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Reading the reality of business incubators and emerging institutions in the United States of America, the People's Republic of China, the United Kingdom

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Abstract:

This study aims to analyze the reality of business incubators and emerging institutions in three global economic powers: the United States of America, the People's Republic of China, and the United Kingdom, by comparing policies, infrastructure, services provided, and economic performance of these systems, This study highlights that the success of business incubators is not only measured by infrastructure or financing, but by the integration of government policies, cooperation between universities and the private sector, and the cultural environment that motivates leadership. The three experiences are reference models that developing countries can benefit from to design support systems for emerging institutions towards achieving sustainable development and knowledge -based economy.

Key words: Business incubators, startups, USA, People's Republic of China, United Kingdom.
JEL Classification Codes: L26; M13; O57.

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Introduction :

A descriptive - analytical curriculum - comparison, supported by secondary data from official reports, academic studies and government statistics, was approved for the purpose of exploration Similar to the three models, and extract the lessons learned.

Business Incubators and startups are a basic pillar in the innovation and contemporary entrepreneurial system. In light of an economic environment characterized by increased competitiveness and accelerating technological changes, incubators appeared as a vital mechanism to support emerging institutions in their early stages, by providing resources, services and the supportive environment needed to convert innovative ideas into successful and growing commercial projects.

Incubators act as safe incubators for emerging institutions, providing more than just a common work space. It provides an integrated package of services that include Mentoring by industry experts, assistance in developing business models, obtaining first financing (Seed Funding), and access to Networking networks with investors and potential partners, legal, administrative and marketing support. This comprehensive support aims to reduce the rates of the failure of emerging institutions in their first critical years and increase the chances of their survival and growth.

In this study, a comparative study of the reality of business incubators and emerging institutions for the experience of the United States of America, the People's Republic of China, the United Kingdom in terms of some geographical spread, economic performance, Sectoral specializations.

- **The problem of study:** What are the differences and similarities in the business incubator and startup models of the United States, the People's Republic of China, and the United Kingdom in terms of policies, services, and economic outcomes?
- **Study hypothesis:** The study assumes that the difference in national policies, financing trends, and the nature of institutional partnerships constitute basic factors that explain the difference in the efficiency and effectiveness of business incubators and emerging institutions between the United States, China, and Britain.
- **The importance of the study:** The importance of this study lies in providing comparative analysis of leading international experiences in the field of business incubators and emerging institutions, which helps to understand the factors affecting its success, and also contributes to enriching literature related to the leadership of business and innovation. It provides a scientific basis for decision makers to develop effective policies that support entrepreneurship in various contexts.
- **Study objectives:** The following points are:
- Analyzing the reality of business incubators in the United States of America, China, and the United Kingdom in terms of policies and institutional structure;
- Comparing support models and services provided to emerging institutions in the three countries;
- Extracting the most prominent strengths and weaknesses in each experience.

- **Study Methodology:** The study adopts a descriptive, analytical, and comparative approach to analyze the experiences of the United States, the People's Republic of China, and the United Kingdom in business incubators and startups, using a comparative case study approach to draw similarities and differences. The study also relies on secondary data sources from government and academic reports and official statistics to analyze policies and outcomes achieved in each country.

First: Concept Startups: There are many definitions of start-ups, including:

- Know that it is Startups focus on rapid growth and radical innovation, with the ability to change their business model in response to market feedback. (Gans, Stern, & Wu, 2019, p. 738).
- It is also known as Startups are characterized by a pre-organizational maturity stage, where the primary goal is to validate the business model and achieve growth. (Davidsson & Gordon, 2016, p. 29).
- It is also known as A startup is a human enterprise designed to deliver a new product or service under conditions of extreme uncertainty. (Ries, 2011, p. 27).

Second: The importance of emerging institutions: It lies in the following points:

- **Generating innovation and competitiveness:**70% of new technology innovations (2020-2023) originated from startups, compared to only 20% from large companies." (Acemoglu & Restrepo, 2022, p. 15).
- **Job creation:** Startups less than 5 years old created 40% of net jobs in the United States over the past decade." (Decker & al, 2023, p. 10).
- **Attracting foreign investment:** "Every 10% increase in the number of startups increases foreign direct investment (FDI) by 3.8% in emerging economies" (World Bank, 2023, p. 87).

Third: The concept of business incubators: There are many definitions regarding Business incubators We mention among them:

- The OECD defined business incubators as: They are supportive environments that provide infrastructure, administrative services, and specialized consulting, designed to reduce start-up costs and minimize the risk of failure of entrepreneurial projects. (OECD, 2010, p. 89).
- As defined by the World Bank as: Entrepreneurship development mechanisms that support entrepreneurs by providing shared physical space, intensive training, and connections with investors, for 1–5 years." (World Bank, 2014, p. 07).
- And also knew her Massachusetts Institute of Technology (MIT)As it is "Living laboratories rush Maturation of startups by providing an environment that simulates the real market, with the support of sector experts." (Roberts & Eesley, 2011, p. 63).

Fourth: The importance of business incubators: It can be summarized as follows:

- **Increase company survival rates:** Companies that emerge from business incubators have an 83% survival rate after 5 years, compared to 42% for regular companies." (Amezcua, 2023, p. 12).
- **Enhancing innovation density:** Companies in incubators register 2.3 times more patents and attract 65% more investment." (Grimaldi & Grandi, 2021, p. 110).

Fifth: Business incubators and startups in the United States of America:

1- Business incubators:

1-1- Geographical distribution:

Table No. (01): Geographical distribution of business incubators in the United States of America

Ratio	Number of incubators	State
18.2%	280	California
12.7%	195	New York
9.7%	150	Massachusetts
7.8%	120	Texas
51.6%	795	Other states

Source:(Brookings Institution, 2024, p. 06)

1-2- Economic performance:

Table No. (02): Economic performance of business incubators in the United States of America

Value	Indicator
87%	Company survival rate after 5 years
15.3 jobs	Average jobs generated/company
78%	Additional funding attraction rate
$2.1 million	Average annual revenue

Source:(National Business Incubation Association (NBIA), 2023, pp. 14-16)

1-3- Sectoral specializations:

Table No. (03): Sectoral specializations of business incubators in the United States of America

Ratio	sector
58%	Technology
18%	Life Sciences
12%	clean energy
12%	Other sectors

Source:(MIT, 2024, p. 32),(NVCA, 2024)

2- Startups:

2-1- Key indicators:

Table No. (04): Key indicators for startups in the United States of America

Annual change	value	Indicator
+2.1%(2023-2024)	5.4 million	Number of startups
-0.2 points	Per 1,000 adults 4.3	New company creation rate
18.3-%	$238.5 billion	Total financing
7.6+%	$3.1 million	Average initial funding
3.1+ points	21.9%	First-year failure rate

Sources:

(US Census Bureau, 2024, p. 07)
(Kauffman Foundation, 2024, p. 12)
(PitchBook-NVCA Venture Monitor, 2024, p. 05)
(Crunchbase, 2024, p. 09)
(Bureau of Labor Statistics (BLS), 2024, p. 14)

2-2- Economic performance:

- **Survival rate:**
- 79.6% after the first year;
- 49.7% After 5 years.
- **Job generation:**3.1 million new jobs annually (compared to 2.4 million in existing companies).
- **Revenue:** Average first-year revenue: $487,000.

Sixth: Business incubators and start-ups in the People's Republic of China

1- Business incubators:

1-1- Geographical distribution

Table No. (05): Geographical distribution of business incubators in the People's Republic of China

The city	Number of incubators
1150	Beijing
980	Shenzhen
850	Shanghai
620	Hangzhou

Source:(China Business Incubation Development, 2024, p. 08)

1-2- Economic performance:

Table No. (06): Economic performance of business incubators in the People's Republic of China

Value	Indicator
82%	Company survival rate (5 years)
$120 billion (2023)	venture capital investments
3.2+ million	Generated jobs

Sources:

(Tsinghua University Study, 2024, p. 29)

(Zero2IPO Research, 2024, p. 17)

(National Bureau of Statistics of China - NBS, 2024, p. 33)

1-3- Sectoral specializations:

Table No. (07): Sectoral specializations of business incubators in the People's Republic of China

Ratio	sector
30%	artificial intelligence
25%	semiconductor chips
20%	Biotechnology
15%	clean energy
10%	Other

Source:(McKinsey & Company, 2024, p. 21)

2- Startups:

2-1- Key indicators:

Table No. (08): Key indicators of start-ups in the People's Republic of China

Annual change	value	Indicator
(2023-2024) +8.3%	31.6 million	Number of registered startups
-22.1%	($168 billion) 1.2 trillion¥	capital investments
+5.4%	($2.1 million) 15 million¥	Average initial funding
-4.2a point	61.7%	5-year survival rate
+0.8+ points	12.3%	Contribution to GDP

Sources:

(State Administration for Market Regulation (SAMR), 2024, p. 15)
(Zero2IPO Research, 2024, p. 07)
(ITJUZI Research, 2024, p. 11)
(Tsinghua University Study, 2024, p. 29)
(National Bureau of Statistics of China - NBS, 2024, p. 33)

2-2- Economic performance:

- **Job generation:**28.6 million direct jobs (National Bureau of Statistics of China - NBS, 2024, p. 24).
- **Revenue:** Average first-year revenue: ¥3.8 million ($535,000)(Ministry of Commerce of the People's Republic of China, 2024, p. 17)
- **Technology exports:** 14.3% annual growth in startup products (Ministry of Commerce of the People's Republic of China, 2024, p. 12)

Seventh: Business incubators and startups in UK:

1- Business incubators

1-1- Geographical distribution:

Table No. (09): Geographical distribution of business incubators in the United Kingdom

Number of incubators	The area
380	London
120	Cambridge
95	Oxford
85	Manchester
75	Edinburgh

Source:(Tech Nation, 2024, p. 23)

1-2- Economic performance:

Table No.(10):The economic performance of business incubators in the United Kingdom

Value	Indicator
83%	Survival rate (5 years)
150,000 British pounds	Average initial funding
12.5	Job Generation/Company

Sources:

(Office for National Statistics (ONS), 2024, p. 29)

1-3- Sectoral specializations:

Table No. (11): Sectoral specializations of business incubators in the United Kingdom

Ratio	sector
28%	FinTech
22%	Biotechnology and Digital Health
18%	Artificial Intelligence and Data Science
15%	clean energy
12%	Creative and digital industries
05%	advanced manufacturing

Sources:

(UK FinTech & HM Treasury, 2024, p. 14)
(PricewaterhouseCoopers UK (PwC), 2024, p. 21)
(Tech Nation, 2024, p. 33)
(Department for Business, Energy & Industrial Strategy (BEIS), 2024, p. 27)
(Creative Industries Council, 2024, p. 19)
(Make UK, 2024, p. 11)

2- Startups:

2-1- Key indicators:

Table No. (12): Key indicators for start-ups in the United Kingdom

Annual change	value	Indicator
+3.2%(2023-2024)	5.9 million	Number of registered startups
-15.7%	($36 billion) 28.5 billion£	capital investments
+4.3%	($1.5 million) 1.2 million£	Average initial funding
-1.8a point	42.6%	5-year survival rate
+0.5 points	**6.7%**	Contribution to GDP

Sources:

(Office for National Statistics (ONS), 2024, p. 11)
(Beauhurst, 2024, p. 07)
(Dealroom and HSBC Innovation Banking, 2024, p. 09)
(Office for National Statistics, 2024, p. 18)
(Confederation of British Industry, 2024, p. 23)

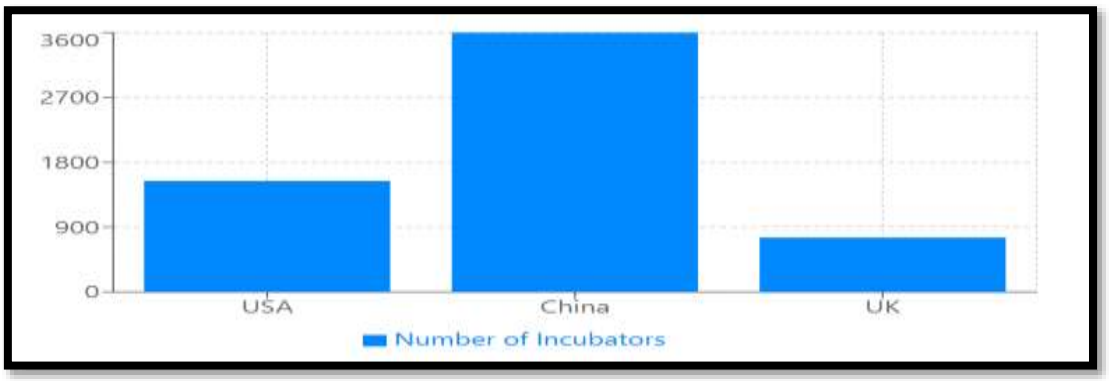
2-2- Economic performance:

- **Job generation:**2.9 million direct jobs. (Office for National Statistics, 2024, p. 31)
- **Revenue:**Average first year revenue: 620,000£ ($780,000). (British Business Bank, 2024, p. 15)
- **Technology exports:**9.1% growthannually (Department for International Trade, 2024, p. 11).

Eighth: The practical aspect of the study

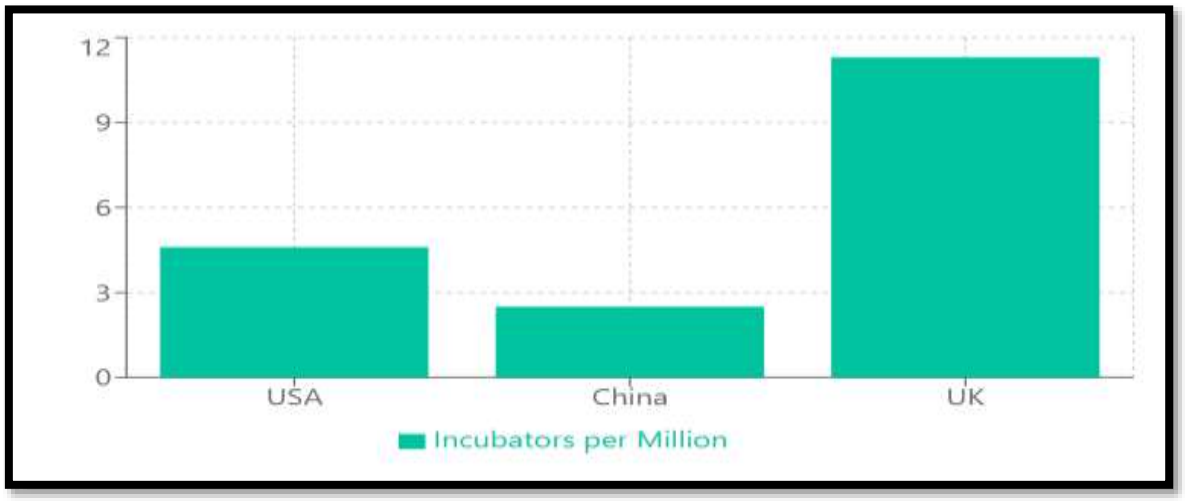
1. Business Incubators: Scale and Distribution Analysis:

Figure No. (01): Total Incubators by Country



Source: (Prepared by researchers, 2025)

Figure No. (02): Incubators per Million Population:



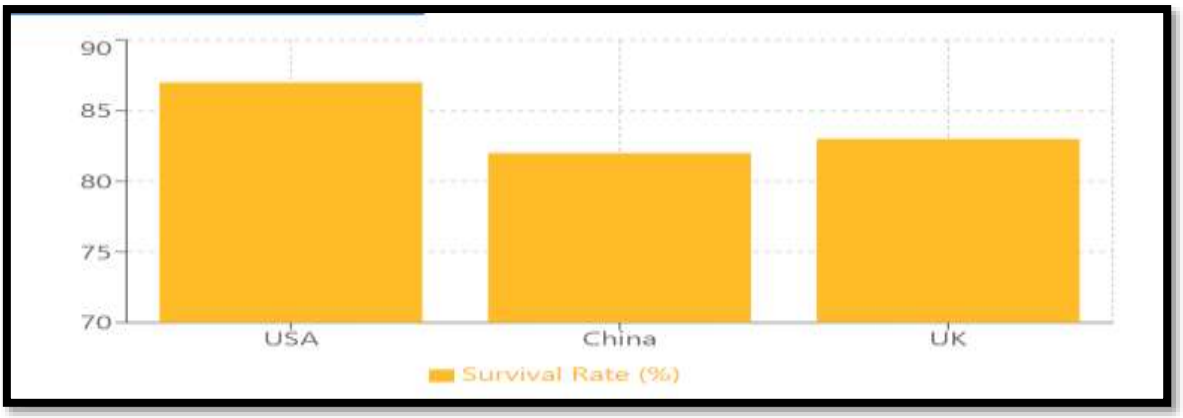
Source: (Prepared by researchers, 2025)

It is clear from the previous table that:

- Scale Leadership: China leads with 3,600+ incubators, more than double the USA (1,540);
- Population Density: UK shows highest incubator density (11.3 per million), indicating mature ecosystem;
- Strategic Approach: China's massive scale reflects government-driven entrepreneurship initiatives;
- Market Maturity: USA and UK show more balanced distribution relative to population size.

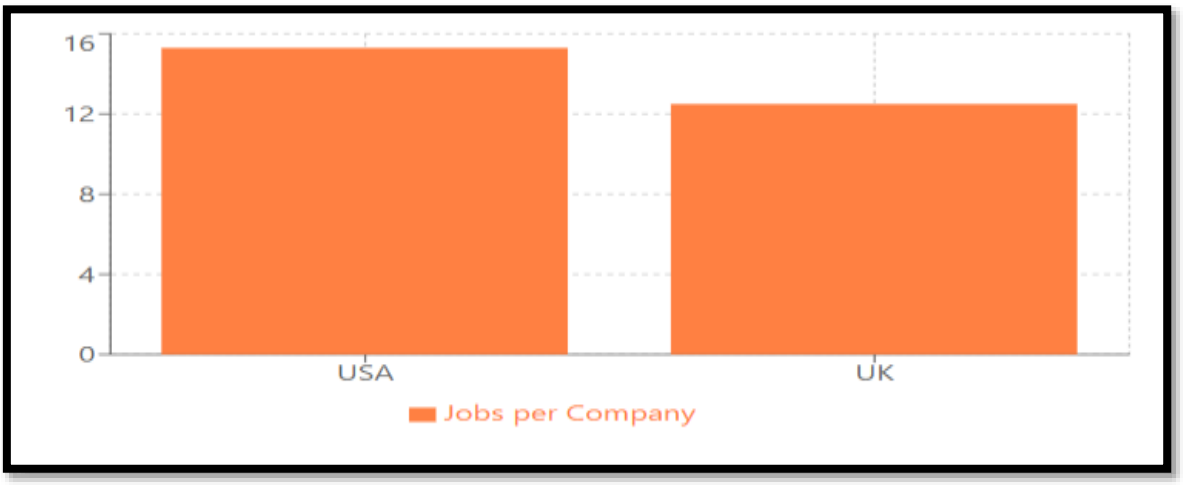
2. Incubator Economic Performance Comparison:

Figure No. (03): 5-Year Survival Rates (%)



Source: (Prepared by researchers, 2025)

Figure No. (04): Jobs Generated per Company



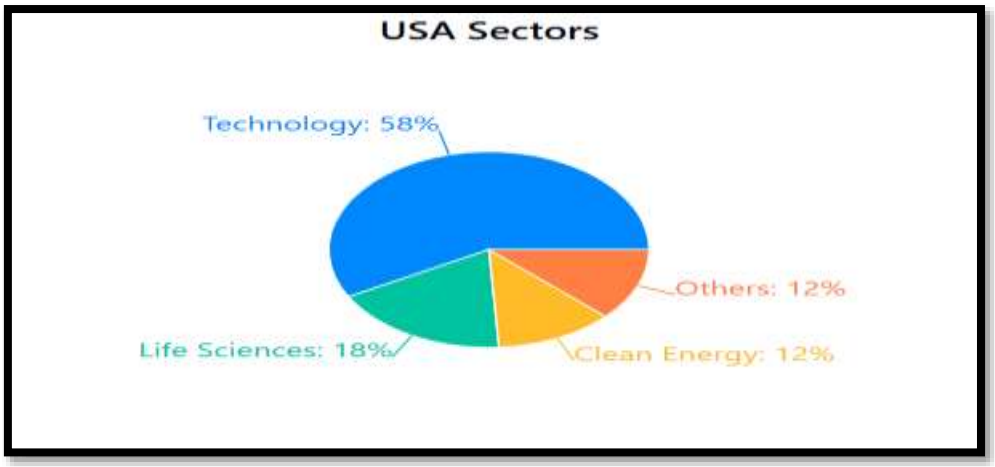
Source: (Prepared by researchers, 2025)

It is clear from the previous table that:

- USA Excellence: Highest survival rate (87%) demonstrates superior incubator quality;
- Job Creation: USA generates most jobs per company (15.3), showing high-value startups;
- Competitive Performance: China and UK show similar survival rates (82-83%);
- Efficiency Gap: 4-5% difference in survival rates indicates varying support quality.

3. Sectoral Specialization Patterns:

Figure No. (05): USA Sectors

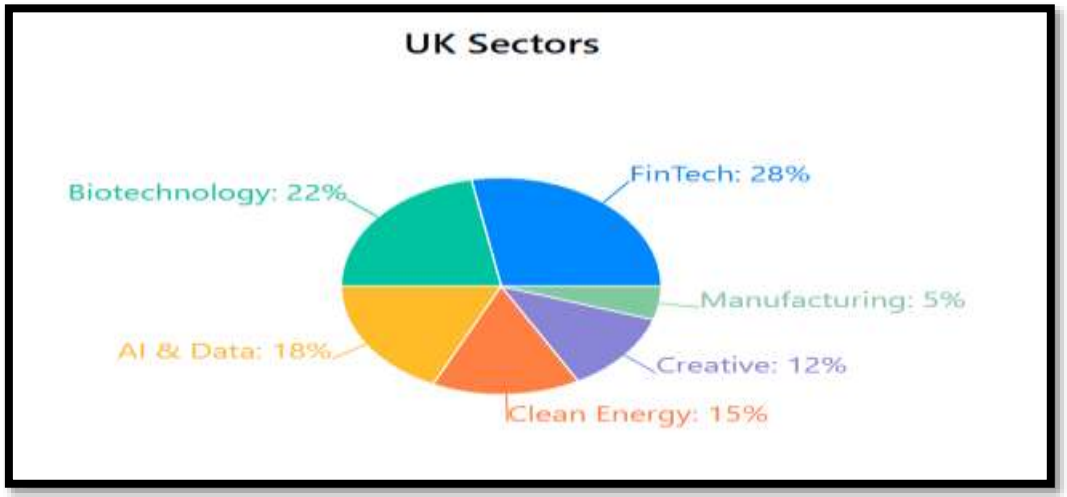


Source: (Prepared by researchers, 2025)

Figure No. (07): China Sectors

Source: (Prepared by researchers, 2025)

Figure No. (08): UK Sectors



Source: (Prepared by researchers, 2025)

It is clear from the previous table that:

➢ **USA Strategy:**

- Broad technology focus (58%);
- Diversified approach.

➢ **China Strategy:**

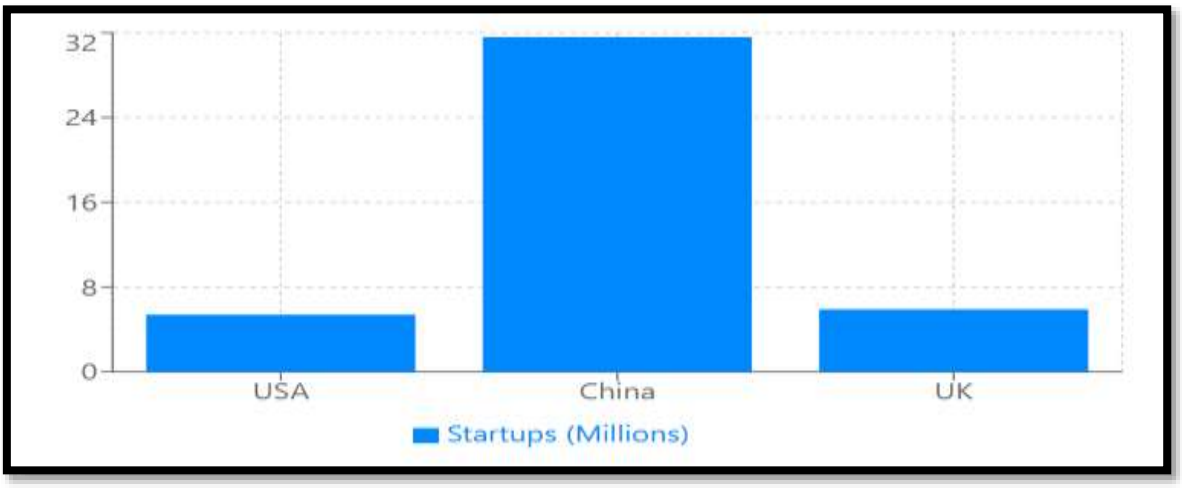
- Strategic sectors (AI + Semiconductors = 55%);
- National priority alignment;
- Technology sovereignty focus.

➢ **UK Strategy:**

- FinTech leadership (28%);
- Financial sector expertise;
- Regulatory innovation advantage.

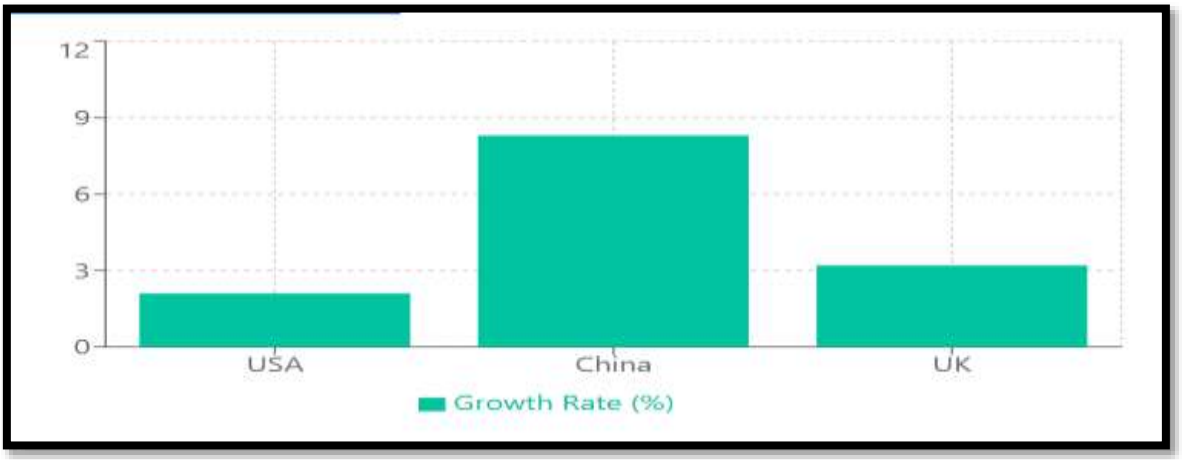
4. Startup Ecosystem Scale and Growth:

Figure No. (09): Total Startups (Millions)



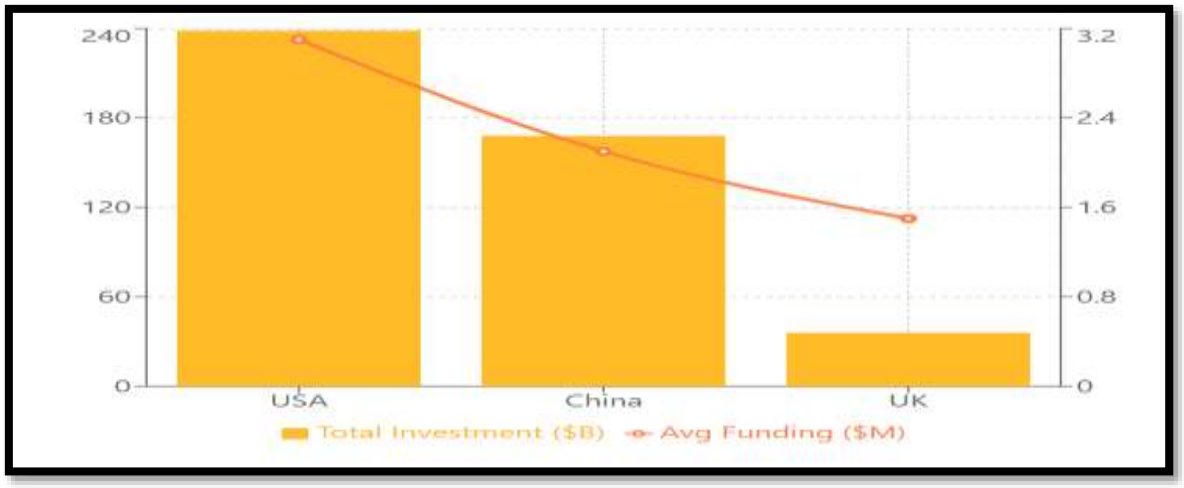
Source: (Prepared by researchers, 2025)

Figure No. (10): Annual Growth Rate (%)



Source: (Prepared by researchers, 2025)

Figure No. (11): Investment Volume vs Average Funding



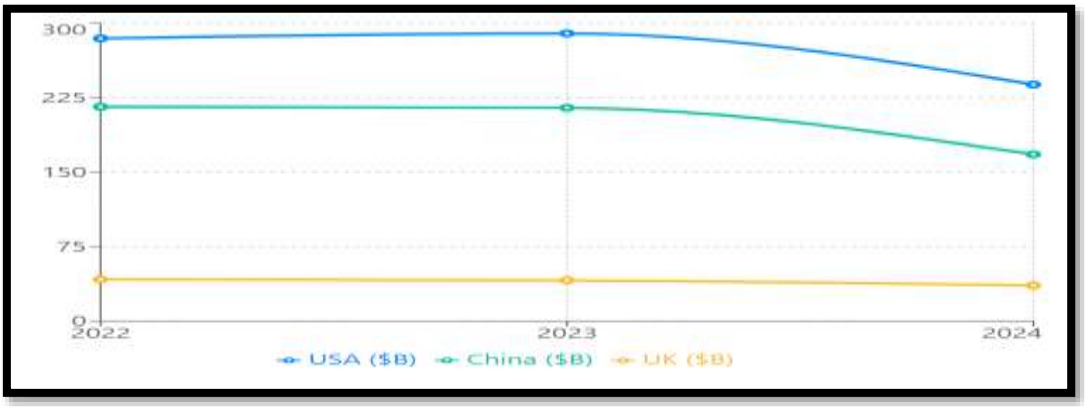
Source: (Prepared by researchers, 2025)

It is clear from the previous table that:

- **Scale Dominance:** China has 6x more startups than USA/UK combined (31.6M vs ~11M);
- **Growth Momentum:** China leads growth (8.3%) vs USA (2.1%) and UK (3.2%);
- **Investment Quality:** USA provides highest average funding ($3.1M), indicating focus on high-potential startups;
- **Market Maturity:** Lower growth rates in USA/UK suggest market saturation.

5. Investment Trends and Market Dynamics

Figure No. (12): Investment Volume Trend (2022-2024)



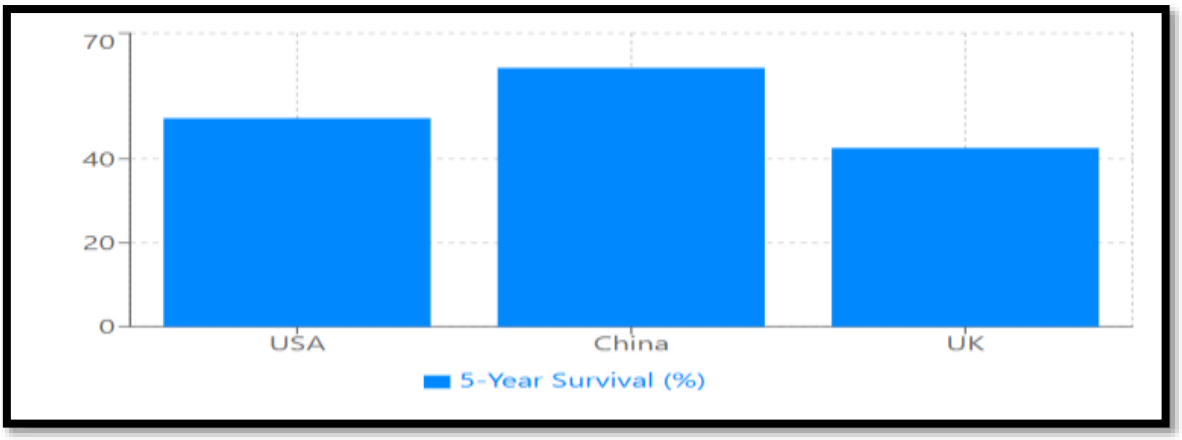
Source: (Prepared by researchers, 2025)

It is clear from the previous table that:

- **Universal Decline:** All three markets experienced significant investment contractions (15-22%);
- **China Hit Hardest:** Largest decline (-22.1%) despite government support;
- **UK Resilience:** Smallest decline (-15.7%) shows mature market stability;
- **Quality Focus:** Despite volume decline, average funding per startup increased globally.

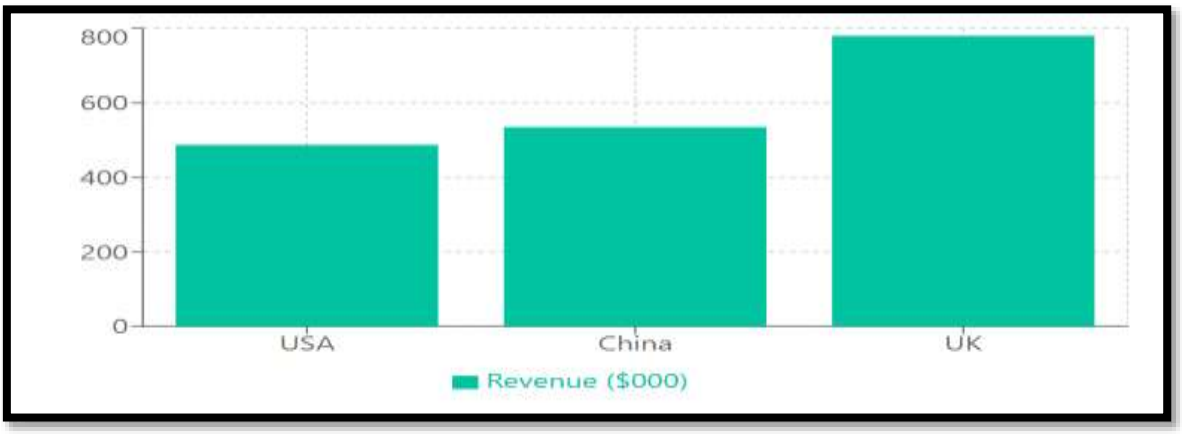
6. Startup Survival Rates and Revenue Performance

Figure No. (13): 5-Year Survival Rates



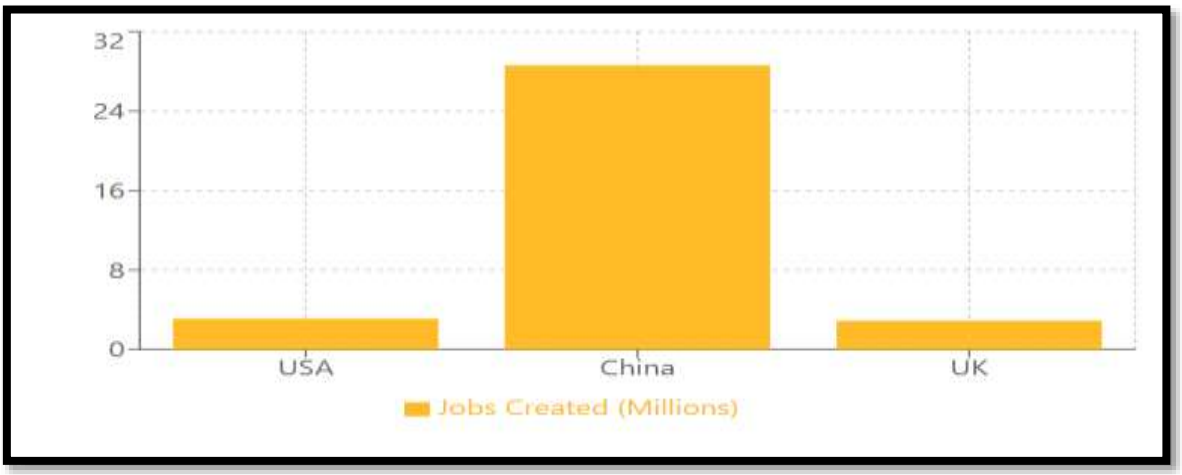
Source: (Prepared by researchers, 2025)

Figure No. (14): First-Year Revenue ($000):



Source: (Prepared by researchers, 2025)

Figure No. (15): Job Creation Impact (Millions)



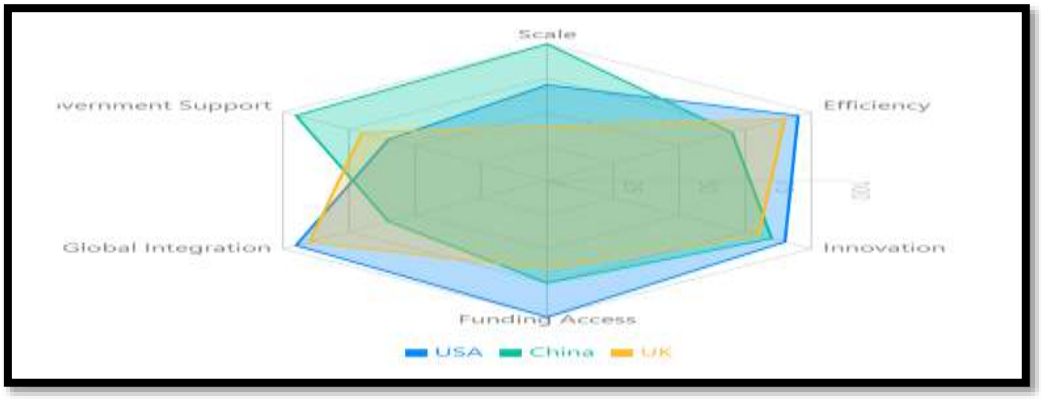
Source: (Prepared by researchers, 2025)

It is clear from the previous table that:

- **China's Resilience:** Highest 5-year survival rate (61.7%) despite scale challenges;
- **UK Revenue Leadership:** Highest first-year revenue ($780K) indicates quality startups;
- **USA's Paradox:** Lower survival rate (49.7%) despite excellent incubator performance;
- **Job Impact:** China creates 10x more jobs (28.6M) due to massive scale.

7. Multi-Dimensional Ecosystem Comparison:

Figure No. (16): Multi-Dimensional Ecosystem Comparison



Source: (Prepared by researchers, 2025)

It is clear from the previous table that:

➢ **USA Strengths**

-Efficiency (95/100);
-Funding Access (100/100);
-Global Integration (95/100);
-Innovation Culture (90/100).

➢ **China Strengths**

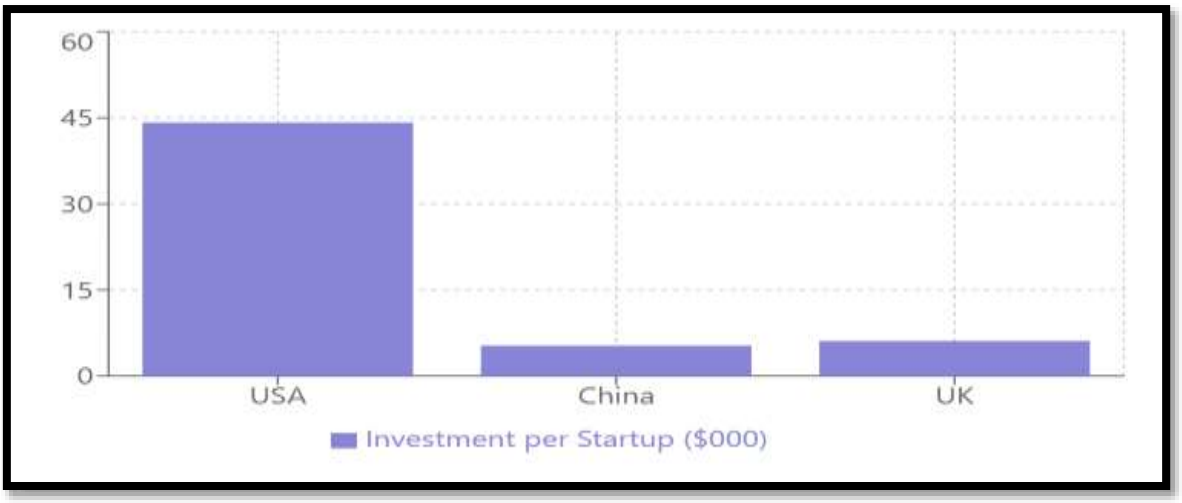
-Scale (100/100);
-Government Support (95/100);
-Innovation Focus (85/100);
-Market Size (100/100).

➢ **UK Strengths**

-Efficiency (90/100);
-Global Integration (90/100);
-Innovation Quality (80/100);
-Regulatory Environment.

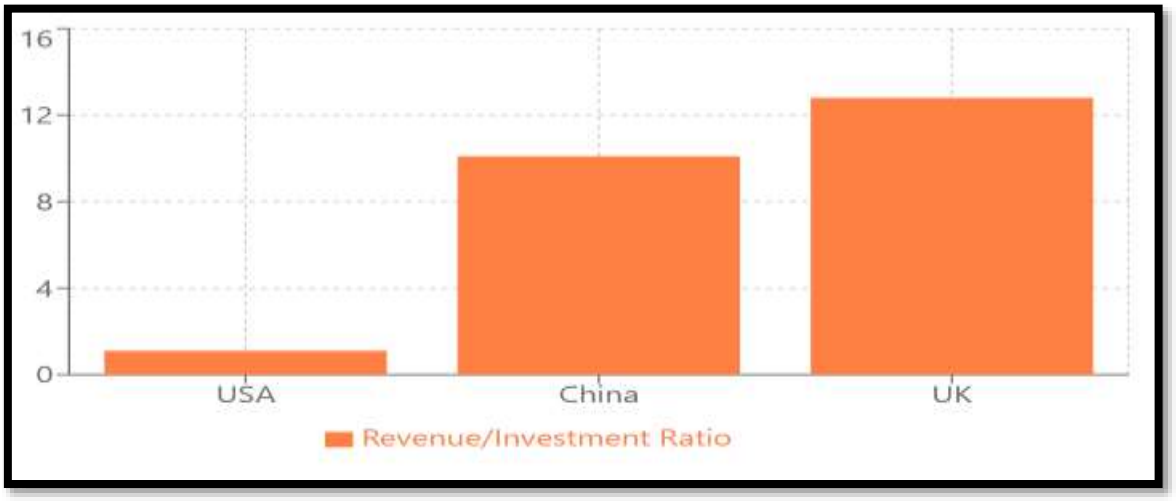
8. Investment Efficiency and ROI Analysis

Figure No. (17): Investment per Startup ($000)



Source: (Prepared by researchers, 2025)

Figure No. (18): Revenue to Investment Ratio



Source: (Prepared by researchers, 2025)

It is clear from the previous table that:

– **USA Premium Investment:** $44K per startup vs China/UK's $5-6K indicates high-value focus.

– **China's Volume Strategy:** Lower investment per startup but massive scale creates economy impact.

– **UK Efficiency Champion:** Best revenue-to-investment ratio (12.8x) shows optimal resource allocation.

– **Investment Philosophy:** USA bets big on few, China spreads wide, UK optimizes returns.

9. Geographic Concentration and Hub Analysis:

Figure No. (19): Geographic Concentration and Hub Analysis

Source: (Prepared by researchers, 2025)

It is clear from the previous table that:

➢ **USA Approach:**

– Balanced distribution (51.6% in smaller states);
– Multiple innovation hubs;
– Regional specialization;
– Risk distribution strategy.

➢ **China Approach:**

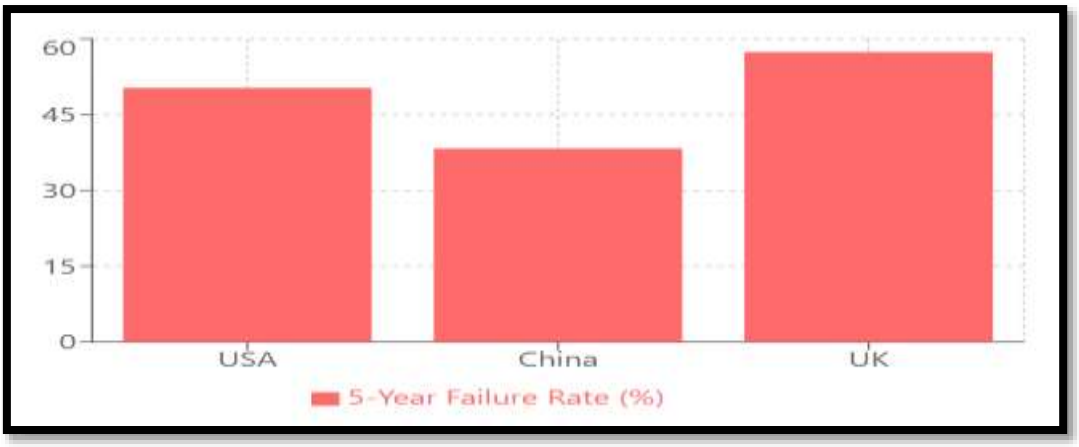
– Mega-city concentration (100% in top 4);
– Resource optimization;
– Government coordination;
– Scale efficiency focus.

➢ **UK Approach:**

– London dominance (50%);
– University-linked hubs;
– Financial sector integration;
– Academic-industry nexus.

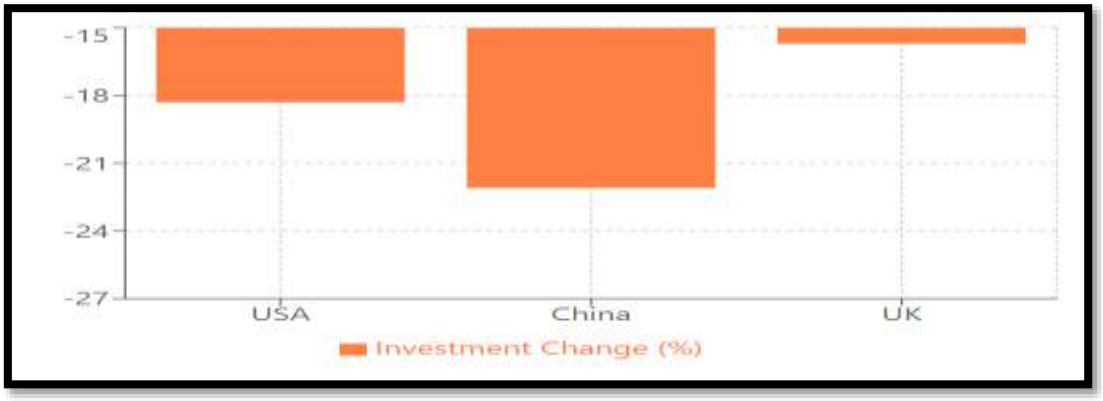
10. Risk Profile and Ecosystem Resilience

Figure No. (20): Failure Rates Comparison



Source: (Prepared by researchers, 2025)

Figure No. (21): Market Volatility (Investment Change)



Source: (Prepared by researchers, 2025)

It is clear from the previous table that:

➢ **High Risk Factors**

– UK: Highest failure rate (57.4%).
– China: Largest investment decline (-22.1%).
– USA: High first-year failure (21.9%).

➢ **Medium Risk Factors**

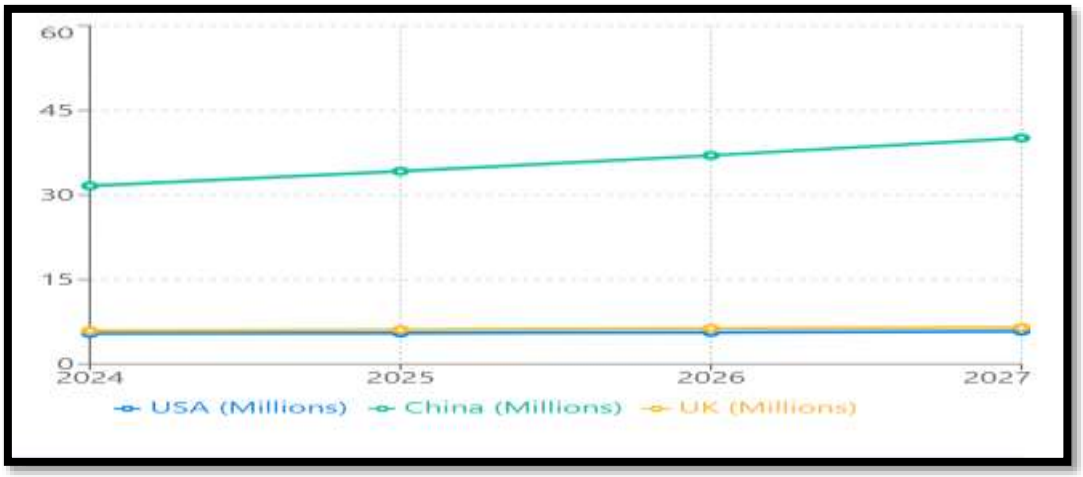
– Market concentration risks.
– Sector dependency risks.
– Regulatory change impacts.

➢ **Resilience Factors**

– Diversified ecosystems (USA).
– Government support (China).
– Regulatory stability (UK).

11. Future Growth Projections and Trends

Figure No. (22): Projected Startup Growth (2024-2027)



Source: (Prepared by researchers, 2025)

It is clear from the previous table that:

➢ **USA Outlook**

– Steady growth (2% annually);
– Quality focus maintenance;
– AI/tech sector dominance;
– Global leadership retention.

➢ **China Outlook**

– Continued rapid growth (8% annually);
– Strategic sector focus;
– Domestic market emphasis;
– Technology sovereignty goals.

➢ **UK Outlook**

– Moderate growth (3% annually);
– FinTech specialization;
– Post-Brexit positioning;
– Regulatory innovation advantage.

Conclusion:

In light of a comparative analysis of the reality of business incubators and startups in the United States, China, and the United Kingdom, it is clear that these countries have devoted great attention to developing supportive environments for innovation and entrepreneurship. This is achieved by establishing strong networks of incubators, providing diverse financing systems, facilitating legal and administrative procedures, supporting research and development, and linking universities with the private sector.

The study revealed a distinction in the models adopted. The United States was distinguished by a system based on technological innovation and venture capital, while China focused on government-supported incubators as part of its economic transformation strategy. The United Kingdom, on the other hand, relied on a balanced

model that combines public and private funding, with an emphasis on skills development and strengthening local and international partnerships.

Finally, the success of an incubator system depends not only on infrastructure and financial support, but also on the integration of government policies, universities, the private sector, and a cultural environment that encourages initiative and entrepreneurship. Therefore, other countries, especially developing ones, can benefit from these pioneering experiences, while taking into account local specificities, to build effective incubator systems that contribute to the development of the knowledge-based economy and the achievement of sustainable development.

-Study results:

– The United States has the highest five-year company survival rate (87%), demonstrating the high efficiency of incubator services.

– China leads in terms of the total number of incubators (over 3,600), reflecting a government focus on quantity and wide geographic spread.

– The United Kingdom recorded the highest density of incubators per million population, demonstrating the maturity of the ecosystem and its balanced support for urban and university areas.

– US incubators generate the highest average number of jobs per company (15.3 jobs), indicating the quality of institutional growth.

– China boasts massive total job creation (over 28 million direct jobs), thanks to the large number of companies and government support.

– The United Kingdom recorded the highest return on investment (ROI) ratio (12.8x), demonstrating the efficiency of spending and results.

– China has the largest number of registered startups (31.6 million), with an annual growth rate of 8.3%.

– The United States provides the highest seed funding to startups ($3.1 million), indicating confidence in high-risk innovation. The UK records the highest average first-year revenue ($780,000), reflecting the maturity of the market and the quality of the companies.

-Study Recommendations

For China:

– Shift from "quantity" to "quality" in incubator support;

– Improve the investment environment to attract foreign capital;

– Support companies in the maturity stage (scale-up).

For the United States:

– Strengthen safety nets for startups outside incubators;

– Support non-tech specializations (such as green industries);

– Stimulate investment in less-favored states.

For the United Kingdom:

– Diversify Sectoral specializations (reducing reliance on financial technology);

– Strengthen university-industry links beyond Cambridge and Oxford;

– Simplify regulatory procedures after Brexit.

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