Aalborg Universitet

AALBORG UNIVERSITY
DENMARK

The Upgrade to Hybrid Incubators in China

A Case Study of Tuspark Incubator

Hu, Yimei; Gao, Yuchen

Publication date:
2014

Document Version
Early version, also known as pre-print

[Link to publication from Aalborg University](#)

Citation for published version (APA):

Hu, Y., & Gao, Y. (2014). *The Upgrade to Hybrid Incubators in China: A Case Study of Tuspark Incubator*. Abstract from CICALICS Workshop, Beijing, China.

General rights

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal -

Take down policy

If you believe that this document breaches copyright please contact us at vbn@aub.aau.dk providing details, and we will remove access to the work immediately and investigate your claim.

The Upgrade to Hybrid Incubators in China: A Case Study of Tuspark Incubator

Yuchen Gao¹

School of Management, University of Chinese Academy of Sciences

Yimei Hu²

Department of Business and Management, Aalborg University

Abstract:

Chinese government now requires government-sponsored non-for-profit technology-based business incubators (TBIs) to be profitable self-sustainability with less dependent on direct public subsidies, aiming to motivate these TBIs to provide higher quality services for their tenant new technology-based firms (NTBFs). Simultaneously, these TBIs are required to remain social functions to satisfy government demands. Thus the conception "hybrid incubators" derived from hybrid organizations is introduced. A hybrid incubator means that a TBI can implement various distinct value creation processes with the integration of the advantages of non-for-profit and for-profit TBIs at same time. However, research on specific paths or key factors for integration of non-for- and for-profit TBIs to be one hybrid incubator are in sufficient. In addition, there are few relevant investigations about incubators in developing countries and emerging economics. Based on a single in-depth case-study of Tuspark Incubator, this study explores key factors and specific ways for the upgrade to hybrid incubators in the context of China. By using categorical analysis, three factors, i.e. incubation subdivision, intermediary platform, and proactive approach, are found to be essential for a formerly government-sponsored TBI's upgrading. The result of this study also provides new insights and several implications for incubator managers and policy makers in emerging economies. In addition, whether the key factors can be used in upgrade of other TBIs in

¹ PhD Candidate, School of Management, University of Chinese Academy of Sciences; Innovation Management Program, Sino-Danish Center for Education and Research; Tsinghua University Tuspark Research Institute for Innovation

² Assistant Professor, Department of Business and Management, Aalborg University

China requires further study.