

(Adopted from Scott-Kemmis et al. 2004)

Type	Local Economic Development Incubators
Goal	Non-profit
Main Activity	Generalists
Objectives	<ul style="list-style-type: none"> • Job creation • Re-industrialisation/revitalisation • Economic development • Support to particular target groups or industries • Development of SME and clusters
Targets	<ul style="list-style-type: none"> • Small commercial craft/service companies • In some cases, high-tech companies
Offering	<ul style="list-style-type: none"> • Hosting and shared services • Administrative assistance • Consulting • Eventually: coaching, training, networking, access to financing
Key Problems	<ul style="list-style-type: none"> • Durability (lack of stability of resources) • Quality of management and provided-services • Highly dependent on the quality of the manager • Governance, risk of conflicts about the objectives, bureaucratic • Time spent in negotiating with the different partners
Trends	<ul style="list-style-type: none"> • Regular development • Increasing Territorial coverage

Type	Academic and Scientific Incubators
Goal	Non-profit
Main Activity	High-Tech
Objectives	<ul style="list-style-type: none"> • Commercialisation of technologies • Development of entrepreneurial spirit • Civic Responsibility • Image • New source of finance
Targets	<ul style="list-style-type: none"> • Projects internal to institutions prior to company creation • External projects

Type	Academic and Scientific Incubators (continued)
Offering	<ul style="list-style-type: none"> • Concept Testing • Technical advice and support • IP advice • Seed capital • Management advice • Eventually: access to business angels and venture capitalists, access to industrial networks, strategic advice, coaching, hosting
Key Problems	<ul style="list-style-type: none"> • Legitimacy inside the institution • Legal status • Governance • Independence and operational flexibility • Income sources • Management quality • Access to external resources and network
Trends	<ul style="list-style-type: none"> • Rapid development under the aegis of public programs

Type	Corporate Incubators
Goal	For Profit
Main Activity	High-Tech
Objectives	<ul style="list-style-type: none"> • Develop entrepreneurial talent among employees • Keep talents within or close to the company • Monitoring – access to new technologies and to new markets • Profits
Targets	<ul style="list-style-type: none"> • Internal and external projects, related to the activity of the company
Offering	<ul style="list-style-type: none"> • Financial resources • Prototype and market testing • Access to commercial markets • Eventually: long-term strategic partnership, access to multiple competencies
Key Problems	<ul style="list-style-type: none"> • Strategic position of the incubator for the corporate structure • Management independence and ability to mobilise internal resources • Durability of the mission of the incubator • Conflicts about the objectives between the owners and managers of the start-up and the company
Trends	<ul style="list-style-type: none"> • Testing of the concept in numerous companies • Likely to develop

Type	Private Investors' Incubators
Goal	For Profit
Main Activity	High-Tech
Objectives	<ul style="list-style-type: none"> • Profits by selling stocks from a portfolio of companies allowing risks to be spread • Co-operation between companies within the portfolio
Targets	<ul style="list-style-type: none"> • Technological start-ups • Generally ICT related
Offering	<ul style="list-style-type: none"> • Management and strategy advice • Supply of one or several types of financing and search of complementary financing. • Personal networks • Eventually: hosting and administrative assistance, legal services • Public relations, recruiting
Key Problems	<ul style="list-style-type: none"> • Quality of projects sourcing • Level and conditions of the incubator payment in comparison with provided services • Valorisation of the incubator's participation at the entry and the liquidation • Durability of the incubator
Trends	<ul style="list-style-type: none"> • High levels of restructuring of the sector • Seeking a successful model