



COMPARATIVE ANALYSIS OF CORPORATE ENTREPRENEURSHIP BASED ON MPSCE

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ABSTRACT

Entrepreneurship is an important topic which actively affects the economy, the life, and the culture. It benefits from economic conditions, government policies, and academic results. The current study is being focused on the Model of Public Sector Corporate Entrepreneurship (MPSCE) and entrepreneurial performances of four different cases. The research has examined validations and limitations of the model by a mixed method. After comparing performances of Amazon, Alibaba, eBay, and JD, the quantitative analysis results illustrated that Corporate Entrepreneurship actively affects Performance. The qualitative analysis result explained the limitation of the model. Previous studies have ignored the fact that the entrepreneurship education can strengthen entrepreneurs' spirit and skills to affect Corporate Entrepreneurship. Finally, Corporate Entrepreneurship is affected by entrepreneurs' abilities, internal innovations, external resources, successful experiences and so on.

KEYWORDS: Corporate Entrepreneurship; MPSCE; Business Model Validation; Innovative Factors.

1. INTRODUCTION

In 2014, Chinese Prime Minister Li Keqiang mentioned in the Davos Forum meeting that "People's Entrepreneurship, National Innovation" was the prime agenda in China. China positively introduced the Belt and Road concept to improve people's life and enhance business activities across the globe to benefit the developed and developing countries' entrepreneurship. In 2015, Donald Trump planned to introduce the tax proposal to win US (United States) presidential election (Jim, 2015). The new tax proposal stated that it would greatly reduce marginal tax rates on businesses to attract more businessmen to start a business in the United States. Moreover, Entrepreneurship is a hot topic worldwide, which actively affects the economy, the life, the culture and so on. Alistair (2015) argued that entrepreneurship appears in the social sphere and it is explained as an economic function. MPSCE (Claudine & Robert, 2008) illustrated Corporate Entrepreneurship is affected by Public Sector Organization and External Environment. Therefore, the study discussed the difference between entrepreneurship research and the entrepreneurial performance in China and the US, who found their successful experiences to support entrepreneurship development. In addition, Amazon and eBay which were set up at America are good examples in developed countries; whereas Alibaba and JD which were established in China are successful cases in developing countries.

According to the 2017 report of the World Bank, the United States GDP ranked first and China GDP close followed it. In addition, the Fortune showed the USA owns four companies ranking top 10 in the world, including Wal-

Mart Stores Inc., Berkshire Hathaway Cooperation, Apple Inc. and Exxon Mobil Corporation. China has three companies ranking top 10 in the world, for instance, State Grid Corporation of China, Sinopec Group and China National Petroleum Corporation. The strong economic statuses support the developments of the companies. The nice outstanding achievements of the companies strengthen the economic status. The USA and China have the outstanding economic statuses and the great companies. The two biggest countries give many excellent cases for the entrepreneurship researches.

2. LITERATURE REVIEW

The entrepreneurship research has arisen many streams and theories. Some researchers focused on the processes of Entrepreneurship. For instance, the temporal dynamics of motivation influences the sustainable entrepreneurs during the entrepreneurial process (Denise, et al., 2018). Some researchers study the effects of the Entrepreneurship background. For instance, the unemployment rate and GDP per capita do not significantly influence entrepreneurial activity (Ondřej, 2017). Some researchers focus on the protagonists of Entrepreneurship. For instance, theoretical foundations of the project included theories of Corporate Entrepreneurship and the MPSCE (Claudine & Robert, 2008). The study has explained the Theory of Corporate Entrepreneurship and the model. The current study has examined reliabilities of four different enterprises through their data. The protagonist of Entrepreneurship are the key factors of the results of Entrepreneurship. It is necessary to analyze the effects of the entrepreneurship factors by combining the prior results.

2.1 Theories of Corporate Entrepreneurship

Corporate Entrepreneurship means a process where individuals independently catch chances with their own resources (Stevenson & Jarillo 1990) and come with innovations of new organizations (Sharma & Chrisman 1999). Entrepreneurship (Claudine & Robert, 2008) refers to results in innovative activities, for instance, the developing services, technologies, administrations, and strategies. The current research has discussed the theory based on Corporate Entrepreneurship in China and US.

2.2 Model of Public Sector Corporate Entrepreneurship (MPSCE)

MPSCE has four factors: Performance, Corporate Entrepreneurship, External Environment, and Public Sector Organization (Figure 1). Corporate Entrepreneurship affects Performance whereas External Environment and Public Sector Organization are two antecedents of Corporate Entrepreneurship. Organizational Performance is a function of the organization as well as individual level behavior (Covin and Slevin 1991). Elements of Performance include Growth, Productivity, and Development. Corporate Entrepreneurial effectiveness can be measured in terms of organizational performance (Claudine & Robert, 2008). Corporate Entrepreneurship requires engendering entrepreneurial behaviors within an established organization. Innovation plays a significant role in the entrepreneurship within an organization (Spence, 1994). Corporate Entrepreneurial Activity can be affected by culture, risk taking, rewards, management structure and decision making in Public Sector Organization. Politics is a dimension of the external environment that can affect the entrepreneurial endeavors. The objective of the research is to examine the model and give suggestions to improve it.

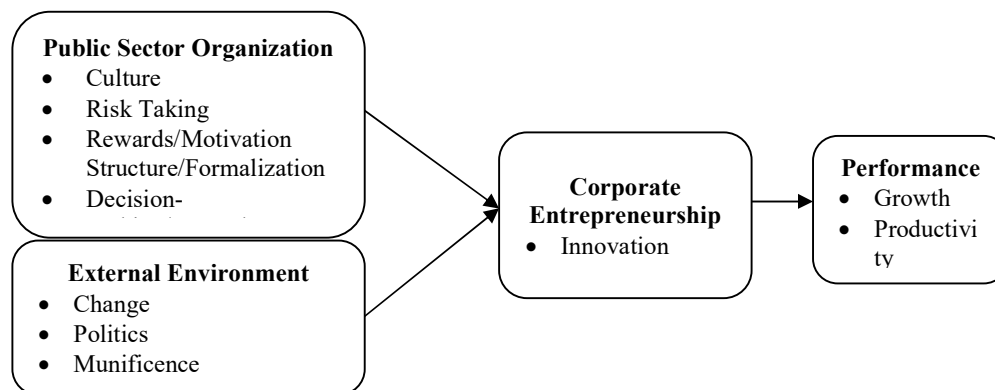


Figure 01: MPSCE
Source: Claudine & Robert, 2008

3. METHODOLOGY

The combination of qualitative and quantitative research not only ensures the scientific nature of the research results but also takes into account its practicality. Taking into account the entrepreneurial interface, current study combined variety of qualitative and quantitative methods. This study argues that the theory of entrepreneurial research using the qualitative analysis was more reasonable and that the quantitative analysis was more objective about the social contribution of entrepreneurial research.

3.1 Trends of Entrepreneurship Research Method

As the entrepreneurial spirit was a multifaceted and complex social structure, Knowledge production needed to include inclusive diversity in research perspectives, and methods (Claire et al., 2010). All of these studies must be reliable and complete with integrity and trustworthiness. For the qualitative research on the entrepreneurial spirit, quality had always been a problem, because it is a right way to apply the positive criteria in the assessment. This article answered questions by asking about the explanations and the rational of research in entrepreneurial spirit through detailed descriptions and procedures for carrying out such research. The field of entrepreneurs in current study was more about to decide upon the method to be used rather than discuss the methods used to answer the research questions. According to the actual needs, this study used inductive analysis, comparative analysis, and other methods.

3.2 Qualitative Method

In the field of education, qualitative research is mainstream (Srnska & Koeszegi, 2007). Qualitative data have no doubt different views and helped to provide richer and more complex status (Creswell, 2002). In order to get in-depth analysis, the qualitative study of MPSCE is necessary.

In order to examine this topic, entrepreneurship articles were identified and analyzed. Using the Google scholar and the CNKI, the study selected articles in sequence as; firstly, the articles published in the field of business management by the main academic journals; secondly, by using the keywords used in the articles about an entrepreneur in summary, such as entrepreneurship research and entrepreneur (entrepreneurial, entrepreneurship); thirdly, publications on the topic between 1996 and 2016 were included.

The research on the interface belonged to the "discovery school" and then the most appropriate research method was to qualitatively find the appropriate variables. So the researchers began to put forward propositions and assumptions about "reality" and then guided the development of the theory (Hills & La, 1992). In this study, the analysis of entrepreneurial theory was divided into two Segments: the western research results and the Chinese research results. The inheritance of academic research was obvious. The results of Chinese and western entrepreneurship research had their own different characteristics, their contents were analyzed and compared.

The development of the internet improved academic development and world academic achievements were able to be fully displayed online. This study is based on utilizing the knowledge from several major libraries, and selected the following main engines as research tools; China's entrepreneurial research results from CNKI, the largest Chinese literature database and Europe and the United States entrepreneurial research results mainly extracted from Google Scholar. For entrepreneurial research, representative documents needed to be extracted from each stage. In each stage, the study based on the reference rate to sort, top five articles as key research objects, to find out the main points and research methods.

3.3 Quantitative Method

Quantitative research focuses on theoretical reasoning and qualitative research emphasizes on practical analysis (Clark & Creswell, 2014). That was, "the linear accumulation of knowledge, from a widely shared paradigm." Assumptions about a domain of research objects, investigative methods, explanatory models, and programs (Gregoire et al., 2006). In the entrepreneurial spirit, this was achieved through the system using a research paradigm characterized by theoretical construction and using a quantitative analysis method in a hypothetical-deductive framework (Davidsson, 2003). The challenge of entrepreneurial research was not to reject traditional methods. Usually, quantitative research methods had been effective in many areas. On the contrary, we should realize that the traditional method was "on the short, uncertain and irregular research (Law, 2004)." The characteristics of entrepreneurial research were in order to prove the use of the type of interpretive method (Neergaard & Ulhøi, 2007).

Entrepreneurial interface research used computer software analysis and theoretical construction, the development of combinatorial approach or "trend" method. All the research was under discussion, their related advantages and disadvantages (David & Nicole, 2017). Entrepreneurship research was to serve the social and economic development.

Quantitative analysis of entrepreneurial research theory on the success rate of entrepreneurship and contribution to the socioeconomic development was very important.

The keyword that searches on Google Scholar “entrepreneurship research”. The keyword that searches on CNKI is “创业研究”(entrepreneurship research). These sites automatically counted the number of articles on related topics in years. Excel statistical software cloud finished statistical analysis on these raw data, and draw the corresponding chart. In order to quantify the comparison, this study quantifies the variables and the rules for that are as follows; Every factor is 4 points, If the US is excellent at the factor, China comparatively is not good, so the US gets 4 points and China gets 0. If the US is very good at the factor, China comparatively is normal, so the USA gets 3 points and China gets 1 point. Similarly, If the US is good at the factor, China comparatively is good too, so the USA gets 2 points and China gets 2 points. Vice versa. As a result, the research model can be examined by the quantitative method.

4. RESULTS AND ANALYSIS

According to US and China studies, researchers analyzed the differences in Public Sector Organization, External Environment, Corporate Entrepreneurship and Performance.

4.1 Public Sector Organization

The Public Sector Organization is reflected in aspects as; Culture, Risk Taking, Rewards/Motivation/Formalization, Decision-Making/Control and Entrepreneurship research is the best summary of these factors. This study explored the differences between the two sides in this respect from the Sino-US entrepreneurial literature.

1916, the first Chinese version of the business study article appeared (CNKI, 2017). Before 1916, the English version of the entrepreneurial research article reached 225 results (Google, 2017). In Europe and the United States, research on entrepreneurship has started earlier than that of China. Before the reform and opening up, China did not attach importance to the study of entrepreneurship. In 1978, there were only 236 articles on entrepreneurial research in China. But after 1978, entrepreneurship research results grew faster after China's economy continued to grow at a high speed. In 1983, China's entrepreneurial research articles reached to 1083. In 1987, China's entrepreneurial research article reached to a total of 2454 and It was the first time to defeat other countries in publishing number of articles. In 1996, China's entrepreneurship research articles added up to 13719. Economic environment and policy affected Chinese business research.

Table 1 introduces the fact that the entrepreneurship research was obviously influenced by the political environment and economic development. For Public Sector Organization, US history of entrepreneurial research results is better than China. Therefore, US got 3 points, China got 1 point.

Table 1: History of Entrepreneurial Research Results

Year	China	US
1916 to 1949	4	514
1950 to 1977	259	8650
1978 to 1995	8518	38900
1996 to 2005	11359	20800
2006 to 2015	194002	462000

Source: CNKI & Google, 2017.

4.2 External Environment

At first, China had long been at war from 1916 to 1949, facing stagnation in economic development, therefore, very few entrepreneurial literature was published. The US over the same period managed to obtain some entrepreneurial research results. Whereas from 1950 to 1977 China was having internal turmoil and economic development was slow, so the study found few results on entrepreneurial research. In the same period Europe and the United States maintained stability with rapid economic development, hence the entrepreneurial research results were fruitful. Additionally, from 1978 to 1995 China began to reform and opening up, earned rapid economic development, which turned entrepreneurial research results to be richer. Europe and the United States made economic development and the entrepreneurial research results were found to abundant in numbers. Surely, China's economic and entrepreneurial research results had grown steadily from 1996 to 2005. Europe and the United States economy sucked

up, went down and business results declined. At last, China's economic growth was more emphasized on quality aspect from 2006 to 2015, hence entrepreneurial research made remarkable achievements. Europe and the United States economy kept on healthy development and entrepreneurial research results had been greatly improved.

In 1995, the Chinese government put forward new policies. First, the economic system tended to the socialist market economic system from the traditional planned economic system. Secondly, the mode of economic growth changed from extensive to intensive. This indicated that China's economic construction moved towards deepening the reform of the system. Chinese entrepreneurial research ushered in new opportunities and historical mission. Keeping in view the aforementioned statement, this study took 1996 as a starting point, after discussing the transformation of the socialist market economic system. The achievements of Chinese entrepreneurship research included during recent 20 years.

In 2014, Chinese Prime Minister Li Keqiang mentioned in the Davos Forum meeting that "People's Entrepreneurship, National Innovation" was a prime agenda in China. Since then, entrepreneurship and innovation formed a new national trend in China. In 2015, Ministries jointly released the "Vision and Action to promote the Economic Zone of the Silk Road in the 21st century" in China. It serves as a platform where friendly environment, mutual trust on politics, economic integration, benefit sharing and shared responsibility can be achieved. In December 2015, Donald Trump planned to introduce the tax proposal to win US presidential election (Jim, 2015). The tax proposal would greatly reduce marginal tax rates on businesses to attract more businessmen to start a business in the United States. On External Environment, US was a mature market economy and China was an attractive market economy. Therefore, US got 2 points and China got 2 points.

4.3 Corporate Entrepreneurship

After analyzing the background of entrepreneurship between China and USA, the research discussed the corporate entrepreneurship based on four successful e-business. Amazon and eBay were the most successful firms in the US whereas Alibaba and JD were most excellent companies in China (Fortune, 2016). They are the best representatives of successful entrepreneurship to compare between China and the United States.

Founded in Seattle, USA, in 1995, Amazon was an integrated service provider, the largest e-commerce firm in the US. Alibaba Group was founded in Hangzhou, China, in 1999. It supported a platform for small businesses and operated lots of businesses. October 10, 2017, Alibaba market value exceeded 470 billion US dollars, surpassing the Amazon (Baidu, 2017). eBay was founded in September 1995 in California, USA. It was an online auction site, that manages worldwide items. In 1998, Beijing, China, JD was established, which was self-employed e-commerce business which owned JD Mall, JD Finance, JD intelligence and overseas business units. In 2017, "Top 100 Chinese Internet Enterprises", released where JD ranked fourth (Baidu, 2017). Comparisons of key innovations (1994-2016) of e-business companies are stated in table 2.

Table 2 Comparisons of Innovations of Key E-business Companies

	Key Innovations	Resources
Amazon	<p>In 1994-1997, it built the biggest online bookstore on large-scale strategy.</p> <p>In 1997-2001, it became the biggest retailer on the internet through adopting category expansion and international expansion.</p> <p>In 2001, it launched Web Services.</p> <p>In 2002, it launched a large-scale third-party marketplace.</p> <p>In 2005, it started supporting the Prime Service.</p> <p>In 2007, it provided outsourced logistics services to third-party vendors.</p> <p>In 2010, it launched predecessor digital publishing platform.</p> <p>In 2012, it acquired Kiva Systems to increase the level of automation.</p>	<p>The corporation acquired 22 related firms' resource and depended on independent innovations to improve its services.</p>

Alibaba	In 1999, it was the first website in English in the global wholesale trade market. In 2003, it set up Taobao, which supported the consumer to consumer model. In 2004, it released the instant messaging software for buyers and sellers and launched a third-party online payment platform called Alipay. In 2006, Taobao launched University courses to provide e-commerce training and education. In 2009, it set up Ali Cloud computing. In 2010, Taobao launched mobile client app In 2014, it started the Ant Financial Services. In 2016, it established "Alibaba Big Entertainment Group."	By 2016, Alibbaba managed to gain total of 107 million U.S dollars and other resources to enhance innovations.
ebay	In 1995, it created a never-ending market for buyers and sellers. In 1999, it emerged with an online payment service. In 2012, it acquired social shopping platform to improve the personalized experience and marketing. In 2014, it acquired PhiSix to create 3D models based on other sources.	eBay cooperated with suppliers to get innovations in the businesses.
JD	In 2006, JD Product Blog System was officially launched. In 2007, it built major logistics systems to enable mobile POS services. In 2010, it commenced supporting the country pick-up service to enhance its sales. In 2011, it started the mobile Internet strategy. In 2013, JD supermarket moved to online, where users could buy daily necessities. Additionally, it improved the chain of e-commerce cloud service centered around four solutions: "JD Zeus", "JD Yunding", "JD Cloud Engine" and "JD Cloud Meeting". In 2014, announced the grand appliance: named "JD Bang Service Shop". In 2015, it built JD Payment system. In 2016, it operated JD Instant Messaging Intelligence: a self-developed intelligent system as shopping partners of JD users.	By 2016, JD managed to get investment of 4.62 billion USD. JD cooperated with other big companies to develop businesses and achieved independent innovations.

Source: Compiled by Researche

Amazon used external resources and relied on its own ability to complete eight important innovations. Alibaba managed to gain an investment worth of 107 million U.S. dollars to complete 11 major innovations. eBay achieved four great innovations with great partners. JD earned an investment worth of 4.6 billion US dollars through their partners' energy and with their own innovate ability, completed 10 major innovations. Totally, they must use the external resource to support innovations. Chinese firms gained more external resource and earned greater innovations than US business. JD used the most external resource and had the strongest innovation ability to earn the greatest innovations. eBay seldom used other resources to earn a few innovations. At corporate entrepreneurship, JD got 4 points, EBay comparatively earned 0 points; Alibaba got 2points, Amazon comparatively earned 2points. Therefore, external resource and innovation ability are the key factors of corporate entrepreneurship.

4.4 Performance

The growth rate is more objective and comprehensive than Productivity and Development. On Performance, the research focused on the growth rate of annual net revenue from 2006 to 2016 based on the e-business golden time. Performances of four key firms are stated in table 4 (for the period 2006 to 2016). From 2006 to 2016, JD increased by 325250% and eBay increased by 150%, JD ranked 366 among the top 500 in the word whereas eBay was not in the last at all. In the performance, JD earned 4 points and eBay comparatively got 0 point. On the other pair, Amazon increased by 999% and Alibaba increased by 7412%, Amazon ranked 44 and Alibaba ranked 462 among the top 500 in the word. So Amazon and Alibaba each had 2 points. In general, the Chinese e-commerce companies were better than that of the US companies.

Table 03: Performances of Key Companies

Company		Annual Net Revenue		Growth Rate (%)
Name	Top 500 in the world	2006	2016	
Amazon	44	10711 million USD	107006 million USD	999%
Alibaba	462	1364 million CNY	101100 million CNY	7412%
eBay	No	6000million USD	9000million USD	150%
JD	366	80million CNY	260200million CNY	325250%

Source: Baidu, 2017, Fortune, 2016

5. DISCUSSION

The above results showed that the entrepreneurial environment in the United States was better than in China, but the business performances of Chinese e-commerce businesses was better than that of US businesses. The Model of Public Sector Corporate Entrepreneurship could not resolve this contradiction. To solve this issue, the current research study firstly analyzed its rationality and shortcomings and then presented suggestions based on the Chinese entrepreneurship research and U.S. entrepreneurship research.

5.1 Comparison of External Conditions and Independent Innovation in E-business

Amazon and eBay were the newest and most successful Internet retailers in the United States (Fortune, 2016). Their performance could be well reflected through the innovation of US e-commerce business. Alibaba and JD were the newest and most successful Internet retailers in China (Fortune, 2016). Their performance could be well reflected through the innovation of China e-commerce business. Table 4 below shows performance of Representative organizations from China and the United States.

Table 04: Comparative Analysis of Entrepreneurship in China and USA

Firm	Effect of Key Factors					Score of Nation
	Public Sector Organization	External Environment	Corporate Entrepreneurship	Performance	Score	
Amazon (USA)	3	2	2	2	9	14
Ebay (USA)	3	2	0	0	5	
Alibaba (CHN)	1	2	2	2	7	18
JD (CHN)	1	2	4	4	11	

Based on the previous results, Amazon and eBay were very good Public Sector Organization, they got 3 points; Alibaba and JD were good Public Sector Organization, they got 1 point each. The World Economic Forum published the 2014/2015 Global Competitiveness Index ranking where the United States ranked third and China ranked 28th (Fortune, 2016). Donald Trump the US president encourages entrepreneurship by reducing corporate taxes in the USA. Li Keqiang the Chinese Prime minister encourages and supports Entrepreneurship and Innovation in China. Therefore, Amazon and eBay had good External Environment in USA, so they got 2 points; Similarly, Alibaba and JD had good External Environment in China, hence they got 2 points. On Corporate Entrepreneurship side, JD had excellent Innovations which greatly improved efficiency and provided very good services, it got 4 points; eBay had very good external economic conditions, but lacked innovation, so it got 0 point. Alibaba carried out positive innovation to provide perfect service, Amazon made good innovations to improve efficiency and service so they got 2 points. The United States provided better conditions than China to start a business. However, the innovation capabilities of Chinese e-commerce enterprises were stronger than that of the United States. As a result, China scored 18 points and the United States scored 14 points. The United States provided very good entrepreneurial environment, but enterprises did not

perform as good as China in innovation. China provides good entrepreneurial environment. JD uses the combination of international funds and independent innovation capabilities to create an outstanding performance in world stock markets. In a word, For the development of e-commerce enterprises, independent innovation capability was found to be more important than external conditions.

5.2 Analysis of Entrepreneurial Research and Related Factors

A comparative analysis of entrepreneurial achievements in different countries in different time frames is conducive to an in-depth analysis of the relationship between entrepreneurship and other factors. Entrepreneurship research included the external environment, such as policy, education and the economy, entrepreneurial research is positive about these factors. This study focused on the achievements of China and US business research from 1996 to 2016. China entrepreneurial research results downloaded from CNKI present on the online reference included a total of 34 articles. The results of US entrepreneurship research were taken from Google Scholar, a total of 30 articles. The analysis is based on China's five-year development plans of the national conditions and literature. These results were divided into four stages as: 1996-2000, 2001-2005, 2006-2010, 2011-2016.

In 1996-2000, entrepreneurship research in China was in its infancy, focusing on promoting entrepreneurial education. Chinese scholars actively studied entrepreneurship education from the theoretical and practical aspects, built the theoretical model of entrepreneurship education, entrepreneurial basic quality model, entrepreneurial practice activity model and entrepreneurial education implementation model (Mao & Peng, 1996). In addition, the enterprise cultivated the innovative spirit of college students and enhanced their ability to innovate (Yang, 1999). The Chinese government needed to implement the strategy of "rejuvenating the country through science and education" to fully start a venture capital (Wang, 1998). In addition, Entrepreneurship in the United States was mature and focused on more factors, for instance, Opportunity recognition, Education and Benefits. Opportunity recognition process was conscious and the entrepreneurial commitment was very important (Norris, 2000). The need for entrepreneurship education had attracted the attention of knowledge in this area (Gregory, 1996). Entrepreneurs and franchise scholars increasingly focused on the benefits of this intersection (Patrick, 2000).

In 2001-2005, entrepreneurship in China focused on external factors of entrepreneurship, such as Policy, Education, and Capital. The Chinese government needed to cultivate a good business environment: business policy, entrepreneurial environment and positive business policy on Small and Medium Enterprises (SME) (Chi, 2002). First, family structures and personal experiences were related to entrepreneurial tendencies (Fan & Wang, 2004). Second, colleges and universities changed the mid set of teachers and students by establishing a new idea of entrepreneurship as the core value, reformed the education and management system, established a cultural atmosphere conducive to the growth of entrepreneurship (Tang & Chang, 2001). Colleges and universities took entrepreneurship education as the overall education and teaching reform project as training and innovative talents to the fundamental project so that colleges and universities could carry out business education (Yi, 2002). Social capital could guarantee the entrepreneurial funds through self-employed college graduates (Chen & Tan, 2004). On the other hand, US entrepreneurship research focused on entrepreneurs. Recent breakthroughs in cognitive science, entrepreneurial awareness, entrepreneurship and entrepreneur performance were found to be related (Ronald, 2002). In the spirit of entrepreneurial personal and economic development, scholars first understood how individuals, organizations, and economies were successful; Second, those who chose to become entrepreneurs needed to understand the market and the economy and need to grasp the knowledge to design a better company (Saras, 2004).

In 2006-2010, entrepreneurship in China focused on External resources. The entrepreneurs' alliance provided a better opportunity to prepare for business and for entrepreneurship (Qian & Zhang, 2007). Improvement in the status of entrepreneurial personnel skill, called entrepreneurs and all kinds of social entrepreneurship resources at colleges and universities were witnessed (Zhang et al., 2008). With production and research cooperation platform, business was luckier to succeed; entrepreneurs who had a wealth of rich resources were more advantageous to find additional innovative opportunities; experienced entrepreneurs found it to be easier to discover innovative opportunities from high-density network architectures (Guo et al., 2008). Organizations should strive hard to absolute their internal long-term incentive and restraint mechanism for the open capital market to get open venture enterprises and the competition and cooperation with overseas venture capital institutions (Cai et al., 2007). On the other hand, US entrepreneurship research emphasized entrepreneurial spirit. There were many forms of social entrepreneurial spirit, depending on the socioeconomic and cultural environment (Johanna, 2006). These phenomena prompted us to think deeply about entrepreneurial psychology, psychological patterns and inner souls (Shaker, 2007). "Knowledge production in the process of knowledge and diversity was a more attractive and possibly more effective academic goal than intellectual closure (Claire et al., 2010).

In 2011-2016, entrepreneurship in China focused on entrepreneurship training. Innovation and entrepreneurship education teaching to practice activities as the carrier, the innovative entrepreneurship education and experimental teaching, internship trainees, graduation design, business plan competition and other combined activities (Liu, 2011). The scientific positioning of entrepreneurial education in colleges and universities to cultivate innovative talents under the transformation of entrepreneurship education in Chinese higher education in new situation was found to be new beginning and turning pointing in the entrepreneurship research (Yang, 2011). It was a key starting point to promote the transformation of scientific and technological achievements into economic growth by building up the platform for the transformation of universities and industries (Zhang et al., 2016). Additionally, US entrepreneurship research focused on the policy and the education. For large scale economies and countries with a higher living standards heterogeneity between regions, new and effective policies accelerated economic development (Sergey, 2011). This situation would, in turn, allow the design of more effective educational initiatives, a better understanding of the role of context and institutions, and personal entrepreneurial processes over time and longitudinal data (Alain, 2013).

5.3 Confrontation of Entrepreneurship Research Topics between USA and China

Table 5 below shows the differences between China and USA on the topics of entrepreneurship research.

Table 05: Comparative Analysis of Entrepreneurship Research Topics

Year	Entrepreneurship Research Topics	
	China	USA
1996-2000	Entrepreneurship Education Venture Capital	Opportunity Business Services
2001-2005	Entrepreneurship Research Business Environment.	Spirit Performance
2006-2010	Entrepreneurial Spirit and Skills.	Spirit of Entrepreneurs
2011-2016	Innovations of Entrepreneurial Education	Globalization of Entrepreneurship Education

In 1996-2000, Chinese entrepreneurship research commenced with initiation of entrepreneurial education at the starting point, while paying attention to the important factors of entrepreneurial sources of funds. During the same period, U.S. entrepreneurship research possessed a sound foundation, the connotation of a more in-depth understanding of entrepreneurship, while answering the mission of entrepreneurial research was for business services.

In 2001-2005, the Chinese entrepreneurial theory was constantly enriched, put forward the establishment of entrepreneurial theory system, the impact of the further expansion of business factors and focused their eyes on the external environment. During the same period, foreign entrepreneurship research focused on the entrepreneurial way cognition, entrepreneurial spirit and performance, comprehensive consideration and centered their research towards more systematic and in depth analysis.

In 2006-2010, the Chinese entrepreneurship research put forward the future developments of entrepreneurs and means for survival of new businesses, to focus on the main problems and to get research results more applied. During the same period, Europe and U.S. entrepreneurship research focused on entrepreneurial entrepreneurship and entrepreneurial spirit which actually were themes of the two. From a social point of view, they studied the spirit of entrepreneurship.

In 2011-2016, the Chinese entrepreneurial research highlighted the innovation to farmer's entrepreneurship, entrepreneurship education and innovation direction based on clear policy-oriented dimensions. During the same period, Europe and U.S. entrepreneurship research worked on entrepreneurship success model, entrepreneurial education and globalization as the focus of their study.

Venture research in China had always put the cultivation of entrepreneurship in the first place, followed by venture capital and other external resources. Entrepreneurship in the United States focused on the different issue at different times and also believed that entrepreneurship training was just as important as other factors. Therefore, the model should add factors such as; entrepreneurship education, entrepreneurial spirit of innovation and innovation, venture capital and so on.

6. CONCLUSION

Entrepreneurs and researchers should share the research values and goals (Alain, 2017). The United States should learn from China's experience in entrepreneurship and innovation and China should gain the advantage from the knowledge and practices of entrepreneurship in the USA.

6.1 Implication

The miracle of China's economy benefited from entrepreneurship, innovations, contributions of entrepreneurs, government policies and so on. Developed countries should learn from China's experience and actively cultivate entrepreneurs' innovative spirit and ability to innovate. Developing countries should study Chinese experience, strengthen entrepreneurship education, create a good entrepreneurial environment, and train more entrepreneurs to develop and strengthen their economy. JD had set an excellent example for enterprises in developing countries, which was to strengthen independent innovation and benefit from external resources to promote the development of enterprises.

6.2 Conclusion

The research used theoretical analysis and empirical case to examine MPSCE. Contributions of the model are to emphasize the innovation's effect on the performance and to illustrate the relationships between the related variables. Moreover, based on the comparison of the performance of four e-commerce enterprises, attracting external resources and strengthening independent innovation were the main driving forces for promoting the rapid development of enterprises. Additionally, the research found the limitation of the model by not taking into account a complete discussion of the important elements of Corporate Entrepreneurship, for instance, spirit and ability of entrepreneurs and venture capital. In a word, the topic needs more studies to improve the model and come up with more suggestions and improvements.

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