

Action Strategies of Non-Profit Organization Driven by Innovation in Revitalization of the Northeast China

Le Pei

Management College
Bohai University, BHU
Jinzhou, China
p982262@126.com

Abstract—In the era of network and knowledge economy, non-profit organization is becoming an important actor. Only driven by innovation, can non-profit organization play a positive role in the construction of innovation-oriented society. In the revitalization of the northeast China, there are plenty theoretical space, policy impetus and current demand for non-profit organization. The action modes of non-profit organization driven by innovation can be divided scientifically. In internal and external environment, the non-profit organization should be more pragmatic. The strategies in the revitalization of the northeast China, such as conception guiding, resources sharing, intelligence spreading, and behavior demonstrating, may improve efficiency and quality of actions.

Keywords—Driven by Innovation; Non-Profit Organization; Action Strategy; Revitalization of the Northeast China

I. INTRODUCTION

The new development mode of economy is being probed in China, while there are more problems in the northeast than other areas. To change situation and improve ranking, the public sector consisted of government, the private sector consisted of enterprise and the third sector consisted of non-profit organization should take action together. They are interrelated, complementary and cooperative, driven and guided by innovation. They could and should promote revitalization and rapid development of economy, society and culture of the northeast China. The non-profit organization has distinctive orientation and advantage. There are convenience and feasibility in innovation operation for non-profit organization to remedy the gap between public sector and private sector effectively.

II. THE ACTION SPACE OF NON-PROFIT ORGANIZATION IN REVITALIZATION OF THE NORTHEAST CHINA

A. Theoretical Space

The nature of non-profit divides the relation of economic interest from non-profit organization, which makes non-profit organization to act under the demands of system and society. The non-profit organization can undertake public service project appointed or transferred by government without occupy public resource. It will increase the supply efficiency of public goods and service, and improve diversity, accessibility and

responsiveness. Guided by the theory of cooperative governance, non-profit organization probes appropriate means to assist effective public governance, and to change obsolete thinking, rigid pattern and policy, to become new power to stimulate reform. In the field of social service, non-profit organization strengthens conversation, interaction, and coordination between government and private sector. That expands and stabilizes social network, increases social capital, constructs new publicity, and enhances overall vitality. [1] The non-profit organization involves in not only labour-intensive industry, but also technology-intensive industry and knowledge-intensive industry. It is important channel and buffer space, and contributes to get breakthrough in technology and institution through resource sharing, technology linkages, personnel exchange and so on. (In Chinese) [2]

B. Policy Profit

There are registration ordinances, tax collection provisions, and other administrative regulations made by ministry of civil affairs of the people's republic of China. Recently, some macroscopic development policies bring guide and lean to the northeast China, which is also policy profit to non-profit organization. That "northeast China revitalization 13th five-year plan", outlines of national innovation driven development strategy, independent innovation promotion ordinances, and so on, have become driving factors to the healthy growth and operation of non-profit organization. In the strategies of the revitalization of the northeast China, the principles include promoting overall, stressing the main points, combining the future and now, rolled implementing. The non-profit organization get more space than ever before in the facets of upgrading industrial, encouraging employment and entrepreneurship, attracting and retaining talents, and improving regional innovation environment. The focus of policy mission is on adjusting system and mechanism, promoting structural adjustment, encouraging innovation and entrepreneurship, ensuring and improving people's livelihood. The new ecosystem, which makes innovation actors to interact harmoniously, innovation elements to flow and allocate efficiently, should be built as soon as possible.

C. Realistic Demand

The mass entrepreneurship and innovation reflect demand of development strategy driven by innovation in new normal economic growth, and are benefit to achieve multiplier effect. Under new situations and circumstances, it is difficult for sole actor to complete all innovation activities by oneself. That the network and nonlinear innovation pattern based on cooperation and alliance among different actors is inexorable trend and the result of joint efforts of all actors, who participate in knowledge transfer process through formal and informal social network. (In Chinese) [3] Non-profit organization may assist local government in institutional innovation and decision-making to transfer service function and improve social security. Non-profit organization may provide intellectual and knowledge support to improve government management, deepen the reform of state-owned enterprises, promote the development of private economy. Non-profit organization may work together with enterprise in industrial transformation and upgrading, trades administration, technology communication and Knowledge sharing. There is also need for non-profit organization to provide fund and consultation for the northeast China to advance the transformation of traditional industries, accelerate the cultivation and strengthening of new and high-tech industries, expand employment and entrepreneurship, and improve people's livelihood. Only through implementing more positive and effective activities, can non-profit organization meet more new and high social service demands from various objects continually.

III. THE ACTION PATTERNS OF NON-PROFIT ORGANIZATION DRIVEN BY INNOVATION IN REVITALIZATION OF THE NORTHEAST CHINA

A. The Self-organization Pattern of Single Actor

In the opinions on deepening the reform of system and mechanism and accelerating the implementation of development driven innovation strategies, development strategies driven by innovation include promoting innovation systematically in technology, industry, enterprise, market, product, operation and management, stimulating the market's vitality, changing organizational structure, improving growth mode. (In Chinese) [4] There are knowledge advantages in the technical social organizations, they may transfer technology and patent, provide intellectual property services, assessment and consultation. The private non enterprise units provide a variety of community service to reduce social cost. The foundations offer supports, guarantees to innovative projects to cut down the difficulty in the project initiation and promotion, and to form better social results. Kinds of non-profit organizations gather together to gain innovation advantages to guide development and change, and to promote innovation and start new business. At the same time, non-profit organizations and related projects create considerable employment opportunities.

B. The Coupling Pattern of Double Actors

In the coupling pattern of double actors, non-profit organization cooperates with government or enterprise deeply by contract. The base of revitalization of the northeast China is innovation, on which the double actors can carry out their advantages and find out stable fitting point to form interest

community. It will bring multiplier effect that knowledge advantage of non-profit organization, authority and policy advantage of government, operation and market advantage of enterprise, public opinion of society and the public integrate into a whole. The modalities of cooperation include: non-profit organization undertakes public projects from government; non-profit organization constructs innovation and entrepreneurship base with government; non-profit organization undertakes innovative projects from enterprises; non-profit organization researches new product or service with enterprises; etc. The content of cooperation is facing public governance, policy formulation and implementation, social service, enterprise development, industry planning and so on, which includes research and development of product and technology, consultation of information and knowledge, reconstruction of management process and mechanism, etc. The achievements of cooperation should be applied to government, enterprise and society, which include product renewal, technology upgrade, management improvement, knowledge incensement, mode innovation, etc.

C. The Synergy Networks Pattern of Multiple-Actors

As a vital knot, non-profit organization connects government, enterprise, the public and other actors. The innovation enriches value chain, achieves optimal essential factors allocation of information, knowledge, technology, personnel, fund and so on. It also enhances scale and elasticity of social networks, adds available social capital to the northeast China continuously. Different actors utilize evolutionary, nonlinear, interactive process to bring forth innovation, which contain vicinity, aggregation, cluster, convention, criterion, and so on. [5] According to the position and role of actors involved, the synergy networks pattern of multiple-actors may be divided into government dominance pattern, enterprise dominance pattern, non-profit organization dominance pattern, and no dominance pattern. There are industrial technology innovation strategic alliance, intellectual property association, technology research and development center, business incubator, productivity promotion center, etc. That whichever should be identified in rights and responsibilities of each actor, governance structure, financial regulations, communication channels, consultative procedure, and so on, to ensure the standardization of operation. The third party should be invited to supervise and evaluate the whole process to ensure the healthy and reliability of the networks. Based on the partnership, the actors may construct joint laboratory and innovative technology park to get the consequence that coordination promotes innovation, development, and scale effect. The limitations of single actor in ability and resource should be break to promote mobility and optimize configuration, radiate from the networks to outside to bring industry upgrading and regional development. That total comprehensive income should be achieved, including expanding technology communication channels, reducing technology transaction costs, popularizing advanced green technology, optimizing credit system, and regulating morality and behavior.

IV. THE ACTION STRATEGIES OF NON-PROFIT ORGANIZATION DRIVEN BY INNOVATION IN REVITALIZATION OF THE NORTHEAST CHINA

A. The Strategy of Conceptual Guidance

The non-profit organization should assist government in improving public service purchasing mechanism and public project management. A whole negative list should be specified to reduce unnecessary intervention and policy cost, and more growth space and trial and error opportunity should be provided to all kinds of innovation actors. In government procurement, the behavior should be regulated by contract, the content and form should be enriched, and the process management should go through the whole course. Based on the credit, the new partnership of openness and cooperation, harmony and tolerance, mutual benefit and win-win should be built. The communication mechanism and interactive platform should cover all the area, actors and elements to prevent government failure and market failure. To deepen the supply side reform, non-profit organization should assist government in formulating innovative development plan, allocating systematically projects and resources. The product economy and service economy should be connected tightly to extend the industrial chain. The industrialization and informatization should be integrated deeply. The crop farming, livestock breeding, and processing industry should be linked. The characteristic resources should operate as an industry. Guided by the belt and road initiative, the key economic and trade industrial parks are the collaborative platform, the new Euro-Asia continental bridge and China-Mongolia-Russia economic cooperation corridors should be constructed to radiate to central Asia, southeast Asia, and central and eastern Europe. The consultation and intermediary functions of non-profit organizations should be fulfilled. New cooperation model should be used widely, such as PPP, to channel the private capital into equipment manufacturing industry, energy industry, modern pharmaceutical industry, agricultural products processing industry, environmental protection industry, and high and new technology industry scientifically. Thus, the compound target of destocking, reducing cost, and improving weakness will be achieved. Following the policy of mass entrepreneurship and innovation, entrepreneurial ecosystem and innovation culture should be fostered. The foreign advanced experience should be learned to develop ideas, such as entrepreneurship America plan, green paper on entrepreneurship in Europe, European entrepreneurship action project, etc. The industrial sectors and clusters should lean to small and medium-sized enterprises and private enterprises to construct more mass entrepreneurship space of low cost, facilitation, total factor, and openness.

B. The Strategy of Resource Sharing

While industrial cluster and regional synergy are being focusing, the mature innovation network platform should be constructed to share resources need by innovation. More innovation actors will be absorbed and channels will be unblocked and connected to guarantee elements flow reasonably and smoothly. Each actor should specify its role and function in different phase of innovation chain to inspire the vitality of actors. The innovation ability of all actors should be improved systematically to strengthen the foundation of

innovative development. That the technology innovation of enterprise, institutional innovation and governance innovation of government, and management innovation of non-profit organization should be integrated. That technology chain, knowledge chain, value chain, and innovation chain should be built on the base of interaction and synergy effect to form stable relation and innovation mode, which has the features of aggregation advantage, knowledge spillovers, technology transfer and learning. Relying on the network, actors innovate synergistically to release, exchange, and utilize innovation elements, such as knowledge, technology, information, personnel, and fund, to break down the barrier, integrate advantageous resources, to set up a dynamic, open, and sustainable innovation system. (In Chinese) [6] Under the overall planning, the cities and industries may set up single platforms, then, integrate into the innovation platform of the northeast China. The regional innovation layout should be optimized to fulfill linkage integration. The related services and supporting measures should be upgraded to converge and cultivate innovative and entrepreneurial talents, to introduce and incubate innovation and entrepreneurship projects. In the activities of innovation and entrepreneurship, venture capital fund should be supervised. The location and resource advantages of core cities and industries should be exerted, such as equipment manufacturing industry cluster in Shenyang, shipbuilding industry cluster in Dalian, automobile industry cluster in Changchun, green food industry cluster in Heilongjiang. New innovation pattern of the northeast China should treat Shenyang, Dalian, Changchun, and Harbin as centers and growth poles. The main regional innovation clusters consist of southern Liaodong peninsula, central Liaoning, central and southern Jilin, and Harbin-Daqing-Qiqihar industrial corridor in Heilongjiang. The cross border economic cooperation and international industrial capacity cooperation should be developed in Sino-German top equipment manufacturing industry, Sino-Korea service industry, and so on.

C. The Strategy of Intelligence Transmission

Driven by innovation, non-profit organization may attract more elements, such as personnel, information, technology, and so on, to gain comparative advantage in production, management and transmission through more convenient way and lower cost. The purposes of knowledge innovation are not only knowledge preservation, but also knowledge sharing, knowledge diffusion, knowledge transfer, and related economic value and social benefit. So, the structure should be transformed into flexible learning organization, to speed up the learning process and promote industrial technological system innovation. The innovation risk should be analyzed and managed to reduce transaction costs. Based on innovation union and sharing platform, proprietary technology, management technology, and innovative technology will be transferred to push forward continuous network collaborative innovation. The new roles of non-profit organization are maintaining and coordinating innovation networks, especially strengthening technical links and personnel exchanges. From local economy and social development, non-profit organization should provide application service, including industry information, brand communication, terminal channel and e-business, to push forward industrial transformation and

upgrading, through innovation community, industry cluster, technology transfer, industry university research cooperation. Meanwhile, non-profit organization should provide social service in fundamental areas, including education and training, health care for the aged, culture and creativity, safety and environmental protection, and urban construction, to slow down the loss of population and improve the overall population quality, especially increase reserves of skilled workers and training resources, and accelerate resource-based cities and industrial recession areas to get out of growth predicament. Following the concept of sustainable development of openness, sharing, green and humanities, ownership and allocation of factors should be specified, modern governance structure should be introduced, management system and channels should be optimized. Latest information and mobile internet technology bring big data and cloud computing to mine the hidden meaning and value of data and information deeply, to inspire knowledge innovation and intelligence transmission, to improve the efficiency and effectiveness of coordination, and to increase overall revenue of the system. The new entrepreneurial service mode and virtual innovation community should be developed to build various forms of incubator institution. Then, entrepreneurs will get more workspace, cyberspace, social space, and shared space through “Incubator + Venture Capital” mode. The cost and threshold of innovation and entrepreneurship for the public to participate in will be reduced too.

D. The Strategy of Behavior Demonstration

A batch of demonstrative non-profit organizations and innovative projects should be constructed to radiate the whole industry and region. That normative organizational structure, management mechanism, behavior pattern, and project operation will bring innovation performance. Under the background of project-based system, non-profit organization appears as strong service and weak advocacy, strong function and weak association, but the role should be adjusted. The government provides macro orientation to correct and reverse rules and operations of non-profit organizations. The intelligence superiority and knowledge agglomeration of non-profit organization should be emphasized. The levels and needs of technological innovation, product innovation, enterprise innovation, industry innovation, market innovation, management innovation, mechanism innovation and regional innovation should be analyzed systematically. Management and innovation mode should be probed in the process from knowledge production, knowledge utilization and sharing, to knowledge spillover. Based on innovation alliance and sharing platform, the limitation of single city and area should be break. That location, resources, organization and management should be treated as a whole to expand knowledge network, integrate innovation needs, cultivate innovation actors, link innovation elements, and coordinate innovation behaviors. In projects and actions, cost and benefit should be supervised to decrease unnecessary expenditure and non-core personnel, and increase organization efficiency. In transparent and open process, the date and information should be analyzed relatively and utilized synthetically to achieve dual goals of economic and social

benefits of innovation activities. The risk of innovation should be prevented and responded to reduce the possibility of conflict, guarantee the vitality and flexibility of innovation system, and maintain the stability of innovation region. Guided by local economic and social development plan, scientific and reasonable evaluation system of innovation should be constructed to encourage continuous development of innovation activities. Assisted with certification and rating, more policies and resources should be leaded into non-profit organizations and innovation projects in strategic and fundamental fields. That multiple evaluation actors, comprehensive evaluation indexes system and advanced evaluation tools and methods should be introduced to present authentic and accurate evaluation results and provide references to other actors and subsequent activities. New characteristics of industrial organization include miniaturization, intelligence and specialization. So, the mode of innovation should be distributed and networked. Meanwhile, following the trend of diversity in innovation actors, activities and paths, management innovation should base on industry associations to form innovation governance structure of multi participation, synergy and efficiency.

V. SUMMARY

The third sector, consisted of non-profit organizations, is willing and able to take responsibility of important actor, carry out its unique functions, and compensate the deficiencies of the public sector and the private sector effectively. The non-profit organizations driven by innovation, reform extensively and deeply in idea, system, management, and behavior, constitute an important part of the innovative society. The non-profit organizations probe effective models in new situation, strengthen social networks, and enhance social capital through various organizational forms and action strategies. There are successes and failures in the process of innovative action. Hence, the idea and understanding should be correct. The summary and rethinking should be the precious accumulation and the source of knowledge of social development.

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