Research on Pain Point Analysis and Incentive Mechanism of College Innovation and Entrepreneurship Team Based on Interview Research

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Abstract. After Premier Ke-qiang LI proposed the “double innovation” development policy of “mass entrepreneurship and innovation” in 2014, major universities in China have launched a series of innovation and entrepreneurship work. As an important base for national talent training and scientific research, colleges and universities have a strong passion and vitality for innovation and entrepreneurship. However, in the rapid development of innovation and entrepreneurship, the innovation and entrepreneurship team of colleges and universities also face many difficulties and pain points. Based on questionnaire survey, interview research, literature search, expert consultation and other methods, this paper analyzes the pain points of college innovation and entrepreneurship team, and builds an optimized incentive mechanism system to provide innovative and entrepreneurial education for colleges and universities, and provides data-based countermeasures and suggestions for entrepreneurial college teams.

Introduction
At present, with the vigorous development of the global scientific and technological revolution, the combination of production, study and research in universities is becoming the core force for the transformation of China's economy from exogenous growth to endogenous growth, and China's economic transformation, industrial upgrading, strategic new industrial development, and innovative major historical issues such as national construction are closely related and will inevitably become more and more important in China's new key historical development period. At the same time, the number of college graduates is increasing every year, the employment pressure of college students is increasing, and the employment problem of college students is becoming more and more serious, which seriously affects the career development of college students and severely restricts economic growth and social stability. In order to alleviate this problem, improve the innovation ability of college students, cultivate college students' innovation and entrepreneurship team, drive innovation with innovation, and promote employment through entrepreneurship, it is in response to the overall requirements of the country's "mass entrepreneurship, innovation" and a young student with socialism with Chinese characteristics in the new era. Specific requirements. However, entrepreneurship is never a one-man affair, but it has been accomplished through a good entrepreneurial team. Some innovative and entrepreneurial teams are organized by some aspiring young people to achieve common entrepreneurial success beliefs. Entrepreneurship succeeds in the same direction, forming a working group that is stronger than individuals. With the development of the market and technology, the entrepreneurial environment has changed, and team entrepreneurship has gradually become an important way for enterprises to rationally utilize and allocate various resources for entrepreneurship. However, in the specific practice of entrepreneurship, problems such as team management confusion and team brain drain have arisen. Based on questionnaire survey, interview research, literature search, expert consultation and other methods, this paper analyzes the pain points of college innovation and entrepreneurship team, and builds an optimized incentive mechanism system to provide innovative and entrepreneurial education for colleges and universities, and provides data-based countermeasures and suggestions for entrepreneurial college teams.

Domestic and foreign scholars' research on innovation and entrepreneurship team is mainly aimed at mature entrepreneurs with long-term landing time and large financing scale, and put forward many
high-quality management theories and operating systems. Dean Tjosvold (2003) found that the appropriate conflict management method can effectively alleviate the negative impact of destructive or dysfunctional conflicts on the organization and further play the positive role of conflict [1]. Ely and Thomas (2001) found that external team heterogeneity such as age and education level will strengthen the effect of intra-team heterogeneity [2]. Lei Shi (2008) found that the interaction between the background heterogeneity of the entrepreneurial team and the heterogeneity of information can make the advantages of team members complement each other and promote entrepreneurial performance [3]. Wen-qin Zhang (2011) found that the self-reflection of the R&D team can make full use of team resources and improve team efficiency [4].

Considering the fact that there are more scattered distributions in the creative start-up period of colleges and universities, we use the online questionnaire to conduct frequency statistics to observe the difficulties and needs of the development of college entrepreneurial teams.

Data Analysis

Questionnaire Processing Technology

Based on the "Questionnaire +SPSS analysis +Excel pivot table" framework, this study comprehensively uses frequency statistics, classification and summary, description analysis and other methods to discover the pain points encountered by college innovation and entrepreneurship teams in the process of entrepreneurship, and propose countermeasures, establish incentive mechanism.

Analysis of the Proportion of Difficulties Encountered by Innovative Entrepreneurs in Colleges and Universities during Each Stage of Entrepreneurship

In view of the problems encountered by college students in the field of entrepreneurial entrepreneurship, we set up six major difficulties: Team competency, technology research and development, product production, marketing, profit model and capital constraints. Questionnaire data were collected from University entrepreneurship in creative stage, start-up stage and growth stage respectively. The final results are shown in the following figure (refer with: Figure 1):

![Figure 1](image)

Figure 1. The proportion of difficulties in starting a business in various stages.

(1) Creative stage

Through survey data of entrepreneurial enterprises in the creative stage, 75% of innovative entrepreneurs in the creative stage believe that team competence is the difficulty encountered in their entrepreneurial process, and technology research and development ranks second with 54.17% and 50% entrepreneurs have encountered difficulties in technology research and development. Enterprises in the creative stage that encounter market promotion, profit model, and product production difficulties account for 42.67%, 33.33%, and 12.50%, respectively.

Conclusion: Among the difficulties encountered by entrepreneurs in the creative stage, the team's ability and quality are the most serious, followed by financial constraints.

(2) Initial stage
According to the survey data of startups in the initial stage, 58.82% of the companies believe that the team's ability and quality limit the development of the enterprise. 47.06% think that the marketing is challenging at this stage. 41.18% think that this stage of funds is particularly important. 35.29%, 29.41% and 11.76% of the start-ups respectively encountered technical research and development, profit model and product production difficulties.

Conclusion: Among the difficulties encountered by startups in the initial stage, the team's ability and quality is the most serious, followed by market promotion.

(3) Growth stage

According to the survey data of entrepreneurial enterprises in the growth stage, 83.33% of entrepreneurs chose the team’s ability and quality, which has the largest proportion. The proportion of marketing and profit models were 66.67% and 50.00%, respectively. The difficulties in product production and capital constraints are not outstanding.

Conclusion: Among the difficulties encountered by companies in the growth stage, the team's ability and quality are the most serious, followed by marketing.

**Descriptive Data Analysis and Analysis of College Innovation and Entrepreneurship Team**

The description analysis mainly includes the mean, median, and variance of the importance of different factors encountered by the enterprise. The importance of different factors in the entrepreneurial process includes entrepreneurial team, product innovation, business model, strategic planning, marketing promotion, marketing channels, upstream and downstream enterprises, entrepreneurial capital, supportive policies, etc. According to the quantitative analysis of 1-5, the obtained radar chart is as shown. (refer with: Figure 2):

![Entrepreneurial factor radar chart](image)

Figure 2. Entrepreneurial factor radar chart.

The results of the description analysis are shown in the following table (refer with: Table 1):

| name                                           | minimum value | maximum value | average value | standard deviation | median |
|------------------------------------------------|---------------|---------------|---------------|--------------------|--------|
| entrepreneurial team                           | 3             | 5             | 4.851         | 0.416              | 5      |
| product innovation                             | 3             | 5             | 4.468         | 0.687              | 5      |
| business model                                 | 2             | 5             | 4.298         | 0.72               | 4      |
| strategic planning                             | 2             | 5             | 4.277         | 0.826              | 4      |
| marketing promotion                            | 3             | 5             | 4.34          | 0.731              | 4      |
| marketing channels                             | 3             | 5             | 4.34          | 0.7                | 4      |
| upstream and downstream enterprises            | 2             | 5             | 3.915         | 0.775              | 4      |
| entrepreneurial capital                        | 3             | 5             | 4.191         | 0.77               | 4      |
| supportive policies                            | 3             | 5             | 4.17          | 0.761              | 4      |
According to the above comparative analysis, the maximum, minimum, average and median of the team's ability are all over or equal to other factors. The standard deviation is relatively small, which means the data is relatively stable. Therefore, we can conclude that the most serious problem that the university's innovation and entrepreneurship team encountered in the creative, start-up and growth stages is the team's competence.

**Mechanism and Countermeasures**

According to the questionnaire data, the team's quality ability is the most important factor among all the innovative entrepreneurs in colleges and universities. To this end, we have reached the following conclusions and Incentive mechanism through questionnaire surveys, interviews, literature searches, and expert consultations.

**Establish a Credit Transfer System for Innovation and Entrepreneurship Practice**

We should establish a perfect credit transfer system for innovation and entrepreneurship, and we can identify some credits for the practice of innovation and entrepreneurship, so that some entrepreneurial students can safely put their time on the dream of starting a business and fulfill the academic credit requirements. Colleges and universities can set up special groups to examine and evaluate the innovative and entrepreneurial projects of college students through innovative and entrepreneurial platforms such as start-up parks, incubators and entrepreneurship colleges for entrepreneurs to identify their achievements. This evaluation and identification is not only the basis for taking credits for their courses, but also an opportunity for self-testing and improvement of college entrepreneurs.

**Established a Regional College Dream Factory**

Colleges and universities should set up college dream factories in different regions. The colleges will jointly manage and lead the students, so that all the students who are interested in starting a business can enter the DreamWorks to practice innovation and entrepreneurship. Regularly evaluate various regional innovation and entrepreneurial projects, and at the same time form an effective competitive relationship between DreamWorks in various regions, with innovation and entrepreneurship funds and resources as rewards. This not only effectively combines the project evaluation link of the credit transfer system of innovation and entrepreneurship practice, but also strengthens the entrepreneurial enthusiasm of college entrepreneurs, thus cultivating their entrepreneurial ability. Combining 1, 2 points can lead to an external incentive mechanism for entrepreneurial practice and credit recognition. (refer with: Figure 3):

![Figure 3. Entrepreneurial practice and credit identification external incentive mechanism.](image_url)

**Establishing an Innovative Practice Management Model for Corporate Punching**

The university's innovation and entrepreneurship practice project is carried out in a company-based management model. Assign weekly or daily tasks, each person has his or her own goals, and give different levels of salary according to the degree of goal completion. Such a corporate punching mode can serve as a supervisor and incentive. Let entrepreneurs feel the company's operation and working atmosphere in advance, and establish an operational mechanism for the organization of enterprise innovation and entrepreneurship platform organization. Through internal incentives combined with
external incentives, we will cultivate the ability and quality of innovative entrepreneurs in universities.

Summary

Many factors in the innovation and entrepreneurship team of colleges and universities are very important, but team competence is the basis of various factors. Based on interviews and investigations, this paper analyzes the pain points of college innovation and entrepreneurship teams, and summarizes a set of internal and external incentive mechanisms to provide effective solutions for the cultivation of innovative and entrepreneurial talents in colleges and universities and the improvement of entrepreneurs' team competence.

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