

Study on “Crowd Innovation” Mechanism Connotation and Function Mechanism Based on the Border Theory

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Abstract

“Crowd innovation” mechanism has been the emerging incubation mechanism arisen in recent years. Based on systematizing the relevant construct of “Crowd innovation” and introducing enterprise border theory as the interpretive theory, the theoretical connotation of “Crowd innovation” mechanism is stated in this paper. Moreover, starting from the systematic point of view, the constructs such as coupling level, quality and direction of “Crowd innovation” are proposed innovatively, and consequently, the internal function mechanism for forming “Crowd innovation” based on two different subjects of innovation entrepreneurship subject and platform “soft service” is stated. Combining with the study on internal mechanism, three study enlightenments are proposed in the paper, which provides references for the subsequent studies.

Keywords

boundary theory; crowd innovation; mechanism.

1. Introduction

The bottleneck of resources and energy, the demographic dividend disappeared, excess capacity and other structural decision Chinese economic past extensive resources development phase is over, the economy needs to seek new pulling power. In this situation, Innovation and Entrepreneurship are the Important engine that the government, enterprises, individuals published importance to China's economic transformation and upgrading. Since 2015, prime minister lee visits many times, and Investigate the Makerspace everywhere, from the 2014 summer Davos world economic forum to the G20 summit in 2016, from Maker into the government work report to the state council issued by the "On the development of Makerspace to promote public innovation and entrepreneurship guidance ", clearly expressed that the government supports the development of Crowd Innovation Space, encourages innovation and entrepreneurship determination. Effective use of Crowd Innovation mechanism, emphatically exert policy integration effect, realize the combination of innovation and entrepreneurship, provide good Crowd Innovation environment for entrepreneurs, give full play to social incubation. Crowd Innovation resets the link between innovation and entrepreneurship, to achieve the optimal allocation of innovation and entrepreneurial team, and make innovative entrepreneurship more diversified, which promotes the innovative entrepreneurial resources sharing, the innovative entrepreneurial cost is lower. So further play a Crowd Innovation mechanism, will greatly promote the Makerspace a decline of the cost and interoperability of resources [1].

The theory of Crowd Innovation develop rapidly development from putting forward to the present. but the theory of Crowd Innovation focuses on the definition of Crowd Innovation Space, and does not clarify the connotation, mechanism of action and the relationship with the Crowd Innovation Space

mechanism. The absence of internal mechanism research in Crowd Innovation mechanism has seriously restricted the development speed of the theory of Crowd Innovation, and it is not conducive to the investment of Crowd Innovation Space and enhance its hatching efficiency. In addition, the theory of Crowd Innovation blurred the link between innovation and entrepreneurship and the organization, and also exposes the short board which are Crowd Innovation mechanism platform and systematic study. Therefore, analyzing the innovative and entrepreneurial process of Crowd Innovation mechanism reverses interpretation the innovative and entrepreneurial behavior, and to clarify the connotation and mechanism action of Crowd Innovation mechanism , not only is the hot spot of theoretical research^[3], but also is necessary for the reality of China's economic development.

2. Theoretical Review

2.1 The Connotation of Crowd Innovation Mechanism

Makerspace is to adapt to the network era of innovative entrepreneurial development characteristics and needs, through the market mechanism, professional services and capitalization approach to build low-cost, convenient, all elements, open new innovative business service platform^[4]. Crowd Innovation mechanism is based on the construction of Makerspace as the carrier, is the mass collaboration in the field of enterprise innovation applications^[5], the effective integration of resources, integrated implementation of policies, not only shows the government's emphasis on entrepreneurial innovation , but also reflects the entrepreneurial innovation on China's current economic and social significance. In this context, Beijing, Tianjin, Shanghai and other cities have issued development policy to support the Makerspace, Makerspace and hackerspace are booming in the country. Crowd Innovation the progress of the mechanism will form a batch of effectively meet the demand of mass innovation entrepreneurship, has strong professional service ability, at the same time, with low-cost, convenient, open and other characteristics of the Crowd Innovation mechanism services platform.

After years of development, on the understanding of the connotation of innovation and entrepreneurship has made great progress (see Table 1), promoted the evolution of technological innovation mode. In the past, we explored the corresponding mechanism of innovation and entrepreneurship activities, such as environmental exploration, resource reorganization, attracting groups to participate in, building new organizations^[20] and so on. Since 2000. Hackspace, TechShop, Makerspace and other kinds of makerspace gradually formed, such as domestic Beijing's hackerspace, Shenzhen firewood space have been produced. In fact, the Crowd Innovation mechanism is a product of coordination about role of Internet technology maturity, industry competition, the improvement of organization innovation ability and customer need personalization and other factors, Internet Plus environmental changes prompted the Crowd Innovation mode and get great development. Group Innovation Space^[21] theory, which was first put forward by the domestic theoretical circle, generalizes the concepts of hackerspace and innovating factories and so on. Therefore, makerspace can be seen as the hatching patterns that based on the practice of in the makerspace and the factory of innovation, to provide value-added services to the whole chain of low cost, convenience, total factor, and an open integrated innovation service platform^[22].

Table 1. Comparison of connotation of innovation and Entrepreneurship

Related constructs	Connotations defined	Focusing problem	Data sources
Mass collaboration	Individuals who engage in loose collaboration based on common understanding can communicate flexibly and efficiently	Cooperative relation and the influence of institution on Innovation	Holf(2005) [6]; Zhao Fuzeng, Ding Xuewei (2009) ^[5] ;
Open innovation	The essence is the acquisition and utilization of external	Redefine the boundaries of enterprises, market	Chesbrough(2003) ^[7] ; West&Gallagher

	innovation resources, and the integration of internal and external innovation resources	innovation, and achieve innovative performance	(2006) ^[8]
Crowdsourcing	Crowdsourcing is an organization of open innovation production, which gathers many discrete resources from the Internet	Value networks, collaborative relationships, and outsourcing relationships, reasons, and motivations	Jeff(2006) ^[9] ;Chanal(2008) ^[10] ;Zhong Qiuyan et al. (2011) ^[11]
Crowd Innovation innovation	Through the Internet platform and technology to form a wide range of public participation in innovation model	Pay close attention to open collaborative relationships, participants, project applications	Kevin & Karim (2015) ^[12] ; Liu Zhiying et al. (2015) ^[13] ; Chen Jin (2015) ^[14]
Makerspace, hackerspace	Through the way of capitalization, specialized service and market mechanism, conforming to the characteristics of innovation and entrepreneurship in the network era, we build an innovative, entrepreneurial platform for all factors, low cost, open and convenient	Public participation, comprehensive effect, innovation ability	Battistella& Nonino(2013)[15]; State Council (2015) ^[4]

Based on the above analysis, it can be argued that Crowd Innovation on the one hand is innovative entrepreneurs based on innovative entrepreneurial ability through a series of platform implementation of innovative entrepreneurial activities, on the other hand is innovative entrepreneurs based on innovation and entrepreneurship through the transfer and access to scientific and technological achievements and To apply the new innovative business model.

Crowd Innovation concept have the following meanings: firstly, based on interest, self realization, low cost niche or other social factors, characterized by innovation and entrepreneurial intention;Secondly, the diversity of innovation and entrepreneurship needs, complexity and the improvement of the ability of innovation and entrepreneurship make the degree of equalization of innovation and entrepreneurship increased; Finally, the diversified knowledge source and the community of innovation and entrepreneurial , the application of innovative entrepreneurial kits, not only promote the innovation and entrepreneurial ability, but also realize the interactive supply of multi-subject innovation and entrepreneurial ability, which is "motivation - opportunity - ability" Mode of the specific application.Wu Jie, Zhou Haisheng and (2016) pointed out that the elements of maker space include 5 factors, such as space carrier, and innovation and entrepreneurship. It can be summarized as the two core elements: (1) the innovation and entrepreneurship subject; (2) the Soft Service of platform, which Soft Platform Services includes legal, financial, marketing, human resources management and other professional management services. The Crowd Innovation mechanism is the result of the development and maturity of the enterprise theory, is the direct result of the blurring of the organizational boundaries, the innovation and the strong ability of the main body of the enterprise. In this mode, the main body of innovation and entrepreneurship is no longer a single enterprise organization, but an ordinary people with the will and ability to innovate.

Makerspace represents a new trend. Compared with the traditional incubator, Crowd Innovation Space more emphasis on innovation and entrepreneurship He Organization Model in the market factors.On the one hand, This is the objective performance of the government in streamlining decentralization under the new normal economic context.on the other hand, Makerspace as one of incubator development models, also requires a specific living environment. For example, a relatively mature

market environment, relatively adequate resources for innovation and entrepreneurship, relatively perfect supply chain system.

2.2 The Theory of Enterprise Boundary

Based on the concept of living space put forward by Lewin the firm boundary theory (border/boundary theory) holds that, all events that be able to affect our behavior are included in a certain living space, and formation of subject specific behavior patterns. At present, the boundary theory is mainly applied to explain the behavior of employees in Enterprises, and distinguished the heterogeneous of main part significantly. And further formed the so-called boundaries and "the separation of the world". The implementation of "the separation of the world" makes the individual behavior of the subject within the territory form a unique coping style, Forcing members of the organization to find their own solutions. Boundary theory points out, according to historical events, attitudes and other characteristics (such as functionally similar, similar morphological elements, or association) and set up the "boundary" in which people can put real life into the system with different significance. Those who cross the boundaries of different systems can change roles with the situation. How people choose, process and coordinate the behavior patterns of inter system determine their balance in multi system. In different subsystems, the system rules and behavior patterns that people follow are different, and the differences are mainly reflected in value culture and tactics. People create and maintain system boundaries around the specific system, mainly in order to orderly the system environment, and ensure that the main body can focus on the current role.

Crowd innovation as a new incubator, Under the trend of public entrepreneurship and innovation, it plays an important role. Crowd innovation in the more emphasis on the premise of public welfare, with the specialized "project + service" incubation mode, it provides more successful factors for innovative entrepreneurs, and improves the efficiency of innovation and entrepreneurship. The multi-creation mechanism actually transcends the boundaries between the two subsystems of innovation and entrepreneurship projects and platform "soft service", To achieve the core functions of the crowd innovation mechanism with their respective professional skills. Proceed with the theory of enterprise boundary, the realization of crowd innovation mechanism depends on the coupling between innovation and entrepreneurship projects and the two subsystems of platform "soft service". First, the coupling is balanced. In the past, the theoretical research of crowd innovation mechanism did not pay close attention to the boundary crossing between innovation and entrepreneurial projects and platform "soft service", the "multi creation" mechanism is actually a balanced consideration of innovation, entrepreneurship projects and platforms "soft services", it is influenced by historical events, personnel composition, views, attitudes and other factors. It transcends the existing boundaries and forms a balance between stable and multi fields. How to select, deal with and coordinate the behavior patterns of the two subsystems of innovation, entrepreneurship, project and platform "soft service" determines the balance of the "multi creation" mechanism. Secondly, the coupling is directional. Because of innovation, entrepreneurship projects and platforms, "soft services", boundary permeability, flexibility may not be completely symmetrical, there may be differences in direction. For example, if the platform "soft service" is easier to conduction related resources to innovation and entrepreneurship projects, The focus should be on the impact of the platform "soft service" on the innovation and entrepreneurship projects. Finally, the coupling is valuable. When innovation, entrepreneurship, project and platform "soft service" are high permeability and flexibility, the boundary is more obscure, and it is easier to complete the coupling mechanism between innovation and entrepreneurship projects and platform "soft service". Coupled pricing suggests that not all innovation and entrepreneurship projects coupled with the platform "soft services" can be accepted. If the coupling cost is greater than the coupling gains, this system will be coupled with low, may also reflect the coupling ability, permeability depending on the innovation project and the platform of "soft" service and flexibility. The above characteristics are the theoretical summary based on previous studies, and also the necessary premise for the study of mechanism problems.

3. The Function Mechanism of the Crowd Innovation Mechanism

According to the above research, we can define the crowd innovation as the platform "soft service" and the innovation and entrepreneurship project. The core theory is mentioned in the related research of boundary theory: elastic intention and resilience. Therefore, the "public creativity" mechanism can be used for reference and defined separately: (1) the elastic intention including "soft service platform" elastic intention and innovation of entrepreneurial projects were expected elasticity will expand or narrow platform soft services to meet the needs of the project boundary of innovation and entrepreneurship will, and expect to expand or shrink innovation project boundary in order to satisfy the demand of "soft service" platform will; (2) resilience includes platform, soft service, resilience and flexibility in innovation and entrepreneurship projects, which are the ability to expand or reduce the boundaries of the platform's "soft service" to meet the needs of innovative and entrepreneurial projects. And the ability to expand or reduce the boundaries of innovation and entrepreneurship projects to meet the needs of the "soft services" of the platform. When the boundary of the two subsystems of the platform is lack of enough penetration, the systems are separated and isolated from each other. The border is difficult to cross, the coupling between the platform "soft service" and the innovation and entrepreneurship project is poor, crowd innovation mechanism is difficult to run, making innovation and entrepreneurship projects easier to fail, the "public" platform service efficiency is low; when the boundary has a high degree of penetration, the platform "soft service" is coupled with the innovation and entrepreneurship projects better, the coupling strategy is beneficial to the transition between the system and the innovation, and the role transition of the entrepreneur makes the innovation and entrepreneurship project easier to succeed, the public service platform has higher efficiency. In this process, it is closely related to the realistic situation of the crowd innovation mechanism, in this process, it is closely related to the realistic situation of the crowd innovation mechanism. The results of the "multi creation" mechanism directly depend on the coupling degree of the platform "soft service" and the innovation and entrepreneurship projects. The results of the "multi creation" mechanism depend on two important indexes, the coupling level and the coupling quality. The level of coupling depends mainly on the degree to which elastic capacity meets the will of elasticity. The coupling quality mainly depends on the ability to meet the wishes of the elastic elastic state, which may be "short" (when the elastic intention is greater than the elastic capacity), oversupply (when the elastic will less than elastic ability), "equilibrium" (when the elastic elastic capacity will substantially equal to). When the demand exceeds supply, the coupling demand is not satisfied and the coupling quality is the worst; When supply exceeds demand, supply redundancy, resource waste and coupling quality are poor. Only when supply and demand are balanced, resources are fully utilized and coupling quality is better. Thus, the matching of elastic and elastic willingness ability can not only make the system coupling, and the coupling system of the public record "mechanism is also a level and quality difference, which determines the effect of public record. The analysis of the coupling mechanism of the creation mechanism is as follows:

(1) The problem of system coupling level. The matching level of elastic intention and elastic ability determines the realization level of system coupling. Specifically, When the magnitude of an elastic capacity is approximately equal to the corresponding elastic will (that means the equilibrium of demand and supply), the two are matched relatively, the platform can a system coupling which its level is consistent with the size of the two. When there is a difference between the size of an elastic capacity and that of a corresponding elastic will (oversupply or supply shortage), the coupling level formed by the "incomplete matching" between the two principal bodies is consistent with the cask theory, that means it will dress up to the lower of the two. In other words, when a certain elastic will is less than the elastic capacity corresponding to it (the supply exceeds the demand), it will only achieve a system coupling that the level is as same as this elastic will. Therefore, if the elastic intention matches the corresponding elastic capacity at a low value, the system coupling level is low; on the contrary, the system coupling level is high. And the system coupling level has a direct impact on the effect of public

record mechanism, in other words, in the case of other factors are constant, coupling degree is high, the "public creation" mechanism has a better effect; on the contrary, the system coupling degree is low, and the public creation mechanism is less effective.

(2)The problem of system coupling quality.The matching quality of elastic intention and elastic ability determines the realization quality of system coupling.Specifically, the matching quality of an elastic will and the corresponding elastic capacity depends on its elastic capacity to meet the specific situation of the elastic will.Concrete is divided into three conditions:the first one is that an elastic willingness is greater than the corresponding elastic capacity(namely "supply"), which will inevitably lead to system coupled to the direction of the coupling efficiency is low, the coupling effect of poor situation, finally made in the direction of the coupling of poor quality.The second one is that it is intend to less than the corresponding one elastic capacity (namely "glut"), then the elastic will be able to meet, but corresponding elastic capacity redundancy, the redundancy represents a waste of resources, and can promote to the direction of the system coupling, the system coupled with poor quality too. The third is that a flexible capacity to meet the corresponding elasticity, the elastic intend corresponding elastic capacity level roughly equal (that is,the balance of supply and demand), both to reach equilibrium and the existing coupling all resources to be used, therefore, the direction of the coupling to the quality of the optimal.Corresponds to the gen mechanism in the subsystem of the coupling, not only requires the platform "soft" service coupled with innovative entrepreneurial project system, also requires platform "soft" service and innovative start-ups coupling quality, good "the mechanism of" dual sense indicators, can satisfy the platform soft service, entrepreneurship and innovation project, coordinated and sustainable development is to realize the coupling of economy system.

(3)The problem of system coupling direction.The existing platform from "soft" service to innovation start-ups, and then from start-ups to platform "soft service" coupling of two directions in "the age of mass innovation" mechanism subsystem coupling problem.The system coupling direction there may be three conditions:the first one is that the platform "soft service" entrepreneurship and innovation project of the coupling level and quality is better than that of innovative entrepreneurial project platform "soft service" the coupling level and quality, then the system coupling mainly from the "soft" service platform to coupling of innovative entrepreneurial project direction by "and" platform "service dominant; the second one is ffrom innovative start-ups to platform" soft services "of the coupling level and quality is superior from the platform to soft service innovation entrepreneurship coupling level and quality of the project, then the system coupling mainly from the direction of innovative entrepreneurial project to soft service platform for coupling, dominated by the creative subject; the third is from" soft service platform to innovation start-ups, and from start-ups to platform" soft services "of the coupling level and quality of roughly equal, and mechanism in platform between soft service and innovative start-ups equilibrium exchange coupling is relatively uniform.Direction of the above three conditions can be summarized system coupling problem, but there is no better what kind of situation, system coupling level and quality is the important measure of quality "the age if mass innovation" mechanism. But system coupled to the sex also has practical significance for innovative entrepreneurial management, on the one hand, a system dominated by the coupling mechanism of the indirect effect the age of mass innovation the content and ways, and also suggests the dominant party the age of mass innovation the dominant position in the allocation of resources; On the other hand, the driver is enhanced by the dominant party to strengthen the will and capacity of the "crowd creation", and the system coupling approaches to a higher level of equilibrium.

In conclusion, the merits of the the age of mass innovation mechanism depends on two important factors: on the one hand, the coupling level will depend on the subsystem of coupling degree, and the direction of the system coupling consists of two elastic willingness and capacity of corresponding elastic absolute levels of decision (follow the principle of low not high), can be thought of as the sum of two direction of system coupling level reflect the level of system coupling; On the other hand, the quality of system coupling depends on whether the elastic will be satisfied by the corresponding

flexibility and the difference between the two. The level and quality of system coupling determines the effect of crowd creation mechanism, and decides the trend and level of innovation space.

4. The Research Inspiration of Crowd Innovation Mechanism

In summary, based on the enterprise boundary theory, we analyses the connotation of "Mass entrepreneurship and innovation" mechanism and function. The innovative mechanism of crowd innovation results from the coupling level and quality of its subsystems, and explains the mechanism of the crowd innovation mechanism, and defines the potential driving force for the operation of the "crowd innovation" mechanism. Based on the mechanism analysis of crowd innovation mechanism, we should do the following work in order to achieve high-quality "crowd innovation" mechanism:

4.1 Enhancing the "Soft Service"

In the context of the modern Internet, the creative public innovators, based on the Internet platform, implement innovative activities and display or sell innovative results via the internet; On the other hand, other enterprises or individuals need to search and obtain innovative results through the Internet and make use of a new model of innovation [13]. Through the study of crowd innovation mechanism, whether it is public record platform subsystem which form a flexible intention, this direct intention gathered will promote innovation and entrepreneurship coupling between the project and the platform of "soft service" of the two subsystems, which in turn will promote the two coupled subsystems further more. Setting up the "crowd innovation" mechanism and forming the process of increasing the willingness to move back and forth, will continue to promote the "crowd innovation" mechanism to produce good social effects, and then achieve the government's Mass entrepreneurship and innovation, the purpose of forming a crowd innovation building a good situation.

Previous studies have found that the government initiated the crowd innovation mechanism often produce different effects that due to the connotation is not clear, one of the reasons is part of the platform "soft service providers lack services for small and medium-sized innovators enthusiasm. A service provider may be due to lower margins, on the other hand may be due to the low efficiency of services necessary to experience the lack of medium and small innovators, eventually lead to crowd innovation system platform soft service subsystem and lack of willingness to participate, will inevitably lead to the low level of system coupling and coupling quality poor. The lower "crowd innovation" mechanism, system coupling level and quality will further affect the hatching space incubation efficiency, forming a vicious circle. Therefore, it is important to enhance the system coupling level and quality to enhance the system level and quality of the crowd innovation, which is closely related to the flexible will of the platform "soft service" and the innovation and entrepreneurship projects. The crowd innovation mechanism was born and developed further in the process of innovation, and the flexible intention to enhance the coupling between the platform "soft service" and the innovation and entrepreneurship project can be taken as follows: One is the crowd innovation space to further implementation of innovation and entrepreneurship, online and offline, incubation and investment combination, reflects the characteristics of the market, specialization, integration and network, create open integrated service platform, low cost, convenience, all elements, thereby enhancing the innovation between the subject and the service providers based on coupled intention public record platform; The two is the government a crowd innovation for the attention of the crowd innovation space and other new intermediary services institutions can enjoy more policy dividends, for example, from taxation, finance, science and technology intermediary service providers to provide incentives or support, and government procurement of services, simplify the registration procedures," public relief a space for rent, broadband networks and other soft services, further enhance the willingness of both sides of the main body coupling by none other way, which will significantly improve the public record for space itself and application. At the same time, the existing "crowd innovation" concept, in close contact with the professional industrial capital, better social power of

innovation and entrepreneurship, collaborative industry economic development, the positive effect of increasing, will further promote the mass innovation intention.

4.2 Enhancing the Flexibility

In the trend of mass entrepreneurship and innovation, the "creative space" as an innovative incubator can enhance the ability of innovation and entrepreneurship. The main feature of creative space lies in weak carrier, that is, spatial attributes are gradually weakened, and service attributes are more important[28]. Platform "soft service" business need to have good ability, and innovation and Entrepreneurship Project depth combination, realize crowd innovation incubation efficiency promotion. At present, the crowd innovation space development does exist to ignore the problem of software services, some institutional barriers still exist, venture capital shortage and business counseling team is not mature^[29], system coupling in the main parties how to enhance the professional ability, the formation of technology or intellectual ability conduction, which is currently one of the main bottlenecks restricting the development of a space . The reason, on the one hand, the main innovation and entrepreneurship itself may not be strong. There are many factors affecting this area; on the other hand, the initial public record space "platform" soft intermediary services ability itself may be poor. Based on the above reasons, the crowd innovation space platform the two system innovation and entrepreneurship formation system coupling effect is poor, the main responsibility and lack of coupling may exist, the main part of short-sighted economic interests first. It is difficult to cause resources into innovation in the field of business, resulting in the failure of cooperation. Therefore, results oriented, develop a reasonable system arrangement to the public record of space cooperation, to guide innovation and entrepreneurship innovation ability and local human resources, innovation resources, industry resources and industrial chain characteristics to achieve effective docking, pay attention to cultivate the crowd innovation space "carrier" intermediary "service ability, will be the core to enhance the" crowd innovation mechanism of elastic ability, also is the premise of crowd innovation space of success.

On the issue of system coupling of crowd innovation mechanism, there is no stable and outstanding participant in the system coupling between the platform "soft service" and the innovation and entrepreneurship project, so it is difficult to sustain. How to make the crowd innovation mechanism and development platform air plant soft service innovation and entrepreneurship projects effective coupling and coordination? From the perspective of government, it is necessary to establish a long-term mechanism to lead the crowd innovation space development, integration of various resources, leading the resource sharing, open profit space, complementary advantages between the main body and the coupling mechanism of the open cooperation smoothly. For example, the government operates incubation space, purchase specialized services, training intermediaries, investment Angel funds and venture capital institutions, establish and improve the internet equity financing mechanisms, such as public financing, as a platform, "soft service" and innovation, entrepreneurship, project system, coupling play a guiding role, to lead the development of all creative spaces.

4.3 Achieving the Balance

On the subsystem coupling problem of the multi creation mechanism, if the elasticity between one party and the elastic intention is too large, the so-called imbalance between supply and demand will lead to a significant drop in coupling quality. Therefore, the main body of system coupling should choose the willing and able participants, to push forward the mechanism of coupling, the subjects with greater ability and willingness will hinder the effectiveness of the crowd innovation mechanism. The subsequent reaction to this nuisance will lead to a further decline in the elastic coupling of partners, leading to a failure of system coupling. So, every participant should have a strong flexibility and provide flexibility, to create the necessary conditions for the system coupling of the creative space, to open the "black box" module of the system coupling, to strive for a balanced system coupling between

multiple spaces subsystems, and common benefit. If the difference about system coupling level and quality between the two systems are large, it will inevitably affect the whole system coupling process. The crowd innovation mechanism is the structure, function and relationship between the operation and development of the "crowd innovation space ". Its internal mechanism can be regarded as the system coupling between the platform "soft service" and the innovation and entrepreneurship project subsystem. The coupling level and coupling quality determine the effectiveness of the crowd innovation mechanism. From the connotation of "crowd innovation" mechanism, "crowd innovation" pays more attention to the generalization of the main body of innovation and the specialization of service; From the function mechanism of crowd innovation mechanism, it more emphasis on public entrepreneurship, national innovation universality, as well as independent innovation pilot zones, incubators, universities and research institutes services specialization, to combine professional services with innovation and entrepreneurship and combine platform services with offline projects and combine incubation with investment. Conception based on balanced development, on the platform of sharing resources and capability sharing, it can be achieved for the crowd innovation mechanism innovation and entrepreneurship projects with the platform of "soft service" ability to enhance collaboration way, through creative stitching, effect inference, improvisation behavior, identity and knowledge corridor content discussion, and finally, a win-win situation will be achieved.

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