

Summer 5-26-2017

# Research on Risk Factors of Entrepreneurship in Internet Industry with the Grounded Theory

Jiangping Wan

*School of Business Administration, South China University of Technology, Guangzhou, China, csjpwan@scut.edu.cn*

Qiaowen Jiang

*School of Business Administration, South China University of Technology, Guangzhou, China, lilowow@163.com*

Leqi Xie

*School of Business Administration, South China University of Technology, Guangzhou, China*

Follow this and additional works at: <http://aisel.aisnet.org/whiceb2017>

---

## Recommended Citation

Wan, Jiangping; Jiang, Qiaowen; and Xie, Leqi, "Research on Risk Factors of Entrepreneurship in Internet Industry with the Grounded Theory" (2017). *WHICEB 2017 Proceedings*. 58.

<http://aisel.aisnet.org/whiceb2017/58>

This material is brought to you by the Wuhan International Conference on e-Business at AIS Electronic Library (AISeL). It has been accepted for inclusion in WHICEB 2017 Proceedings by an authorized administrator of AIS Electronic Library (AISeL). For more information, please contact [elibrary@aisnet.org](mailto:elibrary@aisnet.org).

# Research on Risk Factors of Entrepreneurship in Internet Industry with the Grounded Theory

Jiangping Wan<sup>1\*</sup>, Qiaowen Jiang<sup>2</sup>, Leqi Xie<sup>3</sup>

<sup>1,2,3</sup> School of Business Administration, South China University of Technology, Guangzhou, China

**Abstract:** There is an implicit blindly bubble situation behind the interest and enthusiasm towards the Internet entrepreneurship, so it is necessary for entrepreneurs to make scientific and reasonable assessment about the possible risks before the related decisions made. This research embarks from the perspective of entrepreneurs and focus on the risk factors of entrepreneurship in Internet industry based on the existing literature, two selected investors and three entrepreneurs were studied in this research with the grounded theory, after coding the interview datum, we established the model of risk factors that affect entrepreneurship in Internet industry with three dimensions of the systemic external risk, intermediate variable risk and the entrepreneurial process risk. Systemic external risks include the policy influence, social economic risk, industry risk and intellectual property, intermediate variable risks include the market risk and the entrepreneurs, the entrepreneurial process risks include the resources, team and model.

**Keywords:** entrepreneurial process, entrepreneurship in Internet industry, entrepreneur, grounded theory, risk factors

## 1. INTRODUCTION

Nowadays, constant innovation and development of science and technology promotes the social and economic progress, and the changing of market leads a lot of develop opportunities so that many people begin to start up entrepreneurship in order to create greater economic and social value. According to the 2015/2016 annual global report published by the global entrepreneurship monitor (GEM), it was obvious that the rate of entrepreneurial activity (TEA) would decrease gradually, but the situations in the economies with higher development level were different that the TEA would increase gradually. And the report also indicated that the innovation ability of Chinese enterprise was lower than those countries which were developed significantly, and the failure rate of those start-up enterprise had reached up to 70%.

According the CNNIC 38th China Internet development statistics shows that up to June 2016, the scale of Chinese Internet users has reached 710 million, the Internet penetration rate has reached 51.7%, more than half of Chinese people are Internet users, and the tendency of these data is still in a more sustained growth. More and more entrepreneurs and venture investment institutions focus on the Internet industry because of the characteristic of high growth and the good development momentum. How to identified potential risks and carry on the effective control in the process of Internet entrepreneurship has important value to reduce the failure rate of Internet entrepreneurship.

Under the programme of public entrepreneurship and people innovation, there is an agitation of Internet entrepreneurship and low success ratio in the market. Popularization of the Internet entrepreneurship is relatively low threshold, and the entrepreneurs needs to understand the challenges and risks in the entrepreneurship before they make related decisions and they also need necessary business reason in Internet entrepreneurship.

In this paper we study on the risk factors in Internet entrepreneurship with grounded theory based on the entrepreneur's perspective and established its risk model. This paper is organized as follows: section 2 is a literature review, section 3 is the research design, section 4 is the identification of the risk factors of Internet entrepreneurship, section 5 is the case study, section 6 is the conclusions

---

\* Corresponding author. Email: csjpw@scut.edu.cn (Jiangping Wan) , lilowow@163.com (Qiaowen Jiang)

## 2. LITERATURE REVIEW

### 2.1 Research on the entrepreneurship theory and the entrepreneurial process

The earliest research on the entrepreneurship behavior can be traced up to the 18<sup>th</sup> century, the British economist Richard Gartner defined the word 'entrepreneurship' for the first time, and he suggested that the main characteristic of entrepreneurs was to take risks in the economic activity, and the process of the entrepreneurial activity is the process of a series of relevant factors interact <sup>[1]</sup>.

Early entrepreneurial studies mainly focused on the elements of entrepreneurship, in 1934, Schumpeter put forward a comment in his book that the entrepreneurship was the key driver engine in the transformation process of capitalist society <sup>[2]</sup>. Timmons defined the entrepreneurship as the combination of business opportunity, resources and the team in the book, *New Venture Creation*, he suggested that the entrepreneurship need several elements as thinking, reasoning and action, it was not only restricted by the business opportunity, also needed the co-ordinate resources balance and superior leadership, and he established the related entrepreneurship theory model (Figure1)<sup>[3]</sup>. American scholars for entrepreneurship and entrepreneurial risks related research started earlier. Peter F. Drucker put forward the earlier view of entrepreneurship as the entrepreneurs learn to practice the systematic innovation through finding and tracing opportunities, this above is the formation of the entrepreneurial process <sup>[4]</sup>.

There are many different kinds of definitions about entrepreneurship, some focus on creating new business and built new organization activities, some other base on the opportunities recognition and capture, there are also some scholars define the entrepreneurship by the characteristics of entrepreneurs. Macmillan defined entrepreneurship as starting a new business <sup>[5]</sup>. But Drucker argued that entrepreneurship was not only set up a new venture, which also needed the element of innovation <sup>[4]</sup>. Morris summed up and analyzed the 77 definitions about entrepreneurship appeared on the main textbook and core business journal articles in Europe and American area, it was founded that the keywords with highest frequency were as follows: start new career, establish new organization, create new combination of resources, innovation, capture the opportunity, risk-taking and value creation <sup>[6]</sup>.

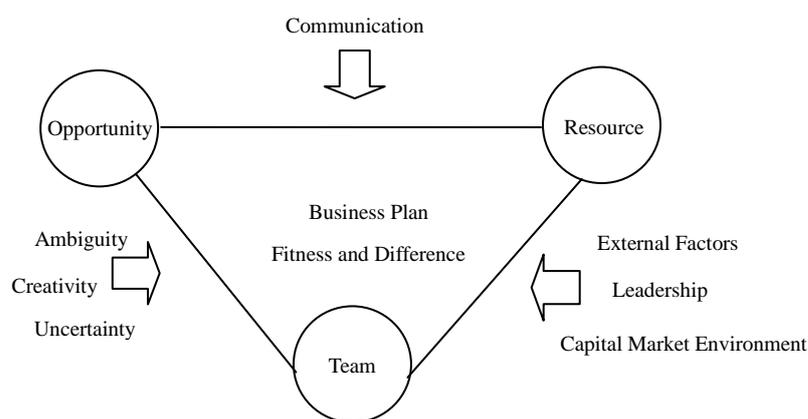


Figure 1. Timmons entrepreneurial model

Early scholars generally focused on the organization of the entrepreneurial process, Shane and Venkataramnan argued that 'opportunity is the core element in the process of entrepreneurship, the whole entrepreneurial process is the combination of the behavior about the identification, development and utilization of the opportunity'<sup>[7]</sup>. Timmons suggested that the identification and perception of opportunity was the beginning and also the core element of the entrepreneurial process, the purpose was to creating new product and

service which could bring values<sup>[8]</sup>.

With the deepening of the research, the emphasis of entrepreneurship research are also change, in the past, the characteristic behavior of the entrepreneurs is the main direction, but many factors can not be controlled appeared gradually, the factors not only include the market competition status and other policies influences, the identification of opportunity and changes are also very important.

## **2.2 Research on entrepreneurial risk and risk in Internet industry**

Timmons and Devinney argued that entrepreneurship risk was an important element of entrepreneurial decision-making environment, including processing into a new business or new market and the introduction of new products. G.H Zhao and others argued that entrepreneurship risk was the possibility and result deviate from the target for the complexity and uncertainty of resources and the limitation of the entrepreneurial team<sup>[9]</sup>. Gerosa and Nasini analyzed the risk of the entrepreneurship in space industry<sup>[10]</sup>. Baeker, Harrekk and Todd put forward the risk analysis approach based on the cash flow simulation. In our understanding, the risk management research in the perspective of the entrepreneur is a comprehensive subject which mainly focuses on the entrepreneur individual decisions, which cover several categories such as the risk theory, dynamic theory and cognitive theory, etc.

The unique risk factors of entrepreneurship in Internet industry are come up due to the fast change and content diversity of the Internet industry. Glasser and others argued that the risk of Internet industry mainly manifested in the technology risk and market risk, for further development the Internet companies needed constantly technology innovation and development of new product and service based on user experience<sup>[11]</sup>. Cooper Dean studied on some well-known Internet companies such as Google and facebook, and they made an conclusion that the differentiation of product or service, the user experience and the efficiency of the management team was critical to the success of the Internet start-up as compared to their competitors<sup>[12]</sup>.

## **2.3 Research significance**

Integrated the above literature research, for subsequent research we tries to define the Internet entrepreneurship as followed, the Internet entrepreneurship is an entrepreneurship program which need the combination of innovation driven by the Internet technology and the business industrial structure, as same as making transformation of productivity, product/service and business model during the business activity with the Internet thoughts. In other words, Internet entrepreneurship is creating actual customer value with the combination of Internet thoughts and industrial structure of business, which means entrepreneurial activities could provide better product/service or business process, or improve the effectiveness and efficiency.

According to the 2016 annual China innovation entrepreneurship report, there were 12000 newly registered enterprise on average per day in 2015, the number in 2014 was 10000. Entrepreneurship have important impacted on national economy and social development, it not only supports the scientific and technological innovation, but also makes great contribution to alleviate the employment pressure, and provides new momentum for economic development. Today, there is lack of risk research in the perspective of entrepreneurs, Internet entrepreneurship and the risk management should be studied in-depth.

Related research about Internet entrepreneurship domestic and overseas started relatively late, and those researches most focus on the risk investment industry, research about the entrepreneurs is less and most focuses on the personality aspects of Internet entrepreneurs, few researchers study the risk factors of Internet entrepreneurship systematically. This research embarks from the perspective of entrepreneurs and focus on the risk factors of entrepreneurship in Internet industry based on the existing literature with the grounded theory, identified the risk factors during the Internet entrepreneurial process and provide a reference for Internet entrepreneurs and provide the basis for subsequent research.

### 3. RESEARCH METHODOLOGY

Statistics illustrates that the success rate of entrepreneurship is still low especially in the Internet industry, these theories are also hard to explain why those succeed Internet companies in other countries can not survived in China such as eBay. In our understanding, it is necessary to adopt some explorer research method to get in-depth business practice and identify the risk factors faced by the Internet entrepreneurship in China.

Our study selected the programmed grounded theory which is more scientific in qualitative research methodology because that grounded theory is a systematic methodology with more stringent operating procedures and data analysis (Figure 2) <sup>[13]</sup>.

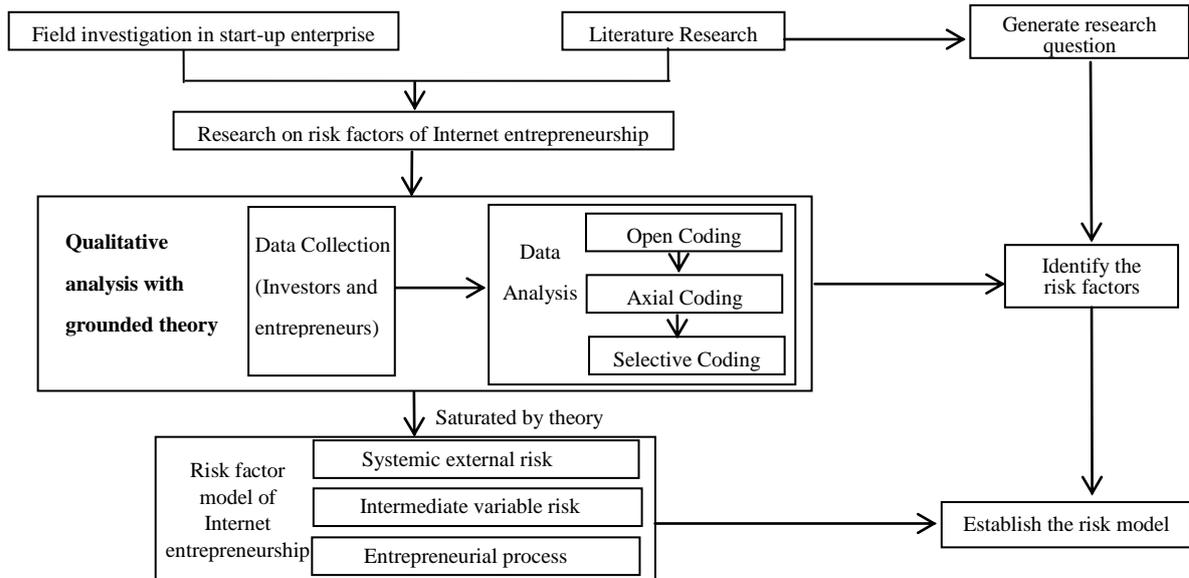


Figure 2. Research methodology.

### 4. IDENTIFY THE RISK FACTORS OF INTERNET ENTREPRENEURSHIP

#### 4.1 The grounded theory

In this paper, we observed the real situation of Internet entrepreneurial process and start-ups with the qualitative study, and then established a theoretical risk factors model which was close to the current situation of Internet entrepreneurship (Figure 3), including open coding, axial coding and selective coding.

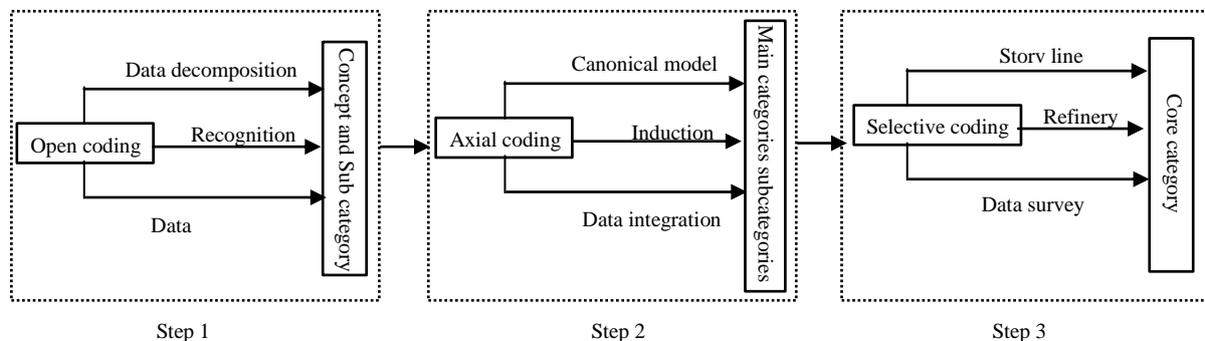


Figure 3. Coding analysis steps of grounded theory.

#### 4.2 Data collection

Sampling requirements of grounded theory is theoretical sampling and emphasizes the purposive sampling

rather than random sampling. It requires samples should have certain representativeness and provide the maximum amount of information<sup>[14]</sup>. Because of the rapid development and the huge and fast-changing market environment of the Internet industry, many entrepreneurs need to seek for external help, such as investor, therefore we considered that the investors also play an important role in the whole entrepreneurial process and we took the opinion of entrepreneurial venture capitalist into consideration. Five research samples were selected, of which A and B for entrepreneurial venture, C, D and E for the entrepreneurs, venture capitalist Mr.A and Mr.B were also experienced entrepreneurs, entrepreneur Mr.C founded the Y travel website and has obtained many investment, entrepreneur Mr.D set up Z Internet company which focused on e-commerce data mining services after graduating from university, entrepreneur Mr.E tried many times of entrepreneurship with his team since the period of school, but the results were barely satisfactory. This research generated the relevant concepts and properties according to the interview of A and C, and on this basis we took B, D and E as the research sample, The interview persons were rich experience about entrepreneurship, we modified the concept and category by multiple case study with the grounded theory until the concept saturation and the relationship between the categories, and each interview time was about 60-110 minutes.

### 4.3 Data analysis

#### 4.3.1 Open coding

Open coding is to disintegrate the original data, analyze the data word by word by comparing events and between events and concepts constantly, and form the category and subcategories<sup>[15]</sup>. After each investigation, the interview datum are dispersed structure. 135 key statements were selected with the literature and the relevant experts' exploration and datum, concepts and subcategories. 66 initial concepts were concluded with combining some repetitive initial concept and deleting some low frequency initial concepts 24 subcategories were finally received after refining. The part of open coding was illustrated in Table 1.

**Table 1. Open coding analysis**

Subcategories	Initial concept	Original statement
Policies and regulation limit	Government supervision	Many sensitive Internet industry will be part of the government regulation, some policy will bring uncertainty for entrepreneurs, such as the regulation about the Internet insurance published in 2015, many related entrepreneurial activities stopped their business because of it, similar as the Internet financial, medical and so on.
	Regulation limit	
Entrepreneurship bubble	Too much entrepreneurial activity	After the slogan of the masses entrepreneurship and innovation came up, there was a booming of domestic entrepreneurial activity, increasing number of entrepreneurs also brought out low quality, some experts suggested that there was a big entrepreneurship bubble in entrepreneurial environment especially in Internet industry.
	Quality of entrepreneurial activity	
Tough economic situation	Recession of real economy	Under the background of real economic construction, the Internet economic with fast development strangely, some disadvantages like Internet economy development imbalance and weak economic foundation was hard to detect temporarily, but the disadvantages added the uncertainty of Internet entrepreneurship.
	The unstable Internet economy foundation	
Industry market change	Market demand changes	Many Internet entrepreneurial activities were associated with the traditional industry market, if the industry market changed obviously with the market capacity, market demand, therefore the related Internet industry would also be affected in market, operation and interests significantly, such as the fresh O2O, shared economic,etc.
	Market capacity changes	
Industry economic situation change	Industry economic situation	Many Internet entrepreneurial activities were associated with the traditional industry market, if the industry economic developed with troubles, then relevant Internet activities would also encounter obstacles.
	The economic environment	
Weak intellectual property	Intellectual property protection	Domestic related policies and regulations were not perfect, there were many acts of plagiarism, and the achievement did not protected by policies, it would affect the enthusiasm of innovation and entrepreneurs.
	Acts of plagiarism	
Inaccurate recognition of business opportunity	Lack of experience	The Internet Industry involves many aspects, there are only few people can recognize valuable business opportunity accurately from this vast quantities of information, but this is also critical step of entrepreneurial activity, it needs vision and rich experience.
	Lack of vision	
Miss the business occasion	Market-sensitive	Due to the rapid development of Internet, the change of the relevant entrepreneurial activities also change frequently, without flexibility and keep up with the pace of market changes, the entrepreneurial activity is likely to face crisis.
	Flexibility	

<b>Unscientific analysis of opportunity and market</b>	Market demand	After the discovery of opportunity, they need to analysis the market to make sure that there are the prospects for development, including the market demand, the existing competitors, the capacity of the market and the tendency of the development of the market.
	Market competition	
	Prospects	
<b>Unreasonable business plan</b>	Inaccurate business scope	After explored and confirmed the business opportunity, they need to set up the business plan according to the market environment and the opportunity, including the main business scope and target user determination, and choose reasonable and effective method for promotion, lack of business will affect the later development.
	Unfeasible marketing plan	
	Target user undefined	
<b>Lack of entrepreneurial ability</b>	Leadership	Entrepreneurs need to have ability of many aspects, the first is the leadership which including the personal ability, leader style and personal charisma, and entrepreneurs have the ability to face up with many pressures, they also need to have strong ability of organization and management, not only for the team but also for themselves.
	Risk profile	
	Management ability	
<b>Lack of entrepreneurial spirit</b>	Insufficient innovation	There are many people start entrepreneurship with not strong intention, so when they face up with trouble they may give up easily, and some of them do not have their own idea, they just follow other's step without put up any creativity and innovation, only imitation can hardly be successful.
	Lack of entrepreneurial intention	
<b>Lack of related resource</b>	Lack of customer resource	While the business is not into market, the entrepreneurs need to expand the market through their own resources, and the entrepreneurial activity not only needs the customer resources, Online and Offline entrepreneurial activity often should be to integrate the supply chain, different kinds of entrepreneurial activities need different resources.
	Lack of supply chain resource	
	Lack of technology resource	
<b>Funding risk</b>	Fierce competition	Most of the domestic Internet entrepreneurial activities need the financing for further development funding is very important for entrepreneurial activity, but many entrepreneurial activities are lack of funding.
	Capital market contraction	
<b>Unreasonable staff structure</b>	Complementary of members	Team is very important for the entrepreneurial activity, if the members can achieve complementary to each other in skills, knowledge or ability, then the team will be high efficiency, and for some entrepreneurial organization with a certain scale, they will be lack of middle-lever member, it will be impacted on later development.
	Lack of members	
	Quality of members	
<b>Indistinct position of organization</b>	Loss of vision	Entrepreneurs need to have clear positioning of entrepreneurial goals and visions, otherwise it's easy to case some difference by the inconsistent target.
	Unknown target	
<b>Invalid communication management</b>	Different values	There will be some problems about the different values, profit distribution and others, but it is important for the entrepreneurial team to work together, they need to trust each other, so when those problems come up, they need to take reasonable measures to solve it.
	Unreasonable profit distribution	
	Other disputes	
<b>Defective institutional system</b>	Incentive mechanism	The members of entrepreneurial team have tendency of separation in certain extent, so the reasonable incentive mechanism, equity allocation and performance evaluation standards are important for organization management.
	Equity allocation	
	Assessment standard	
<b>Invalid operating model</b>	Product/Service plan	It is necessary for start-ups to develop a series of effective operation plans, product /service plans and promotion plans to proceed their business widely and rapidly.
	Operation plan	
<b>Lack of business model innovation</b>	Marketing positioning	Most of the domestic Internet entrepreneurial activities rely on the innovation of business model, technical innovation is a minority, so without the accurate market positioning, innovative business model, reasonable profit pattern and integration ability of upstream and downstream, the business will be hard to proceed.
	Integration	
	Profit pattern	
<b>Lack of R&amp;D innovation</b>	R&D in product/service	Again, most of the domestic Internet entrepreneurial activities depend on existing technology, their technological ability are weak, the emphasis of these activities are on product or service innovation and business innovation, if there are lack of above, the entrepreneurial activities will not be able to continue.
	Business model innovation	
	Technological innovation	
<b>Network security</b>	Data information security	Data is the most precious thing for Internet entrepreneurship, both the customer data and business data need to be protected strictly to avoid leakage, and not only the Internet company, most business relies on the Internet, so the maintenance of network and transaction also requires vigor.
	Network and hard ware security	
	Transaction risk	
<b>Support policy</b>	Entrepreneurs do not understand the related policy	Sometimes, the support policy will make important influence to some micro entrepreneurial team, such as the rent reduction and tax by half, but there are also some problems that the policy information is not transparency enough, so that many entrepreneurs do not know about those policies and difficult to know for some other reasons.
	Support policy information opaque	
<b>Team autonomy limited</b>	Team status limited	Many entrepreneurial teams rely on the funding from investors, at the same time this situation will come up with the problem of team status such as the change of the decision maker, entrepreneurial teams need reasonable mechanism of equity division to ensure the leading role in the entrepreneurial activity.
	Property right unclear	

Axial coding is to establish the association between different categories obtained in open coding with clustering analysis. Strauss and Corbin suggested applying the paradigm model, including causal conditions, theoretical phenomenon, context, intervening condition, action-interaction strategy, action results as the reference frame in analysis and link the categories in open coding together <sup>[16]</sup>.

Three main categories and nine minor categories were concluded with the paradigm model with repeated comparison between concepts and categories in the open coding and comprehensive consideration of the relationship between categories refer to the Timmons entrepreneurial model (Table 2).

**Table 2. Main category and minor category formed by axial coding**

Main category	Minor category	Corresponding subcategory
Systemic external risk ( Uncontrollable )	Policy influence	Policies and regulation limit
		Support policy
	Social economic risk	Tough economic situation
		Entrepreneurship bubble
	Industry risk	Industry market change
		Industry economic situation change
	Intellectual property	Weak intellectual property protection
Intermediate variable risk ( Regulation )	Market risk	Inaccurate recognition of business opportunity
		Unscientific analysis of business opportunity and market
		Unreasonable business plan
		Miss the business occasion
	Entrepreneurs	Lack of entrepreneurial ability
		Lack of entrepreneurial spirit
Entrepreneurial process risk ( Interreaction )	Resources	Lack of related resource
		Funding risk
	Team	Unreasonable staff structure
		Indistinct position of organization
		Invalid communication management
		Defective institutional system
		Team autonomy limited
	Model	Invalid operating model
		Lack of business model innovation
		Lack of R&D innovation
Network security		

Although we could not put forward a complete risk factors model of Internet entrepreneurship from the coding result in Table 2 right now, but we could conclude from the Table 2 as follows:

The risk factors of Internet entrepreneurial activity could be divided into three dimensions of the systemic external risk, intermediate variable risk and the entrepreneurial process risk.

Systemic external risk mainly comes from the policy influence, social economic risk, industry risk and intellectual property, those factors will not transferred by the entrepreneurs' willing but make important influence on the Internet entrepreneurial activity. Intermediate variable risk includes the market risk and the entrepreneurs, entrepreneurs should consider several factors such as market environment, resources and others synthetically and then play a regulatory role of various elements in the next entrepreneurial process; Entrepreneurial process risk includes the resources, team and model. Those elements interact each other to affect the progress of the entrepreneurial activities during the whole entrepreneurial process.

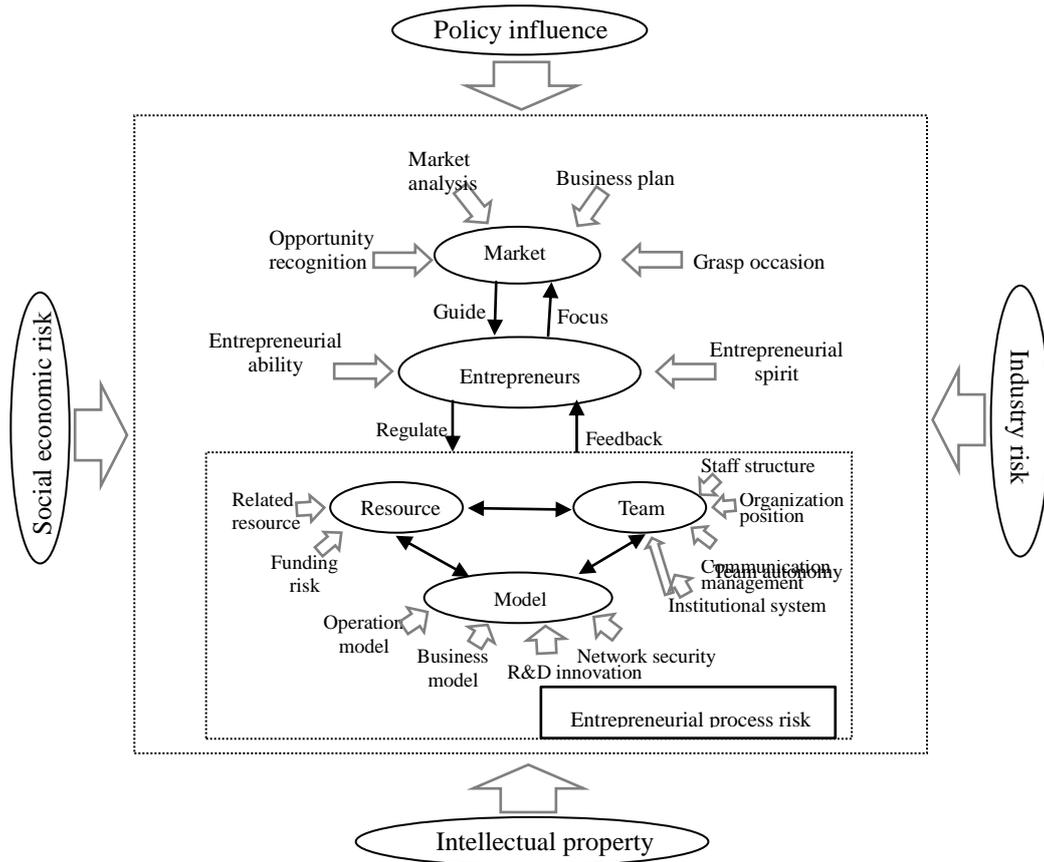


Figure 4. Risk factors model of Internet entrepreneurship.

#### 4.3.2 Selective coding

Selective coding is to aggregate all categories from the open coding and axial coding to the core category, verifying their relationship, and the complete the category without complete conceptualization. The original record was illustrated in Figure 4 through the analysis with 24 subcategories, 9 minor categories and 3 main categories and the interactive comparison and discussion with the theoretical model of risk factors of Internet entrepreneurial activity.

Based on the opinions of those experts which were interviewed, we could concluded that the affections from the factors of the industry risk and policy influence were more than from the factors of social economic risk and intellectual property as for the market and entrepreneurs risks were the intermediate variable, those risks would affect the progress of entrepreneurial activity directly.

Because the rapidly development of Internet and information communication technology, the market environment of Internet entrepreneurship also changes rapidly, so the changing market environment is also a trail for the percept-ability and anti-pressure ability of entrepreneurs. The entrepreneur needs to lead the entrepreneurial team coordinate various resources and make suitable development pattern of the entrepreneurial team when figure the market and opportunity out, there are many different risk factors during the whole process and each factor will cause certain degree influence in different period each other.

## 5. CONCLUSIONS

After several rounds of interviews and data encoding, we identified the 3 main categories, 9 sub-categories and 24 influencing factors about the risk factors of Internet entrepreneurship, and then we established the risk factors model of entrepreneurship in Internet industry according to the three dimensions of The risk model should be applied only in the Internet entrepreneurial activity because we took the characteristics of the Internet entrepreneurial activity into consideration, entrepreneurs could take the conclusion of this paper into

consideration to make related assessment about their program to avoid failure as far as possible. Whether the designed model is universal applicability, the weights of every index remain to be further studied and discussed.

Different from traditional industry business, the most advantage of Internet entrepreneurship is using the innovation which driven by the Internet technology combine with the industrial structure to promote business activities. According to the Risk factors model of Internet entrepreneurship in this research, we provide Internet entrepreneurs with the following opinions:(1)The external risk factors could not be changed, entrepreneurs need to avoid sensitive industry when they made business decisions, such as the Internet financial, medical and etc;(2)The technology and demand changes quickly in Internet industry, it requires entrepreneurs to have enough agility;(3)Because of the quickly change of the market, the strain capacity and the market sense of the team is also necessary, Internet entrepreneurs must training their market insight ability and the comprehensive ability of the team, in order to determine a clear target market, deep understanding of customer needs and creating effective customer expectation value.

In the process of the communication with these respondents, we found that the above different factors would play very different roles during whole Internet entrepreneurial process, so we will analysis the above 24 risk factor deeply based on the different entrepreneurial stages and other qualitative research methods, in order to search out the main risk factors in different process and the hidden logical structure relationships between those factors, to provide reliable reference for scientific assessment about the entrepreneurial program for the Internet entrepreneurs.

#### REFERENCES

- [1] Richard Gartner, W. B. (1985). A Conceptual Framework for Describing the Phenomenon of New Venture Creation. *Academy of Management Review*,10(4): 696-706
- [2] Joseph Alois Schumpeter. (1937). *Theory of Economic Development*. Harvard University Press.
- [3] Timmons, J. A., E. Smollen and A. L. M. Dingee. (1977). *New Venture Creation*. Homewood, IL: Irwin.
- [4] Drucker, P. F. (1985). *Innovation and entrepreneurship*. New York:HarperRow.:16
- [5] Ian C Macmillan, Robin Siegel, P N Subba Narasimha. (1985). Criteria used by venture capitalists to evaluate new proposals. *Journal of Business Venturing*, 1(1):119-128
- [6] Morris, M.H. (1998). *Entrepreneurship intensity: sustainable advantage for individual, organization, and societies*, Westport, Conn. Quorum
- [7] Shane, S., Venkataraman, S. (2000). The Promise of Entrepreneurship as a field of research. *Academy of Management Review*, 25(1): 217-226.
- [8] Timmons. (2002). *Entrepreneurs*, W.M Zhou etc Translate, Beijing: The China Press (in Chinese)
- [9] Zhao.GH.(2005). Research on the source and control of the talent entrepreneurship. *Contemporary Economy & Management*, 12(4):109-116(in Chinese)
- [10] Gerosa S, Nasini F. (2001). Project Financing and Risk Management: a New Challenge for Program Management in the Space Industry of the Third Millennium. The Fourth European Project Management Conference. PMI Europe.
- [11] Glasser. (2001). New directions research on venture capital Technology. *American Economic Review*. 18(15): 57-61
- [12] CooperDean. (2004). Theory of the firm, managerial behavior, agency costs and ownership structure. *Management Science*, 3(33): 305-360
- [13] Fei X.D. (2008). Grounded Theory methodology: Tenets, Procedures and Criteria for Evaluation. *Journal of Public Administration*. 1(3):23-43 (in Chinese)
- [14] Chen X.M. (2000). *Qualitative research methods and social science research*. Beijing: education science press (in Chinese)
- [15] Wan J.P., Liang L.Y., Wan D.(2013). Research on risk factors of ICT commercialization with grounded theory. *Journal of Computers (Finland)*, 8 (9): 2356-2365
- [16] Corbin, J.M., Strauss, A. (1990). Grounded Theory Research: Procedures, canons, and Evaluative Criteria. *Qualitative Sociology*, 13(1): 3-21