A Comparative Analysis of the Operating Performance of Business Incubators Based on the Comparative Analysis of the Incubator in Jinzhou New District of Dalian

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Abstract. Business incubators are playing an increasingly prominent role in the regional economy. They foster a culture of innovation and entrepreneurship, facilitate the regional innovation and entrepreneur activities going smoothly, improve the success rate of the innovation business matters and promote the progress and development of the regional economy and society. With objective data and deep research to do the comparative study of regional incubator performance, we can discover the advantages and disadvantages of the incubators, and then put forward some suggestions which are beneficial to improve the operating efficiency of the incubators. This paper, taking Dalian Jinzhou District 6 business incubators as a case, do a comparative study and find the strengths and weaknesses of each incubator, and make recommendations to the incubator which can promote the better development of incubators in the end.

Introduction

Business incubator is a new enterprise, to provide comprehensive services of high-tech industry enterprise innovation activities, in order to reduce the risk of innovation, reduce business costs, operations to improve the success rate of entrepreneurship. In recent years, with the increase of business incubators in regional sources, rich regional employment opportunities, fostering regional innovation culture atmosphere and promote regional innovation activities smoothly, improve the success rate of innovation and entrepreneurship issues, optimization of regional industrial structure, an important role in many aspects of the play to promote the progress and development of regional economy and society, the status of business incubator in the development of regional economy is also increasing. At the same time, in the "National Science and technology business incubator development plan in 12th Five-Year file, for the concept and content of the business incubator of the extension of business incubator in the new era should form a chain type development [1] " nursery - Incubator - accelerator", so as to improve the efficiency and effectiveness of the incubator, play a better role in the region in the economy. But the objective analysis, performance comparison of "chain type" business incubators comprehensively, can be observed in the development of Incubator's advantages and disadvantages, is of great significance to promote the further development of the business incubator. This paper firstly studies the incubator evaluation of operational performance A review of the literature, to lay the foundation for the comparative indicators of comparative analysis. Then, the case of enterprise are introduced and the extraction index and data display, then the case enterprise to conduct a comparative analysis and discussion according to the evaluation content, finally sums up the paper.

Research Literature Review

The incubator, from English Incubator translation, intended to refer to the special equipment for artificial incubation of eggs, then introduced into the economic and social fields, used to describe a geographical space, provide organizational support services for innovation and entrepreneurship, entrepreneurial venture is in the difficult stage, can get the funds, resources, many resource management help, help enterprises to grow and develop. The concept of business incubator was first
proposed by the American scholar Joseph. Mancuso proposed and founded the world's first business incubator—Joseph Mancuso founded the center in Batavia industrial Bart Via, put forward the concept and practice, making a great contribution to the development of high-tech industry in the last century. China set up its first incubator in Wuhan in June 1987. In 2012, a total of 1239 incubators, and in a total of 70217 enterprises in incubation total revenue of 495 billion 830 million yuan. This has played an important role in the process of regional economic development, and is expected to 2015, the number of national incubators will reach 1500, of which, national incubator reached 500.

Methods and Case Studies

Description of Research Methods

Comparative case study is one of the most commonly used method in the field of business management research. The case study data mainly includes the enterprise related documents, enterprise archives, interviews, field observation, a variety of ways to participate in observation and physical evidence, usually, sources of information on the validity and has a significant correlation. In this study, using interviews and discussion mainly collected first-hand information, interviews and discussion each time more than 30 minutes to dig and ask according to their answers. At the same time, in the course of the study, obtained from the enterprise internal information, including internal publications, annual reports, statistical reports, data analysis report that form the foundation of this research.

Case Company Overview

Incubator A was founded in June 2003, is an enterprise owned by the whole people, its construction aim is "relevant policies on government, to continue to improve and mature hatching system as a means to promote and accelerate the transformation of scientific and technological achievements, to support the healthy growth of small and medium-sized enterprises, foster successful technology entrepreneurs responsibility for enterprises to build a technology platform the network information platform, and other auxiliary platform to help enterprises to open up the market, the exchange of personnel, capital operation and other business activities, the promotion of scientific and technological achievements commercialization, industrialization and internationalization. The incubator back won the "national hi tech Innovation Service Center", "National Science and technology entrepreneurship training base undergraduate pilot unit", "national public service demonstration platform for SMEs", "Liaoning province science and technology business incubator" and a number of certification, all kinds of business service platform and incubator meticulously also won several government departments at all levels support, and has become the national, province, city, undertake units of local governments at all levels of the project.

Incubator B undertakes the construction of regional innovation system and the operation of state-owned assets. The incubator in May 2006 by the Dalian Municipal Science and Technology Bureau identified as "municipal incubator", in November of the same year by the provincial SME department as "small and medium-sized enterprises in Liaoning province (incubator) business counseling base", 2007 "Dalian pharmaceutical has been identified small enterprises" and "Dalian pharmaceutical public service platform", "national innovation center". This incubator gradually explores a "professional incubator → accelerator of modern enterprise →characteristic industrial park" Echelon development incubator model, which become an important carrier and new district as well as Dalian city science and technology innovation. The incubator has four professional park, is currently Dalian's largest emerging industry cluster accelerator.

Incubator C was founded in June 2012, relying on the establishment of college and university based advantages, has a 100% stake in the future development of vision incubator is the combination of Jinzhou new district development scale, build industrial software billion industry cluster, and strive to 2014 as the Dalian Municipal Science and technology incubator; In 2015, it becomes the national science and technology incubator "is the recent development of the incubator,
incubator at the same time, also hope that through strengthening the construction of public service platform, accelerate the construction of education training platform and improve the college students' Entrepreneurship incubator construction to further promote the development of incubator.

Incubator D was founded in March 2013, the same as the C incubator, is set on foundation for efficient advantage, combining with the art design as a link, leading to the animation industry as the core business, creating a unique, demonstration, radiation force Chinese the largest industrial building. In the future, it also forms the eight regions of the animation industry, the main base of modern, including ceramics, glass, metal, graphic design, public art, oil paintings, Chinese paintings, prints and other tourism open art studio. advantages of universities, art education, culture industry and tourism resources three-in-one condensation effect, and actively explore the set of scientific and technological innovation, cultural industry, art education, tourism exhibition as one of the four government, University, development mode of cooperation, good service for the construction and development of cultural and creative industries the cluster in Dalian and the northeastern region, promote the development of Jinzhou New District Cultural and creative industries.

Incubator E was founded in 2001 02 on Sept. 22, relying on the establishment of private enterprises. The company was founded in 1994, is a collection of real estate development, construction, industrial park management, Home Furnishing market management, property management and the import and export trade as one integrated enterprise. The management mechanism of the incubator of the registered capital of 8 million yuan, with three levels of qualification, scope of business park rental property, property management and related consulting services. At the same time, since the establishment of the company, investment leasing rate and 100%., since the establishment of the company, has won the Dalian Municipal Administration for Industry and commerce "free enterprise" honor the title.

Incubator F was founded in October 2005, relying on private enterprises and the establishment, change of private enterprises and the 2012 re established, currently consists of several subsidiaries of the modern enterprise group, real estate development, land consolidation, construction, decoration, property management, industrial real estate development and leasing, enterprise comprehensive business services management a variety of industries. At present, the incubator hopes to adopt the "base + enterprise + R & D institutions," the link of the management mode of the incubator, extend the incubation chain, strengthen the incubation link, prompting enterprises to obtain efficient and long-term value sharing.

**Analysis and Discussion**

(1) In general, the performance of state-owned enterprise business incubator is superior to the private enterprise incubator. On the one hand, the state-owned enterprise incubator for the concept of "incubator" in private enterprises, for a more thorough understanding, get rid of the traditional "rental" brief rental service based single business model but, by providing comprehensive advantages of service, especially the incubation platform innovation platform, providing services such as business mentor, can better assist enterprises to develop, improve enterprise innovation, enterprise innovation and reduce business costs, improve the success rate of the enterprise, therefore, are more likely to gain better performance.

(2) The newly created incubator due to a short time, similar to the new venture, "small", "new" and other shortcomings more obvious, supporting services and facilities are not complete, the development is not a system; at the same time, the incubator paid more attention to the short term or how to improve the development of the foundation, identify resources, rich service, will the incubator run up, realize their own survival and development, and to attract more enterprises to enter, to contribute to regional economic development.

(3) Private enterprise incubator did not play well at the capital operation. The advantage of enterprise because of its own limited resources, including limited funds, when one has good prospects of the project development funds cannot be based on the introduction, often need external capital. The state-owned enterprise incubator due the system and policy restrictions, can not directly invest in this kind of enterprise, or only the introduction of third party investors to help enterprises
in business, or is the basis of policy oriented, small business support, lost capital operation and investment opportunities of development. Private enterprise incubator is not this kind of restrictions, can make use of their own funds or the parent company of the advantages of capital, investment, the profit. However, during the investigation, we found that the private enterprise incubators are not fully aware of their own capital investment advantages.

(4) Found in the research process, brand incubator significantly, enterprises will combine their resources demand development choice. Enterprises in the incubator to select which one in the incubator, incubator will combine the brand advantage and their own development needs, such as directional selection. With the development of bio pharmaceutical and the basic needs of enterprises, settled in the incubator B, because in terms of biomedical cluster brand advantage significantly. Depend on scientific research platform and resource advantages of the enterprises, more choice of incubator and incubator C D. in private incubators of choice, is more valued on private enterprise Qualification and development status, combined with the existing situation in the incubation of enterprises, selectively settled.

(5) Research and development, part of the incubator "chain type" development mode, namely "nursery - Incubator - accelerator has been formed, the state-owned enterprise incubator has a good development in this area, private enterprises are still in the stage of development of the incubator mode. At the same time, there were signs of cluster developing mode for, the incubator B has formed a certain scale of industrial agglomeration, and become a new industry cluster in Dalian City, the largest accelerator, it drives the development of local economy.

Summary and Outlook for Future Research

In this paper, by comparing the operating performance of Dalian New District of Jinzhou City, the 6 business incubators analysis found that state-owned enterprises better than private enterprises in the overall development of the state, one of the main reasons is because the state-owned enterprise incubator is superior to the private enterprise incubator in the concept of "incubator" understanding, another is the state-owned enterprises in the development process of incubator, development pattern chain and cluster gradually formed, form a synergistic effect better, can promote the further development of the incubator. At the same time, the private enterprise incubator for failing to give full play to its own advantages is the performance behind the state-owned enterprises. In addition, the new business incubator due to create a short time, the accumulation of resources is still weak, still need to be further improved, its operating performance lags behind other business incubator is reasonable.

Future studies, can expand the range of sample selection, or multi sample case of regional comparative analysis, in order to improve the research significance. On the other hand, the case data and case studies combined with in-depth comparison, analysis and testing, enhance the research validity.

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