

Countermeasures and Suggestions on Enlarging Support for Maker Space Operated by Enterprise

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Abstract: Inspired by various policies of popular entrepreneurship and innovation, the enthusiasm of people remains high. The number of maker space has increased dramatically. At the same time, all departments and governments should increase their support to maker spaces, so as to promote the healthy development of maker spaces. In the process of rapid development of make space, it embodies the characteristics of diversification of main body of operation and operation mode, and it also has some problems, such as insufficient service consciousness, unclear objectives, differentiation of operation efficiency and so on. At present, the effective way to improve the operation performance of operators is to scientifically evaluate the performance of maker space, clarify the problems existing in the operation of maker space, improve the operation performance of operators and promote their healthy development.

Under the background of popular entrepreneurship and innovation, In March 2015, the General Office of the State Council issued the Guiding Opinions on Developing Maker Space and Promoting Public Innovation and Entrepreneurship. Among the eight key tasks of the Opinion, it proposes to build a number of low-cost, facilitation, all-factor and open space for maker space. Since then, maker space in our country has entered the stage of rapid development. In February 2016, Ningbo issued the Opinions on Cultivating and Developing Maker Space to Promote Popular Innovation and Entrepreneurship(trial). By 2020, Ningbo will strive to build 100 Maker Space and Visitor Service Centers, and register and incubate 10,000 innovative small and micro enterprises. By 2017, Ningbo City has about 100 maker space and maker service centers, 12 of which have been recorded and incorporated into the national science and technology enterprise incubator management service system. There are 19 maker space for national record, and nearly 7,000 innovative start-ups have been cultivated, 9 national technology enterprise incubators, with nearly 8,000 registered creators, and 45 maker space to be recorded at provincial level.

With the rapid development of maker space in Ningbo, the main body of maker space operation has rapidly expanded from the original government and enterprises to social forces such as universities, real estate developers, angel investors, successful entrepreneurs, platform-based large enterprises, venture capital institutions and so on. Taking Haishu District, Jiangbei District and Yinzhou District of Ningbo City as examples, up to now there are 54 maker spaces at all levels in the three districts. Of which 8 are enterprises, scientific research institutes or social organizations, and the remaining 46 are enterprises. However, under the vigorous development, as the "main force", the maker space whose main body of operation is enterprise nature, has still some problems. It is very important to support maker space, advance the professional service ability, improve the operating results of maker space, enhance the sustainability of profitability, attract professionals, develop the construction of resource docking platform for maker space of enterprise nature , promote the collaborative innovation of leading enterprises, small and medium-sized enterprises, scientific research institutes, universities and creators, and achieve diversification and specialization of the operation mode for maker space of enterprise nature.

1. New Situations and Problems of the Development of Maker Space Operated by Enterprise in Ningbo

1.1 High Satisfaction of Public Service is High, but the Poor Ability of Specialization

Among the 13 maker spaces operated by enterprise nature and 60 enterprises that participated in the survey, 96.67% of them expressed "very satisfied" or "satisfied" with the public basic services of the maker space, while only 3.33% of them expressed "general" service to the maker space. Thus it can be seen that the public service satisfaction of maker space is higher. However, as a service platform for innovation and entrepreneurship, maker space undertakes the responsibility of incubating innovation and entrepreneurship teams and enterprises. That is to say, the original intention of maker space is to provide services and support platform for entrepreneurs and their entrepreneurship projects.

However, at present, part of the maker space in Ningbo is backward and still stays in providing office space for entrepreneurs. On the other hand, the homogeneity of maker space is serious. It mainly provides services such as business agent, project roadshow, financing guidance and tutor service. It lacks the conditions of the service consultation for professional entrepreneurship, training, financing and resource docking. It is difficult to help the entrepreneurship team really grow without providing substantive services. Up to now, it can not help the entrepreneurship team to achieve critical development because of the blind imitation and duplication, lacks of the advantages of relying on the rich resources and experience of large enterprises and universities.

1.2 The Fast Growth Rate of Team Entry but the Insignificant Operation Effect

According to the survey and statistics, there are more team members in the maker space and service center for creators operated by enterprise nature, and they remain rapid growth. The number of resident teams has increased for all the participants, and more than 46.15% of them have increased by 30% annually. Among them, 23.08% of them have increased by more than 50% annually. However, behind the "prosperity", the operation results of the maker space operated by the main body of enterprise nature is not significant in Ningbo. From the perspective of business incubation, only 7.69% maker space operated by enterprise nature whose 80% or more enterprises enter into incubators or accelerators, and 23.08% maker space operated by enterprise nature whose 10% or below enterprises enter into incubators or accelerators. From the perspective of business incubation rate, the graduation rate of incubators is not high. Nearly half of the maker space have a business incubation rate of less than 30%, and only 15.38% of the maker space have a business incubation rate of more than 50%. From the perspective of profitability, at present, the profit model of maker space is mainly through gaining rent difference and revenue from investment, obtaining support from government funds. The profitability of maker space operated by enterprise nature in Ningbo is limited. 23.07% of the maker space have a deficit, and only 15.38% of the maker space have an annual profit margin of 30% or more. Maker space operated by enterprise nature in Ningbo is still in the early stage. Sustainable profit model of maker space should rely on attracting entrepreneurship teams through specialized services, charging fees for professional services, and obtaining revenue from investing in start-ups. Therefore, it is urgent to improve the operational effectiveness of maker space and enhance the sustainability of profitability.

1.3 Quickly gathering Factor Resources but lacking Professional Talents and Professional Resources Platform

Maker space has formed an agglomeration advantage of the resource of talent factor. According to the survey data, 69.23% of the core management teams have venture capital experience or large-scale enterprise management experience in the maker space operated by enterprise nature. Maker space whose more than 60% personnel of management team have bachelor degree or above is 92.3%. The proportion of entrepreneurship mentors with investment banking background or large-scale business management experience reached 50% or more, it reaches 69.23%. In Ningbo, the maker space operated by enterprise nature has formed a certain agglomeration effect in the dimensions of qualification of core management team, entrepreneurship mentor, and so on.

However, from the survey results, most of the entrepreneurs are technological entrepreneurs. They lack of market analysis and operation management personnel. And there is a lack of integration between market operation team and scientific research team. On the other hand, incubation platform in the field of industry segmentation needs to have basic public technology service platform if it needs specialized operation. For example, the incubator of University Science and technology park can make use of the resources of the university, cooperate with the school laboratory, engineering testing center, etc., cooperate with the school library, establish literature retrieval room, and provide scientific and technological information database and other resources for enterprises. In the survey, it is found that it is difficult for the entrepreneurs in our city to obtain the support of public technology R&D services, which limits the basic conditions of technological innovation for the entrepreneurs in maker space operated by enterprise nature. Therefore, it is very important to attract professionals, promote the construction of resource joint platform for maker space, promote the multi-party collaborative innovation of leading enterprises, small and medium-sized enterprises, scientific research institutes, universities and creators, and achieve the diversification and specialization of operation mode for the maker space operated by enterprise nature.

2. Countermeasures and Suggestions on Enlarging Support for Maker Space

In February 2016, the General Office of the State Council issued Guidelines on Accelerating the Economic Transformation and Upgrading of Space Development Service Entities, pointing out that the future of maker space will be clustered, refined, specialized and branded. Maker space in Ningbo rapidly improve the development level of it with market orientation by professional enterprise operating entity.

2.1 Enhancing the Construction of Resource Docking Platform for Maker Space.

Since 2015, the construction of maker space has been supported by government policies at all levels of the state, provinces and municipalities. After more than three years of initial development, the construction of maker space serving the development of innovative economy has entered the 2.0 era of large platform resource connection. One is to encourage incubators, key enterprises and entrepreneurs' alliances to build incubation platform based around their own industrial advantages, in order to realize the docking of entrepreneurs to investment institutions, entrepreneurs, mentors and market resources, Such as Tencent Maker Space, Garage Coffee, Wentuo Creation Workshop in Guangdong, Zhongguancun Pioneer Commune, etc. On this basis, we can further build entrepreneurial communities, gather more innovative entrepreneurial resources through the combination of online and offline, and share core resources among incubation bases through the community connection platform, in order to fundamentally solve the problem of entrepreneur capital, networking, market, technical guidance or ideological insight. Secondly, we should guide the operators of maker space to focus on the development path of "innovation and Entrepreneurship - incubation support - industrialization". It can help entrepreneurs to find out the painful point of lack of resources, open up the upstream and downstream industrial chain, provide entrepreneurs with technical, talent, capital and other essential resources in professional fields and effective market docking opportunities, and promote the industrialization of incubation projects.

2.2 Strengthening the Policy Support for the Development of Maker Space Operator by Enterprise Nature.

On the one hand, efforts should be made to promote the implementation of Opinions on Cultivating and Developing Maker Space and Promoting Popular Innovation and Entrepreneurship (Trial Implementation) in Ningbo. In addition to the implementation of the subsidy policy for start-up fees and events, we need to focus on the implementation of entrepreneurship investment and financing docking, innovation of scientific and technological financial services products, and promote the real landing of entrepreneurship investment and financing mechanism. On the other hand, on the basis of the original Opinions, some results-oriented support and incentive policies are issued for the business operators. For example, we should give 1:1 matching rewards to the main

operators of maker space at the national, provincial and municipal levels who have excellent assessment and evaluation, and give a certain reward to the main operators who have achieved remarkable innovative results in the incubator space. For those incubators who have received investment from social investment institutions in the maker space, if the actual investment amount in place reaches a certain standard, they shall be rewarded according to a certain proportion of the investment amount in place. Operating entities which have achieved remarkable results in the aspect of supporting the introduction of well-known professional service institutions, famous universities, scientific research institutes, leading enterprises in Ningbo, shall be recognized. And on this basis, an effective resource docking platform has been established, and additional funding quotas have been added, etc.

2.3 Promoting the Professionalization of Service of Enterprise Operating Subject.

The policy of popular innovation and entrepreneurship promotes the space operators of maker space to expand their space scale rapidly. Incubating enterprises in the maker space expect that operators can provide deep incubation and professional services. to accompany the whole process of the growth of the start-up enterprises. The operators should change their thinking from "quantity gathering" to "quality upgrading". Firstly, the process assessment content is introduced for the operating entities of enterprise nature in Ningbo, which guides the operating entities of the enterprise nature to enhance the interaction of the incubating enterprises. It can guide incubating enterprises to use their entrepreneurial experience to solve the problems they encounter in the process of entrepreneurship, encourage the interaction of entrepreneurs in the incubating enterprises in the maker space, widely dock various social resources, promote the establishment of a broader network of human relations among incubating enterprises, give play to greater synergies, and achieve effective matching of resources. Secondly, we should encourage the main operators of maker space to connect with the leading enterprises in the city to participate in the construction of maker space, actively introduce well-known incubators, powerful accelerator companies, industry leaders, academic and alumni resources of universities both inside and outside to provide more specialized services through first-class entrepreneurship counseling services and strong entrepreneurship resources at home and abroad.

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