



**Business-plan,
strategic goals and
KPIs of the
Foundation in 2012**

Skolkovo Foundation Council

December 16th, 2011

СКОЛКОВО

Vision, mission and target result of the Foundation

VISION

Russia – technological leader in the field of scientific research and development

MISSION

Create a favorable innovation ecosystem for advanced research and development activities with subsequent commercialisation of their results:

- Energy efficiency and energy savings;
- Nuclear technologies;
- Space technologies;
- Medical technologies;
- Computer technologies and software development

TARGET RESULT

Create self-managed and self-developed innovation ecosystem

Skolkovo Innovation Ecosystem: Key parameters for 2014

Innovation Centre area

Total area of Innovation Centre territory – 389 ha

Construction scope

1 316 k sq. m.

SkyTech

**1 200 students, 200 professors, 300 postdocs
15 research centers, 134 sq. m.**

Technopark

**400 Project Participants to be placed, over 9 000 employees, 10
Shared Facilities Centres (SFC), 146 k sq. m.**

Project Participants

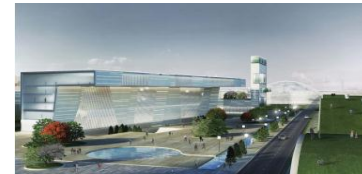
**1000 Project Participants
Over 100 Intellectual Property items created annually**

Corporate partners

**Over 40 R&D Centres in Skolkovo
Over \$50 mln. annual corporate investments attracted**

City residents and employees

31 000 employees и 21 000 permanent residents



Strategic goals and elements of innovation ecosystem

1. Research and education

Develop the science and research infrastructure and tools for the development of the creative potential in students, entrepreneurs, researchers and their involvement of the best of them in the innovation ecosystem, including, Open University (OpUS) programme, school and its partners network.

2. Project participants

Form a portfolio of Participants' innovation projects and ensure their interaction and collaboration with the innovation systems' key subjects.

3. Technopark

Provide necessary support to the Project Participants for the successful development of their ideas turning them into the leaders of the Russian and global markets.

4. R&D Centres of the corporate key partners

Develop the partners' network to support the research and commercialisation, and involving the experience while learning from their experiences to support the development of the Project Participants' R&D activities and extend their access to the commercialisation channels.

5. Social environment

Create a unique culture of commercialisation of technology innovations and environment attractive for Skolkovo target communities.

6. City development

Construct the physical infrastructure of the innovation city.

7. GR, PR, Marketing, Networks

Create the positive image of the Skolkovo Innovation Centre to attract the target groups into the innovation ecosystem.

8. Management

Ensure that the Foundation meets its strategic goals.

Strategic KPIs for the Foundation in 2012

Strategic KPIs	Target value
1. Total number of Project Participants	500
2. Number and amount of grants (including mini grants) approved in 2012 in accordance with the grant policy / transferred to participants in 2012	At least 120 grants* for amount of not less than 6.3 bn. RUB/ not less than 4.9 bn. RUB
3. Average ratio of co-financing (including co-financing from development institutes, the state companies and venture partners)	At least 40% of the total financing amount*
4. Compliance with key construction parameters (areas put in operation; total amount of construction costs in 2012)	6 136 sq. m. 20.9 bn. RUB
5. Effective equipment utilization rate, leased or acquired by the Technopark	At least 50%
6. Number of created SFC and CoE	3
7. The area rented by corporate partners of Skolkovo Innovation Centre under preliminary lease contracts dedicated to R&D	More than 15 thousand sq.m.
8. Number of intellectual property items created as a result of innovative activities in Skolkovo (including copyrights)	100
9. Average time taken to: A) Resident status assignment using preliminary approval procedure; B) Resident status assignment without using preliminary approval procedure; B) Grant approval.	A) no more than 45 calendar days; B) no more than 31 calendar days; B) no more than 100 calendar days.
10. Quality of the Foundation's budget and operational planning in 2012.	Deviations of not more than 10% from target values based on plan-fact analysis

* Including mini-grants

1. **Develop the science and research infrastructure and tools for the development of the creative potential in students, entrepreneurs, researchers and their involvement of the best of them in the innovation ecosystem, including, Open University (OpUS) programme, school and its partners network.**



1.1. Controlling and supporting the creation of SkTech.

1.2. Attracting the best students, researchers and entrepreneurs – our potential Project Participants – and involve them in the innovation ecosystem.

1.3. Creating the school education system in the Skolkovo Centre and the Skolkovo schools network in Russia.

KPIs

2012

2013

2014

Target values are presented as of the year end on a cumulative basis

1.1 SkTech

Number of research centers, units

3

8

15

Target endowment amount, bn. RUB

16,5

24,8

29,7

1.2. OpUs

Number of students (on-site/ network programs), person

250 / 2 500

375 / 3 250

500 / 4 000

Share of students, involved into Skolkovo ecosystem

10%

20%

30%

1.3. Skolkovo Schools

Number of schools in the Association of Skolkovo Schools

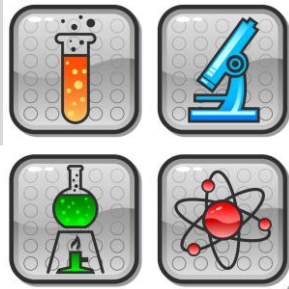
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TBD

TBD

2. Form a portfolio of Participants' innovation projects and ensure their interaction and collaboration with the innovation systems' key subjects.

2.1 Defining and keeping the clusters' priorities areas (foresights) relevant.



2.2 Searching, attracting and selecting Project Participants and facilitating their collaboration



2.3 Granting financial support for participant's innovation projects.



2.4 Supporting the commercialization of the research and development outputs.



2 Project Participants: KPIs definition and target values

KPIs

2012

2013

2014

Target values are presented as of the year end on a cumulative basis

2.1. – 2.2. Selection and collaboration with Project Participants

Total number of Participants	500	750	1 000
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2.3 – 2.4 Support of R&D activities and their commercialisation of their results

Number of grants (including mini grants) approved in 2012 in accordance with the grant policy	120	120	120
Amount of grants to be paid for the period, mln. RUB	4 900	8 000	8 800
Average ratio of co-financing (% of total amount)	40%	> 40%	> 40%
Number of intellectual property items created as a result of innovative activities in Skolkovo (including copyrights)	100	250	500

3. Provide necessary support to the Project Participants for the successful development of their ideas turning them into the leaders of the Russian and global markets.

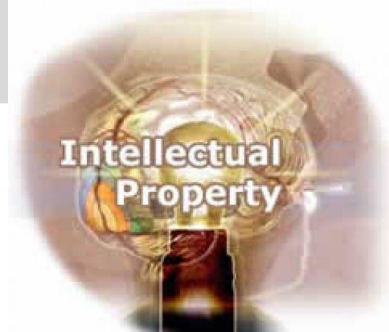
3.1 Providing Project Participants access to the necessary technology infrastructure (equipment and labs).



3.2 Providing Project Participants necessary corporate and professional services.



3.3 Providing Project Participants with necessary services for supporting and protection of their intellectual property rights.



3.4 Providing Project Participants with customs and tax privileges.



KPIs

2012

2013

2014

Target values are presented as of the year end on a cumulative basis

1. Providing Participants with equipment (SFC, CoE)

Number of created SFC, units	1	1	2
Number of created CoE, units	2	4	7
Effective equipment utilization rate, leased or acquired by the Technopark (%)	50%	>50%	>50%

2. Providing services

Share of Project Participants using Technopark services, %	50%	70%	90%
Technopark income on providing service (not less), mln. RUR	90	230	500

4. Develop the partners' network to support the research and commercialisation, and involving the experience while learning from their experiences to support the development of the Project Participants' R&D activities and extend their access to the commercialisation channels.



4.1 Contracting with the companies to set-up R&D Centres in the Skolkovo Centre



4.2 Provision of the necessary conditions to the corporate partners for their R&D activities in the Skolkovo Centre.

KPIs

2012

2013

2014

Target values are presented as of the year end on a cumulative basis

1. R&D Centres' financing

Accumulated volume of corporate venture investments attracted, m RUB

1 500

3 000

4 500

Number of spin-off companies getting Project Participant 's status, units per year

10

20

30

2. Attracting corporate partners

Number of partner R&D Centres with signed agreements, units

20

30

40

Number of R&D Centres employees, k of pers.

1

1,5

2

The area rented by corporate partners of Skolkovo Innovation Centre under preliminary lease contracts dedicated to R&D, k sq. m., cumulative

>15

>20

30

5. To involve the Project Participants, citizens and other people with the values, knowledge, experience needed for creating a productive innovation eco-system in the Skolkovo Centre.



5.1 Ensuring the involvement of the Project Participants, citizens and other people into the innovation ecosystem through the creation of an attractive and stimulating environment (culture).

5.2 Formation of the social welfare and services system in the innovation city to be attractive for target groups



KPIs

2012

2013

2014

Target values are presented as of the year end on a cumulative basis

1. Innovative city infrastructure construction

Budgeting accuracy in construction of social environment objects, mln. RUR

17 754

62 649

88 719

2. Creating Skolkovo community

Share of Project Participants, constantly living in the innovative city, %

0

0

5%

3. Public health services

Number of family doctors, pers.

0

0

17

Number of doctors in Hospital and first-aid station, pers.

0

0

9-12

6. Construct the physical infrastructure of the innovation city.

6.1 Creating and operating the innovation city physical infrastructure of the innovation city.

6.2 Developing the city facilities management system.



6 Innovation city: KPIs definition and target values

KPIs

2012

2013

2014

Target values are shown as of the year end on a cumulative basis

6.1. – 6.2. Construction of the innovation city

Compliance with key construction parameters – areas put into operation (on a yearly basis), k sq.m.*	6	200	1 110
Compliance with key construction parameters – planned budget expenditures, bn. RUB	20 948	85 810	96 251

* For the period. Total amount of areas put into operation by end of 2014 is 1 316 th. sq. m.

- Strategic KPI

7. Create the positive image of the Skolkovo Innovation Centre to attract the target groups into the innovation ecosystem.

7.1 Creating a positive image of the Skolkovo Innovation Centre among the target audiences (PR)



7.3 Developing and implementing marketing policy to attract and involve target groups both in Russia and abroad.



7.2 Lowering administrative barriers for the Project Participants and integrating Skolkovo R&D programmes into the governmental innovation development programmes of the Russian Federation (GR).



KPIs

2012

2013

2014

Target values are shown as of the year end on a cumulative basis

7.1 PR

Sustainable image and brand development on the evaluation of independent experts

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7.2 GR

Average ratio of co-financing from the development institutions and government business enterprises (% of total financing)

25%

25%

25%

7.3 Marketing

Total number of applications for Project Participant status (received for the period)

2500

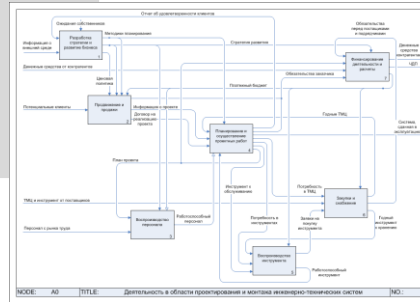
3000

3500

* Will be defined after the diagnostics in 1Q2012

8. Ensure that the Foundation meets its strategic goals.

8.1 Developing and implementing efficient business processes



8.2 Developing and implementing efficient corporate governance systems



8.3 Developing and implementing efficient system of internal controls and compliance to ensure accuracy and completeness of financial and management data as well as compliance of the Foundation's activities with legal requirements



8.4 Attracting financing to support the Foundation's goals and activities



KPIs

2012

2013

2014

Target values are shown as of the year end on a cumulative basis

8.1. Development and implementation of business processes

Average time taken to:

A) Resident status assignment using preliminary approval procedure;
B) Resident status assignment without using preliminary approval procedure;
B) Grant approval.

A) no more than 45 calendar days;
B) no more than 31 calendar days;
B) no more than 100 calendar days.

Quality of the Foundation's budget and operational planning in 2012.

>10%
(time / money)

>10%
(time / money)

>5%
(time / money)

Business process automation, % of total

> 50%

>70%

100%

8.2. Corporate governance

Ratio of independent members in the Foundation committees related to financial decision-making

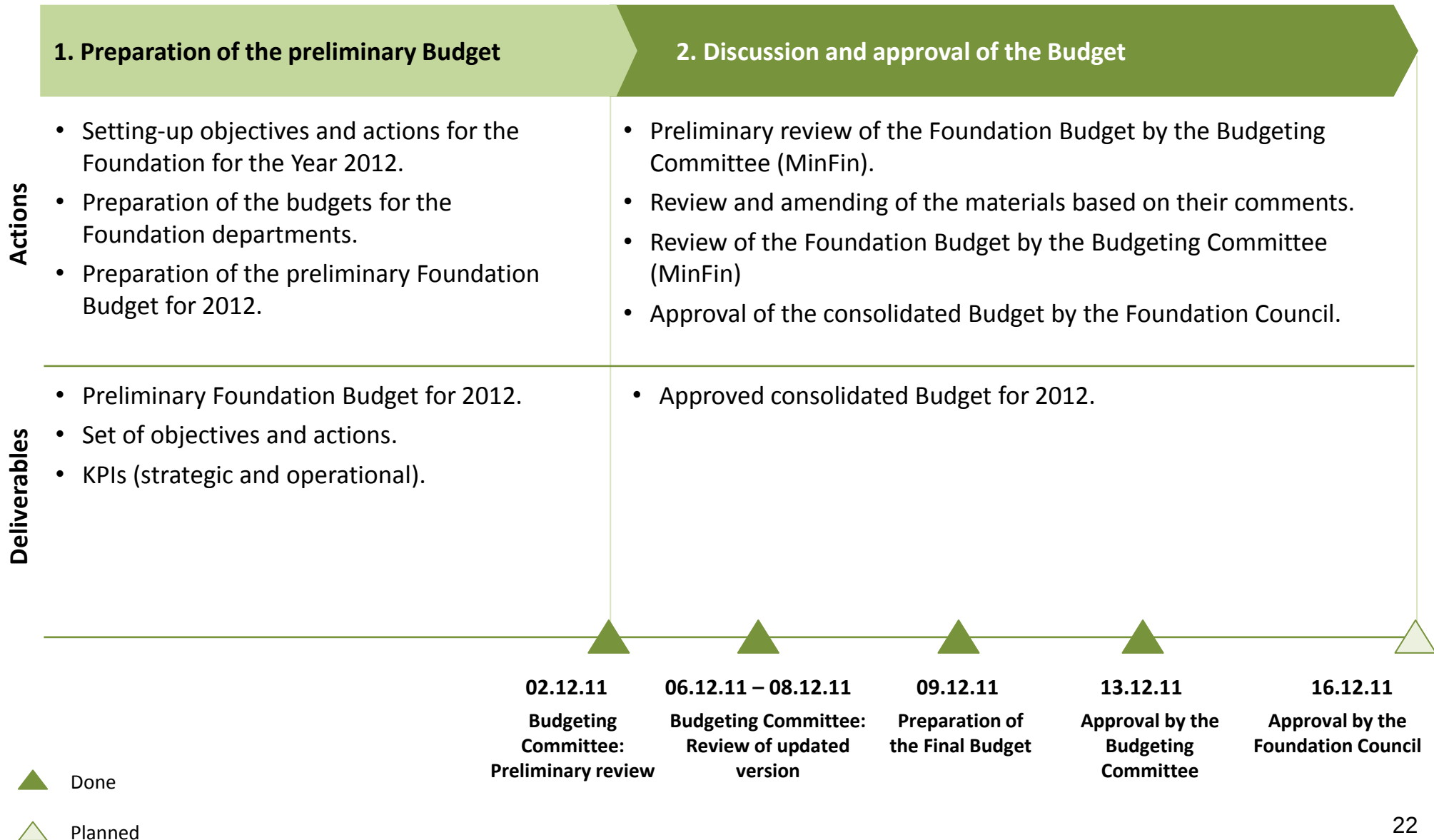
> 50%

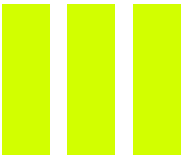
Foundation Management Budget 2012*

Areas of activities, 2012	mln. RUB
I Creation of the Skolkovo Innovation Ecosystem	19 182
1. Research and education	3 734
2. Project participants (incl. marketing and PR activities)	7 933
3. Technopark	7 233
4. R&D Centres of the corporate key partners	166
5. Social environment	116
II Construction of the innovation city	20 948
6. City development (infrastructure)	20 948
III Development and implementation of the management system	2 196
8. Management	2 196
Total:	42 326
Sources of financing, 2012	mln. RUB.
I Budgetary financing	42 277
- Subsidy of the Ministry of Finance (current year)	22 000
- Subsidy of the Ministry of Finance (transferred from the previous year)	15 147
- Subsidy of the Federal Customs Service	5 130
II Non-budgetary financing	49
- Revenue from operations	49
Total:	42 326

* For external reporting purposes objectives and budget were grouped based on the Ministry of Finance requirements, for details see Appendix 1

Foundation Budget 2012: time-line





DRAFT RESOLUTION

1. To approve the Strategy objectives of the Foundation for 2012
2. To approve the KPI's of the Foundation for 2012
3. To approve consolidated Foundation Budget for 2012.

To authorize the Foundation President to approve any changes in project financing, content of the budget programs during budget execution.



Appendix 1.

Budget of the Foundation for 2012

Budget 2012: System of budget goal, objectives and actions

Goal

Create a favorable innovation ecosystem for advanced research and development activities with subsequent commercialisation of their results

Objectives

Create the environment for research, development and commercialization of the innovative projects

Develop the social- and city environment attractive for the target participant of the innovative center

Actions

To provide necessary support for creation of the research and education system

To provide necessary support to the Project Participants for the successful innovative research and development activities

To develop the social welfare system in the innovation city

To provide necessary support for commercialisation of the results of innovative activities of the Project Participants

BUDGET OF THE FOUNDATION FOR 2012

mln. RUB

Sources of Financing	2012
Budget Financing	42 277
Ministry of Finance Subsidy	22 000
Ministry of Finance Subsidy (vested remainder)	15 147
State Customs office subsidy	5 130
Non-budget Financing	49
Income from operating activities	49
Total	42 326
Groups of Budget Programmes	2012
I. Create the environment for research, development and commercialization of the innovative projects	22 093
A. To provide necessary support for creation of the research and education system	4 771
B. To provide necessary support to the Project Participants for the successful innovative research and development activities	16 602
C. To provide necessary support for commercialisation of the results of innovative activities of the Project Participants	720
II. Develop the social- and city environment attractive for the target participant of the innovative center	18 037
D. To develop the social welfare system in the innovation city	18 037
III. Governance	2 196
E. Governance	2 196
Total	42 326

LONG TERM FINANCIAL PLAN OF ECOSYSTEM DEVELOPMENT INCLUDING CO-FINANCING

EXPENSES	2012	2013	2014	TOTAL (2012-2014)
I. Create the environment for research, development and commercialization of the innovative projects	28 870	43 516	28 938	101 324
A. To provide necessary support for creation of the research and education system	6 513	12 580	10 395	29 488
B. To provide necessary support to the Project Participants for the successful innovative research and development activities	19 719	26 710	16 328	62 757
C. To provide necessary support for commercialisation of the results of innovative activities of the Project Participants	2 638	4 226	2 215	9 079
II. Develop the social- and city environment attractive for the target participant of the innovative center	18 151	47 361	26 767	92 279
D. To develop the social welfare system in the innovation city	18 151	47 361	26 767	92 279
III. Governance	2 196	2 189	1 875	6 260
E. Governance	2 196	2 189	1 875	6 260
TOTAL	49 217	93 066	57 580	199 863

mln. RUB

SOURCES OF FINANCING	2012	2013	2014	TOTAL (2012-2014)
STATE FINANCING	42 277	17 100	17 100	76 477
Ministry of Finance subsidy	22 000	17 100	17 100	56 200
Ministry of Finance subsidy (vested remainder)	15 147			15 147
State Customs office subsidy	5 130			5 130
NON-STATE FINANCING	6 940	75 967	40 479	123 386
Revenues from operating activities	49	415	623	1 087
Bank loans (for construction)		41 521	26 131	67 651
Other non-budget financing		23 214	6 055	29 270
3d parties' investments into participating companies	2 518	4 296	4 449	11 262
3d parties' investments into construction	2 631	4 667	2 575	9 873
3d parties' financing of Skolkovo Institute of Science and Technology	1 741	1 853	647	4 242
ИТОГО	49 217	93 067	57 579	199 863
% of non-state financing	14%	82%	70%	62%
% of state financing	86%	18%	30%	38%

