

JOINT-RESEARCH SYMPOSIUM

20 April (Thursday)

9:30 AM – 5:30 PM

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# Smart Cities, Innovation and Entrepreneurship in Asia: *Challenges and Opportunities*

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Venue

AM201, 2/F Amenities Building, Lingnan University



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## PROGRAMME

**20 April 2017 (Thursday)**

Venue: AM201, 2/F Amenities Building, Lingnan University

9.30am - 9.50am

**Welcoming Session**

*Opening Remarks*

Professor Ka Ho Mok, Lingnan University

Professor Xun Wu, The Hong Kong University of Science and Technology

Dr Robyn Klingler-Vidra, King's College London

Mr. Jason Ngan, Chairman of Smart Healthcare SIG, Smart City Consortium

*University Video*

*Group Photo*

9.50am - 11.10am

**Session 1: Developmental State and Smart Cities**

**Chair: Dr Hon Fai Chen, Lingnan University, Hong Kong**

*After the Developmental State: Challenges to State Autonomy and Entrepreneurship*

Professor Darryl Jarvis, The Education University of Hong Kong, Hong Kong

*The Entrepreneurial Post-Developmental State: A Conceptualisation and Assessment of the South Korea Government's Turn towards Supporting Entrepreneurship*

Dr Robyn Klingler-Vidra, King's College London, UK

*Talent Competition in 'Smart' Global Cities: What Role for Productive and Protective Welfare Policy?*

Dr Stefan Kühner, Lingnan University, Hong Kong

11.10am - 11.30am

**Tea Break**

11.30am - 12.50pm

**Session 2: Entrepreneurial Ecosystem Development and Policy Making**

**Chair: Professor Maggie Lau, Lingnan University, Hong Kong**

*The Role of University in National Entrepreneurial Ecosystem Development: The Experience of NUS in Singapore*

Professor Poh Kam Wong, National University of Singapore, Singapore

*Vietnamese Policymakers' Mindset Evolution on Startup: An Overview*

Ms Lan Phan, Ministry of Science and Technology, Vietnam

*When High-Tech Meets Urban Planning: The Case of Online Car-Hailing Service Regulation in China*

Professor Ping Lin, Lingnan University, Hong Kong

12.50pm - 2.30pm

**Lunch (by invitation)**

University Club, 2/F Amenities Building, Lingnan University

2.30pm - 3.30pm	<p><b>Session 3: Innovation and Entrepreneurship in Mainland China</b>  <b>Chair: Dr Esra Burak Ho, Lingnan University, Hong Kong</b></p> <p><i>Between Weak State and Shallow Market: Local Government Innovations and Market Building in China</i>  Professor Xun Wu, The Hong Kong University of Science and Technology, Hong Kong</p> <p><i>Innovation, Entrepreneurship and Youth Development: Graduate Entrepreneurship Policies in Shenzhen</i>  Dr Jin Jiang, Lingnan University, Hong Kong</p> <p><i>The Tianfu Innovation Institute, A Public-private Partnership Model to Accelerate the Commercialization of Chinese New Science and Technology</i>  (Distributed abstract)  Mr Claude Leglise, Stanford Research Institute International, U.S.</p>
3.30pm - 4.00pm	<p><b>Tea Break</b></p>
4.00pm - 5.30pm	<p><b>Session 4: Innovation and Entrepreneurship in Hong Kong and Taiwan</b>  <b>Chair: Dr Kent Lai, Lingnan University, Hong Kong</b></p> <p><i>The Relationship Between Innovation and Entrepreneurship: Concepts, Theories, Connections and Applicability to Hong Kong</i>  Professor Naubahar Sharif, The Hong Kong University of Science and Technology, Hong Kong</p> <p><i>Smart City, Innovation and Entrepreneurship: The Changing Role of the Government in Hong Kong</i>  Professor Ka Ho Mok, Lingnan University, Hong Kong</p> <p><i>Continuity and Change: Looking into the Future of Taiwan's Innovation and Entrepreneurship Policy</i>  Dr Yu Ching Kuo, National Taiwan University, Taiwan  Dr Xiao Han, Lingnan University, Hong Kong</p>
5.30pm-5.45pm	<p><b>Closing Remarks</b>  Professor Ka Ho Mok, Lingnan University, Hong Kong</p>
6.00pm-7.30pm	<p><b>Dinner</b> (by invitation)  Lingnan House (Chinese Restaurant), 1/F Amenities Building, Lingnan University</p>

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## Session 1: Developmental State and Smart Cities

### **After the Developmental State: Challenges to State Autonomy and Entrepreneurship**

*Professor Toby Carroll*

*Associate Professor, Department of Asian and Policy Studies, City University of Hong Kong*

*Professor Darryl S.L. Jarvis*

*Professor and Head, Department of Asian and Policy Studies*

*The Education University of Hong Kong*

The dynamism and rapidity of economic transformation of various states in East Asia (Japan, South Korea, Taiwan), and of city-states such as Singapore and Hong Kong (the latter returned to Chinese sovereignty in 1997), has occupied the interests of policy makers and academic analysts alike for well over four decades. Indeed, the particular constellation of economic policies, bureaucratic systems, political machinery, and the social relations enjoyed by these states become popularly labelled as ‘developmental’ with the ‘developmental state’ model widely celebrated as a means to kick-start the modernisation of political administration, the organisation of industrial activity, and nurture economic growth and industrial transformation. Entrepreneurship and innovation were synonymous with the ‘developmental state,’ and widely assumed implicit within the fabric of economic planning, industrial policy, and the agility of high-functioning bureaucracies to ‘pick winners’ and forge arrangements with capital and labour to foster innovation.

In this paper we address three interrelated themes which suggest why the developmental state model, and thus the policies of industrial modernisation on which it forged its reputation, are increasingly transcended – in essence threatening the ability of many Asian states to be innovative, entrepreneurial, or developmental. These themes we locate in 1) the changing spatial dimensions of national capitalisms and the increasingly constrained ability of states to construct national systems of protection in order nurture domestic economic innovation; 2) the dismantling of many of the institutional features which enabled the construction and operation of dirigiste policies – most typically though the spread of multilateral trade and investment regimes; and 3) the disembedding of integrated national production systems with the rise of global value chains – in essence, the disaggregation of production systems in which the bulk of value-adding activities accrue to multinational enterprise and beyond national borders.

**The Entrepreneurial Post-Developmental State:  
A Conceptualisation and Assessment of the South Korea Government's Turn towards  
Supporting Entrepreneurship**

*Dr Robyn Klingler-Vidra*

*Lecturer in Political Economy, Department of International Development*

*King's College London*

This article provides an empirically grounded analysis of two interconnected research questions: (1) *does the South Korean government's support of high-technology entrepreneurship constitute continuity, or change, in its industrial policy?* and (2) *what is the impact of this support on the entrepreneurial ecosystem?* On the first question, though the South Korean state has shifted from supporting large firms (e.g., *chaebols*) to small firms (e.g., start-ups), we contend that the new strategy can be best conceptualised as the South Korean government continuing to play a central role in promoting specific areas of economic activity. The second question is manifest of our desire to begin to assess whether the post-developmental state, in this case, South Korea, can be as successful in supporting entrepreneurial ecosystems as it was effective in overtly advancing the competitiveness of large firms – its *chaebol*. This helps us offer new empirical evidence into the performance of the East Asian post-developmental state in the contemporary era. We thus make an important contribution to the literature on the transition from the developmental to the post-developmental East Asian state: conceptualising how industrial policy has changed, and assessing the performance of the new approach.

**Talent Competition in ‘Smart’ Global Cities:  
What Role for Productive and Protective Welfare Policy?**

*Dr Stefan Kühner*

*Assistant Professor, Department of Sociology and Social Policy*

*Lingnan University, Hong Kong*

With the economic and technological changes that took place since the early 1980s, youth transitions into work, housing and family formation are increasingly recognized as having become extended, precarious and non-linear. A common argument that has been advanced within the social policy literature is that more productive, activating, service-oriented welfare policies tend to cater more effectively for ‘new risks’ groups such as young people, women and those possessing low skills, while a shift in the international development discourse suggests that the harmful impact of inequality for long-term economic growth highlights the need for well-designed protective, compensatory welfare policies and counter-cyclical social spending. Typically presented as a counter-perspective to prevalent market-centered and human-capital-focused approaches to social development, the notion of transformative protective welfare policy entails a specific consideration of the positive effect such policies might have for the promotion of productive assets particularly of the poor. In the meantime, prominent theorists within urban studies have argued that while being a magnet for resources and talent, global cities also tend to be more diverse in their demographic make-up and sites of heightened economic and social inequality. As a consequence, global cities demand qualitatively different support for young people to forge pathways into adulthood and the sharing of ‘smart’ policy practice promises to be particularly fruitful at the cross-city, rather than the cross-country level. In short, there is substantial evidence on the meanings, processes and contexts of youth transitions, the productive and protective dimensions of welfare and global cities, respectively, but attempts to meaningfully link these literatures are almost wholly absent. This paper thus aims to start filling this gap by drawing out more explicitly the boundaries of productive and protective welfare policy support for young people in global cities across Europe and the Asia-Pacific and to consider whether such a distinction into separate dimensions of welfare policy remains conceptually helpful for policy makers seeking to respond to rapidly evolving local labor markets and increasing international competition by promoting ‘smart’ innovation and entrepreneurship *alongside* inclusive growth and well-being.

## Session 2: Entrepreneurial Ecosystem Development and Policy Making

### **The Role of University in National Entrepreneurial Ecosystem Development: The Experience of NUS in Singapore**

*Professor Poh Kam Wong*

*Professor, the School of Business, Director for NUS Entrepreneurship Centre*

*National University of Singapore*

The ‘third mission’ of universities – contributing to economic development through technology commercialization and industry engagement – has been widely advocated (see e.g. Etzkowitz et. al., 2000, Wright et. al. 2008, Wong, 2011) in recent years, and universities are now increasingly recognized as playing a catalytic role in the development of national and regional entrepreneurship ecosystem (OECD, 2009, World Economic Forum 2014). Building upon prior work (Wong et. al. 2007 and Wong et. al. 2014), this paper provides an updated analysis of the dynamically evolving role of National University of Singapore (NUS) in the development of the national entrepreneurial ecosystem of Singapore. Drawing upon new survey data from a recently completed study of the growth dynamics of technology startups in Singapore (Wong et. al. 2017) as well as data from TechSG, a new community portal on the key entrepreneurial ecosystem players in Singapore developed by NUS Enterprise ([www.TechSG.io](http://www.TechSG.io)), we provide new empirical evidence on the multi-faceted roles of NUS in catalyzing the development of key components of Singapore’s entrepreneurial ecosystem. Relevant implications for entrepreneurial ecosystem development in other Asian economies are discussed.

#### **References**

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Wright, M., Clarysse, B., Mustar, P., and Lockett, A. *Academic Entrepreneurship in Europe*, Edward Elgar 2008

## Vietnamese Policymakers' Mindset Evolution on Startup: An Overview

*Ms Lan Phan*

*Head of Planning and Finance, National Agency Technology Entrepreneurship and  
Commercialization Development (NATEC)*

*Ministry of Science and Technology (MOST), Vietnam*

*Mr Hieu Tu*

*NATEC, MOST, Vietnam*

Startups have been increasingly recognized as one of the main factors for job creation, innovation driving force and wealth contribution to the economy (Lerner, 2009). Globally, governments have gradually put effort into maintaining a supportive and competent environment to grow and nurture startups by various instruments, such as: open and constructive legal framework, incentivizing tax laws and market entry policies. From time to time, instruments supporting startups are designed and implemented with an evolving mindset, from viewing startups as simple micro enterprises to addressing them as unique and separate entities. Thus, it leads to different strategies, nation-wise and region-wise.

In Vietnam, startup development has still been in an early state, where ingredients of the ecosystem have been here and there, but the overall structure has not been defined and accelerated. Also, little to none as well as fragmented research has been done on the ecosystem, especially from policymakers' perspective.

The authors found evidence that policy deployment in Vietnam has been influenced and learnt from foreign countries with strong relationship, especially Chinese policy on technology-based enterprises or South Korea and Japan's policy on SMEs. However, policymakers' mindset has not acknowledged startups' comprehensive role in the economy, mostly viewing them as SMEs with innovative capability but neglecting their valuable contribution in terms of wealth and solutions to social problems. Thus, as a whole, current mindset is still a barrier for policymakers to amend and rectify policies to fulfill startups' thirst. These findings will serve as an elevated viewpoint for the enhancement of government's understanding of startups and startup policy. This study will also provide insights for foreign investors and other stakeholders in the ecosystem for their reference and decision to join Vietnamese fast-moving economy.

**When High-Tech Meets Urban Planning:  
The Case of Online Car-Hailing Service Regulation in China**

*Professor Ping Lin*

*Professor and Head, Department of Economics*

*Director, the Centre for Competition Policy and Regulation*

*Lingnan University*

China became the first country to legalize online car-hailing services in 2016, as an indication of its determination to promote its nation-wide “Internet Plus” strategy. This presentation reviews China’s introduction of regulation of online car-hailing, the effects on the markets, and the controversies surrounding the policy-making. It aims to shed light on the dynamic interplay among China’s innovation policy, industrial policy, as well as competition policy and city planning. Some suggestions are made regarding whether and how online car-hailing services should be regulated in China.

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## Session 3: Innovation and Entrepreneurship in Mainland China

### **Between Weak State and Shallow Market:**

### **Local Government Innovations and Market Building in China**

*Professor Xun Wu*

*Division of Social Science and Division of Environment*

*Director of the Institute for Public Policy*

*Hong Kong University of Science and Technology*

*Professor M Ramesh*

*LKY School of Public Policy, National University of Singapore*

*Professor Michael Howlett*

*Department of Political Science, Simon Fraser University*

*Professor Jianxing Yu*

*School of Public Affairs, Zhejiang University*

While debates on the role of the state in development have largely focused on configuring and reconfiguring the balance between the government and market, a key challenge in many developing countries is that the capacity of both the government and market is low, and governments in these countries are confronted with three potentially competing imperatives: to reconfigure the balance between government and market given their *existing level of capacity*, to enhance government capacity in order to alter this configuration, or to build up market capacity to do the same. In this paper, through a case study of the rise of Yiwu from a small agrarian county to a global commerce hub in under three decades, we demonstrate that local government innovations can play a critical role in unraveling challenges stemming from these three competing governance imperatives.

**Innovation, Entrepreneurship and Youth Development:  
Graduate Entrepreneurship Policies in Shenzhen**

*Dr Jin Jiang*

*Research Assistant Professor, Asia-Pacific Institute of Ageing Studies*

*Lingnan University, Hong Kong*

In recent years, university graduates, experiencing the massification of higher education in China, encountered serious challenges in gaining employment. The Chinese government has been making great efforts to promote graduate employment. The ‘mass entrepreneurship and innovation’ (大眾創業 萬眾創新) initiative that was launched in 2014, boosted the high-tech industry and strongly encouraged fresh university graduates to form start-ups. Embracing the calls from the central government, local governments aggressively created concrete plans to boost graduate employment through innovation and entrepreneurship. However, whether graduate entrepreneurship could succeed depends partly on local policies, and on the local endowment of technology, labour and capital.

Shenzhen City is the only non-municipal city of most active entrepreneurship (Shenzhen and Beijing and Shanghai (two municipalities) ranks as the first-tier cities) and received the largest amount of venture capital (Tencent Research Institute, 2016, *Internet Entrepreneurship and Innovation White Paper*). Shenzhen is also one of the pilot localities for mass innovation by the State Council in May 2016. Against the backdrop, this study critically examines how the Shenzhen government act to support the development of innovation and entrepreneurship of university graduates. The analysis will focus on the graduate entrepreneurship policies in Shenzhen, including but not limited to financial support, the training of human resource, and other policy programmes for innovation such as incubators and institutional support. The final section of this study will discuss implications for how innovative entrepreneurship could significantly contribute to creating employment opportunities and youth development.

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## **The Tianfu Innovation Institute, a Public-private Partnership Model to Accelerate the Commercialization of Chinese New Science and Technology**

*Mr Claude Leglise*

*Executive Director, Center for Innovation Leadership*

*Stanford Research Institute International, U.S.*

Most patents have little to no commercial value. It is generally accepted that worldwide less than 3% do. While researchers and scientists create new human knowledge and inventions, all too often they do not have a visible impact on society.

The root cause of this phenomenon is the wide gap between the successful completion of a research project and the expectations of potential users. A scientist might consider the project to be completed while the business or the investor thinks it is not usable yet. Research funding agencies rarely invest in commercialization programs. Further, Asian researchers who wish to commercialize their ideas often do not have role models to inspire them, and have no access to an innovation ecosystem to assist them.

Silicon Valley, Israel and to a large extent Beijing have perfected the symbiotic relationship between national laboratories, universities, entrepreneurs, investors, lawyers and customers. Over the past 20 years or so, many government initiatives around the world have attempted to create local innovation ecosystems, with such mechanisms as grants, fairs and business parks, with few sustainable results. Private incubators and accelerators have also multiplied, yet they have mostly focused on simple innovation rather than world-changing solutions, and therefore have had little meaningful impact on society.

Under the leadership of the Chinese central government, the Tianfu New Area was established south of Chengdu, in Sichuan Province, with the stated objective of creating a new city focused on high technology industries, high value jobs, and innovation. The area is home to several high quality research organizations such as Sichuan University, the University of Electronic Science and Technology, or the Chengdu Institute of Biology – a branch of the China Academy of Sciences - that produce many inventions.

The Tianfu New Area government and SRI International have teamed up to form the Tianfu Innovation Institute, an organization dedicated to assisting researchers and scientists in developing the concepts to commercialize their inventions. The underlying philosophy is that

each party contributes what it does best: the government provides the Institute's operating budget and the supportive regulatory policies, but does not select the projects or invest in them; private sector actors, investors and large companies, select which start-ups to fund and provide market access; the Innovation Institute, with SRI International's assistance, provides the founders with best-known methods, active coaching and dedicated mentoring to increase the investment readiness level of their ideas, but it does not invest in projects.

Compared to existing methods to incubate or accelerate start-ups, this approach focuses exclusively on science and technology based ideas, provides active hands-on coaching and strives for the launch of world-changing enterprises. Each public and private party contributes its own strengths and leverages the others' complementary capabilities. Efforts are underway to replicate and adapt the model to Japan, Korea and other parts of China.

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## Session 4: Innovation and Entrepreneurship in Hong Kong and Taiwan

### **The Relationship between Innovation and Entrepreneurship: Concepts, Theories, Connections and Applicability to Hong Kong**

*Professor Naubahar Sharif*

*Division of Social Science*

*The Hong Kong University of Science and Technology*

State support for entrepreneurial ecosystems is not only ubiquitous but is increasing in popularity and vigor, both in developed economies as well as in developing economies. As early as in 1990s, China began to pay attention to promoting innovation across all sectors of the economy—government, business and higher education institutions. About 20 years ago, the Hong Kong Special Administrative Region embarked on a series of policies in support of innovation and technology. The latest trend has seen innovation—coupled with entrepreneurship—to be considered as the ‘lever of riches’ (Mokyr 1990) for countries across the globe. In this paper, I investigate the often-conflated and overlapping concepts of ‘innovation’ and ‘entrepreneurship.’ Typically, these two ideas are mentioned in the same breath and they are both considered to be either identical in terms of their content, drivers and impact, or at the very least ‘joined at the hip’ (hence the emergence of the idea of ‘technopreneurship’ that tries to capture the inter-connectedness). Conceptually, this paper investigates the extent to which this close relationship is in fact real, or forced. What exactly is the differentiator between innovation and entrepreneurship? How—and under what conditions, if any—are they the same and different, and why are they so often coupled together by government policymaking agencies in their attempts to promote one or both activities? How are we supposed to understand both terms and their applicability? Empirically, the findings of this research are applied on an exploratory basis to Hong Kong, an economy that has as recently as November 2015 established a dedicated government policy-making agency – the innovation and technology bureau (ITB) – to promote innovation and entrepreneurship locally. The ‘contextual rationality’ of innovation and technology policymakers is explored in Hong Kong so as to better understand the extent to which innovation and entrepreneurship are either distinguished from one another or considered to be overlapping to some degree.

**Smart City, Innovation and Entrepreneurship:  
The Changing Role of the Government in Hong Kong**

*Professor Ka Ho Mok*

*Lingnan University, Hong Kong*

*Dr Jin Jiang*

*Research Assistant Professor, Asia-Pacific Institute of Ageing Studies*

*Lingnan University, Hong Kong*

Given the urgency of enhancing innovation and technology/knowledge transfer in Hong Kong, the HKSAR identified problems that universities and the industry need to address synergistically to commercialize research. The highly competitive environment compelled HKSAR to become proactive in promoting collaboration between universities and the industry through innovation and technology transfer and supporting knowledge transfer and entrepreneurship activities across the university, industry, business, and the community. Setting out against the policy context outline above, this paper examines what major policies and strategies that the Government of the Hong Kong Special Administrative Region has adopted to promote innovation, creativity and entrepreneurship in the city-state by advocating deep collaboration between the university sector, the industry and business. More specifically, this paper reviews the establishment of Innovation and Technology Bureau instrumentally promoting universities on knowledge transfer, and the collaboration between Hong Kong and Shenzhen for the development of the Lok Ma Chau Loop. The final part of the paper examines the major achievements and challenges facing Hong Kong when pushing for smart city, innovation and entrepreneurship project, critically reflecting upon the performance measurement issues critical for the success when promoting entrepreneurialism.

**Continuity and Change:****Looking into the Future of Taiwan's Innovation and Entrepreneurship Policy**

*Dr Yu Ching Kuo*

*Postdoctoral Fellow, Department of Chemistry, National Taiwan University, Taiwan*

*Dr Han Xiao*

*Research Assistant Professor, Asia-Pacific Institute of Ageing Studies*

*Lingnan University, Hong Kong*

Like its neighbouring countries/regions such as Hong Kong, Japan and South Korea, the Taiwanese government has been putting effort into engaging with universities and public institutions to enhance industry innovation capabilities. While having been a follower of replicating Silicon Valley, Taiwan has successfully transformed its economic development from an efficiency-driven model towards an innovation-driven model. The linkage between innovation and entrepreneurship (創業) has been intensified and that has come through strongly in a variety of policy documents released by government ministries or agencies. However, Taiwan's innovation and entrepreneurship policy framework has undergone significant reshaping over the last decade or so, particularly in terms of its governance arrangements, policy focuses, and stakeholder landscape. This reshaping reveals the Taiwanese government's persistent concern about losing its global competitiveness on the one hand, and on the other serves as a policy prescription for boosting young startups and industrial innovation. This reshaping includes a series of governmental restructuring initiatives conducted under former President Ma Ying-Jeou administration (2008-2016). Ma was then the chairman of the National People's Party, so-called Kuomintang (KMT). The Democratic Progressive Party (DPP) leader, Tsai Ing-wen, took over the presidential office from Ma after her presidential inauguration in May 2016. Incremental changes on innovation and entrepreneurship policy framework have begun emerging. In the context of ruling political party rotation in Taiwan as a political norm, the primary aim of this paper is to examine the reconfiguration of Taiwan's innovation and entrepreneurship policy framework under this presidential transition. Employing developmental state as the theoretical lens, the current article critically analyzed the changing governance ideology and strategies as the response to the ever-changing dynamics, both internal and external.

# Campus Map

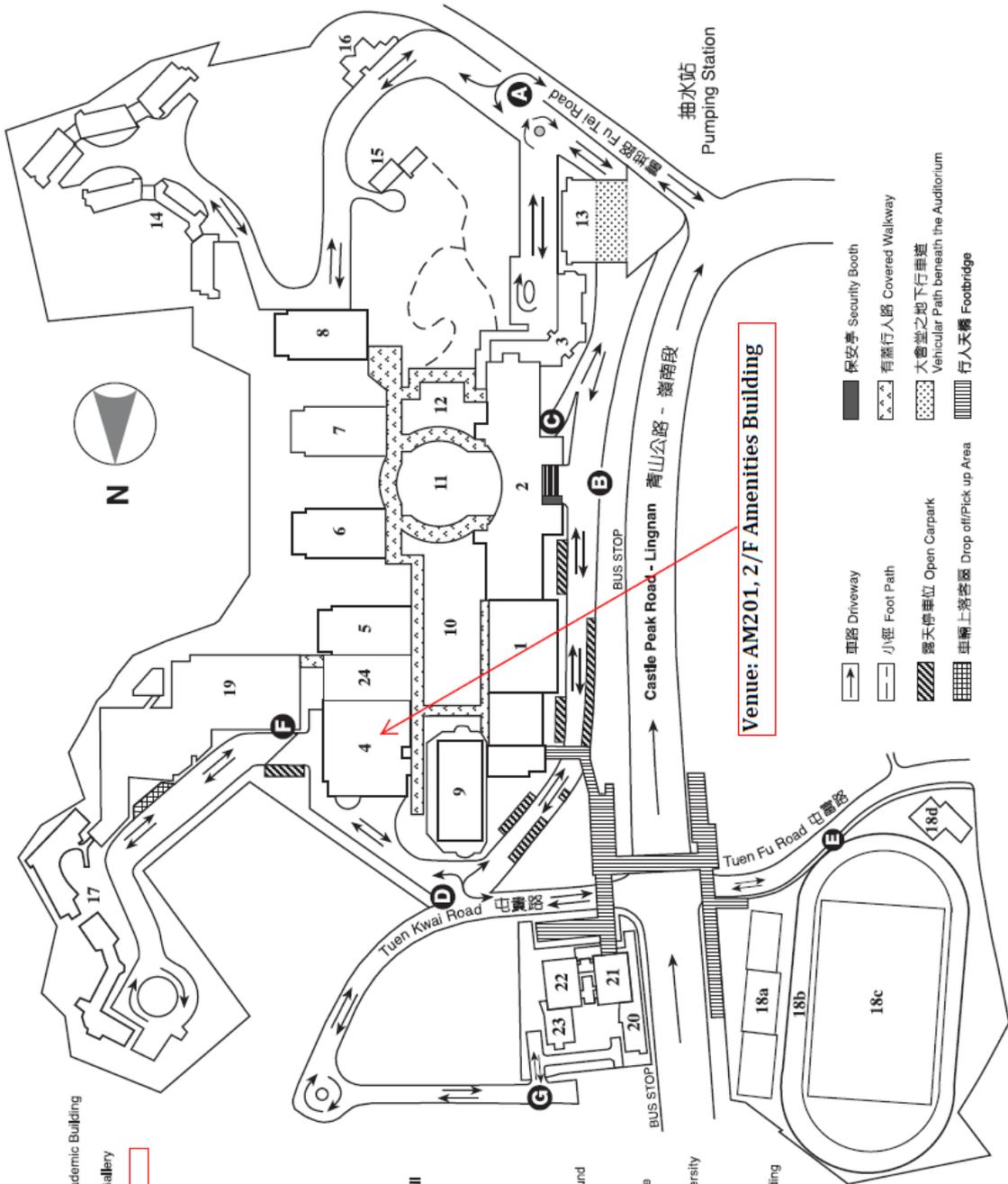
1. 綜合運動大樓 Indoor Sports Complex
2. 成龍體育館 Jackie Chan Gymnasium
3. 李耀強紀念大樓 Patrick Lee Wan Keung Academic Building
4. 梁森浩圖書館 Fong Sum Wood Library
5. 梁力輝圖書館 Leung Fong Oi Wan Art Gallery
6. 黃正江行政大樓 Wong Administration Building

7. 梁卓雲 Tai Ning Hall
8. 蕭玉蘭樓 Dorothy Y. L. Wong Building
9. 林碧池樓 B. Y. Lam Building
10. 梁錫強樓 Leung Kau Kui Building
11. 何善衡樓 Ho Sin Hang Building
12. 田家駒游泳池 Tin Ka Ping Swimming Pool
13. 現代花園 Contemporary Garden
14. 高錕軒 Pavilion After The Rain
15. 永安廣場 Wing On Plaza
16. 余近何紀念堂及余近何紀念亭 Yu Kan Hing Memorial Pavilion & Yu Kan Hing Memorial Pavilion
17. 陳錦濤大會堂 Chan Tak Tai Auditorium
18. 學生宿舍 Student Hostels
19. 梁卓雲樓 William M W Wong Hall
20. 東亞堂 The Bank of East Asia Hall
21. 香港樹正總會樓 Tsung Tsin Association Hall
22. 香港樹樓 Fok Cho Min Hall
23. 張國榮樓 Chung Shun Hall
24. 梁卓雲樓 Yee Min Hall
25. 林澤基樓 Lam Woo Hall

26. 校長套房 President's Lodge
27. 訪賓及職員宿舍 Visitors' and Staff Quarters
28. 賽馬會樹樓 Jockey Club Student Village
29. 賽馬會樹樓 The Jockey Club Hall
30. 賽馬會樹樓 The Jockey Club New Hall
31. 室內運動場 Multipurpose Outdoor Sports Ground
32. 網球場 Tennis Courts
33. 田徑跑道 Running Track
34. 足球場 Soccer Pitch
35. 學生活動中心 Student Activities Centre
36. 新教學大樓 New Academic Block

37. 聖神大學社區服務部 The Community College at Lingnan University
38. 聖神大學附屬護理學院 Lingnan Institute of Further Education
39. 施昭銘會堂 Sin Cho Ming Function Hall
40. 禧詩堂 Chapel
41. 郭少明抗戰樓 Simon and Eleanor Kwok Building
42. 黃浩川堂 Wong Hoo Chuen Hall
43. 伍敏宜樓 Wu, Jieh Yee Hall
44. 謝維南會堂 Chan Wai Nam Function Hall
45. 天舞 Skylight

46. 南門 South Gate
47. 行人出入口 Pedestrian Entrance
48. 地下停車場入口 Underground Parking
49. 北門 North Gate
50. 室內運動場入口 Entrance of Multipurpose Outdoor Sports Ground
51. 有蓋停車場入口 Covered Car Park
52. 郭少明抗戰樓、黃浩川堂、伍敏宜樓入口 Entrance of Simon and Eleanor Kwok Building, Wong Hoo Chuen Hall and Wu Jieh Yee Hall



Venue: AM201, 2/F Amenities Building

- 保安亭 Security Booth
- 有蓋行人路 Covered Walkway
- 大會堂之地下車道 Vehicular Path beneath the Auditorium
- 行人天橋 Footbridge
- 車路 Driveway
- 小徑 Foot Path
- 露天停車位 Open Carpark
- 車輛上落客區 Drop off/Pick up Area

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