

Opening Up the Incubator's Black Box

Tales Andreassi,
Professor of
Entrepreneurship
and Vice-Dean of
FGV-EAESP, Brazil,
opens up Part 2 of
his research into
incubators and
start-up survival.
What key factors
enable incubators
to foster successful
start-ups?

From the paper:
*Being flexible through
customization – The impact
of incubator focus and
customization strategies on
incubatee survival and growth.*
Johanna Vanderstraeten,
Arjen van Witteloostuijn, Paul
Matthyssens, Tales Andreassi.



An alliance with a purpose

THE 3 Ps IN A CoBS POD



PERCEIVE

with a set of key takeaways



PROJECT

with food for thought: on yourself, your organisation and the wider context



PERFORM

by putting it all into practice using action tips





● PERCEIVE with a set of key takeaways

- As the number of incubators increased after the 1980s, competition with other organisations in the incubation industry increased to attract start-ups.
- A common assumption is that if an incubator focuses on a single-industry – for example, digital applications – the chances of survival for a young start-up with an idea in this field would dramatically increase.
- As the increase in incubators gave rise to competition between them, academics and practitioners shifted their attention from merely listing incubator services to highlighting best practices and strategy formulation.
- They were viewed as other companies would be—on the basis of internal processes, identity, administration and external communication.
- Research demonstrates that incubators offering diversity of both services and diversity in industry-specific incubatees seem to fare as well as, or even better than, those without diversity.
- It is not the type of services being offered that creates incubatee value, but rather the way such services are offered that ultimately defines the incubator's value proposition, and therefore provides competitive advantage.
- In cases where incubators pursue a service customization strategy for their start up incubatees, regardless of whether they focus on a specific industry or house young companies from various industries, it has a positive influence on their performance.
- Difference and diversity in an incubator's service offer means two key things—access to novel resources and a good networking opportunity.
- This in turn creates ideas, innovation and ultimately value creation for the products or services the start-ups sell.



Read the full article:
<https://councilcommunity.org/2017/10/11/opening-up-the-incubators-black-box/>



● **PERFORM**

by putting it all into practice

CHECKLIST

- 1. As an incubator manager or incubator support organization, use this information to simultaneously decide upon the incubator's scope and its service offering strategy.
- 2. Assess what your purpose and mission are (including local, national or international identity and reach).
- 3. Assess the range of services and assets you provide.
- 4. Evaluate the extent to which these offerings cater for the diversity of needs a start-up would wish to satisfy. What do your incubated start-ups themselves say? Run a satisfaction survey and analyse the feedback.
- 5. Research the life-cycle of start-ups, the challenges they face, the phases they go through: identify which services and assets you can add to your present offering to fit the various stages a start-up goes through.
- 6. What networks can you capitalise on? Local, national and international?
- 7. Fit the new offering into your communication and marketing strategy.



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