

## Management Control Systems in Post-Incubation: An Investigation of Closed Down High-Technology Start-Ups

**Authors :** Jochen Edmund Kerschenbauer, Roman Salinger, Daniel Strametz

**Abstract :** Insufficient informal communication systems can lead to the first crisis (&lsquo;Crisis of Leadership&rsquo;) for start-ups. Management Control Systems (MCS) are one way for high-technology start-ups to successfully overcome these problems. So far the literature has investigated the incubation of a start-up, but focused less on the post-incubation stage. This paper focuses on the use of MCS in post-incubation and, if failed start-ups agree, on how MCS are used. We conducted 14 semi-structured interviews for this purpose, to obtain our results. The overall conclusion is that the majority of the companies were closed down due to a combination of strategic, operative and financial reasons.

**Keywords :** closed down, high-technology, incubation, levers of control, management control systems, post-incubation, start-ups

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