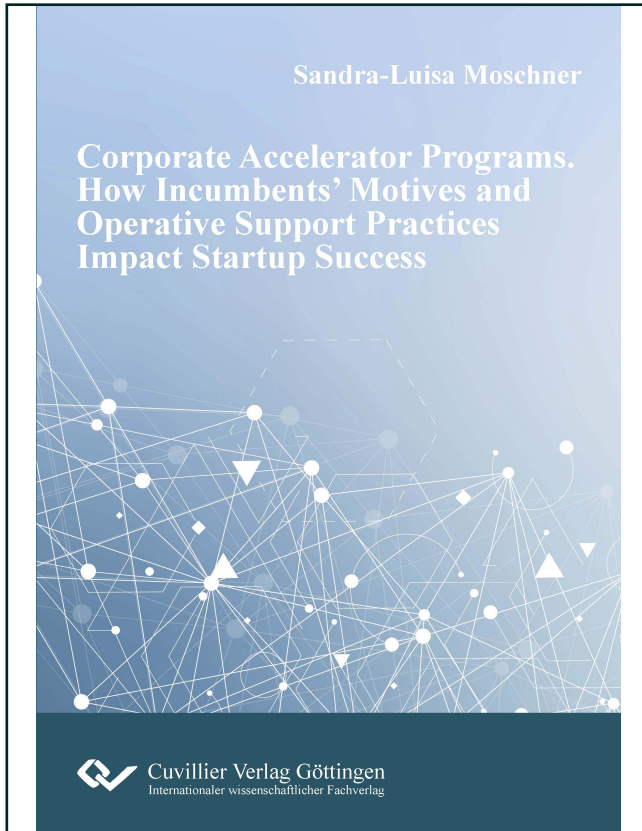




Sandra-Luisa Moschner (Autor)

**Corporate Accelerator Programs.**

How Incumbents' Motives and Operative Support Practices  
Impact Startup Success



<https://cuvillier.de/de/shop/publications/8401>

Copyright:

Cuvillier Verlag, Inhaberin Annette Jentsch-Cuvillier, Nonnenstieg 8, 37075 Göttingen,  
Germany

Telefon: +49 (0)551 54724-0, E-Mail: [info@cuvillier.de](mailto:info@cuvillier.de), Website: <https://cuvillier.de>

## Table of content

Table of content.....	V
Index of figures .....	IX
Index of tables .....	XI
List of abbreviations .....	XIII
1 Introduction .....	1
1.1 Research motivation .....	1
1.2 Research objectives and contribution .....	4
1.3 Outline of the thesis .....	5
2 Theoretical foundation of the accelerator and open innovation .....	7
2.1 The accelerator as a venture development organization.....	7
2.1.1 Evolution of the accelerator .....	8
2.1.2 Design of the accelerator.....	10
2.1.3 Founders and sponsors of accelerators.....	13
2.1.4 Concept of the independent accelerator .....	15
2.1.5 Performance of the independent accelerator .....	17
2.2 Open innovation for accessing external resources.....	20
2.2.1 Differing resource bases of corporate and startup firms .....	20
2.2.2 Leveraging external resources for overcoming innovation challenges .....	22
2.2.3 Open innovation engagement between incumbents and startups.....	24
2.2.4 Concept of the corporate accelerator.....	25
3 Qualitative exploration of corporate accelerators as a new open innovation approach.	35
3.1 Methodology.....	36
3.1.1 Data collection and sample selection .....	36
3.1.2 Data analysis.....	41
3.2 Findings .....	43

3.2.1	Objectives of incumbents to engage with startups .....	44
3.2.2	Corporate accelerator design elements and practices to support startups .....	47
3.2.3	Underlying aspects influencing operative practices in corporate accelerators.	54
3.2.4	Additional insights on startups' evaluation of success.....	57
3.3	Discussion.....	58
3.3.1	Summary of findings.....	58
3.3.2	Symbolic versus substantive action.....	61
3.3.3	Startup washing in corporate accelerators.....	63
3.3.4	Deduced research framework and research question for quantitative study ...	64
3.3.5	Construct proposal.....	68
3.3.6	Development of hypotheses .....	69
4	Quantitative exploration of incumbents' motives, design elements, and operative practices in corporate accelerators .....	77
4.1	Methodology.....	77
4.1.1	Research setting.....	77
4.1.2	Structure of the online survey .....	79
4.1.3	Quantitative online survey.....	81
4.1.4	Operationalization of research framework .....	81
4.1.5	Data collection and sample.....	87
4.1.6	Method for data analysis .....	90
4.1.7	Data cleansing and preparation .....	92
4.1.8	Evaluation of reflectively measured constructs.....	100
4.1.9	Evaluation of formatively measured constructs .....	113
4.2	Empirical findings .....	115
4.2.1	Descriptive analysis.....	115
4.2.2	Structural model 1: Motives of the incumbent and operative practices in corporate accelerators.....	131

---

4.2.3	Structural model 2: Operative practices in corporate accelerators and the success of startups .....	144
4.2.4	Additional structural model 3: Top management involvement and operative practices in corporate accelerators (excl. consortium accelerators).....	153
4.2.5	Additional analyses regarding gap score of perceived incumbents' motives, objective design elements and objective startup success .....	157
4.2.6	Summary evaluation of hypotheses and additional analyses .....	165
5	Discussion .....	167
5.1	Incumbent's motives and operative practices in corporate accelerators .....	167
5.2	Operative practices in corporate accelerators .....	173
5.3	Success of startups.....	175
6	Conclusion.....	181
6.1	Theoretical implications .....	181
6.2	Managerial implications .....	183
6.3	Limitations and future research .....	187
	References .....	191
	Appendix .....	213