), as well as its creation and commercialization
- H. The development of a plan and the evaluation of its impact will go hand in hand. The data on the activities' impact will be used extensively in the development and review of the entrepreneurial strategy.
- I. The success of the project will be measured in terms of the market's long-term social, economic, and technological impact. The development of a sustainable enterprise model is crucial for precommercial technologies.

In the long run, only commercial success counts.

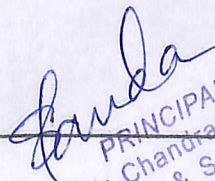
### 4. SELECTION OF INCUBATES

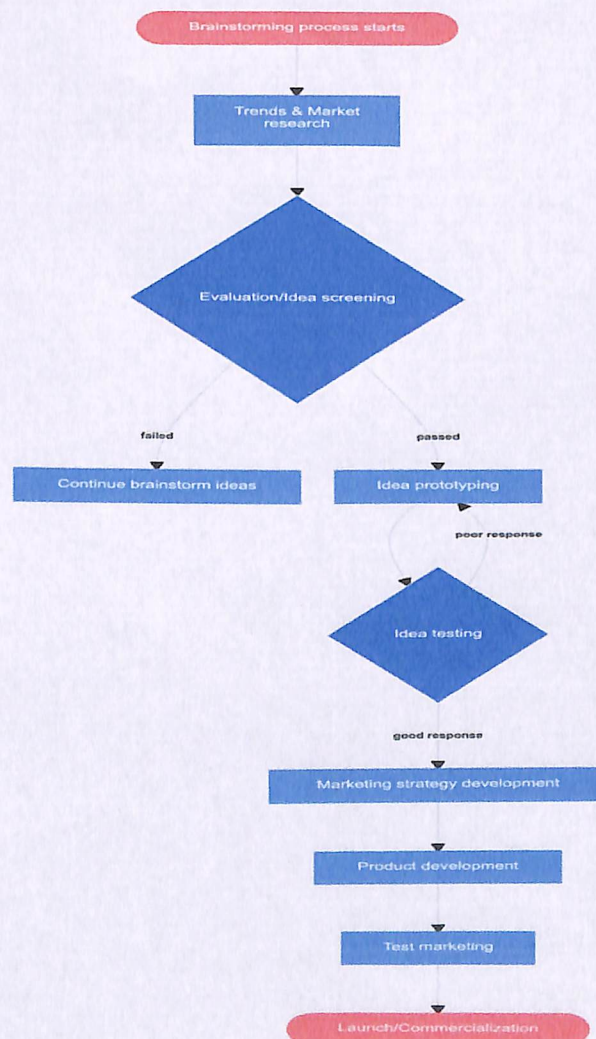
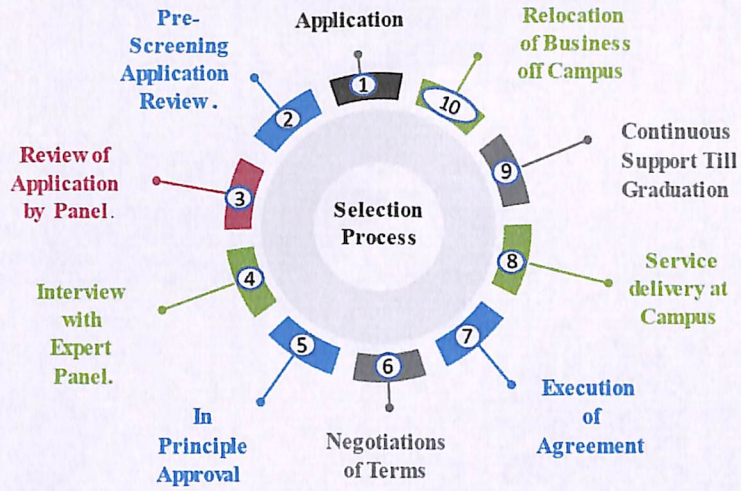
A panel of experts will review the applicants, interview the promoters, and select the ventures for incubation after carefully evaluating the business idea, market availability, potential value of the technology, growth prospects, innovative content, and promoter team. The panel will consist of domain experts and business professionals.

The faculty, staff and student interested in starting a venture at DSCSITSC should apply to the Head of the institution through proper channel conveying their intent in a prescribed application format.

The application would be processed by a committee comprising of Head of the Institute, Dean (R&D), Domain Experts, Convener IPR cell and Convener IIC.

Based on the committee recommendation DSCSITSC would offer incubation services to the applicant. Selection process of the incubate is given below:

  
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SurTech

**Application form for Applying for availing incubation services at  
Dr. Sudhir Chandra Sur Institute of Technology and Sports Complex**

Photograph of  
the Applicant

Name of the Applicant:

Institute/ Organization:

Emp ID/ Reg.No:

Category: Student / Faculty

Email ID:

Mobile Number:

Fathers Name:

Email ID:

Mobile Number:

Communication Address:

Permanent Address:

City \_\_\_\_\_ State: \_\_\_\_\_ Postal code \_\_\_\_\_

Country: \_\_\_\_\_

Year of Joining in the institute:

Designation

Department:

**Details of the Team Members:**

Name:

Institute:

Department:

Emp ID/ Reg.No:

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Category: Student/ Faculty

Email ID:

Mobile Number:

Fathers Name:

Email ID:

Mobile Number:

Current Address:

Permanent Address:

City \_\_\_\_\_ State: \_\_\_\_\_ Postal code \_\_\_\_\_

Country: \_\_\_\_\_

**About Your business**

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**Type of Business:**

Services: \_\_\_\_\_

High Technology: \_\_\_\_\_

Other: \_\_\_\_\_

**Briefly describe your business (Attach detailed business plan):**

**How long have you been working in the proposed Idea?**

1. Conceptual Stage \_\_\_

2. Less than a year \_\_\_

3. Less than 5 years \_\_\_

4. More than 5 yrs. \_\_\_

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**(Proposed Company Registration):**

Proprietorship\_\_\_\_\_

Partnership\_\_\_\_\_

Corporation\_\_\_\_\_

Pvt. Ltd.\_\_\_\_\_

Others\_\_\_\_\_

**Service expected from the Institute:**

**Minimum services offered at the Institute:**

1. Incubation Cubical/ Shared Common Space
2. Shared laboratories access
3. Business Consulting service
4. Web Access
5. Use of conference rooms
6. Advisory services
7. Funding based on the requirement and Availability
8. Legal
9. Accountancy services
10. Branding and marketing

**Details of your Team:**

**Number of employees that will be resident (if applicable):**

Full-time\_\_\_

Part-time\_\_\_\_\_

Consultants\_\_\_\_\_

More on Promoter/ Team Details:

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**\* Important**

***Write a one-page State of purpose on why you want to become an entrepreneur:***

---

**List the name(s) of the principal(s)/ co promoters/ employees**

(Add additional sheets, if required)

(An individual resumes of each member may also be attached),

1. Name:

Educational Qualification:

No of years of experience:

Address:

Phone:

Title:

2. Name:

Educational Qualification:

No of years of experience:

Address:

Phone:

Title:

3. Name:

Educational Qualification:

No of years of experience:

Address:

Phone: Title:

4. Name:

Educational Qualification:

No of years of experience:

Address:

Phone:

Title:

**Write a brief note about your product or service:**

**Do you/your team members have any previous business experience?**

**If yes, how many years?**

**How do you think your experience is going to help you in this newventure?**

**Have you estimated and identified your seed funding needs/ source?**

**Do you need any machinery or capital item for starting of yourventure?**

**If yes, please specify the same with the purpose.**

**Have you estimated your Project cost?**

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**If yes, please give the break-up, as below.**

Pre-operative expenses:  
 Prototype Development:  
 Test marketing:  
 Equipment:  
 Working Capital:  
 Other Requirements:

Total                                      Rs.

**Have you done market survey?**

**If yes, briefly describe the method and results.**

**Describe your target market:**

**Technology Details:**

Is your business idea depending on application of certain technology, which needs to develop? If so, please briefly describe the same?

Is this technology your own? Or obtained from other sources?

If your own, have you completed technology development? Or what stage you are in the development process? What is the estimated time for completion of the development of the technology?

Do you need technology development and research assistance?

If technology for your project is provided by another lab or agency, please indicate the name of agency.

What is your arrangement for technology transfer and royalty payment etc with the technology providing source?

Do you envisage any modification to the original technology obtained from the technology-providing agency? Please describe the same with facilities required for customizing the technology obtained.

Do you have markets export market for your products / services?

Yes \_\_\_\_\_ No \_\_\_\_\_

If so, which nations/ regions?

Have done any research or survey to validate your assumption on this?

Do you have gone global for producing your products or offering your services?

Yes \_\_\_\_\_ No \_\_\_\_\_

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How did you learn about SurTech IIC? (For external applicants)

References: (Give two references here, verification will be done after completion of the selection process for external applicants)

1. Name of the Reference:

Organization / Designation:

Address:

Phone:

email:

2. Name of the Reference:

Organization/ Designation:

Address:

Phone:

email:

**Declaration:**

The information that I/we have provided is correct. I further declare that the information that I have provided here with are not proprietary in nature and that I would not make any claim on same. I have also read and understood and accepted the terms and conditions set forth in the disclaimer in the beginning of this application.


**Applicants Signature**

**Date**

**Place:**

**Signature of the Parent / HoD:**

**Mobile No:**

  
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## DR. SUDHIR CHANDRA SUR DEGREE ENGINEERING COLLEGE

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540, Dum Dum Road, Suremath, Kolkata- 700074, West Bengal



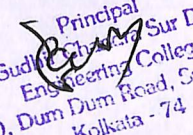


# Policy for Innovation & Start-up (W.E.F: 2018-19)

Approved by BOG

Dated on 09/07/2018

Under Agenda No. 3

Ref. No:	Compiled By:	Checked By:	Approved By:
DSDEC/POLST/ 2018-19/6  Issue No- <u>3</u>	 (In charge, R&D Cell)	 Coordinator, IQAC Dr. Sudhir Chandra Sur Degree Engineering College 540, Dum Dum Road, Kolkata - 700074 (Convener, IQAC Cell)	 Principal Dr. Sudhir Chandra Sur Degree Engineering College 540, Dum Dum Road, Suremath Kolkata - 74 (Principal)



## INNOVATION AND STARTUP POLICY

### 1. PREAMBLE:

The Innovation and Start-up Incubation policy is expected to foster an atmosphere that allows all potential innovators/start-ups to pursue the development and commercialization of their creative ideas without difficulty.

The link between effective entrepreneurship environments and institutes has been discussed many times.

A world-class institution is great for more than simply bragging rights. A good institution draws ambitious and educated people from many backgrounds and fosters a creative environment.

An institution is the best place to see diversity - not just in ethnicity or languages, but also in background, value systems, and priorities. Ideas and innovation come from "frictional" interactions between people with opposing values striving to work together.

The institute's cutting-edge research and creativity rubs off on the pupils. Seeing the "Next Big Thing" early in an institutional lab is the ultimate thrill for an ambitious student or group of students.

The college also provides a strong alumni network. A good alumni network allows a new entrepreneur to easily reach out to industry leaders for advice, connections, or even finance. Former students have a special spot for their own alumni and will go out of their way to aid them. Alumni networks have a strong "paying it forward" mindset that can be a great source of disruptive jumps for an entrepreneur.

In recent years, entrepreneurship and start-up activities in India have grown in quantity and geographical distribution, resulting to increased levels of innovation and job creation. The start-ups have also excelled in new technology and service delivery approaches. The tendency in India is for educational institutions to integrate entrepreneurship as a core component in technical and business education. Students' ability to transform ideas into reality has been emphasised more recently at the institute.

In the late 1990s and early 2000s, the National Science and Technology Entrepreneurship Development Board (NSTEDB) established the Science and Technology Entrepreneurs Park and the Technology Business Incubators. Many colleges and independent organisations are now establishing incubators on or off campus. Most of the institutes have established incubation centres that are open to other institutes as well as businesses.

The Government of India has contributed significant risk funding to promote an entrepreneurial spirit among faculty members and students, as well as designing an effective policy framework, through the Department of Science and Technology (DST), Department of Biotechnology (DBT), Technology Information and Forecasting Assessment Council (TIFAC), and Development Financial Institutions such as Small Industries Development Bank of India (SIDBI). By establishing the India Aspiration Fund, the Ministry of Finance has also committed major sums to Venture Capital.

The growing start-up ecosystem has brought together academics and students from throughout India to collaborate and develop businesses. Research is increasingly becoming commercialised.

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The use of alumni-student mentorship programmes is now being promoted as a significant tool for promoting entrepreneurship, and students working with start-ups are a vital part of this initiative. Deferred placement is also gaining popularity among colleges, with several now permitting it to encourage students to start their own business.

Despite these efforts, the establishment of a start-up ecosystem in educational institutions is threatened by social and family pressures, peer pressure, and the relative difficulties of starting business in India. Everyone agrees that India has the potential and know-how to create a more innovation-driven economy, and that the entrepreneurial spirit at colleges is perhaps stronger than ever.

However, in line with worldwide trends in higher technological education, the time has come to formalise this process, which stimulates entrepreneurship among faculty members, research students, and undergraduate students, particularly considering the following recent government initiatives:

In January 2016, India's Hon'ble Prime Minister introduced the Start-Up Action Plan with the goal of creating a strong eco-system for nurturing innovation and entrepreneurs across the country, particularly in important areas such as technology, biotechnology, healthcare, heavy industry, and defence. The Niti Aayog-led Atal Innovation Mission (AIM) is an innovation promotion platform that brings together academics, entrepreneurs, and researchers.

The Ministry of Human Resources Development (MHRD), Government of India, established the MHRD's Innovation Cell (MIC) in early 2018 to foster an innovation culture among all Higher Education Institutions (HEIs), with the primary mission of encouraging, inspiring, and nurturing young students to work with new ideas while they are still in their formative years. The MIC envisioned the establishment of 'Institution's Innovation Councils (IICs) throughout several higher education institutions, including Dr. Sudhir Chandra Sur Institute of Technology and Sports Complex.

According to the guidelines of the MHRD's Innovation Cell, Dr. Sudhir Chandra Sur Degree Engineering College established Institution's Innovation Councils (IICs) to promote innovation and technology-based start-up ventures and thus contribute to the nation's developmental needs of creating knowledge, wealth, skills, and employment.

The incubates' innovation-led ventures will address social concerns through science and technical interventions to improve quality of life and ease of living, among other things...

The Incubation Centre is working to improve its ability to nurture and mentor young start-up enterprises in their early stages.

Over the years Incubation Centre has built working relations with Govt. of West Bengal, Govt. of India, Universities, Alumni start-ups, Corporates, NGO, Industries, International bodies etc for a common goal of developing the innovation and start-up ecosystem and engages other institutes like 'The Indus Entrepreneurs (TiE)', 'Start-ups-Club', 'Confederation of Indian Industries (CII)', 'Bengal Chamber of Commerce (BCCI)', 'Federation of Indian Chamber of Commerce and Industry (FICCI)', 'MSME' and several firms within and outside India as well.

INCUBATION CENTRE believes that its presence inside ' Dr. Sudhir Chandra Sur Degree Engineering College ' has a catalytic role in encouraging a significant number of students, faculty members, professionals, and other innovators to explore entrepreneurship. INCUBATION CENTRE is mandated to operate as a hub of innovation and start-up resource centre to cater to the needs of innovators and start-ups from around the country, while also providing services to Institution's academic members and students.

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This policy paper lays out rules for encouraging academics and students to participate in Innovation and Entrepreneurship (I&E) initiatives. This policy document will change over time as best practises for facilitating innovation and entrepreneurship are adopted.

## 2. DR. SUDHIR CHANDRA SUR DEGREE ENGINEERING COLLEGE INNOVATION COUNCIL (IIC)

### 2.1. Objective:

Dr. Sudhir Chandra Sur Degree Engineering College initiated an incubation centre to encourage students in innovation, commercialization, and entrepreneurship. The aim of the incubation centre would be to assist technology business start-up in their early stage.

### 2.2. Constitution of SurTech Innovation Council (IIC)

SurTech Innovation Council's composition, in line with AICTE-MHRD recommendations, is proposed to be as follows:

1	Dr. Om Prakash Sharma, Principal	President
2	Mr. Arindam Mukherjee, Faculty, Dept. of AUE	Convener
3	Ms. Arpita Chatterjee, Faculty., Dept. of ME	Member
4	Ms. Debina Dey, Manager Industry Alliance, TNP Cell	Member
5	Ms. Rumrum Banerjee, Faculty., Dept. of EE	Member
6	Ms. Madhusmita Mishra, Faculty, Dept. of CSE	Member
7	Ms. Manjari Bharati, Asst. Prof., Dept. of ECE	Member
8	Mr. Baibaswata Das, Faculty, Dept. of CE	Member
9	Ms. Amrita Chadha, Admin Executive, Dept. of Admin	Member

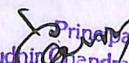
### 2.3. Charter of Dr. Sudhir Chandra Sur Degree Engineering College's Innovation Council

- To conduct various innovation and entrepreneurship-related activities prescribed by MIC in a time-bound fashion.
- Identify and reward innovations and share success stories.
- Organize periodic workshops, seminars and interactions with entrepreneurs, investors and professionals and create a mentor pool for student innovators.
- Network with peers and national entrepreneurship development organizations.
- Create SurTech's innovation portal to highlight innovative projects carried out by the Institution's faculty members and students.
- Organize Hackathons, Idea Competitions, Mini challenges, etc. with the involvement of industrial partners

## 3. GENERAL POLICIES OF INNOVATION & STARUP:

### 3.1. Strategies and Governance:

- A. The development strategies of Dr. Sudhir Chandra Sur Degree Engineering College emphasise innovation and entrepreneurship promotion on a regular basis, with specific goals to support innovation, pre-incubation, and incubation infrastructure facilities for students, faculty members, and others. Students, staff, faculty members, and other existing incubates receive the necessary support from the Institute.

  
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- B. To support the incubates, the incubation centre will take steps to raise funds from a variety of external funding sources, including government (state and central) agencies such as DST, DBT, MHRD, AICTE, TDB, TIFAC, DSIR, CSIR, BIRAC, NSTEDB, NRDC, Start-up India, Invest India, MeitY, MSDE, MSME, and nongovernment industry sources.
- C. Institute will also raise cash for innovation and entrepreneurship through sponsorships, contributions, and its alumni network.
- D. At the Institute Academic Calendar, the Institute will promote and emphasise the importance of innovation and entrepreneurship.
- E. The Institute's management will set long-term objectives for the entire organisation. Based on the broad long-term strategy, the IIC will establish operational plans. Each department will have its own operating goals.
- F. Institute will serve as a catalyst for the development of entrepreneurship culture in its community at the regional, social, and communal levels, providing possibilities for area start-ups and extending its facilities to those in need.
- G. Institute promotes strategic international partnerships with international innovation clusters and other relevant organisations through bilateral and multilateral channels, as well as international exchange programmes, internships, and international faculty members and other experts in innovation and entrepreneurship through MoUs with national and international universities and industries.
- H. The development of an entrepreneurial culture should not be restricted to the confines of a university:
  - i. Institute will be a driving force in the development of an entrepreneurial culture in the area (regional, social and community level). This will entail providing opportunities for regional start-ups, extending facilities to outsiders, and the Institute's active participation in establishing the strategic direction for local growth.
  - ii. Strategic international partnerships with international innovation clusters and other relevant organisations should be formed through bilateral and multilateral channels. In addition, international exchange programmes, internships, and involving international faculties in innovation and entrepreneurship will be encouraged.

### 3.2.Nurturing Innovations and Start-ups

- A. The Incubation Centre works with UG/PG students and faculty members to develop methods for developing ideas and start-up plans. IIC establishes the required stage within the institution to effectively observe these mechanisms.
- B. i) Students and faculty members will sign an agreement with incubation centres granting them access to the incubation centre for the purpose of receiving incubation support.
  - ii) Will allow licencing of IPR from institute to start-up: Ideally, students and faculty members who want to start a business based on technology that they developed or co-developed or that the institute owns should be able to take a licence on the technology on a simple basis, either

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Dr. Sukanta Ghosh  
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540, Dum Dum Road, Kolkata - 700 029



in terms of equity in the venture and/or licence fees and/ or royalties, to alleviate the early-stage financial burden.

C. The institute allows students, staff, and instructors to register their businesses using the institution's address.

D. Institute allows students to build businesses while pursuing their education.

E. Incubate students shall be given due consideration. If a student has an absence, the incubation centre will make a recommendation to the appropriate authorities after evaluating the claims based on the work put in by the student during his or her absence from the incubation centre.

F. The Institute will examine students' requests for a vacation from their studies to work on their start-up firm that has been launched in the incubation centre. There will be a procedure in place.

G. Students who have skipped placements to create companies will have their placement opportunities deferred if their start-up does not take off for good reasons after being launched in the incubator.

H. Incubate students will be supplied with housing based on their request and will be considered according to Institute rules and availability.

I. The following facilities are available to incubated firms who wish to use the Institute's infrastructure and facilities:

i. They can take the entrepreneurship training for free or for a minimal price.

ii. Incubate members can use the institute's technological development, ideation, creativity, design thinking lab, and other infrastructure facilities for a low or free fee, depending on consumables and other materials used.

J. Incubates will receive regular in-house and external expert mentorship based on availability. Individual mentorship by external specialists requires incubates to pay consulting fees.

K. Faculty members' participation in start-up incubation, advisory roles, or mentorship should not interfere with or jeopardise their regular academic and administrative responsibilities. This start-up facility is available to the institute's alumni as well as other external teams/individuals.

L. Start-up-related activities will be given due weightage in a faculty's annual performance when they are promoted and evaluated.

M. All Institute faculty members are expected to encourage and urge students to participate in I&E activities.

N. The incubator should not, at any time, harm the reputation of the Institute or the incubation centre because of any start-up activity after the contract has been completed. At no point during the start-up process should the institution be held liable.

O. The institution would consider offering its services on a case-by-case basis using a combination of equity, fee-based, and/or no-fee models. As a result, a start-up may choose to simply rent the institute's help rather than the institute's seed money.

P. In addition to teaching, R&D projects, industrial consultancy, and management duties, participation in start-up-related activities should be viewed as a valid activity of faculty and should be considered when evaluating the faculty's annual performance. At least one unique

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Engineers College  
540, Durgam Cheruvu  
Principal



concept that leads to developing a product or a start-up would be encouraged to be mentored by a faculty member.

Q. Product development and commercialization, as well as participating in and nurturing start-ups, would now be added to a bucket of faculty responsibilities, with each faculty member choosing a mix and match of these activities (in addition to the minimum required teaching and guidance) and then being evaluated for their performance and promotion.

R. Appropriate updates, adjustments, and amendments to faculty and staff performance evaluation policies would be undertaken (as stated above).

S. Institute would assure that it would never be held liable because of any start-up activity.

### **3.3.Organizational Capacity, Human Resources, and Incentives**

A. Institute will depute faculty members with critical creativity, entrepreneurial/industrial experience, and aptitude for training to boost I & E.

B. Industry experts, subject matter experts, and entrepreneurs will be consulted for strategic guidance on how to bring in capabilities that aren't currently available.

C. Institute will create academic and non-academic incentives and rewards for all employees and stakeholders who actively contribute to and support innovation and start-up activities.

D. Faculty and staff may be rewarded with awards, sabbaticals, office and lab space for entrepreneurial endeavours, reduced teaching loads, training, and other benefits.

### **3.4.Rules for Start-ups by Faculty of Dr. Sudhir Chandra Sur Degree Engineering College**

A. For faculty start-ups, only innovation and technologies arising from faculty research should be considered.

B. Faculty members' roles in the start-up can range from proprietor/founder/direct promoter/mentor/consultant/advisor.

C. Faculty start-up will include faculty members alone, as well as students, faculty from other institutes, alumni, and other entrepreneurs.

D. Faculty members are not permitted to receive gifts from the start-up.

E. Faculty must not involve DSDEC research workers or other DSDEC employees in start-up operations, and vice versa.

F. Scalable R&D initiatives carried out by institute faculty will be recognised, and support for technology transfer or commercialization will be provided.

G. Faculty must follow the rules and regulations outlined in the institute's HR policy, and any human subject-related research conducted during the start-up phase must be approved by the Institutional Ethics Committee.

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540, Dum Dum Road, Suremath  
Kolkata - 74



### 3.5. Entrepreneurial Impact Assessment

The following evaluation metrics will be used to measure DSDEC entrepreneurial endeavours such as invention, pre-incubation, incubation, and patent registration on a regular basis:

- A. A Series of Activities for Developing an Innovative and Entrepreneurial Mindset
- B. I&E, IPR-related teaching, learning, and other academic programmes
- C. Availability of specific infrastructure and facilities to promote innovation and entrepreneurship, as well as intellectual property rights
- D. Developing innovative ideas with the HEI's support and recognition
- E. Creating ventures with the HEI's support and recognition Received
- F. Collaborating with industries/alumni, start-ups, non-profits, and other organisations involved in I & E, IPR, etc.
- G. The quantity of intellectual property (IP), as well as its creation and commercialization
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- I. The success of the project will be measured in terms of the market's long-term social, economic, and technological impact. The development of a sustainable enterprise model is crucial for precommercial technologies.

In the long run, only commercial success counts.

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