

APRIL 12 2024

Leadership in Global Startup Accelerators and Venture Capital

Case Study in Innovation, Ecosystem and Venture Capital

@ National Taiwan University
College of Management

#NTUventurecapital

Today's Focus

Connecting the Dots concept

"you can't connect the dots looking forward. You can only connect them looking backwards, so you have to trust that the dots will somehow connect in your future."

Steve Jobs

TECHNOLOGY

Managing Technology

COMPETITION

Managing Competition

**INNOVATION &
VENTURE CAPITAL**

How to lead the Innovation Ecosystem

About Me



David Hong
洪大為

Co-Founder King's
Angel Network

台大電機學士



賓州大學高階管理碩士



倫敦國王學院競爭法PgDip



About King's Angel Network

Education

Investment

Research



Connecting & Impacting Innovation

About

Established in mid-2020 as a King's Alumni Office shared interest group to foster a global King's entrepreneurial ecosystem and facilitate the activity of alumni investors to active involvement in the entrepreneurial ecosystem and venture capital & private equity.

Mission

To facilitate the activity of alumni investors and the active involvement in the King's entrepreneurial ecosystem, offering them a curated deal flow, continuous training and networking opportunities, and promoting the exchange of ideas and experiences.

&

To make King's alumni community one of the greatest communities to incubate, launch and grow global companies that matters and creates impact toward innovation, economy and society.

Vision

We envision a platform that brings together a global network of King's entrepreneurs and investors to become a global leader in the development of new ventures, innovation and growth, and a champion of King's strategic vision 2029.

12 venture partners in 10 cities in King's ecosystem

London, Boston, Zurich, Taipei, Singapore, Silicon Valley, New York, Milan, Moscow, Seoul

Passionate About the Intersection of Entrepreneurship, Research & Venture Capital?

Get the inside view of the trends in innovation and VC with the King's newsletter.

Latest | Popular



Looking Ahead 2021

December 29, 2020 / 117 No Comments

By Sifan Zheng As we look towards 2021, we have exciting plans in place to share. King's Alumni Angel is proud to be working in

[Read More](#)



2020 Recap

December 27, 2020 / 117 No Comments

Updates



holidays

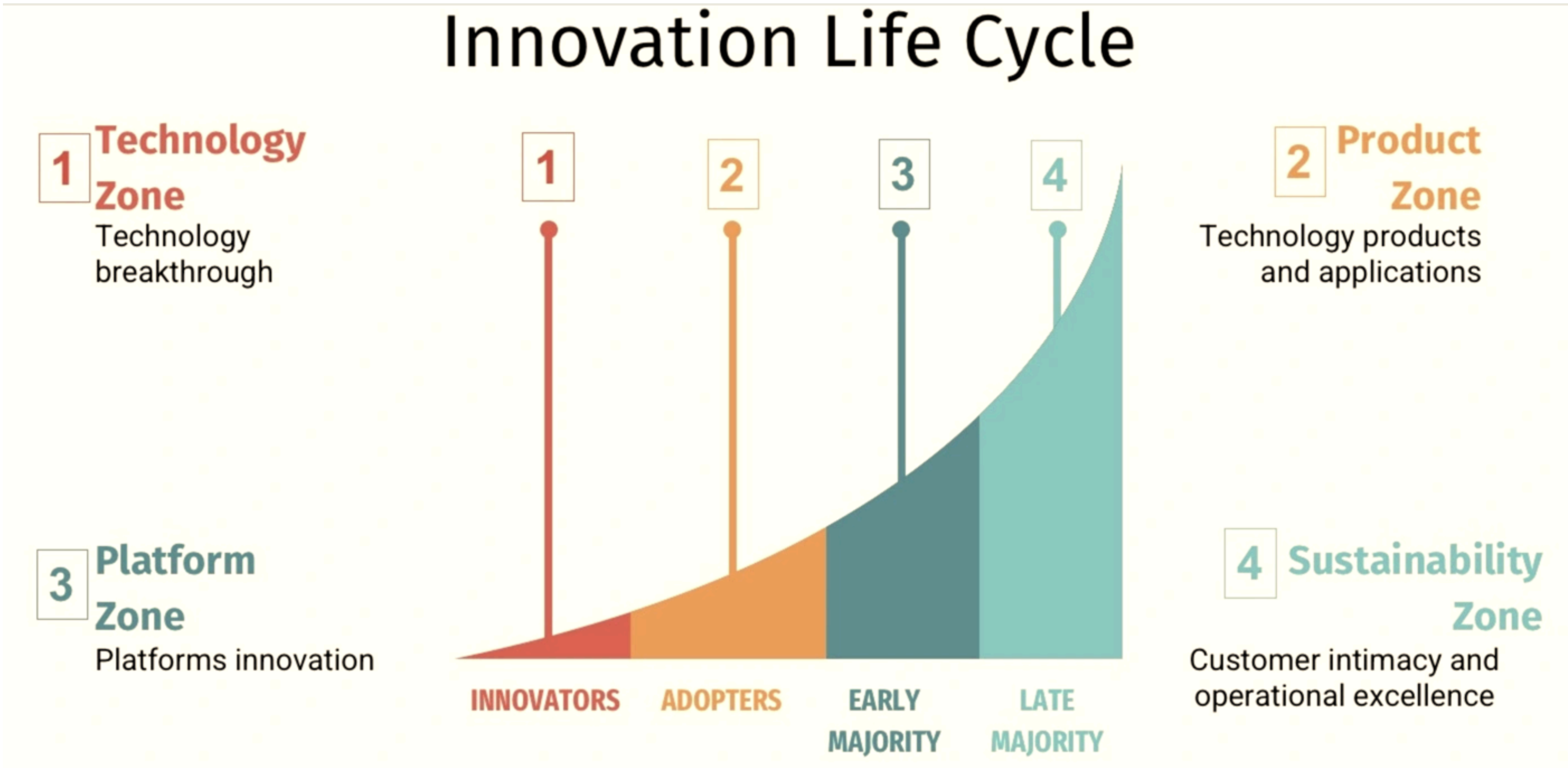
King's Angels Podcasts



[Cookie policy](#)

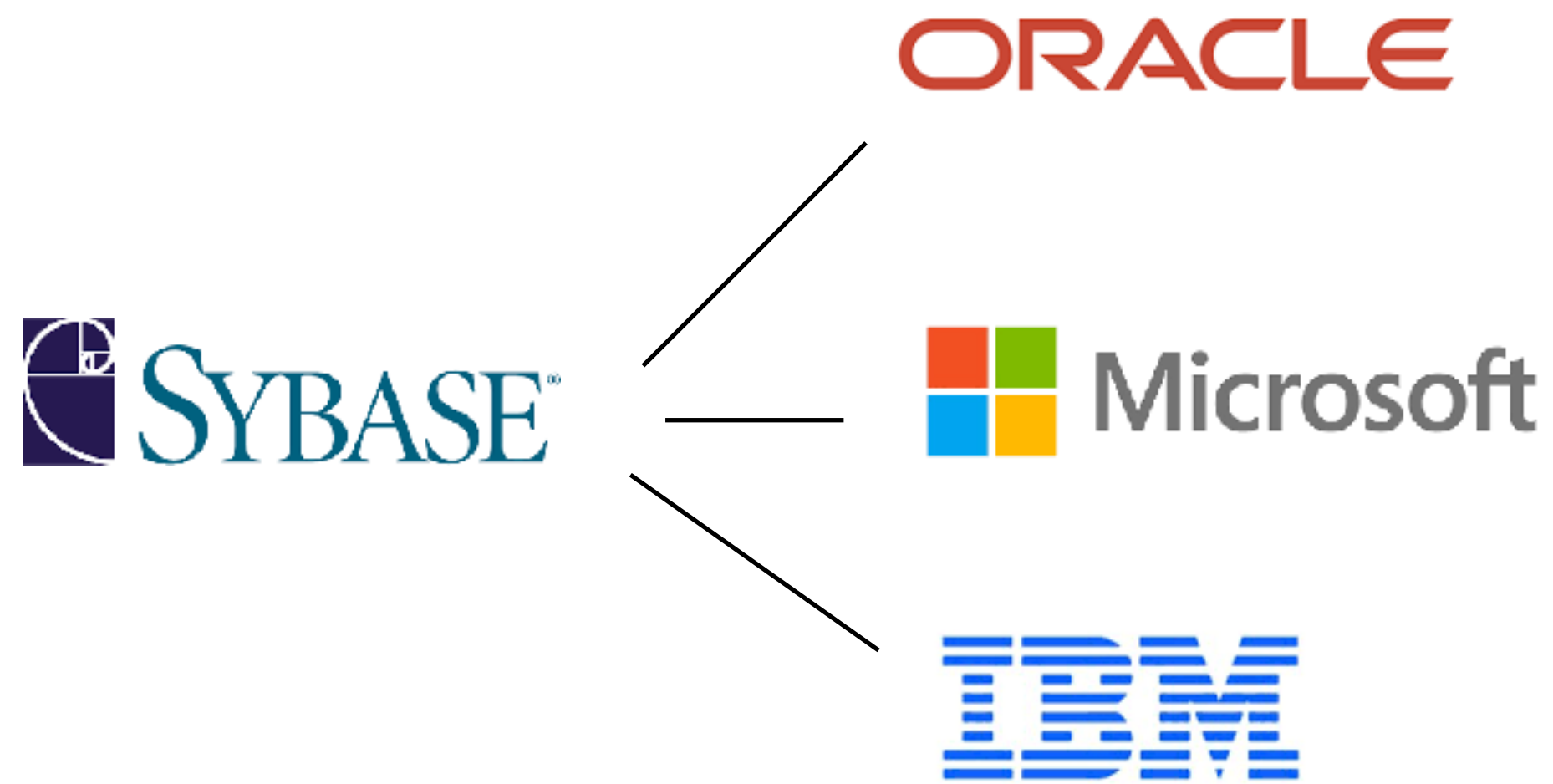
Newsletters

Revisiting the Innovation Life Cycle, 3 Examples of Successes & Failures



Source - Moore, G. 2013. Crossing the chasm

Innovation & Competition @ (Late Majority - Laggards) Stage example



Innovation was about Tools, Connectivity, Performance
& Competition was about Market Share

Innovation & Competition @ (Late Majority - Laggards) Stage example

ORACLE

When Competitive Advantage & Market Share Falls

THE WALL STREET JOURNAL.
English Edition | Print Edition | Video | Audio | Latest Headlines | More

Latest World Business U.S. Politics Economy **Tech** Finance Opinion Arts & Culture Lifestyle Real Estate Personal Finance

IBI **SAP Strikes Deal for Sybase**
\$5.8 Billion Software Merger Intensifies Competition With Archrival Oracle

By Ben Worthen And Justin Scheck
Updated May 13, 2010 12:01 am ET

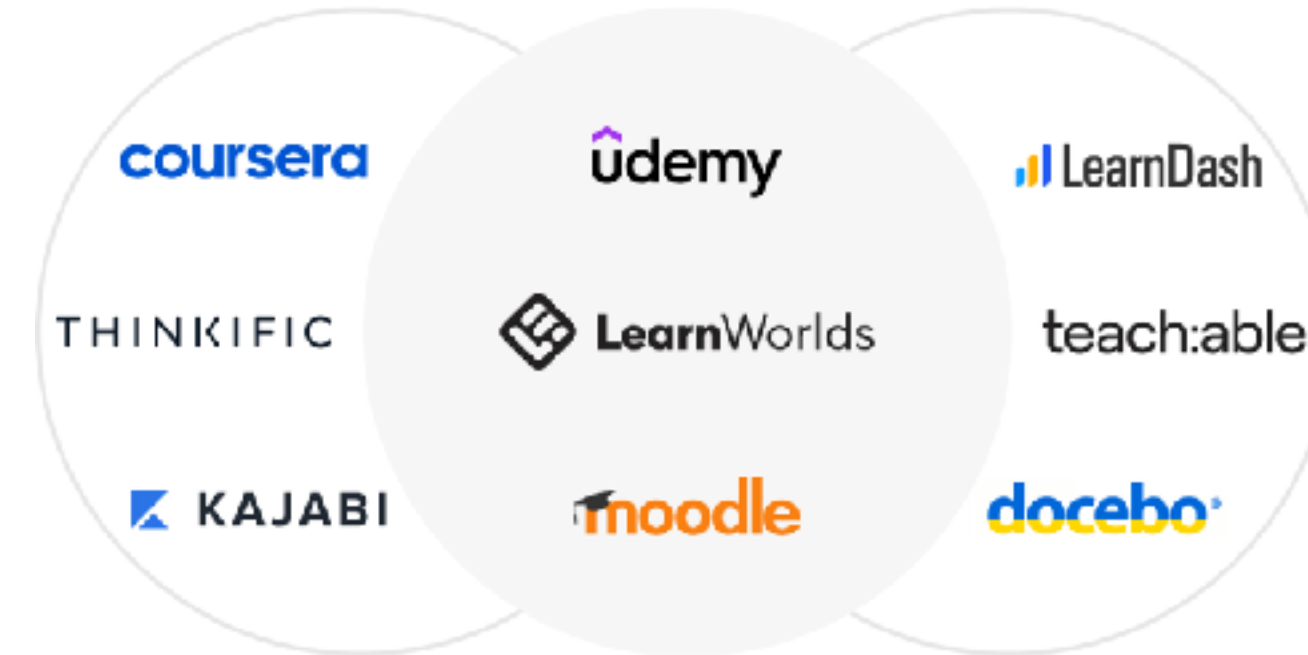
Share Resize

SAP AG said it would pay \$5.8 billion to buy fellow software maker [Sybase Inc.](#), [SY 2.63%](#) ▲ a move that would give the German giant key technology in its battle against archrival [Oracle Corp.](#) [ORCL -1.73%](#) ▼ in the business-software market.

SYBASE
An **SAP** Company

Innovation & Competition @ (Innovators - Adopters) Stage example

CyberLink
訊連科技
e-Learning Solution



Innovation was about Features and Product Market Fit
& Competition was about Entering New Markets

Innovation & Competition @ (Innovators - Adopters) Stage example

When failure of both entrepreneurs and investors to realize that the market is divided into two parts — an early market, where a promising generic product is sufficient; and a mainstream market, where customers will not buy without overwhelming evidence that they are, in fact, buying the whole product.

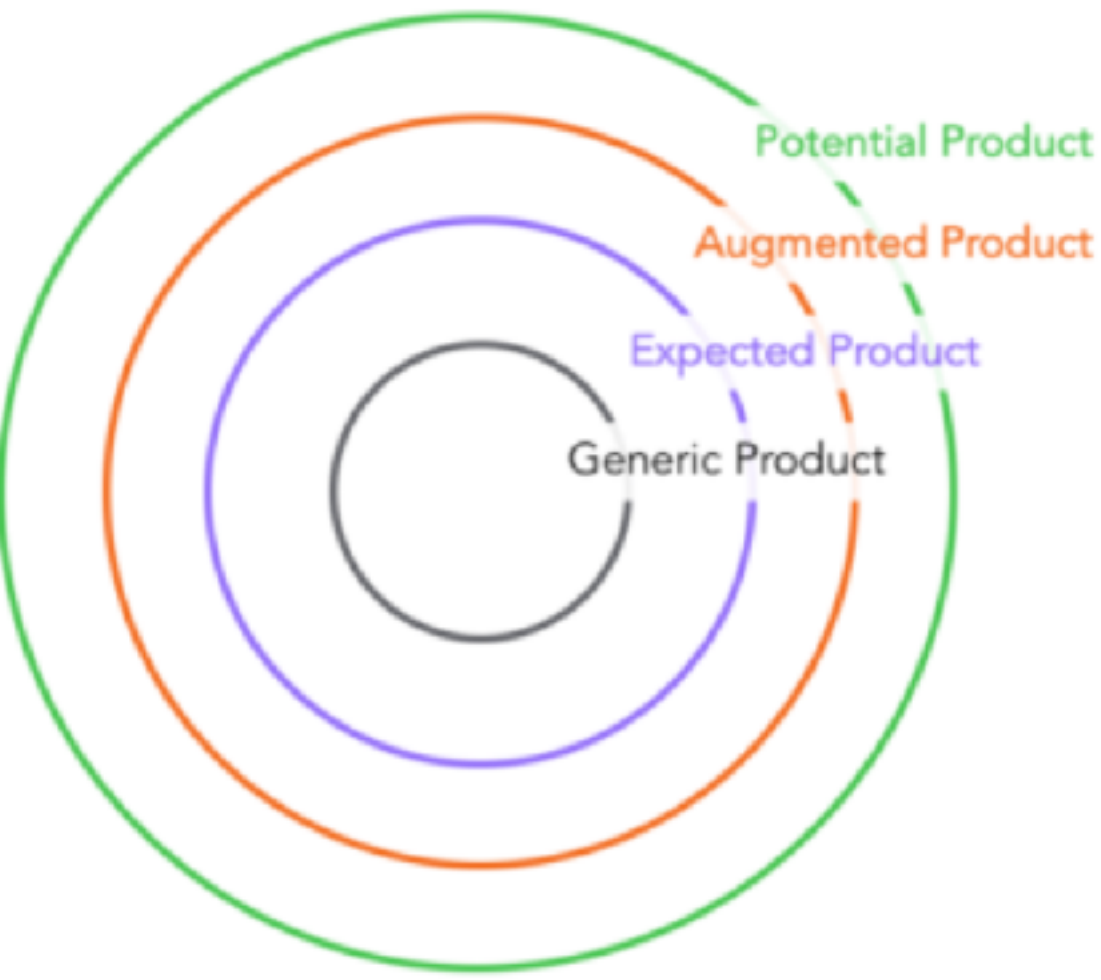


Not the underlying technology that separates winners and losers.

The Expected(Whole Product)



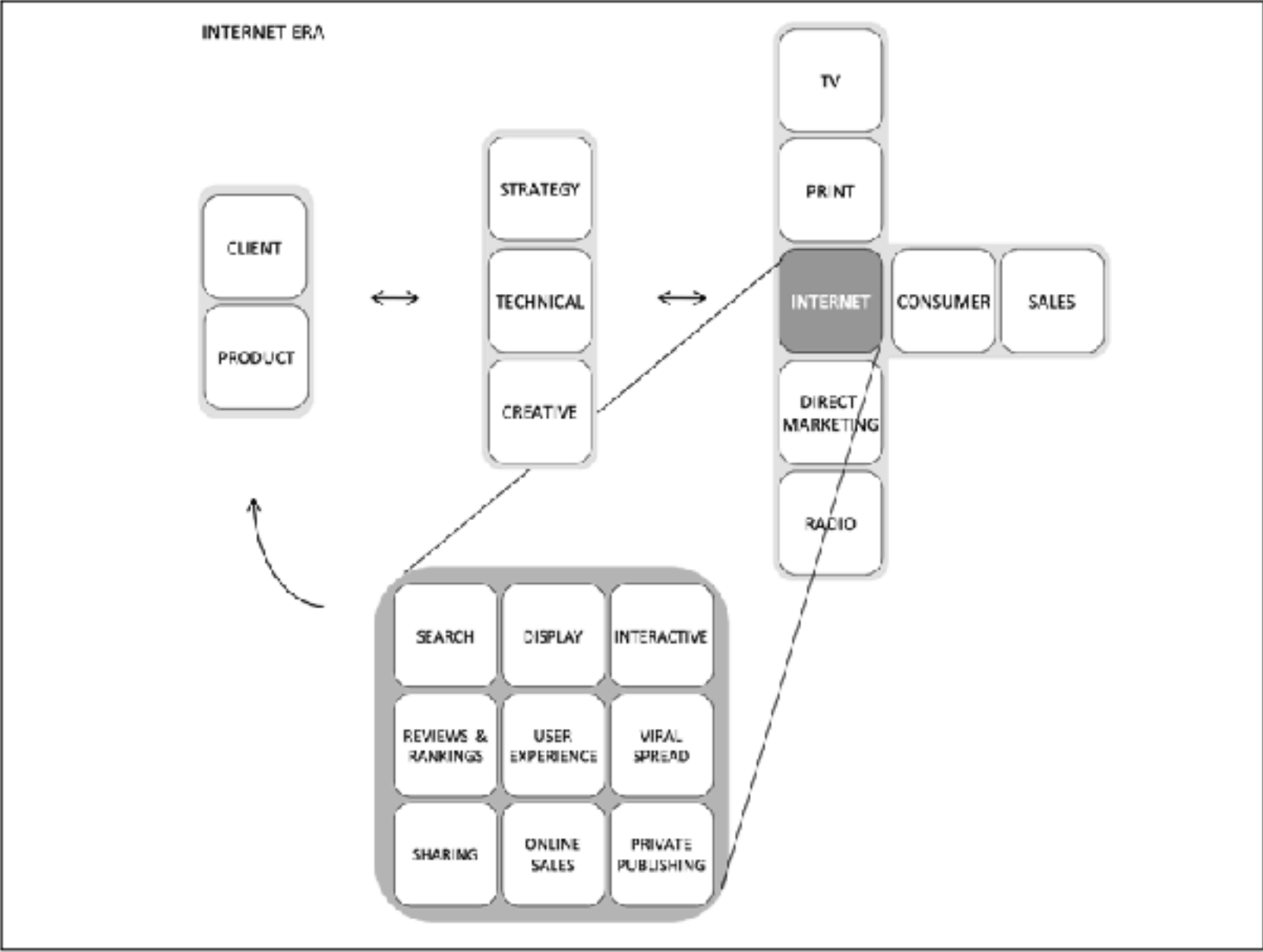
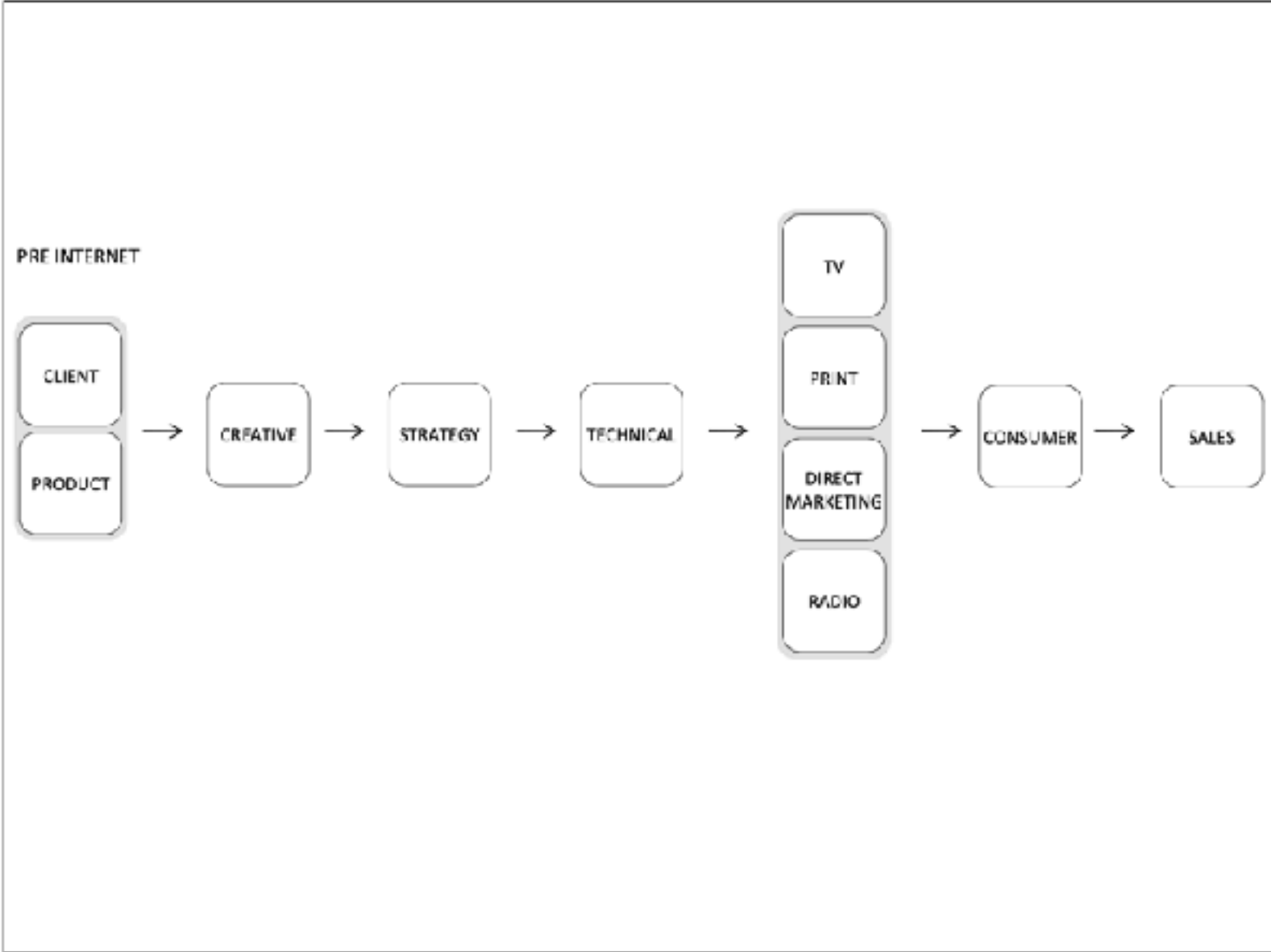
Fig. 3 The Whole Product Model



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Innovation & Competition @ (Adopters - Early Majority) Stage example

AD + Copy / Creative team in the Internet era: Developer, UX Specialist, Connection Strategist, Social influencer, Designer, Copywriter



Innovation was about Speed and Execution & Competition was about Digital Transformation



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Innovation & Competition @ (Adopters - Early Majority) Stage example

AD + Copy / Creative team in the Internet era: Developer, UX Specialist, Connection Strategist, Social influencer, Designer, Copywriter

When Corporations acts fast to focus on growth

Wunderman acquires leading Asian digital agency, AGENDA Group (Asia)

22 Jan 2008

WPP announces that its wholly-owned operating company Wunderman, the global relationship marketing network, has agreed to acquire AGENDA Group (Asia) Limited ("AGENDA"), one of Asia's leading eBusiness consulting and professional services firms.



Harvard Business Review

Growth Strategy | WPP's CEO on Turning a Portfolio of Companies Into a Growth Machine

Growth Strategy

WPP's CEO on Turning a Portfolio of Companies Into a Growth Machine

by Martin Sorrell

From the Magazine July-August 2010



Tony Luong

Revisiting The Whole Product Model

Fig. 3 The Whole Product Model

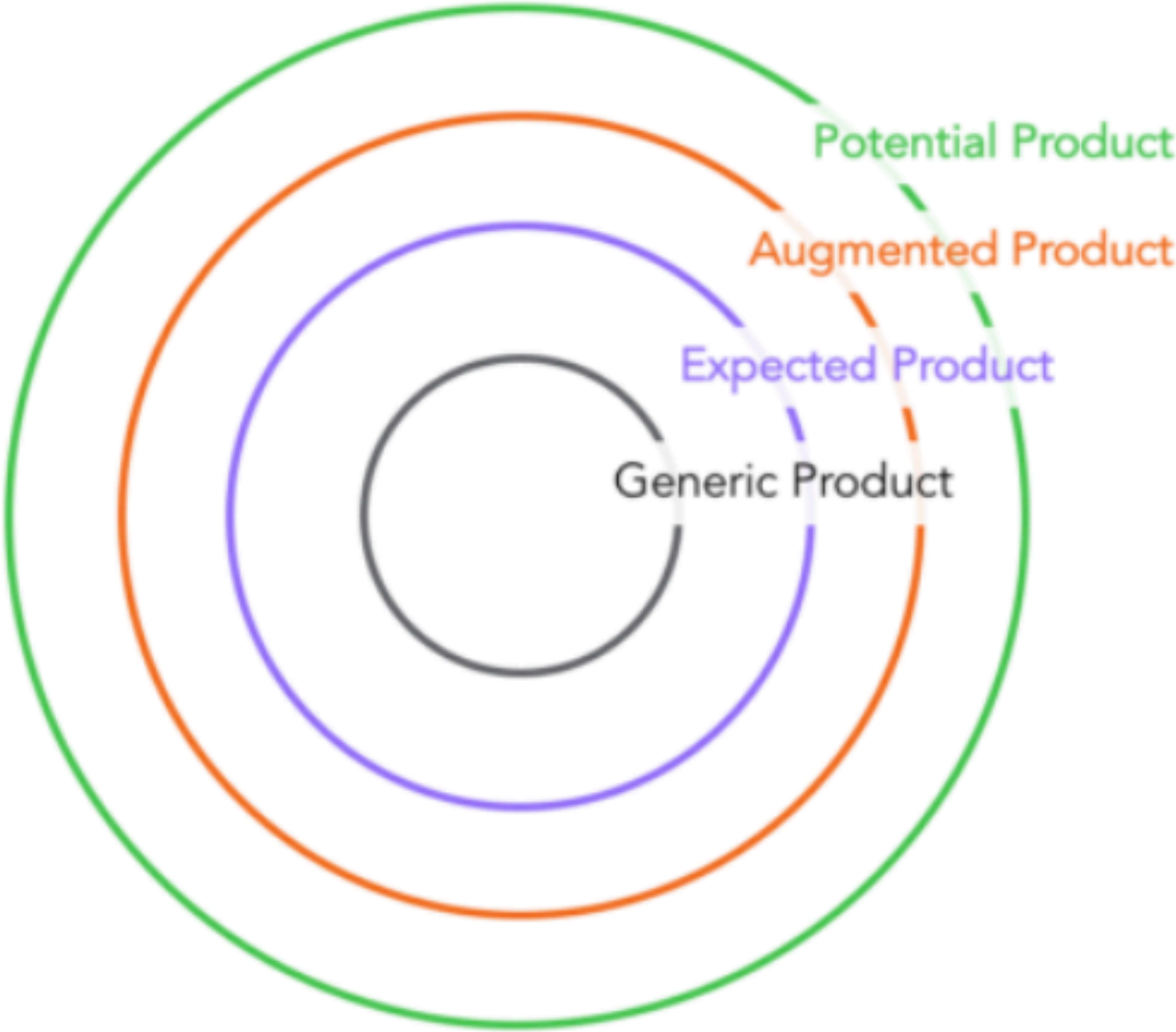
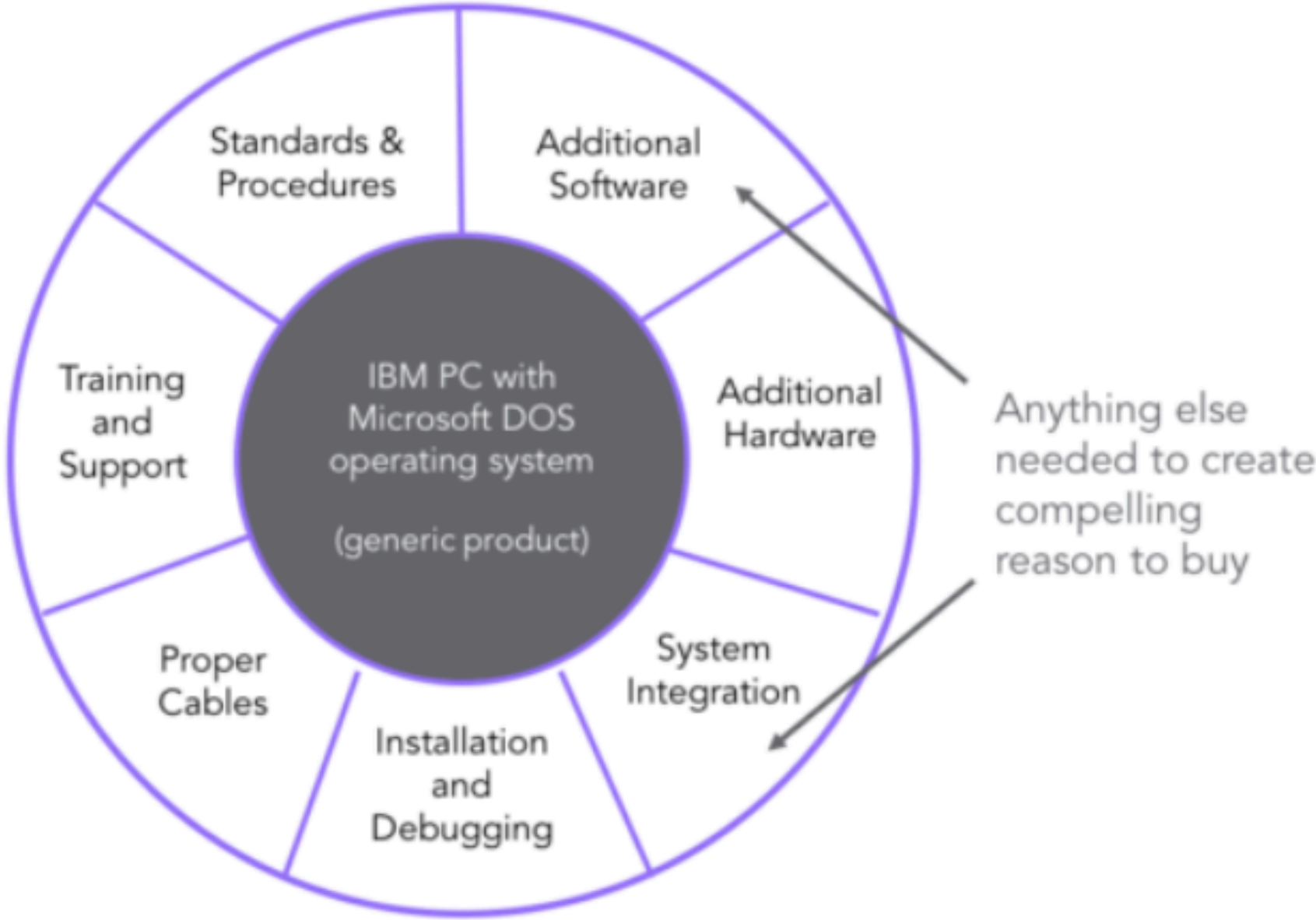


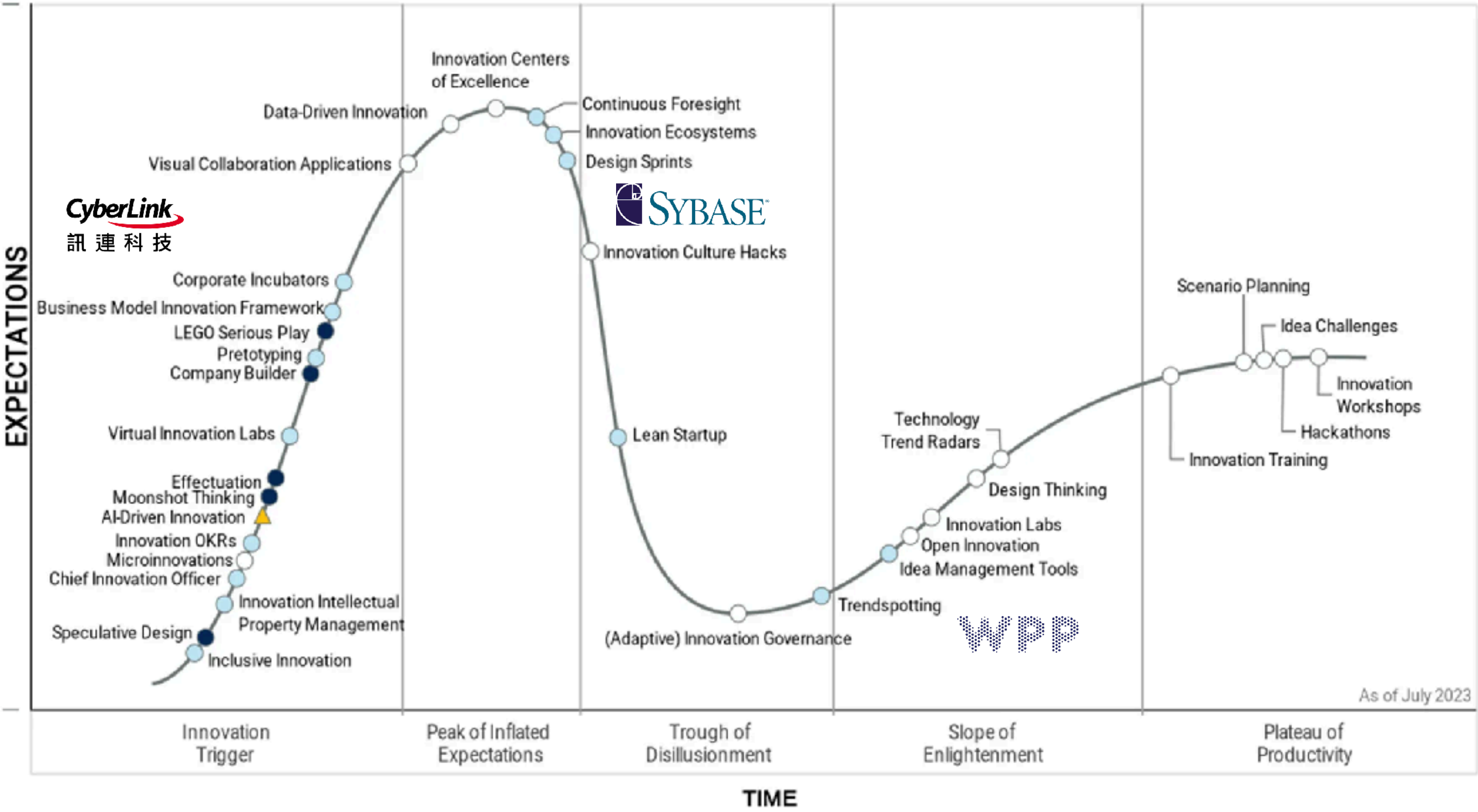
Fig. 4 Example of What is needed to Deliver an Expected Product



Adapted from GEOFFREY MOORE, CROSSING THE CHASM Ch. 5 (1991)

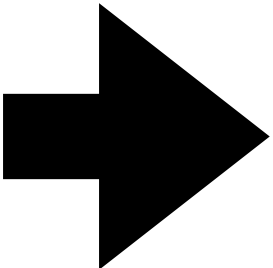
Let's take a closer look @ Maturity of Innovation & Product Innovation

Hype Cycle for Innovation Practices, 2023



Themes to think about Next

- Closed innovation
- Co-innovation
- Open innovation

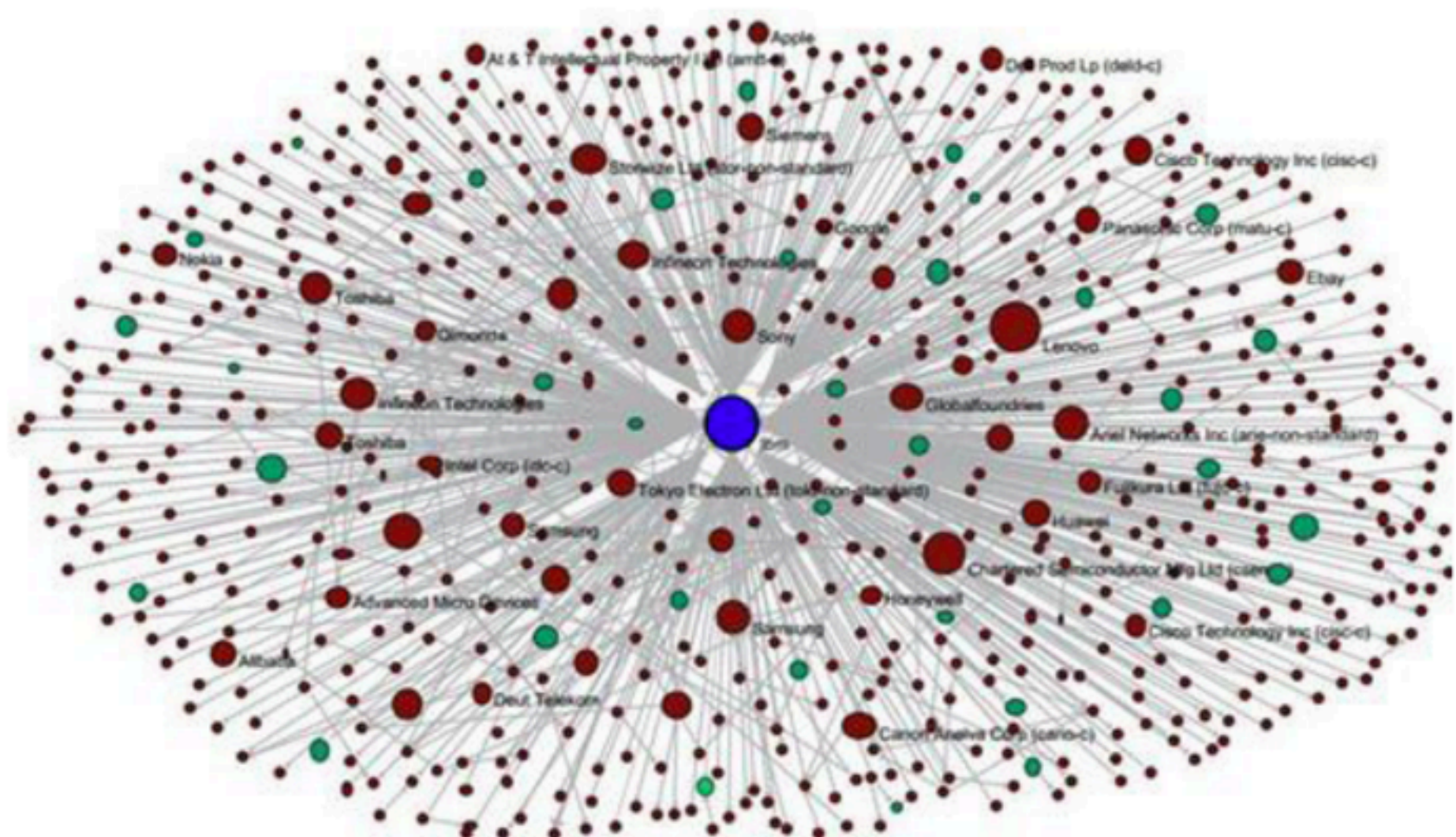
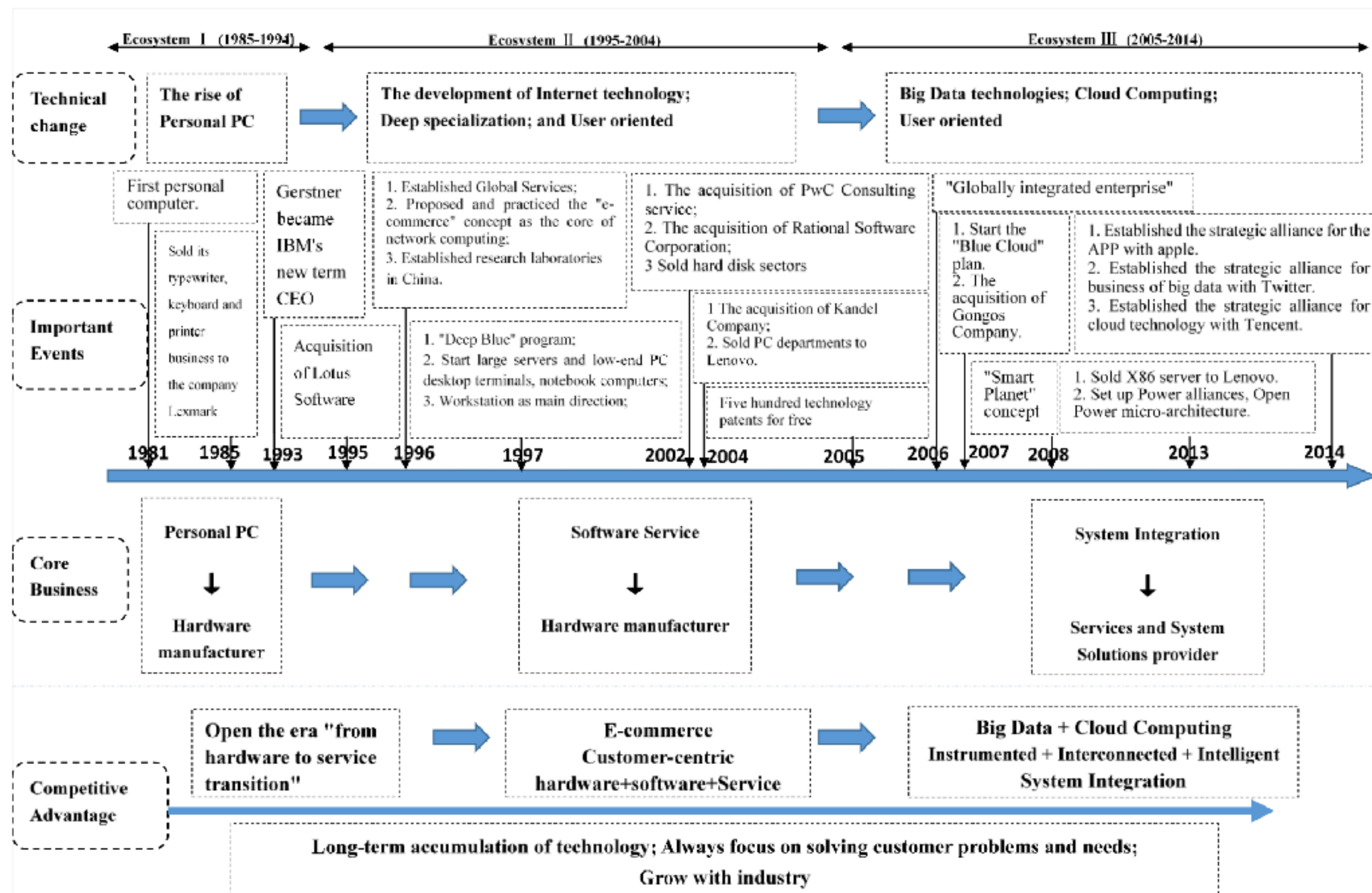
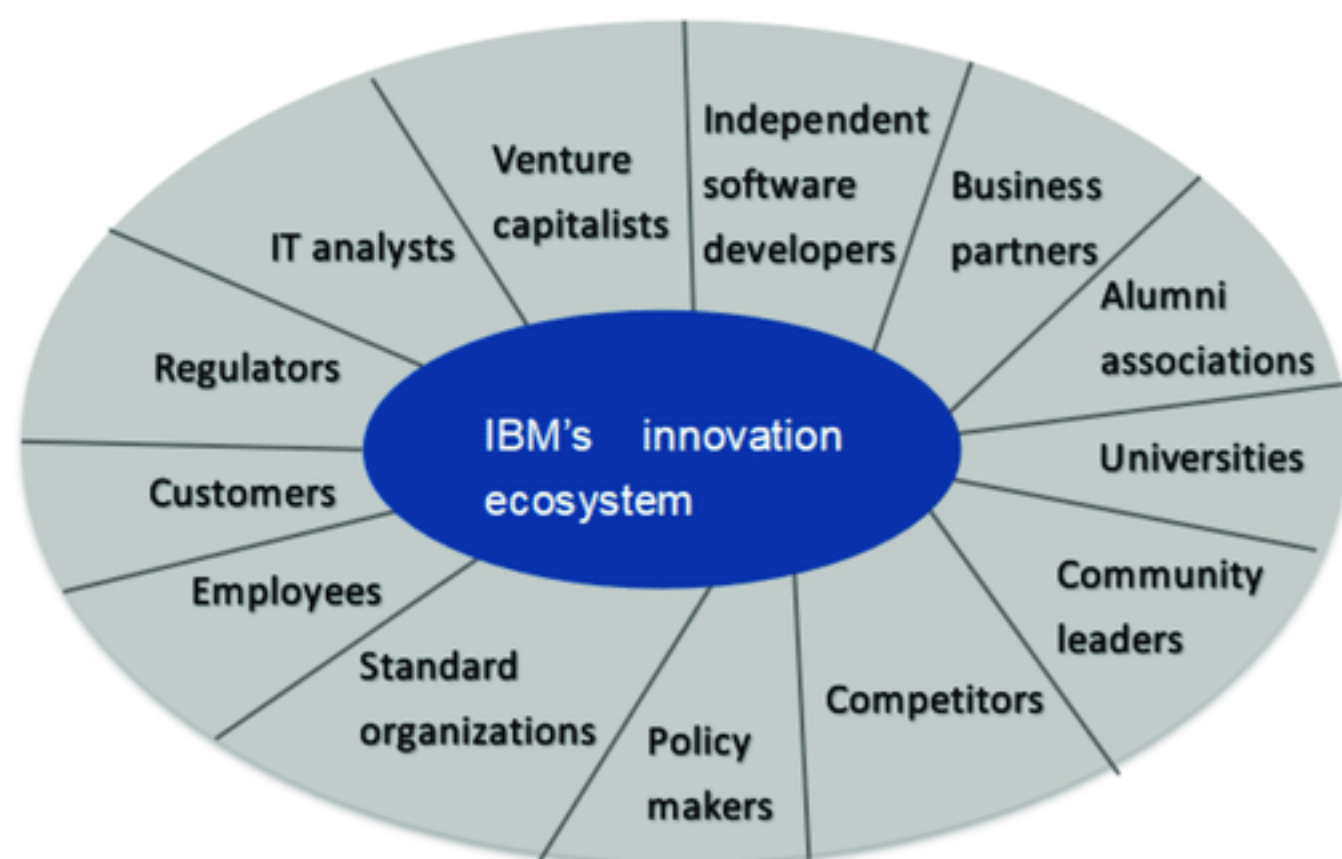


Plateau will be reached: ○ <2 yrs. ● 2-5 yrs. ● 5-10 yrs. ▲ >10 yrs. ⊗ Obsolete before plateau

IBM Innovation Ecosystem

Ecosystems and open innovation

Co-create or stagnate

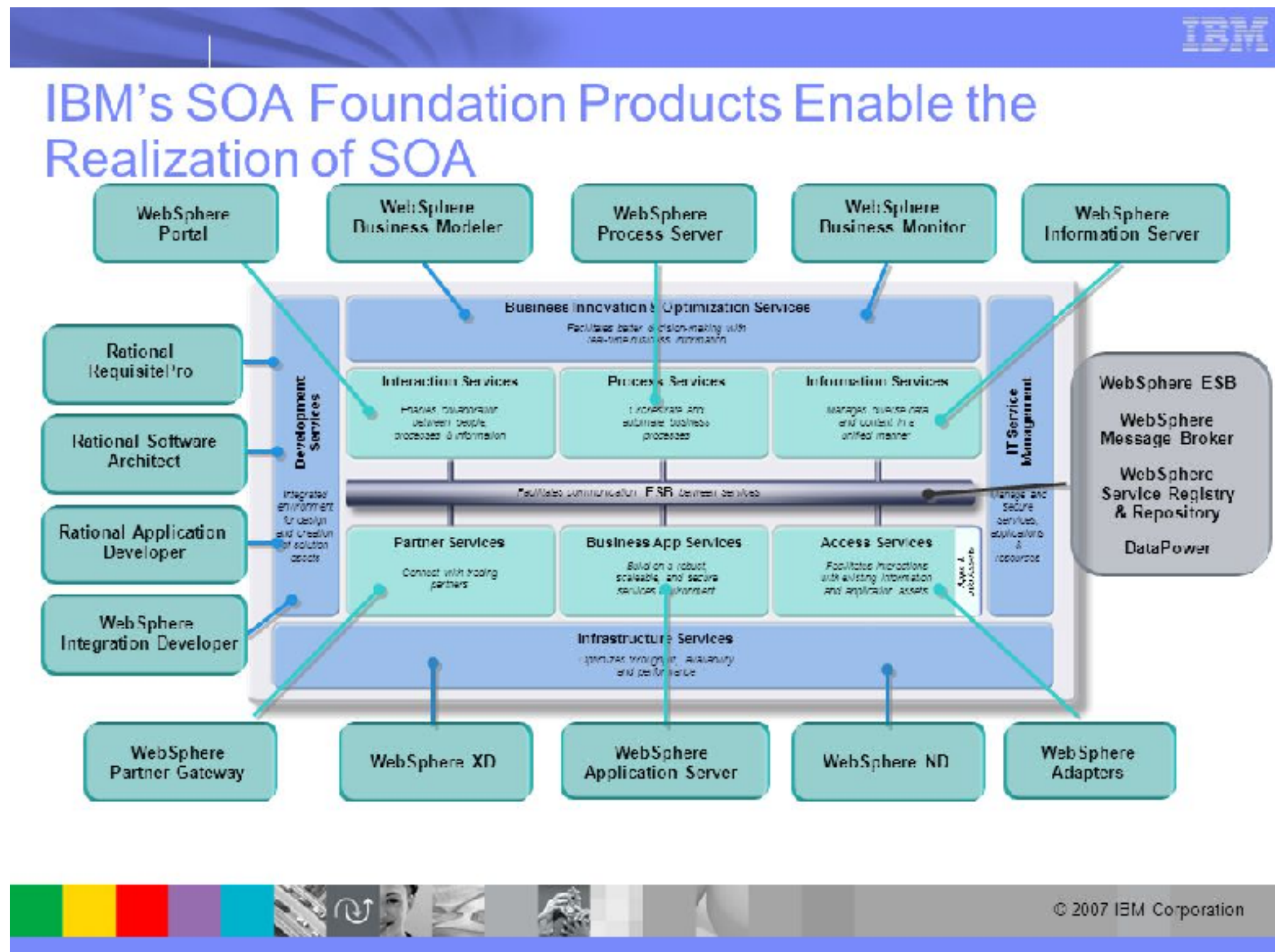
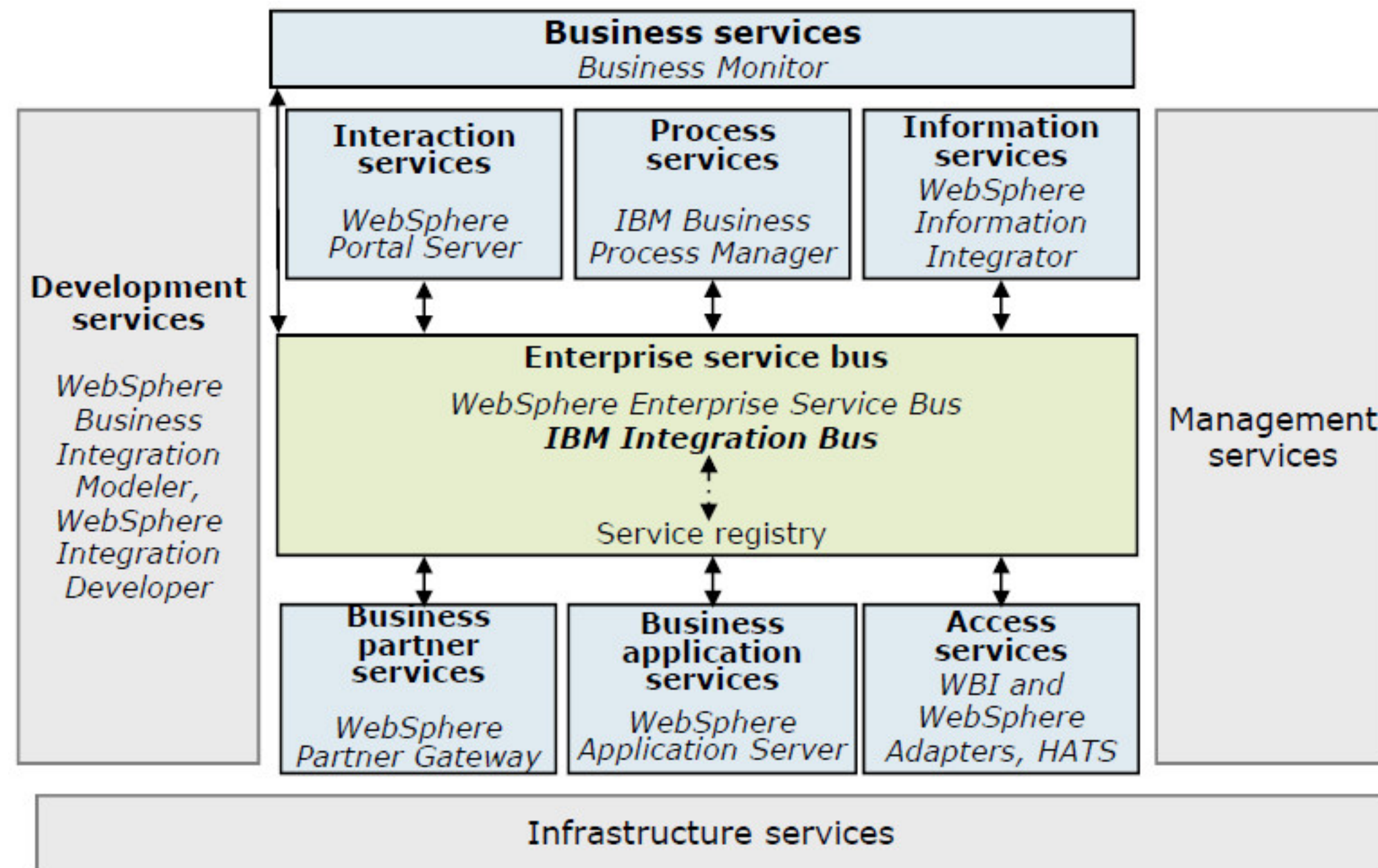


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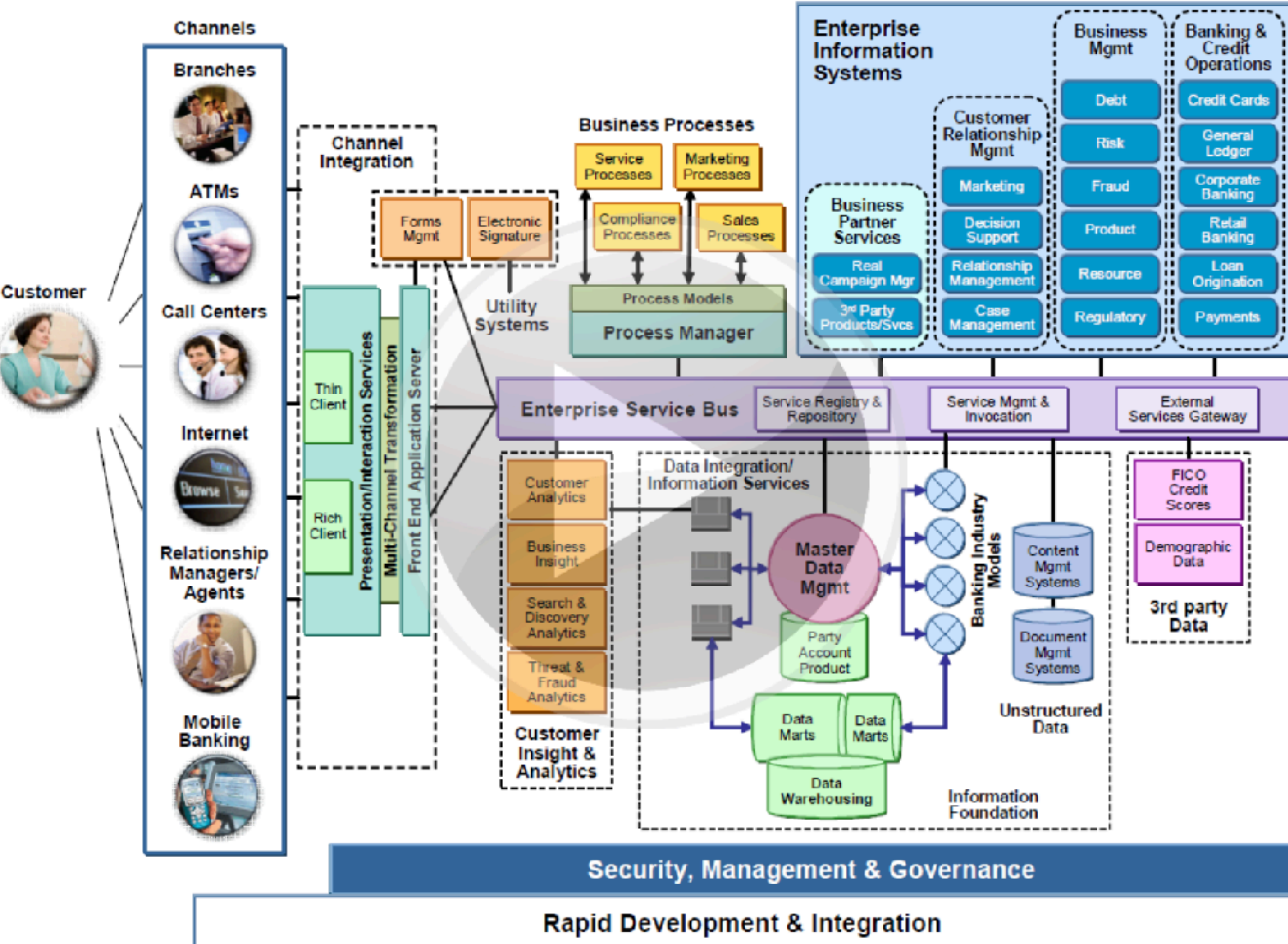
ISVs
 Business Partners
 Developers' Network ...

- IBM. Lotus. software
- IBM. Tivoli. software
- IBM. WebSphere. software
- IBM. Rational. software
- IBM. DB2. Information Management Software

Software Group Ecosystem - IBM SOA (Open) Architecture

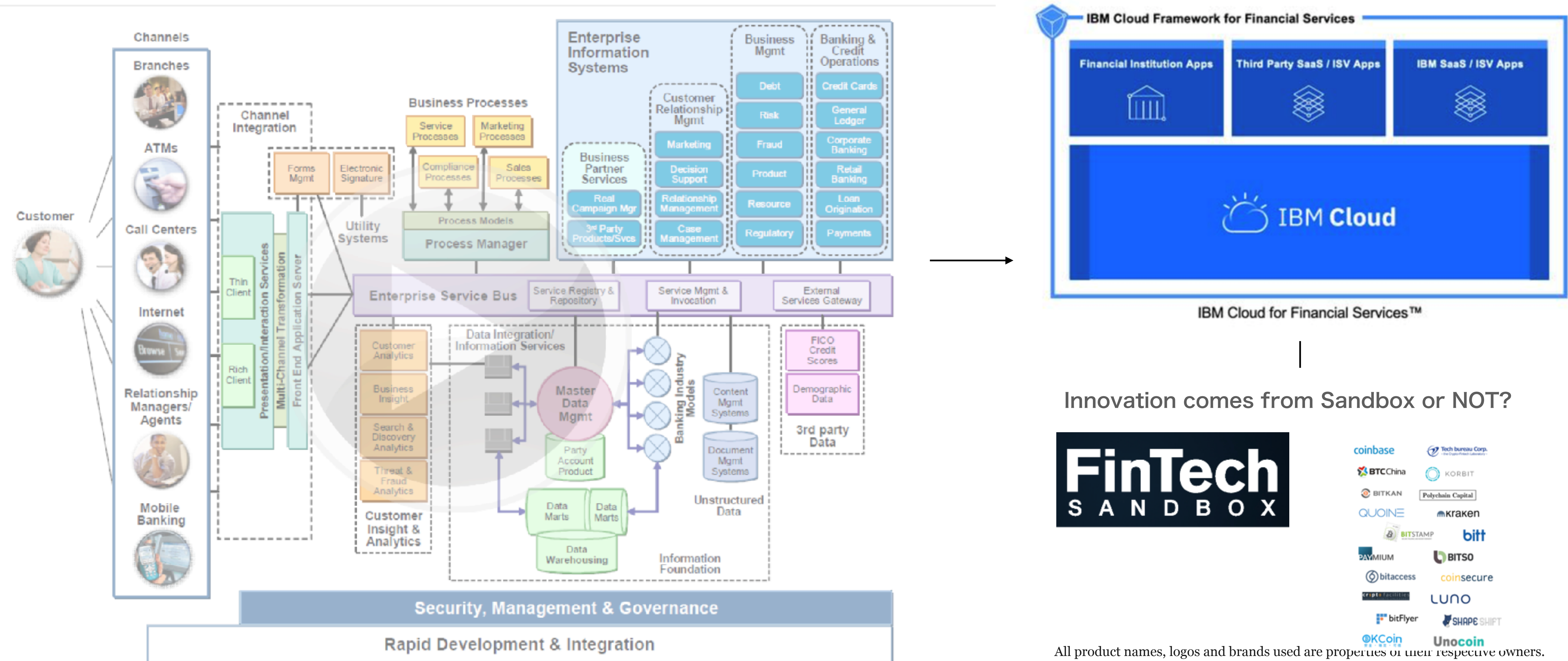


Financial Services Sector - Integration & Transformation



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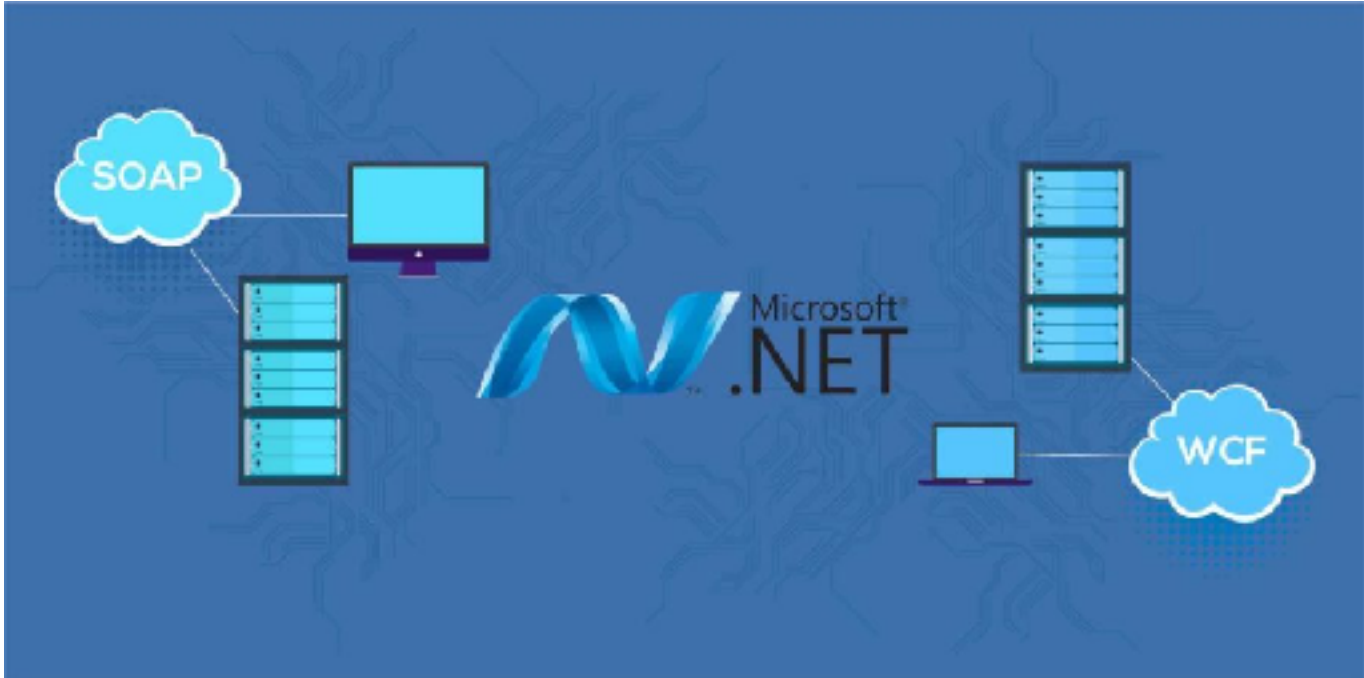
Financial Services Sector - Closed & on the Cloud & in the Sandbox



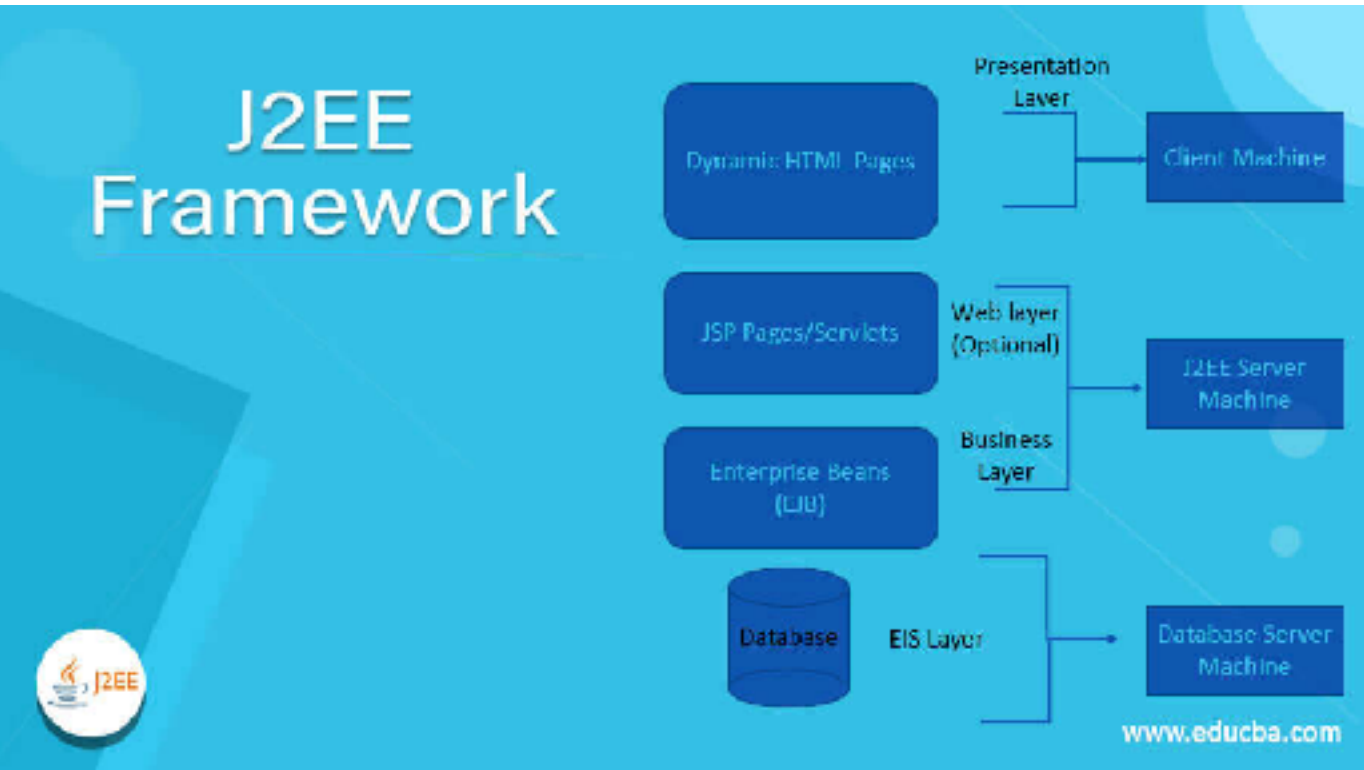
Innovation comes from Sandbox or NOT?

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Public Sector - Taiwan e-Govt Story - Open Standards - Co-Innovation



.NET vs. J2EE



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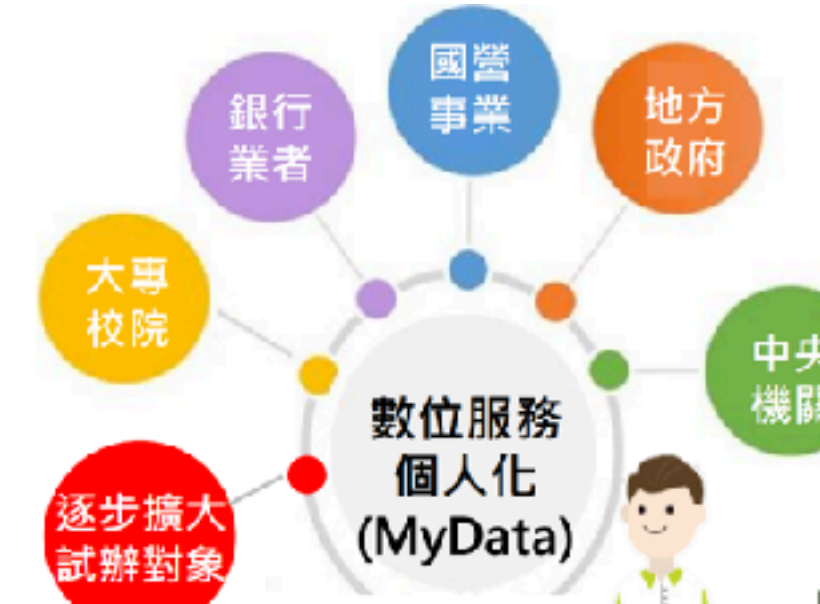
Public Sector - Taiwan e-Govt Story (intelligent) - Open Innovation



- 1 車體回收**
 - 回收管制聯單 (環保署回收基金會)
 - 個人資料 (內政部戶政司)
 - 廢車資料 (內政部警政署)
 - 車籍資料 (交通部公路總局)
- 2 車籍報廢**
 - 個人資料 (內政部戶政司)
 - 回收管制聯單 (環保署回收基金會)
- 3 線上申領獎勵金**
 - 回收獎勵金 (環保署回收基金會)
 - 帳戶資料 (金管會)
 - 個人資料 (內政部戶政司)
 - 車籍資料 (交通部公路總局)
- 4 止稅節費**
 - 牌照稅 (財政部地方稅務局)
 - 燃料使用費 (交通部公路總局)
- 5 精準資訊服務**
 - 環保綠點 (環保署管考處)
 - 電動機車資訊 (環保署空保處)
 - 車籍資料 (交通部公路總局)

1 完備MyData 平臺功能

- 強化平臺方便性、安全性、隱私性要求
- 提供多元身分驗證與行動化服務機制
- 精進個人資料下載、臨櫃核驗與線上申辦服務

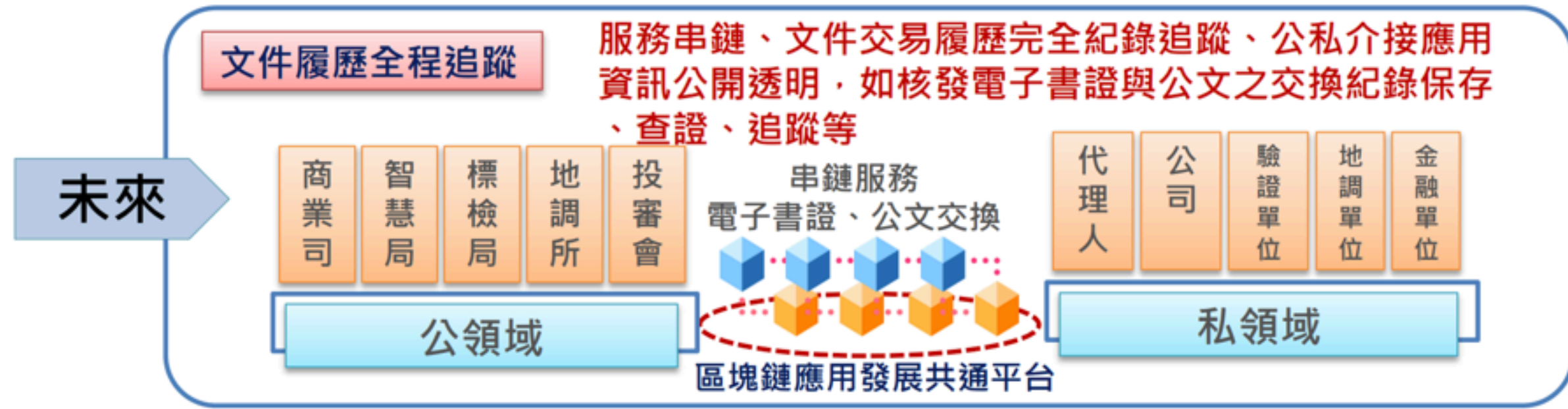


2 整合列示可使用資料

- 擴大機關釋出民生相關(例如戶政、財稅、勞健保等)個人化資料
- 民眾可隨時查看資料使用軌跡

3 建立服務新型態

- 發展政府O2O服務型態，下載數位個人資料取代紙本進行臨櫃核驗
- 發展各機關介接平臺之線上服務，優先試辦高度監管之金融、教育、醫療、電信等領域

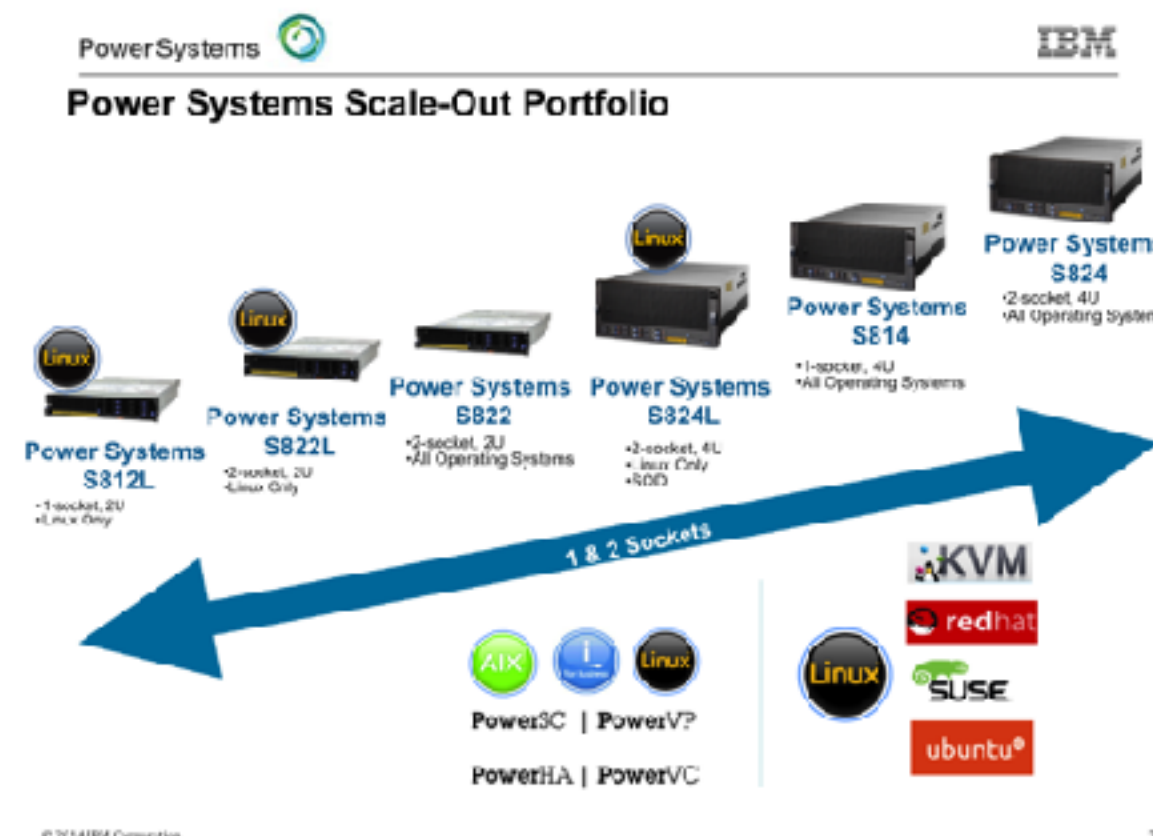


Collaborative Competition and Competitive Collaboration - Linux Story



SUSE Linux Enterprise Server for IBM POWER

SUSE Linux Enterprise Server for IBM POWER is an enterprise-grade Linux distribution optimized for IBM POWER-based systems. It is designed to deliver increased reliability and provide a high-performance platform to meet increasing business demands and accelerate innovation.



[Press releases](#) > IBM Closes Landmark Acquisition of Red Hat for \$34 Billion; Defines Op...

IBM Closes Landmark Acquisition of Red Hat for \$34 Billion; Defines Open, Hybrid Cloud Future

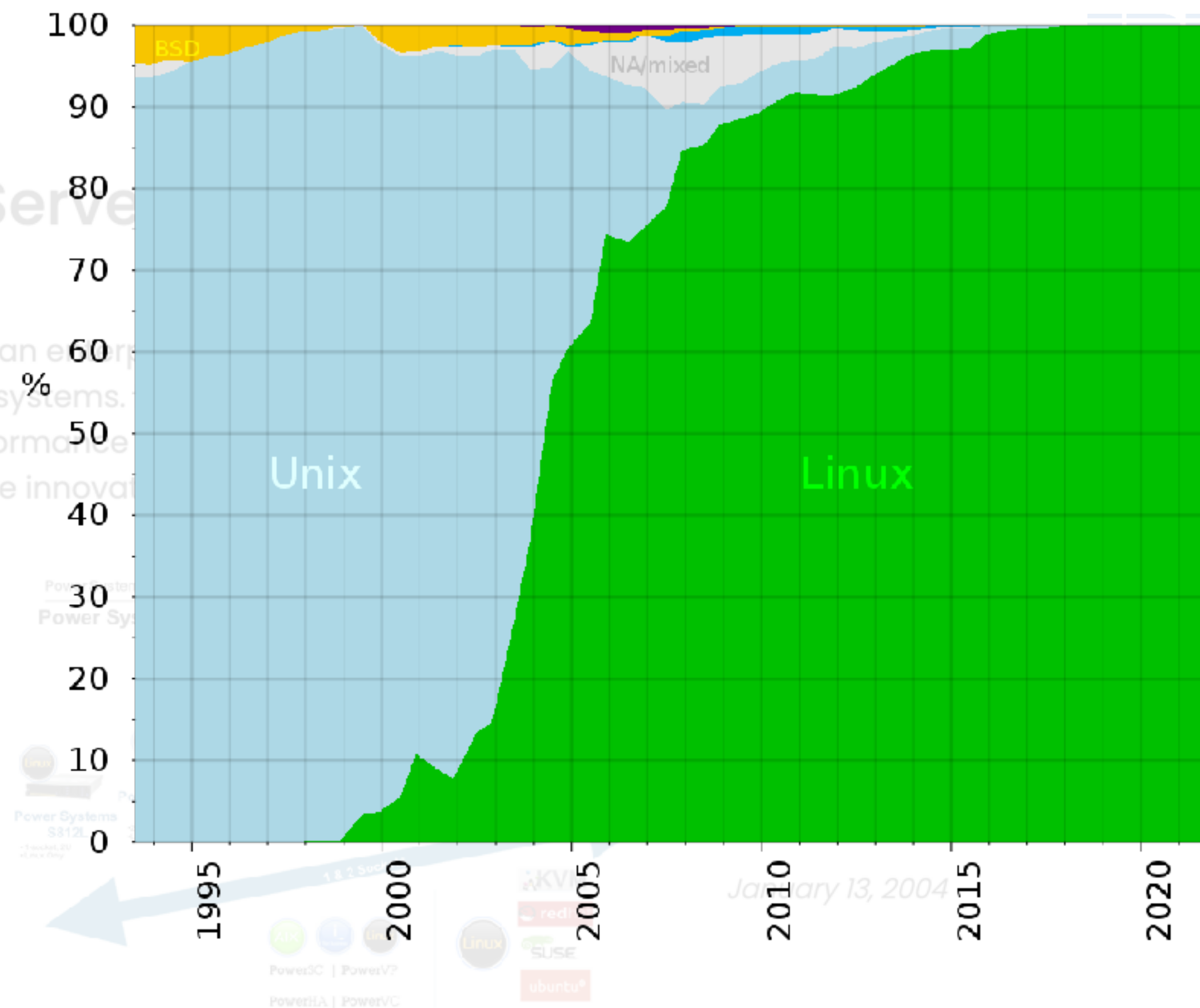
Novell Completes Acquisition of SUSE Linux

January 13, 2004

Collaborative Competition and Competitive Collaboration - Linux Story

SUSE Linux Enterprise Server for IBM POWER

SUSE Linux Enterprise Server for IBM POWER is an enterprise distribution optimized for IBM POWER-based systems. It provides increased reliability and provides a high-performance, secure, and scalable operating system for increasing business demands and accelerating innovation.



Supercomputer OS family – 1993–2021 systems share

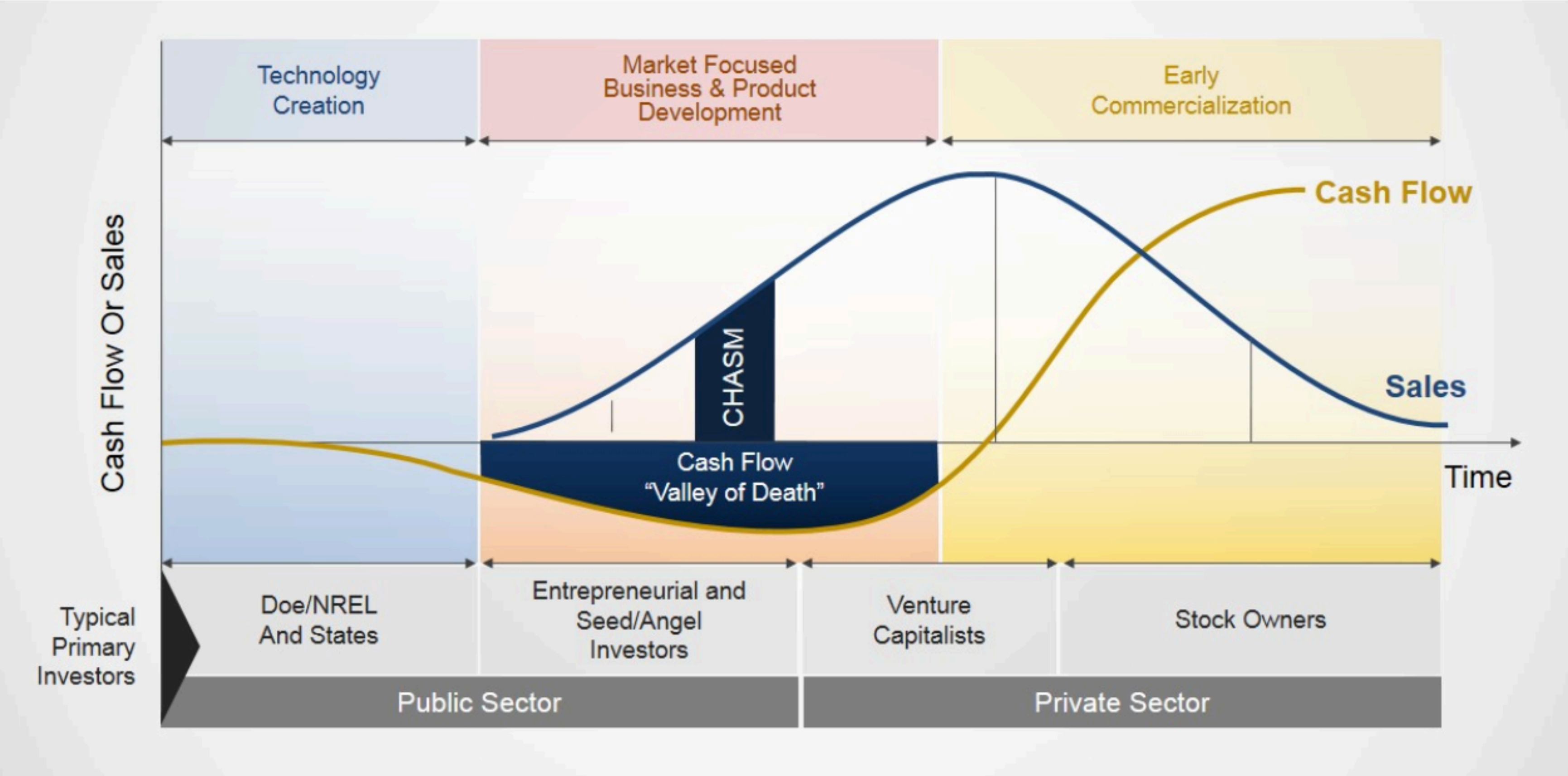
Red Hat

Acquisition of Red Hat for \$34 Billion; Defines Open, Hybrid Cloud

Acquisition of SUSE Linux

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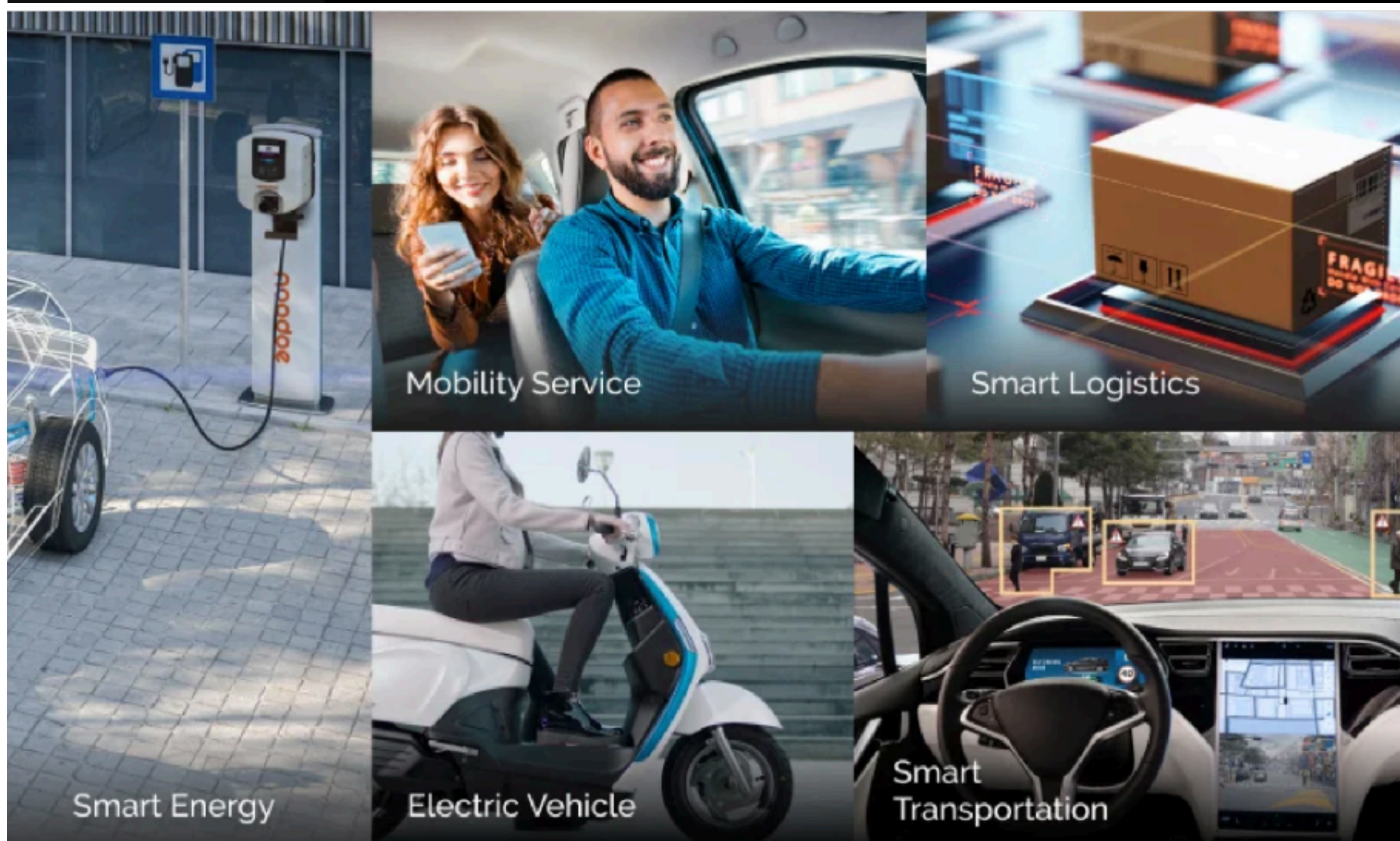
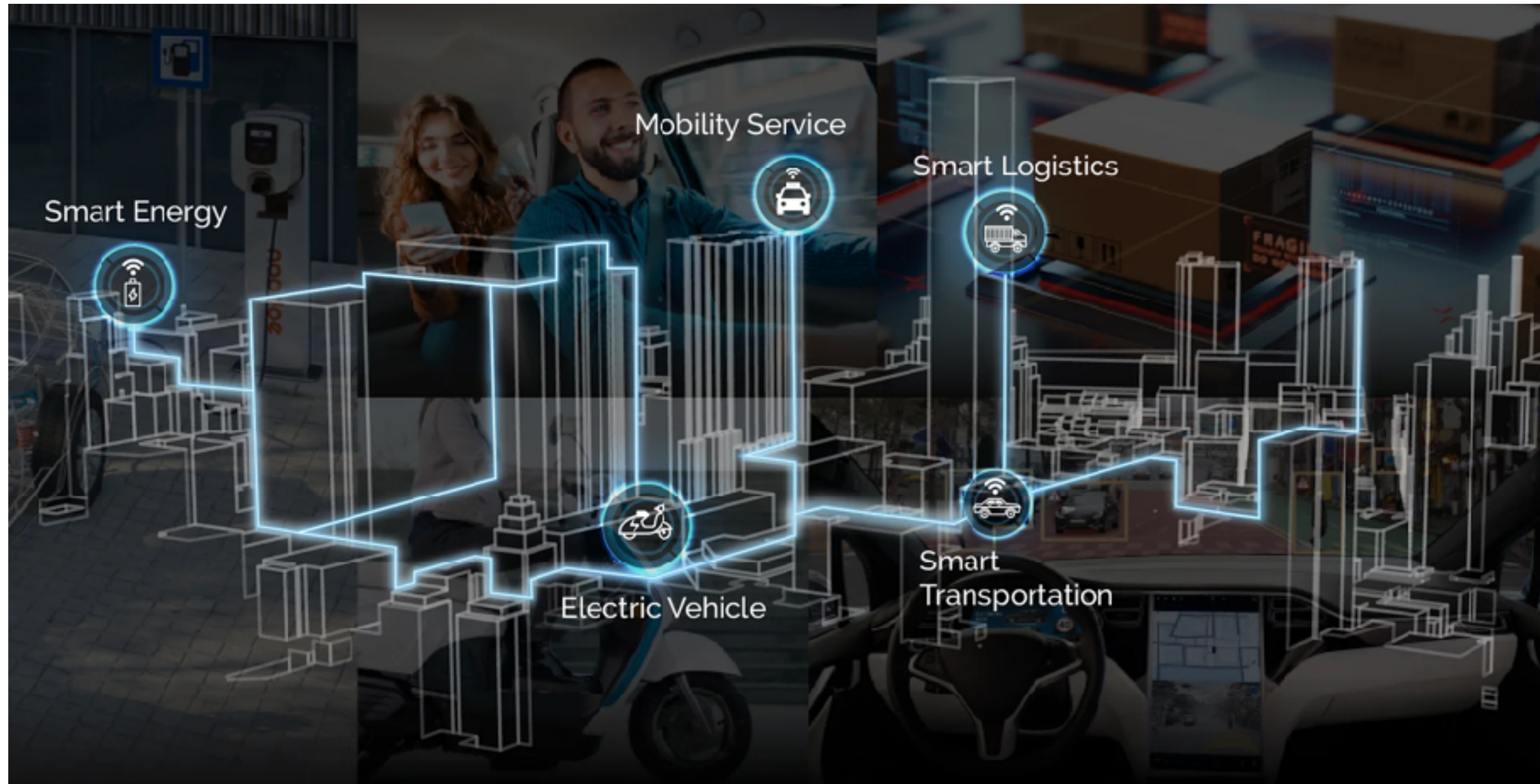
Venture Capital & Innovation



Venture Capital
Private Equity

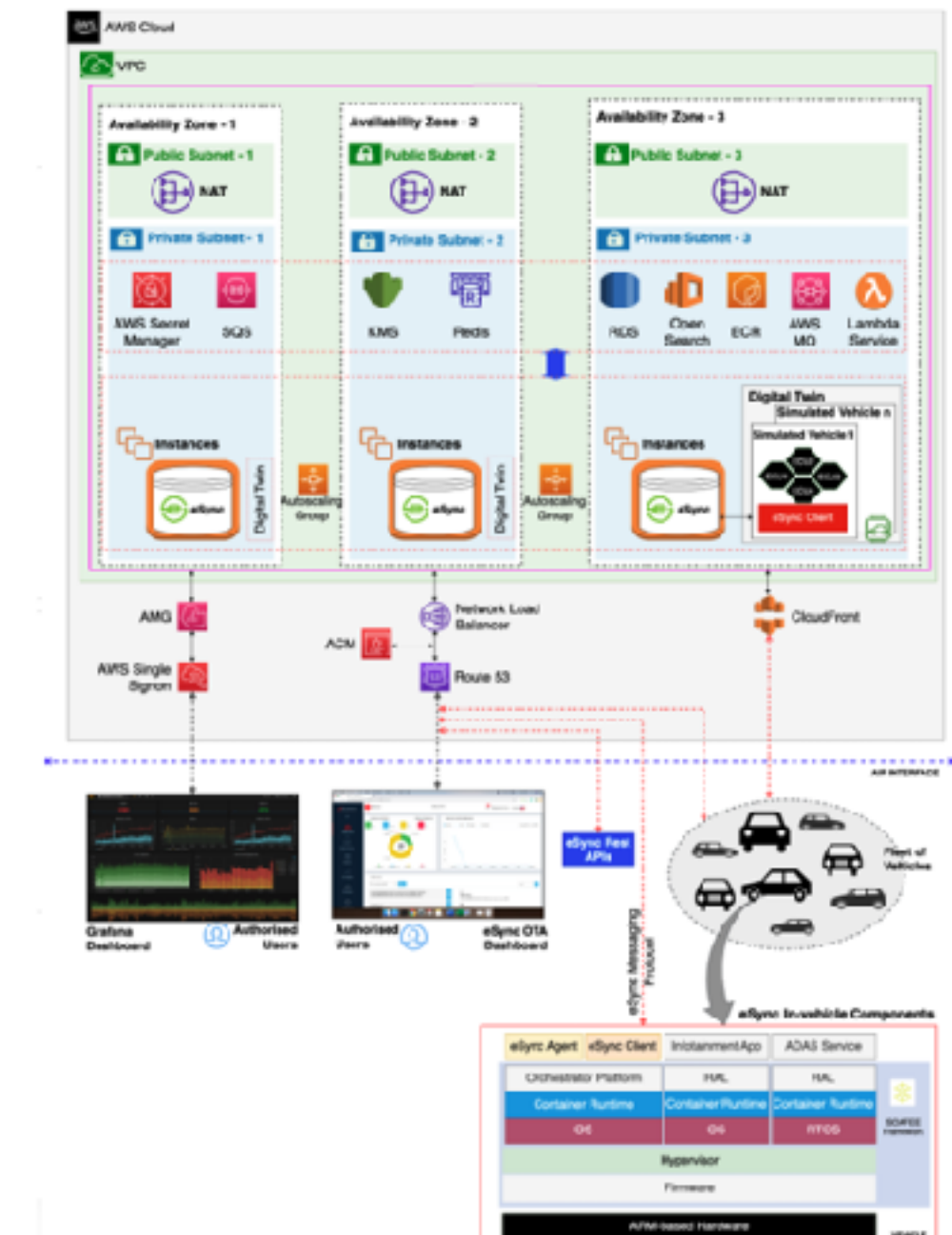
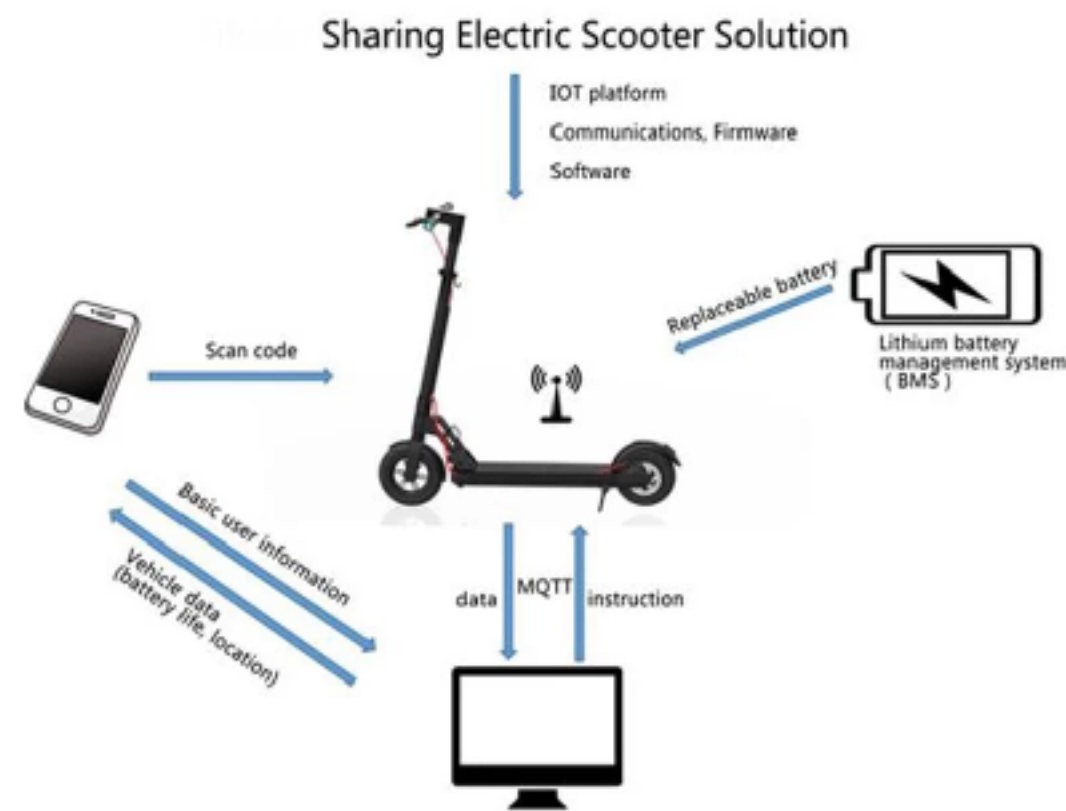


Portfolio

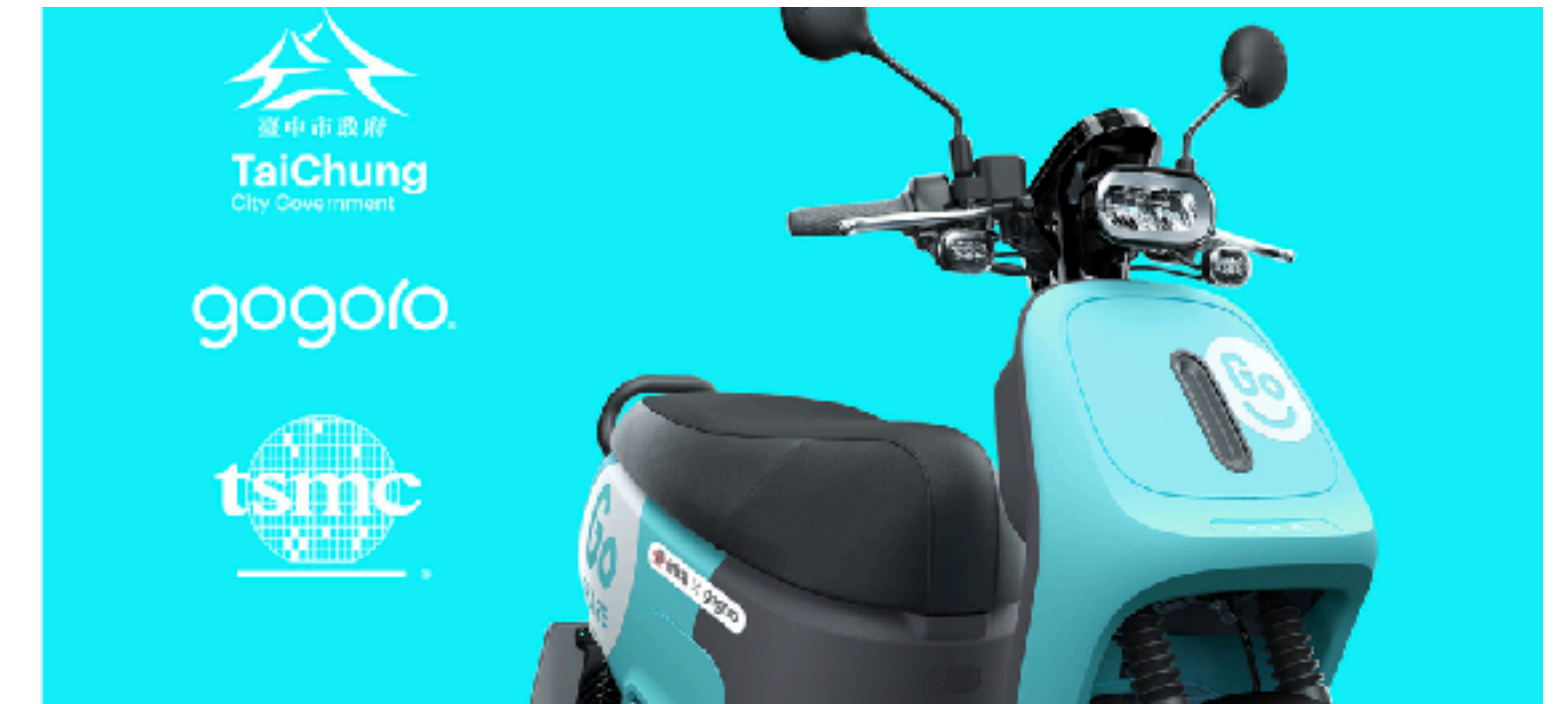
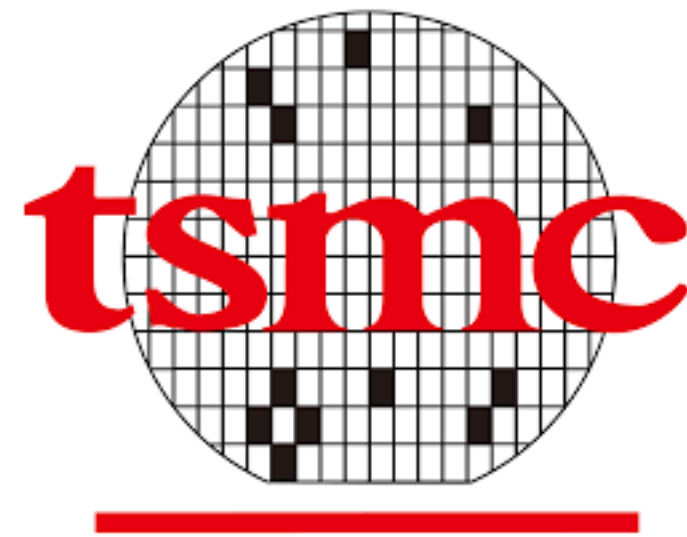


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Deal Flows



Corporate Strategy & Corporate Venture Capital Stakeholder



August 30, 2022



Gogoro, TSMC and Taichung City Taiwan Partner to Bring Sustainable Electric Two-wheel Sharing to City's Residents

Accelerators & Investments Ecosystem

The most successful accelerators

Ranking is based on a scoring model using CB Insights datasets – see the methodology for more.

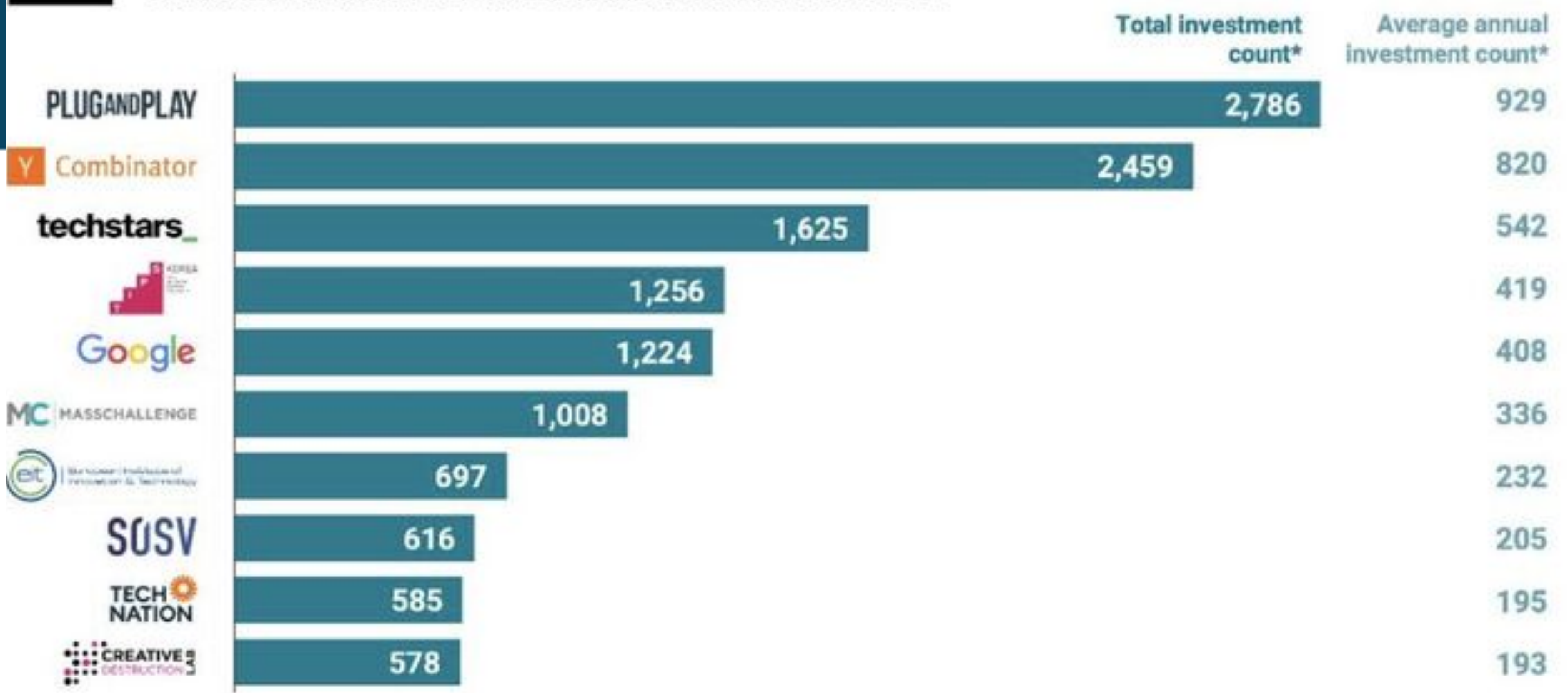
01	Combinator	06	SAP	11	MEDTECH INNOVATOR	16	ALLIANCE	21	HUB71
02	PLUGANDPLAY	07	CREATIVE DESTRUCTION	12	Google	17	MC MASSCHALLENGE	22	VillageCapital
03	TECH NATION	08	Google	13	KOREA	18	e	23	500
04	SUSV	09	techstars	14	GERMAN ACCELERATOR	19	Meta	24	Tenity
05	peakxv	10	eit	15	PARTNERSHIP for New York City	20	Microsoft	25	kickstart

Methodology: To calculate the top accelerators, we used 2020 portfolio companies as a base and looked at factors including: the size of the 2020 portfolio; how many of these companies raised a subsequent round of funding, raised \$25M or more in funding after the accelerator investment, and/or reached a \$100M+ valuation after the accelerator investment. Not all of this information is present in the infographic above. First deal rounds include seed, pre-seed, convertible note, accelerator, incubator, grant, and business plan competition. Data as of 10/24/23.



The 10 most active accelerators

Based on the number of investments made from 2020 to 2022



*Data includes disclosed early-stage equity and non-equity funding rounds applicable to accelerator programs (e.g., seed, grant). See method section for details.



Case Study : Plug and Play's Evolution



1990's

Lucky Building

Our CEO Saeed Amidi's property builds its reputation as 'the lucky building' on the success of some notable tenants, including the founders of Google, PayPal, Logitech, and Danger.

Google

PayPal

logitech

DANGER



2006

Venture Capital

Fast-forward to 2006, our CEO purchased the current HQ from Philips in Sunnyvale and officially began Plug and Play Tech Center as a home for 260+ startups, like Lending Club.

LendingClub



2012

Open Innovation

Plug and Play develops a complete innovation platform, with startup accelerator programs that allow corporations direct access to cutting-edge digital solutions. Corporations, startups and VCs all participate via different entry points.



2015

Industry Verticals

Demand from multiple industries gives rise to the launch of 14 themed innovation verticals, and 4 horizontal approaches including cybersecurity, sustainability, enterprise tech and smart cities. Corporations seek digital solutions, new products and evolved business models.



2023

Global Presence

Our programs expand to 18 industries in 60 global locations. With 60K+ startups in our network, we have built the world's most comprehensive innovation platform that can help bring new technology to market.

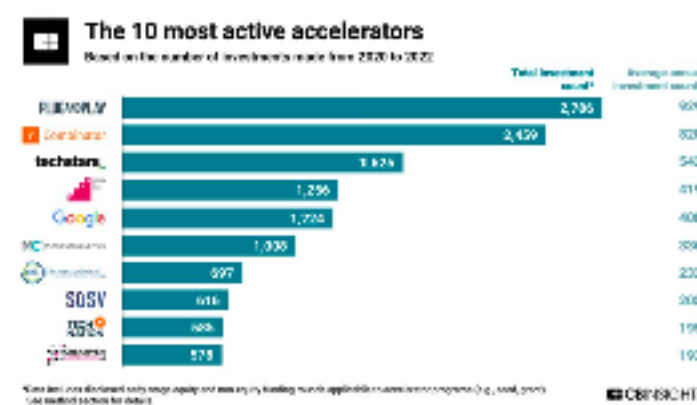
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什麼是 *Plug and Play*?

Open Innovation Platform 開放創新平台 Corporation meets Startups 大企業×新創公司 Silicon Valley and Global 從矽谷走向世界

創投

投資超過 220家新創
世界上最好的創投之一



加速器計劃



BI UP Accelerate

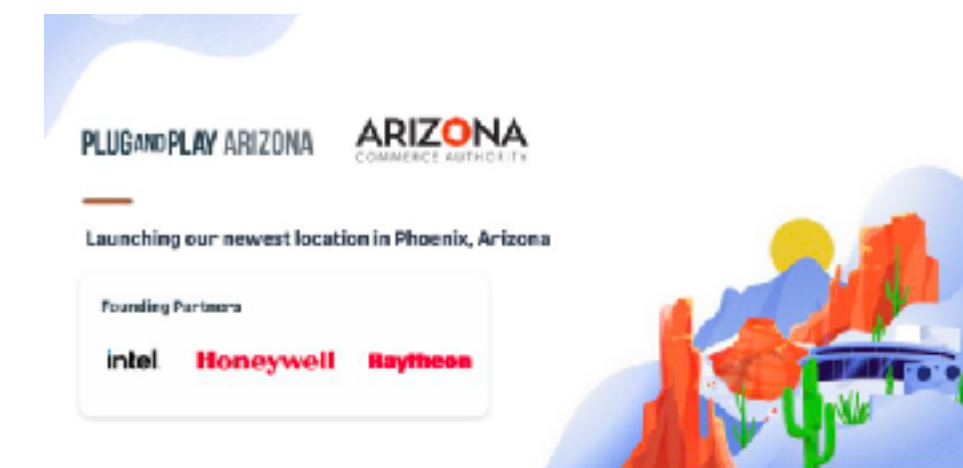
支持新創和企業成長 -

在全球擁有 50 多個項目



企業創新與諮詢

支持 500+ 家企業/政府合作夥伴的創新策略及生態系建置



Providing Open Innovation Services to 全球最大的企業做夥伴

500+企業合作夥伴



Scaling 創新垂直領域 as part of Growth Strategy



農業科技



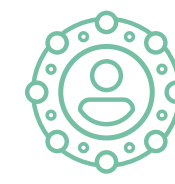
動物健康



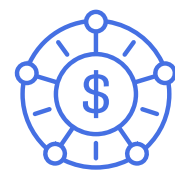
品牌與零售



能源



企業科技



金融科技



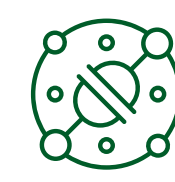
食品與飲料



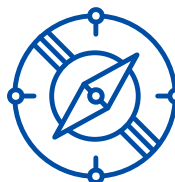
健康



保險科技



物聯網



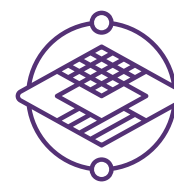
海事



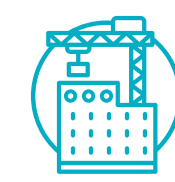
媒體與廣告



電動汽車



新材料與包裝



房地產建築



智慧城市



供應鏈



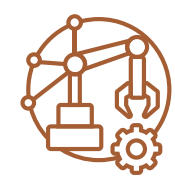
永續性



旅游和酒店



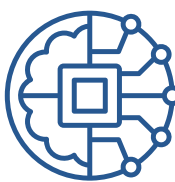
Coming soon



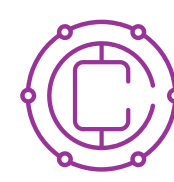
先進製造



航太



人工智慧



加密數字資產



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Showcase

Investments from Cohort and Ecosystem

PLUGANDPLAY

Our latest unicorn, Einride
Congratulations to the team at Einride!
















1600+

總投資

\$12B

投資公司成功募資金額

Unicorns within portfolio

		
		
		
	 2021 UNICORN	 2021 UNICORN
	 2021 UNICORN	 2021 UNICORN
		
	 2021 UNICORN	 2021 UNICORN
	 2021 UNICORN	 2021 UNICORN

Plug and Play's 全球化的創新生態



Plug and Play Asia is divided into China, APAC (South East Asia), and East Asia (Japan, S. Korea), Taiwan (Silicon Valley)

AMERICAS

- Silicon Valley
- Headquarters
- Alberta
- Chicago
- Cleveland
- Detroit
- North Dakota
- NW Arkansas
- LA
- Savannah
- São Paulo
- Topeka
- Toronto

EMEA

- Abu Dhabi
- Amsterdam
- Antwerp
- Barcelona
- Basel
- Ben Guerir
- Cairo
- Frankfurt
- Geneva
- Hamburg
- Istanbul
- Johannesburg
- Madrid
- Malta
- Milan
- Modena
- Munich
- Paris
- Saudi Arabia
- Stuttgart
- Turin
- UK
- Valencia
- Vienna

APAC

- Bangkok
- Beijing
- Hyderabad
- Jakarta
- Kazakhstan
- Kyoto
- Nanjing
- Osaka
- Seoul
- Shanghai
- Shenzhen
- Singapore
- Taipei 台北市
- Tokyo
- Uzbekistan
- Wuhan
- Wuxi

台灣 Plug and Play



台北創新中心

台北市信義區東興路51號4樓

In partnership with
Plug and Play Silicon Valley
IoT Batch



公司總部企業辦公室

台北市信義區松仁路100號

2022 成立

4 新創公司
投資

4+

垂直產業

- 金融科技/保險科技
- 半導體
- 電動汽車
- 智慧城市健康

台北

Partners
Governments

Past and current



國泰金控
Cathay Financial Holdings



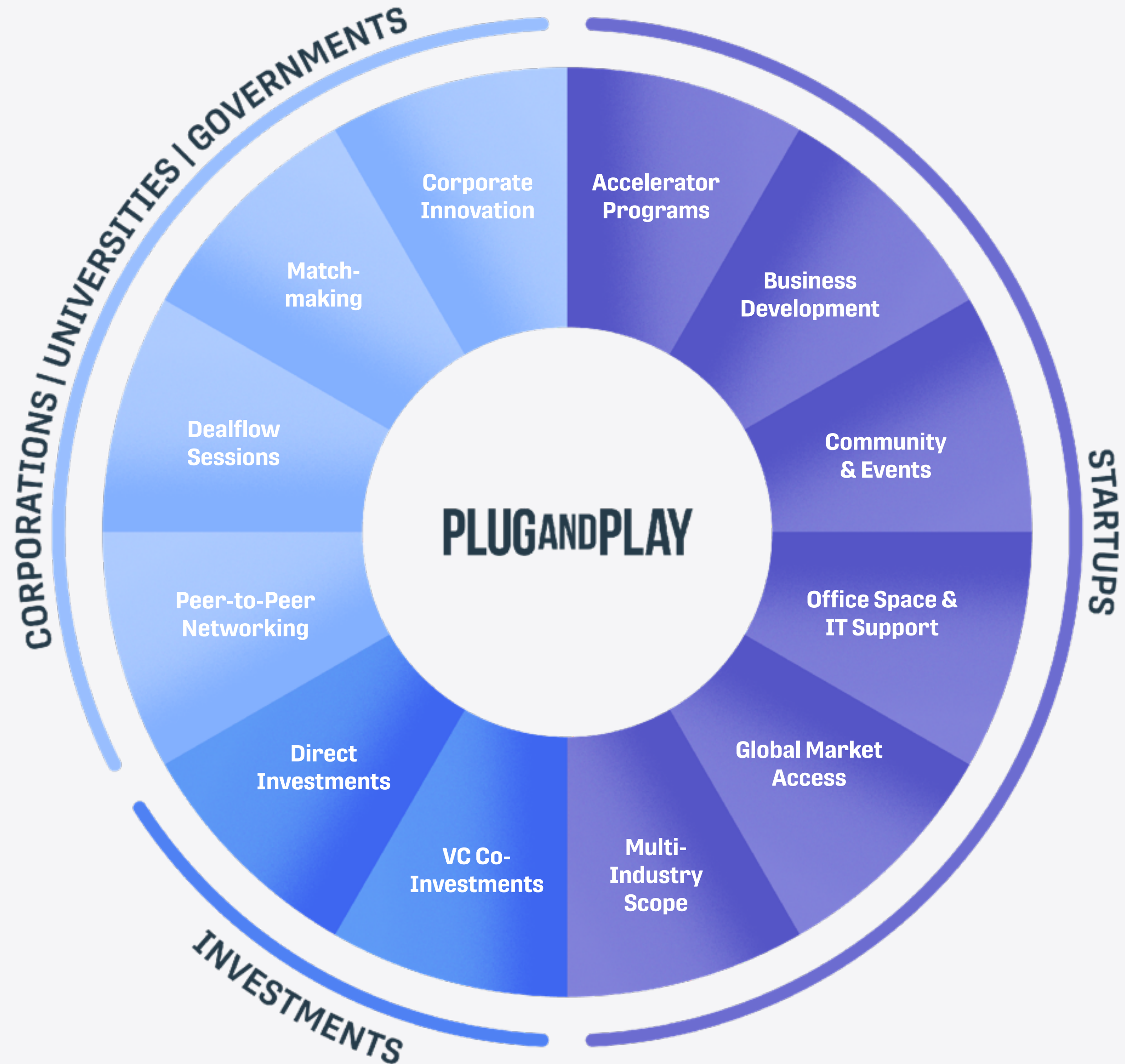
中華電信
Chungwa Telecom

AUO 友達光電

KISSME
奇士美化粧品

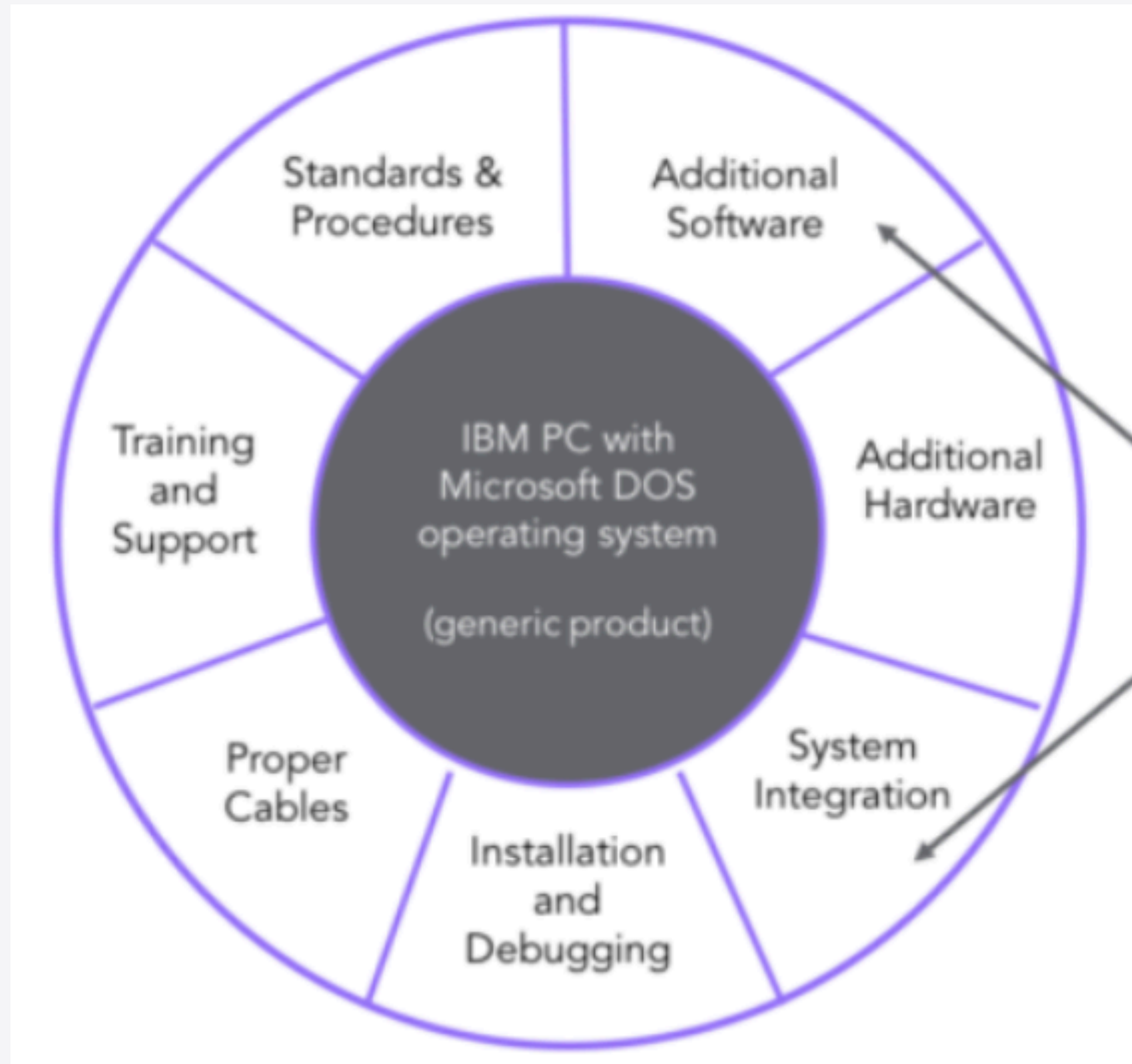
All-in-One Ecosystem with Global Reach

A complete, turnkey infrastructure for startups and corporations to thrive.



—
Looks familiar?

**Construct your own
Whole Product Model**



Taiwan innovation ecosystem

VCs



Other Players



Mentors

Corporations

Startup Ecosystem
250+ accelerators

Startups

Government

Universities

Case Study : Plug and Play's Evolution



1990's

2006

2012
Commercialized Open Innovation

2015

2024

Lucky Building



Our CEO Saeed Amidi's property builds its reputation as 'the lucky building' on the success of some notable tenants, including the founders of Google, PayPal, Logitech, and Danger.

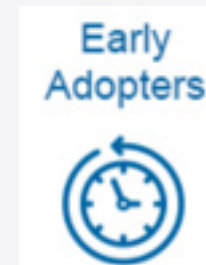
Google

PayPal

logitech

DANGER

Venture Capital



Fast-forward to 2006, our CEO purchased the current HQ from Philips in Sunnyvale and officially began Plug and Play Tech Center as a home for 260+ startups, like Lending Club.

LendingClub

Open Innovation

Plug and Play develops a complete innovation platform, with startup accelerator programs that allow corporations direct access to cutting-edge digital solutions. Corporations, startups and VCs all participate via different entry points.

Industry Verticals



Demand from multiple industries gives rise to the launch of 14 themed innovation verticals, and 4 horizontal approaches including cybersecurity, sustainability, enterprise tech and smart cities. Corporations seek digital solutions, new products and evolved business models.

Global Presence



Our programs expand to 18 industries in 60 global locations. With 60K+ startups in our network, we have built the world's most comprehensive innovation platform that can help bring new technology to market.

Inflection Point - Techstars Innovating Itself: First in the industry

techstars_ 2.0 (2024)

1. Delivering accelerators that are even “Better for Founders”
2. Refocusing our accelerator footprint to optimize founder success
3. Continuing to support smaller tech ecosystems
4. Investing in the best founders

To stand out, you need to innovate the way you're innovating



Will New Innovation disrupt other accelerators' product cycle?

Incomplete analysis. Why?

Newsroom / Techstars 2.0: Supercharging Founder Success

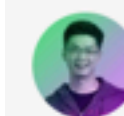
Techstars 2.0: Supercharging Founder Success

Feb 21, 2024

UPDATED: 2/22/2024

In 2024 we plan to invest in 700-800 companies (~100 more than in 2023) through more than **50 accelerator programs in more than 30 locations around the world**. That is more early-stage investments through more accelerator programs than any investor in the world. See [our programs here](#). We will do this by delivering what founders need, or what we call, the Techstars formula: **Capital**

為什麼Techstars要進入2.0計畫？一文拆解全球四大加速器起源與策略發展



詹益鑑

2024-02-27



Will Techstars 2.0 be successful in innovating itself?

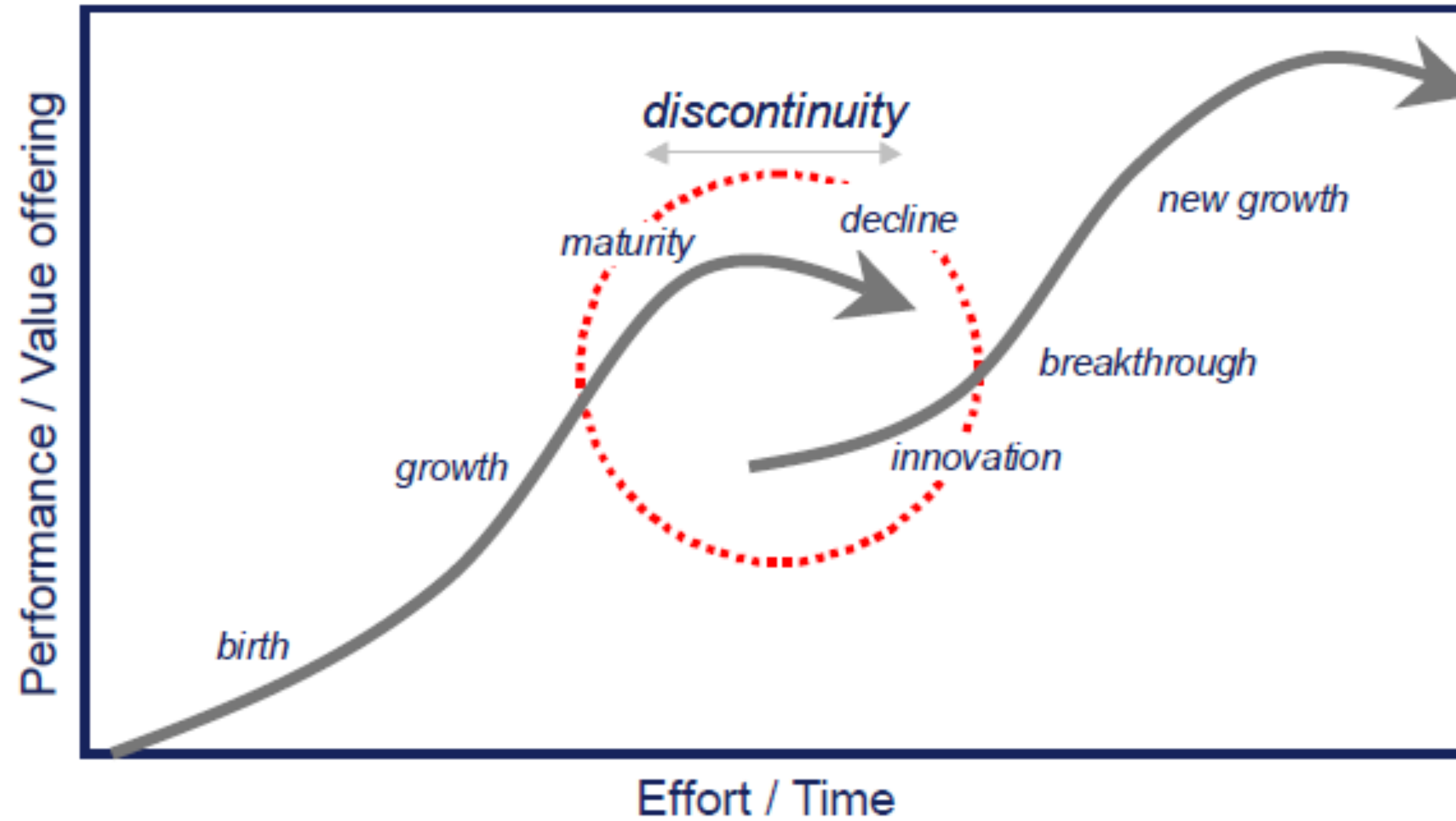
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APRIL 12 2024

Leadership in Global Startup Accelerators and Venture Capital

Case Study in Innovation, Ecosystem and Venture Capital

@ National Taiwan University
College of Management

#NTUventurecapital

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