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致力于自主创新的
在孵企业电子商务平台
策略与规划

E-commerce Platform
Strategic Planning
for
Innovative Entrepreneurial Firms

二零一三年夏
Summer, 2013
E-commerce Platform Strategic Planning for Innovative Entrepreneurial Firms

FINAL REPORT
Management Consulting in Asia

Group F

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Acknowledgements

We would like to extend our deepest thanks to all who made this project possible and to all that supported us in taking this journey.

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Executive Summary

The following report discusses e-commerce opportunities for Cloud Valley, an innovative and comprehensive incubator located in Shenzhen, China. The report provides an in-depth analysis of e-commerce, evaluates the effectiveness of launching an e-commerce platform for the client, and develops strategies for effective execution. Extensive empirical evidence is utilized to determine the strategy taken for the platform development in addition to analytical processes of interviews and surveys to obtain data from the client and employees of the incubator. These procedures were undertaken to ensure only optimal recommendations resulted in terms of strategic planning for the short and long-term direction of Cloud Valley.

The report firstly addresses background information incorporating an introduction to the business incubator program, Shenzhen Nanshan Hi-Tech Incubator and to Cloud Valley. The topic of e-commerce is then introduced including the chosen definition of e-commerce used within the report as well as benefits and risks associated with e-commerce platforms. Cloud Valley's current situation is then addressed incorporating interview and survey findings. The incubator’s current status of development, incubatee’s requirements and the client’s expectations are addressed prior to developing the strategic proposal. Subsequently, an overview of the recommendations is outlined, incorporating the project scope, objectives and approaches. A best practice analysis is undertaken to find the best possible pathways to formulate the project, by drawing on successful e-commerce platforms currently utilized by established incubators. After the empirical research has been analyzed, in conjunction with the accumulated findings from the primary and secondary methodologies, the e-commerce platform planning is outlined. Here the overall design of the e-commerce platform, detail design, an in-depth analysis of each phase of the platform, an implementation plan, and a conclusion to summarize the whole infrastructure and potential benefits of the proposed project is outlined. Finally, the report will suggest plausible limitations of the project, closing remarks and acknowledgements.

The results from the utilized methodologies conclude that Cloud Valley are currently establishing client profiling on their website and wish to establish an internet service platform to improve communication and provide service, however have not yet come up with detailing. Cloud Valley also has IT capabilities in providing platform services. Furthermore, interviews with Cloud Valley employees conclude that employees could be more satisfied with the promotion of their products/services, their level of IT training, IT support, and a networking platform. From these findings, three opportunities were detected, one, increased online marketing exposure through the use of incubatee profiling, two, improved communication transparency and educational services through communication platforms and further support, and three, improved knowledge sharing and networking through the facilitated knowledge sharing platforms. After vast empirical research into best practice methods by successful e-commerce platforms within the online/IT services sector was conducted, three phases were developed and have been explained in-depth throughout the report. The three stages are as follows, stage one is developing incubatees’ profiles, stage two is the implementation of an e-commerce
platform and dedicated business services and stage three is to facilitate networking and knowledge sharing.
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1. Background Information

1.1. Introduction to the Business Incubator Concept

The business incubator concept is a new type of organization that originated in the United States from the 1950s. Incubators provide a series of services, resources, and networks to guide the entrepreneurs to reduce the risk and costs of new start-ups and increase the probability of survival and success. The incubators may provide a combination of the following services and resources to the incubatees: one, business management related and marketing support, two, financial advices and accesses to funding, three, networking with other incubatees and/or potential customers, four, physical equipment sharing and cheap office spaces, five, legal consulting, and six, technical support and possible training programs (Al-Mubaraki & Busler, 2011 and Wen, 2010).

1.2. Introduction to Nanshan Hi-tech Incubator and Cloud Valley

**Nanshan Hi-Tech Incubator**

Nanshan Hi-Tech Incubator (NSI) was established in September 1999 by the government of Nanshan District of Shenzhen City. It is under the subordination of Nanshan Science and Technology Bureau and supported by government policies. Guided by its mission of “Incubation is Productivity”, NSI predominately provides five types of services to its incubatees: financing, business establishment, administration and logistics, platform establishment and resources sharing, and theoretical research to private technology-based start-up enterprises.
After thirteen years of operation, NSI has extended its service domains, innovated its service model, and improved its service quality. To facilitate the incubation process, NSI holds the Forum of Chinese Angel Funds, the competition of Star Entrepreneurs, the China Hi-Tech Fair, and Guangzhou Convention of Overseas Chinese Scholars in Science & Technology. By 2012, NSI had established fifteen professional hi-tech sub-incubators and successfully incubated more than one thousand companies, with business industries ranging from information technology to medical equipment. (NSI)

_Nanshan Cloud Valley_

Nanshan Cloud Valley (The Valley) is one of the fifteen sub-incubators under NSI. The Valley predominately focuses on the incubation for the three strategical industries: high-end digital and information technology, bio-medical science, and new energy and materials. Whilst also focusing on cultural and creative industries in accordance with the policies of the Nanshan District. Among its incubatees, The Valley, which includes a national cloud-computing center, takes the Internet and e-commerce related business practices (such as cloud computing, online games, and logistic networking) as priority.

In order to diversify the sizes of the incubatee companies and to improve the effectiveness and efficiency of the corporation among its clients, The Valley has built a 65,000 m² office and dormitory area. This has been reconstructed as a multifunctional building to attract further small to medium-sized enterprises in 2012.

Strategic developments taken by The Valley aim to cooperate with the community and research institutions from the nearby University City in order to transform creative technologies and business ideas into reality (NSI).
2. What is E-Commerce?

2.1 Definition of E-Commerce

When addressing e-commerce platform strategic planning, it is critical to gain a solid understanding of the various facets and approaches toward the topic. Thus, defining key terms and differentiators is important for thorough scope development. Within the current literature a vast array of e-commerce definitions exist (Mesenbourg, 1999; Riggins & Rhee, 1998; Swatman, 1996., & Wilkins; Swatman, & Castle, 2000. as cited by Kao & Decou, 2003). Chaffey (2007) addreses e-commerce as any form of trade, whether informational, financial or other, within an online trade environment between businesses and stakeholders. From this it can be said that e-commerce focuses on trade external to the business, rather than e-business, which can be acknowledged as encompassing internal electronic trade in addition to external stakeholder trade. In addressing stakeholder trade, two types of exchange can be identified: sell-side e-commerce and buy-side e-commerce (Chaffey, 2007). Sell-side referring to trade with the end consumer (B2C), whereas buy-side refers to trade between intermediaries (B2B), such as suppliers and wholesalers. Multiple different approaches can also be taken in defining e-commerce from perspectives including: service, online, communications and business perspectives (Chaffey, 2007). However all indicate a common understanding in that e-commerce is more than mere financial trade between a business and a consumer and/or other businesses, but more so a holistic platform of pre-purchase, purchase, and post-purchase activities. Thus the below definition will be used as a basis for the remainder of the report.
“Electronic commerce involves the undertaking of normal commercial, government, or personal activities by means of computers and telecommunications networks; and includes a wide variety of activities involving the exchange of information, data or value-based exchanges between two or more partied (Chan & Swatman, 1999).”

2.2 Benefits and Risks

E-commerce, with a low barrier business platform and high opportunity for success, is an extremely attractive area (Marthinsons, 2006). However, there are both risks and benefits that accompany this business avenue and thus identifying that strategy development within e-commerce is still a dynamic, nebulous and an uncertain process is critical in developing successful planning requirements (Hackney, 2001). The fundamental questions of who, what, when, will and why, assist in identifying the core challenges facing a business in any domain. This reinforces that business, whether online or offline, still faces the same ultimate questions, in which Porter (2001) suggests emphasis be placed upon ‘how’ to use business online. In the following discussion, the risks and benefits will be addressed firstly, for platforms focused on supply chain assistance in getting products to market and secondly will focus on the risks and benefits of knowledge sharing and incubatee service development guidance.

Therefore, in examining e-commerce platforms for generating awareness and driving sales, there are many risks and benefits that can affect the success of the investment. Benefits of general e-commerce can include increased customization, choice, convenience, content, community and cost reduction (Chaffey, 2007). However, in addressing e-commerce platforms for incubators, the dominant benefit is to showcase and
sell the services of the company on a local and global market (Mohapatra, 2013). This wide-reach medium will increase the speed at which a brand and or service can be recognized within the larger market over time and will thus, create value for the startup in terms of sales, both direct and indirect, and through greater interest from company investors. E-commerce also allows for more detailed information to be provided about the product, which gives both end consumers and investors more ability to understand and access the relevant information (Mohapatra, 2013). This can assist in adding follow through to sales. Credibility, as with any new product or brand, is also very important. Thus, in adopting e-commerce mediums to showcase startup products and services, the credibility of the incubator increases. This is beneficial for startup firms as credibility encourages spending and thus, increases business success.

Problems of credibility, trust and perceived benefits are still identified as challenges facing e-commerce (Chaffey, 2007). Thus regarding credibility, risks of poor design or execution can impact on the overall trustworthiness of a platform and thus, should be taken into consideration as a threat to the success of the e-commerce site (Mohapatra, 2013). Additionally, bringing in user-generated content can act as a method to aid and leverage the credibility of the site and related products (Mohapatra, 2013). Credibility and long-term success can also be affected by the efficiency of operations of the platform in terms of managing delivery of the products or services, customer services and so forth. Additional risks could also include high competition within the overall market. An e-commerce platform for the sale of products has a proliferated market with high competition across all areas (Perset, 2010). Information Technology industry sales have many avenues online for consumers, which would add greater risk to the overall turnover.
and success of a direct sales platform. This leads to the second risk that the site would not generate enough views to meet the return on investment costs also affecting end sales (Perset, 2010). This initiates questions of how target audiences would be reached effectively to drive sales and encourage investor interest for startup products. Posing the questions as to whether sales should be gained directly or indirectly through a site. Also, getting consumers to incubator websites may be difficult for direct selling, as incubators would have fewer products on a sales e-commerce platform, which would reduce its mass-market position. This would render the site ineffective for the desired purpose of generating direct sales (Perset, 2010).

The benefits and risks of knowledge sharing and incubatee service development guidance can also be seen to build upon the above discussion. Benefits of knowledge sharing and guidance online could streamline the functions and processes of connecting incubatees to incubator and other incubatees. This is a particularly beneficial for growing organizations as a method to support offline activities and continue to promote connectedness. Risks could include the lack of use or incorrect use by patrons. Thus, if the site were not used to its full capacity, the benefits to internal functioning of incubator and incubatees would not be enhanced. Benefits of the platform could however, still be derived by third parties such as potential investors and potential new incubatees. Thus, there are strong benefits that can be gained through knowledge sharing and educational e-commerce facilities among various stakeholders, which should be considered singularly dependent upon the business growth of the incubator.

As discussed earlier, e-commerce deals with the trade between organizations and stakeholders, which faces varying challenges in developing sufficient business strategies.
Strategies from traditional business practice must be built upon in the development and maintenance of sustainable online e-commerce. Thus in developing strategic planning, the online marketplace must be initially examined using best practice and industry trends. These will act as a critical guide in overcoming the identified risks and will assist to leverage the benefits of an e-commerce platform.

2.3 Successful E-Commerce in the Service Sector

There are many companies today utilizing the benefits of e-commerce platforms, particularly businesses within the IT sector. Within this industry, e-commerce platforms can become essential for a company’s growth and survival. T-Mobile International AG is a mobile communication service provider, which takes advantage of e-commerce technologies. The company provides wireless voice, messaging and data services in its GSM, UMTS and LTE-based cellular networks in Europe, Canada, United States, Puerto Rico and the Virgin Islands (Kinetex, 2013). Furthermore, T-Mobile currently possess approximately 150 million subscribers, making the company the 17th largest mobile communication service provider in the world, by subscribers (Kinetex, 2013). T-Mobile expanded on their customized online web-shop, which was becoming inflexible in fulfilling the company’s requirement to stay responsive with their rapidly expanding subscriber figures. In this competitive mobile communication services industry, the ability to react responsively to the dynamic, ever-changing market demand had become a key survival requirement and even a potential business success driver. Therefore, an upgrade was necessary for T-Mobile’s online platform. By implementing an e-commerce platform T-Mobile achieved simplified shopping procedures, enabled richer product/service content such as customer rating, recommendation, inventory and detailed
product descriptions, increased conversion rates, increased online sales and significantly accelerated the speed of marketing campaign execution (Kinetex, 2013).

Skype is another company within the IT service sector, which demonstrates the benefits from implementation of an e-commerce platform. Skype is the world’s fastest-growing Internet communication service provider and currently has more than six hundred million registered users (Skype, 2013). Due to Skype’s rapid expansion and maintained popularity an e-commerce platform was vital to optimize search engine requests, modernize and extend their existing website and allow the company to remain responsive with internet marketing campaigns and opportunities (Skype, 2013). Skype’s implementation of an e-commerce platform was successful as it was essential for the company’s survival as a leading communication service provider. In such a competitive industry the ability to keep up with consumers demands is essential and the implemented e-commerce platform allowed Skype’s website simplified shopping and browsing procedures, effective brand building and efficient online services.

2.4 E-commerce in the Chinese Incubation Industry

Research demonstrates the success and benefits of e-commerce platforms within the Chinese Incubation Industry. Wuhan Xinwubao Company was established in 2011 and integrated the resources of over four hundred incubatees (Xinwubao E-Commerce Limited, 2013). The company’s focus was on the development and operation of the new generation e-commerce service platform. The implemented e-commerce platform aimed to promote the electronic-commercial development of traditional small and medium-sized
technology companies as well as offer services to new start-ups seeking help to transform their ideas to real business (Xinwubao E-Commerce Limited, 2013). In addition, Wuhan Xinwubao benefited from the implemented e-commerce platform as it created a communication and corporative platform for service organizations, companies, and individuals. Furthermore, the company became more successful due to the fast transaction and unimpeded information of the platform enabling the enterprise to increase their sales and further enhance the effectiveness of both supply chain and value chain operations (Xinwubao E-Commerce Limited, 2013).
3. Project Overview

3.1 Project Scope

The scope of this project is to provide Cloud Valley with the optimal recommendations for the development of an e-commerce platform in terms of pre-implementation strategic planning and implementation. This e-commerce platform is expected to foster the business growth of the incubatees, as well as to enhance the competitiveness of Cloud Valley against other for-profit incubators in the Shenzhen area. These targets should be attained in a manner that is consistent with the strategic direction of both Cloud Valley and Nanshan Hi-Tech Incubator.

The recommendation will consist of several components including; detailed description of the recommendation in three stages, comparative analysis of the potential alternatives and implementation plan for e-commerce in Cloud Valley.

3.2 Project Objective

In summary, the objective of this project is to develop a platform to facilitate online marketing exposure, communication transparency and educational services, and online networking and knowledge sharing in order to foster business growth and investor interest for incubatees and improve the competitive advantage positioning of the NSI incubator.
3.3 Project Approaches

In order to utilize the scope of this project in a way that would satisfy the requirements of both incubator and incubatees best, extensive empirical research and a series of face-to-face interviews and survey research with our client and its incubatees will be conducted. Subsequently, a recommendation will be constructed through the undertaking of the following procedures:

- First, interview and questionnaire survey data collection will be conducted with both the incubators and incubatees to determine the expectations of the incubator and to gain feedback from incubatees regarding the requirements of an e-commerce platform for Cloud Valley.
- Second, case studies from successful overseas incubators with e-commerce platforms and e-commerce implementation cases of companies within the service sector will be included to gain. This will ensure an in-depth understanding of industry best practice methods are incorporated in gathering the necessary foundation knowledge to developing an effective e-commerce strategy for an incubator for short and long-term success.
- Third, a gap analysis between the incubator expectation and incubatees feedback will be included to identify opportunities for improvement to the current situation and how the launch of an e-commerce platform could aid the success of the incubator.
- Forth, a three-stages-based recommendation of e-commerce strategy will be elaborated based on the best practices and experience learnt from empirical
research and case studies to seize the improvement opportunities found in the gap analysis breakdown.

- Fifth, an implementation plan for both short-term and long-term will be developed with the consideration of the available resources of Cloud Valley to maximise the cost benefit effect.

- Finally, an impact analysis of the stakeholders is provided. This outlines the impact of the project implementation on both internal and external parties of the incubator as a method to highlight the overall proposal benefits and the short and long-term success potential.

4. Requirement Analysis

4.1 Cloud Valley’s Requirement Analysis

4.1.1 Client objective for launching an e-commerce platform

Cloud Valley is a newly established incubator and therefore has not reached their full capabilities in terms of online marketing exposure, communication transparency and educational services, and online networking and knowledge sharing.

With the policy of developing strategic new industries, Cloud Valley sets its goal as being an innovative and comprehensive incubator. Currently, the tenant companies in Cloud Valley are primarily involved within the IT industry, including cloud computing, Internet and electronic commerce. Thus, an e-commerce platform is expected to attract more small-to-medium size enterprises in these established innovative industries to...
strengthen the innovative power of the whole incubator while enhancing the publicity of the valley simultaneously.

Alternatively, considering that many incubatees’ innovation capability is restricted due to the weakness in marketing, lack of capital and shortage of public technology resources, the incubator needs to make efforts to help start-ups solve such problems. This e-commerce platform may accelerate the information flows among the incubator, incubatees and potential buyers. Moreover, Cloud Valley hopes to offer educational services as well as e-commerce services such as e-commerce strategic planning, training, e-commerce team building, logistics and warehouse services and so forth, aiming to help start-ups reduce their operating costs in construction of electronic commerce and increase their capabilities in business operations.

Lastly, Cloud Valley is constantly improving its existing interactive activities between incubatees such as “IT tea party” and “CEO Golf”. New channels and mechanisms for developing knowledge sharing among incubatees are set within the strategic plans of Cloud Valley to create a more cooperative relationship with both the incubator and between incubatees.

4.1.2 Current Status of Development

In addressing a strategic planning approach to e-commerce business, it is important to first conduct an analysis of the company as suggested by Chaffey (2007). Thus, an analysis has been conducted in order to gain an understanding of the current practice activities. This allows for these practices and approaches to be reassessed and strengthened.
Currently, Cloud Valley has had its own website. However, the website construction has not been completed and only a small portion of incubatees’ information is listed on the existing website.

The construction of an Internet service platform has been outlined in the future development plan of Cloud Valley. The project is in the start-up phase and some physical infrastructure like the workplace has been under construction. However, details about functions and services provided by this platform have not been determined. In terms of e-commerce services for direct sales, Cloud Valley is considering collaboration with one of its tenant companies named Shenzhen Dongtai E-commerce Company.

As an IT focused incubator, as well as having a pre-established cooperative relationship with Ming Network, a mature Internet company, Cloud Valley has sufficient IT capabilities in constructing an Internet service platform and developing e-commerce service facilities.

4.2 Incubatees’ Requirement Analysis

4.2.1 Purpose for Primary Data Collection

In order to better understand the current situation and needs of the incubatees for an e-commerce platform, the primary data collection was undertaken. Fifteen interviews were conducted with Cloud Valley tenants as well as one hundred surveys distributed and from which 97 were completed by the Cloud Valley tenants and employees. The primary data collection is critical to developing sound proposals and recommendations for a company. Thus, the data collection is imperative to this report and as such was important that
relevant questions and answers were gained by as many Cloud Valley participants as possible.

4.2.2 Methodology
Interviews were conducted in a group environment in which the following questions were asked (Please see Appendix). Individual interview responses guided which of the outlined questions were discussed in the interviews. Full transcripts of these interviews have not been included due to privacy concerns, however the findings from these discussions are outlined in the below section.

In conducting the survey data collection, 100 questionnaires were distributed on Tuesday 25th June 2013. These surveys were given directly to Cloud Valley tenants and employees in the cafeteria between 12:00 – 13:00 during the lunchtime period. From the 100 questionnaires distributed, 97 were returned and completed rendering them credible for use. Out of the three outlying surveys not included within the final data analysis, two surveys were incomplete and one was not returned. The survey questionnaire and aggregated raw data collection can be found in Appendix.

4.2.3 Interview and Survey Findings
Out of the companies interviewed, two are newly formed start-ups having just entered Cloud Valley and are part of Shenzhen-Hong Kong Youth Innovation Entrepreneurship Base. The remainder of the interviewee companies are small-to-medium sized enterprises (SME’s) with most of them having been in the incubator for less than three years. From the information gained in the interviews, it is found that almost all of the incubatees would like to have more online exposure as well as more business services. They showed...
interest in promotion through the incubator to some extent under the circumstance that the incubator itself would gain more publicity. Also, more than 80 per cent of interviewees wished to have a better networking platform for communication. When comparing the varying needs within the incubator, start-ups are more likely to seek help from the incubator as opposed to SME’s.

Data processing of the survey was conducted on the 97 recalled valid questionnaires. The data of survey shows that approximately one third of the partaking participants would like to gain more IT support and resources from the incubator. Also, nearly 40 per cent of respondents hold the view that the networking procedures could be further improved and have interest in the development of an Internet service platform being constructed. Lastly, more services, such as training from incubator, are sought after by more than 40 per cent of participants based on the survey results.

4.2.4 Incubatee Requirements Summary
Based on the primary data findings collected in the interview and survey activities, the current incubatee situation analysis and requirement needs can be summarized as follows.

1. Most incubatees in Cloud Valley are involved in high-end digital and information technology, bio-medical science, new energy and new materials. In general, these industries are not suitable for developing traditional sales e-commerce through the incubator to expand their business channels.

2. Though most of the incubatees are satisfied with their existing promotion methods for their products or services, they make efforts in exploring more sales channels and improving public exposure of their companies, products and services. Many
companies, especially start-ups, would like to expand their marketing channels with help of the incubator.

3. Information flows from Cloud Valley to incubatees is usually transferred via the QQ group and telephone. This communication scheme is viewed as an efficient way for information distribution within the incubator at present. However, incubatees are still interested in new approaches for communicating and information exchange with the incubator.

4. As start-up companies, most lack business experience and public available resources, these small companies wish to gain more educational services and IT resources.

5. Communication among incubatees is generally conducted offline through different activities held by the incubator. Most incubatees don’t have an overall view of the tenants in the whole incubator, which makes it hard for knowledge sharing and setting up cooperative relationships with other incubatees.

### 4.4 Issues and Opportunities

By comparing Cloud Valley’s expectations with its incubatees’ requirements, the gaps identified have been summarised into the following three issues:

1. Both the incubator and incubatees need to increase their online exposure and marketing publicity.

2. Communication transparency between incubator and incubatees can still be improved, which would help to increase the efficiency of incubator services and thus overall timeliness and effective response to the market.
3. Incubatees currently don’t make full use of the available advantages of the surrounding resources within the incubator in terms of knowledge sharing and networking among each other.

Based on these three issues as well as the incubatees requirements, opportunities for the further development of Cloud Valley are raised in Table 1.

<table>
<thead>
<tr>
<th>Incubator’s Expectation</th>
<th>Incubatee’s feedback</th>
<th>Opportunity</th>
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| **Issue concerned:** Online marketing exposure | • Need more online exposure  
• Would appreciate more marketing of their product and/or service | • Incubatee profiling (for increased online exposure) |
| **Issue concerned:** Communication transparency and educational services | • Would like more services training  
• Improved information transparency | • Incubator to incubatee communication platform  
• Provide educational services and support |
| **Issue concerned:** Knowledge sharing and networking | • Would like improved communication and networking between incubatees as well as incubatees with incubator | • Interaction between incubatees and between incubator and incubatees to facilitate knowledge sharing |

Table 1 Opportunities for Cloud Valley in launching e-commerce platform

4.5 Client’s Expectation

Cloud Valley has several expectations for this project:
1. Based on the strategic goals of the incubator and requirements of incubatees, this project will determine the business model of the e-commerce platform.

2. In order to set up the overall infrastructure of the platform, this project will give details on the functions and services of this planned e-commerce platform guided through extensive survey data collection.

3. This project will explain the resources needed in constructing the e-commerce platform and potential benefits brought in the future to both incubator and incubatee.
5. Best Practices

5.1 Empirical Researches

In addressing a strategic planning approach to e-commerce business, it can also be helpful to first conduct an analysis of the company as suggested by Chaffey (2007). In which an analysis would consist of gaining an understanding of current practice, which as a result enables these practices and approaches to be reassessed and strengthened. Modes of analysis in addressing current business activities could include; process modeling, a method by which function areas and activities are mapped to outline the trade process, or data modeling, which identifies the relational ties between data in a business (Chaffey, 2007).

Prior to producing actionable plans for a business, it is also necessary to assess not only the internal structure and functioning of a company but also the current sustainability and success of a company. Gwyther (1999) performed a case study that measured the value of start-ups within the UK based on these factors. The study was published in Management Today Magazine and performed by Bain and Company. Criterion utilized includes; concept strength analysis, level of business model innovation, degree of execution success, level of traffic and revenue generated, ease of financing, and profile awareness (Gwyther, 1999). In addressing the criteria used within this study, a greater depiction of the roles of a management consultant in assessing start-up firms is gained and can act as a method for initial approach. Limitations in assessing startups within an incubator environment may reduce the applicability of this criterion dependent upon the stage at
which the business lies. However this assessment could still be considered relevant in order to best predict the future success and sustainability of the company in guiding business decisions and future directions.

Porter (2001), addressed e-commerce in discussing the requirements of success based upon the current market and past knowledge of traditional business. Sustainable competitive advantage is discussed in determining operational effectiveness and strategic positioning as two alternatives to achieving advantage, which is of particular significance to the success of an online business (Porter, 2001). These factors, whilst common to traditional business, have intensified in difficulty within the speed and highly competitive online nature thus, making it more important to gain success and sustainability within a market. As a result, ensuring success within the current market requires a well-defined value proposition and ruthless decision-making through tradeoffs in order to focus activities and available resources at all times (Porter, 2001). Theoretical scope should not be fixed but rather molded and flexible in developing value chain activities suited to the individual organization. The value chain should integrate the value adding activities of processes needed to produce a good or service to an end consumer. Value chain activities include that of traditional businesses with primary activities including outbound and inbound logistics, marketing and sales, operations and after-sales service, along with supporting activities including procurement, human resource management, firm infrastructure and technology development (Porter, 2001). For a comprehensive understanding of how e-commerce can be integrated into the traditional value chain please see Appendix A. Please note, however, the importance for new online ventures to customize their own value chain activities is a critical factor for success due to the
exacerbated need for product differentiation (Porter, 2001). Whilst reflections compiled by Porter (2001) represent knowledge from the beginnings of online commerce, this theoretical information still holds relevance. This is so the principles discussed have been addressed within a broad approach and thus excludes explicit conclusions that could deem the paper irrelevant.

In identifying e-commerce from the works of Gwyther (1999), Porter (2001) and Chaffey (2007), varied insights into the different approaches to strategic planning have been identified. From this, the work by Kao and Decou (2003) can be discussed as they developed a model for e-commerce planning based upon the available literature. The benefit of examining this model as a foundation for practice is highlighted through efforts of the paper to synthesis all relevant literature in the formation of the strategy. Thus, this model will provide a guideline for strategic planning in new venture firms focused in e-commerce platforms (Kao & Decou, 2003).

The research identifies a critical factor in assessing the strategic planning of a startup, in that when applied to the Systems Development Life Cycle, they will most likely be at the planning phase (phase one) of the cycle. The focus for this stage is to discover the most advantageous technologies and to prioritize these for optimum company results (Kao & Decou, 2003). Thus, in assessing challenges faced in this phase of business development, analysis is a critical component in defining the system priorities and requirements based upon the current information systems and business development (Whitten, Bentley & Barlow, 1994, as cited in Kao & Decou, 2003).
The model developed by Kao and Decou (2003) can be applied to existing and new venture businesses, adopting strategy as the focal factor in any e-commerce initiative. Among strategy, the following factors are addressed as critical elements in attaining success which include; legality, technology, security, logistics, operations, finance and marketing (Kao & Decou, 2003). The value of strategy is given emphasis in this model as it is suggested that organization learning and managements focus on strategy and learning, are critical aspects to business success (Kao & Decou, 2003). This has particular bearing for new venture firms, as start-ups require the ability to employ quick changes to market movement that must come through the ability to learn and retain focus of strategy. Thus, strategy is seen as focal within e-commerce success, which must be employed within the planning phase of the Systems Development Life Cycle (Kao & Decou, 2003). Please see Appendix B for a diagram depicting this model along with potential management problems that could be faced.

Additional to this model, the work of Su, Xie, Wang, & Li (2011) will be addressed briefly to further the idea presented earlier by Porter (2001) in suggesting the need for entrepreneurial strategy development. Research by Su et al. (2011) reiterates the need for customized and innovative strategic planning. A study was conducted within the Chinese market proving positive correlations between firm performance and entrepreneurial strategic development. Thus, this research confirms discussions by Porter (2001) in the importance of adaptive strategy tailored to individual firm requirements (Su et al. 2011). This study utilized current literature in addition to practical testing which strengthens the relevance of this paper in solidifying the solutions presented. However, further research
within this field domain would extend knowledge of how to better achieve business competitive advantage and hence, business success in e-commerce.

Through an analysis of various approaches and reasoning behind the necessity of strategic planning within Internet businesses, specifically Internet start-ups, a knowledge base has been formulated. In addition to this knowledge, a framework for assessing e-commerce planning has been identified which is grounded within previous literature on the subject topic. Thus, e-commerce platform strategic planning for a business can be assessed utilizing the frameworks provided to act as a foundation for customized strategic advancement.

5.2 Cases Studies

5.2.1 Start Up Rocket

Start-up Rocket utilizes an e-commerce platform to help entrepreneurs validate ideas, build assets, accelerate growth, raise capital and successfully exit the market. Since its launch in 2005, Start Up Rocket has grown exponentially, with some credit allocated to their successful online services. The company, which specializes in web and mobile app development works closely with their partners to provide holistic and customized solutions. Start Up Rocket’s e-commerce platform is one of the best and services utilized can be adjusted to fit the needs of Cloud Valley.

Best Practices applicable to Cloud Valley

Detailed client profiling on current website:
A success of Start Up Rocket’s online presence is their detailed client profiling for their incubatees. The incubator’s website lists all incubatees names (including both developed and undeveloped businesses), the incubatee’s industry, has an online link to the business (for example: website URL, online founder profile, website to page waiting to be built, blog) and a brief summary of the company. Extra online client profiling leverage is also available for the incubatees through the use of social media profiles (LinkedIn, Facebook, Twitter) as well as public relations (Wikipedia presence). Having such a thorough and detailed acknowledgement of all incubatees benefits Start Up Rocket as existing incubatees are sufficiently satisfied with their online presence, creating indirect sales leverage, as well as increased business for Start Up Rocket from additional incubatees.

Platform for IT support and education:
Start Up Rocket offers two platforms for IT support and education. The first is a blog. This blog enables 24/7 online support for incubatees as well as the incubator’s employees. The blog features a wide range of video and written communication tutorials for workplace practices and solutions. Furthermore, the blog focuses on IT education support. Start Up Rocket’s app is still in the development phase but aims to provide a step-by-step base support. The app facilitates IT support and education with a focus on technology development processes. Both the app and the online blog are implemented to ensure IT support and education without the need for personnel by the incubator, making support more readily available.
E-commerce Platform Strategic Planning for Innovative Entrepreneurial Firms

Platform for incubator and incubate information flows:
Similarly, Start Up Rocket’s blog facilitates an information channel between the incubator and incubatees and can be utilized to discuss new initiatives of the incubator in combination with learning services.

Networking facilities to encourage collaborative learning and community sharing:
Start Up Rocket’s blog has the potential to facilitate collaborative learning and community sharing however does not function for these services.

5.2.2 E-Ventures
E-Ventures utilize a highly successful e-commerce platform. The incubator’s funds and mission are invested where consumer internet, media and mobile intersect. Cloud Valley can benefit from some of E-Ventures e-commerce platform, which have resulted in indirect increase sales for the company as well as creating a more efficient operating system for the company.

Best Practices Applicable to Cloud Valley
Client profiling on incubator website
E-Ventures offers a great online presence for their incubatees with a highly efficient functioning client profile. The incubatee’s logos and names are all clearly identified. Furthermore, each incubatees industry is stated, a short summary on the company provided and a link readily available to the incubatee’s business site. Extra online leveraging is also utilized with social media profiles, including Tech Cruch, twitter and facebook as well as public relations (e.g. Tech Crunch, business insider). Cloud Valley
would benefit from replicating this best practice as they currently do not provide sufficient information on their incubatees and not all incubatees are satisfied with their current level of online exposure.

Platform for incubator to incubate information flows:
E-Ventures utilises a news component on their website to facilitate an information channel between the incubator and incubatees. The news forum consists of new business developments, new mergers, acquisitions and contracts.

5.2.3 Y Combinator
Y Combinator is another successful incubator which shows great promise in addressing the opportunities highlighted in the findings from this project’s utilised methodologies. Since Y Combinator’s launch in 2005, they have funded 550 start-up companies including Loopt, Scribd, Xobni, Cloudkick, Arofs, SocialCam, 42Floors and Exec. Y Combinator has a highly efficiently functioning e-commerce platform, which can be attributed to a great deal of the incubator’s success.

Best Practices Applicable to Cloud Valley
Client Profiling on the Incubator’s website:
Y Combinator PostHaven (separate from the website) utilizes a blog e-commerce platform. The blog consists of a successful client profiling system where the developed start-up companies are displayed. The blog showcases detailed synopsizes on incubate companies from within the incubator (founded information, product/service information/company situation). Furthermore, the blog links to PR news stories, the incubatee’s
business website and to other founders where applicable. In addition, the incubatee’s online presence is leveraged through the use of social media profiles including the likes of Tech Crunch, Twitter, LinkedIn and Facebook. Public Relations are also utilised including business insides, Forbes and Wikipedia.

Platform for IT Support and Services:
Y Combinator’s online site offers a Library system for incubatees to facilitate a platform for IT support and services. The Library incorporates written information on different topics from business to information technology help and education. Furthermore, Y Combinator’s news e-commerce platform gives incubatees the opportunity to ask questions relating to IT support on the forum. This practice of Y Combinator has been acknowledged as highly successful and rated highly among all parties. Cloud Valley would benefit from implementing this form of IT support so support is offered on a 24/7 basis and does not require the use of incubator personnel. Furthermore, some employees of Cloud Valley incubatees feel there is an opportunity for greater level of IT support to be offered by Cloud Valley.

Platform for Incubatee and Incubator information flows:
Similarly, Y Combinator’s News e-commerce platform offers an information platform between the incubator and their incubatees. The news platform shows all relevant information regarding business development to IT news items published. Incubatees are given the opportunity to ask questions to the incubator as well as other incubatees.
Furthermore, comments can be made relating to news items and new jobs within the incubator are advertised to incubatees.

Networking facilities to encourage collaborative learning and community sharing: Y Combinator provides both offline and online activities to facilitate collaborative learning and community sharing. Offline activities include weekly dinners are arranged to discuss topics and promote information sharing. Online activities implemented by Y Combinator include a job section within the incubator’s news e-commerce platform and opinion sharing through social commenting and question asking platform, similar to a blog approach.
6. Recommendations

Prior to discussing the recommendations, it is important to reiterate our definition of e-commerce as it is applied in this report. The definition chosen refers to a non-traditional method of e-commerce as it includes the flow of information between parties. Different to a traditional approach, this definition frames e-commerce as a platform for indirect selling of goods or services. By incorporating indirect sales into the definition of e-commerce platform activities, the application of such a platform for an incubator has a greater relevance and applicability. This is due to the nature of incubators, as direct sales platforms have been shown to be less useful and/or ineffective for the on-sale of incubatees’ goods and services, as discussed earlier in the report. Thus, the proposal outlined focuses on indirect sales through e-commerce platforms as the most effective manner for incubators, rather than the traditionally defined use of e-commerce for direct selling.

Based on the expectations from Cloud Valley, the findings from current incubatees’ responses, and the best practices study, we propose a three-stage recommendation. The first stage is to provide more detailed information regarding incubatees’ company profile on Cloud Valley’s official website to increase their online exposure and attract more investors and consumers. The second and third stages are all about building a separate e-commerce platform from the current official website to enhance the communication and information/knowledge sharing both between Cloud Valley and the incubatees and among the incubatees themself. This recommendation will be illustrated in more detail.
and followed by the suggested implementation plan.

Prior to discussing the three stages in detail it is important to clarify the reasoning behind why each of the stages were chosen and how they relate to each other not only in their overall purpose, but also in the specific function choices that were made. The three stages have been identified as a linear timeline for implementation. They have been ranked in order of importance, stage one being relevant for the short-term progression, and stages two and three relevant for long-term success. Each of these stages adds value to the main issue and the broken down three overarching issues found in the analysis from both Cloud Valley incubator staff and incubatees. These main issue being that Cloud Valley is a newly established incubator and therefore has not reached their full capabilities in terms of online marketing exposure, communication transparency and educational services, and online networking and knowledge sharing.

The three issues outlined earlier in the report as as follows:

**Issue Statement One:** Online marketing exposure

**Issue Statement Two:** Communication transparency and educational services

**Issue Statement Three:** Knowledge sharing and networking

These issues are directly related to the three stages on sequential order. Thus, each of the dominant areas for opportunity recognition identified by the company and incubatees have been responded to through the following recommendations.

Secondly, the specific functions chosen within each of the stages have been chosen on the
basis of two principles. One, the best practice methods from the empirical research were chosen based on the applicability for not only the current stage in which it is being implemented, but also its applicability to the long term goals. Two, the primary data requirements outlined in the findings were taken into consideration when choosing the relevant functions for Cloud Valley. This ensured that both the needs of Cloud Valley and best practice methods were combined within each of the stages. Furthermore, by incorporating the choice of functions based on the applicability of each choice to all of the stages, the specific actionable decisions incorporated both the short and long-terms goals of the company. This ensures that the maximum effectiveness and benefits of the recommendations can be achieved within the most effective manner, considering facets including cost, ease of implementation, timeliness and personnel demands.

6.1 Stage One: Incubatee Profiling

Stage One relates to Issue Statement One, online marketing exposure. The solution to improving online marketing exposure is to advance Cloud Valleys website and provide client profiling of incubatee companies.

The official website of Cloud Valley currently only provides an incubatees’ company name, logo, and specialized industry to website visitors. However, both the incubator and the incubatees expressed their interests in more online exposure through this website. This would assist potential investors, potential incubatees and end consumers to build awareness of the companies. Company profiling would not only increase sales leverage, but also increase long-term success of the entire incubator by attracting more and also
higher potential investors for incubatees, as well as attracting better incubatee companies in the future by improving the incubator brand credibility.

As discussed within the empirical research, best practice methods were researched from successful incubators overseas. From these incubators marketing leverage was examined within the companies’ websites and also other online leverages. From this it was identified that company profiling, social media, and PR activities were used to leverage the brand of incubatees within the incubator. The following table lists in greater detail the specific facets of what each company used in also comparing the actions taken by Cloud Valley in Table 2.

<table>
<thead>
<tr>
<th></th>
<th>STARTUP ROCKET</th>
<th>E-VENTURES</th>
<th>Y-COMBINATOR</th>
<th>Cloud Valley</th>
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<tbody>
<tr>
<td>Profile on website</td>
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<tr>
<td>Profile on Blog</td>
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<tr>
<td>Company names</td>
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<td>Website link</td>
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<tr>
<td>Industry Stated</td>
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<tr>
<td>Summary</td>
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<tr>
<td>Logo shown</td>
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<td>Social media</td>
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<td>Public Relationship</td>
<td>√</td>
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Table 2: Comparison between best practices and Cloud Valley for Stage One

After identifying the actions taken by the best practice cases, it is evident which areas
Cloud Valley could improve upon. As a result, the chosen improvements for implementation look at the areas not undertaken by the incubator as well as the overall needs and requirements of the following stages and incubator and incubatee requirements. Thus the proposed incubatee company profile contents for Cloud Valley include:

**Company Name**

**Company Logo**

**Specialized Industry**

**Customized Company Bio:** This Bio should contain some customized information regarding the incubatees’ products and services to attract investors and/or consumers at a glance. For example, the Bio of a medical equipment manufacture could list the acquired production qualifications.

**Contact Information:** Assists the interested entities to communicate with the incubatees.

**Company Website Link:** Assists the interested entities to gain more information about the individual companies, their products and services, and aids future sales.

<table>
<thead>
<tr>
<th>Features</th>
<th>Reasoning</th>
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<tbody>
<tr>
<td>Company Name</td>
<td>Identifier</td>
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<tr>
<td>Company Logo</td>
<td>Identifier</td>
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<tr>
<td>Industry</td>
<td>Identifier</td>
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<tr>
<td>Customised summary</td>
<td>Information teaser</td>
</tr>
<tr>
<td>Contact Information</td>
<td>Links to end sales</td>
</tr>
<tr>
<td>Website link</td>
<td>Links to end sales</td>
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</tbody>
</table>
6.2 Stage Two & Three: E-commerce Platform

Cloud Valley currently does not have a dedicated and effective communication channel with its incubatees. Contact is currently made via phone, e-mail, and QQ groups (an independent social networking media), and gathering such as “IT Tea Parties” to share information. From on-site investigations, the proposal suggests an e-commerce platform be developed specializing in information and knowledge sharing. This will provide a much more efficient and effective communication channel between the incubator and incubatees, as well as between incubatees. The site can be used to not only aid communication and information transparency, but also enhance the usage of the pre-existing intangible resources available as well as adding additional self-study tools for incubatees. Considering the newness of Cloud Valley and the urgency for the different types of information flows needed, it is suggested that Cloud Valley build and complete this recommended e-commerce platform in two stages. Thus, the following stages two and three can be implemented sequentially or in combination, as they both require the use of the same new e-commerce platform development. The Choice of the type of ecommerce platform will be discussed in stage two, along with specific functions, which will be outlined within both stages two and three.

6.3 Stage Two: E-commerce Platform as a Dedicated Business Service Unit

Stage Two relates to Issue Statement Two, communication transparency and educational services. The target solution is to create a new e-commerce platform dedicated business service unit that provides IT and business related education services.
In stage two, the purpose of the development of an e-commerce platform is predominately to improve the one-way information flow from Cloud Valley to the incubatees. In this stage of the platform, only the incubator provides related services and online learning materials in order to support the growth of the incubatees. It also acts as a platform where the incubator can provide incubatees with currently relevant knowledge about the events and happenings within the incubator, as well as external events, which could benefit the incubatees. The following table outlines the best practice methods of the example companies in relation to cloud valley in order to identify ways in which the opportunities identified by the incubator and incubatees can be implemented.

<table>
<thead>
<tr>
<th></th>
<th>STARTUP ROCKET</th>
<th>E-VENTURES</th>
<th>Y COMBINATOR</th>
<th>Cloud Valley</th>
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<tbody>
<tr>
<td>Blog</td>
<td>√</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>App</td>
<td></td>
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<tr>
<td>Forum</td>
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<tr>
<td>News board</td>
<td></td>
<td>√</td>
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<td></td>
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<tr>
<td>Library</td>
<td></td>
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<td></td>
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<tr>
<td>Written articles</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td></td>
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<tr>
<td>Video articles</td>
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Table 3: Comparison between best practices and Cloud Valley for Stage Two

The overall e-commerce platform type chosen is a forum. This was due to the flexibility of the medium and then exposure benefits. For example, in relation to the other modes such as a blog format, a forum allow the information to be aggregated and filed within related categories ideal for education facilities which a blog does not allow for. However a simple library type platform, for example, would not allow for two way communication.
and interaction as proposed in stage three. Another benefit that a forum offers in addition to the organization and interaction benefits, it the ability to restrict interaction to only authorized users. This allows more control over the site that is not available on blogs for example. Also, an additional benefit is the ability to showcase this platform to the public so that third parties such as potential investors and incubatees can see the information. This ability ads value to the overall incubator brand and facility traction and in turn, the attractiveness of individual incubatee companies. This ability, whilst holding the other benefits of organization and interaction would not be available if a more traditional platform were to be used such an intranet, an internal e-commerce platform only visible to users. Thus, a forum has been chosen as the most beneficial and effective short and long-term platform type for the e-commerce site development for Cloud Valley.

Based on the needs of the incubatees’ and the study of successful cases (Table 3) a Notice Board and a Library Directory are proposed as the two major contents of the platform. This incorporates both the information transfer from incubator to incubatees, and also facilitates educational purposes through the library ability. The two overarching facets of the e-commerce platform are discussed in more detail below.

**Notice Board-From Incubator:** Here Cloud Valley is suggested to post newly released initiative policies, laws, regulations, and rules to help the incubatees with compliance to the legal changes in a timelier manner. The information and application options for industry trade and fair events are also suggested to be posted here as the incubatees may have more positioning power if the incubator makes group booking applications which could provide incubatees with better stalls or booths during the trade and fair events. Cloud Valley’s networks with the government departments and the organizing parties
would also assist in the benefits brought to the incubatees. Lastly, the notice board can act as a general platform for dispersing any new information on the happenings and events within the incubator or external to the incubator that would be beneficial to incubatees.

**Library Directory:** Within the library dictionary, articles and video tutorials regarding IT and business related information and motivation tips are suggested to be included. The purpose of such information is to facilitate the self-studying of the incubatees. Also, industry map plots including various products and services on the market should be showcased in order to assist incubatees to discover additional niche markets to expand their businesses. Additionally, links to contacts within the incubators including incubatees could be provided under the different subsections in relation to relevance (details will be discussed by Group B: Designing an Internet-based Platform for Collaborative Innovation).

<table>
<thead>
<tr>
<th>Features</th>
<th>Reasoning</th>
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</thead>
<tbody>
<tr>
<td><strong>Notice board</strong></td>
<td>Pushes information to Incubatees</td>
</tr>
<tr>
<td>Outlining new initiative policies</td>
<td>Legal changes</td>
</tr>
<tr>
<td>Trade and fair information and application options</td>
<td>Application benefits</td>
</tr>
<tr>
<td><strong>Library Directory</strong></td>
<td>Facilitate learning</td>
</tr>
<tr>
<td>IT information (Articles/video tutorials)</td>
<td>Industry related learning</td>
</tr>
<tr>
<td>Business information &amp; marketing information (Articles/video tutorials)</td>
<td>Industry related learning</td>
</tr>
<tr>
<td>Motivation Assistance (Articles/video tutorials)</td>
<td>Operational incentive</td>
</tr>
<tr>
<td>Industry Map (Group B)</td>
<td>Opportunity identification</td>
</tr>
</tbody>
</table>
6.4 Stage Three: E-commerce Platform (Advanced) for Knowledge Sharing and Networking

Stage Three relates to Issue Statement Three, knowledge sharing and networking opportunity. The target solution is to provide an online communication platform for facilitating knowledge sharing and dialogue between incubatees and incubator and incubatees.

During the third stage, it is recommended that an effective two-way communication if encouraged online between both Cloud Valley and the incubatees and amongst the incubatees themself. On the basis of Stage Two, Stage Three advances upon the existing platform by providing more interactive functionalities.

<table>
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<tr>
<th></th>
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<th>E-VENTURES</th>
<th>Y COMBINATOR</th>
<th>Cloud Valley</th>
</tr>
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<tbody>
<tr>
<td>Question ability</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Comment ability</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Dinner gatherings</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Jobs search</td>
<td></td>
<td>✓</td>
<td></td>
<td>✓</td>
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</tbody>
</table>

**Table 4: Comparison between best practices and Cloud Valley for Stage Three**

The above table outlines collaborative techniques used by other incubators in both the on and offline modes. This helps to identify the areas in which online interaction can facilitate offline activities and better streamline the process of connecting incubatees together to maximize the resources of their fellow incubatees. Again, Stage Three is most beneficial within the long-term development of the incubator as it facilitates growth as
the size of incubatees increases. This will ensure that interaction and knowledge sharing is continued and developed despite incubator size. The functions chosen for this stage are reflective once again, of the needs and requirements of the incubatees in combination with the best practice activities. The overall content of the e-commerce platform is as a result extended to incorporating three basic functions; Notice Board from Incubator, Notice Board from Incubatees and the Library. Thus, now two notice boards are provided and additions are inserted to the library directory which are highlighted below. Commenting ability is applied to all of the pre-existing sections as well as all new sections.

**Notice Board-From Incubatees:** The incubatees can also post latest knowledge and short-term assistance needs from other incubatees to the board to reinforce the information/knowledge sharing and networking among the tenants.

**Library Directory:** Cloud Valley could also list out some recommended outsourcing companies to the Directory and adding an Ask Question feature to facilitate the circulation of intangible resources within Cloud Valley; and an interactive feature of comment could also be enabled to all areas as mentioned above.
## E-commerce Platform Strategic Planning for Innovative Entrepreneurial Firms

<table>
<thead>
<tr>
<th>Features</th>
<th>Reasoning</th>
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<tbody>
<tr>
<td>Notice board: Incubator</td>
<td>Pushes information to Incubatees</td>
</tr>
<tr>
<td>Outlining new initiative policies</td>
<td>Legal changes</td>
</tr>
<tr>
<td>Trade and fair information and application options</td>
<td>Application benefits</td>
</tr>
<tr>
<td><strong>Notice Board: Incubees</strong></td>
<td><strong>Facilitates two way communication</strong></td>
</tr>
<tr>
<td>Incubates looking to gain assistance from other on a project</td>
<td>Knowledge sharing</td>
</tr>
<tr>
<td>Latest knowledge sharing</td>
<td>Knowledge sharing</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Features</th>
<th>Reasoning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library Directory</td>
<td>Facilitate learning</td>
</tr>
<tr>
<td>IT information (Articles/video tutorials, Cloud Valley business networks, “Ask Question” features)</td>
<td>Industry related learning</td>
</tr>
<tr>
<td>Business information &amp; marketing information (Articles/video tutorials, Cloud Valley business networks, “Ask Question” features)</td>
<td>Industry related learning</td>
</tr>
<tr>
<td>Motivation Assistance (Articles/video tutorials)</td>
<td>Operational incentive</td>
</tr>
<tr>
<td>Industry Map (Group B)</td>
<td>Opportunity identification</td>
</tr>
<tr>
<td>Comment ability for ALL AREAS</td>
<td>Interaction ability</td>
</tr>
</tbody>
</table>
The structure in Figure 1 summarizes this three-stage recommendation.
Figure 1: The structure diagram of the three-stage recommendation

The above figure outlines a summary of each of the stages within the one recommendation plan. This is done to reiterate the importance of the connection between the recommendation stages and how each stage complements the later stages.

7. Implementation Plan

The implementation plan addresses a proposed method for putting the recommendations into action. The activities and role assignment has been briefly discussed along with the suggested timeline of implementation. This will assist in gaining an understanding as to how these recommendations can be done within Cloud Valley. Currently available resources have been used were possible to minimize unnecessary cost and take advantage of the resources at hand. Please refer to Group C’s recommendations for financing effectiveness.

The below image is a graphical depiction of the suggested implementation plan for the stages which will be discussed in greater detail.
The implementation time period has been designed in accordance with the current activities of Cloud Valley. The marketing employees of Cloud Valley have already begun collecting incubatee company information for Stage One company profiling. Therefore, we suggest Cloud Valley focuses on Stage One in short-term and implement Stage Two and Three in the long run. Stage Two and Three will also have more applicability for Cloud Valley as the incubator undergoes growth.

Personnel have also been indicated in the timeline to show who could undergo the different activities. It is suggested that the Cloud Valley marketing staff should handle the implementation of company profiling, Stage One, as well as maintenance in terms of renewing incubatee information and so forth. Secondly, as the CEO of Cloud Valley is also responsible for Ming Network, which specializes in the IT and e-commerce platform building industry, we recommend Cloud Valley outsourcing the setup of Stage Two and Three to Ming Network, however it would be beneficial to build its own IT team for
Further future maintenance. Content for Stage Two should be provided by Cloud Valley and for Stage Two and Three, Cloud Valley and Cloud Valley incubatees should drive content creation. More information on personnel requirements can be found in Group A’s recommendations.

Lastly, financial resources are addressed in the development and maintenance of the stages. The costs of Stage One includes the related website alteration costs and personnel. The costs for Stage Two and Three include the e-commerce platform development and follow up maintenance costs. Additional Cloud Valley personnel costs could also be incurred dependent upon the demands of the platform.

8. Impact Analysis

As previously mentioned, three dominate growth opportunities have been identified for Cloud Valley. As the below table highlights, each of these opportunities have been captured within the recommendations provided within this report by the different stages. Thus, these recommendations provide a strategic plan which maximizes the potential benefits that can be brought to Cloud Valley in terms of e-commerce opportunities.

<table>
<thead>
<tr>
<th></th>
<th>Online Exposure</th>
<th>Information Transparency &amp; Platform Services</th>
<th>Knowledge Sharing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunity from incubators expectations</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Incubatees feedback</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Best practice</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
Stage one  
√

Stage two  

Stage three  
√  √

<table>
<thead>
<tr>
<th>Stage</th>
<th>√</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage two</td>
<td></td>
</tr>
<tr>
<td>Stage three</td>
<td>√</td>
</tr>
</tbody>
</table>

Table 5: Opportunities addressed by each Stages

By implementing the three-stage recommendation the four key stakeholders for Cloud Valley have been addressed. These are the incubator, incubatees, external potential investors, and potential end consumers of incubatee products. These could gain both internal and external benefits as seen in the Table 6 below.

<table>
<thead>
<tr>
<th>Incubator</th>
<th>Incubates</th>
<th>Investors</th>
<th>End Consumers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Enhanced IT infrastructure</td>
<td>• Marketing and promotion leverage</td>
<td>• More accessible info</td>
<td>• Simplified browsing procedures</td>
</tr>
<tr>
<td>• Improved communication with incubates</td>
<td>• Increased support on IT services and resources</td>
<td>• Enhanced exposure and online presence</td>
<td>• More innovative products and services</td>
</tr>
<tr>
<td>• Attract more incubates</td>
<td>• Better understanding of the internal environment</td>
<td>• Indirect sales leverage</td>
<td>• More accessible information</td>
</tr>
<tr>
<td>• Better understanding of the internal environment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>External</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Profit growth</td>
<td>• Enhanced exposure and online presence</td>
<td>• Simplified browsing procedures</td>
<td>• More accessible information</td>
</tr>
<tr>
<td>• Enhanced exposure and online presence</td>
<td>• Indirect sales leverage</td>
<td>• Easier to track incubator and incubatee’s relationship</td>
<td>• More innovative products and services</td>
</tr>
<tr>
<td>• Increased investor interest</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 6 Benefits for internal and external stakeholders

For Cloud Valley: With the enhanced IT infrastructure, communication and networking channel within the industrial park, Cloud Valley can gain better understanding of its tenants and assists its tenants to grow. Through more online exposure and better services provided, Cloud Valley can attract more potential incubatees to join and increase its revenue.
For incubatees: With more online and offline promotion, available intangible resources and support, and networking opportunities, the incubatees can grow faster and enhance and develop their competitive advantages, therefore attracting more investors and end consumer sales.

For investors: The simplified browsing procedures provide more available information to potential investors including angel investors and venture capitalists. These stages can aid them in identifying more profitable projects for investment before in a easier and less time consuming manner.

For consumers: As incubatee’s products become more competitive within the market space, there will be more quality products with lower prices available to end consumers. The simplified browsing procedures also provide more available information to the consumers in a way that is easy and quick to locate.

In conclusion, by implementing this three-stage recommendation, Cloud Valley will be able to strategically enhance the official website functionalities, the information flows between both internal and external parties with more effective and efficient processes, which will in turn enable Cloud Valley and its incubatees are grow together to achieve greater success.

9. Limitations

In developing strategic planning, it is imperative that weaknesses of the strategy be identified as the expected success can alter with implementation. Thus limitations have
been identified within this project to highlight areas in which further certainty could be enhanced as with any pre-implementation strategy.

Limited time spent with Cloud Valley has been identified as the dominant weakness of this proposal. By engaging more time resource with the company directly, more extensive data collection and consultations could be gathered to add further credibility and certainty to the recommendations outlined in the report. Justification and customization could also be improved through gaining further insight into the needs and demands of each of the parties involved.

Secondly, the data collection could also be extended to potential investors and potential incubatees. This would better align the recommendations in order to appeal more to these stakeholders as they hold a pivotal role in the overall success of the incubator. Thus, primary data collection would aid the secondary data collection to further customize the included functions and usages of the recommendations.

Lastly, greater insight into the current resources of the incubator would assist in developing a more in-depth implementation plan. Gaining greater understanding of the available resources would also assist to further customize the recommendations to ensure the applicability and connectedness to offline practices in better customizing these facets.


10. Closing Remarks

E-commerce has developed great importance over the past years, and is now a critical component of any business domain. In order to maximize profits, e-commerce platforms and opportunities must be exploited as essential for not only marketing a company on the global platform, but also internally as a tool for heightened business efficiency and overall effectiveness. Thus, the topic of e-commerce platform strategic planning for Cloud Valley plays a pivotal role in the development of the company in both the short and long-term future.

In taking on this project for Cloud Valley, initial solid background research was conducted around defining the topic. As more information was received from the company the proposal direction and definition of the overall goal was accordingly adjusted to best match the required actions that would provide the highest benefits for Cloud Valley and its incubatees.

In conducting initial research, the opportunities presented within the e-commerce sector area of business development were identified. These opportunities stemmed from the initial issues presented by the incubator and later, by the incubatees. The issues of online marketing exposure, communication transparency and educational services and, knowledge sharing and networking, formed the basis for the recommendations and research outlined in this report. In addressing these identified issues, the recommendations were developed based upon data collection, both qualitative and quantitative, along with in-depth research of best practice methods taken by well-
established incubators globally. In combining these data collection sources, the recommended best practice methods were selected from the market place that best aligned to the needs of Cloud Valley. The recommended choices were also grounded in long-term thinking to ensure the expansion and cost efficiency of the developments. Thus, the implementation plan outlined also addresses the need for long-term thinking in utilizing the current resources at hand in the most effective manner. As a result the report provides a short and long term strategy plan for Cloud Valley, which benefits all key stakeholders including the incubator, incubatees, potential incubatees, potential investors, and potential end-consumer sales.

In concluding, this strategic e-commerce proposal identifies the key areas of opportunity for improvement within Cloud Valley. These opportunities for improvement correspond directly to the recommendations outlined in order to maximize the benefits of e-commerce for Cloud Valley. Cloud Valley has great potential for further development within the online space, which in turn holds opportunities for overall business development. Thus this project is seen to present significant benefits to Cloud Valley seeking to prosper the business in the near future.
Reference


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Appendix

Appendix A: E-commerce Application

Prominent Applications of the Internet in the Value Chain

Firm Infrastructure
- Web-based, distributed financial and ERP systems
- On-line investor relations (e.g., information dissemination, broadcast conference calls)

Human Resource Management
- Self-service personnel and benefits administration
- Web-based training
- Internet-based sharing and dissemination of company information
- Electronic time and expense reporting

Technology Development
- Collaborative product design across locations and among multiple value-system participants
- Knowledge directories accessible from all parts of the organization
- Real-time access by R&D to on-line sales and service information

Procurement
- Internet-enabled demand planning; real-time available-to-promise/capable-to-promise and fulfillment
- Other linkage of purchase, inventory, and forecasting systems with suppliers
- Automated “requisition to pay”
- Direct and indirect procurement via marketplaces, exchanges, auctions, and buyer-seller matching

Inbound Logistics
- Real-time integrated scheduling, shipping, warehouse management, demand management, and planning
- Advanced planning and scheduling across the company and its suppliers
- Dissemination throughout the company of real-time inbound and in-progress inventory data

Operations
- Integrated information exchange, scheduling, and decision making in in-house plants, contract assemblers, and components suppliers
- Real-time available-to-promise and capable-to-promise information available to the sales force and channels

Outbound Logistics
- Real-time transaction of orders whether initiated by an end consumer, a sales person, or a channel partner
- Automated customer-specific agreements and contract terms
- Customer and channel access to product development and delivery status
- Collaborative integration with customer forecasting systems
- Integrated channel management including information exchange, warranty claims, and contract management (versioning, process control)

Marketing and Sales
- On-line sales channels including Web sites and marketplaces
- Real-time inside and outside access to customer information, product catalogs, dynamic pricing, inventory availability, on-line submission of quotes, and order entry
- On-line product configurators
- Customer-tailored marketing via customer profiling
- Push advertising
- Tailored on-line access
- Real-time customer feedback through Web surveys, opt-in/out marketing, and promotion response tracking

After-Sales Service
- On-line support of customer service representatives through e-mail response management, billing integration, co-browse chat, “call me now,” voice-over-IP, and other uses of video streaming
- Customer self-service via Web sites and intelligent service request processing including updates to billing and shipping profiles
- Real-time field service access to customer account review, schematic review, parts availability and ordering, work-order update, and service parts management

(Porter, 2001)
Appendix B: E-commerce Management

FIGURE 7 - THE E-COMMERCE PLANNING MODEL

TABLE 7 - POTENTIAL MANAGEMENT ISSUES IN E-COMMERCE PLANNING

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Issue</th>
</tr>
</thead>
</table>
| Strategy  | 1. Important to accurately determine the strategic direction of the organization  
|           | 2. Ensure that adoption of e-commerce venture is compatible with existing strategies  
|           | 3. Important to secure active involvement of organization’s leadership  
|           | 4. Need strategic support for organizational learning |
| Finance   | 1. Determine funding required to support the venture to self-sufficiency  
|           | 2. Ensure that ample funding is available  
|           | 3. Determine if venture is likely to provide positive returns |
| Legality  | 1. Be aware of taxation requirements with applicable jurisdictions  
|           | 2. Determine that venture is legal in all regions targeted by venture  
|           | 3. Be cognizant of legal implications of requests for personal information in varying jurisdictions |
| Logistics | 1. Determine if organization is able to deliver product to potential customers  
|           | 2. Determine if necessary technological infrastructure is in place to reach potential customers |
| Marketing | 1. Develop strategies to establish trust between transacting parties  
|           | 2. Provide linguistic translations where necessary  
|           | 3. Ensure that the message being delivered is neutral in all target cultures  
|           | 4. Develop strategies to overcome customer concerns with technology issues  
|           | 5. Consider target consumers’ innovation traits |
| Operations| 1. Determine if skilled staff is available to operate venture  
|           | 2. Develop policies to train or retain staff  
|           | 3. Consider potential downsizing implications of new venture  
|           | 4. Determine organization’s ability to accept payment for transactions |
| Security  | 1. Minimize potential for attacks against information in transit  
|           | 2. Minimize potential for attacks against title of storage of information |
| Technology| 1. Consider download time in development of site  
|           | 2. Recognize technological limitations in replicating the five senses |

(Kao & Decou, 2003)
Appendix C: Survey Questionnaire

E-commerce survey

Dear Ladies/Gentlemen:
We are members of the “E-commerce platform strategic planning for innovative entrepreneurial firms” project, which is conducted by City University of Hong Kong and the University of Queensland students. The primary purpose of this project is to provide strategic advice regarding the e-commerce platform of Cloud Valley, Nanshan Hi-tech Incubator. In order to gather more relevant information about the tenants of Cloud Valley, you are invited to fill in the following survey. Your opinions are appreciated and the data gathered will be used for this project research only.

Yours sincerely,

Project members from City University of Hong Kong /the University of Queensland

June 2013

1. Specialized Industry : ________________
2. What stage of development is your business?
   A. Just starting  B. Development Phase  C. Implementation Phase  D. SME (Small to Medium Enterprises)

Please choose the best description of the following questions.

<table>
<thead>
<tr>
<th>Question</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. How satisfied are you with the promotion of your product/service on the market?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. How satisfied are you with the services provided by the incubator?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. How satisfied are you currently with your online presence?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Are you satisfied with</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
7. How satisfied are you with the training provided by the incubator?

End.

Thank you!
Appendix D: Survey Results Summary

We randomly distributed 100 surveys to incubates’ employees. The data processing was conducted on the 97 recalled valid questionnaires. The survey results are shown in the below.

Figure 1 Satisfaction with existing products/services promotion

Figure 2 Satisfaction with IT resources and support provided

Figure 3 Satisfaction with company networking procedures

Figure 4 Satisfaction with training provided by the incubator
Appendix E: Incubatee Interview Summary

Incubatee Interview Summary

- Incubatee's who would like:
  - More online exposure: 14
  - More business services: 12
  - More efficient networking platform: 8

Appendix F: Interview Records-Incubator

Key Interview Data

<table>
<thead>
<tr>
<th>Name of Interviewee</th>
<th>Dr. Lin, Zhaoyu</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company</td>
<td>Shenzhen Nanshan Hi-tech Incubator</td>
</tr>
<tr>
<td>Title</td>
<td>Director</td>
</tr>
<tr>
<td>Date and Time of Interview</td>
<td>June 25th, 2013, 9:30am</td>
</tr>
<tr>
<td>Location of Interview</td>
<td>Cloud Valley</td>
</tr>
<tr>
<td>Name of Interviewer</td>
<td>XU, Xiaoguang Gloria</td>
</tr>
</tbody>
</table>

Objectives/Desired Outcomes

- To understand the information flow between incubator and incubatees
- To learn activities held by incubator to help the promotion of incubatees’ products

Questions and Answers
Q: What do you think is the main role of incubator in assisting its incubatees?
A: The incubator doesn’t get involved in the business processes of incubatees. We mainly functions as a bridge – providing more opportunities and information for incubatees to get access to potential investors, cooperative partners, customers and so forth.

Q: In general, how does the incubator communicate with incubatees?
A: Information is mainly distributed through website, SMS platform, email, phone etc.

Q: How do incubatees communicate with each other? Is there any platform for their communication?
A: Yes. We hold a lot of activities for incubatees especially for those start-ups such as IT Tea Party, Get in Tech Salon, which appear to very successful. And many incubatees take an active part in these kinds of activities.

Q: Has Nanshan had some approaches to help incubatees promote their products and services? Is there any online promotion plan for them?
A: We help incubatees to get more chance participating in national exhibition like China Hi-tech Fair. We also organize national exchange for incubatees to broaden their horizons while providing them a chance to promote their products. We do have some online promotion on our website but at this stage, it might not be as effective as offline activities because the online exposure of our website is not much enough. I think this is also a problem for Cloud Valley.

Q: Does Nanshan provide any IT support like facilitate and training for its incubatees?
A: Yes. Firstly, topics in Get in Tech Salon will be related to IT sometimes. Second, we help to integrate IT resources in different incubatee companies. At last, Nanshan has a technology training center.
### E-commerce Platform Strategic Planning for Innovative Entrepreneurial Firms

**Key Interview Data**

<table>
<thead>
<tr>
<th>Name of Interviewee</th>
<th>Mr. Fang, Weiquan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company</td>
<td>Nanshan Cloud Valley</td>
</tr>
<tr>
<td>Title</td>
<td>Assistant Manager of Marketing</td>
</tr>
<tr>
<td>Date and Time of Interview</td>
<td>June 25th, 2013, 11:00am</td>
</tr>
<tr>
<td>Location of Interview</td>
<td>Cloud Valley</td>
</tr>
<tr>
<td>Name of Interviewer</td>
<td>XU, Xiaoguang Gloria</td>
</tr>
</tbody>
</table>

**Objectives/Desired Outcomes**

<table>
<thead>
<tr>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>• To understand the information flow between incubator and incubatees</td>
</tr>
<tr>
<td>• To learn activities held by incubator to help the promotion of incubatees’ products</td>
</tr>
</tbody>
</table>

**“Must Know” Background**

<table>
<thead>
<tr>
<th>The Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nanshan Cloud Valley (the Valley) is one of the fifteen sub-incubators under NSI. The Valley predominately focuses on the incubation for the three strategical industries; high-end digital and information technology, bio-medical science, and new energy and new materials. Whilst also focusing on cultural and creative industries in line with the policies of Nanshan District. Among its incubatees, the Valley, which includes a national cloud computing center, takes the Internet and e-commerce related business practices (such as cloud computing, online games, and logistic networking) as priority.</td>
</tr>
</tbody>
</table>
Questions and Answers

Q: What kind of activities Cloud Valley hold to help incubatees communicate with each other?
A: We have lectures, CEO Golf and IT Tea Party for incubatees, in which they can have a face-to-face talk with each other. These are good chances for the incubator itself to learn more about incubatees and seek cooperative opportunities.

Q: How do you usually distribute information about these kinds of activities within the incubator?
A: We have QQ group, which is often used as information distribution platform. Some notices are put on website of Ming Network. Invitations will also be sent to each incubatee and we will confirm their participation through phone.

Q: You mentioned about the website of Ming Network. Does Cloud Valley have its own official website?
A: Yes, Cloud Valley has constructed its official website since 2011 but there is still much work to do. We use website of Ming Network for information distribution in present.

Q: Has Cloud Valley had some approaches to help incubatees promote their products and services?
A: We help incubatees to get more chance participating in national exhibition like China Hi-tech Fair. However this relies more on the help from Nanshan.

Q: In this stage, do incubatees in Cloud Valley have some cooperative relationship with each other?
A: There is not much cooperative relationship in terms of business in this stage among incubatees. Cloud Valley is set up as an enterprise, so we hope the incubator itself will have some cooperative opportunities with some incubatees in the future.
Key Interview Data

<table>
<thead>
<tr>
<th>Name of Interviewee</th>
<th>Mr. Zheng, Yujie</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company</td>
<td>Cloud Valley, Ming Network</td>
</tr>
<tr>
<td>Title</td>
<td>CEO</td>
</tr>
</tbody>
</table>
| Date and Time of Interview | May 29th, 2013, 16:00pm  
June 25th, 2013, 11:00am |
| Location of Interview | Cloud Valley |
| Name of Interviewer | XU, Xiaoguang Gloria, Chu, Ka Chun Gordon |

Objectives/Desired Outcomes

<table>
<thead>
<tr>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>• To gain basic knowledge on clients expectations and current development status</td>
</tr>
<tr>
<td>• To learn Cloud Valley’s attitude and plan for the e-commerce platform</td>
</tr>
</tbody>
</table>

“Must Know” Background

<table>
<thead>
<tr>
<th>The Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nanshan Cloud Valley (the Valley) is one of the fifteen sub-incubators under NSI. The Valley predominately focuses on the incubation for the three strategical industries; high-end digital and information technology, bio-medical science, and new energy and new materials. Whilst also focusing on cultural and creative industries in line with the policies of Nanshan District. Among its incubatees, the Valley, which includes a national cloud computing center, takes the Internet and e-commerce related business practices (such as cloud computing, online games, and logistic networking) as priority.</td>
</tr>
</tbody>
</table>
Questions & Answers

Q: What is the main resource of revenue for Cloud Valley?
A: We provide rental service and property management service for our tenants and we gain profit from rent, administrative fee etc. Both of Cloud Valley and Ming Network provide services to tenants.

Q: Do you have plan for setting up electronic platform for innovative entrepreneurial companies?
A: Yes. Nanshan Cloud Valley has planned the construction of the e-commerce platform. It is in the start-up phase and some physical infrastructure like the workplace has been under construction. The users of this platform is not restricted to the incubatees in our incubator, any start-ups or SME who think this is suitable for them could use this e-commerce platform.

Q: What services do you expect that this platform will provide to the incubatees?
A: This is the most important question that we have kept thinking about. We just named it as “Internet Service Platform”, but we haven’t had any detail plan for the construction of this platform. We might provide Internet IT services through cooperation with IT service provider and setting up e-commerce platform. In terms of e-commerce, we might provide e-commerce training service, logistics and warehouse services and payment services. Communication platform for entrepreneur could be another part of this platform.

Q: How much value do you think this platform will bring to the incubator and incubatees in the future?
A: This platform will promote the business development and reduce operating cost of the incubatees.

Q: Which industry do you think are most likely to use e-commerce platform?
A: B2C companies.

Q: What are the activities/programs that Incubator has been conducting to help their
tenants to connect with their potential customers?
A: Sometimes Cloud Valley help the incubatees contact some large enterprises as small firms may not have the power to gain attention from these companies. For example, Cloud Valley will organize an event, inviting Industrial and Commercial Bank of China (ICBC) and management of incubatees, to build a bridge between these small companies and ICBC.

Q: What have been the most beneficial services that the incubator has undertook?
A: The low-price equipment provided to incubatees and advantages brought by industrial cluster. The incubator helps its tenants establish good corporate image as well as nice atmosphere. Interactive communication activities give incubatees more chances to learn from each other.

Q: As management, what areas of the incubator do you think need the most improvement?
A: Investment of talented people and services. Cloud Valley has already paid more attention on improvement of services. For example, it has set up departments of platform services, knowledge services and e-commerce services.

Q: What is the primary method by which information knowledge is transferred within the organization between incubator and startups? Is there any existing platform (physical or virtual) for incubatees to exchange their ideas and network with each other?” In your opinion, does this system work well? Are there any drawbacks to using this method?
A: Within Cloud Valley, information always transferred by instant chat tools like QQ. They also have Website to share the knowledge. The management is thinking about purchasing management software in helping this process now.

Q: What do you believe are the most important areas of an incubator in gaining interest from both investors and idea holders?
A: For idea holders, factors like the official background, location of the incubator, ancillary facilities like transportation and rent etc. are important.
For investors, generally they’ll pay attention to specific company instead of the whole incubator. So the incubator has organized Entrepreneurship Competition to help incubatees to gain more attention from the incubatees.

For Incubatees

Key Interview Data

<table>
<thead>
<tr>
<th>Name of Interviewee</th>
<th>15 Incubatees from Cloud Valley</th>
</tr>
</thead>
<tbody>
<tr>
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<td></td>
</tr>
<tr>
<td>Title</td>
<td></td>
</tr>
<tr>
<td>Date and Time of Interview</td>
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</tr>
<tr>
<td>Location of Interview</td>
<td>Cloud Valley</td>
</tr>
<tr>
<td>Name of Interviewer</td>
<td>XU Xiaoguang, Gloria, HUANG, Sihuang, Lydia</td>
</tr>
</tbody>
</table>

Objectives/Desired Outcomes

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Desired outcomes include the incubatee company’s current situation about the implementation of e-commerce, their attitudes towards e-commerce, the company’s existing product/service promotion approaches and their expectation about Cloud Valley’s e-commerce platform and services.</th>
</tr>
</thead>
</table>
Questions

1. What’s your main business?

2. As a start-up company, what approaches do you choose to promote your products or services?

3. Are these supported by the incubator?
   - IT support

4. Is there any activities held by Cloud Valley or is there any platform to help you with promotion of products or services?

5. Would you like to have your business better marketed by the incubator? Do you think it would be beneficial for you to have a client profile on the current website of the incubator? What would you want to share on this platform?
   - Summary
   - Website link to purchase your product/gain more information
   - Contact details

6. Does the incubator help you to set up connection with the bank?

7. If Cloud Valley launch a shared e-commerce platform for information sharing to the stakeholders, will you use it for products and services promotion? What do you think would be most beneficial in such a platform for you?

8. During the process of developing e-commerce, what services or assist do you want to receive from the incubator?

9. Would you be interested in receiving training from Cloud Valley on e-commerce solutions? Do you think that you could get more information from others in the incubator to help you? What sort of training would be beneficial for your business? Is IT a problem for you?

10. How do you find the communication flows between you and the incubator?
11. Does this system work well?
12. How efficient is the communication?
13. Are you happy with the level of contact you have with the other incubatees? Does the incubator facilitate networking between the incubatees?
### Appendix G: Three Case Studies

<table>
<thead>
<tr>
<th>INCUBATOR ASSESSMENT MATRIX</th>
<th>STARTUP ROCKET</th>
<th>E-VENTURES</th>
<th>Y COMBINATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STAGE 1: Detailed client profiling on current website</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Client profiling on the incubator website</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>- Lists incubatee names (Developed and undeveloped businesses)</td>
<td>- Lists incubatee names (Developed businesses)</td>
<td>- Lists incubatee names (Developed businesses)</td>
<td></td>
</tr>
<tr>
<td>- Website link to business (website/online founder profile/website to page waiting to be built)</td>
<td>- Shows logos</td>
<td>- Shows logos</td>
<td></td>
</tr>
<tr>
<td>- Industry stated</td>
<td>- Website link to business site</td>
<td>- Website link to business site</td>
<td></td>
</tr>
<tr>
<td>- Short summary</td>
<td>- Industry stated</td>
<td>- Short summary</td>
<td></td>
</tr>
<tr>
<td><strong>Extra online client profiling leveraging</strong></td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>- Social medias profiles e.g. LinkedIn, Facebook, Twitter</td>
<td>- Social media profiles e.g. Crunch, twitter, Facebook</td>
<td>- Social media profiles e.g. Crunch, twitter, LinkedIn</td>
<td></td>
</tr>
<tr>
<td>- PR e.g. Wikipedia presence</td>
<td>- PR e.g. tech crunch, business insider</td>
<td>- PR e.g. Tech crunch, business insides, Forbes, Wikipedia</td>
<td></td>
</tr>
<tr>
<td>INCUBATOR ASSESSMENT MATRIX</td>
<td>STARTUP ROCKET</td>
<td>E-VENTURES</td>
<td>Y COMBINATOR</td>
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<tr>
<td>-----------------------------</td>
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</tr>
<tr>
<td><strong>STAGE 2: E-commerce platform for knowledge sharing and education</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| **Platform for IT support and education** | YES Blog:  
- Video and written communication tutorials  
- Focus on IT education support  
- Does not assist in the overall business concept development  
App: (Still in Development)  
- “Step-by-step app series”  
- Focus on technology development processes  
- Decreases need for personnel by incubator etc  
http://www.startuprocket.com/blog | NO | YES  
Library within the incubator  
Website:  
- Written information on different topics from business to IT help and education  
http://ycombinator.com/lib.html  
News e-commerce platform:  
- Incubatees can ask questions relating to IT support on this forum  
https://news.ycombinator.com | |
| **Platform for Incubator to Incubatee information flows** | YES Blog:  
- Used to also discuss new initiatives of the incubator in combination with learning services | YES  
News component within the website:  
- Shows new business developments  
- New mergers, acquisitions, contracts etc  
http://www.eventures.vc/news/ | YES  
News e-commerce platform:  
- Shows all relevant information regarding business development to IT news items published  
- Incubatees can ask questions to the incubator or other incubatees  
- Comments can be made relating to news items  
- New jobs within the incubator are advertised to incubatees |
### STAGE 3: Networking facility to encourage collaborative learning and community sharing

<table>
<thead>
<tr>
<th>Networking facilities to encourage collaborative learning and community sharing</th>
<th>STARTUP ROCKET</th>
<th>E-VENTURES</th>
<th>Y COMBINATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td>N/A</td>
<td>No data is provided online for any networking, social activities either in an online format or offline</td>
<td>YES Offline Activities:</td>
</tr>
<tr>
<td>- Blog does not facilitate collaboration between incubatees and between the incubatees and incubator</td>
<td></td>
<td></td>
<td>- Uses weekly dinners to discuss and use this time for information sharing</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Promotes knowledge sharing between incubatees and between incubator and incubatees</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Online Activities:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- In the jobs section of the news e-commerce platform, information sharing is encouraged as jobs seek assistance of knowledgeable personnel from within</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Opinion sharing through social commenting and question asking platform, similar to a blog approach</td>
</tr>
</tbody>
</table>
致力于自主创新的
在孵企业电子商务平台
策略与规划

E-commerce Platform
Strategic Planning
for
Innovative Entrepreneurial Firms

二零一三年夏
Summer, 2013
致力于自主创新的在孵企业电子商务平台
策略与规划

项目报告（F组）

指导教师
徐东溟

项目组成员
朱家骏（香港城市大学）
徐小光（香港城市大学）
黄斯璜（澳洲昆士兰大学）
FROST, Natalie（澳洲昆士兰大学）
SCHULTZ, Katie（澳洲昆士兰大学）
摘要

本项目以深圳南山云谷为项目实施对象，旨在为南山云谷搭建适合其在孵企业和自身发展的电子商务平台提供可行性战略规划建议及实施方案。本文首先介绍了企业孵化器，深圳南山区科技创业服务中心以及南山云谷的背景信息。其次，文章明确了本项目中电子商务的定义，并讨论了企业实施电子商务的优势和风险。项目报告的第三部分概括了本项目的目标，项目目标及项目方法。依据项目方法，我们运用访谈和问卷调查的数据收集方法，分别分析了孵化器与在孵企业现状及对电子商务平台功能上的需求，形成了用户需求分析报告。基于用户需求、孵化器发展阶段以及南山云谷内在孵企业所属行业，结合文献回顾得到的电子商务平台战略规划理论支持及行业最佳实践案例分析，本项目给出了南山云谷三阶段电子商务平台战略规划建议。其中，第一阶段建议云谷首先完善现有官方网站；第二阶段开始搭建电子商务平台；第三阶段完善平台功能，强调知识共享。项目建议在现阶段电子商务平台功能主要针对孵化器内信息交换，在未来南山云谷可以进一步依托自身能力发展传统电子商务平台功能。本文最后给出了建议的实施方案并分析了该平台为孵化器和在孵企业带来的潜在优势。

关键词：南山云谷，孵化器，在孵企业，电子商务平台
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<td>3.3 项目方法</td>
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<td>4.2.2 数据收集</td>
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<td>4.2.3 数据分析</td>
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<td>4.2.4 在孵企业需求分析</td>
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致力于自主创新的在孵企业电子商务平台策略与规划

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致谢

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1 项目背景

1.1 企业孵化器概述

企业孵化器也称高新技术创业服务中心，简称创业中心，是一种新型的社会经济组织。企业孵化器的概念起源于 20 世纪 50 年代的美国，通过提供研发、生产、经营的场地，通讯、网络与办公等方面的共享设施，系统的培训和咨询，政策、融资、法律和市场推广等方面的支持，降低创业企业的创业风险和创业成本，提高企业的成活率和成功率 (Al-Mubaraki & Busler, 2011 and Wen, 2010)。

1.2 深圳市南山区科技创业服务中心及南山云谷简介

1.2.1 深圳市南山区科技创业服务中心

深圳市南山区科技创业服务中心(以下简称中心)成立于 1999 年,由南山区人民政府主办、南山区科技局主管，是深圳市首批国家级孵化器之一。中心宗旨是贯彻南山区“大孵化器”发展战略,营造科技创新的良好氛围,推动高新技术产业持续稳定发展。中心以“孵化就是生产力”为服务宗旨,为科技型创业企业提供投资、创业服务以及平台服务等服务内容。

经过十三年的发展，深圳市南山区科技创业服务中心现有 15 个孵化基地，孵化面积 75 万平方米，在孵企业 1000 余家，是深圳市孵化基地最多、孵化面积最大和孵化企业数量最多的科技企业孵化器。15 个孵化基地分别是：知识服务大楼、毅哲大厦、数字文化产业基地、佳利泰嵌入式软件基地、医疗器械产业园、军工科技创业园、“硅谷”大学城创业园、集成电路设计产业园、智能电网产业园、东华 DESIGN HOUSE 创业园、赋安安全科技产业园、新能源创新产业园、一本电子商务产业园、智恒战略性新兴产业园和南山云谷。

1.2.2 南山云谷

“南山云谷”创新产业园为深圳南山区科技创业服务中心的 15 个孵化基地之一，首期项目以原大园工业区南北区旧厂房改造为主，总面积约 15 万平方米，未来二三期将包括民企、红花岭等几个旧工业区内平山股份公司属下物业，总面积将达到近 40 万平方米，将成为南山区少有的几个特大型产业园区之一。
“南山云谷”将配合南山区大力发展战略性新兴产业的政策方针，全方位培育及促进三大战略产业及文化创意产业发展，力争打造成为一个创新型的综合园区：优先吸引云计算为核心优势的互联网与电子商务企业，包括网络游戏、物联网及三网融合等信息科技企业的入驻，并将涵盖生物医药及新材料等两大战略产业，以及智能交通、智能终端、智能电视、电子制造、文化创意、服装设计等先进制造业或创新、创意型产业的企业入驻。

2012年上半年，“南山云谷”创新产业园大园Ⅰ期推出了6.5万平方米的办公楼及宿舍楼，其中一栋大面积厂房，将优先照顾南山区内科技企业扩张之需，以解决区内大面积单元办公楼较为缺乏之难题；另外一栋宿舍楼，改造为综合服务楼，除了提供餐厅、会议室等公共配套外，同时提供小单元办公室的创新孵化园，吸引更多具有创新活力的中小型企业入驻，从而使得整个园区大中小型各种体量的企业均在，产业生态链上更容易建立起合作，相互促进。

南山云谷正处于硬件与软件设施的建设时期。南山云谷的未来发展战略计划通过‘园区、校区、社区’三区融合的概念，为大学城师生创业和技术转化服务，并承接大学城创业园孵化成果。随着南山云谷几大旧工业区的逐步改造完成，“南山云谷”将逐渐加大产业园内企业与周边社区、大学城研发机构间的融合，有计划有步骤地实施原居民技能培训计划、旧居民社区文化氛围营造、园区文化创意产业与居民社区的互动活动；大学科研机构如何与企业合作，实现成果转化、团队孵化、企业融资做大做强等一系列配套服务。
2 电子商务概述

2.1 定义


“电子商务通过使用互联网等电子工具，使公司内部、供应商、客户和合作伙伴之间，利用电子商务共享信息，实现企业间业务流程的电子化，配合企业内部的电子化生产管理系统，提高企业的生产、库存、流通和资金等各个环节的效率（Chan & Swatman, 1999）。”

2.2 优势与风险

随着网络技术普及率的提高，在线购物、交易等商务模式发展迅速。凭借低成本、高效率的优势，电子商务不仅受到普通消费者的青睐，更成为不同规模企业在激烈市场竞争中寻找商机、赢得市场的主要方式（Marthinsons, 2006）。然而，在企业制定电子商务战略及发展电子商务的过程中，仍存在着很多不确定性。换句话说，电子商务为企业带来机遇的同时也伴随着一定的风险（Hackney, 2001）。识别企
业发展过程中遇到的关键问题，回答诸如为什么要发展电子商务，何时使用电子商务，哪些业务适合使用以及采用电子商务后会为企业带来何种好处对于企业成功开展电子商务起到决定性地作用。正如 Porter (2001) 在研究中指出，企业不论在线上还是线下面临的根本问题都是一致的，成功的方法之一就是要想清楚如何充分利用网络与技术资源拓展业务。后文将从商品交易及知识共享两方面分别讨论发展电子商务为企业，特别是为企业孵化器带来的优势及风险。

传统意义的电子商务为企业带来的好处包括企业个性化、消费者选择多元化、消费者使用便捷性以及成本上的减少(Chaffey, 2007)。对于企业孵化器来说，电子商务平台的主要优势是使得企业产品和服务能够在本地市场和国际市场获得更多的关注，以提升产品或服务的交易量(Mohapatra, 2013)。电子商务平台依托于互联网能够有效传递信息的传媒特性，在短时间内能使得公司品牌、产品或者服务的知名度在更广阔的市场范围内得到提升。这一特性为初创企业创造了极大的价值。电子商务平台能够一定程度上促进企业的直接和间接销售量，同时能够为公司吸引更多的投资者。另一方面，电子商务通过为消费者和投资者提供更多关于企业和产品的详细信息(Mohapatra, 2013)进一步促进企业产品或服务的销售。除此之外，电子商务在提升企业信誉度，尤其是新企业、新产品或新服务的信誉方面也发挥着重要的作用。

就电子商务的风险来说，诚信是电子商务面临的挑战之一(Chaffey, 2007)。劣质商品或服务会影响到整个电子商务平台的可信赖程度(Mohapatra, 2013)。电子商务平台的运营效率，如产品或者服务的交付速度，客户服务等也会影响到电子商务平台的可信赖程度。除了诚信问题之外，市场的激烈竞争是另一电子商务平台发展过程中所面临的风险，虽然通过电子商务销售的产品面对的是一个更为广阔的市场环境，但与此同时也面临着在各个方面更为激烈的竞争(Perset, 2010)。IT 行业的产品或者服务通常通过多种渠道提供给消费者，这就容易造成销售渠道上的冲突问题。企业的在线平台或许会由于行业的激烈竞争以及自身的渠道冲突问题不能获得足够的访问量与关注度，企业收益甚至不能弥补在电子商务平台开发中的投入，这将会进一步影响到整个企业产品或者服务的销售情况(Perset, 2010)。
从知识共享方面来说，电子商务平台能够优化在孵企业与孵化器及在孵企业之间的信息传递过程，这对于支持孵化器线下活动及促进在孵企业之间建立合作联系起到了重要的作用。在这一方面电子商务平台所面临的风险主要存在于平台的使用率以及正确使用方式上。也就是说，如果电子商务平台的功能不能被孵化器与在孵企业充分利用，孵化器就会面临着资源闲置等问题，电子商务平台也不能够充分发挥在企业孵化器内部的积极促进作用。然而，在这种情况下，电子商务平台或许仍旧能够发挥与外界沟通的作用，吸引外部潜在投资者及消费者。因此，就知识共享来说，电子商务平台有必要纳入企业孵化器的发展战略规划之中。

综上所述，虽然电子商务为企业的发展带来诸多优势，但在其发展过程中同样存在着一定的风险。因此，在为企业制定电子商务的战略规划方案时，首先需要通过对行业最佳实践以及行业总体的发展趋势分析企业所在在线市场环境。这对于降低电子商务平台风险，充分利用电子商务平台优势有着至关重要的作用。

2.3 IT 行业电子商务平台成功案例

在现今激烈的市场竞争中，已有很多企业，尤其 IT 相关企业，意识到需要利用电子商务带来的优势扩张市场和维持企业的市场地位。T-Mobile 便是诸多成功使用电子商务平台案例中的一个。T-Mobile 为一家移动通信服务提供商，主要为欧洲、加拿大、美国等国家的用户提供基于 GSM、UMTS 和 LTE 蜂窝网络技术的无线通话、信息以及数据服务(Kinetex, 2013)。T-Mobile 现在拥有大约 1.5 亿的用户，是世界上第 17 大移动通信服务提供商(Kinetex, 2013)。随着 T-Mobile 用户规模的急剧扩张，公司已有的网站开始不能够满足用户的需求。在竞争激烈的移动通信行业，对市场变化的即时响应是企业生存的必要条件。在这种情况下，T-Mobile 面临着对已有网站的升级改造问题。在企业已有在线网站的基础上，T-Mobile 通过搭建新的电子商务平台，简化用户购物流程，并提供更多诸如用户评价、推荐、详细产品介绍等产品及服务信息，极大地提升了公司的在线产品销量以及产品在市场上的推广速度(Kinetex, 2013)。

另一个 IT 服务业中成功运用电子商务平台的案例是我们所熟知的 Skype（讯佳普）公司。Skype 是世界上企业发展速度最快的互联网通信服务提供商，公司目
前有超过6亿的注册用户。由于Skype业务规模的急剧扩张，搭建电子商务平台对公司优化搜索引擎和即时响应互联网市场变化及抓住发展机遇有着重要的作用（Skype, 2013）。Skype完善的电子商务平台所带来的便捷的交易与浏览程序、高效的在线服务以及品牌形象的极大提升是使得其处于互联网通讯行业领先地位的重要因素之一。

2.4 国内孵化器电子商务平台案例

在孵化器电子商务平台建设方面，我国也已有成功案例。武汉东创科技园所建设和运营的信物宝企业服务平台（www.xinwubao.com）是我国现有为数不多的较为成功的孵化器电子商务平台之一。

武汉信物宝电子商务有限公司成立于2011年1月，由中国第一家孵化器——武汉东湖新技术创业中心集成整合400家孵化企业资源投资创办，致力于新一代电子商务服务平台——“信物宝”的自主开发、推广运营，推动传统行业中小科技企业的电子商务化发展，活跃繁荣整个网购市场。

自主研发的“信物宝”于2011年5月31日宣布正式运营，产品线包含物保通、融信通、支付平台、预订商城、仓储系统五大模块体系，针对现有电子商务模式导致终端消费者“单赢”的畸形格局，利用电子商务预订方式的快捷、信息传送畅通，帮助企业改进生产模式——以销定产，通过效率提高从现有生产环节中创造出更多的价值，并将这些价值合理的再次分配，从而构建厂家、网商、消费者共赢、均利的游戏规则，形成全新电子商务生态环境。

武汉信物宝电子商务有限公司在未来发展中，将紧紧依托孵化器自身广泛的网络资源优势——企业源、技术源、产品源、市场源、创新源，矢志成为新一代电子商务的服务提供商，为电子商务参与者提供卓越的平台体系，孵化造就一批网商“富翁”，引领以高品质网货、共赢网规为载体的新商业文明（信物宝，2013）。
3项目概述

3.1 项目范围
该项目的主要面向对象为南山云谷及其在孵企业，项目范围包括：

- 依据南山云谷的战略发展目标和在孵企业的需求，讨论适合云谷现阶段发展的电子商务平台的商业模式
- 通过调研数据分析，搭建适合于南山云谷的电子商务平台总体结构，并在此基础上给出平台具体功能与服务的建议
- 制定该电子商务平台的具体实施方案，分析该平台在未来可能为孵化器和在孵企业带来的潜在收益

3.2 项目目标
该项目旨在通过云谷电子商务平台的建设，促进在孵企业自身知名度的提升，在孵企业与孵化器之间的信息沟通，投资者对在孵企业的关注度以及增强孵化器自身的竞争力和服务能力。

3.3 项目方法
为了更好地实现项目目标，我们将运用案例分析、访谈及问卷调查等方法充分了解行业最佳实践及孵化器与在孵企业的需求。在此基础上，我们将进一步提出对该电子商务平台建设的建议。具体来说：

首先，我们将运用面对面访谈及问卷调查的方式收集并分析孵化器与在孵企业各自的现状及对该电子商务平台的需求。

其次，针对孵化器现状，我们将详细分析三家拥有成功电子商务平台的海外孵化器案例，以深入了解行业最佳实践，从而更好地为南山云谷电子商务平台战略规划提供可行性建议。

第三，比较孵化器现状与在孵企业的需求情况，总结二者之间差距得出项目议题，为孵化器电子商务平台的发展方向提供建议。

第四，依据行业最佳实践及项目议题，提出南山云谷电子商务平台三阶段战略规划建议方案。
第五，制定该电子商务平台建设的短期和长期实施方案，具体阐述各阶段所需资源。

最后，分析阐述该电子商务平台在短期和长期可能为各利益相关者（如孵化器，在孵企业，投资商及消费者等）带来的收益。
4需求分析

4.1 南山云谷需求分析

4.1.1 电子商务平台建设目标

作为一个正处于成长阶段的孵化器，南山云谷面临着在硬件与软件设施的建设以及知名度提升方面带来的机遇和挑战。在“大力发展战略新兴产业”的政策指导下，南山云谷以成为一个创新型的综合性高科技企业孵化器为战略发展目标。现阶段，入驻云谷的企业主要涉及IT产业，具体包括云计算、互联网以及电子商务。孵化器希望能够通过搭建该电子商务平台，吸引更多创新型中小企业入驻，从而进一步增强整个孵化器的创新能力，并同时提升孵化器的知名度。

另一方面，从在孵企业角度来说，科技型创业企业本身大多是专业丰富的科技人员独立或联合创业组成，存在着市场开拓能力弱、项目研发资金不足、人才流失、缺乏公共技术资源支持等问题，制约了其创新能力的进一步发展。孵化器希望能够通过该电子商务平台加快孵化器与在孵企业，以及在孵企业与市场之间的信息流动，一定程度上协助初创型企业解决上述问题。同时，云谷有意向为初创企业提供企业辅导服务及电子商务服务。依托于孵化器自身在技术及电子商务方面的经验与能力，云谷希望能够为在孵企业提供诸如电子商务战略规划，培训，团队建设，物流与仓储等服务，进一步协助在孵企业减少运营成本，提升企业经营能力。

最后，南山云谷不断致力于发展和完善与在孵企业之间的沟通途径与交流活动，例如现有的“老总高尔夫”及“IT茶会”等。孵化器希望能够探索更有效地沟通与知识共享机制，促进在孵企业之间的合作与知识共享，同时增加孵化器与在孵企业之间的战略合作关系，促进孵化器与在孵企业之间的共同成长。

4.1.2 发展现状

分析企业发展现状对于进一步提出电子商务战略规划有着十分重要的作用(Chaffey, 2007)。为了更好的借鉴行业内最佳实践及提出建议，我们对南山云谷在电子商务方面的发展现状进行了调查分析。
在现阶段，南山云谷拥有自己的官方网站，但网站还处于不断建设之中，网站在信息和功能上还有待于进一步完善。现有官方网站上只罗列了小部分在孵企业的名称。

云谷未来计划建设互联网公共服务平台。该平台的建设正处于起步阶段，云谷为平台的建设做好了物质上的准备，例如云谷已经规划完成了工作场地的布置等。但在该平台具体的设计及功能和服务方面，云谷还没有具体的实施方案。就传统电子商务的功能模块来说，云谷正考虑与园区内一家成熟电子商务公司——深圳动态电子商务公司进行业务上的合作。

从能力上来说，由于南山云谷为高科技创新型孵化器，且孵化器自身与互联网公司名网存在长久稳定的合作关系，因此云谷在建设该互联网公共服务平台及开发电子商务相关模块时具有强大的技术能力及充分的 IT 资源。

4.2 在孵企业需求分析

4.2.1 调研目标
为了更好的了解在孵企业对电子商务平台的需求，我们对 14 家在孵企业进行了访谈，并随机对 100 位入驻企业员工进行了问卷调查。调研结果对于项目后期为电子商务平台建设规划提出合理化建议具有重要作用。

4.2.2 数据收集
对在孵企业的访谈主要以小组形式为主，访谈主要涉及在孵企业自身发展状况，对孵化器服务的满意程度以及对电子商务平台的关注方面等。考虑到隐私原因，附录中没有包括具体的访谈记录，访谈问题请参照附录 G，访谈结果将在后文中进一步总结。

我们于 2013 年 6 月 25 日中午随机对云谷在孵企业员工进行了问卷调查。本次问卷调查共发放问卷 100 份，回收问卷 99 份，其中有效问卷 97 份。具体的问卷内容及问卷初步统计结果详见附录 C 和 D。
4.2.3 数据分析
在接受访问的 14 家在孵企业中，两家为刚刚入驻南山云谷深港青年创新创业基地的初创型企业，其余 12 家为中小企业，入驻云谷的时间均不超过三年。通过访谈我们发现，大部分受访企业希望能够提高企业自身的知名度并获得更多来自孵化器的服务。受访企业表示，如果孵化器自身的知名度能够得到提升，企业对通过孵化器来宣传自己的产品和服务有一定的兴趣。同时，超过 80% 的受访企业希望能够拥有更有效的沟通网络。在服务方面，相比较于中小企业，初创型企业更希望尽可能多的获得孵化器的帮助。

通过对 97 份有效调查问卷的分析，我们发现，将近三分之一的受访者希望能从孵化器获得更多的 IT 设施服务。同时，约 40% 的在孵企业员工认为云谷现有的信息沟通渠道仍有提升空间，并表示对云谷建设互联网公共服务平台有一定的兴趣。最后，超过 40% 的受访者希望得到更多来自孵化器的服务，例如培训等。

4.2.4 在孵企业需求分析
依据访谈及问卷调查结果，在孵企业的需求可以概括为如下几个方面：
1. 大多数云谷的在孵企业主要涉及信息技术，生物医药，新能源以及新材料，这些行业不适合使用传统意义上的电子商务模式进行销售渠道的扩张等。
2. 虽然大部分受访企业表示对本企业现有的产品推广方式表示满意，但企业仍希望能够进一步拓展销售渠道并利用互联网优势提升企业自身的知名度。大部分企业，尤其是初创型企业，希望能够在销售渠道方面得到孵化器的帮助。
3. 对于初创型企业来说，大部分企业缺少运营经验及公共资源，因此，企业希望能够得到孵化器的培训及资源上的帮助。
4. 云谷内现有的信息传递主要通过 QQ 群及电话实现。虽然该机制在短期内是有效的，但有时仍存在企业未及时获得信息等情况。在孵企业对于与孵化器之间新的信息沟通与交流方式有很大的兴趣。
5. 孵化器现有的活动只支持在孵企业之间的线下交流。在孵企业缺少对整个孵化器内其他企业的了解与沟通。在孵企业之间希望能有更多的信息与知识共享，以创造更多的合作机会。

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4.3 基于需求分析的项目议题

通过对孵化器及在孵企业各自需求的分析和对比，我们认为云谷在电子商务平台的建设上有很大的发展空间。基于需求分析结果，我们将其概括为如下三个项目议题，并将针对该议题提出三阶段电子商务平台战略规划建议。

1. 孵化器与在孵企业在知名度方面有待进一步提升
2. 孵化器与在孵企业之间现有的信息传递方式一定程度上阻碍了孵化器
   为在孵企业提供相应企业服务的效率。
3. 在孵企业需要充分利用孵化器的产业集群优势的进行信息沟通与知识共享。

针对三个项目议题所涉及的企业知名度、信息传递与孵化器服务以及信息交换和知识共享问题，再次结合在孵企业的需求，我们提出了可供云谷电子商务平台参考的发展方向（表格1）。

<table>
<thead>
<tr>
<th>项目议题</th>
<th>在孵企业需求</th>
<th>发展方向</th>
</tr>
</thead>
<tbody>
<tr>
<td>企业及产品知名度</td>
<td>·在孵企业特别是初创企业需要更多知名度</td>
<td>·提供在孵企业信息展示</td>
</tr>
<tr>
<td></td>
<td>·希望通过多渠道进行市场推广</td>
<td></td>
</tr>
<tr>
<td>信息传递和孵化器服务</td>
<td>·希望获得更多的孵化器平台服务</td>
<td>·构建平台服务项目</td>
</tr>
<tr>
<td></td>
<td>·提升孵化器与企业之间的信息沟通效率</td>
<td>·提供在线学习功能</td>
</tr>
<tr>
<td>信息交换和知识共享</td>
<td>·在孵企业希望增强与孵化器以及孵化企业之间的联系，提升企业间合作机会</td>
<td>·提供更多商业培训项目及必要的 IT 支持</td>
</tr>
<tr>
<td></td>
<td></td>
<td>·孵化器、在孵企业之间知识共享平台</td>
</tr>
</tbody>
</table>

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5 电子商务战略规划最佳实践

为了使南山云谷电子商务平台规划建议在具有理论支持的基础上同时更具有实用性，在本节中，我们首先对企业电子商务战略规划的必要性及方法进行了文献回顾。其次，我们研究了三个已有成熟网络平台的海外孵化器实例，从平台功能角度分别对其进行了分析，为云谷电子商务平台规划建议提供最佳实践参照。

5.1 企业电子商务战略规划文献回顾

Chaffey 在研究中指出，企业在进行电子商务战略规划之前需要对企业情况，包括企业现状，所在行业最佳实践，关键成功因素等进行充分的分析。对企业业务的具体分析方法包括分析并绘制企业业务流程图及数据流程图，以明确企业的业务流程及企业内部和外部数据流程(Chaffey, 2007)。

在制定具体的电子商务实施计划之前，不仅要对企业内部结构和各职能部门做出评估，还需要评估公司未来的发展前景。Gwyther (1999) 在研究中就以上几个因素对英国的几家初创企业进行了评估。该研究成果发表于《今日管理》期刊，其评估方法被著名管理咨询公司贝恩采用。Gwyther(1999)采用的企业评估标准主要包括：优势分析，商业模式创新水平，业务执行效率，企业利润水平，企业融资难易程度等。该评估体系被很多管理咨询公司用来初步评估初创企业。虽然这套企业评估体系在孵化器环境下不是完全适用，但仍旧可以为预测企业未来发展前景提供一定程度的支持。

Porter (2001) 的研究强调电子商务战略规划主要依据市场现状以及对企业传统业务模式的分析。企业较高的运营效率及明确战略定位有利于企业获得可持续的竞争优势。这种可持续的竞争优势是企业成功发展电子商务的有力保证(Porter, 2001)。虽然这些也是企业在传统商业模式中获得成功的重要因素，但在竞争愈发激烈的网络市场环境中，保持可持续的竞争优势就愈发显得重要。因此，如果想要在现今的市场环境中获得成功，企业需要对自身有一个明确的价值定位，同时根据各项业务活动中可用的资源灵活进行企业决策(Porter, 2001)。为了更好的为消费者提供产品或服务，企业应该将能够增加产品或服务价值的活动或业务流程整合
到整个价值链中。具体来说，价值链中的活动包括物流，产品营销与产品销售，运营与售后服务以及一些辅助性的活动，如招聘，人力资源管理，组织架构和技术支持等（Porter, 2001）。附录 A 详细描述了关于如何将电子商务整合到企业传统的价值链中的问题。


5.2 案例分析

5.2.1 Start Up Rocket

Start Up Rocket 于 2005 年成立于美国，主要面向 web 及移动 App 的开发企业，帮助企业实现创业想法，加速初创企业发展及协助企业投融资为目标。该孵化器于 2005 年成立时即搭建了电子商务平台，其提供的优质线上服务使得 Start Up Rocket 在成立之后能够快速成长。Start Up Rocket 的电子商务平台在功能上有许多值得借鉴的地方。

- 详细的在孵企业信息

Start Up Rocket 在网络知名度方面的快速提升有赖于孵化器官方网站在信息上的充分性。Start Up Rocket 官方网站上罗列了孵化器内所有在孵企业的信息，包括企业名称、所属行业、链接以及对在孵企业的简要介绍。除此之外，网站支持显示在孵企业位于其他社交媒体（如 LinkedIn, Facebook, Twitter）的信息。这一功能设计充分获得了在孵企业的认可，在孵企业通过孵化器官方网站，依托于孵化器自身的网络知名度，一定程度上增加了本企业的知名度，间接刺激公司产品或服务的销售。与此同时，Start Up Rocket 也能够吸引更多的初创企业入驻。
致力于自主创新的在孵企业电子商务平台策略与规划

F 组

IT 及商务信息支持

Start Up Rocket 通过两种渠道为在孵企业提供 IT 支持服务。第一种为博客。该博客全天候为在孵企业和孵化器员工提供 IT 设施及商务信息支持。孵化器在博客上发布了大量关于孵化器 IT 设施、商务信息等视频和文本资料供在孵企业随时参考。另一方面，Start Up Rocket 正在开发移动应用，希望能为在孵企业提供更及时、方便的帮助。

孵化器与在孵企业信息交流平台

Start Up Rocket 的博客除了提供 IT 设施、商务信息等服务外，也用作孵化器与在孵企业交流讨论平台，帮助在孵企业更好地利用孵化器相关设施及服务。

5.2.2 E-Ventures

E-Ventures 是一个国际化的孵化器，在全球共设有 7 个孵化机构，已经成功孵化 90 余家企业，其中 18 家已经被国际公司收购或已完成 IPO，包括普斯公司和 Groupon。E-Ventures 也拥有一个较为成功的网络平台。

详细的在孵企业信息

与 Start Up Rocket 类似，E-Ventures 在网站上提供了大量关于在孵企业的信息以帮助宣传企业信息，增加企业知名度。具体信息包括企业名称、商标、所述行业等。

孵化器与在孵企业信息交流平台

信息交流平台是 E-Ventures 官方网站的一个比较重要的组成部分，该平台支持孵化器与在孵企业的实时沟通，孵化器会在信息论坛上发布企业信息等。

5.2.3 Y Combinator

Y Combinator 是一家美国的知名孵化器，它成立于 2005 年，至今已经成功孵化了超过 550 家企业，包括 Dropbox, Loopt, Scribd, Xobni, Cloudkick, Aerofs, SocialCam, 42Floors 和 Exec 等。

详细的在孵企业信息
不同于上面提到的两个案例，Y Combinator 通过一个独立于官方网站的平台进行在孵企业信息的展示。该平台上包含了所有在孵企业的详细信息，包括基本信息，产品或服务的介绍，公司发展现状等。除了支持链接社交网站外，Y Combinator PostHaven 还提供与福布斯、维基百科的链接等。

● IT 及商务信息支持

Y Combinator 的在线平台为在孵企业就 IT 及商务信息支持方面的图书馆索引功能。在孵企业可以利用该索引在庞大的数据库与知识库中寻求帮助。同时，该平台支持在线提问功能，企业可以通过论坛解决 IT 设施或商务相关问题。Y Combinator 的在线平台在同行业的同类服务中收到了广泛的认可。

● 孵化器与在孵企业信息交流平台

Y Combinator 的在线平台除提供 IT 支持外，另一个重要的作用就是促进孵化器与在孵企业之间的信息交流。孵化器的会通过该平台发布活动、招聘等信息。

● 知识共享

Y Combinator 为在孵企业提供了很多线上和线下的交流机会，以促进在孵企业之间建立合作关系。线下 Y Combinator 每周会为在孵企业组织餐会，提供企业在非正式场合交流的机会；线上交流主要通过 Y Combinator PostHaven 平台实现。
6 电子商务平台规划建议

在具体讨论规划建议之前，我们需要再次强调关于电子商务的概念。本项目中采用广义的电子商务定义，即规划建议中的电子商务与传统意义上的电子商务不尽相同，主要体现在我们的电子商务平台不包含传统电子商务平台功能，如产品销售、支付、物流等，而是注重各方之间信息的交流。针对云谷所处的发展阶段与在孵企业所在行业，这种通过信息交换产生的间接销售能够更好地被孵化器及在孵企业运用，并且能够避免在前文关于电子商务风险中提到的对平台的低效使用而造成的资源闲置问题。

根据云谷的期望、在孵企业的需求和行业成功案例分析，我们提出了电子商务平台总体规划建议。本次规划建议分为三个阶段。为提高在孵企业知名度，吸引更多潜在投资者和终端消费者，第一阶段建议云谷改善其现有官方网站，增加在孵企业信息。第二、三阶段围绕搭建并完善新的、独立于现有网站的电子商务平台，以此加强园区内部的信息资源共享和对外及对内的信息流通。

规划建议的三个阶段分别针对三个项目议题，即：企业知名度、信息传递及孵化器服务和信息交换及知识共享。

对于本次规划建议的具体内容，主要依据两方面得出。一是通过分析实地调研获得的数据，发现云谷现状与孵化器期望和在孵企业需求之间的差距。二是通过分析行业最佳实践案例，借鉴其既能促进园区的短期发展，也符合其长远目标的可行方案。

下面我们将详细介绍本规划建议以及其实施方案。

6.1 第一阶段：官方网站建设

第一阶段建议主要针对项目议题一，以提升孵化器与在孵企业网络知名度为阶段目标。其具体内容为改善云谷现有网站，提供更具体的在孵企业的公司简介。

云谷现有官方网站只列举了在孵企业的公司名称、商标和所在行业。而孵化器和在孵企业都表示希望通过提供更多线上信息，吸引潜在投资者和终端消费者。
通过案例分析，我们发现提供公司简介、社交渠道和公关活动都能在一定程度上通过网络渠道加强在孵企业的知名度。表格 2 总结了成功案例与云谷在官方网站信息上的对比。

### 表格 2 第一阶段：云谷与成功案例对比

<table>
<thead>
<tr>
<th></th>
<th>STARTUP ROCKET</th>
<th>E.VENTURES</th>
<th>Y COMBINATOR</th>
<th>云谷</th>
</tr>
</thead>
<tbody>
<tr>
<td>网页简介</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>部落格简介</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>企业名称</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>企业网页链接</td>
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</tr>
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<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>企业概要</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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</tr>
<tr>
<td>企业商标</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>社交媒体</td>
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<td>✓</td>
<td>✓</td>
<td></td>
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<tr>
<td>公关关系</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>

据此，在第一阶段，我们建议云谷改进现有网站，充实孵企业信息，具体包括：

**公司名称、公司商标、所属行业**

**定制的公司介绍**：此处简短的介绍需体现本公司的核心竞争力以吸引投资者和终端消费者。例如对于医疗器械生产企业，罗列其获得的生产安全合格证书等。

**联系方式**：方便有意者联系在孵企业进行下一步交流。

**公司网站链接**：方便有意者进一步了解此公司及其产品。

### 6.2 第二、三阶段：电子商务平台建设

云谷目前仅通过电话、e-mail、QQ 群和 IT 茶会与其在孵企业进行交流，而并没有建立一个专门的沟通渠道。经过调研，我们建议云谷建立一个注重信息交换、
致力于自主创新的在孵企业电子商务平台策略与规划

知识共享的电子商务平台，以此实现园区内部的高效信息流动，并提供更多自学功能协助在孵企业快速成长。考虑到云谷自身正处于成长阶段以及在孵企业所需信息种类的迫切度，我们将电子商务平台的搭建和完善分为两个阶段。下面将详细讨论这两个阶段。

6.2.1 第二阶段：电子商务平台——信息及服务模块建设

第二阶段主要针对项目议题二，解决孵化器与在孵企业之间的信息沟通与孵化器服务问题。我们建议云谷在完善官方网站的基础上，在第二阶段开始搭建电子商务平台，重点为在孵企业提供基础信息服务、IT资源和商务解决方案。

第二阶段的电子商务平台的主要目标为实现高效的单向信息流动，即提升信息由孵化器向在孵企业传递的效率，同时使在孵企业充分通过利用孵化器提供的相关资料快速成长。资料可包括园区内外的最新动态。表格3总结了云谷现有平台和成功案例的功能对比。

<table>
<thead>
<tr>
<th>第二阶段：云谷与成功案例对比</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STARTUP ROCKET</strong></td>
</tr>
<tr>
<td>部落格</td>
</tr>
<tr>
<td>手机应用</td>
</tr>
<tr>
<td>论坛</td>
</tr>
<tr>
<td>新闻板</td>
</tr>
<tr>
<td>图书馆</td>
</tr>
<tr>
<td>文章</td>
</tr>
<tr>
<td>视频</td>
</tr>
</tbody>
</table>

第二阶段规划建议的电子商务平台主要采用论坛形式。采用该形式的主要原因是考虑到论坛的灵活性与便捷性。举例来说，相比于部落格，论坛允许信息整合并按类别存储，这种方式更加有助于学习；相比于单纯的索引平台，论坛允许信息的双向交流（第三阶段）。论坛的另一方面优势在于它限定了只有授权用户才能进行交流，加强了管理员对其的监控力度。相较于内联网，论坛上的交流内容可以被公
众浏览，便于园区对外界展示，提升了园区的品牌竞争力，并吸引更多企业入驻云谷。由此观之，论坛形式的电子商务平台最便于云谷的未来发展。

第二阶段的平台由两个功能模块组成：信息板和图书馆索引。表格 4 总结了两个模块的具体内容。

**表格 4 第二阶段平台功能分析**

<table>
<thead>
<tr>
<th>内容</th>
<th>目的</th>
</tr>
</thead>
<tbody>
<tr>
<td>信息板</td>
<td>整合信息</td>
</tr>
<tr>
<td>新政策信息</td>
<td>紧跟政策</td>
</tr>
<tr>
<td>交流会信息</td>
<td>协助在孵企业产品推广</td>
</tr>
<tr>
<td>图书馆索引</td>
<td>促进学习</td>
</tr>
<tr>
<td>IT类信息（文章/视频教学）</td>
<td>促进行业学习</td>
</tr>
<tr>
<td>商务类信息（文章/视频教学）</td>
<td>促进行业学习</td>
</tr>
<tr>
<td>行业成功案例（文章）</td>
<td>提高工作效率</td>
</tr>
<tr>
<td>产业地图（B组）</td>
<td>机遇识别</td>
</tr>
</tbody>
</table>

**信息板-孵化器：**云谷可在此模块整合并公布新出台的政策，便于在孵企业更有效地落实政府决策；发布行业交流会的信息并支持在线申请；云谷还可以发布一些园区内外的最新相关动态。

**图书馆索引：**该模块建议包含与 IT 业、商业和行业成功案例有关的文章或视频教学，以促进在孵企业的自主学习和成长。同时，此模块还包括了由 B 组提出的产业地图功能。该产业地图能够较清晰地描述整个园区内行业分布情况及在孵企业产品信息等。除此之外，孵化器各服务部门的联系方式可以在相关板块内罗列。

6.2.2 第三阶段：电子商务平台——知识共享与社交网络模块建设

第三阶段用以解决项目议题三，增加知识共享和社交机会。具体方案是在第二阶段规划建议的基础上，添加互动的平台功能。
本阶段主要目标是推动孵化器与在孵企业以及各在孵企业间的高效双向信息流动。表格 5 总结了云谷现有平台和成功案例的功能对比。

### 表格 5 第三阶段：云谷与成功案例对比

<table>
<thead>
<tr>
<th>功能</th>
<th>STARTUP ROCKET</th>
<th>E. VENTURES</th>
<th>Y COMBINATOR</th>
<th>云谷</th>
</tr>
</thead>
<tbody>
<tr>
<td>在线提问</td>
<td></td>
<td>√</td>
<td></td>
<td></td>
</tr>
<tr>
<td>在线评论</td>
<td>√</td>
<td>√</td>
<td></td>
<td></td>
</tr>
<tr>
<td>线下活动</td>
<td></td>
<td>√</td>
<td>√</td>
<td></td>
</tr>
<tr>
<td>职位搜索</td>
<td></td>
<td>√</td>
<td></td>
<td>√</td>
</tr>
</tbody>
</table>

新增的平台互动功能带动了园区内部的知识共享，有利于云谷吸引潜在入驻企业和自身的长期发展。第三阶段平台新增功能为表格 6 中下划线标识部分。

### 表格 6 第三阶段平台功能分析（1）

<table>
<thead>
<tr>
<th>内容</th>
<th>目的</th>
</tr>
</thead>
<tbody>
<tr>
<td>孵化器信息板</td>
<td>整合信息</td>
</tr>
<tr>
<td>新政策信息</td>
<td>紧跟政策</td>
</tr>
<tr>
<td>交流会信息</td>
<td>协助企业参会</td>
</tr>
<tr>
<td>在孵企业信息板</td>
<td>促进在孵企业之间交流</td>
</tr>
<tr>
<td>在孵企业需要的短期合作</td>
<td>分享知识/信息</td>
</tr>
<tr>
<td>最新行业信息</td>
<td>分享知识/信息</td>
</tr>
</tbody>
</table>

*下划线标识为第三阶段新增功能

**信息版-在孵企业**：在孵企业可以在此模块发布最新企业及相关产品信息或者短期的园区内部企业合作项目。
### 表格 7 第三阶段平台功能分析（2）

<table>
<thead>
<tr>
<th>内容</th>
<th>目的</th>
</tr>
</thead>
<tbody>
<tr>
<td>图书馆索引</td>
<td>整合信息</td>
</tr>
<tr>
<td>IT类信息（文章/视频教学，外包企业信息索引，问答功能）</td>
<td>促进行业学习</td>
</tr>
<tr>
<td>商务类信息（文章/视频教学，外包企业信息索引，问答功能）</td>
<td>促进行业学习</td>
</tr>
<tr>
<td>行业成功案例（文章，问答功能）</td>
<td>提高工作效率</td>
</tr>
<tr>
<td>产业地图（B组）</td>
<td>机会识别</td>
</tr>
<tr>
<td>评论功能</td>
<td>促进孵化器与在孵企业之间互动</td>
</tr>
</tbody>
</table>

*下划线标识为第三阶段新增功能*

**图书馆索引**：云谷可以在第三阶段发布相关的外包公司信息，为企业解决 IT 或商务相关问题提供更加深入和全面的解决方案。同时提供问答功能以加强园区内的互动。

综上所述，南山云谷电子商务平台规划建议总体架构如图 2 所示：

![电子商务平台规划建议总体架构图](南山云谷科技产业园)

**图 1 电子商务平台规划建议总体架构图**

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7项目实施

针对该项目提出的三阶段电子商务平台规划建议，本节主要讨论了项目的具体实施计划供南山云谷参考。项目实施的时间轴如图2所示。该实施方案旨在有效利用云谷现有资源并尽可能减少实施成本。

图2 项目实施计划

本方案各阶段的实施内容充分考虑了云谷的现状及发展计划。云谷作为园区管理企业，已设有在孵企业管理职能部门，现有管理处职员负责收集在孵企业的公司信息。同时，云谷官方网站已经初步建设完成。因此，在短期内，云谷有人力资源和IT资源完善现有网站，即项目规划建议的第一阶段。在孵化器网站得到完善，充分整合园区在孵企业信息后，南山云谷可以在基础设施建设基本完成以及知名度得到一定提升的前提下，进一步建设电子商务平台，即项目规划的第二、三阶段。

在实施者方面，我们建议云谷的管理处负责第一阶段在孵企业的公司信息收集及网站资料更新。考虑到南山云谷与中国名网的长期合作关系以及中国名网在互联网行业的丰富经验，我们建议云谷可以将第二、三阶段电子商务平台的搭建外包给中国名网，同时，云谷组建专门的内部IT小组负责其后的维护工作。
息来源方面，第二阶段主要由孵化器负责收集、整理和发布，而第三阶段则由云谷和在孵企业共同提供。

在成本方面，第一阶段的成本主要包括现有网站的升级改造支出。第二、三阶段的成本涉及电子商务平台外包费用，具体包括平台软件的购置，系统维护，以及相应人力资源支出等。
8项目收益

通过三个阶段的项目实施，该项目所提出的电子商务平台规划建议基本能够满足孵化器和在孵企业的需求，同时解决了在前期项目议题中所提出的关于企业知名度、孵化器服务和信息传递以及知识共享问题。表格5总结了在项目的每个阶段所解决的问题和达到的目标。

### 表格8 项目阶段目标

<table>
<thead>
<tr>
<th>企业知名度</th>
<th>信息交流及平台服务</th>
<th>知识共享及社交网络</th>
</tr>
</thead>
<tbody>
<tr>
<td>孵化器的期望</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>在孵企业的期望</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>最佳实践</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>第一阶段</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>第二阶段</td>
<td></td>
<td></td>
</tr>
<tr>
<td>第三阶段</td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>

该项目的实施将会为孵化器、在孵企业以及外部投资者和终端用户带来潜在收益（表格6）。

### 表格9 项目潜在收益

<table>
<thead>
<tr>
<th>孵化器</th>
<th>在孵企业</th>
<th>投资方</th>
<th>终端用户</th>
</tr>
</thead>
<tbody>
<tr>
<td>内部</td>
<td>加强IT设施</td>
<td>加强市场推广</td>
<td>简化浏览过程</td>
</tr>
<tr>
<td></td>
<td>加强与在孵企业的交流</td>
<td>增加可用信息</td>
<td>增加可用信息</td>
</tr>
<tr>
<td></td>
<td>吸引更多企业加入</td>
<td>可获得更多IT服务和支持</td>
<td>获得更多创新产品</td>
</tr>
<tr>
<td></td>
<td>加强对在孵企业的了解</td>
<td></td>
<td></td>
</tr>
<tr>
<td>外部</td>
<td>增加利润</td>
<td>增加企业知名度</td>
<td>简化浏览过程</td>
</tr>
<tr>
<td></td>
<td>增加企业知名度</td>
<td>增加间接销售</td>
<td>增加可用信息</td>
</tr>
<tr>
<td></td>
<td>增加获得投资的可能</td>
<td></td>
<td>获得更多创新产品</td>
</tr>
</tbody>
</table>
对于南山云谷：通过改进现有网站和搭建电子商务平台，云谷可以加强其 IT 设施；对于在孵企业的了解更加快速而全面；提供给在孵企业更多的信息、知识和对外及对内的交流机会，帮助在孵企业成长。通过更加完善的孵化器服务，云谷自身的知名度会得到一定提升，吸引更多企业入驻云谷，增加园区利润。

对于在孵企业：获得更多孵化器提供的线上及线下市场推广支持；通过在线学习与知识共享，在孵企业能够充分利用园区产业集群优势快速成长，提高产品质量，增强企业创新能力。企业及其产品知名度会进一步提升，吸引更多潜在投资者和消费者，增加利润。

对于潜在投资者：云谷通过改进现有网站和架设电子商务平台，帮助在孵企业成长，简化了投资者的搜索和浏览过程，使其获得更多可用信息和投资项目。

对于在孵企业的终端用户：该平台简化了终端用户的搜索和浏览过程，用户更容易获取企业信息及创新产品。

综上所述，通过三阶段电子商务平台规划的实施，我们期望能够使南山云谷拥有完善的网站功能，同时建议能够实现园区对内及对外高效的信息流动，促进孵化器自身与在孵企业的共同成长。
研究限制与未来发展方向

由于受限于时间、人力与受访对象等因素，本项目在研究对象、研究方法和过程以及最终的战略规划建议上存在一定的限制。

首先，该项目最大的限制是没有足够的时间对孵化器以及相关的在孵企业进行充分的调研。同时，由于人力因素等，项目中问卷调查随机抽样获得的样本在数量上和质量上还不够理想。因此，在对孵化器和在孵企业的需求分析上可能还不够深入。如果有更加充足和深入的调研，我们预期将能获得更多的数据，使我们的规划建议更加切实可行。

其次，项目调研对象不够全面。电子商务作为一个复杂的商务行为，涉及到供应链上游和下游的各个环节。因此，如果有充足的时间和资源能够从投资者、消费者等获取更多的信息，规划建议将更具适用性。

最后，由于南山云谷自身的行业性质以及在孵企业的行业因素，二者在对电子商务平台的规划需求上存在一定偏差，因此项目建议主要偏重电子商务平台的信息交换功能，没有实现孵化器自身对于发展传统电子商务功能的要求。

关于电子商务平台这一问题，未来的项目可以重点关注孵化器的需求与规划目标，深入了解南山云谷的现有资源，在本项目建议的基础上，进一步规划适合于企业孵化器及高新技术产业的传统电子商务功能，以增强整个孵化器及其在孵企业的创新能力与核心竞争力。
10 总结

电子商务在当今各个商业领域都发挥着举足轻重的作用。合理地运用电子商务平台不仅能够将企业产品推向世界，而且能够加强企业内部运作的效率。所以，构建电子商务平台对于南云谷的短期和长期发展都将产生深远影响。

对于本次项目课题，我们首先进行了深入而广泛的背景研究，确立了初步项目目标。通过实地调研，我们获得了更多关于目标企业的具体信息，同时为了使项目规划建议更加符合孵化器现状及具有适用性，推动孵化器及其在孵企业的发展，我们对项目目标进行了多次修正。

在进行前期研究时，我们根据南云谷的反馈信息和在孵企业访谈调研结果，总结出本项目的项目议题。本次规划建议主要围绕三方面展开，分别是提升孵化器和在孵企业的知名度，加强孵化器提供的服务及对内和对外的信息传递，和孵化器内部的信息交换及知识共享。通过理论研究、数据分析及行业最佳实践分析，结合孵化器现状及未来的发展前景，我们提出了三阶段电子商务平台总体规划建议以及项目的短期和长期的实施方案。项目最后分析了该规划建议为云谷、在孵企业、潜在投资者和在孵企业的消费者四方带来的潜在效益。

综上所述，本次项目报告阐述了云谷未来在电子商务方面的发展机遇，为南云谷提供了相应的电子商务平台整体规划建议。我们相信云谷未来在线上的发展能够带动其整体的成功。
参考文献


信物宝. 关于我们 <http://www.xinwubao.com/link/link_AboutUs_zh_CN.jsp>. 2013
附录

附录 A 电子商务价值链结构模型

(Porter, 2001)
附录 B 电子商务战略规划模型

<table>
<thead>
<tr>
<th>管理维度</th>
<th>问题</th>
</tr>
</thead>
<tbody>
<tr>
<td>战略</td>
<td>1 明确定位组织战略发展方向</td>
</tr>
<tr>
<td></td>
<td>2 确保实施电子商务与符合企业战略规划内容</td>
</tr>
<tr>
<td></td>
<td>3 获得领导层支持</td>
</tr>
<tr>
<td></td>
<td>4 组织内部学习行为需要在战略规划指导下进行</td>
</tr>
<tr>
<td>财务</td>
<td>1 确认有足够的资金支持</td>
</tr>
<tr>
<td></td>
<td>2 确认电子商务投资会为公司收益</td>
</tr>
<tr>
<td>法律</td>
<td>1 注意相关税收政策</td>
</tr>
<tr>
<td></td>
<td>2 确保电子商务相关内容符合法律规定</td>
</tr>
<tr>
<td></td>
<td>3 提供正确的、法律所要求的相关企业信息</td>
</tr>
<tr>
<td>物流</td>
<td>1 评估企业是否有产品配送能力</td>
</tr>
<tr>
<td></td>
<td>2 确认是否有必要的技术架构支持与客户的沟通交流</td>
</tr>
<tr>
<td>营销</td>
<td>1 建立方交易双方信任机制</td>
</tr>
<tr>
<td></td>
<td>2 必要情况下提供翻译</td>
</tr>
<tr>
<td></td>
<td>3 充分考虑文化差异</td>
</tr>
<tr>
<td></td>
<td>4 建立相关机制，解决用户在技术方面可能遇到的问题</td>
</tr>
<tr>
<td></td>
<td>5 充分考虑目标客户需求</td>
</tr>
<tr>
<td>运营</td>
<td>1 确认员工是否具有电子商务相关技能</td>
</tr>
<tr>
<td></td>
<td>2 建立培训与激励机制</td>
</tr>
<tr>
<td></td>
<td>3 建立应急机制</td>
</tr>
<tr>
<td></td>
<td>4 确认企业是否有能力提供支付功能</td>
</tr>
<tr>
<td>安全</td>
<td>1 尽可能减少外部对交易信息的攻击</td>
</tr>
<tr>
<td></td>
<td>2 尽可能减少外部对电子商务网站的攻击</td>
</tr>
<tr>
<td>技术</td>
<td>1 在开发网站时重点考虑网站加载时间</td>
</tr>
<tr>
<td></td>
<td>2 识别企业在技术方面存在的限制</td>
</tr>
</tbody>
</table>

(Kao & Decou, 2003)
附录 C 调查问卷

南山云谷在孵企业问卷调查

尊敬的女士/先生：

您好！我们是香港城市大学与澳洲昆士兰大学“致力于自主创新的在孵企业电子商务平台策略与规划”课题组成员。该课题旨在为您所在的孵化器建立电子商务服务平台提供战略规划建议。为了更好地了解在孵企业的需求，我们课题组真诚希望您能协助填写这份调查表。我们郑重承诺，调查结果仅供研究使用。

非常感谢您的大力支持！

香港城市大学/昆士兰大学课题组
2013 年 6 月

1. 贵公司的所在行业是：_______________
2. 贵公司正处于：
   A. 起步阶段   B. 产品研发阶段   C. 产品市场推广阶段   D. 成熟发展阶段（中小型企业）

对于下列问题，请勾选出最符合贵公司情况的描述：

<table>
<thead>
<tr>
<th></th>
<th>非常满意</th>
<th>满意</th>
<th>不满意</th>
<th>非常不满意</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. 您对现在贵公司产品推广的方式满意么？</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. 您对孵化器现在提供的服务满意么？</td>
<td></td>
<td></td>
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<td>5. 您对贵公司产品当前的网络曝光率是否满意？</td>
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<tr>
<td>6. 您对贵公司所在的孵化器提供的 IT 资源和支持满意么？</td>
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<tr>
<td>7. 您对贵公司所在的孵化器提供的 IT 培训满意么？</td>
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</table>

非常感谢您的参与及宝贵时间！
附录 D 问卷调查结果

图 1 企业对现有产品推广方式的满意度

图 2 对云谷现有 IT 基础设施及服务的满意度

图 3 对孵化器现有网络设施及沟通渠道满意度

图 4 对孵化器提供培训服务的满意程度
附录 E 在孵企业访谈结果

![在孵企业访谈结果分析图]

- 希望获得相关内容的在孵企业数量
- 借助互联网推广公司产品
- 更多企业服务
- 更高效的网络平台

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附录 F 孵化器访谈记录

基本信息

| 受访者姓名 | 林博士 |
| 公司 | 深圳南山科技创业服务中心 |
| 访谈时间 | 2013 年 6 月 25 日，上午 9:30 |
| 访谈地点 | 南山云谷 |
| 采访者姓名 | 徐小光 |
| 访谈目标 | • 了解孵化器与在孵企业之间信息传递方式  
• 了解孵化器为在孵企业在产品推广方面提供的帮助 |

访谈记录

问：在协助在孵企业成长的过程中，你认为孵化器的主要承担的角色是什么？
答：孵化器通常情况下不会介入在孵企业的业务过程，我们主要是起到桥梁作用，也就是说提供更多的机会和信息给在孵企业，帮助在孵企业获得更多潜在投资者，合作伙伴，客户关注等等。

问：一般情况下，孵化器如何跟在孵企业沟通？
答：主要通过网站，短信平台，电子邮件，电话等。

问：在孵企业之间是如何与彼此沟通？现在是否有任何的沟通的平台呢？
答：我们为在孵企业，特别是那些初创公司举办了各种类型的交流活动，例如创业之星大赛，IT 茶会，接触沙龙等。这些活动从目前来看还是比较成功的，许多在孵企业也会积极参与这类活动。

问：孵化器是否有什么活动或者平台来帮助在孵企业推广其产品或者服务？有没有什么在线推广计划？
答：我们会组织和协助在孵企业参加一些政府资助的活动，比如高交会等。同时，我们会定期的组织一些出国交流活动，为在孵企业创造机会接触到更广阔的的市场环境。我们的网站上是有一些关于企业的信息的，但是在现阶段来说，通过网络推广的不一定会有效果，因为南山网站自身的点击率就不是很搞。我想这对于云谷来说也是一个问题。

问：南山会为在孵企业提供技术支持么，比如说一些 IT 设施和培训？
答：这个是有的。首先，我们的接触沙龙的主题经常会涉及到 IT。其次，南山会帮助企业整合实验室以及企业资源等。最后，南山本身是设有一个科技培训中心的。
基本信息

受访者姓名 | 方伟权
---|---
公司 | 南山云谷
职务 | 市场拓展部副经理
访谈时间 | 2013年6月25日，上午11:00
访谈地点 | 南山云谷
采访者姓名 | 徐小光
访谈目标 | • 了解孵化器与在孵企业之间信息传递方式  
• 了解孵化器为在孵企业在产品推广方面提供的帮助
访谈记录

问：云谷是否会举办一些促进在孵企业之间相互沟通的活动？
答：我们会举办讲座，老总高尔夫和IT茶会，给企业创造了很多面对面沟通交流的机会。对于孵化器来说，这些活动也为我们提供了很多了解在孵企业，与在孵企业建立合作关系的机会。

问：云谷一般如何发布有关这类活动的信息？
答：我们有一个经常被用来作为信息发布平台的QQ群。有些活动的通知会发布在名网的网站上。我们也给各个企业发活动邀请函，然后通过电话确认企业是否参加活动。

问：您刚才提到了名网网站，那云谷现在是否有自己的官方网站？
答：有的，云谷已在2011年建成其官方网站，但仍有很多方面需要建设。现阶段云谷的信息都是依靠名网的网站进行发布的。

问：云谷有没有什么方法来帮助在孵企业推广其产品或者服务？
答：我们也会组织在孵企业参加高交会，但是这部分还是主要依赖科创中心那边。

问：现阶段，云谷内的企业之间有没有业务上的合作关系？
答：现阶段在孵企业之间商业合作关系不是特别多。但是从孵化器本身来说，因为云谷也是一个企业，我们希望能够寻求一些与在孵企业之间的合作机会。

基本信息
访谈记录

问：云谷的主要收入来源是什么？
答：我们主要为入驻企业提供场地租赁服务和物业服务，收入主要来源于租金、管理费等。云谷和名网共同为在孵企业提供这些服务。

问：云谷是否有计划在孵企业搭建电子商务平台？
答：南山云谷已经计划建设电子商务平台，但还在起步阶段。我们只做了一些物质上的准备，把相关的办公室已经布置好了。这个平台的用户并不局限于我们孵化器内的在孵企业，任何初创企业或中小企业都可以利用这个电子商务平台。

问：您期望这个平台将会为在孵企业提供什么服务？
答：这也是我们一直在考虑的问题。现阶段我们只是把它命名为“互联网公共服务平台”，但我们对这个平台的建设还没有任何详细计划。通过与 IT 服务提供商的合作，我们可以提供互联网的 IT 服务。在电子商务方面，我们或许会与电子商务企业合作，可能会提供电子商务培训，物流和仓储以及支付服务。这个平台可能也会给企业提供一些在线交流的机会。

问：您认为这个电子商务平台会给孵化器和在孵企业创造什么价值？
答：会一定程度上促进企业业务发展，并且为企业降低运营成本。

问：您认为哪个类型的企业最需要电子商务平台？
问：孵化器是否有组织一些活动来帮助企业推广产品等？
答：有。因为大部分企业没有足够的能力获得市场的关注，因此云谷会帮助企业联络一些大型企业。比如说云谷最近举办的一个活动，邀请了中国工商银行和在孵企业的领导，为企业和银行之间沟通搭建桥梁。

问：您认为在云谷为在孵企业提供服务中，效果最好的、最具有优势的是什么？
答：主要是场地和设备租金方面的优惠，另外产业集群对于在孵企业来说也是一个比较重要因素。同时，云谷也会帮助企业建设企业形象，提供良好的工作氛围。各种交流活动使得在孵企业可以得到更多相互学习促进的机会。

问：作为管理层，你认为云谷在哪方面最需要改进？
答：主要是人才的引进和孵化器服务方面。云谷在服务改善方面已经做了很多工作，比如我们开展了平台服务，提供知识产权服务等。

问：孵化器和在孵企业之间信息沟通的主要方法是什么？孵化器现在是否有供在孵企业交流的平台？您认为现有的沟通方式是有效的吗？还有什么需要改进的地方？
答：现在我们内部沟通主要是依靠即时聊天工具，比如QQ。现阶段来看是有效的。我们也在考虑购置相应的企业管理软件。

问：您觉得吸引投资者和创业公司入驻云谷的主要因素有哪些？
答：对那些有好的想法和创业来说，孵化器的官方背景、地理位置、配套设施例如交通、租金是比较重要的。投资者方面，一般来说，投资者不会关注整个园区，而是关注特定企业。所以我们举办创业之星大赛，就是为了帮助创业企业吸引投资者的关注。

答：B2C 企业。
附录 G 在孵企业访谈问题

基本信息

<table>
<thead>
<tr>
<th>受访者</th>
<th>云谷 14 家入驻企业</th>
</tr>
</thead>
<tbody>
<tr>
<td>访谈时间</td>
<td>2013 年 6 月 24、25 日</td>
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<tr>
<td>访谈地点</td>
<td>南山云谷</td>
</tr>
<tr>
<td>采 访 者</td>
<td>徐小光，朱家骏，黄斯璜</td>
</tr>
<tr>
<td>访谈目标</td>
<td>了解在孵企业现状，对电子商务平台建设的看法及功能上的需求。</td>
</tr>
</tbody>
</table>

主要访谈问题

1. 贵公司的主营业务是什么?
2. 贵公司采用何种方式来推广自己公司的产品或者服务？您认为现有的产品推广方式是有效的么？
3. 您认为是否有必要通过多种途径来进一步提升贵公司的知名度？
4. 云谷是否有什么活动或者平台来帮助您的公司推广您的产品或者服务？
5. 您最希望您发展电子商务的过程中，云谷提供什么服务？
6. 如果云谷现在搭建一个电子商务平台用作信息共享，你是否会利用其进行产品或服务的推广？您觉得这样一个平台对您来说最有利的是什么？
7. 您是否有兴趣参加云谷提供的商务或者 IT 方面的培训？
8. 您对云谷现有的孵化器服务满意么？
9. 您是通过何种方式与孵化器进行信息沟通的？您认为这种方式是有效的么？
10. 您是否有机会与其他在孵企业进行沟通交流？
附录 H 案例分析

<table>
<thead>
<tr>
<th>名称</th>
<th>STARTUP ROCKET</th>
<th>E-VENTURES</th>
<th>Y COMBINATOR</th>
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</thead>
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<tr>
<td>阶段 1：孵化器网站展示详细的在孵企业背景</td>
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<td>Y Combinator PostHaven (独立与孵化器网站的网络平台)</td>
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<td>孵化器网站关于在孵企业的详细基本信息</td>
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</tr>
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<td>- 在孵企业的名称（已发展及未发展的企业）</td>
<td>- 在孵企业的名称（已发展的企业）</td>
<td>- Y Combinator PostHaven (独立与孵化器网站的网络平台)</td>
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<td>- 在孵企业网站链接(创始人简介/网站页面)</td>
<td>- 在孵企业商标</td>
<td>- 在孵企业的名称</td>
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<td>- 在孵企业概要</td>
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<td>- 社交媒体页面 例如：LinkedIn, Facebook, Twitter</td>
<td>- 社交媒体页面 例如 Crunch, twitter, Facebook</td>
<td>- 社交媒体页面 例如 Crunch, twitter, LinkedIn</td>
<td></td>
</tr>
<tr>
<td>名称</td>
<td>STARTUP ROCKET</td>
<td>E-VENTURES</td>
<td>Y COMBINATOR</td>
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<td>----------------</td>
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<td>--------------</td>
</tr>
<tr>
<td><strong>第 2 阶段：IT 支持</strong></td>
<td>无</td>
<td>无</td>
<td>有孵化器网站内的资料库：</td>
</tr>
</tbody>
</table>

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### 第 3 阶段：孵化器内企业间信息交换及知识共享

<table>
<thead>
<tr>
<th>名称</th>
<th>STARTUP ROCKET</th>
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<th>Y COMBINATOR</th>
</tr>
</thead>
</table>
| 孵化器内企业间信息交换及知识共享 | 无 - 博客不能够促进在孵企业之间，以及在孵企业和孵化器之间的合作 | 无 - 没有提供在线的社交平台 | 有 - 线下活动:  - 每周组织聚餐, 非正式的信息交流  
线上活动:  - 平台内提供企业问答功能  - 以博客的方式促进知识共享 |
致谢

首先我们要感谢深圳南山区科技创业服务中心及南山云谷为我们提供这次宝贵的学习机会。在项目过程中科创中心及云谷领导和企业的大力支持是我们项目得以顺利进行的有力保证。

同时，我们要感谢香港城市大学和澳洲昆士兰大学的老师们的辛勤付出。感谢老师们在项目进行的各个阶段为我们项目提供的建议与指导。

最后，感谢香港城市大学与澳洲昆士兰大学一起合作的同学们。感谢其他项目组同学与我们的交流与帮助。